

TSWAINING LOCAL MUNICIPALITY



**DRAFT INTEGRATED DEVELOPMENT PLAN**

**2022/2027**

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## HON. MAYOR'S FOREWORD

I am indeed honoured to present this prestigious Draft Integrated Development Plan (IDP) in my tenure as a mayor. This plan is a product of a broader consultation with stakeholders, communities, government departments and public entities, this is a five-year plan which seeks to position Tswaing as a leader in Integrated Development Planning. This plan is the on advanced notion of cooperative governance, and it must be located within the broader context of intergovernmental relations. This Plan appreciates District Development Model as an instrument for greater cooperation and integration, it will guide us to accelerate service delivery to our communities. It is my most considered view that this plan appreciates that Water is Life, Sanitation is dignity, Electricity is Power, and that Roads are a means of Accessibility to Public Amenities. Let's acknowledge the positive contributions from all role players as government departments, parastatals, agencies, civil society formations and traditional leaders and mainly our community members in the public participation process. The promise of a better future can only be realised by the type of robust discussions we undertake with our people that ultimately lead to a solid programme of action. The achievement of a remarkable goal is solemnly based on the commitment to register credible progress, and the slower progress, the weaker the promise becomes, and this puts pressure on that commitment.

We need concerted efforts to accelerate the implementation of the 2022/27 Integrated Development Plan to address backlogs on water, sanitation and improve our economic development initiatives to fight poverty, income inequalities and unemployment which are the dominant challenges we face in our municipality.

The municipality has taken into consideration major policy pronouncements made by the Premier in his State of the Province Address respectively where they made a clarion call to all municipalities to prioritise the provision of basic services like water, roads, infrastructure and electricity and job creation. The new approach of District Development Model enables an integrated response to cross-cutting challenges with key departments to service our communities more efficiently.

Our 2022/23 targets have taken into considerations the inputs made by various sectors of our society and this has guided the formulation of concrete strategies that are aimed at ensuring improved approaches in our quest to accelerate service provision to our wards. Again, we have seen how resolutely our communities come together during these review sessions and constructively share with us to bring about concrete and visible change. This gives much encouragement to the leadership; illustrating that in partnership with communities we can overcome obstacles because we have the collective capacity and political will to do so.

We know that change rarely happens overnight, but it can be accelerated. Henceforth, the incremental pace of change in Tswaing Local Municipality. Clinging to the past won't help us navigate the future. We must be prepared for shifts, practice flexibility, work in partnership and learn continuously to move quickly through good times and bad times (crises and upheaval), knowing that we have the strength, capacity, and skills to adapt to new situations all the time.

## **Message by the Municipal Manager**

As rightfully said by the Honourable Mayor in her foreword, and taking cue from the legislative directives, this municipality must undertake the fifth generation of the Integrated Development Plan (IDP) for the 2022- 2027 period as prescribed. However, the process as prescribed has not been an easy task for this municipality, given the real challenges it is faced with i.e., poor revenue collection and slow delivery of services.

It has been a daunting task to compile this document, and whilst in the process of doing it, from time to time in the background, one is faced with challenges mentioned above, on how they will be addressed.

The IDP Review process provided this municipality with an opportunity to perform a self-introspection exercise, aimed at developing better strategies that will assist and support this municipality in addressing the systemic and development challenges it is faced with. All stakeholders across the three spheres of government be involved and must gear themselves up to pull all efforts to address the challenges mentioned earlier.

This document has been crafted with the view to provide planners with a tool to address the serious challenges of service delivery. It is intended to build on the work done in the previous financial years and ensure that moving forward in the next five years we intend to improve service delivery and enhance revenue collection.

It is critical that all stakeholders in the community are pulled together to work for one vision, which is encapsulated in participating in the local IDP planning forum to ensure that better plans are made in realizing the objectives and strategies contained in this document. Amongst the myriad of targets set, it is critical that we restore the culture of payment for services and accountability for consumers of basic services. This will bring back the confidence of the public in the municipality to ensure that impact is made with delivery of services.

For ease of reference this document is divided into five sections in terms of the planning methodology of the IDP i.e., Analysis, Strategies, Projects, Integration and Approval. Under each section there is detailed planning data and information which will be used for formulating better plans, programs and projects. The emphasis is more to deal with ensuring that the needs of the communities are met as identified through the last twenty (20) years since the inception of developmental local government.

This is a draft document, the final document which will include the final version of the Spatial Development Framework and the Budget will be tabled by end of May 2022 to ensure that the councillors have a working document which they may amend as the circumstance so dictates.

## EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER AND DIRECTORATES

Tswaing Local Municipality is one of the five local municipalities in the area of jurisdiction of Ngaka Modiri Molema District Municipality. The municipality's head office is located in Delareyville. The population of the municipality was estimated at 130 478 in 2010 with 30 582 households (Global Insight Regional Explorer).

Tswaing Local Municipality provides all the basic services in its area of jurisdiction except for water and sanitation, which are provided by the Ngaka Modiri Molema District Municipality. The data from Global Insight Regional Explorer, 593 indicate that there has been tremendous improvement in the allocation of services to communities in Tswaing local municipality, especially housing, water, electricity, and sanitation. A brief synopsis of basic service delivery improvements is contained in the table below:4

Service	Level of Service	Status in 2000	2010 status
Water	Piped water inside dwelling	3452 households	6 167 households
Sanitation	Flush toilets	6 939 households	10 894 households
Housing	Formal Houses	17 961	23 676

Table 1: Basic Service Improvements-2000-2010. (Source: Global Insight Regional Explorer, 2011)

Regarding electricity the figures show that while 39% of households had access to electricity in 2000, the percentage rose to 77% in 2010.

Despite these positive results, the municipality still faces a challenge with regard to backlogs in the provision of basic services of water, electricity, sanitation, roads and street lighting. The main reason for the increase in service delivery is that the municipality has experienced an increase in the population during the last ten years, partly due to evictions in the surrounding farms and partly because of the natural growth of the population.

The council that was elected in 2011 adopted a vision and mission to guide its effort to provide sustainable services to communities.

In developing this document, the municipality undertook consultative meetings at all the 15 wards of the municipality to solicit the views of the community on matters that should be prioritized during the term of this council. After listening to communities and analyzing their submissions, the following were selected as the priorities of the municipality: **Economic Growth, Job creation, Poverty Alleviation, Water, Sanitation, Housing, Electricity, Roads Street lighting and Environmental challenges and Road and Storm Water.**

The municipality has seen an improvement in its relationship with the sector departments which has seen sector departments actively participating in the IDP Process. As a result, projects from the sector departments form part of this IDP.

Project funding remains a challenge as indicated by the amount of **R29 M (2022/2023**

(new Financial year) which has been allocated by the Municipal Infrastructure Grant. The municipality will implement a revenue enhancement project aimed at raising more funds for infrastructure development, operations, and maintenance.

Lastly, in order to realize the programmes and projects in this IDP, the targets and key performance indicators will be cascaded into service delivery and budget implementation plans (SDBIPs), which will serve as annual plans and a contract between the municipality and the community. Communities and stakeholders will use the SDBIPs to hold the municipality accountable for the commitments made in this document.

## **INTRODUCTION**

The Constitution of the Republic of South Africa Act, 108 of 1996 obliges a municipality to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, to promote the social and economic development of the community and participate in national and provincial development programmes.

The Municipal Systems Act, 2000 requires a municipality to create systems that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities. Key to these systems is the process of the development of the IDP and the budget.

In line with these legislative requirements, Tswaing Local Municipality has developed the 2022-2027 Integrated Development Plan as council's strategic document through which it aims to uplift the socio-economic status of its communities.

This document is arranged in terms of the required IDP format as follows:

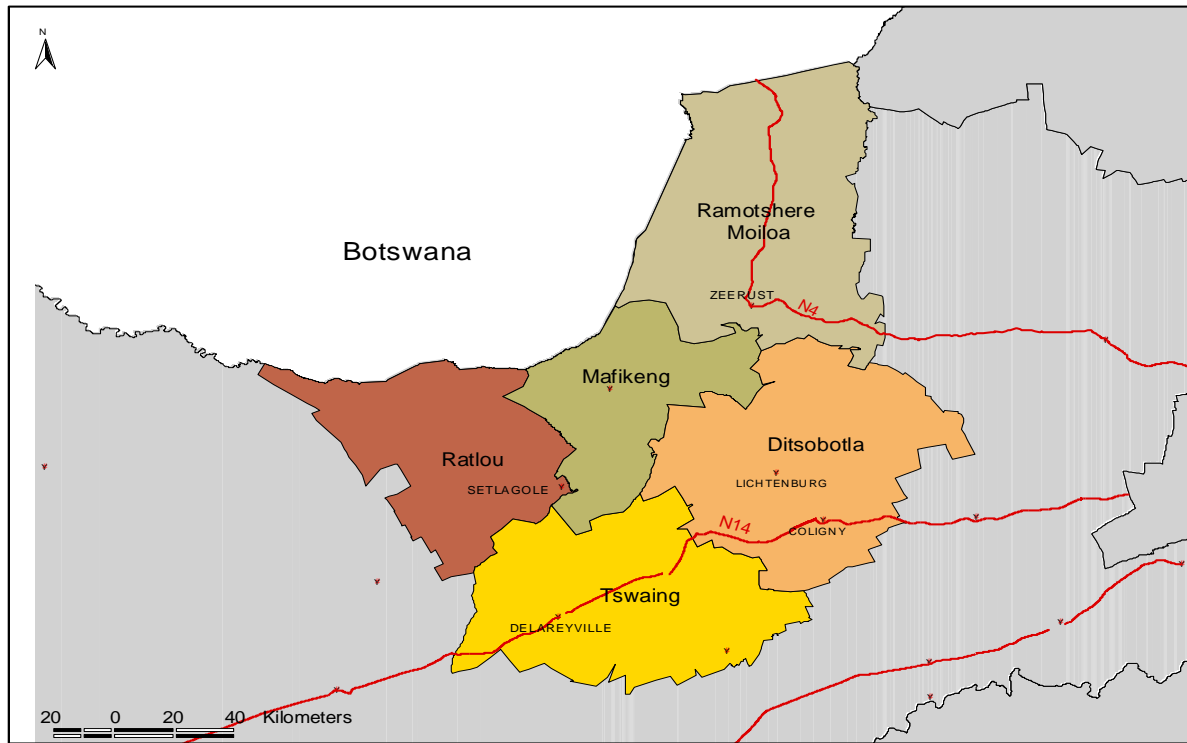
- Executive Summary
- Situational Analysis
- Vision and Mission
- Strategic Objectives and Development Strategies
- Programmes and Projects
- KPIs and Targets



## SITUATIONAL ANALYSIS

### 2.1 Municipal Background

#### THE LOCALITY OF THE TSWAING LOCAL MUNICIPALITY



#### Introduction

This section contains an overview of the status quo of the internal and external environment of Tswaing Local Municipality. The first part provides an overview of the municipality while the rest of the section consists of the analysis of the statistics of the municipality from demographics, household infrastructure and development. The statistics used here are derived from the *Census 2011*. This data, *Census 2011* provides a more recent picture of development in the municipal area since the 2007 Community Surveys.

The availability of the 2011 Census and own municipal data enabled us to analyze the development in the municipal area from 1996 to 2011. In each of the areas covered by the statistics, a comparison is made between what was the level of development in 2001 and the situation in 2011. In this way the reader can make conclusions on whether there was real development in Tswaing Local Municipality or not.

#### Municipal overview

The Tswaing Local Municipality is a Category B municipality situated in the Ngaka Modiri Molema District in the Northwest Province. It is one of the five local municipalities in this district, making up almost a quarter of its geographical area.

Tswaing Local Municipality provides the basic services in its area of jurisdiction except water and sanitation, which are provided by the Ngaka Modiri Molema District Municipality in all Rural Villages of Tswaing. The data from *Census 2011* indicates that there has been tremendous improvement in the allocation of services to the communities in the Tswaing Local Municipality, especially housing, water, electricity, and sanitation.

Despite these positive results, the municipality still faces challenges with regards to backlogs in the provision of water, sanitation, roads and other basic services. The main reason for this is the increase in population in the past 10 years, partly due to evictions of people in the surrounding farms and partly because of the natural growth of the population.

**Area:** 5 875km<sup>2</sup>

**Cities/Towns:** Delareyville, Ottosdal, Sannieshof

**Main Economic Sectors:** Agriculture, small-scale mining

*The section that follows consists of the analysis of the demographic, development and infrastructure profile of the municipality. The Global Insight Regional Explorer version 593, 2011 is the main source of data used here. A comparative analysis is made of the levels and types of services and development for the years 2000 and 2010. This analysis will provide the reader with a picture of the progress made with regard to service delivery and development in general in Tswaing Local Municipality.*

## **2.2 Demographic Profile**

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest. In this section, an overview is provided of the demography of the Tswaing Local Municipality.

### **2.2.1 Population**

Population statistics is important when analyzing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

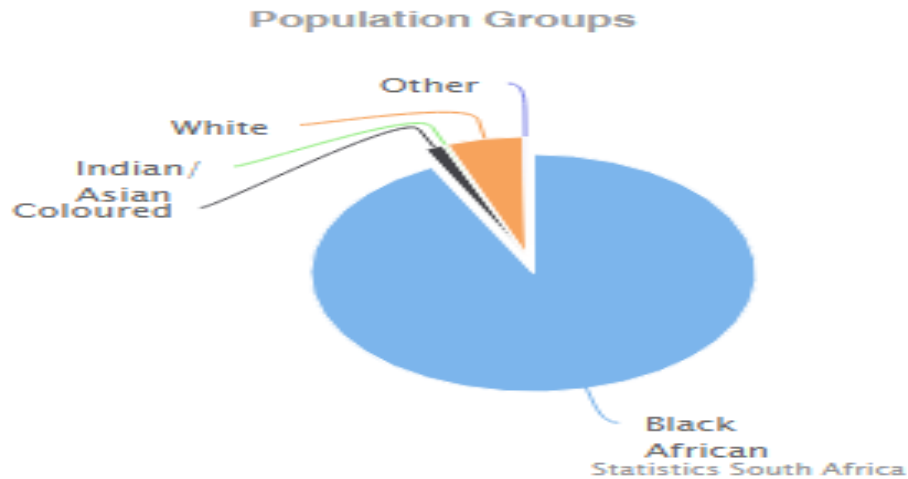
According to Global Insight Regional Explorer and Census 2011, Tswaing Local Municipality has a total population of 124 218 people, of which 92% are black African, 5,6% are white people, with other population groups making up the remaining 2,4%.

Of those aged 20 years and older, 23,5% had some form of primary schooling, 26,7% had some form of secondary schooling, 15,7 % have completed matric and 5,6% have some form of higher education.

### 2.2.2 Population by Population Group

The graph below outlines population by population group for the period 2000 - 2010

Group	Percentage
Black African	92,4%
Coloured	1,4%
Indian/Asian	0,3%
White	5,6%
Other	0,2%



**Figure 1: Number of people per population Group (Source: Global Insight Regional Explorer 2011)**

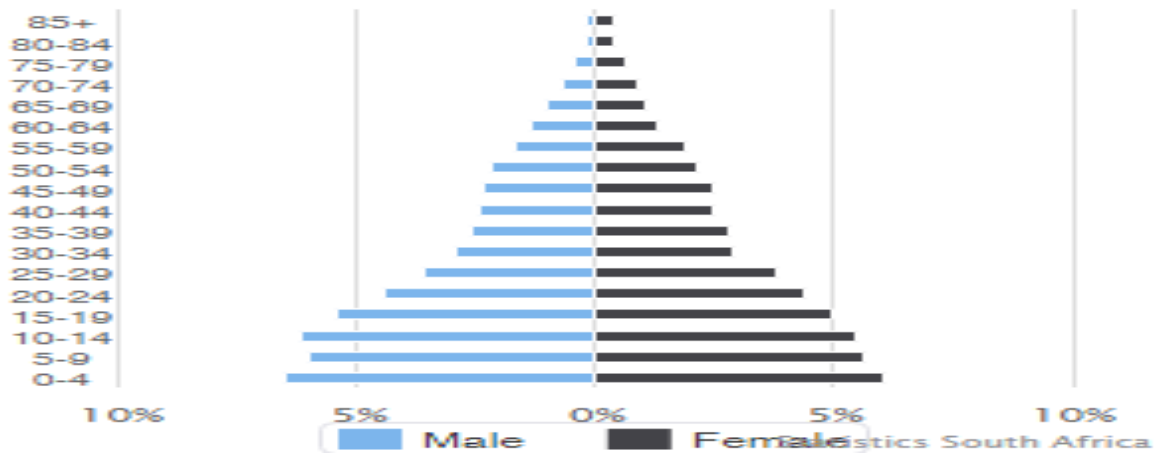
The graph above indicates that the Africans accounts for about 92% of the total population of Tswaing Local Municipality. In terms of growth in the population between 2000 and 2010, the African population group grew by 16 898, with the Asian population growing by 1 194, the number of coloureds increased by 644 and whites by 40 in the municipality of Tswaing.

### 2.2.3 Population by Age.

The figure below indicates population growth by age.

Age	Males	Females
0-4	6,5%	6,1%
5-9	6%	5,7%
10-14	6,2%	5,5%
15-19	5,4%	5%
20-24	4,4%	4,4%
25-29	3,6%	3,8%
30-34	2,9%	2,9%
35-39	2,6%	2,8%
40-44	2,4%	2,5%
45-49	2,3%	2,3%
50-54	2,2%	2,2%
55-59	1,7%	1,9%
60-64	1,3%	1,3%
65-69	1%	1,1%
70-74	0,7%	0,9%
75-79	0,4%	0,7%
80-84	0,2%	0,4%
85+	0,2%	0,4%

### Sex and Age Distribution



## 2.3 Infrastructure Development

### 2.3.1 Housing

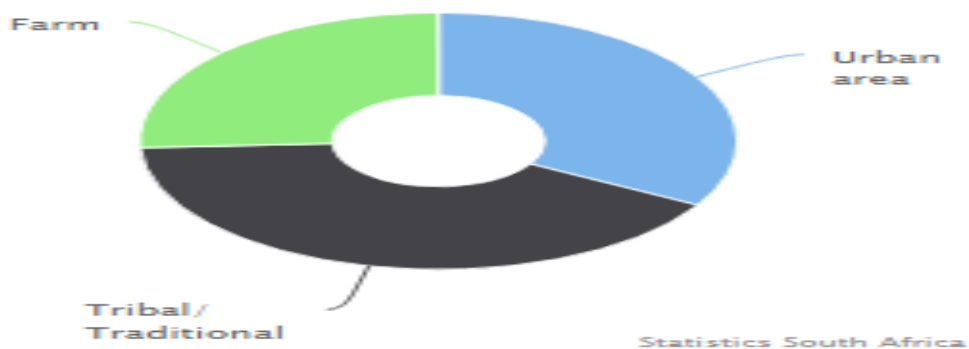
#### Living conditions

There are 30 634 households with an average household size of 4,0 persons per household. 21,4% of households have access to piped water in their dwelling and 27,6% have access to piped water in the yard. Only 9,9% of households do not have access to piped water.

#### Settlement type

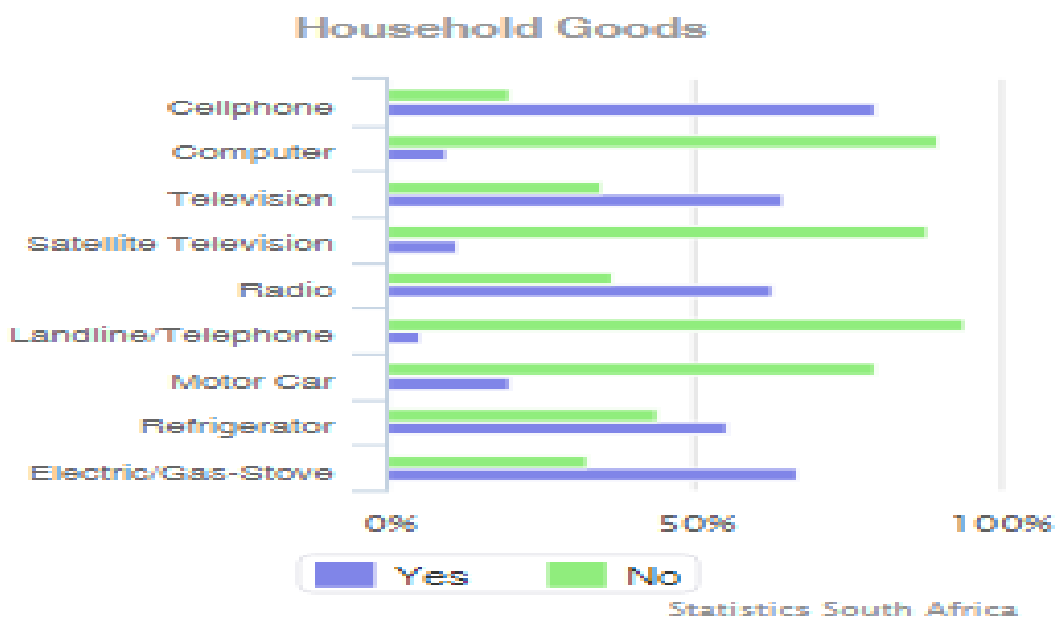
<u>Area</u>	<u>Percentage</u>
<u>Urban</u>	<u>33,3%</u>
<u>Tribal/Traditional</u>	<u>40,9%</u>
<u>Farm</u>	<u>25,8%</u>

### Settlement Type



**Household goods**

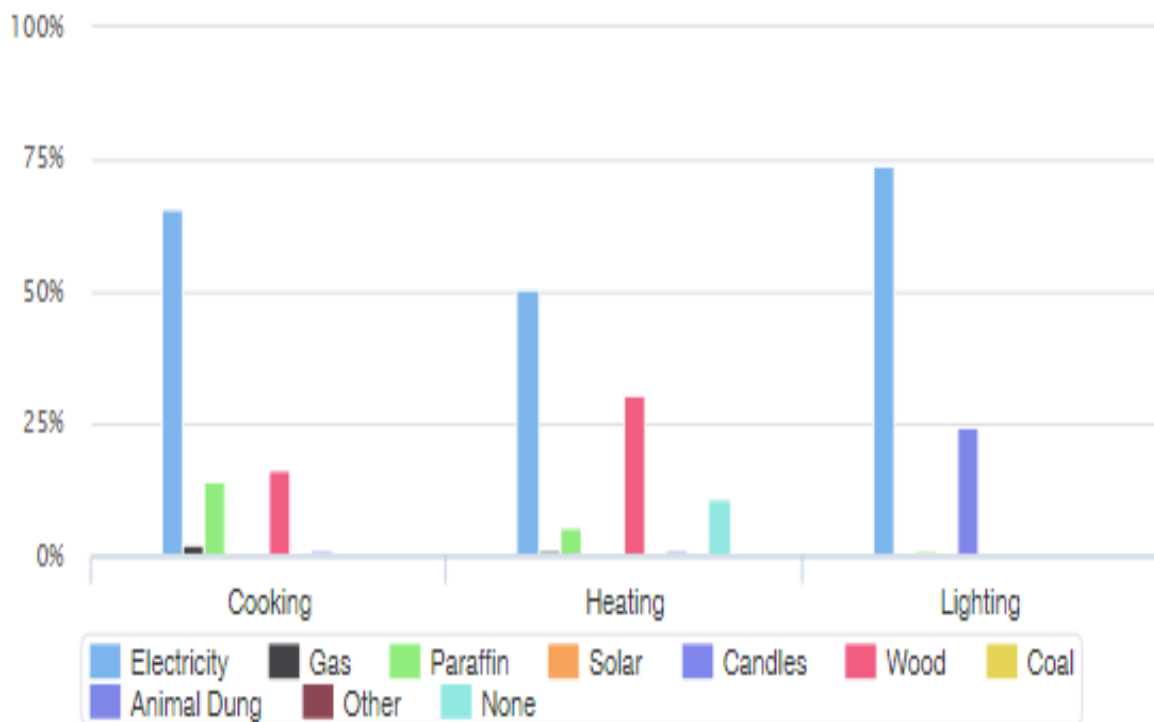
<u>Item</u>	<u>Yes</u>	<u>No</u>
<u>Cellphone</u>	<u>79,8%</u>	<u>20,2%</u>
<u>Computer</u>	<u>9,6%</u>	<u>90,4%</u>
<u>Television</u>	<u>65,1%</u>	<u>34,9%</u>
<u>Satellite Television</u>	<u>11,5%</u>	<u>88,5%</u>
<u>Radio</u>	<u>63%</u>	<u>37%</u>
<u>Landline / Telephone</u>	<u>5,4%</u>	<u>94,6%</u>
<u>Motor Car</u>	<u>20,2%</u>	<u>79,8%</u>
<u>Refrigerator</u>	<u>55,7%</u>	<u>44,3%</u>
<u>Electric / Gas-Stove</u>	<u>67%</u>	<u>33%</u>



**Energy or fuel for cooking, heating and lighting**

<b><u>Energy Source</u></b>	<b><u>Cooking</u></b>	<b><u>Heating</u></b>	<b><u>Lighting</u></b>
<b><u>Electricity</u></b>	<b><u>66%</u></b>	<b><u>50,6%</u></b>	<b><u>73,7%</u></b>
<b><u>Gas</u></b>	<b><u>2%</u></b>	<b><u>1%</u></b>	<b><u>0,1%</u></b>
<b><u>Paraffin</u></b>	<b><u>14,1%</u></b>	<b><u>5,2%</u></b>	<b><u>1,3%</u></b>
<b><u>Solar</u></b>	<b><u>0,1%</u></b>	<b><u>0,1%</u></b>	<b><u>0,1%</u></b>
<b><u>Candles</u></b>	<b><u>0%</u></b>	<b><u>0%</u></b>	<b><u>24,3%</u></b>
<b><u>Wood</u></b>	<b><u>16,4%</u></b>	<b><u>30,4%</u></b>	<b><u>0%</u></b>
<b><u>Coal</u></b>	<b><u>0,3%</u></b>	<b><u>0,5%</u></b>	<b><u>0%</u></b>
<b><u>Animal Dung</u></b>	<b><u>1%</u></b>	<b><u>1,1%</u></b>	<b><u>0%</u></b>
<b><u>Other</u></b>	<b><u>0%</u></b>	<b><u>0%</u></b>	<b><u>0%</u></b>
<b><u>None</u></b>	<b><u>0,2%</u></b>	<b><u>11,1%</u></b>	<b><u>0,5%</u></b>

Energy or fuel for cooking, heating & lighting

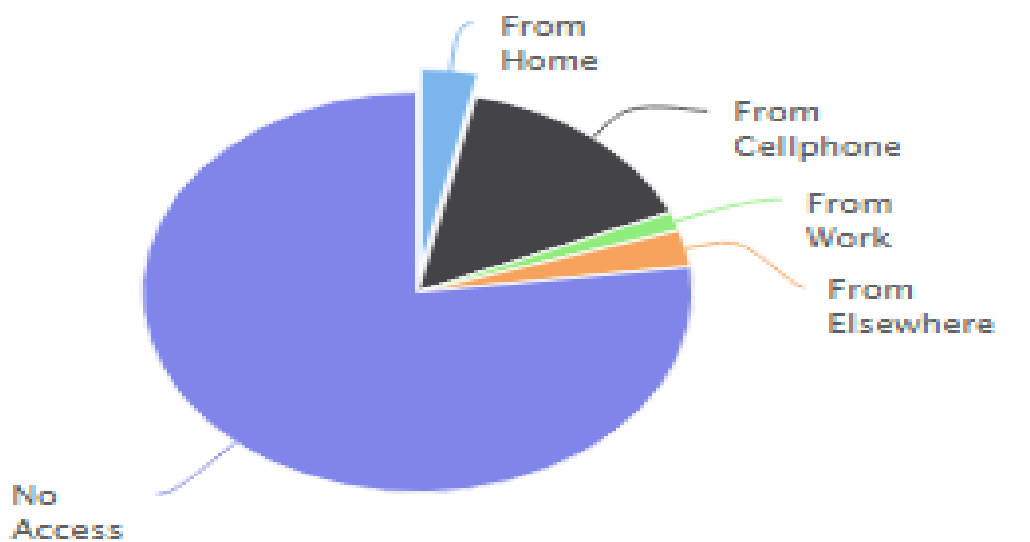


Statistics South Africa

**Internet access**

<b><u>Access</u></b>	<b><u>Percentage</u></b>
<b><u>From Home</u></b>	<b><u>3,4%</u></b>
<b><u>From Cellphone</u></b>	<b><u>15,1%</u></b>
<b><u>From Work</u></b>	<b><u>1,5%</u></b>
<b><u>From Elsewhere</u></b>	<b><u>3%</u></b>
<b><u>No Access</u></b>	<b><u>77,1%</u></b>

**Access to Internet**



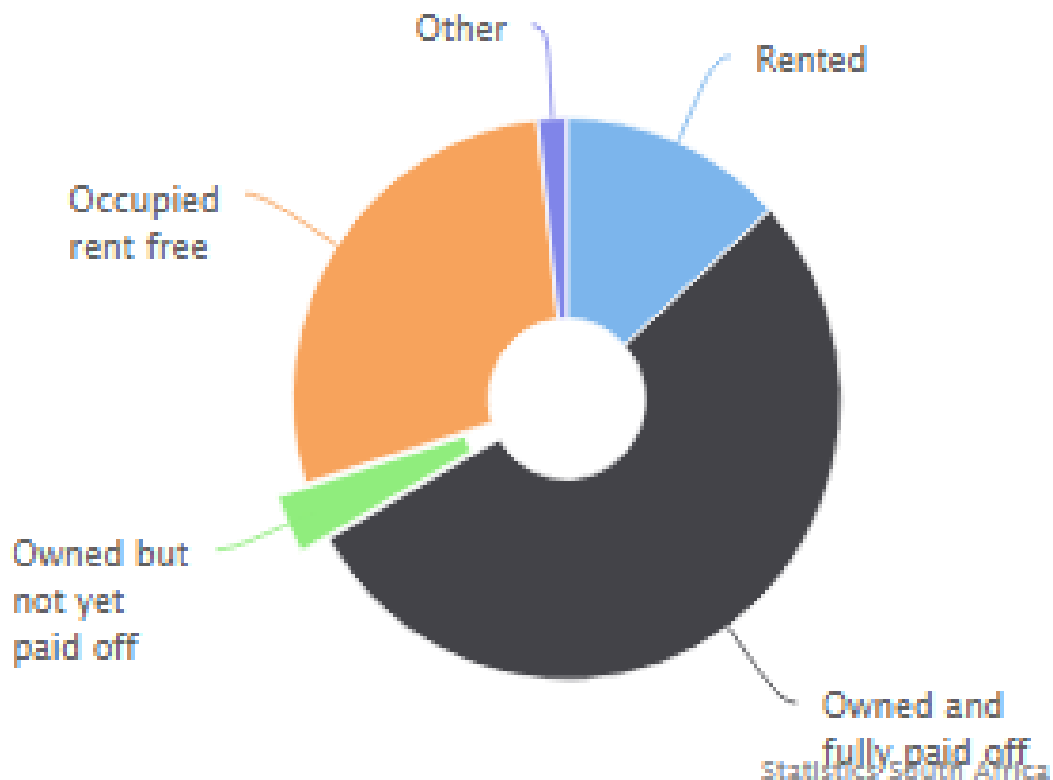
Statistics South Africa



**Tenure status**

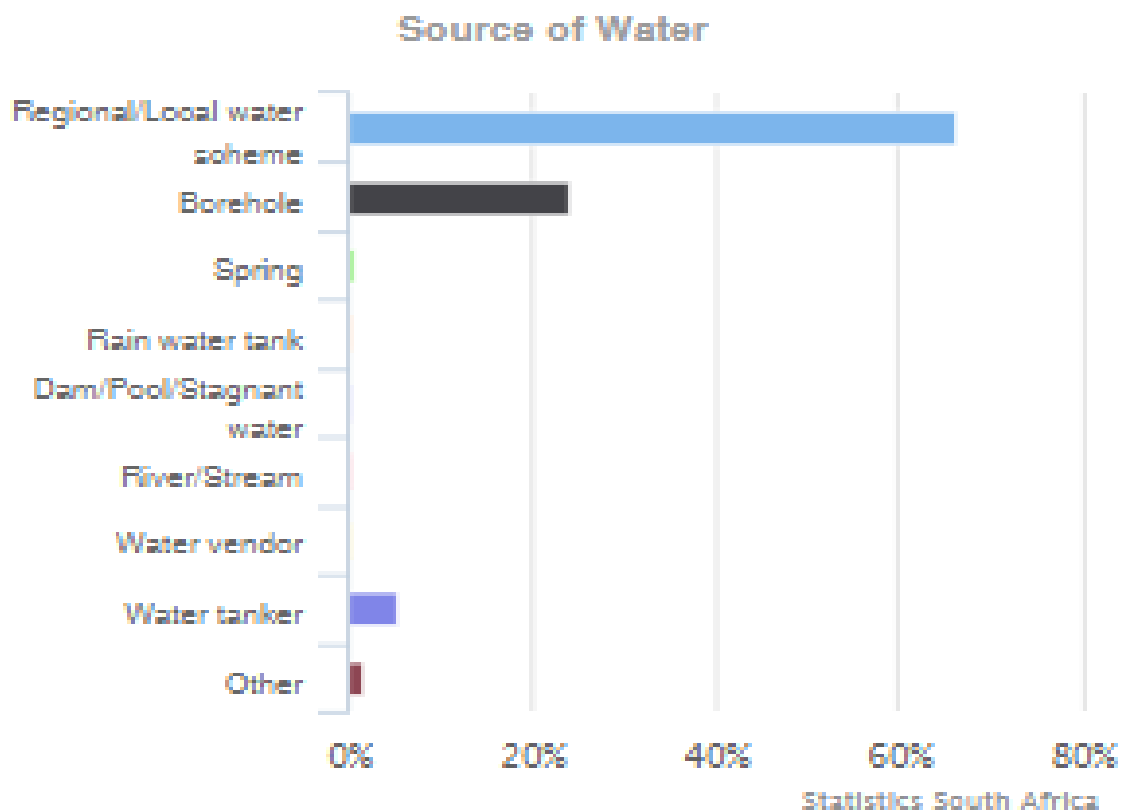
<b><u>Tenure Status</u></b>	<b><u>Percentage</u></b>
<b><u>Rented</u></b>	<b><u>13,3%</u></b>
<b><u>Owned and fully paid off</u></b>	<b><u>53,5%</u></b>
<b><u>Owned but not yet paid off</u></b>	<b><u>3,4%</u></b>
<b><u>Occupied rent free</u></b>	<b><u>28,2%</u></b>
<b><u>Other</u></b>	<b><u>1,7%</u></b>

**Tenure Status**



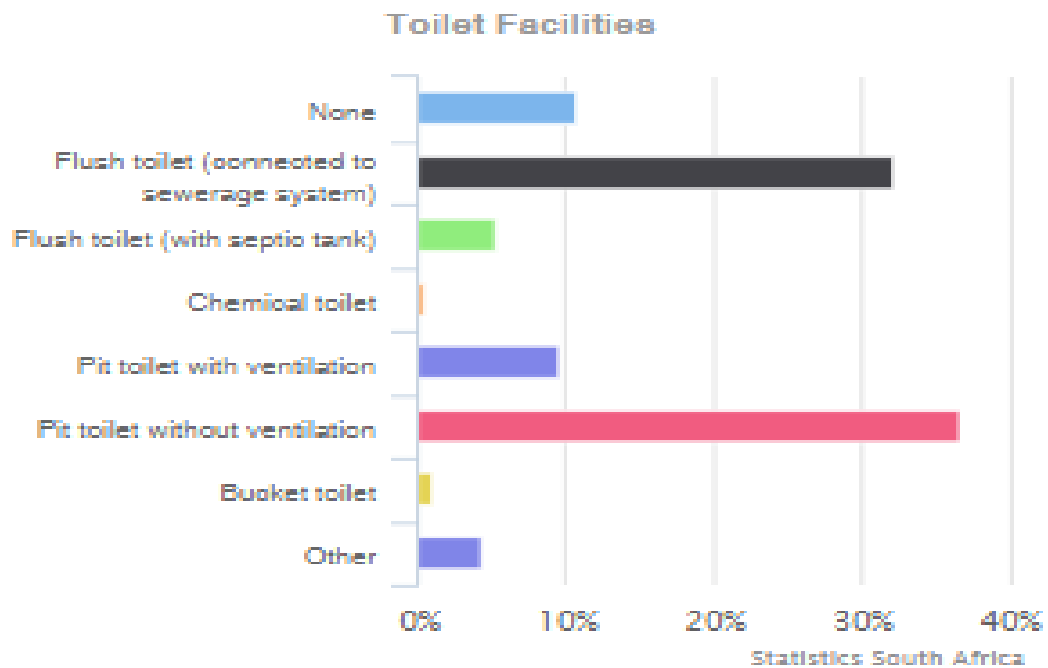
**Source of water**

<b><u>Source of water</u></b>	<b><u>Percentage</u></b>
<b><u>Regional/Local water scheme (operated by municipality or</u></b>	<b><u>66,5%</u></b>
<b><u>Borehole</u></b>	<b><u>24,3%</u></b>
<b><u>Spring</u></b>	<b><u>0,6%</u></b>
<b><u>Rain water tank</u></b>	<b><u>0,3%</u></b>
<b><u>Dam/Pool/Stagnant water</u></b>	<b><u>0,3%</u></b>
<b><u>River/Stream</u></b>	<b><u>0,2%</u></b>
<b><u>Water vendor</u></b>	<b><u>0,4%</u></b>
<b><u>Water tanker</u></b>	<b><u>5,6%</u></b>
<b><u>Other</u></b>	<b><u>1,7%</u></b>



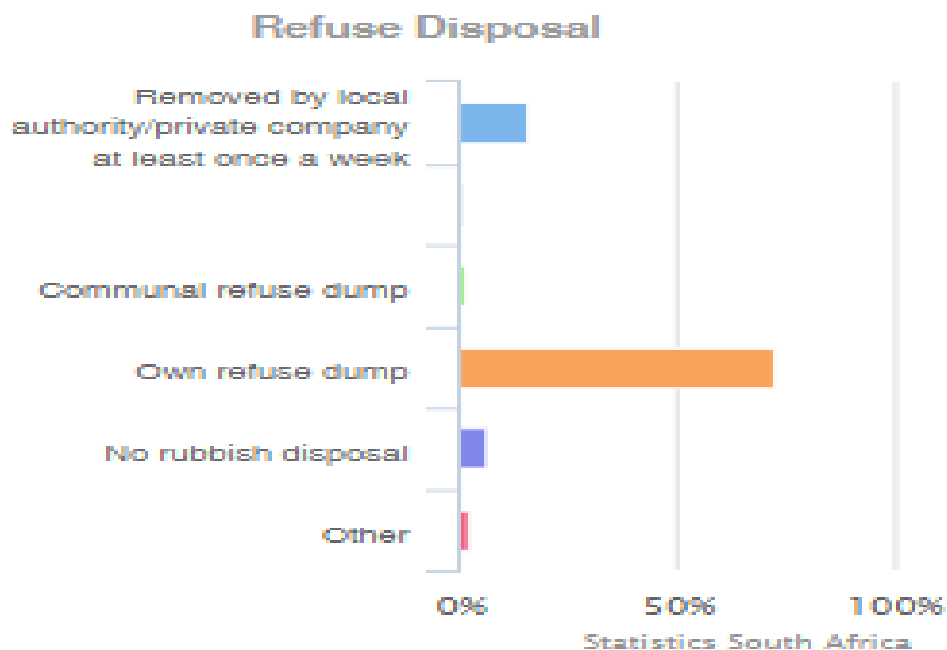
**Toilet facilities**

<b><u>Toilet Facility</u></b>	<b><u>Percentage</u></b>
<b><u>None</u></b>	<b><u>10,8%</u></b>
<b><u>Flush toilet (connected to sewerage system)</u></b>	<b><u>32,1%</u></b>
<b><u>Flush toilet (with septic tank)</u></b>	<b><u>5,2%</u></b>
<b><u>Chemical toilet</u></b>	<b><u>0,4%</u></b>
<b><u>Pit toilet with ventilation</u></b>	<b><u>9,5%</u></b>
<b><u>Pit toilet without ventilation</u></b>	<b><u>36,7%</u></b>
<b><u>Bucket toilet</u></b>	<b><u>1%</u></b>
<b><u>Other</u></b>	<b><u>4,3%</u></b>



### Refuse disposal

<u>Refuse Disposal</u>	<u>Percentage</u>
<u>Removed by local authority/private</u>	<u>16,3%</u>
<u>Removed by local authority/private</u>	<u>0,6%</u>
<u>Communal refuse dump</u>	<u>1,5%</u>
<u>Own refuse dump</u>	<u>72,7%</u>
<u>No rubbish disposal</u>	<u>6,6%</u>
<u>Other</u>	<u>2,3%</u>



### **2.4 Human Development**

The Global Insight data indicate that the human development index in Tswaing Local Municipality was 0.39 in 2000 and it increased by 0.1 to 0.40 in 2010. The human development index is a measure used to assess the relative level of socio-economic development of an area or country, it measures the population's life expectancy, level of education and per capita income. The 0.40 score of Tswaing indicate that the municipal area is relatively underdeveloped when compared to the national figure of 0.68. This is however understandable due to the rural nature of the municipal area.

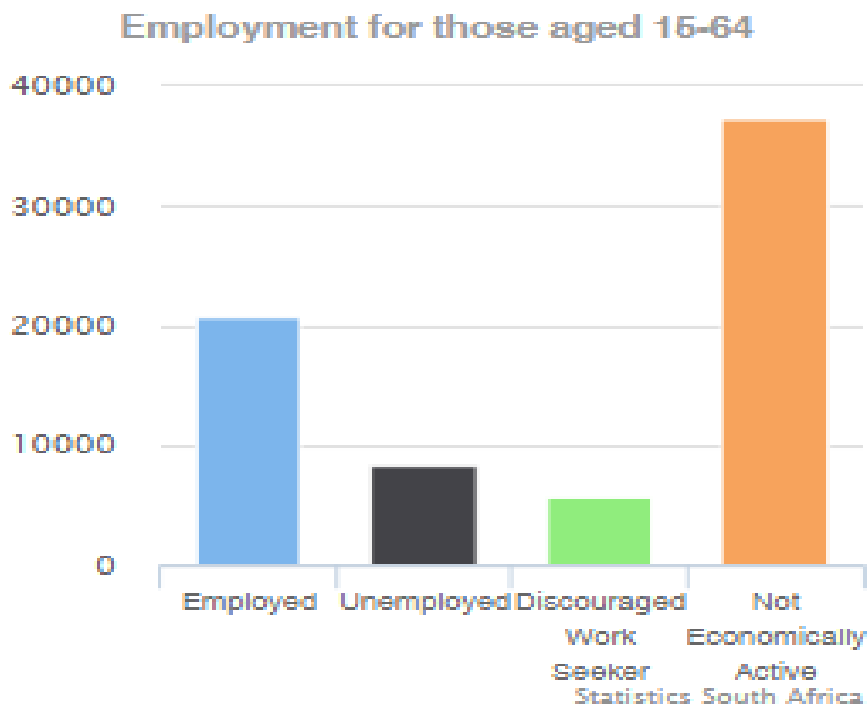
## 2.5 Economy

Unemployment rate is 28,7% and there are 29 104 people who are economically active (employed or unemployed but looking for work). There are 5 610 people who are classified as discouraged work-seekers.

The unemployment rate amongst the 14 113 youth (15 – 34 years) in the municipality stands at 40,1%.

### 3. Employment status

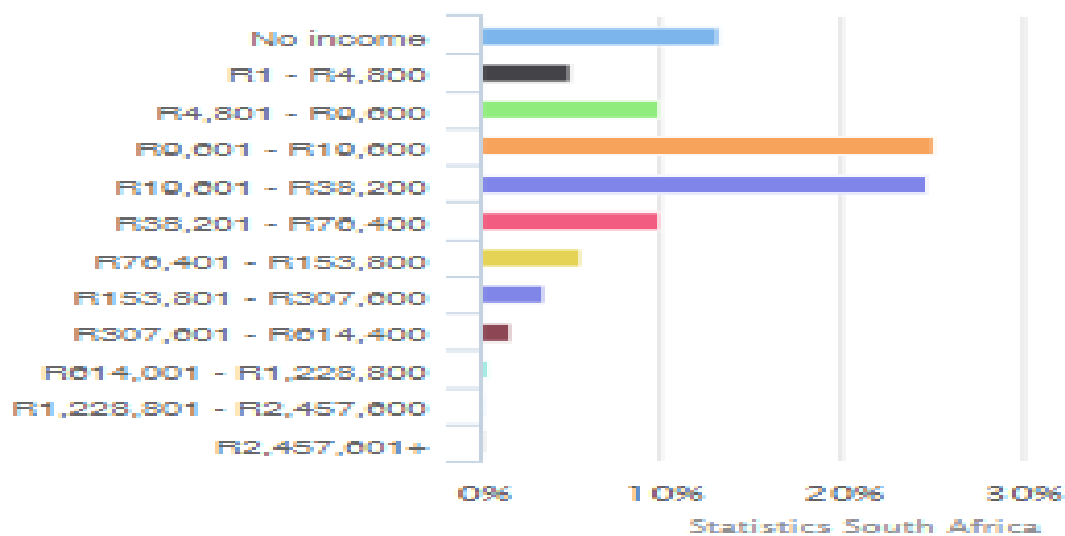
<u>Employment Status</u>	<u>Number</u>
<u>Employed</u>	<u>20754</u>
<u>Unemployed</u>	<u>8350</u>
<u>Discouraged Work Seeker</u>	<u>5610</u>
<u>Not Economically Active</u>	<u>37353</u>



#### 4. Average household income

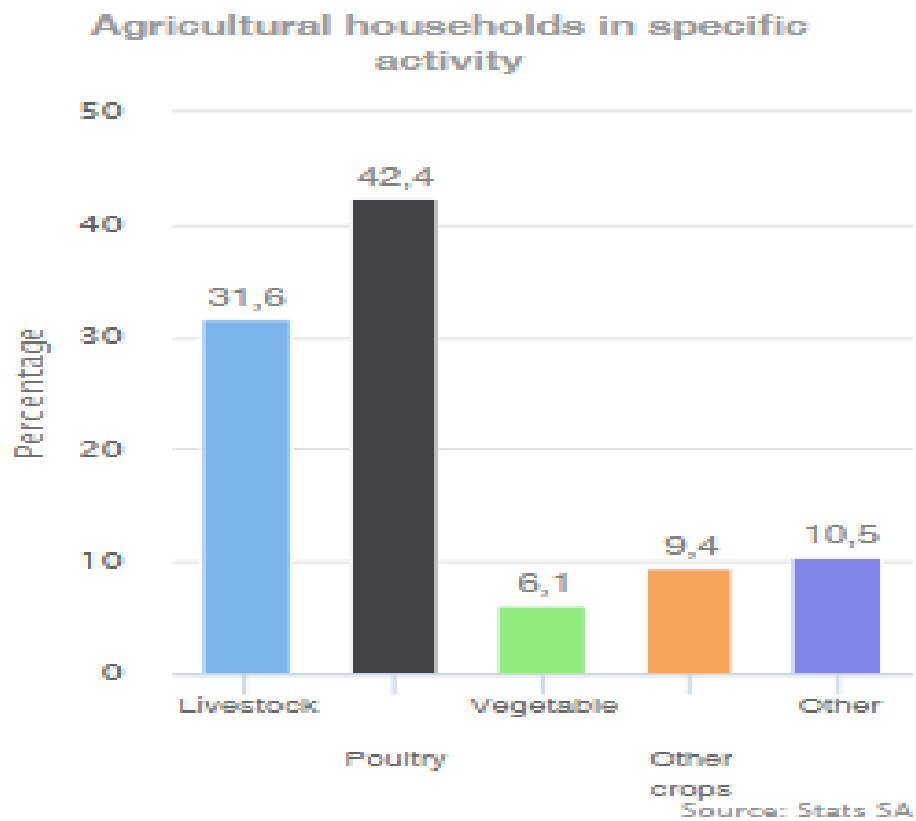
Income	Percentage
None income	13,3%
R1 - R4,800	4,9%
R4,801 - R9,600	9,9%
R9,601 - R19,600	25,3%
R19,601 - R38,200	24,9%
R38,201 - R76,4000	10%
R76,401 - R153,800	5,5%
R153,801 - R307,600	3,6%
R307,601 - R614,400	1,7%
R614,001 - R1,228,800	0,5%
R1,228,801 -	0,2%
R2,457,601+	0,2%

#### Average Household Income



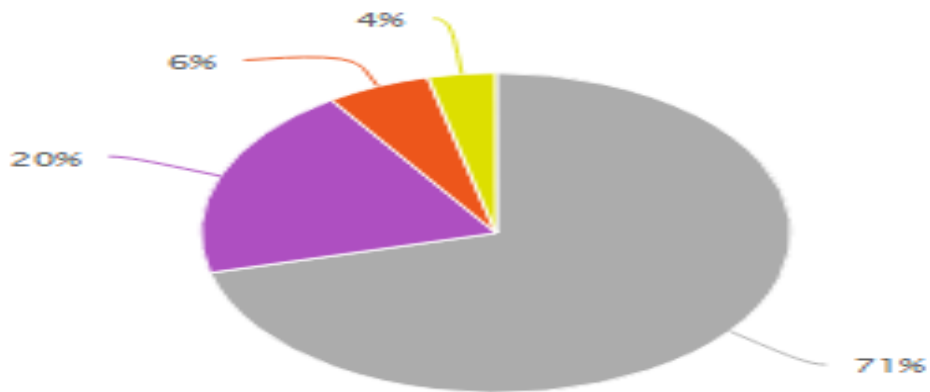
## 5. Agriculture

Agricultural households	
Type of specific activity	Number
Livestock production	4,947
Poultry production	6,638
Vegetable production	961
Production of other crops	1,469
Other	1,651



<u>Type of activity</u>	<u>Number</u>
<u>Crops only</u>	<u>0</u>
<u>Animals only</u>	<u>7,116</u>
<u>Mixed farming</u>	<u>1,960</u>
<u>Other</u>	<u>373</u>

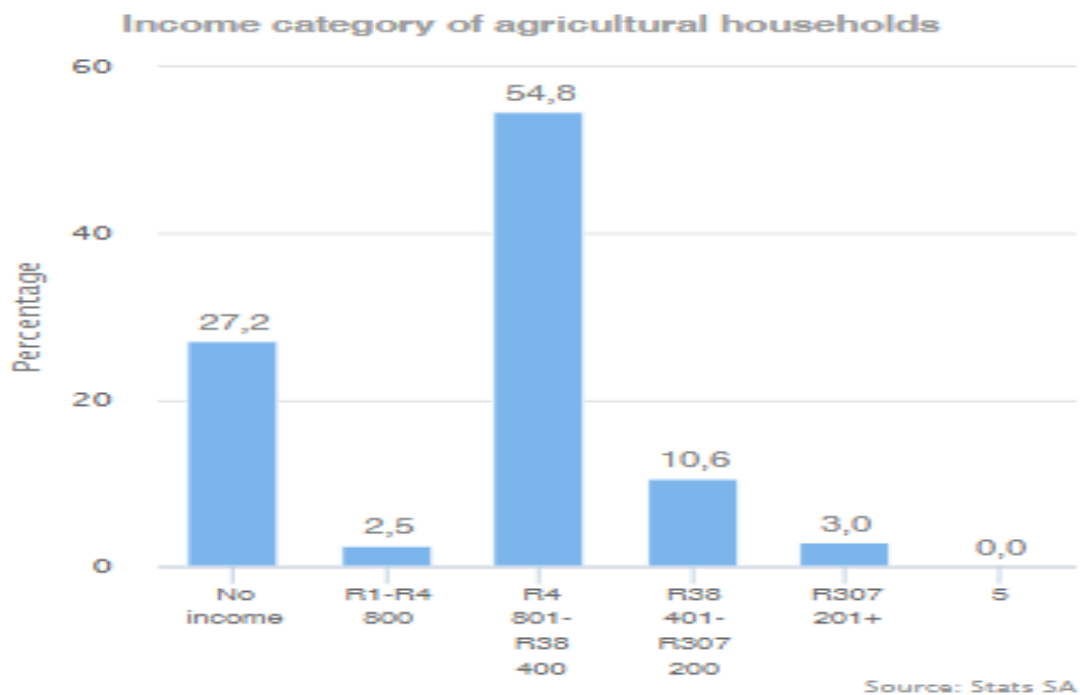
**Agricultural households by type of activity**



Source: Stats SA



<b><u>Income category of agricultural households</u></b>	
<b><u>Annual income category of agricultural household heads</u></b>	<b><u>Number</u></b>
<b><u>No income</u></b>	<b><u>2,724</u></b>
<b><u>R1-R4 800</u></b>	<b><u>252</u></b>
<b><u>R4 801-R38 400</u></b>	<b><u>5,492</u></b>
<b><u>R38 401-R307 200</u></b>	<b><u>1,061</u></b>
<b><u>R307 201+</u></b>	<b><u>305</u></b>
<b><u>Unspecified</u></b>	<b><u>187</u></b>



## 5.1 Results of Community Consultations: Needs Analysis

A number of consultative meetings were held with communities during January 2022 and February 2022 in line with the Process Plan with communities and other stakeholders. Communities and stakeholders listed issues contained in the table below as their main challenges that the municipality as government, must focus on.

Ward 1	Ward 2	Ward 3
<ul style="list-style-type: none"> <li>• Clinic-Deelpan/Witpan 1</li> <li>• Electricity- Witpan Sten</li> <li>• RDP houses</li> <li>• Internal roads</li> <li>• Water</li> <li>• Library</li> <li>• Electricity infills</li> <li>• Renovation and / funding of crèche</li> <li>• Fencing for cemeteries</li> <li>• Toilets in cemeteries</li> <li>• Sports ground</li> <li>• LED (Job creation)</li> <li>• Disability centre</li> <li>• VIP toilets</li> <li>• Re-gravelling of internal roads</li> <li>• SASSA-Witpan sten</li> <li>• School – Witpan sten</li> <li>• Multipurpose centre</li> <li>• Disability desk</li> <li>• Recreational facilities</li> <li>• Electricity</li> <li>• Deelpan merakeng</li> <li>• Speed humps-scholar patrol</li> </ul>	<ul style="list-style-type: none"> <li>• Water upgrading on stand</li> <li>• Water problem (entire ward)</li> <li>• Water project (Goseleka not complete)</li> <li>• Bridges not complete</li> <li>• Water</li> <li>• RDP Houses</li> <li>• VIP toilets</li> <li>• Electricity connections</li> <li>• Refurbishment and extension of old community hall</li> <li>• Job creation</li> <li>• Bursaries, learnerships and scholarships</li> <li>• Fencing of cemeteries</li> <li>• Re-gravelling of internal roads</li> <li>• College</li> <li>• Funding of LED projects</li> <li>• Sports &amp; Recreational facilities</li> <li>• High must lights</li> </ul>	<ul style="list-style-type: none"> <li>• Clinic</li> <li>• Water in all villages</li> <li>• Incomplete community hall - Shaleng</li> <li>• Public Transport - Majeng</li> <li>• Housing (5 villages)</li> <li>• External roads</li> <li>• Re-gravelling of internal roads</li> <li>• Sports ground</li> <li>• Cemetery fencing</li> <li>• Toilets in graveyards</li> <li>• High mass lights</li> <li>• Library</li> <li>• LED Opportunities</li> <li>• Internships and learnerships</li> <li>• Skill (agriculture &amp; tourism)</li> <li>• Bridge – Majeng</li> <li>• Police station satellite</li> <li>• Windmill</li> <li>• High mast lights (energised) - Shaleng</li> <li>• Bridge</li> <li>• Agricultural activities</li> </ul>
Ward 4	Ward 5	Ward 6
<ul style="list-style-type: none"> <li>• Early childhood centre</li> <li>• Convetion of Noto high school TVET</li> <li>• Health Centre and Temporary clinic</li> <li>• Agro - processing</li> <li>• Stock Farming</li> <li>• Diretsaane (Brick Making)</li> <li>• Community Library</li> <li>• Youth development</li> <li>• New Offices for Tribal Office</li> <li>• V Drain build for Storm Water</li> <li>• Culberts</li> <li>• Sports Facilities</li> <li>• Satellite police Station</li> <li>• Roads (Thawane)</li> <li>• High Mast Lights not energised</li> </ul>	<ul style="list-style-type: none"> <li>• Clinic and mobile (Rakgwedi &amp; Konopo)</li> <li>• Emergency houses (ganalaagte)</li> <li>• Fencing of cemetery</li> <li>• Water provision</li> <li>• Tarred road / gravelling roads</li> <li>• Bursaries, learnerships &amp; internships</li> <li>• EPWP</li> <li>• Job creation</li> <li>• Post office</li> <li>• Boreholes</li> <li>• Small business not well coordinated</li> <li>• High mass lights</li> <li>• VIP Toilets</li> <li>• Satellite police station</li> <li>• Water – Mandela Park</li> <li>• Stadium – Renovation</li> </ul>	<ul style="list-style-type: none"> <li>• Internal roads (Vrischgewaagte) and Storm Water</li> <li>• Konopo (RDP houses, water windmill and internal roads)</li> <li>• Receiling of bus routes(vrischewaagte)</li> <li>• Land issue (Vrischewaagte)</li> <li>• High mass lights- not energised</li> <li>• Water challenges</li> <li>• Cooperatives</li> <li>• Artist be given opportunity to develop</li> <li>• Clinic – extension of hours-24</li> </ul>

- Cell Phone tower not working

- Crime (substance abuse)
- Agriculture
- Clinic
- Employment
- RDP Houses

- Land for new stands
- RDP houses

#### Ward 7

- Finishing of paved internal roads –Atamelang
- Internal roads Maintenance
- Transfer of land for development of 1000 housing units-Atamelang
- Upgrading of community hall – Atamelang
- Development of Arts Centre – Atamelang
- Upgrading of tennis and volleyball courts-Atamelang
- Upgrading of park – Atamelang
- Upgrading of sports ground – Middleton A, B,C
- Building of information centre and/ or library
- Erection of VIP toilets at Middleton's
- Upgrading of Atamelang (selection park ext.) sewer system and sewer oxidation dam
- Energising of high mast lights at Middleton's
- Drilling of 2 more electrical boreholes at Middleton's and formalisation of water reticulation system at Middleton's
- 9km internal pavement roads at Atamelang RDP Ext
- Roofing of plus minus 800 units with corrugated iron at Atamelang
- Piggery and Poultry project at Middleton
- Upgrading of existing vegetable gardens at Middleton's and Atamelang
- Community hall- Middleton A
- 8km internal road – Middleton A
- 9km internal pavement road – Atamelang RDP Ext 1 & 2
- 8.1km of internal pavement

#### Ward 8

- Sannieshof Sewer Reticulation
- Ditshoswaneng Bulk Infrastructure:
  1. Water
  2. Sewer
  3. Housing
  4. Electricity
  5. Road and Storm Water
  6. Secondary school
- Water challenge
- Renovation of Community Hall.
- Renovation of Agisanang municipal Offices
- Internal Road and Storm water drainage
- Recreational Centre.
- Library
- Aging infrastructure (agisanang) Sewer
- Renovation of old Municipal Offices and Community Hall
- Apolo Lights
- Learnership for young people
- Sewer reticulation in sannishof town
- LED Projects
- Streets lights
- New land fill sites
- Outstanding RDP houses
- Sewerage system
- Taxi rank

#### Ward 9

- Health centre (Geysdorp)
- Land ownership
- Internal roads and Storm water drainage
- House numbering
- Water
- Sports facilities
- Youth development
- Electricity
- Electricity vendor
- Sanitation /sewerage System
- Hostel converts to households
- Cemetery fencing (Geysdorp)
- Refuse removal
- Multipurpose centre (Renovation for a bar)
- Apolo lights and streetlights
- Skierlik no development (water, sanitation, and electricity).

road (Atamelang old location)

### Ward 10

- Water challenge
- Upgrading of sewer
- Internal roads and Storm water
- Incomplete RDP Houses
- Storm water drainage
- Community Hall(renovation)
- Library
- Job creation
- Electricity
- Clinic (Mobile)
- Hospital
- Title Deeds
- LED Projects
- High Mast lights
- LED Projects

### Ward 11

- Electricity (Iraq)
- Conversion of pit toilets to waterborne
- Extension 2(internal roads)
- Graveling of internal Roads
- Paving and Storm water drainage
- Water challenge
- Library (renovation)
- Roads
- Hospital
- Sports ground
- Land for crop farming
- Cooperatives
- Mobile Police Station
- Job creation
- Crime
- Database for young people
- Title Deeds
- Iraq (township establishment)
- Outstanding RDP houses
- Learnerships
- Streetlights
- Water leakages & Rehabilitation of sewer treatment plant

### Ward 12

- Water challenge
- Land challenges
- SMME funding
- Cemeteries (TLB required)
- Refuse removal
- RDP houses Buffer zone (Not completed)
- Satellite Police Station
- Internal Roads Storm water
- Internal Roads (loan houses)
- Database for matriculants
- Title Deed
- RDP houses
- Rantwa Farm
- Bodumela place
- Clinic
- Streetlights
- Letsopa municipal offices (payment of Rent)
- Renovation of a Library

### Ward 13

- Housing
- Water challenges
- Township establishment near library
- Township establishment in turfloop
- Crime in school
- Streetlights not functional
- Database for young contractors
- Title Deeds
- NGO/NPO stands
- Job creation
- Recreational facilities
- Paving
- Drainage system not functional
- Crime
- Water leakages
- Rehabilitation of sewer treatment plant
- Renovation of the new Library

### Ward 14

- Shortage of water
- Land issue (Mpumalanga)
- Incomplete RDP houses
- Extension 8 to be transferred to ESKOM(Electricity)
- Electricity (senthumole)
- Internal Roads and storm water
- Electricity
- Streetlights in Delareville not functional
- Internal roads Madrisa(should be tarred urgently)
- Culverts
- Communication
- Removal of the mortuary
- Refuse removal
- Clinic
- VIP toilets
- College
- Landfill sites not serviced
- Apollo lights

### JACHTKRAAL

- Title Deeds
- Water
- RDP houses
- Electricity
- Internal roads
- Job creation

From the table above, it is clear that Tswaing Local Municipality must focus on water, Sanitation, Internal Roads, electricity, Street lighting, and housing in order to improve the lives of the community.

#### **Proposed Project for 2022/23**

<b>Ward No:</b>	<b>Proposed Project Name</b>	<b>Financial Year</b>
Ward 01	Streetlights	2022/23
Ward 03	Internal Roads	2022/23
Ward 05	Renovation of the community Hall	2022/23
Ward 06	Internal Roads (phase 2)	2022/23
Ward 07	Land	2022/23
Ward 08	Phelandaba Internal Roads	2022/23
Ward 10	Internal roads	2022/23
Ward 11	Internal roads and Storm Water	2022/23
Ward 12	Landfill site	2022/23

#### **Proposed Project for 2021/22**

<b>Ward No:</b>	<b>Proposed Project Name</b>	<b>Financial Year</b>
Ward 9	Geysdorp Community Hall	2021/22
Ward 3 :(Sione)	Community Hall	2021/22
Ward 4:(Kopela)	Taxi Rank Shelter	2021/22
Ward 02	Internal Roads	2021/22
Ward 12	Internal Roads	2021/22
Ward 7	Development of new cemetery in atamelang	2021/22
Ottosdal	Landfill Site	2021/22

## **INTERNAL STRUCTURES OF THE MUNICIPALITY**

### **5.1 Council**

#### **5.1.1 Leadership**

Tswaing Local Municipality has 28 elected councillors, made up of 14 ward councillors and 14 proportional representative councillors. The African National Congress has 19 seats while the Democratic Alliance has 4 seats, Economic Freedom Fighters has 4 seats and the Freedom Front Plus has 1 seat.



**Cllr Nora**

**Ntombizodwa Mahlangu serves as the mayor, and is responsible for the overall leadership of the Municipality**



**Cllr Samuel Letlakane serves as the Speaker of council**



### 5.1.2 Executive Committee

The mayor serves as the chairperson of the Executive Committee which is made up of councillors who are also chairpersons of portfolio committees. The table below consists of the members of the Executive Committee and their respective portfolio Committees.



**Cllr Nkagisang Molehabangwe**  
**Technical Services Chairperson**



**Cllr Soret Veljoen**  
**Finance Chairperson**



**Cllr Puseletso Mokoto**  
**Corporate Service Chairperson**



**Cllr Modisaotsile Andrew Molamuagae**  
**Community service and LED Chairperson**

## **Municipal Public Accounts**

**Cllr Jacob Molatudi serves as the MPAC Chairperson of the municipality and is responsible for the oversight of the Council.**

### **MPAC Office**

The Municipal Public Accounts Committee (MPAC) has been established by council in terms of section 79 of the Municipal Structures Act, 117 of 1998. The purpose of the committee is to perform an oversight function on behalf of the council over the executive functionaries of the council to the extent set out herein.



**Jacob Molatudi**  
**MPAC Chairperson**





### 2.1.3 Ward Councillors

The following are the ward councillors of Tswaing Local Municipality

Ward Cllr	Ward No	Party
Tshomarelo January	1	ANC
Moteothata Mogodu	2	ANC
Tshidi Moreo	3	ANC
Nozemanga Thwane	4	ANC
Ralebatla Tlhagale	5	ANC
Tebogo Sekgelo	6	ANC
Nkagisang Molebogo	7	ANC
David Gaedie	8	ANC
Shuping Kgatitswe	9	ANC
Papie Molatudi	10	ANC
Mmakamogelo Moleleki	11	ANC
Michael Williams	12	ANC
Thomas Sehemu	13	ANC
Puseletso Mokoto	14	ANC

### Proportional Representative Councillors

Name of Councillors	Party
Samuel Letlakane	ANC
Norah Mahlangu	ANC
Emmah Molete	ANC
Nkagisang Molehabangwe	ANC
Tebogo Matheatau	ANC
Soret Viljoen	DA
Linda Taljaard	DA
Joseph Kagiso Mangwejane	DA
Marlize Alison Collaghan	DA
Modisaotsile Andrew Molamuagae	EFF

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Merriam Moruapheko	EFF
Rebecca Baitsumedi	EFF
Kabelo Mathibe	EFF
Jurie Hendrik Botha	FF+

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## 5.2 Administration

The municipality has 4 main departments and the office of the Municipal Manager, which also serve as a department as depicted in figure 2 below.

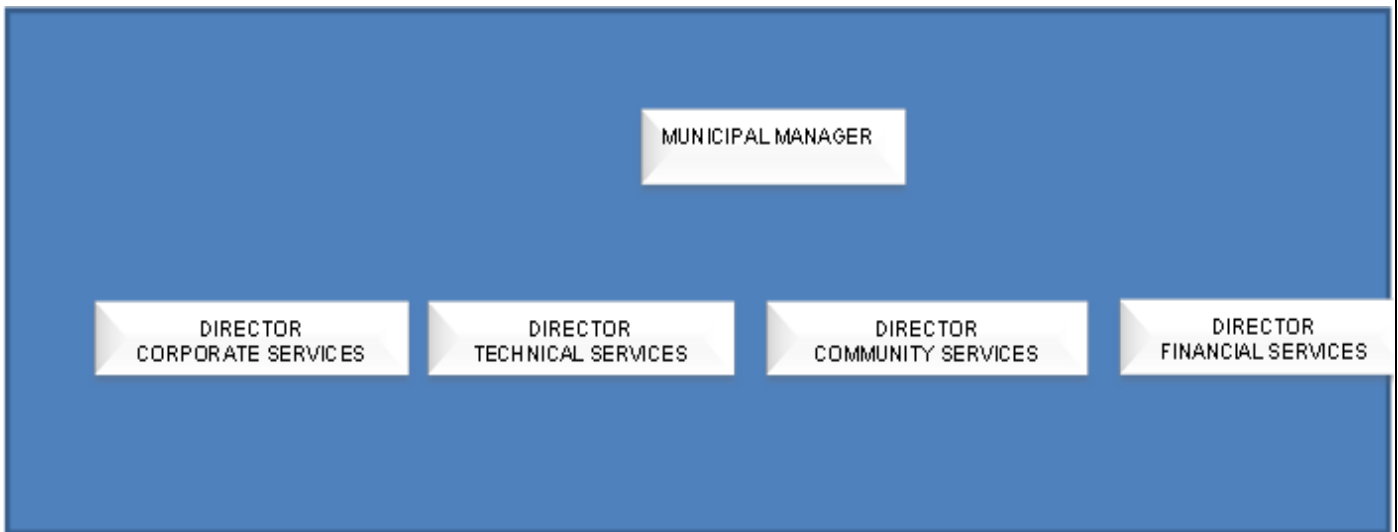


Figure 2: Organizational Structure

The table below depicts the departments of the municipality and their functions.

Department or Office	Functions
Office of the Municipal Manager	<ul style="list-style-type: none"> <li>• Provide Corporate Service to the Municipality</li> <li>• Manage the Financial Services of the municipality in accordance with legislations and Policies</li> <li>• Manage the Technical Services of the Municipality</li> <li>• Manage Community Services of the Municipality</li> <li>• Manage Protection Services and Transport Planning</li> <li>• Manage Development and Planning</li> <li>• Render a Strategic Support Function</li> </ul>
Corporate Support Services	<ul style="list-style-type: none"> <li>• Manage and operate the Multi-Purpose Community Centre</li> <li>• Render legal services regarding Contracts, Title Deeds, Securities, By- laws</li> <li>• Render Office Auxiliary Services to the Municipality</li> <li>• Render Human Resources Management</li> <li>• Render Information, Communication and Technology function</li> <li>• Render records management</li> </ul>

<b>Financial Services</b>	<ul style="list-style-type: none"> <li>• Manage Revenue &amp; Collection Policies and procedures</li> <li>• Render Budget and Financial Statements Services</li> <li>• Manage Expenditure and Credit Control Mechanism</li> <li>• Render asset, fleet, and supply chain management</li> </ul>
<b>Department or Office</b>	<b>Functions</b>
<b>Community Services</b>	<ul style="list-style-type: none"> <li>• To manage environmental services and waste management</li> <li>• To manage public safety and licensing</li> <li>• To manage library, cemeteries, recreation facilities and parks</li> <li>• Render town planning , land use and housing services</li> </ul>
<b>Technical Services</b>	<ul style="list-style-type: none"> <li>• Manage water and sanitation division</li> <li>• Manage the mechanical &amp; electrical division</li> <li>• Manage roads and storm water division</li> <li>• Render administrative support to the department</li> <li>• Render project management</li> <li>• Maintenance of buildings and municipal facilities</li> </ul>

## 5.3 Management of the IDP Process

### 5.3.1 District IDP Framework

Section 27 (1) of the Municipal Systems Act requires that each District Municipality, after following a consultative process with local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole. The District IDP Framework binds both the District and Local Municipalities in the area of District Municipality.

Furthermore, the Municipal Systems Act, 2000, and the IDP District Framework must contain:

- Plans and planning requirements binding in terms of National and
- Provincial Legislation on the District Municipality, its constituent Local Municipalities or any specific municipality.
- Matters to be included in the integrated development plans of the district municipality and local municipalities that require alignment.
- Principles to be applied and co-ordination approach to be adopted of those matters.
- Procedures for consultation between the district municipality and local municipalities during the drafting of their respective integrated development plans.
- Procedures to effect essential amendments to the framework.

The main purpose of the District Framework is to achieve alignment, integration, coordination and support of all the integrated development plans in the district.

Where the local is not an authority of a power or function in terms of the Minister's or MEC's allocations, it will play a support and facilitation role.

Tswaing Local Municipality has therefore taken the District IDP Framework into consideration when developing this IDP in order to align its programmes and projects with that of Ngaka Modiri Molema District Municipality.

### 5.3.2 IDP Process Plan

The table below provides in detail a programme of the Budget and IDP process that was followed to develop this Integrated Development Plan.

PHASE ONE	KEY PROCESS	TIME FRAME	ACTIVITY	VENUE	ROLEPLAYERS
<b>ANALYSIS</b>	Council Meeting	August 2021	-To adopt the IDP/Budget Process Plan	Council Chambers	Council
	IDP Representative Forum	September 2021	-To discuss the MEC'S Assessment Report -Get a progress report on the approved projects by different sectors	Council Chambers	IDP Rep. Forum Members
	Review 2020/2021 Performance	September 2021	-Review of the 2020/21 KPA's, KPI's and Targets	-	Directors and Managers
	Mayoral Imbizo's	September – January (2021-2022)	-Community need collected verified and refined. Training on municipal planning process.	All Wards	<ul style="list-style-type: none"> <li>▪ Community</li> <li>▪ Sector</li> <li>▪ Departments</li> <li>▪ Councillors</li> <li>▪ Traditional Leaders</li> </ul>
PHASE TWO	KEY PROCESS	TIME FRAME	ACTIVITY	VENUE	ROLEPLAYERS
	Initiate the IDP Review Process	October 2021	-Consolidate IDP needs / Budget priorities from the community -Analyse and review the needs and priorities -Integrate information of all the phases of the IDP Process	Boardroom	<ul style="list-style-type: none"> <li>▪ IDP Steering Committee</li> <li>▪ Project Task Teams</li> </ul>

<b>STRATEGIES</b>	Set Strategic Objectives and Targets	November 2021	-Compile Corporate Plan in line with IDP -Compile and link Departmental Operational Plans with Corporate Plan and the IDP	Boardroom	<ul style="list-style-type: none"> <li>Directors and Managers</li> </ul>
	Consider Sector Programmes	November 2021	-Engage with Provincial and National Sector Departments on sector Departments on sector service delivery priorities for alignment with municipality's development plans	-	<ul style="list-style-type: none"> <li>IDP Manager</li> <li>Municipal Manager</li> <li>Office of the Mayor</li> </ul>
	Consider Budget priorities	November 2021	-Compile and distribute budget guidelines and formats	-	<ul style="list-style-type: none"> <li>Director – Finance</li> </ul>
<b>PHASE THREE</b>	<b>KEY PROCESS</b>	<b>TIME FRAME</b>	<b>ACTIVITY</b>	<b>VENUE</b>	<b>ROLE PLAYERS</b>
	Consultation process	November 2021	Commence community and stakeholder's consultation		<ul style="list-style-type: none"> <li>IDP Manager / Mayor</li> </ul>
	Draft Budget	January 2022	-Consolidate and prepare proposed budget and plans for the next financial year taking into account previous year's performance as per	-	<ul style="list-style-type: none"> <li>CFO</li> <li>Municipal Manager and Directors</li> </ul>



<b>PROJECTS</b>			audited financial statements		
	Mid-Year Budget Review	January 2022	-Review the current 2021/2022 Budget and assess Municipality's performance	-	<ul style="list-style-type: none"> <li>▪ Municipal Manager</li> </ul>
<b>PHASE FOUR</b>	<b>KEY PROCESS</b>	<b>TIME FRAME</b>	<b>ACTIVITY</b>	<b>VENUE</b>	<b>ROLE PLAYERS</b>
	Adjustment Budget and mid-term performance reports	January 2022	Table mid-term performance report and budget adjustment	Council Chambers	<ul style="list-style-type: none"> <li>▪ Mayor</li> <li>▪ Council</li> <li>▪ Municipal Manager</li> </ul>
	Strategic Planning Session	March 2022	Development of Draft SDBIP's for proper alignment with Budget and IDP	-	<ul style="list-style-type: none"> <li>▪ Municipal Manager</li> <li>▪ Directors/Managers</li> </ul>
	IDP Representative	March 2022	Invite different sector departments to make	Council	<ul style="list-style-type: none"> <li>▪ Rep. Forum Members</li> </ul>

<b>INTEGRATION</b>	Forum		submission into the draft IDP document	Chambers	
	IDP/Budget Steering Committee	March 2022	To discuss and make recommendations on the 2022/23 Draft IDP/Budget	Council Chamber	IDP/Budget Steering Committee Members
	Tabling of a Draft Budget/IDP	March 2022	Finalize draft budget/IDP, plans and budget related policies for approval by Council	Council Chambers	<ul style="list-style-type: none"> <li>▪ Municipal Manager</li> </ul>
	Consultation and Public Hearings on the Budget and IDP	April 2022	Conduct public meetings throughout the municipality and invite inputs on the Draft budget and Draft IDP	-All Wards	<ul style="list-style-type: none"> <li>▪ Community Members</li> </ul>
<b>PHASE FIVE</b>	<b>KEY PROCESS</b>	<b>TIME FRAME</b>	<b>ACTIVITY</b>	<b>VENUE</b>	<b>ROLEPLAYERS</b>
<b>APPROVAL</b>	Revise and finalize budget document	May 2022	<ul style="list-style-type: none"> <li>-Revise budget document in accordance with consultative processes and taking into account results from 3<sup>rd</sup> quarterly review</li> <li>-Prepare the final budget/IDP for approval</li> </ul>	-Council Chamber	<ul style="list-style-type: none"> <li>▪ Municipal Manager</li> <li>▪ IDP Manager</li> <li>▪ CFO</li> </ul>
	IDP Representative Forum	May 2022	-Presenting the final IDP/Budget documents	Municipal Hall	Rep. Forum Members
	IDP/Budget Steering Committee	May 2022	To discuss and make recommendations on the final 2022/2023 IDP/Budget	Council Chamber	IDP/Budget Steering Committee Members

	Approval of budget/ IDP 2021/2022	May 2022	Table Annual Budget and Reviewed IDP for approval by Council including budget related policies	Council Chambers	<ul style="list-style-type: none"> <li>▪ Council</li> </ul>
	<b>KEY PROCESS</b>	<b>TIME FRAME</b>	<b>ACTIVITY</b>	<b>VENUE</b>	<b>ROLE PLAYERS</b>
<b>PUBLICATION</b>	Publication of the Budget and IDP	June 2022	-Submit Annual Budget /IDP to National and Provincial Treasury and COGTA	-	Municipal Manager
	Finalizing the SBDIP	June 2022	-Approve SDBIP and conclude the signing of Performance Agreements within 28 days -Publicize the SDBIP and Performance Agreement - Submit SDBIP within 14 days	-	Municipal Manager

### 5.3.3 Roles and Responsibilities for the IDP Process

Structure	Function
Municipal Council	<ul style="list-style-type: none"> <li>Consider and adopt a Process Plan</li> <li>Consider and approve the IDP</li> <li>Decide on the process plan</li> </ul>
IDP Management Committee- Chaired by the Municipal Manager	<ul style="list-style-type: none"> <li>Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP</li> <li>Decide on the roles and responsibilities of persons involved in the process</li> <li>Link the planning process to their constituencies and/or wards</li> </ul>
Ward Councillors	<ul style="list-style-type: none"> <li>Lead consultation meetings at ward level</li> <li>Ensure that ward issues are addressed</li> <li>Facilitates IDP Processes of the municipality</li> <li>Advise the Municipal Manager on IDP Processes and Timeframes</li> </ul>
IDP Manager	<ul style="list-style-type: none"> <li>Act as point of contact between the municipality and the sector departments</li> <li>Ensures that the municipality has an IDP Process Plan – communicated internally and externally</li> <li>Provide relevant technical, sector and financial information to be analysed for determining priority issues</li> </ul>
IDP Steering Committee	<ul style="list-style-type: none"> <li>Contribute technical expertise in the consideration and finalisation of strategies and identification of projects</li> <li>Take the responsibility for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government for alignment</li> <li>Represents the interests of their constituents in the IDP process</li> </ul>
IDP Representative Forum- Chaired by the Mayor	<ul style="list-style-type: none"> <li>Provides an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and the Municipality</li> <li>Ensures communication between all stakeholders' representatives</li> <li>Monitors the performance of the planning and implementation process</li> </ul>

### 5.3.4 Planning and Consultative Structures

Tswaing Local Municipality utilizes the following structures to promote participation and cooperation with stakeholders.

Name of IGR Structure	Composition	Function
<b>Mayors Forum</b>	Executive Mayors and Mayors	Give political directives
<b>Speakers Forum</b>	Speakers of District and local municipalities	Public participation
<b>Municipal Managers' Forum</b>	Municipal Managers	Provide support to political structures and take administrative accountability
<b>Technical Cluster Forums</b>	Directors of departments and Directors of sector departments	Provide technical support to municipal managers
<b>IDP Forum</b>	Directors of planning of municipalities in the District	Run the processes of IDP Review

Table 2: IGR structures

## 5.4 IDP Assessment Summary

- The IDP for your municipality must be aligned to the IDP Framework guide.
- There is sector support which must be aligned to the Planning processes during the review process
- IDP process plan adopted but there is a need to coordinate sector engagements at District level
- Statistics South Africa (STATSA) will facilitate engagements to assist with statistical data to inform planning
- The municipality has complied in terms of the Municipal Systems Act, but it is evident that sector participation and engagements is not conducted throughout the planning cycle, due to gaps identified during the assessment

# **SPATIAL DEVELOPMENT FRAMEWORK**

**Copy of the SDF WILL BE SUBMITTED AS ANNEXURE IN THE IDP**

## **Introduction**

The Tswaing Spatial Development Framework (SDF) was reviewed in 2020. The Municipal Spatial Development Framework (MSDF) normally guides the spatial development of a municipality. This implies making a good use of the municipal spaces in terms of development. It also concentrates on the current and pave a structured way of future spatial of a municipality

It has to be further noted that the Spatial Development Framework was reviewed within the prescripts of Spatial Land use Management Act (SPLUMA), Act No 16 OF 2013, who spatial planning and land use management in the Republic seeks to :

- provide a framework for spatial planning and land use management in the Republic
- specify the relationship between spatial planning and land use management systems and other kinds of planning
- to provide for inclusive, developmental, equitable and efficient spatial planning at various spheres of government
- promotes monitoring, coordination and review of spatial planning and Lund use management
- provides for establishment, functions, and operations of Municipal Planning Tribunals (MPT's)

This plan must at all times find expression within the Integrated Development Plan (IDP) of the municipality.

The municipality will also align its development with the District Development Model (DDM) which is championed by Ngaka Modiri Molema District Municipality. The District Development Model strictly advocates 'One Budget One Plan' for the entire government departments and municipalities: Spatial

## **Objectives of an SDF**

### **SPLUMA principles**

SPLUMA aims to guide spatial planning, land use management and development and is specific on the application of development principles to guide planning. As in every other planning process and procedure, these development principles would be applicable in the development of a regional framework. According to the Act, the development principles are applicable to the preparation, adoption and implementation of any spatial development framework, policy or by-law concerning spatial planning and the development or use of land and the sustainable use and development of land.

The overall guiding components of the SDF are the Section (7) SPLUMA principles. These principles seek to shape, improve, and redress municipalities and the country as a whole. The five SPLUMA principles, as simplified from the former Department of Rural Development and Land Reform (DRDLR) guidelines (DRDLR, 2017), now referred to as DALRRD (Department of Agriculture, Land Reform and Rural Development) from hereon are:

(1) Spatial Justice: past spatial and other development imbalances must be redressed through improved access to and use of land by disadvantaged communities and persons.

(2) Spatial Sustainability: spatial planning and land use management systems must promote the principles of socio-economic and environmental sustainability through; encouraging the protection of prime and unique agricultural land; promoting land development in locations that are sustainable and limit urban sprawl; consider all current and future costs to all parties involved in the provision of infrastructure and social services so as to ensure for the creation of viable communities.

(3) Efficiency: land development must optimize the use of existing resources and the accompanying infrastructure, while development application procedures and timeframes must be efficient and streamlined in order to promote growth and employment.

(4) Spatial Resilience: securing communities and livelihoods from spatial dimensions of socioeconomic and environmental shocks through mitigation and adaptability that is accommodated by flexibility in spatial plans, policies and land use management systems.

(5) Good Administration: all spheres of government must ensure an integrated approach to land use and land development and all departments must provide their sector inputs and comply with prescribed requirements during the preparation or amendment of SDFs. This principle is the fulcrum of this framework largely because implementation of the spatial planning vision and objectives is not only highly dependent upon a strong coordinating role of central government, but is also predicated upon good governance mechanisms, incorporating meaningful consultations and coordination with a view

to achieving the desired outcomes across the various planning spheres and domains.

### **SPLUMA MSDF Objectives**

The objectives of the MSDF are legislated by Section (12) SPLUMA (Republic of South Africa, 2013). As such, the following objectives are stated:

- (a) interpret and represent the spatial development vision of the responsible sphere of government and competent authority.
- (b) are informed by a long-term spatial development vision statement and plan,
- (c) represent the integration and trade-off of all relevant sector policies and plans,
- (d) guide planning and development decisions across all sectors of government,
- (e) guide a provincial department or municipality in taking any decision or exercising any discretion in terms of this Act or any other law relating to spatial planning and land use management systems.
- (f) contribute to a coherent, planned approach to spatial development in the national, provincial, and municipal spheres.
- (g) provide clear and accessible information to the public and private sector and provide direction for investment purposes.
- (h) include previously disadvantaged areas, areas under traditional leadership, rural areas, informal settlements, slums and land holdings of state-owned enterprises and government agencies and address their inclusion and integration into the spatial, economic, social, and environmental objectives of the relevant sphere.
- (i) address historical spatial imbalances in development.
- (j) identify the long-term risks of spatial patterns of growth and development and the policies and strategies necessary to mitigate those risks.
- (k) provide direction for strategic developments, infrastructure investment, promote efficient, sustainable, and planned investments by all sectors and indicate priority areas for investment in land development.
- (l) promote a rational and predictable land development environment to create trust and stimulate investment.
- (m) take cognizance of any environmental management instrument adopted by the relevant environmental management authority.



- (n) give effect to national legislation and policies on mineral resources and sustainable utilization and protection of agricultural resources; and
- (o) consider and, where necessary, incorporate the outcomes of substantial public engagement, including direct participation in the process through public meetings, public exhibitions, public debates and discourses in the media and any other forum or mechanisms that promote such direct involvement.

## Environmental analysis

Separate documentation will be provided as an annexure to the IDP

### WASTE MANAGEMENT: Defining the geographical area

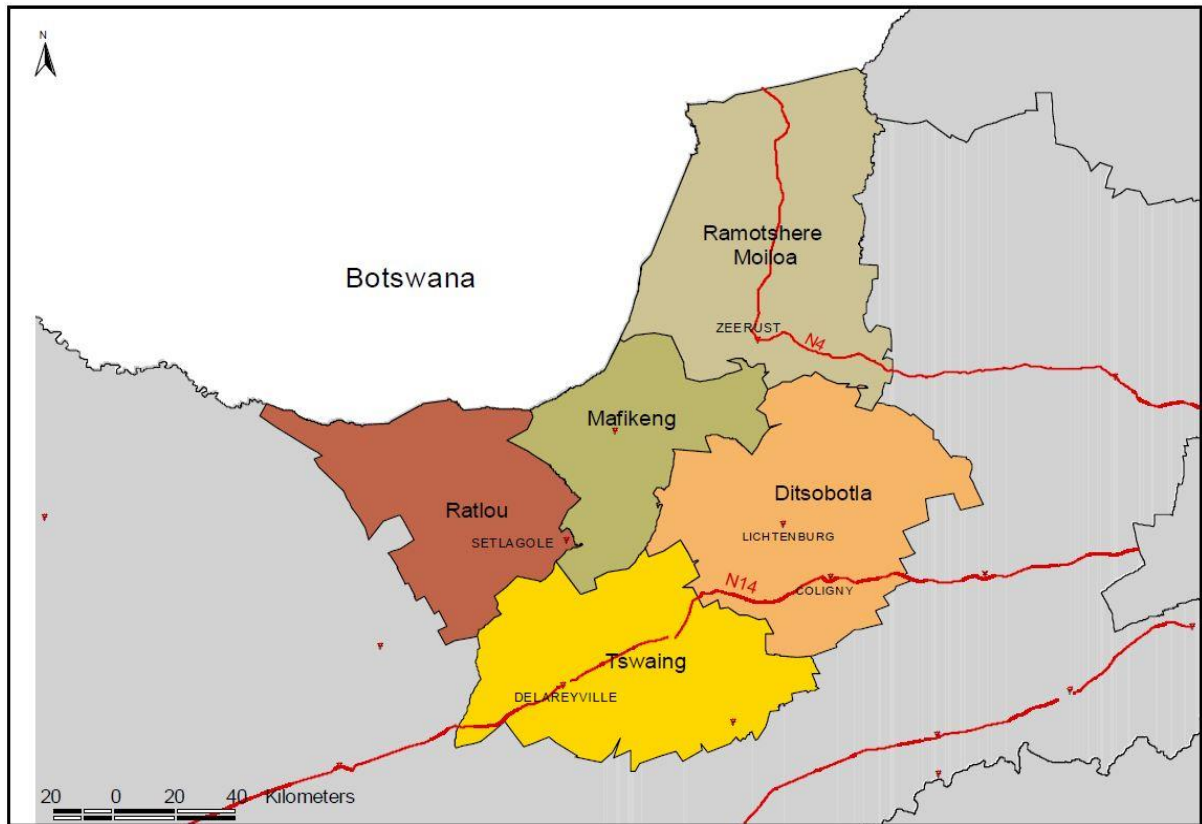
#### LEGISLATIVE BACKGROUND

Section 16 of National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) every municipality must amongst other responsibilities, conduct municipal activities in accordance with the National Waste Management Strategy and any national or provincial norms and standards; compile an integrated waste management plan and integrate it within the IDP; ensure that waste management services are provided within the municipality in a manner which prioritizes the recovery, re-use or recycling of waste and provides for the treatment and safe disposal of waste as a last resort; designate a waste-management officer responsible for coordinating matters pertaining to waste management in the municipality; ensure that provision is made for the management and collection of litter; secure compliance with the objects of this Act that are in the domain of the municipality and pass waste management by-laws and standards.

#### DEMOGRAPHICS

Tswaing Local Municipality (TLM) is located in the Ngaka Modiri Molema District Municipality, North West Province, South Africa (Figure 1). It is one of the five local municipalities in the district, making up almost a quarter of its geographical area with an area of 5 875km<sup>2</sup>. Tswaing Local Municipality consists of 3 three towns namely, Delareyville, Ottosdal and Sannieshof which are situated along the N14 road. The municipality is mainly a rural municipality, with a number of service centers and settlements distributed throughout the area. The main economic activities in the municipality is agriculture and small-scale mining.

Figure 1: Locality Map of Tswaing Local Municipality



## Situation analysis

### DEMOGRAPHICS (POPULATION AND DEVELOPMENT PROFILES)

#### Growth & Demographic Profile

According to Census 2011 the population of Tswaing Local Municipality is estimated at 124218, of which 92% are black Africans, 5.6% are white people, with other population groups making up the remaining 2% (See Table 2.1).

Population of Tswaing Local Municipality

Growth estimates	
Municipality Population (as per Census 2011):	124218
Estimated Population Growth (%) as per Census 2011:	0.84
Estimated current population as of 2016 (year is a parameter):	129435
Racial Group	
Group	Percentage
Black African	92.4%
Coloured	1.4%
Indian/Asian	0.3%
White	5.6%
Other	0.2%

Figure1 below illustrates the gender distribution, age distribution, educational background and employment status. As can be seen on figure 1, a larger percentage (68%) of the population is still youth. According to census 2011, of those 20 years and older, 23.5% had some form of primary schooling, 26.7% had some form of secondary schooling, 15.7% have completed matric and 5.6% have some form of higher education.

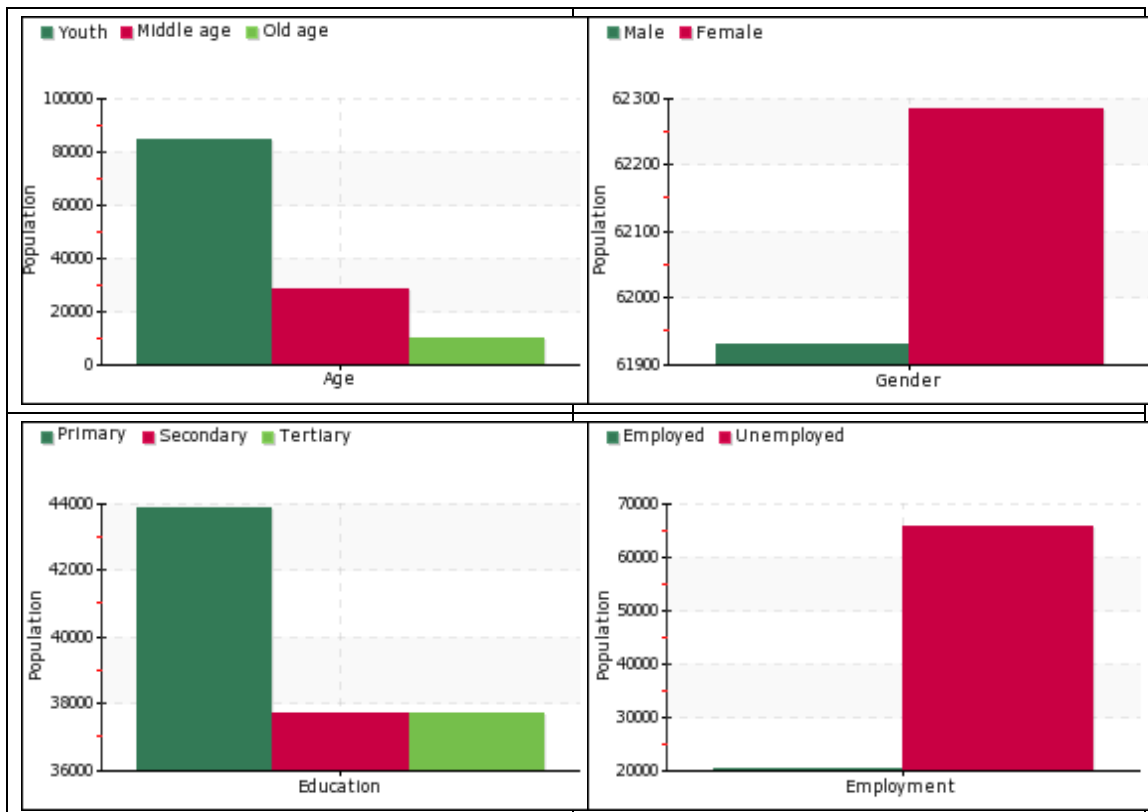


Figure 1: Population Distribution Graphs

### Dwelling Types

There are 30 634 households with an average household size of 4.0 persons per household. According to the 011 census 77.5% of the population in Tswaing Local municipality live in formal dwellings. Figure 2 below depicts the different dwelling types found in Tswaing Local Municipality and the number of each dwelling type.

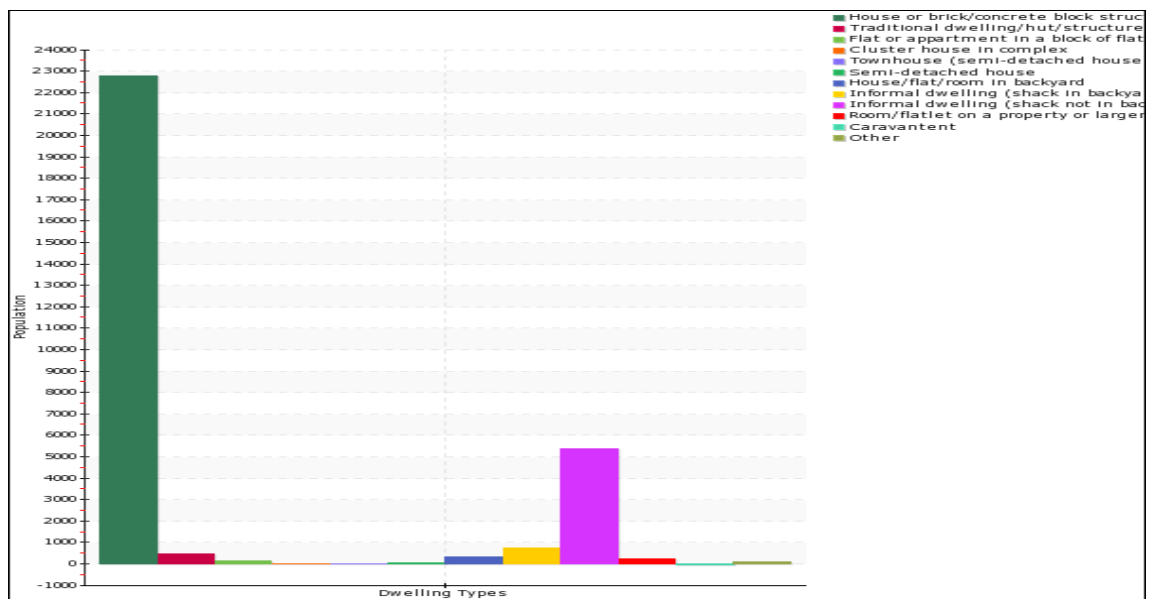


Figure 2: Graph showing Dwelling Types in Tswaing Local Municipality

## **DETERMINING CURRENT WASTE GENERATION AND ESTIMATING FUTURE WASTE GENERATION RATES AND QUANTITIES**

### **Domestic Waste generation**

Waste generation quantities can be calculated using the following three methods:

- Option 1: Weighbridge – Using a weighbridge a municipality must record the amounts of waste entering its waste disposal facility, by weighing the vehicles at the point of entry and again on the way out. The difference in the mass of the vehicle between the ‘in’ and “out’ provides the mass of the waste.
- Option 2: Without a weighbridge – municipalities can estimate the amount of waste generated by using a volume density-based estimation. This requires accurate records
- Option 3: Sampling or conducting a waste stream analysis at a household/ward level. Waste Stream analysis can be conducted by selecting a representative sample of an area which should at least comprise of 30% of the total sample area

The municipality does not currently use any of the above-mentioned methods to determine the waste generation rates for the area.

### **WASTE QUANTITIES AND TYPES**

Waste stream analysis can be defined as any programme, which involves a logical and systematic approach to obtaining and analysing data on one or more waste streams or sub streams. The analysis also provides an estimate of solid waste quantity and composition, referred to as waste characterisation. Waste characterisation is yet to be undertaken at the landfill sites as waste collection in the municipality is doesn't comprise 30% of the total sample area.

## WASTE RECYCLING, TREATMENT AND DISPOSAL

### Status Quo of Waste Disposal Facilities

Tswaing Local Municipality has 4 waste disposal facilities namely: Sannieshof Landfill Site, Ottosdal Landfill Site, Delareyville Landfill Site and Atamelang Landfill Sites. The Sannieshof landfill site is licensed for closure and rehabilitation while the remaining sites are licensed for operation (see table 2.2 for more details on the waste disposal site license).

A site visit on the 28<sup>th</sup> of October 2019 was carried out so as to determine the status quo of the waste disposal facility in Tswaing Local Municipality. It was observed that all the sites lacked proper landfill operation such compaction and covering, yellow fleet, security control as well as record keeping amongst other things. Informal waste reclaimers were on-site but lacked storage of their recyclables.

The burning of waste was practiced on the Sannieshof, Delareyville and Ottosdal landfill site. This mainly due to a serve equipment and personnel shortage as well as intergerence by uncontrolled reclaiming activities on daily operations. Urgent interventions are required on all the landfill site so as to avoid environmental and health problems. All the sites should be upgraded (properly fenced – repairs to be with ablution facilities and storm water control measures) and the site operations should be upgraded (access controlled, incoming waste volumes recorded, waste compacted and covered on a regular basis).

Table 2.2: Status of the landfill sites in Tswaing Local Municipality

License Number	Name of Disposal Site	Status	Classification
B33/2/330/44/P49	Delareyville	Operational	G:S:B-
NWP/WM/NM4/2012/01	Atamelang	Operational	G:S:B-
NWP/WM/NM4/2012/09	Sannieshof	Closure	G:S:B-
NWP/WM/NM4/2012/11	Ottosdal	Operational	G:S:B-

## Status Quo of Waste Recyclers

Tswaing Local Municipality has two recycling companies located in Delareyville and Ottosdal (see table 2.3 and 2.4 for more details on the recycler). The recyclers both buy packaging waste in the form of plastics, cardboards, cans and bottles from informal waste pickers found at the landfill sites as well people that bring their own waste to the recyclers. Recyclables are baled and transported to Klerksdorp and Germiston for further processing. More details on the two recyclers are found in the tables below. Currently the recycler in Delareyville has a broken-down collection truck which prohibits the collection of recyclables from the landfill thus impacting the productivity of the company. Informal reclamation activities are taking place at waste disposal sites. However, the extent of reclamation is not known as no record-keeping takes place at the entrance

Table 2.3: Details of Delareyville Waste Recycler

<b><i>Delareyville Recyclers</i></b>	
Ownership	Private
Status	Unlicensed
Type/ stream of waste recycled per month (in Ton/kg)	Packaging Waste
Volume of recycled waste per month (in Ton/kg)	40
Total capacity	50

Table 2.4: Details of Kylenya Waste Recycler

<b><i>Kylenya Recycling</i></b>	
Ownership	Private
Status	Licensed
Type/ stream of waste recycled per month (in Ton/kg)	Packaging Waste
Volume of recycled waste per month (in Ton/kg)	40
Total capacity	50



## Status of Waste Collection Services

### National Domestic Waste Collection Standards

A large number of households do not receive refuse removal from the municipality. The municipality is providing refuse removal to approximately 48% of the households on a weekly basis, while the rest of the households perform their own refuse removal. The lack of resources (equipment, staff, and finances) has resulted in the municipality discontinuing the collection of waste in townships and not rendering the service to rural areas in the first place. There is no Integrated Waste Management Plan (IWMP) in place, a Waste Management Officer is not designated and there is no Waste By-Laws in place. Below is a graph depicting the collection coverage and level of service in Tswaing Local Municipality.

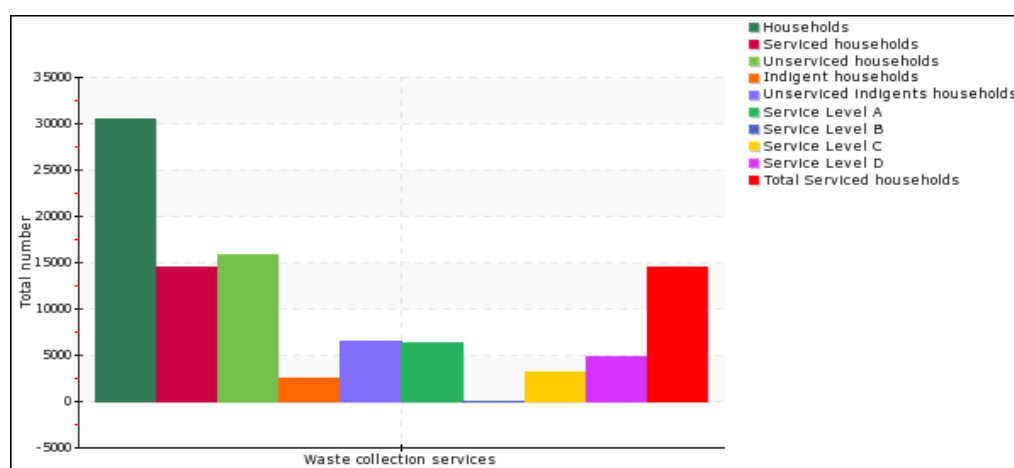


Figure 3: Waste collection Services Coverage in Tswaing Local Municipality

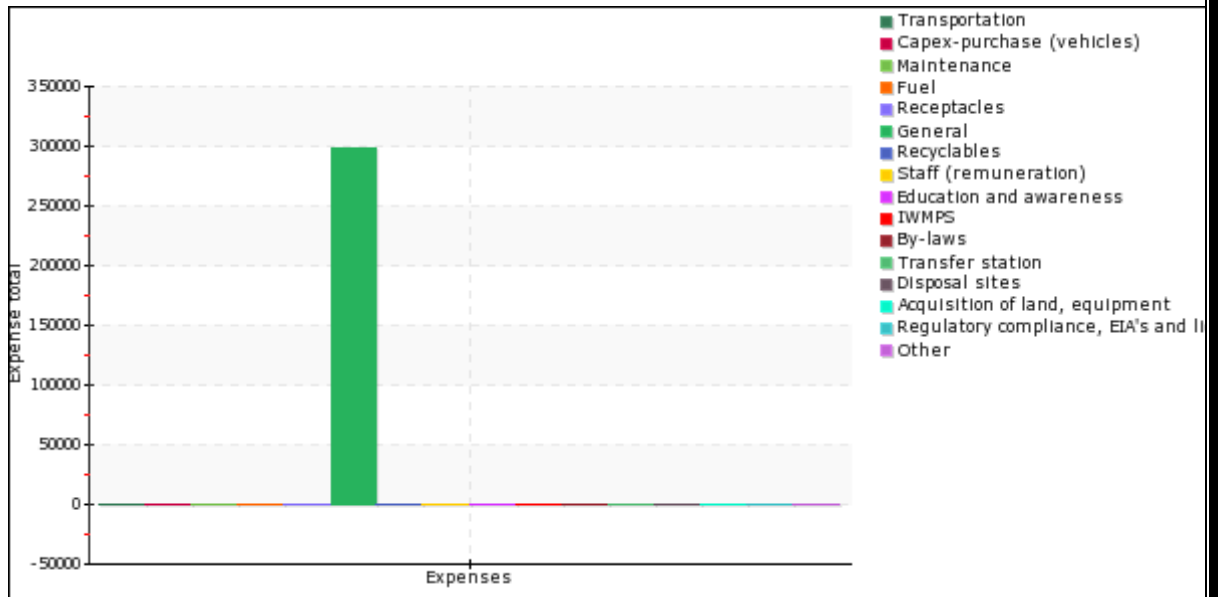
## FINANCING OF WASTE MANAGEMENT

### Budget/Expenditure: Income and expenditure

Item	Amount
<b>Collection</b>	
Transportation	R 0
Capex-purchase (vehicles)	R 0
Maintenance	R 0
Fuel	R 0
Receptacles	R 0
General	R 300000
	R 0
<b>Subtotal</b>	<b>R 300000</b>

Governance	
Staff (remuneration)	R 0
Education and awareness	R 0
IWMPS	R 0
By-laws	R 0
	R 0
<b>Subtotal</b>	<b>R 0</b>
Disposal	
Transfer station	R 0
Disposal sites	R 0
Acquisition of land, equipment	R 0
Regulatory compliance, EIA's and licence	R 0
	R 0
<b>Subtotal</b>	<b>R 0</b>
<b>Total</b>	<b>R 300000</b>

**Budget/Expenditure graph:**



**Revenue sources**

Source	Amount
Funding sources	R 0
MIG Funding	R 1500000
Equitable share funding	R 0
Revenue from waste disposal fees	R 0

	R 0
<b>Total</b>	<b>R 0</b>

## AIR QUALITY

The National Environment Management: Air Quality Act (No. 39 of 2004), in Section 11 (1) mentions that a municipality may, in terms of a by-law, identify substances or mixtures of substances that (when deposited, concentrated or accumulated) may reasonably be believed to present a threat to human health and well-being or to the environment within the municipality. The municipality does not have major air quality issues, the sources of air pollution in the municipality are seasonal dust due to agricultural practices, vehicular emissions and domestic waste burning. The municipality does not have an AQMP; neither does it have an air quality officer.

## CLIMATE CHANGE

The municipality acknowledges that climate change poses a threat to the environment, its residents, and future development. Actions are required to reduce carbon emissions (mitigation) and prepare for the changes that are projected to take place (adaptation). Ngaka Modiri Molema District Municipality has therefore prioritized the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan which incorporated climate change issues of Tswaing Local Municipality. The purpose of this vulnerability assessment was to identify key climate change indicators where the municipality may be at risk to the impacts of climate change.

These are indicators where Ngaka Modiri Molema District Municipality may be at risk to the impacts of climate change. A summary of the key vulnerability indicators is provided in the table below.

1	Agriculture	Change in grain (maize, wheat & barley) production	Yes	High	Low
12	Biodiversity and Environment	Loss of High Priority Biomes - Loss of Grasslands	Yes	High	Low
31	Human Settlements	Increased isolation of rural communities	Yes	High	Low
34	Water	Decreased quality of drinking water	Yes	High	Low

Ngaka Modiri Molema Climate Change Response Plan 2017

## **BIODIVERSITY (TOURISM DESTINATIONS)**

According to the formal definition of biodiversity, as captured in the international Convention on Biological Diversity and the National Environmental Management: Biodiversity Act (Act 10 of 2004) (NEMBA), this includes the “variability among living organisms from all sources, including terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part and includes diversity within species, between species and of ecosystems”. Within the North West province, the primary responsibility of managing and monitoring biodiversity vests with the Department of Rural, Environment and Agricultural Development. The North West Parks & Tourism Board (NWPTB) is responsible for conserving the wild fauna, flora and / or landscapes within the provincial reserves. The municipality has the following biodiversity sites: -

### **Barberspan Bird Sanctuary**

This is one of the largest waterfowl sanctuaries in South Africa, covering over 2 000 ha. It is a declared wetland of international importance for migratory birds and waterfowl under the Ramsar Convention and serves as an important drought refuge for waterfowl that arrive in large numbers to wait out the dry season, as well as a stop-over for migratory birds from the northern hemisphere and other areas. About 365 species have been recorded here, including a number of rare migrants. Barberspan also holds status as one of the 122 designated Important Bird Areas (IBA) in South Africa. The Sanctuary is managed by North West Parks and Tourism Board, who strive to address issues such as pollution and bird research, and the need to uphold the ecological value of Barberspan.

According to North West Biodiversity Sector Plan 2015, increased storm water run-off from urban areas and failing waste treatment works have also resulted in channel and flow modification, as well as degraded water quality. For example, Baberspan, which is a Ramsar site, is threatened by raw sewage outfalls at Lichtenburg, Biesiesvlei, Sannieshof and Schweizer-Reneke urban areas.

### **The Henk Joubert Game Reserve**

The reserve is home to numerous antelope species. It houses several game species such as blesbok, springbok, impala, zebra, ostrich and kudu. It is situated just outside town on the Ottosdal road. The reserve is in need for further development such as accommodation, conferencing and restaurant facilities to boost the economy and tourism in the area and to continue conserving the natural resources.

## **HERITAGE SITES**

### **Rooiwal Monument**

This monument, 25 kilometres out on the Ottosdal road, pays tribute to the burghers who fought and died during the Anglo-Boer War.

### **Boschbult Memorial**

About 30 kilometres out of town on the Ottosdal road, there is a monument erected to commemorate the Battle of Boschbult.

### **Battle Of Roodewal**

This is a community grave for Boer soldiers and also holds the grave of Commander FJ Potgieter. Roodewal is about 10km out of Delareyville. Turn left on the Migdol Road, left at a T-junction and left again. The turn off to the monument is about 1 km on the left.

### **Gestoptefontein**

This is the house where General Methuen was nursed after the battle of "De Klipdrift". The famous big game hunter van Zyl also used to live here.

### **Strydom Square**

It is adjacent to the municipal offices and comprises an effigy of General De la Rey and a Heroes' Acre where a number of persons involved in the battles from the surrounding areas were reburied.

### **Dutch Reformed Church**

The Mother Church of Delareyville is situated in Delarey Street and was proclaimed a national monument in 1994. The architect was Gerard Moerdyk

## PERFORMANCE MANAGEMENT SYSTEM

### 6.1. Background

The White Paper on Local Government (1998) proposed the introduction of performance management systems to local government, as a tool to monitor service delivery progress at local government. It concludes that the integrated development planning, budgeting, and performance management are powerful tools which can assist municipalities to develop an integrated perspective on development in their area. It will enable them to focus on priorities within an increasingly complex and diverse set of demands and to direct resources allocations and institutional systems to a new set of development objectives.

Chapters 6 of the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000), requires local government to:

- Develop a performance management system.
- Set targets, monitor, and review performance based on indicators linked to the Integrated Development Plan (IDP).
- Publish an annual report on performance management for the councilors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government.
- Conduct an internal audit on performance report audited by the Auditor-General.
- Involve the community in setting indicators and targets and reviewing municipal performance.

### 2. Introduction

Section (A) of the Local Government Municipal Systems Act no 32 of 2000 requires every municipality to establish a Performance Management System that is commensurate with its resources and best suited to its circumstances in line with its priorities, objectives, indicators, and targets reflected in its Integrated Development Plan (IDP).

It further obliges every municipality to promote a culture of Performance among its political structures, political office bearers, councilors, and its administrators and to administer its affairs in an economical, effective, efficient and accountable manner.

In seeking to comply with the above statutory requirement, the document therefore serves as a Performance Management Systems Policy Framework for the (Tswaing Local Municipality). This framework caters for the development, implementation and roll-out of Performance Management System with the (Tswaing Local Municipality).

During the year, the Department of Cooperative Governance (DCoG) assisted the (Tswaing Local Municipality) to develop an Organizational Performance Management Policy Framework, Key Performance Indicators (KPIs) and targets linked to the Integrated Development Plan (IDP). The KPIs include baseline, input, output and outcome indicators, the targets include target dates and HR performance targets and the IDP includes Key Performance Areas (KPIAs), priority areas and strategic objectives.

## **6.2 Alignment of Planning Process**

The Tswaing Local Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance, planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players.

At the beginning of the term of council, the municipal council and the mayor will, in consultation with the public and key stakeholders produce an Integrated Development Plan. This outlines the key priorities and objectives for the Municipality for the next 5 years together with the concrete actions and targets for measuring achievement. The plan is reviewed on an annual basis.

The priorities and objectives in the IDP are cascaded into the Top Layer Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP outlines High-level municipal plan for 1 year with organizational Key Performance Indicators (KPIs) and Quarterly Targets.

The organizational KPIs and quarterly targets are cascaded into Technical SDBIPs which serves as high-level plans for individual departments. Once organisational objectives and targets have been set it is possible to cascade these down to the relevant departments and individuals. Individuals and departments by achieving their objectives and targets contribute towards the council achieving the objectives and targets in the IDP.

The Technical SDBIPs are further cascaded into Performance Agreements to be signed by each head of department which serves as tools to assess the individual performance.

The municipality will ensure that the current performance management system is increasingly cascaded to all the employees.

### 6.3 Management and Operation of the System

The Mayor manages the development of the performance management system. The system is submitted to the municipal council for adoption and the Mayor assigns the management responsibility for the system to the Municipal Manager in terms of section 39 of the Municipal Systems Act, 2000.

Planning occurs towards the end each financial year following the review of the IDP. Key Performance Indicators and Targets are set at this stage.

The municipality must involve the community in the development of the performance management system, setting of KPIs and performance targets in accordance with the regulations. Performance is then measured against key performance indicators and performance targets set for departments in the SDBIP.

Municipalities are also expected to set objectives to respond to the **7 National General Key Performance Indicators**. In order to determine the overall outcome of municipal performance, an **annual community satisfaction survey** should be conducted, and its results be used to measure the satisfaction level of the municipality's main customers. The municipality also conduct an **employee satisfaction** survey on an annual basis in order to test the satisfaction level of employees as the municipality's internal customers.

The municipality has adopted the **balanced score card** as a model to implement its performance management System.

Perspective	Definition	Leading Question
<b>Customer</b>	The municipality must focus on how to meet service needs in an efficient manner.	Is the organization delivering the services communities or its customers want?
<b>Financial</b>	The municipality must focus on how to meet service needs in an efficient manner.	Is the service delivered at a good price?
<b>Internal Business</b>	The municipality needs to focus on those critical operations that enable them to satisfy citizens.	Can the organisation improve upon a service by changing the way a service is delivered?
<b>Innovation, Learning and Growth</b>	The organization's ability to improve and meet citizen demands ties directly to the employees' ability to meet those demands	Is the organisation maintaining technology and employee training for continuous improvement?

**Table 3: Balanced Score Card Perspectives**

The Regulations and MFMA requires municipalities to develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its auditing processes. This is meant to ensure that performance information collected by the municipality is verifiable, reliable and correct through the internal audit function.

The internal audit will produce an audit report on a quality basis to be submitted to the municipal manager and the Performance Audit Committee.



The municipality will ensure that the internal audit unit fully capacitated. A recent innovation has been the establishment of the **Municipal Public Accounts Committees**. This is an oversight Committee of Council but will be administratively supported by the internal audit unit.

### Reporting Lines and Frequency of Reports

Heads of Departments report to the Municipal Manager on a quarterly basis. The reports must reflect whether key performance indicators and performance targets of the Service Delivery and Budget Implementation Plans are achieved. The results of the review process will be used to develop corrective measures to improve performance and inform the subsequent stages of planning. The reasons for underperformance must be clearly spelt out, as well as measures to address under performance.

Mid-term assessment of the institutional performance occurs in January of every year. This review also identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting targets set in the Service Delivery and Budget Implementation Plan. A comprehensive report indicating the performance of the municipality for the 1<sup>st</sup> six months of the financial year will be prepared for council approval.

The Audit Committee receives reports from the internal audit unit through the Municipal Manager and makes recommendations to Council quarterly.

Council receives performance reports from the mayor, accompanied by the Audit committee report at the end of every quarter. Council reports twice per annum to the community through mechanisms determined by it through its community participation and communication policy.

Council also reports annually to the Office of the Auditor General and the MEC responsible for local government in the province.

### 6.4 Performance Assessment and Rewards

A thorough assessment of performance of managers is conducted at the end of the financial year by a panel as prescribed in the regulations. Managers are assessed (80%) on their core functions in line with the five Key Performance Areas and 20% on the Core Managerial and Occupational Competencies. A performance bonus ranging from 5% to 14% of a manager's total inclusive package may be paid for outstanding performance as per the table below:

Final Score	Bonus %
130%-134%	5%
135%-139%	7%
140%-144%	8%
145%-149%	9%
150%-154%	10%
155%-159%	11%
160%-164%	12%
165%+	14%

**Table 4: Performance Bonus %**

The results of the assessment for Section 57 Managers must be verified by the PAC and submitted to the Mayor and Council for approval at the council meeting approving the Annual Performance Report.

## **6.5 Communicating the System**

The achievement of the municipal strategy is reliant on the alignment of the IDP, Budget and SDBIPs and the performance management system. The municipality will ensure that there is effective communication, organisation wide decision making and buy-in from all levels.

The cascading of PMS to all employees, coupled by recognition and reward measures will strengthen the alignment of the municipal systems and processes to the municipality's vision of providing effective and efficient services. The Service delivery and Budget Implementation Plan has been adopted and it is reviewed on an annual basis.

## 5.6 Roles and Responsibilities of Stakeholders in the Operation and Management of the Performance Management System

- **Municipal Council's political oversight roles and responsibilities**

Planning	Monitoring		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> <li>1. Adopts priorities and objectives of the Integrated Development Plan.</li> <li>2. Adopts the PMS framework.</li> <li>3. Adopts the municipal strategic scorecard that includes priorities and objectives of the IDP.</li> <li>4. Assigns the responsibility for the management of the PMS to the Mayor.</li> <li>5. Establish an over-sight committee for the purpose of the annual report.</li> </ol>	<ol style="list-style-type: none"> <li>1. Approves the annual review programme of the IDP.</li> <li>2. Approves the Top level SDBIP.</li> <li>3. Approves changes to the SDBIP and adjustment Budget.</li> <li>4. Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality.</li> <li>5. Consider the oversight report from the oversight committee.</li> </ol>	<ol style="list-style-type: none"> <li>1. Receives externally audited performance reports from the Executive Mayor twice a year.</li> <li>2. Reports the municipality performance to the community at least twice a year.</li> <li>3. Approves recommendations for the improvement of the performance management system.</li> <li>4. Annually receives the appraisal of the Municipal Manager and Directors performance.</li> <li>5. Submits the municipal annual report to the Auditor General and the MEC.</li> </ol>	<ol style="list-style-type: none"> <li>1. Approves the municipal annual audit plan and any substantial changes to it.</li> <li>2. Can receive performance reports directly from the Audit Committee.</li> <li>3. Approves the implementation of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or improvement of the performance management system itself.</li> <li>4. Receives performance audit report from the Auditor General and approves implementation of its recommendations.</li> </ol>

## Roles and responsibilities of the Mayor

Planning	Monitoring		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> <li>1. Submits priorities and objectives of the Integrated Development Plan to Council for approval.</li> <li>2. Submits the PMS framework for approval.</li> <li>3. Submits the municipal strategic scorecard to Council for approval.</li> <li>4. Approves the Service Delivery and Budget Implementation Plans.</li> <li>5. Enters into a performance agreement with the Municipal manager on behalf of Council.</li> <li>6. Assigns the responsibility for the management of the PMS to the Municipal Manager.</li> <li>7. Tables the budget and Top-Level SDBIP to Council for approval.</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes to Council, the annual review programme of the IDP, including the review of key performance indicators and performance targets.</li> <li>2. Proposes the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard.</li> <li>3. Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality.</li> <li>4. Quarterly evaluates the performance of the municipality against adopted KPIs and targets.</li> <li>5. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality.</li> <li>6. Quarterly and annually evaluates the performance of the Municipal Manager.</li> </ol>	<ol style="list-style-type: none"> <li>1. Receives monthly budget statement.</li> <li>2. Receives performance reports quarterly from the internal auditor.</li> <li>3. Receives performance reports twice a year from the Audit Committee.</li> <li>4. Receives monthly and quarterly reports from the Municipal Manager on the performance of Directors and the rest of the staff.</li> <li>5. Report to council on the mid-term review and the annual report on the performance of the municipality.</li> <li>6. Reports to Council on the recommendations for the improvement of the performance management system.</li> </ol>	<ol style="list-style-type: none"> <li>1. Submits the municipal annual audit plan and any substantial changes to council for approval.</li> <li>2. Approves the implementation of the recommendations of the internal auditor with regard to both improvement in the performance of the municipality or improvement of the performance management system itself.</li> <li>3. Receives performance audit report from the Auditor General and makes recommendations to Council.</li> </ol>

• **Roles and responsibilities of the Municipal Manager**

Planning	Implementation	Monitoring		
		Review	Reporting	Performance Audit
<ol style="list-style-type: none"> <li>1. Coordinates the process of needs identification and prioritization among all stakeholders, including community structures.</li> <li>2. Coordinates the formulation and revision of the PMS framework.</li> <li>3. Coordinates the formulation and revision of the municipal strategic scorecard.</li> <li>4. Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans.</li> <li>5. Enters into a performance agreement with Directors on behalf of Council.</li> </ol>	<ol style="list-style-type: none"> <li>1. Manages the overall implementation of the IDP.</li> <li>2. Ensures that all role players implement the provisions of the PMS framework.</li> <li>3. Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality.</li> <li>4. Ensures that annual programmes are implemented according to the targets and timeframes agreed to.</li> <li>5. Implements performance improvement measures approved by the Mayor and the Council.</li> <li>6. Ensures that performance objectives in the Directors' performance agreements are achieved.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Mayor.</li> <li>2. Formulation of the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard.</li> <li>3. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality.</li> <li>4. Quarterly and annually evaluates the performance of Directors.</li> </ol>	<ol style="list-style-type: none"> <li>1. Receives performance reports quarterly from the internal auditor.</li> <li>2. Receives performance reports twice a year from the Performance Audit Committee.</li> <li>3. Receives monthly departmental performance reports.</li> <li>4. Reports once in two months to council committees and the Mayor on the performance of Departments.</li> <li>5. Reports on the implementation of improvement measures adopted by the Mayor and Council.</li> <li>6. Annually reports on the performance of Directors.</li> <li>7. Submit the municipal annual report to the Mayor.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates the municipal annual audit plan.</li> <li>2. Formulates a response to the recommendations of the internal auditor and the Audit Committee.</li> <li>3. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Mayor</li> </ol>

• **Roles and responsibilities of Council Committees**

Planning	Monitoring		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> <li>1. Advise the Mayor on priorities and objectives of the Integrated Development Plan.</li> <li>2. Deliberates and advice on the municipal strategic scorecard.</li> <li>3. Participates in the formulation of the Top-Level Service Delivery and Budget Implementation Plan.</li> <li>4. Ensures that concerns of community structures are taken into account in discharging their responsibilities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets.</li> <li>2. Participate in the formulation of proposals for the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard.</li> <li>3. Quarterly evaluates the performance of their portfolios against adopted KPIs and targets.</li> <li>4. Quarterly reviews the performance of their portfolios to improve the economy, efficiency and effectiveness of the municipality.</li> </ol>	<ol style="list-style-type: none"> <li>1. Receives Audit Committee performance reports from the municipal manager and make recommendations to the Mayor.</li> <li>2. Receives quarterly reports from the Directors responsible for their portfolios before they are tabled at Exco.</li> <li>3. Reports to the Mayor on the recommendations for the improvement of the performance management system.</li> <li>4. Council adopts the over-sight report.</li> </ol>	<ol style="list-style-type: none"> <li>1. Receives and note the annual audit plan.</li> <li>2. Advices the Mayor on the implementation of the recommendations of the internal auditor with regard to both the improvement in the performance of the municipality and improvement of the performance management system itself.</li> </ol>

• **Roles and responsibilities of Heads of Departments**

Planning	Implementation	Monitoring		
		Review	Reporting	Performance Audit
<ol style="list-style-type: none"> <li>1. Participates in the identification of IDP priorities and the whole IDP process.</li> <li>2. Participates in the formulation and revision of the municipal strategic scorecard.</li> <li>3. Participates in the formulation of the Top level SDBIP.</li> <li>4. Develop Technical SDBIP.</li> <li>5. Manages subordinates' performance measurement system.</li> <li>6. Regularly reports to the Municipal manager.</li> <li>7. Enters into a performance agreement with the Municipal Manager.</li> </ol>	<ol style="list-style-type: none"> <li>1. Manages the implementation of the Departmental SDBIP.</li> <li>2. Ensures that annual programmes are implemented according to the targets and timeframes agreed to.</li> <li>3. Implements performance improvement measures approved by the Mayor and the Council.</li> <li>4. Manages the implementation of subordinates' performance measurement system.</li> <li>5. Ensures that performance objectives in the performance agreements are achieved.</li> </ol>	<ol style="list-style-type: none"> <li>1. Participates in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Mayor.</li> <li>2. Annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the departments.</li> <li>3. Quarterly and annually evaluates the performance of the department.</li> <li>4. Participates in Mid-Term Review.</li> </ol>	<ol style="list-style-type: none"> <li>1. Submit monthly and quarterly departmental performance reports.</li> <li>2. Comments on the monthly reports in terms of any material variance.</li> <li>3. Reports on the implementation of improvement measures adopted by the Mayor and Council.</li> <li>4. Annually reports on the performance of the department.</li> </ol>	<ol style="list-style-type: none"> <li>1. Participates in the formulation of the response to the recommendations of the internal auditor and the Performance Audit Committee.</li> <li>2. Participates in the formulation of the response to performance audit report of the Auditor General and makes recommendations to the municipal manager.</li> </ol>

- **Roles and responsibilities of staff**

Planning	Implementation	Review	Reporting
<ol style="list-style-type: none"> <li>1. Participates in the development of the Technical SDBIP.</li> <li>2. Participates in the development of their own performance measurement.</li> </ol>	<ol style="list-style-type: none"> <li>1. Executes individual work plans.</li> </ol>	<ol style="list-style-type: none"> <li>1. Participates in the review of departmental plans.</li> <li>2. Participates in the review of own performance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reports to line manager.</li> </ol>



• **Roles and responsibilities of the Internal Audit Unit**

Planning	Monitoring	
	Review	Reporting
1. Develop a risk and compliance-based audit plan.	1. Measures the performance of departments according to KPIs and performance targets set in the municipal scorecard and departmental scorecards. 2. Assess the functionality of the PMS. 3. Ensures that the system complies with the Act. 4. Audit the performance measures in the municipal scorecard and departmental scorecards. 5. Conduct compliance-based audit.	1. Submit quarterly reports to the Municipal Manager. 2. Submit quarterly reports to the Performance Audit Committee.

• **Roles and Responsibilities of the Audit Committee**

Planning	Monitoring	
	Review	Reporting
1. Receives and approves the annual audit plan.	1. Review quarterly reports from the internal audit committee.	1. Reports quarterly to the municipal Council.

• **Roles and Responsibilities of the Municipal Public Accounts Committee**

Planning	Monitoring	
	Review	Reporting
1. Check if Objectives, Targets and KPIs of the IDP and SDBIP are consistent and SMART	1. Receive and play oversight role on the quarterly, mid-term and annual reports	1. Reports quarterly to the municipal Council after obtaining community input

**Roles and Responsibility of the Community**

Planning	Monitoring	
	Review	Reporting
<ol style="list-style-type: none"> <li>1. Participate in the drafting and implementation of the municipality's IDP through established forums</li> <li>2. Participates in the setting of KPIs and targets for the municipality every year</li> <li>3. Make representations on the draft annual budget</li> </ol>	Participate in the annual review of performance through their involvement in the development of the Oversight Report.	<ol style="list-style-type: none"> <li>1. Receive annual performance and budget reports from council</li> <li>2. Participate in the development of the Oversight report</li> </ol>

## ALIGNMENT WITH GOVERNMENT WIDE PLANNING

Tswaing local municipality recognizes the importance of coordinated and integrated planning within the different spheres of government by aligning its plans with the planning processes and systems of national, provincial and district governments, including international bodies such as the United Nations.

In this section the municipality will provide a glimpse on how it plans to integrate and aligns its plans with the national planning and policy imperatives.

### 2.7 National Government priorities

Tswaing Local Municipality as the sphere of government closest to the people, wholly adopts the following priorities of the South African Government, namely ***Decent Jobs and sustainable livelihoods, Education and Training, Health Care, Fight against Crime and corruption and Rural Development.***

As a rural municipality, Tswaing has also adopted a rural biased strategy, with basic service delivery and job creation as some of its priorities.

The programmes and projects contained in the last section of this document fully supports the attainment of these priorities.

### 2.8 The New Growth Path

The New Growth Path (NGP) is aimed at enhancing growth, employment creation and equity in the country. Among others the New Growth Path aims to create 5 million jobs in 10 years as a result of massive infrastructure investment. Although council supports all the priorities of the National Growth Path, the following will be prioritized in line with the current plans and available resources:

- Green Economy
- Agriculture
- Tourism
- High Level Service

## **2.9 National Government Priorities**

Tswaing Local Municipality as the sphere of government closest to the people, wholly adopts the following priorities as outlined in the Medium-Term Strategic Framework 2019- 2024 which is the manifestation of an implementation plan for the NDP Vision 2030 and for the implementation of the electoral mandate of the sixth administration of government. The MTSF 2019-2024 lays out the package of interventions and programmes that will achieve outcomes that ensure success in achieving Vision 2030 and the seven electoral priorities adopted by government as: Building a capable, ethical and developmental state; Economic transformation and job creation; Education, skills and health; Consolidating the social wage through reliable and quality basic services; Spatial integration, human settlements and local government; Social cohesion and safe communities; A better Africa and world

As a rural municipality, Tswaing has also adopted a rural biased strategy, with basic service delivery and job creation as some of its priorities.

The programmes and projects contained in the last section of this document fully supports the attainment of these priorities

## **2.10 Outcome 9: A Responsive and Accountable, Effective and Efficient Local Government System**

The local municipality will work towards the attainment of outcome 9 by including the following 7 outputs in its plans. The table below indicates how the municipality will contribute towards the attainment of the 7 outputs of outcome 9.

*Output 1: Implement a differentiated approach to municipal financing, planning and support*

**The municipality will continue to participate in the local government legislation review process to influence policy towards giving local municipalities more powers to provide basic services.**

*Output 2: Improving Access to Basic Services*

**Access to sustainable provision of basic services will be improved through cooperation with sector departments and other role players**

*Output 3: Implementation of the Community Work Programme*

**The coordination and support of the Community Works Programmes will be improved**

*Output 4: Actions supportive of the human settlement outcomes*

**The municipality will work with the department of Human Settlement to ensure that people get access to decent and integrated housing**

*Output 5: Deepen democracy through a refined Ward Committee model*

**Ward committees will receive the necessary support and council will establish complaints handling system to improve the turnaround time in addressing community complaints**

*Output 6: Administrative and financial capability*

**A programme will be developed to address administrative weaknesses and thereby increase the municipality's ability to raise and manage revenue**

*Output 7: Single Window of Coordination*

**A better coordination of service delivery efforts will be provided through the strengthening of intergovernmental structures in the municipal area.**

## **National Development Plan – Vision 2030**

This IDP represents the contribution of Tswaing Local Municipality towards the attainment of the government's vision 2030 of eliminating poverty and reducing inequality. In line with this vision the municipality will increase investment in infrastructure, create opportunities for investment, prioritise rural development and improve the skills of the employees, councillors and communities.

In the end the municipality wants to create its fair share of the targeted five million jobs by 2030.

In pursuing the above objectives, we must reaffirm our commitment to the national and provincial priorities and mandates which are founded on the following concretes and directives.

### **DISTRICT DEVELOPMENT MODEL**

The District Development Model announced by the President seeks to address the silos and the lack of coherence of planning and implementation in all spheres of governance.

The purpose of the launches is, amongst others, to kick-start a diagnostic towards One Plan for implementation in each of the districts in the country. The plan will ensure that government plans and implements in unison with other stakeholders over the short, medium, and long terms. This plan will also do away with the current challenges of poor intergovernmental coordination, planning, budgeting, and implementation.

The aim of this report is to provide a development profile of the Ngaka Modiri Molema District Municipality (NMMDM). The report also provides an analysis of the key development trends in the NMMDM area.

In addition to providing a development profile for the NMMDM, the report also identifies key challenges, which include significantly high levels of poverty, high unemployment rates, jobless growth in the economy, and an overall declining economy that is, in part perpetuated by apartheid spatial patterns.

The Ngaka Modiri Molema District Municipality (NMMDM) is one of the four district municipalities (DMs) in the Northwest Province (NWP) with a total extend

of 28 206 km<sup>2</sup>. According to Statistics South Africa Community Survey (STATSSA CS) 2016, NMMDM has a total population of 889 108. It is comprised of five Local Municipalities (LMs) namely, Ditsobotla LM, Mahikeng LM, Ramotshere Moiloa LM, Ratlou LM and Tswaing LM. NMMDM is centrally located amongst Bojanala Platinum DM, Dr Ruth Segomotsi Mompati DM and Dr Kenneth Kaunda DM within the NWP and shares a boundary with the Republic of Botswana to the north “a gateway to the broader Southern African Development Countries (SADC) region”, the Northern Cape Province to the South-west and Limpopo Province to the north-east.

The main economic activity across the district is Agriculture which include both Crops and Livestock, Arts and Culture in some areas, Tourism in some areas, and Mining which is confined to some isolated areas. The Capital City of the Province, Mahikeng, with all the government buildings, provide employment to many thousands of government employees as well as other related industries.

According to Ngaka Modiri Molema IDP (2017/2022), its strategic location offers great opportunities towards the economic development of the district underpinned by various development corridors namely:

- Platinum Corridor (N4), which stretches from the east to the west of NMMDM connecting the Republic of South Africa with the Republic of Botswana and Republic of Mozambique.
- The N18 Western Frontier Corridor N18; and
- The N14 route provides the link between Gauteng and the Northern Cape Province, and it is supported by the Johannesburg- Vryburg railway line which is also joining up with the Johannesburg- Cape Town railway line in the West.

This illustrates the economic opportunities that lie within the district and the potential to create much-needed jobs, reduce poverty and inequality. It is in this context that municipal socio-economic conditions should inform resource allocation and effective, efficient, and accountable use of resources is of paramount importance. The report will as a result focus three critical pillars which are population dynamics which should always be considered by each local

municipality when planning and distributing resources, development indicators which the plan and resources used by the municipality must transform and finally, infrastructure provision.

In respect of the recent Covid-19 outbreak, as at 5 June 2020, the total number of cases for the district is 19, zero deaths have been recorded and there are 5 recoveries which is 26% recovery of the district. The district has identified 8 quarantine sites with 448 beds, the quarantine sites are currently fully operational except one which is Groot Marico.



## **ANALYSIS, OBJECTIVES, STRATEGIES AND PROGRAMMES AND PROJECTS**

### **2.11 Vision of the Municipality**

**“To be a leading municipality in the North-West Province  
in sustainable service delivery by 2030”**

### **2.12 Mission of the Municipality**

To deliver sustainable municipal services by maximally utilizing  
our human, financial and technical resources through participatory democracy

### **Core Values of the Municipality**

**Accountability, Commitment, Competency, Discipline, Transparency and  
Loyalty**

## Objectives and Strategies

The local government agenda and subsequently the turnaround strategy, has determined the following Key Performance Areas as guiding development areas for purposed of creating a uniform yet differentiated approach to assessing the performance of municipalities including support, monitoring and evaluation.

- Municipal Transformation and Institutional Development
- Basic Service Delivery and Infrastructure Development
- Local Economic Development
- Financial Viability and Management
- Good Governance, Public Participation and Ward Committee System
- Spatial rationale

The above mentioned KPAs will be used therefore to shape the IDP of Tswaing Local municipality. Due to the magnitude of the challenges facing the municipality, it is important that the IDP be mapped out in different phases that will be aimed at addressing the present situation (crisis), stabilization of the municipality and consolidation as the last phase. The following time periods will have used to determine the different phases

	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>
<b>PHASE</b>	<b>Turn Around Phase</b>	<b>Stabilization Phase</b>	<b>Consolidation Phase</b>
<b>PERIOD</b>	<b>2022/23-2023/24</b>	<b>2024/25-2025/26</b>	<b>2026/27 and beyond</b>
	Identify and address the immediate crisis affecting the municipality	Ensure the municipality is properly managed and win the confidence of the citizens	Continuous improvement and integration of all interventions towards full realization of the Vision

## OBJECTIVE

The Local Government Strategic Agenda 2006-2011 sets a benchmark for an ideal functional municipality whereas the Local Government Strategic Agenda envision a ten point plan both seeking to establish a developmental state.

LG Agenda	Ten Point Plans
<ul style="list-style-type: none"> <li>▪ An IDP that is an expression of state-wide planning as a whole;</li> <li>▪ A balanced infrastructure investment and sustainable economic development programme that is part of the IDP;</li> <li>▪ Functional core municipal policies and systems;</li> <li>▪ Continuous management reform and improvement;</li> <li>▪</li> <li>▪ Empowering employees through focused and continuous professional skills development;</li> <li>▪ Effective accountability and performance management mechanisms for councillors and officials;</li> <li>▪ Sound human resources management;</li> <li>▪ Increased and appropriate utilisation of technology.</li> </ul>	<ol style="list-style-type: none"> <li>1. Improve the <b>quantity and quality of municipal basic services</b> to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management.</li> <li>2. Enhance the municipal contribution to job creation and sustainable livelihoods through <b>Local Economic Development (LED)</b>.</li> <li>3. Ensure the development &amp; adoption of <b>reliable and credible Integrated Development Plans (IDPs)</b>.</li> <li>4. Deepen democracy through a <b>refined Ward Committee model</b>.</li> <li>5. Build and <b>strengthen the administrative, institutional and financial capabilities</b> of municipalities.</li> <li>6. Create a <b>single window of coordination</b> for the support, monitoring and intervention in municipalities.</li> <li>7. <b>Uproot fraud, corruption</b>, nepotism and all forms of maladministration affecting local government.</li> <li>8. Develop a coherent and <b>cohesive system of governance</b> and a <b>more equitable intergovernmental fiscal system</b>.</li> <li>9. Develop and strengthen a <b>politically and administratively stable system</b> of municipalities.</li> <li>10. Restore the <b>institutional integrity</b> of municipalities.</li> </ol>

There is also a deliberate intension to build on the previous invaluable work of the IDP that was adopted by the previous administration since the community needs remained unchanged. Part of the latter situation persisting into the new era, is due to lack of resources to rapidly change the development land scape as such the needs keep on recurring. It does therefore make perfect sense not just to discard the strategies and previous plans but to assess their weaknesses and built on what existed and improve were it is needed and overhaul what could not work completely.

## **2.13 Municipal Transformation and Institutional Development**

The municipality faces several institutional and transformational issues. It is also common knowledge that the municipality was previously put under provincial administration in terms of Section 139 (1) (c) of the Constitution of the Republic, in 2021 until 2022 resulting in a situation where council was stripped off all of its powers, but in 2021 November new council was put into place, but due to The political and administrative instability that prevailed in the last five years has led to the municipality drifting backwards on a number of institutional issues. The municipality has also been unstable as most of the senior managers were appointed in an acting capacity including a high turnover of senior managers. In the past five years, there have been five (2) substantive and acting Director Community Services and Director Technical services for the municipality and recently the CFO, cooperate Services and Municipal Manager was terminated.

**OBJECTIVE: PROMOTE ACCOUNTABLE, EFFICIENT AND TRANSPARENT ADMINISTRATION**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>Review organisational structure</li> <li>Develop human resource Plan (HRP)</li> <li>Develop job descriptions</li> <li>Conduct job evaluation</li> <li>Develop employment contracts</li> <li>Develop and review policies</li> <li>Develop record keeping Management System</li> <li>Develop performance management system</li> <li>Develop performance agreements for section 57 Managers</li> </ul>	<ul style="list-style-type: none"> <li>Adopt and implement organisational structure</li> <li>Adopt and implement human resource plan</li> <li>Develop job descriptions for all the posts on the organisational structure</li> <li>Evaluate all existing positions on the organisational structure</li> <li>All positions on the organisational structure to have employment contracts</li> <li>Adopt and implement policies</li> <li>Adopt and implement record keeping management system</li> <li>Adopt and Implement performance management system.</li> <li>Review performance agreements for section 57 Managers</li> </ul>	<ul style="list-style-type: none"> <li>Review and implement the organisational structure</li> <li>Review and implement the human resource plan</li> <li>Evaluate all new positions on the organisational structure</li> <li>All positions on the organisational structure to have employment contracts</li> <li>Review and implement policies</li> <li>Adopt and implement record keeping management system</li> <li>Adopt and Implement performance management system.</li> <li>Review performance agreements for section 57 Managers</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the organisational structure</li> <li>Implementation of the human resource plan</li> <li>Review job description</li> <li>All posts evaluated on the organisational structure</li> <li>All positions on the organisational structure to have employment contracts</li> <li>Adopt and implement record keeping management system</li> <li>Review and implement policies</li> <li>Review performance agreements for section 57 Managers</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>Employee verification</li> <li>Conduct skills audit</li> <li>Competency assessment and gap analysis</li> <li>Review the structure</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with employees and unions on the HR strategy and policies</li> <li>Development and workshopping of score cards</li> </ul>	<ul style="list-style-type: none"> <li>Continued staff development</li> <li>Effective performance rewarding system</li> <li>Systems management</li> </ul>

	<ul style="list-style-type: none"> <li>Review employment contracts</li> <li>Audit of existing policies</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment and training on document management</li> </ul>	
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**OBJECTIVE: RECRUITMENT AND RETENTION OF SKILLED EMPLOYEES**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li><b>Develop Skills retention Strategy</b></li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement knowledge Management System (knowledge hub)</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of knowledge Management System (knowledge hub)</li> </ul>	<ul style="list-style-type: none"> <li>Developed and maintained knowledge Management System (knowledge hub)</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>Identify high impact and critical posts</li> <li>Appoint unit managers and adopt appropriate delegation systems</li> <li>Maximise participation in the development of policies</li> <li>Identify scarce skills and retain it</li> <li>Conduct exit interviews</li> <li>Recruit learners related to finance and municipal services</li> </ul>	<ul style="list-style-type: none"> <li>Career guidance exhibitions</li> <li>Identify relevant institutions for training of managers</li> <li>Determine learning requirements and gaps of managers and develop institutional and individual learning plans</li> </ul>	<ul style="list-style-type: none"> <li>Review incentives for staff</li> <li>Head hunting of scarce skills</li> </ul>

**OBJECTIVE: ACHIEVE EMPLOYMENT EQUITY**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond

<ul style="list-style-type: none"> <li>• <b>Review Employment Equity Plan</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop and adopt Employment Equity Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Implement and review Employment Equity Plan</li> </ul>	<ul style="list-style-type: none"> <li>• compliance with EEP</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Conduct and confirm demographic profile</li> <li>• Develop realistic empowerment targets in consultation with staff and unions</li> </ul>	<ul style="list-style-type: none"> <li>• Consult staff to review the policy</li> <li>• Review shortlisting criteria and other supporting recruitment measures</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a plan to address the social needs of the designated groups</li> </ul>

**OBJECTIVE: ACHIEVE POSITIVE EMPLOYEE CLIMATE**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• <b>Poor working relationship between management and staff</b></li> <li>• <b>Unresolved labour matters</b></li> <li>• <b>Dysfunctional LLF</b></li> <li>• <b>Poor discipline</b></li> <li>• <b>Low morale</b></li> <li>• <b>Poor occupational safety environment</b></li> </ul>	<ul style="list-style-type: none"> <li>• Resolve all outstanding labour matters</li> <li>• Train managers and staff on issues of discipline</li> <li>• Develop occupational safety policy</li> <li>• Ensure functional LLF</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain discipline</li> <li>• Involve staff and unions on certain key decisions</li> <li>• Recognise good performance</li> <li>• Democratise the work environment</li> </ul>	<ul style="list-style-type: none"> <li>• Establish relationships protocols</li> <li>• Maintain discipline and order</li> <li>• Infuse new organisational culture</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Establish OHS committees</li> <li>• Walk the talk with unions</li> <li>• Enforce discipline</li> <li>• Establish training committee and employment committee</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule of LLF meetings</li> <li>• Train managers to handle disciplinary issues</li> <li>• Give unions observers status in interviews and engage them during strategic planning sessions and other platforms</li> <li>• Brief Unions regularly</li> <li>• Hold staff meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Team building exercises</li> <li>• Avert ill-discipline</li> </ul>



<p>Municipal Administrative Infrastructure – To build municipal Civic Centre with Administrative Building, New Council Chamber, The Auditorium and A Bigger Municipal Hall.</p>	<ul style="list-style-type: none"> <li>• Appoint a Service Provider to Develop Building Plans, Conduct Geotech Studies, Approve Building Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Secure Institutional Development and Construction Funding</li> <li>• Construct Municipal Civic Centre with a Mayors Parlour, Municipal Chamber, Speakers Offices, Auditorium, Municipal Hall and Municipal Offices to create conducive, safe and secure work environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve Positive Employee Climate and Work Environment</li> </ul>
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OBJECTIVE: PROMOTE INNOVATION, LEARNING AND GROWTH			
KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• <b>Poor organisational moral</b></li> <li>• <b>Lack of strategic and organisational buy-in and ownership</b></li> <li>• <b>WSP adopted and in line with the IDP</b></li> </ul>	<ul style="list-style-type: none"> <li>• Review the existing WSP for adoption</li> <li>• Revive partnership with the Institution of high learning on vocational guidance and support</li> <li>• Intensify ABET Training</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct team building exercises</li> <li>• Create platform for dialogue and information sharing</li> <li>• Constant by-lateral relationship with TVET Colleges</li> <li>• Develop and support the skills centre/s</li> <li>• Increase intake of students in the area into</li> </ul>	<ul style="list-style-type: none"> <li>• Improve ownership of the learning strategies by community</li> <li>• Improve municipal ownership by communities and stakeholders</li> <li>• Utilise skills existing in the</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Low community skills base</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop Mayor's bursary policy</li> <li>• Conduct employee satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>• universities and other institutions of high learning</li> <li>• Establish Tswaing Education Trust</li> <li>• Support poor and vulnerable groups</li> <li>• Implement the outcomes of the employee satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>• municipality</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Skills audit</li> <li>• Training needs analysis</li> <li>• Conduct ward based skills profile needs</li> </ul>	<ul style="list-style-type: none"> <li>• Engage the department of education and avail buildings or land for FET colleges</li> <li>• Rebate skills centres (services) and champion its establishment</li> <li>• Identify poor and vulnerable groups for support</li> <li>• Champion the establishment of a trust</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder database and engagement plan</li> <li>• Implement learnerships</li> </ul>

**OBJECTIVE: IMPROVE TECHNOLOGY EFFECIENCY**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• <b>Review internal controls</b></li> <li>• <b>Integrate Systems</b></li> <li>• <b>Preserve data</b></li> <li>• <b>Automated systems</b></li> </ul>	<ul style="list-style-type: none"> <li>• Adopt and implement information technology governance framework</li> <li>• Appoint an IT steering committee</li> <li>• Draft, adopt and implement IT policies</li> <li>• Upgrade network infrastructure</li> <li>• Automated human resource systems</li> <li>• Automated record management systems</li> <li>• Integrate Supply chain</li> </ul>	<ul style="list-style-type: none"> <li>• Construct a server room</li> <li>• Implement geographic information system</li> <li>• Support the local youth to establish e-cooperatives in rural areas (service areas)</li> <li>• Integrate different IT systems in remote areas</li> </ul>	<ul style="list-style-type: none"> <li>• Relocate the financial system server to the municipal offices</li> <li>• Fully automated internal business processes</li> <li>• Systems link across the service points</li> <li>• Implement an information infrastructure that promotes economic growth</li> </ul>

	database with Central Supplier Database		
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## Key Performance Indicators and Targets: - Cooperate Services Directorate

<b>Objective: Promote Accountable Efficient and Transparent Administration</b>					
<b>Key performance Indicator</b>	<b>Targets</b>				
	<b>2022/2023</b>	<b>2023/24</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
Number of Reviewed Organizational Structure	1	1	1	1	1
Number of workshops on council policies	4	4	4	4	4
Number of Section 57 Managers Performance assessment conducted.	5	5	5	5	5
Number of Section 57 Positions filled (Technical and Community Director)	5	5	5	5	5
<b>Objective: Recruitment and Retention of Skilled Employees</b>					
<b>Key performance Indicator</b>	<b>Targets</b>				
	<b>2022/2023</b>	<b>2023/24</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
Number of Human Resource Development Strategy Developed	1	1	1	1	1
Number of Reviewed recruitment policy	1	1	1	1	1
Number of Retention Policy Adopted	1	1	1	1	1

**Objective: Achieve Employment Equity**

Key performance Indicator	Targets				
	2022/2023	2023/24	2024/2025	2025/2026	2026/2027
Number of Employment Equity Plan Developed	1	1	1	1	1

**Objective: Achieve Positive Employee Climate**

Key performance Indicator	Targets				
	2022/2023	2023/24	2024/2025	2025/2026	2026/2027
Number of LLF Meetings held	12	12	12	12	12
Percentage reduction on labour issues.	50%	100%	100%	100%	100%
Training of managers on core-competencies	100%	100%	100%	100%-	100%-
Number of Occupational Health and Safety awareness	4	4	4	4	4

**Objective: Promote Innovation Learning and Growth**

Key performance Indicator	Targets				
	2022/2023	2023/24	2024/2025	2025/2026	2026/2027
Number of Skills Audit Conducted	1	1	1	1	1
Number of Workplace Skills plan Developed	1	1	1	1	1
Percentage on reduction of vacancy rate	50%	50%	50%	50%	50%

<b>Objective: Improve Technology Efficiency</b>					
<b>Key performance Indicator</b>	<b>Targets</b>				
	<b>2022/2023</b>	<b>2023/24</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
Percentage of Software and Hardware regularly updated	100%	100%	100%	100%	100%

## 2.14 Financial Viability

The Local Government Strategic Agenda recognizes that the financial viability and management of municipalities is central to building sustainable and effective municipalities. The municipality will have to strive for the following benchmarks over the short, medium and long term period.

- Sound financial management systems
- Development of annual and medium-term outlook on revenue and expenditure plans and targets
- Reduced dependency on grant transfers
- Timely and accurate accounting of public resources and effective ant-corruption measures
- Clean audit

The revenue management and cost recovery measures in the municipality are at very low levels. The rate payers have decided to withhold their payments due to poor service delivery. The billing system is corrupt as such many enjoy free services. There are areas under Eskom and some under the municipality and in both instances the indigent policy is not properly managed resulting in the equitable share not been properly used.

The municipality has received negative audit opinions over years and its assets are not properly accounted for. The previous financial statements have not been audited. The fact that the municipality does not have internal and external audit capacity is a setback as that breeds a litany of non-compliances with regulations. The MPAC is in place although it still needs support.

**OBJECTIVE: ENHANCE REVENUE COLLECTION**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• Credit control measures</li> <li>• Spiralling debt</li> <li>• Implementation of the MPRA</li> <li>• Dependence on grants</li> <li>• Implementation of the indigent policy</li> <li>• Water and electricity distribution losses</li> <li>• Incorrect and inadequate billing system</li> <li>• Inadequate financial skills</li> <li>• Poor administrative leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Development and implementation of revenue enhancement strategy</li> <li>• Develop writing-off of arrears policy</li> <li>• Review the indigent policy and develop an implementation plan</li> <li>• Repair and install new meters</li> <li>• Implement prepaid meters</li> <li>• Rein fence grants</li> <li>• Appointment of senior managers and key critical post in the Budget and Treasury Office (BTO)-e.g. Accountants</li> <li>• Review the tariffs Develop incentive schemes for payment of services</li> <li>• Improve ICT systems to render accounts and attend to queries</li> </ul>	<ul style="list-style-type: none"> <li>• Implement new tariffs</li> <li>• Implement an integrated billing system</li> <li>• Collect outstanding debts</li> <li>• Update the valuation roll</li> <li>• Implement automated metering system</li> <li>• Increase revenue collection points and easy pay system</li> </ul>	<ul style="list-style-type: none"> <li>• Invest surpluses in systems that will improve service delivery and revenue collection</li> <li>• Improve credit rating</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Assess the efficacy of policies</li> <li>• Conduct meter audits</li> <li>• Appoint service providers to repair and install new meters</li> <li>• Identify old debts and write them off</li> <li>• Support the water conservation and</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint service provider for debt collection or do it in-house</li> <li>• Install automated metering systems</li> <li>• Continuous training and introduction of new technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify partners for revenue maximisation</li> </ul>



	<ul style="list-style-type: none"> <li>management systems</li> <li>• Revamp the billing systems (consumer audits)</li> </ul>		
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**OBJECTIVE: PROMOTE FINANCIAL ACCOUNTABILITY**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• Reporting (compliance)</li> <li>• Lack of internal controls</li> <li>• Lack of internal and external audit capacity</li> <li>• Poor DORA reporting and other conditional grants</li> <li>• Poor supply chain implementation and monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all reports are submitted on time (monthly budget statement, quarterly reports, AFS, mid-term performance reviews and annual reports)</li> <li>• Implement month and year end procedures</li> <li>• Adopt an annual reporting calendar</li> <li>• Establish the budget committee for monitoring purposes</li> <li>• Review the supply chain policy</li> <li>• Ensure centralization of supply chain management function in line with organizational structure and financial recovery plan</li> <li>• Ensure the establishment for internal audit</li> <li>• Establish audit committee or use the district's audit committee</li> </ul>	<ul style="list-style-type: none"> <li>• Overhaul internal controls</li> <li>• Train councillors and officials on audit requirements</li> <li>• Improve reporting</li> </ul>	Maintain good internal control systems
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• MM to receive monthly and quarterly reports from CFO and Managers</li> <li>• Internal and external audit advertised</li> </ul>	<ul style="list-style-type: none"> <li>• Skills audit and gap analysis</li> </ul>	Regular reporting

**OBJECTIVE: ACHIEVE CLEAN AUDIT**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• Received qualified report</li> <li>• Outstanding audit of the previous AFS</li> <li>• Poor record management</li> <li>• Poor asset management and non-compliance with Generally Recognised Accounting Practices (GRAP) standards</li> <li>• No internal and external audit</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Post Audit Action Plans ( PAAP) to address the AG Audit findings and queries for previous financial years.</li> <li>• Include AG matters on the performance score card, in line with the performance management system</li> <li>• Review Asset Management Policy for council adoption.</li> <li>• Update Asset Register to be GRAP compliant</li> <li>• Do GRAP compliance</li> <li>• Prepare AFS for current financial year (2022-2027)</li> <li>• Establish Audit Steering Committee for AFS and Audit preparations</li> <li>• Submission of AFS and all supporting schedules and registers to the AG on 31<sup>st</sup> August 2022</li> <li>• Establish AG Audit Steering Committee to support the finalisation of the audit on 30<sup>th</sup> November 2022.</li> </ul>	<ul style="list-style-type: none"> <li>• GRAP Compliance continues</li> <li>• Overhaul record management systems</li> <li>• Appoint Internal and Audit Committees</li> <li>• Review supporting policies</li> <li>• Dispose redundant and obsolete assets</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain clean audit</li> <li>• Regular reporting on assets</li> <li>• Full compliance with GRAP</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Conduct workshop for all managers on national and provincial treasury circulars, financial policies and financial systems</li> <li>• Establish asset management committees</li> <li>• Conduct asset verification in line with management policy</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous training of all staff on GRAP compliances</li> </ul>	<p>Continuous training and development of all staff</p> <p>All affected managers and BTO staff should be compliant with the Minimum Competency Requirement</p>

## 2.14.4 Key Performance Indicators and Targets

### Financial Viability

Improve Asset Management	Key performance Indicator	Targets				
		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Number of reports Submitted to council on the status of assets	1	4	4	4	4
Achieve Clean Audit	Percentage reduction of Audit queries	50%	50%	50%	50%	50%
	Percentage on Improvement of audit outcome	90%	50%	50%	50%	50%
Promote Financial Accountability	Number of sections 71 (MBS) Reports submitted to relevant Stakeholders (Mayor, Provincial and National treasury)	12	12	12	12	12
	Number of reports submitted to council on the implementation of the Revenue Enhancement Strategy	4	4	4	4	4
	Number of Budget process adopted	1	1	1	1	1

	Number of approved final budget submitted	1	1	1	1	1
	Number of reports submitted to council on compliance with MPRA	4	4	4	4	4
<b>Enhance Revenue Collection</b>						
	Percentage increase in revenue growth	20%	20%	20%	40%	60%

## 2.15 Good Governance and Community Participation

Chapter four of the Municipal systems act provides for mechanisms for public participation. The municipality is enjoined by legislation to promote developmental ethos thereby involving communities and stakeholders in the affairs of the municipality. These needs have been further amplified in the government strategic objectives including the ten-point plan.

Key issues pertinent to this area includes, the operation of ward committees, communication between council and the community, relationship between the political and administrative structures of council, inter-governmental relations i.e. between council and other spheres of government including parastatals (where applicable) and key stakeholders as well as measures to deal with corruption and special projects.

The municipality will therefore strive to achieve the following:

- Functional and efficient community participation mechanisms and ward committees
- Effective Community Based Planning System
- Establish feedback mechanisms in order to ensure responsiveness to communities
- Continuous and special focus to historically disadvantaged communities
- Equal and convenient access to municipal services by its communities
- Effective intergovernmental relations
- Corruption free environment

**OBJECTIVE: PROMOTE COMMUNITY PARTICIPATION**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027
<ul style="list-style-type: none"> <li>• Lack of resources for ward committees</li> <li>• Lack of functional skills for some of the ward committee members</li> <li>• Poor participation by Dikgosi and other stakeholders</li> <li>• Poor participation by sector departments on ward matters and IDP in general</li> <li>• Poor relations between the municipality and Rate Payers Association.</li> </ul>	<ul style="list-style-type: none"> <li>• Train Ward Committees</li> <li>• Improve functioning of ward committees</li> <li>• Resource Community Based Planning</li> <li>• Improve Mayoral outreach programme</li> <li>• Improve reporting of ward issues in council agendas</li> <li>• Establish stakeholder consultative forum</li> <li>• Involvement of dikgosi (MoU)</li> <li>• MOU with Rate Payers Association</li> </ul>	<ul style="list-style-type: none"> <li>• Resourcing ward committees</li> <li>• Increase participation in IGR Forums and enhance participation of sector departments</li> <li>• Review reporting and feedback mechanisms for ward committees</li> <li>• Intergovernmental monitoring and evaluation of projects</li> <li>• Increase imbizos with other sector departments involved</li> <li>• Community satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>• Delegation of certain functions to ward committees</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Ward committee training needs</li> <li>• Quarterly Rep Forum meetings</li> <li>• Audit of stakeholder's interests</li> <li>• Identify stakeholder's specific issues and address them</li> </ul>	Form municipal inter-governmental management committee to involve sector departments	Continues training of ward committees Sharing of programmes

	<b>OBJECTIVE: IMPROVE COMMUNICATION</b>		
<b>KEY ISSUES</b>	<b>STRATEGIES</b>		
	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>
	<b>2022/23-2023/24</b>	<b>2024/25-2025/26</b>	<b>2026/2027</b>
<ul style="list-style-type: none"> <li>• <b>Establish communication strategy</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop communication policy and strategy</li> <li>• Ensure compliance with legislative role of local government communications</li> <li>• Implement Gov chat portal communication between councillors and community</li> <li>• Implement the district's forum communication strategy</li> <li>• Strengthen intra-governmental communication coordination</li> <li>• Municipal website that is informative</li> </ul>	<ul style="list-style-type: none"> <li>• Establish customer service unit</li> <li>• Conduct community satisfaction surveys</li> <li>• Municipal brand reputation management</li> </ul>	<ul style="list-style-type: none"> <li>• Review communication strategy</li> </ul>

**OBJECTIVE: PROMOTE ACCOUNTABLE EFFICIENT AND TRANSPARENT ADMINISTRATION**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027
<ul style="list-style-type: none"> <li>• Lack of internal and external audit capacity</li> <li>• Anti-Corruption issues not attended to</li> </ul>	<ul style="list-style-type: none"> <li>• Establish Internal Audit Function</li> <li>• Establish Audit Committee</li> <li>• Compile Audit Charter and Plan</li> <li>• Anti-Corruption Strategy Adopted</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a comprehensive audit plan</li> <li>• Strengthen internal Audit Function</li> <li>• Develop comprehensive risk management and fraud prevention policies and implementation strategies                             <ul style="list-style-type: none"> <li>○ Risk management policy</li> <li>○ Risk management strategy</li> <li>○ Risk management implementation plan</li> <li>○ Fraud and corruption strategy</li> </ul> </li> <li>• Train MPAC</li> <li>• Submit Audit Reports</li> </ul>	Management of risks
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Recruitments processes</li> <li>• Strategy development</li> <li>• Work shopping councillors and employees</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and work shop plans</li> </ul>	Maintain the risk register



## Key Performance Indicator

### Good Governance

OBJECTIVES	Key performance Indicator	Targets				
		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
IMPROVE IDP SUPPORT AND COORDINATION	Number of IDP, PMS and Budget Process Plan adopted	1	1	1	1	1
	Number of IDP Adopted	1	1	1	1	1
	Number of Budget Adopted	1	1	1	1	1
	Number of Council Portfolio committees' meetings	4	4	4	4	4
	Number of reports submitted to council on the implementation of Risk Management and fraud prevention plans	4	4	4	4	4
Clean Audit	Number of AFS submitted to AG	1	1	1	1	1
Promote accountable, efficient and transparent administration	Number of tabled Annual report submitted to the AG(2021/2022)	1	1	1	1	1
Promote accountable, efficient and transparent administration	Number of oversight report Adopted	1	1	1	1	1

Promote accountable, efficient and transparent administration	Number of oversight Report submitted to the provincial legislature	1	1	1	1	1
Promote accountable, efficient and transparent administration	Number of Anti-Corruption Strategy Adopted	1	1	1	1	1

## Local Economic Development

### INTRODUCTION

#### **(The Draft document will be submitted as annexure of the IDP)**

The LED unit has developed the Draft Local Economic Development Strategy and the Municipality is in the process of developing an engagement process plan, to bring ownership of the Strategy.

The draft will be brought before the management and later, it will serve before the portfolio Committee. It is important to develop the steering committee meeting which will assist during the engagement process with the stakeholders.

The LED Strategy is a plan for the Municipality, and it should develop the economy of the Municipality, and to improve the livelihood of the communities, and all sectors will be consulted to make inputs in the LED strategy of the Municipality.

It has been established that the economy of the Local area is highly dependent on agriculture. Other opportunities can be explored along the service sector and manufacturing in the medium to short term periods.

As we enter the last decade of this 2030 vision, national government have set a five-year roadmap in this MTSF 2019-2024. This roadmap is built on three foundational pillars. A Strong and Inclusive Economy; Capable South African; and A Capable Developmental State. Tswaing Local municipality must move with speed in terms of local economic development planning and implementation in order to address the three challenges in the municipality, poverty, unemployment and inequality. This is the era of New Dawn. As the President, together with members of Cabinet, will ensure that the interventions within each priority are implemented and services are delivered to the people within the District Development model approach.

As municipalities are expected to create an enabling environment, it is through coordination and integration that challenges in communities can be addressed in a sustainable manner

According to the North-West development plan, Tswaing Local Municipality falls within an area that has a medium economic potential but a high socio-economic need. The economy has not been improving over years, including the decline in the agricultural sector, which is worrisome.

The National LED Framework provides a vision for the planning and implementation of LED for all municipalities, this provides opportunity for municipalities to develop and grow their local economies that will contribute to provincial and national economic development. It offers opportunity to stimulate employment and create decent work opportunities for communities. Municipalities will be able to unlock their unique potential and enhance economic transformation in municipalities.

Local Economic Development is a multi-stakeholder process and municipalities must coordinate and facilitate implementation through other government, private sector stakeholders. There are six core policy pillars that will influence the design,

development and implementation of LED over the next ten years and aligned to Sustainable development goals. The success of Sustainable development goals depends on localisation which will ensure that SDGs respond to local challenges on poverty reduction and job creation.

National LED Framework	Localising sustainable Development Goals	NDP 2030 objectives
Building diverse and innovation driven local economies	Goal 1: end poverty in all its forms everywhere	Inclusive rural economy
Developing inclusive economies	Goal 2: end hunger, achieve food security and nutrition, promote sustainable agriculture	Transforming Human Settlements
Developing learning and skilful economies	Goal 5: achieve gender equality and empower all women and girls	Nation building and social cohesion
Enterprise development and support	Goal 8: promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work;	Building safer communities
Economic governance and infrastructure	Goal 9: Build resilient infrastructure, promote inclusive and sustainable industries and foster innovation	
Strengthening local systems of innovation	Goal 10 reduce inequality within and among countries	

**OBJECTIVE: PROMOTE AND SUPPORT LOCAL ECONOMIC DEVELOPMENT AND AGRICULTURE**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• <b>Poor support by government and the municipality</b></li> <li>• <b>Low economic activity</b></li> <li>• <b>Shortage of infrastructure (roads) and low water table, the municipality has engaged NMMDM regarding the matter.</b></li> <li>• <b>Lack of skills to develop business plans</b></li> <li>• <b>Poor monitoring of LED projects</b></li> <li>• <b>Marketing of products</b></li> <li>• <b>No LED and Tourism plan</b></li> </ul>	<ul style="list-style-type: none"> <li>• Support Agricultural activities</li> <li>• Implement economic infrastructure projects through MIG, (allocation of 5% of MIG to LED initiatives)</li> <li>• Develop LED and Tourism Strategy adopted</li> <li>• Conduct land audit</li> <li>• Identify retail and other shopping needs</li> </ul>	<ul style="list-style-type: none"> <li>• Develop database of SMMEs, cooperatives and develop support plan</li> <li>• Establish an Agro – Processing Park to beneficiate Sunflower to produce Sunflower Oil and Milk</li> <li>• Establishment of the Vegetable and Fruits Market</li> <li>• Job creation through infrastructure investment by Promoting Industrialisation by Revamping the Delareyville (Furniture &amp; Door Manufacturing) , Sannieshof (Enhancing Manufacturing of Agricultural Implements &amp; Petrochemical Sector &amp; , Clothing &amp; Textile Manufacturing and Ottosdal Industrial Parks (Argo – Processing, Candle Manufacturing, Potential Mining Exploration, Kopela (Quarrying and Paint Manufacturing, Witpan &amp; Deelpan (Lime Quarrying &amp; Industrial Salt Exploration) and Khununwa (Gold Mine and Manufacturing of Glass with Sand , Atamelang (Eco – Tourism). And tapping into Extended Public Works Programme (EPWP)</li> <li>• Capacity development on LED matters (FET College)</li> <li>• Support agricultural initiatives</li> <li>• Support CPAs</li> <li>• Implement land use management system to</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a strong market for products, fresh produce markets development</li> <li>• Market tourism destinations</li> <li>• Collaboration with neighbouring areas for production.</li> <li>• Establish manufacturing centres.</li> </ul>

		stimulate and attract investments (SPLUMA) <ul style="list-style-type: none"> <li>• Development Investment strategy</li> <li>• Facilitate job creation initiatives (through cooperatives and SMMEs)</li> <li>• Review procurement policy to enhance SMME development in municipalities</li> <li>• Facilitate construction of a mall</li> </ul>	
<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>			
	<ul style="list-style-type: none"> <li>• Development of the LED Unit</li> <li>• Recruit and appoint staff</li> <li>• Identify labour intensive projects for EPWP</li> <li>• Prepare for the Led Summit</li> <li>• Identify LED needs across the municipality</li> <li>• Identify land reform needs</li> <li>• Public private partnership in Henk Joubert Game farm</li> <li>• Review LED strategy</li> <li>• Empowering Local Suppliers and contractors through supply chain process</li> </ul>	<ul style="list-style-type: none"> <li>• Support CPAs with development of business plans</li> <li>• Upscale project monitoring and mentoring</li> <li>• Support cooperatives and CPAs</li> <li>• Engage mine of SLP and align to support implementation of LED Framework</li> <li>• Apply for the job fund</li> <li>• Develop SMME Support Strategy</li> <li>• Create jobs through capital projects and other municipal initiatives, EPWP</li> </ul>	<ul style="list-style-type: none"> <li>• Group different and segment producers</li> <li>• Mentoring and development</li> <li>• Participate in different forums</li> <li>• Tourism development centres and tour guides.</li> <li>• Annual Cultural activity in the Municipality</li> </ul>

## 2.15.4 Key Performance Indicators and Targets

### Local Economic Development

OBJECTIVES	Key performance Indicator	Targets				
		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<i>Promote and Support Local Economic Development and Agriculture</i>	Number of reports on the implementation of the LED Strategy funded through 5% of MIG	4	4	4	4	4
	Number of Jobs creation through LED	20	20	20	25	30
	Percentage of support on SMMEs	100%	100%	100%	100%	100%

## **Spatial Rational**

The added Key Performance Area since the local government strategic agenda, migrating towards the local government turnaround strategy relates to spatial rationale. In short this relates to issues of land use and space management. Tswaing Local municipality experience huge spatial dysfunctionality due to lack of proper by-laws related amongst other to land use management, building regulations, environmental by-laws, waste management etc. The Housing Sector plan is currently under review, and it will provide spatial guidance for the municipality.

Nodal development areas and natural areas of growth do not always have the required services (water, sanitation and electricity) due to poor planning and often dilapidated and over stretched services.

The promulgation of the new planning Act, Spatial and Land Use Management Act, 2013 (Act No. 16 of 2013) SPLUMA has also brought some new dimensions to the planning world and the necessary amendment to the SDF is required to align with the new Act.

Objectives of SPLUMA are as follow:

SPLUMA provides a framework for spatial planning and land use management in South Africa. SPLUMA:

- Specifies the relationship between the spatial planning and land use management system and other kinds of planning.
- Ensures that the system of spatial planning and land use management promoted social and economic inclusion.
- Provides for development principles and norms and standards.
- Provides for the sustainable and efficient use of land.
- Provides for cooperative government and intergovernmental relations amongst the national, provincial and local spheres of government; and
- Redresses the imbalance of the past and to ensures that there is equity in the application of spatial development planning and land use management systems.

In terms of development, other areas like Atamelang are surrounded by Trust Land whilst Agisanang is private land which makes it difficult for expansion. There is general lack of cadastral and detailed land use information in the rural villages and proper settlement patterns. Some of the current houses are incomplete, yet the needs continue to escalate. This is compounded by a poor housing register that needs to be updated.



## **Vision**

If all the role players, communities, stakeholders, and institutions involved with the future planning, development and management of the Tswaing area, can commit themselves to joining hands and to work jointly towards the desired future state, this unique area and its people, spaces and places can in future be transformed into a quality, well-functioning tourism, economic and agricultural hub of the north-west province (and country).

Through spatial interventions like business centers, digital hubs and village enterprises, major new economic development and investment will be attracted to this region and the local areas.

Such new investment will inevitably stimulate and support various current and new small, medium and micro enterprises in the rural areas and create marketplaces where these people can trade their products.

The Local Municipality of Tswaing by 2027 will be better integrated externally and internally and will leverage from its rural activities and capitalize on its urban nodes.

Tswaing will adapt to the Fourth Industrial Revolution and will fully exploit the advantages of ICT specifically in impoverished areas also to bridge the digital divide that exist in so many rural areas. This in turn will spur and ignite new forms of e-education, e-medicine, e-governance, smart transport etc. and improved communication and access to opportunities, locally and globally. Tswaing further has the potential to play a stronger role in the global economy through improved technologies and communication.

In line with national policies and principles, as well as the strategic development pillars supporting development, the leaders and communities of Tswaing in conjunction with all government, community and business sectors, will in the future join hands, work together and ensure that every effort is made to combat poverty, economic growth and employment, improved and more accessible education, ensure safety in all areas, to provide quality food to all in the region and to secure and protect the food basket, to provide affordable and quality health services to all, to provide basic services and quality shelter, to harness and integrate fragmented communities across the region, to enhance innovation, research and learning.

In line with SPLUMA (2013) Tswaing will in future focus, and has the potential to successfully become a region that is: (1) fully sustainable; (2) effective in terms of service delivery, infrastructure, alternative technologies and energy, smart and affordable movement system, (3) recognized as an equality and region/municipality that offers services and opportunities to all sectors and communities in a fair manner; (4) resilient and strong, specifically this region which is threatened by so many possible future disasters and environmental threats as depicted by the Green Book; and lastly (5) a region that is well- governed and managed by justice, fair practices and strong leadership teams and well-structured government entities that work in partnership with its communities and stakeholders – a typical embedded municipality.

In line with the provincial policies and strategic pillars, Tswaing supports and align with the provincial vision...and for the province to aspire to become “A sustainable urban and

rural spatial development pattern focused on a modern, ecologically sustainable economy, supported by a suitably skilled labor force and providing for quality of living.”

Tswaing will make every effort in the future to support environmental integrity and sustainability, the optimum use of existing resources, reducing settlement sprawl and more compact formalized settlements, sustained economic growth, to mobilize private sector investment and to stimulate economic growth, to address poverty and to provide basic services in areas with low economic potential, and the economic development and transformation of rural areas, to focus development on regional spatial development initiatives, development corridors, development zones and nodes, to protect biodiversity, water and agricultural resources.

**OBJECTIVE: PROMOTE SPATIAL INTEGRATION**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• Consultation on the reviewed SDF</li> <li>• Consultation on the reviewed Housing Sector Plan</li> <li>• Lack of town planning and related capacity</li> <li>• No building regulations and enforcement capacity</li> <li>• Draft land alienation policy</li> <li>• No heritage management policy, plan and programmes</li> </ul>	<ul style="list-style-type: none"> <li>• The Municipality is intending to strengthen the Structure of Town Planning and Building Section (Units)</li> <li>• Roll out consultations on key plans/policies/strategies</li> <li>• Adopt the reviewed Spatial Development framework</li> <li>• Adopt the reviewed Housing Sector Plan</li> <li>• Develop a strategy of releasing productive and strategic land parcel to the previously disadvantaged</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct land audit</li> <li>• Adopt land alienation policy</li> <li>• Review and adopt land use schemes/policy</li> <li>• Review building regulations</li> <li>• Establish land committees</li> <li>• Develop heritage development plans</li> </ul>	<ul style="list-style-type: none"> <li>• Review and adopt amalgamated land use management schemes</li> <li>• Accelerate land alienation to promote economic development</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• New town planning unit established and recruitment</li> <li>• Identify existing policies and develop roll out plan for consultation</li> <li>• Take item to council on land alienation matters for review</li> </ul>	<ul style="list-style-type: none"> <li>• Identify different land parcels and their current and future use</li> <li>• Appoint service providers for assistance and support regarding land audit</li> <li>• Train land committees</li> <li>• Identify heritage sites and have site development plans</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop communities</li> <li>• Attract and promote investments</li> <li>• Collaborate with other sectors to stimulate development (roads, water, Eskom etc.)</li> </ul>

## SPATIAL DEVELOPMENT FRAMEWORK

### 2.7.4 Key Performance Indicators

OBJECTIVES	Key performance Indicator	Targets				
		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Spatial planning and land use management	Number of development applications			8	10	8
	Number of completed township establishments			1	1	2
	Review of Spatial Development Framework (SDF)			1	-	-
	Review of Land use Scheme			1	-	-

**OBJECTIVE: IMPROVE INTERGRATED DEVELOPMENT SUPPORT AND COORDINATION**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• <b>Inadequate IDP functioning capacity (one IDP Officer and under resourced)</b></li> <li>• <b>Poor link between IDP and budget</b></li> <li>• <b>Poor integration with sector departments</b></li> <li>• <b>Poor monitoring and evaluation</b></li> </ul>	<ul style="list-style-type: none"> <li>• Resource the IDP Unit (IDP, Monitoring and Evaluation Unit)</li> <li>• Quarterly IDP Rep Forum Meetings and Reporting</li> <li>• PMS Policy Implementation and reporting</li> <li>• Establish Joint Budget and IDP Steering Committees</li> <li>• IDP process plan review</li> </ul>	<ul style="list-style-type: none"> <li>• IDP Review</li> <li>• Quarterly IDP Review meetings</li> <li>• Mid Term and Annual Reporting</li> <li>• Monitoring of MIG projects and other sector projects</li> </ul>	<ul style="list-style-type: none"> <li>• IDP Review</li> <li>• Impact analysis of the IDP</li> <li>• Public participation</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Allocate staff to IDP and Monitoring Unit</li> <li>• Allocate offices and resources</li> <li>• Review and adopt PMS Framework and SDBIPs</li> <li>• Evaluate committees and recommend realignment</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure review meetings sit and feedback is provided</li> <li>• Prepare in time for mid-term and annual reports engagements</li> <li>• MIG and project reporting templates and reports to council</li> <li>• Internal audit audits projects</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct community satisfaction surveys</li> <li>• Service steering committees</li> </ul>

## 2.8 Basic Services and Infrastructure Investment

The basic services and infrastructure key performance area forms the core of the municipality's Integrated Development Plan because it demonstrates the municipality's plan in responding to its primary responsibility of providing basic municipal services. The general state of services in the municipality is currently in a crisis situation. Most of the services are not adequately provided due to lack of resources, inadequate staff, institutional misalignment, lack of tools of trade, poor maintenance of services, aged infrastructure, poor cost recovery and credit control measures etc.

### Water Services

Ngaka Modiri Molema District Municipality is the Water Services Authority (WSA) and Tswaing Local Municipality a Water Service Provider (WSP).

Tswaing has vast areas of supply schemes making it difficult to have proper maintenance. The water supply areas includes: Atamelang Cluster, Delareyville Town, Mofutso Cluster, Ottosdal Town, Sannieshof A Town and Sannieshof B Cluster **(Source: Feasibility Study Draft Report, NMMDM)**.

Most rural water supply schemes were constructed through the Community Water Supply and Sanitation Programme through the Department of Water and Sanitation as the funding agent and the Ngaka Modiri Molema District Municipality (NMMDM) as the implementing agent. These schemes consist of equipped boreholes, transmission mains, storage tanks and distribution mains. Most of these schemes are currently failing to meet demands at basic level of service for the following reasons: dwindling water tables, failing infrastructure, theft, vandalism and growing demands.

For examples, it has about 4 pump stations, some constructed as late as 1995 and their physical conditions are described as poor. There are more than about 265 boreholes and the highest proportion of boreholes with yields above 0.5 l/s, in the whole district are found in the Tswaing Local Municipality (69.37%). The information available indicates that, the majority of existing boreholes are equipped with windmills, followed by diesel pumps, hand pumps and electrical pumps, making maintenance costs higher and unsustainable. Consideration could be made for the use of solar energy to run the boreholes. The same obtains in respect of pipelines and reservoirs. **(Source: Water Service Development Plan (WSDP), NMMDM)**.

Tswaing Local Municipality (TLM) is currently experiencing water shortages. The TLM is short supplied due to dependency of underground water an alternative additional water

sources need to be investigated as a matter of priority. The Municipality is currently short supplied of approximately 13Mℓ/d. According to the study (All Towns Study) the Delareyville Town is sufficiently supplied with water and should have however water management needs to be implemented in the area. (**Source: Feasibility Study Draft Report, NMMDM**).

Some of the short to long terms strategies should include:

#### **SHORT TERM**

- Develop the water conservation and Demand management plan.
- Develop an acute set of baseline data against which any progress can be measured.
- Carry out a borehole census to validate and revise the current groundwater use estimates.
- Monitoring and registering boreholes that are used for supply and irrigation
- Upgrading of bulk water supply scheme for Sannieshof and Ottosdal
- Develop and implement preventative maintenance plan

#### **LONG TERM**

- Identify potential groundwater sources
- Purchase irrigation farms with potential water supply,
- Importing water from the Vaal River.

## Sanitation Services

The use of sanitation services stands at:

Type of sanitation	Number
Flush Toilet	11 556
Flush Septic Tank	11 556
VIP	11 556
Pit Latrine	14 130
None	3 317

Source: Tswaing Housing Sector Plan

## Roads and Storm Water

In general, most internal roads are in a bad state and require constant maintenance. There is no equipment to maintain roads including financial and human resources.

## Electricity

The Electricity is provided by both the municipality(towns) and Eskom (rural and township areas).

## Street Lighting

Due to lack of resources the streetlight and high mast lights are also poorly maintained.

## Housing (Housing Chapter)

The Housing Chapter will be submitted as an annexure in the IDP

The municipality has a Housing Sector Plan, which is currently adopted. The main purpose of the Housing Sector Plan amongst others is to:

- To ensure *effective allocation* of limited resources, financial and human, to wide variety of potential development initiatives
- To provide *guidance in prioritizing* housing projects in order to obtain consensus for the timing and order to their implementation.
- To ensure more *integrated development* through coordinating cross-sector role players to aligning their development interventions in one plan.
- To provide *effective linkages* between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructure investments.



- To ensure there is a *definite housing focus* in the IDP and SDF with clear direction for future housing delivery across all social and economic categories and locations in the municipality.
- Ensuring that the *contents and process* requirements of planning for housing are adequately catered for in the IDP process

#### LEGISLATIVE BACKGROUND

The right to housing is enshrined in section 26 of the Constitution, which states that:

1. Everyone has a right to have access to adequate housing
2. The state must take reasonable legislative and other measures which its available resources to achieve the progressive realisation of this right.

#### Housing Sector Plan

It is worth noting that human settlement is implemented along the Housing Sector Plan (Housing Chapters) in conjunction with the National Housing Register (NHR). The Department of Human Settlements funded the Review of Housing Sector Plan in 2014 through a Service Provider. Each municipality is obliged in compliance with processes of Integrated Development Plan, to have Housing Sector Plan as a chapter. This is in terms of Section 9 (1) of the National Housing Act, (Act 107 of 1997). A municipality is expected to take all reasonable and necessary steps to ensure that the inhabitants within its jurisdiction have access to adequate housing on progressive basis, set housing delivery goals, identifying suitable land for housing development and development, initiating, and coordinating, facilitating housing delivery development.

The housing sector plan is due for review, something which must receive priority. The National Housing Register needs urgent attention as well. The Housing Sector Plan was last updated in 2015. This implies a lot of relevant and new data is still to be captured. The municipality will be engaging the Department of Local Government & Human Settlements for funding to this regard.

**HOUSING BACKLOG AS PER HOUSING SECTOR PLAN 2015 (DUE FOR REVIEW)**

**Preferred Programs**

<b>Ward No</b>	<b>Number of subsidies</b>
Ward 1	731
Ward 2	116
Ward 3	247
Ward 4	189
Ward 5	395
Ward 6	683
Ward 7	233
Ward 8	211
Ward 9	2218
Ward 10	750
Ward 11	660
Ward 12	469
Ward 13	219
Ward 14	385
Cancelled Ward 15 shared among Ward 11/12 & 13	
<b>Total</b>	<b>2594</b>

**Finance Linked Individual Subsidy Program (FLISP) – GAP Housing (Middle)**

<b>Ward No</b>	<b>Number of houses</b>
Ward 7	19
Ward 8	20
Ward 9	47
Ward 10	24
Ward 11	12
Ward 12	18
Ward 13	7
Ward 14	49
<b>Total</b>	<b>89</b>

**Bonded Houses**

<b>Ward No</b>	<b>Number of houses</b>
Ward 7	16
Ward 8	25
Ward 9	94
Ward 10	24
Ward 11	12
Ward 12	22

Ward 13	5
Ward 14	59
<b>Total</b>	<b>68</b>

**Source: Tswaing Housing Sector Plan**

### **Community Infrastructure**

The municipality has about 13 Halls under its management. The need for the development of more halls especially in the rural areas is acute judging from the wards need profile. Other infrastructure falls under the district and provincial and national government. There is however a growing need for a Regional Hospital catering for Tswaing and neighbouring municipal areas, judging by the high population growth and the distance between existing hospitals and the municipal area. The development and maintenance of sports centres is also a challenge due to vandalism.

### **Other Municipal Services**

The municipality manages the cemeteries in the urban areas whereas in the rural areas it is managed by the community and tribal councils. There is a concern of sports facilities that are vandalized including community halls that are over utilized due to general shortage of halls and churches.

## 2.8.4 Key Objectives, Issues, Strategies and Programmes and Projects

<b>OBJECTIVE: FACILITATE THE PROVISION OF WATER</b>			
<b>KEY ISSUES</b>	<b>STRATEGIES</b>		
	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>
	<b>2022/23-2023/24</b>	<b>2024/25-2025/26</b>	<b>2026/2027 and beyond</b>
<ul style="list-style-type: none"> <li>• <b>Lack of staff</b></li> <li>• <b>Lack of vehicles and other tools of trait and equipment's</b></li> <li>• <b>Lack of preventative maintenance</b></li> <li>• <b>Water shortage</b></li> <li>• <b>Lack of resources</b></li> <li>• <b>Growing demand</b></li> </ul>	<ul style="list-style-type: none"> <li>• Review the technical department's structure</li> <li>• Appoint managers per service area and other critical staff</li> <li>• Submit water and sanitation needs to the district (WSA and Sedibeng Water)</li> <li>• Purchase necessary tools equipment</li> <li>• Develop business plans to access donor funding</li> <li>• Carry out a borehole census to validate and revise the current groundwater use estimates</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the water conservation and demand management plan</li> <li>• Monitoring and registering boreholes that are used for supply and irrigation</li> <li>• Develop and implement preventative maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential groundwater sources</li> <li>• Installation of prepaid water meters in villages</li> <li>• Importing water from the Vaal River</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Determine staff requirements</li> <li>• Recruit qualified staff</li> <li>• Submit other resource needs to the district for support</li> <li>• Order and purchase vehicles</li> <li>• Resource service units</li> </ul>	<ul style="list-style-type: none"> <li>• Submit projects to the district related to all the above plans</li> <li>• Implement the maintenance plan</li> <li>• Train staff</li> </ul>	Support the district with the above

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• Lack of staff</li> <li>• Lack of vehicles and other tools of trait</li> <li>• Lack of preventative maintenance</li> <li>• Lack of resources</li> <li>• Growing demand</li> <li>• No di-slugging ponds</li> <li>• Service backlogs</li> </ul>	<ul style="list-style-type: none"> <li>• Review the technical department's structure</li> <li>• Appoint managers per service area and other critical staff</li> <li>• Submit water and sanitation needs to the district (WSA)</li> <li>• Purchase necessary equipment</li> <li>• Replace of bulk water meters</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the construction of more wastewater treatment plants</li> <li>• Refurbish and augment existing plans</li> <li>• Develop and implement preventative maintenance plan</li> <li>• Agree with farmers to di-slugge at farms</li> <li>• Build more VIP toilets</li> <li>• Develop business plans to access donor funding</li> <li>• Application for WSA status</li> </ul>	<ul style="list-style-type: none"> <li>• Find alternative technology to handle the sludge</li> <li>• Upgrading of infrastructure</li> <li>• Develop water service development plan</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Determine staff requirements</li> <li>• Recruit qualified staff</li> <li>• Submit other resource needs to the district for support</li> <li>• Order and purchase vehicles</li> <li>• Resource service units</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiations with farmers</li> <li>• Submit projects to the district related to all the above plans</li> <li>• Implement the maintenance plan</li> <li>• Train staff</li> </ul>	<ul style="list-style-type: none"> <li>• Support the district with the above</li> </ul>

**OBJECTIVE: PROVIDE ELECTRICITY**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• <b>Lack of staff</b></li> <li>• <b>Lack of vehicles and other tools of trait</b></li> <li>• <b>Lack of preventative maintenance</b></li> <li>• <b>Electricity backlogs</b></li> <li>• <b>Upgrading power stations</b></li> <li>• <b>Lack of resources</b></li> <li>• <b>Poor collection</b></li> </ul>	<ul style="list-style-type: none"> <li>• Review the technical department's structure</li> <li>• Appoint managers per service area and other critical staff</li> <li>• Purchase necessary equipment</li> <li>• Develop credit control measures</li> <li>• Submit needs to Eskom</li> <li>• Audit maintenance needs for streetlights and high mast lights</li> <li>• Develop electricity Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop preventative maintenance plans</li> <li>• Submit reviewed needs to Eskom</li> <li>• Develop business plans to access donor funding</li> <li>• Maintain streets and high mast lights</li> <li>• Determine new needs</li> <li>• Explore the use of solar energy systems for streetlights, bore holes, pump stations, home use etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Take over the electricity function in all the areas (license areas)</li> <li>• Develop alternative energy sources</li> <li>• Upgrading of electricity infrastructure</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Determine staff requirements</li> <li>• Recruit qualified staff</li> <li>• Order and purchase vehicles</li> <li>• Resource service units</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the maintenance plan</li> <li>• Train staff</li> </ul>	<ul style="list-style-type: none"> <li>• Engage relevant authorities to obtain the license</li> </ul>

**OBJECTIVE: PROVIDE ROADS AND STORM WATER**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• <b>Lack of staff</b></li> <li>• <b>Lack of vehicles and other tools of trait</b></li> <li>• <b>Lack of preventative maintenance</b></li> <li>• <b>Roads backlogs</b></li> <li>• <b>Lack of resources</b></li> </ul>	<ul style="list-style-type: none"> <li>• Review the technical department's structure</li> <li>• Appoint managers per service area and other critical staff</li> <li>• Purchase necessary tools and equipment</li> <li>• Submit needs to the district municipality</li> <li>• Audit maintenance needs</li> <li>• Develop operations and maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop roads and storm water master plan</li> <li>• Develop preventative maintenance plans</li> <li>• Develop business plans to access donor funding</li> <li>• Engage province and national for joint maintenance programmes</li> <li>• Approach the district and province to improve roads in rural areas</li> <li>• Develop Road Asset Management System</li> </ul>	<ul style="list-style-type: none"> <li>• Re-classify some of the roads as regional and provincial roads</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Determine staff requirements</li> <li>• Recruit qualified staff</li> <li>• Order and purchase vehicles</li> <li>• Resource service units</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the maintenance plan</li> <li>• Train staff</li> </ul>	<ul style="list-style-type: none"> <li>• Engage relevant authorities</li> </ul>

**OBJECTIVE: FACILITATE THE PROVISION OF HOUSING**

KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• <b>Housing backlogs</b></li> <li>• <b>Poor monitoring of projects</b></li> <li>• <b>Building regulations not enforced</b></li> <li>• <b>Misallocation of RDP houses</b></li> </ul>	<ul style="list-style-type: none"> <li>• Support the review of the housing sector plans</li> <li>• Support the review of the SDF in line with SPLUMA.</li> <li>• Address all outstanding housing allocation issues</li> </ul>	<ul style="list-style-type: none"> <li>• Support the review of the housing sector plans</li> <li>• Support the review of the SDF in line with SPLUMA</li> <li>• Update the housing needs register</li> <li>• Support functional land use schemes</li> <li>• Enforce building regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Housing accreditation</li> <li>• Implementation of SPLUMA and SDF</li> <li>• Provision of sustainable human settlements</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	Workshops on both sector plans	<ul style="list-style-type: none"> <li>• Development of infrastructure master plan</li> <li>• Link the water and sanitation plans to housing Sector and SDF plans</li> </ul>	Implementation of master plan in relation to infrastructure services



KEY ISSUES	STRATEGIES		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2022/23-2023/24	2024/25-2025/26	2026/2027 and beyond
<ul style="list-style-type: none"> <li>• Lack of skilled personnel</li> <li>• Lack tools of trait</li> <li>• Expansion of services to un-serviced areas</li> <li>• Theft and vandalism of sporting facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Review the departmental structure</li> <li>• Purchase equipment and machinery</li> <li>• Conduct needs analysis</li> <li>• Embark on awareness raising campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Appointment of skilled personnel</li> <li>• Develop preventative maintenance plans</li> <li>• Provide minimum services to un-service areas</li> <li>• Upgrade and maintain sporting grounds</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous training of personnel</li> <li>• Sustain the maintenance plan</li> <li>• Adequate provision of services</li> <li>• Sustained maintenance of sporting facilities.</li> </ul>
	<b>HIGH LEVEL SUPPORTING ACTIVITIES</b>		
	<ul style="list-style-type: none"> <li>• Determine staff requirements</li> <li>• Recruit qualified staff</li> <li>• Order and purchase vehicles and Implement the maintenance plan</li> <li>• equipment</li> <li>• Maintenance of sporting facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Train staff</li> <li>• Develop staff retention policy</li> <li>• Implement the maintenance plan for vehicles and equipment</li> <li>• Implement the maintenance plan for sporting facilities</li> </ul>	<ul style="list-style-type: none"> <li>Adequately trained personnel</li> <li>Productive personnel</li> <li>Well maintained fleet</li> <li>Well maintained sporting facilities</li> </ul>

### Key Performance Indicators and Targets (Technical Services)

Objective	Key performance Indicator	Targets				
		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b>Planning Monitoring and</b>	Construction of Agisanang internal roads and Stormwater phase 1	KM	-	-	-	-
	Construction of vrischgewaagt internal roads and Stormwater phase 1	KM	-	-	-	-
	Construction of Letsopa internal roads and Stormwater phase 6	KM	-	-	-	-
	Refurbishment of Ganalaagte community hall		-	-	-	-
	Construction of phelandaba internal roads and Stormwater phase 1	KM	-	-	-	-
	Construction of Letsopa internal roads and Stormwater phase 7	KM	-	-	-	-

<b>Maintained Water Infrastructure.</b>	Pothole surface area patched in m <sup>2</sup>	20m <sup>2</sup>	30m <sup>2</sup>	m <sup>2</sup>	m <sup>2</sup>	100m <sup>2</sup>
	% of water network maintained	100%	100%	100%	100%	100%
	Percentage of water network- maintained (Delareyville ,Ottosdal and Sannieshof)	100%	100%	100%	100%	100%
	Number of wastewater network maintained (Delareyville, Ottosdal and Sannieshof)	100 %	100%	100%	100%	100%
	Number of households provided with access to basic house sewer connection /sanitation in Delareyville	3200	3200	3200	3200	3200
	Number of households provided with access to basic house sewer connection /sanitation in Sannieshof.	2000	2000	2000	2000	2000
	Number of households provided with access to basic house sewer connection /sanitation in Ottosdal	3500	3500	3500	200	3500
<b>Maintained water Infrastructure</b>	Number of households provided with access to basic house sewer connection /sanitation in Atamelang	2200	2200	2200	2200	2200
<b>Maintained water Infrastructure</b>	Number of households provided with access to basic water in Sannieshof	2200	2200	2200		2200
<b>Maintained water Infrastructure</b>	Number of households provided with access to basic water inDelareyville	3200	3200	3200	320035	3200
	Number of households provided with access to basic water in Ottosdal	3500	3500	3500	3500	3500
	Number of households provided with	2200	2200	2200	2200	2200

	access to basic water in Atamelang					
<b>Provision of electricity and high mast lights</b>	Number of households provided with access to electricity Delareyville	3200	3200	3200	3200	3200
	Number of households provided with access to electricity Sannieshof	2000	2000	2000	2000	2000
	Number of households provided with access to electricity Ottosdal	3500	3500	3500	3500	3500
	Percentage of underground cables network repaired Delareyville, Sannieshof and Ottosdal.		--	-	-	25%
	Percentage of overhead lines network maintained. Ottosdal, Sannieshof and Delareyville.	-	-	-	-	100%
	Number of high mast lights maintained of all villages and towns.					20
	Number of streetlights to be maintained in towns(Delareyville,Sannieshof and Ottosdal)	-	-	-	-	50
<b>Provision of mechanical engineering</b>	Number of vehicles maintained and repaired	-	-	10	10	4
<b>Provision of Town Planning Services</b>	Number of approved Land development Application (Delareyville, Sannieshof Ditshoswaneng)	-	-			

### Key Performance Indicators and Targets (Community Services)

Objectives	KPI/Performance Area	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
Facilitate the provision and maintenance of community infrastructure	Number of households with access to basic solid waste removal Sannieshof. (e.g. Collection of refuse)	2000	2000	2000	2000	2000
	Number of households with access to basic solid waste removal Delareyville. (e.g., Collection of refuse)	3200	3200	3200	3200	3200
	Number of households with access to basic solid waste removal Ottosdal (e.g., collection of refuse)	3500	3500	3500	3500	3500
	Number of households with access to basic solid waste removal Atamelang. (e.g. Collection of refuse)	2200	2200	2200	2200	2200
	Number of compliant landfill site Delareyville, Sannieshof , Ottosdal and Atamelang	4	4	4	4	2
Provide and Maintain cemeteries	Number of maintenance plan developed for cemeteries	1	1	1	1	1
	Percentage of reports on the utilisation of community Libraries submitted to council.	100%	100%	100%	100%	100%
	Number of reports submitted to council on maintenance of Parks and sport fields	4	4	4	4	4
Facilitate the provision and maintenance of community infrastructure, public safety and traffic control	Number of roadblocks conducted	12	12	12	12	12
	Number of joint -public safety operations conducted	6	6	6	6	6

Facilitate the provision and maintenance of community infrastructure, public safety and traffic control	Number of reports submitted to council on the provision of the security services (including cash- in- transit)	4	4	4	4	4
Facilitate the provision and maintenance of community infrastructure, public safety, and traffic control	Number of law enforcement infringements issued	700	700	700	700	700
	Number of warrants of arrest executed	300	300	300	300	300
Facilitate the provision of driving licence issue	Number of learner licence application and issue	300	300	300	300	300
	Number of driving licence application and issue	300	300	300	300	300

## PROJECTS INTERNAL PROJECTS

### PRIORITIES

- Water
- Sanitation
- Storm water and roads
- Electricity
- Community facilities
- Housing
- Job creation
- Environmental challenges

- Economic Growth

## HOUSING PROJECTS

### NGAKA MODIRI MOLEMA DISTRICT: PROJECT STATUS LIST

No	MUNICIPALITY	PROJECT NUMBER	PROJECT NAME	DEVELOPER NAME	NO. OF SUBSIDIES	APPROVED BENEFICIARIES	COMPLETED FOUNDATIONS	COMPLETED WALLPLATES	COMPLETED UNITS	COMPLETED UNITS IN %	CONTRACT AMOUNT	START DATE	END DATE	COMMENTS	RECOMMENDATIONS
1	Tswaing LM	B18040006/2	Tswaing Sione 500	Baipati Civils & Electrical Contractor	300	81	0	0	0	0%	R38 636 100,00	2019/11/22	30/09/2022	Developer on site, requested Covid-19 Compliance Inspection which was not approved.	Put Developer on Terms when construction commences
2	Tswaing LM	B13120018/3	Tswaing, Delareyville Ext 7, 200	Bokgait sedi NW Facilitators cc	107	57	0	0	0	0%	R14 046 606,00	2019/06/28	31/03/2022	The Developer is deceased.	Matter to be referred to legal for advice on the status of the project going forward
3	Tswaing LM	B18040008/2	Tswaing Mofufuts o 1 & 2	Ezekiel Moeti	400	108	35	0	0	0%	R51 245 656,00	19/09/2019	30/09/2022	Construction started in June 2020 but has	Developer to be put to Terms

															since stalled due to challenges with Sub-contractor	
4	Tswaing LM	B18040007/2	Tswaing Shaleng 250	Foxido Projects	250	80	40	0	0	0%	R37 674 290,00	19/09/2019	30/09/2022	Developer on site. Progress slow	Developer to be put to Terms	
5	Tswaing LM	B16040081/3	2016/17 Tswaing Deelpan 200	Gabotlo ge ( Pty ) LTD	200	98	0	0	0	0%	R23 597 400,00	2019/11/22	31/03/2022	Delays and challenges with regard to the change in Engineers. Construction to start in October 2020	Developer to be put to Terms	
6	Tswaing LM	B16040090/2	2016/17 Tswaing Khunwana	Madimong Services	200	129	135	100	28	14%	R 25 083 800,00	2016/02/05	31/03/2021	Developer on site but progress slow. New sub-contractor on site. Resumed construction in June 2020.	Monitor progress of New Sub-contractor. Developer put to Terms	



7	Tswaing LM	B16040086/2	Tswaing Geysdorp 250	Masikhule	250	250	215	71	10	4%	R 35 272 000,00	2018/02/19	30/09/2022	Progress slow. Completion milestones are currently prioritized	Continue to monitor progress
8	Tswaing LM	B18040009/2	Tswaing Diretsane 400	Mercyc on Construction	400	209	202	129	0	0%	R 50 981 480,00	19/09/2019	30/09/2022	Project progress satisfactory. Completions expected in October 2020	Project to be tightly monitored
9	Tswaing LM	B16040096/3	Tswaing Middleton C	Sanapo Projects Development	80	80	80	80	80	100%	R 13 106 116,00	2017/10/25	2020/07/31	Project completed	Developer to prepare Close-out report
10	Tswaing LM	B18040010/2	Maloka 400	Sanapo Projects Development	400	144	31	0	0	0%	R 51 403 236,00	19/09/2019	31/03/2021	Construction to started in August 2020	Project to be tightly monitored
11	Tswaing LM	B16040105/2	Tswaing Witpan	Tawana Business Projects	150	150	150	150	92	61%	R 18 991 800,00	2017/12/05	30/04/2020	Project almost completed but Developer not on site	Finalize all outstanding Contractual issues
12	Tswaing LM	B16040086/3	Tswaing Geysdorp 250	Thobile M	250	250	249	249	94	38%	R 35 272 000,00	2018/02/19	31/03/2021	Project on Completion milestones.	Continue to monitor progress.

13	Tswaing LM	B16040096/2	Tswaing Middleton B	Ziggy Investments	80	80	56	45	0	0%	R 10 063 760,00	2015/08/12	31/03/2021	Developer back on site and recently requested Covid-19 Compliance Inspection to be attended 21/10/2020	Developer to be put to Terms
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## MUNICIPAL INFRASTRUCTURE GRANT (MIG) CAPITAL PROJECTS

Below are a list of 2019/20 financial year planned projects.

Item No.	Project No.	Project Name	Completion Date	Ward	Budget	Expenditure to date	Progress Status
1.	SCM 001/2018/19	Agisanang/Phelindaba Internal Roads	2019	10	R 7 614 481	R7 040 809	Completed
2.	SCM 002/2018/19	Letsopa Internal Roads and Storm water Phase 3	2021	12	R 8 529 977	R 8 385 869	Completed
3.	SCM 003/2018/19	Shaleng Internal Roads	2019	3	R 6 135 233	R 6 023 000	Completed
4.	SCM 004/2018/19	Letsopa Community Hall	2021	11	R 6 145 796	R4 708 940	Construction Phase 55 % Progress
5.	SCM 005/2018/19	Development of New Cemetery in Delareyville	2020	14	R 2 649 458	R 2 649 458	Completed
6	SCM 006/2018/19	Agisanang sports ground	2019	8	R10 550.000	R 10 550 000	Completed
7	SCM 002/2020/21	Upgrade of Atamelang Sewer Network, Phase	2021	7	R 10 000 000	R 7 483 419.67	Completed
		<b>Total</b>			<b>R47 000 000</b>	<b>R 46 841 495.67</b>	

**MIG PROJECTS FOR 2020/21 FINANCIAL YEAR**

Item No.	Project No.	Project Name	Estimated Completion Date	Ward	Budget	Expenditure to date	Progress Status
1.	SCM 005/2019/20	Deelpan Internal Roads	2021	01	R 5 400 000	R 5 227 778,30	Completed
2.	SCM 003/2019/20	Letsopa Internal Roads and Storm water Phase 4	2021	13	R 6 300 000	R 6 083 763,62	Practical Completed
3.	SCM 004/2019/20	Letsopa Internal Roads and Storm water Phase 5	2021	15	R 6 300 000	R 6 216 779,35	Completed
4.	SCM 002/2019/20	Delareyville Community Hall	2021	14	R 6 200 000	R 6 156 811,23	Completed
5.	SCM 001/2019/20	Upgrade Delareyville Taxi Rank, Phase 1	2021	14	R 4 000 000	R 3 908 314,69	Completion
6.	SCM 001/2018/19	Middleton Internal Roads	2021	07	R 7 000 000	R 6 833 085,09	Completed
			<b>Total</b>		<b>R 28 200,00</b>	<b>R 25 718 554.63</b>	

**PROJECTS FOR 2021/22**

Item No.	Project No.	Project Name	Estimated Completion Date	Ward	Budget	Expenditure to date	Progress Status
1.	SCM 001/2021/22	Geysdorp Community Hall	2022	09	R6 000 000	R 2 951 720	Site Establishment
2.	SCM 002/2021/22	Sione Community Hall	2022	03	R6 000 000	R 3 177 660	Site Establishment
3.	SCM 003/2021/22	Kopela Taxi Rank Shelter	2022	04	R3 428 614	R 667 420.87	Site Establishment
4.	SCM 005/2021/22	Atamelang Taxi Rank Shelter	2022	07	R3 697 549	R 792 435.16	Site Establishment
5.	SCM/006/2021/22	Khunwana Internal Roads, Phase 1	2022	02	R6 000 000	R 6 983 576.32	Construction Phase, 80% of Progress
6.		Development of new Cemetery in Atamelang Phase 1	2022	07	R4 025 000	R 0.00	Registration
		<b>Total</b>			<b>R29 151 163</b>	<b>R 11 621 032.36</b>	

**PROJECTS FOR 2022/23**

<b>Item No.</b>	<b>Project Name</b>	<b>Estimated Completion Date</b>	<b>Ward</b>	<b>Budget</b>	<b>Expenditure to date</b>	<b>Progress Status</b>
1.	Construction of Agisanang Internal roads and stormwater Phase 1	2023	08	R 9.000.000	R 0.00	Planning Phase
2.	Construction of Vrischgewaagt Internal roads and stormwater Phase 1	2023	06	R 10.000.000	R 0.00	Planning Phase
3.	Construction of Letsopa Internal roads and stormwater Phase 6	2023	11	R 7.500.000	R 0.00	Planning Phase
4.	Refurbishment of Ganalaagte Community Hall	2023	05	R 4.900.000	R 0.00	Planning Phase
5.	Construction of Phelindaba Internal roads and stormwater Phase 1	2023	10	R 8.500.000	R 0.00	Planning Phase
6.	Construction of Letsopa Internal roads and stormwater Phase 7	2023	12	R 7.500.000	R 0.00	Planning Phase
7	Construction of Letsopa Landfill Site	2023	13	R 7.000.000	R 0.00	Planning Phase

## MIG BLOCKED PROJECTS

Item No.	Project No.	Project Name	Ward	Budget	Expenditure	Progress Status
1.	SCM 007/2013/14	Atamelang Internal Roads	Ward 7	R 6 000 000	R 5 383 298	The project is incomplete due to challenges such as labour unrest and failure of the contractor to perform his obligations which affected the existing budget of the project. Therefore, the project will have to be funded internally by own revenue sources.
2.	SCM 006/2014/15	Agisanang Landfill site	Ward 8	R 4 300 000	R 1 000 000	The Project design are completed but it cannot be implemented now due to compliance issues.
3.	SCM 004/2014/15	Tswaing Villages High Mast Lights, Phase 2	(Ward 1-15)	R 8 000 000	R 6 939 809	The Project is awaiting Eskom to Energize High Mast Light around the below mentioned areas, but Idwala mine managed to pay 10 Eskom quotation for Letsopa. <ul style="list-style-type: none"> <li>1- Khunwana (1)</li> <li>2- Middleton -A (2)</li> <li>3- Diretsane (2)</li> <li>4- Vrischgewaagte (1)</li> </ul>

SECTOR DEPARTMENTS

**SOCIAL DEVELOPMENT PROPOSED PROJECTS**

**STATUS REPORT FOR NPO'S THAT HAD APPLIED FOR FUNDING FOR FINANCIAL YEAR 2022/2023**

<b>NAME OF THE ORGANISATION</b>	<b>AREA</b>	<b>WARD</b>	<b>NPO NUMBER</b>	<b>CHALLENGES</b>	<b>CONTACT PERSON AND NUMBER</b>
<b>PROGRAMME: SERVICES TO OLDER PEERSONS</b>					
1.SAVF Lou van Wyk Tehuis	Sannieshof	08	010 -875	none	Mariete Devilliers
2.Huis De larey home for the Aged	Delareyville	14	002-083	none	Hentie Stain
3. Ikageng Service Club	Middleton B	07	172 - 406	Outstanding documents awaited	Maria Kgasu  078 650 0817
4. Thusanang Maxeku Service Club	Kopela	04	187 - 014	Outstanding documents awaited	Motingo e Rina  082 256 6231



5. Ragogang Service Club	Deelpan	01	215 - 837	Outstanding documents awaited	Dina Mogone diwa 082 946 2089
6. Itsoseng Aganang Service Club	Sannieshof	10	041 - 427	Outstanding documents awaited	B. I Kgopa 072 317 0170
7. Legae La Bona Old Age Home	Vriesgewaacht	06	084 - 721	Outstanding documents awaited	Julia Keikabile 076 555 3819
8. Kagisho Elderly School.	Rakgwedi section (Gaanalagte)	04	139 - 343	Outstanding documents awaited	Eva Thulo 078 150 3550
<b>HIV AND AIDS PROGRAMME</b>					
9.Reatlegile HCBC	Deelpan	01	130 - 763	Awaiting corrections of some documents	Gadifele Baas 073 730 9857
<b>FAMILY CARE AND SUPPORT</b>					

10.Are Agisaneng Borra	Ottosdal	11	107 - 052	Awaiting corrections of some documents	Moshe Nthaodi 082 721 8912
11.Atlegang Borra	Ottosdal	11	139 -052	Outstanding documents awaited	Thabiso Arnold Ntsoti
<b>CRIME PREVENTION</b>					
12.Tshedimosetso Crime Prevention	Letsopa	11	166 - 456	Outstanding documents awaited	Kenyadi tswa Mangan a 081028 2673
<b>VICTIM EMPOWERMENT SERVICES</b>					
13.Lerethabetse victim Empowerment	Ottosdal	12	164 -710	Awaiting corrections of some documents	Solomon kgampe 082 264 0096
<b>Children care services</b>					
14.SAVF	Delareyville	14	001 -459	none	Jo Marie Odendal 060 504 8625
<b>PARTIAL CARE AND ECD SERVICES</b>					
15.Lesedi II Creche	Bossies farm	01	056 – 331	Awaiting corrections of some documents	Joyce Senkwe

					nte. 082 367 5872
16.Serite E.I.C	Khunwana	02	124 – 101	Awaiting corrections of some documents	Sedupane 076 9679 389
17.Setlhare E.L.C	Khunwana		074 -083	Awaiting corrections of some documents	Mpho Kadi 078 1087 224
18. Thuto Boswa Crèche	Kopela	04	097 – 636	Awaiting corrections of some documents	Mary Dipheko 073 9696 566
19. Rethabile E.L.C	Deelpan	01	102 – 636	Awaiting corrections of some documents	Evelyn Lesole 082 538 0757
20.Galeboe Sedumedi Community Creche	Middleton C	07	084 – 487	Awaiting corrections of some documents	Tshegofatso Mokodume 060 4891 936
21. John Wesley Creche	Atamelang	07	115 – 443	Awaiting corrections of some documents	Bongiwe

					Molefe 076 1231 160
22.Reaikaga E.L.C	Delareyville	14	139 – 298	Awaiting corrections of some documents	Nontoza khe Buso 078 966 0910
23.Konkolodi E.L.C	Gaananlagte	05	069 – 461	Awaiting corrections of some documents	Lesego Ruele 073 9253 729
24.Legae La Bana E.L.C	Ottosdal		154 – 766	Awaiting corrections of some documents	Sarah Seitiso 072 246 5717
25.Boasa E.L.C	Atamelang	07		Awaiting corrections of some documents	Maria Deck 078 3671 027
26.Oabile E.L.C	Morena	03	079 – 471	Awaiting corrections of some documents	Saphira Motshw ari  076 8713 748
24.kgotla Ya Me E.L.C	Mofufutso no 2	03	136 – 151	Awaiting corrections of some documents	Jane

					Melken 073 997 8515
25.Barakile E.L.C	khunwana	02	080 – 162	Awaiting corrections of some documents	Grace Mocket si 082 2995 964
26.Ipontsheng E.L.C	Gaanalagte	05	062 – 987	Awaiting corrections of some documents	Marcia Nchoe 078 414 1043
27.Tswelelang Creche	Ottosdal	12	082 – 438	Awaiting corrections of some documents	Pauline Molaodi  073 8181 715
28.The Rainbow Creche	Ottosdal	15	082 – 438	Awaiting corrections of some documents	Tsholof elo Kethoil we 079 843 9715
29.Tshedimoseetso Creche	Extension 12 Letsopa	12	061 – 713	Awaiting corrections of some documents	Johann a Magom e 078 216 5222

30.Thuto Thebe Creche	Ottosdal	11	082 – 661	Awaiting corrections of some documents	Dolly Modisakeng 076 732 3273
31.Gabadise E.L.C	Shaleng	03	076 – 081	Awaiting corrections of some documents	Montahl i Magano 079 447 0215
32.Itumeleng E.L.C	Deelpan	01	136 – 282	Awaiting corrections of some documents	Johanna Motlhasedi 078 1847 522
33.Marang E.L.C	Thawane	04	097 – 589	Awaiting corrections of some documents	Ntombi English  066 028 3777
34. Tirisanommogo E.L.C	Direetsane	04	097 – 522	Awaiting corrections of some documents	Lydia Motsumi 063 1508 147
35.Oageng E.L.C	Khunwana	02	081 – 334	Awaiting corrections of some documents	Motlago mang Motlhab

					ane
36.Elisa Learning Centre	Ottosdsi	13	015 – 366	Awaiting corrections of some documents	Elisa Pelele 063 893 3846
37.Buang E.L.C	Sione	03	073 – 343	Awaiting corrections of some documents	Tsholofelo Choene 063 4611 969
38.Diphetogo E.L.C	Vriegewaacht	07	071 – 278	Awaiting corrections of some documents	Mitah Skraal 076635 0335
39.Itengkeng Creche	Letsopa	11	031 – 266	Awaiting corrections of some documents	Engelina Leeu  073 4564 433
40.Bokamoso E.L.C.	Khunwana	02	059 – 824	Awaiting corrections of some documents	Grace Ntsapodi  083 7573 187
41.Tshedimoso E.L.C.	Atamelang	07	135 – 909	Awaiting corrections of some documents	Rinah Monaging

					082 9614 059
42. Readumela E.L.C	Middleton B	07	081-932	Awaiting corrections of some documents	Masego . Keega 060 207 0547
43. Galeitsewe E.L.C	Mofufutso	03	085-607	Awaiting corrections of some documents	Gladys Maqolo  073 807 8258
44. Blessing Day Care Centre	Agisanang	10	106-533	Awaiting corrections of some documents	Sebolel o Adelaid e Tseleng 078 111 5366
45. Happy Day Care Centre	Vriegewaacht	06	139-254	Awaiting corrections of some documents	Maria Mapule Sebotso 072 488 640
46. Keatlaletse Boitshepo E.L.C	Mofufutso	03	091-078	Awaiting corrections of some documents	Gogobe Kgengw e 083990 1544
47. Tiisang E.L.C	Ntuane	04	076-088	Awaiting corrections of some documents	Setsheg o



					Rebecca 063 854 6712
48. Uitschot Creche	Vermaas farm	12	136-095	Awaiting corrections of some documents	Materena Mokgaj e 076 759 4714
49. Refilwe Thuto Ka Kgotso E.L.C	Ntuane	04	089 311	Awaiting corrections of some documents	Elizabeth Tlholat ung  073 438 3331
50. Balekane creche	Letsopa informal settlement	11	082 -660	None	Ratana ng Nche 064 958 2811
51. Modimo O Letlhakoreng La Gago E.L.C	Gaananlagte	05	138 – 851	Awaiting correction of some documents	Ditlhoris o Monage ng 073 028 1185
52. Mmabanakgothlang Community creche	Sannieshof	08	059 -053	Awaiting correction of some documents	Sophy Lentsela 071 201 0547

<b>SERVICES TO PEOPLE WITH DISABILITIES</b>					
53.Letsopa Disable Centre	Letsopa	12	082 – 660	Correction of some documents still awaited	Lenah Maloetsi 064 625 1709
<b>COMMUNITY DEVELOPMENT</b>					
54.Divine House Community centre (a)Provision of meals at CNDC (b)Administration of EPWP budget for the entire NMM District	kopela	04	103 - 942	None	Sipho Mazibuko 062 791 4875

## INFRASTRUCTURE PRIORITY LIST OF EDUCATION

### DAY TO DAY MAINTENANCE – (SANITATION)

ITEM	EMIS NUMBER	NAME OF SCHOOL	DISCRIPTION	SUB DISTRICT	LOCATION	BUDGET ESTIMATES
1.	600100587	J.S. Masisi secondary	Maintenance of toilets	Tswaing	Atamelang	R 500 000
2.	600101286	Itlotleng Mogawane Primary		Tswaing	Khunwana village	R 500 000

### PROVISION OF WATER (BOREHOLES)

ITEM		NAME OF SCHOOL	DISCRIPTION	SUB DISTRICT		BUDGET ESTIMATES
1.	600101403	Moshoete Primary	Drilling of the borehole	Tswaing	Khunwana	
2.	600101060	Mamoratwa Secondary	Drilling of the borehole	Tswaing	Gunstelling Farm	
3.	600101329	Mokope Primary	Drilling of the borehole	Tswaing	Mokope Village	

### 1. NEW SCHOOL

NO	Name of school	Type	Emis' No.	Sub District	Location	Ward	Scope Of Work						
1.	Mamoratwa (Refentse)	Secondary	New	Tswaing	Delareyville		01	18	12	01	01	01	01
2.	Botshelo	Primary	New	Tswaing	Delareyville		01	24	48	01	01	01	01
17	Mokope	Primary	600101329	Tswaing	Mokope								

## 2. HOSTELS

NO	Name of school	Type	Emis No.	Sub District	Location	Ward	Scope Of Work							
							ADMIN	CR	T	L	LAB	NSNP	SG	C
4.	Lillian Lehetla	Special	600102382	Tswaing	Atamelang	7								

## 3. EXTENSIONS/ ADDITIONS

NO	Name of school	Type	Emis No.	Sub District	Location	Ward	Scope Of Work							
							ADMIN	CR	T	L	LAB	NSNP	SG	C
2.	Mogawane Moshote	Primary	600101505	Tswaing	Majeng	01	01	10	10	-	-	-	-	-
9.	Kejakile	Middle	600100651	Tswaing	Mofufutso2	03	01	04	04	01	01	01	01	-

## 6. FENCE

NO	Name of school	Type	Emis No.	Sub District	Location	Ward	Scope Of Work							
							ADMIN	CR	T	L	LAB	NSNP	SG	C
2.	Phatsima	Secondary	600101632	Tswaing	Atamelang		-	-	-	-	-	-	-	-
12	Sione Middle	Middle	600102001	Tswaing	Sione village									
17	Gothata	Secondary	600100463	Tswaing	Mofufutso 1 village									
27	Mogawane Moshote	Secondary	600101287	Tswaing	Majeng village									
32	Leretletse Lesedi	Secondary	600100866	Tswaing	Letsopa									

37	George Madoda	Secondary	600204283	Tswaing	Delareyville											
68	Mofufutso	Primary	600101281	Tswaing	Mofufutso 2											

#### 7. MAJOR RENOVATIONS

NO	Name of school	Type	Emis No.	Sub District	Location	Ward	Scope Of Work									
							ADMIN	CR	T	L	LAB	NSNP	SG	C		
4.	Sione	Middle	6001020001	Tswaing	Sione	03										
27	Bopanang	Primary	600100186	Tswaing	Rakgwedi Village											
37	George Madoda	Primary	600204283	Tswaing	Delareyville											
41	Leruntse Lesedi	Secondary	500100872	Tswaing	Vrishgwaagt											
46	Boresetse	Primary	600100192	Tswaing	Vrischgewagchdt											
47	J S Masisi Secondary	Secondary	600100587	Tswaing	Atamelang											

### 8. GRADE R

NO	Name of school	Type	Emis No.	Sub District	Location	Ward	Scope Of Work							
							ADMIN	CR	T	L	LAB	NSNP	SG	C
5.	Mokoepo	Primary	600104283	Tswaing	.Mokoepo									
6.	Mofufutso	Primary	600101731	Tswaing	Mofufutso									

### 10. BLOWN OFFS

NO	Name of school	Type	Emis No.	Sub District	Location	Ward	Scope Of Work							
							ADMIN	CR	T	L	LAB	NSNP	SG	C
3.	Mogawane Moshote	Primary	600101287	Ratlou	Majeng									
5.	Kejakile	Primary	600100651	Tswaing	Mofufutso 2									
18	Gothata	Secondary	600100463	Tswaing	Mofufutso1									

### 11. PIT TOILETS (DEMOLISHING)

NO	Name of school	Type	Emis No.	Sub District	Location	Ward	Scope Of Work							
							ADMIN	CR	T	L	LAB	NSNP	SG	C
46	Mogawane Moshote R	Primary	600101287	Tswaing	Majeng	04								

47	Serite Moshoele	Primary	600101970	Tswaing	Majeng	04										
48	Sione	Middle	600102001	Tswaing	Majeng	04										
49	Thebeyame	Primary	600102092	Tswaing	Kopela											
50	Mateane	Primary	600101139	Tswaing	Diretsane village											
51	Kejakile	Middle	600100651	Tswaing	Mofufutso2											

## 12. OVER CROWDING/MOBILE CLASSROOMS

NO	Name of school	Type	Emis No.	Sub District	Location	Ward	Scope Of Work									
							ADMIN	CR	T	L	LAB	NSNP	SG	C		
1	Lodirile Tswaing	Secondary	600101594	Tswaing	Delareyville											
2	Geysdorp	Primary	600101935	Tswaing	Geysdorp	09	-	04	-	-						
3	Badibana	Secondary	600100041	Tswaing	Deelpan	01	-	02	-							
4	Refethuto	Primary	600102307	Tswaing	Agisanang Loc	10	-	02	-							
5	Sekgoro	Primary	600101935	Tswaing	Shaleng-Khunwana	03	-	02								

### 13. ASBESTOS

NO	Name of school	Type	Emis No.	Sub District	Location	Ward	Scope Of Work							
							ADMIN	CR	T	L	LAB	NSNP	SG	C
13	Sannieshof Hoer	Hoer	600101883	Tswaing	Sannieshof									

### 14. MUD SCHOOLS

NO	Name of school	Type	Emis No.	Sub District	Location	Ward	Scope Of Work							
							ADMIN	CR	T	L	LAB	NSNP	SG	C
6	Mokope	Primary	600101329	Tswaing	Mokope Village									

### 15. OFFICES (RENOVATIONS)

NO	SUB DISTRICT	Type	Emis No.	Sub District	Location	Ward	Scope Of Work							
							ADMIN	CR	T	L	LAB	NSNP	SG	C
4	Atamelang		n/a	TSWAING	Atamelang									



# HEALTH DEPARTMENT

Institution/Program me/Directorate	Description of Requirement	Projected Cost	Planned Method of Procurement	Is budget available?	Contract Period	Type of Contract	Bid Spec Committee Approval Date	Bid Publication/ Advertisement Date	Bid Closure Date	BEC Date	BAC Date
Tswaing Sub District	<b>ATAMELANG CHC</b> Renovation of the Facility which includes painting inside and outside and general repairs	400 000,00	Bidding Processes	Yes	2 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022

Tswaing Sub District	<b>OTTOSD AL CHC</b> Renovation of the Dr. House, Nursing Area Managers office and EMRS site station	350 000,0 0	Bidding Processes	Yes	2 months	Quotations	06/04/ 2022	13/04/ 2022	24/04/ 2022	30/04/ 2022	04/05/ 2022
Tswaing Sub District	<b>OTTOSD OL CHC</b> Erection of a borehole with all connections	250 000,0 0	Bidding Processes	Yes	3 months	Quotations	06/04/ 2022	13/04/ 2022	24/04/ 2022	30/04/ 2022	04/05/ 2022
Tswaing Sub District	<b>SANNIES HOF CHC</b> Renovation of the facility which	400 000,0 0	Bidding Processes	Yes	1 Month	Quotations	06/04/ 2022	13/04/ 2022	24/04/ 2022	30/04/ 2022	04/05/ 2022

	includes painting inside and outside and general repairs										
Tswaing Sub District	<b>Sanniesh of CHC</b> Erection of personnel parking area	150 000,00	Bidding Processes	Yes	1 Month	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022
Tswaing Sub District	<b>SANNIES HOF CHC NURSING HOME</b> Major renovation of the entire nursing home	350 000,00	Bidding Processes	Yes	2 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022

Tswaing Sub District	<b>DELAREY VILLE CHC</b> Replacement of Plumbing system of the entire CHC, Nursing home, Guard house and EMRS Station; and construction of EMRS Wash Bay	400 000,00	Bidding Processes	Yes	1 Month	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022
Tswaing Sub District	<b>DELAREY VILLE CHC</b> Construction of a new	400 000,00	Bidding Processes	Yes	2 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022

	laundry area, Tilling of boardroom and kitchen, and instalation of a pedestrian gate.										
Tswaing Sub District	<b>DELAREY VILLE EMRS STATION</b> Major removation of the EMRS station which includes extensions , paintwork	350 000,00	Bidding Processes	Yes	3 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022

	and tilling										
Tswaing Sub District	<b>GANALA AGTEC CLINIC</b> Renovation of the entire facility which includes construction of new patients toilets (males Female and disability) and materninty ward extension	400 000,0 0	Bidding Processes	Yes	2 mont hs	Quota tions	06/04/ 2022	13/04/2 022	24/04/ 2022	30/04/ 2022	04/05/ 2022

Tswaing Sub District	<b>GANALAGTE CLINIC</b> Construction of the guard house	400 000,00	Capital planning	Yes	2 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022
Tswaing Sub District	<b>AGISANANG CLINIC NURSING HOME</b> major renovation of the two Nursing Homes which includes paint work, kitchen units replacements, fixed wallrobes	350 000,00	Bidding Processes	Yes	2 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022

	and major repairs										
Tswaing Sub District	<b>AGISANA NG CLINIC</b> Construction of Security guard house; renovation of Kitchen and Partitioning for Operational Manager's Office	500 000,00	Bidding Processes	Yes	2 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022



Tswaing Sub District	<b>MOFUFU TSO 1 CLINIC</b> Erection of Borehole with connection to Facility.	250 000,00	Bidding Processes	Yes	2 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022
Tswaing Sub District	<b>MOFUFU TSO CLINIC</b> Repair and painting of the facility roof coverage, parking and ceiling inside the facility.	150 000,00	Bidding Processes	Yes	3 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022

Tswaing Sub District	<b>MOFUFU TSO 1 CLINIC NURSING HOME</b> Total renovation of the delapidated structure which includes revamping of the borehole.	300 000,00	Bidding Processes	Yes	3 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022
Tswaing Sub District	<b>DEELPAN VILLAGE CLINIC SITE</b> Construction of security guard house,	350 000,00	Bidding Processes	yes	2 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022

Tswaing Sub District	<b>SANNIES HOF YOUTH CENTRE</b> Replacement of the Fence with palisate and construction of Security guard house	500 000,00	Bidding Processes	Yes	3 months	Quotations	06/04/2022	13/04/2022	24/04/2022	30/04/2022	04/05/2022
Tswaing Sub District	<b>KOPELA CLINIC</b> Construction of new Clinic at Kopela	2 000 000,00	Bidding Processes	Capital	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Tswaing Sub District	<b>DELAREYVILLE CLINIC</b> Constructi	3 500 000,00	Bidding Processes	Capital	N/A	N/A	N/A	N/A	N/A	N/A	N/A

	on of new Clinic outstandin g since 2003										
<b>TOTAL</b>		<b>11 750 000,0 0</b>									

## CONCLUSION

The municipality clearly finds itself in a very difficult situation both in terms of internal restructuring and service delivery in general. Much as the status quo indicate some pockets of success and improvement of the socio-economic aspects, a lot still needs to be done in order to completely turn the tide against poverty, joblessness and inequality.

This IDP is an honest acknowledgement of the shortcomings and now matched with strategies and high-level activities to eliminate the challenges. The community needs have been prioritized and the proposed programmes and projects have been identified to systematically address the needs. A short to long term strategy has been crafted notwithstanding the shortage of resources. The municipality will have to find creative ways to mobilise the resources including accessing donor funding to address mostly its current challenges related to internal transformation and setting up systems for long term prosperity.

Most of the projects that form part of the community needs are implemented through other agencies or by other Sector Departments. The most pressing need is water and sanitation, and together with the Ngaka Modiri Molema District Municipality, a fair attempt has been made to identify projects and develop a multi-year implementation programme. The same has been done in respect of MIG projects to ensure that the programmes indeed respond to community needs.

It is also very important that whilst this IDP is rural bias and seeks mainly to address the service backlogs, investments should also be made in the refurbishment and upgrading of the existing infrastructure mainly found in the urban centres and townships in order to stimulate economic growth and keep up with urbanization. Such infrastructure investment will be mainly in the refurbishment and upgrading of water and sewer plants, electrical power stations, roads and storm water etc.

Interaction with other departments in order to promote intergovernmental planning and execution is one of the glaring weaknesses. It is for this very reason why the IDP is found wanting in respect of departmental plans and projects. During the consultation process, stakeholders including sector departments will be invited for further inputs. This interaction has to be sustained beyond just project identification but should include co-monitoring and evaluation of the implementation of the IDP on a frequent basis.

The IDP and Budget will later be integrated into an annual Service Delivery and Budget Implementation Plan (SDBIP). The plan will be adopted after council has approved the IDP and later form the basis of the performance agreements for senior managers.

*End*