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FOREWORD BY THE EXECUTIVE MAYOR

I take great pleasure in introducing this Integrated Development Plan (IDP) Review for the 2024/2025 financial year. The Mahikeng Local Municipality takes pride in serving communities as an extension of good governance. Decisions taken by structures of the municipality, as expressed in this document, are taken in the best interests of our communities.

This plan is a second review of the 2022-2027 5th generation IDP adopted by the 5th Council. It presents a wish list of service delivery programs that Council wishes to implement over the term under review. It also captures challenges and achievements Council has had since assumption of office. It is recognized that continued efforts must be placed on maintaining and improving existing performance in all areas. Every effort must be made to maintain a culture of service delivery and to sustain and enhance sound fiscal and operational administration at all times.

On behalf of Council, the Mahikeng Local Municipality will continue to enhance performance, while providing the communities with the required and expected levels of service delivery, local economic development, infrastructure development, fiscal control, sustainable development and good governance. No effort will be spared to deliver all programs contained herein within the constraints of available resources and infrastructure.

This review is tabled following a general population census conducted by STATSSA. The census is a third since the dawn of our democracy. The data collected is crucial for government planning and has found expression in this document.

I wish to end by singling out to recognize work done by the municipality in acquiring land and handing over the title deeds to the community of Matsatseng and Ottoshoop. The milestone is marked and stand out achievement on the part of the 5th Council. Since the dawn of democracy, communities in these areas could not access basic service because of lack of title. Now, the community of Matsatseng can be built houses and receive water and electricity. In Ottoshoop, a school can finally be built.

I thank you

Cllr T.Mphehlo
The Executive Mayor

OVERVIEW BY THE MUNICIPAL MANAGER

The Local Government: Municipal System Act, 2000 (Act 32 of 2000) directs each municipality to draft and adopt a single strategic plan for the development of its municipality called Integrated Development Plan (IDP). This document is a 2nd review of the five-year blueprint that is a legal requirement and strategic tool to guide Mahikeng Local Municipality for the next financial year 2024-2025. The IDP supports the District Development Model (DDM) and One Plan. Together with the accompanying annual budget, the IDP is based on and compatible with the development plans of National, Provincial and District spheres of government including their planning requirements. This integration assists in achieving excellent performance, accountability and coherence for service delivery. The IDP is the developmental path of the Municipality and is responsible to effectively creating an environment of economic growth and investment. It articulates the Municipality's commitments to service delivery, and it is based on public participation in all wards of the municipality, consultation and inputs from residents and stakeholders.

The municipality has maintained Qualified Audit Opinion for the past three (3) consecutive years.

Both the Municipal Public Account Committee (MPAC) and Rules Committee are functional and 147 million of irregular has been investigated. The contract employees have been reduced drastically in the previous budget and acting position allowances have been corrected in terms of the bargaining council agreement (13%). Management has decided to review the structure to be flat so as to cut on management levels that are unnecessary and costly. Vacant positions in supporting directorates and other management positions will be re-prioritized to reduce increase in salary bill. The service delivery personnel that are rendering practical and technical service on the ground will be prioritized.

We will continue to work together with all the stakeholders to ensure that we extend our revenue base and improve collection to ensure the provision of the basic services. We wish to thank all our councilors, management, staff and communities for their contribution in the annual review of the Integrated Development Plan.

Adv. D.I Mongwaketse
The Municipal Manager.

1. INTRODUCTION

In terms of Section 34 of the Municipal Systems Act no.32 of 2000), the Municipal Council is required to conduct an annual review of Integrated Development Planning (IDP). This should be done in accordance with an assessment of its performance measurement in terms of Section 41 of the above-mentioned Act.

The process of developing the Municipality's IDP should be informed by the following overarching guiding principles: politically acceptable and administratively managed system that is acceptable to political role players at all levels.

LEGISLATIVE OVERVIEW

The legal status of the IDP is defined in the Municipal Systems Act no. 32 of 2000 which prescribes that the IDP: informs all planning and development and all decisions with regard to planning and development in the municipality; binds all persons (except in the case of inconsistencies with national or provincial legislation); and requires that the municipal council gives effect to it by conducting its affairs in a manner which is consistent with the IDP.

Integrated Development Planning is outlined in Chapter 5 and Section 25(1) of the Municipal Systems Act no.32 of 2000: "Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which (a) Links, integrates and coordinates plans and takes into account proposals for the development of the municipality; (b) Aligns the resources and capacity of the municipality with the implementation of the plan; (c) Complies with the provisions of this Chapter; and d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation."

The core components of the IDP

Chapter 5 and Section 26 of the Municipal Systems Act no.32 of 2000 outline the following prescribed core components of integrated development plans:

An integrated development plan must reflect

- a) The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- b) An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- c) The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- d) The council's development strategies which must be aligned with any national and provincial sector plans and planning requirements binding on the municipality in terms of legislation;
- e) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- f) The council's operational strategies;
- g) Applicable disaster management plans;
- h) A financial plan, which must include a budget projection for at least the next three years; and
- i) The key performance indicators and performance targets determined in terms of Section 41.

1.2 ALIGNMENT WITH NATIONAL AND PROVINCIAL PLANS

1.2.1 National Development Plan (NDP)

In 2010/11 national government initiated a series of dialogue sessions which were aimed at understanding the challenges that the country face. This was a step towards understanding the country and developing a long-term vision that is not only aspirational, but that responds to some of the challenges that the country experiences as well. Resulting from this process, a diagnostic report on the state of the country was developed and published, highlighting the following:

- Too few people work
- Corruption levels are high
- South Africa remains a divided society
- Spatial divides hobble inclusive development
- Public services are uneven and often of poor quality
- The public health system cannot meet the demand or sustain quality
- The economy is unsustainably resource-intensive
- Infrastructure is poorly located, inadequate and under-maintained

This report emphasized the need to reduce poverty and eliminate inequality to address the challenges highlighted above. These two elements – poverty reduction and elimination of inequality are a focus of the NDP that was approved by Cabinet in November 2012 following a diagnostic report. The NDP provided a vision for the society that South Africa aspires for in 2030. Central to the NDP are the following areas of intervention:

- Bringing about faster economic growth, higher investment and greater labour absorption
- Promoting active citizenry to strengthen development, democracy and accountability
- Focus on key capabilities of people and the state
- Building a capable and developmental state
- Encouraging strong leadership throughout society to work together to solve problems
- Uniting all South Africans around common programmes to achieve prosperity and equality

The work done by the municipality has been and will continue to be in line with the national objectives. The key programmes implemented in line with the NDP will be continued during the long, medium and short term to address the varying challenges and needs of the citizens.

The municipality recognises that it is still faced with a number of challenges, which characterise the development phase which most South African cities are undergoing. It is for this reason that, in compiling this IDP review, attention is paid to accelerating some of the municipality's interventions to improve the social and economic state of the citizens, while pursuing a sustainable path towards development.

1.2.2 DISTRICT DEVELOPMENT MODEL (DDM)

The District Development Model was initiated by President Cyril Ramaphosa in his Budget Speech in 2019. Subsequently, the DDM was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC and various MINMECs.

In the 2019 Presidency Budget Speech President Ramaphosa identified the “pattern of operating in silos” as a challenge which has led to “lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”. The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and unemployment.

Furthermore, the President called for the rolling out of “a new integrated district-based approach to addressing our service delivery challenges and localized procurement and job creation, that promotes and supports local businesses, and that involves communities...” The President is cognisant of the fact that such an approach will require that “National departments that have district-level delivery capacity together with the provinces ... provide implementation plans in line with priorities identified in the State of the Nation address”.

The DDM consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan level, with all three spheres of governance resulting in a single strategically focused

One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country, with the district as the 'landing strip'.

The DDM builds on the White Paper on Local Government (1998), which seeks to ensure that “local government is capacitated and transformed to play a developmental role”. The White Paper states that

developmental local government “is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”.

To this end, developmental local government is seen as having four interrelated characteristics of “maximizing social development and economic growth; integrating and coordinating; democratizing development; and leading and learning”. In order for local government to advance this mandate, the Constitution calls on “national and provincial governments [to] support and strengthen the capacity of municipalities to manage their own affairs”.

Therefore, the model is a practical Intergovernmental Relations (IGR) mechanism to enable all three spheres of government to work together with communities and stakeholders and to plan, budget and implement in unison.

In so doing the vexing service delivery challenges can also be turned into local level development opportunities, through localized procurement and job creation which “promotes and supports local businesses, and that involves communities...” This will also require national and provincial departments to provide implementation plans and budgets which address local challenges and developmental opportunities whilst aligning with national, regional, continental and global goals and objectives.

The objectives of the DDM are to:

- Coordinate a government response to challenges of poverty, unemployment and inequality particularly amongst women, youth and people living with disabilities
- Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level
- Narrow the distance between people and government by strengthening the coordination role and capacities at district and city levels
- Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly in order to provide a coherent government for the people in the Republic; (solve silos, duplication and fragmentation) maximise impact and align plans and resources at our disposal through the development of “One District, One Plan and One Budget”
- Build government capacity to support municipalities
- Strengthen monitoring and evaluation at district and local levels
- Implement a balanced approach towards development between urban and rural areas
- Exercise oversight over budgets and projects in an accountable and transparent manner

The DDM is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation.

This method refers to all three spheres of government, sector departments and state entities operating like a single unit in relation to achieving developmental objectives and outcomes in these district and metropolitan spaces over a multiyear period and over multi-term electoral cycles.

Although each sphere, sector or entity has its distinct constitutional powers, functions and responsibilities, they cooperate and undertake collaborative planning, budgeting and implementation processes converging efforts at the district/metropolitan level. This joint work is expressed through the formulation and implementation of a “One Plan” which is a long-term strategic framework guiding investment and delivery in each district and metropolitan space.

Why is the District Development Model (DDM) needed?

In order for the state to function and perform optimally and effectively, every organ of state has to perform its core functions well and work harmoniously with other organs of state and with civil society.

The “pattern of operating in silos” is a challenge which has led “to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”. The consequence has been non optimal delivery of services and diminished development impact on the triple challenges of poverty, inequality and employment, hence the President in the State of Nation Address (SONA) called for the rolling out of “a new integrated district-based approach to addressing our service delivery challenges and localized procurement and job creation, that promotes and supports local businesses, and that involves communities...”

The President emphasised that the DDM is a unique form of social compacting that involves all key players in every district and metro space to unlock development and economic opportunities, highlighting that “It builds the capacity of the state where it has been most broken.”

The DDM calls for collaborative planning at district and metropolitan level together with all of government, on the basis of a detailed, technically driven consultative process within government and with communities and stakeholders; resulting in a single strategically focused *One Plan* for each of the 44 districts and 8 metropolitan geographic spaces in the country.

The model is very firmly based on the analysis of previous and current initiatives to improve developmental Local Government and Cooperative Governance, wherein developmental change is shaped and owned at a local level in partnership with communities, citizens and social actors. The successful functioning of Local Government is critical in this regard, but insufficient on its own without more cohesive governance and overall government coordination and functioning. The model is aimed at enhancing state capacity, institutional powers and functions which include the ability to work in a cooperative manner so that there is greater cohesion and positive development impact.

The model also takes into account lessons from previous and current initiatives which include Project Consolidate, the Integrated Sustainable Rural Development Programme (ISRDP), the Urban Renewal Programme (URP), District level Planning and Implementation Management Support Centres, the Local Government Turnaround Strategy (LGTAS), and Back to Basics, as these all sought and seek to improve the quality of life for all through impactful delivery.

The model reflects on recent reforms and progress in areas such as the National Treasury budgeting processes, specifically Built Environment Performance Plans (BEPPS) processes and alignment with Integrated Urban Development Framework (IUDF), all of which facilitate for better spatial targeting and the alignment of government investment spending with development priorities.

Mahikeng local municipality actively participates in the Ngaka Modiri Molema DDM and one the projects of the DDM from Mahikeng is the regional water testing laboratory which will conduct the water and sanitation quality test.

1.3 CHAPTER OVERVIEW

This section provides a brief overview of the contents of each chapter of this IDP document. Careful consideration has been given to ensure that the document is in line with Chapter 5 of the Municipal Systems Act no. 32 of 2000 regarding processes towards the development of the IDP and the contents thereof.

The IDP document consists of core components as required by legislation. And therefore, comprises the following contents:

Executive Summary

CHAPTER 1

This section provides a brief overview of the study area, population distribution, population groups, age and gender distribution and household income. This demographic information is sourced from the 2022 Census Statistics South Africa.

CHAPTER 2

Situational Analysis

The section provides an overview of the realistic situation at municipal level. It also provides a brief overview of the study area, an analysis of the demographic, economic, institutional, financial and socio-economic issues of the municipality. The section also discusses service delivery backlogs.

CHAPTER 3

Strategic goals and alignment

This chapter expresses the municipality's vision and mission as well as the development strategies linked to priority issues and National Key Performance Areas (KPA's) in order to address the service delivery backlogs and community priorities. This is the section that will form the municipality's basis for 2024/2025 budgeting and the SDBIP thereof.

CHAPTER 4

This section presents the National pre-determined KPA's for local government, wherein Section 4.1 lays out the Financial Plan for the 2024/2025 financial year and Section 4.4 presents KPA – Good Governance where all structures were consulted and processes followed towards the compilation of this document.

CHAPTER 5

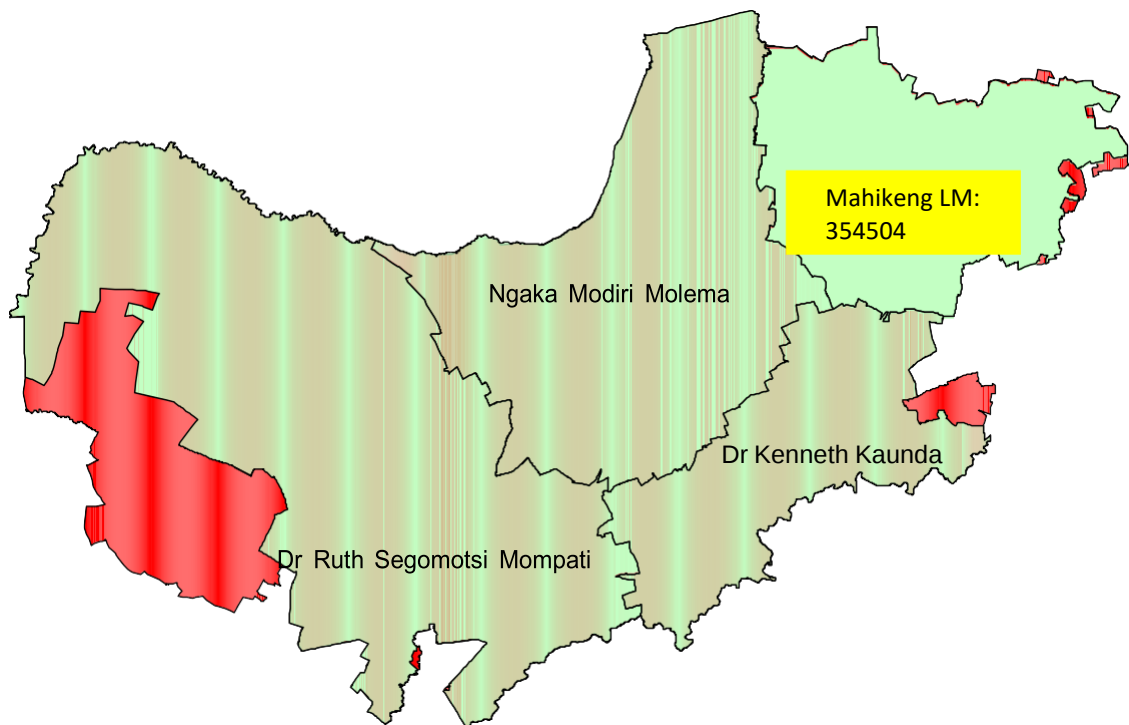
This chapter provides information on identified capital projects and resources allocated for implementation during the 2024/2025 financial year. It also tables all sources of funding which include, but are not limited to Municipal Infrastructure Grants and funding from sector departments as well as the district municipality. The section also features an implemented progress report on projects during 2023-2024.

2. SITUATIONAL ANALYSIS

2.1 INTRODUCTION

The area is known as the **Mahikeng Local Municipality (NW383)** and is situated in the North West Province, 20 kilometers south of the Botswana Border. Mahikeng is the capital city of North West Province and used to be known as the City Council of Mafikeng. The local municipality is considerably large compared to the four other local municipalities (Category B Municipalities) constituting Ngaka Modiri Molema District Municipality that was established in terms of the Municipal Demarcation Act (Act No. 27 of 1998). Neighboring local municipalities which border the Ngaka Modiri-Molema District Municipality are: Ramotshere Moiloa Local Municipality, Tswaing Local Municipality, Ditsobotla Local Municipality and Ratlou Local Municipality.

Map depicting District Municipalities in the North West Province



2.2 INSTITUTIONAL ANALYSIS

Accommodation

Existing officials and councillors in the employ of the Council are currently housed at the main building in Mmabatho at the corner of University and Hector Peterson Avenue. Other officials are housed at the Mahikeng Museum, industrial site (stores) as well as at Montshiwa (fire department) adjacent to Connie Munchin primary school. The civic building at Mmabatho (main building) was extended in 2010 to address the office space challenge and is currently occupied by the political leadership.

Decision-making structures

Various decision-making structures reside within Council, including the following:

- Municipal Council
- Executive Mayor and Mayoral Committee
- Portfolio Committees, including
- Section 80 Committees
- Section 79 Committees
- Officials with delegated powers

In terms of Section 79 of the Municipal Structures Act, council committees are established to ensure the effective and efficient performance of council functions or the exercise of any of the council powers. Section 80 committees are established if a municipal council has an executive mayor. In the case of Mahikeng Local Municipality, councillors are appointed to assist the executive mayor in execution of his duties.

Decisions within these structures are governed by various municipal by-laws, council policies, legislation and the municipal IDP.

The municipality has also appointed the Municipal Public Accounts Committee (MPAC). The committee has been established and a fulltime chairperson has been appointed.

Political and administration functional competencies

The Governance model comprises the Council, which constitutes the Speaker of Council, Chief Whip, and Section 79 Portfolio Committees. On the other hand, the Executive comprises the Executive Mayor, Members of the Mayoral Committee (MMCs) and the administration led by the Municipal Manager. The intention of the model is to ensure that the municipality executes its functions through the leadership of the Executive Mayor while the Council oversees the activities of the executive for transparency and accountability.

Council

The Council consists of 70 elected councillors, of which 35 are ward councillors and the remainder are Proportional Representation (PR) councillors. The role of the Council, in line with the Municipal Systems Act, (Act 32 of 2000), is to engage in meaningful discussions on matters of development for the Municipality. The key functions of Council are:

Approval of legislation

- Providing oversight on the planned and implemented interventions of the municipality
- Ensuring community and stakeholder participation

In line with the roles highlighted above, the Council is responsible for the approval of municipal by-laws, IDP, budget and tariffs. Furthermore, the Council, through its various committees, monitors and scrutinizes delivery and outputs as carried out by the Executive. In relation to public participation, the Council is tasked with the responsibility of facilitating stakeholder and community participation in the affairs of the municipality through the ward committee system of the Municipal Structures Act.

Speaker of Council

The role of the Speaker of the Council is outlined in Section 160(1)(b) of the Constitution and Section 36 of the Municipal Structures Act. The person elected as chairperson of the Council is designated as the Speaker. The Speaker performs the duties and exercises the powers delegated in terms of the Municipal Structures Act. Councillor Gagoangwe Mathe is the Speaker of the Council for Mahikeng Local Municipality.

The Speaker of the Council is entrusted with the responsibility to ensure that the functions of the Council, i.e. legislation, oversight and ensuring community and stakeholder participation, are effectively implemented.

Single Whip

The Single Whip plays a pivotal role in the overall system of governance by ensuring and sustaining cohesiveness within the governing party, and by maintaining relationships with other political parties. Councillor Monametsi Moeti was elected as the Council Single Whip. The main functions of the Council Single Whip are to:

Ensure proper representation of political parties in the various committees
 Maintain sound relations with the various political parties represented on the Council
 Attend to disputes between political parties and building consensus

Executive Mayor and Mayoral Committee

The Executive Mayor, Councillor Tshepiso Mphehlo, assisted by the Mayoral Committee, heads the executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance since executive powers are vested in him by the Council to manage the daily affairs of the municipality.

Administrative Arrangements

The Municipal Manager of Mahikeng Local Municipality, Adv Dineo Innocentia Mongwaketse, is the Accounting Officer, as defined by the Municipal Structures Act. The responsibilities of the Municipal Manager include managing the financial affairs and service delivery in the municipality. The Municipal Manager and her directors constitute the Top Management.

Population distribution

Evidence-based decision-making is a universally recognized paradigm of efficient management of economic and social affairs and of effective governance of society today. The most important aspect in any society is human capital. In order to provide a numerical profile of the nation which is the outcome of evidence-based decision-making at all levels, the following questions need to be answered:

- How many are we?
- Who are we in terms of age, gender, education, occupation, economic activity and other important characteristics
- Where do we live in terms of housing, access to water, availability of essential facilities etc.

Therefore, census information becomes the demographic, population and economic baseline information that is collected periodically to inform planning, monitoring and evaluation at all three spheres of government. Census information is also indispensable for monitoring universally recognized and internationally adopted Millennium Development Goals. The census plays an essential role in public administration. The results are used to ensure:

- equity in distribution of government services
- distributing and allocating government funds among various regions and districts for education and health services
- measuring the impact of industrial development, to name a few

On the basis of the above, Statistics South Africa undertook a population community survey which was defined as “the total process of collecting, compiling, evaluating, analyzing and publishing or otherwise

disseminating demographic, economic and social data pertaining, at a specific time, to all persons in a country or well-defined part of the country”. This information has since been officially released.

The 2016 official community survey indicates that the population of Mahikeng Local Municipality has grown to 314 394 since 2016. It also indicates that the municipality has a predominantly African population with fewer Coloureds, Whites and Indian groups.

Mahikeng Key Statistics

Name	2022	2011
Total population	354 504	291 527
Young children (0-14 years)	28,9%	30,8%
Working age population (15-64 years)	66,0%	64,4%
Elderly (65+ years)	5,2%	4,8%
Dependency ratio	51,6	55,3
Sex ratio	96,6	94,5
No schooling (20+ years)	7,0%	10,3%
Higher education (20+ years)	13,6%	12,2%
Number of households	104 648	84 239
Average household size	3,4	3,5
Formal dwellings	93,5%	87,3%
Flush toilets connected to sewerage	50,8%	32,3%
Weekly refuse disposal service	34,6%	59,8%
Access to piped water in the dwelling	44,2%	30,9%
Electricity for lighting	97,0%	84

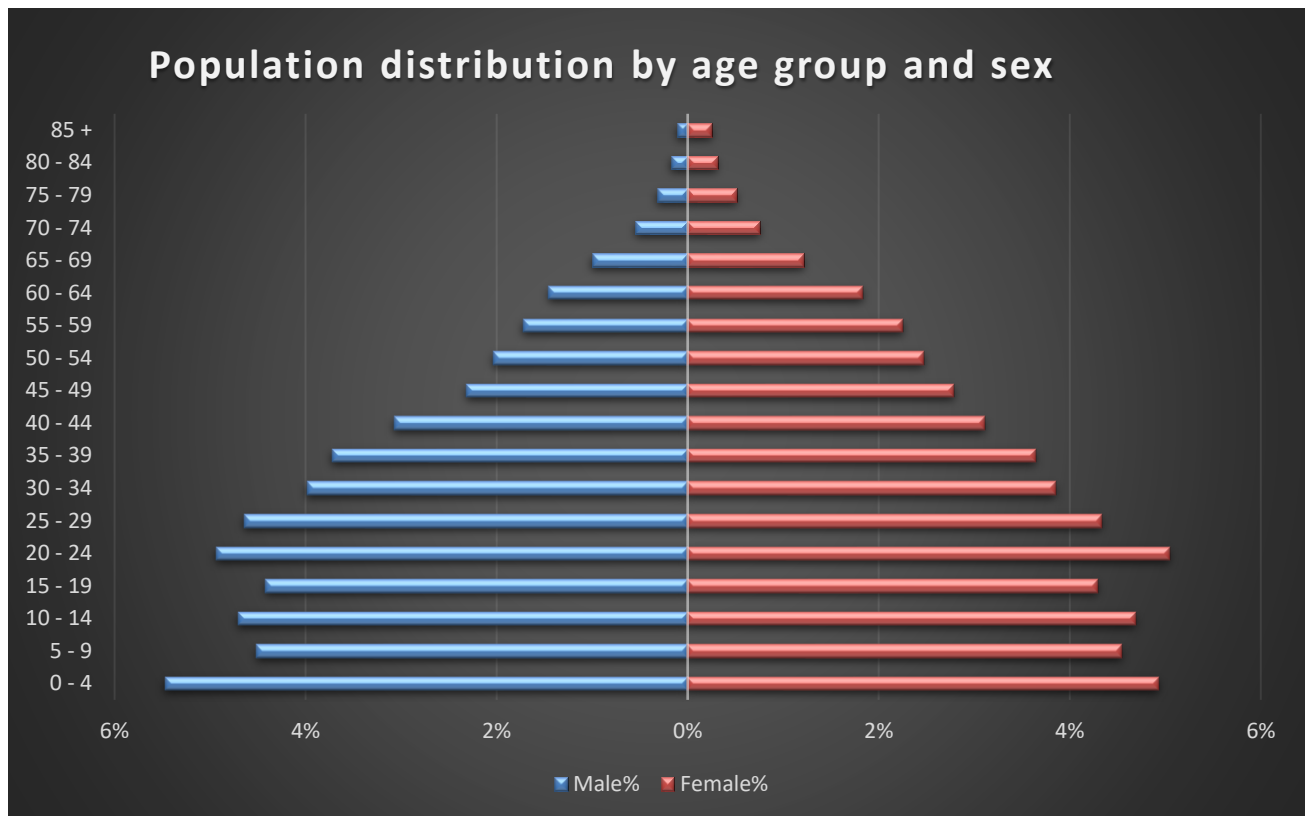
Demographic Indicators

TABLE: Population Distribution			
Year	Gender	Totals	Total Population
CENSUS 2011	Male	141642	291 527
	Female	149885	
CENSUS 2022	Male	174177	354504
	Female	180327	
Population growth rate (2011 – 2022)	1.90%		

As per the graph above, it is estimated that the population growth has been 1.9%. The demographics also indicate that the municipality has a higher population of women than men. Statistics indicate that the municipality has the highest population of youth, therefore all programmes and budgeting must be directed at youth development and empowerment. These statistics are also reflected in the population composition and structure below.

Population composition and structure. The table below

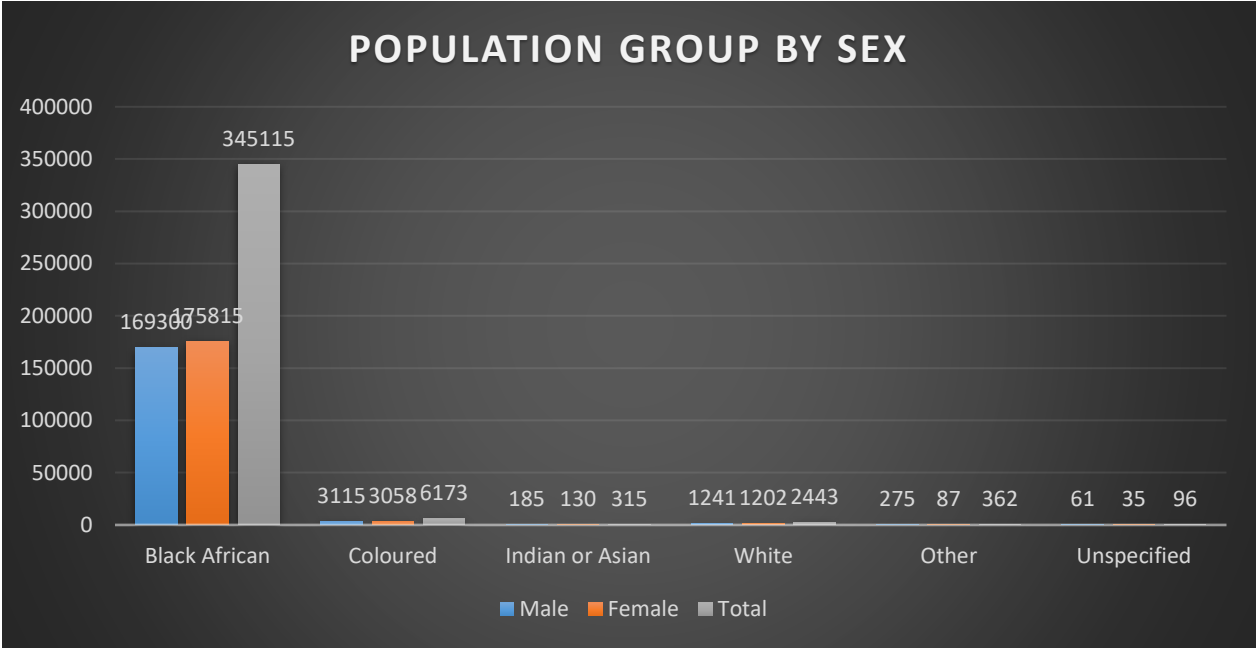
POPULATION PYRAMID



Population group

	Male	Female	Total
Black African	169300	175815	345115
Coloured	3115	3058	6173
Indian/Asian	185	130	315
White	1241	1202	2443
Other	275	87	362
Unspecified	61	35	96
Total	174177	180327	354504

As indicated in the table above, the municipality is predominantly populated by the Black community, amounting to 345115 of the total population as opposed to other population groupings 6173 Coloureds; 315 Indian or Asian and 2443 Whites respectively).



Types of main dwelling units

CENSUS 2022

Mahikeng Local Municipality	
House or brick/concrete block structure on a separate stand or yard or on a farm	97825
Traditional dwelling/hut/structure made of traditional materials	573
Informal dwelling	5852
Caravan/tent	23
Other	376
Unspecified	8

Basic service delivery**Geography of piped water for household weighted**

Area	Piped (tap) water inside dwelling/institution	Piped (tap) water inside yard	Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling/institution	Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	No access to piped (tap) water
Ngaka Modiri Molema							
NW383: Mafikeng	46946	26483	13209	3721	1475	1024	116724

The municipality is not a Water Services Authority.

The number of households within the municipal area is 109581 as per the 2022 Census. The comparative analysis of the province, district and the municipality indicate that of the total number of households, 46946 households have access to piped (tap) water inside dwellings. It should be noted that these are urban households. This leaves 116724 households with no access to piped water. These are rural households.

Geography of source of water for household weighted

	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/pool/stagnant water	River/stream	Water vendor	Water tanker	Other
Ngaka Modiri Molema									
NW383: Mafikeng	67816	25468	395	211	44	101	5174	7442	2931

The highest number of households (7442) depends on water tankers as their source of water. These are mostly rural households who do not have access to other sources of water. An estimated number of 2931 households depend on other sources of water which include wells, amongst others.

Access to electricity

According to the current statistics 90% (79959) of the households within the municipality have access to grid electricity. The remaining 10% (8 822) of household electricity backlogs consist of new extensions in the villages, RDP houses and low-density rural areas which were previously classified as cattle posts.

The different energy methods used by households are as follows:

Geography by energy or fuel for cooking for household weighted

Electricity		Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other	None
Ngaka Modiri Molema									
NW383: Mafikeng	79959	24264	1581	3165	16	35	28	60	233

79959 households use electricity for heating compared to 3165 households that use wood for cooking.

Geography by energy or fuel for lighting for household weighted

Electricity		Gas	Paraffin	Candles (not a valid option)	Solar	None
Ngaka Modiri Molema						
NW383: Mafikeng	105841	112	298	2718	155	129

2718 households within the municipality do not have access to electricity since they depend on candles for lighting. This constitutes the total backlog that the municipality and Eskom must attempt to eliminate during the coming years.

Geography by toilet facilities for household weighted

	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other
Ngaka Modiri Molema								
NW383: Mahikeng	1113	44935	2613	1362	26058	25021	-	350

Safety and Security

Police Stations

Five police stations situated in the area of Mahikeng Local Municipality i.e Mmabatho, Mahikeng, Mooifontein, Ottoshoop and Lomanyaneng. Crime and security is perceived to be the second biggest problem in Mahikeng and the need for police stations and improved safety is an important priority for the municipality. The tables below present the status of police stations within the Mahikeng municipal area. The focus is on the two main police stations, i.e. Mmabatho and Mahikeng police stations.

Crime Statistics

	Police Station	Ranking	
	Mafikeng	3 in the province, 71 in the country	Increasing by 8.1%
	Mmabatho	Crime	Increasing by 16.5%
	Lomanyaneng		Reduction with 9.4%
Other crimes			
Contact Crime (Mostly assault GBH and rape)	Mmabatho		
Burglary on residential premises	Mmabatho	7 in the country, 1 in the province	
Burglary on non-residential premises	Mafikeng	24 in the country, 2 in the province	
Stock theft	Mmabatho	15 in the country, 2 in the province	
General theft	Mafikeng	29 in the country, 2 in the province	

Courts in Mafikeng (Magisterial and High Court)

Molopo Magisterial Court in Mahikeng consists of the Regional and District Courts. Although these two courts work hand in hand when it comes to criminal matters, the Regional Court deals with more serious offences than the District Court. Previously the court only dealt with criminal matters, but civil matters have since been introduced and will soon be in operation. The District Court is also known as the Court of First Appearances. Any offence that is reported will first appear at the District Court, where a maximum sentence of three years may be passed, but any sentence beyond this is referred to the Regional Court. The table below indicates the type of cases that the Regional and District Courts deal with as well as its complement and shortage.

Magisterial Court

MAGISTERIAL COURT		STAFF COMPLEMENT		PERMANENT STAFF		SHORTAGE OF PERSONNEL	
REGIONAL	DISTRICT	REGIONAL	DISTRICT	REGIONAL	DISTRICT	REGIONAL	DISTRICT
Criminal Court	- Maintenance Court - Small Claim Court - Domestic Court - Criminal Court - Equality Court - Divorce Court	4 Magistrates	6 Magistrates	4 Magistrates	6 Magistrates	2 Magistrates	2 Magistrates

High Court

A High Court (formerly known as the Supreme Court) is located in Mahikeng. The High Court is established in all nine provinces and have the power to hear civil, criminal and constitutional cases. Any person bringing a constitutional case to the High Court may appeal to the Constitutional Court if he/she is unhappy with the outcome of the case. In non-constitutional cases, the right to appeal is to the Supreme Court of Appeal.

HIGH COURT	STAFF COMPLEMENT	PERMANENT STAFF	SHORTAGE OF PERSONNEL
- All civil cases - All criminal cases - All appeals and reviews from lower courts - Labour matters - Land claims - Divorce - Tax	1 Judge President 4 Judges	1 Judge President 4 Judges	1 Judge

Health Services and Social Development

The Mahikeng Provincial Hospital and Bophelong Psychiatric Hospital are managed by the Provincial Department of Health of the North West Province. The Victoria Hospital \ that was built according to original Victorian architectural style, dating back to early 1900s is a private hospital run by a consortium of doctors and business partners. All these hospitals are accessible to the community 24hrs a day.

Hospitals in Municipality

HOSPITALS	NO. OF BEDS
Mahikeng Provincial Hospital	412
Bophelong Psychiatric Hospital	368
Gelukspan Hospital	250
Victoria Private Hospital	93

Clinics in Municipality

The municipality is served by twenty-eight (28) clinics and community health centres as well as five (5) mobile clinics, servicing rural wards where there are no clinics. All clinics and community health centres in Mahikeng Sub District are listed below:

CLINICS	PROFESSIONAL NURSES	NURSING AUXILLARY
1. Modimola Clinic	1	1
2. Montshioa Stadt Community Health Centre	15	11
3. Unit 9 Community Health Centre	11	13
4. Ramatlabama Community Centre	8	6
5. Lekoko Community Health Centre	7	5
6. Tshunyane Clinic	3	1
7. Maureen Roberts Clinic*	3	2
8. Gelukspan Gateway Clinic	2	1
9. Weltevreden Clinic	3	1
10. Dithakong Clinic	3	1
11. Matshepe Clinic	2	1
12. Mafikeng Gateway Clinic	6	5
13. Magogwe Clinic	6	3
14. Matlhonyane Clinic	2	2
15. Rapulana Clinic*	5	3
16. Lonely Park Clinic	5	3
17. Tsetse Clinic	2	2
18. Tlapeng Clinic	2	2
19. Miga Clinic	2	2
20. Mogosane Clinic*	2	2
21.Madibe a Makgabana clinic	-	-
22. Mmasutlhe clinic	-	-

21. Lokaleng Clinic	2	1
22. Mocoseng Clinic	5	2
23. Motlhabeng Clinic	4	3
24. Montshioatown Clinic	9	4
25. Setlopo Clinic*	4	2
26. Makouspan Clinic*	1	1
27. Masutlhe I Clinic	2	2
28. Masutlhe II Clinic	-	-

During the public consultations community members pleaded that all clinics operate 24 hours.

List of Mobile Clinics

MOBILE CLINICS	PROFESSIONAL NURSES	NURSING AUXILLARY
1. Montshioastad Mobile	1	1
2. Modimola Mobile	1	1
3. Ramatlabama Mobile	1	1
4. Gelukspan Mobile	1	1

3. STRATEGIC GOALS AND ALIGNMENT

This section of the IDP is based on the strategic programme of action, which was compiled as part of this process. Strategy formulation is a long term plan that addresses the 'what' of an organization. What is it that we want to become? What is it that we need to elevate in order to achieve our vision, mission and KPAs? It also structures the intended plans to achieve the outcomes. It gives a framework on how to allocate resources, how to attain a balance between addressing basic services while focusing enough on economic growth and a sustainable future.

The strategy formulation also involves choosing the strategies that will benefit the municipality and its communities most effectively. Such decisions commit the municipality to specific interventions and development programmes over a specific period of time. A well-developed strategy also assists the municipality in developing a focused and disciplined organisation that directs its energy towards the right things.

3.1 VISION AND MISSION

Vision

To be a leading World Class City through, Diversity, Culture and Heritage

Mission

To provide excellent quality and sustainable services to the people of Mahikeng in an effective and efficient manner through a sound municipal governance system.

Values

- Responsive
- Vibrant
- Humility
- Transparent
- Ethical
- Customer-driven
- Caring

3.2 STRATEGIC GOALS AND INTER-GOVERNMENTAL ALIGNMENT

This chapter highlights the continuous strengthening of Intergovernmental Relations (IGR) and rigorous sectoral engagements with other stakeholders. It reflects and highlights some of the key national and provincial implementation frameworks to which the municipality aligns its interventions.

Background to Intergovernmental Relations

Intergovernmental Relations (IGR) refers to the complex and interdependent relations amongst the national, provincial and local spheres of government as well as the coordination of public policies amongst these three spheres. In essence, this means that the governance, administrative and fiscal arrangements operating at the interface between national, provincial and local governments must be managed to promote the effective delivery of services.

This is guided by the Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005), which aims to provide, within the principle of co-operative government as set out in Chapter 3 of the Constitution, a framework for the national government, provincial governments and local governments, and all organs of state, to facilitate coordination in the implementation of policy and legislation, including:

- coherent government
- effective provision of services
- monitoring implementation of policy and legislation
- realization of national priorities

According to the MSA (2003), 24(1-4), the planning of local government must be integrated and aligned to the planning and strategies of the national and provincial spheres of government at all times. In addition, any organ of state that initiates legislation at national or provincial level that affects the planning at local government level, must first consult with organised local government before the legislation can be duly effected. The sections below give effect to IGR by considering national and provincial imperatives.

The Mahikeng Local Municipality, within the spirit of IGR, supports and aligns itself to national and provincial strategies which include, amongst others, the Government 12 Outcome Delivery Agreement, the National Development Perspective, the District Development Model, and the National Development Plan.

Government 12 Outcome Delivery Agreement

In 2010, Cabinet approved twelve national outcomes to address the strategic priorities of government. Each outcome has a limited number of outputs, sub outputs and clear targets. These outcomes and outputs were the strategic focus of government until 2014. Listed below are the twelve outcomes, in relation to the role of the city:

- Outcome 1: Improve the quality of basic education
- Outcome 2: Improve health and life expectancy
- Outcome 3: All people in South Africa are protected and feel safe
- Outcome 4: Decent employment through inclusive economic growth
- Outcome 5: A skilled and capable workforce to support inclusive growth
- Outcome 6: An efficient, competitive and responsive economic infrastructure network
- Outcome 7: Vibrant, equitable and sustainable rural communities and food security
- Outcome 8: Sustainable human settlements and improved quality of household life
- Outcome 9: A responsive and accountable, effective and efficient local government system
- Outcome 10: Protection and enhancement of environmental assets and natural resources
- Outcome 11: A better South Africa, a better and safer Africa and world
- Outcome 12: A development-orientated public service and inclusive citizenship

Outcome 9

The vision of Outcome 9

The vision of Outcome 9 is a responsive, accountable, effective and efficient local government system whereby the confidence of our people has been restored in the local sphere of government as the primary expression of the developmental state by 2011 and beyond. Key ways to achieve this vision are by:

- I. Ensuring that municipalities meet the basic service needs of communities
- II. Building clean, effective, efficient, responsive and accountable local government
- III. Improving performance and professionalism in municipalities
- IV. Improving national and provincial policy, oversight and support
- V. Strengthening partnerships between local government, communities and civil society

The output objectives related to Outcome 9 are as follows: Outcome 9 Outputs

Output 1: improve access to basic services

Sub-outputs: Improve universal access to basic services by 2014 as follows:

- Water from 92% to 100%
- Sanitation from 69% to 100%
- Refuse removal from 64% to 75%
- Electricity from 81% to 92%
- Establishment of Bulk Infrastructure Fund

- Establishment of special purpose vehicle for municipal infrastructure

Output 2: Implement the Community Works Programme (CWP) Sub-outputs:

- Implement the CWP in at least 2 wards per municipality
- CWP to support the creation of 4.5 million Expanded Public Works Programme (EPWP) job opportunities
- 30% of all CWP job opportunities can be associated with functional co-operatives at local levels by 2014

Output 3: Action supportive of human settlement outcomes Sub-outputs:

- Initiating actions to increase density in metros and large towns by 2014
- Release public land for low income and affordable housing to support delivery of 400 000 housing units in well located land

Output 4: Deepen democracy through a refined ward committee model Sub-output:

- Broaden participation of and better organize various sectors at local level
- New approach to better resources and fund work and activities of Ward Communities
- Put support measures in place to ensure that at least 90% of wards are fully functional

Output 5: Improve Municipal Finance and Administrative capacity Sub-outputs:

- Unqualified audits for municipalities
- Average monthly collection on billing raised to 90%
- Debtors reduce more than 50% of own revenue from 24% to 12%
- Ensure that percentage of municipalities that are overspending on OPEX improve from 8% to 4%;
- Municipalities under-spending on CAPEX reduce from 63% to 30%
- Spending less than 5% on OPEX repairs and maintenance reduced from 92% to 45%

National Spatial Development Perspective (NSDP)

Government is committed to economic growth, employment creation, sustainable service delivery, successful implementation of poverty alleviation programmes and the eradication of historic inequalities. In order to ensure that infrastructure investment and development, programmes are channeled towards these objectives, the NSDP was formulated. The principles enshrined in the NSDP are of great importance to local government investment, through the IDP and capital expenditure.

The NSDP states the following:

South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives by:

- focusing economic growth and employment creation in areas where this is most effective and sustainable
- supporting restructuring where feasible to ensure greater competitiveness
- fostering development on the basis of local potential
- ensuring that development institutions are able to provide basic needs throughout the country

The NSDP seeks to focus the bulk of government's fixed investment on those areas with the potential for sustainable economic development, as it is in these areas where government's objectives of promoting economic growth and alleviating poverty will best be achieved.

The National Development Plan

The President appointed the National Planning Commission in May 2010 to draft a vision and national development plan. The commission started its work with a baseline study and released a diagnostic report in June 2011 wherein it identified South Africa's achievements and shortcomings since 1994.

Two primary reasons were identified i.e.:

- Failure to implement policies
- An absence of broad partnerships to work towards post 1994 objectives

The report also identified nine primary challenges:

- Too few people work
- The quality of school education for black people is poor
- Infrastructure is poorly located, inadequate and under-maintained
- Spatial divides hobble inclusive development
- The economy is unsustainably resource-intensive
- The public health system cannot meet, demand or sustain quality
- Public services are uneven and often of poor quality
- Corruption levels are high
- South Africa remains a divided society

In summary, the NDP aims to achieve the following by 2030:

- Eliminate income poverty > Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39% to 0
- Reduce inequality – the Gini coefficient should fall from 0.69 to 0.6

The NDP must achieve the following milestones:

- Increase employment from 13 million in 2010 to 24 million in 2030
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030
- Increase the share of national income of the bottom 40% from 6% to 10%
- Establish a competitive base of infrastructure, human resources and regulatory frameworks
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup

- Broaden ownership of assets to historically disadvantaged groups
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write
- Provide affordable access to quality health care while promoting health and wellbeing
- Establish effective, safe and affordable public transport
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third
- Ensure that all South Africans have access to clean running water in their homes
- Make high-speed broadband internet universally available at competitive prices
- Realise a food trade surplus, with one-third produced by small-scale farmers or households
- Ensure household food and nutrition security
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities
- Realise a developmental, capable and ethical state that treats citizens with dignity
- Ensure that all people live safely, with an independent and fair criminal justice system
- Broaden social cohesion and unity while redressing the inequities of the past
- Play a leading role in continental development, economic integration and human rights

Ten critical actions were identified, based on the above-mentioned milestones set to be achieved by the NDP:

- A social compact to reduce poverty and inequality, and raise employment and investment
- A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes
- Steps by the state to professionalize the public service, strengthen accountability, improve coordination and prosecute corruption
- Boost private investment in labor-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers
- An education accountability chain, with lines of responsibility from state to classroom
- Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care
- Public infrastructure investment at 10% of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water
- Interventions to ensure environmental sustainability and resilience to future shocks
- New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps
- Reduce crime by strengthening criminal justice and improving community environments

Mafikeng Local Municipality Spatial Rationale

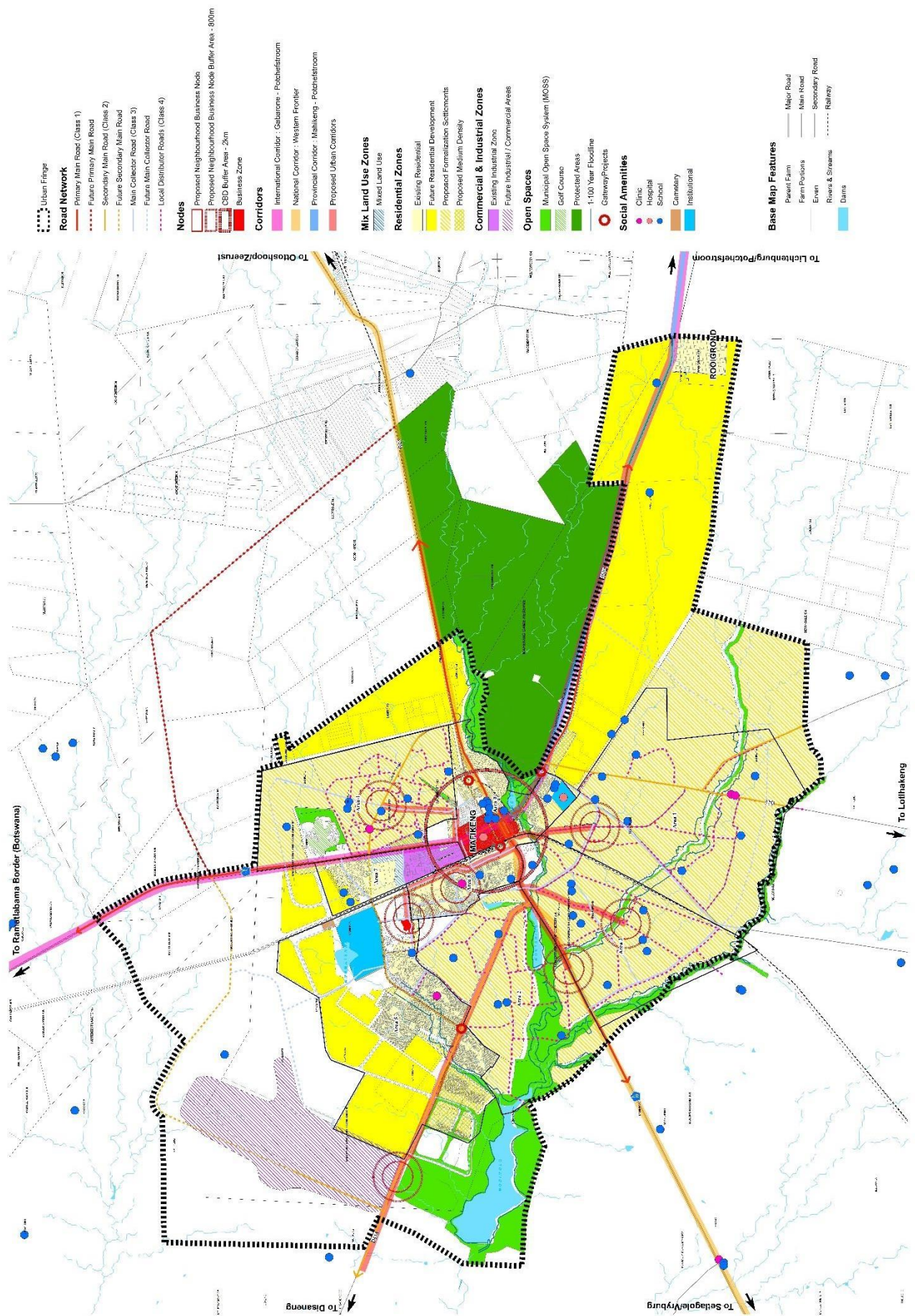
The Spatial Vision

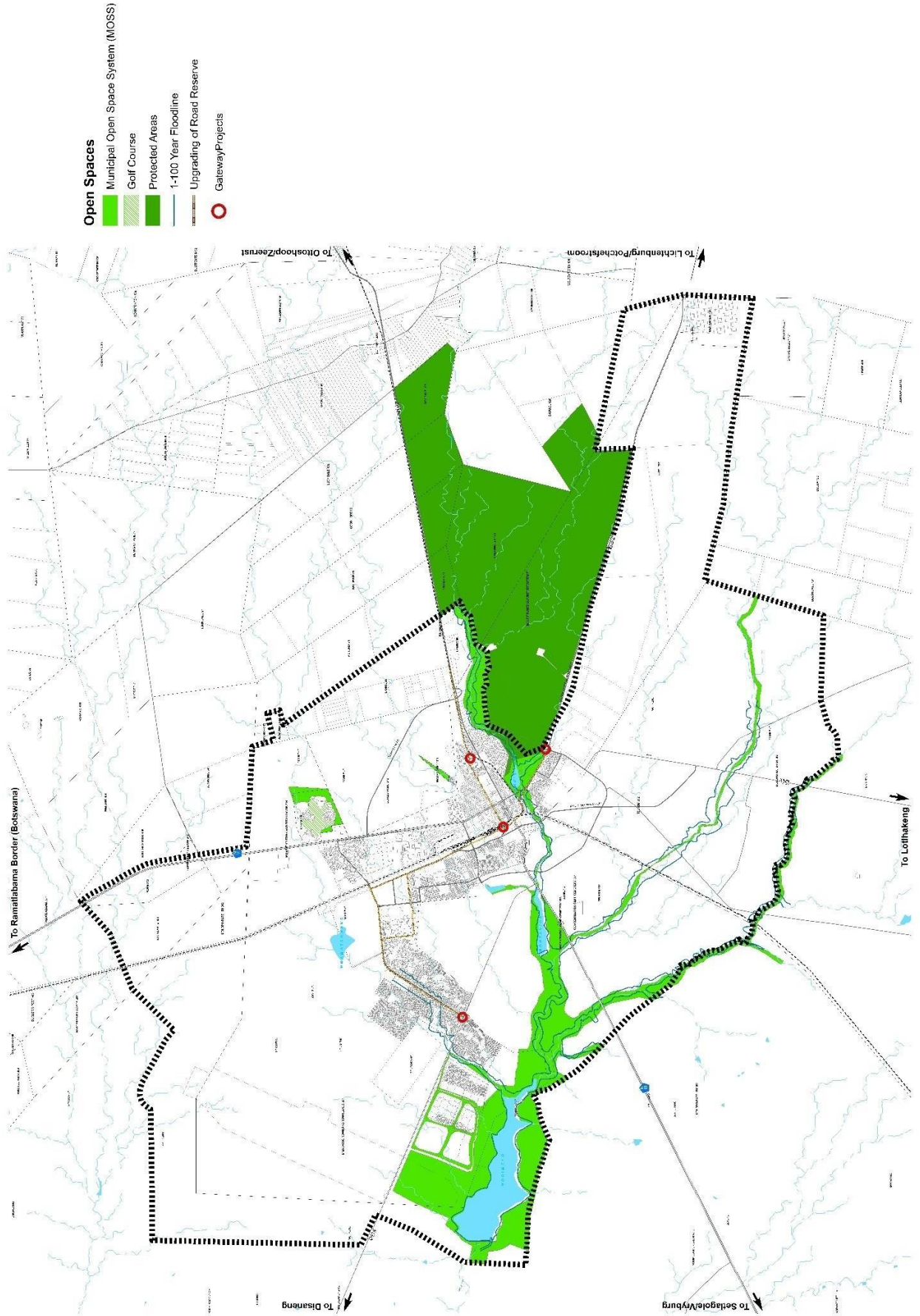
The long-term spatial vision of the Mahikeng Spatial Development Framework is to:

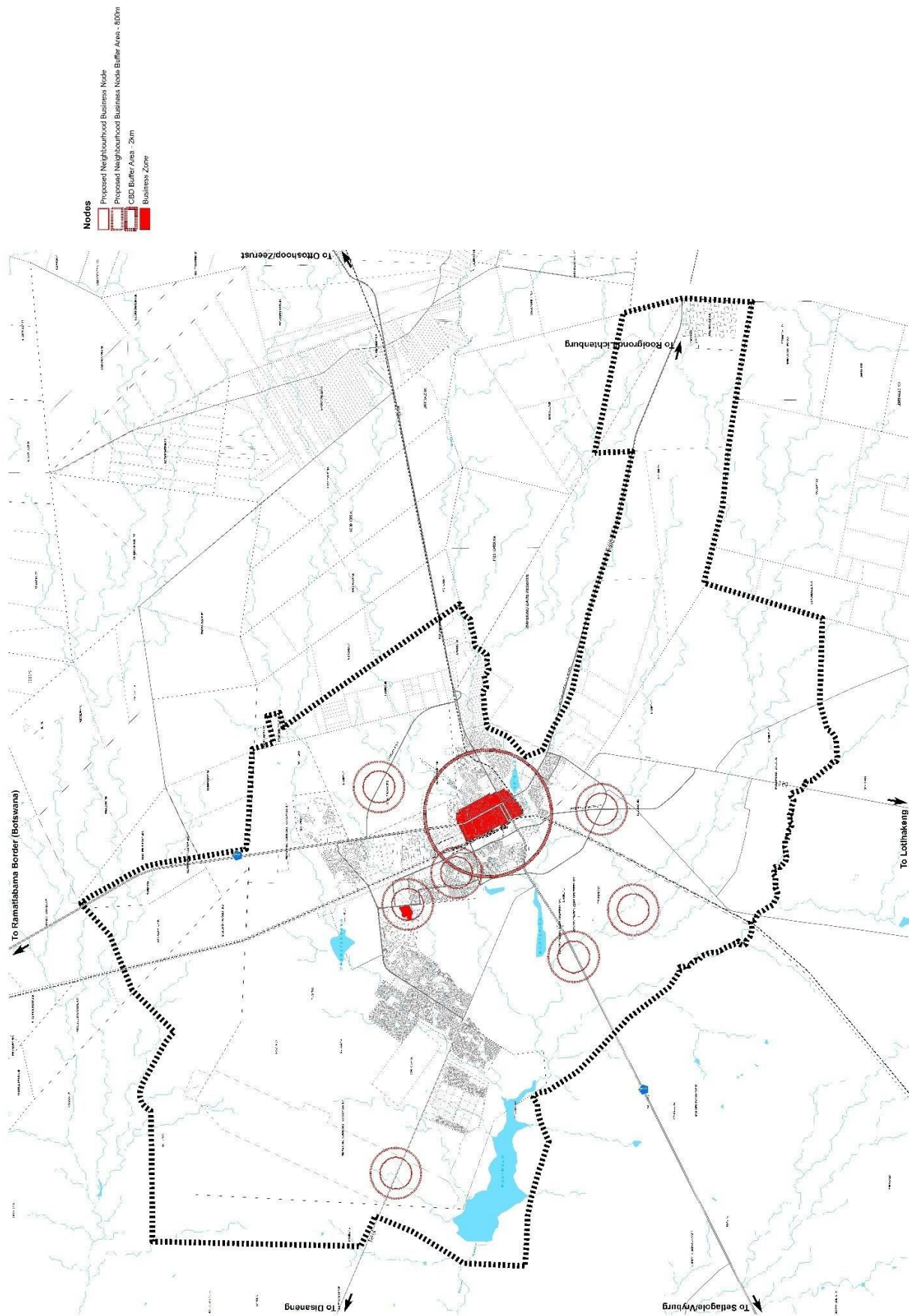
‘Address key National, Provincial and Local priorities and principals in order to enhance sustainable urban and rural development and to improve the livelihood of people by focusing the provision of socio-economic infrastructure in areas with the highest growth potential but still attending to the basic needs of people

The Mahikeng Spatial Development Framework outline a number of key proposals which are premised on spatial and development concepts meant to bring to fruition the spatial vision of the Municipal Spatial Development Framework. Some of these development/spatial concepts include:

- Development nodes (district nodes, regional nodes, neighborhood nodes, etc.)
- Corridor development
- Urban edge demarcation to avoid urban sprawl
- Integrated human settlement development (Through township establishment processes)
- Municipal open space systems
- Mixed land use zones
- Densification/Compact development

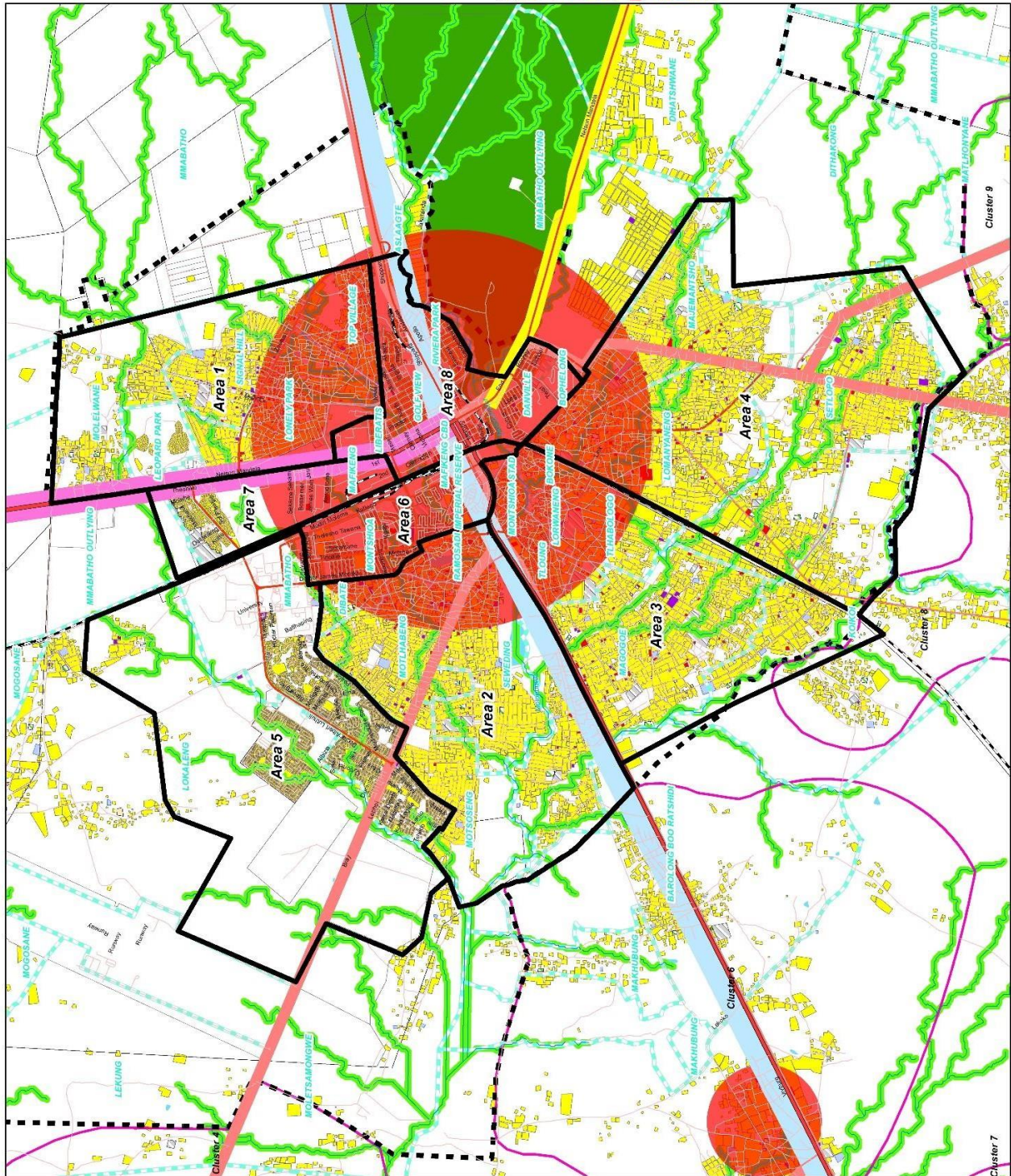






Existing Residential
Future Residential Development
Proposed Formalization Settlements
Proposed Medium Density





4. ALIGNMENT OF STRATEGIC GOALS AND OBJECTIVES

Section 26(c) of the Municipal Systems Act 2000 (Act No. 32 of 2000) stipulates that an Integrated Development Plan must reflect the Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.

The municipal objectives are as follows:

- Basic service delivery and infrastructure development
- Good governance and public participation
- Local economic development
- Spatial rationale
- Municipal transformation & organizational development
- Financial viability

4.1 BASIC SERVICES

Key Performance Area: Service Delivery and Infrastructure Development

Three directorates fall under this Key Performance Area, namely Infrastructure, Community Services and Public Safety.

ROADS AND STORM WATER

The Roads & Stormwater unit is divided into three (3) teams

The Roads & Stormwater unit is responsible for the maintenance of roads (paved and unpaved) as well as all storm-water networks associated with those roads. Roads & Storm-water networks require routine maintenance to preserve or restore their conditions which will in turn maintain the infrastructures to operate to their full potential. To archive this, the unit is divided into three (3) teams taking into account the current work, available resources and service delivery requirements in conjunction with the predetermined deliverables (KPIs) as per the municipal Service Delivery and Budget Implementation Plans (SDBIP) and the objectives of the Integrated Development Plans (IDP). The teams are arranged as follows.

STORMWATER

To improve the efficiency of stormwater drainage the municipality plans to repair and replace damaged stormwater infrastructure to allow water run-off to drain efficiently. One of the major issues the municipality is facing is blocked stormwater drainage systems which is mainly caused by community members dumping waste refuse into the system. The repair and replacing damaged as well as clearing blocked stormwater drainage due to illegal dumping, the stormwater will be able to drain efficiently and reduce the chance of flash floods as well as damage to roads caused by stormwater.

RE-GRAVELLING

Re-gravelling consists of the grading of unpaved roads in rural areas.

Challenges – The municipality faces a huge challenge of ageing infrastructure. As a result, routine maintenance alone is not sufficient to restore the condition of the assets.

Mitigations/Strategies – The municipality is currently seeking funding for rehabilitation of its assets and

is restoring the already aged infrastructure which has long passed its design life.

GRAVEL ROADS

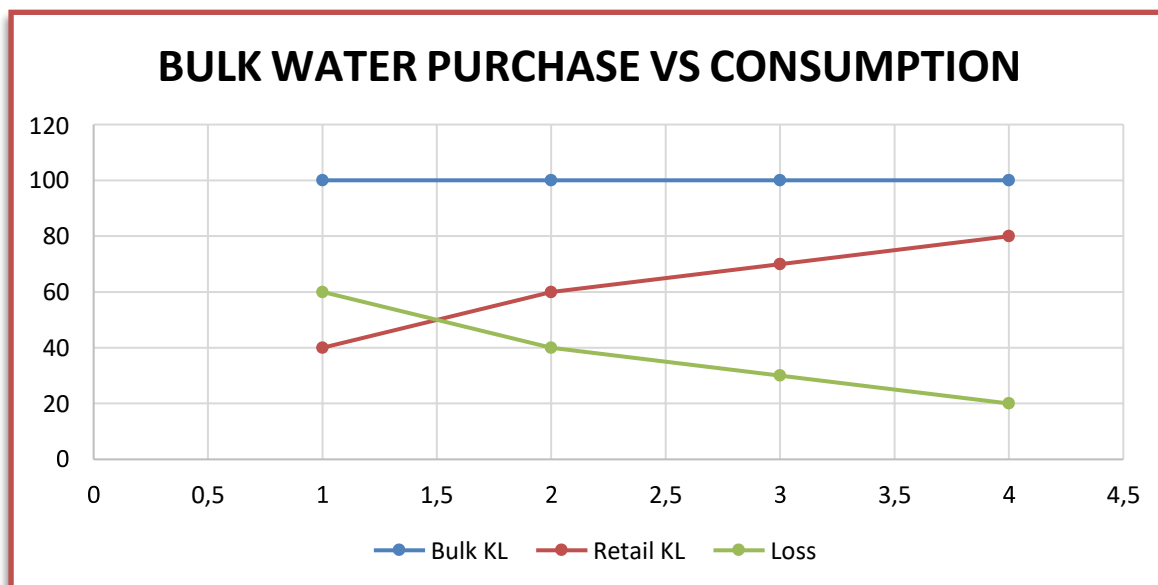
Maintenance of gravel roads remains a challenge for the municipality due to lack of capital resources. The municipality has only 1 grader at the moment to carry out maintenance of gravel roads grading. The Municipality intends to reconstruct pavement layers (Re-Gravelling) on rural roads to provide a safe and acceptable level of service for the travelling public.

WATER AND SANITATION

MLM as the WSP is mainly responsible for operating and maintaining water infrastructure in the urban areas, including collection of raw sewage from households, transporting it through the sewer conduits for treatment at the two Waste Water Treatment Works (WWTWs) and disposal in an environmentally benign manner. The Local Municipality assists the NMMD by facilitating rural water supply services, with reports received from the ward councilors and ward committee members

The municipality is currently supplying water “retail services” at a targeted volume of 2 200 000KL per quarter. Through its water distribution network, the MLM comes across multiple old infrastructure that requires urgent replacement. Areas, such as Golfview and Riviera Park, have galvanized steel or cast-iron pipes that frequently burst and that are rusted, indicating the pipes have reached their life span, thus presenting a plethora of leakages and unaccounted water loss.

The graph below indicates potable water supply, consumption and loss.



In order to reduce water loss caused by leakages, old pipes must be replaced. It is also noteworthy that the pipes are installed together with valves and protection chambers, therefore replacing pipe work necessitates a replacement of pipe isolation valves and accessories as well.

Water demand

The water supply of Mahikeng urban areas is intermittent due to the low levels of actual water sources/ treatment plants and acute electrical power outages. The increase in developmental growth due to construction in the greater Mahikeng area puts additional pressure on the available bulk services from NMMDM. The planned construction of a 25ML reservoir, intended to service part of Mmabatho and Airport View, must be urgently expedited through the RBIC funding. Construction of a 350mm diameter pipe link from Signall Hill reservoir bulk pipe to Leopard Park was expected to be completed by September 2020 but the national lockdown has had a significant impact on planned projects, resulting

in the initial schedule being set aside, albeit within reason. Therefore, upgrading of the Mahikeng bulk water and WWT drainage system will accommodate the new developments. Airport View, Mosiane View, Dihatshwane, Tontonyane, Portion 54 and ERF 1317 have been identified as booming development areas. It is imperative for the Department of Water and Sanitation to accelerate its exploration into importing water from Motswedi reservoir and Vaal river to augment the Mahikeng dolomitic sources.

Addressing water loss and meeting the demand requirements within Mahikeng Local Municipality

One of the cornerstones of a water loss strategy is to understand the relative significance of each component, ensuring that each is measured or estimated as accurately as possible, so that priorities can be set through a series of action plans. The pertinent strategic questions and answers are as follows:

- How much water is being lost? Water balance computation is the answer.
- Where is it being lost?: Water distribution audit
- Why is it being lost? : Revision of distribution practices. (Development of preventative measures and implementation as per the developed PM schedule)
- What strategies can be introduced to reduce losses and improve performance? Development of leakage control strategies.
- How can we maintain the strategy and sustain the achievements gained? Implement training, operating and maintenance programmes.

Real losses and apparent losses

Real losses comprise leakages from pipes, joints, fittings and valves while Apparent losses consist of unauthorized consumption and all types of metering inaccuracies. Real losses can be severe and may go undetected for months or even years. The volume lost depends largely on the characteristics of the pipe network and the leak detection methodology. The following indicators are monitored:

Pressure in the network

Proportions of new leaks which are reported

Awareness time (How quickly is the loss noticed)

Location time (How quickly is each new leak located)

Repair time (For how long is water shut down in the area where the repair work is taking place and how quickly is the area repaired)

Level of background leakage (Undetectable leaks)

A burst distribution main would normally be repaired or shut off immediately, but an underground service pipe leak could be undetected for months. Leakage is usually the major component of water loss within the jurisdiction of the MLM. Other contributing factors include illegal connections and meter errors emanating from estimates.

Assessing losses

Water loss can be determined by conducting a water balance computation, which is based on the measurement or estimation of water produced, imported, exported, consumed or lost. The calculations should balance. The water balance calculation provides a guide on how much is lost due to leakage from the network (real losses), and how much is lost due to apparent or non-physical losses.

The International Water Association (IWA) Task Forces on Water Losses and Performance Indicators produced an international best practice standard approach for water balance calculations. The MLM Water and Sanitation Department uses the very same computation as a framework for calculating water balance.

WATER BALANCE COMPUTATION			
	Description	Measurement method	Classification
System input correction for known factors	Authorized and billed consumption	Metered consumption	Revenue water
		Billed unmetered consumption	
	Authorized unbilled consumption	Unbilled metered consumption	Non Revenue water
		Unbilled unmetered consumption	
	Apparent losses	Unauthorized consumption	
		Customer metering inaccuracies	
	Real losses	Leakage on service connection up to customer connection	
		Leakage on distribution networks	
		Leakage at storage tanks	

Water loss strategy

(1) Work – Bulk Water Supply & Bulk Meters

Objective:

Provide bulk water balances to proactively establish accurate assessment of water losses in bulk water supply system

A meeting with NMMDM, Magalies Water Board & MLM was convened to kick start the bulk meter replacement program.

- Procurement of bulk meters is underway Replace/upgrade old infrastructure
- Replacement of non-functioning main valves is planned to be implemented during 2023/2024
- Ensure adequate working bulk meters at all required supply points
- Identified new points are to be installed during the financial year 2023/2024

(2) Assistance to the Poor and School Leak Repairs

Objective:

- Ensure that internal water losses are identified and repaired
- All internal losses are the responsibility of the owner, the municipality repairs up to the metering point.

(3) Leak Repair Contractor

Objective:

- To reduce water losses identified by the leak detection team by the appointment of repairs and maintenance contractor
- There are contractors appointed to supply and install bulk meters
- There are contractors appointed for pipe repairs and worn out water infrastructure replacement

(4) Valve & Fire Hydrant Audits

Objective:

- To ensure all valves and fire hydrants are located, working and are on the record system

- Fire hydrant audits are conducted monthly by fire department and infrastructure repairs the identified faulty hydrants

Sanitation

Water borne sanitation services are rendered to urban area households. MLM is responsible for the operation and maintenance of the sanitation network. The sanitation network is connected to two waste water treatment plants.

The flow within the network is facilitated by seventeen pumps located at different places within the network. The conventional pumps installed at the pump stations were submersible pumps; however, fourteen of the seventeen pumps have been replaced with surface pumps. One pump station is augmented with a standby generator, but more critical pump stations requiring the backup in order to continue operating when power cuts occur. Pump stations number 04, 07 and 13 require construction of pump houses and the other six submersible lifting stations are to be upgraded to surface operations. Mahikeng and Mmabatho waste water treatment plant capacities are 3.5 ML/day and 24 ML/day respectively. The Mmabatho WWTP operates 16-18 ML/day without the connected sludge digesters. Currently Mahikeng WWTP is operating at full capacity and there is a need to plan for the upgrading of the WWTP, taking into consideration the developmental growth of Mahikeng.

MLM has started with the refurbishment of the wastewater laboratory and envisages turning its offices into a water laboratory. The vision is to ultimately build a regional laboratory that will be accredited to service not only the municipality, but also the mining and agricultural sectors. MLM will request funding for the procurement of laboratory construction and equipping.

Identified challenges

- Theft of water from the Fire Hydrants resulting in water loss and subsequent revenue loss
- Illegal water connections resulting in water loss and subsequent revenue loss
- Faulty, unreadable water meters resulting in inaccurate billing and subsequent revenue loss due to consumption/billing estimations
- Water quality monitoring conducted once a month only
- Tap-water having colour especially when reservoir levels are low
- Water loss due to lack of timeous identification of old/unknown water valves during a pipe burst
- Delayed response caused by under-resourced teams (mainly vehicles for pipe network maintenance and repairs)
- Old infrastructure presenting frequent pipe bursts

Mitigation measures

- Covering of fire hydrants with lockable steel cages
- Improve the monitoring of water use (smart metering)
- Installation of smart water meters for immediate detection of tampering with meters and replacement of malfunctioning meters. (Telemetry)
- Increase the frequency of water quality monitoring from once to twice a month
- Frequent flushing of water mainlines through fire hydrants, and regular cleaning of the water reservoirs
- Replacement of old water valves, and proper identification of valve locations
- Awareness campaigns to inform communities about the do's and don'ts on municipal infrastructure

ELECTRICITY

Guiding Principles

“Ensuring access to basic services for all resident communities in MLM” is one of the strategic objectives of the MLM that is outlined in the IDP. In terms of electricity supply, this means that an electricity connection should be supplied to every household. A major challenge facing all municipalities is the supply of electricity to low-income households and informal settlement areas. Reconciliation of climate change goals and the use of renewable energy technologies have become imperative for the poor because alternative energy solutions allow for universal access and availability of electricity during times of ESKOM outages and/or where budget constraints emerge due to COVID-19 and any other unforeseen circumstances.

South Africa is experiencing a marked reduction in the national generation reserve margin. As such, the country has no option but to save energy through energy reduction campaigns (Energy Efficiency Demand Side Management and Renewable Energy (EEDSM & RE). Consequently, reduction of carbon emissions and climate change mitigation have become local priorities.

Because the municipality regards the future of renewable energy to be of greater benefit to the, the MLM is focused on becoming a conduit rather than a consumer. As a conduit the MLM will facilitate and ensure that the growth of the renewable energy market is favoured in the region.

The MLM is committed to developing and implementing a Smart City programme in the province. This will enable universal digital connectivity between all devices and communities and will include the application of smart devices for metering, measuring and monitoring of all municipal infrastructures.

Renewable Energy

Solar Power

Solar power is the conversion of energy from sunlight into electricity, either directly by using photovoltaics (PV), or indirectly by using concentrated solar power, or by using a combination of direct and indirect power. Concentrated solar power systems use lenses or mirrors and solar tracking systems to focus a large area of sunlight into a small beam which allows for climate change mitigation and reduction of the carbon footprint while reducing dependence on the national grid. The introduction of solar power is primarily aimed at :

- Providing municipal officials and the public opportunities for learning about photovoltaic installations
- Showcasing that Mahikeng is leading by example in applying renewable energy technologies

Secondary aims to introducing solar power are to:

- Reduce carbon emissions of Mahikeng Municipality
- Generate revenue by reducing electricity purchases from ESKOM
- Contribute to the stimulation of the local PV market

The solar system is a grid tied PV system, which means that ESKOM power is used when the PV panels cannot supply sufficient power or when the battery backup has been depleted.

Loss Mitigation Strategy (Electricity)

Technical Losses:

- Retrofit (change from conventional to LED technology on streetlights, high mast lights and traffic lights.
- Energy conservation for building retrofit
- Installation of smart meters

Non-Technical Losses

- Tariff comparison by changing the tariff and the notified maximum demand
- Energy audit.

COMMUNITY SERVICES

WASTE MANAGEMENT

In terms of Section 9 of the National Environmental Management Waste Act No 59 of 2008, municipalities are obliged to provide waste collection services. The waste management function resides within the Community Services Directorate of the Municipality and comprises of 141 employees. The waste management function deals primarily with waste collection in the urban areas of the Municipality, including wheelie bins, kerbside collections and skip collections, cleaning of illegal dumps, raising awareness, street cleaning and management of the landfill site.

The MLM is responsible for the management of waste in Mahikeng. Waste management in MLM is divided into four categories i.e household and trade premises refuse removal, street sweeping and litterpicking, removal of illegal dumps and landfill management.

Household and Trade Premises Refuse Removal

The Municipality collects refuse from 15 000 households and trade premises around Mahikeng and Mmabatho urban areas.

Available Resources

To execute this service the Municipality has four compactor trucks running and 70 permanent staff.

Challenges

Turnaround time of vehicle breakdowns
Shortage of trucks
Old staff suffering from ill health

Remedial Measures

Purchase two compactor trucks
Upgrade service in the mechanical workshop to ensure repairs are done on time
Recruit additional staff
Medical boarding of sick staff

Street Sweeping and Litter Picking

The Municipality is executing litter picking and street sweeping in the Mahikeng CBD, Mmabatho CBD and along all entrances and main routes of Mahikeng and Mmabatho urban areas.

Available Resources

To execute this service, the Municipality has sixty six permanent staff and EPWP beneficiaries.

Challenges

Old staff suffering from ill health

Remedial Measures

Recruit young and energetic staff Medical boarding of sick staff

Removal of Illegal Dumps

The municipality removes illegal dumps and empties full skips from around Mmabatho and Mahikeng urban areas.

Available Resources

Two skip loaders One tipper trucks One TLB

Four permanent staff

Challenges

Shortage of machinery

Turnaround time of vehicle breakdowns

Remedial Measures

Purchase two tipper trucks, two skip loaders and one TLB.

Upgrade service in the mechanical workshop to ensure repairs are done on time

Landfill Site Management

The municipality manages the landfill site that accepts general waste from around Mahikeng rural and urban areas. This landfill site is a final refuse disposal site that is responsible for proper handling and treatment of refuse in an environmentally friendly manner.

Available Resources ONE Front end Loader Five permanent staff

Challenges

Shortage of proper machinery on site Shortage of staff

Remedial Measures

Purchase landfill compactor, front end loader tipper truck and water tanker. Recruit more staff

Upgrade service in the mechanical workshop to ensure repairs are done on time.

Integrated Waste Management Plan (IWMP)

In terms of the National Environmental Management Act: Waste Act, No: 59 of 2008, it is mandatory for the municipality to develop and implement an Integrated Waste Management Plan (IWMP), which outlines the management of waste generated within its area of jurisdiction. The overall objective of integrated waste management is: *“To integrate and optimise waste management, in order to maximise efficiency and minimise the associated environmental impacts and financial costs, and to improve the quality of life of all South Africans”.*

The objectives for the development of Mahikeng IWMPs are to:

- Identify and plan for future waste management needs and requirements
- Provide an integrated and holistic approach to waste management which ensures that each stage of the waste hierarchy is addressed
- Align the IWMP with the institutional and financial capacity of the institution preparing it
- Minimise waste management costs by optimising the efficiency of the waste management system in terms of infrastructure usage, labour and equipment
- Minimise adverse social and environmental impacts related to waste management

In addition to these overall objectives, certain key priorities in developing the IWMP are:

- Sustainable **protection of the environment** and public health
- Provision of adequate **waste collection services for all**
- Achievement of a municipal **Waste Information System** which feeds information into the National Waste Information System (SAWIS) and that provides an integrated approach to waste management activities and practices
- An integrated approach to **waste management regulations** or by-laws within the municipality
- Development of a holistic and integrated **environmental planning capability** that takes into account cross-cutting implications
- Effective **monitoring and enforcement** of waste management measures and regulations
- Achievement of **full cost accounting** for waste services

The IWMP looked at the situational analysis to determine the needs of the municipality. The situational analysis consisted of a desktop review (documents and reports) and the collection of primary data (interviews, field and site visits, surveys and participative workshops) which formed the key input into the strategic planning process for the IWMP. Selected private sector operators were consulted.

Problems identified in the IWMP were:

- No recycle and re-use strategy in place
- Inappropriate and dangerous informal waste reclamation
- No management and control of skips
- Lack of capacity to manage the landfill site
- Inadequate waste collection services
- National requirements and legislation not met
- Lack of appropriate or adequate plans and policies

- Ineffective monitoring and evaluation
- Domestic hazardous waste is not managed
- Lack of funds and efficient systems
- Inadequate and inappropriate equipment
- Poor staff relations
- Lack of skills development programmes and limited capacity within the municipality to manage waste effectively
- Inability to keep the town clean

To address these challenges, Mahikeng municipality identified six strategic goals, informed by the situational analysis, the problem analysis and needs analysis, legislative requirements, international and national targets as well as the draft National Waste Management Strategy.

The six goals forming the framework of the Mahikeng IWMP are as follows:

- Goal 1 : Effective waste minimisation, re-use, recycling and recovery of waste
- Goal 2 : Effective and efficient delivery of waste services provided throughout Mahikeng
- Goal 3 : Plans and policies enable effective waste management services and are integrated into all municipal plans
- Goal 4 : Adequate and appropriate physical resources in place to ensure cost-effective waste management
- Goal 5 : Sufficient and appropriately skilled staff utilised optimally to ensure that waste management is effectively carried out
- Goal 6 : The people of Mahikeng are aware of the impact of waste on their health, well being and the environment and are informed of the waste management programmes planned by the municipality

Several key objectives were that would contribute to the achievement of these goals were identified under each goal. To ensure proper monitoring of the plan and performance assessment of implementers, indicators were developed against each of the identified goals and objectives together with a means of verification and targets were set for a five year review.

Indicators (how success can be measured), targets (the incremental measure of the indicators) and the means of verification (what will be used to verify the outcomes of an assessment) were identified against each of the goals, forming the logical framework of the IWMP. An implementation plan is imbedded in the IWMP. The IWMP is a 5 year plan that must be reviewed annually to ensure that the objectives can eventually be met. To this end, the IWMP of the municipality has been approved by the relevant Provincial Sector Department in December 2014 and must be reviewed by 2019.

The IWMP of the MLM identified the following challenges in municipality's waste collection services:

Waste minimization	
No recycle and re-use strategy in place	No processing capability for recyclables (except for scrap metal) A small portion is informally recycled while the rest goes to landfill Inadequate recycling plan in place for landfill sites at source
Inappropriate and dangerous informal waste reclamation	Informal waste reclamation is dangerous Informal reclaimers on landfill site create security problems and are a liability for site management Informal housing on landfill site
Waste service delivery	
Inadequate management and control of skips	Domestic waste is disposed of in and around garden skips No reinvestment in skips (this should be integrated in the collection strategy) Skips are unmanned and unfenced
Lack of capacity to manage landfill site	The landfill site has been outsourced to a service provider who has outlined clear plans to render this facility compliant with legislative prescripts and permit conditions
Inadequate waste collection service	Not all residents receive waste management services, especially in the rural areas
Integrated waste management planning	
Lack of appropriate or adequate plans and policies	Waste management not viewed as a priority Waste management previously not included in the IDP
Ineffective monitoring and evaluation	Lack of available waste-related information Unreliable statistics on waste volumes No accurate measurement of waste entering landfill site Lack of effective monitoring and information systems for waste management No reporting systems in place for hazardous waste No scientific research in place for waste management
Domestic hazardous waste is not managed	No systems in place to recycle used oil Domestic hazardous waste is sometimes sent to the landfill Inadequate controls to manage hazardous waste disposal
Budget and Resources	
Lack of funds and efficient systems	Waste service run at a loss. Breakdown of service due to lack of funds. Culture of non-payment of rates Waste collection tariffs are frequently not paid
Inadequate maintenance of refuse removal trucks	No vehicle replacement policy Overuse and poor maintenance of trucks resulting in frequent breakdowns

Inadequate infrastructure at landfill site	No weighbridge leading to inaccurate estimates of quantities of waste Landfill site partially fenced- waste pickers active Poor access control at the landfill site
Human Resources and Organisational Development	
Lack of skills development programmes and limited capacity within the municipality to manage waste effectively	No existing or planned learnerships in waste management Skills investment not focused on developing waste management skills Number of waste management staff participating in the ABET programme unclear Limited capacity within the municipality to drive waste minimisation and recycling initiative Current staff profile inadequate to plan or manage programme to extend waste services
Poor staff relations	High occurrence rate of “strike” or “go slow” actions
Awareness	
Inability to keep the town clean	High littering occurrence rate Lack of by-law enforcement No or inadequate transport for litter-pickers
Inability to develop and enforce by-laws	By-laws are not enforced By-laws are not comprehensive Widespread illegal dumping and littering Illegal dumping is rife Poor communication strategy for waste management

The compilation of this IWMP and its subsequent integration into the local municipality's IDP represents a critical step in addressing waste management challenges.

Challenges faced by the municipality in the provision of waste services

Budget restrictions
Imbalance between income and expenditure
Rampant Illegal dumping
Waste service backlog
Lack of public awareness of environmental issues
Lack of recycling initiatives
By-laws not enforced
Contract Management
Old staff suffering from ill health
High vacancy rate in key positions
Rural domestic waste collection is an unfunded mandate

Parks and Recreation Unit

The Parks and Recreation Unit is responsible for the development and maintenance of parks in Mahikeng, Mmabatho, Danville and Montshioa, maintenance and administration of sports facilities (Montshioa Stadium) and maintenance of cemeteries. This unit is also responsible for grass cutting and tree trimming in open spaces and along sidewalks. The Parks Unit has a staff complement of 30 workers.

Available Resources

- 1 X TLB
- 5X Brush Cutters
- 1X Canter

- 1 X Pole Pruner
- 1x Water Pump

Challenges

- Shortage of staff
- Shortage of machinery and equipment
- Shortage of dedicated transport for employees
- Sewer system in the botanical park need maintenance
- Arts Council grave site at Mmabana need fencing and security

Remedial Measures

- Recruit additional staff
- Purchase proper machinery and equipment (TLB, 2 x Tractor -Drawn for poison/herbicide applicator and 4 x Knapsack sprayer)
- Purchase transport for employees
- Maintenance of the sewer system in Botanical Park
- Provide security or fencing at Arts council grave site

Libraries

Libraries offer information services that meet the educational, recreational, development and cultural needs of the people of Mahikeng.
The library unit has a staff complement of 26 workers.

At present there are eight functional libraries, situated as follows:

- Mmabatho Library
- Mahikeng Library
- Barolong Boo Ratshidi Library
- Danville Library
- Miga Library
- Ottoshoop Library
- Lomanyaneng Library
- Ramatlabama 600 Modular Library

All libraries cater for the area that they are in as well as the surrounding villages. Support is given to poor communities by helping children with homework, school projects and promoting the culture of learning as part of promoting literacy. Libraries also play a vital role in providing students and the community at large with studying space which is crucial in preparing for exams and leisure reading.

Challenges

- No internet
- Shortage of staff
- Need for backup power supply

Remedial Measures

- Install internet or wi-fi for all libraries
- Recruitment of staff (cleaning)
- Purchase solar panels using conditional grants for all libraries

PUBLIC SAFETY

i. FIRE AND DISASTER MANAGEMENT

Section 53(1)(a) of the Disaster Management Act, 2002 (Act 57 of 2002) – hereafter referred to as “the Act”) requires MLM to prepare a Disaster Management Plan for its area of jurisdiction according to the circumstances prevailing in the area and within the ambit of its municipal disaster management framework.

Section 53(2) (a) of the Act specifies that the Disaster Management Plan for a municipality must form an integral part of the municipality’s IDP.

Section 26(g) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) lists “applicable disaster management plans” as core components of an IDP.

Other than satisfying the intent of the Disaster Management Act and any associated National, Provincial or Municipal Framework promulgated in pursuit thereof; the Disaster Risk Management Plan also supports the obligatory purpose of Local Government as contemplated in the Constitution of the Republic of South Africa, Act 108 of 1996; specifically, Section 152. (1).

Status Quo

Currently the Disaster Management Unit comprises only two staff members, i.e. a Disaster Management Coordinator and Disaster Management Officer. Their functions are to conduct disaster assessment within the municipal jurisdiction and to come up with recommendations for the community to be assisted with temporary shelters through the Planning and Development Directorate. The incumbents also have to attend various meetings that include events planning within the MLM, national key points meetings, command council meetings, district and provincial meetings.

Challenges

- Lack of human resource

Mitigation /Strategies

The municipality should employ Disaster Management Officers to do community liaison and to attend to preparedness and planning. Their main roles and responsibilities comprise disaster risk planning through the mapping of hazards and assisting with compilation of Municipal Disaster Management Preparedness Plans across the municipality and drafting of mitigation strategies that will assist the municipality to be resilient when disasters strike that have to be handled in terms of the Disaster Management Act 57 of 2002.

Disaster Management Officers are crucial to the municipality for conducting intense public disaster awareness campaigns within the MLM area of jurisdiction in order to capacitate our communities and increase their resilience. They ought to ensure that the municipality’s disaster management structures are in place, including ward-based disaster management

committees in compliance with the Disaster Management Act 57 of 2002.

LAW ENFORCEMENT

Currently Law Enforcement has fifteen traffic officers with fifteen vehicles operating within the MLM area of jurisdiction. The municipality has a Traffic Contravention System which is operational.

Challenges

- Lack of human resources

According to National statistics of 2016, the municipality has a total population of 314 000 which culminates in a ratio of one traffic officer per 10 000 people. As at 28 February 2020, the total number of vehicles registered in Mmabatho is 45 177, which means that the municipality needs to have at least 30 traffic officers on the road.

The municipality does not have dedicated by-law enforcement officers to deal with all municipal by-laws.

Road traffic congestion is evident in the Central Business District (CBD), especially during peak hours
Hub-hazard parking of vehicles in the CBD
Rehabilitation of the Bradford Park taxi rank

Mahikeng CBD is not developing and the number of vehicles is increasing

Mitigation /Strategies

The appointment of both traffic officers and by-law enforcement officers will enable the municipality to deal with municipal by-laws and traffic management within its jurisdiction.

Conversion of some of the streets in the CBD from two-way traffic to one-way traffic to manage traffic flow

Sourcing of service provider to implement a parking meter system to manage parking and stopping of vehicles in the CBD

Mahikeng revitalization plan to be implemented

TESTING AND LICENSING Status Quo

Currently the staff complement at Testing and Licensing is 29. At present testing for learner licenses is conducted manually although testing for learner licenses was computerized and administered by an external service provider since 2014. However, the contract has expired.

Other duties performed by the unit includes inter alia testing of roadworthiness of vehicles, testing of driver licenses, testing and issuing of roadworthiness certificates, testing of learner licenses as well as renewal of driver licenses and public driver permits.

Challenges

- Appointment of management representatives for both the Vehicle Testing Station (VTS) and the Driving License Testing Center (DLTC), a pit assistant and an E-natis administrator are legislative requirements MLM has only one Driving License Testing Center that serves 107 villages.
- The municipality is not yet in a position to test motor cycles due to lack of space to construct a motor cycle testing track
- Dysfunctional Computerized Learner License Testing System

Mitigation /Strategies

- Appoint management representatives for VTS and DLTC
- Procurement of a mobile learner testing vehicle to service 107 villages effectively and efficiently. Construct motor cycle track to cater for motor cycle testing
- Provincial Department of Community Safety and Transport Management to fast track the implementation of the Computerized Learner License Testing System.

FIRE BRIGADE SERVICES

Firefighting in South Africa is regulated by Fire Brigade Services Act 99 of 1987 (FBA) and executed by the various fire departments which have been established in each local municipal area. The objectives of the FBA were enacted in order to regulate and ensure the efficient operation of a fire safety system in South Africa.

The Act provides for: the establishment, maintenance, employment, co-ordination and standardization of fire brigade services preventing the outbreak or spread of a fire fighting and extinguishing a fire controlling incidents involving hazardous or dangerous goods and materials protecting life or property against a fire or other threatening dangers rescuing life or property from a fire or other dangers rendering an ambulance service as an integral part of the fire service, subject to the provisions of the National

Health Act 61 of 2003; fire safety functions; the performance of any other function connected with any of the matters contemplated in the items above, and to be a world class fire service

Status Quo

Currently the Fire Brigade Services has a staff complement of eighteen permanent employees. The municipality has three major firefighting engines and one Hazmat Unit which deals with hazardous material incidents.

Challenges

Aging rescue pumper and water tanker that have to undergo maintenance from time to time due to exhausted life span.

Staffing of vehicles and station does not meet the norms and standards as prescribed by the South African National Standards (SANS 10090) and Fire Brigade Services Act, (Act 99 of 1987) resulting in inadequate staffing levels on first responding units.

The Mahikeng municipal area of jurisdiction is too vast and there are no satellite fire stations at strategic points to cater for the community in those areas. This situation is not in line with the South African National Standards which prescribe the response time to the affected areas.

Mitigation /Strategies

Municipality should appoint a dedicated/specialized service provider to deal with maintenance of fire fighting vehicles. The municipality should appoint more personnel. The municipality should fast-track the implementation of Fire Brigade Master Plan to construct satellite fire stations.

Security Management and VIP Protection Services Status Quo

Currently Security and VIP Protection Services has a staff complement of five. A physical security service provider is contracted by MLM for a period of three years starting from 2020 to 2023 and is responsible for safe-guarding of municipal assets and municipal employees.

Challenges

- Lack of human resources
- There is no electronic access control system Not all municipal sites have security fencing Draft Security Policy

Mitigation /Strategies

- Employment of security personnel
- Procurement of Electronic Security Systems
- Erection of quality security perimeter fence
- Conduct workshops on security policy with all municipal employees
- Establishment of Community Safety Forum (CSF) within MLM to facilitate the delivery of a multi-sectoral governmental approach on safety in local communities

BASIC SERVICES: OBJECTIVES, STRATEGIES & KPIs

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS
Provision of basic water services in urban area	Development and execution of a maintenance plan for potable water network. Replacement of non-functioning meters. Replacement of asbestos AC pipes with PVC. Conduct water quality testing through the water and wastewater regional lab	Volume in kilolitre of water distributed in urban areas
The provision of basic sanitation services in urban areas	Development and execution of a maintenance plan for waste water network. Replacement of collapsed pipes. Conduct waste water quality testing through the water and wastewater regional lab	Volume in kiloliter of treated wastewater discharged from the wastewater treatment works
The maintenance of surfaced roads on the municipal road network	Development and execution of the Surface Roads Maintenance Plan	Length in kilometers of surfaced road maintained
The maintenance of stormwater drainage systems along the municipal road network	Development and execution of the Stormwater Drainage Maintenance Plan	Length in kilometers of stormwater drainage systems maintained
The maintenance of gravel roads	Development and execution of Gravel Roads Maintenance Plan	Length in kilometers of rural gravel road maintained
The maintenance of street lights	Develop Maintenance Plan for streetlights and execute accordingly	Number of street lighting maintained
The maintenance of high mast lights	Develop Maintenance Plan for high masts	Number of high masts lights maintained
The maintenance of traffic signal intersections	Develop Maintenance Plan of traffic signals and execute accordingly	Number of traffic signal Intersections maintained
The execution of MIG Projects	Design & construct new paved roads	Length in kilometers of gravel roads upgraded to paving

The execution of MIG Projects	Design & construct new outdoor centre	New outdoor sports centre developed at Mmabatho Stadium
The execution of MIG Projects	Design and construct new high mast lights per wards	Number of high mast lights to be constructed
The execution of MIG Projects	Design and construct new swimming pool	New swimming pool constructed
The execution of the EPWP programme	Recruit and appoint new participants for EPWP	Number of EPWP employees appointed
PUBLIC SAFETY		
OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR/S
To provide professional law enforcement management services	Conduct continuous road blocks	Number of roadblocks conducted
	Execution of warrant of arrest	Number of warrants of arrest executed
To provide testing and licensing in accordance with legislation	Issuing of driver License cards	Number of driver licence cards issued
To provide professional fire brigade services	Conduct fire safety compliance inspections	Number of fire safety compliance inspections conducted
	Render effective and efficient fire services	% of fire incidents reported and attended to
	Render effective and efficient rescue services	% of rescue incidents reported and attended to
	Conduct fire safety awareness campaigns	Number of fire safety awareness campaigns conducted
To provide professional disaster management	Conduct awareness campaign	Number of awareness campaigns conducted
	Conduct disaster risk assessments	Number of disaster risk assessments conducted
	Consult stakeholders, ward counsellors, traditional leaders, ward committees and communities	Number of ward-based disaster management committees established
To provide security and VIP protection services	Presentation of information security awareness campaigns within municipality	Number of information security awareness campaigns conducted

Establish Community Safety Forum for MLM	Prepare and submit item for council resolution	Council resolution to establish Community Safety Forum
	Facilitate the delivery of multi-sectoral government approach on safety and local communities	Community Safety Forum established
Development of Mahikeng Community Safety Plan	Co-ordinate stakeholders to compile the Community Safety Plan	Fully Developed Community Safety Plan

COMMUNITY SERVICES

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATORS
To provide waste management services	Removal of waste from urban households to create a clean and healthy environment as provided for in Section 24 of the RSA Constitution	Number of household and trade premises provided with refuse removal services in residential urban areas
To raise environmental awareness in the community to promote a healthy and clean environment for all	Conduct environmental awareness	Number of Rata Mahikeng campaigns conducted
To provide waste management services	Effective operation and maintenance of the Mahikeng landfill site.	Landfill site operational and maintained
To promote parks and recreational services	Provision of recreational and green spaces to residents and visitors for sustainable development of all parks	Number of parks maintained
To ensure access to information	Help residents to learn about the services that are available at the libraries and to encourage them to make use of the libraries	Number of library services awareness campaigns conducted

5. GOOD GOVERNANCE

Background

Good governance is about transparency and accountability in governing the area, municipality and its citizens in accordance with the spirit of the Constitution of the Republic of South Africa. It includes community consultation, participation and empowerment as a central feature. Focus is directed towards strengthening wards, ward-based plans and the institution in order to improve community participation and the governance of the municipality through a ward committee system established in terms of Section 73 of the Municipal Structures Act no 117 of 1998. Despite its limited resources, MLM continues to strive to ensure that community participation is at the centre of its planning process as dictated by Chapter 4 of the Municipal Systems Act 32 of 2000.

Process Overview

Legislative Framework Steps and IDP Process for the review of the 2023-2024 IDP

The municipality's Process Plan is prepared in terms of Section 28 of the Local Government: Municipal Systems Act 32 of 2000 which specifically prescribes that: "(1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan."

Below is an outline of the process towards the development of the 2023-2024 reviewed IDP of Mahikeng Local Municipality.

PREPARATION

Activity	Purpose/outcome	Roles and responsibility	Month	Quarter	Legislative	Document
Review of the previous budget process.	What worked well, what didn't, where to improve and issues to address for legislative compliance and completion of the Budget Evaluation Checklist (BEC) (By early August before determining the new schedule of key deadlines)	IDP/Budget Committee Steering	31 July 2023	1st Quarter	MFMA	Review of the previous budget process.
Develop the IDP Framework and Process Plan.	Guide the planning, drafting, adoption and review of the IDP and budget. Establish committees and consultation forums for the IDP and budget process.	Executive Speaker Mayor Municipal Manager Ward Councilors Officials IDP Manager	31 August 2023	1st Quarter	MFMA s21 MSA s27 MSA s28	Integrated Development Planning Framework Schedule of key deadlines
Submit schedule of key deadlines (Process Plan) to Council.	Table a time schedule outlining key deadlines in the municipal Council Approval of schedule of key deadlines (Process Plan) by Council must be at least ten months prior to the start of the budget year	Executive Mayor	31 August 2023	1st Quarter	MFMA s21 MSA s28	Schedule of key deadlines Council Resolution
Publish schedule of key deadlines (Process Plan) and submit to MEC for Local Government in the province	Inform public of the process to be followed in developing the IDP	Budget and Financial Planning Manager	10 September 2023	1st Quarter	MSA s28(2)(3) MSA s31	Municipal Website Newsletter Advert Local Government and Human Settlement (LG&HS)
District IDP inputs	District consultation of meetings on the IDP process	Executive Mayor Municipal Manager	31 August 2023	1st Quarter	MSA s27	IDP Process Plan

ANALYSIS

Activity	Purpose/outcome	Roles and responsibility	Month	Quarter	Legislative	Document/POEs
Institutional, Community and Stakeholder Analysis	Collection of institutional, community and stakeholder needs analysis templates	All wards	30 September 2023	1st Quarter	MSA s16(1)(i)	List of priorities
IDP/Budget Forums Meetings	Prioritization of needs per ward and villages/areas	Ward Councilors Relevant Directors Ward Committee members Speaker's office IDP Manager	30 September 2023	1st Quarter	MSA s16(1)(i)	List of priorities
Briefing councillors (Analysis presentation)	Adopt the needs analysis and prioritize needs presented	Executive Mayor	30 September 2023	1st Quarter	MSA s16(1)(i)	List of priorities
Public participation meetings/ community-based planning at ward /village level	Consult local communities on their development needs and priorities.	Office of the Mayor Office of the Speaker Office of the Municipal Manager Administrations Councilors	30 September 2023/ 31 October 2023	1st Quarter/ 2nd Quarter	MSA s16(1)(i)	List of priorities
Consolidated Community Needs Analysis	Consolidated report on community needs distributed in preparation for strategic planning session	Municipal Manager IDP Manager	30 September 2023	1st Quarter	MSA s16(1)(i)	List of priorities

STRATEGY DEVELOPMENT

Activity	Purpose/outcome	Roles and responsibility	Month	Quarter	Legislative	Document/POEs
Review financial position	Initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials	CFO	30 September 2023/ 31 October 2023	1st Quarter/ 2nd Quarter	MFMA s 35 MFMA s36 MFMA s42	Budget related policies
Draft initial allocations to functions(budget)	Start preparing draft budget and plans for the next three years	CFO	30 September 2023/ 31 October 2023	1st Quarter/ 2nd Quarter	MFMA s21	Budget Process Plan
Directorates/Management strategic planning sessions	Presentation and compilation of Directorate Strategic Plans with personnel, operational and capital budgets and draft top layer KPIs.	Municipal Manager All Directors	30 November 2023	2nd Quarter	MSA s30	Minutes of the meetings
Mayoral committee strategic planning session	Establish service delivery and development status quo – define and confirm priority issues	Municipal Manager Executive Mayor	30 November 2023	2nd Quarter	MSA s30	Minutes of the meetings
Council strategic planning session	Determine objectives and strategies - Outline the direction and development trajectory of the municipality and outline how to get there	Councilors and Management	30 November 2023	2nd Quarter	MSA s30	Minutes of the meetings

PROJECT AND INTEGRATION

Activity	Purpose/outcome	Roles and responsibility	Month	Quarter	Legislative	Document/POEs
Preparations and submission of 3 - 5 year proposed projects	Designs of project proposals, setting of project objectives, targets and indicators and presentation of integrated programmes and projects by directorates to the IDP	All Directors IDP Steering Committee	03 October 2023 - 28 February 2024	2nd Quarter -3rd Quarter		Reports
IDP Steering Committee	Integration of sector plans into the IDP to address basic service needs of community e.g. water, roads, electricity etc.	IDP Steering Committee/IDP Representative Forum	28 February 2024	3rd Quarter		Reports
	Alignment of IDP with National and Provincial Plans	IDP Steering Committee	31 March 2024	3rd Quarter	MSA s24	Reports
Table draft IDP	Council to approve the draft IDP presented	Executive Mayor	31 March 2024	3rd Quarter	MSA s25	IDP Reports

IDP/BUDGET APPROVAL

Activity	Purpose/outcome	Roles and responsibility	Month	Quarter	Legislative	Document/POEs
Council approves, adopts the draft IDP & budget	Council resolution approving draft budget	Council	31 March 2023	3rd Quarter	MSA s 25	Council resolution IDP
Advertise the draft IDP for comments	Inform public of facilitation of community and stakeholder participation and consultation into the IDP and budget compilation process	Municipal Manager IDP Manager Communication Manager	02 April 2024	4th Quarter	MSA s 25(4)(a)	Advert
Advertise the schedule for community consultative meetings	Community participation in the IDP	Municipal manager IDP Manager	30 April 2024	4th Quarter	MSA s 25(4)(b)	Advert
Public participation meetings/ Community-based planning at ward / village level	General public to comment on the final IDP and Budget	Office of the Mayor Office of the Speaker Office of the Municipal Manager Administrations Councilors	30 April 2024	4 th Quarter	MSA s16(1)(i)	Public Comments feedback
Adoption of final IDP	Council to adopt the IDP and budget	Council	31 st May 2024	4 th Quarter	MSA S34(a) & MFMA S16	Council resolution
Submit IDP and budget to relevant departments	Submit the approved IDP to the MEC of Local Government & National Treasury within 10 days after approval	CFO and IDP Manager	10 June 2024	4th Quarter	MSA s32	IDP

Mahikeng Local Municipality Integrated Development Planning Structures External Consultation

Linking Of IDP Process Plan & Summary of Community-Based Planning and Public Participation Processes

Approach To Community-Based Planning (CBP): The CBP process uses ward committees with the ward councillors as the driving vehicle for planning. The Municipal Systems Act no. 32 of 2000 entrenches participation as a central concept of IDP. The approach used does not simply improve participation in the IDP, but assists wards to develop locally owned ward plans, which build on local strengths, focus on local action and identify support needed externally through the IDP and from sector departments. The CBP/IDP objective is to improve municipal-level plans but also to provide a platform for community empowerment. This means that CBP is a stepping stone for strengthening local governance and community action. This approach requires commitment from the municipality to enable citizens to move from being mere passive consumers of services to active citizens who are able to participate in meeting their development priorities.

Mahikeng local municipality Community ward-based planning was conducted from 10 October 2023 to 24 November 2023 as follows:

DATE	TIME	CLUSTER	WARDS	VENUE
10/10/2023	09:00	A	02,03,04,06,32,28,33	Mogosane Junior Bucks Sports ground
13/10/2023	09:00	B	01,12,14,19,20,22,34	Magogoe Keolebogile Sport ground
17/10/2023	09:00	C	05,07,09,15,17,21,27	Skoongezicht Sport ground
19/10/2023	17:00	Rate Payers	All urban wards	Mmabatho Civic Centre
20/10/2023	09:00	D	08,11,13,16,29,30,11	Darkies sports ground Seweding
24/10/2023	09:00	E	18,23,24,25,26,31,35	Louisdal sports ground

District IDP Representative Forum

The establishment of this forum aims to strengthen the IGR and to ensure that the municipalities that constitute the district and the sector departments work together in planning and implementation of projects and programmes. The forum also serves as a platform for sector departments to provide the municipalities in the district with new projects that have been identified and approved for the ensuing financial year. The Ngaka Modiri Molema District Municipality IDP representative forum was held on 13th February 2024.

Local IDP Representative Forum

This is the Forum that has been established in line with the IDP guidelines to institutionalize and guarantee representative participation in the IDP process; as well as to conform to the principles of the Inter-Governmental Relations Act no.13 of 2005. The forum consists of both internal and external stakeholders. The Mahikeng District Municipality IDP representative forum was held on 6th May 2024.

The Forum's primary objectives are outlined below:

- Provide feedback on project and or programme implementation as they appear in the IDP document
- Provide information about projects and programmes earmarked for the next financial year by the municipality and other stakeholders
- Discuss general service delivery challenges and propose strategies to effectively deal with identified challenges

Composition of Local IDP Representative Forum

The following stakeholders constitute the IDP representative forum of the municipality:

STRUCTURE/ STAKEHOLDER	COMPOSITION	ROLES AND RESPONSIBILITIES
Executive Mayor and Mayoral Committee	Executive Mayor and members of the Mayoral Committee	• To decide on the Process Plan and make firm recommendations to Council • Chair meetings of IDP Forum
Council	All Councillors	• Approve the Process Plan and the IDP
IDP Technical Committee	• Municipal Manager • IDP Manager • LED Manager • Senior Managers(section 57) • Communication Manager • Departmental Heads • Member of the Mayoral Committee responsible for planning	• Provides terms of reference for the various planning activities • Commissions research studies • Considers and comments on inputs from sub-committees and community inputs • Processes, summarizes and documents outputs • Makes content recommendations • Prepares, facilitates and documents meetings
Secretariat	Provided by the Secretariat	• Record proceedings at IDP meetings • Issue invites for all meetings • Distribute minutes and reports to all stakeholders

IDP FORUM	• Executive Mayor • IDP Technical Committee members. • Members of Mayoral Committee • Councillors • Traditional leaders • Ward Committees • Community Development Workers • Regional, Provincial & National Government Departments • Representatives of organized groups • Stakeholder representatives of unorganized groups • NGOs/ CBOs • Agricultural Organizations • Parastatal Organizations	• Represent interests of their constituents in the IDP process • Provide organizational mechanism for discussion, negotiation and decision-making between the stakeholders including municipal government • •Ensure communication between stakeholder representatives including municipal government • •Monitor the performance of the planning and implementing process
Municipal Manager	Municipal Manager	Oversees and assumes responsibility for the whole IDP process
IDP Manager	IDP Manager	Manage the process of developing and revising the IDP
Ward Committees	All members of Ward Committees.	• Link the planning process to their wards • Assist in the organizing of public consultation and participation engagements • Ensure that the annual municipal budget and business plans are linked to and based on the IDP

Internal Consultation

The internal consultation is led by the IDP Unit through the office of the Municipal Manager and it continuously assesses the existing level and standard of developments, while equally seeking to strengthen the municipality's internal capacity to improve service delivery. This was done in compliance with the proposed Process Plan which was subsequently adopted by Council. The process included extensive and constant consultation (formal and informal) with all directorates. Consultation has been continuous until the final document was consolidated for Council approval.

IDP/Budget Steering Committee

The IDP/Budget Steering Committee is established to act as a working committee that manages the day-to-day activities of the IDP and budget process. This committee is also responsible for finalizing the IDP, budget and PMS. The committee convenes regularly to ensure proper planning and budgeting.

DEVELOPMENT NEEDS

WARD NEEDS

WARD 1

Section	Needs	Priorities
Magelelo	-High Mast Light x 3 -Water and Sanitation -Job Creation -RDP houses -Paved Road from Seleje VD to Makgabane -Bridge between Seleje and Makgabane -creche -electricity infills -Library -recreational facility -scholar transport from Magelelo to Seleje High School -De Bushing -Borehole repairing -water tanks -skills development	1.Road from Seleje to Makgabane 2.Scholar transport 3.Debushing
Madibe Makgabana	-Water reticulation -Road to Makhareneng -Bridges x3 -Makgabane primary school debushing -Clinic to open 24hrs -High school -Multipurpose centre -Provision of High Mast Lights: in Lekoko -School maintenance	1.Pavement Provision 2.School Transport; Mojojo Section 3.Agricultural Project Lapsed: for Old Age 4.RDP houses: Insufficient
Seleje VD	-Jobs -High Masts x 4 -RDP -Agricultural Support -Water and Sanitation -maintenance of water pipes -Completion of tar road from Madibe to Modimola -Bridge between Madibe and Segelelo -Storm water drainage -re gravelling of road from Matlapaneng -Electricity infills -	1.Bridge 2.High mast lights x 4 3.Completion of road from Madibe to Modimola <i>Paved Road from Seleje VD to Makgabane</i>

Lekoko	-High Mast lights -Scholar Transport -Job creation -RDP - Water and Sanitation -High School -Road from N18 to Bray Road -Internal road from Bray Road -Library -Sports ground -electricity infills -High mast lights -Renovation of Lekoko school	1.Road from N18 to Bray Road 2.High mast light 3. High school
Modimola	-Water and Sanitation -Road from Madibe to Modimola -Pavement from Modimola to Serotswana -Scholar Transport -Community Hall -Network Tower -High mast lights x 6 -Network tower -Windmill refurbishment -Clinic -Completion of existing RDPs	1.High mast lights x 6 2.Road from Madibe to Modimola 3.Pavement from Modimola to Serotswana 4. Modimola Clinic: 24 HRS, 7 Days
Unemployment age: 18-35 people above 40 years not benefiting RDP houses; Modimola village Provision of Electricity -Water Provision; Makhubung & Tontonyane -Electric Projects; River Side, incomplete project -Crime - Transport -Provision of Clinic: between Makhubung & Tontonyane -Primary School; N18 Roads to Tontonyane		

WARD 2

Section	Ward Need List	Priorities
Unit 15	-3 high-mast lights -resealing/patching of potholes -de-bushing -clearing of illegal dumping spots -grading of sports ground -maintenance of street lights	1. High-Mast lights 2. Resealing/patching of potholes 3. De-bushing
Phadima	-High mast lights x 3	1. Multipurpose centre

	-multipurpose centre -Bridge between ward 1 and ward 2 -Electricity project for Phadima extention -Extension of water pipes -RDP -Pavement from Bray Road to Sedibeng Plant -high mast lights -Scholar transport from Serotswana to Modimola	2.Pavement from Bray to Serotswana 3.Electrification project
Masutlhe1	-High mast lights x3 -Maintenance of water infrastructure -Re-gravelling from Serotswana to Mmasutlhe 1 -RDP -Type 2 electricity infills -Schola transport from Mmasutlhe 1 to Modimola -CWP/EPWP -Bridge in Masutlhe 1 & Kabe -Electricity Infills	1.Highmast lights 2.Electrification project 3. Scholar Transport
Lekung	-High mast lights x3 -Electric project -RDP -EPWP -Road from Mmasebata to Lekung -electric water pumping engine -Water pipes extension -Drilling of new boreholes -drinking water for livestock -multipurpose centre -Wi-fi -Provision of water tanks for Drinking water -refurbishment of sports ground	1.Highmast lights 2.Road from Mmasebata to Lekung 3.Electrification project
Mmanawana	-High mast lights x3 -Paving or Tar Road from Dibono to Manawana -RDP -Jobs -mobile clinic -Job creation -sports ground	1.High mast lights x3 2.Road from Dibono to Mmanawana 3.Sports ground
Dibono	-High mast lights x 3 -Paving or Tar Road from Dibono to Manawana -Multipurpose Centre -Water	1.High mast lights x 3 2.Multipurpose centre 3.Pavement from Dibono to Mmanawana
Masutlhe 2	-High mast lights x3 -Electricity project -Recreational facilities	1. Electrification project
Serotswana	-High mast lights x 3 -RDP	1.High mast lights 2.Road from Serotswana to Mmasutlhe

	-Regravelling of internal roads from Serotswana to Mmasutlhe 1 -Multipurpose centre -job creation -Extention of water pipes -Scholar transport from Serotswane to ward 1	3.Multipurpose centre
Kabe	-High mast lights x 3 -Paving or Tar Road from Disaneng to Kabe -RDP -CWP -clinic -paving/tar roads -Extension of water pipes -Electrification Project -Energized High Mast Lights	1.High mast lights 2.Paving from Kabe to Disaneng 3.Electrification project
Moletsamongwe	-High mast x3 -Internal pavement road from Moletsamong to Tontonyane -RDP -extension of water pipes -Scholar transport from Moletsamongwe to Modimola -Electricity project -Pavement -Multipurpose centre -Road from Bray Road to Sedibeng plant	1.High mast lights 2.RDP 3.Road from Bray to Serotswana to Moletsamong primary school.
Tontonyane	- High mast lights x6 - Recreational Facilities -Water -High Mast Lights -Electricity infills -RDP houses -Internal road from Ditankeng to Bray Road	1. High mast lights x 3 2. Internal Road from Ditankeng to Bray Road 3.
Airport View	-High Mast Lights x 3 -Electricity -internal roads -Clinic -EPWP -Voting station	1.High mast lights 2. Internal roads 3.Clinic
Mmasutlhe West	-High mast lights x 3 -Electricity project -Re-gravelling of internal roads -EPWP/CWP -RDP -Extension of water pipes -water tanks	1.High mast lights x 3 2.Electricity project 3.regravelling of internal roads

	-WIFI	

WARD 3

Section	Ward Need List	Priorities
Miga	-Clinic to operate 24hrs -High Mass Light -Electricity Projects -Road Maintenance -Re-gravelling of Internal Road -Extension of water from existing boreholes	1. Water (Boreholes not connected in Miga Tribal) 2. RDP 3. Electricity 4. Re-gravelling of Internal Road
Ikopeleng	-Water -RDP -High masts -Internal pavement -Jobs for youth -Scholar transport -WI-FI	1. Road 2. Water 3. RDPs 4. Pavement from Magokgwane to Ikopeleng
Six Hundred	-Roads -RDP -Electricity -Water -Upgrading of Multipurpose centre	1. Road 2. Water 3. Electricity
Magokgwane	-Pavement from Magokgwane to Ikopeleng -Leisure Park -Multipurpose Centre -High mast -Water infrastructure upgrading -Pavement to N18 Road (Magokgwane)	1. Road 2. RDP 3. High Mast Lights 4. Pavement from Magokgwane to Ikopeleng
Dimorogwane	-Pavement; Botshabelo Ikopeleng -Water - School -Re-graveling of internal roads -Satellite Police station -High mast light -Bigger Reservoir -Boreholes -Maintenance of existing high mast lights -Bigger reservoir -Crime prevention -Repair of existing boreholes	1. -Pavement; Botshabelo Ikopeleng Road 2. Water 3. Electricity
*Stand pipes		

*Energized High Mast Lights
 *24 hours operating clinic
 *Pipe Extensions
 *Water Tanks

WARD 4

Section	Ward Need List	
Tsetse	-Re-gravelling of Internal roads -Refurbishment of Tsetse Stadium -Satellite Police Station -Graveyard fencing -Water -Job creation -High mast lights x8 -Renovation of Tsetse Primary -Clinic to operate 24hrs & adequate resources -Free Wi-Fi access -Electricity at New Stand -Paving of road at new stand -Service and maintenance of existing boreholes -Refurbishment of Library -Fencing of Library	1. Refurbishment of Tsetse Stadium 2. Refurbishment of Library 3. Fencing of graveyard
Ottoshoop	-VIP toilets -RDP houses -High school -Fire station with firefighting truck -Refuse removal -Clinic to operate 24hrs -Flee Market -Water tank with lights to be fixed -Closing of dolomite holes -Need for a primary school -Internal roads -Electricity -High masts	1. Community Hall 2. Internal Road Re-gravelling 3. Fencing of graveyard

	-Community hall -Graveyard fencing -Sports facility -Re-gravelling of internal roads -Alternative homes for those in dolomitic area -Youth employment -Sports facilities -Reliable scholar transport -Job creation	
Matsapole	-High mast lights -Re-gravelling of internal road - Agricultural Support	1.High mast lights 2. Re-gravelling of internal road
Klippan	-Job creation -VIP toilets -State land farms to have fire belts -Veld fire control support -Firefighting equipment -Waste management -Environmental protection and conservation -An integrated/synchronized security camera system -Police visibility in farming communities	1. Fire belts
*Library		

WARD 5

Section	Ward Need List	
Mokgweetsi Primary section	-Pavement from ZCC Church and Mokgweetsi Primary School roads	1.High mast lights 2.EPWP/CDW 3.RDP
Whole ward	-High mast lights -RDP houses whole ward -Water	1.Water

Lomanyaneng	-Road from Lomanyaneng Primary – Lotlhakane - De - bushing -CWP employment -Refurbish and completion of RDP houses -Demolish illegal dumping site -Renovation /Installing artificial grass - Community hall -Paving -Electricity -Paving -Electricity -RDP -Boreholes to be equipped	1. High mast lights
*Re-gravel *Water for those who paid R3800 at NMMDM		

WARD 6

Section	Ward Need List	Priorities
Mogosane	-RDP -Completion of Existing RDP -Clinic to operate 24hrs -Re-gravelling of internal roads -Electricity (new transformer) -VIP Toilets -Water at Meraka Section -High Mast lights -Community Hall -Fencing of grave yard	1.Water infrastructure maintenance 2.Internal road to Sloja 3.RDP Houses
Lokgalong	-High mast light next to clinic -Scholar Transport -RDP -Internal roads Re-graveling -Electricity	1. Water infrastructure maintenance 2.Electricity project 3.CPWP
Tlapeng 1	-Mogosane Road -Road from Lokaleng to Tlapeng -High mast lights -Scholar transport -CWP -RDP -Water -Job Creation -Cattle handling facility with kraal -Creche	1.Job creation 2.Water 3.RDP

Tlapeng 2	-Mogosane Road -Road from Lokaleng to Tlapeng -High mast lights -Scholar transport -CWP -RDP -Water -Job Creation -Cattle handling facility with kraal -Creche	1.Community Hall 2.Water 3.RDP 3.Electricity
Moletsamongwe	-Highmast lights -Road to school -Sholar transport -CDWP	1.Highmast lights extensions 2.Road to school
Mabutshwane	-Highmast lights -Agricultural support -Skills development	1.Highmast lights
Lokaleng	-Highmast lights -High school -Clinic to open 24hrs -Community Hall/Multipurpose centre -EPWP -Electricity	1.Highmast Lights-High school 2.Community Hall/Multipurpose centre 3.High school
*Brick making plant		

Section	Ward Need List	
Extension 38	-Internal Roads Gravelling -Drainage System -High-mast lights -De-bushing -Water -Pavement in front of Boikagong -Rehabilitate sports ground -Multipurpose centre -Removal of illegal occupants in RDP houses and redistribution - Cleaning of water tunnel - Erection of bridge between Montshiwa and extension 38 - Facing out of Toro ya Africa water credit for all households - Installation of prepaid water meter reading	1.Internal Road Upgrading 2.High Mass Light X 4 3.Pavement next to Boikagong 4.Road from sewage to Imperial
Rhodes Park	--Internal roads Re-gravelling -Housing - Distribution of rubbish bins and refuse removal -High-masts -De-bushing - Installation of prepaid Water meter reading -Long-time residents request to be allocated houses as first priority	
Golf View	- Resealing of roads -Cutting of trees -Parks Maintenance -High rate of crime and drugs -Street light maintenance -Internal roads maintenance -De-bushing -Strict Bi-laws & implementation -Clinic -Refuse collection -Re creational activities -Youth employment golf view -Zoning regulations - Installation of prepaid water meter reading	1. Resealing of roads
Chines Gardens	-Resealing of internal road	1. Resealing of internal road
Imperial	-Resealing of internal road	1.Resealing of internal road
Libertas	-Storm water system upgrade -De – bushing -Maintenance of park -Re-sealing of internal roads -Maintenance of street lights	1.Resealing of internal road

	-Verification of mushrooming schools - 4 way stop sign at Viljoen Street - Installation of prepaid water meter reading	
Dikgatlhong	-De-bushing -Job creation -RDP Houses -Bridge -Sports ground refurbishment - Pavement of Internal roads - Permanent solution of leaking sewer	1.Job Creation 2.Borehole X2 3.Pavement from Ga-Mmelara 4.Sewer upgrade
*Multipurpose		

WARD 8

Section	Ward Need List	
Bodiri Primary School	-Pavement all internal sections -Debt Cancelling -Water Crisis -Refuse collection (Filth) -Cable Theft control -Street light maintenance	1. Bricks Plant 2. Community Centre 3. Pavement All Internal Section
Naledi	-Upgrade and maintenance of Montshioa stadium -Street light - Substance abuse rehabilitation centre -Title deeds -Shopping centre -Montshia cultural village ownership status -Cable theft prevention	1. Bricks Plant 2. Community Centre 3. Pavement All Internal Section
Unit 1	-Paving -Job creation -Brick making plant -Road patching/resealing -De-bushing	1. Bricks Plant 2. Community Centre 3. Pavement All Internal Section
Montshioa	-Upgrade and maintenance of Montshioa Stadium -Street light repair & maintenance -Rehabilitation centre -De-bushing and dumpinf site clearing around all schools in Montshioa -Maintenance of infrastructure -Fencing of Montshioa stadium -Unblocking of storm water drainage -Low water pressure	1. Bricks Plant 2. Community Center 3. Pavement All Internal Section

	-Sanitation services	
Unit 5	-Road signs -Rehabilitation of unit 5 parks -Fencing DP Kgotleng sports ground	- 1. Bricks Plant 2. Community Center 3. Pavement All Internal Section
Buruit	-New internal roads or pavement -High mast lights -New water pipes -Verification of mushrooming student accommodation -Noise control -Substance abuse control -Speed humps	1. Bricks Plant 2. Community Center 3. Pavement All Internal Section
Unit 2	-Substance abuse prevention -Road signs & markings -Scholar patrol at all schools -Maintenance of all three parks -CPF -Sports ground maintenance at DP Kgotleng	1. Bricks Plant 2. Community Center 3. Pavement All Internal Section
Unit 8	-Support of recreational activities (i.e spin city, cycling, bookclubs) -Speed humps in all unit 8 streets	1. Bricks Plant 2. Community Center 3. Pavement All Internal Section
*Pothole patching *Asbestos removal *Solar geyser *RDP		

WARD 9

Section	Ward Need List	
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Mosiane View Sports Grounds	-High mast lights -Internal roads -Unemployment	
Mosiane View	-Internal roads -High mast lights -Electricity -Pavement -Water -Sports & Recreational centre	1. Pavement 2. Internal Road 3. High Mast Light
Dihatshwane	-Electricity -Waste Water treatment project -Library -Roads -Water -High school & Police Station -Clinic -CPW -High Mast Lights	1. Electricity Projects for New Stands 2. Road 3. Water Extension
New Stars Sports Grounds (Rooigrond)	-Clinic -Internal roads -Infills -Water -High mast lights	1. Clinic
Rooigrond	-Clinic -Primary -Paving of internal roads -Satellite police station -Multi-purpose centre -Re-gravelling of roads -Electricity -VIP toilets -Refuse collection -High Mast Lights -Water -Electricity -Job creation -CWP -Completion of all existing tender projects -School -Unfinished projects -Sewage	1. RDP 2. Electricity 3. Water

Monakaladi sports	-Roads -Water -RDP -High mast light -Electricity	1. Clinic 2. Primary School 3. Pavement
Matsatseng	-Land -Water -Electricity -Internal roads -VIP toilets -High mast lights -RDP -Schools -Clinic -Multipurpose centre -Job creation	1.Land Allocation 2.Electricity 3.RDP House
Riviera Park	-Municipal services -Refuse collection -Re-sealing of roads -Pothole patching -De-bushing -Street lights maintenance and repairs -Road signs -Road marking -Mahikeng Game reserve upkeep -Noise control at night club	1.Resealing of roads 2.Debushing 3.Street light maintenance
Golfview	-De-bushing -Clearing of dumping sites -Refuse collection -Potholes & internal roads -Speed humps	
Slurry	-Electricity -RDP -Water -Multi-purpose centre -Roads	
*Boreholes *		

WARD 10

Section	Ward Need List	
Redibone High School	-De-bushing -High-masts -Potholes -Filthy water -Cleaning of park -Fencing of school	1.Pothole patching 2.Resealing of roads
Mmabatho High School	-Street lights -Potholes -Street lights -De-bushing	1.Pothole patching 2.Resealing of roads
Unit 5	-Unit 5 parks to be maintained -High mast lights -Street lights -Pothole patching -De bushing	1.Pothole patching 2.Resealing of roads

WARD 11

Section	Ward Need List	
Milan Sports Grounds Peace Creators BM Mokitime	-Internal roads -Water -Recreational facility -High mast light -RDP houses	1.Pavement from KFC creche to Bray road 2. Energising high mast lights
Mocoseng	-Multi-purpose centre -water -sufficient water tanks -Library -Maintenance of sports ground -Re-gravelling of internal roads	1. Energising high mast lights
Seweding	-Multipurpose centre	

	-High mast lights	
1.Community Hall 2.High mast lights 3.Pavement from KFC crèche to Bray road 4. Clear dumping at kitchen farm 5.Chicken Farm road 6.Supporting of sports arts and culture		

WARD 12

Section	Ward Need List	
Tontonyane	-High mast lights -VIP toilets -Clinic -Community hall/multipurpose centre -Water -RDP houses -Gravel roads -Sports facilities -Pavement -Grave yard -Bridge: Old Tontonyane & amp; Makgetlha View -School Transport -RDP Houses -High Mast Lights: Energised -Scholar transport -Bridge (Makgetla view)	1.Clinic 2.Grave Yard Fencing 3. High Mast Light 4.Scholar transport
Mocoseng	-RDP houses -Pavement from the sewer to Vicky's Tavern -High Mast lights -VIP toilets -Recreational centre -Water/boreholes -Gravelling roads -Sports ground -Provision of Pavement Road: Vicky Section (all sections) -Provision of RDP Houses	1.RDP Houses 2.Pavement from the sewer to Vicky's Tavern 3.High Mass Light 4.Water
Unit 13	-Internal roads -Sports facilities	1.High Mass Light 2.Multipurpose Centre

	-Empty stands to be occupied -Community hall -Speed humps -Highmast lights -Pothole patching -De-bushing -Empty stands to be occupied -Skip bin Unit 13 and Unit 14 -Skills development -Job creation	3.Resealing of Internal Street from Thuto Botshelo to Vicky's tavern.
Unit 14	-Street repairs -Library -Speed humps -High mast lights -Potholes -De-bushing near Kebonang High school -Empty Stands -Skip bin near Kebonang	1.Resealing of internal roads
-Street lights -Clearing of grass on open sites -provision of refuse bins -Unit 13 & 14: potholes and IDP oversight visit not done -Speed humps: Mokala Street -Speed humps, Potholes and Roads Signs: Cnr Maretlwa & Mamelongwana - Speed humps: Motsotsojana Street - Unemployment: Skills Development Programmes to assist Youth - Delapidated Infrastructure: MIG to assist Unemployment		

WARD 13

Section	Ward Need List	
Unit 8	-Potholes -Street lights -clean Water -Jobs	
Unit 9	-Potholes -Street lights -Water dirty -Jobs -de-bushing	

	-De bushing -upgrading of unit 9 stadium -Clearing of grass on open sites -Provision of refuse bins -Street maintenance -Recreational Park -Community swimming pool -Unblocking storm water drain system -Upgrade of unit 9 clinic -EP Lekhela school upgrade & addition of classrooms -Tlholoe bridge -Bi laws implementation	1.Upgrade unit 9 clinic
Unit 10	- De bushing -Clearing of grass on open sites -Provision of refuse bins -Street maintenance -Recreational Park -Community swimming pool -Unblocking storm water drain system -Upgrade of unit 9 clinic -EP Lekhela park upgrade -Tlholoe bridge -Bi laws implementation	
Unit 12	-resealing of streets -Street lights -clean Water -Jobs	
Unit 13	-Internal roads -De-bushing -Prepaid water meters -Street light repairs -Speed-humps near Thuto Botshelo Primary School - De-bushing & grass cutting at Kebonang High School High School	
1.resealing of internal roads in the whole ward		

Section	Ward Need List	
Kaizer Sport Phefeni and Clinic section	-Internal road re- gravelling from N18 to Ga-Israel, storm water management for new pavement -Bridge between Mocoseng and Phatsima -EPWP/CWP -24hrs Clinic -VIP Toilets	1. Bridge between Mocoseng and Phatsima
City Birds	-Infills -Sport grounds rehabilitation -Bridge between Cnr Vryburg and Lerato café -High mast lights -Stormwater channel from new pavement to letlamoreng dam -Dumping site clearing -RDP	1. Bridge between Cnr Vryburg and Lerato café
Phatsima	-Internal re-gravelling -High mast lights -Tontonyane road to molapong re-gravelling -RDPs -Water -Rehabilitation centre -Multipurpose centre -Bridge -Unemployment: Locals be prioritised in job opportunities -EPW/CWP: Permanent Jobs - Rape, Crime scenes: in Kunjani Section - Provision of Clinic	1.Bridge 2.Clinic 3.RDP
Seweding	-RDP houses -High mast lights -clinic -New graveyard -fencing of current graveyard -equipping of existing borehole -maintenance of Letlamoreng Dam -Job creation -satellite police station -rehabilitation centre -multipurpose centre	1. equipping of existing borehole
-Drugs addiction problem: assisted with rehabilitation centre. -RDP Houses: only 200, number be increased		

WARD 15

Section	Ward Need List	
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Ratshidi Park	-Alternative road on N18 from Batswana funerals to Lotlamoeng -Two bridges, 1 for replacement & 2nd one refurbishment & maintenance -Construction of stadium at the sports ground known as “Montshioa Swallows” -KGOSIENTSHO ROAD -Fencing with palisades of sports grounds -RDP -High mast lights - Pavement from clinic –Maseru	1. Construction of stadium at the sports ground known as “Montshioa Swallows”
Bokone	-De- bushing -Water -Maintenance of pipes -Fix burst pipe	
Tloung	-High Mast Lights -Multipurpose Centre -Pavement - Cleaning of river streams (Tloung)	1.Pavement
Lerwaneng	-Rehabilitate bridge -Pavement	1.Bridges
*CPF for crime prevention *Job Creation		

WARD 16

Section	Ward Need List	Priorities
Motlhabeng	-Road from MT to bray RD to circle to Motlhabeng clinic up to Tshipiyanotho Robots. -Motlhabeng clinic to operate 24hrs -Multipurpose centre -SMME support -RDP Houses and unfinished RDPs to be completed -High mast lights -Refurbishment of internal roads -Clearing of illegal dumping -Refuse collection and provision of skip bins (Phola and Motlhabeng)	1. Road from MT to bray RD to circle to Motlhabeng clinic up to Tshipiyanotho Robots.

Phola/Metsing	-Phola road upgrade -Water -Multi-purpose Centre -RDP new and completion of unfinished ones -High mast lights -rehabilitation of sports ground (vultures) -implementation of municipal bi-laws -CWP/EPWP -CPF support -analogue to digital tv assistance	1.High Mass Light X6 2.Pavement and Phola road upgrade 3.RDP House

WARD 17

Section	Ward Need List	Priorities
Danville Secondary	-Internal roads pothole patching -Street lights repair & maintenance -Bridge to town storm water drainage -Park maintenance -Food parcels every 2 months for needy families -Job creation -RDPs -CPF (high crime rate) -CWP -Substance abuse intervention -Refuse collection -De-bushing -Storm water draining/channelling -Multi-Purpose Centre -De – Bushing -Grave Site Fencing -Maintenance of Old Age Graveyard -Road Signs and Street names -High mast Lights -Sewage drainage to be maintained	1.Road at RDP section 2.Danville road maintenance 3.Allocation of land for cooperatives 3.VIP Toilets 4.Stand pipe allocation
Lomanyaneng	-Training of Co-orporatives -St Marys Road -Bursaries for Matriculants -RDP -VIP Toilets	1. St Marys Road

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WARD 18

Section	Ward Need List	Priorities
Memorial	-Road road connecting Lomanyaneng, Sehuba, Tlhabologo and Magogwe -Internal roads re-gravelling -Extention of water from Mapetla reservoir -Upgrading of Transformers -Recreational Hall	1. Road road connecting Lomanyaneng, Sehuba, Tlhabologo and Magogwe 2. High mast lights
Mapetla	-Regravelling of Internal Roads -Maintenance of High Mast Lights -Water -Upgrading of Mapetla Sports Ground -windmill	1. Regravelling of Internal Roads
Makgetla	-High Mast Lights -RDP Houses -Road connecting Lomanyaneg and Sehuba -De – bushing at Makgetlha sport ground -water tanks - Regravelling of road from Kadirile Inn - Re-sealing of Lerato café tar road -Water -clinic -Library -Multipurpose center -Maintenance of High mast lights	1. Road connecting Lomanyaneg and Sehuba 2. RDP Houses 3. Multipurpose centre
Sehuba	-Regravelling of road from Kadirile Inn - Re-sealing of Lerato café tar road -Water -clinic -Library	1. Library 2. Job creation 3. Library

WARD 19

Section	Ward Need List	
Senkgwe P School (Magogoe)	-6x High Mast lights -Water -Pavement Jikeleza via Lerato café to Koikoi -RDP -Library	1.Pavement Jikeleza via Lerato café to Koikoi
Magogoe Tlhabologo (Moatlhodi)	-Kgabo road pavement to Magogoe clinic -No service delivery for past 15 years -Unemployment -Learnerships -Skill Development programmes for Youth -Farming Equipment (tools of trade)	1. Kgabo road pavement to Magogoe clinic 2.EPW/CWP: Permanent Jobs 3.Socio-Economic Development: assistance Skill Development Programmes 4.Budget allocation be included in IDPs
Senkgwe	-Pavement -Renovation & extention of clinic -High Mast Lights: not energised -Unlicensed Gabling Boards be stopped: course lot of crime.	1.Need for water Clinic to operate 24hrs 2Water Provision: 2021 Boreholes incomplete project, Ngaka Modiri Molema District Municipality took out water pipes and were never replaced. 3.Water Provision: in households 4.Service Providers: Locals be prioritised (community fight for projects and end up stopping service delivery)
Whole ward	-boreholes and Water pipe extenstions -VIP toilets whole ward -SMME support -RDP -EPWP -CWP -Mobile police station -Seeds for backyard garden	

WARD 20

Section	Ward Need List	
Podile P School (Ramosadi)	-Clinic to open 24hrs Bridge (Podile P school) -Multipurpose centre -Water -Paving from tar road to Podile	1. Bridge (Podile P school) 2. Sewage 3. Motlhabeng Clinic: operate 24 HRS, Seven days a

	-Road from Maphatswa to Seweding -CPF -Highmast lights -Job creation	week. 4. Unemployment: EPWP must be five (5) years plan
Molema	-Regravelling of road from Tselayabotlhe creche to ZCC -Road from Kingdom Hall via Ramosadi to circle/lefetlhong -High mast lights -mobile clinic	1.Regravelling of road from Tselayabotlhe creche to ZCC
Seweding (Full Gospel Church)	-RDP -Recreational centre and park -Tar road (from Bray road scrap yard to grondpad road) -bray road Speed humps -High mast lights -De bushing -Uninterrupted water supply -Water provision -Refuse collection -Street light repairs on bray road -Mayoral bursary -Fencing of grave yard -Equipment for debushing	1.. Recreational centre and park 2.High Mast Lights: in Sol Plaatje Section, Lotlamoreng Dam and Zebras Section to Cemetery Section 3.Crime: vandalised Crèche in Sol Plaatje Section in Seweding 4.Stoch theft and Cable theft
Seweding (Nasarene Church)	-Road from Sol Plaatjie to Seweding gravel road -Solplaatjie Heritage Site -Kingdom hall road -Mobile police -Sporting facilities -Highmast lights -Dr Ngaka Modiri Molema grave site upgrade -Seweding graveyard fencing -RDPs -De-bushing -substance abuse rehabilitation -crime prevention resources	1.Internal Road from Mmaphatswa to Seweding 2. Road from Sol Plaatjie to Seweding gravel road
1. Internal road from Mmaphatswa to Seweding 2. Multipurpose Centre 3. High mast lights 4. Sewage		

5. High Mast Lights
6. Motlhabeng Clinic: operate 24 HRS, Seven days a week.
7. Unemployment: EPWP must be five (5) years plan

WARD 21

Section	Ward Need List	
Mosiane Mine	-Water -Roads & Lotlhakane road maintenance	
New Stand	-RDP houses -Multipurpose centre -Clinic -Sports grounds -Fencing and cleaning of Graveyards -Youth unemployment / Empowerment	1.High Mast Lights 2.Internal Roads 3.Water
Majemantsho	- Electricity -Regravelling of internal Roads -Drinking water -Regravelling of internal roads -Youth unemployment -Police Station	1.Water 2.High Mast Lights
J.M Mosiane	-High-mast lights	
Dithoteng	-Electricity -Re-gravelling of Internal roads -Multi – purpose centre -Sports facilities Jobs -Sports grounds -Shopping centre	
*Dumping Site removal *RDP Houses		

*Equipping of boreholes in Sloja

WARD 22

Section	Ward Need List	
Koikoi Crushers	-Road to Pestamidi -Water -Electricity -Jobs -Sports facilities -High mast lights -water -De-bushing -Internal road - Water Boreholes -RDP houses: Koikoi Crashers - Grass Cutting	1.Water Extension 2.High Mass Light 3.Road Phase 2 Extension Pavement 4.Railway crossing
Koikoi P School	-Sports and Recreation Centre -High Mast lights -refurbishment of Gontse primary school to clinic use -Boreholes addition -Extension of water pipes -RDP -Water reservoir -Internal	1.Internal roads 2. De-bushing
Makhubung (Mauco Kgotla)	-Internal Roads maintenance -Inter connector road -Water -Library -Crime prevention -Pavement -Electricity In Fills -SMME development & support in whole ward	1.High Mast Light 2.Internal Road 3.Electricity Projects

	-Sports facility -Recreational facility -Inter-connector road -Clinic (centralised in ward) -Highmast light	
Tontonyane (Leburu Kgotla)	-Electricity -Water -Library -High Mast lights -RDP -Clinic -Roads -Bridge -De – bushing -Primary school	1.Internal Road 2.Primary school 3.Electricity
Magogoe Koikoi (Monchusi House)	-RDP -VIP Toilets -High Masts -Community Hall -Roads and speed humps	1.Internal Road
Setlopo East (Mosiane)	-Internal roads -RDP -High mast lights -Water -Electricity infills -Road from Cubic to Dithakong -Multipurpose centre - RDP houses: Setlopo Mosiane Section -Community Hall: Setlopo Mosiane Section -Electric Project: stay away not sure from Community or Workers. -Water provision: Tumisang & Setlopo West	1.Internal Road 2. Multipurpose centre 3.RDP 4. Clinic: maintenance
Setlopo West (Tumisang)	-internal roads -RDP -Road from Setlopo to Utlwanang -Job creation -Bush cutting -Water -High mast lights	1.Internal Road 2. High mast lights 3.RDP
Magogoe Tlhabologo (Kgotla)	-Clinic -Water -RDP -High Masts Maintenance	1.Internal Road 2.High mast lights 3.

	-Agricultural support	
Magogoe Tlhabologo (Khubu Church)	-Road Maintenance -Electricity -VIP Toilets -Sports and Recreation -Cover Ground -Community skills centre -EPWP -Boreholes -water	1.Internal road

WARD 23

Section	Ward Need List	
Bethel	-Internal Roads -Paving of taxi road -RDP -High mast lights - Water project for Bethel & Brokor -Electricity projects -Clinic -Multipurpose -Boitumelo Primary School renovation -VIP toilets -E.P.W. P -Police Station -Paving from Bethel to Brokor	1.Paving of taxi road 2.Water 3.RDP
Rapulana	-Roads -RDP -High mast lights -Water -Electricity -VIP toilets -Cover ground	1.RDP 2.Water 3.High mast lights
Ramoile	-Continuation of pavement -Internal Re-gravelling -High Masts -Water Infrastructure -RDP Housing	1.Continuation of pavement 2.High Mast Lights 3.RDP
Ditshilo	-Electricity	1.RDP

	-Highmast lights -Multipurpose centre -Storm water and pavement road from Lotlhakane to Ditshilo -RDP -VIP Toilets -Road to Mantsa -creche -clinic -Lift Employment Age Restriction -Voting Station in Ditshilo -Mantsha Road from Ditshilo	2.Clinic 3.High mast lights
Brokor & Rakolobe	-Roads -RDP -phase 2 paving -High mast lights -Water project -Electricity -Regravelling of road from Ramokeng road to Brokor -Phase 2 Cover ground (Lotlhakane) -VIP Toilets -Soccer Ground	-Paving phase 2 -High mast lights -RDP
Phatsima 1& 2	-High mast lights -RDP -Water -VIP toilets -Disaster Houses -Electricity In – Fills -Community hall -Pavement -Regravelling of Internal Roads -Agricultural College	-RDP -Electricity -Pavement
Ramookeng	-Water -High mast lights -Electricity -creche -Internal roads - VIP toilets -Refurbishment of Pavement -Clinic needs to be Electrified -RDPs -Community Hall	-RDP Houses -EPWP -Community Hall
Riverside	-RDP Houses	

	-Electricity -Regravelling of Internal Roads -Water Pipes Extensions -Speed humps -Maintenance of High mast lights -Community hall -Crèche -Paving of D39 road(Mareetsane road)	-High mast light -RDP -Re-gravelling of internal road
*Access Road(Lotlhakane) *Storm water and pavement road *Z4 to Cokwane		

WARD 24

Section	Ward Need List	
Weldevreden Community Hall	-Road to Mareetsane -Infills -Graveyard fencing -Water -Rehabilitation of Grounds -EPWP/CWP -High Mast Lights -Grading of Internal Roads -Youth employment	1. Internal roads
Louisdal	-Road -fencing of Graveyard -Grounds -completion of RDPs -Water extension -New RDP Houses -Windmills repairs -Community Hall -Regravelling of Internal Roads	1. Internal roads
Goedgefonden Creche	-Internal roads to be paved -RDP houses -Community hall -Speed humps at Thutometsi Primary School -Speed humps at Retsietsi Primary School -Broadband network connectivity, network at	1. Internal roads

	Goedgevonde, Uitkyk, Mooifontein, Brooksby -Electrical infills -Increase water tanks -Expand Culvert's -Sports ground -High mast lights	
Uitkyk	-Water reticulation -CPW -unblock culverts -central Shopping complex -RDP -Internal road maintenance -High Mast Lights -Speed humps -Electricity In fills -Sport facilities	1. Internal roads
Mooifontein	-Internal road maintenance -RDP -Water reticulation -Rehabilitation of sport grounds -Electricity infills -Community Hall -Fencing of graveyard	1. Internal roads
Enselrust		1. Internal roads
Vredefarm		1. Internal roads
Lombaarslaagte	-Internal road maintenance -RDP -Road from Mooifontein to Lombaarslaagte -Rehabilitation of sport grounds -Electricity infills	1. Internal roads
Mooipan	-Road to Luisdal -Internal Roads -Completion of RDP -High Masts - Road from Mareetsane to Kopela -Fencing of Graveyard	1. Internal roads
Seberia	-Road to Mareetsane -RDP -Extension of water -High Masts -Fencing of graveyard -Regravelling of Internal Roads -Pavement -Community Hall -water	1. Internal roads 2. Siberia ward covered ground

	-Increase Water tanks -Sports facilities -Electric Infills	
1. Road from Lombaarslaagte to Mooifontein 2. High mast lights 3. Community Hall 4. 171 & D406 road to be tarred from Louisdal to Mooipan 5. Street lights from Gelukspan hospital to Goedgevonden village		

WARD 25

Section	Ward Need List	
Brooksby	-Roads (pavement) internal & main roads - RDP Houses - Community Hall (multipurpose centre) - Water extensions whole ward - Highmast Lights -Renovation of school -Graveyard fencing for all villages -Uninterrupted water supply -Clinic	1.Re-gravelling 2.Extra boreholes 3.Road from Bethel to Driehoek 4.EPWP
Driehoek	-Tar road to Bethel and stormwater -Highmast maintenance -Clinic -Schools -Electricity -RDP Houses -Community hall -Steel press/deep -Graveyard fencing -Internal fencing	
Kalpan FARM	-Tar road to Bethel -Highmast maintenance -Clinic -RDP -Schools -RDP Houses -Grave yard fencing -External and internal roads -Farm land fencing	

	-Regravelling -Sports ground	
Kalpan Depot	-Internal roads -RDP -Electricity infills -Highmast lights -Water -Speed humps -Steel Cattle Handling facilities -Paving -Completion of RDP houses -Convert water tank to electric use -Electricity -Graveyard fencing	
Bapong	-Roads with Stormwater -Recreational Centre and Skills Development -Highmasts -Water extention -RDP Houses -Internal roads -Speed humps -Recreational facilities -High mast light maintenance -Steel press cattle handling facility -New grave site with fencing -Storm water drainage	
Naaupoort	-Road Maintenance -Community Hall -Storm Water Systems -RDP -Sports & Recreation	
Nooitgedacht	-Internal and External tar -High Masts -Agricultural Support -Secondary School -Mining Community Benefits - sports facility for all sporting codes	
Makouspan	-Skills Development -Jobs -Housing -High Masts	
Mandela Park	-High School -Mobile Clinic -High mast lights -Community Hall -Scholar Transport	

	-Speed Humps -Pavement -RDP Houses -Electricity -Road signs -Grave yard fencing	
Mooifontein	-Job creation -Water -Electricity Infills -Police station -Nooitgedacht school	
*Road from Makouspan, Naaupoort and Nooitgedacht		

WARD 26

Section	Ward Need List	
Tshunyane (Kgotla)	-Water -Road from N18 to Tshunyane Via Morwatshetlha, Gakubu to Tsunyane -Completion of RDP -Emergency Housing - Sport Ground Rehabilitation -Lack of ID and Birth Certificates -High mast (Gamokolobate) -High school -Scholar transport	1. Road from N18 via Ga Kubu to Tshunyane Tar 2. Water Extension 3. Clinic to open 24hrs
Mantsa	-Emergency Housing -Road from Mofine to Mareetsane -RDP -Sport Ground Rehabilitation -Internal roads	
Gamolema	-Extension of water -High mast Energising - High mast light - N18 Road via Gatau, Gamokolobata, Gamolema to Tshunyane -RDP - Sport Ground Rehabilitation -Lack of ID and Birth Certificates	1.Road 2.Water 3.High Mass Light X3
Tsokwane	-RDP - N18 Road via Gatau, Gamokolobata, Gamolema to	1.RDP

	- Tshunyane -Sport Ground Rehabilitation -Agricultural support -Water -Maintenance of water pipes -Job creation	2.Road from N18 via Gatau to Tshunyane 3.Water 4.Road D433 upgrading
Sebowana	- High mast lights -RDP -Water -Sport Ground Rehabilitation - Water -Bridge to be fixed -Internal roads -Recreational Hall -D422 Road from Koikoi to Sebowana -Scholar Transport from Sebowana to Lelokwana Primary	1. Tar Road from N18 2. High Mass Light X4 3. Debushing
Lekhubu La Seipone	-RDP -Road from Koikoi via Lekhubu to Tsokwane -Water -Sport Ground Rehabilitation -Boreholes - Agriculture support(Give Goats or cows)	
Madibe Gatau Creche	-Water -RDP -Road from N18 to Molema -Lack of ID and Birth Certificates -Sport Ground Rehabilitation -Water -Paving -High Mast Lights -Completion of existing RDP Houses	1. RDPs House 2. Water Extension 3. Pavement from N 18 To Ga-Molema
Madibe GaKUBu	-Road from N18 to Tsunyane -RDP -Water -Scholar Transport -Sport Grounds Rehabilitation	
Morwatshetlha	-High mast lights -Water -RDP -Internal Roads -Road from N18 to -Tshunyane -Road from N18 to Tshunyane -High mast lights (Pudunngwe) - Community hall	1.Water 2.CPWP 3 Road from N18 To Tshunyane

	-Refurbishment of sports ground -Water	
Lekung	-Highmasts -Water -RDP -Internal Roads -Road from N18 to -Tsunyane -Road from N18 to Tsunyane -Highmasts (Pudunngwe	
Phestami	-Water -Crime Prevention -Transport	
Pudunngwe	-Internal road from N18 to Pudunngwe	

WARD 27

Section	Ward Need List	
Skoongezicht	-RDP -Water	1. Clinic
Matshepe	-Highmast lights -Roads -Internal road -Regravelling -Library -High mast light maintenance -RDP Houses -Clinic	1.Highmast lights
Mothakga	-Rehabilitation of sports grounds -Electricity infills -High mast lights -De –bushing -Extension of Water Pipes	1.Highmast lights
Matlhonyane	-clinic -Library -Community hall -High mast lights	1.Highmast lights
Molebatsi	-Road from Molebatsi – West -Maintenance of water tanks -RDP Houses -Mobile clinic -Electricity -Community hall	1.Highmast lights

Tiegotawana	-High mast lights	1.Highmast lights
Dihatshwane	-High mast lights -Internal roads -Water/ water tank maintenance -Electricity -Sports ground -Community hall -Network tower -RDP houses -Internal paving -Sub -station electricity -Multi- purpose centre	1. Road 2. Water Phase 2 3. High Mass Light X4
Sunday View	-RDP Houses -Electricity -VIP Toilets -High mast lights -Community hall -Graveyard fencing -Library -Clinic -Speed humps -Culvert -Water	1.Highmast lights

WARD 28

Section	Ward Need List	
Molelwane	-1000 RDP houses -Clinic -internal roads -VIP toilets -Poultry project -Multipurpose centre -De-bushing -Electricity	1. Paving from Botheke to Molelwane secondary school 2. Internal road 3.Storm water
Signal Hill	- mast lights -Internal roads need re-gravelling -Boreholes need generators -recreational facility needs to be officially launched to traditional leaders	1.internal roads need re-gravelling 2.Storm water 3.Pavement from Zeerust to Molelwane

	-clinic to operate 24hrs -Fencing of graveyard -RDP	
Moshawane	- Completion of RDP houses -New RDP houses -water tanks refilling -job creation -Internal road pavement -Fill holes near primary school -Electricity -Fencing of graveyard -Wifi -Storm water drainage	1.clinic 2. Internal roads re-gravelling 3. Highmast lights
Mshongoville & Part of Stumopark	-Pavement -RDP -VIP toilets -Internal roads -Highmast lights -Paving	1.Interconnector paving road 2.Highmast lights 3.Re-gravelling of internal roads
Timalebone	-Pavement -RDP -water yard connections -Highmast lights -Interconnector road -Clinic to open 24hr -Re-gravelling of internal roads	-Interconnector paving road -Highmast lights -Re-gravelling of internal roads
New Stands ext of SignallHill	-Pavement -RDP -Highmast lights -Interconnector road -Clinic to open 24hr -Re-gravelling of internal roads -Water project -Electricity -Internal roads regravelling	1. Paving from New Stand to Molelwane Secondary 2.High mast lights 3.RDP

WARD 29

Section	Ward Need List	
Lonely Park	7.5 km Pavement Re gravelling of road RDP	1. Golfview to Whitehouse

	Storm water Highmast lights x 5 Boreholes and Water infrastructure -Rekopane primary school to be upgraded into a secondary school -CDW	
Top Village	-7.5 km pavement -De-bushing -High mast lights x 5 -RDP houses -satellite police station -Street lights -VIP toilets -Internal roads RE-GRAVELLING -Boreholes -CWP -clinic -Library -Demolish illegal dumping site -crime prevention -skills development -Renovation & Extension of High School -CDW	1.Road from Golfview to Top
Naledi	-Water -Refuse removal -Drainage system -High mast lights -Boreholes -re-gravelling of internal roads -RDP	1. RDP
Seremane View	-Electricity -high mast lights -water	1.Electricity 2.High mast lights

WARD 30

Section	Ward Need List	
Cosmos Sports	-Regravelling of internal roads -Pavement -RDP -Soccer fields	1.RDP Houses 2. Job Creation

	-Debushing	3. Recreation Centre
Bothakga	-Regravelling of internal roads -Pavement -RDP -Soccer fields -Debushing	1.Pavement from James Moroka to unit 7 Pavement.
Dibate	-De - bushing behind police station -Substance abuse across Mahikeng -Zobo road re-construction -Drainage system -Recreational facility -New grave site -Motlhabeng road to clinic -Internal Roads Motlhabeng & Dibate -refuse collection -community Hall -CPW -VIP toilets -completion of RDP houses -James Moroka drive , streer lights maintenance and repairs	1. Road Pavements from Mbana to Legae La Bana 2. Multipurpose Center 3. CPWP 4.De-Bushing

WARD 31

Section	Ward Need List	
Puonngwe	-Roads -Water -Electricity -RDP -High mast lights	1.RDP 2. water
Dithakong East	-Road -Community Hall -Water infrastructure upgrading -High mast lights -RDP -Accessible water -Multi- purpose centre -Sports centre -Road Regravelling from Mahupa section	1. Multipurpose Centre 2. RDPS 3. Cover Ground
Lethogoring	-Water -Electric infills -Internal roads -Completion of RDP houses	1. Clinic 2. High mast lights 3. Electricity

	-VIP Toilets -Clinic -Community hall -High mast lights	
Setlopo	-Emergency houses -Electricity	
Dithakong West	-Electricity -Water -High mast lights -Internal roads -Clinic	

WARD 32

Section	Ward Need List	
New Areaganeng Primary School	-Stormwater systems -Internal pavement roads and resealing of tar roads -Recreational centre -Rehabilitation of sport grounds and graveyards -VIP toilets and RDP -High mast lights and street lights -De-bushing; grass & tree cutting in ward -Pothole Patching -Road between Signal Hill and Setumo park to be re-gravelled & bladed -Road from Telkom box to hotel school to be paved -Pavement from Areaganeng primary school to Mazibuko road and the crossing -Street lights in unit 3 & unit 6 -grounds to be gravelled -parks in unit 3 & unit 6 to be maintained -clearing of dumping side -EPWP/CWP -Job creation -Drainage ramps -	1. Pavement from school to Mazibuko and the Crossing. 2. Stormwater
Setumo Park	-Street light maintenance -Skip bins	1. Road from Setumo Park Telkom box to Hotel School.

	-Rehabilitation centre -Multi-purpose centre -Speed humps	
Unit 3	-Internal roads -Street lights maintenance -De-bushing -High mast lights -unit 3 internal roads re-sealing -Police visibility -maintenance of drains	1. Resealing of unit 3 roads 2. Street lights maintenance
Unit 6	-Internal roads -Street lights maintenance -De-bushing -High mast lights -unit 6 internal roads re-sealing -Police visibility - maintenance of drains	1. Resealing of unit 3 roads 2. Street lights maintenance
Leopard Park	-Street lights maintenance -De-bushing -High mast lights -maintenance of golf course	
Lebogang	-Demolish illegal dumping sites - De-bushing -Speedhumps -High mast lights -Farrows on road that joins Nelson Mandela drive (Dada motors) -pave road joining over to Sasol garage	

WARD 33

Section	Ward Need List	
Extension 39	-High mast lights -Internal roads re-gravelling -illegal dumping control -Storm water -Refuse collection -De-bushing -Refuse collection -Bricks manufacturing project -High mast lights -Community hall	1. Phase 2 and phase 3 roads to unit 15 to be connected 2. Internal Road

	-Clinic -Job creation -Re- creational park/facilities - RDPs -Uninterrupted Water Supply -speedhumps	
Lokaleng	-High mast lights -rehabilitation of internal Roads -Water -Electricity -Community Hall	1. Boreholes 2.Electricity 3.High mast lights
Unit 15	-resealing of roads -Pothole patching -Skip bin -De-Bushing -Speedhumps near nursing college -Internal road phase 4 & phase 3	-resealing of roads -patching of potholes -Debushing

WARD 34

Section	Ward Need List	
Mocoseng	-Electricity -High School -Community Hall -Dumping Site -Completion of RDPs - 100 xRDPs -CWP -Internal Road - 3 High Mast lights	1 High School 2 RDP House 3 Way Bridge
Makhubung and Riverside	-Internal Roads -Bridge between Magogoe and Riverside -250 electricity New stands -Clinic -Water - 100x RDPs -CWP - 4 High mast lights - Paving from N18, around Makhubung to Public works offices	1.Primary School 2. Bridge between Magogoe and Riverside

Koikoi	-VIP Toilets -Community Hall -Dumping Site -Water -100 RDPs -CWP - 6x High Mast light -Re-gravelling	1.High mast lights 2.Electricity for new stands 3.Installation of water and pipe lines
Ramaine	- VIP Toilets -Community Hall -Dumping Site -Water -100 RDPs -CWP - 6x High Mast light -100x RDPs -CWP -Skills Development & training -Paving of Jikeleza road -Completion of 5km Tshepang road	1.High mast lights 2.Paving of Jikeleza road 3.Completion of 5km road(Public Works)
	-Water -Recreation Centre -100 RDPs -CWP -5x High mast lights -Lorato café and Tshepang road pavement -Renovations for Keolebogile Primary School -old age home -Emergency RDP houses	1. Lorato café and Tshepang road pavement
-1200 VIP toilets for the whole ward -internal roads for the whole ward -16 borehole installation and pipeline for Makhubung and Riverside -sports ground including tennis & netball court - Swimming Pool - LED (SMME) -Agricultural support -Service Providers -Job creation -Library Program		

WARD 35

Section	Ward Need List	
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Thutong	-Upgrading Thutong Primary School to High School -Water - Clinic - Multipurpose centre -RDP Houses -VIP toilets -Internal roads -Grave yard fencing -Road. D3545	1. Water Phase 2 2. RDP House 3. Clinic
Route D3545	-Pumphouse/water -Multipurpose centre -clinic	
Majemantsho Village	-Water -Multipurpose centre -Electricity -upgrading of Roads -High mast lights -De- bushing around HI- Tech area -Skills Development -community hall -Sports ground -CPW/EPWP opportunities	
Setlopo	-RDP Houses -Community hall -Water -Artificial sports ground/ turf -Reservoir -Storm drainage -Graveyard yard maintenance and fencing -Library	1.Pavement from store to sports ground. 2.Pavement from new Setlopo primary school to clinic
Bakang	-Infill -Water -Multipurpose centre -VIP Toilets -Internal roads -Tennis court & swimming pool -Skills development -High-mast lights -RDP Houses - borehole maintenance & repairs -Additional high mast light and maintenance -transformer at new stand and old Setlopo -re-gravelling of internal road from Setlopo bottle store to Setlopo Sports ground.	

Iwisa Sport	-Internal -Water -Infill -RDP -De-bushing	1. High Mast Light 2. Water project Phase 2 3. Storm Water Drainage Systems
Sundowns Sports	-Internal roads -Water -Infill -RDP -De-bushing	
Bakang P School	-internal roads (from Magogodi tavern to Mogorosi ---Church -Infill -8 High mast light (koi koi 2, 2 Makhubung 1 Magogoe shebelekawano, 2 Makhubung riverside, 1 -Lotlhakane river) -Water -Vip toilet -Job creation -Tennis court & swimming pool -Skills development -SMME support -Kelebogile Primary school renovation -Tswelelopele primary school renovation -Old age community centre	
Greenhouse	Road to grave De-bushing Internal	
Brazil Sport Grounds	-Internal Roads -Water -Infill -De-bushing	
Reservoir Tank AME	-Internal Roads -Water -Infill -De-bushing -RDP	
Boitapoloso	-Internal Roads -Water -Infill -De-bushing -RDP	- Road - RDP -Water Extension

LIST OF WARD COUNCILLORS

WARD	NAME & SURNAME
18	P.F. NKO
19	N.G. HLAZO
20	A.E. RAKWENA
21	M.D. PHUTHEGO
22	O. E. MPHEHLO
23	B. MBIZA
24	M.E. MSIMANGA
25	B.C. MATHE
26	K.D. SEGA
27	K.I. MBANA
28	K.P. MOTSUMI
29	M. J. MONERE
30	K.D. SEKETEMA
31	P.L. PHANTSI
32	M. E. KHATHAZO
33	I.MALAKAJE
34	P.P. MOLALE

18	P.F. NKO
19	N.G. HLAZO
20	A.E. RAKWENA
21	M.D. PHUTHEGO
22	O. E. MPHEHLO
23	B. MBIZA
24	M.E. MSIMANGA
25	B.C. MATHE
18	P.F. NKO
19	N.G. HLAZO
20	A.E. RAKWENA
21	M.D. PHUTHEGO
22	O. E. MPHEHLO
23	B. MBIZA
24	M.E. MSIMANGA
25	B.C. MATHE
26	K.D. SEGA
27	K.I. MBANA

LIST OF PR COUNCILLORS

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1. T. MPHEHLO
2. M.E. MOETI
3. G. U. LEGALATLADI
4. O.G.B. MATHE
5. M.D. JABANYANE
6. K. K. NKO
7. L.G. SEHOLE
8. M. M. MOGAPI
9. S. K. MATSHEKA
10. T. D. PHUNGU
11.T. C. MATSHEKA
12. L.S. MOGOTLHA
13. M. MOPAKO
14. T. O MOGOIWA
15. B.S. STORAIS
16. G. E. MOSIEDI
17. C. L. MAHLANGU

18. K. GAOGANEDIWE
19.M.G. BILLIOT
20. D. L. MONALEDI
21. T. C. MAIBI
22. T. D. FEMELE
23. L. R. MANGE
24. A. ANNANDALE
25. K. E. GAEBEE
26. T.L. SELEPE
27. N. B. MABOTE
28. H. P. KGASI
29. N.J. MANGAYI
30. L.M. O. MOKGOSI
31. M. A. SETSHEDI
32. M.E. DINGILE
33. C. MATSHIDISO
34. S. J. VAN ROOYEN
35.W.N. BOHMER

TRADITIONAL LEADERS

POSITION	NAMES	GENDER	CONTACTS
KGOSI	SHOLE	MALE	0827001306/ 0716007938
KGOSI	SEATLHOLO	MALE	071 171 7491

LIST OF TRADITIONAL LEADERS/DIKGOSI

It is a legislative imperative that traditional leaders be involved and actively participate in the affairs of the municipality. The following traditional leaders are within the boundaries of MLM and have been duly consulted during the IDP process.

NAME & SURNAME	VILLAGES
Kgosi Jeff Montshiwa	Montshiwa Stadt Village
Kgosi T. Seatsholo	Lotlhakane Village
Kgosi Malefo	Tsetse Village
Kgosi Shole	Ramatlabama Village

LIST OF TRADITIONAL COUNCILS

The following Traditional Councils are found within the boundaries of MLM and have been consulted during the IDP process.

NAME OF TRADITIONAL COUNCIL	VILLAGES
Barolong Boora Tshidi	Montshiwa Stadt Village
Barolong Boora Rapulana	Lotlhakane Village
Batloung Boo-Molopyane	Tsetse Village
Batloung Ba ga Shole	Ramatlabama

The process outlined above demonstrates the municipality's commitment towards fostering participatory democracy. This process exceeds the legislative requirements for community participation in the development of IDPs. To ensure the credibility of the process, various stakeholders have been engaged through appropriate platforms during the development of the draft IDP.

GOOD GOVERNANCE: OBJECTIVES, STRATEGIES & KPIs

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR/S
Promote a culture of participatory governance	Community and stakeholder consultation	Number of community and stakeholder consultation meetings on the draft IDP and budget coordinated per ward Number of ward committee meetings facilitated Number of council meetings held Percentage of councillors attending council meetings Percentage of councillors who have declared their financial interests Number of reports on monitoring of council resolutions
To provide oversight on financial matters of council	To investigate and conduct consultations	Number of investigations conducted by Municipal Public Accounts Committee (MPAC) Number of consultations on annual report Number of oversight reports submitted to council % functionality of the MPAC
To monitor the implementation of the standing rules and orders of the council	To investigate the conduct of councillors	Number of investigated reports on conduct of councillors
Establishment of council committees	To liaise with political parties, to ensure representation in council and on council committees	Number of established council committees
Facilitate the interaction between the executive and legislative oversight structures in the municipality	To convene meetings with executive and legislative oversight structures of council	Number of political structure meetings convened
To provide ethical and effective leadership that leads to trust in the municipality amongst its stakeholders	To monitor the implementation of IDP priorities	Number of budget reports presented to council IDP report developed and reviewed Timeous tabling of draft annual report to council Number of alleged fraud and corruption cases reported

4.5 KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

Socio-Economic Development

The role of the municipality in socio-economic development comprises coordination and facilitation, which needs to be addressed in an innovative manner to initiate and promote integrated and sustainable Local Economic Development and to attract investment.

The Directorate incorporates functions such as:

- Investment promotion (Marketing)
- Informal trading
- Skills development and capacity building
- Event support
- Business support tools and guides
- Tourism

Development constraints:

- Small base of manufacturing - lack of large-scale industries with potential to expand market share and grow local economy
- Lack of industrial incentives - No industrial area offering tax rebates to attract new industries (Special Economic Zones/Industrial Development Zone)
- Lack of developed residential areas - lack of land for housing and for residential development

Development opportunities:

Industrial Development Zone/Special Economic Zone focusing on the manufacturing and exporting of:

- Hi-tech electronic components and systems
- Mineral beneficiation
- Aircraft repairs and maintenance
- Agro-processing

Regulation of Street Traders:

Mahikeng Municipality has a street trading by-law that regulates street traders.

The by-law prohibits trading:

- in a public amenity, park or garden
- on a verge of public amenity, state buildings, church, heritage building, ATM or area declared by the municipality as a prohibited or restricted area
- at a place where it obstruction is caused, i.e. in front of fire hydrant, in front of the entrance or exit to/from a building, to vehicular movement and pedestrians.

The municipality may declare any area as an area where the carrying of a business as a street trader is restricted or prohibited.

Any person who intends to carry on a business as a street trader must apply to the municipality for the lease or allocation of a stand

LOCAL ECONOMIC DEVELOPMENT: OBJECTIVES, STRATEGIES & KPIS

Objectives	Strategies	KPI
To create an enabling environment for economic growth	Establishment of a brickmaking project	Brick making project facilitated and established
	Development of hawker stalls	No. of hawker stalls developed
	Facilitate the purchasing of Matsateng Land	Matsatseng Land purchase facilitated
	Facilitate the development of multipurpose centre at Matsatseng	Multipurpose centre facilitated and developed in Matsatseng
	Facilitate the provision of mobile kitchens for SMMEs	No. of mobile kitchens facilitated and provided
To support rural and agricultural development	Facilitate the development of a fresh produce market	Fresh produce market facilitated and developed
	Facilitate support for emerging and small-scale farmers	No. of emerging and small-scale farmers supported
	Facilitate the development of poultry projects	No. of poultry projects facilitated
Promote economic wellbeing of SMMEs	Facilitate the establishment of a trade market for marketing of SMME products	No. of trade markets facilitated
	Facilitate the formalisation of informal traders	No. of informal traders formalised
	Facilitate the provision of mobile kitchens and support to informal traders	No. mobile kitchens facilitated and support provided to informal traders
	Facilitate and organise the hosting of quarterly sports tournaments	No. of sports tournaments hosted
	Facilitate the promotion of the art projects	No. of art projects facilitated
Promote tourism and marketing in MLM	Facilitate the development of Lehika Water World project	Water World project facilitated and developed
	Facilitate the revitalization of Lotlamoreng Dam	Lotlamoreng Dam Revitalization facilitated
	Facilitate the development of a boating tourism adventure project	Boating adventure tourism project facilitated and developed
	Facilitate the revitalization of Manyane Game Reserve Conference Centre	Revitalization of Manyane Game Reserve Conference Centre facilitated
	Facilitate the IDZ initiative at George Monsthiwa Airport vicinity	IDZ initiative facilitated

Key Performance Area: Spatial Rationale

The Planning and Development Directorate falls under the KPA Spatial Rationale

The Planning and Development Directorate in the Mahikeng Local Development is responsible for:

- Building control: To ensure that people work and live in a safe, clean and healthy environment in compliance with the National Building Regulations and Building Standards Act No. 103 OF 1977 (as amended)
- Property management: To ensure acquisition and availing of land and buildings for use by the municipality for purposes of developing and maintaining municipal infrastructure, promoting service delivery and for facilitating social and economic development, spatial integration and environmental sustainability
- Housing development facilitation: To ensure that people have access to adequate housing, setting of housing delivery goals, coordination of housing delivery and sound public participation in all forms of housing development
- Town planning: To ensure development of a common spatial vision which directs development and capital investment decisions, providing for well-managed, sustainable and orderly use of land
- Environment management which promotes a safe and healthy environment in compliance with the principles of the National Environment Management Act
- Transportation planning which ensures the fulfillment of the municipal transportation responsibilities in terms of the National Land Transport Act no.5 of 2009
- Geographic information system: To provide spatial information and support to all users within the municipality in order to facilitate planning efforts and informed decisions
- Outdoor advertising: To regulate all forms of outdoor advertising ensuring that outdoor advertising is in line with the South African Manual for outdoor advertising and control

Planning and Development Projects

1. Mahikeng Central Business District (CBD) Revitalisation Plan

The primary objective of the Revitalization Plan is to improve the image of the city by focusing on accessibility, safety, cleanliness, integration of Rhodes Park with the CBD and the development of an intermodal facility at Bradford Park. The draft Revitalisation Plan proposes an intermodal facility with taxis, buses and meter taxis ranking facilities at Bradford Park. Two new access points into town are proposed: a by-pass from the R503 (Lichtenburg Road) through the Danville Stadium into the N18 next to the Home Affairs offices and Molopo Road replacing the current access into town from Vryburg. The current N18 access into town will be only be used by pedestrians. Integration of Erf 6190, Mahikeng (Rhodes Park) which is owned by the Republic of South Africa (under custodianship of the Department of Agriculture, Rural Development and Land Reform) with the CBD is also key to the Revitalisation Plan. Erf 6190, Mahikeng measures approximately 65 hectares, is adjacent to the CBD, has several dilapidated houses owned by Transnet with most of the property being underutilised. Various stakeholders will be central to implementation of the proposals of the CBD Revitalisation Plan. These include the Parks Board, Transnet, the National Department of Agriculture, Rural Development and Land Reform, the Provincial Department of Public Works and Roads and the Provincial Department of Community Safety and Transport Management.

Mmabatho Unit 1 Precinct Plan





What should change?

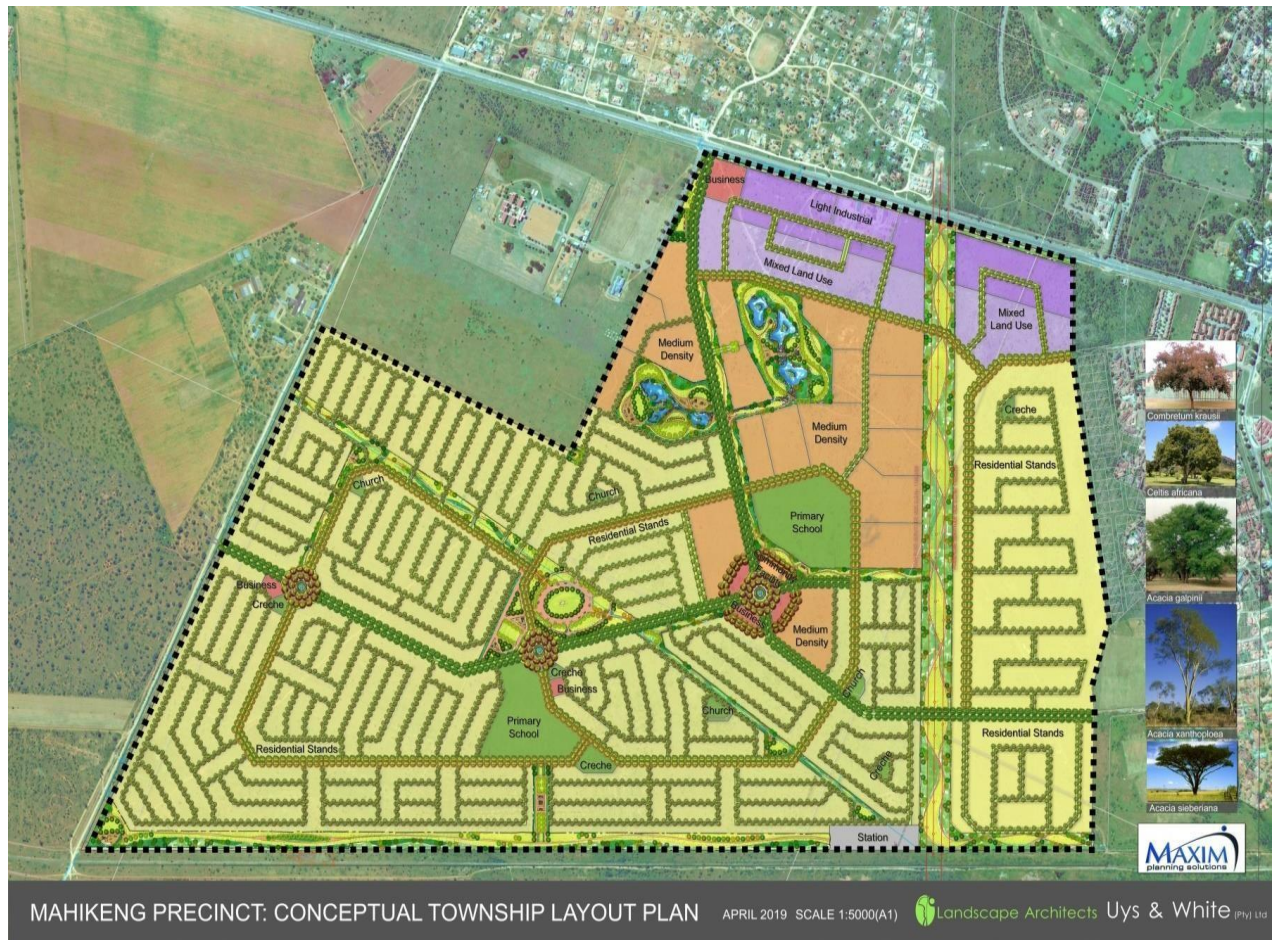
- N18 bridge and road alignment through CBD
- Lack of space for “place making” and public open space
- Inadequate parking
- Negative impact of railway lines, bridge and reserves
- The location of informal businesses
- The negative image of informal businesses
- Absence of housing / 24 hours alive CBD
- Transport facilities
- Negative impact of taxis parking in road reserves
- Restricted access to Cookes Lake and surroundings
- Priorities with regards to waste management
- Defining the CBD

What is new?

- Gateways to the CBD
- N18 realignment
- Integration of Cookes Lake
- Place making and public open space in the core of the CBD
- Introduction of smart city principles
- Development of restructuring zones / social housing
- Intermodal facility
- Aerotropolis concept and principles introduced
- Government precinct

Township Establishment on Portion 54 of the Farm Mmabatho Town & Townlands 301

Council has adopted a Precinct Plan for Portion 54 of the Farm Mmabatho Town & Townlands 301 as per Council Resolution No. A. 47/08/2020. The adopted Precinct Plan will act as a policy guideline for the proposed development of Portion 54 of the Farm Mmabatho Town & Townlands 301. Portion 54 of the Farm Mmabatho Town & Townlands 301 measure approximately 481.8139 hectares and falls within the urban edge in terms of the Mahikeng Spatial Development Framework, 2019. The subject property can yield 8720 units (577 stands for medium to high income residential, 3543 units for affordable medium density developments and 4600 units and low end bonded residential market stands). Furthermore, the proposed development will have sites for business, light industrial and mixed uses. Benefits of the disposal of the property will *inter alia* include expansion of the municipal rates and taxes base, growth in the local economy and creation of new residential opportunities.



Formalisation of Mosiane View (Remainder of Erf 428, Mahikeng)

This settlement is located on the remainder of Erf 428, Mahikeng (urban area since 1921); approximately 3,5 kilometres south-east of Mahikeng central business area, south of the Mahikeng Game Reserve and the R503 to Lichtenburg, and adjoins a portion of the Barolong Boo Ratshidi tribal authority area to its south. It measures +/-1947 hectares in extent.

The objectives of formalisation Mosiane View are to:

- Ensure sound use, development and management of land (manage urban sprawl)
- Account for the use and development of an asset (Erf 428 Mafikeng) registered in the name of the municipality
- Provide real security of tenure as mandated by various government policies
- Enhance the spatial layout of the area as it is strategically located at the face of Mahikeng
- Set the base for real investments in and around the area

Development on Erf 1317, Mahikeng

Council resolved on 17 December 2019 to dispose of portions of the remaining extent of Erf 1317 to the following entities at market value:

National Public Works and Infrastructure

- Public Works desires to invest R300 Million for a Government Precinct (one stop centre) in order to accommodate all national departments around Mahikeng in one property

UNISA

- UNISA intends to build a new campus as the property they are using in town is small

ESKOM

- ESKOM intends to build a customer centre

Innovation Hub

- This is part of the presidential 4IR (4th Industrial Revolution) initiative

Mmabana

- Mmabana requested a property to build a new Mmabana after the building was burnt down during 2018 protests

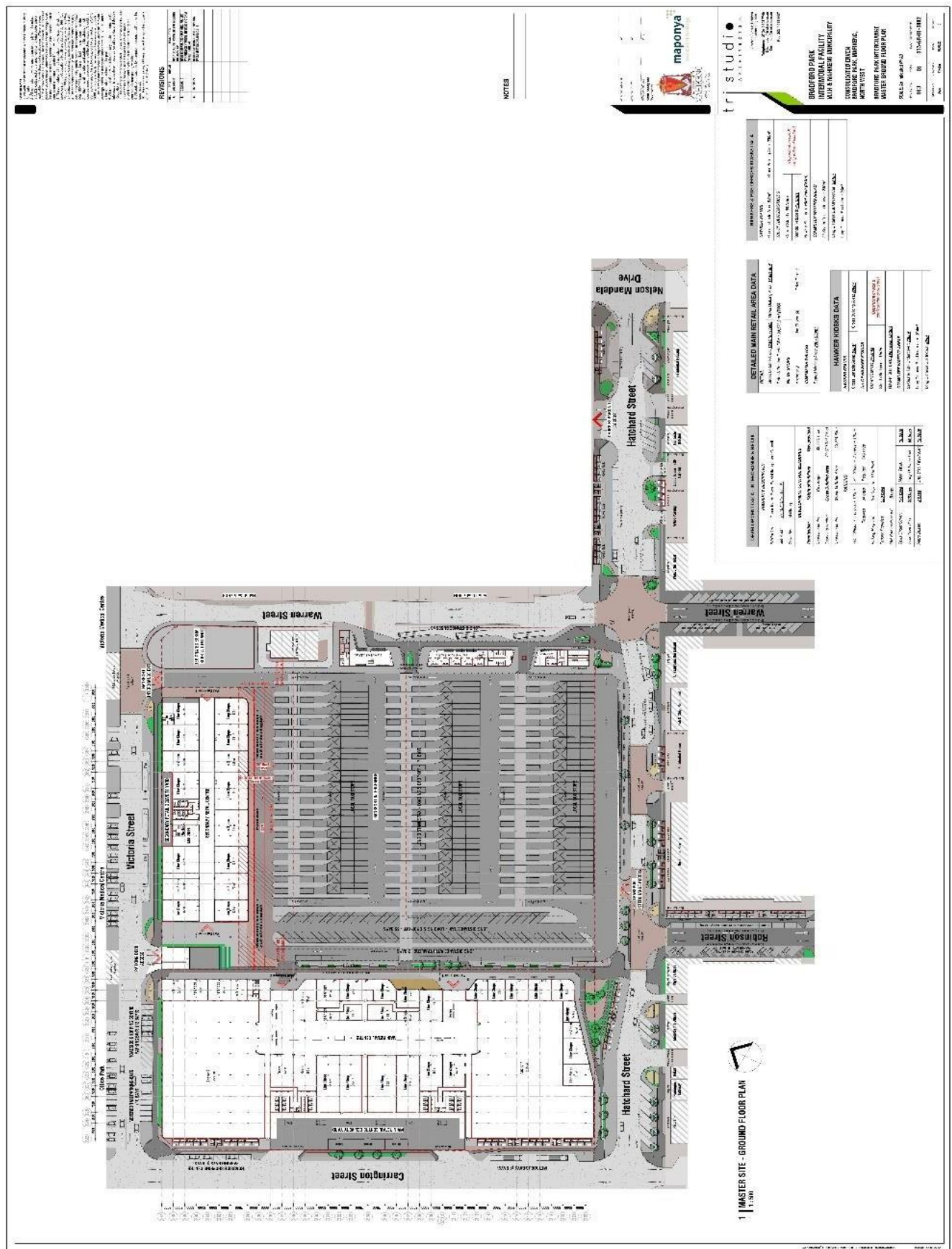
Disposal of strategically located land to stimulate economic development

Council approved the disposal of the following properties at market value as determined by the valuer:

- Erf 3726 (R3 100 000)
- Erf 3727 (R3 200 000)
- Erf 3728 (R3 500 000)
- 1 hectare portion of Erf 962 (R2 500 000)
- Portion 1 of remainder of Erf 428 (R3 500 000)
- A portion of remainder of Erf 1317 (R 9 000 000)
- Erf 3218 (Ptn of Erf 590) (R6 500 000)
- Erf 8707, Extension 39 (R 3 200 000)
- Erven 4754, 4755, 4756, 4757 Extension 38 (R 410 000, R 400 000, R 390 000, R400 000)
- Erf 3725, Industrial Area (R4 500 000)
- Erf 3805, Industrial Area (R 2 450 000)

Bradford Park Intermodal Facility

The project will investigate, plan and design in close collaboration with affected stakeholders, the Bradford Park Transport Rank as well as a holding area for taxis. The intermodal facility will be connected with the passenger rail infrastructure and will include covered embark and disembark areas for the various modes of transport as well as a commercial development component for both formal and informal, support infrastructure for commuters as well as public transport operators. The project will be rolled out in two phases: Phase 1 will focus on planning, research and stakeholder participation to develop a project concept, layout plan and project costs. Phase 2 will include detailed investigations and design to develop a project scope and accurate cost estimates as well as a donor / investors conference that will be held to seek investment and funding. The project is important for the municipality and forms part of its CBD Revitalization Plan. Collaboration of all stakeholders would be critical so that an operational, functional and economically viable project plan can be developed and implemented. This will contribute further towards the enhancement of public passenger transport at large as well as the revitalization of the Mahikeng CBD.





Industrial Park Precinct Plan

As part of an economic diversification strategy and strategy for job creation, sufficient well located and serviced land should be made available for industrial and commercial developments. Presently the main industrial area situated between Nelson Mandela Road and the railway line (± 120 ha) is nearly fully occupied. However, some land is still available east of Nelson Mandela Road. An important initiative remains the implementation of the Mahikeng industrial development zone (MIDZ) or its transition into a “Special Economic Zone” (SEZ).

Mmabatho International Airport could be utilized as much as possible for the delivery of raw materials and transportation of products from the industrial park. The industrial park can facilitate the production, storage, and maintenance of the airport’s operational requirements. In order for the industrial park to benefit fully from the adjacent Mmabatho International Airport, it is imperative that the airport obtains its international licenses and status from the South African Civil Aviation Authority. This will broaden the scope of potential industries that could be located in the industrial park, while also expanding on the overall market options with respect to potential exports. It is also recommended that the industrial park, in conjunction with the Mmabatho International Airport obtains its SEZ status as this will increase the status of the proposed industrial park development, while also drawing more investment and market opportunities, which in turn will enable the expansion of the precinct as a whole.

Along with the SEZ status, strategic incentives could then be offered to investors who want to form part of the industrial park. Strategic partnerships could also be sought between the SEZ’s operating entity and stakeholders in the manufacturing and transport sectors as this would also draw investment and participation opportunities into the proposed industrial park.



Township Establishment for RDP Development on Portion 2 of the Farm Rooigrond No. 135 JO

Township establishment in Rooigrond will enable the RDP development to have formal stands which will make it possible to issue title deeds to the beneficiaries. The process will entail submission of a township establishment application with all the necessary studies such EIA, an engineering report and re-layout plan. After the application has been approved, land surveying will be done.

Housing Projects

DEVELOPER	WARDS	STATUS
Mwelase Construction B15010012/1 The developer was appointed in 2015 to build 250 houses at different wards	Ramosadi ,Seweding and Motsoseng wards 11.14, 16 and 20 Signal Hill, Lonely Park and Top Village wards 28, 29 and 32	The developer is currently building 102 houses at wards 28, 29 and 32 Top village, Lonely Park, Signal Hill and Molelwane. 6 units at ward 32 and 10 at ward 14 must be built.
Renanao Project B15010013/1 The developer was appointed in January 2015 to build 250 houses at different wards	Lekung, Masutlthe, Lekung ward 2 Motsoseng ward 11, Tontonyane ward 2, Motlhabeng, Phola Village 20, Lokaleng and Tlapeng ward 6, Tloung, Magogoe ward 17, Ikopeleng ,Miga ward 3	The contractor is on site, but the progress is very slow The contractor has done foundations at Tontonyane (ward 2) and Motsoseng (wards 11 & 12), Dibate and Motlhabeng (ward 16) Magogoe ward 22,19 and 34
Maidu Construction B14120004/1 The developer was appointed in December 2014 to build 250 houses at different wards	Montshioa Stad, Lorwaneng Go Nthua, Tlhabologo wards 18, 17, 19, 2,5,15.21 and 23	The contractor is on site, they have completed and handed over 120 houses. The contractor is busy in other villages.
Mosegedi &- Associates Construction B14060003 The developer was appointed in June 2014 to build 500 houses at Rooigrond	Rooigrond ward 9	The contractor is on site. There is progress on site. Intervention is needed with regards to the beneficiaries from ward 10 and 8 who are not residing in Rooigrond. The councillor reported that there are people from Rooigrond who are not approved who need to apply.
Tigane Construction B14100008/1 The developer was appointed in October 2014 to build 500 houses at Rooigrond	Rooigrond – Ward 9	The contractor is on site. There is progress on site. Intervention is needed with regards to the beneficiaries from ward 10 and 8 who are not residing in Rooigrond. The councillor reported that there are people from Rooigrond who are not approved who need to apply.
Xol Mak B06040003 The developer was appointed in 2015 to build 35 houses and 48 houses to be completed from disaster project of 2007	Lotlhakane- Ward 23	The contractor is on site, but the progress is very slow. 25 houses have been completed and handed over
Boleta B15030002 was appointed in March 2015 to build 83 houses at Masutlthe village	Masutlthe- ward 2	The contractor is not on site. This project needs intervention.
Didino Construction - B16010001/1 was appointed in March 2016 to build 31 houses at ward 28. The contract was extended with 4 units	Lonely Park- ward 29	The contractor is on site. Completed and handed over 11 houses. The contractor is only left with 4 units to do - 35 houses in total.

Dilimopumo Construction- B15080004/1 was appointed in August 2015 to build 321 at Ottoshoop	Ottoshoop- ward 4	The contractor is on site. The have completed and handed over 174 houses. 50 stands need to be verified due to the possibility of dolomite.
Yolanda Construction - B1509001/1 was appointed in September 2015 to build 83 houses at Montshioa	Montshioa- ward 8	The contractor is on site and has completed and handed over 34 houses at Montshioa. The title deeds still need to be done, but there is a challenge with the subdivision. The Kabe Projects for 50 units are almost done – they are busy with the shack list
Ikatisa Construction - B14120002/1 was appointed in 2015 to build 500 houses at Ext 39	Ext 39 – 25 military veterans	The developer has completed 9 units and is left with 16 units: 6 houses at Ext. 39 and 10 houses at Ext. 38. The developer has just returned to site to complete these 16 units, but there is a challenge with the 10 units at Ext. 38 that needs intervention. The community complains that the BNG for military veteran houses will decrease the value the houses.

Blocked Projects

- Madibe 77 (Marang Construction) ward 1- The projects have been blocked since 2014 in the following villages: Makhubung, Pudungoe, Mantsa. The geo-technical study was done on 20 November 2017. The geo-technical report is still awaited.
- Madibe 177 (Glowing Sunset Developer) ward 1 – The projects have been blocked since 2014 in the following villages: Madibe a Tau, Madibe a Kubu, Letlhogoring, Lekung la Seipone, Morwatshetlha and Tsunyane.
- Weldevrede 250 (M2M Developers) ward 24 – The project was blocked in 2013. The constructor was able to complete 200 houses in Weldevrede but could not complete other structures in the following villages: Louisdaal, Lombaardslagte, Brooksby, Bethel. The dolomite study was done in November 2017, but the report is still outstanding.
- Lomanyaneng Ward 05 Tlhabologang Construction –The project is blocked, with incomplete houses that are roofed. The Department of Local Government & Human Settlement sent their housing inspectors to inspect with the help of the ward councilor, Miss Pheta and the ward committees, but to date no feedback has been received.

Mapping of underground services

An urgent need has been identified to detect underground services as it is difficult to obtain information relating to the location of services (water and sanitation), when there are development enquiries. In some cases, no information about the location of services is available from the municipality.

A request was made to BTO to ringfence money from land disposal transactions to fund the detection and mapping of underground services. A panel of land surveyors will be used to carry out the works and the works will:

- Indicate the centerline and work area width

- Mark the services located by means of a peg in concrete or any other relevant means
- Record the following:
 - Position of services
 - Depth of services (for buried services)
 - Type of service (if identified)

The data from these works will then be integrated into the Graphic Information System (GIS).

Village Development Strategy

There is a need for a study to look closely at villages - particularly those surrounding urban areas.

The study will help to identify:

- Ownership information
- Respective traditional authorities
- Socio-economic upliftment initiatives (housing, water, sanitation etc.)
- Social amenities
- Spatial development
- Investment opportunities
- Formalization

The study will then guide where MIG may be prioritized for maximum impact on our communities.

The Ottoshoop Masterplan

The Ottoshoop Masterplan was devised, based on our engagement with the Deputy Minister, Hon.Obed Bapela.

The proposed masterplan is meant to identify development potential in Ottoshoop, centred around issues such heritage, tourism, agriculture and mining.

The Masterplan will have three phases:

- Phase 1: Desktop study and development framework
- Phase 2: Pre-feasibility and initial framework planning
- Phase 3: Detailed investigations on issues and areas and the development of a detailed masterplan including development responsibilities, financing and management

Phases 2 and 3 will include detailed studies on:

- Mineral resources/mining opportunities/rehabilitation
- Groundwater potential – Geo-hydrology study
- Geo technical study and dolomite risk management (stability)
- Agricultural potential
- Environmental screening
- Masterplan

Total cost is R303 600 (Phase 1), R2 806 000 (Phase 2) and R2 972 750 (Phase 3).

SPATIAL RATIONALE: OBJECTIVES, STRATEGIES & KPIS

OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR/S
Effective and efficient building regulation	Providing a building plan e-filing system	Procurement and functioning of Graphic Information System (GIS) by 31 June 2023
	Curbing of structures constructed without approved building plans and occupation of approved structures without occupancy certificate	Publication of bi-annual awareness notices in the local newspaper and on municipal noticeboards by 31 June 2023
To safeguard and control municipal owned investment land and buildings	Verification of the findings of the Land Audit	Obtaining title deeds for all municipal owned properties as per the Land Audit by 31 June 2023
	Curbing illegal allocation and invasion of municipal owned land and buildings	Enforcing two court orders by 31 June 2023
Effective spatial planning and land use management	Raising awareness amongst communities within urban areas in relation to land use management and spatial planning	Publication of one information leaflet by 31 December 2022
	Review the Land Use Scheme to effect land use changes on the maps, resolve land use discrepancies and amend scheme regulations	Final draft of the reviewed Land Use Scheme by 31 June 2023
Facilitation of sustainable integrated human settlements	Improved beneficiary administration and understanding of the housing backlog	Registration and capturing of 30 000 individuals on the National Housing Needs Register by 31 June 2023
Provide foundation for the creation, management, and analysis of spatial data	Procurement of GIS	Procurement and functioning of GIS by 31 December 2022
Management of public transport operations and infrastructure	To develop a comprehensive Integrated Transport Plan	Final draft of the Integrated Transport Plan by 31 June 2023

4.6 KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

CORPORATE SUPPORT

Administration And Institutional Capacity

The Municipal Manager, as the head of administration, is responsible and accountable for tasks and functions as provided for in Section 55 of the Municipal Systems Act, other functions/tasks as provided for in legislation and under the direction and guidance of the Municipal Council. The Municipal Manager is supported by senior managers in terms of Section 57 of the Municipal Systems Act.

SENIOR MANAGEMENT EMPLOYMENT STATUS

DESIGNATION	EMPLOYEE NAME	EMPLOYMENT CONTRACT END DATE	PERFORMANCE AGREEMENT STATUS
Municipal Manager	ADV. D I Mongwaketse	31.07.2027	Signed
Chief Financial Officer	VACANT	VACANT	VACANT
Director Corporate Support Service	VACANT	VACANT	VACANT
Director Community Services	Dr. K O Lefenya-Motshegare	30.01.2028	Signed
Director Planning & Development	VACANT	VACANT	VACANT
Director Infrastructure	Mrs M. Moloi-Tsae	30.01.2028	Signed
Director Public Safety	VACANT	VACANT	VACANT
Director Socio-Economic Development	VACANT	VACANT	VACANT
Director Operations	VACANT	VACANT	VACANT

HIGH LEVEL OVERVIEW OF KEY VACANCIES:

- The municipality is still operating with the 2020 approved organizational structure
- The Organizational structure has a total of 1 616 positions.
- The current Staff compliment is 782 and 834 Vacancies
- The municipality has been identified by COGTA as part of pilot project to develop a prototype organization structure.
- Acting positions have been reduced from 119 to 74.
- Efforts have been made to move with speed to fill critical position in various directorates especially in BTO and Infrastructure
- Functions of AFS and Assets which was previously performed by consultants are now performed internally. Position of AFS and Assets Manager have been filled.
- Acting positions have been reduced and some of the key positions have been filled
- Municipality has also extended contracts of MFMA 13 Interns for further 12 months
- 5 of interns have been placed permanently in BTO

Vacancy rate

CATEGORY	TOTAL EMPLOYEES	VACANCIES	TOTAL ESTABLISHMENT	VACANCY RATE
Top Management (Municipal Manager, Chief Financial Officer and Senior Managers)	4	5	9	56%
Senior Management (Managers, Asssistant Managers)	39	39	82	48 %
Middle Management and (Officers, Technicians, Accountants and Superintendant)	18	25	47	53%

Policies

Subject Policy	Aim	Status
Employment Practice Policy	To create a framework for decision making in respect of employment practice/s in Mahikeng Local Municipality. And intends to establish a set of rules for consistent interpretation and application of collective agreements and legislation governing the acquisition of staff by the Municipality.	Reviewed 29/09/2022 RESOLUTION 124/09/2022
Appointment to Acting Positions Policy	To compensate staff members for performing functions on acting in higher positions as per South African	
Overtime, Night work, Stand-by Allowance Policy	To guide management regarding overtime worked and payment thereof, as required by the Basic Conditions of Employment Act. It will assist in the implementation of the North West Conditions of Service Agreement on the subject matters.	
Abscondment Policy	To regulate the abscondment of employees within the municipality and provide uniformity in dealing with abscondment. To provide Managers and Supervisors with guidelines in dealing with abscondment and also add impetus to service delivery. To give effect to Labour Relations Act 66 of 1995 as amended and related SAGABC Collective Agreement.	
Cell Phone Policy	To provide for compensatory payments in respect of officials who are required to be available and in contact with the Municipal Offices, Officials, Councilors and the Public at all times. To develop a means to the framework to the allocation, management and control of cellular phones allowances to officials and political office bearers.	
Performance Management Development Policy	To provide a standard framework for planning and continuous assessment of and optimization of performance of all employees in the municipality excluding senior managers.	Not reviewed
Employment Equity Policy	To ensure that appointment of employees is done in terms of the Employment Equity Act	
Placement policy	To ensure the orderly placement of personnel in all posts of the Organizational Structure	
Municipal Governance ICT Framework Policy	The purpose of this policy framework is to institutionalise the Corporate Governance of ICT and Governance of ICT as an integral part of corporate governance within the municipality in a uniform and coordinated manner and to promote effective, efficient, and acceptable use of IT in the Mahikeng Local Municipality.	Reviewed
ICT User Account Management Policy	This policy is designed to protect the organizational resources on the network by requiring strong passwords along with protection of these passwords. Preventative controls should be implemented and detective controls are required to secure process	Reviewed
ICT Backup Policy	This policy is designed to protect MLM operational continuity in the event of disruptions caused by either equipment failure, intentional destruction of data, or any other form of disaster.	Reviewed
ICT Risk Management Policy	to ensure that the risk appetite and tolerance are understood, articulated and communicated and that risks pertaining to the use of Information and Communication Technology (ICT) are identified and managed	Reviewed
Tablet, Lap-top and Desktop Policy		Reviewed
CGICT Service Charter	(a) Identify and establish an ICT Governance Framework and implementation guideline for the municipality; (b) Embed the Corporate Governance of ICT as a subset of Municipal Governance objectives;	Reviewed

	(c) Head of ICT represents the ICT function on Executive Management level; (d) Create municipal value through ICT enablement by ensuring Municipal IDP and ICT strategic alignment; (e) Provide relevant ICT organizational structure, resources, capacity and capability to enable ICT service delivery; (f) Achieve and monitor ICT service delivery performance and conformance to relevant internal and external policies, frameworks, laws, regulations, standards and practices; (g) Ensure that ICT delivers information in line with the Information Policy; (h) Ensure that ICT functions within acceptable levels of risk within the municipal risk tolerance; and (i) Ensure that ICT projects are prioritized aligned and monitored.	
Patch Management Policy	The goal of vulnerability and patch Management is to keep the components that form part of information technology infrastructure (hardware, software and services) up to date with the latest patches and updates.	Reviewed
Succession plan policy	To ensure that junior officials are empowered for purpose of transferring skills by the time the supervisors leave office	Not reviewed
Training and study aid scheme for councilors and officials	To provide a mechanism for councilors and officials to undergo training in order to improve services delivery	
Workplace skills development	To promote the development of skills in the workplace	Not reviewed
Recruitment policy	To prescribe the process to be followed in the recruitment and appointment of personnel	
Retention strategy	To prescribe the process to be followed in ensuring that skilled personnel are retained by the municipality	Not reviewed
Experiential Training Policy	To make provision for experiential training where a student has to undergo practical experience as part of the curriculum requirements of a course	
Policy on attendance of conferences etc.	To provide guidelines to delegates who attend conferences, workshops, meetings etc.	Not reviewed
Study Aid/Bursary policy	To provide study aid to employees to improve their skills	
Leave Policy		Not reviewed
Sexual Harassment Policy		Not reviewed
HIV Policy		
Employee assistance programme policy		Not reviewed
Occupational Health and Safety policy		
Induction of new employees		Not reviewed
Probation policy		Not reviewed

Grievance procedure		Reviewed
Communication policy		Not reviewed
Budget policy	To provide guidance on the basis, format and information included in the budget document	Reviewed
Procurement Policy	To provide guidelines for the procurement of goods and services	Reviewed
Credit control policy		Reviewed
Investment policy Fixed assets policy		Reviewed
Credit control policy		Reviewed
Asset management policy		Reviewed

Petty cash policy	To provide guidance with respect to purchasing of small items and assist with adherence to Supply Chain Management policies.	Reviewed
Retirement policy	To assist with the management of day-to-day budget expenditure and to ensure that the municipality does not incur unauthorized expenditure before the compilation of the adjustment budget	Reviewed
Indigent policy	To provide a decent burial for qualifying indigents who pass on and whose families have no resources to pay for the interment cost at the time of death	Reviewed
Fraud and corruption policy	To provide a framework within which employees, councilors and other interested parties of the municipality should report suspected corrupt activities without compromising their identity and safety	
Indigent Burial policy	To provide a decent burial for qualifying indigents who die, and the families have no resources to pay for the interment cost at the time of death	Not reviewed
Revenue/income policy	To guide officials who handle, control and manage cash and cash equivalents that belong to the municipality	Not reviewed
Risk Management policy	To allow for the management of risks within defined risk/return parameters, risk appetite and tolerances as well as risk management standards. To provide a framework for the effective identification, evaluation, management, measurement, and reporting of the municipality's risks	Not reviewed
Code of conduct policy		Not reviewed
Performance management policy and framework		

ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM (PMS)

G5.1 INTRODUCTION

The Performance Management System (PMS) is part of the broader system of strategic management and is designed to facilitate MLM to achieve its objectives as set out in the IDP.

The IDP, Budgeting and PMS should be seamlessly integrated. The performance measures will be tightly aligned with the performance contracts of senior employees and should form the basis for work plans of employees at lower levels. The performance management of the municipality is about the setting and measurement of desired outputs and outcomes for the activities of the organization. It starts with the organizational strategy which is cascaded to directorate plans and individual performance plans and appraisals.

G5.2 POLICY AND LEGISLATIVE FRAMEWORK

The PMS is located within a legislative framework that is derived from the following legislation:
 White Paper on Local Government
 Municipal Structures Act no 117 of 1998
 Municipal Systems Act no.32 no. of 2000
 Integrated Development Planning and Local Government Performance Management Regulations of 2001 and 2006
 Municipal Finance Management Act (MFMA) no.56 of 2003
 Municipal Performance Regulations of August 2006

G5.3 PURPOSE OF PERFORMANCE MANAGEMENT

Performance management is intended to manage and monitor progress against identified strategic objectives and priorities. It is a process through which the municipality sets its targets, monitors, assesses, evaluates and reviews organizational and employee performance. The PMS should:

- Drive change and improve the performance of the organization
- Measure overall performance against set objectives
- Identify success as well as failure
- Identify good practice and learning
- Allow for making informed decisions about the allocation of resources
- Alert decision-makers timeously about the risks threatening the attainment and fulfillment of the council's objectives

G5.4 CURRENT STATUS OF MLM PERFORMANCE MANAGEMENT SYSTEM

The Performance Management Policy Framework regulating performance management in the municipality has been reviewed and submitted for approval by Council in May 2018. This will enable the municipality to cascade PMS to departmental heads and unit managers during the 2019/20 financial year.

APPROACH TO PERFORMANCE MANAGEMENT AT MLM

Approach 1: Performance contracts and performance agreements

This approach applies to the Municipal Manager, CFO and all other directors (Section 57 appointments). These will be signed on an annual basis in compliance with legislative requirements and best practices.

Approach 2: Personal scorecards

At present performance management is only implemented at Section 57 level. However, the system is being reviewed in order to cascade it down to departmental heads and unit managers first with effect from the beginning of the next financial year: Approach 2 will apply to all employees as indicated above. The link to reward will initially be non-financial. Financial rewards will ultimately be determined through the Collective Bargaining process at the South African Local Government Bargaining Council (SALGABC).

To ensure the successful implementation of the above, the following is vital:

Performance management policy and procedure - * the system is currently being reviewed and awaiting adoption by council*

Procedures for management of poor work performance * captured in the currently reviewed policy*

Performance reward scheme * captured in the currently reviewed policy*

Non-financial rewards for permanent employees * captured in the currently reviewed policy*

Remuneration Policy*

STAFF PERFORMANCE MANAGEMENT SYSTEM

The PMS will be cascaded to all municipal employees in order to implement an assessment tool that will help with the monitoring and evaluation of the performance of employees. The reviewed Performance Management Policy Framework reflects these initiatives. Cascading the PMS down to all employees is expected to be phased into various occupational categories within financial periods.

G5.5 MANAGEMENT AND OPERATION OF PMS

Performance Management Process

IDP Process - Formulation of Vision, Mission, identifying priorities and setting objectives.

Top layer SDBIP - Municipal scorecards contains municipality's objectives, indicators, targets, inputs, outputs and outcomes of a municipality as a whole that should be achieved as per IDP. These should be available to the public.

Technical SDBIPS - Departmental scorecards are based on the Top layer SDBIPS, which will form the basis of performance agreements for Heads of Departments.

Individual- These are work plans for all individuals which should assist individuals' performance in achieving objectives as outlined in the technical SDBIPS Work Plans. Indicators at this level should be broken down into activities and be aligned with job descriptions.

PERFORMANCE MONITORING, REPORTING AND REVIEW

The performance management framework sets out the monitoring process to see how the municipality performs throughout the year in meeting its targets. This should provide the basis for early detection of underperformance and provide corrective measures. Therefore a performance review can be undertaken to ensure that the municipality is still in the right track. The review can also be done to employ best strategies to improve performance. Municipalities are also expected to report on their performance to ensure accountability. To ensure proper reporting, a schedule as well as reporting formats should be sent to all Departments. The reporting process should be reviewed and suggested improvements should be considered.

ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

STRUCTURE	RESPONSIBILITY
COUNCIL	Adopts priorities and objectives in the IDP Approves the PMS framework Reviews performance of the Municipal Council, its committees, and the administration on an annual basis in the form of a tabled annual report at the end of the financial year Approves Municipal Managers' and Directors' performance appraisals
EXECUTIVE COMMITTEE(EXCO)	Reviews performance of the administration quarterly and annually, with reports received from the Municipal Manager Reports to Council on the recommendations for the improvement of the PMS
MUNICIPAL MANAGER	Overall management and co-ordination responsibility to ensure that all relevant role-players are involved. Reviews performance of managers
PORTFOLIO COMMITTEES	Receives reports from Directors responsible for their portfolios before they are tabled at EXCO and Council Reports to EXCO on the recommendations for the improvement of PMS
HEADS OF DEPARTMENTS	Provides information related to performance measures and targets in their respective sectors Collates the drafting and performance plans of directorates
PMS MANAGER	Responsible for day-to-day management of PMS Collates the drafting and performance plans of directorates
INTERNAL AUDIT	Participates in the development of the audit charter, and audit annual plan Assesses the functionality of the PMS Audits the performance measures of the municipality Submits quarterly reports to the Municipal Manager and the audit committee

PERFORMANCE AUDIT COMMITTEE	Formulates the Audit Committee Charter and Audit Plan Reviews quarterly reports from the departments and internal audit. Reports quarterly to the audit council
STAFF	Participate in the development and review of the SDBIPs and their performance plans Responsible for the achievement of goals of the municipality
COMMUNITY	Participate in setting the KPIs and targets of the municipality Hold the municipality accountable by receiving annual reports

ACTION PLAN

ACTIVITY	ESTIMATED TIMEFRAME
Adoption of the revised PMS framework	June annually
Performance Reporting	Quarterly, midyear and annually
Auditing of financial statements and results on performance measurement	31 September annually
Report from Auditor-General and development of Audit Recovery Plan	31 December annually
Municipality tables annual report to council	31 January annually
Municipality makes copies to distribute within 14 days after adoption	Mid-February annually
Municipality prepares an oversight report	March annually
Municipality submits copies to MEC for Local Government, Auditor- General and other institutions	March annually

4.7 KEY PERFORMANCE AREA: FINANCIAL VIABILITY, TO PROMOTE ACCOUNTABILITY AND TRANSPARENCY

THE BUDGET AND TREASURY OFFICE FALLS UNDER THIS KPA

The core functional strategy of the Budget and Treasury Office is the provision of sound financial management services to the municipality in a bid to ensure goal congruence with other municipal directorates and to achieve the ultimate local government mandate of effective service delivery. The municipal budgeting process is a crucial process that influences the performance of the municipality in achieving its key service delivery objectives. The budget is aligned to the strategic document of the municipality termed the Integrated Development Plan (IDP) 2022-2027, hence, it is an essential tool in ensuring that key performance indicators and related targets are achieved efficiently and effectively. A healthy financial position strengthens the municipality's ability to exceed the expectations of its community.

It is essential that the municipality embarks on a strategy of becoming a self-sustainable institution in the long term with minimal reliance on government grants and subsidies.

4.7.1 FINANCIAL VIABILITY: OBJECTIVES, STRATEGIES & KPIs

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR/S
To promote accountability and transparency	Extract trial balance and map chart of accounts	Timeous submissions of Annual Financial Statements (AFS) to the Office of the Auditor General (Section 126 MFMA)
		Number of Section 71 reports submitted to the mayor and National Treasury within legislative timelines
	Collect data from various offices Prepare documents for tariffs, budget related policies and submit to Council	2022/2023 budget tabled and approved by Council within legislated timelines and tariffs
	Schedule A is balanced for primary and secondary budgeting	2022/2023 budget related policies tabled and approved by Council within legislated timelines
To promote accountability and transparency	Extract and analyze trial balance from Munsoft System and make necessary adjustments	Number of Section 52 reports submitted to Council within 30 days after end of each quarter
		2022/2023 Mid-year budget assessment report prepared and submitted to Council and National Treasury by 25 Jan 2023 (Section 72)
	Regular asset count for movable assets Annual useful life assessment of infrastructure assets Fully account for all assets acquired during the year	Compile and maintain an up-to-date asset register
To promote accountability and transparency	Compile an SCM report by examining the records per categories on the website for adverts	100 % of MSA Section 21 monthly reports on awarded bids submitted for advertisement on the municipal website and to National Treasury

	Attend to the previous Auditor General findings and compile interim AFS by 31 March 2022	Working towards an improved audit opinion
	Create and populate the AFS	
	Engage with SCM Head and Chairperson of Evaluation Committee to submit bids and tenders for consideration	Attend to issues of bids and tenders of SCM
	Extract SCM data, analyse and compile a report	Number of MFMA Section 32 and SCM regulation 32 reports on deviation, fruitless and irregular expenditure submitted to Council
To maximise revenue collection	Engage with long outstanding debtors to agree on payment arrangements	Improve % of revenue collection
	Set up teams of data collectors to mobilize data collection to all indigents in all municipal wards.	Improve Number of indigent households receiving free basic services
	Assemble a team of data capturers in order to capture data on Munsoft for qualifying indigents	

4.7.2SERVICE DELIVERY AND BUDGET IMPLEMENTION PLAN

KEY PERFORMANCE AREAS

KPA: Institutional Development and Transformation

KPA: Good Governance, Public Participation and Ward Committee system

KPA: Financial Management and Viability

KPA: Local Economic Development and Spatial Rationale

KPA: Basic Service Delivery and Infrastructure Development

4.7.3 PROJECTS**MAHIKENG MIG IMPLEMENTATION PLAN: 2024/2024 FINANCIAL YEAR**

Municipality Name	MIG-MIS Form ID	MIG Reference Nr	PROJECT DESCRIPTION
Mahikeng LM		PMU	PMU
Mahikeng LM	507333	MIG/NW/3037	Upgrading of a road from Ikopeleng to Mogakgwaneng - Ward 3
Mahikeng LM	467943	MIG/NW/2940	Waste Management Specialised Vehicles
Mahikeng LM	507337	MIG/NW/3036	Upgrading of road from Jikeleza via Lerato to Koi-Koi - Ward 14, 19 & 34
Mahikeng LM	507338	MIG/NW/3038	Upgrading of road from the school passing the MPC to Hotel School - Ward 32
Mahikeng LM	507339	MIG/NW/3140	Upgrading of St Mary's Road and RDP Section in Ward 17
Mahikeng LM	507340	MIG/NW/3039	Upgrading of interconnector roads leading to cemeteries in Ward 21
Mahikeng LM	510845	MIG/NW/3041	Upgrading of access road from provincial disaster management centre and social development centre
Mahikeng LM	507346	Awaiting approval letter	Upgrading of interconnector paved road from James Moroka, Bray Road to interlink to cemeteries - Ward 16 & 30
Mahikeng LM	510221	MIG/NW/3035	Upgrading of a road in Siberia - Ward 24
Mahikeng LM	517295	Awaiting approval letter	Upgrading of road in ward 29
Mahikeng LM	507336	MIG/NW/3034	Upgrading of road from Mmaphatswa, scrapyard to bray road - ward 20
Mahikeng LM	517294	Awaiting approval letter	Upgrading of interal roads in Mosiane View - Ward 9
Mahikeng LM*	507340	MIG/NW/3040	Upgrading of interconnector road from Molebatsi to Mmatlhonyane in ward 27 31

DISTRICT DEVELOPMENT MODEL PROJECTMahikeng local municipality water testing laboratory

- The water laboratory will be based in Montshioa ward 08 and is intended to service other municipalities in the province on water quality testing.

4.7.4 SECTOR DEPARTMENT PLANS**NGAKA MODIRI MOLEMA PROJECTS**

NO	Project Name	Description	Objectives	Status	Funding	Progress
01	Reduction of Water Tankering in Ward 34 by Development of rudimentary water schemes around the ward at Magogwe koikoi and Makhubung;	Magogwe koikoi Drilling of 03 boreholes, 10 x 10kl elevated tanks and 14 communal taps Makhubung; 08 boreholes, 16x10 KL jojo tanks and 32 communal taps	Sustainable water supply	The ward is scattered and has no infrastructure. The Communities are dependent on tankering which is not sustainable due to the turnaround time that is not satisfactory. Communities are experiencing constant shortages of water.	R10 449 402.00	Sitting, Drilling and pump-testing of the first 03 boreholes is complete and the yield was insufficient the Contractor has been given site instruction for additional source exploration appointment of contractor to be finalized for approval.
			Sustainable water supply		R21 887 165,00	Assessments are completed, the 06 of 08 boreholes drilled and pump tested equipping is progress Progress 15%

02	Mahikeng South Water Project MAHIKENG LM	Procurement and installation of 2 high lift pumps, tap water from MHK Plant and connect pumps to the existing pipeline to Majemantsho 1ML Steel Storage tank.	Augment water to ward 21, 5, 17 and 35	The Project was implemented by SW and it was left incomplete. R2.4m was transferred to SW for completion but the work was never completed. SP: LANGU ELECTRICAL	R 2,5m	Pumps have been delivered and installed. Busy with connections. Progress: 70%
03	Groundwater source augmentation Water IN MADIBE-GA-TAU	Development of rudimentary water schemes around the village by pump testing existing and drilling additional of 02 new boreholes, equipping those who passed the yield test, installation of elevated 2 x 10kl storage tanks, pipelines and installation of communal taps.	Sustainable water supply	The village is scattered and it is supplied by only 01 borehole. The current is low yielding and some communities do not receive water due to low pressure. The Communities are dependent on tankering which is not sustainable due to the turnaround time that is not satisfactory. Communities are experiencing constant shortages of water.	R3,5m	Sitting, Drilling and pump-testing of the first 03 boreholes is complete and the yield was is insufficient the Contractor has been given site instruction for additional source exploration appointment of contractor to be finalized for approval. Progress 10%
04	Groundwater source augmentation Water In Magogwe Ward 19	Development of rudimentary water schemes around the village by pump testing existing and drilling additional of 02 new boreholes, equipping those who passed the yield test, installation of	Sustainable water supply	The ward is scattered and has no infrastructure. There is a ack of water supply The Communities are dependant on tankering which is not sustainable due to the turnaround time that is not satisfactory. Communities are experiencing constant shortages of water.	R 8,5m	Sitting, Drilling and pump-testing of the first 03 boreholes is complete and the yield was is sufficient be utilized. The appointment of contractor to be finalized for approval. Progress 10%

		elevated 2 x 10kl storage tanks, pipelines and installation of communal taps				
05	Groundwater source augmentation Water In Lomananyaneng Ward 05 Dube section	Development of new sources to augment the current water supply by drilling, testing and equipping of 04 boreholes with complete concrete pump house and concrete palisade fence. Construction of storage 06x10 KL tanks near CFC church section, installation of new 350 KI steel tank central and new 100KL near kgosing section, Refurbishment of existing standpipes	Sustainable water supply	The ward has existing infrastructure. There is a lack of water supply The Communities are dependent on tankering which is not sustainable due to the turnaround time that is not satisfactory. Communities are experiencing constant shortages of water.	R15m	Sitting, Drilling and pump-testing of the first 04 boreholes is complete and 01 boreholes is low yield is insufficient. 03 of 04 boreholes are very high yielding (2,5 l/s, 4 l/s and 7 l/s) the appointment of contractor to be finalized for approval. Progress 10%

Department of Health

Institution	Project Name	Municipality Name	Facility
Mafikeng Sub District	Renovation of facility	Mafikeng Local Municipality	Madibe Makgabana
Mafikeng Sub District	Conversion of pit toilets to flushing system and new shelters for patients	Mafikeng Local Municipality	Magogwe Clinic
Mafikeng Sub District	Maintenance and repair of the clinic	Mafikeng Local Municipality	Motlhabeng Clinic
Mafikeng Sub District	Maintenance and repair of the clinic	Mafikeng Local Municipality	Mococseng Clinic
Gelukspan District Hospital	Repair and maintenance of maternity ward	Mafikeng Local Municipality	Gelukspan District Hospital

Department of Education

Type of Infrastructure	Project Name	IDMS Gate	District Municipality	Local Municipality	Project Duration	
					Date: start	Date: finish
TOTAL: Maintenance and Repairs						
Primary	Areaganeng Primary	Stage 5: Works	Ngaka Modiri Molema	Mafikeng	01 Apr 2014	31 Mar 2027
Primary	Goodwil Primary	Stage 5: Works	Ngaka Modiri Molema	Mafikeng	01 Apr 2022	31 Mar 2027
Primary	Signal Hill Primary	Stage 5: Works	Ngaka Modiri Molema	Mafikeng	01 Apr 2019	31 Mar 2027
Primary	Stinkhoutboom Primary	Stage 3: Design Development	Ngaka Modiri Molema	Mafikeng	21 Mar 2015	31 Mar 2027
Special School	Tlamelang Special School	Stage 1: Initiation/ Pre-feasibility	Ngaka Modiri Molema	Mafikeng	01 Apr 2023	31 Mar 2027
TOTAL: New or Replaced Infrastructure						
Primary	DP Kgotleng Primary School	Stage 1: Initiation/ Pre-feasibility	Ngaka Modiri Molema	Mafikeng	01 Dec 2021	31 Mar 2027

Primary	Replacement Of Asbestos Roofs	Stage 1: Initiation/ Pre-feasibility	Ngaka Modiri Molema	Mafikeng	01 Apr 2019	15 Mar 2027
Primary	Tshedimoso Primary	Stage 5: Works	Ngaka Modiri Molema	Mafikeng	20 Mar 2020	31 Mar 2027
TOTAL: Rehabilitation, Renovations & Refurbishment						
Primary	Bethel Primary School	Stage 1: Initiation/ Pre-feasibility	Ngaka Modiri Molema	Mafikeng	01 Apr 2022	31 Jul 2027
	Classrooms Additions	Stage 5: Works	Ngaka Modiri Molema	Mafikeng	01 Apr 2020	31 Mar 2027

Department of Human Settlements

Project Name	District Municipality	Local Municipality	Project Duration		Source of Funding	Budget Program Name
			Date: start	Date: finish		
Mafikeng Villages Phase 2 - Dibono Velostar	Ngaka Modiri Molema District	Mahikeng	2021/01/26	2023/12/30	Human Settlements Development Grant	Housing Development
Mafikeng Villages Phase 2 - Ga Moleme Rengata	Ngaka Modiri Molema District	Mahikeng	2021/01/26	2023/03/31	Human Settlements Development Grant	Housing Development
Mafikeng Villages Phase 2 - Lekoko SP	Ngaka Modiri Molema District	Mahikeng	2021/01/26	2023/12/31	Human Settlements Development Grant	Housing Development
Mafikeng Villages Phase 2 - Lekubu La Seipone SP	Ngaka Modiri Molema District	Mahikeng	2021/01/26	2023/12/31	Human Settlements Development Grant	Housing Development

Mafikeng Villages Phase 2 - Lekung Velostar	Ngaka Modiri Molema District	Mahikeng	2021/01/26	2023/12/30	Human Settlements Development Grant	Housing Development
Mafikeng Villages Phase 2 - Letlhogoring Rengata	Ngaka Modiri Molema District	Mahikeng	2022/03/01	2023/03/31	Human Settlements Development Grant	Housing Development
Mafikeng Villages Phase 2 - Lokung SP	Ngaka Modiri Molema District	Mahikeng	2021/01/26	2023/12/31	Human Settlements Development Grant	Housing Development

Department Of Social Development

Type of Infrastructure	Project Name	IDMS Gate	District Municipality	Local Municipality	Project Duration	
					Date: start	Date: finish
Building/Structures	Boikagong Maintenance	Stage 4: Design Documentation	Ngaka Modiri Molema	Mafikeng	01 Apr 2020	31 Mar 2029
Multi-Purpose Centre	Mahikeng Outpatient Centre	Stage 1: Initiation/ Pre-feasibility	Ngaka Modiri Molema	Mafikeng	01 Apr 2020	31 Mar 2029
Multi-Purpose Centre	Safe House (Mafikeng)	Stage 4: Design Documentation	Ngaka Modiri Molema	Mafikeng	01 Apr 2020	31 Mar 2029
Office Accommodation	Unplanned Maintenance	Stage 4: Design Documentation	Ngaka Modiri Molema	Mafikeng	01 Apr 2020	31-Mar-29

Annexures

ANNEXURE A: SPATIAL DEVELOPMENT FRAMEWORK

ANNEXURE B: DISASTER MANAGEMENT PLAN

ANNEXURE C: LED STRATEGY