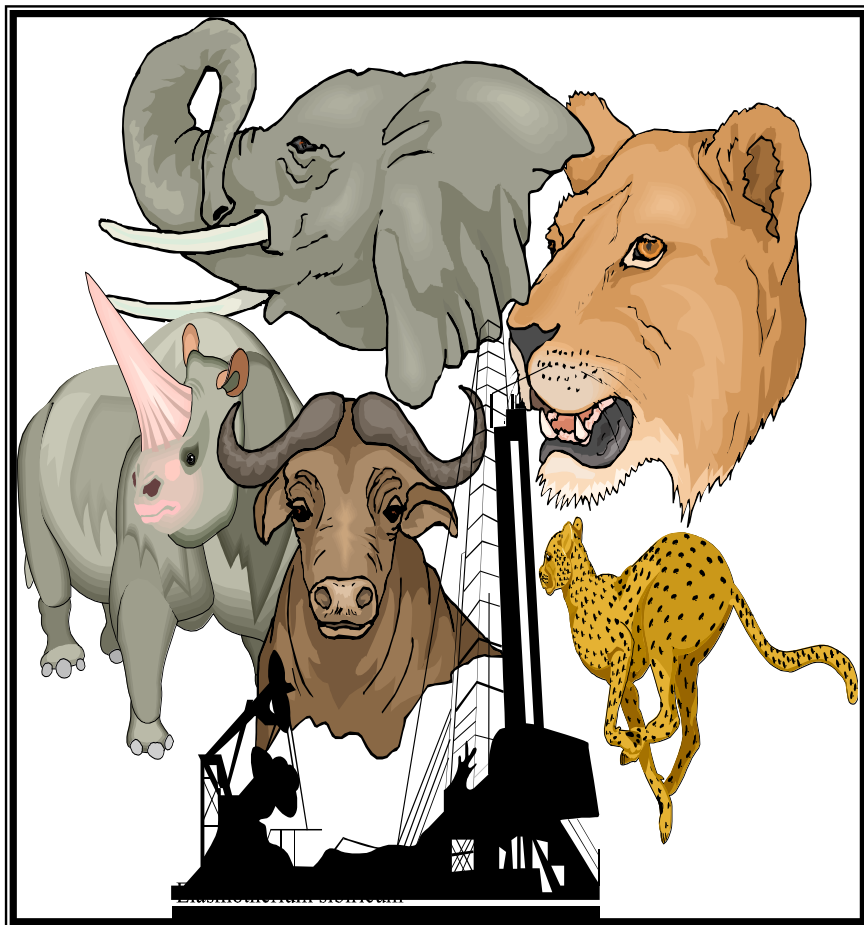


**2011/2012 DRAFT INTEGRATED
DEVELOPMENT PLAN
(FINAL)**



**BOJANALA PLATINUM
DISTRICT MUNICIPALITY**

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SECTION A: EXECUTIVE SUMMARY

1. Introduction to Integrated Planning

Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development. It is a process aimed at integrating economic, sectoral, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas.

An Integrated Development Plan (IDP) which is a product of Integrated Development Planning is a strategic plan which municipalities prepare to guide and inform planning, budgeting, management and decision making in their area of jurisdiction. The Plan is prepared for a five year period and is reviewed annually to assess the municipal performance and changing circumstances. The plan is prepared and reviewed in terms of the Local Government Municipal Systems Act (MSA), Act 32 of 2000. The Act also requires a review of the strategic development plans to assess whether these plans are aligned to the needs of stakeholders.

The other key legislations in the IDP and Budget process include the Local Government Municipal Finance Management (MFMA), Act 56 of 2003 as well as the Municipal Planning and Performance Regulations of 2001.

An IDP is a mechanism for alignment and coordination between different spheres of government and sectors of development because it:

- Serves as a basis for communication and interaction;
- Ensures accountability and partnership by debating concrete issues, planning and resource allocation decisions;
- Harness all public resources of the three spheres of government behind common goals within a framework of municipal support;
- Promotes integration of sectorally divided departments at local level; and
- Promotes cooperative governance between three spheres of government.

Bojanala Platinum District Municipality developed and adopted its 5 year (2006-2011) IDP in 2007. The current cycle (2011/2012) is the last IDP review which is in line with the last term of the current council in the Local Government sphere.

2. The Planning Process

As already mentioned above, an IDP is a product of Integrated Development Planning process which is undertaken according to prescribed sections pieces of legislation.

There are several requirements that municipalities have to comply with in each review process of the IDP. This is achieved through the IDP Framework and the process plan that municipality develop and adopt in order to guide their IDP processes.

The following section shows the Bojanala Platinum District Municipality's Framework and Process Plan adopted by Council in August 2010 to guide the 2011/2012 Review Processes not only for the district but all local municipalities within its area of jurisdiction.





However, taking into account the date of elections and concomitant matters of adoption of the reviewed IDP and Budgets for the 2011/12 Financial Year, the Process Plan was then amended in line with the Circular 54 as issued by the National Treasury in December 2010.

2.1. IDP Framework and Process Plan

2.1.1. District IDP Framework

The IDP district Framework is informed by certain responsibilities entrusted to the district and local municipalities in terms of legislation. The framework is prepared jointly by all the municipalities within the Bojanala district with the district playing a leading role.

The objectives of district IDP framework include:

-  To serve as a guiding model for the 2011/2012 IDP process for BPDM and its five local municipalities.
-  To involve and integrate all relevant role players
-  To bring about cooperative governance, align and coordinate development planning at local government level.
-  To ensure that needs and voices of communities and interested groups within Bojanala district are identified, acknowledged and addressed.

The framework is binding on all municipalities in the IDP process.

a. The Review Process

The annual IDP review process relate to assessing the municipality's performance against organisational objectives as well as implementation delivery. An IDP is reviewed in the light of changing internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programmes of the IDP. The annual revision of the IDP must inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

An IDP should be reviewed in order:

- To ensure its relevance to the Municipal strategic plan
- To inform other components of the municipal business process, including institutional and financial planning and budgeting.
- To inform the cyclical intergovernmental planning and budgeting cycles
- To reflect the impact of successes as well as corrective measures to address problems.

As per legislative requirement, an adopted IDP is submitted to the MEC of Local Government and Housing for comments. These comments will be incorporated during the review process to influence the finalization of the process. However, it is necessary that they are received on time to allow municipalities' ample time to process and put them in effect.

The review process will be conducted according to the approved IDP/Budget process plans as developed by individual municipalities.

Learning from the past experience, it is important to review the process plan where there's a need for improvement and adjustment. It is therefore important to highlight institutional issues, process issues and content issues that the review process should incorporate to ensure that IDP process is:

- Strategic
- Implementation oriented
- Participatory

- Integrated

b. Institutional issues

- ✚ This might include revisiting the nature and terms of reference of existing IDP structures to ensure their functionality.
- ✚ Process issues include looking at the overall events and processes as they transpired during the IDP process. This also includes mechanisms to ensure co-ordination and overall alignment process.

c. Content Issues

The review will focus and be influenced by the following areas:

DDLGH MEC's comments

- ✚ Improvement on the IDP/Budget process and content based on the previous performance (mainly with reference from assessments performed by Provincial and National Sector Departments)
- ✚ Change in legislation and policies
- ✚ Amendments in response to changing circumstances
- ✚ Adjustment of powers and functions

The output is a reviewed IDP comprising of a number of components including:

- ✚ Reviewed and developed municipal sector plans
- ✚ Reviewed, reprioritized and new programmes and projects based on new information and availability of funding, in line with national targets.
- ✚ Improved system of performance management, monitoring and evaluation.

The IDP guide format should be used by all municipalities to ensure standardization of IDPs.

d. Institutional Arrangements

Before the review process commences, it is important that certain institutional arrangements be made to ensure that the process is managed well. An action programme for the process indicating main activities, resources and time frames must be put in place, coupled with assigned roles and responsibilities.

The following are the proposed structures which will guide the IDP Review Process:

- **IDP Management Committee/Forum** (Municipalities’ IDP Managers/Officers)
- **Budget Management Committee/Forum** (Municipalities’ Chief Financial officers/Budget officers)
- **District IDP/Budget Steering Committee/Management Team** (Executive Mayor, identified Members of Mayoral Committee, Municipal Manager, IDP Manager, Chief Financial Officer, PMS Manager)
- **IDP Representative Forum** (District and Local Executive Mayors & Mayors, all members of Mayoral Committee Members, Representatives from local municipalities, provincial & national sector departments, NGOs & CBOs, parastatals & private sector)
- **IGR Forums** (Mayors Forum, Municipal Managers Forum)
- **Cluster Teams** (Technical, LED, Social & Governance – Directors and Heads of Portfolios)

Table 1: Roles and Responsibilities of various key players in the IDP Process

Structure(s)/Person(s)	Roles & Responsibilities
Council	-Adopts and approve the IDP Review. -Responsible for the overall management, coordination and monitoring of the IDP review process
Executive Mayor	-Provides political guidance over the budget process and the priorities that must guide the preparation of a budget.
Members of Mayoral Committee	-Recommend the approval of the IDP review to Council
Municipal Manager	-Manages and coordinates the review process. -Ensures that all departments fit in the organizational vision

IDP Manager/officer	<ul style="list-style-type: none"> -Offer strategic guidance and management to the review process -Ensures that implementation takes place within the available resources -Ensures that all relevant stakeholders are appropriately involved.
IDP Management Committee	<ul style="list-style-type: none"> -Monitor, evaluate progress and provide feedback -Provide technical guidance to review process in all municipalities -Ensure and maintain integration and alignment -Standardize the planning processes -Recommend corrective measures
Budget Management Committee	<ul style="list-style-type: none"> -Ensure alignment of proposed budget with IDP; -Ensure that sufficient funding is provided on the budget for projects as per IDP; -Record realistic revenue and expenditure projections for current and future years; -Take cognizance of national, provincial budgets, DORA and national fiscal and macro-economic policy;
IDP Representative Forum	<ul style="list-style-type: none"> -Represents the interests of the constituencies in the IDP Review -Ensures communication between all stakeholders -Provide planning information -Assist in projects and budgeting linkages
Traditional Leaders	<ul style="list-style-type: none"> -Represents the interests of the communities in the IDP Review process -Provide environment for implementation of Municipal IDPs in their areas. - Ensure communication and partnership between traditional leaders, municipalities and councillors on IDP issues.
Communities	<ul style="list-style-type: none"> -Participate in the IDP Rep Forum -Identify and prioritise the needs -Discuss and comment on the draft IDP review document

Private Sector

- Inclusion of their projects in the IDP of the municipality
- Provide information on the opportunities that the communities may have in the private sector.

e. Monitoring

Monitoring in the context of IDP review refers to the gathering of data and the subsequent organizing of data into sets of information about certain actions/situations throughout the year as well as monitoring the implementation of programmes during the course of the financial year.

The following three main bodies of information are important as input to the review process:

- Information about the achievement of objectives set in the IDP
- Information on the implementation of programmes and projects by all spheres of government through a series of indicators such as completion time frames, use of resources, etc.
- New or changed information such as:
 - Baseline data on demographics
 - New policy and legislation
 - Budget information from external sources and municipal budget reviews
 - New development and trends
 - Changes in the existing situation due to unexpected events such as natural disasters
 - New investment opportunities
 - Inputs from stakeholders

This information needs monitoring and recording throughout the year for consideration in the review process. All Locals have responsibilities to monitor their own Process Plans and to ensure that the District Framework is properly followed. If deviation from the Framework is experienced, the following procedure should be adhered to:

- Each Municipality will inform the District on deviations from the Action Plan that affect district-wide activities.
- All Municipalities have to be consulted and agree on the framework before it can be amended.

f. Mechanism for alignment

Both horizontal and vertical alignments will be ensured in the review process. In the horizontal alignment will be between the district and local municipalities to ensure that planning activities and processes are coordinated and addressed jointly. Vertical alignment on the other hand will be between local government, the province and national governments as well as parastatals or service providers to ensure that the IDPs are in line with the national and provincial policies and strategies, so that it is considered for the allocation of departmental budgets and conditional grants.

The district municipality is given more responsibility to ensure that both alignments happen, however all role players should support and partake in the alignment process. The province should also play an important role as a coordinator to ensure alignment above district level and between districts within the province.

To manage alignment, all municipal structures should actively play a major role in coordinating information including progress reports on all programmes implemented in the entire district. The office of the district Municipal Manager will ensure that the alignment mechanisms are properly followed and that all clusters are fully functional. Existing intergovernmental structures including clusters should be utilized to ensure integrated planning and alignment.

Sector departments should also be involved in the IDP process from the first phase to ensure improvement on all IDPs within the district; ensure that IDP managers are well capacitated; that national and provincial that their programmes and projects are included in the municipal IDPs; and most importantly that they are implemented. Cluster meetings and IDP Rep Forum will be used as platforms for information sharing and progress reporting on all programmes planned and implemented in the district.

IDP review programmes or actions from the Provincial Departments, e.g. Department of Developmental Local Government and Housing should be aligned with the activities as reflected in the municipal process plans. It is also to ensure that all municipalities within the district align their strategies with those of the National and Provincial government.

g. Binding Legislation, Policies, and Planning Requirements at National and Provincial Levels.

IDP Planning process takes place within the policy and legislative framework. The following legislations should be taken into consideration:

- ✚ The Constitution of the Republic of South Africa
- ✚ National Spatial Development Perspective
- ✚ Provincial Growth and Development Strategy
- ✚ Accelerated and Shared Growth Initiative of South Africa (ASGISA)
- ✚ Water Services Act
- ✚ North West Provincial Spatial Development Framework
- ✚ White Paper on Local Government
- ✚ Local Government Municipal Systems Act
- ✚ Local Government Municipal Structures Act and its amendments
- ✚ Municipal Financial Management Act
- ✚ Property Rates Act
- ✚ Land Use Management Bill
- ✚ National Housing Act
- ✚ National Environmental Management Act
- ✚ Environmental Conservation Act
- ✚ National Heritage Resources Act
- ✚ Development Facilitation Act
- ✚ Townships Ordinances
- ✚ National House of Traditional Leaders Amendment Act
- ✚ White Paper on Population Policy
- ✚ Intergovernmental Relations Framework Act
- ✚ Disaster Management Act
- ✚ Public Finance Management Act
- ✚ ABET Act
- ✚ Skills Development Act
- ✚ Discrimination Act
- ✚ National Sports and Recreation Act
- ✚ Rental Housing Act
- ✚ National Water Act
- ✚ Preferential Procurement Policy Framework Act
- ✚ Skills Development Levies Act
- ✚ Public Service Amendment Act
- ✚ Employment Equity Act

h. Projects Identification

- Projects should be informed by the available sector plans, namely Spatial Development Frameworks, Integrated Waste Management Plan, Disaster Management Plan, WSDP, etc.
- Projects identification or allocation of resources should be in line with identified levels of service backlogs per municipality.
- The IDP units in all municipalities should submit/present needs analysis reports to their respective directorates to assist and guide in their projects identification.
- The identified projects should also cater for vulnerable people, e.g. the youth, disabled and women. The projects must also address the issue of EPWP in all sectors.

i. Adoption of the IDP/Budget by the Council

The revised documents will be adopted by the municipal councils. All Local municipalities should adopt their IDPs before the adoption by the district and this should reflect in their process plans.

j. Public Participation

Community participation should be conducted according to the prescribed legislation. All municipalities should ensure that all means of communication should be used and applied to ensure that all IDP process activities and information reach all members of the public. All municipalities should ensure that the public are informed about the necessary processes of IDP and that they participate in them. Feed back to the public on issues and comments concerning the IDP process is also important.

2.1.2 IDP/Budget Process Plan

ACTIVITIES	MONTH
<p>Review and finalisation of the IDP/Budget process plan with the guidance of the Municipal Finance Management Act and Municipal Systems Act.</p> <p>Mayor plans for the next three-year budget in accordance with coordination role of budget process</p> <p>Consultation on the 2011/12 IDP Framework and IDP/Budget process plan to all stakeholders.</p> <p>Tabling of the IDP/Budget process plan as well as framework to Council.</p> <p>IDP/Budget process plan made public.</p>	July –Aug 2010
<p>Presentation of the IDP Framework and Process Plan to the 1st IDP Representative Forum</p> <p>IDP Context and Process</p> <p>Community Needs analysis and prioritisation and by local municipalities.</p> <p>Consolidation & Presentation of community needs/issues to the IDP Managers Forum</p> <p>Council through the IDP Review process determine strategic objectives for service delivery and development for next three years budgets including review of provincial and national government sector and strategic plans.</p>	Sept – Oct 2010
<p>Presentation of the status quo to the 2nd District IDP Representative Forum.</p>	Dec 2010
<p>Mid Term Performance and Budget Review</p> <p>Review/development of strategic priorities review of municipal vision and mission.</p> <p>Determination of strategic objectives for service delivery and development for next three year budget including review of provincial and national sector and strategic plans.</p>	Dec 2010 – Jan 2011
<p>Tabling of Draft Annual Report to Council.</p> <p>Oversight Committee appointed by Council to consider annual report.</p> <p>Consultations on draft Annual Report</p> <p>Mid-year budget and performance assessment report to Council, National/Provincial treasury.</p>	Jan-Feb 2011

<p>Review/identification of the projects in line with reviewed municipal objectives and priorities.</p> <p>IDP Forum Meetings to consider the preliminary drafts of the IDPs and budgets of all municipalities.</p> <p>Presentation of municipal priorities and proposed projects to sector departments.</p> <p>Presentation of BPDM of programmes/projects by Sector Departments</p>	
<p>Consolidation and confirmation of final programmes & projects from internal & external departments</p> <p>Finalise draft IDP/Budget for the next three financial years.</p>	Jan-Feb 2011.
<p>Tabling of Annual Report to Council</p> <p>Adoption of oversight report to Council</p> <p>Community participation and stakeholders' consultations on the draft IDP/Budget.</p> <p>Public comments and comments from other organs of state are taken into consideration and where necessary, amendments are made to the IDP and Budget.</p> <p>The tabled documents are sent to prescribe organs of state.</p>	Mar 2011
<p>Political inputs on the final drafts</p> <p>Tabling of IDP/Budget for final approval to Council.</p> <p>Copies of the approved IDP/Budget are sent to prescribed organs of state.</p> <p>Copies of the approved IDP/Budget are made public.</p>	Apr 2011
<p>Drafting and approval of Service Delivery Budget Implementation Plan (SDBIP)</p> <p>Approved Top Layer SDBIP is made public.</p> <p>Service Delivery and Budget Implementation Plan</p> <p>Performance agreements are submitted to the Executive Mayor</p>	Jun 2011

3. Municipal Overview

3.1. Geographic Profile

Bojanala Platinum District Municipality (BPDM) is one and the largest of the four district municipalities within North West Province. The district is located in the north-eastern side of the North West province and also shares boundaries with municipalities in other provinces listed as follows:

- Waterberg District Municipality to the north
- West Rand District Municipality to the south-east
- City of Tshwane Metropolitan Municipality to the east;
- Dr Kenneth Kaunda District Municipality to the south; and
- Ngaka Modiri Molema District Municipality to the west.

The district comprises of five (5) local municipalities. The local municipalities are Kgetlengrivier, Madibeng, Moretele, Moses Kotane, and Rustenburg.

The map of the district is shown below:



3.2. Demographic Profile

This section provides the summary of the geographic and demographic information of the district. It should be noted that the population figures as produced by Statistics SA is regarded in the province as the only official source of data that should be used, provided municipalities conduct their own studies which should be endorsed as authentic. BPDM is therefore implementing the decision by using the Statistics SA figures from Statistics South Africa's 2001 Census and 2007 Community Survey Report as it would most be evident in the document but at the same time using information from other studies which were conducted either by the North West Province or National Departments.

The following table summarises the demographic and geographic figures of the Bojanala Platinum District Municipality:

Table 2: Demographic profile of Bojanala Platinum District

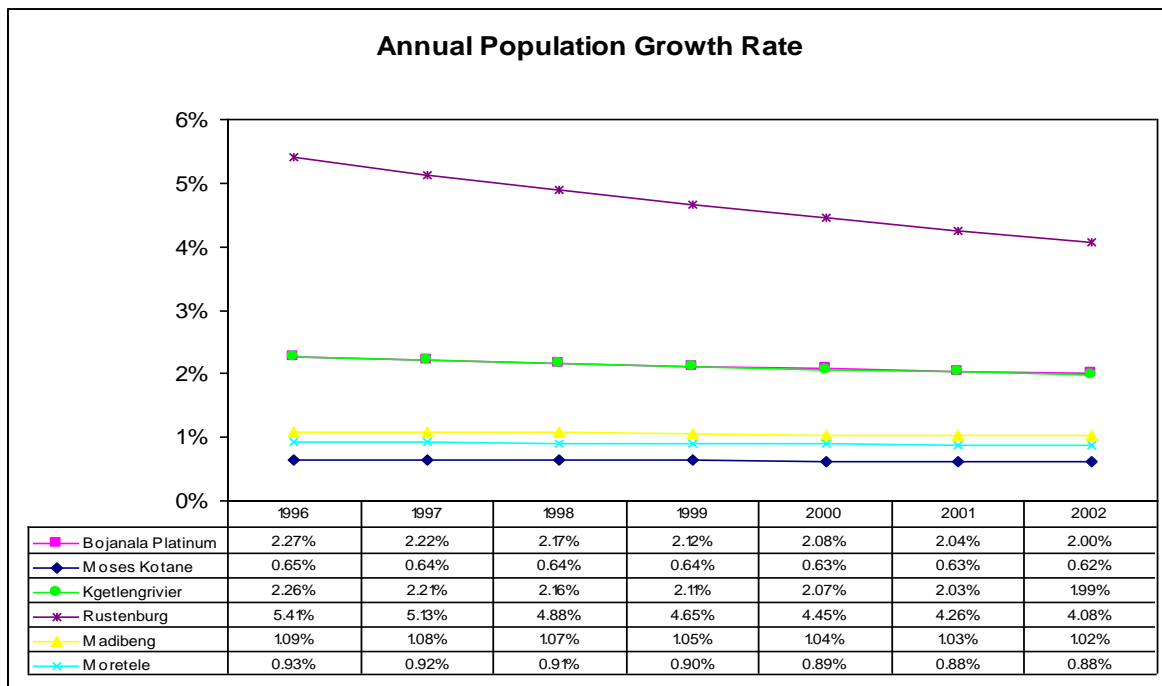
Municipality & Municipal Code	Size (KM ²)	Population		Number of Households		Number of Wards
		2001	2007	2001	2007	
Bojanala Platinum District (DC37)	18 332	1 188 457	1 268 618	324 335	357 201	126
Kgetlengrivier Local Municipality (NW374)	3 974	36 477	37 806	10 175	10 532	5
Local Municipality of Madibeng (NW372)	3 812	346 675	371 197	95 244	96 361	31
Moretele Local Municipality (NW371)	1 369	181 033	182 414	43 763	43 209	24
Moses Kotane Local Municipality (NW375)	5 215	237 175	227 426	61 759	60 557	30
Rustenburg Local Municipality (NW373)	3 492	387 096	449 776	113 394	146 542	36

Source: 2001 Stats SA Census & 2007 Community Survey Report

High population concentration is experienced in local municipalities with the highest economic activities. Rustenburg local municipality has the highest population as compared to the other four locals, followed by Madibeng and then Moses Kotane.

These demographics should be read in line with the population growth rates in the district. The information in **Figure 1** indicates that the highest population growth rate is prevalent in the Rustenburg Local Municipality, ranging from figures around 5.4% in 1996 to just over 4% in 2002. Conversely, the annual population growth rate in both the Moses Kotane and Moretele Local Municipalities has been less than 1% per annum over the same period.

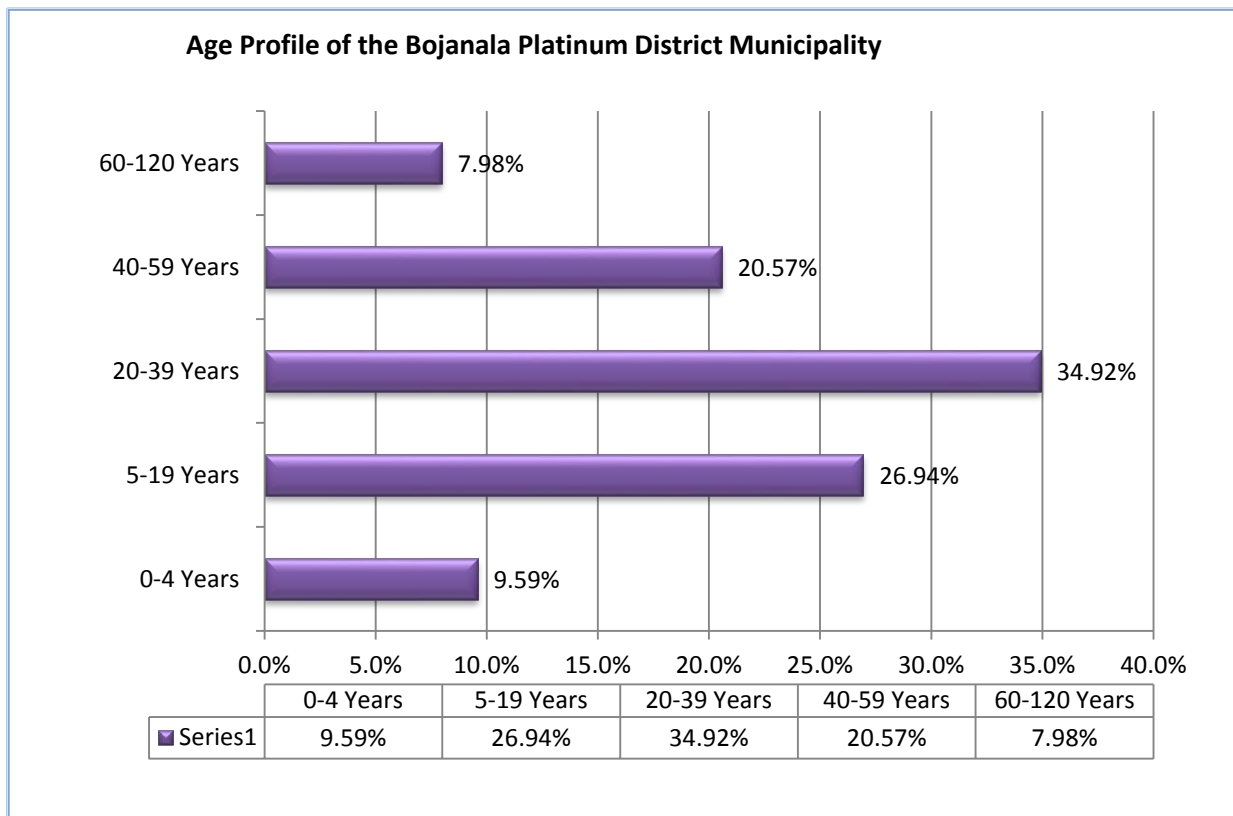
Figure 1: Annual Population Growth Rate



Source: BPDM Socio-economic and service level database, 2005

According to the 2007 Community Survey report, majority of the population in the district falls within the category of 20-39 years at 34.9%, followed by the category of 19 years and younger at 36.5%, as indicated in **Figure 2**. The figures also show that nearly 55% of the population is economically active, which leaves out 7.9% population within the 60 years and older category. The 36.5% of the 19 years and younger categories informs that a significant number of young people (currently younger than 19 years of age) will be entering the labour market over the next 5-10 years and would be seeking employment opportunities. It also signifies a specific need for social amenities such as schools and health care.

Figure 2: Annual Population Growth Rate



Source: 2007 Community Survey Report

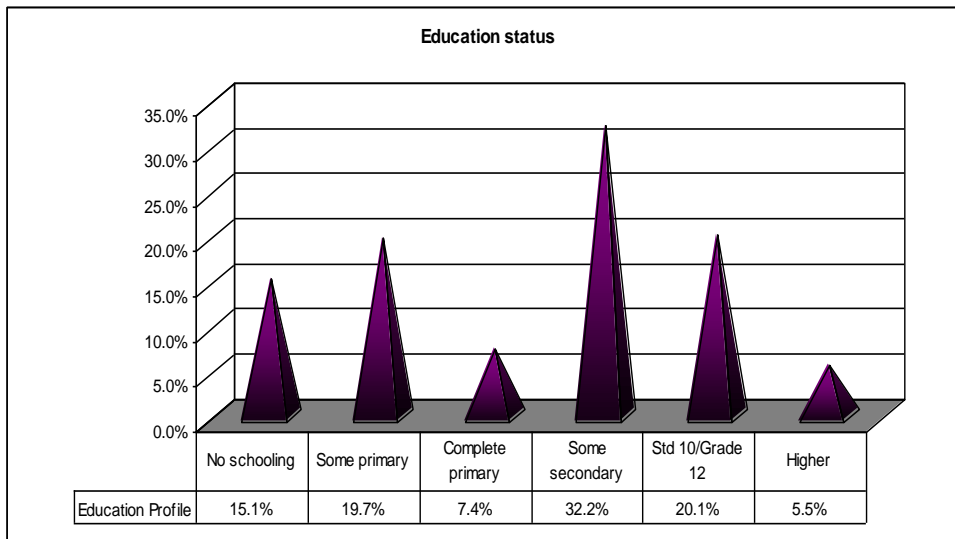
3.3. Socio-Economic Issues

3.3.1. Literacy levels

The education status of the population older than 20 years of age as depicted in **Figure 3** indicates that the district labour market is characterized by low skills levels. As much as 15.1% of the population older than 20 years have not received any form of schooling and a further 19.7% only some primary education. These figures imply that nearly 35% of the total adult population can be regarded as functionally illiterate.

Conversely, only 20.1% of the adult population has completed their high school education and only 5.5% has obtained some form of tertiary education.

Figure 3: Education status of the Bojanala Platinum District Municipality population



Source: South African Demarcation Board, 2006

This education status within Bojanala is further indicated in below in a table which provides the breakdown of education profile per local municipality within Bojanala District. The table

Table 3: Education status per local municipality

Municipality	Grade 0-Grade 5/ABET 2	Grade 6-Grade 12 (with University exemption)	Certificate with Gr. 12-Diploma with Gr. 12	Bachelors degree-Higher degree (Masters/PHD)	No Schooling-Institutions
Kgetlengrivier	9415	17788	784	359	9465
Madibeng	70951	198779	14502	4679	82280
Moretele	37386	97650	7082	1153	39143
Moses Kotane	46705	119616	10964	1965	48174
Rustenburg	77947	243398	27685	6247	94492
Total Bojanala	242404	677231	61017	14403	273554

Source: 2007 Community Survey Report

Both data indicates that there is a need for appropriate skills development programmes and interventions within the district to increase the overall skills of the labour force within the

district would thus be imperative to support ongoing and sustained economic growth within the district.

3.3.2. Employment Status

Unemployment is a serious challenge that South Africa as a country is faced with. Unemployment has become a contentious issue, particularly to the youth. According to Statistics South Africa (2003) in September 2002 there were an estimated 28,0 Million people aged between 15 and 65. Among these people 15, 9 Million were economically active and almost a third (30,5%: 4,8 million) were unemployed according to the official definition. Almost three quarters (70, 8%: 3, 4 Million) of the 4, 8 million people who were unemployed were youth – between the ages of 15 and 34 according to the South African definition. Almost a third (31, 2%: 1, 5 Million) of unemployed youth in South Africa fall into the internationally defined category of youth - persons between the ages of 15 and 24.

During 2008 in South Africa it was estimated that 42.6% of the population were employed. South Africa’s unemployment rate is amongst the highest in the world with an estimated 19.6% of the population unemployed. Bojanala DM has a marginally higher unemployment (21.6%) rate compared to the North West Province (20.4%) and South Africa. Within the Local Municipalities Kgetlengrivier and Moses Kotane have the highest unemployment rates with an estimated 27.6% and 26.5% of the population unemployed respectively. Although Moretele LM is estimated to have the lowest unemployment rate in the LM it should be noted that 53.8% of the population are not economically active. Rustenburg LM has the highest employment rate with an estimated 54.9% of the population employed.

Table 4: Formal Employment Status, 2008

	South Africa	North West	Bojanala
Employed (%)	42.6	39.3	44.5
Unemployed (%)	19.6	20.4	21.6
Not Economically Active (%)	37.8	40.3	34
Total	100	100	100

Source: Statistics SA (Census, 2001 and Community Survey, 2007)

According to the March 2009 Stats SA release, South Africa's unemployment rate dropped slightly to 21,9% in the quarter ended December 2008 from 23,2% in the third quarter, Statistics South Africa data showed on Monday. Jobs growth reached 1,4% quarter-on-quarter (q/q) from the -0,5% q/q seen in the third quarter. The total number of employed people was reported to have lifted by 189 000 to 13,844-million, but the total labour force was down by 59 000 to 17,718-million.

This also applies to North West Province, including the Bojanala District where unemployment is still a serious concern. According to the 2007-2011 BPDM IDP the total number of unemployed persons in the district increased over the period 1996 to 2003 (from 140000 to 217000) and the unemployment rate have stabilized and decreased slightly from 2002 onwards.

The following table shows the level of employment and unemployment in the district per local municipality. It is evident that there is still high level of unemployment in the district despite of the geographical area or the category of the municipality.

Figure 4: Employment status per local municipality



Source: 2007 Community Survey Report

This figure is complemented by the table below which provides the comparative unemployment and affordability figures for the various municipalities. The figures provide a clear indication of the need for poverty alleviation programmes and interventions in the district.

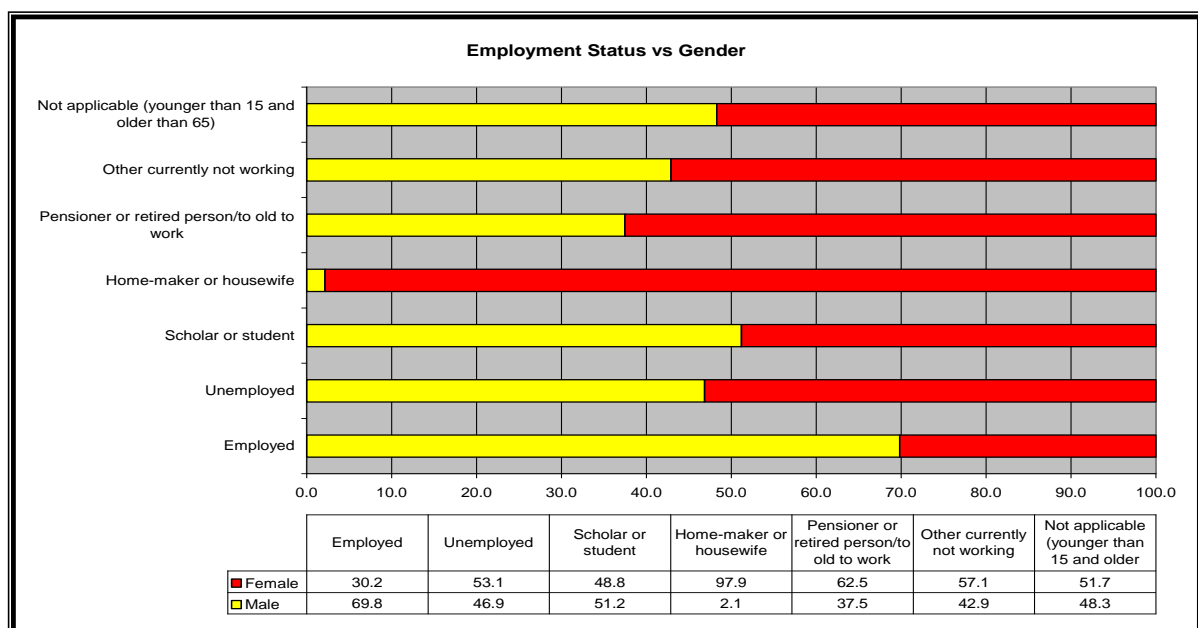
Table 5: Comparative unemployment and affordability figures

Area	% Economically active population unemployed	% Households earning less than R800/month
Moretele LM	57.7%	60.2%
Madibeng LM	41.6%	50.2%
Rustenburg LM	32.2%	38.0%
Kgetleng Rivier LM	30.2%	56.8%
Moses Kotane LM	51.0%	59.8%

Source: Statistics SA, Census 2001

The information depicted in **Figure 5** indicates that nearly 70% of the total employed population consists of males, with only 30% females. These figures also clearly indicate that 53% of the total unemployed population is represented by the female population in the district.

Figure 5: Employment vs. Gender

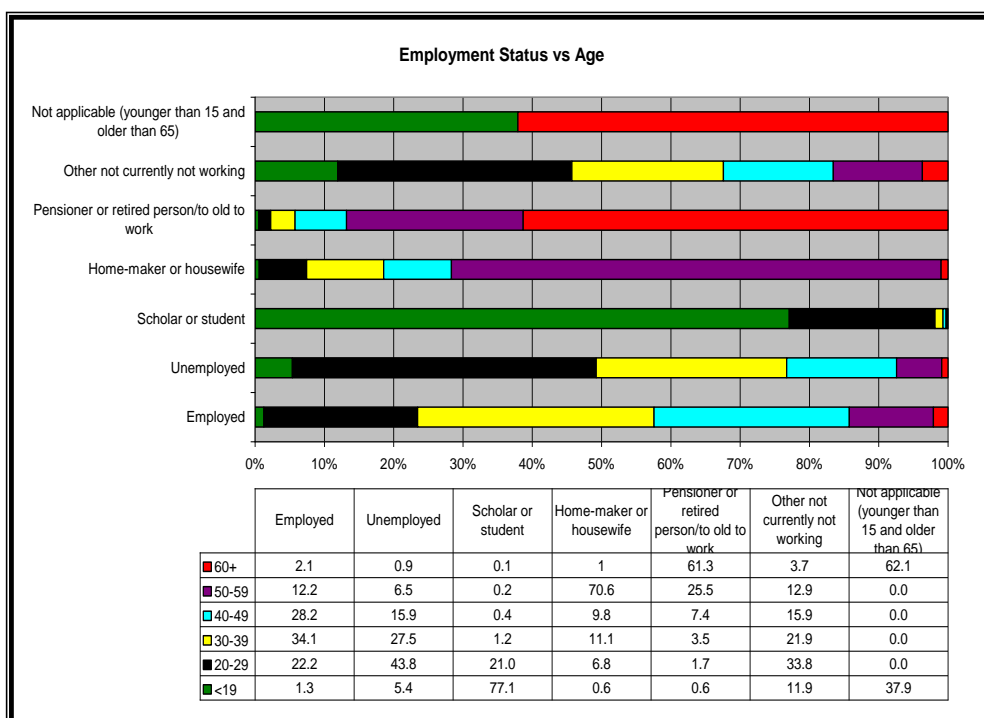


Source: 1. Statistics SA Census Community Profiles, 2001; 2. Super CROSS cross-tabulation, 2006

The correlation between economic status and age of the district population is depicted in **Figure 6** and reveals a number of important observations:

- A very high proportion of the population between 20 and 29 years of age is regarded as unemployed (43.8%). This figure is significantly higher than the comparative figure in the other age categories
- The age category with the highest proportion of the population classified as being employed is between 30 and 39 years of age with 34.1% of the population in this age category being regarded as employed

Figure 6: Employment status vs. Age



Source: 1. Statistics SA Census Community Profiles, 2001; 2. Super CROSS cross-tabulation, 2006

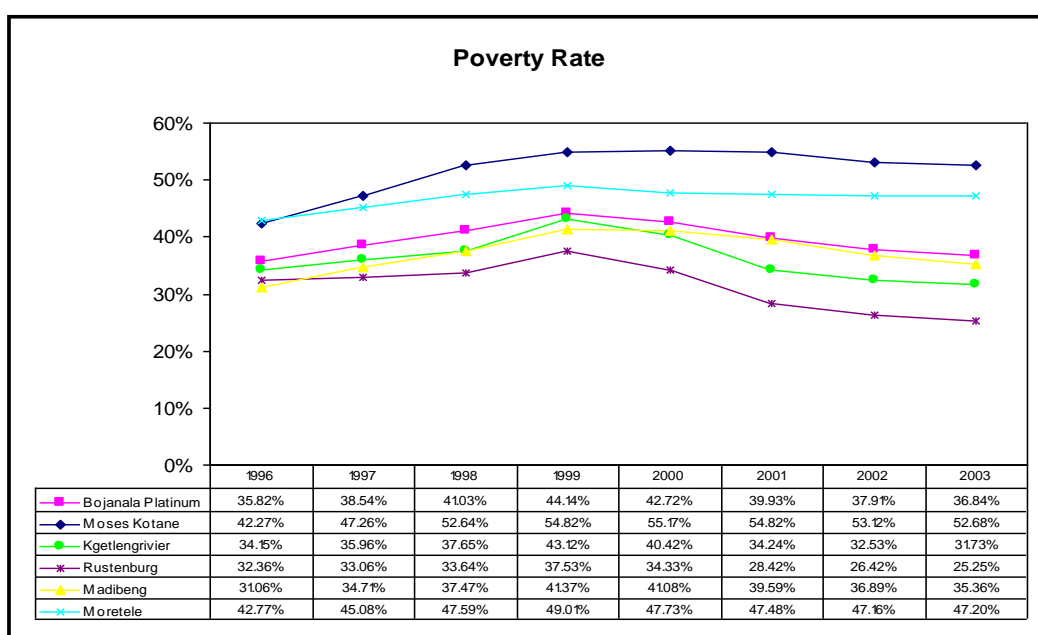
3.3.3. Socio-Economic Issues

The poverty rate across the district for the period 1996 to 2003 is depicted in the figure as follows. This information indicates that the poverty rate for the district as a whole decreased from approximately 44% in 1999 to 36.8% in 2002. The highest poverty rate within the district is prevalent in the Moses Kotane and Moretele Local Municipalities (52.7% and

47.2% by 2003). The lowest poverty rate is prevalent in the Rustenburg Local Municipality with an estimated 25.2% of its population living in poverty by 2003.

38.8% of the total population within the district is younger than 19 years of age and would require special attention as far as the provision of facilities for the youth is concerned. Furthermore, a total of 7.5% of the total district population which translates into approximately 89 538 people are older than 60 years of age and appropriate forms of social support and facilities for the elderly is thus need to be considered.

Figure 7: Poverty Rate



Source: BPDM Socio-economic and service level database, 2005

Local municipalities within Bojanala district are primarily rural in nature and this poses a serious challenge in terms of accessibility to services especially to those that are more rural than the others. There is a marked discrepancy between the basic services available to urban residents and those supplied to residents in the rural areas. Access to purified water and electricity remains problematic in the more remote rural areas.

Other areas of concern are inadequate health services, poor roads and transport arrangements, and lack of telecommunication facilities. Moretele and Moses Kotane municipalities are almost entirely rural, and Moretele, the smallest and least economically

viable of the five municipalities, relies on the district to provide water and sanitation services. In some towns in Madibeng, sanitation is provided by mining companies, although this service will be phased out.

Mining plays an important role in the economy of the region, and is the district's major source of employment. Most of the mining activities are concentrated in a band (the Merensky Reef) which stretches from west of the Pilanesberg, southwards through the Bafokeng area, and parallel to the Magaliesberg towards Marikana and Brits in the east. The mines along this belt have spawned many industries which manufacture supplementary products. Not only are chrome, lead, marble, granite and slate produced in the area, but the two largest platinum mines in the world are found in Bojanala.

Although the mining sector is Bojanala's chief source of employment, many of those working on the mines are migrant labourers from other parts of the country. Unemployment in the economically active age group in the district thus stands at 16.75%, with the highest rates found in Moses Kotane and Moretele. Poverty is severe, particularly in the rural areas. A total of 67% of households earn R1 600 per month or less. Many of these indigent households are headed by women.

As a result of the dry climate, the primary agricultural activities in the district are livestock (cattle and game) and small stock (normally poultry, for egg production) farming, and the cultivation of citrus and irrigated crops such as tobacco and wheat, flowers and plant nurseries. Water for irrigation is provided by the Hartebeespoort Dam, a popular tourist attraction and a recreational area for water sports, for local communities as well as visitors.

Magaliesberg, Pilanesberg and Borakalalo nature reserves provide wonderful opportunities for game viewing and for experiencing the wealth of nature in South Africa, while the popular destinations of the Sun City complex and the Lost City hotel offer local and foreign tourists excitement of a different type.

The N4 crosses the district and is likely to offer enormous possibilities for development in the next few years. This 'Platinum Highway', as it is known, is a toll road and forms part of the sub-continental Maputo-Walvis Bay corridor. There is already a programme of upgrading the highway around the area of Madibeng which will be implemented over the next three

financial years. Other highways and main access routes serving the tourist attractions and the urban centres are in good condition, but roads in the northern part of the district (where the bulk of the population lives) are less well constructed. Many are dirt tracks which become impassable during the rainy season. As part of the 2010 World Cup hosting beneficiaries, Rustenburg local municipality is upgrading some of their road infrastructure especially leading to the stadium which will be used during the tournament. These improvements remain part of the infrastructure investment for the municipality benefiting the user post 2010.

As the highest concentration of the district's population lives in the northern and more rural areas of Bojanala, and because many people have to commute to the south in order to work, the condition of the rural roads and the lack of public transport are matters of urgency. However, the low settlement densities in the northern parts of Bojanala make the introduction of a public transport system difficult to motivate.

3.4. Powers and Functions

Bojanala Platinum District Municipality (BPDM) is a Category C municipality situated in the north-eastern part of North West province. The District Municipality includes five Category B municipalities of Kgetlengrivier, Madibeng, Moretele, Moses Kotane and Rustenburg.

According the National Local Government Turnaround Strategy, The Municipal Infrastructure Investment Framework (MIIF), uses the legal categorisations of municipalities and further disaggregates them into particular typologies based on spatial characteristics, size of institution and budget, population and percentage urban population.

The different categories of all municipalities in Bojanala are listed as follows:

Municipality	Category and characteristics
Bojanala Platinum District	C1: District municipality which is not a Water Service Authority
Kgetlengrivier Local	B3: Local municipality with small towns and relatively small population
Madibeng Local	B1: Local municipality with largest budgets, also referred to as the secondary cities

Moretele	B4: Local municipality which are mainly rural with communal tenure
Moses Kotane	B4: Local municipality which are mainly rural with communal tenure
Rustenburg	B1: Local municipality with largest budgets, also referred to as the secondary cities

Source: LGTS, 2009

The above-mentioned categories assist with understanding of municipal profiles and also to inform the allocation of powers and functions.

The following are therefore the powers and functions are allocated to the district in terms of Section 84(1) of the Municipal Structures Act No. 117 of 1998:

Table 6: Municipal Powers and Functions

Powers and Functions	Performance on the functions
1. Local Tourism	The function is currently performed by the DM, Currently busy with conceptualisation of projects emanating from the district Tourism Master Plan.
2. Municipal Airport	There are no Municipal airports within the jurisdiction of BPDM.
3. Municipal Planning	Performed with regard to integrated planning and sector planning
4. Municipal Health Services	The function is currently performed by the DM with the process gradually unfolding. Capacity is currently being increased through the recruited staff in order to effectively perform the function.

5. Regulation of Passenger Transport	<p>The function is currently centred around transport planning.</p> <p>ITP and Rural transport strategy are in place and currently being implemented.</p> <p>Currently busy with conceptualisation of projects emanating from the developed plans.</p>
6. Cemeteries, Funeral Parlours and Crematoria	Support provided to local municipalities as part of Letsema Campaign
7. Markets	The function privately performed at local municipalities
8. Municipal Abattoirs	There are no Municipal abattoirs therefore the function is not performed.
9. Municipal Roads	<p>Financial and technical support on direct implementation provided to local municipalities.</p> <p>The district's role on roads is still unresolved despite engagements with the Provincial department.</p>
10. Disaster Management	The function is performed throughout the district
11. Fire fighting services	The Function is performed for Kgetlengrivier, Moses Kotane & Moretele local municipalities.
12. Solid Waste Disposal	Technical support provided to upgrade the waste disposal sites is provided at local municipalities.

The above mentioned functions will be valid until another municipal review of municipal capacities is conducted by the MECs responsible for local government in a NW province as required by Section 85(9) of the Municipal Structures Acts, to reallocate a function or power to a municipality when that municipality acquires the capacity to perform its function or exercise its power.

The district role of facilitation, coordination and support provides the basis for other services in partnership with and support of local municipalities, other government spheres and structures as well as agencies. These services include:

- ✚ Social Services

- ✚ Sport, Arts and Culture

SECTION B: SITUATIONAL ANALYSIS

1. Introduction

This section provides the analysis overview of the Bojanala Platinum District Municipality. The status quo for many issues has not changed since the 2009/10 review and therefore will reflect the same in this revised document.

The situational analysis will also be detailed according to Key Performance Areas (KPA) of 2005-2011 Local Government Strategic Agenda.

2. Situational Analysis per Key Performance Area

2.1. Basic Service Delivery & Infrastructure Investment

2.1.1. Water

The backlog study indicates that of all households resident within the area of jurisdiction of the Bojanala Platinum District Municipality:

- Approximately 84% have access to a minimum RDP standard potable water service, the second lowest in percentage terms among the four district municipalities in the North West Province.
- The potable water service shortage in the BPDM comprises 40% of the total potable water service shortage in the province, the largest of the four district municipalities in the North West.
- More than 92% of the households within the Kgetlengrivier Municipality have access to a minimum RDP standard potable water service.
- The Moretele Municipality has the lowest access to portable water statistics of all the BPDM LMs at just less than 77% of the households. However, its potable water service backlog comprises only 19,5% of the potable water service backlog in the BPDM, and less than 8% of the potable water service backlog in the North West Province.
- Approximately 17% of the households within the Rustenburg Municipality do not have a minimum RDP standard potable water service, however, this potable water service backlog comprises 38% of the total potable water service backlog in the BPDM and more than 15% of the total potable water service backlog in the North West Province.

a) Water Backlog

Table 7: Number of un-serviced Households per Municipality

Local municipality	Total number of households	Backlog -Water supply ((Number of Households)		
		Below RDP	On RDP (200m)	Above RDP
Madibeng LM	100165	17662	17007	65496
Moretele LM	65196	22244	40151	2801
Moses Kotane LM	83236	11828	48625	22783
Kgetleng Rivier LM	10703	2812	0	7891
Rustenburg LM	103149	5781	9724	87644
TOTAL	362449	60327	115507	186615

Source: Bojanala Water & Sanitation Backlog study, 2008

According to the figures in the table, the district has a backlog of 60327 households receiving water below RDP level, i.e. below basic level of service. These include those that use boreholes and water tanks. The largest backlog remains at Moretele with 22244 households, Madibeng (17662) and Moses Kotane local municipalities. Only 115507 households in the entire district are receiving water at basic level of service (200m communal stand pipes).

The 2007 Community Survey by the Statistics South Africa indicates an improvement in the district situation with regard to water. The results of the survey indicate that:

- There was a significant increase in the number of households receiving piped within the RDP standards. While it was 84.2% in 2001, it has increased to 88.6% by 2007;
- Households obtaining water from a borehole has also declined from 4% in 2001 to 3.7% in 2007;
- By 2007 no household obtained water from streams, dams and pools within the Bojanala Platinum District.

b) Water resources

There are three main sources of water that are utilized to address the district demand:

- ❖ Abstraction from **surface sources** (e.g. dams, springs)
- ❖ Abstraction from **groundwater sources** (e.g. boreholes)
- ❖ **Purchase from external sources** (e.g. a water board)

The major **surface water resources** in the district include the following:

Table 8: Surface Water Resources

❖ Hartebeespoortdam,	❖ Swartruggensdam,
❖ Roodekoppies dam,	❖ Molatedi Dam,
❖ Klipvoordam,	❖ Madikwe Dam,
❖ Vaalkopdam,	❖ Pella Dam
❖ Bospoortdam,	❖ Lindleyspoortdam,
❖ Olifantsnekdam,	❖ Kosterdam.

Water is currently being abstracted at Hartebeespoortdam, Vaalkopdam, Bospoortdam, Kosterdam, Swartruggensdam, Molatedi dam, Madikwe dam and Pella dams for potable water purposes. Based on the information contained in the WSPDs of the various local municipalities, the total annual permitted abstraction from these dams is 57 700Mℓ per annum. The projections for future water demand as outlined in the WSDP document indicate that the additional requirements from these sources over the next 5 years will be an additional 45 870Mℓ/annum.

Approximately 28.8% of **boreholes** in the district for which information is available have ideal **water quality**, suitable for lifetime use, and a further 30.8% good water quality suitable for use with only rare instances of a negative effect. Just over 24% of boreholes are classified as having a marginal water quality and 15.8% as poor water quality. The highest proportion of boreholes with water quality described as poor is located in the eastern parts of the district with 28.8% of boreholes in Moretele included in this category and 18.8% in Madibeng.

2.1.2. Sanitation

Access to an RDP standard sanitation service is available to:

- Just more than 38% of the households within the area of the BPDM. Access to an RDP standard sanitation service is lowest within the service area of the BPDM when compared to the four district municipalities that are located in the North West Province.
- The sanitation service backlog in the BPDM comprises of more than 40% of the total sanitation service backlog in the North West Province.
- The households within the Kgetleng Rivier Municipality have the highest level of access in percentage terms to an acceptable sanitation service among the local municipalities in the BPDM at 66% of the households.
- Within the service area of the Moretele Municipality only 13% of households have access to an acceptable level of sanitation. This is the lowest in absolute and percentage terms among the local municipalities within the BPDM.
- Approximately 32% of households within the Madibeng LM have access to a minimum RDP standard sanitation service, however, the sanitation service backlog within this municipality comprises more than 31% of the total sanitation service backlog in the district at nearly 13% of the total sanitation service backlog in the North West Province.

a) Sanitation Backlog

The sanitation backlog figures are much higher (nearly 3 times more) than the water backlog in the district. The total number of households receiving below basic level of service is 226477. The largest backlogs are concentrated Moses Kotane (74237 households), Moretele (56815 households) and Rustenburg local municipalities. The figures also include households using buckets as a form of sanitation, and those that do not have sanitation at all, using old traditional dry latrines. The total number of households receiving a basic level of service (VIP's) is 26162.

The backlogs are reflected as follows:

Table 9: Number of un-serviced Households per Municipality

Local municipality	Total number of households	Backlog – Sanitation (Number of Households)		
		Below RDP	RDP VIP Toilets	Above RDP
Madibeng LM	100165	40428	9572	50000
Moretele LM	65196	56815	7948	433
Moses Kotane LM	83236	74237	3012	5987
Kgetleng Rivier LM	10703	2037	0	8666
Rustenburg LM	103149	52960	5630	44559
TOTAL	362449	226477	26162	109645

Source: Bojanala Water & Sanitation Backlog study, 2008

b) Key issues and challenges on Water and Sanitation

- Lack of bulk infrastructure to unlock development potential
- Mines disproportionate consumption of potable water
- Influx caused by the mines
- Poor sanitation in predominantly rural and tribal areas
- Some areas cannot be developed due to shallow mining and environmental sensitivities
- Illegal land invasion/squatting
- Lack of capacity in other local municipalities to execute their function as Water Service Authorities
- The BPDM is largely dependent on water from sources external to the district (totalling approximately 33 595m³/year).
- The overall water consumption within the district is likely to increase by at least 65M³/day over the next 5 years.

- Deteriorating water quality in Hartebeespoort Dam and Crocodile River.
- Capacity and levels of maintenance of sewage treatment plants in the district and potential impact on surface and groundwater sources.
- Potential impact of the extensive use of unimproved pit latrines in rural areas on the quality of ground water sources which are used extensively as source of potable water supply in these areas.
- Required resources, especially budget to eradicate the estimated backlog of households without basic level of water and sanitation.
- Provision of water and sanitation to schools and clinics with no or inadequate access.

c) Objectives

The key objectives for water and sanitation in the district include:

- The provision of sustainable services
- Water resource management
- Institutional arrangements

The following district wide **objectives relating to sustainable water services** (including sanitation) were identified:

- To provide basic water and sanitation infrastructure to all communities, specifically rural areas.
- To provide services at appropriate standards at rates which are financially sustainable to end-users?
- The need to supplement both bulk water supply and reticulation infrastructure
- To improve the quality of water delivered to all end-users within the district.
- The need for stakeholder involvement in the services planning.

The following aspects represent the most important **objectives relating to water resource management** within the District:

- To manage impacts on the utilization and quality of both surface and ground water resources.

- To reduce the level of unaccounted for water in the district through appropriate demand management strategies.
- To contribute towards the financial sustainability of Water Services Authorities through appropriate cost recovery mechanisms
- To introduce appropriate water use conservation and protection strategies.

The **objectives relating to institutional arrangements** clearly indicate that two aspects are critical to most Water Service Authorities within the district:

- To develop the institutional capacity of Water Services Authorities
- To finalize all institutional arrangements including the formalization of all agreements between Water Services Authority and bulk and retail Water Service Providers.
- Local municipalities to develop and/or update Water Services Development Plans

d) Programmes and Projects

Programmes and projects for water and sanitation are primarily being planned or planned to be implemented in the district will be listed in the IDPs of local municipalities as they are Water Authorities and receive they also Municipal Infrastructure Grant (MIG). The district has however been funding infrastructure projects at local municipalities as part of its mandate to support, facilitate and coordinate service delivery. Funds are allocated to local municipalities for project implementation. The list of projects for district funded projects will be listed at the projects section of the document.

2.1.3. Roads & Transport

Transportation system and infrastructure is of vital importance in the economic development of the district. The infrastructure is not only important to the district but also to neighbouring/surrounding areas. The district is well connected to other municipalities and provinces through provincial and national roads including development corridors.

There is however lack of roads, tarred roads in particular within the district connecting largely scattered villages with no or minimal economic activities.

2.1.4. Public transport

The public transport system in the BPDM is dominated by government-subsidised bus services, as well as mini-bus taxi services. There is no commuter or even long-distance rail services in the BPDM. Public transport is focussed on three economic nodes, i.e. Rustenburg, Madibeng (Brits) and Tshwane, which is the neighbouring metropolitan area to the east of the BPDM. Road-based public transport serves the remote rural settlements to the north of the BPDM and links them with employment and mining areas of Rustenburg, Brits and Tshwane.

There are some 262 000 daily work trips generated within the district, mostly in Rustenburg (123 710). In most cases, the trips originate and end in the same municipality. For example, 90% of the trips in Rustenburg begin and end in Rustenburg. The comparative figure for Brits is 98%. In areas which serve as labour pools such as Moses Kotane and Moretele these figures are much lower. For example, only 62% of the trips originating in Moses Kotane remain in the municipality. In Moretele only 41% of trip origins also have destinations in the municipality. On a regional basis, the effect of Tshwane is demonstrated in that there are some 31 000 daily trips to work in Tshwane from municipalities within the BPDM. The average travel time for the urban, semi-urban and rural areas are outlined in table below.

Table 9: Average travel time to work in Bojanala District

	Average time (minutes)
Urban	47.6
Semi-urban	62.0
Rural	75.1
Total	60.2

Source: 2008/09 BPDM IDP (TRC Consortium Household Survey 2002)

As would be expected, there are significant differences between the urban and rural travel times, with the rural population averaging 75 minutes compared to the urban workers at just over three quarters of an hour.

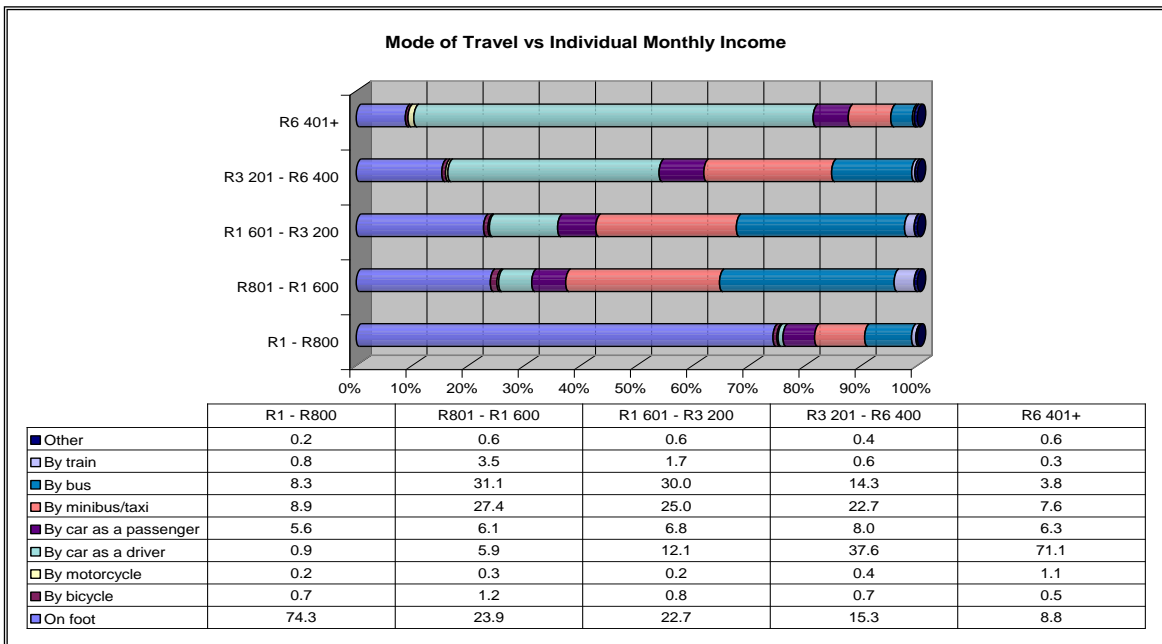
It is of concern that at least a quarter of the urban households (84 074 h/h in terms of the 2001 Census data) and 40% of the rural households spend more than the recommended 10% of their income on travel costs. In the Moretele LM, almost half of the rural households fall into this category. Lack of adequate public transport is, overall, by far the main transport problem facing households in the BPDM. Poor quality of public transport is also raised as a challenge and improvement of roads conditions is viewed as a priority in all local municipalities. If all the transport related improvements are combined (increase/improve public transport facilities, services and vehicles), it is evident, however, that most households regard the improvement of public transport as the most urgent priority.

In remote areas public transport services run on gravel roads and it is important that these roads are paved. Bus operators are forced to run on gravel roads to serve remote areas in terms of bus contracts, while mini-bus taxi operators try and avoid gravel roads. Gravel roads can easily double operating costs and operators under contract will require compensation for such increased costs. Provision of paved roads for the total public transport network would be a cheaper total cost solution over a 20-year design period.

Municipalities with the support from Department of Roads, Transport & Community Safety must then develop appropriate Integrated Transport Plans to address these shortcomings comprehensively.

The correlation between individual income and mode of travel is clearly depicted in Figure below. This information indicates the effects of low affordability levels on the mobility of the population with 74.3% of all individuals earning less R800 per household per month indicating that being a pedestrian as their main mode of travel. Conversely, more than 71% of individuals earning more than R6400 per household per month are driving private cars and 37.6% of those individuals earning between R3200 and R6400 per household per month. What is also notable is that the use of minibus taxi and busses represent a substantial proportion within all the income categories.

Figure 9: Mode of Travel vs. Individual monthly income



Source: 1. Statistics SA Census Community Profiles, 2001; 2. Super CROSS cross-tabulation, 2006

2.1.4. Road Network in Bojanala District

The following table provides a breakdown of the road network in the district according to municipalities, road condition and pavement type. Approximately 2 490km of the total provincial network (4 193km) in Bojanala are gravelled. A total of 151km (3.6% of the network in Bojanala) of the district is described as being in a poor or very poor condition.

Table 10: Road Network in the District

Municipality	Total kilometres of roads built		Total Funds spent	Kilometres to be addressed in future	Estimated cost to address backlog	Average required per annum
Rustenburg	Tarred	41,45	R61,4m	200	R180m	R36m
	Gravel	43,90				
Moses Kotane	Tarred	60,75	R71,1m	245	R220m	R44m
	Gravel	29,9				

Kgetleng Rivier	Tarred	13,25	R8,1m	67	R60m	12m
	Gravel	0				
Moretele	Tarred	0	R7,1m	190	R171m	R34m
	Gravel	11,0				
Madibeng	Tarred	29,3	R73m	195	R175m	R35m
	Gravel	83,80				
Total District	Tarred	144,75	R220,7m	897	R806m	R161m
	Gravel	168,6				

Source: Presentation to the NW Provincial Local Government Service Delivery Audit Summit (October 2005)

Statistics SA, Census 2001

The results of the district backlog study are summarized in the table above. This information indicates that a total of approximately 144km of tarred roads and 168km of gravel roads have been constructed in the district by 2005. The total road length to be addressed in future is estimated to be approximately 897km, the majority of which is located in the Moses Kotane Local Municipality (245km). The estimated financial requirements to address this backlog would be in the region of R806 million.

The provincial draft Integrated Transport Plan (2007/2012) further lists the breakdown of provincial road network within Bojanala. The plan indicates that provincial network within BPDm consists of 1 984 km of paved roads and 2 407 km of gravel roads. The breakdown per local municipality is listed as follows:

Table 11: Summary of Provincial Road Network

Road Surface type	Municipality				
	Kgetleng Rivier	Madibeng	Moretele	Moses Kotane	Rustenburg
Paved	335	590	138	348	572
Gravel	561	489	232	760	364
Totals length	897	1 080	371	1,108	936

Source: BPDM draft ITP (2007/2012) as obtained from NW Province RN MIS 2007

The study indicates that 71% of the paved roads are in reasonable conditions which differs (fair, good and very good) and they only require routine maintenance to maintain their present conditions. It is therefore important the responsible department make sufficient budget allocation for the maintenance of these roads.

Gravel roads are on the other hand are described as being poor with 20% of them in a fair to good conditions and 80% in poor conditions. Most of the gravel roads in very poor conditions are in Moretele and Moses Kotane local municipalities. These roads require re-gravelling on periodic basis.

2.1.5. Rail Network in Bojanala District

Bojanala has rail transport which does not provide public transport facilities. Most of the lines are used for freight and to lesser extent long distance passengers. The rail infrastructure is there in all municipalities except the network linking Rustenburg and Swartruggens as well as Koster to Potchefstroom/Klerksdorp areas. The only railway line serving commuters from the rural villages of Madibeng and Moretele is the line running from Mabopane station to Belle Ombre in Pretoria CBD but this falls outside BPDM. The draft ITP also identifies four inter-provincial lines that transverse the Bojanala District linking it with areas in other districts and provinces. None of these lines provide public transport facilities in the district.

2.1.6. Air Transport

There are two aerodromes in BPDM, namely Pilanesberg airport and Rustenburg airfield. The Pilanesberg airport has 2,700m long and 30m wide runway which can carry narrow bodied aircraft. The airport does not have a taxiway system which reduces the number of air traffic movements it can handle. The airport used to have international status until it was moved to Mafikeng International airport so it is currently mostly used for general aviation and charter flights

The Rustenburg airfield has a 1,225m long runway and is mostly used for general aviation and no scheduled flights are entertained. The Rustenburg area also has a heliport at the Paul Kruger Hospital, and another one is located at the Marikana Platinum Mine.

a) Key issues/challenges

The following are issues regarding roads and transport, including those raised during community consultation sessions.

- Conditions of road infrastructure, especially in rural areas and the accessibility and cost of public transport for rural communities
- Worsening conditions of roads in both rural and urban areas, especially in townships.
- Lack of maintenance for road infrastructure.
- Approximately R274mil is required to upgrade gravel roads to paved roads.
- Insufficient road linkages with Gauteng via Hartebeespoortdam and Magaliesberg
- Concerns about road safety and insufficient law enforcement to ensure safe and reliable transport
- Limited access to and from N4 to stimulate further development along the SDI
- N4 currently only functioning as a single carriageway
- Currently public transport does not cater for people with disabilities.

The District Integrated Transport Plan identified the following as some of the most pressing needs relevant to Public Transport in the district:

- Improvement of the public transport system
- Improvement of road infrastructure, especially in rural areas

- Improvement of municipal capacity in dealing with land transport planning and implementation
- More accessible and affordable public transport for the rural community and special need users
- Management and optimisation of road freight movement including hazardous substances
- Improvement of road safety and law enforcement
- Improvement of congestion in Central Business Districts, especially in Rustenburg

The following are the challenges emanating out of the 2010 transport planning process as listed in the Draft ITP:

- Travel demand management;
- Accessibility to Royal Bafokeng Stadium;
- Roads upgrading, and
- Development of western by-pass.

b) Objectives

- To upgrade the existing provincial road network to improve accessibility and linkages between the core areas and rural clusters.
- To focus urban development and investment nodes along major public transportation routes to contribute to the establishment of viable transport corridors.
- To improve road linkages from the district to Gauteng via Hartebeespoortdam and Magaliesberg.
- To improve access to and from the N4 to further stimulate development at strategic locations and consider the future upgrading of the N4 to a dual carriageway.
- To upgrade all taxi rank facilities within the district in line with the requirements of the recapitalization program.
- To proactively plan for public transport and other infrastructure requirements associated with hosting the 2010 Soccer World Cup.

The detailed set of objectives relating to the various components of public transport as identified in the previous and the draft District Integrated Transport Plan are summarized below.

(i) Public Transport

- To formalize and fully equip all minibus-taxi facilities that are in the top five of the priority lists for each local municipality by 2008.
- To have 90% of the population within 10 minutes of public transport services by 2020.
- To maintain the status quo modal split of motorised transport between public transport and private transport (70% public, 30% private)
- To achieve an appropriate balance between mini-bus taxis and busses.

(ii) Institutional capacity

- To address the lack of capacity within the municipality in terms of addressing transport related problems.
- To assist the municipality to achieve agreement on the responsibilities of all government stakeholders, relating to the ownership, management and upgrading of roads in the district
- To establish and maintain a Transport Co-ordination Committee (TCC), to effectively coordinate and integrate transport planning and management, between the various local municipalities and also between the District Municipality and the North West Province.

(iii) Subsidy policy

- To utilize public transport subsidy to give access to public transport in areas that do not have public transport services as opposed to maintaining public transport services in hither income areas.
- To ensure that households spend no more than 10% of their disposable income on transport.
-

(iv) Levels of service

- To reduce the average travelling time for people using one travel mode to 50 minutes
- To reduce the average travelling time for people using two travel modes to 85 minutes
- To reduce overcrowding in public transport vehicles by providing more vehicles per route.
- To limit 95% of transfers to less than two stages.

(v) Transport and Land Use Integration

- To integrate land use and transport, in particular public transport
- To incorporate the transport component of the next round of Integrated Development Plans
- To support public transport by means of the spatial development framework of local municipalities
- To support and give access to all the proposed Multi-purpose Service Delivery Centres within the District Municipalities.

(vi) Modal integration

- To achieve modal integration through facilities, especially at well established CBDs, such as Rustenburg
- To encourage the operation of buses in rural areas as it is more suitable for gravel roads than taxis
- To limit the use of bakkies (LDVs) and other unsuitable vehicles as public transport vehicles to less than 5% of vehicles transporting commuters.
- To co-ordinate ticketing systems between modes of transport to move towards and integrated through ticketing system.

(vii) Travel demand management

- To utilize Travel Demand Management techniques to manage congestion within the functional CBDs of local municipalities.
- To utilize urban traffic control systems to alleviate congestion within the Central Business District of Brits and Rustenburg.

(viii) Private transport

- To maintain the utilization of private transport at below 15% for all commuter trips within the district municipality.

(ix) Road infrastructure

- To surface all roads that are of regional importance, especially along public transport routes which carry more than 200 passengers per day.
- To re-gravel all roads along public transport routes every six months until such roads are surfaced.
- To allocate clear responsibilities for all planning, development and maintenance of each road section between the province, the District Municipality and the Local Municipalities.

(x) Special categories of passengers

- To ensure that the public transport system caters for people with disabilities and elderly people.
- To locate public transport routes close to schools and other places of learning so that learners can utilize public transport to get to school.

(xi) Incident management

- To build capacity in the municipality to deal with incidents along the major routes within the district municipality, specifically incidents involving dangerous substances.

(xii) Road freight

- To promote rail freight transport to ensure optimal balance between road and rail and cost-efficient transport.
- To control the overloading of heavy vehicles along identified heavy vehicle routes through the building of Overloading Control Centres or mobile weight-bridges.

(xiii) Road safety

- To reduce the number of fatal accidents by 50% by 2009
- To reduce the total number of accidents by 30% by 2009
- To provide integrated road safety and emergency response systems.

(xiv) Non-motorised transport

- To provide adequate facilities for non-motorised transport such as bicycles, walking and donkey carts, and subsequently to promote the use of these transport modes.

c) Programmes/projects

The key proposals of the Public Transport Plan as identified in the District Integrated Transport Plan are summarized:

- The moratorium on the issuing of new operating licenses should be maintained and the OSL provides a procedure whereby applications for new operating licenses can be considered in due course. Applications for the amendment of permits and/or licenses can be considered, but only in terms of the principles and procedures which are set out in the OLS.
- Traffic Authorities in the BPDM have been canvassed to assist the province in the minibus-taxi legislation process.
- For the medium term, recommendations are contained in the rationalization strategy regarding a method of rationalizing public transport services in the BPDM over the medium term (5 years) to the long term (10 years) and beyond. This involves the identification and development of a strategic public transport network (SPTN) with all future facilities and infrastructure investments being supportive of the network.
- The Spatial Framework proposed in the ITP is sympathetic to the notion of developing a strategic public transport network and has identified appropriate corridors and nodes at which interchange should take place, affording the opportunity for local economic activity.

In the short term, the only effective short-term plan which can be pursued by the Bojanala Platinum District Municipality in respect of public transport is to assist the province in the pursuit of minibus-taxi legislation and formalization initiatives. The essence of the short-term PTP is, therefore, a strategy aimed at supporting minibus-taxi formalization and legislation.

The elements of this strategy are as follows:

- Zero tolerance for operators/drivers making use of unroadworthy vehicles, leading to the impoundment of such vehicles and
- Zero tolerance for drivers operating without the necessary operating licenses (or permits) and without the requisite drivers' licences and vehicle roadworthy certificates.
- Expedite the short-term thrust of assisting the province in terms of legalisation and formalization through the application of traffic safety and other regulations, a Standing Committee should be convened which reports to the ITP Steering Committee. The Standing Committee, to be known as the Standing Committee for Public Transport Law Enforcement, should include both provincial and municipal Senior Traffic Officers and be convened as soon as the BPDM IDP has been approved by the Bojanala Platinum Municipal Council. The Standing Committee should develop its own terms of reference and devise a strategy to implement the requirements of the BPDM ITP.

In addition to the IDP recommendations outlined above, the District Municipality will also continue to engage the relevant Provincial Department that is presently performing this district function and continue to support implementation of projects and programs aimed at improving provision of equitable, safe and affordable public transport to communities.

2.1.7. Housing

The housing profile within the BPDM according to the 2007 Community Survey figures is depicted in the table below.

Table 12: Percentage distribution of households by type of main dwelling

	Census 2001	Census 2007
House or brick structure on a separate stand or yard	60,9	52,7
Traditional dwelling/hut/structure made of traditional materials	3,6	1,2
Flat in block of flats	1,0	1,3
Town/cluster/semi-detached house (simple: duplex: triplex)	0,7	0,6

House/flat let in back yard	2,6	3,4
Informal dwelling/shack		
in backyard	8,6	13,0
NOT in backyard e.g. in an informal/squatter settlement	21,7	20,1
Room/flat let not in back yard but on a shared property	0,7	1,3
Caravan or tent	0,3	0,2
Private ship/boat	-	0,0
Workers' hostel (bed/room	-	5,8
Other	-	0,2
Total	100,0	100,0

Source: Community Survey Report: 2007

This information indicates that the most significant challenges regarding housing backlogs are concentrated in the Rustenburg and Madibeng Local Municipalities. These two areas have both the highest proportional and actual number of households residing in informal dwellings. Within the Rustenburg Local Municipality, it is estimated that as much as 41% of households are residing in informal dwellings (27% in informal settlements and 14% in backyards) and approximately 33% in the case of Madibeng (26% in informal settlements and 7.7% in backyards). In all three the other municipalities the proportions of households residing in informal structures is between 15 and 16%.

The total remaining housing backlog by 2005 was approximately 101 114 units, the bulk of which is located in the Rustenburg Local Municipality (49 034) and the Madibeng Local Municipality (22 826). These figures also indicate that the progress with housing delivery in the district between 2000 and 2005 has been modest with approximately 22 272 houses built over this period. The total financial requirements to address the remaining backlog would be a significant amount in excess of R2.5 billion.

One of the key aspects that impacts on developmental activities within the Bojanala Platinum District Municipality is land ownership, with large areas of land under custodianship of various traditional authorities. According to available information, approximately 32% of

the total land area of the Bojanala Platinum District Municipality is under control of traditional authorities.

These figures range from as high as 73% in the Moretele Local Municipality, 50.8% in the Moses Kotane LM and approximately 37% in the Rustenburg LM area. Both economic growth and investment, and poverty alleviation and the meeting of basic needs is inextricably linked to land ownership, and it will thus be necessary to establish a sound working relationship between traditional authorities and other government structures within the district.

a) Key issues/challenges

The key issues relating to housing development in the district include the following:

- Large housing backlog of approximately 101 000 units in the district with a significant proportion concentrated in the Rustenburg Local Municipality (approximately 49 000 units)
- A modest total of approximately 22 000 houses was completed between 2000 and 2005 in the district
- Large and growing informal settlements in certain parts of the district (e.g. Rustenburg area).
- Illegal occupation of land and unlawful evictions in rural areas.
- Unavailability of bulk infrastructure to support housing development in rapidly growing areas (e.g. Rustenburg).
- Implementation of housing and land reform projects without the provision of complimentary social and economic facilities.
- Absence of a clearly formulated district wide housing delivery and land reform strategy.
- Lack of clear direction and strategy with regards to dealing with housing demand in rural and farming areas.
- Limited capacity at local government level to support housing delivery and land reform processes.

b) Objectives

The key objectives for housing delivery in the district include:

- To accelerate the pace of housing delivery in the district and complete blocked projects.

- To locate new housing development within a rational spatial structure to ensure sustainable development and to identify sufficient and strategically located land for future housing development
- To ensure the delivery of integrated, functional residential development that is complemented by the necessary social and economic amenities.
- To promote more compact urban structures through urban infill and densification where feasible, in clearly defined settlement clusters
- To create a logical hierarchy of settlements to support effective service delivery across the district
- To mainstream the implementation of the Expanded Public Works Programme and labour intensive methods in the delivery of housing in the district
- To develop working partnerships with key role-players in the area, specifically interaction with mining and tribal authorities in the process of housing delivery
- To encourage capacity building, training and information dissemination to potential beneficiary communities regarding housing subsidy programmes
- To eradicate informal settlements and prevent the further development of informal settlements, specifically around mining areas through the timely planning and development of formal towns in appropriate locations in collaboration with the mines.
- To cater for the emerging demand for middle income housing in the district
- To initiate and implement land tenure upgrading programmes in consultation with all relevant stakeholders and to fast track the finalization of all outstanding land claims in the district
- To advise and support traditional authorities on the most effective approach of the subdivision and allocation of stands on tribal land.

c) Programme and projects

Housing is the function of the Provincial Department of Developmental Local Government and Housing. The department has embarked on the process of developing the Provincial Multi Year Housing Development Plan as required by the National Housing Act 107 of 1997. The plan is aimed at providing direction to housing development in the province over a five year period so that the department can fulfil its obligation of housing delivery in a more effective, coherent and sustainable manner. The plan is expected to be completed by February 2009 so that it can be implemented from 2009/2010 financial year.

In terms of 2009/2010 housing projects, no information was provided to the district during the finalisation of this document.

2.1.8. Education

Education in South Africa plays a huge role in both economic and social development. Through education, individuals are prepared for future engagement in the labour market which directly affects their quality of life as well as the economy of the country. There are approximately 12,3 million learners, 386 600 teachers and 26 292 schools including 1 098 registered independent or private schools. Of all schools roughly 6 000 are high schools (grade 7 to grade 12) and the rest primary (grade 0 to grade 6). The National Department of Education is responsible for education across the country while each of the nine provinces has its own education department.

2.1.8.1. Educational facilities

The following are educational facilities/schools located in Bojanala District Municipality, in North West Province as provided by the Bojanala Education District office:

Table 13: Educational facilities within BPDM

Type of Educational Institution	Number
Primary	349
Intermediate/Middle Schools (Grade 5-7)	127
Secondary	116
Combined	20
Technical Colleges	2
University	0
Total	614

Source: Bojanala District office for the North West Department of Education, 2008

2.1.8.2. School feeding programme

South African government targeted education for the poorest of the poor with two notable programmes. One is fee-free schools, institutions that receive all their required funding from the state. The other programme is the National Schools Nutrition Programme which feeds about 1,6million school children every day.

The following table indicates number of schools within Bojanala district registered on the school feeding programme:

Table 13: registered number of schools on the feeding programme

Type of Educational Institution	Number
Primary	337
Intermediate/Middle Schools (Grade 5-7)	10
Combined	5
Total	352

Source: Bojanala District office for the North West Department of Education, 2008

a) Key issues and challenges

The key issues relating to education including those raised during community participation sessions in local municipalities include:

- Non adherence of departmental regulations and conditions of the school feeding programme by appointed service providers, leading to poor delivery in the programme.
- Lack of school feeding programme ownership by schools and their communities.
- Long travelling distances to schools by learners in some villages which sometimes lead to drop outs.
- Lack of tertiary education facilities, only orbit FET centres.

b) Objectives

The following objectives will be pursued by the provincial department through among others its mission of providing quality education and training through the implementation of policies, strategies and programmes.

c) Programmes and projects

Education is the function of the Provincial Department of Education so projects and programmes such as construction and renovations of schools as well as other related projects are funded by the department. The department will be consulted to confirm list of projects that would be implemented or planned in Bojanala district for 2009/10 and outer financial years.

2.1.9. Health and Social Development

South Africa's health care varies from the most basic primary health care, offered by the state to highly specialised health services available in the private sector for those who can afford it. A report on South Africa's Health Care indicates that public health consumes around 11% of the government's total budget which is allocated and spent by the nine provinces. Resource allocation and standard of health care delivered varies from province to province. Health services are critical in promoting human development and they tend to have important economic spin-offs as well.

The North West Health department is demarcated into four districts, each of which is divided into four to six sub-districts. Each district has one regional referral hospital which supports district hospitals in each sub-district, which in turn support Community Health Centres and surrounding clinics.

In terms of the health care in Bojanala, the Bojanala Health District serves a total population of more than about 1,3 million which forms more than a third of the whole population in the North West province.

2.1.9.1. Health facilities in the district

The following table indicates the available health infrastructure within the district per local municipality

Table 14: Health facilities in Bojanala Platinum District

Institution	Provincial Hospital	District Hospital	Health Centres	Clinics	24hr Clinics	Mobile
Kgetlengrivier	-	2	-	4	-	3
Madibeng	-	-	2	22	4	4
Moretele	-	-	1	20	6	2
Moses Kotane	-	1	1	50	12	4
Rustenburg	1		3	16	5	6
Total	1	3	7	112	27	19

Source: Department of Health-North West Province

2.1.9.2. Social welfare and facilities

The White Paper on Social Welfare defines social welfare as an integrated and comprehensive system of social services, facilities, programmes and social security to promote social development, social justice and social functioning of people. Social welfare is aimed at bringing sustainable improvements in the wellbeing of individuals.

Social welfare systems are important in areas like those in the District which are predominantly rural and have high poverty levels. The majority of Bojanala populations is young, unemployment is high of which majority is females. Dependency ratio in the district is also high hence most of the population is dependent on government grants in order to survive.

The South African Social Security Agency (SASSA) has a role in the social welfare of the country to administer, manage and be responsible for payment of social assistance, to provide for the prospective administration and payment of social security, including the provision of services related thereto, and to provide for matters connected therewith. SASSA has regional as well as district office to provide services for needy communities.

The SASSA Bojanala district has about 317 pay points serving 127 218 beneficiaries in all local offices in the 5 local municipalities. About 244 of the pay points meet the minimum standards of dignified pay points. These include those in municipal halls, tribal halls and churches. This indicates that there is a need for proper pay points which have basic facilities like toilets, water, chairs and medical first aid kits.

The table below presents the statistics of grant recipients as obtained from SASSA, Bojanala District Office:

Grants	Local Municipalities														
	Rustenburg			Moses Kotane			Moretele			Madibeng			Kgetleng Rivier		
Financial yr	01/04/08	01/04/09	25/01/10	01/04/08	01/04/09	25/01/10	01/04/08	01/04/09	25/01/10	01/04/08	01/04/09	25/01/10	01/04/08	01/04/09	25/01/10
Old age	18630	15746	15992	16080	18535	19817	17515	23255	24565	9664	11450	21588	*	456	805
Disability	9216	5801	5159	6695	6229	6151	6814	6737	6523	5421	6522	9596	*	412	456
War veteran	10	6	5	5	4	4	10	5	4	2	*	2	*	*	*
Foster Care	2233	1962	2058	2013	2322	2375	1575	2373	2776	1181	1587	2550	*	132	214
Combination	19	24	34	11	10	12	8	22	31	35	53	65	*	4	5
Care Dependency	850	736	750	236	304	308	317	471	489	352	477	656	*	11	21
Grant-in-Aid	56	31	40	145	174	266	215	295	283	13	14	20	*	1	4
Child support	55645	30906	32480	20008	25332	26723	29116	43516	45473	16324	23584	31889	*	1562	2280
Totals	86659	55239	56518	45193	52910	55656	55570	76674	80144	32992	43687	66366		2578	3785

Source: SASSA-Bojanala District, February 2010

NB: the 2008 statistics for Kgetlengrivier are incorporated in the Rustenburg Local Offices Statistics

There is SASSA Bojanala district implementing various programmes for communities. According to the SASSA Bojanala district, these programmes are implemented within the communities by respective SASSA local offices in local municipalities. These projects include among others management of Pay Points, Integrated Community Outreach Programmes, Social Relief of Distress as well as Community/Beneficiary Education.

Management of Pay Points

Through this programme, SASSA local offices ensure monitoring of grants payments; render help desk services to beneficiaries where they address enquiries and queries; and liaise with relevant stakeholders to ensure effective payment of grants to beneficiaries.

Integrated Community Outreach Programme

This programme is aimed at increasing access to social grants by reaching out to rural areas. The agency uses mobile units equipped with necessary resources and information to provide services to communities. 4453 applications have been registered through this programme in the three quarters of 2009/10 financial year, mostly in the area of Moretele.

Social Relief of Distress

Social relief of distress is aimed at ensuring that vulnerable people are given food to eat in the form of food parcels, vouchers or cash. This programme is conducted in partnership with key stakeholders including community structures, municipalities and departments. In the 2009/10 financial year SASSA district has collaborated with the social workers, councillors and community development workers to assist communities affected by floods and storms in the Rustenburg, Madibeng and Kgetlengrivier local municipalities. A total amount of about R3Mil was allocated for this programme in the Bojanala district and a quarterly expenditure of +R800 000 is expected.

Community/Beneficiary Education

This is aimed at informing communities and stakeholders on the new policy developments; soliciting views on the agency' performance; establishing partnerships and working relationships with stakeholders. Different means of communication are used to implement this programme.

a) Key issues and challenges

Some of the key issues relating to health and welfare services in the district include the following:

- Long travelling distances of population of rural areas to hospitals;
- Service delivery problems at existing clinics including operating hours, insufficient equipment and staff shortages;
- Insufficient ambulance services particularly in the rural areas of the district;
- Long travelling distance for staff to clinics in rural areas;
- Availability of staff to work at remote clinics in the rural parts of the district;
- The prevalence of HIV/AIDS in the district and the impact thereof on the labour force. The mining activities and the associated socio-economic conditions also exacerbate this problem.
- Demarcation of Gauteng & North West with impact on services rendered by Brits hospital and clinics in Moretele.
- Lack of proper and dignified pay points.
- Financial constraints impacting

b) Objectives

The following objectives will be pursued by both local and provincial government:

- To improve the health services in terms of quality of service and infrastructure at existing clinics
- To ensure the provision of quality health services within reasonable access to all communities
- To facilitate extensive training of clinic staff and to periodically have customer satisfaction survey of the clinics
- To help combat HIV/AIDS through targeted awareness campaigns

c) Programmes and Projects

The functions of municipal health services include:

- Water quality monitoring
- Food Control
- Waste management
- Health surveillance of premises
- Surveillance and prevention of communicable disease excluding immunizations

- Vector control
- Environmental pollution control
- Disposal of the dead
- Chemical safety

These functions have, hitherto been performed by the provincial government and some local municipalities. Efforts are underway to assign these functions to the district municipality. The district is currently undergoing the process of transfer of Municipal Health Services to the district. The process has been ongoing since 2007 but has not been finalised due to challenges which include funding for the consolidation of Municipal Health Services in the district; accessibility and availability of the service, quality and uniformity in providing service; as well as the non-functionality of the established forum to coordinate the whole process.

Similarly with Education, the function of the Provincial Department of Health, the district will liaise with the department to confirm all the projects planned or to be implemented for 2009/10 and will be listed in the project section of this document.

2.1.10. Sport, Arts & Cultural Issues

The district has a sports, arts and culture division within the department of community development. The department plays a supporting and coordinating role on sports, arts and culture programmes including, 2010 Awareness Mayoral Cup as part of 2010 FIFA World Cup promotion and Community Mobilisation support programme in Rustenburg as the host city; Bojanala Marathon which promotes the development of athletes within Bojanala; Train-a-trainer golf programme. The district in partnership with the Provincial Department of sports, arts and culture as well as other institutions is also engaged arts and culture activities including those of music, dance, writing, drama, indigenous knowledge, etc.

The district also plays a role in encouraging and fostering social cohesion as well as integration through the arts and culture, hence it is involved in programmes that promote it.

The district is in the process of developing a policy on sport, arts and culture which will guide the implementation of these programmes. This policy specifies the role of

the Bojanala Platinum District Municipality in the provision of arts and culture services. The policy is still a draft and will be implemented once adopted by council.

Through the 2010 World Cup programme local municipalities such as Rustenburg and Moses Kotane has benefited in terms infrastructure development of stadia such as Bafokeng Royal Stadium and Moruleng which will be used during the tournament. These sport facilities will also be used after the soccer world cup to promote sport and recreation in the district.

a) Key issues and Challenges

Some of the most critical issues identified through the IDP processes of various municipalities within the district include the following:

- Limited budget to roll out/implement sports, arts and culture programmes.
- Lack of sports, arts and culture directorates in municipalities.
- Lack of sport facilities especially in rural areas.
- The need to improve and maintain the existing sports facilities.

b) Programme and projects

It is the aim of the municipality to support and encourage the development of a robust culture and an innovative industry of the creative arts. To this end it will support the following:

- The creation of a grant for the funding of arts and cultural initiatives
- Research on development needs of the sector in the District
- The creation and develop of a data base of artists and cultural practitioners in the District
- The performing arts
- Innovation in the visual arts
- The development of local talent

Municipality will also promote access of all to activities and venues that promote arts, culture and heritage.

The unit responsible for sport, arts and culture is still continuing to play its coordinating role and supports the activities performed at local municipalities. The district has planned to start Bojanala Arts and Culture Festival; support local municipalities to improve the maintenance of existing facilities as part of applying

shared services model; and assist our constituent local municipalities to provide basic sports equipments to our communities as well as in securing donor funding to implement these programmes. The programmes for 2010/2011 financial year are listed in the projects section of this document.

2.1.11. Disaster Management

The Bojanala Platinum District Municipality (BPDM) is exposed to a diversity of hazards of natural origin including floods and other severe weather events; drought; veld fires and the outbreak of biological diseases. In addition, given the fact that mining is one of the major economic activities in the district, technological accidents associated with the mining industry such as explosions, nuclear accidents, transportation accidents involving hazardous materials and other forms of pollution remain priority risks. Water pollution and other forms of environmental degradation particularly soil erosion, also pose a threat to the area.

In addition the greater majority of the population in the district is still living in conditions of profound poverty and despite the progressive developmental initiatives being planned and implemented in the district to improve and extend access to essential services to both urban and rural communities, there are still large numbers of the population exposed to extreme conditions of vulnerability. As a result their capacity to withstand, cope with and/or recover from the impact of such natural and anthropogenic risks is severely compromised.

The findings of the macro disaster risk assessment conducted as part of the District Disaster Management Plan has produced the following priority disaster risk profile for the district as a whole.

Table 15: Priority disaster risks and their ratings

Natural hazards	Acceptable 0-10	Harmful 11-15	Dangerous 16-20	Extremely dangerous 21-25
Geological	Earthquakes			
Biological	Animal infestations		Epidemics	
				Bird infestations

Hydro meteorological	Famine	Seasonal drought	Veld Fires	Seasonal floods Tornadoes
Technological Hazards	Acceptable 0-10	Harmful 11-15	Dangerous 16-20	Extremely dangerous 21-25
Technological	Domestic Fires Industrial fires Transportation accidents Political unrest	Hazardous Materials accidents Transportation Spills Dam Failures	Air Pollution	Water pollution Mining Activities Nuclear Accidents
Environmental degradation		Soil erosion Loss of bio diversity		

a) Key issues/Challenges

The Disaster Management Plan identified the following Council priorities to prevent or limit the impact of disaster risks:

- Wide scale events that due to their magnitude are likely to affect more than one local municipality. These include widespread floods; and other severe weather events such as severe wind storms; veld fires and severe drought; water and air pollution; pest and animal infestations.
- Recurrent high and medium impact events that may require Council's intervention or the mobilisation of Council's resources and infrastructure in support of the affected local municipality such as epidemics, animal infestations, floods and other severe weather events, large informal settlement fires, veld and urban fringe fires.
- Low frequency high and medium magnitude disaster risks with potential for severe loss and which require specialist support possibly not available in the district, such as nuclear accidents, epidemics, major transport accidents and severe pollution.
- Disaster risks that affect neighbouring authorities which may have consequences for the BPDM.

In the above regard it is the responsibility of each department and any other entity included in the organisational structure of the BPDM to identify and prioritise those

disaster risks relevant to their functional area and prepare their departmental disaster management plan accordingly.

The macro risk assessment conducted also identified the following factors contributing to vulnerability in the BPDM.

Elements at risk	Physical infrastructure	Social factors	Ecological factors	Economic factors	Political factors
Individuals, households and communities	<p>Poor location and planning of settlements due to lack of access to suitable land</p> <p>Lack of access to formal/suitably designed dwellings</p> <p>Poor building standards</p> <p>Poor or no storm water drainage</p> <p>Remote locations and poor access routes.</p> <p>Pollution from industry</p> <p><u>Lack of adequate access to:</u></p> <p>Clinics and health services</p> <p>Potable water</p> <p>Sanitation</p> <p>Electricity</p> <p>Communication</p> <p>Emergency services: medical</p> <p>fire</p>	<p>Lack of adequate access to education</p> <p>Illiteracy</p> <p>Lack of adequate awareness of disaster risk and risk avoidance behaviour</p> <p>Lack of adequate early warning systems</p> <p>Lack of adequate emergency preparedness</p> <p>Lack of adequate access to information</p> <p>Lack of adequate safety and security services</p> <p>Transitions in cultural practices, lowering of levels of morality and poor social cohesion</p> <p>Urbanisation to mineral rich areas in seek of job opportunities</p> <p>Overpopulation and crowding</p> <p>Inadequate law enforcement</p>	<p>Pollution from mines and industries</p> <p>Famine due to drought</p> <p>Urbanisation to mineral rich areas</p> <p>Very dry conditions increase risk of fires</p> <p>Lack of adequate regulations and enforcement of existing regulations controlling emissions</p>	<p>Poverty</p> <p>Lack of adequate job opportunities</p> <p>Single headed households</p> <p>Child headed households</p> <p>Lack of adequate funding for risk reduction initiatives</p> <p>Lack of access to insurance</p>	<p>Lack of adequate political will to acknowledge levels of disaster risk</p> <p>Political infighting</p> <p>Faction fighting</p> <p>Poor prioritisation</p>

<p>Property and infrastructure</p>	<p>Lack of robust structures in informal settlements</p> <p>Lack of storm water drains</p> <p>Lack of access to electricity and fire fighting resources increases fire risk</p> <p>Lack of enforcement laws and regulations</p> <p>Poor maintenance of roads and bridges</p> <p>Poor management of water courses</p> <p>Lack of access to water for irrigation purposes</p>	<p>Lack of adequate access to information on farming techniques, fire prevention and fire fighting</p> <p>Lack of adequate access to information and training in proper building techniques</p>		<p>Lack of access to insurance</p>	<p>Lack of adequate political will to acknowledge levels of disaster risk</p> <p>Poor prioritisation</p>
<p>Livestock</p>	<p>Inadequate or nonexistent fencing</p>	<p>Lack of adequate access to proper farming technique training</p> <p>Lack of adequate education on animal diseases</p> <p>Lack of adequate access to vaccination and dipping facilities</p>	<p>Lack of adequate access to suitable grazing</p> <p>Pollution from mines and industries</p> <p>Famine due to drought</p> <p>Very dry conditions increase risk of fires and loss of grazing</p>	<p>Lack of adequate access to insurance</p>	<p>Lack of adequate political will to acknowledge levels of disaster risk</p> <p>Poor prioritisation</p>

Environment	Lack of adequate fencing-overgrazing Pollution from industry	Lack of adequate education and awareness	Pollution from mines and industries Soil erosion due to lack of awareness and information Deforestation due of lack of access to fuels Very dry conditions increase risk of fires	Stripping of natural resources due to poverty	Lack of adequate political will to acknowledge levels of disaster risk Poor prioritisation
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b) Objectives

The Bojanala Platinum District Municipality Disaster Management Framework has aligned itself with the four national Key Performance Areas and the three enablers identified/stated in the National Policy Framework on Disaster Risk Management as follows:

Four Key Performance Areas

- **KPA 1.** Establishing integrated institutional capacity for disaster management in the BPD.
 - i.e. recruitment and placement of personnel,
 - establishment of Municipal Advisory Forum on disaster management,
 - interdepartmental committee on disaster management
 - establishment of a volunteer corps
 - permanent participation in all IDP forums
 - ensuring that disaster risk reduction is a permanent feature on the agenda of all forums in the municipalities

- **KPA 2:** Continuous disaster risk assessments
i.e. Continuous process of collecting data on prevailing hazards in the district area, overlaying it with spatial data on human settlements and natural resources to determine levels of vulnerability, and ensuring that analytical information on the assessment is filtered through municipal planning processes.
- **KPA 3:** Continuous disaster risk reduction.
I.e. ensuring that risk reduction strategies are integrated into development projects of municipalities.
- **KPA 4:** Emergency response, recovery and rehabilitation
i.e. Ensuring that all departments with responsibilities as defined in the disaster management plan, contingency plan and policy frame of the district take responsibility for the provision of timely assistance to communities affected by disaster type incidents

Three enablers

- **Enabler 1.** Information management and communications
I.e. create an integrated information management and communication system
- **Enabler 2.** Education, training, public awareness and research
I.e. Promote a culture of risk avoidance among all stakeholders by capacitating them through an integrated education, training and public awareness supported by research
- **Enabler 3.** Funding arrangements for disaster risk management
I.e. establish improved mechanisms for the funding of disaster risk management in the district area

c) Key programmes and projects

Disaster Management is a function of the District Municipality. However; the Disaster Management Act as well as the National Policy Framework on Disaster Risk Management has allocated roles and responsibilities to both the District Municipality as well as the Local Municipalities. All departments also have roles and responsibilities identified in the Disaster Management act and the Policy. The Disaster Management Act, Act 57 of 2002 provides for an integrated and coordinated

disaster management policy that focuses on prevention or reducing the risk to disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective responses to disasters and post recovery.

Key in the Act is a requirement for a Disaster Management Plan to achieve the objectives of the Act at district level. The Disaster Management Plan is part of this IDP document. It consists of the:

- The **Disaster Management Framework**,
- The **Disaster Management Plan** and
- The **Disaster Management Contingency Plan**.

The National Policy Framework for Disaster Risk Management for South Africa provides consistency amongst all role-players in disaster management and serves as an inclusive policy for South Africa. The policy framework clearly dictates what must be done by the disaster management centre of the district municipality as well as what it refers to as disaster management nodal points in all municipalities, including what must be done by all departments in all municipalities.

The Contingency plan is absolutely critical as it serves as the emergency response plan of the district municipality and clearly indicates the roles and responsibilities of each department when disaster type incidents strike.

2.1.12. Fire and Rescue Services

The District is, in terms of powers and functions, assigned the function by the MEC for Developmental Local Government and Housing to provide fire and emergency services in the areas of Moses Kotane, Moretele and Kgetlengrivier Local Municipalities. The fire stations are fully operational in Kgetlengrivier and Moses Kotane local municipalities with necessary equipments such as fire engines, vehicles and personnel. The fire station in Moretele has recently been completed and will fully operate in due course. Fire Fighting Vehicles for Moretele Fire Station has also been procured and delivered. The district allocates funds each financial year for the operation of these fire stations including human resource.

There have been attempts by the district to relocate the Kgetleng fire station as it is not appropriately located, i.e. among residential area. Processes regarding the matter have been undergoing without any success due to challenges faced regarding the availability of land or space for the station.

The fire and rescue services unit is also involved in the formation and operations of the Veld Fire Associations as required by the National Veld and Forest Fire Act. The process is monitored by the Department of Agriculture, Forestry and Fisheries. These associations are established in some local municipalities with the district's chief fire officers acting as Chief Operating Officer of these protection associations. All local municipalities except Moretele have established the associations. The district is currently providing support to the associations in terms of equipments that are required for the operations.

a) Key issues and challenges

The main challenge for the fire stations is compliance with the Sans 10090, mainly on the following points:

- Category of service – we currently fall under category four. Response times – distances to great to travel e.g. 2h 30 min to get to Derdepoort area and the national standard should be 23 minutes for a house fire. All fire stations should endeavor to fall into a category 1 classification.
- The successful control and extinguishing of fires depend on sufficient appliances responding with adequate manpower and arriving within a reasonable time. Area and risk too high, as we only have one fire station covering the whole area. Thus more Stations, vehicles, equipment and personnel are needed to do proper service delivery to communities. Only one fire station to cover an area off +- 5700 square kilometre (Moses Kotane) and in the other Local municipalities.
- Communication are currently being upgraded to comply with the national standards as the most common single cause of fires developing into large fires is delay in the initiation or transmission of fire calls. It is of the utmost importance that notification of the start of a fire should be made as quickly as possible
- No reliable reserve vehicles for in stock as per national standards.
- By - laws needs to be promulgated to enforces regulations and acts
- Frequent lack of water supply at Kgetlengrivier and water pressure problems experienced at Mogwase.

The other challenge includes lack of funding to sustain the functionality of fire protection associations.

b) Objectives

Provide Fire and rescue service

The fire and rescue service entails of the following:

- Prevent the outbreak of fire
- Extinguishing fire
- Regular inspections on all public buildings and businesses
- Regular inspections on water supply sources
- Provide training to the public and Institutions.
- Approval of building plans for fire evacuation compliance
- Certify buildings for fire safety
- Rescue of persons and animals
- Dealing and regulating with hazardous material incidents
- Enforce fire by laws
- Plan for any major fire incident

2.1.13. Safety and Security

Safety and security function is performed by local municipalities and the provincial department of transport, roads and community safety. The district is however playing its coordinating role and supports various programmes such as the crime prevention through environmental design. In these instances the district works closely with Community Policing Forums to identify areas that need high mast lights, clearing of thick bushes and crime reporting drive. Officials at local municipalities play an active role in municipal community policing forums. The communities have however raised concerns during community participation sessions over lack of police stations, poor accessibility to existing police stations and under-resourced police stations in certain villages across all local municipalities.

Statistically for the district as a whole, the ratio for police stations is 1 per 40 926 inhabitants. There is a need for more police services and facilities in many local municipalities to cater for the large population in need.

Traffic & Road Safety Initiatives

There is a strong partnership between the local municipal traffic services and the provincial Roads & Traffic Safety Branch. This partnership is coordinated through the

Joint Operational Planning Forum and regular joint operations are implemented throughout the district.

The local municipalities also play important roles in respect to point duties, road safety education and awareness programmes at schools and various other road safety related activities.

There are also licensing and testing centres in all the local municipalities with exception of Moretele which does not have a traffic unit or department. The service in the existing centres has improved with faster turn-around times and also providing needed revenue into the treasuries of local municipalities.

2.1.14. Land and Environmental Management

The environment is an aspect of which all living beings are integral component. In order to ensure sustainable development we must understand and adequately consider the interactions which human development has with the ecological, social and economic environment. It was also raised during 2008/09 draft IDP assessments that most environmental aspects are not featured in IDPs of most municipalities.

There is currently a growing concern about the state of the world's environment. Some environmental issues of global concern are global warming and climate change; biodiversity loss; deforestation; loss of wetlands; pollution; etc. which are mainly caused by the high pressure of land developments, agriculture, mines, energy-intensive industrial activities and many others. This situation applies in South Africa as well as our province.

Other objectives of this report are to:

- ✚ Inform decision-makers of the current state of our knowledge of the North West Province's environment;
- ✚ Establish the provincial information base with regard to current and future environmental trends;
- ✚ Indicate trends in the environment of the North West Province (including transboundary issues);
- ✚ Identify gaps in knowledge of the North West Province's environment and what needs to be done to address these;
- ✚ Support management decisions for environmental protection and sustainability;
- ✚ Serve as a baseline for future environmental management decisions;

- ✚ Complement and provide information for the next edition of the national SOER;
- ✚ Benchmark the Province's environmental management practices against international trends; and
- ✚ Provide information for environmental education and training for decision-makers and the general public.

According to this report the main driving forces that have been identified in the North West Province include physical characteristics of the environment (e.g. geology and water resources), climate, human population and its distribution, economic activity, and policy and legislation.

The Environment and Natural resource of the NW Province is also faced with many threats as the result of unsustainable agricultural and mining practices, township development, domestic and industrial pollution.

Large parts of the Bojanala Platinum District Municipality are characterized by high levels of biodiversity as determined in the North West Biodiversity database. These include the areas along the Magaliesberg stretching from the southern parts of Madibeng Local Municipality in the east to Rustenburg and further north westwards up to the north western parts of the Rustenburg Local Municipality. It also includes areas in the central parts of the Kgetleng Rivier local municipality, as well as large parts of the Moses Kotane Local Municipality west of the Pilanesberg National Park.

According to the Rustenburg State of Environment report numbers of distinct ecological systems occur in the Rustenburg area. These include mountainous areas, wetlands, streams and river courses, dams, indigenous woodland and grassland floral communities. These ecological systems are observed in formally proclaimed Nature Reserves, proclaimed Protected Natural Environments and zoned Open Spaces. In addition, ecological systems also occur in areas that are presently natural due to the absence of development. The region largely comprises of mixed Bushveld, Sourish Mixed Bushveld and Turf Thornveld. Sourish Mixed Bushveld is the most common vegetation type in the region and covers the largest part of the Bafokeng area. Turf Thornveld covers an area to the north of the region and mixed Bushveld covers the Pilanesberg and Magaliesberg mountains. None of the vegetation on the ridges of the area is conserved in statutory reserves, with only a small percentage, about

3.9% of the vegetation, being conserved in the De Onderstepoort Private Nature Reserve.

Due to the increased mining and residential activities in the area, statistics indicate that if no action is taken in terms of legislation to protect the biodiversity of the koppies and slopes, eminent loss of species is foreseeable. There are 8 threatened mammal species that occur in the area, with only one of the five reptiles on the red data list, the Southern African Python, having a high chance of occurring in the area. A large number of threatened and near-threatened bird species could also occur in the area, but many of them are either non-breeding migrants or the area is at the edge of their known distribution range. There are 9 threatened Lepidopterans in the North West Province, with 3 of them associated with wetlands, 2 with Bushveld and 4 with grasslands. There are 3 threatened fish species in the North West Province as a whole.

Natural resources, wetlands, protected areas and open spaces are considered to be sensitive areas. The first environmental elements that is considered sensitive in the Rustenburg area is the Magaliesberg and Pilanesberg mountain ranges, which form an ecological shield between the Bushveld and the grassland habitats of the area. This region – although declared a protected area – is constantly under threat from the various impacts of developments and the transformation of various land uses. Both have the potential to attract future tourist development, with the Pilanesberg Nature Reserve already established as an international tourist destination. Mountain vegetation, apart from providing beauty, nourishes and shelter, is often also used in the preparation of traditional remedies. The common Coral tree, for example, found in hot, dry areas, is credited with magical and medicinal properties. These species need protection as they are very important in the ecological processes as well as for their medicinal uses. This area should be considered very sensitive. Further environmental elements considered sensitive include other protected areas (such as the granite koppies) and the region's water sources.

According to the information provided by Department of Environmental Affairs and Tourism, the natural environment in the district consists of areas of rural development loosely intersected by areas of the Gold Reef Mountain Bushveld, Central Broad Leaved Sandy Bushveld and Western Transvaal Thornveld. The river system and the dams in the district form a prominent open space system which some cases is used as recreation facilities.

The main vegetation categories in the Bojanala Platinum District Municipality is classified as Western Transvaal Thornveld (26,9% of district area) mainly located in the central and north-western parts and vegetation classified as Central Broad Leaved Sandy Bushveld (13.9%) of the district area in the central and northern parts of the district. Other notable categories include Moot Plains Bushveld, Pienaarsrivier Thornveld and Swartruggens Cool Mountain Bushveld. There are no significant birds or fish species reported.

In response to the importance of the Bojanala Platinum District as far as **biodiversity** is concerned, the North West Parks and Tourism board is also considering the extension of a number of existing nature reserves and conservation areas. The most notable of these include the existing Heritage Park development which is envisaged to link the Madikwe Game Reserve in the west with the Pilanesberg National Park in the east. Other proposed initiatives include the possible expansion of the Vaalkopdam nature reserve to link up with the Pilanesberg National Park as well as the expansion of the Borakalalo nature reserve to link up with Vaalkopdam. This will create a conservation corridor stretching from the Borakalalo nature reserve in the east through Vaalkopdam, Pilanesberg up to the Madikwe Game Reserve in the west. Other potential areas of conservation include the Magaliesberg area as well as some the Norite hills not damaged by mining and quarrying activities.

An aspect of specific concern within the district is that as much as 10% of the land area is classified as degraded. This figure is particularly high in the Moretele Local Municipality with an estimated 41% of the total land area classified as degraded. The comparative figures in the Moses Kotane and Madibeng local municipalities are 12% and 11% respectively.

a) Key issues and challenges

- Unavailability of land for spatial and infrastructure development in most local municipalities.
- Protection of natural vegetation and ecosystems and ecologically sensitive zones
- Protection and development of cultural heritage sites
- Protection of unique geological features such as Pilanesberg and the Magaliesberg Mountain Range
- Protection of Red Data fauna and flora species that occur in the district
- The need for improved air and water quality in the district

b) Objectives

In terms of the District Environmental Management Policy, council commits itself to continually improve its environmental performance, beyond the requirements of current legislation or regulation.

In this respect it will specifically endeavour to:

- Encourage the reduced consumption of water, energy and other natural resources.
- Pursue progressive waste reduction, reuse and recycling initiatives to reduce the amount of waste generated from Council activities and within the District.
- Ensure and encourage the provision of effective waste management services to all the communities within the District area of jurisdiction.
- Encourage the prevention and minimization of environmental pollution to air, water and land within the District to maintain and improve the health and welfare of the public.
- Support the rehabilitation of polluted water and land areas within the District.
- Support sustainable agricultural practices within the District.
- Safeguard natural habitats and species and preserve the nature and character of the rural areas as well as preserve cultural heritage.
- Balance the need to enhance the built environment with measures which reduce the environmental impact of development.
- Promote sustainable public transport.
- Provide environmental education and training within the Council and its staff on the implementation of this Policy and promote environmental education within the whole community.

In order to achieve this, the Council will implement an Environmental Management System (EMS) which is currently being developed by service provider appointed in October 2008. The system will:

- Be integrated into the existing management practices of the municipality.
- Set objectives and implement programmes in order to minimize the negative environmental effects and increase the positive effects of the Council's activities.
- Apply to all activities undertaken by the Council, including contracted out services as new contracts are negotiated.
- Publish at appropriate intervals, a Statement of the Council's environmental performance.

- Include mechanisms for consultation with both regulatory bodies and the public.

This environmental policy and other elements of the environmental management will be updated at appropriate intervals following the changes of environmental legislation at both national and provincial spheres, policies and programmes and the needs of communities of Bojanala Platinum District Municipality.

In discussions of air quality, a distinction is made between ambient (outdoor) air quality and indoor air pollution levels. Ambient air quality is of primary concern in the proximity of industrial and mining activities and busy traffic routes, for example. In such instances, indoor pollutant concentrations are generally lower than are ambient air pollution levels. Ambient air quality may have impacts both to human health and state of the environment. Indoor air quality is mainly a concern of human health.

Main pollutants

The main pollutants affecting air quality are the following:

- | | |
|---|--|
| Sulphur Dioxide and Total Reduced Sulphur | • Carbon Monoxide |
| • Nitrogen Dioxide L | Other industrial pollutants which are included in this report are: |
| • Total Suspended Particles L | • Hydrogen Fluoride |
| • Ozone | • Ammonia |

Other Pollutants

There are some other industrial pollutants like hydrogen fluoride, ammonia, volatile organic carbons etc, which are only partly included into this report.

Progress in Air Quality Management Legislation

South Africa is responding to its air pollution challenges in various ways. These include legislative reform, revision of ambient air quality limits, proactive planning by local authorities, and sector-specific controls (DEAT, 2006). Following the publication of the Integrated Pollution and Waste Management Policy (IP&WM) in 2000, government set about drafting the legislation required to implement the policy (DEAT, 2007). The outdated Atmospheric Pollution Prevention Act (No. 45 of 1965) (APPA) is in the process of being replaced by the National Environmental Management: Air Quality Act (No. 39 of 2004) (AQA).

Until such time as sections 21, 22, 36 to 49, 51(1)(e), 51(1)(f), 51(3), 60 and 61 of the National Environmental Management: Air Quality Act, 2004 (Act No. 39 of 2004) are brought into effect, the relevant / related sections of the Atmospheric Pollution Prevention Act (Act No. 45 of 1965) regarding Scheduled Processes remains in effect. It is anticipated to be totally repealed during September 2009. Reference to Scheduled Processes under APPA will change to Listed Activities under AQA. Key features of the new legislation include (DEAT, 2006):

- Decentralizing air quality management responsibilities
- Requiring significant emission sources to be identified, quantified, and addressed
- Setting ambient air quality targets as goals for driving emission reductions
- Recognizing source-based (command-and control) measures in addition to alternative measures, including market incentives and disincentives, voluntary programmes, and education and awareness
- Promoting cost-optimized mitigation and management measures
- Stipulating air quality management planning by authorities, and emission reduction and management planning by sources
- Providing for access to information and public consultation. Historically, emission permits for industry and energy generation issued under the APPA paid insufficient attention to the cumulative impacts of co-located industrial operations.

The new AQA will take such cumulative impacts into account (DEAT, 2006). This means that the AQA represents a shift to an air pollution control strategy that is based on receiving air quality management. It focuses on the adverse impacts of air pollution on the ambient environment and sets standards as the benchmark for air quality management performance. At the same time it will set emission standards to minimize the amount of pollution that enters the environment (DEAT, 2007).

The National Framework is one of the significant functions detailed in Chapter 2 of the AQA. The framework serves as a blueprint for air quality management and aims to achieve the air quality objectives as described in the preamble of the AQA (DEAT, 2007). A 1st Generation National Framework was developed, and a draft of the document published in July 2007 for public comment where after it was published in September 2007. The purpose of the National Framework is to achieve the objectives

of the AQA, and as such the National Framework provides a medium- to long-term plan of the practical implementation of the AQA (DEAT, 2007).

The National Framework therefore provides mechanisms, systems and procedures to promote holistic and integrated air quality management through pollution prevention and minimization at source, and through impact management with respect to the receiving environment from local scale to international issues. The National Framework should therefore provide norms and standards for all technical aspects of air quality management (DEAT, 2007).

Formal contributing projects to the National Framework include (DEAT, 2007):

- The Development of a South African Air Quality Information System (SAAQIS) – Phase One project;
- The Listed Activities and Minimum Emission Standards Project;
- The APPA registration certificate review project; 4
- The Air Quality Management Planning Implementation Manual Development Project;
- The Vaal Triangle Priority Area Air Quality Management Plan Development Project;
- The framework for setting and implementing national ambient air quality standards;
- The limits for common air pollutants; and
- The greenhouse gas information management project.

DEAT held an Air Quality Governance Lekgotla during October 2007 and at this conference unveiled the first proposal for the listing of activities from identified controlled emitters and proposed minimum emissions standards for each activity. The list corresponds to international practice in the classification of activities for air quality management purposes. It also includes all activities previously included in

Schedule 2 of the APPA (refer Appendix 2). This proposal listed the activities into the following activity categories:

1. Combustion installations
2. Petroleum industry
3. Carbonisation and coal gasification
4. Metallurgical industry
5. Mineral processing industry
6. Organic chemical industry
7. Inorganic chemical industry
8. Incineration processes including hazardous waste
9. Wood products industry
10. Animal matter processing Refer Table 2.1 for the activities included in each of the proposed categories.

The Department of Environmental Affairs and Tourism initiated a two-year study to scrutinize the operations of more than 4 000 major industries so as to rank, review, and then rewrite their air pollution permits. This was necessary because some of the existing emission permits are so outdated that an industry can contravene health quality guidelines even as it complies with the legal emission limits specified in their permits (DEAT, 2006).

The AQA requires ambient air quality targets to be set, which will drive the reduction of emissions. Existing ambient air quality guidelines do not protect people's health and well-being. With the exception of SO₂, South Africa's limits for particulates, NO₂, ozone (O₃), and lead (Pb) are more lenient than internationally accepted health thresholds (DEAT, 2006). In 2004, the South African Bureau of Standards (SABS) published updated air quality limits for common pollutants (SANS1929, 2005).

In accordance with government's Integrated Pollution and Waste Management Policy, the Department of Environmental Affairs and Tourism (DEAT) published the limit values in the Gazette on 9 June 2006 for public comment. The standards contained in the schedule define the ambient air quality targets for all air quality management interventions (Government Notice No. 528, 2006), as published by the SABS. The proposed ambient air guidelines referred to are undergoing the South African Standards Setting Process by Stats SA (as required by the National Framework) in order to finalize minimum ambient air quality standards for South Africa. The North West Province Source: Cleaner Air Report indicates that once this process has been completed the NW-DACE will take the final national minimum ambient air quality standards under review in order to define ambient air quality

standards for the North West Province, but NW-DACE have reviewed the preliminary proposed standards. These should be adequate for the North West Province and there are no current plans to develop specific provincial air quality standards for the Province.

2.1.14. Waste Management

The District Integrated Waste Management Plan was completed during 2005. The key findings and recommendations of this study are summarized in the subsequent sections.

(i) Waste Quantities

The overall domestic waste and domestic garden waste generated in the BPDM for 2001 was estimated at 216 058 tonnes/annum and for 2004 is 230 630 tonnes/annum. The estimated annual tonnage for years 2010 and 2015 is approximately 297 324 and 35 0619 respectively. The amount of **waste collected** by the different municipalities within the BPDM as part of their legal mandate, has been estimated at 116 000 tonnes per annum. It can therefore be concluded that the municipalities collect less than half of the domestic and garden waste generated by the population as this collection figure includes for business waste in certain of the municipalities.

The following table indicates the distribution of households by type of refuse disposal in all local municipalities:

Table16: Distribution of households by type of refuse disposal per local municipality

	Kgetlengrivier		Madibeng		Moretele		Moses Kotane		Rustenburg	
	Census 2001	CS 2007	Census 2001	CS 2007	Census 2001	CS 2007	Census 2001	CS 2007	Census 2001	CS 2007
Removed by local authority/private company										
at least once a week	44,1	47,5	26,4	30,5	0,3	83,2	7,7	90,5	44,1	46,1
less often	0,2	13,1	0,4	2,9	0,1	4,5	0,4	1,1	0,6	1,6

Communal refuse dump	2,5	2,8	1,7	1,3	0,7	-	1,5	0,5	1,0	0,9
Own refuse dump	42,2	22,0	58,3	45,3	89,8	10,8	81,3	6,6	46,5	39,8
No rubbish disposal	10,7	14,3	13,2	19,9	9,0	1,5	9,1	1,3	7,7	11,2
Other	-	0,4	-	0,2	-	-	-	0,1	-	0,1
Total	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0

Source: Community Survey Report: 2007

Within the BPDM area, the amount of **general waste** currently being **accepted at public landfill sites for disposal** is estimated at 198 500 tonnes per annum, while approximately 97 500 tonnes are accepted at private landfill sites. The total received at all the sites amounts to approximately 296 000 tonnes per annum. Because of the lack of services to the whole area, many private individuals bring their waste to landfills, as can be seen in the discrepancy of waste collected versus disposal, but more often, burn, or discard of their waste in an improper manner.

Medical waste (health care risk waste) is collected and disposed of by a number of companies, which include Sanumed (EnviroServ), Evertrade and North West Medical Waste Managers. Within Rustenburg LM Evertrade and NW Medical Waste Managers remove approximately 435kg, including 2, 25/ sharps per week, and 10 069 kg per month respectively. The extent of Hazardous and delisted waste collected by EnviroServ is summarized below.

Table17: Hazardous and delisted waste collected by Environ from district area

	Quantity/month	Holfontein	Rosslyn	Main Source
Rustenburg	698,6m ³	304,6m ³	394m ³	Mining
Madibeng	114m ³	39m ³	75m ³	Industry
Marikana	279,9m ³	190m ³	89,1m ³	Mining
Other: Dwaalboom/Northam/Swartklip/Mogwase/Witkop	incl. 74,5m ³	56,5m ³	18m ³	Mining

TOTAL	1167m³	590,9m³	576,1m³	
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Source: District Integrated Waste Management Plan, 2005

(ii) Collection and Cleansing services

Kgetleng Rivier, Rustenburg and Madibeng Local Municipalities provide the greatest percentage service to their communities, although less than 50% of these households do still not receive a service. This service is mainly provided in the urban areas and city centres within the local municipalities. Moretele provides no service at all, which is very concerning given the potential environmental and health impacts that waste could cause.

From the Waste Management Status Quo Report undertaken for the BPDM it was established that the waste collection and removal service within the BPDM was very low according to the Census 2001 results, certainly less than 50%, even with a marked improvement on delivery shown by 2004. With just less than 50% of the population, approximately 756 000 people and 220 000 households are not receiving a service. The fact that a large portion of the population is disposing of domestic waste into no permitted communal dumps, holes in the ground or burying waste adds to this potential threat. Moretele Local Municipality remains a specific concern as there are no waste services in place and more that 75% of the population would be considered indigent.

(iii) Disposal

Of the 22 operational landfills (waste sites) identified, 10 are public sites and the remaining 12 are private sites. Five closed landfills were identified. Only 9 of the landfills have been permitted (7 private, 2 public), with two private landfills currently in the process of being permitted. These findings are concerning as the public sector should lead by example. The private sector is being more proactive in ensuring environmental compliance to relevant legislation. None of the 6 transfer stations/garden sites are permitted. Only 1 site is truly a transfer station (Cosmos). Except for 2 public landfills in the BPDM, the remaining public landfills are not operated on a routine basis.

The following indicates the number of landfills and transfer stations found in each local municipality:

- Kgetleng Rivier LM – 3 public landfills

- Madibeng LM – 1 public landfill, 2 garden sites, 1 transfer station and 3 private landfills
- Moretele – 2 public landfills
- Moses Kotane LM – 2 public landfill sites, 2 private landfills
- Rustenburg LM – 5 public landfill sites, 3 garden sites, 5 private landfills

a) Key issues/challenges

Environmental conditions on many of the landfill sites are very poor and at almost all sites informal salvaging takes place. Environmental liability could be high due to the use of sites which have not been designed for waste and which have not been cited in the correct place. Very little manpower and equipment/vehicles are used to operate most of the sites. Problematic wastes such as tyres and dead animals and condemned foods are being disposed of at certain of these sites. As there is no access control at a number of these site all types of waste including hazardous and medical waste can be disposed of here. A critical aspect for disposal is the availability of airspace, which is environmentally and publicly acceptable. This is almost depleted except in the case of the Madibeng LM.

b) Objectives

A number of goals, objectives and targets have been developed within the District Waste Management Policy and were derived primarily as a result of the findings of the Status Quo Analysis and Gap and Needs Assessment and the key findings. The goals stipulated within the policy have been indicated below.

(i) Organisational and Institutional structure, Finances and Resources

To create, maintain and continuously improve on an effective, adequately resourced and financed, harmonized organizational structure for waste management, which includes for effective institutional interaction with local municipalities, and which will guarantee co-operative governance.

(ii) By-laws

To develop new By-laws that reflect the mandate and vision of the BPDM, which are compliant with current legislation, and which will assist in coordinating and consolidating By-law requirements of local municipalities and the BPDM within the jurisdictional area.

(iii) Waste Information System (WIS)

To develop an appropriate operational information system, which will identify, qualify and quantify waste streams generated in the District, from generators of waste, waste practices to disposal of waste, and that will allow for the successful management of waste throughout the district.

(iv) Waste management services

Ensure/encourage the provision of effective and legal waste management services to all communities within the District area of Jurisdiction – Environmental Policy.

(v) Waste Minimisation and Recycling

Pursue progressive waste reduction, reuse and recycling initiatives to reduce the amount of waste generated from Council activities and within the District (where appropriate exceeding Government targets) – Environmental Policy

(vi) Disposal

To ensure that only environmentally and publicly acceptable landfills are operational throughout the district, that regionalisation of disposal facilities is promoted and enforced and that planning is formalised to ensure sufficient long-term waste disposal capacity.

(vii) Education and Awareness

Provide environmental education and training within the Council and its staff on the implementation of this Policy and promote environmental education within the whole community – Environmental Policy.

c) Key programmes and projects

A summary of the key recommendations of waste management in the BPDM as identified in the Integrated Waste Management Plan is summarized below:

(i) Organisational and Institutional Arrangement

- The E&WM Unit should be tasked to coordinate, drive and monitor the implementation of the IWMP
- Cooperative governance is vital for institutional development and improved waste management in the District

(ii) By-laws

- The BPDM as well as the local municipalities have to compile or upgrade waste by-laws to include for new and impending legislation as this is the main driver for extensive private sector compliance and sound waste management practices.
- Enforcement is fundamental to by-law success.

(iii) Waste information

- Development of a Waste Information System will improve on the status of current information and is critical for future planning.
- Success of the system relies on having adequate resources and capacity, for collection of information, management and consolidation of information.
- It has been recommended that the BPDM should be the custodian of the National WIS for local information.

(iv) Waste Management Services

- Provision of services to the entire population is non-negotiable
- The BPDM will assist local municipalities in funding (equitable share, MIG, etc.) and building capacity of local municipalities
- External service delivery mechanisms are a much cheaper option for the provision of waste management services, however labour must be involved in processes and feasibility studies are vital.
- Rural strategy/services to be placed on the priority list

(v) Waste Minimisation and Recycling

- As a first step feasibility studies to be undertaken for all recycling projects
- Education and awareness campaigns to run simultaneously to increase success of recycling programmes
- In-house separation and recycling system to be established as soon as possible

(vi) Waste disposal

- Addressing current landfill problems will assist in improving available environmentally accepted airspace, improving compliance with environmental legislation and increasing the number of potential users of the sites and providing associated infrastructure to accommodate the transfer of waste.

(vii) Education and Awareness

- Improve and expand on existing education and awareness programmes
- Development of a theme for promoting waste awareness will draw attention to the issue of waste management at all levels
- Institute formal training programmes for officials on waste management

(viii) Financial Aspects

- BPDM to budget for additional resources and various projects for implementation of the IWMP.
- The IWM Plan will require investment in new infrastructure and the provision of services such as a new waste information system, waste collection services to all unserved areas, recycling facilities, composting facilities, transfer facilities, landfill development and rehabilitation.
- The equitable share grant is aimed primarily at funding the delivery of basic municipal services.
- The Municipal Infrastructure Grant (MIG) received by local municipalities complements the equitable share allocations to give effect to expand the delivery

of basic services to all households, including the delivery of free basic services to poor households.

- The capacity building grants can assist municipalities in improving management, planning, technical and financial management skills and capacity for effective service delivery.

2.2. Municipal Transformation and Organisational Development

The Local Government Municipal Systems Act furthermore seeks to establish a system of planning, performance management, resource mobilisation and organisational change, which underpin the notion of developmental local government. The Planning and Performance Management Regulations requires the municipality's IDP to reflect the organisational structure and internal transformation needs of the municipality.

Municipal Transformation and Organisational Development key performance area provides the analysis of the municipality's available as well as required systems and resources in order to address the basic needs of its community. Analysis is made on key issues such as municipal planning, policy and systems development, performance management, including the district's internal transformation needs and the organisational structure.

2.2.1. Integrated Development Planning

The district municipality and its 5 local municipalities developed and adopted the 2008/2009 Integrated Development Plans (IDPs). All the IDPs were timeously adopted and submitted to the MEC for Department of Local Government and Traditional Affairs for assessment. The following are the ratings for the 2008/2009 and 2009/2010 reviews as per assessments conducted.

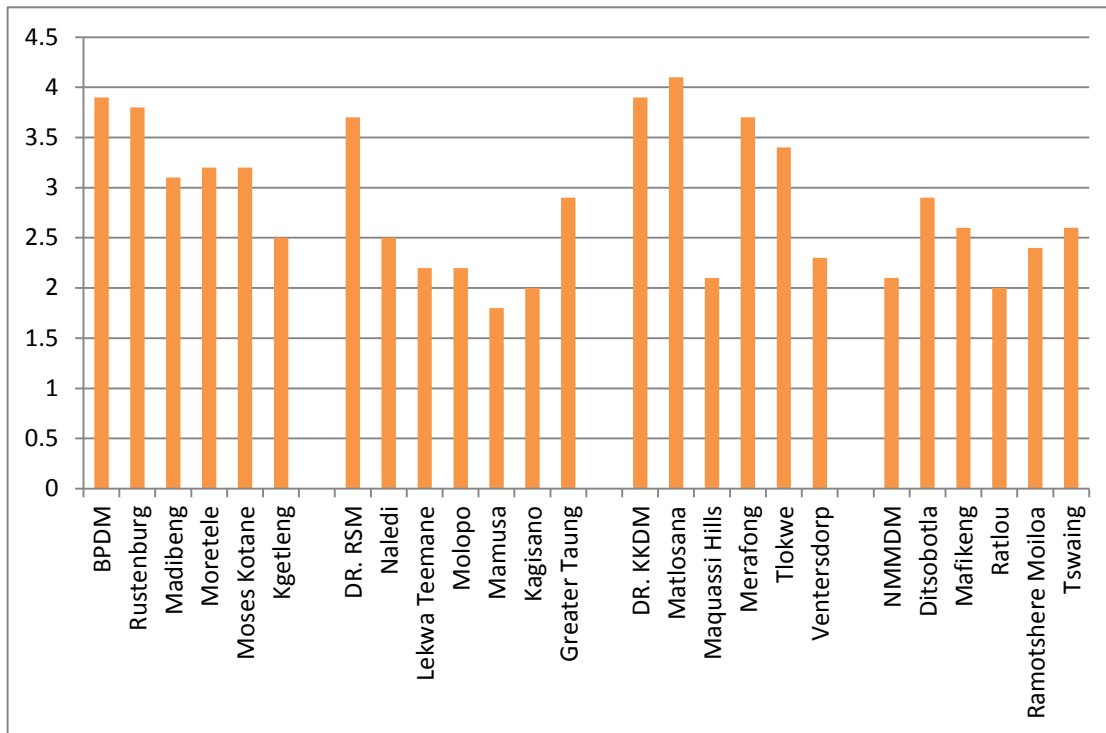
Table 18: Credibility rating of 2008/09 and 2009/10 IDPs

Municipality	KPA		KPA Service		KPA		KPA		KPA		KPA		IDP	
	Spatial		Delivery		LED		Governance		Financial viability		Transformation		Average	
	2008/ 09	2009/ 10	2008 /09	2009/ 10	2008/ 09	2009/ 10	2008/ 09	2009/ 10	2008/ 09	2009/ 10	2008/ 09	2009/ 10	2008/ 09	2009/ 10
Bojanala Platinum	4	4	4	3,5	4	2	3	3	4	3	4	2	77%	76%
Moses Kotane	3	3	4	2,5	3	2	4	3,5	3	3	4	2	70%	66%
Moretele	3	3	3	2,2	2	2	4	4	2	3	3	2	50%	66%
Madibeng	4	2	4	3,8	4	1	3	4,5	3	3	3	3	70%	64%
Kgetlengrivier	3	1	2	2,5	2	3	3	3	2	3	3	2	50%	50%
Rustenburg	4	3	4	3	4	3	4	4	3	3	4	3	77%	74%

Source: DLGTA IDP credibility assessment report (2008 & 2009)

The ratings also show how various municipalities have performed in the two financial years. The district has performed fairly well in the previous years as compared to other municipalities in the province. BPDM has maintained to be one of the best performing municipalities but there is a need for improvement especially on the identified weak KPAs.

This can be shown on the figure below.



Source: DLGTA IDP credibility assessment report (2009)

According to DLTA, hands on support should be provided to municipalities who got the rating of below 3. There is however a need to ensure that those who were rated below should not go backwards.

Municipalities within the district are faced with various challenges which have an impact on the IDP performance. IDP should be prioritised and given the attention it requires. There is a need for capacity building for some of the IDP officers as well as appointment of more personnel to beef up the existing units. More support is also required that municipalities adhere to the IDP process plans that various councils adopt.

2.2.2. **Organisational Performance Management System**

The Bojanala Platinum District Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance, planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players. Performance Management System and the IDP process of the district are seamlessly integrated. Through the IDP the district plans for performance management, and through performance management manages, monitors and evaluates the achievement of the IDP.

The IDP starts with our policy platform, purpose statement and core values and management principles. These set out the general vision and culture by which the Council will operate and set out the high-level policy steer which guides our work.

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

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

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

The Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to municipal managers requires performance agreements to have performance plans which consist of two main components a weighting of 80:20 allocated to Key Performance Areas (KPAs) and Core Managerial and Occupational Competency Requirements respectively. The 80% covers the main area of work and the Management and Occupational Competencies account for the 20% of the final assessment.

In order to ensure that the BPDM meets its organisational performance indicators and standards, it is appropriate to introduce a performance management system for the individual employees within the municipality. The cascading of PMS will ensure that each individual is given performance objectives, targets and standards that are linked to the objectives of his/her department and ultimately to the overall council's strategy. The municipality will ensure that the current performance management system is increasingly cascaded to all the employees.

The municipality must establish conditions for the participation of all stakeholders as legislated in the Municipal Systems Act of 2000 and the Municipal Planning and Performance Management Regulations of 2001. The roles of the various stakeholders are captured tables in the following tables as also indicated in the BPDM PMS framework:

The Roles and responsibilities of stakeholders in the operation and management of the performance management system are indicated in the tables below:

Table 19: Municipal Council’s political oversight roles and responsibilities

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

Table 20: Roles and responsibilities of the Executive Mayor

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

<p>to the Municipal Manager.</p> <p>7. Tables the budget and Top-Level SDBIP to Council for approval.</p>	<p>against adopted KPIs and targets.</p> <p>5. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality.</p> <p>6. Quarterly and annually evaluates the performance of the Municipal Manager.</p>	<p>6. Reports to Council on the recommendations for the improvement of the performance management system.</p>	
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Table 21: Roles and responsibilities of the Municipal Manager

Planning	Implementation	Monitoring		
		Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Coordinates the process of needs identification and prioritization among all stakeholders, including community structures. 2. Coordinates the formulation and revision of the PMS framework. 3. Coordinates the formulation and revision of the municipal strategic scorecard. 4. Leads the process of the formulation and revision of the Service Delivery and Budget 	<ol style="list-style-type: none"> 1. Manages the overall implementation of the IDP. 2. Ensures that all role players implement the provisions of the PMS framework. 3. Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality. 4. Ensures that annual programmes are implemented according 	<ol style="list-style-type: none"> 1. Formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Executive Mayor. 2. Formulation of the annual performance improvement measures of the municipality as part of the new municipal strategic 	<ol style="list-style-type: none"> 1. Receives performance reports quarterly from the internal auditor. 2. Receives performance reports twice a year from the Performance Audit Committee. 3. Receives monthly departmental performance reports. 4. Reports once in two months to council committees and the EM on the performance of Departments. 5. Reports on the 	<ol style="list-style-type: none"> 1. Formulates the municipal annual audit plan. 2. Formulates a response to the recommendations of the internal auditor and the Audit Committee. 3. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Executive

<p>Implementation Plans.</p> <p>5. Enters into a performance agreement with Directors on behalf of Council.</p>	<p>to the targets and timeframes agreed to.</p> <p>5. Implements performance improvement measures approved by the Executive Mayor and the Council.</p> <p>6. Ensures that performance objectives in the Directors' performance agreements are achieved.</p>	<p>scorecard.</p> <p>3. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality.</p> <p>4. Quarterly and annually evaluates the performance of Directors.</p>	<p>implementation of improvement measures adopted by the EM and Council.</p> <p>6. Annually reports on the performance of Directors.</p> <p>7. Submit the municipal annual report to the EM.</p>	<p>Mayor</p>
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Table 22: Roles and responsibilities of Council Committees

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

Table 23: Roles and responsibilities of Heads of Departments

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

Municipal Manager.	performance agreements are achieved.	department. 4. Participates in Mid-Term Review.		
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Table 24: Roles and responsibilities of staff

Planning	Implementation	Review	Reporting
1. Participates in the development of the Technical SDBIP. 2. Participates in the development of their own performance measurement.	1. Executes individual work plans.	1. Participates in the review of departmental plans. 2. Participates in the review of own performance.	1. Reports to line manager.

Table 25: Roles and responsibilities of the Internal Audit Unit

Planning	Monitoring	
	Review	Reporting
1. Develop a risk and compliance based audit plan.	<ol style="list-style-type: none"> 1. Measures the performance of departments according to KPIs and performance targets set in the municipal scorecard and departmental scorecards. 2. Assess the functionality of the PMS. 3. Ensures that the system complies with the Act. 4. Audit the performance measures in the municipal scorecard and departmental scorecards. 5. Conduct compliance based audit. 	<ol style="list-style-type: none"> 1. Submit quarterly reports to the Municipal Manager. 2. Submit quarterly reports to the Performance Audit Committee.
1. Receives and approves the annual audit plan.	Review quarterly reports from the internal audit committee.	1. Reports quarterly to the municipal Council.

Table 26: Roles and Responsibilities of the Community

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

2.2.3. Overview of Municipal Policies

Bojanala Platinum District Municipality has policies and procedures which guides the operation of the entire institutions. These policies are there to guide various departments (all employees) to discharge their functions in an effective and proper manner. The district is however entitled to review these policies whenever necessary.

The following are the existing policies in the institution:

2.2.3.1. Financial policies

i) Travelling and Subsistence policy

The policy provides guidelines wherein the compensation for travelling and subsistence costs incurred or deemed to be incurred by BPDM officials and councillors can be handles in a practical, sensible, organised and effective manner. The policy provides for subsistence and travelling allowances as well as applicable tariffs for officials and councillors. This policy is currently under review and would be implemented once approved by council.

(ii) Supply Chain management policy

Supply chain policy has been developed to comply with the provisions of Section 111 of the Municipal Finance Management Act (MFMA). The policy reflects on the systems, procedures as well as mechanisms set up to implement the supply chain management policy.

(iii) Internet, computer network and electronic appliance usage policy

The policy provides guidelines in respect of the use of computer equipment, network equipment and other peripheral or related electronic appliance provided by BPDM for use by employees and specifically to indicate possible abuse and the consequences of such abuse.

(iv) Fraud and corruption prevention policy

The policy is developed to provide guidelines for managing and combating fraud and corruption in BPDM. The policy is aimed at creating an environment where fraud and criminal activities of dishonesty are efficiently and effectively dealt with and managed.

(v) Fixed asset management policy

Fixed asset management policy is developed in compliance with the MFMA to provide for mechanisms and procedures for managing municipal fixed assets.

(vi) Policy on provisions

The objective of this policy is to define provisions, identify the circumstances in which provisions should be recognised, how they should be measured and the disclosures

(vii) Investment policy

The purpose of the policy is to ensure that investment of surplus funds forms part of the financial system of the municipality and to ensure that prudent investment procedures are consistently applied. The policy also reflects processes and control measures that need to be followed and applied before money can be invested, as well as permitted investment institutions that BPDM can invest with.

(viii) Risk management policy

Risk management policy outlines BPDM's position and approach to risk management. The policy is developed to determine the process and identify tools for the district to realise its objectives, minimise its risks and also maximise its opportunities.

2.2.3.2. HR Policies

i) Leave policy

The policy defines forms/kind of leave each employee is entitled to as well as procedures to be adhered by qualifying staff members.

ii) Bursary policy for employees

The policy defines those eligible, fields covered as well as procedures for granting bursaries to employees of Bojanala.

(iii) Overtime policy

The policy outlines procedures of overtime compensation for BPDM employees when they are expected to work overtime when requested to do so in accordance with their conditions of service and the Basic Conditions of Employment Act.

(iv) Policy on Cellular Phones

The policy defines those eligible to official cell phones, the process of acquiring one as well as the overall management of those phones.

(v) Recruitment and selection policy

The policy provides procedures and measures to be adhered to when appointing, recruiting, selecting and placing employees within the institution. The policy is also developed to ensure that all recruitment processes are handled according to the best practice and professional guidelines.

The district is also in the process of drafting the retention strategy which is aimed at providing guidelines for the institution in terms of retaining staff holding key positions particularly in the areas of scarce professional skills. The draft policy provides recommendations for the district to implement.

(vi) Occupational Health and Safety Policy

Developed in to ensure that the requirements of the Occupational Health and Safety Act No. 85 of 1993 are met in our workplace.

(vii) Smoking Policy

The policy seeks to regulate smoking in the workplace. The policy is aimed at improving and protecting the health of all members who do not smoke and at the same time accommodating the needs of both smokers and non smokers in BPDM buildings or premises.

(viii) Employee Assistance Policy

The policy outlines the policies, principles and procedures of BPDM's Employee Assistance Program (EAP) and the services available to the employees.

ix) Integrated Education, Training and Development Policy

Provides clear guidelines and framework for training, development and education of the staff in the municipality. The policy seeks to address the issues of fragmented and uncoordinated approach to training and education in the municipality, as well as the inappropriate nature of training and education that is provided by many training providers.

x) Probation Policy

This policy provides guidelines on how the probation period is applied to all employees of BPDM including transfers, promotions, and new appointments. The policy highlights the lengths of probation; review and extension of probation.

xi) Policy on induction of new employees

The policy at ensuring that each new staff member of BPDM has a clear understanding of the operations of an institution, its structures and objectives.

xii) Workplace HIV/AIDS Policy

HIV/AIDS policy has been developed in line the National and Provincial policies and strategies. The policy is aimed at providing guidelines on managing HIV/AIDS as a life threatening disease in the workplace; protecting the legal rights of all employees in the institution, including those who are HIV positive; minimizing as far as possible the spread of the disease and the impact thereof, within the organisation and amongst all stakeholders; as well as encouraging those employees who are infected/affected to seek counselling. The policy also provides critical matters including guiding principles to limit the spread of the epidemic; legal obligations of employers; as well as process to facilitate implementation of policy programmes.

xiii) Sexual Harassment Policy

The policy defines forms of harassment and procedures of handling grievances of sexual harassment in an institution.

Mayoral Bursary Scheme Policy

The policy defines those eligible, fields covered as well as procedures for granting bursaries to learners within Bojanala district.

2.2.4. Institutional Arrangement

In order for the Bojanala Platinum District municipality to achieve its mandate the following structures are in place:

2.2.4.1. Political structures and political office bearers

The political structures and political office bearers of the Bojanala Platinum District Municipality are the following:

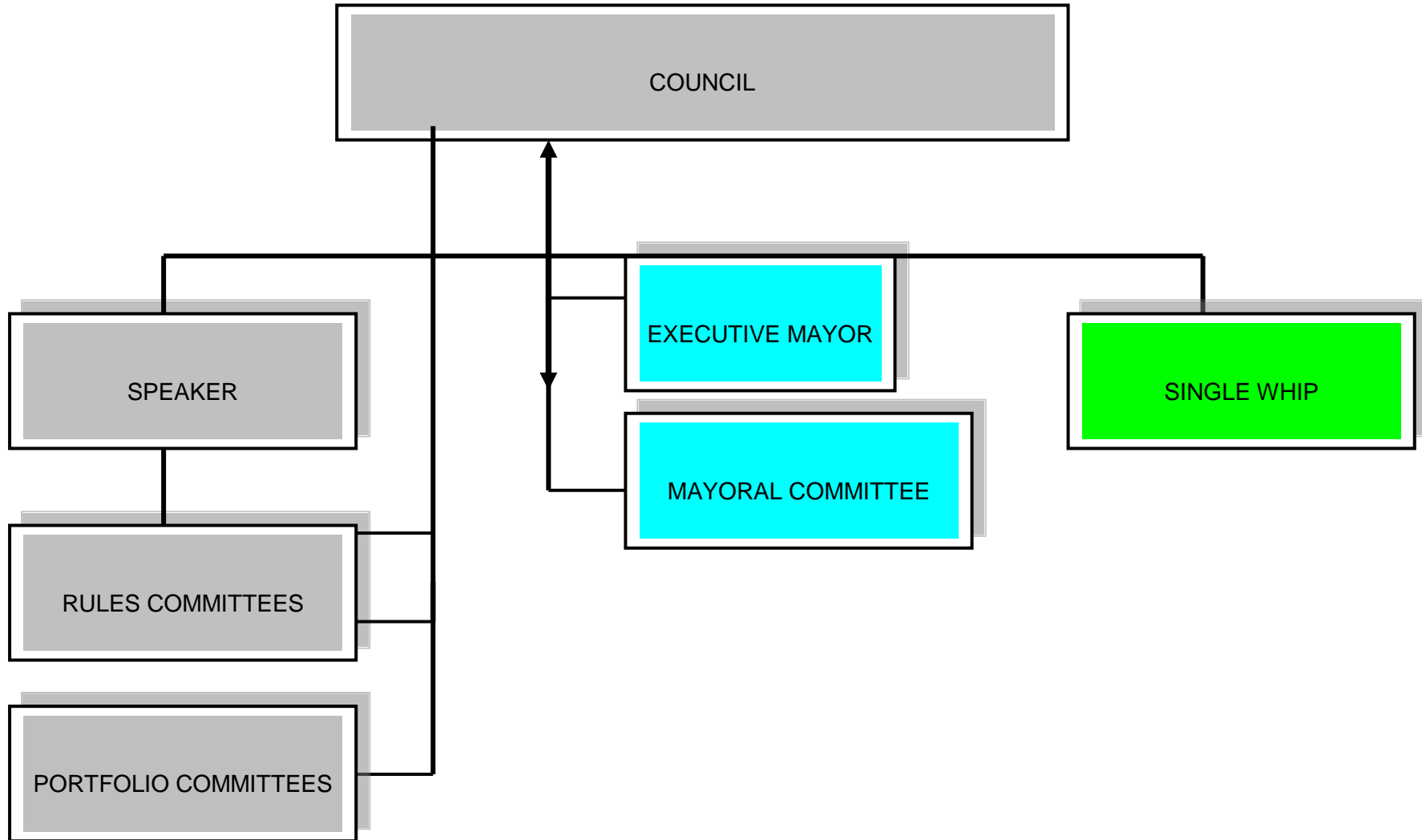
- Council, presided over by the Speaker;
- The Executive Mayor;
- The Executive Mayoral Committee.

The Executive Mayor has established the following committees in terms of Section 80 of the Municipal Structures Act:

- IDP, PMS, Public Participation and Traditional Leaders
- HIV/AIDS and Special Projects
- Finance
- Sports, Arts and Culture
- Corporate Support Services
- LED and Tourism
- Technical Services
- Community Development Services
- Community Environmental Services

ORGANISATIONAL STRUCTURE

a) Political Structure



2.2.4.2. Administrative structure

The municipality has the following administrative departments:

- The Office of the Municipal Manager;
- Department of Corporate Services;
- Department of Economic Development, Agriculture, Tourism & Rural Development;
- Budget and Treasury Office;
- Department of Community Environmental Services
- Department of Community Development Services and
- Department of Technical Services.

The above-mentioned departments are headed by section 57 managers reporting directly to the Municipal Manager, who is the head of administration as well as the accounting officer. Five posts of section 57 managers are filled with 2 directors being females and 3 males. The post for the section 57 manager in the newly established department will be filled in the 2010/2011 financial year.

The review structure is illustrated as follows:

MUNICIPAL MANAGER

CHIEF FINANCIAL OFFICER:
BUDGET & TREASURY

DIRECTOR: ECONOMIC
DEVELOPMENT,
AGRICULTURE & RURAL
DEVELOPMENT

DIRECTOR: CORPORATE
SUPPORT SERVICES

DIRECTOR: TECHNICAL
SERVICES

DIRECTOR: COMMUNITY
DEVELOPMENT SERVICES

DIRECTOR: COMMUNITY
ENVIRONMENTAL
SERVICES

2.2.4.3. Organisational Structure

The district municipality has reviewed its structure which has already been approved by Council. The department of Community development Services was split into two to form the directorates for Community Development Services as well as Community Environmental Services. The complete structure will be submitted to as annexure to the final document.

a) Key issues and challenges

- Implementation and adherence to the provincial planning cycle to ensure that, incrementally, the IDP becomes an expression of state wide planning and the district becomes its planning hub.
- Functionality of all policies and systems, particularly in weaker municipalities.
- Functionality of the performance management system, particularly reporting mechanisms.
- Common or complementary IT systems.
- Recruitment and retention of skilled as well as qualified personnel particularly in the areas of engineering, project management and finance. The low capacity municipalities (i.e. Kgetleng Rivier & Moretele) are the worst affected.

b) Objectives

i) Promotion of good governance through shared services

The vision of the district municipality calls for an accountable, efficient and transparent district governance. The Municipal Structures Act requires the district municipality to capacitate and support local municipalities within its jurisdiction to exercise their powers and perform their functions. The District municipality, through the shared services will continue to develop and implement support and capacity building programmes for particularly under-resourced municipalities to ensure that this mandate is fulfilled. Areas of support are currently in financial management, audit functions, development of sector plans and other areas as and when requested by local municipalities.

ii) Promotion of Planning and Performance Management

The Municipal systems Act requires a municipality to adopt a single, inclusive strategic plan for the development of the municipality, which-

- Links, integrates and coordinates plans and takes into account national and provincial development initiatives for the development of the municipality;
- Aligns resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budgets are based;
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The District Municipality will ensure that the vision of district wide planning between the District and Local Municipalities is realised through the implementation of the IDP District Framework adopted by all the Councils in the district.

The Municipal Systems Act requires a municipality to establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives indicators and targets contained in its IDP. The District Municipality will ensure the implementation of a Performance Management System through the implementation of the PMS Framework, the Service Delivery and Budget Implementation Plan and Performance Agreements regular reporting and review.

iii) Improve technology efficiencies

The District municipality will integrate technology into the internal business processes to increase operational efficiencies, improve service delivery, and control costs. The following Information Technology efficiencies are currently under development for implementation in a medium to long term:

- A Geographic Information System (GIS) is being developed to improve and enhance the planning system for the district and local municipalities and improve service delivery.
- An Information Management System to promote better decision making, automation of the performance management system to improve performance management and reporting in all municipalities in the district.
- The challenge is to keep the websites functional and useful to communities.

iv) Achieve Employment Equity

The aim of this objective is to ensure that the human resources of the municipality reflect the demographic profile of South African society and affirm historically disadvantaged groups.

The District municipality continues to progressively achieve employment equity in its administration by recruiting and retaining individuals as designated by the Employment Equity Act. BPDM has a balanced gender in top management positions wherein there is adequate female representation at director and line management positions.

v) Promote innovation, learning and growth

The District municipality will ensure that its employee's skills are continually developed to be able to address the service delivery and development challenges of the district community as outlined in the priorities and objectives of the IDP. Work Place Skills Development Plans and reports are prepared as required by legislation and submitted to the relevant department as well as the municipal Council.

Employees are encouraged to learn and find innovative ways of solving problems related to their everyday work of discharging the mandate of council. Employees as well as councillors are referred to various capacity building and training programmes in order to enhance their skills and knowledge on the business of local government.

There is also employee study assistance programme wherein all officials are awarded study bursaries to study with various tertiary institutions, thus to capacitate themselves. The district allocates budget for this programme on an annual basis and bursaries are awarded according to the requirements of the institutional bursary policy.

vi) Recruitment and retention of skilled employees

The District municipality will, through the implementation of appropriate recruitment and retention policies, ensure that skilled and experienced employees are recruited and retained.

vii) Achieve a positive employee climate.

BPDM still through appropriate Human Resources and other policies, ensure the creation of an environment where employees are empowered, productive and motivated. There is currently an Employee Assistance Programme for all employees to ensure the wellbeing of personnel.

Programmes and projects

There are currently endeavours towards finalising the retention strategy in order to the municipality to achieve this objective.

These programmes and projects apply to the district and all local municipalities over the medium term. The Service Delivery and Budget Implementation Plan will outline the annual targets for implementation.

i) Promotion of good governance

- An audit of existing policies and development of those that do not exist.
- A review of existing internal control mechanisms and strengthening them.
- Ensure that all senior management posts are filled in all local municipalities.
- Continue with bursary scheme for community members in order to contribute to the skills pool in the district.
- Implementation of IGRF to enhance coordination and integration of planning processes

ii) Achieve employment equity.

- Develop and implement Employment Equity Plans and regularly submit Employment Equity Reports.

iii) Promote innovation, learning and growth.

- Develop Workplace Skills Development Plan and regularly submit Workplace Skills Plans as required by law.
- Development of reports.
- Continue with bursary scheme for staff members in order to contribute to the skills pool in the district.

iv) Improve technology efficiencies

- Coordinate development of compatible district-wide IT systems in order to improve integration with regard to municipal business within the district.
- Implementation of available GIS and DIMS in the entire district

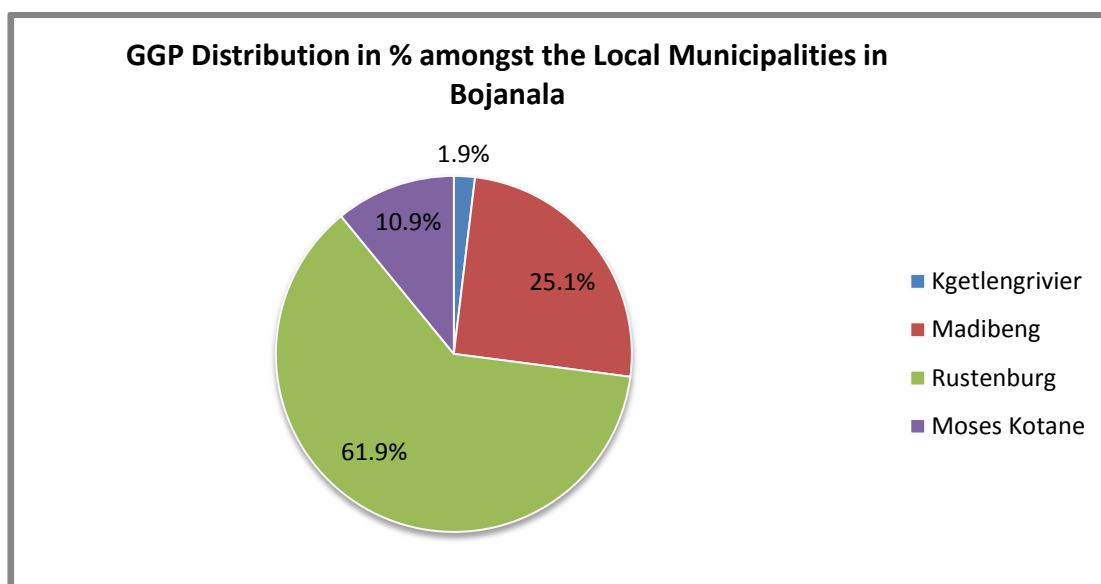
2.3.1. Local Economic Development - Economic Status of the district

It is generally recognized that the Bojanala Platinum District Municipality is the economic growth engine of the North West Province and contributes the vast majority of total production output and employment opportunities within the NW Province. The performance of the economy within this district is thus crucial to achieving the overall growth and development targets agreed to at a provincial level.

a) GDP growth

For the 2001 to 2004 period Bojanala DM (5%) experienced a higher average annual GDP growth rate compared to both South Africa (3.3%) and the North West Province (3.2%). The National and Provincial growth rates grew at a steady pace while the District experienced more erratic growth rates. For the District, it is estimated that the Gross Domestic Product for 2008 will be approximately R36 billion contributing 3.4% to the total National GDP and 52.4% to the Provincial GDP.

Figure: GGP % distribution amongst the Local Municipalities in Bojanala DM, 2004



Source: (Quantec Research, 2008, Standardised Regional Data) as listed in the BPDM 2009 LED Strategy

The figure above indicates that the bulk of the 2004 GGP within the Local Municipalities came from the Rustenburg LM (approximately 63%). The remaining GGP is divided between Moretele LM (1.8%), Madibeng LM (23.3%), Kgetlengrivier LM (1.8%) and Moses Kotane LM (10.1%). It is of concern that Moretele LM contributes 14% to the District's population but only 1.8% to the District's GDP. Thus Moretele LM and Kgetlengrivier can be described as areas of economic need within Bojanala DM. During the 2001 to 2004 period all of the LMs had an average annual growth rate between 2% and 4% except for Moretele LM which had had a growth rate of -0.1%.

b) GGP per Sector

The following table indicates the District GGP per sector as compared to that of the NW province and the rest of South Africa.

	South Africa (%)	North West (%)	Bojanala (%)
Agriculture, forestry & fishing	2.4	2.5	1.8
Mining & Quarrying	6.1	26.0	41.8
Manufacturing	17.7	7.6	7.1
Electricity & Water	2.3	1.1	0.9

Construction	3.8	2.9	2.1
Wholesale & Retail Trade, Catering & Accommodation	15.4	13.6	10.2
Transport & Communication	10.7	10.6	8.3
Finance & Business Services	22.2	14.5	11.9
Community, Personal & other services	5.8	8.6	8.3
General Government Services	13.7	12.7	7.7
Total	100	100	100

The South African economy is more diversified compared to the North West Province and Bojanala DM. Nationally it was estimated that for 2008 the most dominant industry with the highest GDP was the Finance and Business Services (22.2%) sector while Mining was dominant in both the Province (26.0) and District (41.8%). The Province and District's dependence on the Mining sector is risky as this leaves these economies vulnerable to external shocks. Bojanala DM experienced the highest growth in the Transport and Communications sector with a 6.4% annual average growth during the 1996 to 2007 period in line with the National and Provincial trend. In Bojanala DM and the North West Province the sectors with the smallest contribution towards GGP were Electricity and Water along with the Agricultural sector.

2.3.2. Sectoral Performance - Agriculture

The agricultural activities within Bojanala PDM have been on a downward trend with regard to both production and employment levels. The reasons for the decline in the agricultural sector include amongst others uncertainty due to land reform, high input costs, high risk compared to return, water quality and scarcity, competition for land usage from mining industry and insufficient support. According to Quantec Data, this sector contributed 1.8% to total GGP and 6.3% to total employment within Bojanala PDM for 2007. Madibeng LM is the most significant agricultural contributor with much of the produce coming from the Brits

and Hartebeespoort area. Agriculture is also significant within the Kgetlengrivier LM as close to 30% of employment opportunities within the local municipality comes from the agricultural sector. Agriculture is has experienced a variable trend between 1995 and 2008. During 1997 and 2007 the average annual growth rate for this sector was at 0.7%. 23.9% of the formal employment comes from the Agricultural sector in Kgetlengrivier Local Municipality.

The table below lists some of the agricultural produce found within the Bojanala PDM. The main agricultural products include maize, groundnuts, sunflower and cattle.

Table: Agricultural produce within Bojanala

Maize	Oranges	Tomatoes	Carrots
Groundnuts	Naartjie	Green beans	Broccoli
Pumpkins	Lemon	Onions	Radishes
Cattle	Strawberry	Beetroot	Cauliflower
Spinach	Grapes	Cabbage	Sorghum
Green Pepper	Sunflower	Cucumbers	Lettuce
Soyabeans	Sweet Potatoes	English cucumbers	Butternuts
Goat	Sheep		

Source: 2009 BPDM LED strategy

Mining

The mining sector is the most dominant sector within the local economy. Quantec Data indicated that the mining sector contributed 33.6% to all formal employment opportunities and 41.8% to the total GGP for 2007. Platinum is the main mineral mined, the following are also found within that area:

- Granite
- Tin
- Chrome
- Lead
- Slate
- Diamonds
- Gold

Mining is a particularly significant contributor within the Rustenburg LM, Madibeng LM and the Moses Kotane LM. Mining plays a lesser role in Kgetlengrivier LM where mostly slate and diamonds are mined. There appears to be no mining activity within the Moretele LM. However, studies have been conducted related to the possibility of minerals within the Moretele LM and Kgetlengrivier LM. The Mineral Potential of the Moretele Local Municipal Area study was conducted by the Council for Geosciences in October 2007. The LED strategy identifies list of mines within the district.

This sector includes the extraction and beneficiation of minerals occurring naturally, including solids, liquids and crude petroleum and gases. It also includes underground and surface mines, quarries and the operation of oil and gas wells and all supplemental activities for dressing and beneficiating for ores and other crude materials.

Mining experiences a stable if somewhat stagnant growth during the 1995 to 2002. However from 2002 Mining has been on an upward trend growing at an average annual growth rate of about 7% between 2002 and 2005. For 2008 it was estimated that about 265 599 people were employed in Bojanala DM. The Mining sector accounted for an estimated 34.6% of all formal employment opportunities in Bojanala DM during 2008. At the local municipality level mining is the dominant sector in which employment opportunities are created except for the Moretele and Kgetlengrivier LM.

Mines are required to prepare Social and Labour Plans in which they identify projects for communities in which they operate in. There are some of the projects which the mines have identified as part of their corporate social responsibility as well as to deal with potential downscaling or mine closures. These projects mainly though not all, appear in the IDPs of local municipalities.

Tourism

Tourism forms part of other sectors especially the Trade, Transport and Finance sectors. However, due to its increasing importance as an income and employment creator in South Africa, it is believed that this sector should be discussed separately from the other sectors. Bojanala PDM is endowed with cultural, natural and even man-made resources such as the Sun City resorts and the Pilanesberg National Park. The Bojanala PDM is also host to many

high profile events such as the Nedbank Million Dollar Golf Challenge, performances by international celebrities and beauty pageants etc. There are also exciting initiatives that aim to establish Bojanala PDM as a conservation area of note.

The establishment of Heritage Park which is currently in progress is the linking of the Madikwe Game Reserve with the Pilanesberg National Park into a large park which would be able to compete with the likes of the Kruger National Park. Other initiatives indicated in the Bojanala IDP include the creation of a conservation corridor stretching from the Borakalalo Nature Reserve in the east through Vaalkopdam, Pilanesberg- up to the Madikwe Game Reserve in the west. However according to the tourism report for 2002 the North West province only catered for between 9% - 13% of all foreign visitors to South Africa showing that there is scope for more tourism activities, to leverage the already present tourist attractions.

The district has also adopted a Tourism Master Plan which is currently waiting for Council's adoption in order for it to be implemented. The plan is intended to address the development and enhancement of the tourism hub in the district as a gateway into the North West Province from Gauteng and Limpopo. Programmes and projects from the plan will be implemented over the next financial years.

Manufacturing

The Manufacturing sector within Bojanala DM experienced a positive trend between 1995 and 2008. The average annual growth rate was estimated at 3.9% for the period between 1997 and 2005. In Moretele LM, Manufacturing contributes 35.6% to the formal employment. The Manufacturing sector within Bojanala PDM was estimated to have contributed 7.1% to total GGP and 10.1% for total employment. BPDM has a location quotient of 0.9 in the manufacturing sector. This shows that there is great potential for the district to have a comparative advantage in this sector. Manufacturing was mostly concentrated within Madibeng LM (57%) and Rustenburg LM (31.9% according to Quantec Data.

Utilities

The utility sector in South Africa is under Eskom (electricity) and the Department of Water Affairs and Forestry (water). Access to water and electricity is still problematic in many rural areas within Bojanala PDM. Also, within the rural areas many emerging and small-scale farmers face constraints related to appropriate water infrastructure such as irrigation schemes. In addition it has been determined that mining and agricultural activities increase pressure on the already limited water supply. Further expansion activities could therefore be hampered by water constraints. Utilities experienced a variable trend between 1995 and 2008. A negative average annual growth rate of -0.3% was experienced between the 1995 and 2002 period, however from 2002 a positive average annual growth rate was experienced in the Utilities sector in Bojanala DM.

Construction

The construction sector includes the site preparation, building of complete constructions or parts thereof, civil engineering, building installation, building completion and the renting of construction or demolition equipment with operators. Construction appeared to have been on a variable trend from 1995 to 2003 growing at an average annual growth rate of 1.7% in that period. However a stable, upward trend at an average annual growth rate of 2.6% was realized from 2003 to 2008. According to Quantec, the construction sector only contributed 2.1% to the Gross Geographic Product of Bojanala Platinum District Municipality (BPDM) during 2007. BPDM has a location quotient of 0.7 in the construction sector showing that there is no comparative advantage for construction in Bojanala PDM compared to the North West Province as a whole. However, the location quotient gives a measure of current activity and therefore it does not mean that attention should not be paid to this sector.

Government expenditure in the construction sector contributes significantly. The North West Province was allocated R875,2 million and spent R785,5 million to construct 19 945 housing units in the 2007/8 financial year. It is therefore expected that the construction sector will continue to be supported by government until the housing delivery backlogs are addressed; the target for this is 2014. However, for the sake of maintaining sustainable economic growth, there should also be private sector activity in each sector. Construction has also been positively affected by renovations and other related activities in preparation for the Confederations Cup and the 2010 Soccer World Cup.

Trade

The trade sector entails wholesale and commission trade; retail trade; repair of personal household goods; sale, maintenance and repair of motor vehicles and motor cycles; hotels, restaurants, bars, canteens, camping sites and other provision of short-stay accommodation. Apart from the decline in GGP for the 2000 to 2001 period, Trade experienced a positive upward trend growing at an average annual rate of 2.1% for the 1995 to 2008 period.

Services and Trade sectors were also estimated to play a significant role in the employment opportunities for the people of Bojanala DM in line with the Provincial trend. During 2007 the trade sector contributed 10.2% to the total Gross Geographic Product of Bojanala Platinum District Municipality (BPDM) according to Quantec Research. BPDM has a location quotient of 0.7 in the trade sector showing that there is no comparative advantage for trade in Bojanala as was the case for the construction sector. However, the location quotient, as mentioned before, is a snapshot of current activity and therefore this does not mean that attention should not be paid to growing a sector which does not have a location quotient of 1 or above.

Retail sector activity is a derived demand, influenced by, for example, disposable income levels and availability of retail merchandise in the area. The formal retail market, as in most parts of South Africa is concentrated in the CBD's of main towns such as Rustenburg and Brits

Transport and Communication

Transport and communications as an economic sector refers to activities concerned with land transport, railway transport, water transport, transport via pipelines, air transport, and activities of travel agencies, post and telecommunications, courier activities, as well as storage and warehousing activities. The Transport and Communications sector within Bojanala DM experienced a positive trend between 1995-2008 with respect to its GGP levels. The average annual growth rate for this sector was estimate to have grown at an average annual growth rate of 6.3% between 1995 and 2008.

As a result of the low household income in BPDM, the majority of the BPDM population, as in South Africa, travel on foot. The transport and communication sector, like trade, is dependent on demand, which in this case is determined by the number of people that can afford public transport. At the same time, the need for public transport may have been thwarted by the fact that most workers live in close proximity to their places of work. During the 2007 period the transport sector contributed 8.3% to the Gross Geographic Product of Bojanala Platinum District Municipality (BPDM). There are shuttles from O R Tambo International airport and from Menlyn Mall in Pretoria (Suninternational.com, 2008). However, there is need for more linkages between the various parts of the district. There is a need for means of transportation in rural areas such as within Moses Kotane Local Municipality.

Finance and Business

The finance and business services sector includes inter alia financial intermediation; insurance and pension funding; real estate activities; renting or transport equipment; computer and related activities; research and development; legal; accounting; bookkeeping and auditing activities; architectural, engineering and other technical activities; and business activities not classified elsewhere. The Finance and Business services sector only experienced a decline in GGP between 1999 and 2000. GGP was estimated to have grown at an average annual growth rate of 3.3% between 1995 and 2008.

Community, Social and Other Personal Services

The community and personal services sector includes public administration and defence activities, activities of government, government departments and agencies; education, public and private; health and social work; sewage and refuse disposal, sanitation and similar activities; activities of membership organisations; recreational, cultural and sporting activities; washing and dry-cleaning of textiles and fur products, hairdressing and other beauty treatments, funeral and related activities.

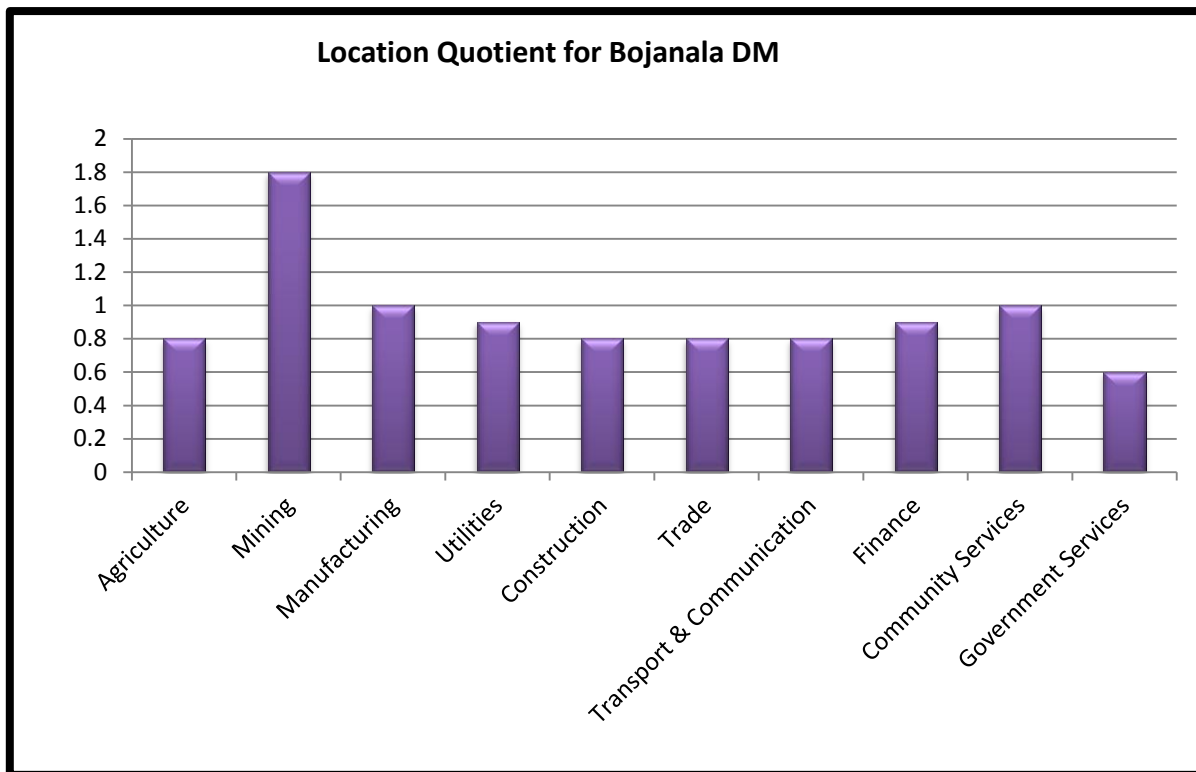
The Community, Social and Other Personal Services had experienced a positive trend growing at an average annual rate of 3.9% between 1995 and 2008. Government experienced a positive average annual growth rate of 1.5% between 1995 and 2008.

GDP per Capita

Report from Quantec Research indicates that during 2004 Bojanala had an above average GDP per Capita at R24 556.1 compared to the R20 584.1 and R18 704.2 for South Africa and the Province respectively, (Bojanala's above average GDP per Capita can mainly be attributed to Rustenburg's high per capita of R45 746.14. The other LM's GDP per Capita are estimated to have been lower than the National average. It is unsettling to note that Moretele LM experienced an extremely low per Capita GDP (R3 093.8). Bojanala's above average GDP per Capita can mainly be attributed to Rustenburg's high per capita of R45 746.14. The other LM's GDP per Capita are estimated to have been lower than the National average. It is unsettling to note that Moretele LM experienced an extremely low per Capita GDP (R3 093.8).

Comparative Advantage

The location quotient determines the comparative advantage of Bojanala DM relative to the North West Province i.e. the quotient gives an indication of the more competitive location in producing a product or service. A location quotient larger than one indicates a comparative advantage and a quotient smaller than one indicates a comparative disadvantage in an economic activity. It is evident as indicated in figure below that Bojanala has a comparative advantage in the Mining sector but it has a disadvantage in all of the other Sectors. Besides the Mining activities all the other Sectors in the District are seen as underdeveloped and not competitive at the Provincial level.



2.3.3. Status quo of LED strategies/plans in all municipalities

The following table indicates the status quo of LED plans for all local municipalities in Bojanala.

Local Municipality	Date of approval	Comments on the status
Kgetleng Rivier	2005	Requires review
Madibeng	2008	Implementation phase
Moretele	2004	Requires funding for review
Moses Kotane	2003	Requires review
Rustenburg	2003	Review process underway
Bojanala	2009	Implementation phase

2.3.4. BPDM Growth and Development Strategy

The district developed and adopted the Growth and Development Strategy in 2005. The strategy is aimed at establishing a common vision for growth and development within the district which is aligned with both the Provincial Growth and Development Strategy and the completed processes at local municipal level. It summarises the key issues and challenges facing the district and provides an overview of the required strategic responses to these key issues.

The growth and development vision of the district is defined as follows:

“The Bojanala Platinum District accepts its pivotal role in realizing the growth and development goals and targets of the North West Province and all role players commit themselves to creating a vibrant and growing economy and providing basic services and facilities to all citizens of the district.”

The strategy lists development targets which take cognizance of the overall provincial targets as mentioned in the PGDS. The following table indicates sector growth targets as per the 2004 PGDS base document, and later the DGDS of 2005.

Sector	Total Provincial Targets	BPDM Targets as per PGDS	Revised District target
1. Agriculture	6.6%	4.3%	3.8%
2. Mining	7.4%	7.5%	7.2%
3. Manufacturing	7.1%	5.1%	4.5%
4. Trade	5.9%	5.5%	5.2%
5. Finance	6.8%	6.4%	7.6%
6. Tourism	7.0%	8.3%	8.3%
7. Infrastructure & construction			

7.1. Utilities	3.6%	2.1%	2.2%
7.2. Construction	6.0%	5.1%	5.0%
7.3. Transport	9.1%	6.7%	7.2%
7.4. Community/Social infrastructure	4.6%	3.9%	3.5%
District Average	6.6%	6.3%	6.4%

The most critical element to give practical effect to the DGDS is the improve integration of the budgeting processes of the public sector, and where possible also influences the budget allocations of private sector role-players and other social partners. Alignment and integration of the budgetary processes of the district and local municipalities as well as provincial and national government is important and required in order to achieve the objectives and overall development targets outlined in the strategy.

2.3.5. Alignment with the National LED Framework & PGDS

The District Growth and Development Strategy as well as the LED Strategy were developed in line with the Provincial Growth & Development Strategy. The project list hereunder indicates the major projects that are either underway or will be initiated within the next two years. These projects feed into the targets of the Provincial Growth and Development Strategy (PGDS) and the District Growth and Development Strategy (DGDS).

Municipality	Project Name
Kgetleng Rivier	<p>Accessing the NDPG funding for implementation of:</p> <ul style="list-style-type: none"> • Light Industrial development in the Koster area between the R 509 & R 52, as well as the infrastructure to support the development; • The development of Green belts and open spaces and management thereof in the townships of Borolelo (Swartruggens) and Reagile (Koster);

	<ul style="list-style-type: none"> The Investment in the community facilities – sports complexes, clinics etc. in the stated two townships of Borolelo & Reagile the Kgetleng Rivier Local Municipality.
Madibeng	Local Business Support Centre for SMME support and incubation in Madibeng
	Madibeng Industrial Park to house small scale manufacturers.
	Development of Hawkers Pavilion to enhance a habitable environment for informal traders/hawkers in Madibeng.
	Resuscitation of doormat agricultural projects for food production and cattle breeding in Madibeng
	Development of a Feedlot Project
Moretele	Though the municipality has adopted its growth and development Plan, there seem to no project that has been successfully implemented. The understanding is that such projects must be aligned to the DGDS.
Moses Kotane	Theme Park with a cultural village and Conference Facility in Moses Kotane
	Brick Supply Plant in Moses Kotane: Sisal Project
Rustenburg	Development of the Tourism Information Centre – Project funded and supported by the DEAT, as part of 2010 Readiness programme.
	Establishment of the mining supplier park and related development of SMMEs to benefit from the arising procurement opportunities

The key anchor projects identified through the provincial growth and development strategy are the Mining Supply Park which is being established in Rustenburg and the Madibeng Dry Port which is to be built in the local municipality of Madibeng.

a) Key Issues/challenges

The key issues and challenges facing the key economic sectors within the district (in accordance with the key pillars identified in the Provincial Growth and Development Strategy) are identified in the subsequent sections.

Agriculture and agro-processing	Mining and Energy	Manufacturing and Trade
<ul style="list-style-type: none"> ▪ Limited agro-processing facilities and value adding to products ▪ Limited production of specialized agricultural products such as spices, herbs, indigenous teas. ▪ Increasing pressure for other forms of development on high potential agricultural land. ▪ Large proportion of district population residing in rural areas with limited access to basic Infrastructure. ▪ Limited entrepreneurial skills in rural areas. ▪ Insufficient information and telecommunication infrastructure in rural areas. ▪ Extensive areas of land degradation in many parts of the district. ▪ Limited access to water and 	<ul style="list-style-type: none"> ▪ Perceived inability of the public sector to provide the necessary bulk infrastructure (e.g. roads, electricity, water) to support the potential expansion programme of mining groups in the area. ▪ Low levels of beneficiation of precious metals to contribute to the economic development of the district. ▪ Large proportion of inputs and products utilized by mining sector obtained from outside the BPDM. ▪ Fluctuation and sensitivity of the mining sector to international commodity prices and economic conditions. ▪ Limited opportunities for small scale mining ventures; ▪ Possible environmental impacts of mining operations within the district. ▪ Increase and impact of HIV/AIDS on the 	<ul style="list-style-type: none"> ▪ Limited availability of modern and strategically located industrial and commercial areas in the district. ▪ Limited opportunities and support for SMMEs in the manufacturing sector. ▪ Absence of linkages between production activities in rural areas linked to major manufacturing centres of the district. ▪ Ongoing urban decay in many Central Business District areas. ▪ Insufficient leverage from proximity to Gauteng Province. ▪ Availability of key bulk infrastructure limiting the retail and office development markets in growth areas such as Rustenburg. ▪ Limited beneficiation of raw product to be used in district, both in the agricultural and mining sector.

<p>support/advisory services for small scale farmers.</p> <ul style="list-style-type: none">▪ Incomplete land claims and other land reform processes.	<p>labour force.</p> <ul style="list-style-type: none">▪ Mining resources a finite and non-renewable resource.▪ Insufficient alignment of identified priorities and challenges of public sector programs with Corporate Social Investment and other programs and initiatives of the mining groups.▪ Expanding mining industry will put increasing pressure on available water resources.	
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Tourism	Construction and infrastructure	SMME Development
<ul style="list-style-type: none"> ▪ Insufficient marketing of tourism facilities in the district. ▪ Limited benefits for rural communities from tourism product development. ▪ Increasing competition for market share (Local and International) from the other provinces. ▪ Sub-optimal utilization of natural resources in the District for tourism development. ▪ Benefits that could be derived from the proximity to large markets such as Gauteng are not optimized. ▪ Limited opportunities for emerging enterprises and SMMEs to participate in the tourism sector, specifically the lack of access to the international tourism market. ▪ Limited market profile of cultural tourist attractions in district. 	<ul style="list-style-type: none"> ▪ Need to extend the potential positive impact of housing provision and infrastructure development projects in terms of employment creation. ▪ Insufficient capacity of bulk infrastructure networks (with specific reference to water provision and sewage treatment plants) to handle the current rate of development within the district. ▪ Need for improvement of the public transport system and facilities. ▪ Condition of road infrastructure, especially in rural areas and the accessibility and cost of public transport for these communities. ▪ Insufficient road linkages with Gauteng via Hartebeespoortdam and Magaliesberg. ▪ Concerns about road safety and insufficient law enforcement to ensure safe and reliable transport. ▪ Limited access to and from N4 to stimulate 	<ul style="list-style-type: none"> ▪ Perception of limited institutional and financial support for SMMEs. ▪ Limited integration of formal and informal sector economic activities. ▪ Ineffective information dissemination of available support programs and policies for the development SMMEs. ▪ Absence of a comprehensive information database on SMMEs in the district. ▪ Uncoordinated SMME support activities. <p data-bbox="1440 869 1915 906">raining and skills development</p> <p data-bbox="1440 949 1937 986">Training and skills development</p> <ul style="list-style-type: none"> ▪ General low skill and education levels within the district impacting on economic growth and development. An aspect of specific concern is the high levels of functional illiteracy in certain rural parts of the district.

<ul style="list-style-type: none"> ▪ Insufficient access roads and signage to key tourist facilities. ▪ Limited BEE participation in district tourism industry. 	<p>further development along the SDI</p> <ul style="list-style-type: none"> ▪ N4 currently only functioning as a single carriageway. ▪ Insufficient facilities (including safety and security) at existing taxi ranks to comply with requirements of recapitalization program. ▪ Limited availability of technical and other skills in the district to support large infrastructure development and construction projects 	<ul style="list-style-type: none"> ▪ Limited availability of institutions of higher learning within the district. ▪ High cost of education and limited recognition of prior learning experiences. ▪ Loss of existing skills within the district to areas such as Gauteng. ▪ No overall coordinated skills development program for the district and limited integration with SETA programs. ▪ Limited capacity and skills within local government as the key drivers of service delivery. ▪ No coordinated approach to identify and initiate research focused on key economic sectors in the district.
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b) Objectives

One of the single biggest challenges facing the economy of the district is economic diversification. The district economy is to a large extent centred on the production of the PGM group metals, with tourism, manufacturing, and agriculture playing important but lesser roles in the economy. While the production of platinum remains at a relatively strong and stable level, it is nonetheless a finite and non-renewable resource. To this end, all role players in the district should contribute to a diversification strategy that will attract a wide array of self-sustainable business to the district. The ongoing expansion of the mining industry will certainly continue to make a viable contribution to the district economy.

The BPDM should therefore promote the development in key economic sectors such as agro processing, export orientated manufacturing, and tourism to position the area as a competitive regional and international producer of high quality and innovative products and services.

(i) Overall district objectives

The overall district key strategic objectives to support economic growth and investment in the District are:

- To secure economic development that is sectorally and spatially diversified and benefits all people of the district, both in the first and second economies.
- To develop and acquire institutional capacity, technology and skills that will facilitate and support rapid economic development;
- To compete effectively at a regional, national, and international level for new investments, and retention of the existing investment base in the district.

(ii) Objectives per key sectors

The objectives for the various key economic sectors identified in the District Local Economic Development Plan and District Growth and Development Strategy is summarized in the subsequent sections.

Agriculture and agro-processing	Mining and Energy	Manufacturing and Trade
<ul style="list-style-type: none"> ▪ To optimize the potential opportunities for agro-processing facilities and activities, with a specific focus on food and vegetable processing facilities. ▪ To investigate and undertake the necessary feasibility analysis for the production of specialized high value agricultural produce such as spices, herbs and indigenous teas. ▪ To protect high potential agricultural land from inappropriate development in line with the recommendations of the Provincial Spatial Development Framework. ▪ To introduce environmental rehabilitation programmes to prevent further land degradation in many of the rural and mining parts of the district. ▪ To provide appropriate assistance in the form of skills development, access to capital, infrastructure, and equipment to small-scale farmers. 	<ul style="list-style-type: none"> ▪ To ensure that public sector investment in critical bulk infrastructure development supports potential expansion programmes of mining groups. ▪ To increase levels of beneficiation of precious metals and contribute to the economic diversification of the district. ▪ To increase the proportion of products utilized by the mining sector this is manufactured and obtained within the district. ▪ To support the implementation of the mining charter requirements. ▪ To ensure better alignment between the Corporate Social Investment programmes of mining companies and priorities of public sector investment programmes. ▪ To explore opportunities for small-scale mining ventures. ▪ To ensure that future spatial and 	<ul style="list-style-type: none"> ▪ To identify and develop modern and strategically located industrial/ commercial areas linked to the Platinum SDI ▪ To establish an incubator network and funding mechanism that would be used as a platform to boost economic development across a broad range of manufacturing activities ▪ To develop a vibrant agro-processing sector linked to high value agricultural products. ▪ To investigate the feasibility of establishing a mining equipment manufacturing hub and mining supply park within the district. ▪ To establish small scale manufacturing hubs and cottage industries in rural areas linked to central processing facilities in the major district nodes. ▪ To promote the revitalization of the CBD

<ul style="list-style-type: none"> ▪ To promote the transfer of state owned farms into private or semi-private (co-ops) ownership to facilitate the conversion of these farms into commercial farming operations and to assist with the commercialisation of small-scale and subsistence farming activities. ▪ To enhance the institutional capacity of traditional authorities to contribute positively towards sustainable rural development in their areas. ▪ To speed up the finalization of all outstanding land reform processes within the district. ▪ To promote the development of entrepreneurial skills in the rural areas of the district. 	<p>infrastructure development takes cognizance of the impact of existing and future mining operations and mining rights and to ensure that infrastructure development is sensitive to the expected lifespan of large individual mining operations.</p> <ul style="list-style-type: none"> ▪ To integrate mining settlements with the broader spatial and settlement pattern of the district to ensure its long term sustainability and viability after mine or shaft closures. 	<p>areas as the core economic centres of the district</p> <ul style="list-style-type: none"> ▪ To leverage the locational benefits of the Brits area as a potential vehicle component manufacturing hub and a dry-port for distribution process ▪ To optimize the opportunities resulting from projected retail and office development as identified in the Spatial Development Framework of the Madibeng and Rustenburg areas specifically
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Tourism	Construction and infrastructure	SMME Development
<ul style="list-style-type: none"> ▪ To develop a comprehensive marketing strategy that increases the exposure of both existing and potential future (e.g. Heritage Park) tourism facilities within the district. ▪ To maximize the potential long term impact and development opportunities that may result from the implementation of the Heritage Park. ▪ To develop a programme that will allow rural communities to benefit from tourism development (e.g. communities around Heritage Park, Borakalalo, etc.) in the district. ▪ To maximize the benefits that could be derived from the proximity to large domestic tourism markets in Gauteng, especially in the Hartebeespoortdam area. 	<ul style="list-style-type: none"> ▪ To optimize the impact of the Extended Public Works Programme in the district through housing and public sector infrastructure development projects ▪ To ensure the availability of appropriate bulk infrastructure networks with sufficient capacity to accommodate expected future growth, especially in key development nodes ▪ To upgrade the existing provincial road network to improve accessibility and linkages between the core areas and rural clusters. ▪ To focus urban development and investment nodes along major public transportation routes to contribute to the establishment of viable transport corridors. ▪ To improve road linkages to Gauteng via 	<ul style="list-style-type: none"> ▪ To create an enabling environment within which SMMEs can be developed on the basis of sound business principles with specific reference to the implementation of the incubator approach. ▪ To effectively utilize existing government structure to disseminate SMME support information of services. Multi-purpose community centres can play a key role in this regard. ▪ To provide ongoing and sustainable support to SMMEs, for example in the form of a SMME helpdesk. ▪ To develop and maintain an up to date, accurate and reliable database of all SMMEs within the district

<ul style="list-style-type: none"> ▪ To identify opportunities for BEE and SMME establishments to participate in existing and new tourism ventures in the district. ▪ To establish appropriate information system to monitor and analyze tourism patterns in the district. ▪ To develop appropriate skills in the field of conservation and tourism. ▪ To promote the development of cultural tourism attractions in the district. ▪ To identify and develop tourism nodes in line with the character of the surrounding environment ▪ To maximize the effect of growth in the tourism sector on other key economic sectors. 	<p>Hartebeespoortdam and Magaliesberg.</p> <ul style="list-style-type: none"> ▪ To improve access to and from the N4 to further stimulate development at strategic locations and consider the future upgrading of the N4 to a dual carriageway. ▪ To upgrade all taxi rank facilities within the district in line with the requirements of the recapitalization program. <p>In addition to the objectives outlined above, the Integrated Transport Plan of the District also identified a number of objectives specifically relating to transport issues. These include:</p> <ul style="list-style-type: none"> ▪ To reduce the average travelling time for people using one travel mode to 50 minutes and to reduce the average travelling time for people using two travel modes to 85 minutes. ▪ To surface all roads that are of regional importance, especially along public 	<p>Training and skills development</p> <ul style="list-style-type: none"> ▪ To address the high illiteracy levels through appropriate Adult Basic Education and Training programme. ▪ To develop an overall skills development programme that is linked to the economic development strategy and targets of the district. ▪ To develop an e-Government strategy and platform that aligns the information communication strategy with a service delivery strategy and is aimed at improving the quality of all government services. This strategy would be linked to the provision of multi-purpose community centres to provide improved access to government services. ▪ To improve the overall capacity and skill levels of key officials within local government to accelerate service delivery in the district.
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	<p>transport routes, and to regularly re-gravel all roads along public transport routes.</p> <ul style="list-style-type: none">▪ To control the overloading of heavy vehicles along identified heavy vehicle routes through the building of overloading control centres or mobile weigh-bridges.	<ul style="list-style-type: none">▪ To promote research initiatives in support of identified economic development intervention areas through the North West Research Coordinating Forum.
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Programmes and projects

A number of potential priority projects have been identified per economic sector and is outlined in the subsequent sections. These projects were identified from the LED plans of, District Growth and Development Strategy, Tourism master plans and other key strategies and they also require funding for implementation. Municipalities should mobilise funding from all sectors in order for these projects to be implemented. The projects for 2010/2011 financial year will be indicated in the project phase.

Agriculture and agro-processing

- Production of spices, herbs and indigenous teas (25 ha irrigated) at Mokgalwaneng
- Sisal Farming Project (Pella)
- Horticulture cluster (Brits-Hartebeespoort)
 - Establishment of an e-business agricultural hub
 - Dehydrated products and oil extraction
 - Grape juice production
 - Canning of products
- Organic herb production co-operative
- Rural Information and Telecommunication centres (telecentre x 3 in the District)
- Rural Integrated Energy Centre (x 2 in the District)
- Pilot Waste collection and recycling (Moretele)
- Animal food from bush thinning project
- Bio-ethanol from sweet sorghum

Manufacturing

- Construction materials supply park
- Development of knowledge based industries and production of high value items with limited environmental impact at Pilanesberg airport.
- Feasibility of slate beneficiation cluster (Kgetleng)
- Brick manufacturing plant (Kgetleng)
- Vehicle component manufacturing park and distribution dry-port (Brits)

Mining and mineral beneficiation

- Mineral beneficiation cluster
- Platinum Visitor Mining equipment manufacturing hub and mining supply park (Rustenburg)
- Centre/Theme Park
- Leeukop project (Between Bakwena ba Mogopa and Afplats)
- Sedibelo Platinum Project (Bakgatla-ba-Kgafela and Placer Dome)

Tourism Development

- Implementation of Heritage Park (including development at Molatedi Dam)
- Further development of tourism facilities around Sun City node
- Development of tourism facilities at Borakalalo Reserve (Klipvoordam)
- Upgrading of Papatso cultural village and establishment of incubator for arts, crafts and cultural industries.
- Heritage Park Tourism company
- Improved road access to Hartebeespoortdam tourism node
- Soccer World Cup precinct development
- Traditional Art Gallery and cultural information centre (Rustenburg)
- Bospoortdam Tourism/Waterfront development (Rustenburg)
- Development of the lodge for Bakwena ba Maaka, Bakgatla Ba Kgafela and Gasefanyetso.

Infrastructure and construction

- Distribution and Logistics hub (Rustenburg)
- Improved access roads to Heritage Park and Botswana
- Upgrading and revitalization of district CBD program
- Information and Telecommunications Centre in the District
- Development of N4 integrated mixed land use precincts (including development of improved access to N4 at identified nodes)
- Upgrading of public transport ranks and taxi ranks in support of recapitalization program
- Bulk infrastructure development program to unlock and support rapid development at key development nodes
 - o Jhb road – Old Pretoria Road – Hexrivier Triangle (Rtb)

- o Boitekong (Rtb)
- o Boschoek – Rasimone (Rtb)
- o Olifantsnek Corridor
- o Hartebeespoortdam area
- o Sun City/Mogwase
- o Makapanstad – Mathibestad node

2.4. Municipal Financial Viability and Management

Three out of six municipalities in the district are classified by the Treasury Notice 773, Delays and Exemptions, as high capacity municipalities, they are the district municipality itself, Rustenburg and Madibeng local municipalities. Moses Kotane is classified as medium and Moretele and Kgetlengrivier as low capacity municipalities. This categorisation described, at the time the notice was published, the readiness of municipalities in the district to implement the MFMA. It also reflects the capacity of these municipalities to generate their own revenue. However, although Rustenburg and Madibeng Local Municipalities are categorised as high capacity and have considerably large revenue bases, they still continue to face challenges.

2.4.1. Auditor General's Reports

All the municipalities in the district, except the district municipality itself, have consistently received unfavourable audit reports from the Auditor General. The results of the audits conducted by the Auditor's General since 2005 are contained in the table below:

Municipality	2005/06	2006/07	2007/08	2008/09	2009/10
Kgetlengrivier	Disclaimer	Disclaimer	Disclaimer	Disclaimer	Unknown at this stage
Madibeng	Adverse	Adverse	Adverse	Disclaimer	Unknown at this stage

Moretele	Adverse	Disclaimer	Disclaimer	Disclaimer	Unknown at this stage
Moses Kotane	Unqualified	Unqualified	Unqualified	Disclaimer	Disclaimer
Rustenburg	Disclaimer	Disclaimer	Qualified	Qualified	Unknown at this stage
Bojanala	Unqualified	Unqualified	Unqualified	Unqualified	Qualified

The 200/10 audit reports for Kgetlengrivier, Moretele and Madibeng have not been received due to late submissions of their Annual Financial Statements the by respective municipalities to the Auditor General or disputes with the AGSA; hence the audit was not completed. As may be seen from the table above the three of the local municipalities are still receiving negative audit opinions which imply that there is a need for more support from the district which is receiving clean audits. Even the high capacity municipalities of Madibeng and Rustenburg are not doing any better. Moses Kotane and the district have done well by achieving unqualified reports. Although some local municipalities still get disclaimer reports, it should be noted that there's a decrease in number of queries since the support provided by the district to locals.

Some of the key issues that resulted in either a disclaimer or adverse reports in the municipalities include:

- Bank Reconciliation
- Fixed Asset Register
- Disclosure of Expenditure
- Closing Balances
- Supporting documents and reports

In order to assist municipalities to improve on their financial management processes and in the end their audit reports the district municipality as part of their shared services has committed funds to assist the municipalities to improve their financial management systems and MFMA implementation. .

2.4.2. Revenue Management and Sources

Revenue sources for municipalities within the district vary from collection on services such as water, electricity and waste; rates and grants. All the low and medium capacity local municipalities depend on grant funding to sustain themselves. The district also depends exclusively on Grants, and does not have a single source of revenue at its disposal in terms sales of services etc.

All municipalities within the district with exception of Moses Kotane local municipalities do not have comprehensive revenue enhancement as well as debt management programmes. There is also a need for all municipalities that these programmes are in place. As part of the proposed municipal actions on the District Local Government Turnaround Strategy, there is a need to revise credit control policies and ensure that they are flexible to assist consumers that are in arrears. Local municipalities should also update and verify the correctness of indigent registers which is aimed at aligning them with the revenue enhancements. There is also a proposed action to implement the effective debt management system in order to reduce municipal debts.

a) Key Issues and Challenges

- Need for improved capacity for financial management.
- Asset registers compliant with GRAP.
- Indigent registers and the correct use of the equitable share.
- Credit control and debt recovery.
- Cost recovery
- Reliance on grants by the district and most of its local municipalities
- Financial reporting especially in low capacity municipalities
- Functional Internal audit units and audit committees
- Implementation of the Property Rates Act.
- The rural nature of most local municipalities in the district which limits municipalities' ability to increase revenue

b) Objectives

The district identified the following objectives in the previous financial year in order to address key issues and challenges in financial viability and management and will continue with them in 2009/10 until they are achieved:

Promote sound financial governance

The District municipality will continue to assist local municipalities to ensure that there is accountability to Council by the Executive Mayor and political oversight by Council. The Executive Mayor will receive monthly budget statements and Council will receive quarterly service delivery and budget implementation reports. Proper budgeting and planning through SDBIPs will be promoted to make financial reporting easier.

Strategic approach to budgeting and financial management

The District Municipality will assist local municipalities to adopt a Medium Term Expenditure Framework linked to longer term IDPs in order to have more forward looking, better informed approaches and make better judgements about future priorities for capital development and service delivery. The municipalities will table three year budgets by vote or functions, subdivided into programme, and manage municipal finances across a three year timeframe, through a continuous cycle of forecasting, implementation and review.

Modernise financial management

The municipality will assist local municipalities to modernise financial management by improving the financial management system focussing on the following areas:

- Adopting a disciplined approach to financial management and service delivery, including having realistic revenue expectations when approving a budget to ensure that outcomes are achieved.
- Assigning resources in line with strategic priorities, linking plans and budgets to long term goals and providing a process that allows resources to be moved as policy objectives change.
- Implementation of MFMA reforms to reform all financial systems to comply with generally recognised accounting practices.
- To encourage operational efficiency where managers are given the authority to manage their operations, subject to clear policies, clear statements of procedure, strategy and clarity of roles and are held accountable for the results.

Promote sustainability

In line with the provisions of the Municipal Finance Management Act, the District Municipality assist local municipalities to approve budgets which are fully funded. The reporting requirements in the Act will be followed in order to facilitate an environment in which potential or real financial problems are reported in a timely and appropriate manner that will allow Council to remedy the situation. Weaker and under-resourced municipalities will be assisted to increase their revenue bases and collect for services rendered to ensure sustainability.

a) Programmes and projects

- Development and implementation of the Asset Management;
- GRAP compliant financial statements.
- IDP linked and funded budgets.
- Financial Management training
- Implementation of legislation.
- Credit control and revenue enhancement.
- Development and implementation of financial policies.
- Centralised internal audit.

2.5. Good Governance and Public Participation

The Department of Corporate Governance and Traditional Affairs has identified Governance and Community Participation as one of the cornerstones of local government in the country.

This KPA focuses on functionality of community participation mechanisms and ward committees; customer care issues; intergovernmental issues within the district; and how the council communicate with communities across the district.

Bojanala Platinum District Municipality has been doing fairly well in the area of governance and public participation. All wards in all local municipalities are functional and have been trained with the support of the district municipality. All ward members have been issued with name tags to identify them in their ward communities. The processes of developing the IDP and Budget in local municipalities have been conducted with participation of IDP Forums and direct contact with ward committees.

Community development workers have been deployed in all local municipalities where they assist communities with information about government services and community queries. The district municipality has developed a policy framework for the functioning of ward committees in line with the requirements of the Municipal Structures Act. This framework must be adapted to each of the local conditions and adopted by Council.

2.5.1. Functionality of ward committees

There are 126 wards in the district. All ward committees are functional throughout the district even though the degree of functionality differs from ward to ward.

2.5.2. Community Based Planning

Community-based planning (CBP) is a specific form of ward planning involving all people in a ward which has been designed to promote community action and make the Integrated Development Plan (IDP) of a municipal area more people-centred. The district has taken a resolution to encourage implementation of CBP within the local municipalities. The process is championed by the district office of speaker.

There is however challenges regarding budget to do the CPB in all the 126 wards. There is also a need to align the ward plans with the IDP/Budget process. The ward plans are still not done in all local municipalities so community participation for IDP is still conducted in isolation from the CBP local municipalities.

2.5.3. Participation of Traditional Leaders in Municipal Affairs

Traditional leaders participate in municipal affairs through the structures which they are members of. There is fair representation of Traditional leaders in municipal councils at both district and local levels. There are 10 traditional leaders serving in the BPDM Council. Traditional leaders also participate in the IDP processes through the existing IDP representative forum. The district allocates funds on annual basis to support the programmes of traditional leaders.

2.5.4. Functionality of Audit Committee

The district has an Audit Committee which meets on regular basis to discuss audit issues for the district. The committee is fully functional and also serves local municipalities that have not yet established their own.

Existing policies and by-laws to ensure effective performance of municipalities (communication strategy/public participation policy)

2.5.5. Public Participation and Communication

Municipalities are required by legislation to develop culture of community participation as well as mechanisms, processes and procedures for community participation. Public participation in municipalities is done through existing political structures as well as administrative structures or strategies.

The district conducts community outreach programmes and Imbizos that are championed by the Office of the Executive Mayor to engage and inform communities on municipal affairs.

Communities are engaged in IDP processes through structures such as IDP Representative Forums as reflected in the process plan.

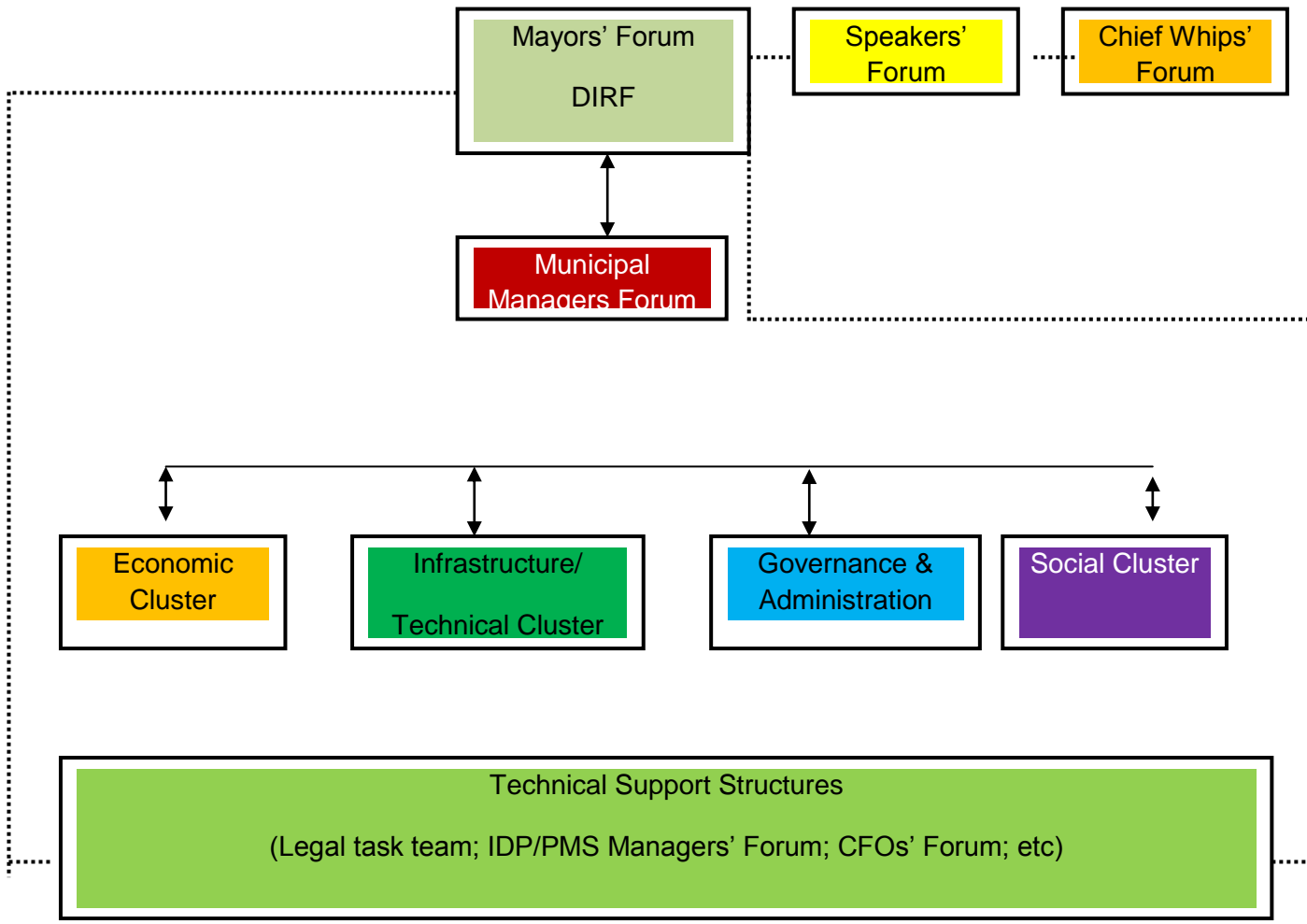
There are however challenges in relation to public participation in many municipalities including BPD. The challenges include capacity building of role players participating on the IDP Representative Forums so that they can effectively engage with the planning and implementation process; capacity building of ward committee members so that they are able to serve as local development champions and are able to effectively interact with and promote the broader community; capacity building of the sector departments so that they can understand how to utilize these structures to the benefits of their communities; and also strengthening ward committees so that they can more effectively interact with the IDP as a municipal wide plan.

The district has also developed the communication strategy as one of the structured mechanisms for community participation. The strategy was approved and will be implemented from the 2010/2011 financial year.

2.5.6. Intergovernmental Relations

In compliance with the Intergovernmental Relations Framework Act 13 of 2005, the district has established Intergovernmental Relations (IGR) Forums that seek to enhance corporate governance among all the existing key stakeholders.

The following graph illustrates various IGR structures in the district.



The District Intergovernmental Relations Forum (DIRF) which constitutes of all Mayors in the district is chaired by the district Executive Mayor and meets once in every quarter unless special meetings are convened. There's also District Municipal Managers' Forum, chaired by the district municipal manager Forum which provides technical support to the DIRF. There are further sub-committees facilitated and chaired by directors of various district municipal departments to coordinate delivery of specific targets and programmes jointly with local municipal counterparts and sector departments. There are also other district structures such as IDP/PMS managers' forum, Chief Financial Officers' Forum, etc.

2.5.7. Special Groups

The district through the office of the Executive Mayor coordinates programmes for special groups and programmes. Some of the programmes are done in partnership with different stakeholders at local municipality level as well as provincial level. The district is also embarking on development of policies to guide support programmes to the development of women, youth, people with disabilities, and elderly.

a) Key Issues and Challenges

- Ongoing support and training of ward committees.
- Transportation of ward committee members
- Lack of offices and facilities for ward committee members to operate
- Adoption of the framework for the functioning of ward committees by all local municipalities.
- Quarterly reports to ward committees.

b) Objectives

Ensure stakeholder participation

The Municipal Systems Act requires a municipality to develop a culture of municipal governance that complements formal representative government with a system of participatory governance. The District will ensure the strengthening of ward committees at local municipality level through capacity building, communication and consultation on key policy decisions of Council. Council will, through appropriate mechanisms, report to communities the performance of the municipality with regard to the implementation of the priorities and objectives of the IDP.

c) Programmes and projects

- Adoption and implementation of the policy framework on the functioning of ward committees by all local municipalities.
- Training of ward committees and community development workers.
- Develop and implement Community Participation Strategies.
- Coordinate and support special programmes for special groups such as women, elderly, children, youth, disabled, etc.
- Develop and implement a Communication Strategy.
- Provide support to ward committees.
- Community Participation, Consultations and empowerment

2.6. Spatial Rationale

The Municipal Systems Act (32 of 2000) requires that an IDP must reflect among other core components a Spatial Development Framework (SDF) which must include the provision of basic guidelines for a land use management system for the municipality. The district SDF was developed in 2007 and has not been reviewed since. With the finalisation of the provincial SDF the district as well as all local municipalities will review their SDFs and ensure that land use management systems are also in place. The following spatial analysis is from the 2007 District SDF as well as the recently developed provincial SDF.

2.6.1. Settlement Patterns and Land Use

Bojanala Platinum District is spread over former homeland areas, commercial farms, towns and semi-urban areas. The district Spatial Development Framework (SDF) indicates more formal urban areas are located in the southern side of the district. These include Rustenburg and Brits which are vibrant economic nodes. There are other small noticeable nodes in the southern area located in the Kgetleng Municipality namely, Koster and Swartruggens. The settlement pattern of the District is indicated in the figure below.

The framework also identifies development nodes in the district. The nodes as have been classified in terms of nodal hierarchical orders and classifications that should form the focal point of nodal development integration through system of transportation routes and movement of people, goods and service. The nodal classifications are listed in the following table:

Nodal Classification

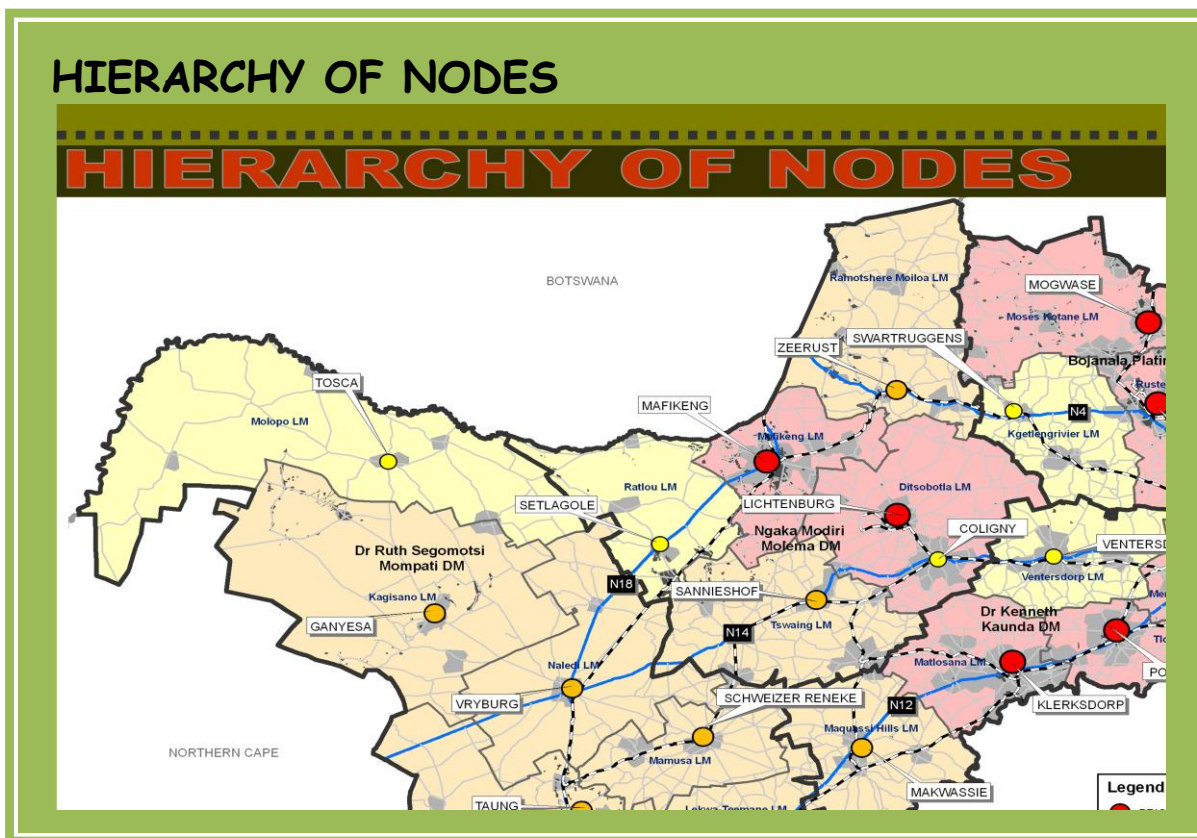
Nodes		Order	Existing/Proposed function and guideline
Classification	Names		
Primary	Rustenburg/ Phokeng	Provincial & district growth point	<ul style="list-style-type: none"> -Of district importance in terms of attracting people beyond the municipal boundaries. -A variety of goods, services & speciality products are offered. -Retaining position as prime location for higher order office & retail development. -Encouraging the location of activities in the node that have high trip generation rates to support public transport. -Improving its attractiveness as tourism hub. -Reinforce local activity centres. Where appropriate, encourage higher density housing in & around local nodes. Promote walking & cycling in these areas. -A clear profile should be created.
Secondary & emerging secondary	Brits & Hartebeespoort	District growth point	<ul style="list-style-type: none"> -Serve specific sub municipal regions & fulfil a variety of functions. -Encouraging the development of a mix of uses in these nodes including the development of higher density, quality housing to increase local thresholds. -Promoting a range of public facilities that could serve a wider population than the immediate neighbourhood.

			<ul style="list-style-type: none"> -Reinforcing nodes by improved public transport services & transport infrastructure as well as higher order public.
Local Development	Mogwase & Saulspoort	Municipal growth point	<ul style="list-style-type: none"> -Serve one or more neighbourhoods or settlements. -Fulfil a variety of functions with sufficient mix of uses. -Uses are predominantly of a local nature and providing for convenience, daily needs and social services. -Residential development might include medium density cluster housing. -Small scale manufacturing and engineering works might occur. -Pedestrian activity occurs especially at transport transfer points. -The design approach for commercial centres should be focused on creating attractive public spaces a left over spaces should be avoided at all costs.
Rural service centres	Swartruggens/ Borolelo; Derby & Koster	Municipal growth point & service centre	<ul style="list-style-type: none"> -Serve specific sub municipal region and specifically rural communities. -Encouraging the development of a mix of uses in these nodes including the development of appropriate density, quality housing to increase local thresholds -Promoting a range of public facilities that could serve a wider population. -Reinforcing nodes by improved public transport

			<p>services and transport infrastructure as well as higher order public services.</p> <ul style="list-style-type: none"> -Contain the sprawl of periphery settlements. -Investigate the opportunity of tourism development.
Local service centres	Mabeskraal /Makoshong; Makapanstad, Maboloka	Service centre	<ul style="list-style-type: none"> -Points of concentration of private and public activities in rural settlements and villages. -Improved public transport services and transport infrastructure as well as higher public services. -Address land tenure issues -Locate community centres at the local service centre point.

Source: District SDF 2007

The above-mentioned nodes must not be seen in isolation but all attempts must be made to ensure that the combined resources of the district and local municipalities, including the private sector must focus their energy to stimulate the growth and development of these areas. It is therefore important that all departments at all spheres of government prioritise these areas in their planning to ensure that their development is undertaken in a coordinated approach. Furthermore the provincial SDF indicates the hierarchy of nodes in the BPDM is also included. The figure below indicates the nodes.



Source: NW PSDF

Large parts of the Bojanala Platinum District Municipality are characterized by high levels of biodiversity as determined in the North West Biodiversity database. These include the areas along the Magaliesberg stretching from the southern parts of Madibeng Local Municipality in the east to Rustenburg and further north westwards up to the north western parts of the Rustenburg Local Municipality. It also includes areas in the central parts of the Kgetleng Rivier Local Municipality, as well as large parts of the Moses Kotane Local Municipality west of the Pilanesberg National Park.

In response to the importance of the Bojanala Platinum District Municipality as far as biodiversity is concerned, the North West Parks and Tourism board is also considering the extension of a number of existing nature reserves and conservation areas. The most notable of these include the existing Heritage Park development which is envisaged to link the Madikwe Game Reserve in the west with the Pilanesberg National Park in the east into one Mega Park.

Other initiatives include the possible expansion of the Vaalkopdam Nature Reserve to link up with the Pilanesberg National Park as well as the expansion of the Borakalalo Nature Reserve to link up with Vaalkopdam Nature Reserve. This will create a conservation corridor stretching from the Borakalalo Nature Reserve in the east through Vaalkopdam, Pilanesberg-up to the Madikwe Game Reserve in the west. Other potential areas of conservation include the Magaliesberg area as well as some of the Norite hills that have not been damaged by mining and quarrying activities.

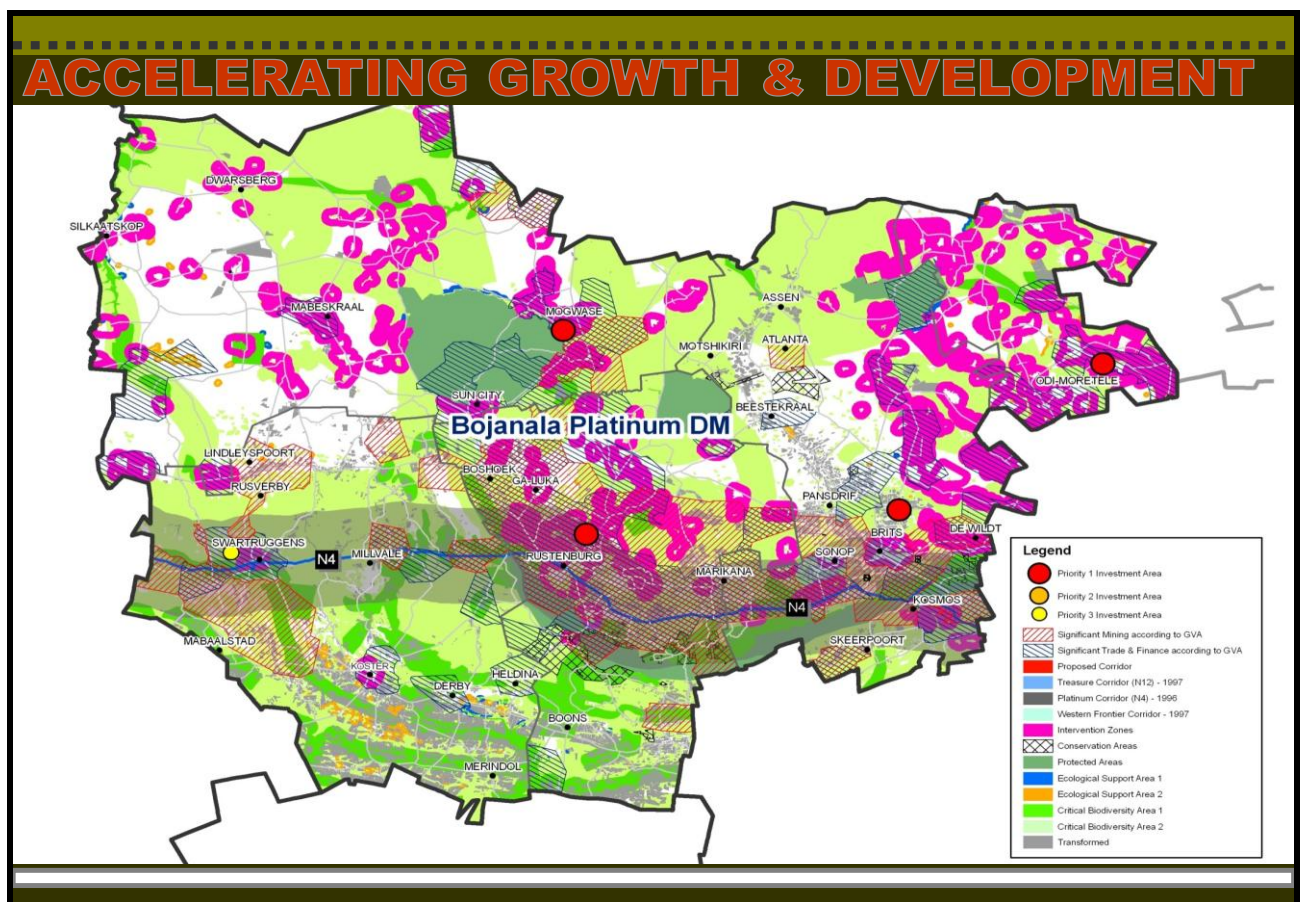
Settlements Pattern in the District



The following figure indicate spatial distribution of the most important economic activities in the Bojanala in terms of the Spatial distribution of economic activity (Hierarchy of Nodes); Mining and Quarrying Activities; Agriculture Activities; Industrial, Trade and Construction Activities; Tourism Potential; Intervention zones; Stimulate Provincial Industrial Clustering; Strengthen growth and development potential by way of the promotion of development corridors that link up with Gauteng and International markets; Implement Key Flagship Projects.

Specific focus of the Accelerating Growth and Development Framework is to introduce a spatial framework for the following considerations:

- Improve transportation linkages with neighbouring countries and provinces
- Bulk infrastructure planning and investment in key components of SDI corridors
- Upgrading of provincial public transport system (incl. requirements of taxi recapitalization programme)
- Initiate urban regeneration programmes in selected cities/towns
- Accelerate the participation and launch of local initiatives in Comprehensive Rural Development Programme.



SECTION C: VISION

Our Vision

Bojanala Platinum District Municipality, a model of cooperative governance, for effective and efficient service

SECTION D: MISSION

Our Mission

Bojanala Platinum District Municipality, through shared services will coordinate, facilitate, and support local municipalities by equitable sharing of resources and

SECTION E: STRATEGIC OBJECTIVES AND DEVELOPMENT STRATEGIES

For the IDP to be effective and credible it should reflect and be aligned with National and Provincial programmes, initiatives and special pronouncements such as that State of the Nation Address, Budget Speech, and other international programmes that South Africa is participating in.

The outcomes of these programmes in the form of pronouncements, strategies and reports are taken into consideration by municipalities in their planning processes. These were taken into account by BPDM in their 5 year (2006-2011) IDP cycle including the 2011/2012 review process, as informed by amendments and updates at National level.

The district has therefore aligned its objectives and strategies with the following national policy framework and strategies of government:

State of the Nation Address 2012:

The address by the State President highlighted among other the following key issues which government departments and municipalities should include in their planning:

- *Access to developmental opportunities for women, children and persons with disabilities including massive job creation initiatives*
- *Improvement of the effectiveness of local government, infrastructure development and human settlements*
- *Increasing the number of youth entering learnerships in the private and public sector*
- *Long and healthy life for all South Africans*
- *Improve health care system*
- *Reduction of new HIV infections and effectively treat HIV and Tuberculosis*
- *Implement all the undertakings made on World AIDS day relating to new HIV prevention and treatment measures.*
- *Reduction of serious and violent crime*
- *Improvement of the provision of housing, water, sanitation, electricity, waste management and roads*
- *Infrastructure to support agricultural development and training for community members.*

Medium Term Strategic Framework

The Medium Term Strategic Framework (MTSF, 2009-2014) whose basic thrust is to improve the conditions of life of all South Africans and contribute to building a better world, provides the following strategic priorities:

Strategic Priority	Programmes
<p>1. Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.</p>	<ul style="list-style-type: none"> i. Promoting the creation of decent employment, economic growth, broad-based industrialisation, reduced income inequality and other developmental imperatives and maintaining a stable pro-employment macroeconomic environment. ii. Implementing trade and industrial policy to create decent work on a large scale, broadening the country's industrial base and deal with the re-emerging balance of payment constraint. iii. Undertake the interventions for creating a more inclusive economy by expanding opportunities for the poor to access the labour market and broadening the impact of growth and ensuring its benefits reach all sectors of society, particularly the poor and marginalised. iv. Strengthening competitiveness and promoting SMEs and cooperatives remains a cornerstone for the growth of the economy and the creation of decent work opportunities. v. Ensuring the country keeps up with global technological trends and fully exploits our comparative advantages, including the usage of ICTs.
<p>2. Massive programme to build economic and social infrastructure</p>	<ul style="list-style-type: none"> i. Creatively accessing resources from various sources to continue with the economic and social infrastructure programme

- ii. Continuing with the programme to build, revamp, and maintain **electricity infrastructure**, including generation, distribution and reticulation to ensure sufficiency and sustainability of supply and development of alternative energy sources.
- iii. Continuing to expand pipelines for the supply of **liquid fuel** to inland provinces and the country at large and improving **logistic infrastructure** for the transportation of goods and services
- iv. Continuing to ensure development of robust, reliable, affordable and secure **ICT infrastructure.**
- v. Continuing with the programme to revamp **public transport infrastructure, including BRT project and taxi recapitalisation** and the system of public transport generally.
- vi. Continuing with the programme to build and maintain **water infrastructure** to improve reticulation, prevent wastage and ensure reliable and safe supply for human consumption, industrial activity and for agriculture, including special irrigation projects.
- vii. Implementing concrete programmes for the development and provision of suitably located **low-cost and affordable housing.**
- viii. **Human settlement formation**-Finalisation of the Land Use Management Bill
- ix. **Universal access** to electricity, water and sanitation by 2014.
- x. **Developing physical infrastructure in rural areas.**
- xi. Ensure proper and appropriate investment in and an ongoing programme for the **maintenance of existing infrastructure.**
- xii. Improving **provincial and local government capacity** to plan for and maintain infrastructure.

<p>3. Comprehensive rural development strategy linked to land and agrarian reform and food security</p>	<ul style="list-style-type: none"> xiii. Continuing programmes to provide and maintain health, education, library, sporting, recreation and other social infrastructure. i. Aggressive implementation of land reform policies ii. Stimulate agricultural production with a view to contributing to food security iii. Rural livelihoods and food security iv. Improve service delivery to ensure quality of life v. Implement a development programme for rural transport. vi. Skills development vii. Revitalisation of rural towns viii. Explore and support non-farm economic activities ix. Institutional capacity development x. Cooperative development
<p>4. Strengthen the skills and human resource base</p>	<ul style="list-style-type: none"> i. Creating a culture of achievement and improving learner outcomes ii. Expand access to and capacity of secondary education with a view to increasing enrolment rates iii. Provide adequate basic services such as water, sanitation and electricity to schools and progressively improve access to facilities such as libraries, classrooms and laboratories. iv. Safe and supporting environments for all children v. Supporting and developing a teaching profession that is dedicated to providing education of high quality vi. Creating conditions for effective school management vii. Broaden access to post-secondary education and improve Higher education

5. Improve the health profile of all South Africans

viii. Ensuring that training and skills development initiatives in the country respond to the requirements of the economy, rural development challenges and social integration.

- i. Phasing in a **National Health Insurance** system
- ii. Increase institutional capacities to deliver health system
- iii. Strengthening treatment of TB
- iv. Implementing the Comprehensive Plan for the Treatment, Management and Care of HIV and AIDS
- v. Enhancing the ability of public health services to respond to a range of non-communicable diseases, injuries and trauma
- vi. Introducing new child vaccines to reduce cases of diarrhoea and pneumonia.

6. Intensify the fight against crime and corruption

- i. Formulating and implementing a coherent set of objectives, priorities and performance measurement targets for the key components of the Criminal Justice System
- ii. Establish, through legislation or by protocol, a new and realigned single **CJS coordinating and management structure**
- iii. The formulation and implementation of practical short and medium-term programmes to improve the **efficiency and effectiveness of the CJS.**
- iv. **Modernisation of the CJS through the application of technology solutions**
- v. Enhancing the skills and increasing the number of investigator, forensic experts and active duty police personnel.
- vi. Mobilise the population in the fight against crime
- vii. Promote the rehabilitation of detainees to reduce recidivism
- viii. Design different approaches to addressing problems of children in conflict with the law and

<p>7. Build cohesive, caring and sustainable communities</p>	<p>women detained for minor misdemeanours</p> <p>ix. Accelerate efforts to reduce serious and violent crimes by the set target of 7% to 10%</p> <p>x. Regulate the operations of private security companies</p> <p>i. Implement comprehensive social assistance and social insurance support</p> <p>ii. Promote a shared value system and a greater sense of community solidarity</p> <p>iii. Implement programmes that promote national unity and inclusiveness</p> <p>iv. Support the development and strengthening of community organisations</p> <p>v. Use arts and culture as mechanisms for promoting the cultural diversity of our society and for bringing people together.</p> <p>vi. Contribute to enhancing the legitimacy of the State in the eyes of the citizens</p> <p>vii. Promote culture and the arts as well as economic development</p>
<p>8. Pursuing African advancement and enhanced international cooperation</p>	<p>i. Continued prioritisation of the African continent</p> <p>ii. Improving political and economic integration of the SADC</p> <p>iii. Strengthening South-South relations</p> <p>iv. Strategic relations with strategic formations of the North</p> <p>v. Strengthening political and economic relations</p> <p>vi. Participate in the Global System of Governance</p>
<p>9. Sustainable resource management and use</p>	<p>i. Establishing a national framework response on climate change mitigation and adaptation while maintaining our reputation as a global player</p> <p>ii. A system for environmental impact management across government in developing the Environmental Impact Management Strategy</p> <p>iii. Implementing the Water for Growth and Development Strategy</p>

<p>10. Building a developmental state, including improvement of public services and strengthening democratic institutions.</p>	<p>iv. Finalise a policy process on market-based instruments to promote environmental protection and biodiversity conservation</p>
	<p>v. Implementation of the National Framework for Sustainable Development</p>
	<p>vi. Promote innovation and diversification towards alternative production of resources</p>
	<p>vii. To pursue and explore the concept of green jobs</p>
	<p>viii. Meet the energy efficiency target of 12% by 2015 and renewable energy target of 10 000 GWh by 2013</p>
	<p>ix. Effectively managing and allocating the radio frequency spectrum</p>
	<p>i. Improving the capacity and efficacy of the State</p>
	<p>ii. Improving the delivery and quality of public services</p>
	<p>iii. Entrenching a culture and practice of an efficient, transparent, honest and compassionate public service</p> <p>iv. Building partnership with society and strengthening democratic institutions</p>

National Spatial Development Perspective

The NSDP essentially provides a framework to discuss/deliberate the future development of the national space economy and recommends mechanisms to bring about optimum alignment between infrastructure investment and development programmes within localities.

Prioritisation and resource allocation by the three spheres of government is aligned in the preparation and review of PGDSs and IDPs through:

- Reaching agreement on the spatial location of development potential and need/poverty in provinces and district/metropolitan municipalities;
- Aligning infrastructure investment and development spending by municipalities in accordance with the NSDP principles in this regard; and
- Mutually monitoring and assessing government development planning and implementation.

The principles and methodology of the NSDP should inform the development plans, policies and programmes of all spheres of government.

NSDP principles can be summarised as follows:

Principle 1

- Rapid economic growth that is sustained and inclusive

Principle 2

- Provision of basic service to all citizens wherever they reside

Principle 3

- Focus of government spending on fixed investment on localities of economic growth and/or economic potential

Principle 4

- Efforts to address past and current social inequalities should focus on people not places.

Principle 5

- Channelling of future settlement and economic development opportunities into activity corridors and nodes adjacent to or that link to main growth centres.

At the provincial level there is a Provincial Growth and Development Strategy which provides a framework for integrated and sustainable growth and economic development. The primary purpose of the Provincial Growth and Development Strategy (PGDS) is to provide a collaborative framework to drive the growth process within the province. The PGDS is a critical tool to guide and coordinate the allocation of national, provincial and local resources and private sector investment to achieve sustainable economic and development outcomes and provide direction in achieving alignment and laying the basis for sustainable development.

The PDGS identifies goals and strategic objectives that serve as guidelines for sustainable integrated planning in the province by both municipalities and provincial departments. This is achieved through the three clusters, namely Economic Development and Infrastructure; Social and Governance which are based on pillars.

There are also identified critical transversal strategic thrusts which impact on all these pillars and clusters in the province and are listed as follows:

- ✚ To launch a public and private investment drive
- ✚ To promote employment creation
- ✚ To facilitate skills development
- ✚ To ensure Co-operative Governance
- ✚ To promote equal and fair access to opportunities and assets
- ✚ To enhance competitiveness and profitability
- ✚ To ensure sustainable development through appropriate resource usage and management of environmental impacts

Complementary to the national and provincial strategies, BPDm has also aligned itself with these principles to guide its decision in infrastructure investment and development through the District Growth and Development Strategy (DGDS) which was developed in 2005. The GDDS was aimed at establishing a common vision for growth and development within the district. It summarises the key issues and challenges facing the district and provides an overview of the required strategic responses to these key issues.

The strategy further highlights the following strategic objectives to support economic growth and investments:

- ✚ To secure economic development that is sectorally and spatially diversified and benefits all people of the district, both in the first and second economies.
- ✚ To develop and acquire institutional capacity, technology and skills that will facilitate and support rapid economic development
- ✚ To compete effectively at a regional, national and international level for new investments and retention of the existing investment base in the district.

The relevance and linkages of these strategies, frameworks and other important initiatives such as the Accelerated and Growth Initiative for South Africa (ASGISA) and the five year (2006-2011) Local Government Strategic Agenda was considered by BPDM and its Local Municipalities.

SECTION F: MUNICIPAL PRIORITIES AND STRATEGIC OBJECTIVES

As part of the IDP Analysis various local municipalities underwent community participations wherein needs were determined by communities and priorities.

Local municipalities adopted their municipal wide priorities and adopted them through their IDP Representative Forums as well as Councils. The district municipality through their internal engagements revised their strategies and priorities based on the community needs analysis reports from local municipalities.

The following are the priorities for all municipalities in Bojanala district and its Local Municipalities as aligned with the National Priorities:

2010 – 2014 Five (5) National Priorities

1. Education,
2. Health,
3. Rural Development and Land Reform,
4. Creating decent work,
5. Fighting crime.

2011/2012 Municipal Wide Priorities

Municipality	2011/2012
Bojanala	<ol style="list-style-type: none"> 1. Water and Sanitation 2. Roads and Storm Water 3. Electricity 4. Land and Housing 5. Economic Development 6. Institutional Development 7. Municipal Health 8. Social Services
Kgetlengrivier	<ol style="list-style-type: none"> 1. Housing 2. Electricity 3. Roads 4. Water 5. Sanitation 6. Community Facilities
Madibeng	<ol style="list-style-type: none"> 1. Water & Sanitation 2. Roads & Storm water 3. Electricity 4. Social Services 5. Land & Housing

Moretele	<p>6. Local Economic Development</p> <ol style="list-style-type: none"> 1. Water 2. Sanitation 3. Electricity 4. Roads & Storm water 5. Housing 6. Community Facilities
Moses Kotane	<ol style="list-style-type: none"> 1. Water & Sanitation 2. Roads & Storm water 3. Electricity 4. Land & Housing 5. Economic Development 6. Institutional Development
Rustenburg	<ol style="list-style-type: none"> 1. Good governance & financial viability 2. Quality basic service, infrastructure 3. Clean & safe environment 4. Shared economic growth & job creation

The following are the district strategic objectives aligned with the above-mentioned key National and Provincial strategic frameworks:

Basic Service Delivery

- Provide Municipal Public Transport Planning
- Provide Fire Fighting Service
- Provide Disaster Risk Management Services
- Provide Municipal Health Services
- Facilitate the provision of basic municipal services.
- Facilitate the provision of Solid Waste Management Services
- Promote the protection of the environment
- Invest in Infrastructure

Local Economic Development

- Promote economic growth, tourism and agriculture
- Provide an integrated and sustainable rural development strategy
- Promote innovations in urban management & development/
- promote integrated spatial planning for the District

Municipal Transformation & Organisational Development

- Promote Skills Development
- Achieve Employment Equity
- Recruit and Retain Staff
- Ensure organisational alignment
- Achieve Positive Employee Climate
- Implement shared services
- Municipal Planning and Performance Management
- Provide Occupational Health and Safety

Municipal Financial Viability & Financial Management

- Promote sound financial governance
- Promote technology efficiency.

Good Governance & Community Participation

- Promote good governance
- Promote stakeholder participation
- Facilitate and support the provision of Social Development

Services

- Facilitate and support the provision of Sports, Arts, Culture and heritage
- Facilitate and Support Municipal Ward Committees and Community Development Workers

Section G: PROJECTS

This section of the IDP provides information on the programmes and projects that will be implemented across the district by all spheres of government in the 2010/2011 financial year. It should be noted that some projects will be continuing projects from the previous financial year, particularly infrastructure projects. The projects are aimed at responding to the community needs from local municipalities and are also in line with the national and provincial priorities as well as pronouncements during the State of the Nation Address, January 08 Statement and Local Government Turnaround Strategy.

Key to that there is still service delivery targets that municipalities and government departments across the country are still required to meet through their programmes and projects. The following are critical timelines of service delivery to be achieved:

- ✚ Eradication of Bucket System by 2006
- ✚ Access to basic water for all by 2008
- ✚ Access to basic sanitation at RDP level by 2010
- ✚ Access to water and sanitation for all schools and clinics by 2007
- ✚ Electricity to all households by 2012
- ✚ Halve unemployment by 2014
- ✚ Economic growth of 6% by 2010
- ✚ Access to education and health care for all
- ✚ Universal access and provision of Free Basic Services by 2012.
- ✚ Access to infrastructure for services such as waste management, sport and recreation, roads and public facilities by 2013.

Due to limited resources and capacity at municipal level, communities' needs cannot be addressed in one financial year. The other main issue that impact on the distribution of budget is the worldwide economic recession that has also impacted our country as well as municipalities.

Priority will be given to the following as indicated in the Municipal Budget Circular for the 2011/12 MTREF:

- Managing all revenue streams, especially debtors;
- Protecting the poor from the worst impacts of the economic downturn;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of their asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Expediting spending on capital projects that are funded by conditional grants.

Given the endless community needs and limited resources BPDM will still have to take some very tough decisions in the course of preparing their 2011/12 budgets and MTREF.

The projects and programmes listed below are funded and implemented by the district, government departments in all spheres, parastatals as well as state-owned agencies. These projects will also reflect in the IDPs of all local municipalities.

IDP Performance Measurements for 2011/12 Financial Year

Office of the Executive Mayor

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2011/12	2012/13	2013/14
Community Skills	Bursary scheme	25 bursaries granted to deserving community members by March 2012	R 1 400 000	1 474 200	1 555 281
Stakeholder management System	IMBIZO'S	Four Imbizos held by June 2012	R 1 000 000	1 053 000	1 110 915
	Communication	Two main publications completed by June 2012	R 1 500 000	1 579 500	1 666 373
	Letsema campaigns	Ten communities mobilised on different causes by June 2012	R 350 000	368 550	388 820
Community sport programme	Support sport programme	Direct support provided to different sporting codes by June 2012	R 1 500 000	1 579 500	1 666 373
	Provision of basic sport equipment	Ten sporting codes supplied with basic equipment by June 2012	R 800 000	842 400	888 732
IGR support	Traditional leaders support	Four administration development modules for officials completed by June 2012	R 470 000	R 494 910	R 522 130
Arts/Culture programme	Arts and culture support	Two major arts & culture projects staged by June 2012	R1 500 000	1 579 500	1 666 373
Advocacy Programmes	Support to Gender Mainstreaming & HIV & AIDS projects	Five projects launched by June 2012	R 530 000	558 090	588 785
	Support to Disability and elderly projects	Five projects supported by June 2012	R 750 000	R 789 750	R 833 186
	Support to Women, Youth and Children's Services	Five projects directly supported by June 2012	R 850 000	R 895 050	R 944 278

Municipal Manager

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2011/12	2012/13	2013/14
District planning programmes	Risk Assessment	20 major risks identified by October 2011	R 300 000	-	-
	Madibeng City Development Strategy	Council approved Strategy by August 2011 (LMoM)	631 800	666 549	-
	Review Kgetleng Spatial Development Framework	KRLM SDF completed by August 2011	737 100	777 641	666 549
	Review of the District Municipality special development framework	BPDM SDF completed by September 2011	737 100	777 641	-
	IDP (2012-2016) for the BPDM	BPDM 5 year IDP completed by May 2012	526 500	555 458	555 458
Strategic intervention initiatives	Assessment of formalised settlements	35 villages survey completed by June 2012	1 895 400	1 999 647	1 999 647
	Industrial Development Plan for BPDM	Industrial development strategy approved by Council in December 2011	737 100	777 641	777 641
	Incentives Scheme for the District	Incentives approved by ALL councils in March 2012	737 100	777 641	777 641
Strengthening of PM System	Cascading of PMS	performance contracts signed by All Level 3 & 4 managers	526 500	555 458	2 221 830

Office of the Speaker & Office of the Single Whip

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2011/12	2012/13	2013/14
Council & Councillor support/development programme	Councillors training	All Councillors completed induction programme by August 2011	631 800	666 549	631 800
	Ward committee training	All new ward committees taken through induction programme by March 2012	631 800	666 549	631 800
	Single Whip Support no. of training conducted Councillors	All councillors completed four different modules of development programme	210 600	222 183	210 600
	Single Whip Support no. of meetings and workshops convened	Four Whippy forums held by June 2012	368 550	388 820	368 550

Budget and Treasury

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2010/11	2011/12	2012/13
Support to LMs: Financial Management	Financial support to Moretele L M including MFMA implementation	Annual Financial Statements of the LM submitted to the AGSA in time	R 2 000 000	R 2 106 000	R2 221 830
	Financial support to Kgetlengrivier L M including MFMA implementation		R 2 000 000	R 2 106 000	R2 221 830

Corporate Support Services

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2011/12	2012/13	2013/14
Strengthening of Internal Organisational Systems	Departmental Team Building Exercise	Seven Teambuilding exercises across municipal Departments held by March 2012	R 319 500	R 336 434	R354 937
	Occupational Health and Safety Awareness Program	Four awareness projects held by June 2012	R 150 000	R -	R -
Employee Development Programme	BPDM TRAINING AND DEVELOPMENT	10 training modules completed by June 2012	R 1 000 000	R 1 053 000	1 110 915
	EMPLOYEE ASSISTANCE PROGRAM	All referrals from departments successfully executed within 3 months	R 200 000	R 210 600	R 222 183
	STAFF STUDY BURSARIES	All bursaries disbursed to applicants by March 2012	R 400 000	R 421 200	R 444 366
	INTERNSHIP TRAINING PROGRAMME	8 Interns absorbed in four Departments by June 2012	R 319 5000	R 336 434	R 354 937
Mandatory & Regulated Programmes	Work Skills Report (2010/11) to LGSETA	Reports & Plan submitted by June 2011	OpEx		
	2011/12 WSP submission to LGSETA				
	2010/11 Employment Equity Report to DoL	Reports & Plan submitted by October 2011			
	2011/12 Employment Equity Plan submission to DoL				

Economic Development, Agriculture, Tourism and Rural Development

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2011/12	2012/13	2013/14
Agriculture Commercialisation & Marketing Support Programme	District EXPO	10 Agric SMMEs/Coops exposed to marketing opportunities at EXPO	R 1 762 700	R 1 895 4000	R1 999 647
	Facilitate the establishment of a farmer support development centre	One farmer development centre in full operation by December 2011	R 700 000	R -	R -
	Feedlot Management systems	Project in full operation by December 2011	R 1 315 132	R 1 895 400	R1 999 647
	Crop farmer support in BPDM	Four crop fields planted by December 2011	R 3 000 000	R 3 159 000	R3 332 745
	Live stock farmers support in BPDM	20 livestock farmers provided with direct support by December 2011	R 3 000 000	R 3 159 000	R3 332 745
	Rehabilitation of the former homeland agriculture service centres in BPDM	Five support centres in full operation by June 2012	R 1 500 000	R 1 579 500	R1 666 373
	Facilitate the commercialization of small stock production	5 Sale points for small livestock farmers in operation by June 2012	R 200 000	R 210 600	R 222 183
SMME Support Programme	Training and up skilling of SMMEs	SMMEs trained and supported in line with enterprise support policy	R 1 000 000	R 1 053 000	R 1 110 915
	Development of district enterprise support policy		R 200 000	R 200 000	
Mining Enterprises Development Programme	Facilitate establishment of slate beneficiation production cluster in KRLM	Business Planning completed by September 2011	R 500 000	R 1 000 000	
	Establishment of Granite Beneficiation in LMoM & RLM	Phase One implementation completed by June 2012	R 500 000	R 500 000	

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2011/12	2012/13	2013/14
Tourism Development Programme	2010 District Tourism branding, promotion and marketing	Three District marketing campaigns completed by June 2012	R 800 000	R 842 400	R 888 732
District Economic Planning	Review and alignment of LED strategies for 5 local municipalities	Alignment process completed by March 2012	R 1 200 000	R 1 200 000	-
Social Economy facilitation & Support Programme	Facilitate and support towards enterprise development and cooperatives	10 cooperatives completed training & business planning by December 2011	R 700 000	R 2 000 000	-
	Facilitate establishment of essential oils project in Moretele L M	Plant nursery completed by September 2011	R 500 000	R -	-
	Tunnel Structure for Bethanie Hospice	Structure in full operation by September 2011	R 80 000	R -	-

Community Environmental Services

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2011/12	2012/13	2013/14
Waste Management Programme	Waste management programme	Audit of landfill sites in the DM completed by September 2011	R -	R 1 500 000	1 579 500
	Waste material resource recovery	Two projects fully implemented by March 2012	R -	R 1 500 000	1 579 500
	Implementation of Integrated Waste Management plan	50% of the IWMP implemented by June 2012	R 2 000 000	R 1 000 000	1 053 000
Environmental Management	Environmental planning	Environmental Planning system for the DM completed by March 2011	R -	R 1 000 000	1 053 000
	Biodiversity programme	Directory of the vulnerable Biospheres in the DM completed by December 2011	R -	R 800 000	842 400
Air quality Law enforcement	Air quality management equipment	Two important measuring tools acquired by September 2011	R -	R 800 000	842 400
	Roll out of air quality management programmes	Four projects fully implemented by December 2011	R 1 000 000	R 1 000 000	1 053 000
Environmental outreach Programme	Environmental Education and Awareness programme	Four awareness/educations projects implemented by June 2012	R 1 500 000	R 1 000 000	1 053 000
	Implementation of Mun. health outreach programmes	Four outreach projects completed by June 2012	R 600 000	R 639 000	672 867
Green Initiatives	Climate change combat initiatives	Two initiatives launched by June 2012	R 800 000	R 1 000 000	1 053 000

Community Development Services

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2011/12	2012/13	2013/14
Support to Social Development Initiatives	Burial of indigents	Known Indigents burials supported	R 500 000	R 526 500	R 555 458
	Support to social Integration of former convicts programme	Social integration programme supported	R 3 000 000		
	NGO / NPO support	8 NGO/NPOs provided with direct financial support	R 1 000 000	R 1 053 000	R1 110 915
	Support to poverty alleviation projects	Ten poverty relief projects launched by June 2012	R 2 200 000	R2 316 600	R2 444 013
Public Safety & Security Programme	Support the promotion of Community Safety initiatives	12 public safety initiatives launched across the DM by June 2012	R 1 000 000	R1 053 000	R1 110 915
	Support the Provision of Transport Programmes	Four Transport programmes directly supported by June 2012	R 1 500 000	R1 579 500	R1 666 373
	Establishment capability of standardised fire & rescue Systems	Fire & Rescue standards approved by Council by December 2011	R 200 000	R 210 600	R 222 183
	Support to Fire Protection Associations in Mogwase Fire Station	All FPAs linked to Mogwase; Kgetleng Rivier & Moretele Fire Stations directly supported	R 532 500	R 560 723	R 591 562
	Support to Fire Protection Associations in Kgetlengrivier Fire Station		R 532 500	R 560 723	R 591 562
	Support to Fire Protection Association in Moretele Fire Station		R 532 500	R 560 723	R 591 562

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2011/12	2012/13	2013/14
Disaster Management Programme	Interventions to disaster incidents	100% intervention rate to all Reported Disaster incidents	Moved to disaster management		
	Disaster awareness programme	8 disaster awareness projects completed by June 2012	R -	-	-

Technical Services

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2011/12	2012/13	2013/14
Social Infrastructure Development	Koster Fire Station Completion	Commissioning of the Fire Station into full service	R 2 000 000	R 2 106 000	R 2 221 830
	Mmakau Sports Facility Upgrading	Completion of the Sports Facility by December 2011	R 7 500 000	R 7 897 500	R 8 331 863
Portable Water Supply Programme	Bapong water supply	Access to portable water by the Bapo Community	R 3 000 000	R 3 159 000	R 3 332 745
	Water meter installation in Brits and surrounding	Completion of the meter installation project	R 2 500 000	R 2 632 500	R 2 777 288
	Water provision in Maubane	Access to portable water by the Mmakau Community	R 2 000 000	R 2 106 000	R 2 221 830
	Water provision in Skirlik	Access to portable water by the Skierlik Community	R 3 500 000	R 3 685 500	R 3 888 203
	Water reticulation in Lekgalong	All reticulation works completed by December 2011	R 2 100 000	R 2 211 300	R 2 332 922

Programme Name	Project Name	Measurement Standards	MTREF Allocations		
			2011/12	2012/13	2013/14
Electrification Programme	Construction of electric line from Koster to Ratsegae	Access to electricity by households in the Ratsegae community	R 500 000	R 526 500	R 555 458
	60 Medium mast lighting connection	Commissioning of community lighting in Ratsegae	R 300 000	R 315 900	R 333 275
Roads Programme	Gravel road programme	Completion of the grading projects in the identified communities	R 6 000 000	R 6 318 000	R 6 665 490
Sanitation Programme	Upgrading of sewer treatment works in Swartruggens	Commissioning of the treatment works by December 2011	R 22 600 000	R 23 797 800	R 25 106 679

2011/2012 District Funded Projects

Table 1 – NEW PROJECTS IN LMS TO BE FUNDED IN 2011/12

Projects	KPI	2011/12 Budget
KRLM Borolelo Ext 4 water reticulation	Completion of the Borolelo Ext 4 water reticulation	8 500 000
KRLM Borolelo Ext 4 sewer reticulation	Completion of the Borolelo Ext 4 sewer reticulation	12 500 000
BPDM Mmakau Sports Facility upgrading	Completion of the Mmakau Sports Facility upgrading	8 000 000
MKLM Madikwe Bulk Water Scheme	Replacement of 8.5km AC bulk pipeline and connecting existing boreholes to bulk rising main, as well as related works.	10 000 000
MKLM Pella Bulk Water Augmentation	Upgrade of the Water Treatment Plant, Refurbish boreholes to augment the bulk source.	2 000 000

TABLE 2 – ROLL OVER PROJECTS (TECHNICAL SERVICES)

Projects	KPI	10/11 Budget	Projected Expenditure (end June '10)	Balance Rollover
Tlhabane AC replacement of pipeline	Provision of Water Services to communities	3 500 000	1 225 000	33 775 000
Water reticulation in Lekgalong		5 290 128	3 241 997	2 100 000
Bapong water supply		4 500 000	1 575 000	3 000 000
Water meter installation in Brits and surrounding		3 800 000	1 330 000	2 500 000
Water provision in Maubane		3 000 000	1 050 000	2 000 000
Water provision in Skirlik		1 500 000	525 000	10 500 000
Upgrading of sewer treatment works in Swartruggens	Investment in Community/Social Infrastructure	35 000 000	12 424 969	22 600 000
Koster Fire Station Completion		10 500 000	8 719 668	2 000 000
Gravel roads programme	Improvement of movement of People, Goods & Services	23 062 000	17 998 987	12 000 000
Construction of electric line from Koster to Ratsegae	Provision of Energy & Electrification to Rural Communities	800 000	720 000	500 000
60 Medium mast lighting connection		1 000 000	700 000	300 000
Total Budget for Rollover projects		91 952 128.00	49 510 621.00	91 275 000.00

SECTION H: OVERVIEW OF SPATIAL RATIONALE'

The district has SDF that was approved by Council in 2007, which SDF is due for review in the 2011/12 financial year to ensure alignment to the 2012 – 2016 3rd Generation IDP of the district.

The current (2007 – 2011) framework identifies development nodes in the district. The nodes as have been classified in terms of nodal hierarchical orders and classifications that should form the focal point of nodal development integration through system of transportation routes and movement of people, goods and service.

The framework will be reviewed in the 2011/2012 financial year to align it with the latest Provincial Spatial Development Framework. The district is currently in the process of functionalising the established Geographic Information System which is the planning tool that can also be used to monitor the alignment of BPDM projects implementation with the current SDF.

CONCLUSION

Integrated Development Planning is a process aimed at integrating economic, sectoral, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas.

The 2011/12 IDP review is a product of this process in which BPDM will ensure that its strategic objectives are met using the available resources. This will serve as a strategic plan on which the budget for 2011/2012 and outer years will be based.

The IDP will also inform the Top-Layer Service Delivery and Budget Implementation Plan as well as the Technical Service Delivery and Budget Implementation Plan that will be prepared and approved by the Executive Mayor after the approval of the IDP/Budget in April 2011.