



# BOJANALA PLATINUM DISTRICT MUNICIPALITY

## FINAL INTEGRATED DEVELOPMENT PLAN 2017/2022

4th Generation IDP 2022

## **PREFACE**

The developmental role which a municipality is mandated to fulfil is entrenched within the Constitution of the Republic of South Africa under Sections 152 and 153.

According to the Constitution (Sections 152 and 153), local government is responsible for the development process in a given municipal area, and responsible for planning and development of the specific area. The constitutional mandate is to align management, budgeting and planning functions to its objectives and gives a clear indication of the intended purposes of municipal integrated development planning.

## EXECUTIVE MAYOR'S FOREWORD



The Integrated Development Plan (IDP) we are presenting is the strategic blueprint for Bojanala Platinum District Municipality that communicates to the community of Bojanala Platinum service delivery priorities within its jurisdiction.

The development of this 4<sup>th</sup> Generation IDP2022 requires a lengthy planning process, and involves a wide range of role players from inside and outside the municipality. The process therefore needs to be properly organized and prepared. To this end we have moved mountains as we sought to reposition, renew and rebrand our Regions as the best there could be.

As a result municipalities are required to prepare an Operational Plan (commonly known as a Process Plan) which indicates what needs to happen, by when, whom and where and includes the costs estimates for facilitating the process.

It is very important for municipalities to adhere to this plan in order to fulfil the legal requirements of Section 28 of the Local Government Municipal Systems Act of 2000.

The processes to be followed in preparing our IDP`s are as well guided by White Paper on Local Government promulgated in 1998.

The plan takes cognizance of the successes and challenges of the entire district and outlines projects designed to nullify and reverse the identified service delivery challenges. It also gives an overall framework for development, and focuses on economic and social development of the district as a whole.

The plan endeavoured to represent the development priorities contained in both 2014 National & Provincial and the 2016 Local Government election manifestos of the ruling party. We have as well responded to the constitutional mandate as the sphere of government closer to the people. However, it is of significance to take note that the plan acknowledges the fact that the district is predominantly rural in nature and requires area based service delivery methodologies to ensure equitable service delivery provisioning in both towns and rural nodes.

It gives me pleasure as the Executive Mayor to report to our stakeholders that the partnership between Bojanala Platinum District Municipality as the provider of services, and communities as the end-users of those services, has once again been successful in assisting the district to plan its responses to the developmental aspirations of its people for the next five (5) financial years.

This IDP document is thus a direct result of extensive consultative process. It is an expression of the general interest of our people and a mirror that reflects the collective desires of Our People.

A re yeng Bojanala, A re yeng Bokone Bophirima.

**CLLR. FETSANG MOKATI**  
**EXECUTIVE MAYOR**

## **MUNICIPAL MANAGER'S OVERVIEW**

Bojanala Platinum District Municipality (BPDM) is a category C municipality constituted by the following local municipalities (Category B):

- Kgetleng Rivier LM – low capacity LM;
- Moretele LM – low capacity LM;
- Moses Kotane LM – medium capacity LM;
- Madibeng LM – High capacity LM; and
- Rustenburg LM – high capacity LM.

In terms of the assigned powers and functions, BPDM does not provide basic services but coordinate & support in line with section 88(2) the Municipal Structures Act 117 of 1998 to its local municipalities. Within its scope of powers and functions, BPDM provides disaster management and firefighting services.

The Drafting of the 4<sup>th</sup> Generation Integrated Development Plan (2017/22 IDP) was initiated through the adoption of IDP Framework/Process Plan which served as blueprint for the development of the Integrated Development Plan. The Integrated Development Plan is deliberately called the principal strategy since all the resources should be used to implement it successfully.

The development of an IDP cannot be credible if it excludes public participation, so that the processes that are mounted by the BPDM have ensured the involvement of various stakeholders.

BPDM is a district that experiences a huge inward migration making the developmental issues extremely complex. This demanded that various stakeholders should not only identify challenges but also make concerted efforts to deal with them. To coordinate and canvass inputs, several IDP Representative Forum meetings, as well other structured Forums, between July 2016 to date, were convened.

After the BPDM has approved and adopted the 4<sup>th</sup> Generation IDP 2022 as its official strategic plan for the duration of its term, the municipality administration will continue to consult broadly in conjunction with the local municipalities with a view of sustaining

the impetus onwards realisation of our set goal of fast tracking service delivery, being a responsive institution, ensuring inter & intra sphere coordination to achieve a stable and prosperous Bojanala.

**(MR) TSHEPO LENAKE**  
**ACTING MUNICIPAL MANAGER**  
**BPDM**

## **SECTION 1**

### **1. EXECUTIVE SUMMARY**

#### ***1.1 Introduction and background***

An Integrated Development Plan (IDP) is a strategic plan for an area that gives an overall framework for development in a municipal area. The IDP is aimed at coordinating the work of local and other spheres of government within a municipal area in a coherent plan to improve the quality of life for all the people living in an area.

The IDP is developed in line with section 25 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), which requires each newly elected municipal council, to adopt a single, inclusive and strategic plan (Integrated Development Plan or IDP) for the development of the municipality which links, integrates and coordinates plans and takes into account proposals for the development of the municipality and which aligns the resources and capacity of the municipality with the implementation of the said plan. The newly elected council of Bojanala Platinum District Municipality developed this IDP as the principal strategic planning instrument to guide and inform all planning, budgeting, management and decision-making processes in line with the Local Government Systems Act.

The IDP was developed in line with the IDP process plan which was approved by council in August 2016. The IDP process plan seek to identify and coordinate key stakeholders in the planning process in the district municipality and coordinate their contribution in the development of the IDP.

As a strategic developmental plan of the district municipality, this document is made up of the following key features of the IDP as per section 26 of the Municipal Systems Act, 32 of 2000:

- i. the municipal council's vision
- ii. an assessment of the existing level of development
- iii. the council's development priorities and objectives
- iv. the council's development strategies

- v. the spatial development framework
- vi. the council's operational strategies;
- vii. the disaster management plans;
- viii. a financial plan,
- ix. the key performance indicators and performance targets

All development processes in the district will be based on this IDP document for the term of the current council. The IDP document will be reviewed at the end of each financial year after the assessment of the performance of the municipality and an analysis of the situation at community level.

## 1.2 Bojanala at a glance

Bojanala Platinum District Municipality (BPDM) is one of the four district municipalities in the North West Province. BPDM is situated on the eastern part of the North West province and it shares provincial boundaries with Limpopo, Mpumalanga and Gauteng Provinces and a national boundary with Botswana in the northern side. Its geographic size is covers 18 333km<sup>2</sup>, with a population of 1 657 148 (2016, Statistics SA) and this makes it the most populous of the four districts of the North West Province.

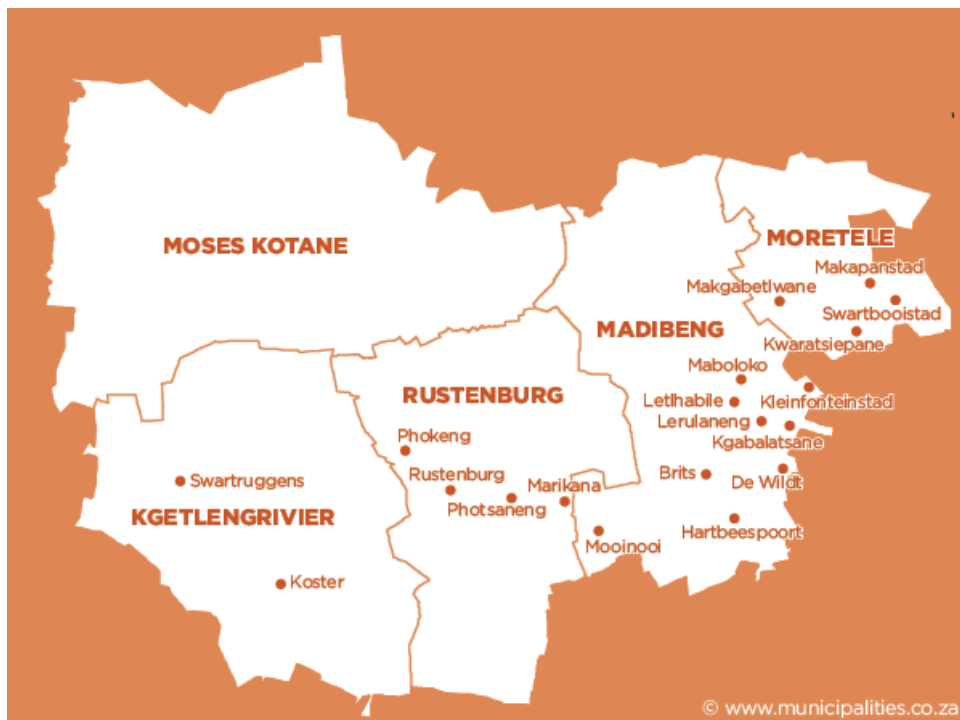


Figure 1: Map of Bojanala Platinum District Municipality



The local municipalities which make up Bojanala Platinum District Municipality are:

- Kgetleng Rivier Local Municipality;
- Madibeng local Municipality;
- Moretele Local Municipality;
- Moses Kotane Local Municipality and
- Rustenburg Local

As indicated above, the population of Bojanala Platinum district was standing at 1 657 148 in 2016, this represent 44% of the total population of the North West province as reflected in Figure 2, below.

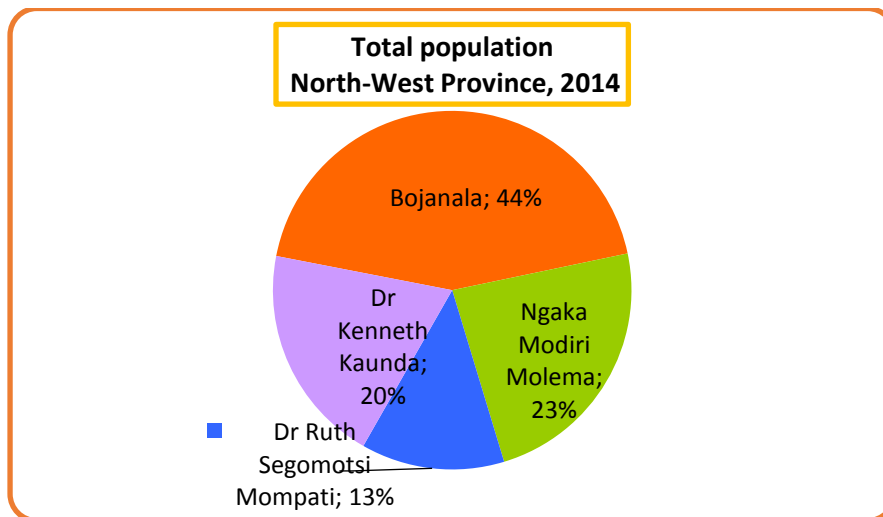


Figure 2: Population of BPDM in comparison to districts in North West Province (Source: IHS Global Insight Regional eXplorer version 944)

In Figure 2 below, the population growth of the district's local municipalities is displayed. As can be seen from Figure 2 below, the population of the predominantly semi-urban municipalities of Kgetleng Rivier, Madibeng and Moses Kotane, grew by an annual average growth rate of between 2% and 4%. On the other hand the average annual growth rate in the predominantly rural municipalities of Moretele and Moses Kotane was less than 1.5%.

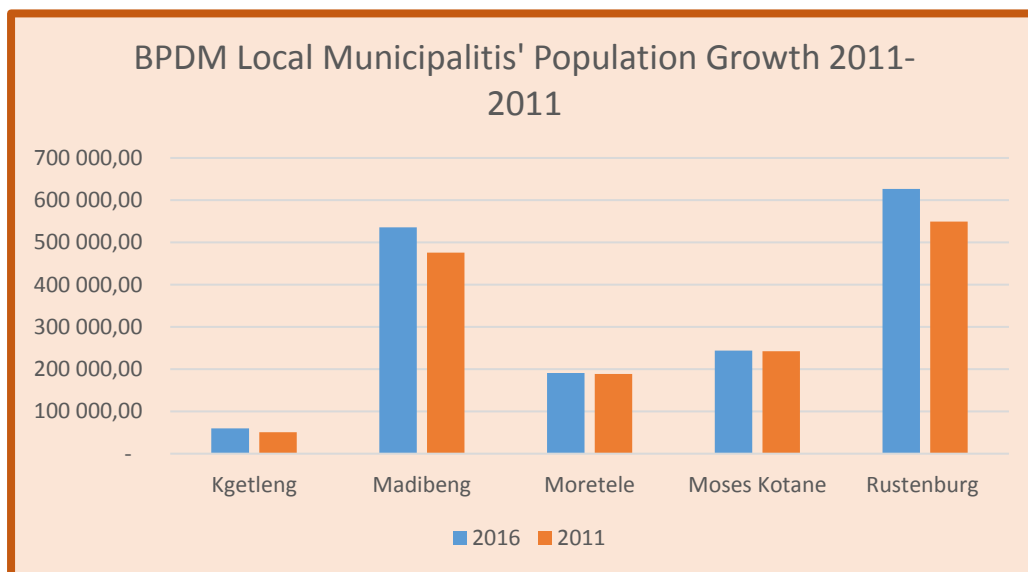


Figure 3: Population Growth in Local Municipalities of BPDM, 2011-2016 (Source: Local Government Handbook, <http://www.localgovernment.co.za>)

The main economic drivers of the district municipality are agriculture, tourism, manufacturing, mining and the service industry. Bojanala Platinum District is located along the Merensky Reef, which account for the district municipality being the leader in the production Platinum Group Metals. As a result mining is the biggest employer in the district.

The tourism industry also plays a major role in the economy of the district due to the number of world class public and private game parks. Sun City in Moses Kotane is also one of the region's tourist attraction.

The N4 freeway also play a role in linking the district with major economic centers in Gauteng Province. Furthermore, The N4 freeway that traverses the boundaries of three local municipalities in BPDM is unique as it spans the central section of the only coast-to-coast corridor in Africa. The east-west corridor runs from Maputo in the east to Walvis Bay, Namibia in the west and connects the capital cities of four countries of the Southern African Development Community (SADC), namely Maputo in Mozambique, Pretoria in South Africa, Gaborone in Botswana and Windhoek in Namibia.

### **1.3 Brief Overview of Constituent Local Municipalities**

#### **1.3.1 Kgetleng Rivier Local Municipality**

Kgetleng Rivier Local municipality occupies the southwestern part of Bojanala Platinum District and is demarcated into **8 wards**. The Mayor of Kgetleng Rivier Local Municipality is Councillor Kim Onicca Dipuo Medupe.

The municipality consists of the towns of Koster and Swartruggens and a number of settlements such as Borelelo, Derby, Nooitgedacht and Reagile. The population of Kgetleng Rivier local municipality has grown from 51 000 in 2011 to 59 000 in 2016<sup>1</sup>. The main economic activities of the municipality are agriculture, tourism, and small-scale mining and government services. Swartruggens is situated along the N4 toll road which is a gateway for traffic from Johannesburg to countries such as Botswana and Namibia.

#### **1.3.2 Madibeng Local Municipality**

Madibeng Local municipality occupies the eastern part of Bojanala Platinum District Municipality and is demarcated into **41 wards**. The Executive Mayor of Madibeng Local Municipality is Councillor Ms Jostina Mothibe.

The municipality's major settlements include Brits, Hartebeespoortdam and Mothotlung. The main economic drivers in Madibeng Local Municipality are tourism, manufacturing, agriculture and mining. Madibeng's economy also benefits from its location along the N4 Toll Road, and its proximity to the country's economic hub of Johannesburg. The municipality has seen a growth in population from 475 796 in 2011 to an estimated 536 110 in 2016<sup>2</sup>. This figure is more than the average annual increase of the district of 2%.

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<sup>1</sup> Data obtained from The Local Government Handbook

<sup>2</sup> Data obtained from The Local Government Handbook

### ***1.3.3 Moretele Local Municipality***

Moretele municipality is situated in the far eastern side of Bojanala platinum District Municipality. The major settlements in Moretele are Gammotla, Mathibestad and Makapanstad, which are demarcated in **26 wards**. The Mayor of Moretele Local Municipality is Councillor Andries Makinta Monaheng.

Moretele is predominantly rural and its economy is driven by agriculture and tourism. In contrast to the average 2% growth of the population in the district municipality, the population of Moretele has increased by 1.4% since 2011, with an increase from 188 533 to 191 306 between 2011 and 2016<sup>3</sup>. The municipality is strategically shares three provincial boundaries with Limpopo, Mpumalanga and Gauteng.

### ***1.3.4 Moses Kotane Local Municipality***

Moses Kotane Local municipality occupies the North-western part of Bojanala Platinum District and is demarcated into **34 wards**. The Mayor of Moses Kotane Local Municipality is Councillor Ralesole Diale.

The municipality is predominantly rural with about 64 villages, the major settlements include: Mogwase, Moruleng and Ledig. The population of the municipality has not grown from 142 354 in 2011 to 243 648 in 2016<sup>4</sup>, which is a 0.53% growth. The growth is much lower than the district average growth rate of 2%. The main economic activities of the municipality are agriculture, tourism, and Mining. The municipality houses the Pilanesburg Game Reserve and the entertainment center of Sun City.

### ***1.3.5 Rustenburg Local Municipality***

The Rustenburg Local Municipality is a category B municipal council consisting of **45 wards**. Councillor Mpho Khunou is the Executive Mayor of Rustenburg Local Municipality.

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<sup>3</sup> Data obtained from The Local Government Handbook

<sup>4</sup> Data obtained from The Local Government Handbook

It occupies the central part of the Bojanala Platinum District Municipality, and houses the main offices of the district municipality. The major settlements of Rustenburg local municipality are the Rustenburg town, Phokeng, Tlhabane, Hartebeesfontein and Marikana. The N4 freeway passes through the town of Rustenburg and also link the municipality with the main centers of Johannesburg and Tshwane metros. The population of Rustenburg has grown from 549 575 to 626 522 between 2011 and 2016<sup>5</sup>. Rustenburg is home to large mining operations by companies such as Anglo Platinum, Impala Platinum, Xstrata and Lonmin. Approximately 97% of the total platinum production occurs in Rustenburg, with the mining sector providing more than 50% of all formal employment.

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<sup>5</sup> Data obtained from The Local Government Handbook

## **SECTION 2**

### **2. ALIGNMENT WITH NATIONAL AND PROVINCIAL POLICY CONTEXT**

The development challenges facing government in general and municipalities in particular requires alignment of plans in order to support the goals of government of eradicating poverty, unemployment and inequality. In this section Bojanala Platinum District Municipality highlight the plans that the district municipality and its constituent local municipalities must align to respond to the national planning imperatives.

#### ***2.1 National Development Plan***

The National Development Plan is a direct response to the finding of the Commission's Diagnostic Report, released in June 2011, which among others found that as a country, South Africa is still faced with serious challenges, which affect the government capacity to deliver on its promise of a better life for all. The Commission's findings on the government's shortcomings include:

- Too few people work
- The quality of school education for black people is poor
- Infrastructure is poorly located, inadequate and under-maintained 4. Spatial divides hobble inclusive development
- The economy is unsustainably resource intensive
- The public health system cannot meet demand or sustain quality
- Public services are uneven and often of poor quality
- Corruption levels are high
- South Africa remains a divided society.

In order to reverse the negative impact of these challenges the National Development Plan set-out objectives and targets to be achieved by all institutions involved in planning in both the public and private sectors. The plan covers a range of activities ranging from the social cohesion, to the economy, environment and spatial planning.

With specific reference to rural and urban planning and development the NDP set out the following objectives:

*Table 1: NDP Goals for Urban and Rural Development:*

Urban Areas	Rural Area
<ul style="list-style-type: none"> <li>• Upgrading of informal settlements;</li> <li>• Urban densification within existing urban fabric and along development corridors;</li> <li>• Extensive provision and prioritisation of public transport; Job creation and urban renewal in former township areas;</li> <li>• Diverse range of subsidised housing typologies and densities, and focusing on filling</li> <li>• The housing “gap market” in terms of bonded housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial consolidation of rural settlements to increase densities and enhance</li> <li>• Sustainability; Innovative (green), targeted and coordinated infrastructure delivery;</li> <li>• Prioritise rural development along mobility corridors and at strategic intersections;</li> <li>• Rural nodal development and revitalisation of small towns;</li> <li>• Diversification of rural economy towards mining, tourism and local business.</li> </ul>

As a predominantly rural area, Bojanala Platinum District Municipality will respond adequately to the directives above to ensure that the rural areas are turned into vibrant economies, while urban development is also supported.

## **2.2 Outcome Approach**

*Table 2: Government's Outcomes*

<b>Outputs for Outcome 9</b>
<b>Output 1: Implement a differentiated approach to municipal financing, planning and support</b>
<b>Output 2: Improving access to basic services</b>
<b>Output 3: Implementation of the Community Work Programme</b>
<b>Output 4: Actions supportive of the human settlement outcome</b>
<b>Output 5: Deepen democracy through a refined Ward Committee Model</b>
<b>Output 6: Administrative and financial capability</b>
<b>Output 7: Single window of coordination</b>

In addition, the IDP also considers the emerging national and provincial long term strategic plans as encapsulated in the National Development Plan.

### **2.3 Nine point plan**

The nine point plan was announced during the 2015 state of the Nation Address by President Jacob Zuma as part of the government's strategy to implement the NDP. Among others the nine point plan focus on critical areas such as energy, tourism, agriculture, boosting SMMES, science and technology, industrialisation and transport. The components of the nine point plan include:

- a) Resolving the energy challenge
- b) Revitalising agriculture and the agro-processing value chain
- c) Advancing beneficiation or adding value to the mineral wealth
- d) More effective implementation of a higher impact Industrial Action Policy Action Plan (IPAP)
- e) Encouraging private-sector investment
- f) Moderating workplace conflict
- g) Unlocking the potential of SMMEs, cooperatives, townships and rural enterprises
- h) State reform and boosting the role of state-owned companies, science, technology and innovation, information and communications technology infrastructure or broadband roll-out, water, sanitation and transport infrastructure
- i) Operation Phakisa, which is aimed at growing the ocean economy and other sectors

Although the nine point plan is led by national departments, the local government, as the sphere closest communities play an important role in its realisation, hence the need for the IDP to take cognisance of the plan.

### **2.4 RRR approach**

Bojanala Platinum District Municipality has adopted the RRR approach to planning and service delivery as espoused by North West Provincial Government. In this regard



the district will plan and provide service delivery in line with the following five concrete of the RRR approach:

Table 3: five concretes of the RRR approach

Concrete	Alignment to the RRR approach
Agriculture, Culture and Tourism (ACT)	<p>The district will invest in agriculture, culture and tourism to lurch the economies of the villages, townships and small dorpiess in its area of jurisdiction.</p> <p>Spinoffs from sectors such as mining, manufacturing and infrastructure development will be channelled to optimally grow the district’s agriculture, culture and tourism sectors, and reduce poverty, unemployment and inequality.</p>
Villages, Townships and Small Dorpiess (VTSD)	<p>The district municipality will focus on community development by contributing to the eradication of basic service backlogs in the villages, townships and small dorpiess. The government’s preferential procurement policy will be adhered to ensure that the economies of villages and townships derive the biggest benefit in procurement.</p>
Reconciliation, Healing and Renewal (RHR)	<p>In dealing with the divisions of the past between races, tribes, communities and nationalities the district will play a leading role in supporting initiatives aimed at promoting reconciliation, healing and renewal.</p> <p>Programmes and projects to eradicate social ills such as racism, sexism and xenophobia will be undertaken in the district.</p>
Setsokotsane	<p>Central to the district’s approach towards service delivery is the need to improve public participation and accountability by being responsive to the needs of the community.</p> <p>The district customer service charter will be aimed at expediting service delivery and bringing people closer to the government.</p>
Saamtrek Saamwerk	<p>The district municipality will promote corporative governance and intergovernmental relations by working collaboration with local municipalities, other spheres of government, the private sector and civil society organisations to expedite service delivery and contribute towards the attainment of the goals of the NDP.</p>

## **2.5 Provincial development plan (Draft 2013)**

The Draft North West Development Plan is the direct implementation response to the **National Development Plan: Vision for 2030** with the aim of realising the national vision and development plan at provincial level.

The North West Development Plan accepted 8 development priorities to align to the National Development Plan (NDP) .The development priorities constitute the first five-year inaugural plan of economic transformation in the North West province, which includes the following:

1. Economy and employment
2. Economic infrastructure
3. An integrated and inclusive rural economy
4. Human settlement and spatial transformation
5. Improving education, training and innovation
6. Building a capable and developmental state
7. Fighting corruption
8. Transforming society and uniting the province

The spatial rationale towards the future development of North West is determined by the collective application of the following identified key drivers:

- **Nodal and Corridor development** including:
  - **Competitiveness Corridors** including;
    - The **Platinum Corridor** presents the western portion of the N4 corridor that links Maputo with Walvis Bay. The route passes through Nelspruit, Pretoria, Rustenburg, Lobatse and Windhoek.
    - The **Treasure Corridor** is aimed at strengthening linkages between Johannesburg, Potchefstroom, Klerksdorp and areas further south along the N12 national road.
    - The **Western Corridor** is intended to strengthen a north-south initiative from the South-African Development Community (SADC) through Botswana southwards

### **Nodes of Competitiveness**

- **Primary nodes:** Rustenburg; Madibeng; Mogwase; Potchefstroom; Klerksdorp; Lichtenburg; and Mahikeng.
  - **Secondary nodes:** Zeerust; Coligny; Sannieshof; Schweizer Reneke; Bloemhof; Wolmaransstad; Makwassie; Vryburg; Ganyesa; and Taung.
  - **Tertiary nodes:** Koster; Swartruggens; Ventersdorp; Tosca; Zeerust; and Setlagole.
- **Rural Restructuring Zones** containing:
    - Agricultural Areas
    - Traditional Areas
    - Small towns and villages
  - **Resource Critical Regions**
    - Critical Biodiversity Areas
    - Ecological Support Areas
  - **Special Intervention Areas**
    - Job Intervention Zones
    - Growth Management Zones
    - Green Economy Zones

## ***2.6 Provincial spatial development framework***

### ***2.6.1 Policy Objectives of the North West Spatial Development Framework***

North West Spatial Development Framework needs to be conducive for sustainable development and will provide for the execution of the following objectives:

- i. The alignment of international agreements, protocols and policies on sustainable development as determined by Agenda 21;

- ii. The integration of international cooperation and development programmes which includes the **Spatial Development Initiatives (SDI's)** involving the Coast to Coast Development Corridor;
- iii. Giving spatial effect to objectives set by National Government Policies on Sustainability to support the optimal integration of the aspects of social, economic, institutional, political, physical and engineering services. The objectives include:
  - a. The National Development Plan 2030 which promotes an economy that will create more jobs, improving Infrastructure, transition to low carbon economy, an inclusive and integrated rural economy, reversing the spatial effects of apartheid ,improving the quality of education, training and innovation, quality health for all, social, protection, building safer communities and reforming the public sector.
  - b. **The National Strategy for Sustainable Development (NSSD)** promoting the integration between social demands, natural resource protection, sustainable use and economic development.
  - c. **The Comprehensive Rural Development Programme (CRDP)** integrating **broad-based agrarian transformation**, strategically increasing rural development and land reform programme aiming at tenure reform, restitution and land redistribution
- iv. Restructuring and eliminating the disparate spatial development patterns provided by apartheid planning
- v. Creating an enabling environment for sustainable employment and economic growth and infrastructure development, promoting the objectives of the **National Growth Path, The Industrial Policy Action Plan (IPAP) and The National Infrastructure Plan.**
- vi. **Providing for the integration of the objectives of sustainable housing**
- vii. Reducing inherited spatial divisions and distorted spatial patterns through spatial restructuring tenure reform, restitution and land redistribution
- viii. Addressing the inequality in the spatial distribution of economic activities and population in the province

- ix. Maintaining and developing national and regional roads, railway and airport linkages promoting national, regional and provincial accessibility support the development of Transportation Corridors. These corridors include systems of.
- x. The optimal utilisation of natural resources by the objectives of:
  - a) Protecting biodiversity from the development of mines, forestry, urban and rural development, agriculture set by the North West Biodiversity Sector Plan
  - b) Enhancing the quantity and protecting the quality of water resources
  - c) Utilising the mineral resources in a responsible way attending to the effect of it on the environment
  - d) Protecting and high and unique potential agriculture land and the reduction of available land due to the development of mines, urban and rural areas and forestry

### ***2.6.2 Spatial Development Elements within North West***

North West lies in the northern part of South Africa, north - east of the Northern Cape Province, west of the Free State Province and Gauteng Province and south of Limpopo Province. It borders Botswana in the east. The Geographical size of North West is 105703.4 km<sup>2</sup>.

### ***2.6.3 Regional and intra-regional accessibility and mobility***

North West has excellent regional and intraregional accessibility supported by a system of regional and national linkages, providing different levels of mobility within the province.

#### ***2.8.3.1. Road links***

The roads of regional importance supporting the development of transportation development corridors

North West is linked to surrounding areas by a system of national and provincial roads. The national and provincial roads systems within the North West provide the following regional links supporting the development of transportation development corridors:

- The N4 linking Tshwane with Walvis Bay Harbour (Platinum Corridor). Development nodes within along this route include Brits (Madibeng LM), Rustenburg, Swartruggens (Kgetlengriver LM ), Groot Marico and Zeerust ( Ramotshere Moloa LM)
- The N12 route between Johannesburg and Kimberley (Treasure Corridor) including the development nodes of Potchefstroom (Tlokwe LM), Klerksdorp (Matlosana LM), Wolmaranstad (Maquassi Hills LM) and Christiana (Lekwa Teemane LM).
- The N14 route linking Gauteng with Kuruman ( Northern Cape) including the development nodes of Ventersdorp, Delareyville (Tswaing LM) and Vryburg ( Naledi LM)
- The N18 linking Gaborone (Botswana ) with Mahikeng, Setlagole (Ratlou LM) , Vryburg (Naledi LM), Taung (Greater Taung) and Christiana and Kimberley ( N17)

#### *2.8.3.2. Railway Systems*

The railway system provides the following main links:

- Johannesburg- Potchefstroom- Kleksdorp- Christiana – Kimberley( Cape Town)
- Johannesburg - Koster - Zeerust – Mahikeng- Setlagole- Vryburg- Taung- Kimberley ( Cape Town)
- Johannesburg- Ventersdorp- Delareyville- Wolmaranstad- Taung – Kimberley
- Tshwane – Brits – Rustenburg - Ellisras
- Mahikeng- Lobatse- Gaborone - Francistown- Bulawayo- Lusaka- Dar es Salaam

#### *2.8.3.3. Airports*

Two major airports are provided:

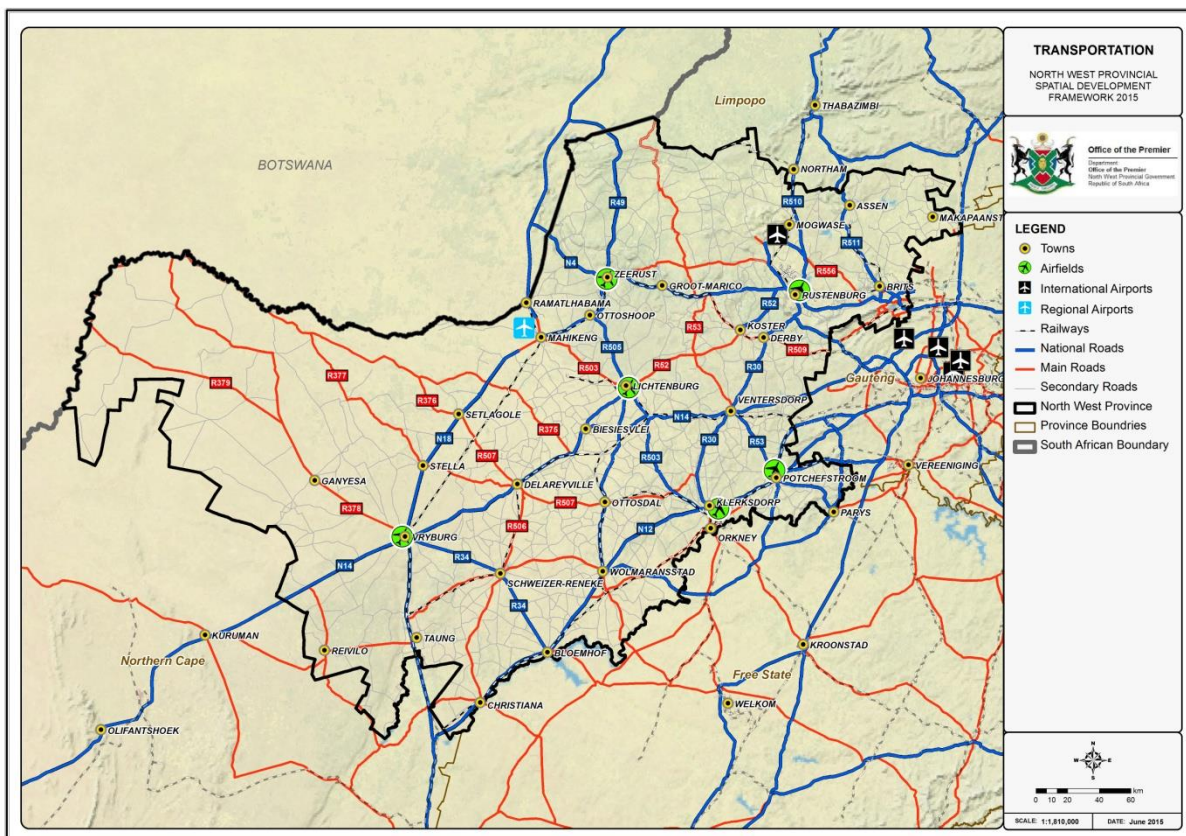
- Pilanesberg International Airport ( ACSA)
- The Kgosi Montshioa Airport (Mahikeng Airport - North West Province Department of Transport and Roads)

Other smaller airfields include:

- Potchefstroom
- Klerksdorp
- Rustenburg
- Lichtenburg
- Zeerust
- Vryburg

The main roads, railway system and airports provide the accessibility and mobility necessary for regional economic development.

Table 4: Map: Regional Setting



## 2.7 The spatial development pattern

The existing spatial pattern within North West provides for a spatial development system providing for economic development concentrated in a system represented by:

- Regional activity nodes within transportation corridors.

- The Platinum Development Corridor as the **main regional development corridor** supported by the N4 route focusing on public and private investments initiatives within the corridor. Within North West, the Platinum Development Corridor accommodates:
  - the primary activity nodes of Brits and Rustenburg and associated industrial and mining concentrations,
  - the secondary activity nodes of Hartbeespoort and Marikana
  - Zeerust as tertiary node
  - The tertiary activity nodes of Swartruggens, Lehurutse, Groot Marico and Swartruggens
- The N12 development corridor supporting the Johannesburg- Cape Town transportation corridor with;
  - Potchefstroom and Klerksdorp as primary activity nodes
  - Stilfontein and Wolmaranstad as secondary nodes
  - Bloemhof and Christiana as tertiary nodes
- The concentration of North West's economic development and population into the main sub regional/regional development nodes of Madibeng, Rustenburg, Mahikeng and Matlosana
  - Attracting sub regional trade, industry and services providing for the existing population and adjoining rural areas
  - Providing economic growth, providing employment to the existing as well future urban and rural hinterland population
- A system of smaller activity nodes interconnected with each other and the regional corridor and activity nodes by a system of roads providing economic and social infrastructure for their respective populations and economies.
- The development of poor rural communities, remote from economic activity nodes which also form part of rural communities with economic, social and engineering infrastructure to enable them to participate in the local and regional economies
- A strong developed tourism sector as a result of the biodiversity provided by regional, national, provincial and private protected and conservation areas.
- Agriculture taking up the largest part of the province.



## ***2.8 Clusters of population and economic concentrations***

The distribution of population and economic activity indicate a definite pattern of categories of local municipalities representing main concentrations, the rural communities, medium sized population concentrations and small concentrations.

### *2.10.1. Main concentrations of economic activity and population (Regional Nodes)*

The main concentrations of economic activity provide the regional activity centres, which provide collectively the basis for the development of future development corridors and already accommodate a strong urbanisation trend. Approximately **63%** of the total economic activity of North West is concentrated into the 4 local economies of Madibeng, Rustenburg, Mahikeng and Matlosana Municipalities. These municipalities represent approximately 50% of the North West population and **58%** of the North West labour force.

All the main concentrations experienced very low or declining economic growth rates. The population growth rates within these concentrations are exceeding the population growth rates by far especially in Madibeng (2.4%) and Rustenburg (3.1%).

Should slow economic growth rates prevail, it can be expected that it will assist in lower incomes and GVA's per capita and higher unemployment. High employment growth rates are however necessary to ensure the eradication of poverty. The concentration of economic activities into the 4 municipalities supported by the large accessible activity nodes of Madibeng, Rustenburg, Mahikeng and Matlosana provides a strong basis for further urbanisation and nuclei for attracting and distributing economic development.

## **2.9 District PMS Framework**

The overall purpose of developing a performance management system is to measure the extent of the implementation of the Bojanala Platinum District Municipality's Integrated Development Plan. This will indicate whether key focus areas such as basic service delivery extension, poverty alleviation and local government transformation are being addressed. The key focus areas such as basic service delivery extension to be aligned to Section 152(1) of the Constitution.

The PMS policy of BPDM therefore provides a guideline -

- (a) For a uniform approach to performance management throughout Bojanala Platinum District Municipality; and
- (b) To define the roles of the different participants in the performance management system.

The performance dimensions to which attention must be given to by the Bojanala Platinum District Municipality are:

- a) **Service delivery** – Bojanala Platinum District Municipality is focused on the needs of the communities it serves through support programmes pertaining to service delivery to all the Local Municipalities within its area of jurisdiction;
- b) **Resource Management** – Bojanala Platinum District Municipality will ensure financial sustainability of its operation and the implementation of effective financial management procedures and processes;
- c) **Developmental Impact** – Bojanala Platinum District Municipality will engage in programmes to promote local economic development and poverty alleviation among its constituent communities;
- d) **Governance** – Bojanala Platinum District Municipality will ensure the existence and implementation of mechanisms to regulate the relationship of political office bearers, municipal officials and the community, including mechanisms, processes and procedures for community participation in the affairs of the municipality. The balanced scorecard model is based on addressing the performance dimensions indicated above and will be used by Bojanala Platinum District Municipality in its performance management system

The Integrated Development Plan of Bojanala Platinum District Municipality is align to the performance management system –

- a) **In planning** – how the integrated development plan and performance management system is set up;
- b) **in content** – what ‘areas’ and ‘objectives’ each prioritises, plans for and measures
- c) **in the manner progress is measured** – the relationship between project indicators and key performance indicators
- d) **in how management is effected** – how the responsibilities for the performance management system and the integrated development plan are distributed through Bojanala Platinum District Municipality
- e) **in the manner in which community participation is facilitated.**

The performance management system is linked to the operational budget of Bojanala Platinum District Municipality through the determination of performance targets in the service delivery budget implementation plan (SDBIP). If the performance target implies expenditure, higher targets will have more costs while lower targets will have less cost. If performance targets have to do with revenue, higher targets will bring more benefit while lower targets will have lower returns. The budget and IDP process is linked to each other, reflected each year in the budget and planning framework. Budget priorities will be integrated with development plan priorities and the areas that the performance management system is developed to measure.

## **SECTION 3**

### **3. IDP PLANNING PROCESS**

#### ***3.1 The Planning Process***

The Integrated Development Planning (IDP) Process is a process through which Municipalities prepare strategic development plans for a five-year period. An IDP is one of the key tools for Local Government to cope with its developmental role and seeks to arrive at decisions on issues such as Municipal budgets, land management, promotion of local economic development, and institutional transformation in a consultative, systematic and strategic manner.

According to the Municipal Systems Act (MSA) of 2000, all municipalities have to undertake a process to produce IDP's. As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local government level.

The budget is the annual plan in Rands and cents that sets out the amounts each Department can spend on specific pre-determined items. The legislation governing the drawing up of the budget is the Municipal Finance Management Act (No. 56 of 2003). The relevant Sections of the Act setting out the different timeframes are as follows:

Section 21(1)(b) – The Mayor must at least 10 months before the start of the budget year 1 September table in the Council a time schedule outlining key deadlines for:-

- (i) The preparation, tabling and approval of the annual budget;
- (ii) The annual review of:-
  - a) The integrated development plan in terms of section 34 of the Systems Act and the budget related policies
- (iii) The tabling and adoption of any amendments to the integrated development plan and the budget related policies.

Section 16(2) – The Mayor must table the annual budget at a Council meeting at least 90 days before the start of the budget year (1 April). Section 24(1) – The Council must at least 30 days before the start of the budget year (1 June) consider approval of the annual budget. Section 24(2)(a) – The annual budget must be approved before the start of the budget year (1 July).

The Municipal Finance Management Act provides for an adjustment budget which is a review of the current budget and would normally take place mid-way through the budget cycle i.e. December or January.

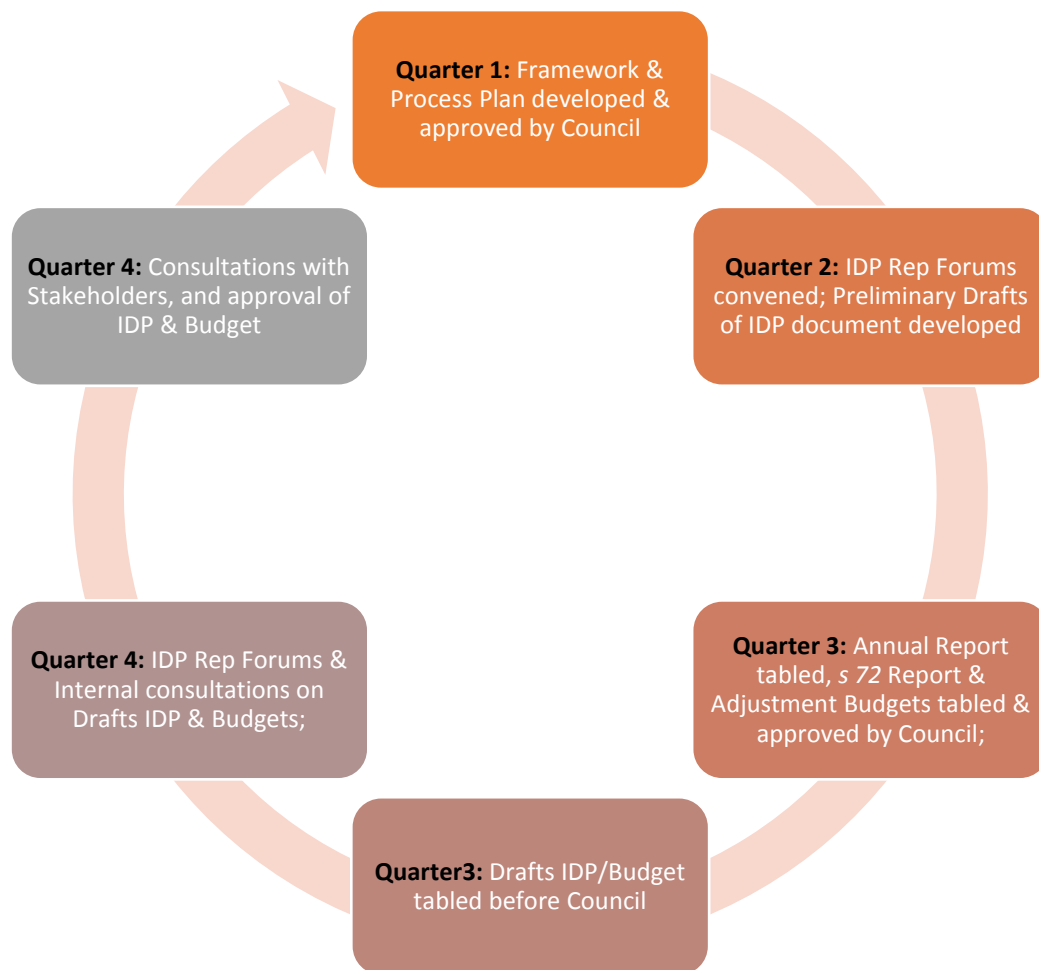


Figure 4: Abridged IDP Process

The function of the District IDP Framework is to ensure that the process of the district IDP and local IDP's are mutually linked and can inform each other ensuring co-operative governance as contained in section 41 of the Constitution.

The District IDP Framework is a co-ordination tool for the district to ensure that interrelated parallel planning processes within the district are coordinated to obtain maximum benefit for the district as a whole.

- Various processes within the IDP should be smoothly interlinked to ensure optimal effectiveness as well as ensure this agreement on joint time frameworks that need to be reached between the various local municipalities and the district municipality.
  
- The District Municipality is in charge of the District IDP Framework, which has to be agreed upon by all local municipalities and will be used by the local municipalities in finalising their Process Plans.
  
- The District Municipality will, through inter-municipal IDP Management Committee (MC) monitor the compliance of the actual IDP process of all municipalities with the District IDP Framework. This will ensure that the District Municipality will be in a position to undertake corrective action in time if a Local Municipality fail to adhere to the District IDP Framework and the timeframes contained therein.
  
- Each Local Municipality will, however, be responsible for monitoring its own process plan and ensure that the Framework Plan is being followed as agreed:
  - Rustenburg;
  - Kgetleng Rivier;
  - Moretele;
  - Madibeng; and
  - Moses Kotane

Each municipality has an IDP Manager to steer the local IDP process within that municipality.

### 3.2 Roles and responsibilities of various key role players

Table 5: Role Players in the IDP Process

Structure(s)/Person(s)	Roles & Responsibilities
Council	<ul style="list-style-type: none"> <li>-Adopts and approve the IDP Review.</li> <li>-Responsible for the overall management, coordination and monitoring of the IDP review process</li> </ul>
Executive Mayor	<ul style="list-style-type: none"> <li>-Provides political guidance over the budget process and the priorities that must guide the preparation of a budget.</li> </ul>
Members of Mayoral Committee	<ul style="list-style-type: none"> <li>-Recommend the approval of the IDP review to Council</li> </ul>
Municipal Manager	<ul style="list-style-type: none"> <li>-Manages and coordinates the review process.</li> <li>-Ensures that all departments fit in the organizational vision</li> </ul>
IDP Manager/officer	<ul style="list-style-type: none"> <li>-Offer strategic guidance and management to the review process</li> <li>-Ensures that implementation takes place within the available resources</li> <li>-Ensures that all relevant stakeholders are appropriately involved.</li> </ul>
IDP Management Committee	<ul style="list-style-type: none"> <li>-Monitor, evaluate progress and provide feedback</li> <li>-Provide technical guidance to review process in all municipalities</li> <li>-Ensure and maintain integration and alignment</li> <li>-Standardize the planning processes</li> <li>-Recommend corrective measures</li> </ul>
Budget Management Committee	<ul style="list-style-type: none"> <li>-Ensure alignment of proposed budget with IDP;</li> <li>-Ensure that sufficient funding is provided on the budget for projects as per IDP;</li> <li>-Record realistic revenue and expenditure projections for current and future years;</li> <li>-Take cognizance of national, provincial budgets, DORA and national fiscal and macro-economic policy;</li> </ul>
IDP Representative Forum	<ul style="list-style-type: none"> <li>-Represents the interests of the constituencies in the IDP Review</li> <li>-Ensures communication between all stakeholders</li> <li>-Provide planning information</li> <li>Assist in projects and budgeting linkages</li> </ul>
Communities	<ul style="list-style-type: none"> <li>-Participate in the IDP Rep Forum</li> <li>-Identify and prioritise the needs</li> <li>-Discuss and comment on the draft IDP review document</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>-Inclusion of their projects in the IDP of the municipality</li> <li>-Provide information on the opportunities that the communities may have in the private sector.</li> </ul>

## **SECTION 4:**

### **4. SITUATIONAL ANALYSIS**

#### ***4.1 Economy of the Region – Bojanala platinum district***

The economic state of Bojanala District Municipality is put in perspective by comparing it on a spatial level with its neighbouring district municipalities, North-West Province and South Africa. The section will also allude to the economic composition and contribution of the regions within Bojanala Platinum District Municipality.

The Bojanala Platinum District Municipality does not function in isolation from North-West, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

##### ***4.1.1 Economic sectors***

The Bojanala Platinum District Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

**Definition:** Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Bojanala Platinum District Municipality.



Table 6: Gross Value Added by broad Economic Sector BPDM 2015 (R Billion)

	Bojanala Platinum	North-West	National Total	Bojanala Platinum as % of province	Bojanala Platinum as % of national
Agriculture	1.4	6.0	85.1	22.8%	1.61%
Mining	61.1	67.2	286.0	91.0%	21.38%
Manufacturing	6.4	11.8	474.5	54.7%	1.36%
Electricity	2.7	6.7	131.6	41.1%	2.09%
Construction	2.2	5.6	145.3	39.5%	1.52%
Trade	11.5	25.7	539.0	44.7%	2.13%
Transport	5.9	14.3	368.0	41.0%	1.59%
Finance	11.8	28.0	739.1	42.0%	1.59%
Community services	15.0	45.5	821.2	33.1%	1.83%
<b>Total Industries</b>	<b>118.0</b>	<b>210.7</b>	<b>3,589.8</b>	<b>56.0%</b>	<b>3.29%</b>

Source: IHS Global Insight Regional eXplorer version 1029

In 2015, the mining sector is the largest within Bojanala Platinum District Municipality accounting for R 61.1 billion or 51.8% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Bojanala Platinum District Municipality is the community services sector at 12.7%, followed by the finance sector with 10.0%. The sector that contributes the least to the economy of Bojanala Platinum District Municipality is the agriculture sector with a contribution of R 1.37 billion or 1.16% of the total GVA.

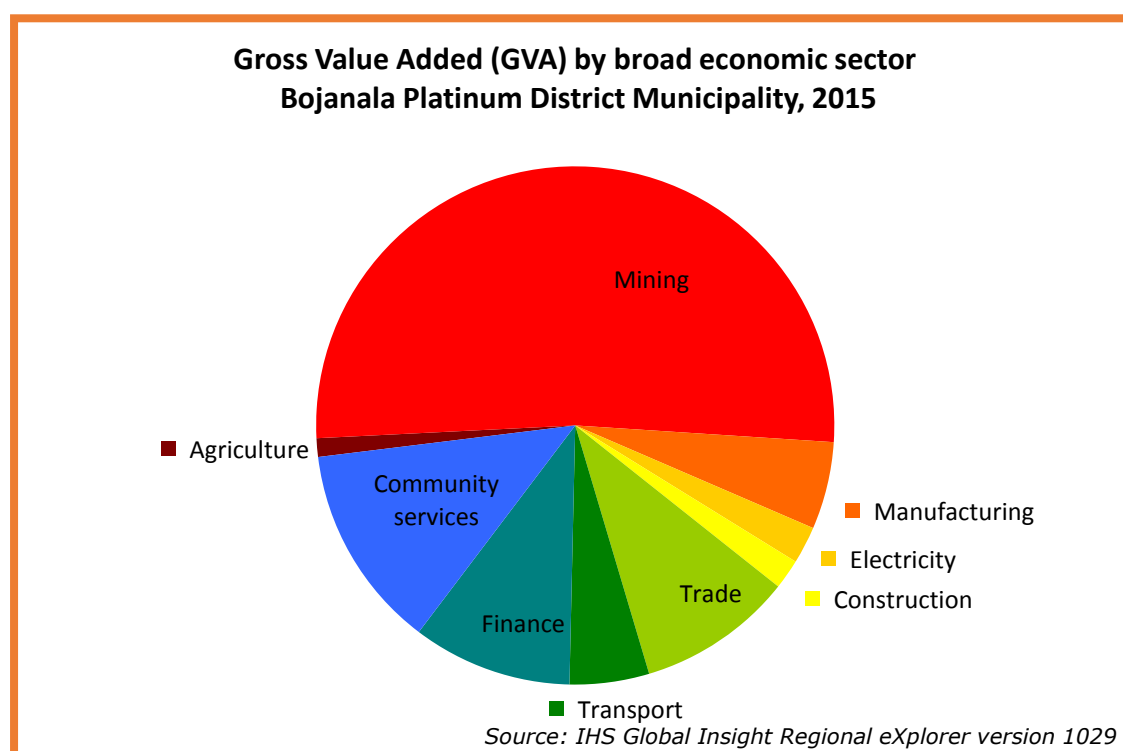


Figure 5: Gross Value Added, BPDM

The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within Bojanala Platinum District Municipality it is clear that community services sector within the Madibeng local municipality contributed 45.19% towards its own GVA. The Madibeng local municipality contributed R 34.7 billion or 29.45% to the GVA of Bojanala Platinum District Municipality, making it the largest local municipality in terms of its contribution to the overall GVA of Bojanala Platinum District Municipality.

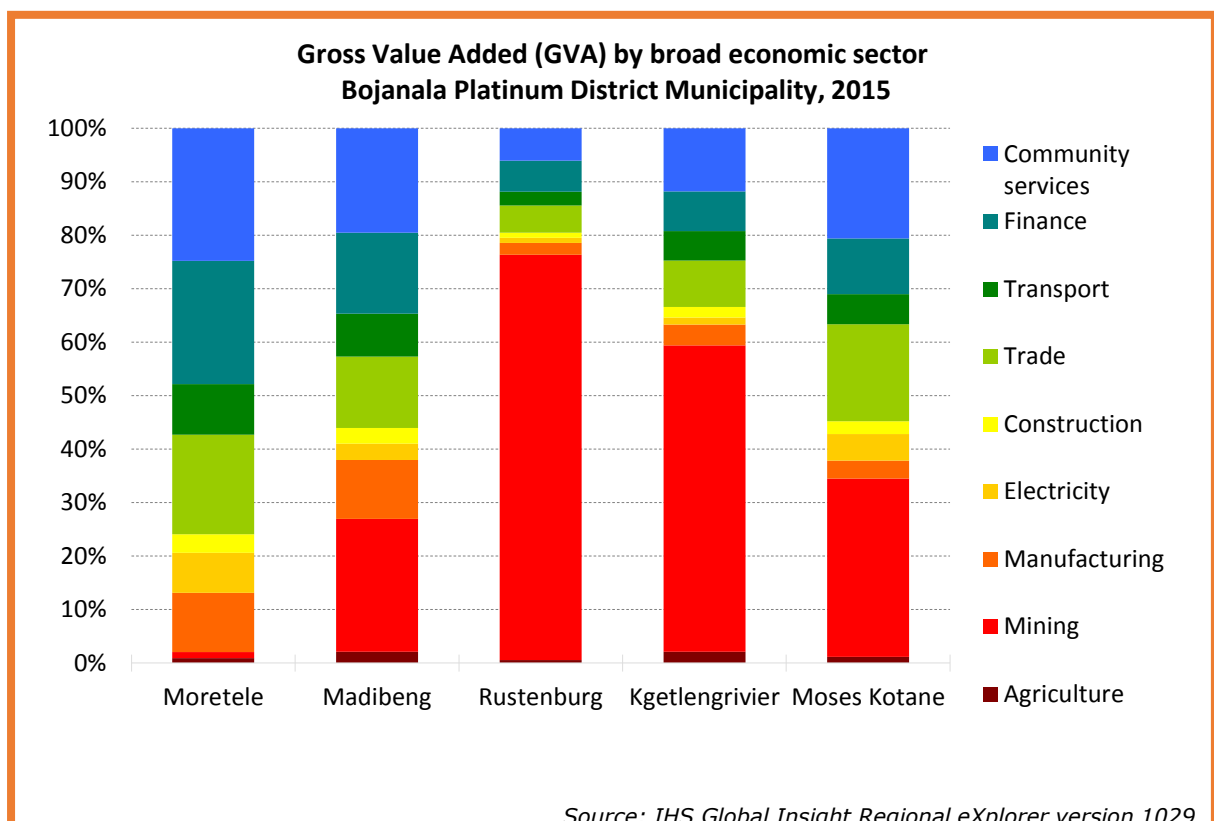


Figure 6: Gross Value Add by Local municipalities of BPDM

- **Historical Economic Growth**

For the period 2015 and 2005, the GVA in the construction sector had the highest average annual growth rate in Bojanala Platinum at 5.03%. The industry with the second highest average annual growth rate is the community services sector averaging at 3.95% per year. The mining sector had an average annual growth rate of 0.97%, while the electricity sector had the lowest average annual growth of 0.72%.

Overall a positive growth existed for all the industries in 2015 with an annual growth rate of 5.02% since 2014.

Table 7: Gross Value Add by broad Economic Sector in BPDM

	2005	2010	2015	Average Annual growth
Agriculture	0.78	0.79	0.93	<b>1.76%</b>
Mining	40.53	46.09	44.66	<b>0.97%</b>
Manufacturing	4.22	4.75	5.26	<b>2.22%</b>
Electricity	1.28	1.37	1.38	<b>0.72%</b>
Construction	1.11	1.48	1.82	<b>5.03%</b>
Trade	6.27	6.75	8.30	<b>2.85%</b>
Transport	2.70	2.95	3.57	<b>2.83%</b>
Finance	6.19	7.57	8.97	<b>3.78%</b>
Community services	7.71	8.80	11.36	<b>3.95%</b>
<b>Total Industries</b>	<b>70.80</b>	<b>80.54</b>	<b>86.24</b>	<b>1.99%</b>

Source: IHS Global Insight Regional eXplorer version 1029

The primary sector contributes the most to the Gross Value Added within the Bojanala Platinum District Municipality at 53.0%. This is significantly higher than the national economy (10.3%). The tertiary sector contributed a total of 37.4% (ranking second), while the secondary sector contributed the least at 9.6%.

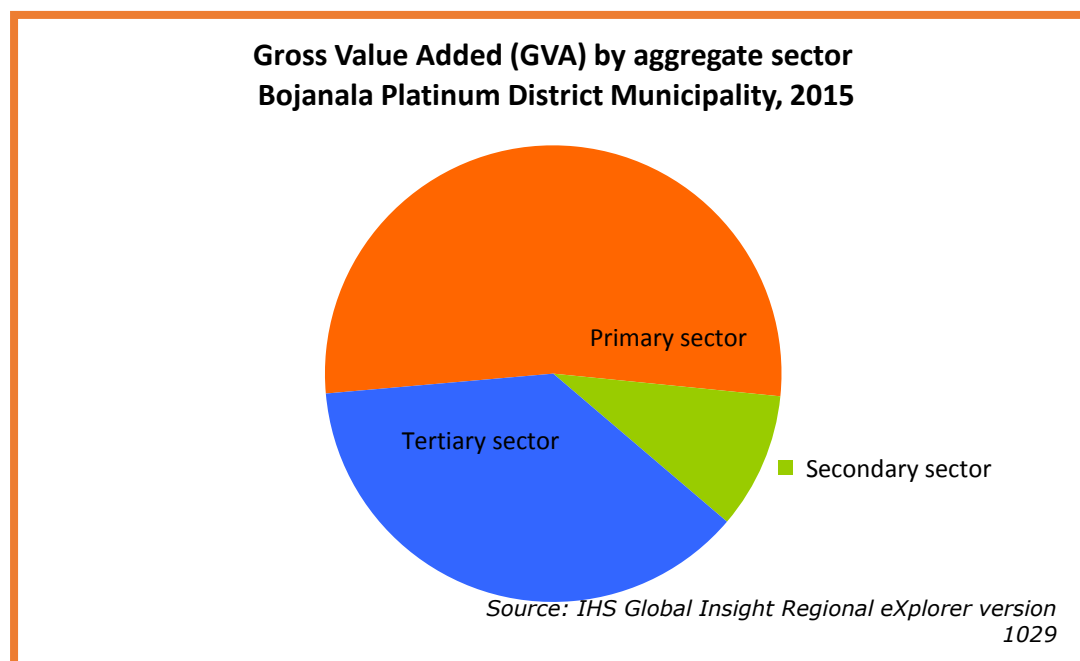


Figure 7: Gross Value Add by aggregate Sector BPDM

The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

- **Primary Sector**

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Bojanala Platinum District Municipality from 2005 to 2015.

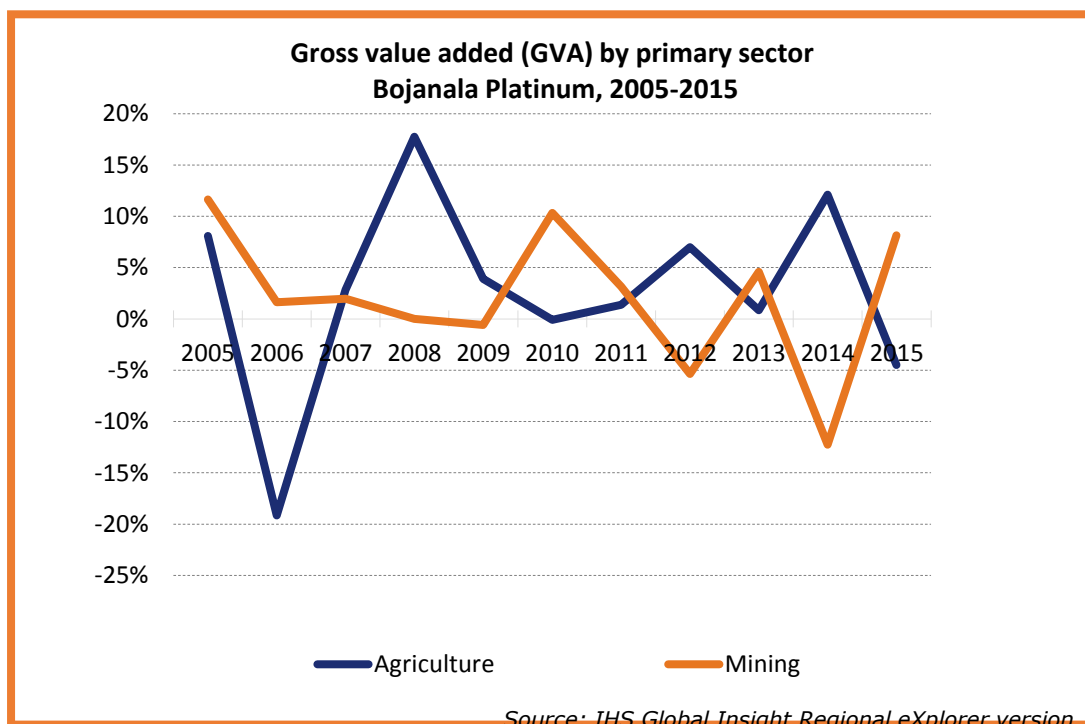


Figure 8: Gross Value Add by Primary Sector in BPDm

Between 2005 and 2015, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 17.7%. The mining sector reached its highest point of growth of 11.6% in 2005. The agricultural sector experienced the lowest growth for the period during 2006 at -19.2%, while the mining sector reaching its lowest point of growth in 2014 at -12.2%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

- **Secondary Sector**

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents

the average growth rates in the GVA for these sectors in Bojanala Platinum District Municipality from 2005 to 2015.

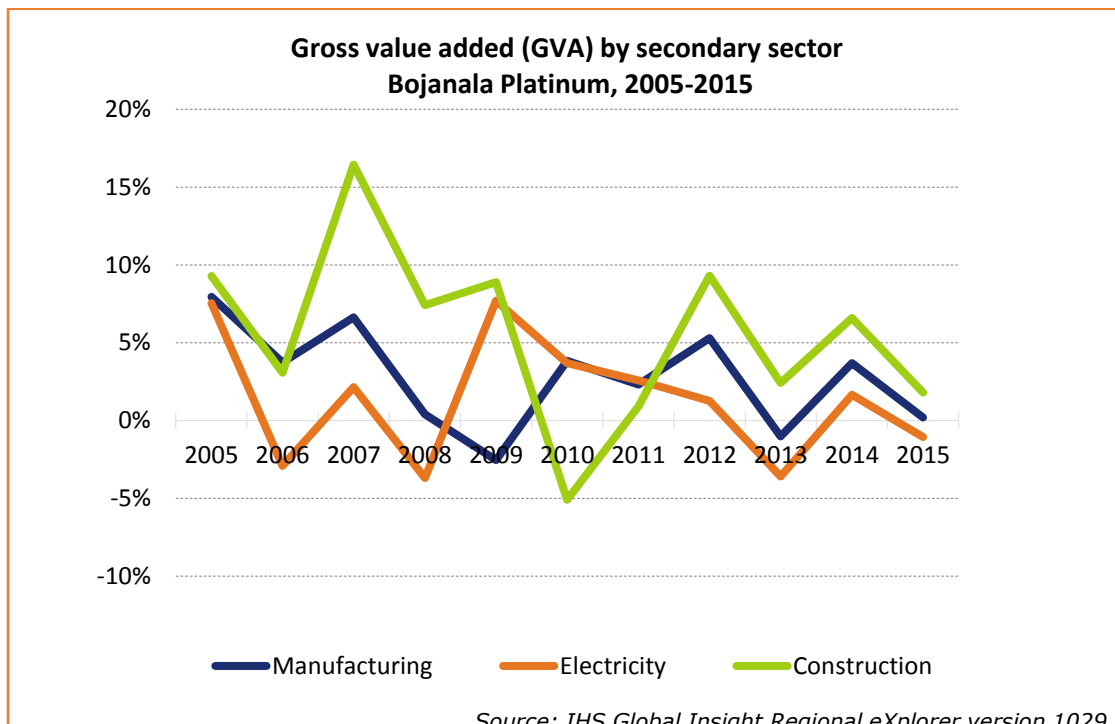


Figure 9: Gross Value Add by Primary Sector in BPDM

Between 2005 and 2015, the manufacturing sector experienced the highest positive growth in 2005 with a growth rate of 7.9%. The construction sector reached its highest growth in 2007 at 16.4%. The manufacturing sector experienced its lowest growth in 2010 of -2.5%, while construction sector reached its lowest point of growth in 2010 a with -5.1% growth rate. The electricity sector experienced the highest growth in 2009 at 7.7%, while it recorded the lowest growth of -3.7% in 2008.

- **Tertiary Sector**

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Bojanala Platinum District Municipality from 2005 to 2015.

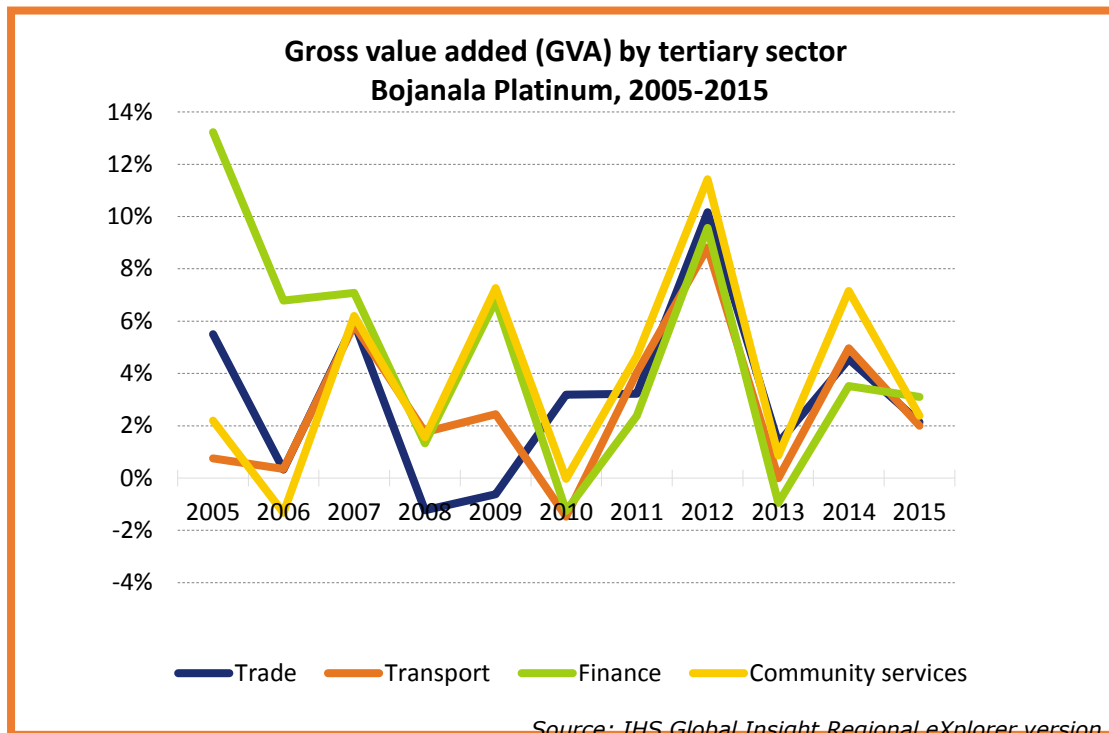


Figure 10: Gross Value Add: Tertiary Sector in BPDM

The trade sector experienced the highest positive growth in 2012 with a growth rate of 10.2%. It is evident for the transport sector that the highest positive growth rate also existed in 2012 at 8.8% which is lower than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2005 when it grew by 13.2% and recorded the lowest growth rate in 2010 at -1.3%. The Trade sector had the lowest growth rate in 2008 at -1.2%. The community services sector, which largely consists of government, experienced its highest positive growth in 2012 with 11.4% and the lowest growth rate in 2006 with -1.3%.

- **Sector Growth forecast**

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the

notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

*Table 8: Gross Value Add Projection by broad Sector in BPDM (R Billion Constant Prices)*

	2015	2016	2017	2018	2019	2020	Average Annual growth
Agriculture	0.93	0.93	0.96	0.98	1.02	1.05	<b>2.48%</b>
Mining	44.66	42.94	43.39	44.45	45.75	46.65	<b>0.88%</b>
Manufacturing	5.26	5.24	5.28	5.37	5.47	5.60	<b>1.25%</b>
Electricity	1.38	1.35	1.35	1.36	1.39	1.42	<b>0.55%</b>
Construction	1.82	1.84	1.91	1.97	2.03	2.10	<b>2.94%</b>
Trade	8.30	8.38	8.50	8.74	9.04	9.38	<b>2.49%</b>
Transport	3.57	3.58	3.64	3.75	3.87	4.02	<b>2.43%</b>
Finance	8.97	9.08	9.25	9.56	9.88	10.24	<b>2.67%</b>
Community services	11.36	11.63	11.77	11.97	12.22	12.49	<b>1.92%</b>
<b>Total Industries</b>	<b>86.24</b>	<b>84.98</b>	<b>86.04</b>	<b>88.17</b>	<b>90.67</b>	<b>92.95</b>	<b>1.51%</b>

*Source: IHS Global Insight Regional eXplorer version 1029*

The construction sector is expected to grow fastest at an average of 2.94% annually from R 1.82 billion in Bojanala Platinum District Municipality to R 2.1 billion in 2020. The mining sector is estimated to be the largest sector within the Bojanala Platinum District Municipality in 2020, with a total share of 50.2% of the total GVA (as measured in current prices), growing at an average annual rate of 0.9%. The sector that is estimated to grow the slowest is the electricity sector with an average annual growth rate of 0.55%.

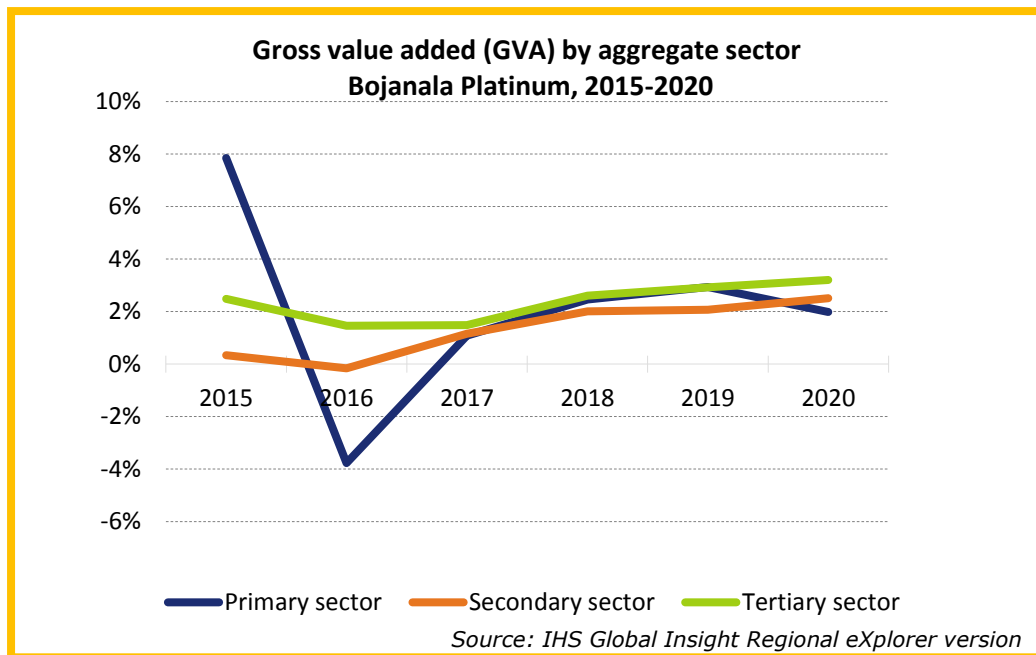


Figure 11: Gross Value Add Projection by Sector - BPDM

The Primary sector is expected to grow at an average annual rate of 0.91% between 2015 and 2020, with the Secondary sector growing at 1.51% on average annually. The Tertiary sector is expected to grow at an average annual rate of 2.33% for the same period.

*Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.*

#### 4.1.2 Gross Domestic Product by Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

**Definition:** Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the



economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

*Table 9: Gross Domestic Product - BPDM*

	Bojanala	North-West	National Total	Bojanala as % of province	Bojanala as % of national
2004	40.5	82.2	1,476.6	49.3%	2.7%
2005	47.5	94.8	1,639.3	50.0%	2.9%
2006	52.8	104.2	1,839.4	50.7%	2.9%
2007	62.0	119.2	2,109.5	52.0%	2.9%
2008	73.5	137.1	2,369.1	53.6%	3.1%
2009	79.3	145.9	2,507.7	54.3%	3.2%
2010	88.8	162.2	2,748.0	54.8%	3.2%
2011	101.7	184.3	3,025.0	55.2%	3.4%
2012	102.8	189.1	3,262.5	54.4%	3.2%
2013	119.2	215.8	3,534.3	55.2%	3.4%
2014	122.9	226.4	3,795.4	54.3%	3.2%

Source: IHS Global Insight Regional eXplorer version 944

With a GDP of R 123 billion in 2014 (up from R 40.5 billion in 2004), the Bojanala District Municipality contributed 54.29% to the North-West Province GDP of R 226 billion in 2014 increasing in the share of the North-West from 49.29% in 2004. The Bojanala Platinum District Municipality contributes 3.24% to the GDP of South Africa which had a total GDP of R 3.8 trillion in 2014 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2004 when it contributed 2.74% to South Africa, but it is lower than the peak of 3.37% in 2013.

*Table 10: Gross Domestic Product BPDM, North West and National total 2004-2014*

	Bojanala	North-West	National Total
2004	6.3%	3.7%	4.4%
2005	10.0%	6.8%	5.1%
2006	1.6%	4.3%	5.3%
2007	6.2%	4.9%	5.4%
2008	0.6%	2.0%	3.2%
2009	1.0%	-2.2%	-1.5%
2010	6.1%	3.9%	3.0%
2011	3.3%	3.0%	3.2%
2012	1.8%	-0.4%	2.2%
2013	3.5%	2.9%	2.2%
2014	-2.2%	-0.6%	1.5%
<b>Average Annual growth 2004-2014+</b>	<b>3.15%</b>	<b>2.42%</b>	<b>2.94%</b>

Source: IHS Global Insight Regional eXplorer version 944

In 2014, the Bojanala Platinum District Municipality achieved an annual growth rate of -2.24% which is a significant lower GDP growth than the North-West Province's -0.64%, and is lower than that of South Africa, where the 2014 GDP growth rate was

1.53%. Contrary to the short-term growth rate of 2014, the longer-term average growth rate for Bojanala (3.15%) is slightly higher than that of South Africa (2.94%). The economic growth in Bojanala peaked in 2005 at 10.03%.

The Bojanala Platinum District Municipality had a total GDP of R 123 billion and in terms of total contribution towards the North-West Province the Bojanala Platinum District Municipality ranked highest relative to all the regional economies to total North-West GDP. This ranking in terms of size compared to other regions of Bojanala remained the same since 2004. In terms of its share, it was in 2014 (54.3%) significantly larger compared to what it was in 2004 (49.3%). For the period 2004 to 2014, the average annual growth rate of 3.1% of Bojanala was the third relative to its peers in terms of growth in constant 2010 prices.

*Table 11: Gross Domestic Product - Local Municipalities of BPDM 2004-2014, share and growth*

	2014 (Current prices)	Share of district municipality	2004 (Constant prices)	2014 (Constant prices)	Average Annual growth
Moretele	6.98	5.68%	4.15	5.17	<b>2.20%</b>
Madibeng	39.21	31.89%	18.67	29.76	<b>4.77%</b>
Rustenburg	58.29	47.41%	35.13	45.59	<b>2.64%</b>
Kgetlengrivier	4.49	3.65%	2.86	3.43	<b>1.83%</b>
Moses Kotane	13.97	11.37%	8.54	10.60	<b>2.18%</b>
<b>Bojanala</b>	122.94		69.36	94.54	

*Source: IHS Global Insight Regional eXplorer version 944*

Madibeng had the highest average annual economic growth, averaging 4.77% between 2004 and 2014, when compared to the rest of the regions within the Bojanala Platinum District Municipality. The Rustenburg local municipality had the second highest average annual growth rate of 2.64%. Kgetlengrivier local municipality had the lowest average annual growth rate of 1.83% between 2004 and 2014.

#### *4.1.3. Economic Growth Forecast*

It is expected that Bojanala District Municipality will grow at an average annual rate of 2.49% from 2014 to 2019. The average annual growth rate of North-West Province and South Africa is expected to grow at 1.90% and 1.61% respectively.

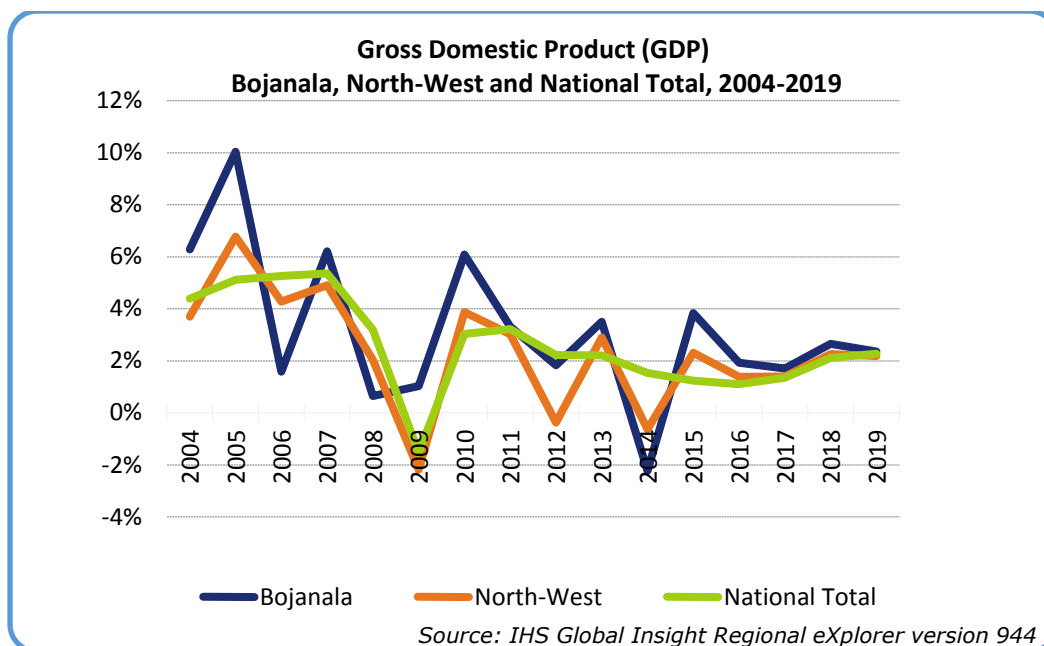


Figure 12: Gross Domestic Product BPD, North West and National total, 2004-2019

In 2019, Bojanala's forecasted GDP will be an estimated R 107 billion (constant 2010 prices) or 57.2% of the total GDP of North-West. The ranking in terms of size of the Bojanala Platinum District Municipality will remain the same between 2014 and 2019, with a contribution to the North-West Province GDP of 57.2% in 2019 compared to the 55.6% in 2014. At a 2.49% average annual GDP growth rate between 2014 and 2019, Bojanala ranked the highest compared to the other regional economies.

Table 12: Gross Domestic Product - Local Municipalities of BPD, 2014-2019, share and growth

	2019 (Current prices)	Share of district municipality	2014 (Constant prices)	2019 (Constant prices)	Average Annual growth
Moretele	9.55	8.93%	5.17	5.38	0.80%
Madibeng	55.29	51.70%	29.76	32.74	1.93%
Rustenburg	82.87	77.49%	45.59	53.17	3.12%
Kgetlengrivier	6.23	5.82%	3.43	3.81	2.08%
Moses Kotane	20.08	18.78%	10.60	11.84	2.24%
<b>Bojanala</b>	174.01		94.54	106.94	

Source: IHS Global Insight Regional eXplorer version 944

When looking at the regions within the Bojanala Platinum District Municipality it is expected that from 2014 to 2019 the Rustenburg local municipality will achieve the highest average annual growth rate of 3.12%. The region that is expected to achieve the second highest average annual growth rate is that of Moses Kotane local municipality, averaging 2.24% between 2014 and 2019. On the other hand the region that performed the poorest relative to the other regions within Bojanala District

Municipality was the Moretele local municipality with an average annual growth rate of 0.80%.

## **4.2 Socio-Economic profile of the district**

### **4.2.1 Demographic profile**

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest.

In this section, an overview is provided of the demography of the Bojanala Platinum District Municipality and all its neighbouring regions, the North-West Province and South Africa as a whole.

### **4.2.2 Total Population**

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

*Table 13: Total Population - Bojanala, North West and National Total, 2004-2014*

	Bojanala	North-West	National Total	Bojanala as % of province	Bojanala as % of national
2004	1,280,000	3,160,000	47,100,000	40.5%	2.7%
2005	1,310,000	3,200,000	47,600,000	40.8%	2.7%
2006	1,330,000	3,240,000	48,200,000	41.2%	2.8%
2007	1,360,000	3,280,000	48,800,000	41.5%	2.8%
2008	1,400,000	3,330,000	49,400,000	41.9%	2.8%
2009	1,430,000	3,380,000	50,000,000	42.3%	2.9%
2010	1,470,000	3,440,000	50,800,000	42.7%	2.9%
2011	1,500,000	3,500,000	51,500,000	43.0%	2.9%
2012	1,540,000	3,560,000	52,300,000	43.3%	2.9%
2013	1,570,000	3,610,000	53,000,000	43.5%	3.0%
2014	1,600,000	3,670,000	53,800,000	43.7%	3.0%
<b>Average Annual growth</b>					
2004-2014	<b>2.26%</b>	<b>1.51%</b>	<b>1.34%</b>		

Source: IHS Global Insight Regional eXplorer version 944

With 1.6 million people, the Bojanala Platinum District Municipality housed 3.0% of South Africa's total population in 2014. Between 2004 and 2014 the population growth averaged 2.26% per annum which is close to double than the growth rate of South

Africa as a whole (1.34%). Compared to North-West's average annual growth rate (1.51%), the growth rate in Bojanala's population at 2.26% was slightly higher than that of the province.

### ***4.3 Access to municipal services***

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

- Access to dwelling units
- Access to proper sanitation
- Access to running water
- Access to refuse removal
- Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. IHS has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

The next few sections offer an overview of the household infrastructure of the Bojanala District Municipality between 2014 and 2004.

#### ***4.3.1 Household by Dwelling Type***

Using the Stats SA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

- **Very formal dwellings** - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling. .
- **Formal dwellings** - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc., but without running water or without a flush toilet within the dwelling.
- **Informal dwellings** - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.
- **Traditional dwellings** - structures made of clay, mud, reeds, or other locally available material.
- **Other dwelling units** - tents, ships, caravans, etc.

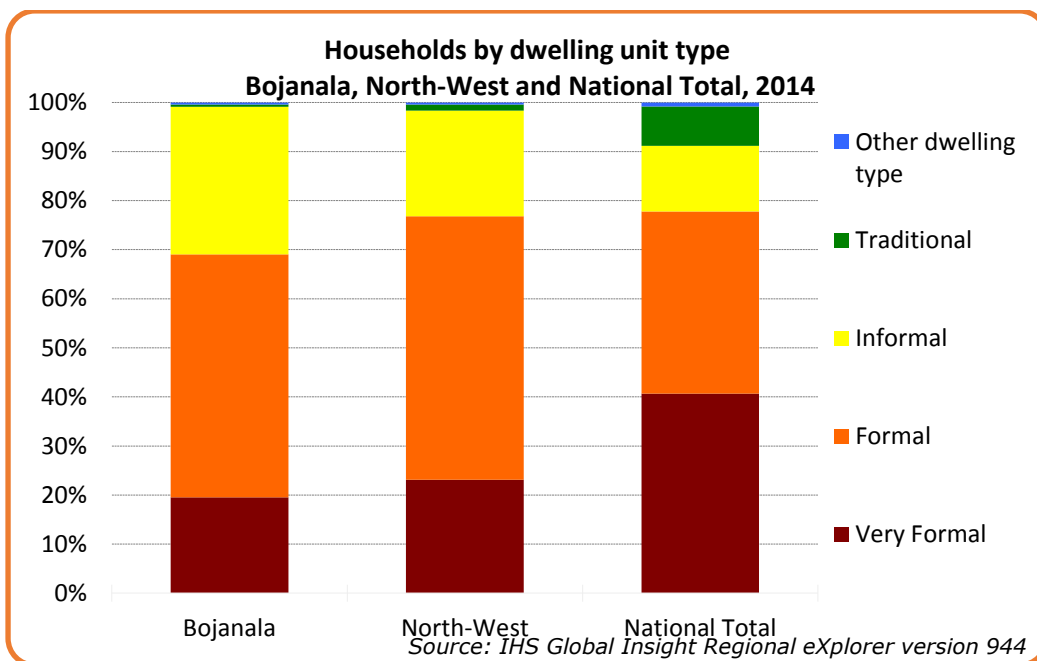


Figure 13: Household by Dwelling Unit Type, BPDM, North West and National Total, 2014

Bojanala District Municipality had a total number of 102 000 (19.51% of total households) very formal dwelling units, a total of 260 000 (49.56% of total households) formal dwelling units and a total number of 158 000 (30.05% of total households) informal dwelling units.

Table 14: Households by Dwelling Unit Type - Local Municipalities, 2014

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Moretele	893	42,900	7,580	222	43	51,700
Madibeng	29,000	72,700	68,200	805	516	171,000
Rustenburg	61,600	83,600	64,200	1,040	1,050	212,000
Kgetlengrivier	3,850	7,920	3,950	15	143	15,900
Moses Kotane	7,100	53,000	13,800	474	277	74,600
<b>Total Bojanala</b>	<b>102,436</b>	<b>260,193</b>	<b>157,762</b>	<b>2,557</b>	<b>2,031</b>	<b>524,979</b>

Source: IHS Global Insight Regional eXplorer version 944

The region within the Bojanala District Municipality with the highest number of very formal dwelling units is Rustenburg local municipality with 61 600 or a share of 60.17% of the total very formal dwelling units within Bojanala District Municipality. The region with the lowest number of very formal dwelling units is Moretele local municipality with a total of 893 or a share of 0.87% of the total very formal dwelling units within Bojanala District Municipality.

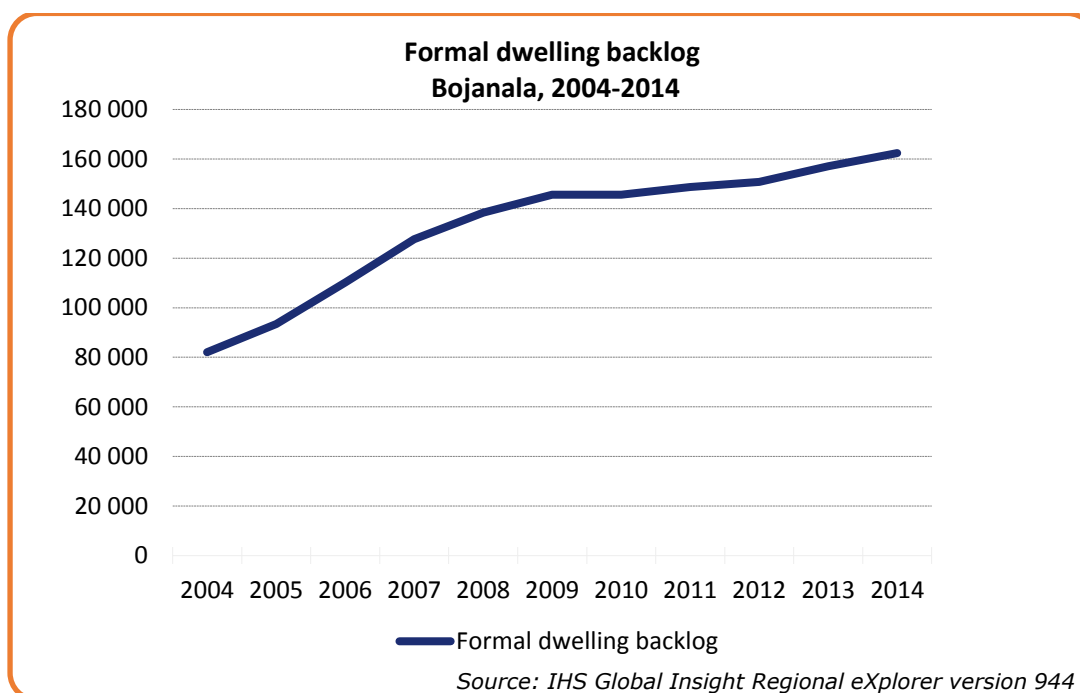


Figure 14: Formal Dwelling Backlogs - Number of households not living in a formal dwelling in BPDM, 2004-2014

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2004 the number of households not

living in a formal dwelling were 82 100 within Bojanala District Municipality. From 2004 this number increased annually at 7.05% to 162 000 in 2014.

The total number of households within Bojanala District Municipality increased at an average annual rate of 3.81% from 2004 to 2014, which is higher than the annual increase of 1.85% in the number of households in South Africa. With high in-migration into a region, the number of households increased, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver.

#### **4.3.2 Household by Type of Sanitation**

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- **No toilet** - No access to any of the toilet systems explained below.
- **Bucket system** - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).
- **Pit toilet** - A top structure over a pit.
- **Ventilation improved pit** - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.
- **Flush toilet** - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.



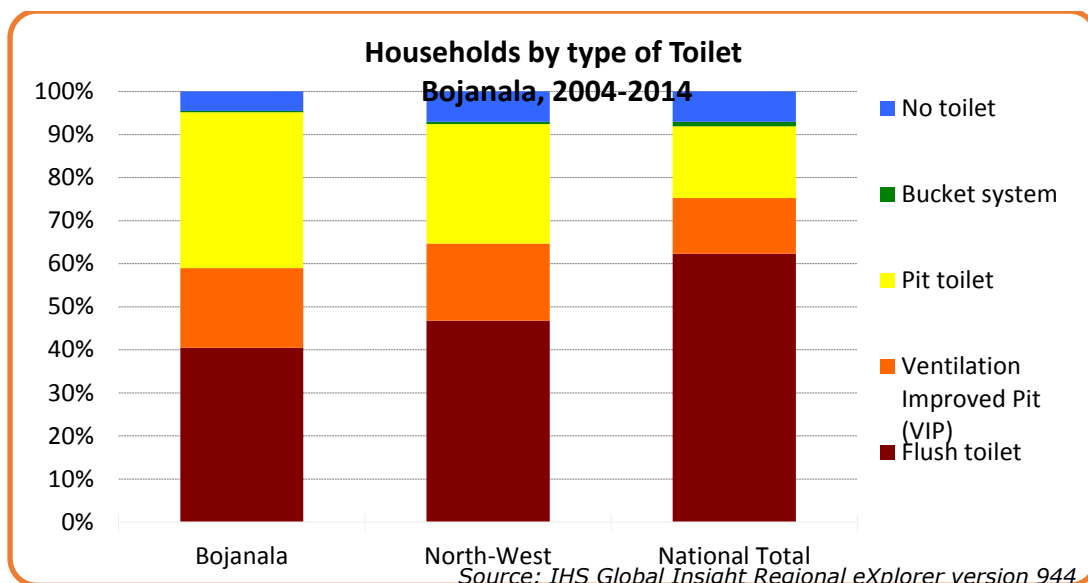


Figure 15: Households by type of Toilet, BPDM, North West and National 2014

Bojanala District Municipality had a total number of 212 000 flush toilets (40.47% of total households), 97 300 Ventilation Improved Pit (VIP) (18.54% of total households) and 190 000 (36.17%) of total households pit toilets.

Table 15: Household by Type of toilet, Local municipalities, 2014

	Flush toilet	Ventilation Improved (VIP)	Pit	Pit toilet	Bucket system	No toilet	Total
Moretele	3,780	24,800		22,600	41	458	51,700
Madibeng	61,000	26,800		75,200	1,170	7,080	171,000
Rustenburg	125,000	25,400		48,900	268	12,300	212,000
Kgetlengrivier	10,500	1,840		1,240	21	2,270	15,900
Moses Kotane	12,500	18,500		41,900	20	1,730	74,600
<b>Total Bojanala</b>	<b>212,456</b>	<b>97,334</b>		<b>189,869</b>	<b>1,523</b>	<b>23,798</b>	<b>524,979</b>

Source: IHS Global Insight Regional eXplorer version 944

The region within Bojanala with the highest number of flush toilets is Rustenburg local municipality with 125 000 or a share of 58.69% of the flush toilets within Bojanala. The region with the lowest number of flush toilets is Moretele local municipality with a total of 3 780 or a share of 1.78% of the total flush toilets within Bojanala District Municipality.

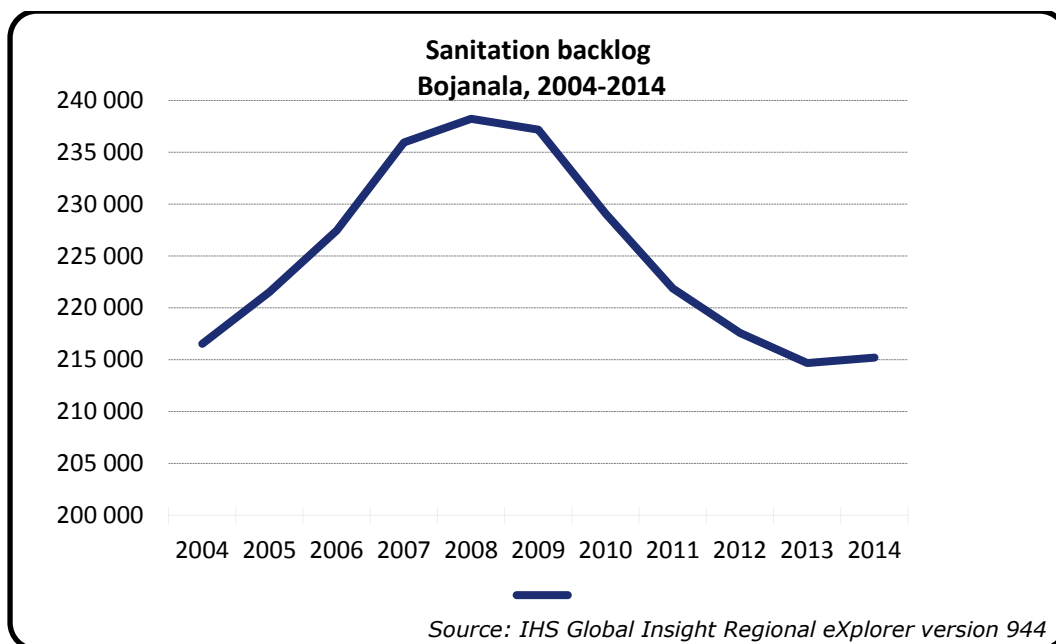


Figure 16: Sanitation Backlog, BPDM 2004-2014

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2004 the number of Households without any hygienic toilets in Bojanala District Municipality was 216 000, this decreased annually at a rate of -0.06% to 215 000 in 2014.

#### 4.3.3 Households by Access to water

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

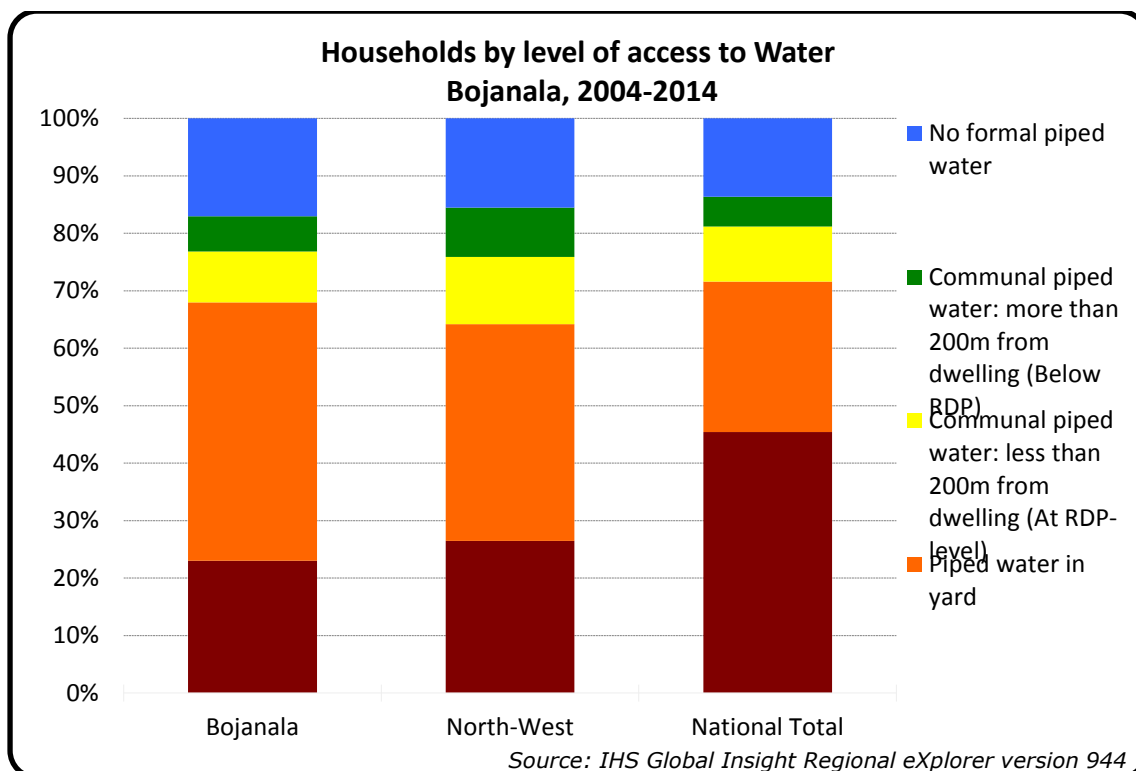


Figure 17: Household Type of Water Access, BPDM, North West, National Total, 2014

Bojanala District Municipality had a total number of 121 000 (or 23.05%) households with piped water inside the dwelling, a total of 236 000 (44.93%) households had piped water inside the yard and a total number of 89 500 (17.04%) households had no formal piped water.

Table 16: Household by Type of water Access, BPDM, 2014

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Moretele	3,060	31,400	4,420	2,200	10,600	51,700
Madibeng	34,800	69,800	13,100	7,900	45,500	171,000
Rustenburg	68,200	103,000	9,610	8,330	22,100	212,000
Kgetlengrivier	5,010	6,970	863	1,040	1,990	15,900
Moses Kotane	9,920	24,300	18,600	12,500	9,260	74,600
<b>Total Bojanala</b>	<b>121,033</b>	<b>235,848</b>	<b>46,614</b>	<b>32,024</b>	<b>89,460</b>	<b>524,979</b>

Source: IHS Global Insight Regional eXplorer version 944

The regions within Bojanala District Municipality with the highest number of households with piped water inside the dwelling is Rustenburg local municipality with 68 200 or a share of 56.37% of the households with piped water inside the dwelling within Bojanala District Municipality. The region with the lowest number of households

with piped water inside the dwelling is Moretele local municipality with a total of 3 060 or a share of 2.53% of the total households with piped water inside the dwelling within Bojanala District Municipality.

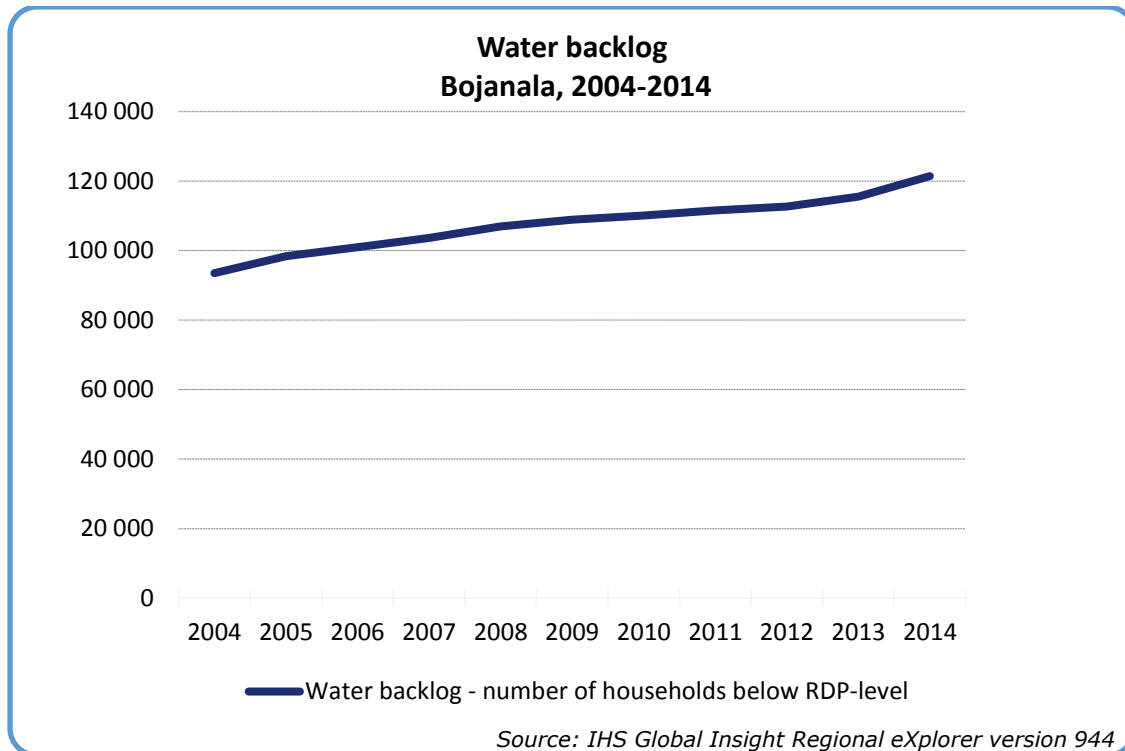


Figure 18: Water Backlog, BPDM, 2014

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2004 the number of households below the RDP-level were 93 500 within Bojanala District Municipality, this increased annually at 2.65% per annum to 122 000 in 2014.

The total number of households within Bojanala District Municipality increased at an average annual rate of 3.81% from 2004 to 2014, which is higher than the annual increase of 1.85% in the number of households in South Africa. With high in-migration into a region, the number of households increases, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver.

#### 4.3.4 Households by Type of Electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

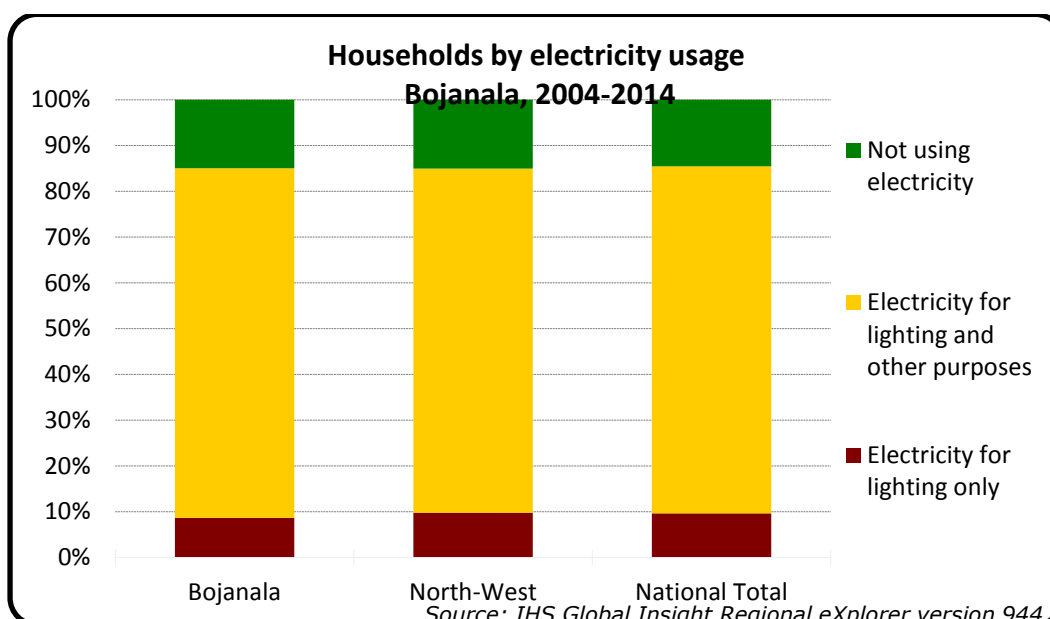


Figure 19: Households by Electricity usage, BPDM, 2004-2014

Bojanala District Municipality had a total number of 45 500 (8.66%) households with electricity for lighting only, a total of 401 000 (76.35%) households had electricity for lighting and other purposes and a total number of 78 700 (14.99%) households did not use electricity.

Table 17: Households by Type of electrical connection, local municipalities, 2014

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Moretele	8,640	37,100	5,910	51,700
Madibeng	15,200	128,000	28,000	171,000
Rustenburg	11,800	168,000	31,500	212,000
Kgetlengrivier	2,000	10,200	3,640	15,900
Moses Kotane	7,850	57,200	9,570	74,600
<b>Total Bojanala</b>	<b>45,487</b>	<b>400,807</b>	<b>78,685</b>	<b>524,979</b>

Source: IHS Global Insight Regional eXplorer version 944

The region within Bojanala with the highest number of households with electricity for lighting and other purposes is Rustenburg local municipality with 168 000 or a share of 41.98% of the households with electricity for lighting and other purposes within

Bojanala District Municipality. The Region with the lowest number of households with electricity for lighting and other purposes is Kgetlengrivier local municipality with a total of 10 200 or a share of 2.55% of the total households with electricity for lighting and other purposes within Bojanala District Municipality.

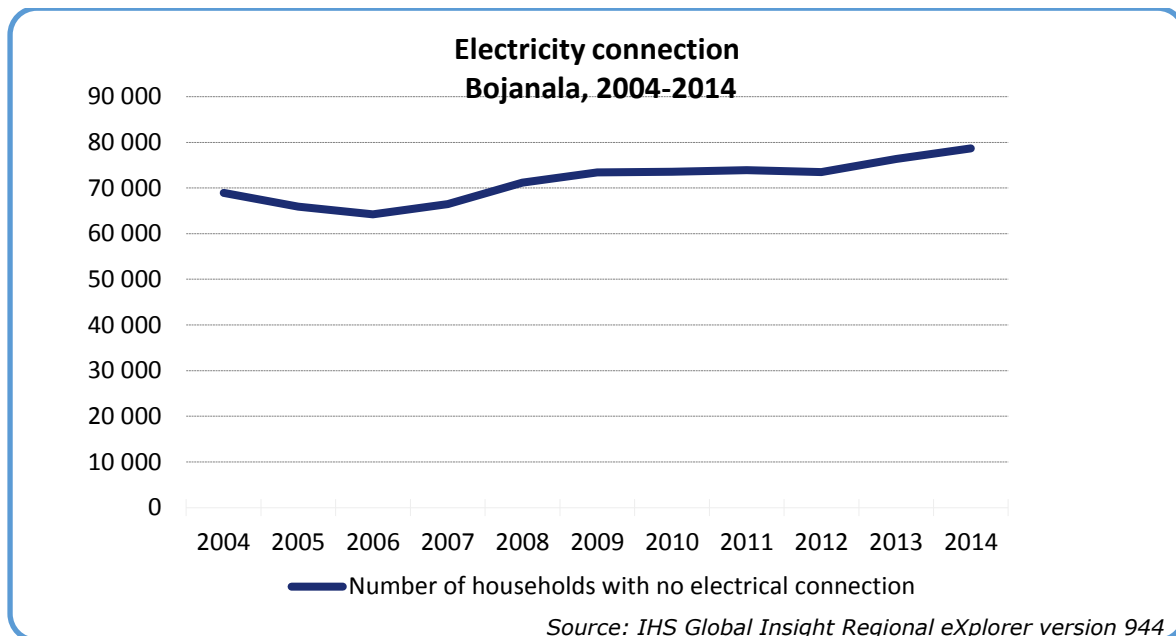


Figure 20: Electricity connections, BPDM, 2004-2014

When looking at the number of households with no electrical connection over time, it can be seen that in 2004 the households without an electrical connection in Bojanala District Municipality was 68 900, this increased annually at 1.33% per annum to 78 700 in 2014.

The total number of households within Bojanala District Municipality increased at an average annual rate of 3.81% from 2004 to 2014, which is higher than the annual increase of 1.85% in the number of households in South Africa. With high in-migration into a region, the number of households increases, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver.

#### 4.3.5 Households by Refuse Disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste,

or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuse is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal.

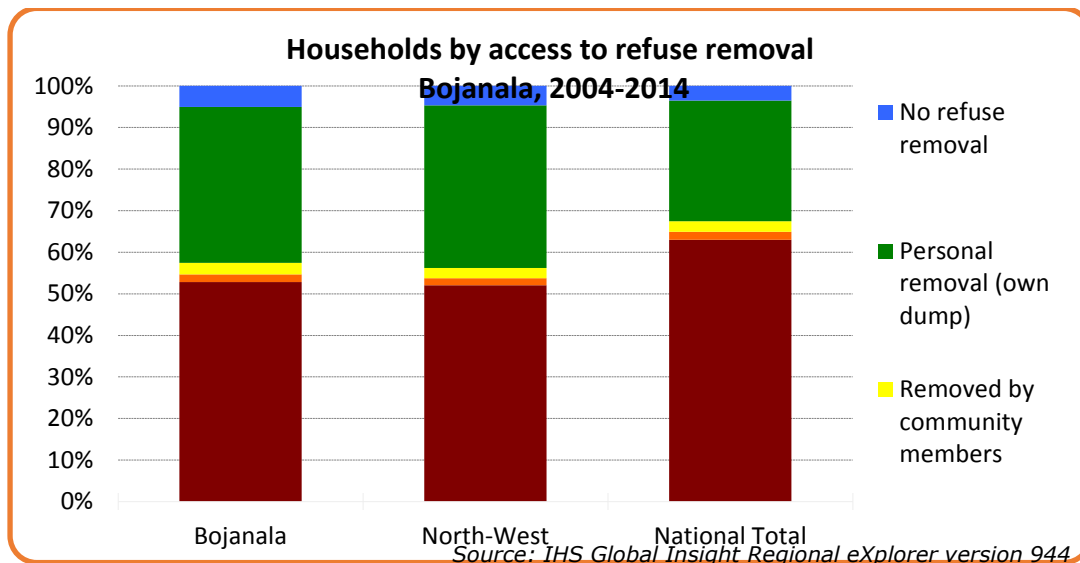


Figure 21: Households by access to refuse removal, BPDM, 2004-2014

Bojanala District Municipality had a total number of 278 000 (52.86%) households which had their refuse removed weekly by the authority, a total of 9 690 (1.85%) households had their refuse removed less often than weekly by the authority and a total number of 197 000 (37.54%) households which had to remove their refuse personally (own dump).

Table 18: Households by refuse disposal, local municipalities, 2014

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Moretele	3,850	315	715	44,100	2,700	51,700
Madibeng	47,300	2,320	6,790	103,000	11,800	171,000
Rustenburg	158,000	5,010	5,980	34,100	8,190	212,000
Kgetlengrivier	7,350	368	494	6,610	1,060	15,900
Moses Kotane	60,700	1,670	444	9,280	2,540	74,600
<b>Total Bojanala</b>	<b>277,480</b>	<b>9,689</b>	<b>14,417</b>	<b>197,090</b>	<b>26,303</b>	<b>524,979</b>

Source: IHS Global Insight Regional eXplorer version 944

The region within Bojanala with the highest number of households where the refuse is removed weekly by the authority is Rustenburg local municipality with 158 000 or a share of 57.04% of the households where the refuse is removed weekly by the authority within Bojanala. The region with the lowest number of households where the refuse is removed weekly by the authority is Moretele local municipality with a total of 3 850 or a share of 1.39% of the total households where the refuse is removed weekly by the authority within the district municipality.

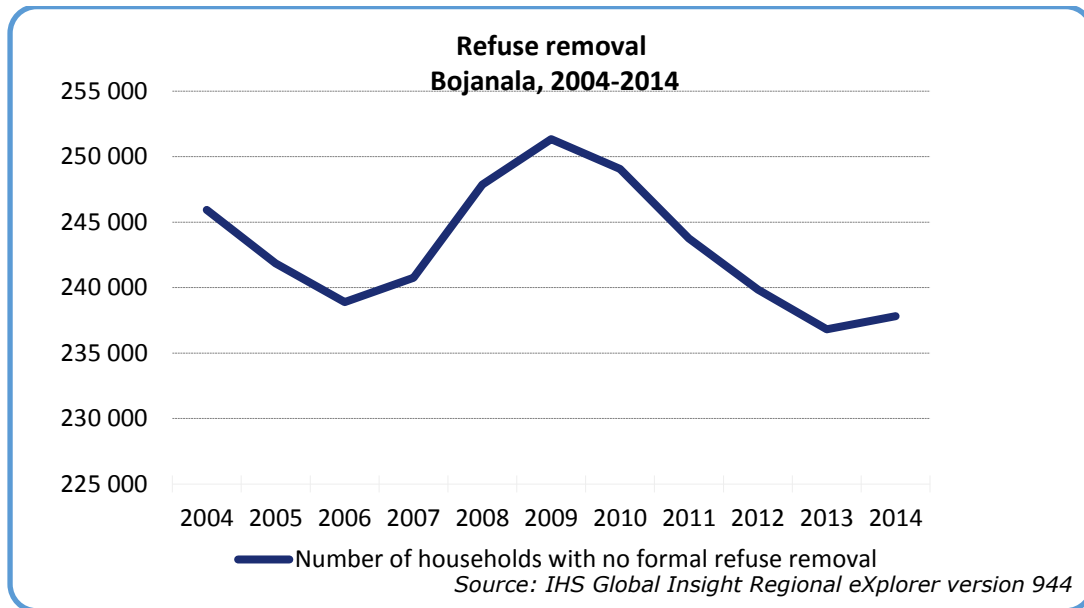


Figure 22: Refuse Removal Backlog, BPDM, 2004-2014

When looking at the number of households with no formal refuse removal, it can be seen that in 2004 the households with no formal refuse removal in Bojanala District Municipality was 246 000, this decreased annually at -0.33% per annum to 238 000 in 2014.

#### 4.4 Spatial reality

##### 4.4.1 Spatial Structure of the BPDM

There are approximately 300 towns and villages in the BPDM area (Figure 3), of which Rustenburg Town and Brits Town are the primary centres (centres of job opportunities, economic activity and services).



The largest portion of the population resides in the northern, north western and north eastern regions of the BPDM. This population is mainly concentrated to the north east of the Pilanesberg in towns such as Mogwase, Saulspoort and Manamakgoteng; to the north west of the Pilanesberg in towns such as Mabeskraal, Bapong and Maologane; on the western boundary of BPDM in towns such as Tlokweng and Pella; and on the eastern boundary in towns such as Makapanstad, Boplaas and Oskraal.

#### **4.5 Powers & Functions**

The powers and functions of the district are assigned in terms of section 84 of the municipal structures act. Apart from the powers and functions of the district municipality, as outlined in terms of Section 83 and 84 respectively of the Municipal Structures Act, the district is required in terms of section 83 (3) of the same act, to seek to achieve the integrated, sustainable and equitable social as well as economic development of the district area as a whole by:

- Ensuring integrated development planning for the district;
- Promoting bulk infrastructure development and services for the district as a whole;
- Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking;
- Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services.

*Table 19: Powers and Functions of the BPDM*

Section	Powers and functions	Performance
84(a)	Integrated Dev. Planning	√
84(b)	Portable water supply systems	X
84(c)	Bulk supply of electricity	X
84(d)	Domestic waste water & sewage disposal	X

84(e)	Solid waste disposal sites	X
84(f)	Municipal Roads	X
84(g)	Regulation of passenger TPT services	Function still to be performed
84(h)	Municipal Airports	X
84(i)	Municipal Health Services	√
84(j)	Fire Fighting Services for whole district	√
84(k)	Fresh Produce markets & Abattoirs	X
84(l)	Cemeteries & Crematoria	X
84(m)	Local Tourism for whole district	√
84(n)	Municipal Public Works	X
84(o)	Receipt of Grants	√
84(p)	Taxes, Levies & Duties as authorised by Nat Legislation	X

The table above indicates the district municipality's performance of powers and function allocated line with section 83 and 84 (1) of the Municipal Structures Act, 117/1998. A √ indicate that the function is performed, while X indicate that the district does not perform the function.

As reflected in the table above, the district municipality does not perform most of the allocated powers and functions because the same functions are performed directly by the constituent local municipalities.

Unlike other district municipalities in the North West Province, BPDM is notably not a Water Service Authority because the water function has been directly assigned to local municipalities. However the district has undertaken several bulk water and sanitation related functions as part of providing support to local municipalities such as Moses Kotane, Kgetleng Rivier and Moretele local municipalities.

Although it is not feasible for the district to perform all the powers and functions that are currently not performed, the district municipality will undertake a study to assess

its current situation with regard to available resources, and design a **new service delivery model** as a strategy to facilitate the performance of some of these powers and functions.

Among others the study will design a **new service delivery model** as an integrated approach to powers and functions by addressing the following:

- Define the “as is” and “to be” situation
- The definition and allocation of powers and functions between the district and local municipalities
- Capacity assessment of the district and constituent local municipality and develop a case for possible devolution and assignment of additional powers and functions
- The role of the district in the planning and possible provision supply of bulk services
- The unfunded mandates
- Coordinating role of the district as the IGR centre between and amongst different spheres of government and SOEs (eg. Eskom, Water Boards, IDC, Seda etc)

The details of the process to be followed will be incorporated in the action plan that forms part of this document and it will also be elaborated on the IDP and SDBIP which will be developed from this plan.

#### **4.6 Legislative Framework**

##### **4.6.1 Binding legislation, policies, and planning requirements at National and Provincial Levels.**

*Table 20: Legislative Framework*

<b>NO</b>	<b>LEGISLATION</b>	<b>OBJECTS OF LEGISLATION</b>	<b>APPROPRIATE MUNICIPAL RESPONSES</b>
<b>1</b>	The Constitution of the Republic of South Africa (Act 108 of 1996)	Sets out the framework within the Rule of Law will take place, regulating both the horizontal & vertical relationships between persons, the state etc.	Align all its planning and public participations processes towards contributing positively towards realization of its goals.

2	National Spatial Development Perspective	To explain all the Spatial Planning aspects nationally and guide government on all matters related to regional and sub-regional potentials, challenges and possible solutions.	Align their Spatial Planning tools to address the areas where they can make maximum gains in terms of economic, social and commercial gains.
3	National Development Plan	Sets out the long term strategic Vision of the country with clear deliverables over time according each aspect of development.	Take this into account as they make five year strategic plans, and ensure that each of the municipal programmes will contribute towards the realizations of the Vision.
4	Provincial Development Plan	A customized version of the National Development Plan (NDP) above, inclusive of the provincial strategic pillars of (A)griculture, (C)ulture & (T)ourism (ACT), as well as (V)illages, (T)ownships & (S)mall (D)orpiens (VTSD), (R)enewal (H)ealing & (R)econciliation (RHR), Saamtrek Saamwerk and Setsokotsane	Take this into account as they make five year strategic plans, and ensure that each of the municipal programmes will contribute towards the realizations of the Vision.
5	Water Services Act	Sets out the parameters and regulatory issues around the management of Water & Sanitation issues across the country.	Develop appropriate strategic frameworks that will lead towards provision of more economical and effective Water & Sanitation systems.
6	North West Provincial Spatial Development Framework	Explains the spatial character of the province, and details all the regional spatial issues.	Take into account what the PSDF explains as regional spatial context and include such in their SDFs.
7	White Paper on Local Government	Sets out a long term policy basis for the transformation of the Local Government sphere, detailing all the policy thrusts that must be implemented in order to effect the constitutional obligations of this sphere.	Design their policies in manner such that transformation will take place, and the business systems of municipalities will be cost effective and provide value to citizens.
8	Local Government: Municipal Systems Act (Act 32 of 2000)	Details all the systems issues that municipalities must be compliant with, and allocate various functional requirements for various tiers of officials as well issues of municipal planning and performance management.	Ensure that they are integrative at all times into their planning, and their strategies are citizen based.
9	Local Government: Municipal Structures Act (Act 117 of 1998) and its amendments	Allocates different functions according to the tier of municipalities as well as explain the various roles & responsibilities of Council, its Committees etc.	Ensure that they respond to the powers and functions assigned as well appropriating their budgets in accordance with the allocated functions. Further municipalities must establish

			committees that are in alignment with these powers & functions.
<b>10</b>	Local Government: Municipal Financial Management Act (Act 56 of 2003)	Sets out the municipal responsibilities in so far as development of Budgets and the financial governance regimes appropriate for local government and their entities.	Ensure that they institute appropriate governance measure to be effective, economical and efficient.
<b>11</b>	Municipal Property Rates Act	Sets out the manner that municipalities will develop their systems of effecting localized taxation on properties and rates.	Must ensure that on regular (annual) basis they revise their services tariffs and subject same to public participation as well management of appropriate Valuations Rolls.
<b>12</b>	Spatial Planning & Land Use Management Act & its Regulations	Sets out all the requirements all spheres of government must meet in order to have properly structured SDFs, Land Use Management Schemes etc, as well processes for dealing with various town & regional planning issues including the establishment, and management of Municipal Planning Tribunals.	Adjust their SDFs, LUMs as well as systems to give effect to the requirements of SPLUMA and make gains out of the regulated development applications processes.
<b>13</b>	Housing Act (107 of 1997)	Sets out the systems and objectives of the government to manage the housing and human settlements arena as well establishment of various instruments related thereto such as the Housing Development Agency, the Rental Housing Tribunals etc.	Ensure that they develop appropriate policy frameworks to comply with, and give effect to the objects of the Housing Act
<b>14</b>	National Environmental Management Act	Act sets out all requirements for the better management of the national Environmental Resources & Heritage, and enjoins other spheres of government and parties interested in environmental matters to development appropriate localized tools for environmental conservation.	Municipalities are to develop their environmental management policies in accordance with the Act as well as design any other framework that will assist in the management of the environment effectively.
<b>15</b>	Environmental Conservation Act	Sets out the manner those conservations issues are to be addressed across the country.	Municipalities to take note of this as they develop their policy frameworks, including their planning systems.
<b>16</b>	National Heritage Resources Act	Sets out the management systems for preservation and conservation of Heritage Resources across all spheres of government including the roles and functions of these spheres.	Municipal town & regional planning frameworks are to further take account of the requirements of the Act and set out measures of cooperating

		The Act also establishes various Heritage Councils	with private Heritage owners within their areas of jurisdiction.
17	Development Facilitation Act	Has been replaced in large parts by the SPLUMA, however, it served to address the manner that development planning and its processes were to be undertaken.	Municipal development regulatory regime must take consideration of its requirements thereby avoiding any economic leakages that may result from poor responses to its requirements.
18	Townships Ordinances	Old order regional by-laws that regulated various development planning regimes across the then four provinces.	Municipal planning systems are to take account of those Ordinances that are still in effect, and ensure that they influence their decision-making processes.
19	National House of Traditional Leaders Amendment Act	Sets out the powers and functions of Magosi across the country as well as their relationships where there are several tiers of chieftaincy in some parts of the country and further determine the powers and function of the President in so far as continued reign of any Monarch/Kgosi etc.	Take into account this Act as well as have their public participation and dispute mediation processes as closely aligned to the objects of the Act as possible.
20	Intergovernmental Relations Framework Act	Sets out the manner that the three spheres of government are to relate, in effect responding to Chapter Three of the Constitution.	Design their IGR systems in line with the Act as well be sensitive to the manner that Act instigates dispute resolution to be like.
21	Disaster Management Act	Sets out the manner that Disasters are to be managed as well the institutional arrangements around Disaster Management and the powers and functions of National, Province and Districts, including the development of Disaster Management Plans.	Districts are to ensure that they have Disaster Management Plans, and local municipalities ensure that as Districts development such plans they take into account various issues from the LMs.
23	Skills Development Act	Sets out the parameters that enjoins the state to contribute towards skills development.	Municipalities are to ensure that their Transformation agenda is in line with the development of skills and set targets for skills development in their jurisdictions.
24	Prevention of Unfair Discrimination Act	Determines the manner that Chapter Two requirements in terms of elimination of acts of discrimination across the state.	Municipal policies are to be aligned towards the objects of the act through progressive measures that protect the vulnerable and targeted groups.
25	National Sports and Recreation Act	Details the steps that will be taken by the state to develop sport & recreation as well as establishes various bodies that	Ensure that they interact and develop policies that will promote the objects of the Sport & Recreation Act.

		are aimed at sport & recreation development & promotion	
<b>26</b>	Rental Housing Act	Regulates the manner that Landlords and tenants are to relate while protecting the rights of both tenants and those of landlords.	Ensure to the extent possible that they have policies that are in alignment with the objects of this Act.
<b>27</b>	Preferential Procurement Policy Framework Act	Sets out how the procurement space is to be biased towards clean administration while promoting the marginalized groups and ensuring their unhindered entrance into the supply of commodities & services to the state.	The SCM policies of the state to be sensitive to, and progressively address the entrance of the marginalized groups into the space for provision of goods & services.
<b>28</b>	Skills Development Levies Act	Regulates how levies that are to be contributed towards the development skills are to be charged and their various disbursements for the realization of the goals of the Act and that of the Skills Development Act.	Ensure their continued contributions into the fund as well as exploit to the extent possible the benefits of the Act through properly developed training regimes.
<b>29</b>	Public Service Amendment Act	Regulates the employment of persons by the state as well as setting out code of conduct for these employees as well as other measures that amongst other things include disciplinary regime	Municipalities to note the developments that may result in the amalgamation of the municipal public & national/provincial services corps into one.
<b>30</b>	Employment Equity Act	Seeks to promote the entrance of the previously marginalized groups into the state as well as the private sector to eliminate discrimination on the basis gender & race in the employment practices of institutions.	Recruitment and selections policies are to be aligned to, and serve the objectives of this Act.

The above-mentioned legislations should be taken into consideration in the process of developing/reviewing the IDPs.

## **SECTION 5:**

### **5 GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS**

This section covers how the municipality's council structures are arranged to facilitate seamless service delivery and at the same time promoting accountability and good governance.

#### ***5.1 Introduction***

Bojanala Platinum District Municipality is a category C municipality, with five local municipalities in its area of jurisdiction. The district council is a mayoral executive type of municipality, which is headed by the Executive Mayor.

This chapter reflects the district municipality's governance model with details on the roles and responsibilities of its various political and administrative structures.

#### ***5.2 District Governance Model***

The district's governance structure is made up of the political and administrative wings. The two wings of Council exist as separate and distinctive parts, but they are all complementary and inter-dependent. The role of council is legislative and oversight, while the administrative wing is responsible for the day to day running of the business of the municipality.

Bojanala Platinum District Municipality regards a good working relationship between the administration and the politicians as a prerequisite for the management of the interface between the two structures. The roles of each structure are clearly defined and conflicts or turf wars do not surface. The diagram below illustrates the governance and accountability relationships between the political and administrative structures within Bojanala Platinum District Municipality.



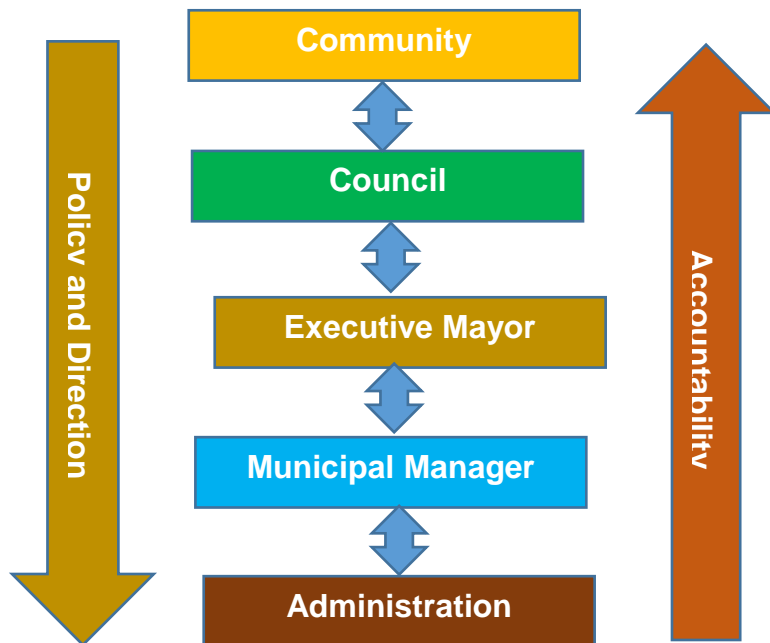


Figure 24: Political and Administrative Arrangement

### **5.3 Council's Political Structure**

#### **5.3.1 Council**

The municipal council is responsible for ensuring that the municipality performs its mandate as contained in section 152 of the constitution. The council also plays a legislative and oversight role over the administration, which include but is not limited to:

- Pass by-laws
- Approve the IDP and budgets and development plans
- Impose rates and other taxes
- Charge service fees
- Impose fines
- Borrow money
- Appoint staff

The current council of Bojanala Platinum District Municipality is constituted by seventy (70) Councillors, who were elected and sworn-in in August 2016. The following political parties are represented in the district council:

- African National Congress (39),
- Economic Freedom fighters (16),
- Democratic Alliance (12)
- African Independent Congress (1)
- Forum 4 Service Delivery (2)

Of the 70 councillors in council, 28 were directly elected, while 42 were seconded from the five local municipalities as reflected in the table below:

BPDM	28 Councillors
Rustenburg Local Municipality	16
Madibeng Local Municipality	13
Moretele Local Municipality	5
Moses Kotane Local Municipality	7
Kgetleng Rivier	1

In line with section 81 of the Municipal Structures Act, 1998, which provides for the participation of recognised Traditional Leaders in municipal councils, Bojanala Platinum District Municipality has 10 Traditional Leaders who serve in its council. The Traditional Leaders do not have the power to vote.

### **5.3.2 Executive Mayor**

The Executive Mayor of Bojanala Platinum District Municipality is Councillor Fetsang Mokati, who was elected by the majority of councilors at the first sitting of the current council, held on 26<sup>th</sup> August 2016. The role and functions of the Executive Mayor are contained in section 56 of the Municipal Structures Act and Chapter 7 of the MFMA. A brief summary of these powers and functions of the Executive Mayor include:

- Identify the needs of the municipality and recommend to Council strategies, programmes and services to address such needs;

- identify and develop criteria for the evaluation of strategies, programmes and services implemented to address needs of the municipality;
- evaluate progress against key performance indicators;
- review the performance of the municipality in terms of its:
  - economy, efficiency and effectiveness;
  - credit control and debt collection efficiency;
- monitor the management of Administration;
- oversee the sustainable provision of services to communities;
- reports annually on the involvement of communities and community organisations in the affairs of the municipality;
- gives attention to the public views and report on the effect of consultation on the decisions of council.
- providing general political guidance of the fiscal and financial affairs of the municipality;
- monitoring and overseeing the performance of the Accounting Officer taking all reasonable steps to ensure the municipality performs its Constitutional and statutory functions
- report quarterly to council on the implementation of the budget and the financial state of affairs of the municipality;
- performing any other powers and duties that may be delegated by Council;

Council may from time to time delegate powers and functions to the Executive Mayor. The Executive Mayor may also delegate some of her functions to the accounting officer or to members of the Mayoral Committee in line with council's Delegations of Authority.

### **5.3.3 Speaker**

The speaker of council is Councillor, Asnath Molekwa. The role of the Speaker is to preside over the meetings of council in line with the Municipal Structures Act and council's rules of order. Other responsibilities of the Speaker include to enforce the Code of Conduct and to provide information and recommendations to the Municipal Council with respect to the role of Council; and

Council or the Executive Mayor may also delegate some functions to the speaker in line with the municipality's delegation of powers.

#### **5.3.4 Council Single Whip**



The single Whip is responsible for maintaining order and discipline among councillors and for the creation of a multiparty platform for interaction in council. The single-whip performs his functions in close cooperation with the Speaker.

#### **5.3.5 Mayoral Committee**

The members of the Mayoral Committee are appointed by the Executive Mayor from among the members of the council. The Mayoral committee consists of the Executive Mayor, and ten (10) members. The role of the Mayoral Committee is to assist the Executive Mayor in the execution of her duties. Since members of the Mayoral Committee serve at the prerogative of the Executive Mayor, the Executive Mayor also has the power to dismiss a member from the Mayoral Committee.

#### **5.3.6 Section 79 Committees**

Section 79 committees are established by council in terms of section 79 of the Municipal Structures Act. The committees are primarily established to assist council in performing its oversight role. Bojanala Platinum District Municipality has established the Municipal Public Accounts Committee and the Audit Committee.

### 5.3.7 Portfolio committees

The Executive Mayor has established the following committees (Portfolio Committee) in terms of Section 80 of the Local Government: Municipal Structures Act No. 117 of 1998. The role of these committees is to assist the Executive Mayor in the performance of her function of playing oversight over the administration. Each of the portfolio committees is headed by a councillor, who is a member of the Mayoral Committee. The list of the portfolio committees and their chairpersons is reflected in the table below:

Table 21: List of Committees and Chairpersons

<b>Name of Committee</b>	<b>Chairperson</b>
IDP, PMS & Public Participation	Cllr Nicholas Rakolle
Gender, HIV/AIDS, Youth & Disability (Special Projects)	Cllr Nontlanganiso Gwegwe
Budget & Treasury	Cllr Beverly Mantsho
Sport, Arts and Culture	Cllr Vincent Moche
Corporate Support Services	Cllr Matshidiso Papa
Local Economic Development	Cllr Lucky Moate
Agriculture & Rural Development	Cllr Dotty Tlabyane
Technical Services	Cllr Lucky Madiba
Community Development Services	Cllr Jacob Kgarimetsa
Health & Environmental Services	Cllr Violet Maluleka

### 5.4 Political Party Whips

Party Whips are representatives of all the political parties represented in the council of the district municipality. The whips are responsible for managing party representatives in council and for the coordination of the relationship of different political parties.

Table 22: Political Parties Whips

<b>Political Party</b>	<b>Whip</b>
African National Congress	Cllr Simon Klaas
Democratic Alliance	Cllr Claudina Mmolotsi
Economic Freedom Fighters	Cllr Golden Makhanya
Forum four Service Delivery	Masego Kodisang

## 5.5 Administrative Structure

As a municipality, the administrative wing of council is led by the municipal manager who is responsible for the day to day running of council. The main offices of the district municipality are based in Rustenburg with satellite offices in different parts of the district as reflected in the table below.

Table 23: Location of Municipal Offices

Name of Offices	Location	Department
Main building	Rustenburg CBD	<ul style="list-style-type: none"> <li>Office of the Executive Mayor</li> <li>Office of the Speaker</li> <li>Office of the Single Whip Municipal Manager</li> <li>Budget and Treasury</li> <li>Office of the Municipal Manager</li> </ul>
White Building	Rustenburg CBD	<ul style="list-style-type: none"> <li>Communications Unit</li> <li>IDP unit</li> </ul>
Steen Street	Rustenburg CBD	<ul style="list-style-type: none"> <li>Technical Services</li> <li>Economic Development, Tourism, Agriculture and Rural Development(EDTAR)</li> <li>Sports, Arts &amp; Culture</li> </ul>
Disaster Management Centre	Rustenburg CBD	Disaster Management unit
Heystek Street	Rustenburg CBD	<ul style="list-style-type: none"> <li>Corporate Support Services</li> <li>Health and Environmental Services</li> <li>Community Development Services</li> </ul>
Kgetleng Fire Services	Koster	Community Development Services
Mogwase Fire Services	Mogwase	Community Development Services
Moretele Fire Services	Makapanstad	Community Development Services
Moses Kotane Municipal Health	Mogwase	Health and Environmental Services
Kgetleng Rivier Municipal Health	Koster	Health and Environmental Services
Moretele Municipal Health	Mathibestad	Health and Environmental Services
Madibeng Municipal Health	Brits	Health and Environmental Services

There are 414 employees in Bojanala Platinum District Municipality, who are based at different offices throughout the district. On the labour relations front, employees are represented by two major unions which are South African Municipal Workers Union

and Independent Municipal Allied Trade Union. Currently, the majority of workers are registered with the South African Municipal Workers Union.

The municipal manager is assisted by a team of senior managers who are heads of departments. The names of the municipality's head of departments is reflected in the table below:

*Table 24: Senior Managers*

<b>Senior Manager</b>	<b>Department</b>
Masego Jansen	Acting Municipal Manager
Tsatsi Ramagaga	Community Development Services
Sydwell Maluleke	Technical Services
Abueng Tolo	Acting Chief Financial Officer
Ntsoaki Khiba	Corporate Support Services
Selby Boitseng	Economic Development, Tourism, Agriculture & Rural Development
Tshepo Lenake	Health & Environmental Services

## SECTION 6:

### 6 KEY MUNICIPAL STRATEGIC PLANNING OUTPUTS

This section of the IDP represent the actual plan that will be implemented by the current council until the end of its term. The plan starts with a high level internal and external assessment by the municipality to look to ensure that the municipality is geared to deliver on its mandate. This section consist of the key strategic planning concept which will guide all planning, these include: Vision, mission, values, municipal priorities, objectives, operational strategies.

In order to ensure alignment, the budget will be used to allocate resources to ensure that the priorities are addressed and objective and strategies are achieved.

#### 6.1 SWOT and PESTEL Analysis

As part of the process to develop this IDP, the district municipality went out on a strategic planning session during the month of February 2017. The Strategic planning session involved an assessment of the district municipality's current level of performance and that of the environment it operates in. The SWOT and PESTEL analysis instruments were used as part of the assessment process and the following are the results of the processes:

##### 6.1.1 SWOT Analysis

Table 25: SWOT Analysis Results

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• A strong, energetic and passionate political leadership</li><li>• Sound working relationship with stakeholders</li><li>• Functional IGR structures</li><li>• Functional Council</li><li>• A young and skilled workforce</li><li>• High staff retention</li><li>• Availability of upskilling and training</li><li>• The cascading of Minimum Competency</li><li>• Qualified competent team</li><li>• Dedicated officials</li></ul>	<ul style="list-style-type: none"><li>• A bloated organisational structure</li><li>• Non alignment of the organisational structure to the municipal budget</li><li>• Lack of integration of systems (HR and Salaries processes)</li><li>• Manual and unreliable record keeping</li><li>• Inadequate ICT environment</li><li>• Absence of an institutionalised Performance Management System for Bargaining unit employees (non-section 57)</li><li>• Fragmented municipal buildings</li><li>• Poo contract management</li><li>• Limited fleet</li><li>• Silo Planning</li></ul>



<ul style="list-style-type: none"> <li>• There's a good relationship between district municipality and five local municipalities</li> <li>• The district support the local municipality to achieve the service delivery objective</li> <li>• Exercise of functions (environment)</li> </ul>	<ul style="list-style-type: none"> <li>• Poor communication</li> <li>• Limited resources</li> <li>• Resistance to mSCOA</li> <li>• Low Staff Morale</li> <li>• Strained labour environment</li> <li>• Limited capacity to enforce by-laws</li> <li>• Limited powers and functions</li> <li>• Redundant staff</li> <li>• Poor discipline</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• The existence of a Political and Administrative will.</li> <li>• The implementation of the Municipal Standard Chart of Accounts (MSCOA)</li> <li>• Training of Local Labour forum members for improved relations</li> <li>• Cooperation from Local Municipalities</li> <li>• Vibrant Stakeholder organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Over regulation of government framework</li> <li>• Resistance to MSCOA implementation</li> <li>• Loss of critical and highly skilled staff</li> <li>• General political instability</li> <li>• Limited Tax Base</li> <li>• Service Delivery Protest</li> <li>• Climate change</li> <li>• Natural Disasters</li> </ul>

### 6.1.2 PESTLE Analysis

In order to have a proper decision making process informed by thorough thought, the following has been scanned in BPDM's Macro Environment:

Table 26: PESTEL Analysis Results

	<b>Opportunities</b>	<b>Threats</b>	<b>How do we capitalize on the opportunities</b>	<b>Response to threats</b>
Political	<ul style="list-style-type: none"> <li>• Political Stability and hegemony</li> <li>• RRR and 5 Concretes</li> <li>• ANC Economic Transformation (Lekgotla 12 Points )</li> </ul>	<ul style="list-style-type: none"> <li>• Protests</li> <li>• Marikana</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen IGR</li> <li>• Setsokotsane (responsiveness )</li> <li>• Invest in Regional Impact Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Realignment of boundaries</li> <li>• Engage communities through Setsokotsane</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Mining boom</li> <li>• Tourism opportunity</li> <li>• Link to Gauteng and Botswana</li> <li>• BRICS</li> <li>• Pilanesberg Airport</li> <li>• Sun City and Big 5</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of beneficiation</li> <li>• Minimum wage</li> <li>• Resistance from private sector (real or perceived)</li> <li>• Unemployment</li> </ul>	<ul style="list-style-type: none"> <li>• Devolution of tourism functions</li> <li>• Create Export Hub</li> <li>• Organize mines (District Chamber of Commerce)</li> </ul>	<ul style="list-style-type: none"> <li>• Engage mines and link to BRICS Opportunities</li> <li>• Revitalise LED forum</li> <li>• Assume leadership of Chamber of business</li> <li>• LED strategy</li> </ul>

Social	<ul style="list-style-type: none"> <li>Rural densification</li> <li>Relationship with Dikgosi</li> </ul>	<ul style="list-style-type: none"> <li>Urban Sprawl</li> <li>Population increase (44%)</li> </ul>	<ul style="list-style-type: none"> <li>Engage Dikgosi on SPLUMA</li> <li>Bulk Planning services</li> </ul>	<ul style="list-style-type: none"> <li>Bulk Planning services</li> <li>House of Traditional leaders in the District</li> </ul>
Technological	<ul style="list-style-type: none"> <li>Access to communities</li> <li>Community based Radio and TV stations</li> </ul>	<ul style="list-style-type: none"> <li>Abuse of technology to spread propaganda</li> <li>Lack of ICT infrastructure in rural areas (VTSD)</li> <li>Electricity infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Wi-fi at public areas libraries (VTSD)</li> <li>Face Book and other forms of social media to interact with the municipality</li> <li>Establish customer care service desk to improve communication</li> </ul>	<ul style="list-style-type: none"> <li>Media monitoring system to interact proactively</li> <li>Assist to Upgrade the electricity sub-stations and install new cables</li> <li>Engage Telkom on infrastructure roll-out</li> <li>Support revenue enhancement initiatives in the locals</li> </ul>
Ecological	Water schemes	<ul style="list-style-type: none"> <li>Pollution</li> <li>Informal settlement</li> <li>Land rehabilitation</li> <li>Sources of water</li> <li>Waste Management</li> <li>Bush encroachment</li> </ul>	<ul style="list-style-type: none"> <li>Regional Bulk water planning</li> <li>Regional waste management Plan</li> </ul>	<ul style="list-style-type: none"> <li>district Disaster management and recovery Plan</li> <li>Relocate vulnerable communities</li> <li>Conduct ground water studies</li> </ul>
Legal	<ul style="list-style-type: none"> <li>Strong Legal system</li> <li>Impartial Judiciary</li> <li>Access to legal assistance</li> <li>Regular council meeting</li> </ul>	<ul style="list-style-type: none"> <li>Poor policy environment</li> <li>Litigations against government</li> <li>Council resolutions</li> </ul>	<ul style="list-style-type: none"> <li>Delegations of powers</li> <li>Communicate council business</li> </ul>	<ul style="list-style-type: none"> <li>Develop Good policies and rules, procedures</li> <li>Induct councilors and officials on the legal systems and policies</li> <li>Update on council resolutions</li> </ul>

The core of the IDP is intended to leverage on the strength and opportunities and mitigate against the weakness and threats identified through the SWOT and PESTLE Analysis.

## **6.2 Vision, Mission and Values**

The Bojanala Platinum District Municipality acknowledges its constitutional responsibility and understands the importance that strong political leadership and sound administration and financial management plays in the effective functioning of a municipality and has therefore reconfirmed its Vision, Mission and Mandate, which are:

### **6.2.1 Vision**

A model of cooperative governance for effective and efficient service delivery in partnership with local municipalities and all stakeholders

### **6.2.2 Mission**

Bojanala Platinum District Municipality, through shared services, will coordinate, facilitate and support local municipalities by equitable sharing of resources and maximising community benefit of natural resources in a safe and healthy environment.

### **6.2.3 Values**

Values are deeply rooted principles or standards which are universally accepted among the Employees, Councillors and Community members of a municipality and explicitly guides what they believe, their attitude toward service delivery, and ultimately, how they behave.

The values that drive the attitudes and behaviour of politicians and administration of the Bojanala Platinum District Municipality are confirmed as

Table 27: Values of BPDM

<b>Values:</b>	<b>Description:</b>
<b>Commitment</b>	<p>Commitment is a fundamental cornerstone underpinning our everyday activities – we recognise the value of commitment to fellow employees, to our Councillors and, particularly, to our communities. Forging long-term relationships with our communities, we appreciate they are the lifeblood of our municipality and, in essence, we value them as stake-holders in our future. Thus committed to our clients, naturally we are equally committed to quality and, we also believe in commitment to society as a whole</p>
<b>Excellence</b>	<ul style="list-style-type: none"> <li>• Synonyms for ‘excellence’ include ‘fineness’ ‘brilliance’, ‘superiority’, ‘distinction’, ‘quality’, and ‘merit’.</li> <li>• Excellence in all endeavours must be a defining virtue by which the District Wide Area pursues its vision and mission.</li> </ul>
<b>Productivity</b>	<ul style="list-style-type: none"> <li>• Productivity generally refers to the amount of work someone does in a given amount of time. It consists of the undertaking that to intensify labour-effort and the quality of labour produced at all levels and producing technical innovations. Productivity means doing more with less for maximum impact.</li> </ul>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>• Integrity is a concept of consistency of actions, values, methods, measures, principles, expectations, and outcomes. In ethics, integrity is regarded as the honesty and truthfulness or accuracy of one's actions. Integrity can be regarded as the opposite of hypocrisy in that it regards internal consistency as a virtue, and suggests that parties holding apparently conflicting values should account for</li> </ul>
<b>Transparency</b>	<ul style="list-style-type: none"> <li>• Behaviour, actions and information should be visible and available for all to scrutinize.</li> </ul>

<b>Accountability</b>	<ul style="list-style-type: none"> <li>To render services to the community with least waste of required resources and ensuring that responsibility is taken for actions so as to be answerable to the community.</li> </ul>
<b>Courtesy</b>	<ul style="list-style-type: none"> <li>Courtesy involves gentle politeness and courtly manners, which not only covers basic etiquette and decorum but also provided for sophisticated conversation and intellectual skill. To be courteous means to treat other people with dignity.</li> </ul>
<b>Professionalism</b>	<ul style="list-style-type: none"> <li>High standards of work where professionals promote good to society, act selflessly and abide by code of ethics.</li> </ul>

### **6.3 District Priorities**

The priorities of the district municipality are directly influenced by the priorities of the five constituent local municipalities.

#### **6.3.1 Prioritised needs from constituent Local Municipalities**

As a category C municipality, Bojanala Platinum District Municipality is responsible for supporting service delivery initiatives by local municipalities its constituent category B municipalities. The category B municipalities of Kgetleng Rivier, Madibeng, Moretele, Moses Kotane and Rustenburg are therefore responsible for identifying and prioritizing the needs of the communities and ward level and submit same to the district municipality to inform planning at local and district level. The needs reflected in the tables below.

##### **6.3.1.1 Madibeng Local Municipality**

<b>2017/2018 Priorities</b>
1. Water and Sanitation
2. Roads and Storm water
3. Electricity
4. Social Services
5. Land and Housing
6. Local Economic Development

### 6.3.1.2 Moses Kotane

2017/2018 Priorities
1. Water and Sanitation
2. Roads and Storm water
3. Economic Development
4. Sports and Recreation
5. Institutional Development
6. Human Settlement ( Land for residential)

### 6.3.1.3 Rustenburg Local Municipality

2017/2018 Priorities
1. Efficient provision of quality basic services and infrastructure within a well-planned spatial structure
2. Drive diversified economic growth and job creation
3. Ensure municipal financial viability and management
4. Maintain clean, green, safe and healthy municipal environment for all
5. Transform and maintain a vibrant and sustainable rural development
6. Uphold good governance and public participation principles
7. Drive optimal municipal institutional development, transformation and capacity building

## 6.4 District Objectives

The objectives represent the link between the strategy and the operations. Through the objectives the vision, mission and priorities are cascaded and operationalised to enable monitoring and continuous reporting. These objectives are derived from the 2016/2017 IDP but due to their long term nature, they are still relevant to focusing the municipality on critical areas that will expedite service delivery and improve the quality of lives of the people of the district.

The objectives covers all the functions performed by the municipal department, including those that have not been optimally performed.

<b>Key Performance Area</b>	<b>Objectives</b>
<b>Basic Service Delivery</b>	<ul style="list-style-type: none"> <li>• Provide Municipal Public Transport Planning</li> <li>• Provide Fire Fighting Service</li> <li>• Provide Disaster Risk Management Services</li> <li>• Facilitate the provision of basic municipal services.</li> <li>• Facilitate the provision of electricity and lighting</li> <li>• Facilitate the maintenance of roads</li> <li>• Facilitate the provision of Solid Waste Management Services</li> <li>• Promote the protection of the environment</li> <li>• Provide Municipal Health Services</li> </ul>
<b>Municipal Transformation &amp; Organisational Development</b>	<ul style="list-style-type: none"> <li>• Promote Skills Development</li> <li>• Achieve Employment Equity</li> <li>• Recruit and Retain Staff</li> <li>• Ensure organisational alignment</li> <li>• Achieve Positive Employee Climate</li> <li>• Implement shared services</li> <li>• Strengthen Integrated development Planning</li> <li>• Improve Performance Management</li> <li>• Provide Occupational Health and Safety</li> <li>• Provide fleet management services</li> </ul>
<b>Local Economic Development</b>	<ul style="list-style-type: none"> <li>• Promote agriculture</li> <li>• Support Enterprise Development</li> <li>• Promote Rural Development</li> <li>• Promote Enterprise Development</li> <li>• Support Tourism and Marketing development</li> <li>• Support Job Creation initiatives</li> </ul>
<b>Municipal Financial Viability &amp; Financial Management</b>	<ul style="list-style-type: none"> <li>• Promote sound financial governance</li> <li>• Promote technology efficiency</li> <li>• Promote Accountability</li> <li>• Manage Assets</li> <li>• Provide integrated SCM service</li> </ul>
<b>Good Governance &amp; Community Participation</b>	<ul style="list-style-type: none"> <li>• Promote good governance</li> <li>• Promote stakeholder participation</li> <li>• Facilitate and Support Municipal Ward Committees and Community Development Workers</li> <li>• Achieve Clean Audit</li> </ul>

## 6.5 Operational Strategies

The strategy choices that BPDM has adopted are informed by the need to cleanse as well as reshape its place in the firmament of local government. Further, understanding its legislated role, inclusive of the powers and functions assigned to it, a Macro Environmental Analysis has been conducted to guide its strategy choices. The operational strategies create a link between the key performance areas, the objectives and programme and projects, which will be displayed in the next section.

### 6.5.1 Basic Service Delivery and Infrastructure Investment Strategies

Objectives	Strategies
Provide Municipal Public Transport Planning	<ul style="list-style-type: none"> <li>• Solicit funds to support the Integrated Transport Network( IPTN)</li> <li>• Revise District Integrated Transport plan reviewed</li> </ul>
Provide Fire Fighting Service	<ul style="list-style-type: none"> <li>• Familiarise council with status quo of fire service</li> <li>• Ensure Kgetleng Fire Station is operational</li> <li>• Provide guidance on future of service</li> <li>• Take service closer to communities</li> </ul>
Provide Disaster Risk Management Services	<ul style="list-style-type: none"> <li>• Ensure district is disaster ready</li> <li>• Secure disaster equipment</li> <li>• Support Local municipalities</li> <li>• Build capacity</li> </ul>
Facilitate the provision of basic municipal services.	<ul style="list-style-type: none"> <li>• Feasibility study on the Klipvoor Dam completed</li> <li>• Revise Integrate bulk water and sanitation master plan</li> <li>• Establish bulk water and sanitation district forum( water Boards, WSAs, Mines etc)</li> <li>• Support development of WSDP</li> <li>• Design Water Conservation and Demand Management Strategy</li> <li>• Conduct study of underground water studies for LMs</li> <li>• Adopt Blue Drop Strategy by WSAs</li> <li>• Facilitate the adoption of Green drop improvement strategy by WSAs</li> <li>• Solicit funds for district wide infrastructure projects</li> <li>• Undertake study of powers and functions</li> <li>• Facilitate the transfer of the reservoir to MKLM</li> </ul>
Facilitate the provision of electricity and lighting	<ul style="list-style-type: none"> <li>• Develop an integrated district bulk electricity master plan</li> <li>• Design business plans to support electrification</li> <li>• Design maintenance plan for high mast lights</li> </ul>
Facilitate the maintenance of roads	<ul style="list-style-type: none"> <li>• Design an integrated district road master plan</li> <li>• Engage department of transport on the transport management responsibilities</li> <li>• Establish district transport forum</li> </ul>
Provide Municipal Health Services	<ul style="list-style-type: none"> <li>• Enforce compliance to the Municipal Health Bylaws</li> <li>• Enforce compliance to the Health Act standards and requirements</li> <li>• Assist in provision of licencing to Early Childhood Development centres</li> </ul>
Facilitate the provision of Solid Waste Management Services	<ul style="list-style-type: none"> <li>• Revise Integrated District waste management strategy</li> <li>• Conduct comprehensive audit of landfill sites and revitalization strategy</li> </ul>



	<ul style="list-style-type: none"> <li>• Support review of waste management plans by locals</li> <li>• Extend waste management services</li> </ul>
Promote the protection of the environment	<ul style="list-style-type: none"> <li>• Administration and Monitoring of Atmospheric Emissions Licenses (AEL's)</li> <li>• Implementation of the Bojanala/Waterberg Priority Area Air Quality Management Plan (BWPA: AQMP)</li> <li>• Review and implementation of the District's Air Quality Management Plan (AQMP)</li> <li>• Review and enforcement of the District's Air quality by-laws</li> <li>• Implementation and Roll out of Climate Change and Cleaner Production programmes and projects</li> </ul>
Promote Sport, Arts & Culture	<ul style="list-style-type: none"> <li>• Support local sports federations</li> <li>• Support the Tourism programme through cataloguing of heritage sites</li> <li>• Profile Performing and other performing arts</li> </ul>

### 6.5.2 Municipal Financial Viability and Management Strategies

Strategic Objectives	Strategies
<ul style="list-style-type: none"> <li>• Promote sound financial governance</li> </ul>	<ul style="list-style-type: none"> <li>• Improve accountability</li> <li>• Compile quarterly and annual performance reports</li> <li>• Support internal audit service</li> </ul>
<ul style="list-style-type: none"> <li>• Promote Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Compile compliant Annual Financial Statements</li> <li>• Compile section 71 Reports</li> <li>• Compile Section 72 Reports</li> </ul>
<ul style="list-style-type: none"> <li>• Support Revenue enhancement initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed revenue enhancement strategy adopted by supported local municipalities</li> <li>• Review credit Control and Debt Collection Policy adopted by supported local municipalities</li> <li>• Support the data cleansing and records updating process (consumer agreements) for an updated billing</li> <li>• Indigent management support for local municipalities</li> <li>• Policy to write-off arrears adopted by supported local municipalities</li> </ul>
<ul style="list-style-type: none"> <li>• Manage Assets</li> </ul>	<ul style="list-style-type: none"> <li>• Review asset management Policy</li> <li>• Update Asset register</li> <li>• Establish Asset Committee</li> </ul>
<ul style="list-style-type: none"> <li>• Provide Integrated SCM function</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed SCM policy</li> <li>• Quarterly reports submitted to council</li> <li>• Improve contract management</li> <li>• PPPFA regulations implemented</li> <li>• Adhere to SCM policy</li> <li>• Support the VTSD approach</li> </ul>

### 6.5.3 Local Economic Development Strategies

Objectives	Strategies
Promote agriculture	<ul style="list-style-type: none"> <li>• Increase role in National Agripark programme</li> <li>• Support RD &amp; LR land reform post settlement process</li> <li>• Develop Database of Agric cooperatives</li> <li>• Support Land Care projects</li> <li>• Revisit Fresh Produce markets plans</li> <li>• Feasibility study to establish export market</li> </ul>
Promote Rural Development	<ul style="list-style-type: none"> <li>• Develop Business Plan for Rural Development</li> <li>• Familiarise stakeholders with VTSD</li> </ul>
Promote Enterprise Development	<ul style="list-style-type: none"> <li>• Support Village, Local and District Chamber of Commerce</li> <li>• Revitalise LED forum</li> <li>• Develop Business Plans for funding</li> <li>• PPPs ventures supported</li> <li>• Train small scale miners</li> <li>• Design bankable LED</li> </ul>
Support Tourism and Marketing development	<ul style="list-style-type: none"> <li>• Increase BPDM's role in Heritage park</li> <li>• Compile business plan for heritage sites and Museums</li> <li>• Compile SMME data base</li> <li>• Revise SMME support Strategy</li> <li>• Revise District tourism and Marketing Strategy</li> <li>• Develop Business Plan for tourism routes</li> <li>• Introduce new tourism products</li> <li>• Promote local tourism</li> <li>• Increase role in big district based events</li> </ul>
Support Job Creation initiatives	<ul style="list-style-type: none"> <li>• Support EPWP</li> <li>• Coordinate Job creation initiatives in all government spheres</li> <li>• Conduct Status quo analysis of SLPs</li> </ul>

### 6.5.4 Municipal Transformation & Organisational Development Strategies

Strategic Objectives	Strategies
Promote Skills Development	<ul style="list-style-type: none"> <li>• Conduct Skills Audit</li> <li>• Compile WSDP</li> <li>• Develop Community Skills Development Programme</li> <li>• Solicit funding for community skills programme</li> </ul>
Achieve Employment Equity	<ul style="list-style-type: none"> <li>• Compile employment Equity Plan (EEP)</li> <li>• Submit EEP to department of labour</li> <li>• Ensure compliance with the EEP</li> </ul>
Recruit and Retain Staff	<ul style="list-style-type: none"> <li>• Revise Selection and Recruitment policy</li> <li>• Revise the Organisational structure</li> <li>• Develop Talent Management Policy</li> </ul>
Provide Support to council	<ul style="list-style-type: none"> <li>• Design corporate calendar</li> <li>• Improve secretariat service</li> <li>• Revise council rules of order</li> </ul>
Achieve Positive Employee Climate	<ul style="list-style-type: none"> <li>• Conduct employee satisfaction survey</li> <li>• Hold a team building exercise</li> <li>• Develop an employee wellness programme</li> <li>• Conduct Employee Satisfaction Survey</li> </ul>
Provide Filing and archiving services	<ul style="list-style-type: none"> <li>• Revise Filing Plan</li> <li>• Automate the Document management system</li> <li>• Train staff on new system</li> </ul>
Strengthen Integrated development Planning	<ul style="list-style-type: none"> <li>• Compile IDP</li> <li>• Provide leadership in urban management</li> <li>• Support SPLUMA implantation</li> </ul>

	<ul style="list-style-type: none"> <li>• Improve sector planning</li> </ul>
Promote technology efficiency	<ul style="list-style-type: none"> <li>• Information and Communication Technology Helpdesk established</li> </ul>
Improve Performance Management	<ul style="list-style-type: none"> <li>• Conduct regular performance assessments</li> <li>• Revise PMS policy</li> <li>• Develop plan to cascade PMS</li> <li>• Cascade PMS</li> </ul>
Provide Occupational Health and Safety	<ul style="list-style-type: none"> <li>• Compile OHS Plan</li> <li>• Establish OHS committee</li> <li>• Compile regular OHS reports</li> </ul>
Provide fleet management service	<ul style="list-style-type: none"> <li>• Revise Fleet Management Policy</li> <li>• Design Fleet management strategy</li> </ul>

### **6.5.5 Good Governance and Public Participation strategies**

<b>Strategic Objectives</b>	<b>Strategies</b>
Promote good governance	<ul style="list-style-type: none"> <li>• Improve accountability</li> <li>• Compile quarterly and annual performance reports</li> <li>• Design integrity management framework</li> <li>• Review Anti-corruption policy</li> <li>• Review Anti-Corruption Strategy</li> <li>• Conduct ethics awareness programmes</li> <li>• Conduct a Council Mid Term Customer satisfaction survey</li> </ul>
Promote stakeholder participation	<ul style="list-style-type: none"> <li>• Review community participation policy</li> <li>• Hold community consultation meetings</li> <li>• Hold Imbizo</li> <li>• Support Setsokotsane programme</li> </ul>
Facilitate and Support Municipal Committees	<ul style="list-style-type: none"> <li>• Develop ward support strategy</li> <li>• Ensure support to ward committees is provided</li> <li>• Ensure that the IGR committees are supported</li> </ul>
Achieve clean audit	<ul style="list-style-type: none"> <li>• Develop Audit Action Plan</li> <li>• Establish Clean Audit Committee</li> <li>• Adhere to internal Audit Charter</li> <li>• Implement Internal; Audit recommendations</li> <li>• Ensure support to the office of the MPAC</li> </ul>

## **SECTION 7:**

### **7. SECTOR PLANS**

#### ***7.1 Introduction***

As indicated the overarching plan in terms of spatial planning in both the government and the private sector is the National Development Plan, Vision 2030. In this regard the spatial development plans of Bojanala Platinum District Municipality and the constituent local municipalities of Kgetleng Rivier, Madibeng, Moretele, Moses Kotane and Rustenburg will align to the goals of the NDP with regard to spatial planning and human settlement. The municipal SDFs will be guided by the following objectives of the NDP:

- To build a strong and efficient spatial planning system, well integrated across the spheres of government.
- Upgrade all informal settlements on suitable, well located land by 2030.
- Ensure that more people living closer to their places of work.
- To provide better quality public transport.
- To create more jobs in or close to dense, urban townships.

The NDP also want to contribute towards an inclusive rural economy which should be characterised by job creation in agriculture and agro-processing.

The district Municipality will contribute towards the realisation of these national objectives by coordinating and leading planning by local municipalities, sector departments and the private sector. The provincial strategy of the RRR approach and its five concretises will also work towards the realisation of these objectives.

#### ***7.2 District SDF***

The function of the District Spatial Development Framework is primarily to integrate and coordinate on a broader level spatial information which includes the five local

municipalities located in its area of jurisdiction. A Land Use Management System on the other hand deals with the detail administration of land development and land use change. It is also for this reason that the local municipalities have to compile their land use management schemes for their individual areas dealing with individual properties in terms of their administration, land use rights and also the amendment of these rights for a particular development and to meet specific requirements. It must, however, conform to the Spatial Development Framework.

Not all local municipalities in the Bojanala Platinum District have compiled land use management systems (i.e. land use schemes) for their areas of jurisdiction. It was established that the Rustenburg Local Municipality has a LUMS, and the Rustenburg SDF 2010 is specifically aligned to terminology etc. used in the Rustenburg LUMS. The latter documents record the land use and development rights and restrictions applicable to each individual property or erf within the local municipality. The present situation with regard to the compilation of land use schemes for the remaining four local municipalities within the Bojanala PDM is as follows:

- **Kgetlengrivier Local Municipality:** No existing Land Use Management Scheme (LUMS) but a detailed Land Audit was conducted in 2010.
- **Madibeng Local Municipality:** No existing LUMS but the Madibeng SDF 2009 stipulates the structures responsible for the implementation of the SDF directives.
- **Moretele Local Municipality:** Unknown
- **Moses Kotane Local Municipality:** Unknown

The District Municipality's Land Use Scheme is on a higher level, and primarily deals with policy and guidelines which inform the land use management systems of local municipalities which deal with the individual properties in settlements (i.e. proclaimed towns and villages) and farm portions.

The Bojanala Platinum District Municipality Land Use Management responsibility is to identify broad land use zones with an indication of the most probable uses/ land uses for individual zones such as township development areas (i.e. for residential/ business/ industrial/ open space, etc), conservation areas, areas with high potential agricultural land, areas for nature conservation, etc. The land use management system at district

level is very closely related and linked to the Spatial Development Framework for the District Municipality.

The remaining towns/ settlements are rather small and disconnected; and these areas are rural in character. No clear hierarchy of nodes can be distinguished among the settlements/ villages in the BPDM. Accordingly, a Nodal Classification system has been established in the previous version of the BPDM IDP.

The nodes were classified in terms of a **five (5) tier hierarchy** and allocated Existing and Proposed Functions and Guidelines. The categories were as follows:

- Primary node – Mixed use economic node
- Secondary and emerging secondary nodes – Mixed use economic node
- Local Development nodes
- Rural Service Centres
- Local Service Centres
- Tourism node – tourism related node.

The major structuring element within the District is the N4 / Platinum Corridor, and the ridges, river courses, and nature reserves and Protected Areas that dot the District landscape. The Magalies Mountain Range traverses the DM from west to east, creating a physical barrier between the southern extents of the District and the larger northern section. The Pilanesberg nature reserve is also a distinctive physical feature in the area; and a major regional tourism attraction with the Sun City development on to its eastern side. The river courses and tributaries that traverse the landscape are also strong form giving elements.

The regional road network and railway line system traversing the BPDM provides good accessibility to the majority of areas in the District.

- **Principle 1:** To achieve a sustainable equilibrium between urbanisation, conservation, and tourism, mining, and agricultural activities within the District, by way of proper land use management and in partnership with the private sector and local communities.
- **Principle 2:** To define and establish a functional hierarchy of urban and rural service centres in the District, in order to optimise the delivery of social and

engineering services and stimulate the local economy, while protecting valuable agricultural land.

- **Principle 3:** To provide a full range of social/ community services at all identified nodal points
- **Principle 4:** To optimally capitalize on the strategic location of the District through enhancing the N4 Platinum Highway and other external linkages, and to functionally link all nodal points and major destinations in the District to one another, by way of an extensive movement network.
- **Principle 5:** To ensure that proper public transport infrastructure is provided along the priority movement network and at all nodal points, serving both urban and rural communities, and linking to major destinations and to regional routes.
- **Principle 6:** To establish the Magaliesberg and Pilanesberg complexes, together with Hartbeespoort, as Tourism Anchors in the District, and to develop latent tourism potential within the District particularly linked to mining, cultural historic heritage, and eco/ adventure.
- **Principle 7:** To promote irrigated and cultivated farming activities on suitable land within the District; and to support small scale and/ or subsistence farming throughout the remainder of the area.
- **Principle 8:** To maximally utilise the mining potential in the municipal area, including optimising backward and forward linkages, without impeding negatively on the tourism and agricultural potential.
- **Principle 9:** To enhance business activities (formal and informal) at each of the identified nodal points in the District by consolidating these activities with the Thusong Centres and modal transfer facilities.
- **Principle 10:** To consolidate industrial and manufacturing activities around three core areas, namely Rustenburg Town, Brits and Mogwase (Bodirelo); and to promote small-scale manufacturing/ light industrial activities, including agro-processing, at Rural Service Centres.
- **Principle 11:** To ensure that areas displaying little or no potential for growth (urban and rural) are at least provided with the constitutionally mandated minimum levels of services as prescribed by the NSDP and enshrined in the Constitution.
- **Principle 12:** To integrate and consolidate the fragmented urban structure of the BPDM by way of delineating urban and rural development boundaries around

nodal points and promoting infill development and densification within these Strategic Development Areas.

- **Principle 13:** To compile detailed Precinct Plans for each of the identified nodal points and Rural Service Centres in the District.

### ***7.3 Local Spatial Development Frameworks***

The Local Spatial Development Frameworks of the five local municipalities that comprise the Bojanala Platinum District Municipality are briefly discussed below. The proposals emanating from them should be captured in the District SDF, during the review of the District SDF in order to promote regional alignment.

#### ***7.3.1 Kgetlengrivier Local Municipality***

The SDF of Kgetleng Rivier Local Municipality identifies the following strategic, nodal development priorities:

- Two Rural Service Centres were identified, namely Koster and Swarttruggens
- The river system was identified as a Conservation network
- Three pockets of High Potential Agricultural Land were reserved:
  - Strip south of the Magaliesberg mountain range
  - Pocket in the north-western extents
  - Pocket in the far west extents

Two new linkages were proposed to open up northern extents of Kgetlengrivier LM:

- North-south link from N4 freeway to Madikwe Dam area (in line with route R53);
- Upgrade existing east-west link road running north of and parallel to the N4 freeway, connecting Pella to the mining belt.
- Three Tourism Opportunity Areas were identified:
  - One just south of the N4 freeway, near the Koster Dam
  - One between Koster and Koster Dam
  - One north-east of Swarttruggens



### **7.3.2 Madibeng Local Municipality**

The Madibeng SDF Concept is illustrated schematically on **Figure 23a**, while the SDF is spatially depicted on **Figures 23b and 23c (zoomed)**. In summary, the interventions for Madibeng include:

- Identified High Potential Agricultural Areas along western border and central extents of Madibeng LM
- Promote nodal development at identified Economic Activity Areas, with a focus on establishing integrated housing developments only within such nodes
- Consolidate the scattered rural settlements in the central-eastern extents of the Municipality (around Jonathan, Shakung, Jericho etc)
- Strengthen linkages between Brits Town and other Economic Activity Areas
- The Future Urban Areas / expansion areas should comprise infill development on the following land pockets (see Figure 23c):
  - Between Lethlabile and Brits Town
  - Around Modderspruit
  - Around Schoemansville
  - Observe the Pelindaba Restriction Zone in the south-east of the LM.

### **7.3.3 Moretele Local Municipality**

The Moretele LSDF was based on three strategies, implemented within four intervention zones – as follows:

- Strategy 1: Accelerating Growth and Development
  - Intervention Zone One: Main economic growth areas for prioritised development spending
- Strategy 2: Sharing growth and development
  - Intervention Zone Two: Social inclusion areas representing areas for investment in people rather than places
  - Intervention Zone Three: Stimulating and kick starting new potential growth nodes
- Strategy 3: Sustainable growth and development

- Intervention Zone Four: Environmentally sensitive zone

The following proposals emanated from the LSDF:

- Preserve regional open spaces system and promote Cradle of Humankind development;
- Wetland Areas and Wetland Buffer Areas were delineated throughout the municipal area, and should be protected from development or degradation.
- The Makapanstad / Mathibestad complex was identified as the Primary and Development Node, and the Moeka / Swartdam / Ratsiepane / Motle complex as the Secondary Development Node. Both nodal points are located in the southern extents of the municipal area, where the linkages to the larger economies of Tshwane and Brits Town are strongest.
- Three Rural Development Nodes were identified in the northern extents of the LM, namely Moretele, Ngobi, and Cyferskuil / Walman.
- A local road, connecting the Primary and Secondary Development Nodes, was identified as a National Transport Corridor.
- Secondary Corridors connect the Primary and Secondary Nodes to the Rural Development Nodes in the north, and the Rural Nodes to each other.
- Two Agricultural Focus Area were identified: In the central extents of the LM, and along the northern border.
- Four pockets of Potential Future Development and Growth Areas were identified along the southern border of the LM.

#### **7.3.4 Moses Kotane Local Municipality**

The following were the development objectives to be achieved as part of the LSDF for the Moses Kotane Local Municipality:

- To protect, enhance and manage the natural environmental resources in the municipality in order to ensure a sustainable equilibrium between the mining, tourism and agricultural industries in the area.
- To utilize the Pilanesberg (primary) and Molatedi (secondary) nature reserves as anchors to promote eco-tourism and cultural historic heritage development (Holiday Resorts and “Cradle” and Cultural Historic).

- To link the primary and secondary tourism anchors by way of a conservation corridor.
- To maximally utilise the mining potential in the municipal area without impeding negatively on the tourism and agricultural potential.
- To support the commercialization of small scale and/or subsistence farming activities throughout the remainder part of the municipality.
- To facilitate the implementation of a manufacturing hub and incubator network around Bodirelo, with specific emphasis also on agro-processing.
- To establish a hierarchy of service centres to ensure equitable access to social infrastructure and to promote local economic development by way of Thusong Centres/ Multi Purpose Community Centres (MPCC's).
- To compile detailed Precinct Plans for the nodal points/service centres in the rural parts of the municipality and to integrate and consolidate the fragmented and dispersed settlement structure in all settlements.
- To functionally link all towns and settlements to one another and to ensure that the main road network in the area is tarred.
- To capitalize on the strategic location of the municipality, and establish regional and provincial linkages.
- To ensure that all communities have access to at least the minimum levels of service as enshrined in the Constitution.
- To focus on the Greater Moruleng area as the short term priority for urbanisation, and to incrementally expand to the west/north-west as and when the need and the bulk network expands.
- To actively promote corridor development along the Ledig, Sun City, Mogwase/Bodirelo and Saulspoort axis.
- To consolidate the urban structure by way of infill development (informal, subsidised and/or bonded) in the Strategic Development Areas along the corridor as demarcated.
- To define an Urban Development Boundary around the Greater Mogwase complex in order to contain urban sprawl and to promote infill development and densification.
- To ensure that Mogwase Town accommodates the full range of highest order community facilities in the municipal area.

- A number of nodal points were identified in the Moses Kotane municipal area, as points where public investment should preferably be focused, with a view of strengthening existing economic activity / highly populated areas.
- Bodirello was identified as an Industrial Node, which should be strengthened.
- Five Tourism Nodes were identified, all centred on the Pilanesberg, and including the Sun City development.
- The extension of the Madikwe Nature Reserve was indicated, together with a Conservation Corridor spanning the entire north-western border of the LM.
- A hierarchy of roads was also delineated. The first priority and second priority roads connect all the identified nodal points, and should be upgraded and maintained in order to support economic activities, physical integration and social upliftment within the Municipality.
- The western and far-eastern extents of the LM were reserved for Extensive Agriculture, while the central extents to the west and north of the Pilanesberg were primarily demarcated for Mining.

### ***7.3.5 Rustenburg Local Municipality***

The Rustenburg LSDF was based on the following six objectives/ priorities:

- Priority 1: Integrated spatial development supported by the required bulk infrastructure development
- Priority 2: Accelerated and shared economic growth supported by creation of spatial economic opportunities
- Priority 3: Sustainable use and management of natural resources
- Priority 4: Integration of land use and transport development
- Priority 5: Creation of sustainable settlements through access to appropriate housing and social facilities
- Priority 6: Creation of opportunities for sustainable rural development. The following proposals emanated from the LSDF,
- The southern half of the municipal area, as well as the majority of the north-eastern extents, were demarcated as regional open space.

- The Vaalkop Dam Nature Reserve and Kgaswane Nature Reserve were marked as conservation areas, and should be protected.
- A hierarchy of nodes was delineated for the Rustenburg Local Municipality. Rustenburg Town was identified as the First Order Node; Boitekong and Phokeng as Second Order Nodes; and Thekwane, Luka/ New Town, Robega and Tlaseng as Third Order Nodes.
- Furthermore, eleven Rural Nodes were identified, namely Hartbees-fontein, Monnakato, Bethanie, Phatsima, Marikana, Modikwe, Maumong, Tantanana, Kroondal, Heldina, and Boons.
- Urban edges were delineated around all settlements and expansion areas throughout the LM.
- The LSDF included detailed plans of all the main towns/ settlements in the area. These plans identified specific potential sites for community facilities such as an education hub or police station.
- The Platinum SDI traverses the municipal area, linking Rosslyn, Akasia, Mabopane, Ga-Rankuwa and the Brtis industrial areas, to Rustenburg. From Rustenburg, the route links with the Trans-Kgalagadi Highway at Lobatse in Botswana through Swartruggens, Groot Marico and Zeerust

Route R24 was identified as the Mogale City – Rustenburg development corridor in the Mogale City LSDF. The corridor begins at the O.R. Tambo International Airport, running via Kempton Park, Johannesburg, Krugersdorp and Tarlton to Magalies. The envisioned corridor was expected to have four major economic nodes, of which the Rustenburg multi-economic activity node is one.

Large tracts of land in the central and north-western extents of the LM were reserved for mining and mining infrastructure purposes.

Scattered pockets of land were reserved for Urban-agriculture, all adjacent to small settlements or on the outskirts of towns.

The land around the Bospoort Dam was reserved for recreation purposes.

## SECTION 8:

### 8. PROGRAMMES AND PROJECTS

#### *8.1 High level Action plan*

The section that follows consists of the municipal action plan. The plan is presented in line with the five key performance areas of local government, i.e.

- Service Delivery and Infrastructure Development
- Institutional transformation and organisational development
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and public participation

Although the action plan is presented in line with the current municipal departments, the identified outputs are organisational and therefore strategic in nature and will therefore require collaboration between a different of departments.

The action plan is divided into three main categories depending on their urgency and importance as follows:

<b>Category</b>	<b>Period</b>
Short Term	March 2017 to June 2018
Medium Term	July 2018 to June 2020
Long Term	July 2020 to June 2022

The short term outputs include those that should be achieved by the end of the current financial year (June 2017) and are intended to stabilise the municipality by addressing the immediate and pressing issues. The municipality will have to review the current SDBIP in order to include some of the identified short term outputs that are critical for the institution.

### **8.1.1. Service Delivery and Infrastructure Development**

#### **8.1.1.2 Key Departments and functions**

The departments that falls under the service delivery and infrastructure investment key performance area and their respective functions are displayed in the table below.

<b>Department</b>	<b>Functions</b>
Technical services	<ul style="list-style-type: none"><li>• Infrastructure development and management</li><li>• Coordination of service delivery initiatives</li><li>• Support service delivery projects in local municipalities</li><li>• Provide transport planning</li><li>• Support community safety initiatives</li></ul>
Health and Environmental Services	<ul style="list-style-type: none"><li>• Waste and biodiversity</li><li>• Air quality and climate change</li><li>• Municipal health services</li></ul>
Community Service	<ul style="list-style-type: none"><li>• Firefighting services</li><li>• Disaster Management</li><li>• Social development</li><li>• Sports, Arts and Culture</li></ul>

#### **8.1.1.2 Challenges identified**

The following are the main challenges affecting the municipality's performance under the basic service delivery and infrastructure investment key performance area.

- Limited or no role in regional bulk infrastructure services;
- No proper register of incomplete projects;
- Limited funding for infrastructure projects;
- No provision for maintenance of infrastructure;
- Delay in transfer of infrastructure to local municipalities;
- Limited role in transport and Community safety to devolve the function to District.
- Enhancing revenue collection in all occupancies;
- Not in Compliance with National Health Norms and standards;
- Insufficient coordination capacity and Review of Tariffs for penalties and services offered
- Fire services not covering the entire municipal area
- Finalisation of the transfer of fire function to local municipalities
- Poor state of municipal fleet
- Lack of tariff policy

### 8.1.1.3 High Level Action Plan: Infrastructure & Basic Municipal Services

KEY ISSUES	Alignment to the RRR Approach	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
Not in Compliance with National Health Norms and standards	VTSD Setsokotsane	<ul style="list-style-type: none"> <li>Compliance systems developed</li> <li>Burial support policy adopted</li> </ul>	New system implemented	Annual revisions to be improved
Insufficient co-ordination capacity	VTSD Setsokotsane	Capacity improve strategy developed	Improved monitoring and evaluation	Improved and sustained compliance
Annual review of Municipal Health Tariffs	VTSD Setsokotsane	<ul style="list-style-type: none"> <li>Public participation completed</li> <li>Tariffs Adjust and collection initiate</li> </ul>	Review of Tariffs every 12months	Tariffs that are updated and reviewed annually
Bring service closer to communities (satellite fire station)	VTSD Saam trek saam werk Setoskotsane	<ul style="list-style-type: none"> <li>Previous feasibility study re-submitted to council with recommendations</li> <li>Kgetleng Fire Station Operational</li> <li>Council resolution on transfer of certain fire services rescinded</li> </ul>	Other Fire Station opened and operational in recommended areas i.e Mabeskraal Satellite	Monitoring and reporting
Enhancing revenue collection with regards to emergency services	VTSD Setsokotsane	New tariff policy adopted	Implementing new policy	Review and implement
Unsustainable projects due to lack of skills from local contractors	VTSD Setoskotsane	<ul style="list-style-type: none"> <li>SMME database Developed</li> <li>Skills Audit conducted</li> <li>Strategy adopted</li> </ul>	Implementation of the strategy report	M&E After care support
Projects not functional after completion and transferred to LMs	VTSD Saam trek saam werk	<ul style="list-style-type: none"> <li>Audit Report on the status of the project submitted to council</li> <li>Business and intervention plan adopted</li> </ul>	<ul style="list-style-type: none"> <li>Funding sourced</li> <li>Projects unblocked</li> </ul>	Monitoring



KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
15ML Transfer of Operation rights from BBKTA to MKLM	<ul style="list-style-type: none"> <li>• VSTD</li> <li>• Saamtrek saamwerk</li> </ul>	<ul style="list-style-type: none"> <li>• MoU between MKLM and BBKTA signed</li> </ul>	Extension of services to other villages	Integrate development plans
Access to RBIG, MWIG and Rural Sanitation	<ul style="list-style-type: none"> <li>• VTSD</li> <li>• Saamtrek saamwerk</li> </ul>	<ul style="list-style-type: none"> <li>• District Technical IGR Forum re-established</li> <li>• Develop District Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Implement strategies from District Plans</li> </ul>	M&E
Restructuring of organogram Technical Services	<ul style="list-style-type: none"> <li>• Setsokotsane</li> </ul>	New organogram changed and implemented by 1 <sup>st</sup> July 2017	Monitoring and evaluation	
Municipal Building Land.	<ul style="list-style-type: none"> <li>• VTSD</li> <li>• Saam-trek Saamwerk</li> </ul>	<ul style="list-style-type: none"> <li>• Report on municipal office relocation compiled</li> <li>• Stakeholders consulted</li> </ul>	1 <sup>st</sup> Phase construction completed	Final building completed Relocation to the new building
<ul style="list-style-type: none"> <li>• Inadequate bulk supply of electricity in some of the local municipality</li> <li>• Shortage of electricity in the rural areas</li> <li>• Poor maintenance of high-mast lights</li> <li>• Loss of electricity</li> </ul>	<ul style="list-style-type: none"> <li>• VTSD</li> <li>• Saamtrek saamwerk</li> </ul>	<ul style="list-style-type: none"> <li>• An integrated district bulk electricity master plan adopted</li> <li>• Reports on engagements with Eskom and industries on the master plan</li> <li>• Business plan to access funding to support local municipalities adopted</li> <li>• Pre-paid meters commissioned in supported municipalities to improve revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Electricity capacity upgraded across the district</li> <li>• Electricity substations upgraded</li> <li>• Old cables replaced</li> <li>• New high mast lights where needed maintained and installed ( by agreement with LMs)</li> <li>• Re-metering of electricity infrastructure completed</li> </ul>	<ul style="list-style-type: none"> <li>• Upgraded electricity substations</li> <li>• Replaced old cables</li> <li>• Maintained and installed new high mast lights</li> </ul>

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
<p>Inadequate bulk water and sanitation supply Ageing infrastructure Poor water reticulation Lack of sanitation services at some of the areas</p>	<ul style="list-style-type: none"> <li>• VTSD</li> <li>• Saamtrek saamwerk</li> </ul>	<ul style="list-style-type: none"> <li>• Feasibility study on the Klipvoor Dam completed</li> <li>• Integrate bulk water and sanitation master plan adopted</li> <li>• Established bulk water and sanitation district forum( water Boards, WSAs, Mines etc)</li> <li>• WSDP developed by supported local municipalities</li> <li>• Water Conservation and Demand Management Strategy Adopted</li> <li>• Report on underground water studies for LMs</li> <li>• Blue Drop Strategy adopted by WSAs</li> <li>• Green drop improvement strategy adopted by WSAs</li> <li>• Funds lobbied to implement water and sanitation district wide projects</li> <li>• Report on the implementation of the water and sanitation projects (sec84)</li> </ul>	<ul style="list-style-type: none"> <li>• District's Grey Water Innovation Strategy investigated</li> <li>• Support municipalities to implement their plans</li> <li>• Strategy to support municipalities to source funding for service augmentation adopted</li> <li>• Construction of a Regional Waste Water Treatment Plant to Service Rustenburg and Moses Kotane Villages and Industries completed</li> <li>• Construction of a Regional Waste Water Treatment Plant to Service Madibeng and Moretele Villages completed</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring</li> </ul>

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
Poor roads maintenance Lack of internal roads	<ul style="list-style-type: none"> <li>• VTSD</li> <li>• Saamtrek saamwerk</li> </ul>	<ul style="list-style-type: none"> <li>• An integrated district road master plan adopted</li> <li>• Devolutions of some of the transport management responsibilities to the district completed</li> <li>• District transport forum established</li> <li>• Funding source to support the Integrated Transport Network( IPTN)</li> <li>• District Integrated Transport plan reviewed and adopted</li> </ul>	Implementation	Monitoring
Parks	<ul style="list-style-type: none"> <li>• VTSD</li> <li>• Saamtrek saamwerk</li> </ul>	Parks in villages fully developed	<ul style="list-style-type: none"> <li>• Rural greening</li> <li>• Transfer of parks to LMs</li> </ul>	Support
Environment and Waste Management	<ul style="list-style-type: none"> <li>• VTSD</li> <li>• Saamtrek saamwerk</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated District waste management strategy adopted</li> <li>• Air quality monitoring reports submitted regularly</li> <li>• Air quality by-laws and enforcement done</li> <li>• Integrated District environmental management strategy adopted</li> <li>• Report on a comprehensive audit of landfill sites and revitalization strategy adopted</li> <li>• Reviewed waste management plans by locals adopted</li> <li>• A comprehensive strategy to take waste management services to villages( waste collection, dumping sites, cleaning of villages and cemeteries) developed</li> <li>• Recycling</li> <li>• Implement bush thinning projects</li> </ul>	<ul style="list-style-type: none"> <li>• Local municipalities assisted to implement the strategies</li> <li>• Local municipalities assisted to source funding sites to Service Rustenburg and Moses Kotane Villages and Industries established</li> <li>• District Landfill sites to Service Madibeng and Moretele Villages established</li> <li>• Transfer stations per ward developed</li> <li>• Sustain</li> </ul>	Monitoring

## **8.2 Institutional transformation and organisational development**

### **8.2.1 Key departments**

The department that falls under the institutional transformation and organisational development KPA include:

- Corporate Support Services
- Office of the Municipal Manager

The functions that are provided by the departments under this KPA are reflected in the table below:

Department	Functions
Corporate Support Service	<ul style="list-style-type: none"><li>• Human Resource Management</li><li>• Labour Relations</li><li>• Records Management</li><li>• Fleet Management</li><li>• Council Administration</li></ul>
Office of the Municipal Manager	<ul style="list-style-type: none"><li>• Integrated Development Planning</li><li>• Performance Management</li><li>• Legal Service</li><li>• Information &amp; Communications Technology</li></ul>

### **8.2.2 Key challenges**

The following challenges were identified by participants as matters that require attention under the key performance area of institutional transformation and organisational developing:

- Low morale and poor performance
- No proper talent management and succession planning
- A bloated organisational structure
- Alignment of the organisational structure to the IDP and municipal budget
- The absence of an automated leave administration system
- Personnel management system not integrated
- Record management system
- Poor MSCOA awareness
- Strained labour environment
- Limited office space
- Weak contract management within the municipality
- Non-adherence to policies such as fleet management

- Late submission of reports from departments for compilation of Agendas
- Municipal Plans not aligned
- Performance management system limited to senior management
- Unreliable ICT environment
- Inappropriate support and maintenance of ICT

The actions in the table below are proposed as interventions to address these challenges.

### 8.2.3 High Level Action Plan: Institutional Transformation

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
Low staff Morale	RHR Saam-trek Saamwerk	<ul style="list-style-type: none"> <li>Change management Strategy developed</li> <li>Team building exercises conducted</li> </ul>	Change Management Strategy Implemented	Monitoring
High Wage Bill	RHR	<ul style="list-style-type: none"> <li>Staff Audit conducted</li> <li>Workforce Planning conducted</li> <li>Human Resource Strategy developed</li> </ul>	Human Resource Strategy implemented	Monitoring
Organisational Structure not aligned to powers and functions	RHR Saam-trek Saamwerk	<ul style="list-style-type: none"> <li>Organisational structure revised</li> <li>Staff establishment completed</li> <li>Job Evaluations completed</li> <li>Salary parity completed</li> <li>All posts costed and budgeted for</li> </ul>	Staff Migration policy developed	Monitoring
Workplace and community skills development plan not implemented	RHR Saam-trek Saamwerk	<ul style="list-style-type: none"> <li>Conduct skills audit</li> <li>Revise WSP</li> <li>WSP Implemented</li> <li>District wide community skills development programmes developed</li> </ul>	<ul style="list-style-type: none"> <li>Implement WSP</li> <li>Community skills development programmes implemented</li> <li>Monitoring</li> </ul>	Monitoring
No talent Management and succession planning strategy	RHR Saam-trek Saamwerk	<ul style="list-style-type: none"> <li>Talent management and succession planning policy developed</li> </ul>	Monitoring	Monitoring

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
Outdated Policies	RHR Saam-trek Saamwerk	<ul style="list-style-type: none"> <li>• Policies and by-laws revised</li> <li>• Revised Policies and by-laws workshopped</li> </ul>	Monitoring	Monitoring
Proper management of contracts	RHR Saam-trek Saamwerk	<ul style="list-style-type: none"> <li>• Contract management procedure manual developed</li> <li>• Contract management training conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring</li> </ul>
Poor urban management	VTSD ACT	<ul style="list-style-type: none"> <li>• Urban renewal plans developed for local municipalities</li> <li>• Business plans developed for external and grant funding</li> </ul>	<ul style="list-style-type: none"> <li>• Business Plans submitted and followed-up</li> <li>• Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation</li> <li>• Monitoring</li> </ul>
Alignment of municipal plans	Saam-trek	<ul style="list-style-type: none"> <li>• 2016-2021 IDP developed</li> <li>• Vision, mission, values, priorities, objectives and strategies adopted</li> <li>• IDP compiled in line with MSCOA</li> <li>• New service delivery model adopted</li> <li>• Local Municipalities supported to compile 5 year IDPs</li> <li>• 2017/18 SDBIP aligned with IDP and budget</li> <li>• VTSD plans completed</li> <li>• Support local municipalities to review their sector plans ( SDFs, LUMs etc)</li> </ul>	<ul style="list-style-type: none"> <li>• IDP reviewed</li> <li>• New service delivery model implemented</li> <li>• BPDM Growth and Development Strategy Adopted</li> <li>• SDBIP developed</li> <li>• City Development Strategies supported for Rustenburg and Madibeng Local Municipalities</li> <li>• Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• IDP review</li> <li>• Monitoring</li> </ul>

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
Performance Management System	<ul style="list-style-type: none"> <li>• RHR</li> <li>• Saam-trek</li> </ul>	<ul style="list-style-type: none"> <li>• Revised 2016/17 Top layer SDBIP approved</li> <li>• Amended 2016/17 Performance agreements signed</li> <li>• PMS Framework Policy revised and adopted</li> <li>• 2017/18 SDBIP Approved</li> <li>• 2017/18 Mid-Term Budget and performance report approved</li> <li>• Annual reports adopted by council</li> <li>• Quarterly performance assessment sessions conducted</li> <li>• Performance reports submitted timeously to council</li> <li>• PMS Oversight delegations assigned to MMCs</li> <li>• Plan developed to cascade PMS</li> </ul>	<ul style="list-style-type: none"> <li>• Consultations with unions</li> <li>• PMS cascaded to managers and supervisors levels</li> <li>• Monitoring</li> <li>• Review of all performance agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring</li> </ul>
ICT provision and maintenance	<ul style="list-style-type: none"> <li>• RHR</li> <li>• Saam-trek</li> </ul>	<ul style="list-style-type: none"> <li>• A comprehensive Master Systems Plan adopted</li> <li>• ICT Policy is adopted</li> <li>• Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP).</li> <li>• Develop ICT maintenance strategy</li> <li>• New Firewall Management Strategy is developed</li> <li>• Strategy to support Local municipalities developed</li> </ul>	<ul style="list-style-type: none"> <li>• Information and Communication Technology Helpdesk established</li> <li>• Support to local municipalities implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring</li> </ul>



### **8.3 Local Economic Development**

#### **8.3.1 Key Department**

The Economic Development, Agriculture and Rural Development is the main department that leads the LED KPA. Among others the following are the main functions performed by the municipality under the LED KPA:

- Marketing and Tourism
- Enterprise development
- Agriculture (Crop and livestock farming including Agro processing)
- Job creation
- Investment promotion
- Promote stakeholder involvement

#### **8.3.2 Key Challenges**

A number of challenges affecting the local economic development key performance area in the district were identified, among others participants agreed on the following:

- Lack/poor of tourism infrastructure development
- Driving and visibility in major tourism activities within the district e.g Miss SA
- Not proactive measures to initiate activities that could attract or promote tourism
- Poor Integrated tourism information management system
- Widening gap between commercial and emerging farmers
- Not transferring assets to the local municipality/traditional authority for purpose of maintenance and operation.
- Lack of support for farmers to do game farming
- Poor tenure development support
- Poor coordinate, monitoring and implementation of SLPs
- No mineral beneficiation for enterprises
- Lack of coordination job creation stats by private sector e.g. Mines, Retails, manufacturing, etc.

### 8.3.3 High Level Action Plan: Local Economic Development

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
Support Tourism and Marketing development	<ul style="list-style-type: none"> <li>• ACT</li> <li>• VTSD</li> <li>• Saam-trek saam-werk</li> </ul>	<ul style="list-style-type: none"> <li>• District LED Strategy revised</li> <li>• District role in Heritage park defined</li> <li>• Heritage, attraction sites and museums identified and developed</li> <li>• Tourism signage developed</li> <li>• SMME data base compiled</li> <li>• SMMEs trained such as B&amp;Bs</li> <li>• District tourism and Marketing Strategy revised</li> <li>• Tourism product development and marketing adopted such as tourism routes</li> <li>• Cultural Artefacts to promote tourism developed</li> <li>• Skills in professional hunting developed</li> <li>• Local tourism initiatives implemented( short left)</li> <li>• District's visibility increased in collaboration with other major events such as the Nedbank golf challenge, soccer games etc</li> <li>• Community Tourism Association supported</li> <li>• Exhibitions hosted as part of Setsokotsane</li> <li>• Skills in professional hunting developed</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism infrastructure developed</li> <li>• Integrated tourism information management system developed</li> <li>• Role of district in functions such tourism, information centres, and heritage parks increased</li> <li>• Integrated tourism information management system developed</li> <li>• Devolved certain tourism functions to the District to improve coordination e.g. tourism information centres, heritage parks,</li> <li>• Mining Expo Hosted</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism infrastructure developed</li> <li>• Heritage park developed (merging of Pilanesburg National Park and Madikwe Game Reserve)</li> </ul>

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
Coordinate, facilitate and support agriculture and rural development	<ul style="list-style-type: none"> <li>• Setsokotsane</li> <li>• ACT</li> <li>• VTSD</li> <li>• Saam-trek Saam-werk</li> </ul>	<ul style="list-style-type: none"> <li>• Bankable LED projects from the LM's IDPs implemented</li> <li>• National Agripark programme supported</li> <li>• Support strategy in land reform developed</li> <li>• Database of cooperatives developed</li> <li>• Land Care projects supported</li> <li>• Audit of LED projects conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Fresh produce market programme revisited</li> <li>• LED projects assets transferred to local municipalities</li> <li>• Agro-processing infrastructural projects implemented</li> <li>• The gap between commercial and emerging farmers bridged</li> <li>• Feedlot revived</li> <li>• Regional export hub (fresh and meat) developed</li> </ul>	<ul style="list-style-type: none"> <li>• Tenure development supported</li> <li>• Agro processing supported</li> <li>• Monitoring</li> </ul>
Coordinate, facilitate and support job creation initiatives	<ul style="list-style-type: none"> <li>• ACT</li> <li>• VTSD</li> <li>• Saam-trek saam-werk</li> </ul>	<ul style="list-style-type: none"> <li>• EPWP supported</li> <li>• Job creation initiatives in all government spheres supported</li> <li>• Integrated SMME database developed</li> <li>• SMME Support strategy developed</li> </ul>	<ul style="list-style-type: none"> <li>• SMME strategy implemented</li> <li>• Jobs database created</li> </ul>	Monitoring

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
Coordinate, facilitate and support enterprise development	<ul style="list-style-type: none"> <li>• ACT</li> <li>• VTSD</li> <li>• Saam-trek saam-werk</li> </ul>	<ul style="list-style-type: none"> <li>• Village, Local and District Chamber of Commerce Established</li> <li>• Bankable projects prioritised</li> <li>• LED forum revitalised</li> <li>• Relationship with private sector improved</li> <li>• Business Plans for funding compiled</li> <li>• Status quo analysis of SLPs conducted</li> <li>• PPPs ventures supported</li> <li>• Trained of small scale miners</li> </ul>	<ul style="list-style-type: none"> <li>• SLPs coordinated and monitored</li> <li>• Beneficiation feasibility study conducted</li> <li>• SMMEs supported</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring</li> </ul>
Support Spatial Economic Development	VTSD	<ul style="list-style-type: none"> <li>• Identify targeted investment packages in nodal development areas</li> <li>• Identify investment incentives</li> <li>• Fresh Produce markets</li> <li>• Feasibility study to establish export market</li> </ul>	<ul style="list-style-type: none"> <li>• Establish regional export hubs ( Spatial Economic Zones)</li> <li>• Revive hubs</li> <li>• Support the development of Northern Corridor ( R510)</li> </ul>	Monitoring

## **8.4 Municipal Financial Viability and Management**

### **8.4.1 Departments and Functions**

The department of Budget and Treasury is the lead department under the key performance area of municipal financial viability and management. The main functions performed by the department include:

- Budget and MFMA Implementation
- Supply Chain Management
- Expenditure Management
- Municipal Support

### **8.4.2 Key Challenges**

As the department responsible for the management of the purse of the municipality, the performance of the budget and treasury office was thoroughly analysed by participants following a presentation by the department. Apart from the main issues of supply chain and the report of the auditor general, the following concerns were raised about the functions of the department:

- Perceptions of non-adherence to supply chain policy
- Councillors not updated about the long term contracts;
- Poor internal audit validation and management reports
- SCM practices not aligned to RRR approach;
- Limited awareness on mSCOA implementation
- Poor management of budget expenditure by HDOs;
- Asset management procedures not adhered to;
- In adequate budget management and controls within departments
- Assets management procedures not fully adhered to
- Financial support to municipalities is ad-hoc, sporadic and reactive

### 8.4.3 High Level Action Plan: Municipal Financial Viability & Management

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
Revenue Management	<ul style="list-style-type: none"> <li>• Setsokotsane</li> <li>• Saamtrek Saam Werk</li> <li>• VTSD</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue collection strategy adopted</li> <li>• Study on cost reflective tariff determination completed</li> <li>• Tariff policy adopted</li> <li>• Credit Control and Debt Collection Policy adopted</li> <li>• Billing system developed</li> <li>• Indigent policy adopted</li> <li>• Revenue collected registered and supporting document correctly archived</li> <li>• Communities involved in credit control</li> </ul>	<ul style="list-style-type: none"> <li>• New tariffs implemented</li> <li>• An integrated billing system implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation and reporting</li> </ul>
Supply Chain Management	<ul style="list-style-type: none"> <li>• Setsokotsane</li> <li>• Saamtrek Saam Werk</li> <li>• VTSD</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed SCM policy adopted</li> <li>• Quarterly reports submitted to council</li> <li>• Report on long term contracts compiled</li> <li>• PPPFA regulations implemented</li> <li>• SCM policy adhered to</li> <li>• Consolidated Report to council on long term contracts submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Released quarterly statistics on SMMEs support</li> <li>• Reviewed SCM policy</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed SCM Policy adopted</li> </ul>

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
Support revenue enhancement initiatives in local municipalities	<ul style="list-style-type: none"> <li>• Setsokotsane</li> <li>• Saamtrek Saam Werk</li> <li>• VTSD</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed and new revenue enhancement strategy adopted by supported local municipalities</li> <li>• credit Control and Debt Collection Policy adopted by supported local municipalities</li> <li>• Support the data cleansing and records updating process (consumer agreements) for an updated billing</li> <li>• Indigent management support for local municipalities</li> <li>• Prepaid water meters installed</li> <li>• Policy to write-off arrears adopted by supported local municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy to collect outstanding debts adopted</li> <li>• Water conservation and management systems (repair and installation of new meters) adopted</li> <li>• Qualified staff and interns recruitment</li> <li>• Automated metering system implemented</li> <li>• Increased revenue collection points and easy payment system (vendors etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation and monitoring</li> </ul>
Asset management		<ul style="list-style-type: none"> <li>• Assets Committee established</li> <li>• HOD take responsibility for movement of assets</li> <li>• Assets policy reviewed and adhered to</li> <li>• GRAP compliance( sustain)</li> </ul>	Assets transferred to local municipalities	Monitoring

## **8.5 Good Governance and public participation**

### **8.5.1 Departments and functions**

The good governance and public participation key performance areas is made up functions that reside in the following offices:

- Office of the Executive Mayor;
- Office of the Speaker;
- Office of the Municipal Public Accounts Committee;
- Office of the single whip;
- Office of the Municipal manager.

The functions of each office are indicated below:

- The office of the Executive Mayor is responsible for:
  - Identify the needs of the municipality
  - Monitor the management of the administration
  - Review the performance of the municipality
  - Evaluate performance against key performance indicators
  - Oversee the provision of services
  - Lead the strategic planning and budget process
  - Coordinates ceremonial functions
  - Manages the IDR function
  
- :The office of the Speaker is responsible for,
  - Public participation;
  - Support to ward committees;
  - Councillor support;
  - Management of council agenda
  - Promotion of code of conduct.



- Municipal Public Accounts Office is responsible for:
  - Consider and evaluate the content of the annual report and make recommendations to Council when adopting the oversight report
  - Consider information relating to past recommendations made with regard to the annual report to conclude outstanding matters that needed to be resolved
  - Consider in-year reports including quarterly, mid-year and annual reports
  - Examine the financial statements and audit reports of the municipality and municipal entities taking into account the following:
    - Improvements/deteriorations of previous financial statements and reports
    - The extent to which the Audit Committee's and the Auditor General's recommendations have been implemented
  - Promote good governance, transparency and accountability in the use of municipal resources
  - Recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken
  
- The office of the single whip is responsible for:
  - Deployment of Councillors in committees of Council.
  - Management of caucuses
  - Promotion and demotion of Councillors.
  - Responsible for measuring and monitoring the performance of Councillors in all areas of deployment
  
- Under the governance and public participation key performance area, the Office of the Municipal Manager is responsible for:
  - Internal Audit;
  - Risk Management ;
  - Reporting

### **8.5.2 Key challenges**

The key challenges identified under the good governance and public participation key performance area include:

- Audit committee not fully effective

- Negative audit findings
- Poor quality of reports
- Communication function not effective
- No strategy to support ward committees
- Lack of funding for special projects
- IGR forum not functional
- Poor coordination of advocacy groups
- Political offices not fully staffed

### 8.5.3 High Level Action Plan: Good Governance & Public Participation

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
Poor Communication	<ul style="list-style-type: none"> <li>RHR</li> <li>ACT</li> <li>Setsokotsane</li> <li>Saam-werk Saam-trek</li> </ul>	<ul style="list-style-type: none"> <li>Communication policy adopted</li> <li>Communication strategy adopted</li> <li>District rebranding plan developed</li> </ul>	<ul style="list-style-type: none"> <li>Rebranding completed</li> <li>Strategy implemented</li> </ul>	Monitoring
Insufficient coordination of IGR and Cooperative Governance structures	<ul style="list-style-type: none"> <li>Setsokotsane</li> <li>Saam-werk Saam-trek</li> </ul>	<ul style="list-style-type: none"> <li>Mayorol Forum resuscitated</li> <li>Political and Technical Sub-Committees established (MMC's Sub-Committees, MM's Forum, Technical Support committees etc)</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings reports and interventions</li> </ul>	Monitoring
Community Participation and Ward Committee Support	<ul style="list-style-type: none"> <li>RHR</li> <li>Setsokotsane</li> <li>Saam-werk Saam-trek</li> </ul>	<ul style="list-style-type: none"> <li>Public participation policy adopted</li> <li>Ward committee status quo report completed</li> <li>Ward committee strategy adopted</li> <li>District Advocacy forum/s established</li> <li>Mayor's Imbizos aligned to the local municipalities' programme and provincial Setsokotsane programme</li> <li>Annual calendar events adopted (Heritage, June 16, Reconciliation days etc)</li> </ul>	<ul style="list-style-type: none"> <li>Ward Committees supported</li> <li>Functional district advocacy forum/s</li> </ul>	Monitoring
Clean Audit Programme	<ul style="list-style-type: none"> <li>Setsokotsane</li> <li>RHR</li> <li>Saam-werk Saam-trek</li> </ul>	<ul style="list-style-type: none"> <li>New audit committee appointed</li> <li>Audit Charter revised</li> <li>Clean Audit Committee revitalised</li> <li>Audit Action Plan implemented</li> <li>Local Municipalities supported</li> </ul>	<ul style="list-style-type: none"> <li>Functional audit committee <ul style="list-style-type: none"> <li>Clean audit plan implemented</li> </ul> </li> </ul>	Monitoring
Risk Management	<ul style="list-style-type: none"> <li>Setsokotsane</li> <li>Saam-werk Saam-trek</li> </ul>	<ul style="list-style-type: none"> <li>Integrated enterprise wide risk management strategy developed</li> <li>Risk Management Committee established</li> <li>Risk function fully staffed</li> <li>Risk Management function extended to local municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Risk Management function fully implemented</li> </ul>	Monitoring

KEY ISSUES	ALIGNMENT TO THE RRR APPROACH	OUTPUTS		
		SHORT TERM	MEDIUM TERM	LONG TERM
		2016 – 2018	2018 – 2020	2020 – 2022
		<ul style="list-style-type: none"> <li>Fraud prevention strategy adopted</li> </ul>		
MPAC	<ul style="list-style-type: none"> <li>RHR</li> <li>Setsokotsane</li> <li>Saam-werk Saam-trek</li> <li>VTSD</li> </ul>	<ul style="list-style-type: none"> <li>MPAC annual programme revised</li> <li>Anti-Corruption Strategy revised</li> <li>Ethics Management Framework developed</li> </ul>	<ul style="list-style-type: none"> <li>MPAC programme implemented</li> <li>Ethics Management programme implemented</li> </ul>	Monitoring
Training of councillors	<ul style="list-style-type: none"> <li>RHR</li> <li>Saam-werk Saam-trek</li> </ul>	<ul style="list-style-type: none"> <li>Skills audit conducted</li> <li>Councillor training policy adopted</li> <li>Training programme developed</li> </ul>	Councillor training implemented	Monitoring
Community Bursaries	<ul style="list-style-type: none"> <li>Setsokotsane</li> <li>Saam-werk Saam-trek</li> </ul>	<ul style="list-style-type: none"> <li>Revised policy adopted</li> <li>Bursary committee reconstituted</li> <li>Report on status of bursary programme compiled</li> </ul>	<ul style="list-style-type: none"> <li>New bursaries allocated</li> <li>Monitoring</li> </ul>	Monitoring
Customer Service Desk	<ul style="list-style-type: none"> <li>Setsokotane</li> <li>RHR</li> <li>Saam-werk Saam-trek</li> </ul>	<ul style="list-style-type: none"> <li>Business plan for customer service desk developed</li> <li>Business plan adopted</li> <li>Customer service charter revised</li> <li>Training of designated personnel</li> </ul>	<ul style="list-style-type: none"> <li>Customer service function implemented</li> <li>Monitoring</li> </ul>	Monitoring

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## GLOSSARY OF TERMS

MFMA	Local Government: Municipal Finance Management Act 56 of 2003
MSA	Local Government: Municipal Systems Act 32 of 2000
MsA	Local Government: Municipal Structures Act 117 of 1998
IDP	Integrated Development Plan
SDF	Spatial Development Framework
SPLUMA	Spatial Planning & Land Use Management Act 23 of 2013
LUMS	Land Use Management System
BPDM	Bojanala Platinum District Municipality
RLM	Rustenburg Local Municipality
KRLM	Kgetleng Rivier Local Municipality
MLM	Moretele Local Municipality
LMoM	Local Municipality of Madibeng
MKLM	Moses Kotane Local Municipality
LED	Local Economic Development
DBSA	Development Bank of Southern Africa
TB	Tuberculosis
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
SAPS	South African Police Service
CIDB	Construction Industry Development Board
EPWP	Expanded Public Works Programme
EXCO	Executive Council
ANC	African National Congress
SASSA	South African Social Security Agency
NYDA	National Youth Development Agency
SMME	Small, Medium & Macro Enterprise
ICT	Information and Communication Technology
NDP	National Development Plan
SoNA	State of the Nation Address
SoPA	State of the Province Address
NLTA	National Land Transport Act
NLTTA	National Land Transport Transitional Act
DFA	Development facilitation Act
CLARA	Communal Land Rights Acts 11 of 2004
DoRA	Division of Revenue Act
MPRA	Municipal Property Rates Act 6 of 2004
IGRFA	Intergovernmental Relations Framework Act 3 of 2005
MPAC	Municipal Public Accounts Committee
AFS	Annual Financial Statement
PMS	Performance Management System
SDBIP	Service Delivery & Budget Implementation Plan
MTREF	Medium Term Revenue & Expenditure Framework
AGSA	Auditor General of South Africa
KPI	Key Performance Indicator
MEC	Member of the Executive Council
WSDP	Water Services Development Plan
EMP	Environmental Management Plan