



ABSTRACT

This is the 2018/19 BPDM IDP. It seeks to provide an over-arching strategic Framework for the District over the next Financial Year, as well give indications of the District Fiscal appropriations for the MTREF

Office of the Municipal Manager:
Regional Planning & IDP

**2018/19
Reviewed IDP**

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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.

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

Vision

Bojanala Platinum District Municipality, a model of cooperative governance for effective and efficient service delivery in partnership with local municipalities and all stakeholders.

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.

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:

Values:	Description:
Commitment	<ul style="list-style-type: none"> 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 – both the councillors and employees undertake to not only perform their duties in a professional manner, but also actively participate in public life and express their opinions on issues of development in the country in which they live and work
Productivity	<ul style="list-style-type: none"> 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.
Excellence	<ul style="list-style-type: none"> Synonyms for 'excellence' include 'fineness', 'brilliance', 'superiority', 'distinction', 'quality', and 'merit'. Excellence in all endeavours must be a defining virtue by which the District Wide Area pursues its vision and mission.
Integrity	<ul style="list-style-type: none"> 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 the discrepancy or alter their beliefs.

Values:	Description:
Transparency	<ul style="list-style-type: none"> • Behaviour, actions and information should be visible and available for all to scrutinize. • This includes professionalism which refers to the adherence of employees to honesty and responsibility when dealing with community members including ensuring a level of excellence that goes over and above what is legislatively required. It is about personal ethics, the quality of work produced and the attitude with which it is produced.
Accountability	<ul style="list-style-type: none"> • 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.
Courtesy	<ul style="list-style-type: none"> • 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.
Professionalism	<ul style="list-style-type: none"> • High standards of work where professionals promote good to society, act selflessly and abide by code of ethics.

Foreword by the Executive Mayor

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 review process of this 2018/19 Integrated Development Plan requires a lengthy planning process, and involves a wide range of role players internally and externally to ensure both credibility and legitimacy. The process therefore has been properly organized and prepared, to the extent that we had to move mountains as we sought to reposition, renew and rebrand this economically vibrant region rich in diversity, as best as could be humanly possible.

As a result our review Operational Plan (commonly known as a Process Plan) which indicates what needs to happen, by when, whom and where and includes has guided us throughout. 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, and the Planning & Performance Regulations of 2001.

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 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 endeavours 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 financial year.

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.

Roma nna, ke direle le go dira le Bagarona!!

CLLR FETSANG MOKATI
EXECUTIVE MAYOR
BPDM

Overview by the Municipal Manager

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 BPDM 2018/19 Reviewed Integrated Development Plan, based on the 4th Generation (2022 BPDM 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, from July 2017 to date, were convened.

After the BPDM has approved and adopted the Reviewed 2018/19 IDP as its official strategic plan for the coming financial year, the municipality administration will continue to consult broadly in conjunction with the local municipalities with a view of sustaining the impetus towards 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.

I thank you

POGISO SHIKWANE (MR)
MUNICIPAL MANAGER
BPDM

SECTION 1: EXECUTIVE SUMMARY

Purpose

The BPDM 2018/19 Reviewed Integrated Development Plan seeks to provide an over-arching strategic framework for the municipality for the next Financial Year.

It is also the basis on which the Fiscal appropriations of Council for the next financial year will be made.

The document will detail several areas that are important for any member of the public or interested party to have a fuller understanding what is planned over four quarters of a financial year.

It will also be the basis upon which macro targets for service delivery in the district, taking into account the allocated powers and functions, will be shaped.

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.

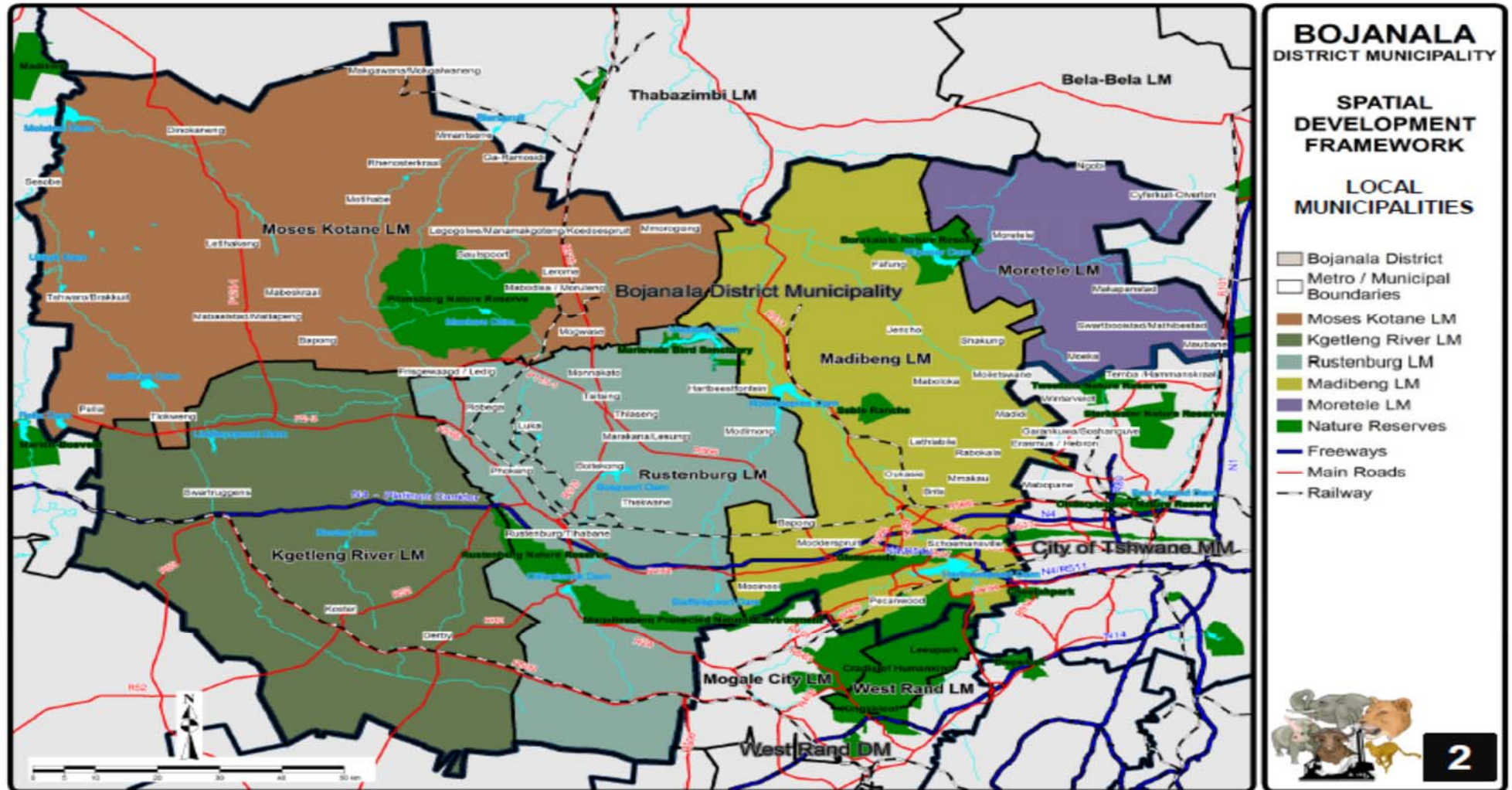
The IDP was developed in line with the IDP process plan which was approved by council in August 2016. The IDP process plan seek to identify and coordinate key stakeholders in the planning process in the district municipality and coordinate their contribution in the development of the IDP.

In the original 4th Generation IDP that was approved by the Council in May 2017, the key features of the IDP as per section 26 of the Municipal Systems Act, 32 of 2000, were included as these have a five (5) horizon:

- i. an assessment of the existing level of development
- ii. the council's development priorities and objectives
- iii. the council's development strategies
- iv. the spatial development framework – albeit, the review of the SDF in line with the Spatial Planning & Land Use Management Act (SPLUMA), is commencing in 2018;
- v. the council's operational strategies;
- vi. the disaster management plan;
- vii. a financial plan, and
- viii. 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.

SECTION 2: SPATIAL RATIONALE



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 km².

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.

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 (Kgetlengrivier LM), Groot Marico and Zeerust (Ramotshere Moloa LM)
- The N12 route between Johannesburg and Kimberley (Treasure Corridor) including the development nodes of Potchefstroom (JB Marks 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)

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 - Elliesrus
- Mahikeng- Lobatse- Gaborone - Francistown- Bulawayo- Lusaka- Dar es salaam

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.

- 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.

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.

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.

Demographic profile of Our District

"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.

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 1. TOTAL POPULATION - BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2006-2016
[NUMBERS PERCENTAGE]

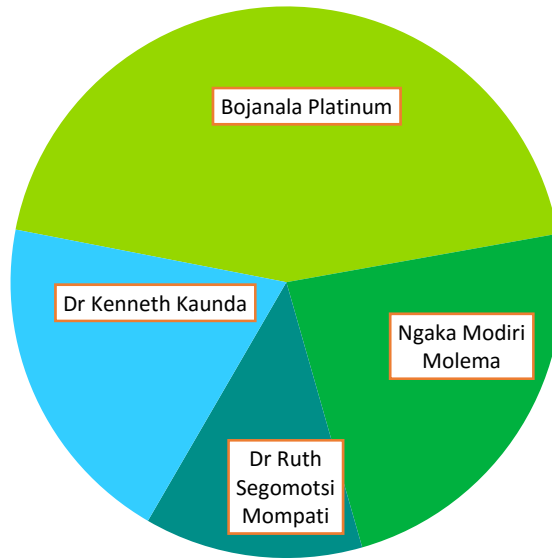
	Bojanala Platinum	North-West	National Total	Bojanala Platinum as % of province	Bojanala Platinum as % of national
2006	1,320,000	3,220,000	47,800,000	41.1%	2.8%
2007	1,350,000	3,260,000	48,400,000	41.5%	2.8%
2008	1,390,000	3,310,000	49,100,000	41.9%	2.8%
2009	1,420,000	3,360,000	49,800,000	42.3%	2.9%
2010	1,460,000	3,430,000	50,700,000	42.7%	2.9%
2011	1,500,000	3,490,000	51,500,000	43.1%	2.9%
2012	1,540,000	3,550,000	52,400,000	43.4%	2.9%
2013	1,570,000	3,610,000	53,200,000	43.6%	3.0%
2014	1,610,000	3,670,000	54,100,000	43.8%	3.0%
2015	1,640,000	3,730,000	54,900,000	44.0%	3.0%
2016	1,670,000	3,790,000	55,700,000	44.1%	3.0%
Average Annual growth					
2006-2016	2.37%	1.64%	1.54%		

Source: IHS Markit Regional eXplorer version 1277

With 1.67 million people, the Bojanala Platinum District Municipality housed 3.0% of South Africa's total population in 2016. Between 2006 and 2016 the population growth averaged 2.37% per annum which is close to double than the growth rate of South Africa as a whole (1.54%). Compared to North-West's average annual growth rate (1.64%), the growth rate in Bojanala Platinum's population at 2.37% was slightly higher than that of the province.

CHART 1. TOTAL POPULATION - BOJANALA PLATINUM AND THE REST OF NORTH-WEST, 2016 [PERCENTAGE]

**Total population
North-West Province, 2016**



Source: IHS Markit Regional eXplorer version 1277

When compared to other regions, the Bojanala Platinum District Municipality accounts for a total population of 1.67 million, or 44.1% of the total population in the North-West Province, which is the most populous region in the North-West Province for 2016. The ranking in terms of the size of Bojanala Platinum compared to the other regions remained the same between 2006 and 2016. In terms of its share the Bojanala Platinum District Municipality was significantly larger in 2016 (44.1%) compared to what it was in 2006 (41.1%). When looking at the average annual growth rate, it is noted that Bojanala Platinum ranked highest (relative to its peers in terms of growth) with an average annual growth rate of 2.4% between 2006 and 2016.

TABLE 2. TOTAL POPULATION - LOCAL MUNICIPALITIES OF BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2006, 2011 AND 2016 [NUMBERS PERCENTAGE]

	2006	2011	2016	Average Annual growth
Moretele	185,000	187,000	194,000	<i>0.45%</i>
Madibeng	394,000	475,000	541,000	<i>3.23%</i>
Rustenburg	463,000	549,000	631,000	<i>3.15%</i>
Kgetlengrivier	42,400	51,000	58,300	<i>3.23%</i>
Moses Kotane	238,000	240,000	247,000	<i>0.38%</i>
Bojanala Platinum	1,322,561	1,502,544	1,671,530	<i>2.37%</i>

Source: IHS Markit Regional eXplorer version 1277

The Kgetlengrivier Local Municipality increased the most, in terms of population, with an average annual growth rate of 3.23%, the Local Municipality of Madibeng had the second highest growth in terms of its population, with an average annual growth rate of 3.23%. The Moses Kotane Local Municipality had the lowest average annual growth rate of 0.38% relative to the other within the Bojanala Platinum District Municipality.

Population projections

Based on the present age-gender structure and the present fertility, mortality and migration rates, Bojanala Platinum's population is projected to grow at an average annual rate of 1.5% from 1.67 million in 2016 to 1.8 million in 2021.

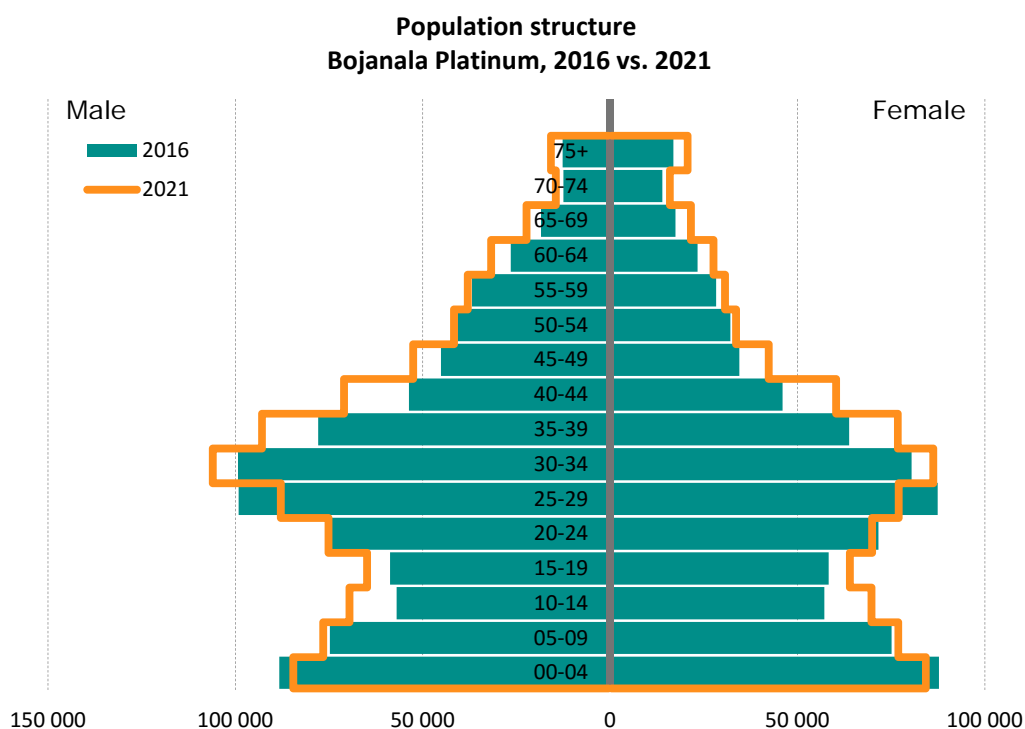
TABLE 3. POPULATION PROJECTIONS - BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2016-2021
[NUMBERS PERCENTAGE]

	Bojanala Platinum	North-West	National Total	Bojanala Platinum as % of province	Bojanala Platinum as % of national
2016	1,670,000	3,790,000	55,700,000	44.1%	3.0%
2017	1,700,000	3,850,000	56,500,000	44.2%	3.0%
2018	1,730,000	3,900,000	57,400,000	44.3%	3.0%
2019	1,750,000	3,960,000	58,100,000	44.4%	3.0%
2020	1,780,000	4,010,000	58,900,000	44.4%	3.0%
2021	1,800,000	4,060,000	59,600,000	44.4%	3.0%
Average Annual growth					
2016-2021	1.52%	1.39%	1.37%		

Source: IHS Markit Regional eXplorer version 1277

The population projection of Bojanala Platinum District Municipality shows an estimated average annual growth rate of 1.5% between 2016 and 2021. The average annual growth rate in the population over the forecasted period for North-West Province and South Africa is 1.4% and 1.4% respectively and is lower than that the average annual growth in the Bojanala Platinum District Municipality.

CHART 2. POPULATION PYRAMID - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2016 VS. 2021 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1277

The population pyramid reflects a projected change in the structure of the population from 2016 and 2021. The differences can be explained as follows:

- In 2016, there is a significantly larger share of young working age people between 20 and 34 (30.7%), compared to what is estimated in 2021 (27.9%). This age category of young working age population will decrease over time.
- The fertility rate in 2021 is estimated to be slightly higher compared to that experienced in 2016.
- The share of children between the ages of 0 to 14 years is projected to be slightly smaller (25.6%) in 2021 when compared to 2016 (26.3%).

In 2016, the female population for the 20 to 34 years age group amounts to 14.3% of the total female population while the male population group for the same age amounts to 16.4% of the total male population. In 2021, the male working age population at 14.9% still exceeds that of the

female population working age population at 12.9%, although both are at a lower level compared to 2016.

Population by population group, Gender and Age

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

TABLE 4. POPULATION BY GENDER - BOJANALA PLATINUM AND THE REST OF NORTH-WEST PROVINCE, 2016 [NUMBER].

	Male	Female	Total
Bojanala Platinum	877,000	794,000	1,670,000
Ngaka Modiri Molema	431,000	454,000	886,000
Dr Ruth Segomotsi Mompati	233,000	251,000	485,000
Dr Kenneth Kaunda	365,000	381,000	746,000
North-West	1,910,000	1,880,000	3,790,000

Source: IHS Markit Regional eXplorer version 1277

Bojanala Platinum District Municipality's male/female split in population was 110.4 males per 100 females in 2016. The Bojanala Platinum District Municipality has significantly more males (52.47%) relative to South Africa (48.93%), and what is typically seen in a stable population. This is usually because of physical labour intensive industries such as mining. In total there were 794 000 (47.53%) females and 877 000 (52.47%) males. This distribution holds for North-West as a whole where the female population counted 1.88 million which constitutes 49.65% of the total population of 3.79 million.

TABLE 5. POPULATION BY POPULATION GROUP, GENDER AND AGE - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2016 [NUMBER].

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	82,900	83,000	3,900	4,170	622	730	369	387
05-09	70,300	69,600	3,940	4,250	563	529	324	385
10-14	53,400	53,000	3,100	3,330	391	394	279	237
15-19	54,600	54,500	3,090	3,500	432	452	184	211
20-24	67,900	71,600	2,950	3,420	526	564	234	263
25-29	82,100	93,200	4,460	4,800	531	615	388	463
30-34	75,100	93,100	4,210	4,860	608	724	540	638
35-39	58,600	72,100	4,160	4,370	497	563	525	882
40-44	41,000	48,100	4,100	4,440	410	459	512	658
45-49	29,600	39,900	4,170	4,340	316	433	422	415
50-54	27,700	36,100	3,950	4,060	236	285	266	314
55-59	24,300	32,500	3,640	3,950	228	234	189	191
60-64	20,000	23,100	2,890	3,120	171	148	291	145
65-69	14,600	15,700	2,430	2,440	141	164	319	123
70-74	11,800	10,700	1,850	1,620	100	64	252	116
75+	13,800	10,600	2,720	1,820	100	79	219	123
Total	728,000	807,000	55,600	58,500	5,870	6,440	5,310	5,550

Source: IHS Markit Regional eXplorer version 1277

In 2016, the Bojanala Platinum District Municipality's population consisted of 91.79% African (1.53 million), 6.82% White (114 000), 0.74% Coloured (12 300) and 0.65% Asian (10 900) people.

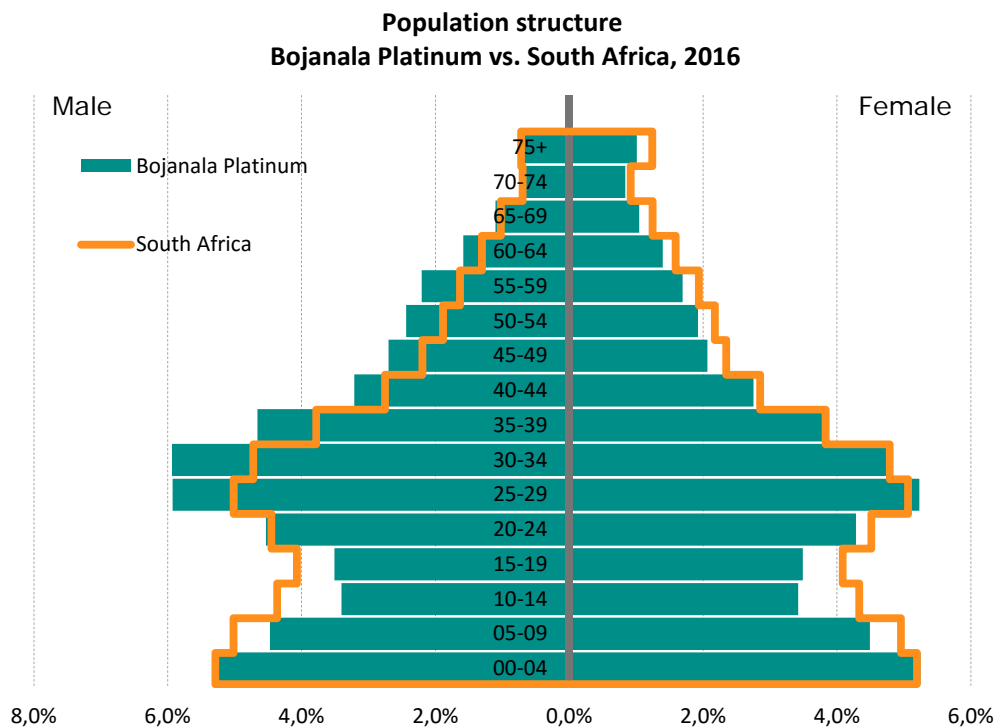
The largest share of population is within the young working age (25-44 years) age category with a total number of 608 000 or 36.4% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 26.3%, followed by the older working age (45-64 years) age category with 268 000 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 91 900 people, as reflected in the population pyramids below.

Population Pyramids

Definition: A population pyramid is a graphic representation of the population categorised by gender and age, for a specific year and region. The horizontal axis depicts the share of people, where the male population is charted on the left-hand side and the female population on the right-hand side of the vertical axis. The vertical axis is divided in 5-year age categories.

With the African population group representing 91.8% of the Bojanala Platinum District Municipality's total population, the overall population pyramid for the region will mostly reflect that of the African population group. The chart below compares Bojanala Platinum's population structure of 2016 to that of South Africa.

CHART 3. POPULATION PYRAMID - BOJANALA PLATINUM DISTRICT MUNICIPALITY VS. SOUTH AFRICA, 2016 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1277

By comparing the population pyramid of the Bojanala Platinum District Municipality with the national age structure, the most significant differences are:

- There is a significantly larger share of young working age people - aged 20 to 34 (30.7%) - in Bojanala Platinum, compared to the national picture (28.6%).
- The area appears to be a migrant receiving area, with many of people migrating into Bojanala Platinum, either from abroad, or from the more rural areas in the country looking for better opportunities.
- Fertility in Bojanala Platinum is slightly higher compared to South Africa as a whole.
- Spatial policies changed since 1994.
- The share of children between the ages of 0 to 14 years is significant smaller (26.3%) in Bojanala Platinum compared to South Africa (29.2%). Demand for expenditure on schooling as percentage of total budget within Bojanala Platinum District Municipality will therefore be lower than that of South Africa.

Overall Economic Outlook of the District

The economic state of Bojanala Platinum 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.

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 6. GROSS DOMESTIC PRODUCT (GDP) - BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2006-2016 [R BILLIONS, CURRENT PRICES]

	Bojanala Platinum	North-West	National Total	Bojanala Platinum as % of province	Bojanala Platinum as % of national
2006	51.9	105.0	1,839.4	49.4%	2.8%
2007	60.8	120.7	2,109.5	50.4%	2.9%
2008	72.0	138.9	2,369.1	51.9%	3.0%
2009	77.5	147.9	2,507.7	52.4%	3.1%
2010	87.6	164.5	2,748.0	53.2%	3.2%
2011	98.4	185.8	3,023.7	52.9%	3.3%
2012	97.4	191.0	3,253.9	51.0%	3.0%
2013	117.6	222.2	3,539.8	52.9%	3.3%
2014	119.4	227.3	3,807.7	52.5%	3.1%
2015	127.3	243.2	4,049.8	52.4%	3.1%
2016	137.5	263.7	4,345.8	52.1%	3.2%

Source: IHS Markit Regional eXplorer version 1277

With a GDP of R 137 billion in 2016 (up from R 51.9 billion in 2006), the Bojanala Platinum District Municipality contributed 52.14% to the North-West Province GDP of R 264 billion in 2016 increasing in the share of the North-West from 49.43% in 2006. The Bojanala Platinum District Municipality contributes 3.16% to the GDP of South Africa which had a total GDP of R 4.35 trillion in 2016 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2006 when it contributed 2.82% to South Africa, but it is lower than the peak of 3.32% in 2013.

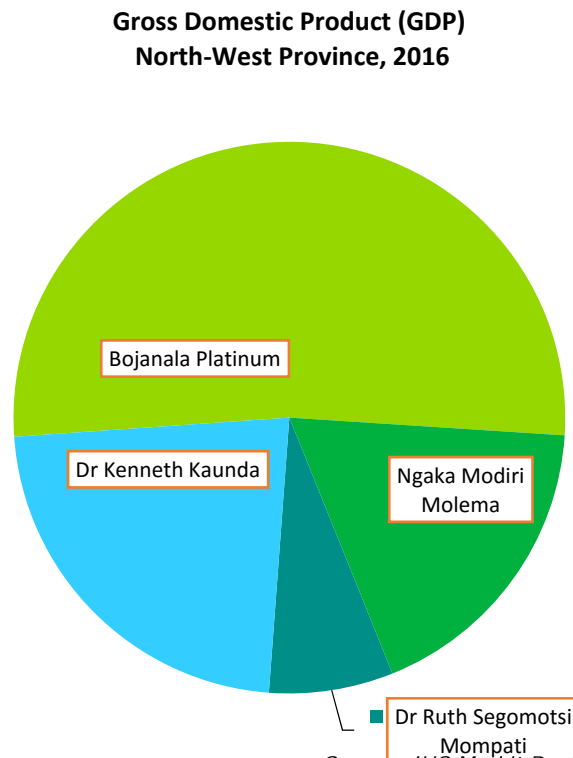
TABLE 7. GROSS DOMESTIC PRODUCT (GDP) - BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2006-2016 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

	Bojanala Platinum	North-West	National Total
2006	1.9%	4.6%	5.3%
2007	4.9%	4.4%	5.4%
2008	0.6%	2.2%	3.2%
2009	0.3%	-2.3%	-1.5%
2010	7.0%	3.9%	3.0%
2011	2.3%	3.0%	3.3%
2012	-1.5%	-1.2%	2.2%
2013	4.0%	3.2%	2.5%
2014	-5.6%	-3.5%	1.7%
2015	9.7%	5.1%	1.3%
2016	-3.5%	-2.1%	0.3%
Average Annual growth 2006-2016+	1.72%	1.29%	2.12%

Source: IHS Markit Regional Explorer version 1277

In 2016, the Bojanala Platinum District Municipality achieved an annual growth rate of -3.49% which is a significant lower GDP growth than the North-West Province's -2.10%, and is lower than that of South Africa, where the 2016 GDP growth rate was 0.28%. Contrary to the short-term growth rate of 2016, the longer-term average growth rate for Bojanala Platinum (1.72%) is slightly lower than that of South Africa (2.12%). The economic growth in Bojanala Platinum peaked in 2015 at 9.74%.

CHART 4. GROSS DOMESTIC PRODUCT (GDP) - BOJANALA PLATINUM DISTRICT MUNICIPALITY AND THE REST OF NORTH-WEST, 2016 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1277

The Bojanala Platinum District Municipality had a total GDP of R 137 billion and in terms of total contribution towards North-West Province the Bojanala Platinum District Municipality ranked highest relative to all the regional economies to total North-West Province GDP. This ranking in terms of size compared to other regions of Bojanala Platinum remained the same since 2006. In terms of its share, it was in 2016 (52.1%) significantly larger compared to what it was in 2006 (49.4%). For the period 2006 to 2016, the average annual growth rate of 1.7% of Bojanala Platinum was the third relative to its peers in terms of growth in constant 2010 prices.

TABLE 8. GROSS DOMESTIC PRODUCT (GDP) - LOCAL MUNICIPALITIES OF BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2006 TO 2016, SHARE AND GROWTH

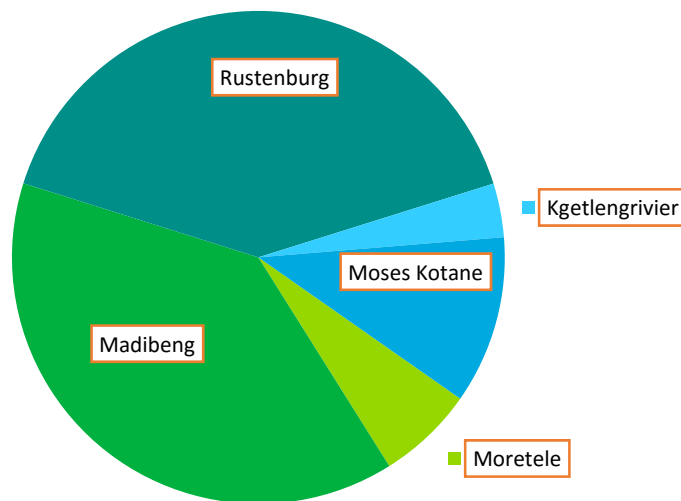
	2016 (Current prices)	Share of district municipality	2006 (Constant prices)	2016 (Constant prices)	Average Annual growth
Moretele	8.74	6.36%	4.73	5.71	1.89%
Madibeng	53.32	38.78%	22.07	36.47	5.15%
Rustenburg	55.39	40.29%	37.82	36.53	-0.35%
Kgetlengrivier	4.86	3.54%	3.26	3.21	-0.15%
Moses Kotane	15.16	11.03%	9.64	10.01	0.38%
Bojanala Platinum	137.47		77.52	91.93	

Source: IHS Markit Regional eExplorer version 1277

Madibeng had the highest average annual economic growth, averaging 5.15% between 2006 and 2016, when compared to the rest of the regions within the Bojanala Platinum District Municipality. The Moretele Local Municipality had the second highest average annual growth rate of 1.89%. Rustenburg Local Municipality had the lowest average annual growth rate of -0.35% between 2006 and 2016.

CHART 5. GDP CONTRIBUTION - LOCAL MUNICIPALITIES OF BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2016
[CURRENT PRICES, PERCENTAGE]

**Gross Domestic Product (GDP)
Bojanala Platinum District Municipality, 2016**



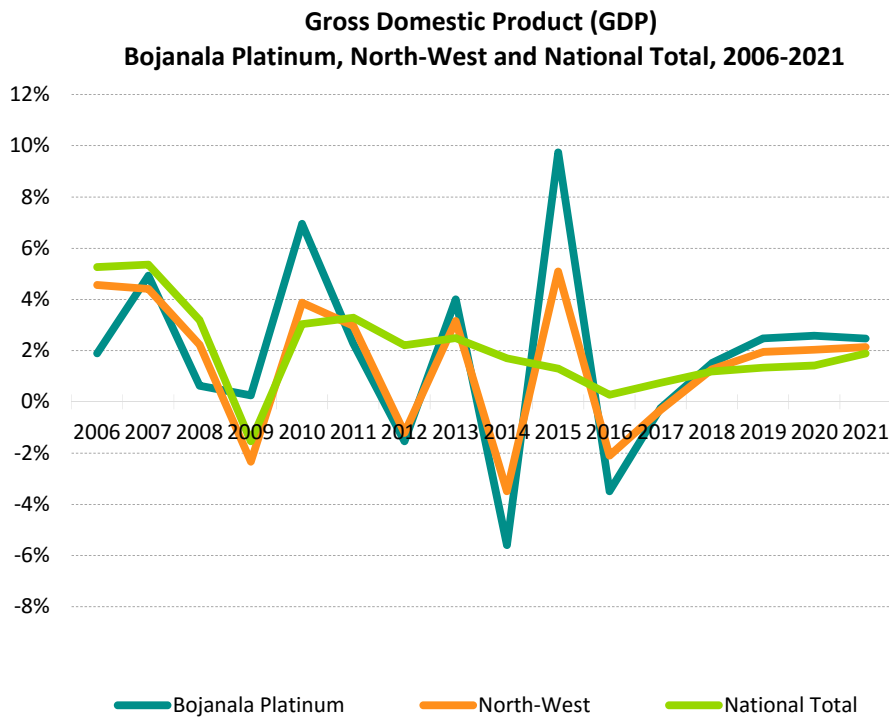
Source: IHS Markit Regional eXplorer version 1277

The greatest contributor to the Bojanala Platinum District Municipality economy is the Rustenburg Local Municipality with a share of 40.29% or R 55.4 billion, increasing from R 24.5 billion in 2006. The economy with the lowest contribution is the Kgetlengrivier Local Municipality with R 4.86 billion growing from R 2.11 billion in 2006.

Economic Growth Forecast

It is expected that Bojanala Platinum District Municipality will grow at an average annual rate of 1.76% from 2016 to 2021. The average annual growth rate of North-West Province and South Africa is expected to grow at 1.41% and 1.32% respectively.

TABLE 9. GROSS DOMESTIC PRODUCT (GDP) - BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2006-2021 [AVERAGE ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]



Source: IHS Markit Regional eXplorer version 1277

In 2021, Bojanala Platinum's forecasted GDP will be an estimated R 100 billion (constant 2010 prices) or 54.4% of the total GDP of North-West Province. The ranking in terms of size of the Bojanala Platinum District Municipality will remain the same between 2016 and 2021, with a contribution to the North-West Province GDP of 54.4% in 2021 compared to the 53.5% in 2016. At a 1.76% average annual GDP growth rate between 2016 and 2021, Bojanala Platinum ranked the highest compared to the other regional economies.

TABLE 10. GROSS DOMESTIC PRODUCT (GDP) - LOCAL MUNICIPALITIES OF BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2016 TO 2021, SHARE AND GROWTH

	2021 (Current prices)	Share of district municipality	2016 (Constant prices)	2021 (Constant prices)	Average Annual growth
Moretele	9.20	9.18%	5.71	6.00	1.00%
Madibeng	57.60	57.43%	36.47	39.62	1.67%
Rustenburg	60.82	60.63%	36.53	40.34	2.01%
Kgetlengrivier	5.31	5.30%	3.21	3.54	1.95%
Moses Kotane	16.38	16.33%	10.01	10.80	1.53%
Bojanala Platinum	149.31		91.93	100.30	

Source: IHS Markit Regional eXplorer version 1277

When looking at the regions within the Bojanala Platinum District Municipality it is expected that from 2016 to 2021 the Rustenburg Local Municipality will achieve the highest average annual growth rate of 2.01%. The region that is expected to achieve the second highest average annual growth rate is that of Kgetlengrivier Local Municipality, averaging 1.95% between 2016 and 2021. On the other hand the region that performed the poorest relative to the other regions within Bojanala Platinum District Municipality was the Moretele Local Municipality with an average annual growth rate of 1.00%.

Gross Value Added by Region (GVA-R)

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.

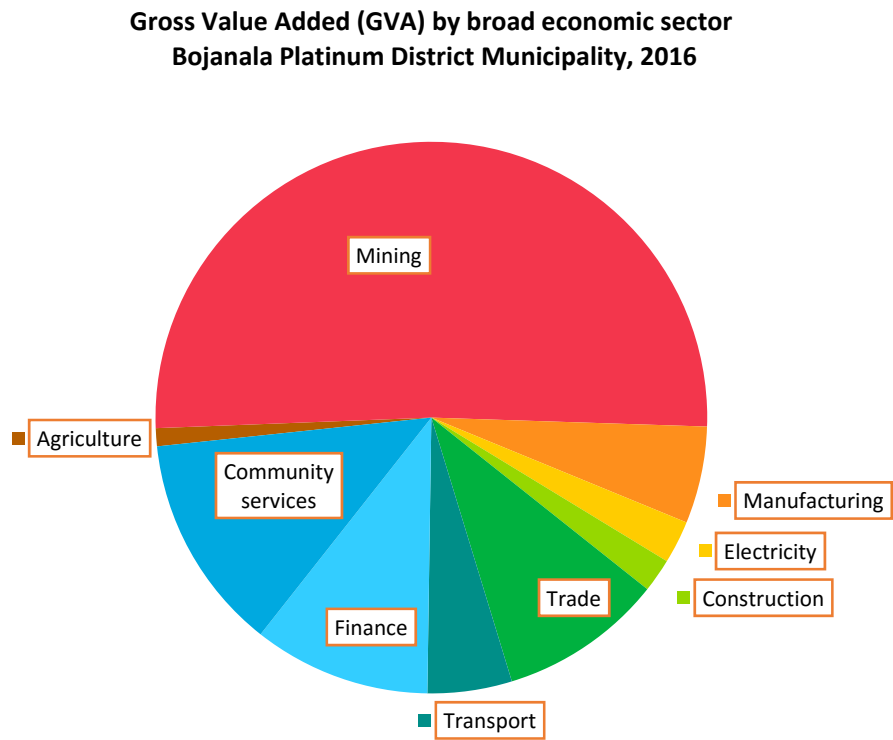
TABLE 11. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2016 [R BILLIONS, CURRENT PRICES]

	Bojanala Platinum	North-West	National Total	Bojanala Platinum as % of province	Bojanala Platinum as % of national
Agriculture	1.3	6.2	94.4	21.2%	1.40%
Mining	63.5	77.3	306.2	82.2%	20.75%
Manufacturing	7.1	12.6	517.4	56.0%	1.37%
Electricity	3.1	8.0	144.1	39.1%	2.17%
Construction	2.5	6.3	154.3	38.8%	1.59%
Trade	11.9	28.0	589.7	42.5%	2.02%
Transport	6.2	15.2	389.2	40.5%	1.58%
Finance	12.9	30.6	781.7	42.2%	1.65%
Community services	15.8	49.2	901.1	32.1%	1.75%
Total Industries	124.3	233.5	3,878.2	53.2%	3.21%

Source: IHS Markit Regional Explorer version 1277

In 2016, the mining sector is the largest within Bojanala Platinum District Municipality accounting for R 63.5 billion or 51.1% 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 10.4%. The sector that contributes the least to the economy of Bojanala Platinum District Municipality is the agriculture sector with a contribution of R 1.32 billion or 1.06% of the total GVA.

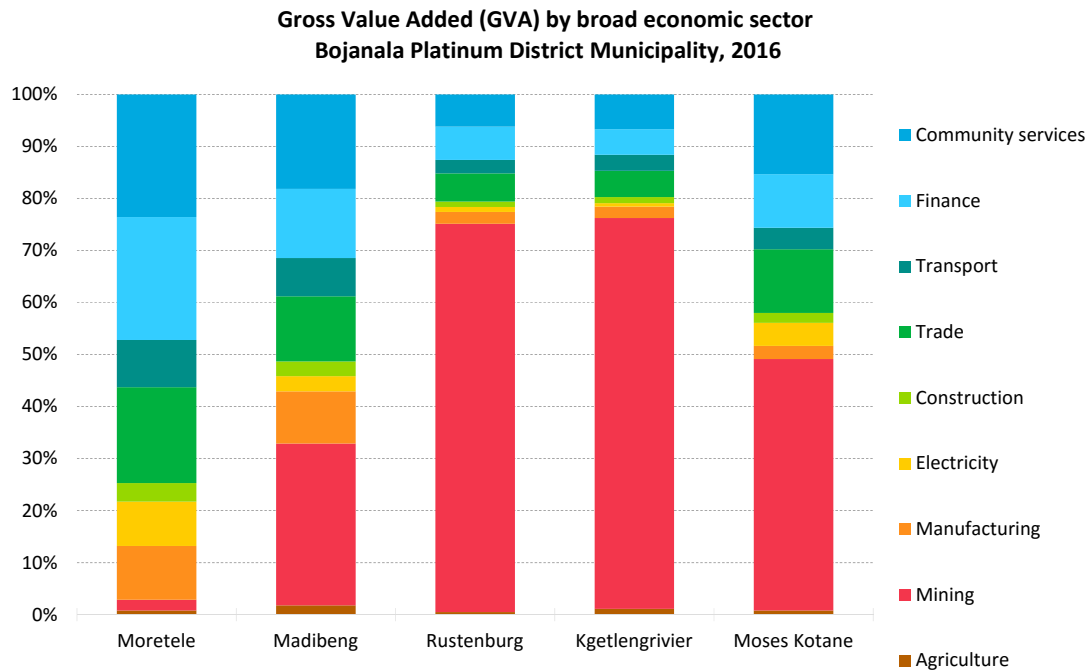
CHART 6. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2016 [PERCENTAGE COMPOSITION]



Source: IHS Markit Regional eXplorer version 1277

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 the district municipality, the Local Municipality of Madibeng made the largest contribution to the community services sector at 53.35% of the district municipality. As a whole, the Local Municipality of Madibeng contributed R 46.5 billion or 37.41% to the GVA of the Bojanala Platinum District Municipality. The region within Bojanala Platinum District Municipality that contributes the most to the GVA of the district municipality was the Local Municipality of Madibeng with a total of R 46.5 billion or 37.41%.

CHART 7. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - LOCAL MUNICIPALITIES OF BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2016 [PERCENTAGE COMPOSITION]



Source: IHS Markit Regional eXplorer version 1277

Historical Economic Growth

For the period 2016 and 2006, the GVA in the construction sector had the highest average annual growth rate in Bojanala Platinum at 4.94%. The industry with the second highest average annual growth rate is the community services sector averaging at 4.39% per year. The electricity sector had an average annual growth rate of 0.75%, while the mining sector had the lowest average annual growth of 0.58%. Overall a negative growth existed for all the industries in 2016 with an annual growth rate of -3.37% since 2015.

TABLE 12. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2006, 2011 AND 2016 [R BILLIONS, 2010 CONSTANT PRICES]

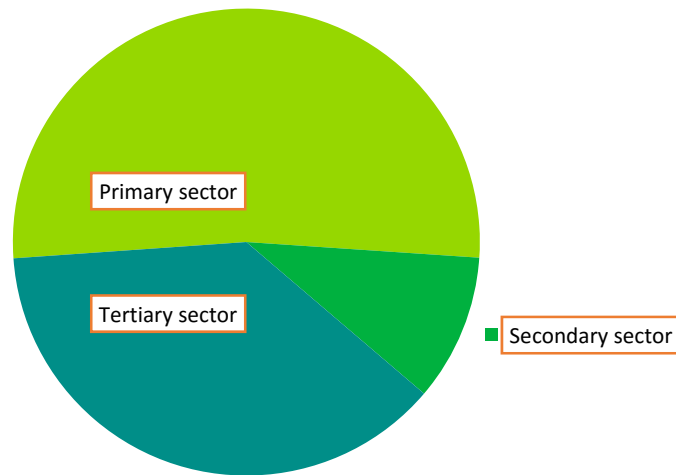
	2006	2011	2016	Average Annual growth
Agriculture	0.60	0.84	0.69	1.40%
Mining	40.61	44.35	43.03	0.58%
Manufacturing	4.26	5.20	5.43	2.46%
Electricity	1.19	1.43	1.29	0.75%
Construction	1.13	1.61	1.83	4.94%
Trade	6.18	7.33	8.22	2.91%
Transport	2.64	3.29	3.63	3.24%
Finance	7.06	8.62	9.33	2.83%
Community services	7.47	9.90	11.48	4.39%
Total Industries	71.14	82.57	84.94	1.79%

Source: IHS Markit Regional eXplorer version 1277

The primary sector contributes the most to the Gross Value Added within the Bojanala Platinum District Municipality at 52.2%. This is significantly higher than the national economy (10.3%). The tertiary sector contributed a total of 37.6% (ranking second), while the secondary sector contributed the least at 10.2%.

CHART 8. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2016 [PERCENTAGE]

**Gross Value Added (GVA) by aggregate sector
Bojanala Platinum District Municipality, 2016**



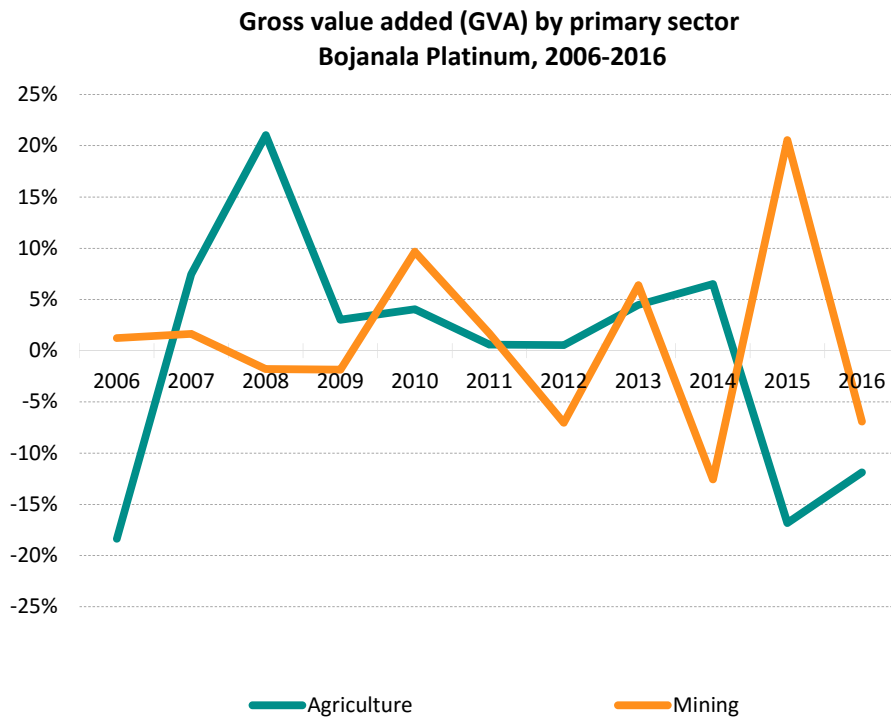
Source: IHS Markit Regional eXplorer version 1277

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 2006 to 2016.

CHART 9. GROSS VALUE ADDED (GVA) BY PRIMARY SECTOR - BOJANALA PLATINUM, 2006-2016 [ANNUAL PERCENTAGE CHANGE]



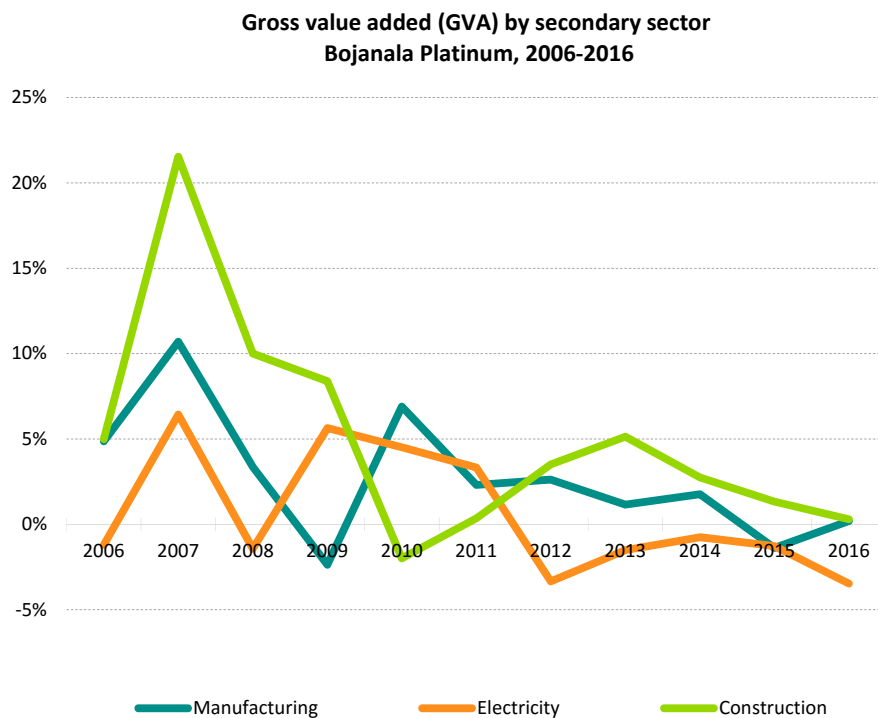
Source: IHS Markit Regional eXplorer version 1277

Between 2006 and 2016, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 21.0%. The mining sector reached its highest point of growth of 20.6% in 2015. The agricultural sector experienced the lowest growth for the period during 2006 at -18.4%, while the mining sector reaching its lowest point of growth in 2014 at -12.6%. 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 2006 to 2016.

CHART 10. GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - BOJANALA PLATINUM, 2006-2016 [ANNUAL PERCENTAGE CHANGE]



Source: IHS Markit Regional eXplorer version 1277

Between 2006 and 2016, the manufacturing sector experienced the highest positive growth in 2007 with a growth rate of 10.7%. It is evident for the construction sector that the highest positive growth rate also existed in 2007 and it experienced a growth rate of 21.5% which is higher than that of the manufacturing sector. The manufacturing sector experienced its lowest growth in 2010 of -2.4%, while construction sector reached its lowest point of growth in 2010 as with -2.0% growth rate. The electricity sector experienced the highest growth in 2007 at 6.4%, while it recorded the lowest growth of -3.5% in 2016.

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 2006 to 2016.

Household Infrastructure

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 Platinum District Municipality between 2016 and 2006.

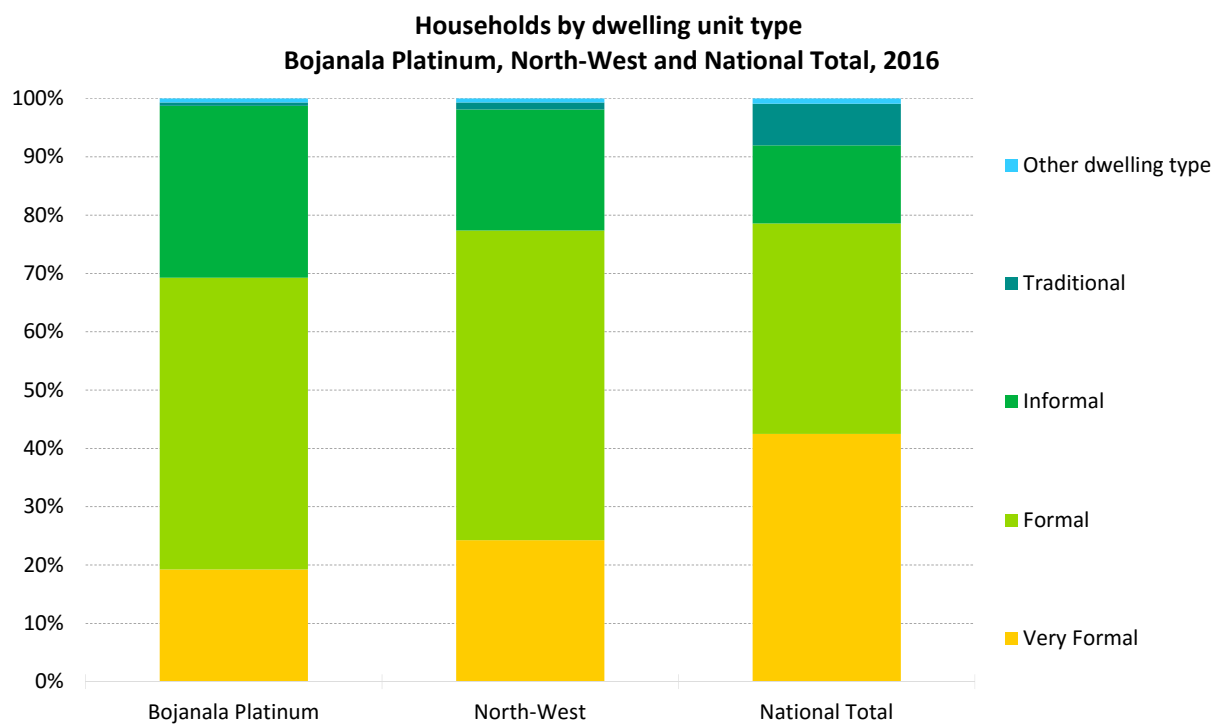
Household by Dwelling Type

Using the StatsSA 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.

CHART 11. HOUSEHOLDS BY DWELLING UNIT TYPE - BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1277

Bojanala Platinum District Municipality had a total number of 106 000 (19.24% of total households) very formal dwelling units, a total of 275 000 (50.05% of total households) formal dwelling units and a total number of 162 000 (29.45% of total households) informal dwelling units.

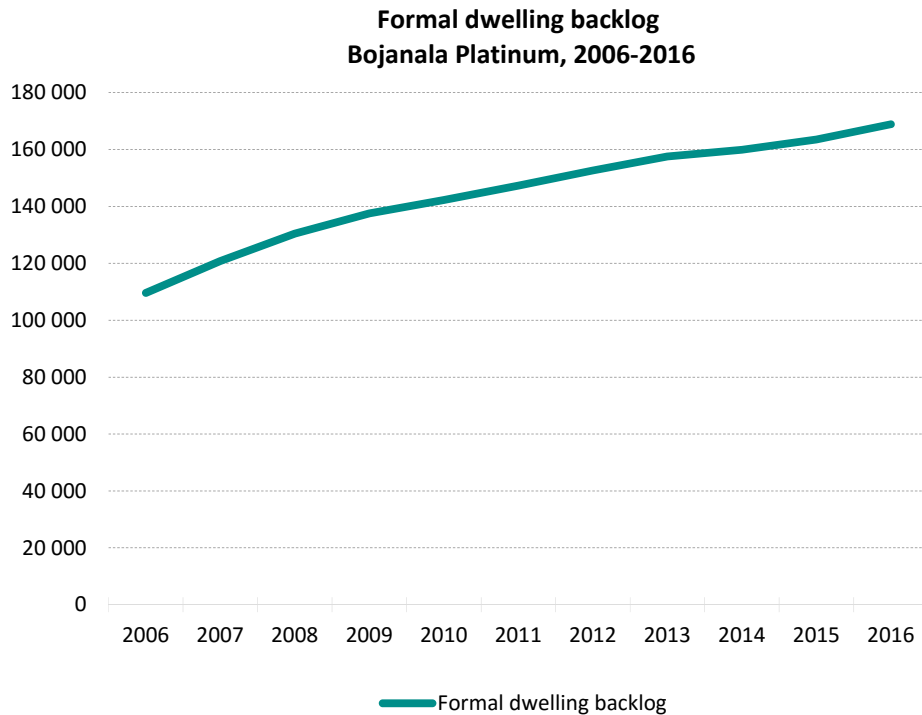
TABLE 13. HOUSEHOLDS BY DWELLING UNIT TYPE - MORETELE, MADIBENG, RUSTENBURG, KGETLENGRIVIER AND MOSES KOTANE LOCAL MUNICIPALITIES, 2016 [NUMBER]

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Moretele	745	44,700	7,140	659	108	53,300
Madibeng	28,700	81,200	68,700	855	912	180,000
Rustenburg	65,200	86,900	68,800	795	2,020	224,000
Kgetlengrivier	4,760	7,010	4,940	51	141	16,900
Moses Kotane	6,350	55,500	12,400	868	503	75,600
Total						
Bojanala Platinum	105,799	275,207	161,964	3,229	3,685	549,883

Source: IHS Markit Regional eXplorer version 1277

The region within the Bojanala Platinum District Municipality with the highest number of very formal dwelling units is the Rustenburg Local Municipality with 65 200 or a share of 61.67% of the total very formal dwelling units within Bojanala Platinum District Municipality. The region with the lowest number of very formal dwelling units is the Moretele Local Municipality with a total of 745 or a share of 0.70% of the total very formal dwelling units within Bojanala Platinum District Municipality.

CHART 12. FORMAL DWELLING BACKLOG - NUMBER OF HOUSEHOLDS NOT LIVING IN A FORMAL DWELLING - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS]



Source: IHS Markit Regional eXplorer version 1277

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 2006 the number of households not living in a formal dwelling were 110 000 within Bojanala Platinum District Municipality. From 2006 this number increased annually at 4.42% to 169 000 in 2016.

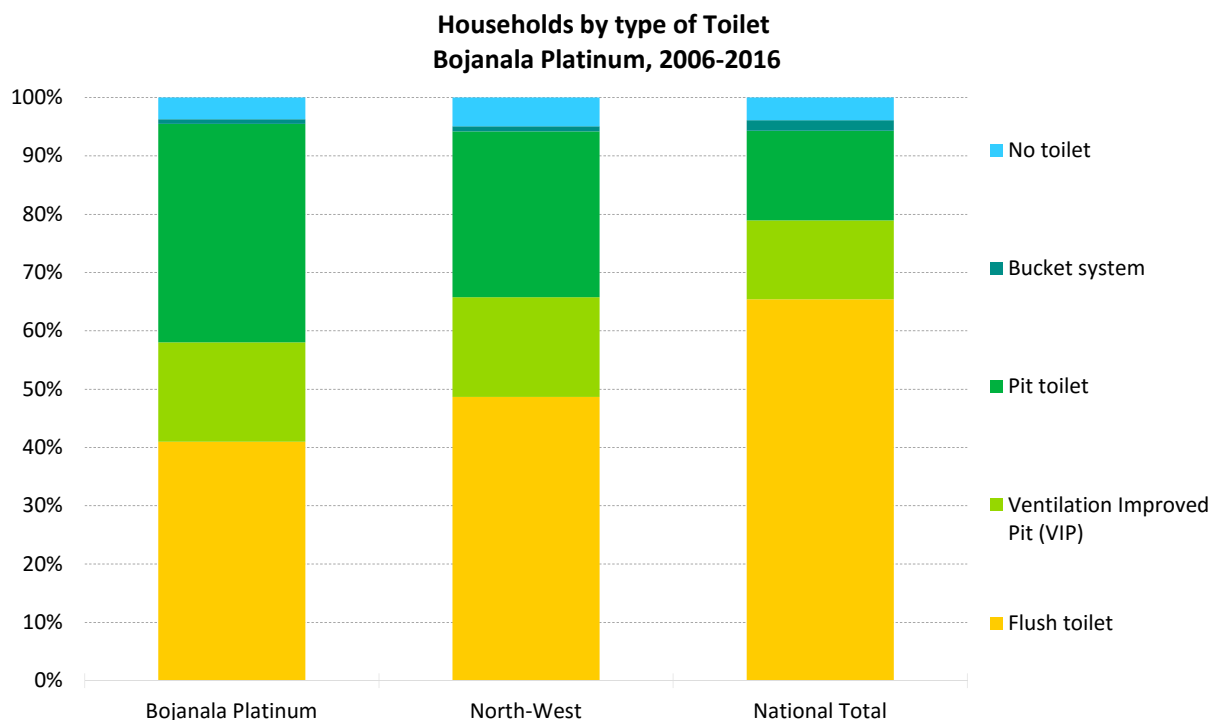
The total number of households within Bojanala Platinum District Municipality increased at an average annual rate of 3.63% from 2006 to 2016, which is higher than the annual increase of 1.97% in the number of households in South Africa. With high in-migration into a region, the number of households increased, 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.

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.

CHART 13. HOUSEHOLDS BY TYPE OF SANITATION - BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1277

Bojanala Platinum District Municipality had a total number of 225 000 flush toilets (40.95% of total households), 93 900 Ventilation Improved Pit (VIP) (17.08% of total households) and 206 000 (37.47%) of total households pit toilets.

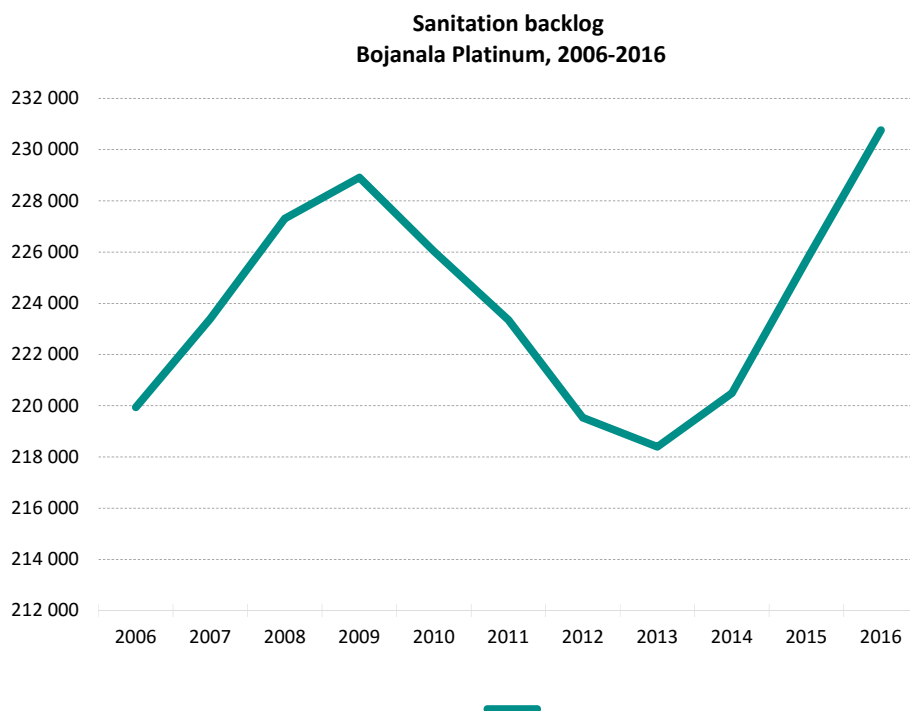
TABLE 14. HOUSEHOLDS BY TYPE OF SANITATION - MORETELE, MADIBENG, RUSTENBURG, KGETLENGRIVIER AND MOSES KOTANE LOCAL MUNICIPALITIES, 2016 [NUMBER]

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Moretele	2,980	21,900	27,200	482	774	53,300
Madibeng	64,700	21,100	85,100	1,640	7,760	180,000
Rustenburg	133,000	27,800	53,600	1,310	7,870	224,000
Kgetlengrivier	12,900	878	1,210	289	1,650	16,900
Moses Kotane	11,600	22,200	38,900	572	2,380	75,600
Total	225,202	93,925	206,025	4,291	20,442	549,883
Bojanala Platinum	225,202	93,925	206,025	4,291	20,442	549,883

Source: IHS Markit Regional eXplorer version 1277

The region within Bojanala Platinum with the highest number of flush toilets is Rustenburg Local Municipality with 133 000 or a share of 59.08% of the flush toilets within Bojanala Platinum. The region with the lowest number of flush toilets is Moretele Local Municipality with a total of 2 980 or a share of 1.32% of the total flush toilets within Bojanala Platinum District Municipality.

CHART 14. SANITATION BACKLOG - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITHOUT HYGIENIC TOILETS]



Source: IHS Markit Regional eXplorer version 1277

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2006 the number of Households without any hygienic toilets in Bojanala Platinum District Municipality was 220 000, this increased annually at a rate of 0.48% to 231 000 in 2016.

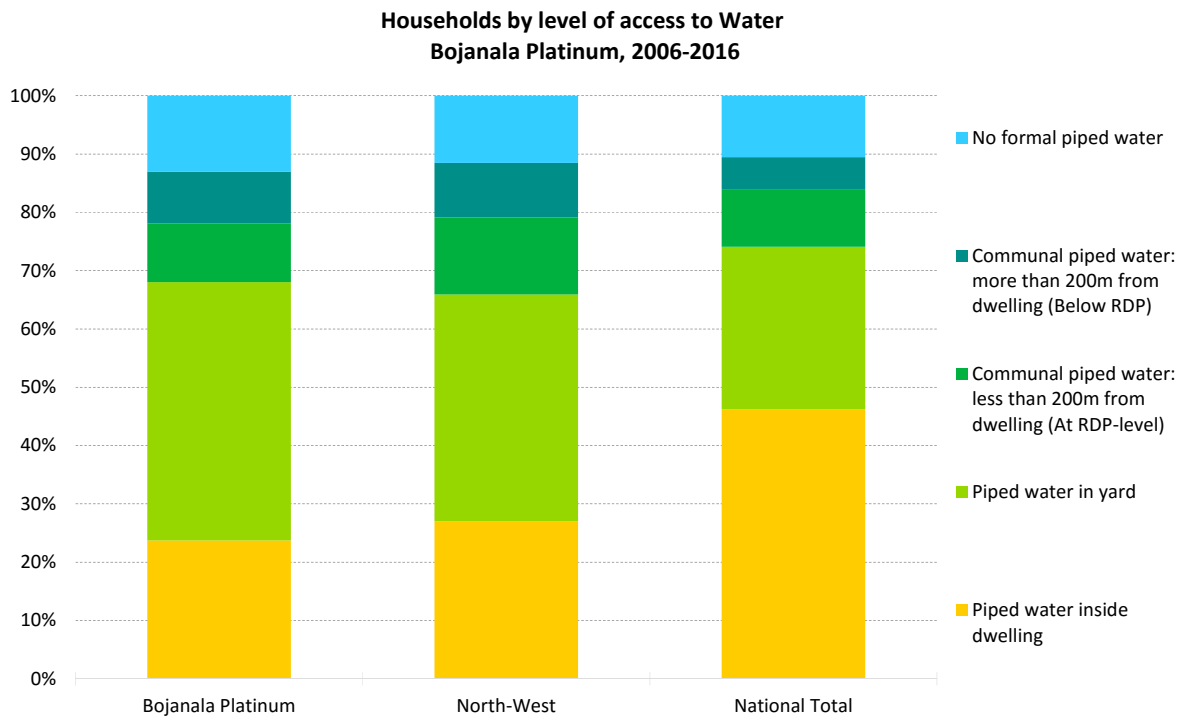
The total number of households within Bojanala Platinum District Municipality increased at an average annual rate of 3.63% from 2006 to 2016, which is higher than the annual increase of 1.97% in the number of households in South Africa. With high in-migration into a region, the number of households increases, 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.

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.

CHART 15. HOUSEHOLDS BY TYPE OF WATER ACCESS - BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1277

Bojanala Platinum District Municipality had a total number of 131 000 (or 23.74%) households with piped water inside the dwelling, a total of 244 000 (44.28%) households had piped water inside the yard and a total number of 71 400 (12.99%) households had no formal piped water.

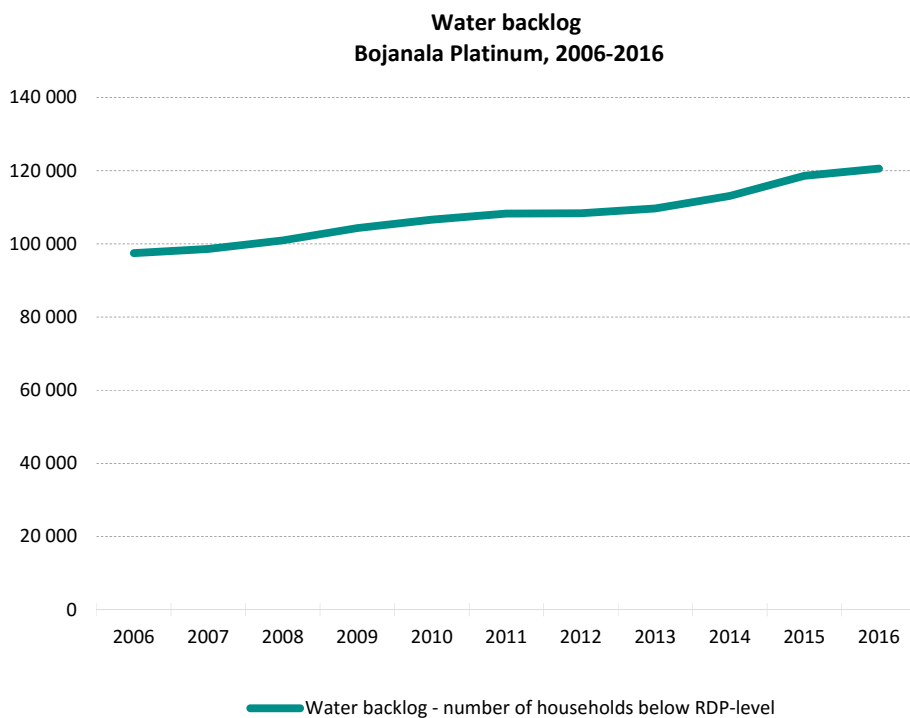
TABLE 15. HOUSEHOLDS BY TYPE OF WATER ACCESS - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2016
[NUMBER]

	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	6,170	21,600	7,660	10,200	7,620	53,300
Madibeng	37,000	77,600	14,800	16,100	34,900	180,000
Rustenburg	70,800	112,000	11,300	10,000	20,000	224,000
Kgetlengrivier	5,720	6,810	935	1,740	1,690	16,900
Moses Kotane	10,900	25,700	20,600	11,100	7,280	75,600
Total	130,558	243,464	55,274	49,139	71,448	549,883
Bojanala Platinum						

Source: IHS Markit Regional Explorer version 1277

The regions within Bojanala Platinum District Municipality with the highest number of households with piped water inside the dwelling is Rustenburg Local Municipality with 70 800 or a share of 54.20% of the households with piped water inside the dwelling within Bojanala Platinum District Municipality. The region with the lowest number of households with piped water inside the dwelling is Kgetlengrivier Local Municipality with a total of 5 720 or a share of 4.38% of the total households with piped water inside the dwelling within Bojanala Platinum District Municipality.

CHART 16. WATER BACKLOG - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS BELOW RDP-LEVEL]



Source: IHS Markit Regional eXplorer version 1277

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2006 the number of households below the RDP-level were 97 500 within Bojanala Platinum District Municipality, this increased annually at 2.15% per annum to 121 000 in 2016.

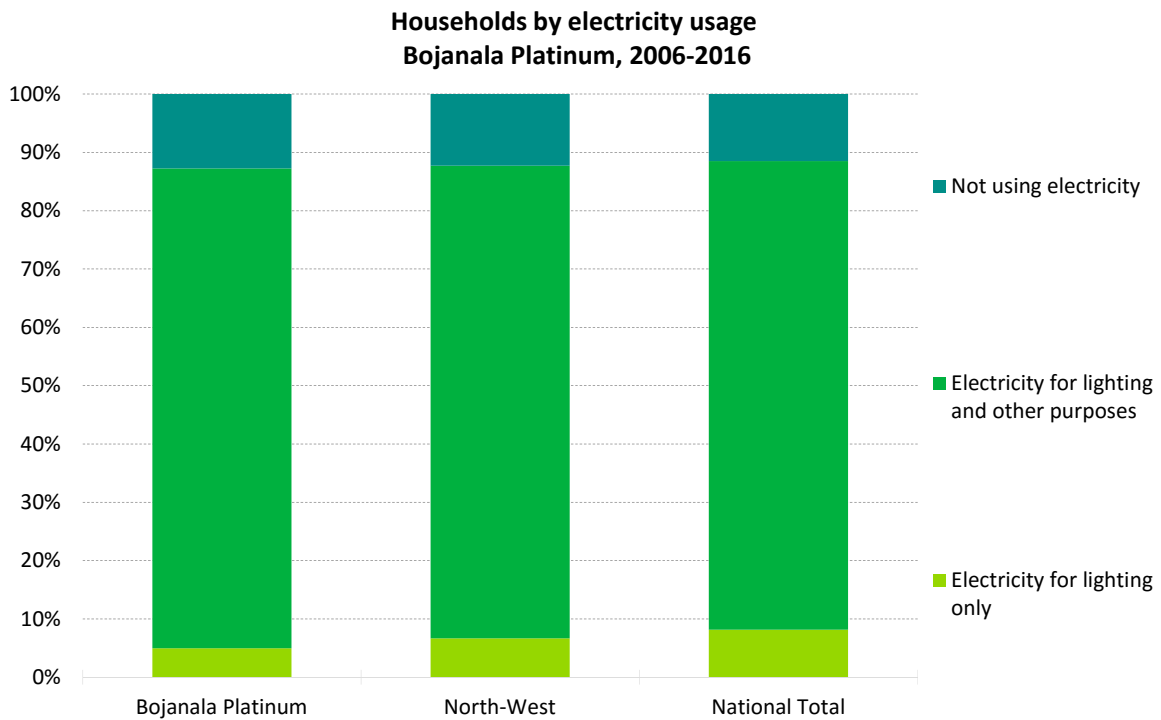
The total number of households within Bojanala Platinum District Municipality increased at an average annual rate of 3.63% from 2006 to 2016, which is higher than the annual increase of 1.97% in the number of households in South Africa. With high in-migration into a region, the number of households increases, 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.

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).

CHART 17. HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1277

Bojanala Platinum District Municipality had a total number of 27 400 (4.99%) households with electricity for lighting only, a total of 452 000 (82.25%) households had electricity for lighting and other purposes and a total number of 70 200 (12.76%) households did not use electricity.

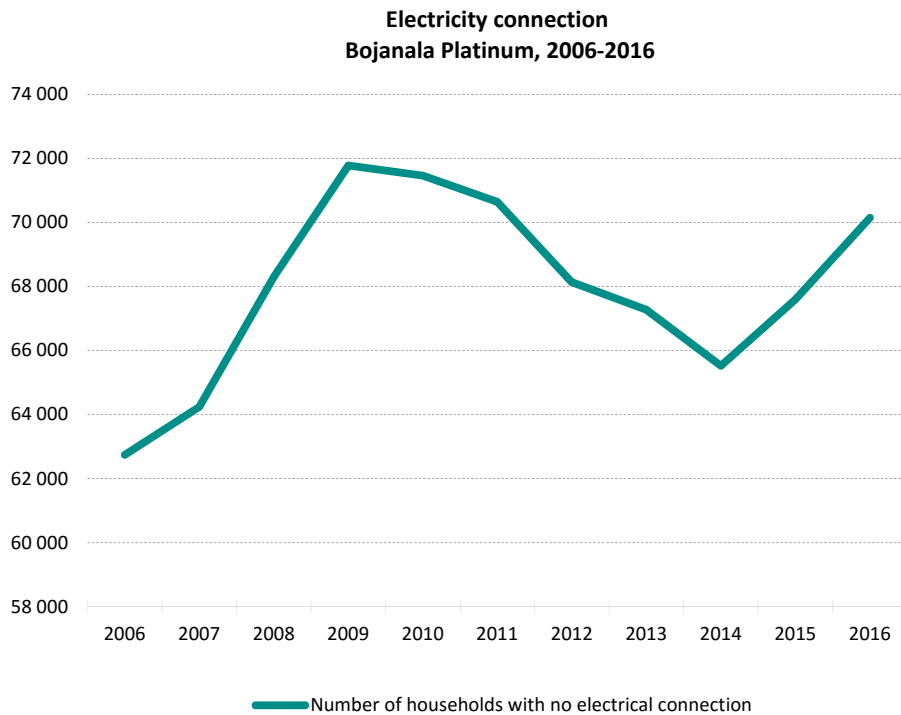
TABLE 16. HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - MORETELE, MADIBENG, RUSTENBURG, KGETLENGRIVIER AND MOSES KOTANE LOCAL MUNICIPALITIES, 2016 [NUMBER]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Moretele	6,340	44,500	2,430	53,300
Madibeng	7,410	148,000	25,100	180,000
Rustenburg	4,100	185,000	34,700	224,000
Kgetlengrivier	1,500	13,200	2,250	16,900
Moses Kotane	8,090	61,800	5,680	75,600
Total	27,439	452,292	70,152	549,883
Bojanala Platinum				

Source: IHS Markit Regional eExplorer version 1277

The region within Bojanala Platinum with the highest number of households with electricity for lighting and other purposes is Rustenburg Local Municipality with 185 000 or a share of 40.88% of the households with electricity for lighting and other purposes within Bojanala Platinum 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 13 200 or a share of 2.91% of the total households with electricity for lighting and other purposes within Bojanala Platinum District Municipality.

CHART 18. ELECTRICITY CONNECTION - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITH NO ELECTRICAL CONNECTION]



Source: IHS Markit Regional eXplorer version 1277

When looking at the number of households with no electrical connection over time, it can be seen that in 2006 the households without an electrical connection in Bojanala Platinum District Municipality was 62 800, this increased annually at 1.12% per annum to 70 200 in 2016.

The total number of households within Bojanala Platinum District Municipality increased at an average annual rate of 3.63% from 2006 to 2016, which is higher than the annual increase of 1.97% 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.

Sector Plans

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 concretes will also work towards the realisation of these objectives.

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.

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:

The Table below indicates the present situation with regard to the compilation of SDFs and land use schemes for the local municipalities and the Bojanala PDM:

Municipality		Status of SDF & LUMS	Last Reviewed
Kgetlengrivier Municipality	Local	In 2016 Land Use Management Scheme (LUMS) was developed informed as well by a detailed Land Audit that was conducted in 2010.	SDF was reviewed in 2012
Madibeng Municipality	Local	Madibeng stipulates the structures responsible for the implementation of the SDF directives & LUMS will be rationalised in 2018	SDF was reviewed in 2009 LUMS still to be rationalised in line with SPLUMA regulations
Moretele Municipality	Local	MLM SDF currently under review LUMS is also under review	MLM SDF 2012
Moses Kotane Municipality	Local	Predates the SPLUMA and will be reviewed in 2018 LUMS is presently being developed	MKLM SDF 2012
Rustenburg Municipality	Local	Rustenburg SDF 2010 LUMS requires alignment to the SPLUMA regulations	Rustenburg SDF 2010 LUMS in place, albeit predating the SPLUMA Regulations
Bojanala District	Platinum	BPDM SDF 2012 LUM will be developed in 2018	BPDM SDF 2012 LUM development to commence in 2018

The District Municipality's Land Use Scheme will be pitched at higher level, and primarily to provide policy and guidelines which must 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.

Spatial Development Frameworks

The 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.

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 Swartruggens
- 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 Swartruggens

Madibeng Local Municipality

The Madibeng SDF foresees the following as the interventions:

- 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, and 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 Letlhabile and Brits Town
 - Around Modderspruit
 - Around Schoemansville
 - Observe the Pelindaba Restriction Zone in the south-east of the LM.

Moretele Local Municipality

The Moretele SDF 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 SDF:

- 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.

Moses Kotane Local Municipality

The following were the development objectives to be achieved as part of the SDF 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.
- Bodirelo 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.

Rustenburg Local Municipality

The Rustenburg SDF 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 SDF,
 - 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 Hartebeesfontein, 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 SDF 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 Brits 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 SDF. 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.

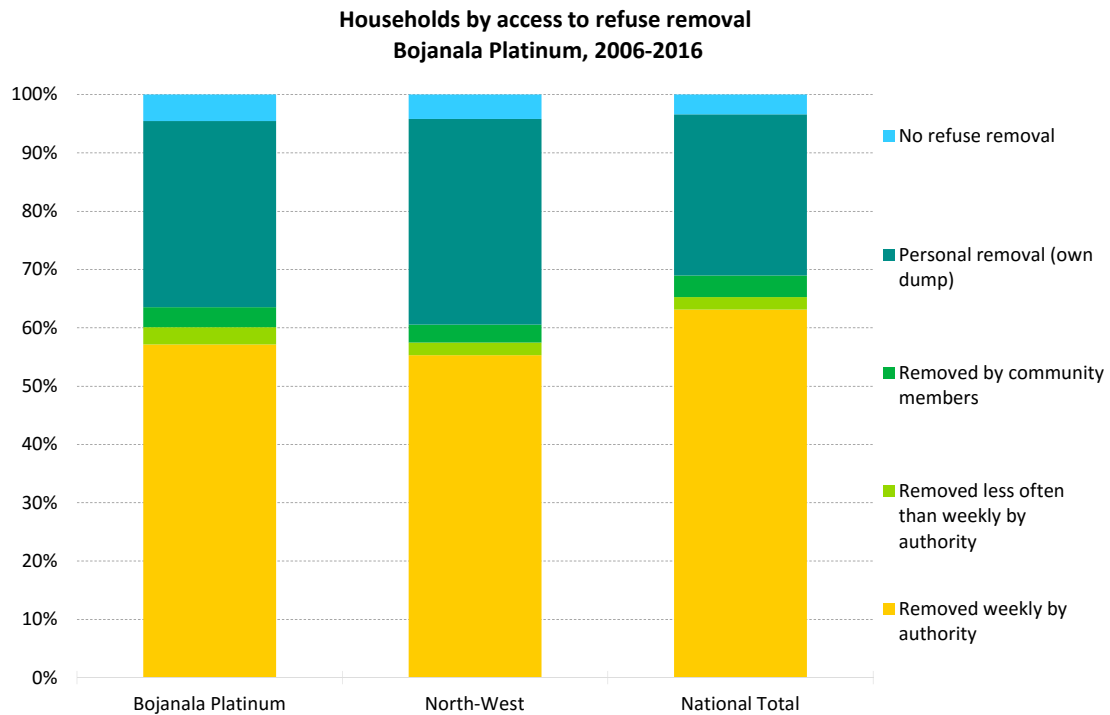
The land around the Bospoort Dam was reserved for recreation purposes.

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

CHART 19. HOUSEHOLDS BY REFUSE DISPOSAL - BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2016 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 1277

Bojanala Platinum District Municipality had a total number of 314 000 (57.15%) households which had their refuse removed weekly by the authority, a total of 16 300 (2.96%) households had their refuse removed less often than weekly by the authority and a total number of 176 000 (31.91%) households which had to remove their refuse personally (own dump).

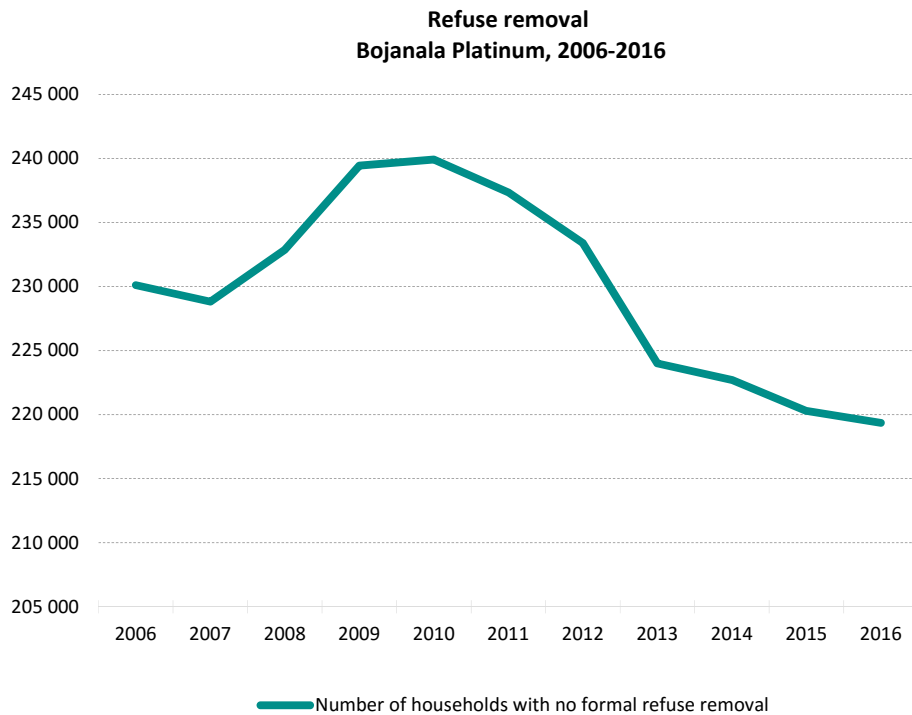
TABLE 17. HOUSEHOLDS BY REFUSE DISPOSAL - MORETELE, MADIBENG, RUSTENBURG, KGETLENGRIVIER AND MOSES KOTANE LOCAL MUNICIPALITIES, 2016 [NUMBER]

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Moretele	19,900	1,090	1,550	28,900	1,880	53,300
Madibeng	63,400	5,020	8,600	92,400	10,900	180,000
Rustenburg	161,000	7,410	7,510	38,000	10,100	224,000
Kgetlengrivier	7,040	345	668	7,820	1,030	16,900
Moses Kotane	63,200	2,420	562	8,340	1,090	75,600
Total	314,235	16,292	18,887	175,473	24,997	549,883
Bojanala Platinum						

Source: IHS Markit Regional eXplorer version 1277

The region within Bojanala Platinum with the highest number of households where the refuse is removed weekly by the authority is Rustenburg Local Municipality with 161 000 or a share of 51.15% of the households where the refuse is removed weekly by the authority within Bojanala Platinum. The region with the lowest number of households where the refuse is removed weekly by the authority is Kgetlengrivier Local Municipality with a total of 7 040 or a share of 2.24% of the total households where the refuse is removed weekly by the authority within the district municipality.

CHART 20. REFUSE REMOVAL - BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2006-2016 [NUMBER OF HOUSEHOLDS WITH NO FORMAL REFUSE REMOVAL]



Source: IHS Markit Regional eXplorer version 1277

When looking at the number of households with no formal refuse removal, it can be seen that in 2006 the households with no formal refuse removal in Bojanala Platinum District Municipality was 230 000, this decreased annually at -0.48% per annum to 219 000 in 2016.

Legislative Framework

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

Table 2: Legislative Framework

NO	LEGISLATION	OBJECTS OF LEGISLATION	APPROPRIATE MUNICIPAL RESPONSES
1	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)ecconciliation (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	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.

		effect the constitutional obligations of this sphere.	
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.
10	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.
11	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.
12	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.
13	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

14	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.
15	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.
16	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. The Act also establishes various Heritage Councils	Municipal town & regional planning frameworks are to further take account of the requirements of the Act and set out measures of cooperating 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	Districts are to ensure that they have Disaster Management Plans, and local municipalities ensure that as Districts

		Management and the powers and functions of National, Province and Districts, including the development of Disaster Management Plans.	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 are aimed at sport & recreation development & promotion	Ensure that they interact and develop policies that will promote the objects of the Sport & Recreation Act.
26	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.
27	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.
28	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.
29	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.
30	Employment Equity Act	Seeks to promote the entrance of the previously marginalized groups into the state as well as the private sector to	Recruitment and selections policies are to be aligned to, and serve the objectives of this Act.

		eliminate discrimination on the basis gender & race in the employment practices of institutions.	
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The above-mentioned legislations should be taken into consideration in the process of developing/reviewing the IDPs.

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 3: 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 (e.g. 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.

District Priorities

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

Prioritized needs from constituent Local Municipalities

As a category C municipality, Bojanala Platinum District Municipality is responsible for supporting service delivery initiatives by its constituent category B municipalities. The category B municipalities are:

- Kgetleng Rivier,
- Madibeng,
- Moretele,
- Moses Kotane, and
- Rustenburg.

The priorities tabulated here below, arise from the commonly identified needs of communities at ward level and submitted to the district municipality to inform planning at local and district level. The needs reflected in the tables below are the District Priorities as a cumulative priorities of local municipalities.

Type	Priority area
Infrastructure	Water & sanitation
	Roads & Storm water
	Electricity
Economic issues	Economic Development
Development & Planning	Land Use planning & Housing
Social Infrastructure	Community facilities (halls, sport grounds & libraries)
Financial management	Financial Management

MUNICIPAL PRIORITIES

Municipality	Priority Areas								
Kgetlengrivier	Water	Sanitation	Land Use & Spatial Planning	Roads & Storm water	Electricity	LED	Financial Management	Public Participation	Institutional capacity
Madibeng	Water & Sanitation	Roads & Storm water	Electricity	Social services	Land and housing	LED			
Moretele	Water	Internal roads	Housing	Sanitation	Health services	High mast Lighting	Sports facilities	Community facilities/hall	Household electrification
Moses Kotane	Water & Sanitation	Roads & Storm water	Economic Development	Sports & Recreation	Institutional Development	Human Settlements (land for residential)			
Rustenburg	Basic services & Infrastructure	Economic Development	Financial Viability	Clean environment	Sustainable Rural development	Good Governance & Public participation	Institutional Development, Transformation & capacity building		

SECTION 3: IDP PLANNING PROCESS

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.

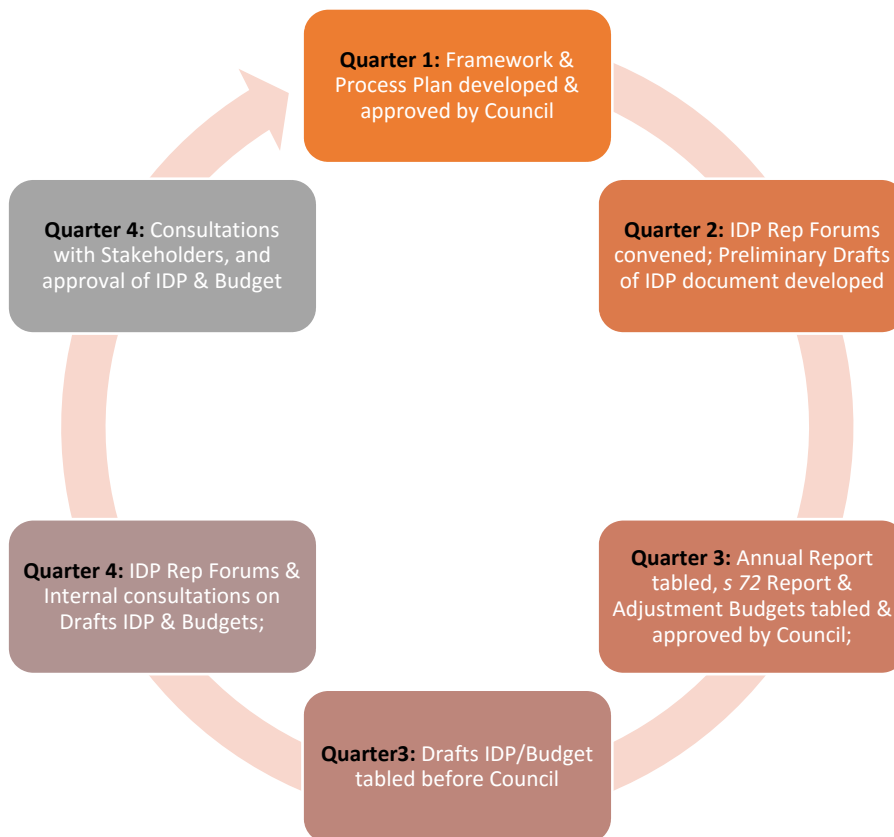


Figure 1: Abridged IDP Process

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.

Roles and responsibilities of various key role players

Table 4: Role Players in the IDP Process

Municipal Council's political oversight roles and responsibilities.

Planning	Monitoring		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Adopts priorities and objectives of the Integrated Development Plan (IDP) & Medium Term Revenue & Expenditure Framework (MTREF). 2. Adopts the PMS framework. 3. Adopts the municipal strategic scorecard that includes priorities and objectives of the IDP. 4. Assigns the responsibility for the management of the Performance Management System (PMS) to the Executive Mayor. 	<ol style="list-style-type: none"> 1. Approves the annual review programme of the IDP & Budget. 2. Approves the Top level Service Delivery & Budget Implementation Plan (SDBIP). 3. Approves changes to the SDBIP and adjustment Budget. 4. Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality. 	<ol style="list-style-type: none"> 1. Receives externally audited performance reports from the Executive Mayor twice a year. 2. Reports the municipality performance to the community at least twice a year. 3. Approves recommendations for the improvement of the performance management system. 4. Annually receives the appraisal of the Municipal Manager and Directors performance. 5. Submits the municipal annual report to the Auditor General and the MEC. 6. Council adopts the over-sight report. 	<ol style="list-style-type: none"> 1. Approves the municipal annual audit plan and any substantial changes to it. 2. Can receive performance reports directly from the Audit Committee. 3. Approves the implementation of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 4. Receives performance audit report from the Auditor General and approves implementation of its recommendations.

Roles and responsibilities of the Executive Mayor

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

Roles and responsibilities of the Municipal Manager.

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

Roles and responsibilities of Council Committees

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

Roles and responsibilities of Heads of Departments

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

Roles and responsibilities of staff

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

Roles and responsibilities of the Internal Audit Unit

Planning	Monitoring	
	Review	Reporting
<ol style="list-style-type: none"> 1. Develop a risk and compliance based audit plan. 2. Advise Council on matters relating to: <ol style="list-style-type: none"> i. internal controls, ii. risk management, iii. accounting policies, iv. adequacy, reliability and accuracy of financial reporting and information v. performance management & evaluation vi. effective governance vii. compliance with laws and regulations viii. review of AFSs 	<ol style="list-style-type: none"> 2. Measures the performance of departments according to KPIs and performance targets set in the municipal scorecard and departmental scorecards. 3. Assess the functionality of the PMS. 4. Ensures that the system complies with the Act. 5. Audit the performance measures in the municipal scorecard and departmental scorecards. 6. Conduct compliance based audit. 	<ol style="list-style-type: none"> 1. Submit quarterly reports to the Municipal Manager. 2. Submit quarterly reports to the Performance Audit Committee.

Roles and Responsibilities of the Audit Committee

Planning	Monitoring	
	Review	Reporting
1. Participates in the formulation of the annual audit plan.	7. Review quarterly reports from the internal audit committee.	1. Reports quarterly to the municipal Council.

Roles and Responsibilities of the Community

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

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.

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 5: NDP Goals for Urban and Rural Development:

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

Outcome Approach

Table 6: Government's Outcomes

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

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

Nine (9) 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.

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 7: 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 dorpias 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 Dorpias (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 dorpias. 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>

SECTION 4: 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.

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.

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 defines 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.

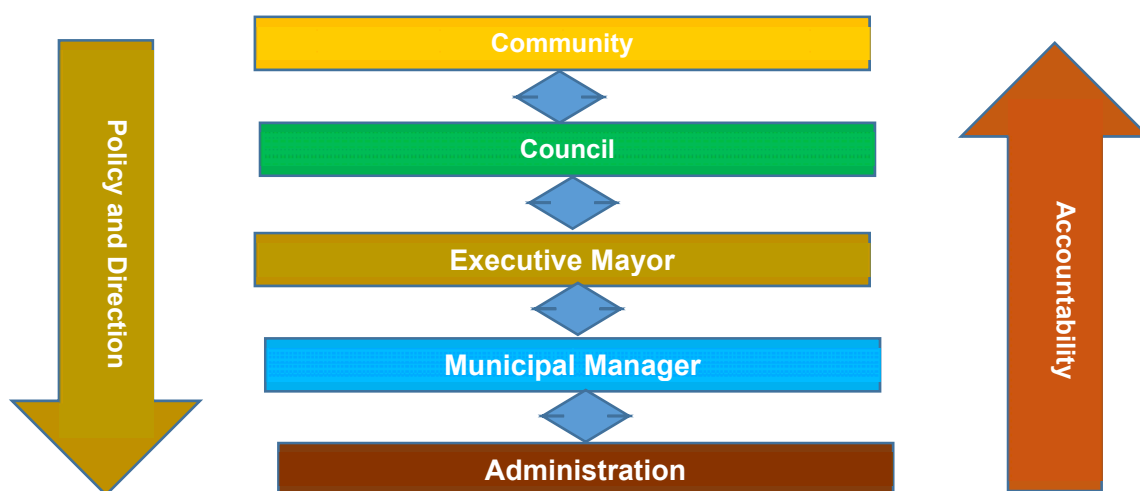


Figure 23: Political and Administrative Arrangement

Council's Political Structure

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 (15),
- 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:

Municipality	Number
BPDM	28
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.

Executive Mayor

The Executive Mayor of Bojanala Platinum District Municipality is Councillor Fetsang Mokati, who was elected by the majority of councillors at the first sitting of the current council, held on 26th 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 me 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.

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.

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.

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.

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.

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 8: List of Committees and Chairpersons

Name of Committee	Chairperson
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

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 9: Political Parties Whips

Political Party	Whip
African National Congress	Cllr Simon Klaas
Democratic Alliance	Cllr Claudina Mmolotsi
Economic Freedom Fighters	Cllr Golden Makhanya
Forum 4Service Delivery	Cllr Phistus Mnisi

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.

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 10: Senior Managers

Senior Manager	Designation/Status	Department
Pogiso Shikwane		Municipal Manager
Gladys Skhosana	Director	Community Development Services
Amos Khumalo	Director	Technical Services
Dikeledi Dikolomela	Acting Chief Financial Officer	Budget & Treasury Office
Mmabatho Tshikudu	Acting Director	Corporate Support Services
Mike Mokgatsi	Acting Director	Economic Development, Tourism, Agriculture & Rural Development
Tshepo Lenake	Director	Health & Environmental Services

Table 11: Location of Municipal Offices

Name of Offices	Location	Department
Main building	Rustenburg CBD	<ul style="list-style-type: none"> Office of the Executive Mayor Office of the Speaker Office of the Single Whip Budget and Treasury Office of the Municipal Manager
White Building	Rustenburg CBD	<ul style="list-style-type: none"> Communications Unit IDP unit
Steen Street	Rustenburg CBD	<ul style="list-style-type: none"> Technical Services Economic Development, Tourism, Agriculture and Rural Development(EDTAR) Sports, Arts & Culture
Disaster Management Centre	Rustenburg CBD	Disaster Management unit
Heystek Street	Rustenburg CBD	<ul style="list-style-type: none"> Corporate Support Services Health and Environmental Services

		• Community Development Services
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.

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.

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

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.

Basic Service Delivery and Infrastructure Investment Strategies

Objectives	Strategies	Projects	Allocation (R'000)		
			2018/19	2019/20	2020/2021
Provide Municipal Public Transport Planning	<ul style="list-style-type: none"> Solicit funds to support the Integrated Transport Network (IPTN) District Integrated Transport Plan reviewed 	Transport Programme	200	206	212
		Rural Asset Management Grant	2 364	2 504	2 649
		Community Safety Programme	200	206	212
Provide Fire Fighting Service	<ul style="list-style-type: none"> Familiarise council with status quo of fire service Ensure Kgetleng Fire Station is operational Provide guidance on future of service Take service closer to communities 	Capacity Building x 3 fire stations	259	365	273
		Provision of uniform & PPE x 3 Fire stations	1 263	1 301	1 340
		Support to FPAs x 3 fire stations	146	150	156
		Radio Communications	357	374	385
		Replacement of equipment	389	401	413
		Public Information & Education Relations x 3 fire stations	100	103	106
Provide Disaster Risk Management Services	<ul style="list-style-type: none"> Ensure district is disaster ready Secure disaster equipment Support Local municipalities Build capacity 	Risk Assessment	52	54	55
		Capacity Building			
		Disaster Interventions	2 000	2 060	2 121
		Education & Awareness	231	238	245
		Radio Communications	155	159	164
		Geographic Information Systems	100	103	106

Objectives	Strategies	Projects	Allocation (R'000)		
			2018/19	2019/20	2020/2021
Facilitate the provision of basic municipal services.	<ul style="list-style-type: none"> • Feasibility study on the Klipvoor Dam completed • Revise Integrate bulk water and sanitation master plan • Establish bulk water and sanitation district forum (Water Boards, WSAs, Mines etc) • Support development of WSDP • Design Water Conservation and Demand Management Strategy • Conduct study of underground water studies for LMs • Adopt Blue Drop Strategy by WSAs • Facilitate the adoption of Green drop improvement strategy by WSAs • Solicit funds for district wide infrastructure projects • Undertake study of powers and functions • Facilitate the transfer of the reservoir to MKLM 	Water Related Projects	5 000	5 150	5 304
		Sanitation Programme	2 000	2 060	2 121
		Mmakau Sports facilities	150	154	159
		EPWP	300	309	318
Facilitate the maintenance of roads	<ul style="list-style-type: none"> • Design an integrated district road master plan • Engage department of transport on the transport management responsibilities • Establish district transport forum 	Roads Programme	5 000	5 150	5 304

Objectives	Strategies	Projects	Allocation (R'000)		
			2018/19	2019/20	2020/2021
Provide Municipal Health Services	<ul style="list-style-type: none"> Enforce compliance to the Municipal Health Bylaws Enforce compliance to the Health Act standards and requirements Assist in provision of licencing to Early Childhood Development centres 	Indigents burials	400	412	424
		Burial of Paupers	279	287	296
		Food & Water samples testing	494	509	525
Facilitate the provision of Solid Waste Management Services	<ul style="list-style-type: none"> Revise Integrated District waste management strategy Conduct comprehensive audit of landfill sites and revitalization strategy Support review of waste management plans by locals Extend waste management services 	Waste Management Programmes	321	330	340
		Waste Resources recovery	263	271	279
Promote the protection of the environment	<ul style="list-style-type: none"> Administration and Monitoring of Atmospheric Emissions Licenses (AEL's) Implementation of the Bojanala/Waterberg Priority Area Air Quality Management Plan (BWPA: AQMP) Review and implementation of the District's Air Quality Management Plan (AQMP) Review and enforcement of the District's Air quality by-laws Implementation and Roll out of Climate Change and Cleaner Production programmes and projects 	Roll out of Air quality management programme	390	402	414
		Environmental Education & Awareness	581	598	617
		Environmental rehabilitation	302	311	321
		Climate Change	300	309	318
		Biodiversity	315	325	335

Objectives	Strategies	Projects	Allocation (R'000)		
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			2018/19	2019/20	2020/2021
Promote Sport, Arts & Culture	<ul style="list-style-type: none"> Support local sports federations Support the Tourism programme through cataloguing of heritage sites Profile Performing and other performing arts 	Support sport	661	681	700
		Provision of basic sport equipment	280	288	297
		Arts & Culture support	300	309	318

Municipal Financial Viability and Management Strategies

Objectives	Strategies	Projects	Allocation (R'000)		
			2018/19	2019/20	2020/2021
<ul style="list-style-type: none"> Promote sound financial governance 	<ul style="list-style-type: none"> Improve accountability Compile quarterly and annual performance reports Support internal audit service Implement mSCOA 	mSCOA implementation	800	824	848
		Management of FMG	1 000	1 000	1 432
		Maintenance of Financial Systems	500	515	530
		Audit Fees	3 800	3 914	4 031
		Payment for security services	8 200	8 446	8 699
		Data Cleansing	2 500	2 575	2 652
<ul style="list-style-type: none"> Manage Assets 	<ul style="list-style-type: none"> Review asset management Policy Update Asset register Establish Asset Committee 	Municipal vehicles	1 300	1 339	1 379

Local Economic Development Strategies

Objectives	Strategies	Projects	Allocation (R'000)		
			2018/19	2019/20	2020/2021
Promote agriculture	<ul style="list-style-type: none"> • Increase role in National Agripark programme • Support RD & LR land reform post settlement process • Develop Database of Agric cooperatives • Support Land Care projects • Revisit Fresh Produce markets plans • Feasibility study to establish export market 	Support AgriPark programme	1 895	1 952	2 010
		Agricultural Rural School	210	216	223
		Agriculture Summit	215	222	229
		Agricultural Shows	110	114	117
		Agriculture support & EPWP	500	515	530
Promote Rural Development	<ul style="list-style-type: none"> • Develop Business Plan for Rural Development • Familiarise stakeholders with VTSD 	Rural one shop Initiative	200	206	212
Promote Enterprise Development	<ul style="list-style-type: none"> • Support Village, Local and District Chamber of Commerce • Revitalise LED forum • Develop Business Plans for funding • PPPs ventures supported • Train small scale miners • Design bankable LED 	Enterprise support	2 706	2 787	2 870
		LED Strategy	110	113	117
		LED Summit	200	206	212

Objectives	Strategies	Projects	Allocation (R'000)		
			2018/19	2019/20	2020/2021
Support Tourism and Marketing development	<ul style="list-style-type: none"> • Increase BPDm's role in Heritage park • Compile business plan for heritage sites and Museums • Compile SMME data base • Revise SMME support Strategy • Revise District tourism and Marketing Strategy • Develop Business Plan for tourism routes • Introduce new tourism products • Promote local tourism • Increase role in big district based events 	Tourism support	106	109	113
		District Marketing	500	515	530
Support Job Creation initiatives	<ul style="list-style-type: none"> • Support EPWP • Coordinate Job creation initiatives in all government spheres • Conduct Status quo analysis of SLPs 	EPWP (social development)	1 558	1 604	1 652

Municipal Transformation & Organisational Development Strategies

Objectives	Strategies	Projects	Allocation (R'000)		
			2018/19	2019/20	2020/2021
Promote Skills Development	<ul style="list-style-type: none"> Conduct Skills Audit Compile WSDP Develop Community Skills Development Programme Solicit funding for community skills programme 	Mayoral Bursary Scheme	1 000	1 030	1 060
		BPDM Training	200	206	212
		Employee Bursaries	500	515	530
		Learnership programme	900	927	954
Recruit and Retain Staff	<ul style="list-style-type: none"> Revise Selection and Recruitment policy Revise the Organisational structure Develop Talent Management Policy 	HR Implementation	100	103	106
Provide Support to council	<ul style="list-style-type: none"> Design corporate calendar Improve secretariat service Revise council rules of order 	Institutional support	1 000	1 030	1 060
		Professional Fees	495	510	526
		Legal Fees	1 000	1 030	1 060
Achieve Positive Employee Climate	<ul style="list-style-type: none"> Conduct employee satisfaction survey Hold a team building exercise Develop an employee wellness programme Conduct Employee Satisfaction Survey 	Clocking system	300	309	318
		Employee wellness programme	200	206	212

Objectives	Strategies	Projects	Allocation (R'000)		
			2018/19	2019/20	2020/2021
Provide Filing and archiving services	<ul style="list-style-type: none"> Revise Filing Plan Automate the Document management system Train staff on new system 	Records & storage Maintenance	100	103	106
Strengthen Integrated development Planning	<ul style="list-style-type: none"> Compile IDP Provide leadership in urban management Support SPLUMA implementation Improve sector planning 	IDP Review	600	618	636
		SDF review/update	454	467	481
		District Investment Incentives	350	360	371
Promote technology efficiency	<ul style="list-style-type: none"> Information and Communication Technology Helpdesk established 	Maintenance of the municipal website	100	103	106
		Computer license maintenance	767	790	814
		Replacement of computer hardware	52	54	55
		Repair of computers & servers	52	54	55
		Office machine rental	4 600	4 738	4 880
Improve Performance Management	<ul style="list-style-type: none"> Conduct regular performance assessments Revise PMS policy Develop plan to cascade PMS Cascade PMS 	Mid Term Performance Review	224	230	237

Objectives	Strategies	Projects	Allocation (R'000)		
			2018/19	2019/20	2020/2021
Provide Occupational Health and Safety	<ul style="list-style-type: none"> • Compile OHS Plan • Establish OHS committee • Compile regular OHS reports 	Office & Parking rental	6 500	6 695	6 895
		Security Payments	8 200	8 446	8 699
Provide fleet management service	<ul style="list-style-type: none"> • Revise Fleet Management Policy • Design Fleet management strategy 	Acquisition of municipal vehicles	1 300	1 339	1 379

Good Governance and Public Participation strategies

Objectives	Strategies	Projects	Allocation (R'000)		
			2018/19	2019/20	2020/2021
Promote good governance	<ul style="list-style-type: none"> • Improve accountability • Compile quarterly and annual performance reports • Design integrity management framework • Review Anti-corruption policy • Review Anti-Corruption Strategy • Conduct ethics awareness programmes • Conduct a Council Mid Term Customer satisfaction survey • Support social cohesion initiatives 	NGO/NPO support	758	780	804
		Food parcels	300	309	318
		Anti-Corruption programmes	115	118	122
		Capacity Building	320	330	340
		Ward Committee Programmes	500	515	530
		Development & Printing of annual report	400	412	424
		Training of Single Whips	298	307	315
		Meetings	641	660	680

Objectives	Strategies	Projects	Allocation (R'000)		
			2018/19	2019/20	2020/2021
Promote stakeholder participation	<ul style="list-style-type: none"> Review community participation policy Hold community consultation meetings Hold Imbizo Support Setsokotsane programme 	Public Participation Programmes	584	601	620
		District Imbizo	500	515	530
		Outreach Programme	400	412	424
		Communication	560	577	594
		Placement of Advertisements/Public notices	100	103	106
		Advocacy Programmes	600	618	636
Facilitate and Support Municipal Committees	<ul style="list-style-type: none"> Develop ward support strategy Ensure support to ward committees is provided Ensure that the IGR committees are supported 	IGR	100	103	106
Achieve clean audit	<ul style="list-style-type: none"> Develop Audit Action Plan Adhere to internal Audit Charter Implement Internal Audit recommendations Ensure support to the office of the MPAC 	MPAC Programmes	641	660	680
		Risk Assessment	50	51	53
		Audit Committee	513	528	544

SECTION 5: FINANCIAL PLAN

Section 16 (1) of the Municipal Finance Management Act, Act No 56 of 2003 requires of a Municipal Council to approve an annual budget before the start of the financial year.

Further, in terms of section 16 (2), in order for the Municipality to comply with subsection (1), the Mayor must table the annual budget in a council meeting at least 90 days before the start of a financial year.

The annual budget of a Municipality must be a schedule in a prescribed format as prescribed by section 17 (1) of the Act,

- a) Setting out realistically anticipated revenue for the budget year from each revenue source,
- b) Appropriating expenditure for the budget year under the different votes of the municipality,
- c) Setting out indicative revenue per revenue source and projected expenditure by vote for the two financial years following the budget,
- d) Setting out
 - (i) Estimated revenue and expenditure by vote for the current year; and

The following budget principles and guidelines directly informed the compilation of the 2018/2019 to 2020/2021 MTREF:

- The 2018/2019 Budget priorities and targets, as well as the base line allocations contained in that Budget were adopted as the upper limits for the new baselines for the 2018/2019 annual budget;
- Heads of departments as well as political offices should exercise strict control over the under mentioned expenditure:
 - Special Events;
 - Refreshments and entertainment;
 - Subsistence, Travelling & Conference fees and
 - Telephone expenses.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2018/2019 Medium-term Revenue and Expenditure Framework:

REVENUE PER REVENUE SOURCE

National Treasury has, in the Municipal Budget Circular 89, indicated that Municipalities should be aware in their planning that there will be substantial reduction of grants to local government. This was as a result of the President's request that the Ministry of Finance should identify concrete measures to urgently address the challenges identified in the Medium Term Budget Policy Statement. The proposed cuts in expenditure have duly reduced the Municipality's 2018/2019 allocation of equitable share to R309 860 000 as compared to R313 057 000 of the previous financial year.

A further reduction has been made on both Expanded Public Works Programme and Finance Management Grant.

Total revenue is R317 532 000 in 2018/2019 and escalates to R328 263 000 by 2019/2020, by 2020/2021 the revenue due to BPDM will be R342 894 000 which 5.5 per cent. This represents a year-on-year increase of 5.5.

Transfers recognised includes the local government equitable share and other operating grants from national and provincial government. It needs to be noted that in real terms the grants receipts from national government are growing rapidly over the MTREF for the two outer years. The equitable share remains to be most the important part of the municipality's revenue base as no services are rendered for which revenue can be collected.

Equitable share represents 98% of the Municipality's total revenue and the remaining 2% is made up of other conditional grants, interest on investment as well as collected in respect of municipal by-laws.

EXPENDITURE PER EXPENDITURE TYPE (R')

EXPENDITURE	BUDGET (R')	2018 19	2019/20	2020/2021
SALARIES	167 510 855	177 597 990	187 188 281	197 296 449
COUNCILLORS	18 171 503	17 672 171	18 626 468	19 632 298
GENERAL EXPENCES	86 781 827	69 984 522	72 084 058	74 246 579
REPAIRS & MAINT	3 256 000	2 930 455	3 018 369	3 108 920
CONTR. CAPITAL	3 592 815	19 671 695	20 261 846	20 869 701
Contracted Services	34 368 545	19 300 000	19 879 000	20 475 370
Depreciation	6 000 000	15 000 000	15 450 000	15 913 500
TOTAL	319 681 545	322 156 833	336 508 022	351 542 817

SALARIES

According to Circular 89, the salary and collective agreement for the period 01 July 2015 to 30 June 2018 has come to an end. The process is under consultation and in the absence of other information from the South African Local Government Bargaining Council communication will be provided at a later stage. The municipality has provisionally increased salaries to 8% pending the outcome of the consultation process. Should the consultation process yield a percentage lower than 8%, the salary will be reviewed before the final budget is tabled.

Implementation of the collective agreement on conditions of service for the North West Division of SALGBC also contributes to the increase in salaries, particularly on the 7 days' workers who receive several allowances according to the agreement. Some of these allowances increase at the same percentage as that of salaries.

Salaries amounts to R176 409 990 and constitutes 55.61% of the total expenditure, 20% more than the 35% norm of the salary bill.

COUNCILLORS

Councillor allowances reduced from R18 171 503 to R17 672 171. This is because for the past financial years, the increase has been projected to the increment the general salary increase of South Africa Local Government Bargaining Council. The Gazettes on upper limits for the past two years were used as a base for increment.

GENERAL EXPENSES

General expenses also reduced from R86 781 827 to R72 679 295. Further reduction had to made on certain items due to the decreased equitable share

REPAIRS AND MAINTENANCE

According to the municipal budget reporting regulation, repairs and maintenance should not exceed 8% of total assets. Repairs and maintenance increased from R2 780 455 to R2 863 869. This represents 5.9% of the municipal assets and it is within the prescribed norm.

CAPITAL EXPENDITURE

This expenditure increased from R3 592 815 to R23 219 045. The increase is informed by the Auditor General's 16/17 audit report which implies that service delivery projects done on behalf of the municipalities must be kept in the asset register until those projects are handed over to Municipalities. As a remedial action in the 2018/2019 financial year, all budget relating to service delivery project to be done on behalf of Municipalities has been included in capital expenditure.

CONTRACTED SERVICES

Contracted services decreased from R34 368 545t to R19 300 000. The decrease is as a result of projects done on behalf of local municipalities which are now treated as capital expenditure. Contracted services only relate to services that the Municipality entered into a contract which includes, but not limited to rental of office space, rental of office machines as well as security services

MTREF – SUMMARY OF REVENUE PER SOURCE

INCOME	BUDGET	ADJUSTMENT BUDGET	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21
Equitable Share	313 057 000	313 057 000	322 202 000	337 919 000	352 586 000
Expanded Public Works Programme	1 747 000	1 747 000	1 558 000	-	-
Seta Services	-	301 350	-	-	-
Air quality Licencing	80 000	50 000	-	-	-
FIRE income	-	100 000	100 000	100 000	100 000
Finance Management Grant	1 250 000	1 250 000	1 000 000	1 000 000	1 432 000
HES income	500 000	150 000	150 000	-	-
Interest	1 100 000	1 500 000	1 500 000	1 500 000	1 500 000
Other income	50 000	-	-	-	-
Disaster Management- Capacity	-	500 000	1 000 000	-	-
Rural Asset Management Grant	2 359 000	2 359 000	2 364 000	2 404 000	2 649 000
TOTAL	320 143 000	318 655 350	329 874 000	342 923 000	358 267 000

MTREF BUDGET SUMMARY – EXPENDITURE PER VOTE (R')

DEPARTMENT	BUDGET FOR THE YEAR	ADJUSTMENT 2017/18	2018/19	2019/20	2020/2021
Community Development Services	15 878 103	12 971 136	13 734 975	12 753 973	13 359 712
Health and Environmental Services	37 171 499	37 644 672	37 376 142	39 232 102	41 183 413
Municipal Manager's Office	22 396 120	28 972 890	21 750 875	22 720 914	23 737 200
Municipal Council	28 678 699	25 267 396	26 686 164	27 992 008	29 364 313
Corporate Support Services	59 591 801	58 047 801	57 098 835	59 227 726	61 498 805
Mayoral Executive	13 430 345	13 981 751	15 824 153	16 564 872	17 342 177
Local Economic Development	16 334 169	15 322 627	14 954 038	15 568 019	16 209 348
Treasury and Budget Office	28 342 652	34 760 467	39 007 827	40 472 343	42 430 307
Technical services	27 267 524	26 757 230	23 992 860	24 967 850	25 982 941
Disaster Management	12 039 921	10 923 218	8 601 731	8 980 253	9 376 636
Mogwase Fire and Emergency Services	20 411 717	20 625 237	22 971 771	24 164 445	25 420 088
Moretele Fire and Emergency Services	18 225 212	16 373 826	18 604 656	19 571 766	20 589 974
Kgetlengrivier Fire and Emergency Services	20 227 254	18 242 972	21 552 806	22 673 090	23 852 563
TOTAL	319 995 016	319 891 222	322 156 833	334 889 362	350 347 477

Programme and Projects by other Organs of the State