



MAMUSA LOCAL MUNICIPALITY

**INTEGRATED
DEVELOPMENT PLAN
2012 - 2017**

MARCH 2012

GENERAL INFORMATION
MAMUSA LOCAL MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN

(THIRD GENERATION)

FIRST DRAFT

2012-2017(Five Year Plan)



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MAYOR'S FOREWORD

As we enter 2012/13 we come to you, our beautiful community of Mamusa to present the 5 year Integrated Development Plan which contains our development priorities, programmes and projects for the next coming five years. The residents of Mamusa have clearly spoken in the recent Local Government Elections when they gave us mandate to govern through our parties manifestos and we are clear about that. Mamusa Local Municipality is well on the path to make a change in its resident's lives by providing the services that we had promise during the election campaign through our Integrated Development Plan (IDP)

It is apparent that this municipality has done a lot to its community since the advent of the new democracy and the adoption of this Integrated Development Plan 2012-2017 will add to those gains. We will work without any let or hindrance to build on the success we have registered in the building and maintenance of our roads infrastructure and more of these roads projects are planned for the next five years as directed by the State President. We will try and intensify our campaign to lobby more funds to make sure that we benefit from the National budget for infrastructure development. Top on our agenda will be the construction of the bulk water pipeline between Bloemhof in Lekwa-Teemane and Schweizer- Reneke to address the shortage of portable water for our community and the economic growth.

The social programmes will also receive our deliberations and attention in the five years. We would like to build on the successes we have achieve in the fight against HIV and AIDS but also related to this work, intensify our commitment to stop drug and alcohol abuse as well as teenage pregnancies amongst the youth.

Chapter 4 of the Municipal Systems Act of 2000 requires of us to involve the community in whatever we intend to do. We are proud of our communities who responded positively to our calls during consultation to develop this plan. Knowing that the IDP is a legal requirement

This IDP is not a stand-alone from the budget or vice versa, it took into account the municipal annual financial plan, Provincial and National MTERF to make sure that all the priorities find their way in implementation. The Mamusa local municipality wishes to thank everybody for their participation in the process, the municipal manager and his administration, all councillors, business and the entire community of Mamusa represented by the ward committees.

EXECUTIVE SUMMARY

The main purpose of the report is to compile an analysis expose' of the Mamusa Local Municipality (NW393). This analysis provides relevant information to enlighten the decisions upon which the 3rd Integrated Development Plan (IDP) of Dr. Ruth Segomotsi District Municipality for 2011/2016 will be informed.

This report used information from the following sources, IDP 2011/2016, Ward Plans, Local Economic Development (LED) Strategies (2009), Statistics South Africa (Stats SA), Census 2001, Stats SA, Community Survey February 2007 based on households, Municipal Source i.e. Water and Sanitation Backlog study (2007) and IHS Global Insight (2009). The data used in the report was accepted as closely reflecting the state of development in MLM.

The existing level of development and challenges in Mamusa Local Municipality Area (MLM) can be summarized as follows:

- MLM is endowed with minerals but this sector remains a small contributor to GDP;
- Population is largely African with low education, low incomes, high unemployment and with minimal access to water and sanitation;
- The large Africa population is largely young with a small percentage of adults who are economically active;
- Functional literacy does not favor Africans. Great challenge in the provision of education to empower Africans;
- Heavy dependency on public administration as employer. There is a critical need to develop the private sector in agriculture and mining. Involvement. The development of the Small Medium Micro Enterprise (SMME) sector both in the formal and informal sectors is critical.
- Current access to water and sanitation services is a concern.

The above will call for quick action to improve delivery of the needed services for socio and economic development in the MLM.

MAYOR

1. PLANNING PROCESS

1.1. Legal Context

The Legal Status of the IDP

The legal status of the IDP is defined in the MSA which says that the IDP:

- informs all planning and development, and all decisions with regard to planning and development, in the municipality;
- binds all persons (except in case of inconsistencies with national or provincial legislation); and
- requires that the municipal council give effect to it by conducting its affairs in a manner which is consistent with the IDP.

1.2. The Integrated Development Plan

In terms of Chapter 5 and Section 25(1) of the Municipal Systems Act (2000):

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-

- Links integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Complies with the provisions of this Chapter; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”

1.2.1. Stakeholder Description & Analysis of the Municipality

1.2.1.1. Municipal Council

The municipal council will be responsible for:

- Considering and adopting the Process Plan.
- Managing and coordinating the IDP Review process by:
- Ensuring alignment of the Local Municipalities IDP to that of the District Municipality.
- Ensuring that business plans and budget decisions are based on the IDP.
- Ensuring that Key Performance Indicators and Targets as outlined in the IDP are realistic and achievable.
- Ensuring that the IDP and the budget are aligned.
- Ensuring that there is a linkage between the IDP, the Performance Management System (PMS), and the Budget Process.
- Monitoring the implementation of the IDP.
- Ensuring that the review process complies with the prescribed legislation.
- Approving and adopting the revised IDP.
- Responsible for the final adoption of the IDP, Budget, Service Delivery and Budget Implementation Plan.

1.2.2. Key External and Internal Role Players

The following are the key role players in the IDP Review Process. At various stages in the review process shall the District IDP Manager confirm the identification of the other role players or due consideration shall be taken when removing or adding other stakeholders to the existing list of stakeholders in the IDP Process:

The following are the major roles and responsibilities of each role player in the IDP Review Process:

1.2.2.1. Internal Role Players

➤ The Executive Mayor

- Is responsible for the overall management, co-ordination and monitoring of the process.

➤ Municipal Manager & IDP Manager

- Decide on planning process
- Monitor process
- Overall management and coordination
- Day-to-day management of the process
- Drafting of the IDP Review documentation

➤ IDP Management Committee

- Will be chaired by the Municipal Manager, and consist of senior officials who will assist in formulating the process plan, analysis, objectives and strategies.
- Provide technical expertise.
- Will provide relevant sector information.
- Will provide budget information.
- Prepare and integrate project proposals

➤ The IDP Officer

- Will assist the IDP Manager to make all arrangements necessary to comply with the IDP process plan, including research, and to make sure that deadlines are met to deliver the final IDP document.

➤ Local Municipalities Ward Councilors & Ward Committees

- Will be the key-role-players to communicate all information to the communities, to ensure that all needs and issues will be included in the IDP Document.
- Facilitate identification and conceptualization of community needs
- Oversight role on Programmes and Projects implementation.

1.2.2.2. External Role-Players

The following are the external stakeholders and their responsibilities

➤ National and Provincial Departments

- Will be engaged at a district level.
- Provide data and information.
- Provide budget guidelines.
- Facilitate alignment of budget with the IDP.

- Provide professional and technical support.
- **Service agencies/ Service Providers/ Consultants/ NGOs/Business Formation**
 - Representing stakeholder interests.
 - Contributing knowledge and ideas.
 - Technical input during discussions.
 - Provide data and information.
 - Ensuring alignment

1.2.3. Establishment of IDP Structures

1.2.3.1. Institutional Arrangements

In order to manage the IDP Review Process, and to provide for effective public participation therein, it is proposed that the following organisational arrangements (which were in place in previous rounds of the IDP) are being revamped or where they are still effective will continue to function as before and will be strengthened as the need arises.

An IDP Steering Committee (IDP SC) has been operational since the inception of the IDP preparation process. The IDP SC acts as a support to the local municipalities IDPs and IDP Representative Forum, doing detailed planning, making technical decisions and inputs, to the Municipal Managers, Section 57 Managers and the IDP Managers. This IDP SC, as well as the Representative Forum will be reconstituted for the IDP preparation process.

➤ The IDP steering committee

- The IDP SC will be chaired by the Municipal Manager and in his absence, by the IDP Manager.
- Members of the IDP SC will comprise the Senior Management of the DM, the staff responsible for the preparation of the IDP, PMS and Budget and any other members as the Municipal Manager may deem fit.
- Handling of all issues to be recommended to Council.
- Provide terms of reference for the various planning activities associated with the IDP,
- Commission research studies as may be required;
- Considers and comments on:
 - Inputs from sub-committee/s, study teams and consultants;
 - Inputs from provincial sector departments and support providers; and
 - IDP Rep Forum members.
 - Processes, summarise and document outputs
 - Make contents and technical recommendations;
 - Prepare, facilitate and documents meetings

➤ IDP Representative Forum

The IDP Representative Forum (IDP RF) will be constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Development or Review processes. The proposed composition of the IDP RF could be as follows:

- Councillors;
- Traditional leaders;
- Ward Committee Chairpersons;
- Senior Municipal Officials;
- Stakeholder representatives of organized groups;
- Advocates of unorganized groups;
- Resource persons;
- Other community representatives;
- National and Provincial Departments regional representatives;
- NGO's; and

- Parastatal organisations.

The Terms of Reference for the IDP RF is as follows:

- Represent the interest of the municipality's constituency in the IDP process;
- Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government;
- Ensure communication between all the stakeholder representatives inclusive of municipal government; and
- Monitor the performance of the planning and implementation process.

➤ **Portfolio Committees (Project Task Teams)**

- Consider input from the IDP Steering & IDP Management Committee for Project Prioritization.
- Establish Project Task Teams relevant to the sector and the portfolio for technical assistance on projects.
- Co-opt resource persons to serve on the PTTs.
- Recommend to the IDP Rep Forum the Priority CBP Issues, Objectives, Strategies, Annual Targets & Projects with budget allocation for implementation.

DISTRICT FRAMEWORK MARCH 2012 - MARCH 2013					
	Content			Process	
Strategies	Space	Economy	Governance	Communication	Time Frame
Elements	Integrated & Sustainable Settlements/ Spatial Investment/ Transport Infrastructure/Natural Resource Management	Economic Development/ Poverty Alleviation/ War on Poverty Forums	Institutional Arrangements/ Internal Audits/ Community Participation Strategy	Internal and External Communication	
				Compilation of Information of existing information	
Analysis	Waste Management Strategy and Disaster Management Strategy –to be Revised	LED Strategy - Revised	Mamusa LMIntergovernmental Forum	Internal - Municipalities	July 2012
		Executive Summaries-		IGR	

		LED			
	Integrated Transport Plans		NSDP-Shared Services	Integration & Coordination	
	Spatial Development Frameworks-Revised			External - Public Participation	
				Development of Communication Strategy	
Strategies		Strategic Planning		Steering Committee Meeting	1st Week August 2012
	Strategies and Projects from ITP		Mid-Term Expenditure Framework/Financial Plan-Revised	Senior Management Meeting	
			Revision of vision, mission, objectives & strategies	District Wide Rep Forum	
				Council Meeting	Jul-2012
Projects	Detail Projects Proposals	Projects Captured	Forming of Task Teams	Development of Ward Plans	
			Capturing of Planned Projects - GIS	Projects Captured	Oct-2012
			Designing project proposal		
Integration	Linked Projects	Linked Projects		Linked Projects	End of October 2012
			Consolidation of LM's IDP's and District IDP		
			Est. DRSM Technical Forum working committee		
			Financial Management		

			Plan		
			Development of Disaster Management Plan/Review		
			Revision of Water Service Plan		
			Sector Alignment - Revising & integrating projects & programmes	District Wide Rep Forum	Nov-2012
			Integrated Monitoring & PMS		
			5 Year Financial Plan		
			5 Year Capital Investment Programme		
			Organisational Structure	Adoption of Ward Plans Reports	
			Work Skills Development Plan	District Wide Rep Forum	
			Employment Equity Plan		Mar-2013
			HIV/AIDS Plan		Aug-2012
			Presentation of Draft IDP		
Approval			Public Comments		
			Final Approval of IDP Draft		
			Adoption by Council May/June 2012		

1.3. District IDP Framework

1.4. IDP Process for the Municipality

DATE	PLANNING ACTIVITY	PURPOSE AND OUTPUTS	PARTICIPANTS
July 2012	Preparation Phase	To develop the District IDP Framework and process plan and submit to council for approval and brief them on the IDP Process	<ul style="list-style-type: none"> ▪ Mayors ▪ Speakers ▪ Municipal Managers ▪ Ward Councilors ▪ Officials ▪ IDP Managers in the District
August / September 2012	Analysis Phase	To present the Current Reality and determine the Priority Issues in the Mamusa LM Municipal Area	<ul style="list-style-type: none"> ▪ The Executive Mayor/Mayors ▪ Speakers ▪ The Municipal Managers ▪ The IDP Managers ▪ The Mamusa LM IDP Representative Forum ▪ The Mamusa LM DP Steering Committee ▪ Officials from all Municipalities ▪ Officials from Provincial Sector Departments ▪ Officials from National Departments ▪ Various stakeholders ▪ Consultants
October 2012	Strategies Phase	To formulate a Working Vision and devise Working Objectives and Strategies for the Mamusa LM Municipal Area	
October 2012	Strategies Phase	To approve the Working Vision and devise Objectives and Strategies for the Mamusa LM Municipal Area	
January 2013	Integration Phase	To present the Draft Integrated Spatial Development Frameworks for all the Local Municipalities and to obtain inputs on the Draft Integrated Spatial Development Framework for the Mamusa LM Municipal Area	
February 2013	Projects/Integration Phase	To present the Draft Integrated Spatial Development Frameworks for the Local Municipalities, as well as the Cross-Cutting and Sectoral Issues for the Mamusa LM Municipal Area	
February/ March 2013	Projects/Integration-phase	To present the core components of the Final Draft IDP for the Mamusa LM Municipal Area, comprising of the Final Draft Integrated Programmes and Plans, including the 5-Year Financial Plan, the 5-Year Capital Investment Programme and the 5-Year Action Plan, the Final Draft Spatial Development Framework, the Draft Water Services Development Plan and the Draft Disaster Management Plan for the Mamusa LM Municipal Area, as well as various other Cross-Sectoral Programmes and Plans	
March 2013	Projects/Integration/ Approval Phase	To table the Mamusa LM Final Draft IDP	
April 2013	Projects/Integration/ Approval Phase	To present the Mamusa LM Final Draft IDP and Budget to communities of the District Municipal Area. The Executive	
			The Mamusa LM Mayor, Municipal Manager, All sec57 Managers and the official from Planning Unit

		Mayoral Road-show will be undertaken by the District visiting all its local municipalities.	
May 2013	Approval Phase	The Council to approve the Mamusa LM Final Revised IDP 2012-2013	The Mamusa LM District Municipal Council

PROCESS PLAN OF THE MAMUSA LOCAL MUNICIPALITY

MONTH	ACTIVITY	WHO IS RESPONSIBLE	WHEN	MONTH
	Approval of IDP/PMS Process Plan	IDP/PMS Manager	20/08/2012	28/08/2012
August 2012	Development of Technical SDBIP	MM and All Section 57 Managers	17/08/2012	23/08/2012
August 2012	Finalisation of Performance Agreement	MM and All Section 57 Managers	17/08/2012	28/08/2012
September 2012	Submission of the Revised PMS Processplan to Council	MM and IDP/PMS Manager	07/09/2012	18/09/2012
September 2012	Training Ward Committee members (Community Based Planning)	IDP/PMS Manager	31/08/2012	28/09/2012
October 2012	Development of Ward Plan by Ward Committee members and CDW	Ward Councilors and CDW	05/10/2012	09/10/2012
October 2012	Submission of the 1 st Quarterly Report to Council	Section 57 Managers	30/10/2012	30/10/2012
October 2012	Budget and Treasury Steering Committee meeting to discuss 2012/2013 budget process	Mayor, Municipal Manager and CFO	12/10/2012	16/10/2012

October 2012	Identification of capital projects for Capital Programme	Municipal Manager & Section 57 Managers	01/10/2012	22/10/2012
November 2012	The inter-governmental Relation forum	Municipality and sector Dept.	05/11/2012	05/11/2012
November 2012	Compile Draft Capital programme (Needs)	CFO	05/11/2012	12/11/2012
November 2012	Review Financial Plan, financial strategies and budget related policies and submit to IDPRF	CFO	05/11/2012	12/11/2012
November 2012	IDP Representative Forum Meeting	IDP/PMS Manager	19/11/2012	20/11/2012
MONTH	ACTIVITY	WHO IS RESPONSIBLE	WHEN	MONTH
November 2012	Submission of the Draft Annual Report to the Municipal Manager	IDP/PMS Manager and All Section 57 Manager	02/11/2012	05/11/2012
November 2012	IDP Steering Committee to prioritized the community needs	Municipal Manager, All Section 57 Managers	26/11/2012	26/11/2012
November 2012	Compilation of Salary Budget. Verify posts (filled and vacant) with Senior Management	Deputy Manager: Financial and Assets Management	02/11/2012	19/11/2012
November 2012	Compile Operational Budget with the assistance of Senior Management	Municipal Manager, CFO & Senior Management	05/11/2012	27/11/2012
December 2012/ January	Finalise first Draft Operational & Capital Budget and the	CFO & Deputy Manager: Financial & Assets	03/12/2012	28/02/2013

2013	calculation of Tariffs	Mgt		
January 2013	Mayor table the Annual Report to Council	IDP/PMS Manager	29/01/2013	29/01/2013
January 2013	2nd Quarterly PMS Report submitted to Council	Municipal Manager & All Section 57 Managers	15/01/2013	30/01/2013
February 2013	Submit the Annual Report to the AG, PT and DDLGH	IDP/PMS Manager	05/02/2013	06/02/2013
February 2013	IGR Forum	Municipality and Sector Depts	01/02/2013	05/02/2013
February 2013	Community Participation for the Draft Annual Report 2011/12	All Section 57 Managers and IDP/PMS Manager	04/02/2013	18/02/2013
February 2013	Submit Draft Operational & Capital Budget to Budget and Treasury Steering Committee	Mayor, Municipal Manager & CFO	04/02/2013	26/02/2013
March 2013	Submit Draft Operational & Capital Budget to Council	Mayor, Municipal Manager & CFO	04/03/2013	11/03/2013
March 2013	Submission of the Oversight Report regarding the Annual Report 2006/07 to Council	IDP/PMS Manager	25/03/2013	29/03/2013
March 2013	Submission of the Draft IDP Review to Council for approval	IDP/PMS Manager	29/03/2013	29/03/2013
April 2013	Publicise IDP & budget for public comments, submit to NT, PT and other stakeholders	Municipal Manager, IDP/PMS Manager & CFO	01/04/2013	23/04/2013

MONTH	ACTIVITY	WHO IS RESPONSIBLE	START	END
April 2013	Submission of the Oversight Report and the Annual Report 2007/8 to the Provincial Legislature, Provincial Treasury and MEC for Local Government	IDP/PMS Manager	01/04/2013	08/04/2013
April 2013	IDP and Ward Committee Workshop to discuss Draft IDP & Draft Budget	IDP/PMS Manager	05/04/2013	23/04/2013
April 2013	3 rd Quarterly Report submitted to Council	All Section 57 Managers	30/04/2013	30/04/2013
May 2013	Budget & Treasury Steering Committee considers comments and inputs from the community on IDP and Budget	Section 57 Managers/ Municipal Manager	06/05/2013	08/05/2013
May 2013	Submission of Final IDP and Budget to Council for approval	Municipal Manager		27/05/2013
June 2013	Submit Final Budget to National Treasury and Provincial Treasury in prescribed format	Deputy Manager: Financial and Assets Management	03/06/2013	05/06/2013
June 2013	Submit the Final IDP to the MEC for Developmental Local Government & Housing	IDP/PMS Manager	03/06/2013	05/06/2013
June 2013	Development of Top-Layer and Technical SDBIP's and Performance Agreements for 2011/2012	Municipal Manager and Section 57 Managers	03/06/2013	25/06/2013

Community Based Planning

After the completion of community based planning; wards must be allocated funding to take forward their plans in order to promote community action. The ward members plan how to use these funds. The minimum of R25 000 is proposed but it is up to the discretion of the municipality as to how much they want to allocate to the ward plans. Wards members were to manage implementation voluntary supported by these funds. They have to develop skills in monitoring and management of their own activities and funding. On the other hand the municipalities have to consider larger ward project to be included in the IDP. Ultimately these ward plans are used to inform the IDP.

Assuming a municipality of 15-20 wards, the process is likely to unfold as follows:

- 3 months for planning in all the wards from the initial briefing of wards, training of facilitators, to acceptance by the Municipality of the plan, starting as close as possible to 1 July so that this is completed prior to the start of the IDP Review process
- enough time needs to be allocated for pre-planning
- around 3 months on implementation of the ward plans by communities
- analysis and incorporation of the information from wards for use in the IDP
- the next 6 months carrying forward plan, receiving feedback on IDP, and enjoying the benefits!

The Benefits of such an Approach

The key benefits of such an approach are:

- Assistance to municipalities to give effect to the requirements of the Municipal Systems Act;
- Taking participation way beyond a consultation approach to one that empowers communities, encouraging ownership of local development, the releasing of local community energy for action, thereby overcoming dependency;
- The use of relatively small amounts of process funds by local government to harness local energy and resources;
- Obtaining a sophisticated understanding of the assets, vulnerabilities, preferred outcomes and livelihood strategies of different groups within the community, including the most vulnerable;
- Planning from outcomes not problems leads to more realistic and creative planning, valuable for the ward plan but also for enabling practical implementation of the IDP;
- The plans are more targeted and relevant to addressing the needs of all groups, including the most vulnerable;
- The municipality empowers its ward committees to start to be effective, based around a ward plan which they need to support and monitor implementation;
- The municipality develops a cadre of trained facilitators who can be accredited;
- Sector departments within the Municipality gain a much better understanding of their clients;

Self-Assessment of the Planning Process

Each ward then did situational analysis, planning, used participatory tools to understand differences within the community, identified and prioritised outcomes and key risks, and then planned how to address these. The planning process was facilitated by facilitators from the Local and District Municipality, who were trained, as well as municipal officials and other facilitators. All wards in the district have completed their analysis.

The process further intends various implementation initiatives, but can already report on the key challenges and sectors of each ward. This was synthesised into a District-wide perspective and after consolidation of reports Municipal IDP Rep Forum meetings were held as follows:-

Functions and context public participation

- There are four major functions that can be aligned with the public participation process namely

Needs identification

- Identification of appropriateness of proposed solutions;
- Community ownership and buy-in; and
- Empowerment.

Mechanisms for participation

IDP Rep Forum

- This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the IDP RF and ensure their continued participation throughout the process.

Media

- Local newspapers and the District's newsletter will be used to inform the community of the progress of the IDP.

Radio Slots

- The community radio station will be utilised to make public announcements where necessary.

Information Sheets

- This will be prepared in English, Afrikaans and Setswana and be distributed via the Representative Forum where a need for this arises.

The municipality websites

- The municipality's website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download

Community Roadshow

- The municipality will be hosting own community road shows to publicise the draft IDP and Budget from 02-06 April 2012. The venues for these meetings will be publicised at the IDP Rep Forum as well as through the media.

B: VISION & MISSION

The Mamusa Local Municipality together with the community strive to create a balanced integrated and sustainable environment through socio-economic upliftment, the promotion of economic opportunities, growth and job creation and the improvement of access to affordable infrastructure and social services to be shared by all in a healthy

C: SITUATIONAL ANALYSIS

METHODOLOGY

1.1 Overview

The municipal IDP, LED strategy and Spatial Development Framework (SDF) documents were used as the primary source of information. The components in the above documents were thoroughly examined in order to gain an insight into the current information on municipality.

The analysis looked at the legislative requirements, the actual statistics within the municipal area. Looking at the decision-making and management requirements of municipality, the need for information and analysis of the existing situation is determined by the following considerations:-

- The information should enable the municipality to decide on priority issues or problems, with due consideration of the residents / communities 'perceptions and of available facts and figures.
- The municipal decision-makers should be knowledgeable about the concrete nature of these priority issues or problems, such as trends, context, causes and impacts related to these issues, in order to make informed decisions on appropriate solutions (rather than just curing symptoms).
- The municipal decision –makers should be aware of existing and accessible assets and resources and of resource limitations before making decisions on strategies.

3.2 Data gathering method and analysis

The required information / data were primarily obtained through IDP, LED strategy, SDF documents, IHS Global Insights Inc 2009, desk - top study and interviews with certain municipal officials.

The municipal IDP, SDF, LED documents were examined in order to establish the current level of existing data and development.

Interviews were conducted with relevant stakeholders at the municipality in order to determine the current realities on existing data.

An overview of the analysis phase will provide the following expected outputs:-

- An assessment of the existing level of development;
- Key strategic interventions prioritized or challenges;
- Information on context, causes, dynamics of key strategic interventions prioritized or problems;
- Information on available resources and potentials.

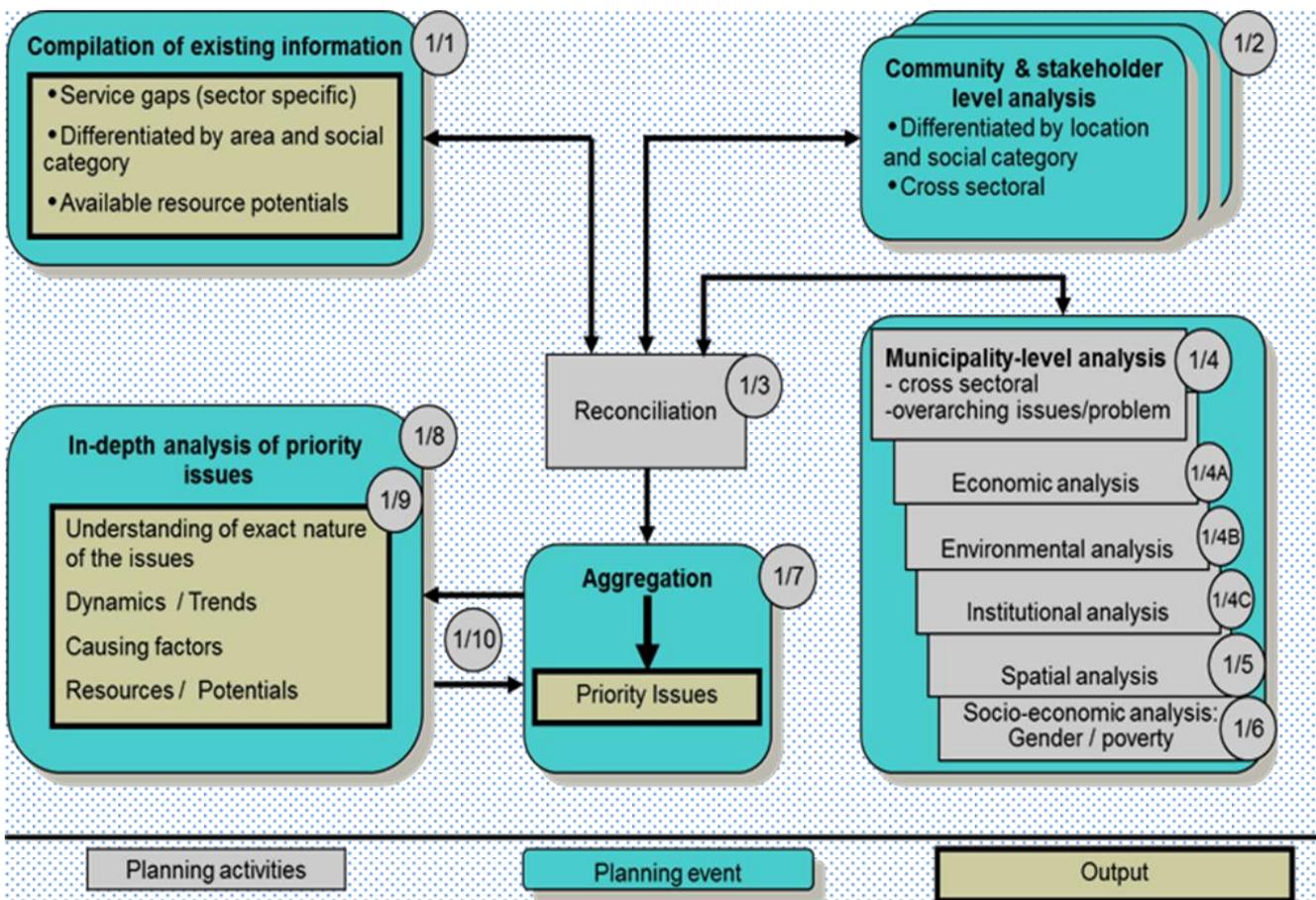
The output of the analysis phase further comprise of the following process:-

- The compilation of existing information including services gaps (*sector-specific*), differentiated by local municipality.
- A community and stakeholder-level analysis
- Differentiated by location and cross-sectoral

- A municipal – level analysis (*cross-sectoral and overarching issues /challenges*) including:-
- An economic analysis
- An environmental analysis
- An institutional analysis
- A spatial analysis
- A socio-economic analysis (*gender/poverty*)

The methodology used to produce the information or outputs were guided by the following;

- A need to combine data-base and consultative/participative methods of analysis;
- The community needs had to be determined;
- Collection of facts and figures, pertaining to service gaps, unemployment, and the like. A delicate balance had to be made between perceptions and statistical data. A comfortable balance was made to arrive at a full and realistic picture of development in the area; and
- A need existed to look at the situation, not only from the perspective of the community and stakeholders, but also from the perspective of Mamusa Local Municipality.
- The District-Municipal-Level perspective provided information and insights into various overarching issues, for example the economic situation, which would not have been possible if identified through a localized analysis. Planning events at Local Municipal Level was initiated to identify and analyze such issues; and
- The analysis was sector specific. Sectoral thinking results in a wide and comprehensive list of issues, rather than in focusing on the Key Strategic Interventions priority of the people. However, some cross-sectoral dimensions had to be considered in the analysis of the existing situation in order to ensure that related development policy guidelines could be applied in a situation-specific manner, including:
 - A socio-economic analysis, with special focus on the poverty situation, gender differentiation, education and on issues like HIV/AIDS is presented. This was required as a basis for arriving at an inclusive development strategy in line with national policy guidelines on poverty alleviation and gender equity; and
 - A spatial analysis was required to inform the drafting of an Integrated Spatial Development Framework which is aligned with the principles of spatial development, contained in the Development Facilitation Act, 1995 (Act 67 of 1995) (hereafter referred to as the DFA, 1995), as well as the principles and norms for spatial planning and land use management, contained in the Draft White Paper on Spatial Planning and Land Use Management, 2001; and,
- A detailed sectoral analysis for the economic, environmental, and institutional dimensions were conducted and presented. Further, an issue-focused approach within the District-Municipal-Level analysis was followed. This detailed or made use of best available knowledge, including existing studies. Expert opinions from Community Stakeholders and Municipality Manager were solicited to determine the current development situation.
- Well-known basic facts and figures on the institutional system, economic conditions and environmental issues obtained from the sources identified above were included in the compilation of existing information.
- The major challenges in the Analysis Phase were to compile, aggregate and reconcile all the perceptions and information gathered at different levels and places and by different methods into a consolidated list of Key Strategic Interventions which does justice to all the sources accessed and all the participants involved.
- The information, gathered during the Analysis Phase, was primarily relevant for those role-players involved in the further planning and decision-making process. The information that resulted from the Analysis Phase was compiled and will be made available for use during the Strategies Phase.



Source: IDP Guide Pack I

2. THE GEOGRAPHIC PROFILE OF THE MAMUSA LOCAL MUNICIPALITY

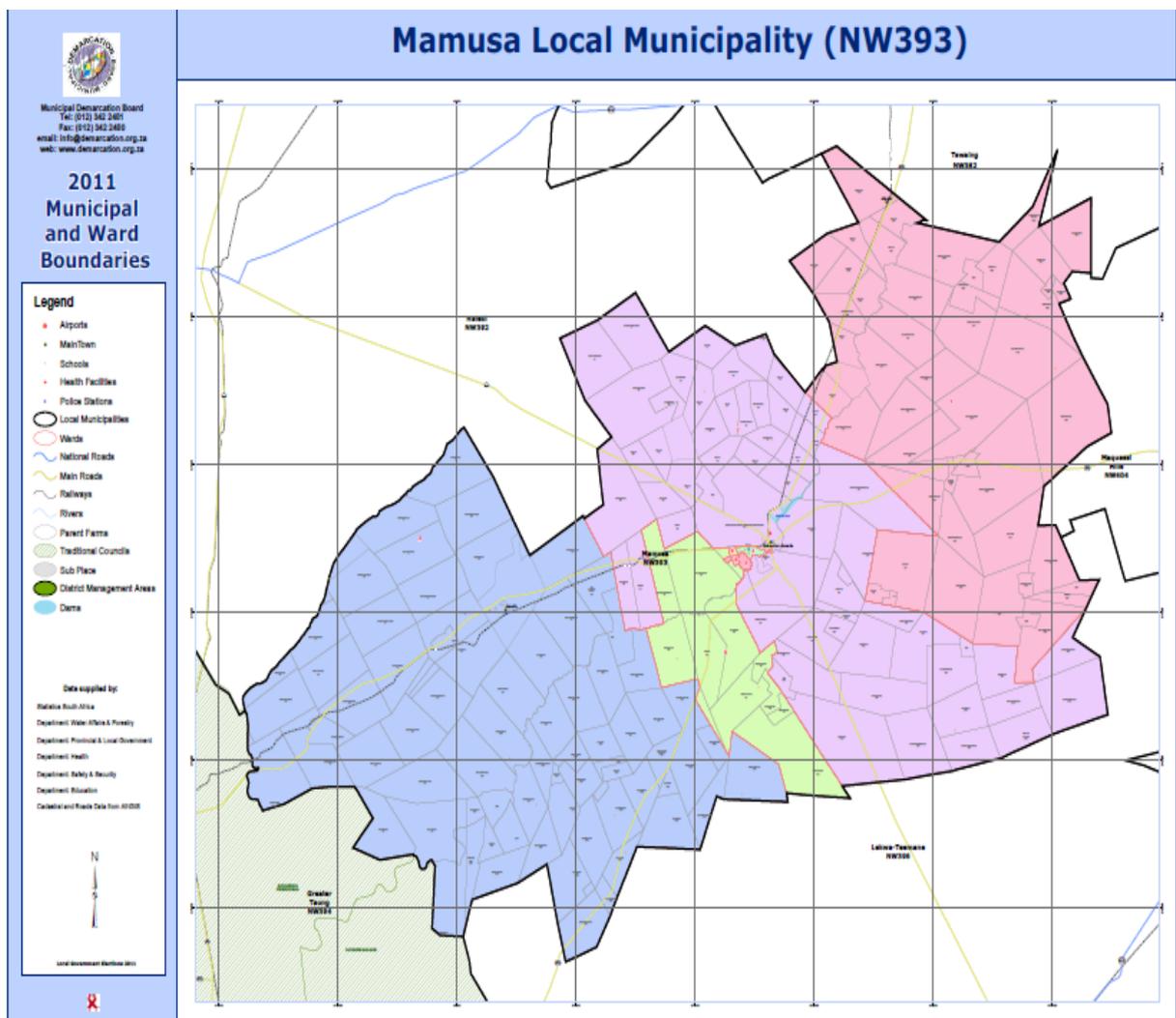
4.1 Geographic Area Size

Mamusa Local Municipality (NW393) is approximately 3681 km² in extent. This land mass is 7.8% of the total area of the Dr. Ruth S Mompoti District Municipality. The administrative Centre of the municipality is in the rural area of Schweizer-Reneke situated on the banks of the Harts River and at the foot of Mamusa hills.

The town of Scheizer-Reneke is the only town in Mamusa Local Municipality and surrounded by agricultural farms.

Figure1 below shows the spatial positioning of the Mamusa Local Municipality.

Figure 1: Map of Mamusa Local Municipality



Source: Demarcation Board 2011

4.2 Major Town

The major town is Schweizer – Reneke which is the main administration center for the local municipality is the closer to the township of Ipelegeng. There are other townships under Mamusa LM which include Amalia, Glodina, Migdol and Sharon The town is situated 80 km on the eastern side of Vryburg. Most of the businesses in town are closer to the township which is situated a few kilometres on the western side.

The town can be described as a farming town as it is surrounded by farms.

4.3 Major Road Links¹

The main road is the N14 highway and this provides a link with Vryburg to the west. The main roads are tarred and these are long distance roads which cover the towns of Christiana and Vryburg. There are three main roads exiting the town of Schweizer- Reneke which is the R34 Vryburg to Bloemhof, the R504 between Wolmaranstad and Pudimoe, and the R506 between Christiana and Delareyville.

Most of these are tarred and largely unusable during summer when occasional flooding occurs making access between towns impossible. This is an issue that needs to be addressed by the MLM and the provincial government.

4.4 Soils²

The soils in the area are dynamic in nature and are constantly evolving and degrading by means of natural and man induced process. There are sandy soil which is granular and consists of rock and mineral particles that are very small. Therefore the texture is gritty and sandy soil is formed by the disintegration and weathering of rocks such as limestone, granite, quartz and shale. Sandy soil is easier to cultivate if it is rich in organic material but then it allows drainage more than is needed, thus resulting in over-drainage and dehydration of the plants in summer. It warms very fast in the spring season. However, these soils are poor in the area which is necessary for crop production. This indicates that without the use of fertilizers to supplement the soils, agricultural activities will be low or done only by commercial farmers able to buy expensive fertilizers.

This indicates that without the use of fertilizers to supplement the soils, agricultural activities will be low or done only by commercial farmers able to buy expensive fertilizers.

There is a need by the MLMA to encourage emerging and small scale farmers by providing them with seeds which do not require high soil nutrients and suitable to the local rainfall levels which are low. The South African Development Community Food Security Network has recommendations on these seeds.

This indicates that without the use of fertilizers to supplement the soils, agricultural activities will be low or done only by commercial farmers able to but expensive fertilizers.

4.5 Geology³

¹ Source: (Mamusa LM Spatial Development Framework)

² Source: (Mamusa LM Spatial Development Framework)

³ Source: (Mamusa LM Spatial Development Framework)

There is a potential for the development of mines in the area in the mining of small scale of diamond mining. However the area is characterized three different types of soils. There are three soil conditions that must be considered in the study area, namely:

4.6 Vegetation⁴

The vegetation is characterized by turf **thornveld** and mixed **bushveld** areas. This type of vegetation is good for cattle and rearing goats and wild animals. This suggests that potential of national and private game reserves exists. Productive use of land which is non-arable in alternative ventures like private farms run in partnerships with the local rural communities of the Mamusa Local Municipality.

4.7 Climate

Mamusa LM normally receives about 393 to 600mm of rain per year, with most rainfall occurring mainly during mid-summer. However, this rises to 800- 1 000 mm in the eastern boundary. Though, it receives rainfall for eleven months in a year with no rainfall in June and the highest reaches 81mm in January. The monthly distribution of average daily maximum temperatures shows that the average midday temperatures for Mamusa LM ranges from 18°C in June to 31°C in January. The municipal area is the coldest during June when the mercury drops to 0°C on average during the night.

Temperatures and rainfall patterns vary in response to the movement of a high pressure belt that circles the globe between 25° and 30° south latitude during the winter and low-pressure systems that occur during summer.

The municipal area is semi-arid, with occasional hail and frost. The area receives variable rain with scattered thunder storms and flooding. The floods are a nuisance as the tarred roads are unusable and sometimes affect distribution of goods as the roads are not used. During hot summers there is high evaporation and elevated temperature.

4.8 Rainfall

Rainfall in the study area varies between 300 to 400mm annually. A limited part of the geographical area adjacent to the eastern boundary has slightly higher rainfall averages between 800 to 1000mm per year. The average rainfall per annum is being calculated at 600mm. Thunderstorms and hails do occur but are lower than the figures obtained for the Highveld region.

⁴ Source: (Mamusa LM Spatial Development Framework document)

3. THE DEMOGRAPHIC PROFILE OF THE MAMUSALOCAL MUNICIPAL AREA

5.1 Population Size

Water and sanitation backlog study report of 2007, records 52145 as the total population of Mamusa Local Municipality (10.42%) of the total population of Dr. Ruth S Mompati District Municipality of about 500,365 people. However, the Global Insight survey 2009 indicates that the population has increased to 54255 (10.84%) within Mamusa Local Municipality. The population of MLM is increasing and this could be attributed by migration of people from other surrounding local municipalities.

The table below shows the estimated population within Mamusa Local Municipality.

Table 1: Global Insight estimates by Local Municipality

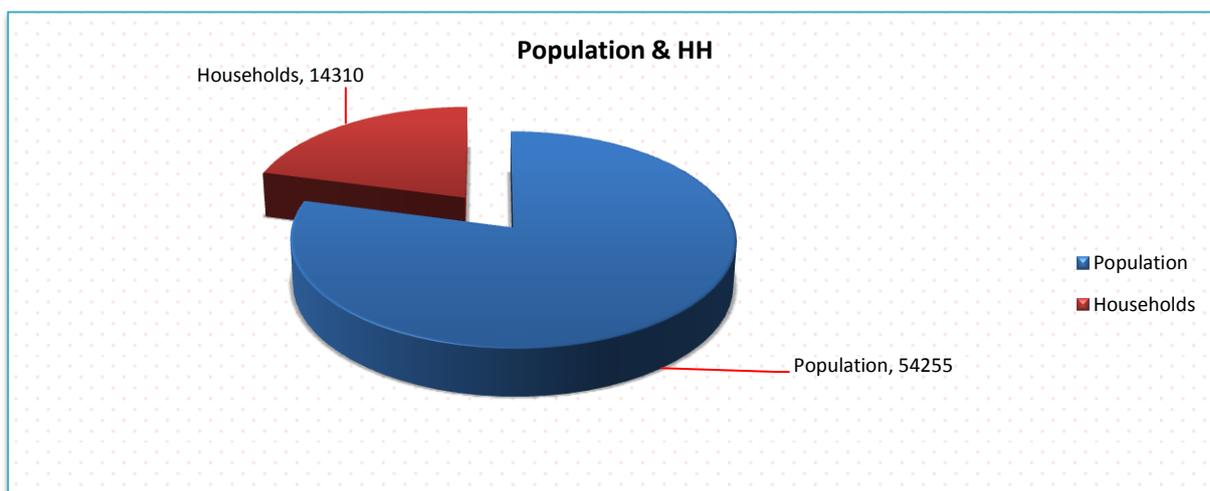
Municipality	Population estimate	Households total population
Mamusa Local Municipality	54,255	14,310
Dr. Ruth S Mompati District	500,365	104,922

Sources: (Global Insight 2009)

5.2 Household Size

The total population sizes were organized as 14310 households with the bulk of the households being five (5) or less members.

Figure 2: Population vs Household Numbers



Sources: (Global Insight 2009)

The above figure depicts the average size per household which is five (5) per household. The number seems slightly high as this has an impact on service delivery issue like water and sanitation provision. Global Insight survey 2009 shows that the area has huge number of population which scattered around various townships and farms in the surrounding areas. There is a significance increase in the population and this will have an impact in planning and social services provision.

5.3 Population Groups

Global Insight survey (2009) depicts that the Africans are in majority and constitute about 50498 people (93.1%) of the total population of Mamusa LM. The Whites population group is about 2380 (4.4%) of the total population of Mamusa LM, Coloureds constitute 1152 (2.1%) of the total population of Mamusa LM and the total number of Asians is 225 (0.4%) of the total population of Mamusa LM.

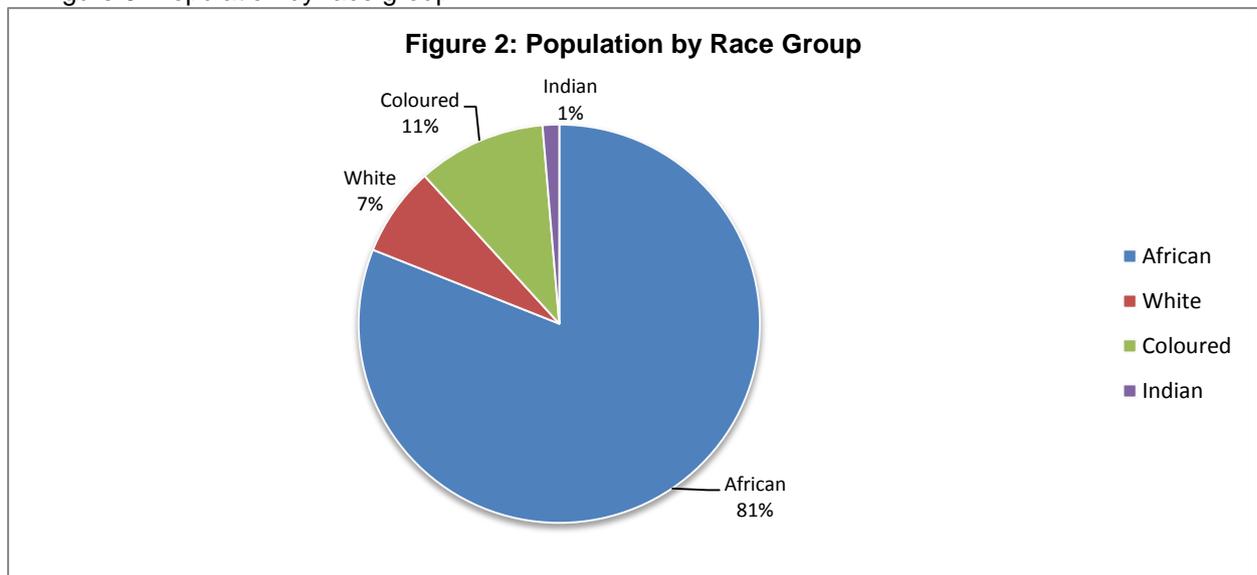
Table 2: Gender population estimates by and sex, 2009

Populati on Group	Male		Femal		T	
	Numbe r	Percentage of total	Numb er	Percentage of total	Numbe r	Percenta ge of total
African	24762	45.6%	25736	47.4%	50498	93.1%
White	1163	2.1%	1217	2.2%	2380	4.4%
Coloured	578	1.1%	574	1.1%	1152	2.1%
Indian/Asian	125	0.2%	100	0.2%	225	0.4%
Total	26628	49.1%	27627	50.9%	54255	100%

Sources: (Global Insight 2009)

The above table shows that African male and females dominate in Mamusa LM. African females are in the majority at 47.4% of the population and followed by African males at 45.6%. White females are dominating at 2.2% compared to the coloureds females at 1.1%. The number of white males is lower at 2.1% compared to the coloureds males at 0.2%. There is an increase of Indian/ Asian population at 0.4% overall and this can be attributed to business opportunities within local shops

Figure 3: Population by race group



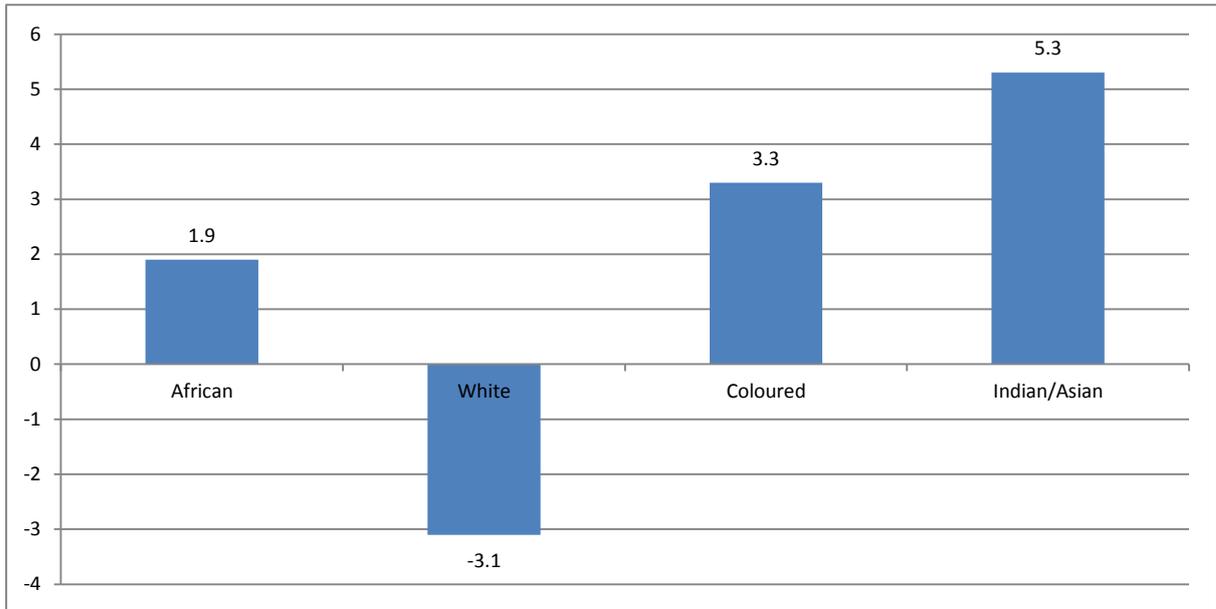
Sources: (Global Insight 2009)

The above figure shows that Africans are dominating within Mamusa Local Municipality though there is a slight increase of Indian community. The cause of an increase might be the opportunity available for Pakistan nationals taking over shops owned by locals. The trend is on the increase throughout businesses which easily absorbs such nationals.

5.3.1 Population growth rate (%)

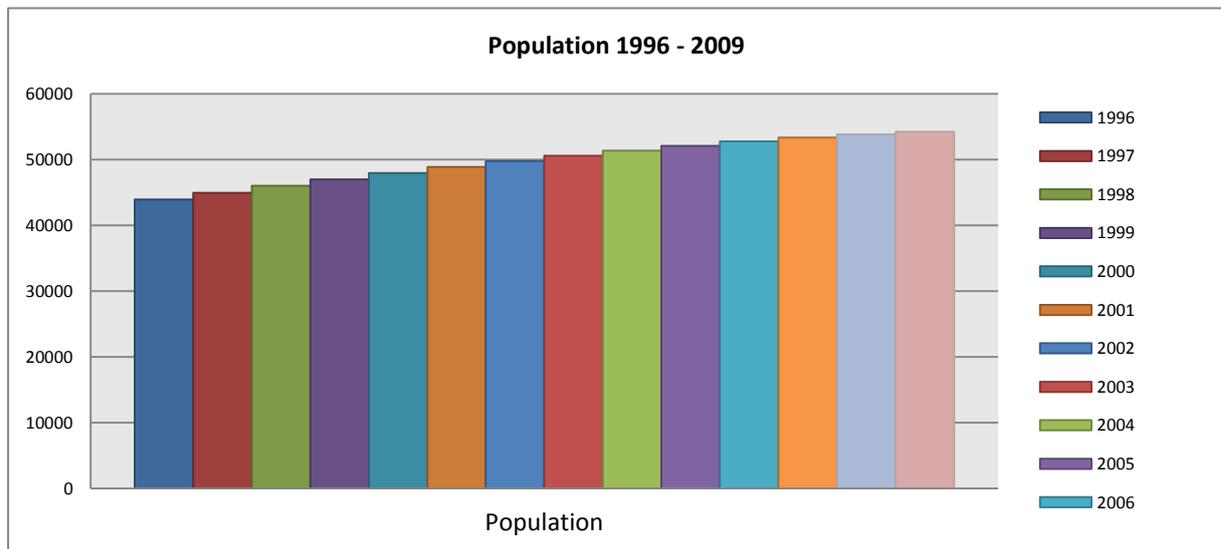
Mamusa Local Municipality has experienced significant growth and this will put pressure on social issues and other basic needs. The municipality will have to focus on increasing their services to the community. Basic services will be critical as there has been steady growth since 1996 to 2009. The increase in population is calculated at the rate of 1.6% overall. It should be noted that the municipality is experiencing growth in Indian/Asian and African population.

Figure 4: Population growth rate (%)



Sources: (Global Insight 2009)

Figure 5: Population 1996 - 2009



Source: (Global Insight survey 2009)

The above survey by Global Insight (2009) shows there is an increase in population with in Mamusa Local Municipality. The information depicts increase in population from 1996 to 2009 which shows an influx of people and majority are Africans. Though there is a slight movement within the Indian/ Asian population, it is not the same as Africans. The growth rate shows that African increasing at 1.9% and Indian/Asian increasing at rate of 5.3%. A concern is the decrease of whites at -3.1% indicated at the table above. Same applies to the coloured which shows increase by 3.3%. Whites population plays a very important role in the economy of the most urbanized Schweizer – Reneke, therefore decrease in their population calls for concern.

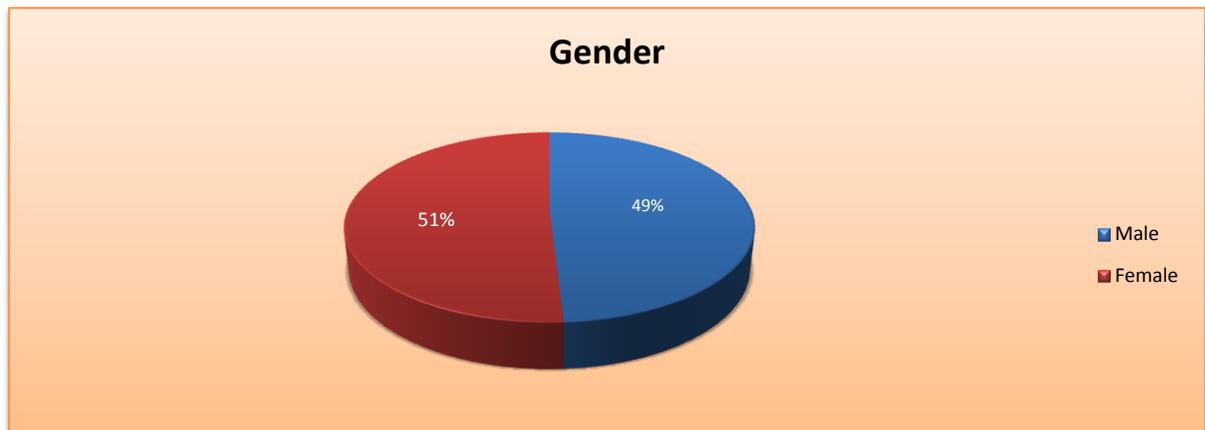
5.4 Gender Distribution

Table 3: Gender population estimates by Gender

Area	Male	Female	Total
Mamusa Local Municipality	26,628	27,627	54255

Sources: (Global Insight 2009)

Figure 6: Gender distribution



Sources: (Global Insight 2009)

The above shows that females are dominating in the Mamusa local municipality. The breakdown is depicted in the table below which indicated African females dominating at 47.4% and overall at 50.9% within the local municipality.

Table 4: Population group for Mamusa LM by population group and sex, 2009

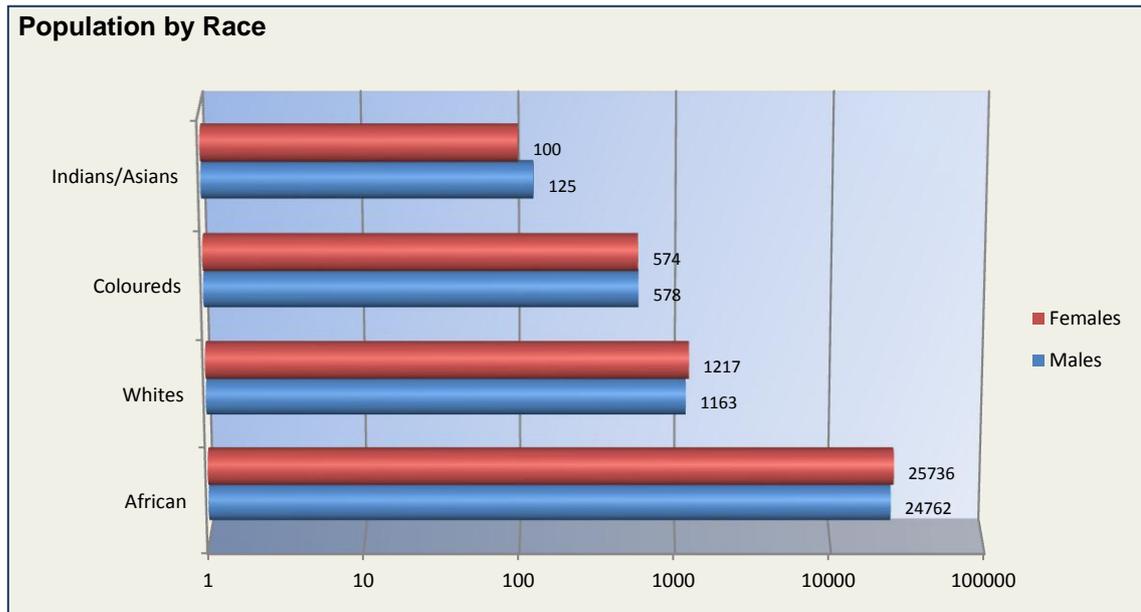
Population group	Male	Female	Total
	Number	Number	Number
African	24762	25736	50498
White	1163	1217	2380
Coloured	578	574	1152
Indian/Asian	125	100	225
	26628	27627	54255

Total			
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Sources: (Global Insight 2009)

The data on gender distribution for Mamusa LM shown in Table 4 above confirms that African females are dominating in the municipality and this can be attributed by the job opportunities in the farms and game lodges in surrounding areas or lack of enough opportunities. Therefore, women are stagnant at home and men are out of the municipality looking for business opportunities. There are few opportunities within agriculture and hunting which might also have an influence.

Figure 7: Population by Race



Sources: (Global Insight 2009)

The figure 8 above shows that the population of whites, coloureds, and Indians are very insignificant. However, there are slightly more females than males. This is expected as males migrate to work in the gold, platinum mines and other sectors outside Dr. Ruth S Mompoti District Municipality and North West province leaving their wives in the rural areas. There isn't huge difference in numbers of female dominance among males.

5.5 Age Distribution

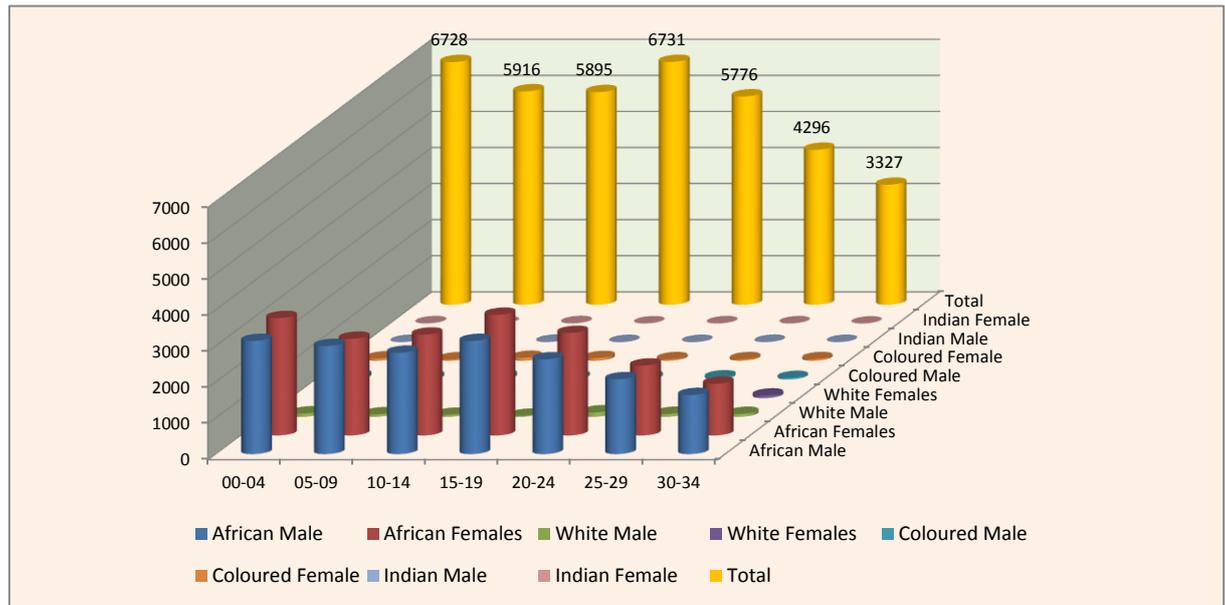
Age	African Male	African Female	TOTAL	White Male	White Female	TOTAL	Coloured Male	Coloured Female	TOTAL	Asian Male	Asian Female	TOTAL	LM Male	LM Female	Total M&F
00-04	3145	3261	6406	92	70	163	82	63	144	7	8	15	3326	3402	6728
05-09	3004	2686	5690	67	51	118	49	40	89	14	5	20	3134	2782	5917
10-14	2817	2800	5617	57	42	99	74	82	156	12	11	24	2960	2936	5896
15-19	3143	3351	6494	26	74	100	53	75	128	5	4	9	3227	3503	6730

20-24	2633	2848	5481	123	62	186	55	44	99	5	6	12	2817	2961	5777
25-29	2080	1941	4021	80	77	157	58	44	102	10	6	17	2228	2069	4297
30-34	1642	1435	3077	81	73	154	42	47	90	7	0	7	1772	1555	3327
35-39	1200	1524	2723	66	81	147	30	43	73	9	10	19	1305	1658	2962
40-44	1020	1219	2239	62	67	130	35	29	64	4	5	10	1122	1320	2442
45-49	1154	1284	2438	52	49	101	22	17	40	6	4	10	1233	1355	2589
50-54	994	863	1857	67	66	133	23	26	49	5	4	9	1089	959	2048
55-59	818	898	1715	80	76	156	21	24	45	14	10	23	931	1008	1939
60-64	615	623	1238	82	80	162	10	18	28	8	14	22	715	735	1450
65-69	140	372	512	58	97	155	4	11	15	0	0	0	201	480	681
70-74	167	310	477	68	81	149	10	10	20	19	7	26	263	409	672
75+	191	322	513	102	171	273	10	0	10	0	3	3	303	495	799
Total	24762	25736	50498	1163	1217	2380	578	574	1152	125	100	225	26628	27627	54255

Table 5: Age distribution estimates by population group age and sex, 2009 -Sources: (Global Insight 2009)

The figure above shows that the population of whites, coloureds and Indians are relatively lower than those of Africans. The African females are also slightly more in the age groups between 20 – 75 plus years. The figures illustrated above shows that majority of the population of Mamusa LM is very young. The age distribution shows that there is a tremendous increase within the youth and this will increase the needs for social issues like health and recreational infrastructures. There will be demand in developments within the municipality.

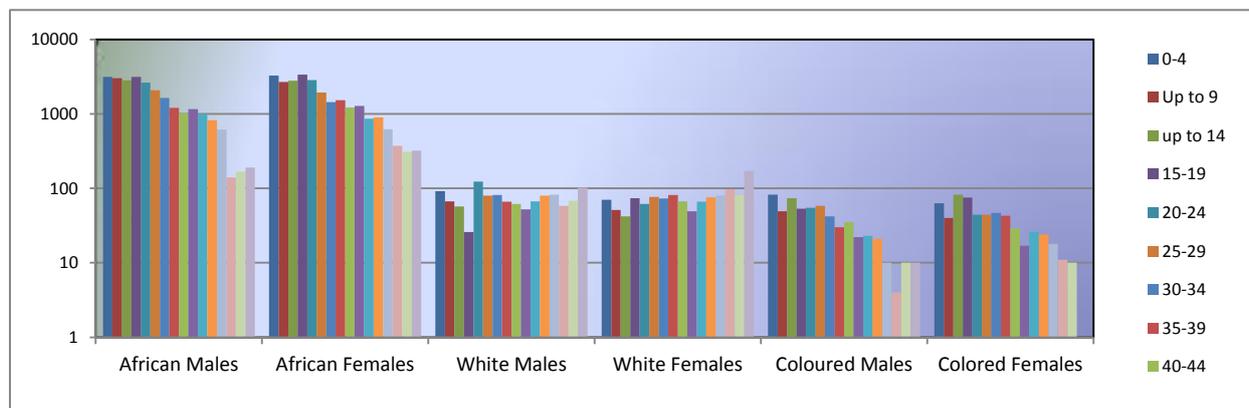
Figure 8: Age distribution for ages between 00-04 to 30-34



Sources: (Global Insight 2009)

The above figure 9 shows a huge gap of age among the African youth and other races. African male (youth) population is 18464 (34%), African female 18322 (34%), white males 526 (1%), white females 449 (1%), coloureds males 413 (1%), coloureds females 395 (1%), Indian males and females have low representation and does not have any impact in the population figures. This is clear indication that Mamusa LM is dominated by youth. The report indicate that MLM is highly dominated by youth as the total population is 38669 (71%) compared to adults at 15586 (29%).

Figure 9: Age Distribution



Sources: (Global Insight 2009)

The information above shows that the local municipality is dominated by youth. Mamusa LM can be referred as the municipality of youth. The larger number of youth presents the municipality with challenges and demand on social services issues like recreational facilities, development, schools and clinics. According to Global Insight survey, about 20131 (37%) are youth and 15582 (29%) are adults. Unemployment is a challenge to the municipality with high number of youth.

According to the Community Agency for social enquiry youth survey undertaken in 2005 found that, people aged 16 to 35 years constituted 35% of the South African population. Most of the youth are jobless. Unemployment leads to their marginalization and exclusion from mainstream development

processes and condemns them into a vicious cycle of poverty. According to the Human Sciences Research Council (HSRC) (2005) and Tiend et al. (2006) contend that, youth in rural areas face more challenges than their counterparts in urban areas. Presumably, this explains why the flight of youth from rural areas to towns and cities remains a major challenge.

Challenges of the municipality with regards to youth unemployment demand coordinated interventions in which all critical stakeholders are involved. However, any initiative that seeks to address youth challenges should embrace the views of the youth themselves but still managed accordingly by relevant stakeholders.

5.6 Population Density

The average population density for Mamusa Local Municipality is 9.4 people per km² and is measured by dividing the total population of the municipality by the total land area of the municipality. The highest concentration being that of the Africans at 85%.

Table 6: Number of people per km²

Population group	Number of people per km ²
African	8
Coloured	1
Indian/Asian	0.1
White	0.3
Total	9.4

Sources: (Global Insight 2009)

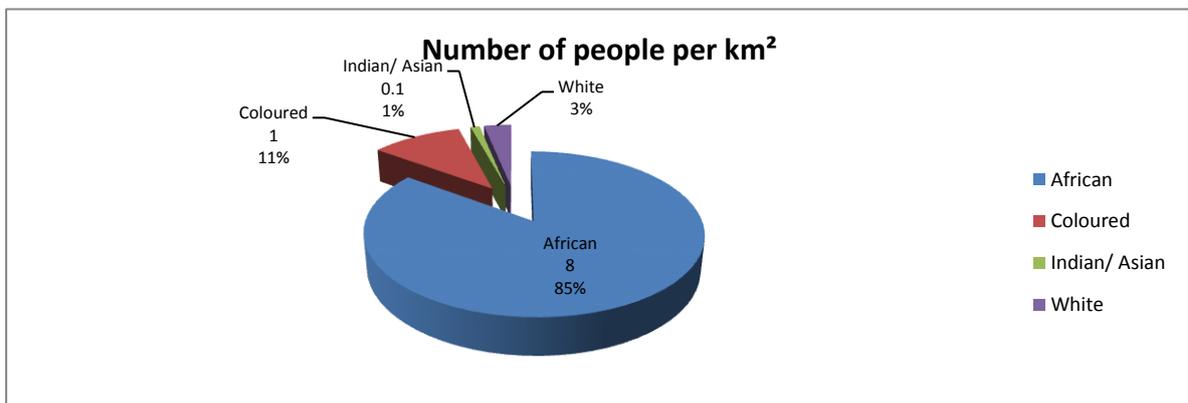


Figure 10: Number of people per km² -Sources: (Global Insight 2009)

This figure above indicates that the local municipality has the highest number of people with African race than any other race. Africans covers the biggest number of people per square kilometer (8) which is 85% and other races falls below 0.3 of occupation. Most of the land around Mamusa LM is privately owned and can be used for both hunting and game farm, agriculture and crop farming.

4. THE DEVELOPMENTAL PROFILE OF THE MAMUSALOCAL MUNICIPAL AREA

6.1 Conducting the Socio-Economic Analysis

The socio-economic analysis collects and presents data on the social and economic factors of Mamusa Local Municipality. The collected data is important in ensuring that the IDP projects and programmes will address not only community- and stakeholder specific issues, but also over-arching issues which relate to the municipality and its sustainability as a whole.

The purpose of conducting a socio-economic analysis is to ensure that the Objectives, Strategies, Projects and Programmes of the Mamusa Local Municipality sufficiently consider the needs of disadvantaged/ marginalized population groups and effectively address poverty reduction and gender equity.

The following minimum requirements, pertaining to the output, shall be met:

- ◇ The data will be differentiated by socio-economic category, age group and gender, where possible; and
- ◇ Residents'/communities'/stakeholders' priority needs were differentiated, where possible.

The minimum requirement with respect to outputs for this activity is to:

- ◇ Identify crucial social-economic factors, trends, dynamics and related problems which affect the Mamusa Local Municipality and the Municipal government as a whole.
- ◇ Identify available resources, competitive advantages and initiatives in the Mamusa Local Municipality and of the municipal government to address these problems.

6.2 Social Analysis

6.2.1 Households

According to the Water and Sanitation Backlog study Report of 2007, the total number of households in MLM was 13,676 as compared to 14,968 from the 2001 census and 14,310 as reported by Global Insight 2009 households. The difference between the highest and lowest population figures is only 1658. This is insignificant.

6.2.2 Household Structure

The household structure is measured by the number of households and the average household size. The following describes the household structure. In total there were 14,310 households in MLM (Global Insights 2009). With a total population of 54255, this gives an average household size of 4.9, about 5 people per household. The level of income and type of dwelling discussed later will show that this is too high sustainable livelihood in MLM.

The average household size in the MLM is five people per household. The spatial concentration of households and household size in the area will serve as an important element in the compilation of the Spatial Development Framework.

6.2.3 Household Type

The type of household used for dwelling determines the level of sophistication and hence level of development in an area. Types of households can be classified as very formal, formal, informal and traditional. This spectrum can be used to describe developed to underdeveloped of a community.

Table 7 below shows the percentage of the population of MLM living in different types of dwellings. Formal housing presumably with electricity, running water and flush toilets. This, in World Bank terminology can be described as medium density households that are formal houses or brick structure on a separate stand or yard.

Global Insight Survey of 2009 indicates that:-

- ◇ A total 2461 households (17.2% households) out of 14,310 households in Mamusa LM are very formal houses or brick structure at separate stand or yard.
- ◇ An estimated 9504 households (66.4%) are formal structures which constitute house/flat/room in back yard.
- ◇ There is an estimate 2344 households (16.4%) which is a formal dwelling backlog (households not living in a formal dwelling).
- ◇ An estimated 190 household (1.3% households) is referred to as traditional dwelling/hut/structure made of traditional material type of dwelling and this constitute a house/flat/room in back yard.
- ◇ 10 households (0.1% households) are referred to as other dwelling type.
- ◇ About 2144 households (16.4% households) is an informal dwelling in a backyard and include informal dwellings not in the backyard.

Changes in housing can be depicted as follows:

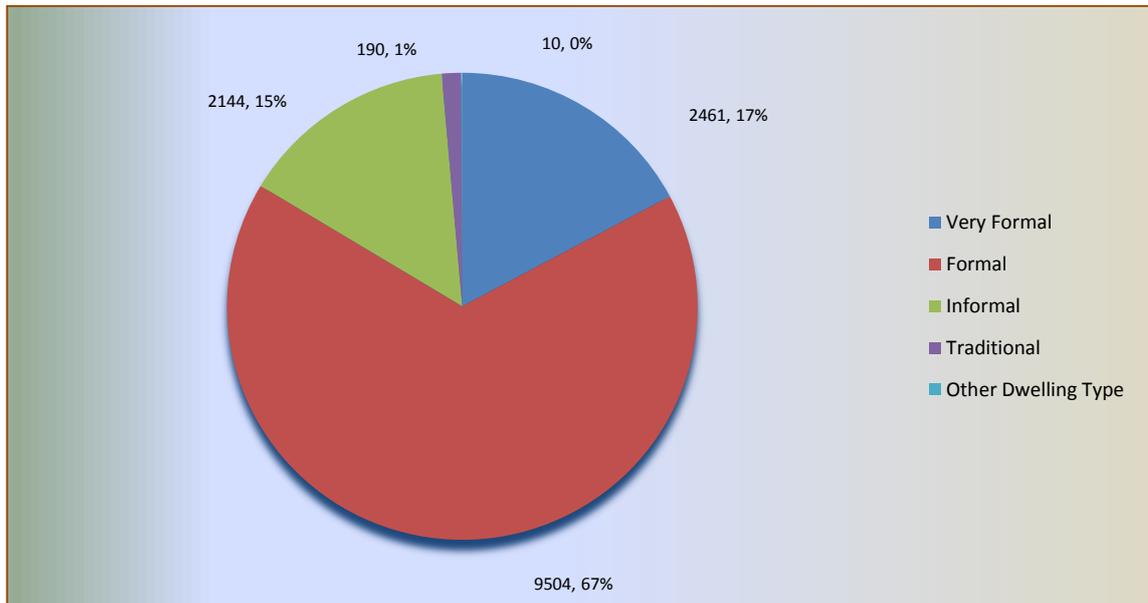
Table 7: Percentage distribution of households by type of main dwelling

Type of Dwelling	Number of Households	Percentages
Very formal	2461	17.2%
Formal	9504	66.4%
Informal	2144	16.4%
Traditional	190	1.3%
Other dwelling type	10	0.1%
Share of household occupying formal dwellings	83.6%	83.6%
Formal dwelling backlog (households not living in a formal dwelling)	2344	16.4%
Total	14310	100%

Sources: (Global Insight 2009)

This can be depicted in a pie chart as follows:

Figure 11: Dwelling Types in MLM



Sources: (Global Insight 2009)

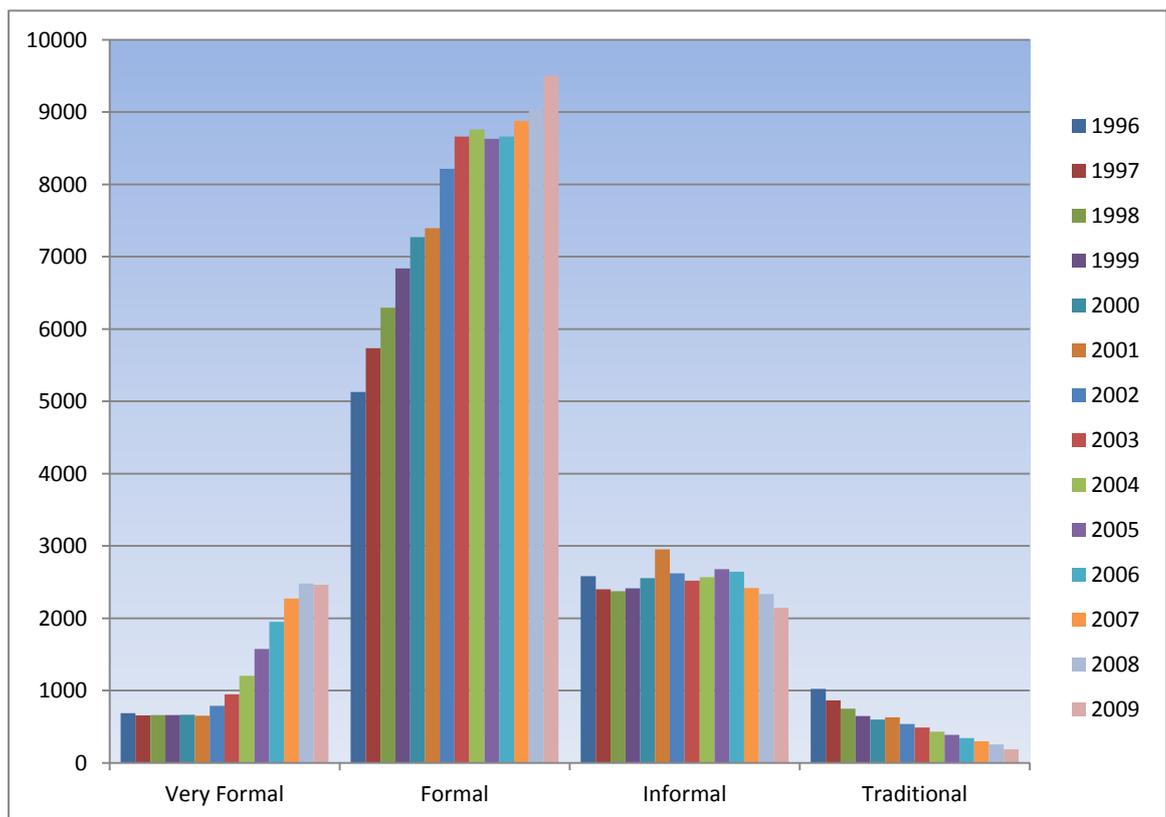


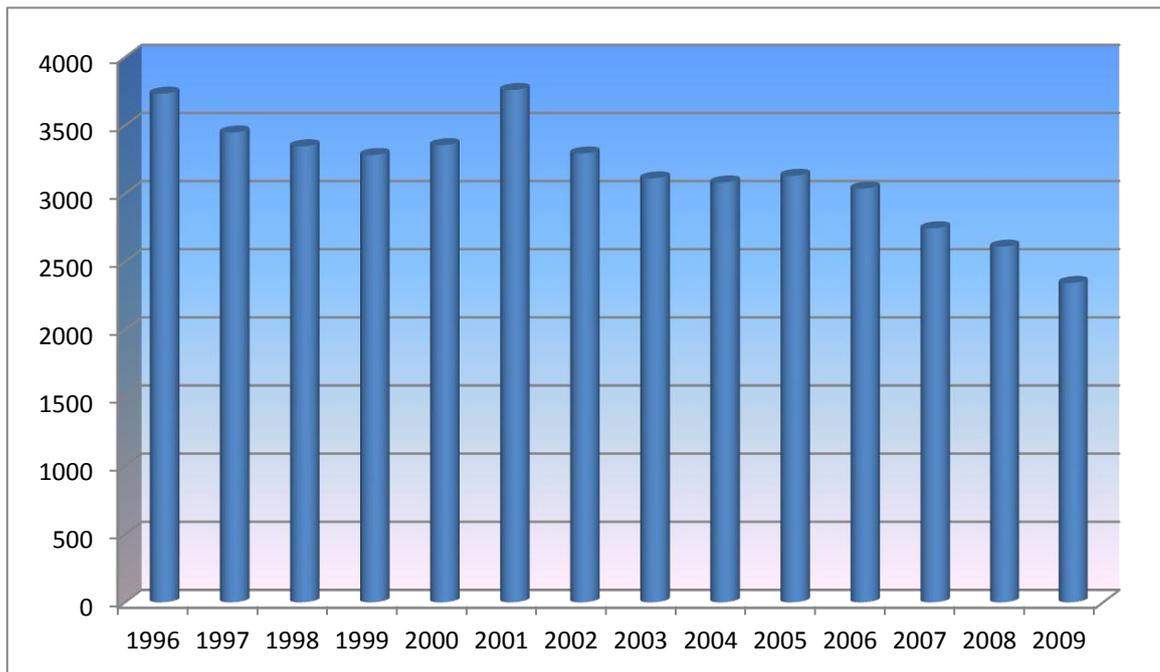
Figure 12: Type of dwelling- Sources: (Global Insight 2009)

The above table shows very good progress in very formal dwellings and a reduction in the traditional dwellings. However, there is a decrease in informal and an increase in the formal dwellings from 1996. However, the formal dwelling backlog, that is, number of households not living in a formal dwelling has been decreasing. This is depicted as follows using figures from Global Insight survey 2009.

The table 14 also shows that traditional dwellings have been on the decrease in MLM over the same period. Other dwelling type is fading away within Mamusa and this can be attributed by provision of formal households.

However, the formal dwelling backlog, that is, number of households not living in formal dwellings has been increasing. This is depicted as follows:

Figure 13: Formal dwelling backlog



Sources: (Global Insight 2009)

This shows that the backlog has been well managed from 1996 to 1999. However, there has been an increase in backlog from 2000 to 2006. This shows bad services delivery in the provision of houses. There was a good sign of decrease on the backlog which was reduced gradually from 2006 to 2009.

6.2.4 Educational analysis

The Mamusa Local Municipality has African as having a highest number of people with no schooling, followed by the coloureds. Indians appear to have very low numbers of people at low levels of education and highest with people with matric and bachelors degree. The tables below shows Africans have to reduce people with no schooling and increase the matric, certificates and diploma numbers. This is a challenge for the Municipality but working together with the Provincial education department, can assist and remedy the situation.

According to Global Insight survey 2009, the municipality has high illiteracy level and this can be attributed by lack of educational facilities and unavailable resources within the local municipality. Based on graphical and tabular statistical analysis information from Global Insight survey 2009, the figures provides a comprehensive picture of the educational levels in the Municipality. The data shows

that the government has played a role in addressing or reducing the race-based education gap in terms of school enrolment and years of education successfully completed.

There is a gap between the number of people with no schooling and people with matric & post graduate degree which can be attributed by various issues. Mamusa LM is also among other municipalities where employment levels are low. This can have an effect on the number of children enrolling for further education. There isn't much gap between no schooling and Grade 10-11 population.

Provision of educational facilities is key in any development and provincial government should work hand in hand with local municipality to provide educational facilities. Based on a graphical and statistical analysis of the Global Insight survey, the information provides a comprehensive picture of the educational level in the municipality. The data shows that the government has been largely successful in reducing the race-based educational gap in terms of school enrolment and years of education successfully completed. Though there is a gap between a year of schooling in a rural village and a year in a private school in an urban area. This has a significant impact as there are variance in terms of level of cognitive skills and knowledge attained between the two. Those children at urban areas have advantage over those in rural areas.

6.2.5 Educational levels

From the information provided in Table 8 below it is clear that there is still too many people without schooling, and education and skills development is high on the priorities of development issues in South Africa. Although education is not core competency of this municipality, education still needs to be availed to as many as possible people with no schooling.

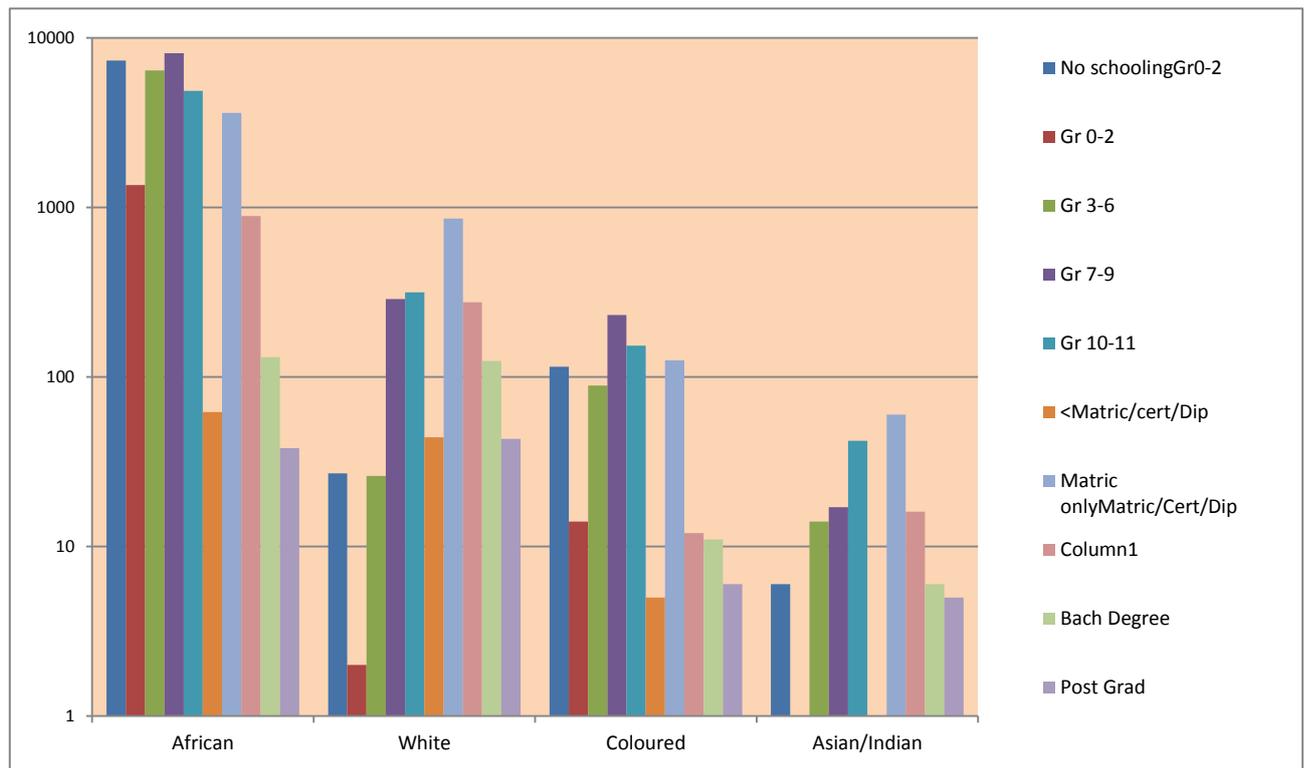
Skills development programmes must also be prioritized because most of the people with no schooling at all tend to have no skills and it most rely on basic skills to access work opportunities, and it is only through these programmes shall the municipality be enable these people to be suitable for the absorption capacity of the labour market.

Table 8: Number of highest level of education age+ per population group, 2009

Population group	No schooling	Grade 0-2	Grade 3-6	Grade 7-9	Grade 10-11	Less than matric &	Matric only	Matric & cert/dip	Matric & bach degree	Matric & Post
African	7349	1352	6412	8093	4857	62	3599	890	131	38
White	27	2	26	288	315	44	857	275	124	43
Coloured	115	14	89	232	153	5	125	12	11	6
Asian	6	0	14	17	42	0	60	16	6	5
Total	7497	1368	6541	8630	5367	111	4641	1194	273	92

Sources: (Global Insight 2009)

Figure 14: Educational levels



Sources: (Global Insight 2009)

The above figure depicts the level of schooling within Mamusa Local Municipality. Number of children who complete matric is very low and emphasize should be put on encouraging lot of people to complete their matric. Of the total 4641 matric students 77.5% are African, 18.4% are whites, 2.6% are coloureds and 1.29% are Asians / Indians.

There is a big challenge at entry level of people with no schooling whereby Africans are in a majority.

6.2.5.1 Functional literacy : Age 20+, completed Grade 7 or higher illiteracy

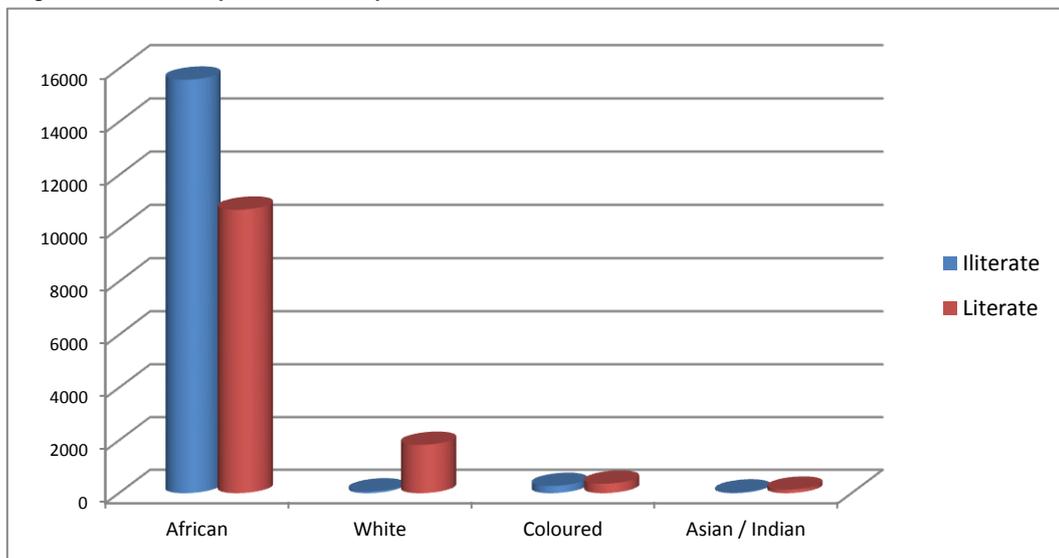
Table 9: Number of functional literacy age 20 + per population group, 2009

Population group	Illiterate	Literate	%
African	15588	10703	91%
White	66	1835	7%
Coloured	275	359	2%
Asian	26	132	1%
Total	15955	13029	100%

Sources: (Global Insight 2009)

The above table 9 shows that the Africans and coloureds have a lower level of functional literacy among the other race groups. More functional literacy for Africans is an open challenge for Mamusa LM. But again the population of Africans is higher than other races even though the illiteracy is low.

Figure 15: Literacy and illiteracy levels

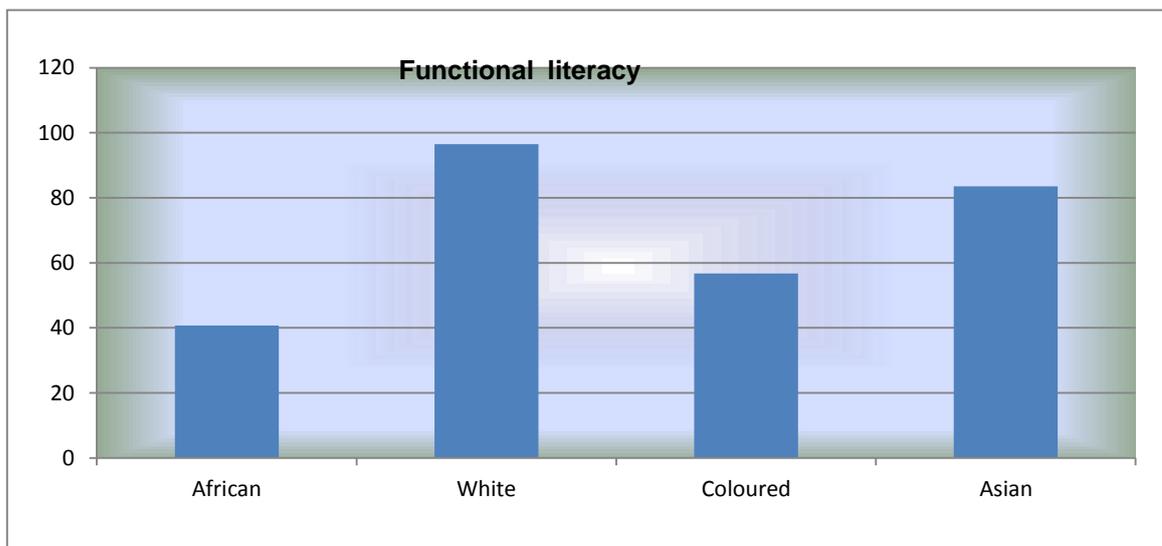


Sources: (Global Insight 2009)

Literacy level among African youth between the ages of 20 plus compared to illiteracy level is nearly at 40.7%. The table depicts a clear picture with regards to literacy level among youth which is not good. Number of people who are illiterate is higher than literate people among African youth.

The whites have higher level of literacy compared to coloureds and Asians. Though the population of youth between the ages of 20 + among other races is lower, but there is significance balance in terms of people who are literate. The overall literacy level within Mamusa local municipality youth between the ages of 20+ is at 45.0%.

Figure 16: Functional literacy



Sources: (Global Insight 2009)

Whites have a higher functional literacy than the other races. There is a need to have more African people over the age of 20 years in higher education. The above results have a negative impact on youth as they are regarded as the future economic drivers of the country. Emphasize should be channeled on youth education and development. Asian population are also playing a role in educational level within Mamusa LM though coloured and African are in a minority in terms of educational level.

6.2.6 Health Infrastructure, Sports and recreational facilities

The provincial headquarters department of health is in Mmabatho North West Province and the regional office is based in Vryburg and one sub region in Taung. The provision of health services is the function of the provincial government. The analysis of existing health infrastructure indicate that the municipality with its vastness has not adequate infrastructure like clinics for minor ailments compared to other areas.

Key definitions:

- ◇ **Health facility** can be described as any physical structure providing health care, including its enabling functions.
- ◇ **Community Hospitals:** hospitals offering inpatients care to patients on a continuous (full-time) basis by general practitioners. Specialist may visit the hospital on an occasional basis.
- ◇ **Clinic:** a health care facility providing at least an ambulatory preventative and / or curative health service with less than 5 examination units. The service should be available for at least 8 hours a day 5 days per week. A clinic may have beds for overnight stay, but is distinguished from a community health centre by size and from a hospital by not having a theatre.
- ◇ **Community Health Centre:** a health centre facility with more than 4 examination units which provides services on a 24 hour basis, 7 days per week and or a community health centre have inpatients beds, but is distinguished from a hospital by not having a theatre.
- ◇ **Mobile Health Service:** a health service rendered by a team of health care workers moving from point to point in a designated geographical area.
- ◇ **Mobile Clinic:** a mobile clinic is a vehicle, which when parked somewhere, functions as a location from which health services are rendered. The service needs to be rendered exclusively from the vehicle, but the vehicle must function as an integral part of the location. A vehicle may have structural modifications in order to serve as a mobile health clinic.

6.2.6.1 Health Infrastructure

Table 10: Health Infrastructure

AREA	HEALTH INFRASTRUCTURE					
	Hospita I	Clinic	Mobile Clinic	Community Health Centre	Local Aids Council	Medical Centre
Mamusa Local Municipality	0	3	2	1	1	0

Sources: (Land use survey, Maxim Planning Solutions, 2004)

Nurses are the backbone of health services in South Africa. With the number of clinics available around Mamusa LM, it is important to maintain the staff personnel around the area. Mamusa LM has clinics in areas like Ipelegeng, Amalia, Glaudina and two (2) mobile clinics which are used around the area where they don't have clinics. There is one (1) health centre at Slovo section with (1) hospital.

Accessibility is related to distance, the availability of transport, population density and obstacles such as rivers and bad roads. Other obstacles can be the operation of such activities which might not be working 24 hours. A distance of 5km is relatively easy for a patient to cover and in some way in a fairly short time, whereas 10 km distance can be difficult. Given the above, it is important that health facilities should be within communities' easy reach.

6.2.6.2 Sports and recreational facilities

There are ample sport and recreation facilities in the municipality. However, the condition of these facilities is not always good due to a lack of maintenance and vandalism. This hampers poor communities to gain access to these services.

However, unemployed youth loiter in the street and recreational facilities and programs must be implemented to direct their behaviour towards active participation and to serve as a deterrent to unsociable and criminal behaviour.

Sport does have the potential to unite communities across cultural and racial boundaries and all inhabitants must be encouraged to participate in sport and social activities. It is therefore essential to improving on creating the necessary infrastructure and facilities in the rural areas.

Table 11: Sports and Recreational Facilities

AREA	SPORTS AND RECREATIONAL FACILITIES					
	Soccer	Tennis	Squash	Golf Course	Pistol Shooting Range	Informal netball field
Mamusa Local Municipality	9	2	0	1	1	0

Sources: (Land use survey, Maxim Planning Solutions, 2004)

The above depicts the number of facilities available in Mamusa LM. The sporting facilities provide opportunities for youth to participate in various sporting activities and keep them away from the streets. Youth can be encouraged to use these facilities.

6.2.6.3 Cemeteries

The management of cemeteries is an authorized function of this municipality. Table 12 below illustrates the number of cemeteries in the municipality. There are 3 cemeteries spread across the municipal area. As there is an increase in the mortality rate, demand for housing and more settlements are created in and around the municipality as population increases, land to develop cemeteries is also needed.

This is also compounded by the fact that most of the scarce land is owned by the traditional authorities compelled to serve the people and ensure that the residents are provided with a dignified eternal resting place. However, farming communities either utilize private cemeteries on farms or bury their loved ones in nearby towns to alleviate the burden on the municipality to provide more land for burials.

The management of cemeteries in this municipality is a challenge as in most cases there is a lack of funds to ensure effective maintenance and care of cemeteries.

Table 12: formal and Informal cemeteries

AREA	CEMETERIES	
	Formal	Informal
Mamusa Local Municipality	10	1

Sources: (Land use survey, Maxim Planning Solutions, 2004)

6.2.7 Gross Domestic Product

The Gross Domestic measures the total amount of goods and services produced in a region. The total Gross Domestic Product of MLM in 2009 was R948 461.

Table 13: Top Twenty Economic Sectors - GDP

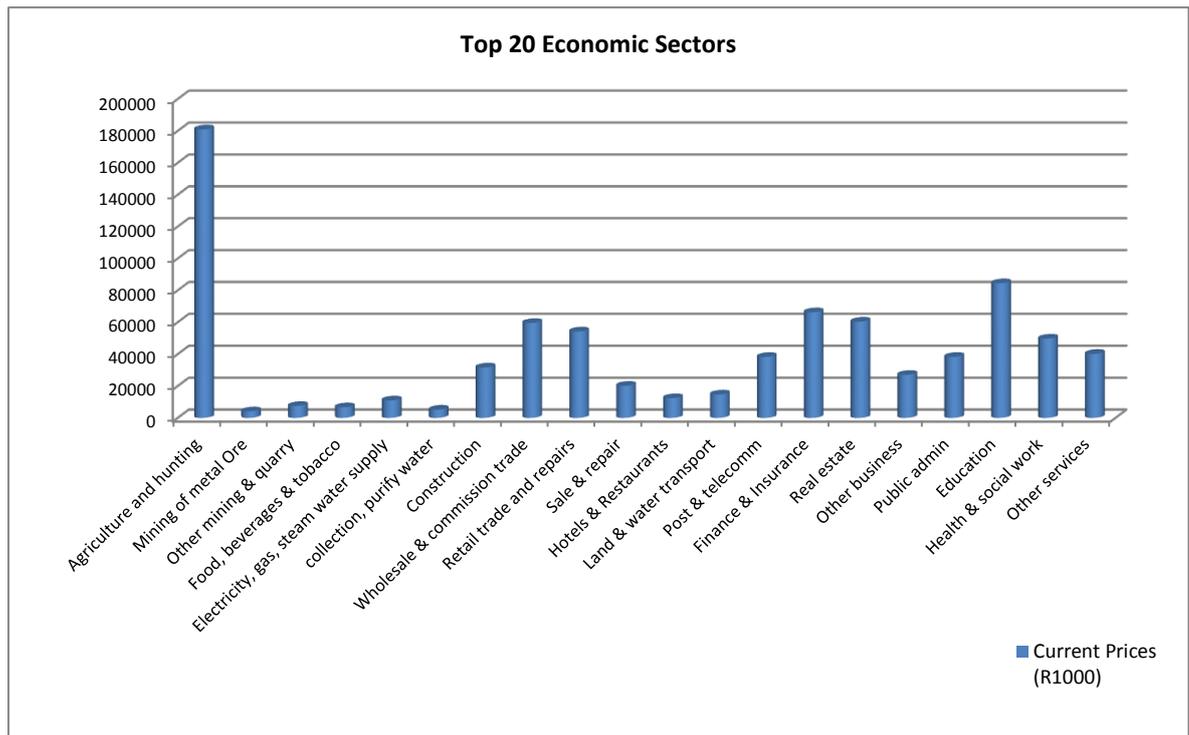
Detailed Economic Sectors (34 sectors)	
Current prices (R 1000)- 2009	
11 Agriculture and hunting	180 920
12 Forestry and logging	1
13 Fishing, operation of fish farms	0
21 Mining of coal and lignite	0
23 Mining of gold and uranium ore	0
24 Mining of metal ores	4 129
25-29 Other mining and quarrying (incl 22)	7 535
30 Food, beverages and tobacco products	6 684
31 Textiles, clothing and leather goods	206
32 Wood and wood products	0
33 Fuel, petroleum, chemical and rubber products	852
34 Other non-metallic mineral products	518
35 Metal products, machinery and household appliances	4 583
36 Electrical machinery and apparatus	0
37 Electronic, sound/vision, medical & other appliances	0
38 Transport equipment	3 164
39 Furniture and other items NEC and recycling	0

41 Electricity, gas, steam and hot water supply	10 967
42 Collection, purification and distribution of water	5 207
50 Construction	31 626
61 Wholesale and commission trade	59 542
62 Retail trade and repairs of goods	54 221
63 Sale and repairs of motor vehicles, sale of fuel	20 164
64 Hotels and restaurants	12 370
71-72 Land and Water transport	14 682
73-74 Air transport and transport supporting activities	3 630
75 Post and telecommunication	38 272
81-83 Finance and Insurance	66 240
84 Real estate activities	60 352
85-88 Other business activities	26 992
91 Public administration and defence activities	38 296
92 Education	84 479
93 Health and social work	49 732
94-99 Other service activities	40 167
Total Industries	825 530
Taxes less Subsidies on products	122 931
Total (Gross Domestic Product - GDP)	948 461

Sources: (Global Insight 2009)

The figure below clearly show the relative importance of the sectors in MLM. Gross Domestic Products for Mamusa LM is highly depended on various sectors which include but not limited to Agriculture and hunting, Construction, wholesale, retail, sale and repairs of motor vehicles, restaurants, land and water transport, education, finance, real estates, health and social work and public administration activities. These are some of the sectors highlighted which contribute positively to the growth of Mamusa LM's GDP.

Figure 17: Top 20 Economic Sectors



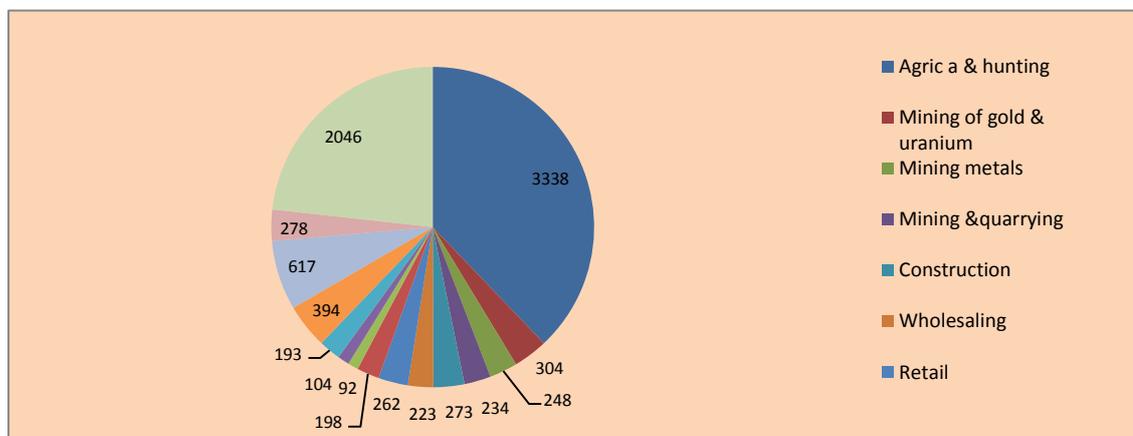
Sources: (Global Insight 2009)

This table shows that Government (in particular education) spends more than the private sector in MLM. Mining and quarries, retail trade, transportation and construction are the notable important sectors which contribute to GDP. Without Agriculture and education, the MLM would not be able to sustain its population in terms of employment. Employment in each of the sectors is given below.

6.3 Employment

The current employment situation is analyzed by considering employment in the various sectors, presenting figures of employment and unemployment. The GDP figures above directly point to the sectors which employ the greatest numbers of people. These sectors are education, public administration, households, agriculture and hunting.

Figure 18: Population employed in selected sectors.



Sources: (Global Insight 2009)

There is a need to develop MLM by attracting investment in the private sector to boost for the local economy to absorb more people in employment. Lot of people is depending on agriculture (35.9%) and households (22%) work. Those are the biggest employers followed by Education (6.64%). Construction (2.9%) is not contributing much though there has been few road works around the area. Emphasize should be made to employ local labour to boost the economy of the area. Other sectors are mostly known survives like retail, insurances, hotels and sales of motor vehicles.

One strategy would be to encourage the development of small, medium and micro enterprises (SMMEs) as these tend to employ more people. Some possible areas include;

- Collection, purification and distribution of water (community involvement)
- Furniture making
- Wood and wood products with beneficiation
- Textiles, clothing and leather goods manufacturing
- Food and indigenous beverage manufacturing
- Small scale fish farming

All these SMMEs to tap into markets in other provinces and export markets. This can also be compared to the current levels of employment in the informal sector. Table below shows this.

Table 13: Number of informal employed per sector 2009

Sector	Number
Manufacturing	301
Construction	514
Trade	793
Transport	140
Finance	10
Community Services	235
Total	1993

Sources: (Global Insight 2009)

From this table it is clear that there are significant numbers of people within Mamusa LM who are working in informal jobs. Informal employment is a challenge in all sectors and this has an impact as their output is not recorded. The formal and informal economy is often seen as two distinct and unconnected components of the economy. These economic units are deemed to operate independently and are not connected. The SMMEs especially women are largely found in the informal sector and this should be seen as an important sector to increase the women owning businesses or in EAP. This could greatly absorb women currently unemployed.

6.4 Economically Active Population (EAP) – Number of EAP

This section gives the current level of the number of people who can be employed. The table below shows a total of 28 716 economically active people. This can be contrasted with the total number of people employed in each sector of 9 318. This gives an estimated percentage of people employed of 32%. Through the creation of viable SMMEs, there is a possibility of doubling this figure to 60%.

Table 14: Number of EAP per group population, 2009

POPULATION GROUP	NUMBER OF EAP
	13997
	768
	354
	68
Total	15187

Sources: (Global Insight 2009)

Further understanding is obtained by analyzing EAP as % of total population broken by gender. MLM has 52.9% of white males in EAP as opposed to 12.4%. Similarly, coloureds have more males than females whilst the Africans have 18.2% males and 13.5% females. The difference between Africans and whites is due to differences in educational levels. With the high levels of spending in education to empower the larger populations, more Africans will fall in the EAP. *See table 15 below.*

Table 15: Number / percentage of EAP per group population, 2009

Population group	Male		Female	
	Number	Percentage of total population	Number	Percentage of total population
	8127	32.8%	5871	22.8%
	492	42.3%	276	22.7%
	200	34.6%	154	26.8%
	48	0.31%	20	0.13%
	8866	33.3%	6321	22.9%

Sources: (Global Insight 2009)

6.5 Unemployment Levels

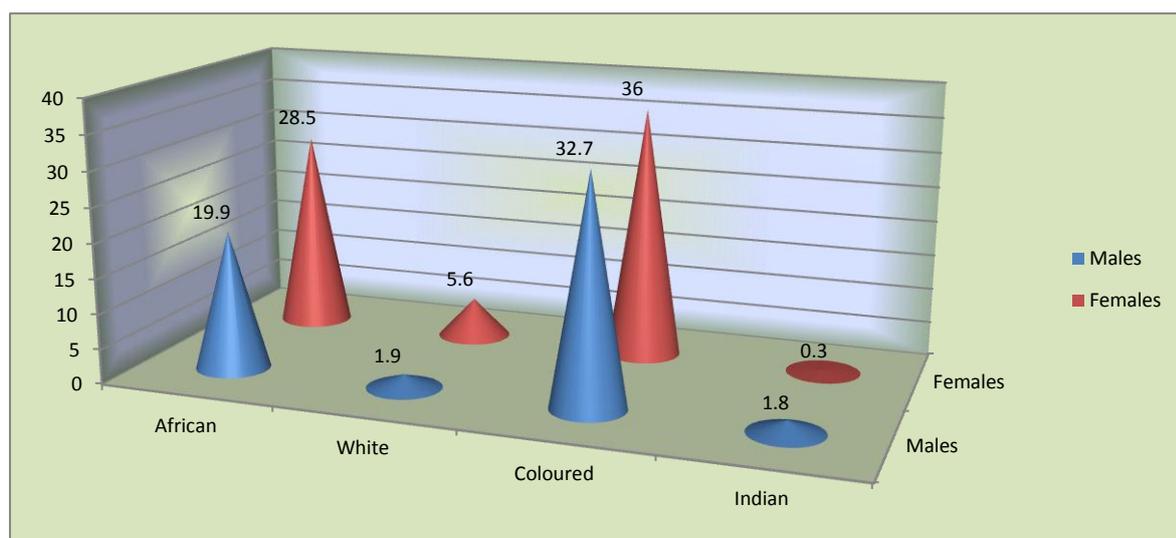
There are more 48.8% Africans and 38.6% of Coloureds unemployed from the total population. Indians who are more in the wholesale and retail trade record the least levels of unemployment. In both cases females have a higher level of unemployment than the males. More employment opportunities for women in the SMMEs is needed. The MLM has to support this empowerment process. (Refer to table 16 below).

Table 16: Number of unemployed people per group population 2009

Population group	Male		Fem		Total	Percentage
	Number	%	Number	%		
	1618	19.9%	1675	28.5%	3293	23.5%
	9	1.9%	16	5.6%	25	3.2%
	65	32.7%	55	36.0%	121	34.1%
	1	1.8%	0	0.3%	1	1.3%
	1694	19.1%	1746	27.6%	3439	22.6%

Sources: (Global Insight 2009)

Figure 19: Percentage of unemployed people



Sources: (Global Insight 2009)

6.6 Annual income

Table 17: Number of households by income category

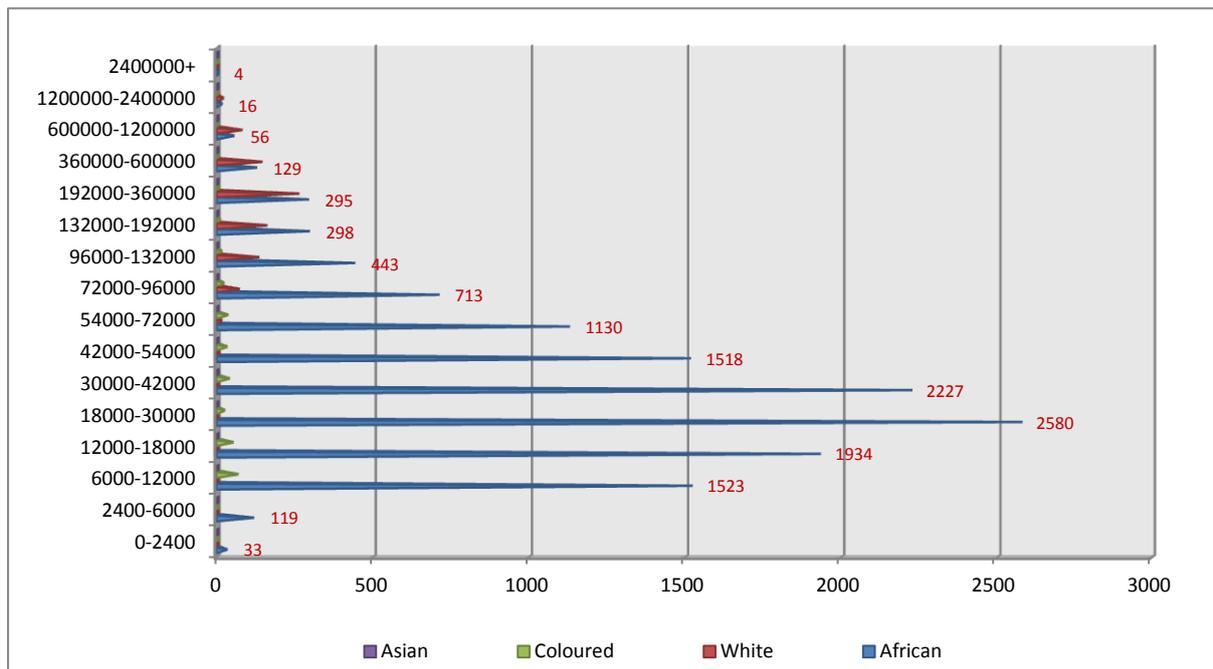
Annual Income	African	White	Coloured	Asian
0-2400	33	0	2	0
2400-6000	119	0	2	0
6000-12000	1523	2	69	0
12000-18000	1934	1	53	1
18000-30000	2580	2	25	2
30000-42000	2227	6	41	5
42000-54000	1518	9	33	4
54000-72000	1130	15	36	2
72000-96000	713	73	22	3
96000-132000	443	136	15	3
132000-192000	298	162	10	1
192000-360000	295	264	7	1
360000-600000	129	146	2	0
600000-1200000	56	82	1	0

1200000-2400000	16	21	0	0
2400000+	4	4	0	0
Total	13017	920	318	23

Sources: (Global Insight 2009)

The government is the largest employer people in MLM. This is clear from the high annual incomes received by the Africans which is more than the other races. For example 57 Africans receiving incomes of between R 1 200 000 – R2 400 000 as opposed to 8 whites, 0 coloureds and 0 Indians is a case in point. Otherwise, the annual incomes of the Africans remain low depicting the depressed economic activities in the MLM.

Figure 20: Annual income per households



Sources: (Global Insight 2009)

5. THE INFRASTRUCTURAL DEVELOPMENT PROFILE OF MAMUSA LOCAL MUNICIPALITY

5.1 Water Services

A total of 14310 households (90.7% of the households) in the MLM have access to acceptable levels of water services.

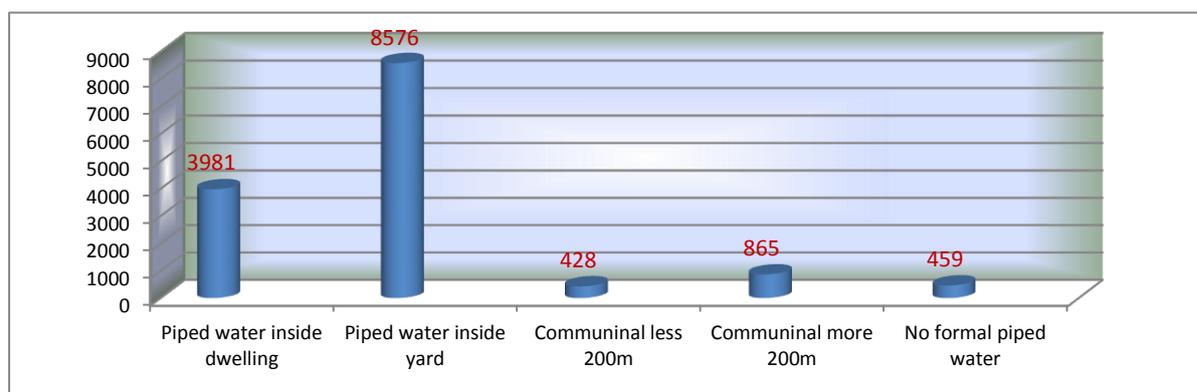
- Of the 3981 households (27.8%) use piped water inside the dwelling.
- 8576 households (59.9%) use water inside the yard.
- 428 (3.0%) use communal piped water: less than 200m from the dwelling (at RDP-level).
- 865 households or (6.0%) households use communal piped water: more than 200m from dwelling (below RDP).
- An estimated 90.7% of households share piped water at or above RDP-level
- There is a 9.3% water backlog of households below RDP-level. (see Table 19 below for details)
- The current situation reflects a very negative service delivery situation and more municipality expenditure is needed to reduce the water backlog.

Table 18: Number of households by level of access to water

Type of dwelling	Household numbers
Piped water inside dwelling	3981
Piped water in yard	8576
Communal piped water : less than 200m from dwelling (at RDP-level)	428
Communal piped water: more than 200m from dwelling (below RDP)	865
No formal piped water	459
Share of households with piped water at or above RDP-level (%)	90.7%
Water backlog-number of households below RDP-level.	1325
Total	14310

Sources: (Global Insight 2009)

Figure 21: Water access



Sources: (Global Insight 2009)

There is a need to reduce households accessing water more than 200m and having no water at all as an immediate step. The figure 22 above shows there is a need to increase water service to the community. No formal piped water is at 459 which can be reduced tremendously. The situation is not bad for service delivery by the municipality.

5.2 Sanitation Services

The current situation in the provision of sanitation services is as follows:

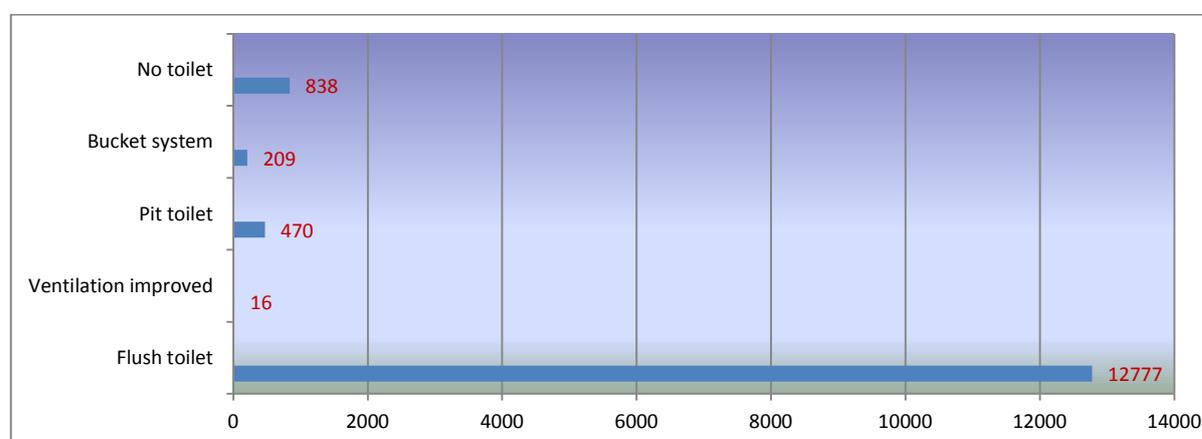
- 12793 households (89.4% of the households) in the MLM have access to hygiene toilets.
- However, 1517 households, or 10.6% of the households in the MLM are in need of acceptable levels of sanitation services. This backlog needs to be reduced for improved service delivery though it is not much.
- 12777 households (89.3% households) use flush toilet, whilst 838 households (5.9% households) do not have toilet.
- 470 households (3.3% households) use a pit latrine with ventilation (VIP) and
- 16 households (0.1% households) use a pit latrine without ventilation.
- Lastly, 209 households (1.5% households) use a bucket latrine and
- 1517 households (10.6% of the households) have no toilets, meaning that they use the other means like the bush or any other means to assist themselves.

Table 19: Number of households by type of toilet

Type of toilet	No. of households
Flush toilet (connected to sewerage system)	12777
Ventilation improved Pit (VIP)	16
Pit Toilet	470
Bucket system	209
No toilet	838
Share of households with Hygiene toilets (%)	89.4%
Sanitation backlog-number of households without hygienic toilets	1517
Total	14310

Sources: (Global Insight 2009)

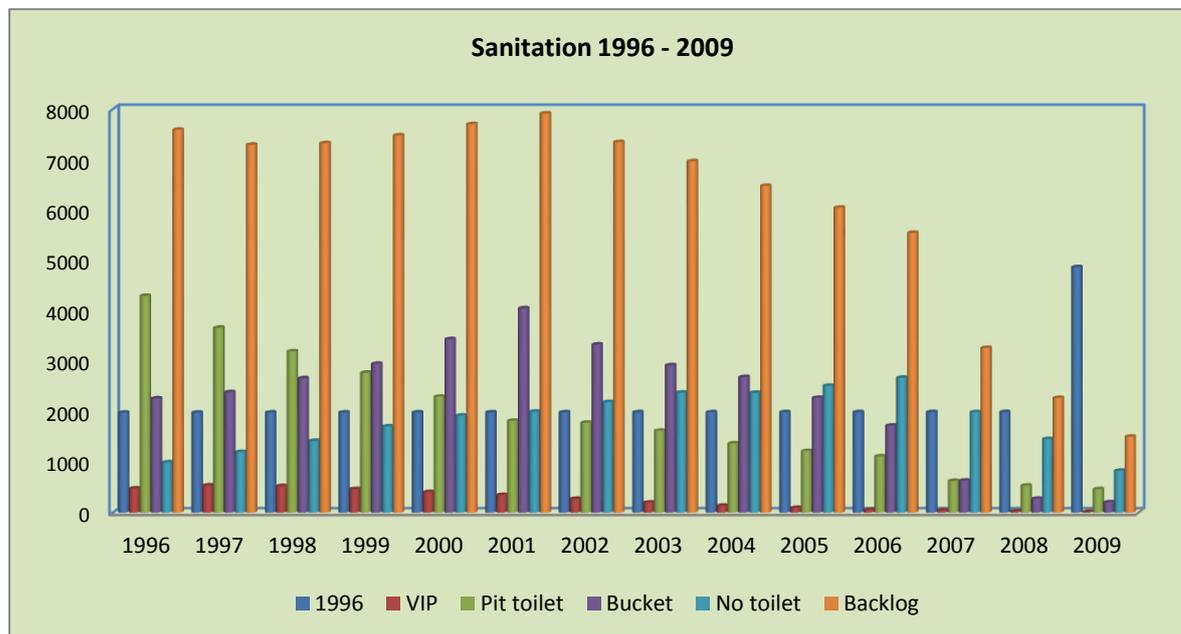
Figure 22: Number of households by type of toilet.



Sources: (Global Insight 2009)

The number of households with no toilets or using bucket s has to be wiped out. This will need easy access to water for more flush toilets or more VIPs.

Figure 23I Sanitation for period 1996 - 2009



Sources: (Global Insight 2009)

The figure above indicates the level of sanitation services from 1996 to 2009. Backlog within MLM is higher at 50% and the allocation of VIP toilets is addressing backlog problem at a rate of 39%. There is an improvement in terms of addressing sanitation problems within MLM. If we compare the 1996 figures with 2009 it shows that MLM has increase in providing sanitation services to the community.

5.3 Refuse Removal

According to Global Insight data (2009), the following is the current situation in terms of refuse removal;

- 10340 households (72.3% of the households) have access to formal refuse removal services. These households receive municipal refuse removal services weekly. This number is very high for the maintenance of hygiene and it is commendable.
- 3085 households (21.6% households) receive refuse removal less often than weekly by authority.
- 3971 households or (27.7%) use own dumping for refuse removal
- And 0 household (0% households) uses a communal dump

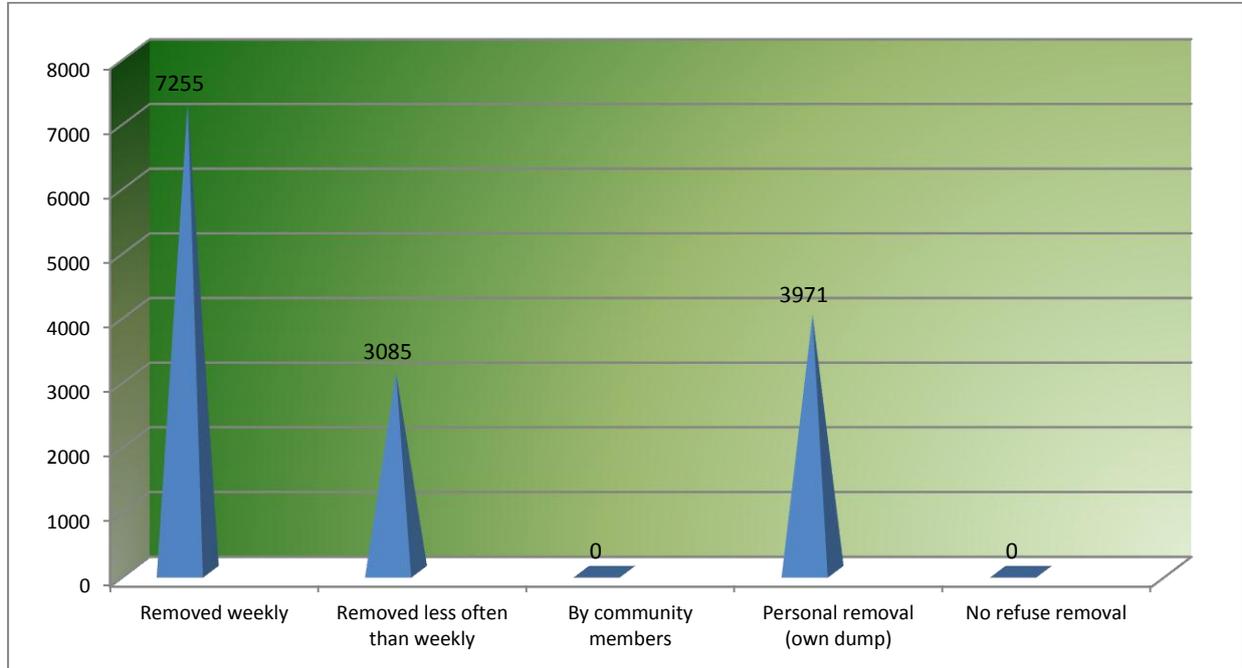
Table 20: Number of households by access to refuse removal

Type of refuse removal service	Households
Removed weekly by authority	7255
Removed less often than weekly by authority	3085
Removed by community members	0
Personal removal (own dump)	3971
No refuse removal	0
Share of households with formal refuse removal (%)	72.3%
Number of households with no formal refuse removal	3971

Infrastructure index	0.73
Total	14310

Sources: (Global Insight 2009)

Figure 24: Access of households to refuse removal



Sources: (Global Insight 2009)

The above shows that currently, a significant number of households have own dumping pits. The problem is that these are open and cause hygiene problems. Community partnerships with the community in refuse removal need to be fostered in MLM.

5.4 Energy Use

5.4.1 Number of households by electricity usage

According to Global Insight data (2009), the following is the current situation in terms of number of households by electricity usage exists within Mamusa Local Municipality

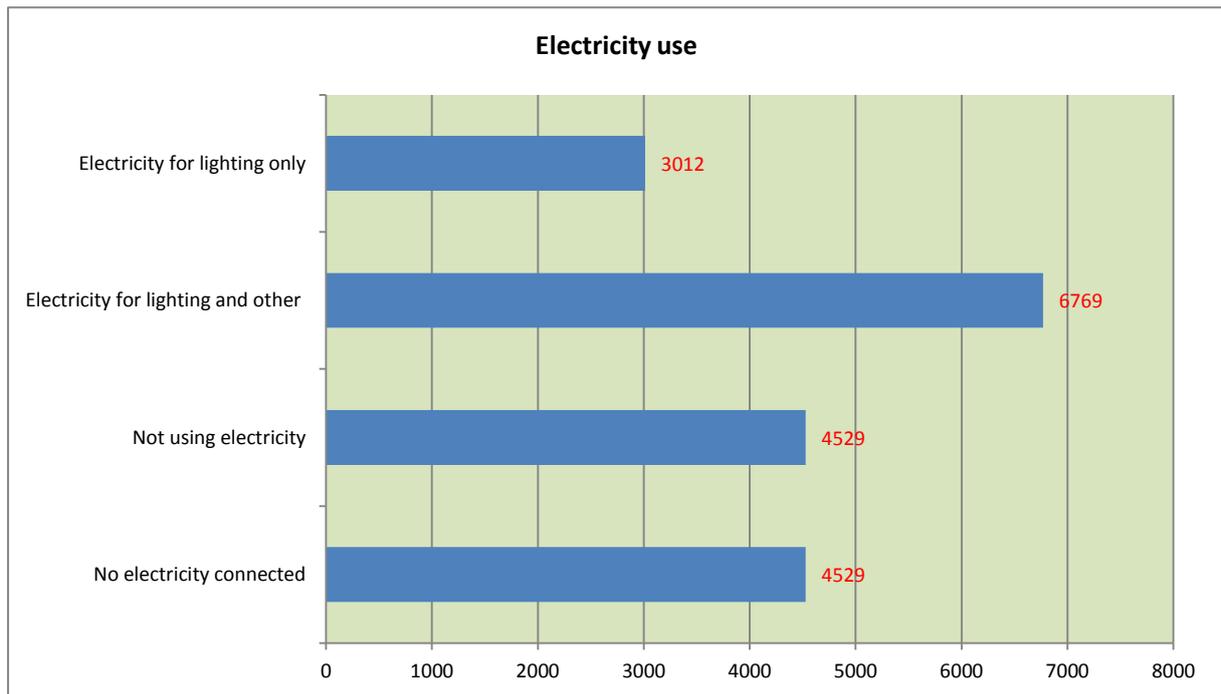
- A total of 3012 households (20.1% households) use electricity for lighting.
- Estimated 6769 households (47.3% of the households) use electricity for lighting and other purposes.
- About 4529 households (31.6% household) not use electricity.
- Similar to the above, a total of 4529 households or (31.6% household) have no electrical connections.

Table 21: Number of households by electricity usage

ELECTRICITY USAGE	NO OF HOUSEHOLDS
Electricity for lighting only	3012
Electricity for lighting and other purposes	6769
Not using electricity	4529
Share of households with electricity connections (%)	68.3%
Number of households with no electrical connections	4529
Total	14310

Sources: (Global Insight 2009)

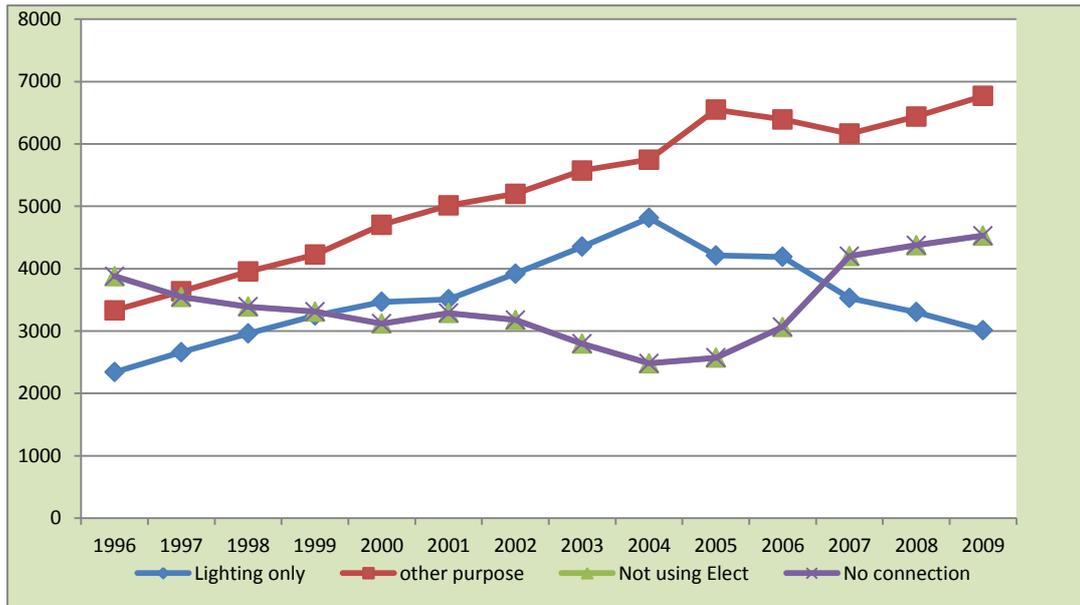
Figure 25: Electricity Use



Sources: (Global Insight 2009)

Number of households with no electricity connections is at 31.6% and this is similar to people not using electricity within MLM. A lot of work needs to be done in ensuring that people are connected. Usage of electricity for other purposes is at an acceptable level though there can be an improvement from 47.3%.

Figure 26: Electricity connections



Sources: (Global Insight 2009)

The above figure shows the progress made in terms of electricity connections and usage within MLM. The infrastructure index indicates that the level of service in terms of electrical connections is at 68.3% and it has a huge impact in electrical connections. The report indicates that people without connection are on the same level as people not using electricity. There is a tremendous improvement in electrical connection from 1996 to 2009. Almost 53.6% households have been connected from 1996 to 2009. There was an increase of people who use electricity for lighting only and the number on the increase is for electricity usage on other purposes too. There is a positive sign that people are moving from traditional lighting to proper connection and lighting for various purposes.

6. THE CONDUCTING OF COMMUNITY AND STAKEHOLDER-LEVEL ANALYSIS

The purpose of conducting community and stakeholder-level analysis is to facilitate a process in which the municipal actions address the priority needs and incorporate the initiatives of the people. In addition, the participation process raised the awareness of all the stakeholders with regard to the importance of the Mamusa IDP as the tool to improve the quality of life of all.

The following minimum requirements, pertaining to the output, shall be met:

- A summary of developmental and Institutional challenges and opportunities, differentiated by the municipality are presented.

The following minimum requirements, pertaining to the process, shall be met:

- Conditions for public participation shall be created by:
- Informing the public and specific stakeholders on, and encouraging them to participate in the Mamusa IDP process;
- Reconstituting the Mamusa IDP Representative Forum;
- Giving community and stakeholder representatives the opportunity to conduct meetings within an agreed time frame and in a language which is preferred by the majority of the people, taking into account the involvement of illiterate people; and
- Considering the results of community and stakeholder level events in the subsequent analysis.

The following hints, pertaining to the structuring of the process, shall be followed:

- The reconstituted MLM IDP Representative Forum will hold meetings to deal with the selection of the Key Strategic Projects during the IDP Process of 2011/2012.
- Members of the MLM IDP Representative Forum will be informed on the intended participation process and procedures;
- Members of the MLM IDP Representative Forum will be given sufficient time to organise meetings in their areas or with their members;
- Where necessary, guidance will be provided on how to organise such meetings; and
- The outcome will be compiled and consolidated at the MLM IDP Review Representative Forum Workshops.

The following suggestions, pertaining to the institutional arrangements/ responsibilities, shall be implemented:

- The MLM IDP Representative Forum shall represent the core institutionalised, participative structure and mechanism in the structured participation process;
- Ward Councillors will be crucial actors in organising community participation;
- Stakeholder representatives will facilitate stakeholder participation;
- Special resource persons or advocates shall be nominated to represent the needs of unorganised, marginalised and underrepresented groups.

In conclusion it is stated that:

- The proposed procedure complied with all sectoral planning requirements;
- The prioritisation of issues/needs is crucial; and
- The Key Strategic Interventions prioritised will be specified by providing facts and figures (quantity, quality, affected groups, locations, time dimensions), where possible.

The outcomes of Planning Activity 1/2 will be presented in the subsequent sections of the Strategies Phase.

The community priority issues that would be identified by the IDP Representative Forum during the consolidation of the 2011/2012 Reviewed IDP of MLM will be presented in the Strategies Phase section.

8.1 Priority Issues from a Municipal Perspective (1 – 2)

8.1.1 The identification of district-municipal-level priority issues: (Planning Activity 1/5)

The purpose of conducting a District-Municipal-Level analysis is to ensure that the Projects and Programmes will address, not only, community and stakeholder specific issues, but also overarching issues which relate to the MLM Area and its sustainability as a whole.

8.1.2 Municipal-Level Priorities and Issues

8.1.2.1 District Key Priorities

The purpose of identifying District-Municipal-Level Priority Issues/aggregating priorities is to ensure that action by the MLM focused on strategic, District-Municipal-Level Priority Issues, while at the same time ensuring that essential location-specific, as well as target-group-specific needs or problems are not neglected.

The following minimum requirements, pertaining to the output, shall be met:

- District-Municipal-Level Priority Issues shall be identified; and
- A summary of community and stakeholder-specific priorities shall be compiled.

The following hints, pertaining to the structuring of the process, shall be followed:

- The outcomes of the data-based service gap analysis shall be inform the MLM IDP Process;
- The community, stakeholder and District-Municipal-Level Priority Issues shall be inform the MLM IDP Representative Forum Workshops;
- A consolidation of the District-Municipal-Level Priority Issues will be compiled; and
- A consolidation of the Local-Municipal-Level Priority Issues, as well as the top Priority Issues for each Local Municipality will be compiled.

In conclusion it is stated that:

- The consolidation process included the aggregation of outcomes from various communities and stakeholder groups and the reconciliation of results of participatory and data-based analysis;
- Information on community/stakeholder-specific problems and related details were utilised throughout the MLM IDP Review Process; and
- Unemployment and HIV/AIDS, as National Priorities, shall be considered throughout the process.

The outcomes of Planning Activity 1/5 are presented in the subsequent sections as addendum to the final IDP document.

The following preliminary issues were identified from the previous IDP documents at a District Municipal Level:

8.1.3 The conducting of an in-depth analysis of priority issues: general guidelines: (*Planning Activity 1/6*)

The purpose of conducting an in-depth analysis of Priority Issues, to determine general guidelines, is to ensure that the Objectives, Strategies, Projects and Programmes of the MLM are based on a thorough knowledge of all the relevant aspects of the Priority Issues, identified to ensure that the actions:

- Respond to causes rather than symptoms;
- Deal with the problem in context; and
- Consider potentials, opportunities and initiatives for resolving Priority Issues.

The following minimum requirements, pertaining to the output, shall be met:

- The economy and environment shall be analysed on a District-Municipal Level to determine the precise nature of the relevant related issues;
- Dynamics, causes and impacts shall be analysed; and
- Potentials and initiatives shall be analysed.

The following hints, pertaining to the structuring of the process, shall be followed:

- Additional information requirements shall be identified;
- A Terms of Reference shall be drafted for each in-depth study; and
- The outcomes of the in-depth studies shall be presented at, and informed, the MLM IDP Representative Workshops,

The following suggestions, pertaining to the institutional arrangements/ responsibilities, were implemented:

- The in-depth studies were outsourced; and
- The information was available to all the Local Municipalities.

In conclusion it is stated that:

- The information requirements of the in-depth studies have been determined by those in charge of making the decisions; and
- The in-depth studies did make use of, and complemented, the information, generated during previous steps of the Analysis Phase.

The outcomes of Planning Activity 1/6 shall be presented in detail in the Report: Local Economic Development Strategy and the Specialist Environmental Report: Environmental Analysis and Strategic Environmental Guidelines in the final document.

8.2 Spatial Analysis: Patterns and trends (2 – 4)

This section is a summarised MLM spatial analysis in terms of patterns and trends. The detailed SDF will be annexed to the final document after its completion by the service provider appointed by the District for the work.

8.2.1 The conducting of a Spatial Analysis (Planning Activity 1/4D)

The purpose of conducting a spatial analysis is to ensure that the Objectives, Strategies, Projects and Programmes, as well as the spatial strategies and land use management decisions of the MLM are based on a general awareness of spatial analysis.

Spatial constraints, problems, opportunities, trends and patterns;

- The necessity for spatial restructuring;
- The need for land reform; and
- The spatial dimension of development issues.

The following minimum requirements, pertaining to the output, must be met in the SDF:

- The spatial dimensions of development issues must be mapped;
- Major spatial patterns, trends, problems and opportunities must be mapped; and
- Maps will be used as a tool to inform the Analysis Phase.

The following hints, pertaining to the structuring of the process, shall be followed:

Representing the spatial dimension of development issues is not a separate process, but an extension of the:

- Compilation of existing information;
- Community/stakeholder-level analysis;
- Municipal-Level analysis; and
- Socio-economic analysis.
- Existing sources of data were used.

The following suggestions, pertaining to the institutional arrangements/ responsibilities, shall be implemented: A spatial planner will be involved this analysis.

In conclusion it is stated that: The MLM shall establish a basic set of spatial information.

The outcomes of Planning Activity 1/4D shall be presented in the subsequent sections as addendum to the final document. For more detailed information on the spatial profile of the MLM Area, refer to the NW 394 LM Integrated Spatial Development Framework, in Phase Four: Integration of the MLM IDP.

8.3 Social Analysis: Poverty Situation and Gender-Specific Issues (2 – 3)

8.3.1 The Conducting of a Socio-Economic analysis: (Planning Activity 1/4A)

The purpose of conducting a socio-economic analysis is to ensure that the Objectives, Strategies, Projects and Programmes of the Mamusa Local Municipality sufficiently consider the needs of disadvantaged/ marginalised population groups and effectively address poverty reduction and gender equity.

The following minimum requirements, pertaining to the output, shall be met:

- The data will be differentiated by socio-economic category, age group and gender, where possible; and
- Residents'/communities'/stakeholders' priority needs were differentiated, where possible.

The following minimum requirements, pertaining to the process, shall be met:

- The public participation process shall be inclusive and representative with regard to social categories, especially poverty groups, age groups and gender.
- The Spatial Development Framework reviewed in the 2010/2011 financial year shall be used as point of reference (it must have updated data) which will have an influence to conduct a detailed Socio-Economic Analysis.

The following hints, pertaining to the structuring of the process, shall be followed:

- Socio-economic and gender differentiation were addressed during the compilation of existing information and of community/stakeholder-level analysis; and
- Poverty groups and trends were identified, where possible.

The following suggestions, pertaining to the institutional arrangements/ responsibilities, will be implemented:

- Plans are made to involve representatives of disadvantaged social groups, poverty groups, women, youth, aged, and the like in the Mamusa Local Municipality IDP Representative Forum; and
- It is envisaged that officials or resource persons from the respective communities will act as advocates to ensure a representative, poverty and gender sensitive process.

The outcomes of Planning Activity 1/4A will be presented in the final document.

8.4 The Socio-economic profile of the Mamusa Local Municipality area

8.4.1 Economic Analysis: Major patterns and trends (1 – 2)

The socio-economic analysis is covered in under Section 6 Developmental Profile of the Mamusa Local Municipality (Socio-Economic Profile).

8.5 Environmental Analysis: Major risks and trends (1 – 2)

8.5.1 The conducting of an environmental analysis (planning activity 1/4c)

The purpose of conducting an environmental analysis is to ensure that the Objectives, Strategies, Projects and Programmes of the Mamusa Local Municipality take existing environmental problems and threats into consideration, as well as environmental assets which require protection or controlled management.

The following minimum requirements, pertaining to the output, shall be met:

- The major environmental challenges shall be identified; and
- The major environmental threats and risks shall be identified.

The following hints, pertaining to the structuring of the process, shall be followed:

- All the available environmental data on critical environmental problems and threats within the Municipal Area, will be considered as background information for the District-Municipal-Level workshop; and
- The need for an in-depth analysis was identified, resulting in a *Specialist Environmental Report: Environmental Analysis and Strategic Environmental Guidelines which is component in the SDF*.

The following suggestions, pertaining to the institutional arrangements/ responsibilities, shall be implemented:

- Existing environmental data will be compiled from existing sources only;
- New information will be accessed through the mentioned initiative of the Municipality; and
- Environmental stakeholders and specialists shall be involved in the Mamusa Local Municipality IDP Representative Forum.

The outcomes of Planning Activity 1/4C shall be presented in detail as the *Specialist Environmental Report: Environmental Analysis and Strategic Environmental Guidelines* in the final SDF document.

8.5.2 The Environment Analysis

The environment is a very important feature that should be protected at all times. Therefore a report compiled by a specialist in the SDF must have a chapter especially dedicated to inform, educate and help the residents in Mamusa Local Municipality in order to protect the environment.

8.6 Institutional Analysis: Strengths and weaknesses of the municipal administration (1 – 2)

8.6.1 The conducting of an institutional analysis (Planning Activity 1/4E)

The purpose of conducting an institutional analysis is to ensure that:

- The Objectives, Strategies, Projects and Programmes of the Mamusa Local Municipality take the existing institutional capacities and constraints into consideration; and
- The Objectives, Strategies, Projects and Programmes of the Mamusa Local Municipality address the institutional challenges.
-

The following minimum requirements, pertaining to the output, shall be met:

- An organogram of the Mamusa Local Municipality will be included in the document;
- An overview of institutional strengths and weaknesses of the Mamusa Local Municipality in relation to the new requirements of the Outcome Based Approach will be compiled; and
- All institutional constraints which have been identified as causal factors of other identified Priority Issues shall be identified.

The following hints, pertaining to the structuring of the process, shall be followed:

- Strengths and weaknesses of the MLM shall be identified through facilitated meetings; and
- The compilation of institutional constraints, related to the Priority Issues, raised by the residents, communities, stakeholders, and the like, shall be an on-going process during the Analysis Phase.

The following suggestions, pertaining to the institutional arrangements/ responsibilities, shall be implemented: The Municipal Manager of the MLM will take direct responsibility to ensure that institutional aspects are adequately addressed during the Analysis Phase.

In conclusion it is stated that: An institutional analysis always affects the interests of the members/employees of an organization. An internal and external perspective is necessary.

The outcomes of Planning Activity 1/4E shall be presented in detail in the Institutional Analysis Report in the final document.

8.7 The Reconciliation of a Compilation Of Existing Information And Community/Stakeholder-Level Analysis (Planning Activity 1/3)

The purpose of reconciling the compilation of existing information and community/stakeholder-level analysis shall be to contribute to a realistic identification of Key Strategic Interventions prioritised in the MLM Area. The purpose of reconciling the compilation of existing information and community/stakeholder-level analysis shall be to contribute to a realistic identification of Key Strategic Interventions prioritised in the MLM Area.

The following minimum requirements, pertaining to the output, shall be met: Results from existing information and participatory analysis were reconciled.

The following hints, pertaining to the structuring of the process, shall be followed:

To be more precise and realistic, cross-checking of the results of data-based analysis and of people's perceptions is required. Practically, the latter shall be arranged in the following manner:

- The intermediate results of the data-based compilation of existing information shall be communicated to the MLM IDP Representative Forum and to those involved in the community/stakeholder-level participatory workshops as facilitators or resource persons;
- During community/stakeholder-level workshops, participants will be challenged with information from data-based analysis in case the data indicate something which seems to contradict people's perceptions of their problems; and
- The results of community/stakeholder-level analysis will be communicated to those in charge of compilation of existing information to give them the opportunity to check, in case of contradicting information.

The following suggestions, pertaining to the institutional arrangements/ responsibilities, shall be implemented:

- Those in charge of the compilation of existing information, including the service provider, IDP officials and technical officials, should attend the MLM IDP Representative Forum Workshops; and
- Officials in charge of a certain geographical areas or a specific community must attend community or stakeholder meetings, where possible.

In conclusion it is stated that:

- Challenging people with facts is crucial in achieving realistic results in the participatory process; and
- Data does not always provide sufficient evidence of all the challenges. People's perceptions indicate problems which would not be reflected by data. Both sources of information will be utilized.

8.8 The Devising of Sector-Specific Guidelines (*Planning Activity 1/8*)

The following minimum requirements, pertaining to the output, were noted:

8.8.1 Transport

The minimum output requirement is the District Integrated Transport Plan (ITP) which should:

- Take the changes, necessary in the context, into account, except where it is in conflict with the National Transport Act, 2000;
- Show all of the scheduled and unscheduled services that are operated in the area of the planning authority, and take into account those to and from the areas of neighbouring planning authorities; and
- Show all the facilities and infrastructure in place and utilised in the area of the planning authority concerned, for the purpose of, or in connection with the public transport services, as well as the facilities and infrastructure being developed for those purposes or in that connection within the area concerned.

8.8.2 Water

It is the responsibility of the Water Services Authorities (WSAs) to produce Water Services Development Plans (WSDPs). The following minimum information and analysis requirements apply, given that NW 394 is faced with a water crisis, i.e. water shortage, supply and contamination.

It is critical that the District is in the position to finalise the current review of the WSDP to inform the analysis and the SDF.

While some requirements, such as consumer profile and service levels should be covered in Planning Activity 1/1, the following other requirements need an in-depth analysis:

- Water balance;
- Water sources and quality;
- Water services infrastructure;
- Demand management;
- Institutional aspects and management; and
- Finances and affordability.

8.8.3 Waste management

It is the responsibility of District Municipalities to produce Integrated Waste Management Plans (IWMPs), with the assistance of Provincial Government, if necessary. While demographics are provided by Planning Activity 1/1, and stakeholder needs are provided by Planning Activity 1/2, the following minimum information and analysis requirements apply in the in-depth analysis phase:

- Background information on relevant policies and legislation;
- Waste quantities and characteristics;
- Existing waste management practices; and
- Financing.

8.8.4 Infrastructure

The revised Municipal Infrastructure Grant Framework (MIG) proposes the following output, as part of the IDP Process:

- The existing services levels, available to households (part of Planning Activity 1/1);
- The costs to households of services payments; and
- The availability of grant funding.

The following minimum requirements, pertaining to the process, should be met:

- ✓ *Transport*

There are no specific process requirements for the Current Public Transport Records. However, the **National Transport Act, 2000**, stipulates that participation of all interested and affected parties in transport planning, including vulnerable and disadvantaged persons, must be promoted.

The outcomes of Planning Activity 1/8 are as follows:

- The 2008 District-wide ITP inclusive of the MLM was drafted and approved by District Council;

- ✓ *Water*

There are no specific process requirements for the WSDPs. However, the District and Local Municipalities were in consultative process in 2010-2011 to review the WSDP as mentioned above on aspects of Local and District-Municipal-Level priorities, which affect water. This would be achieved with the finalisation of the reviewed WSDPs in 2011-2012 financial year.

- ✓ *Waste management*

There are no specific process requirements for the IWMPs.

The outcomes of Planning Activity 1/8 are as follows:

- The District-wide IWMP, inclusive of MLM was reviewed in 2009.

8.9 The Consolidation of the Analysis Results (Planning Activity 1/9)

The purpose of consolidating the analysis results is to ensure that the knowledge, gained during the Analysis Phase, was easily available for the further planning phases and for implementation and monitoring purposes.

- The following hints, pertaining to the structuring of the process, shall be followed: The in-depth analyses resulted in additional, more detailed and different information, compared to the information from previous planning activities.
- The outcomes of the in-depth studies were presented in the subsequent MLM IDP consultative forums.

The following suggestions, pertaining to the institutional arrangements/ responsibilities, were implemented:

- The outcomes of the in-depth studies were presented to and discussed in the MLM IDP consultative forums, and were made available to all stakeholders in the municipality.

The outcomes of Planning Activity 1/9 shall be presented is presented underneath in following section:

8.9.1 Institutional in-depth analysis

The priority issues based on a summary report on in-depth analysis undertaken by MLM revealed interesting facts:

- The regional analysis of MLM directly informs the Integrated Development Plan (IDP) for the next five years, 2011-2016.
- Information acquired from available data in terms of growth, trends, and development potential support decision makers to plan efficiently. Additionally, development goals set by Government, Provincial development strategies such as the PGDS direct local development.
- Ultimately, engagement with the people of MLM through public participation attempts will assist the Municipality to prioritize development issues in MLM. These issues include infrastructure and services, housing and land availability, local economic development and tourism, education and skills development, sports and recreation.
- All intervention and development initiatives and plans are intended to stimulate growth, create an environment conducive to economic growth and to improve the lives of the people of MLM.

8.9.2 Population growth and migration

- No migration of people is expected towards MLM. An influx of people to MLM is not predicted.

8.9.3 Gender

- Based on the outcomes of the gender analysis there must be effort made to ensure that women developmental activities are prioritized. These activities should include opportunities in formal employment capitalizing on national policy provisions such as broad based black empowerment initiatives, Equal Employment Act and employers being gender sensitive in their quest to bring parity of gender in their employment strategies.

8.9.4 Age

The age distribution of the population of MLM the following interventions in the area:

- A need for quite a number of primary schools, sports and recreation facilities for children.
- In particular, the age groups 5-14 have a higher % population in the combined categories of 0-4. Age groups 15-64 should be assessed especially when it comes to employment creation, employment opportunities in the district, and a number of training institutions around and/or in the nearby municipalities.
- The Municipality must be prepared to equip the youth to be competitive in case they decide to migrate to other areas in order to find employment,
- For the aged, thought must be given to existing infrastructure meant for their livelihood like old age homes as well as the existing family support structures for their safe keep in their times of need.

8.9.5 Economy – GDP

- “Government Services” is the biggest contributor to GDP in MLM, followed by agriculture. The smallest contributor to GDP is construction, followed by mining and manufacturing.
- One can assume that the latter (construction) will increase within the next year or three due to the current construction initiatives of RDP houses in the area. This picture could change drastically with influx of people to facilities and employment opportunities resulting from amongst others the development of the mines in the Stella area of Mamusa Local Municipality.

8.9.6 Employment and sector contributions

A high % of people in MLM still lives in poverty. An alarming high % of the population of MLM reflects no income and therefore poor. The demand for social service intervention is high. This figure enforces a high demand for job opportunity creation.

It is apparent that the economy of the region is dominated by **agriculture** followed by community services:

- **“Agriculture”** reflects a consistent employment rate with limited growth from 2001 to 2009.
- A decline of employment in the **construction** industry is visible in the municipality. However, with the current building activities of RDP houses in and around Mamusa LM one can assume that for at least the next two to three years this figure could increase drastically.
- The **“Electricity and water”** sector reflects low potential for employment opportunities in MLM. However, with the current need for electricity interventions one can expect that this scenario might change in due course.
- Over a ten year period of time the **Finance and Business Services** sector has shown slow growth for municipality. Although still minute in numbers, this sector promises more employment opportunities in future.
- The **mining and manufacturing** sector are insignificant.
- The employment opportunities in the **transport and communication** sector constant and gradual decline over a ten year period in the municipality is visible.
- An increase of at least % over ten years in employment in the **wholesale and retail, catering and accommodation** sector is recorded. With greater emphasis on tourism, this figure might increase in future.

8.9.7 **Housing backlog**

Though housing backlog stock was not prescriptive, one can assume that there is constant update on the planned housing by the municipality with estimates changing from time to time based on financial year planning. No of units to be built annually are updated from time to time to indicate progress made within certain areas.

8.9.8 **Health infrastructure**

The municipality is adequately served with lower level infrastructure like clinics for minor ailments compared to other similar municipalities in the district. However, some health services, like the pharmacy depot, laboratory services and the regional hospital are still difficult to access since local households can only access these in outside regional centres like Vryburg and provincially in Klerksdorp, Potchefstroom and Mafikeng.

8.9.9 **Sports and recreation facilities**

There are ample sport and recreation facilities in the municipality. However, the condition of these facilities is not always good due to a lack of maintenance and vandalism.

8.9.10 Education

A high level of illiteracy exists in the region especially in the rural areas. Efforts to address this problem are hampered by a lack of facilities and unavailable resources.

- The lack of quality education and accessibility in rural areas is causing parents to relocate to urban areas which contribute to social problems. (The Department of Education is taking responsibility and control of these schools).
- The transport of learners, in the rural areas is a problem, as learners are required to travel long distances by foot.
- A lack of technical and agricultural training facilities throughout the region is experienced.

8.9.11 Water

There is an indication of 459 households who do not have on-site water. A backlog of 1325 households is recorded for MLM. Though the survey conducted does not have specific areas in need, it is highly based on the overall MLM.

8.9.12 Sanitation

A backlog of 1517 households is recorded.

8.9.13 Electricity

The bulk electricity network is not well established although an alarmingly high number of people still use candles. Though the municipality has done well in providing electricity to the community, there are few developments happenings around and such will need more electricity supply. There is a backlog of 4529 households without energy use within MLM.

8.9.14 Roads and transportation

Transportation in the Municipal area is insufficient. Though roads are part of the provincial responsibility, the municipality has a role to play in supporting the provincial government by assist in maintenance of bad roads. Other roads are within the jurisdiction of the municipality and need to be maintained at all times. Bad roads affect transportation and have an effect on the GDP of the municipality. Maintenance of provincial and municipal roads are critical as bad roads create problems and can deteriorate further.

D: POWERS AND FUNCTIONS OF THE MUNICIPALITY

2.3 Allocated Powers and Functions

The following powers and functions are performed by the municipality

- Building Regulation
- Cemeteries, Funeral Parlours and Crematoria
- Cleansing
- Electricity
- Fire Fighting
- Local Tourism
- Local Sports Facilities
- Municipal Parks and Recreation
- Municipal Public Works
- Municipal Roads
- Portable Water
- Public Places
- Sanitation
- Street Lighting
- Traffic and Parking
- Refuse Removal, Refuse Dumps, and Solid Waste Disposal
- Street Trading
- Storm Water

The following are also allocated to the municipality but are currently not performed, the municipality will develop By- laws to enable it to manage these functions while at the same time conducting a feasibility study on performance of the functions, especially those with a potential for income.

- Air Pollution
- Billboards and the Display of Advertisement
- Control of Public Nuisance
- Facilities for Accommodation, Care and Burial of Animals
- Licensing of Dogs
- Noise Pollution
- Pounds
- Trading Regulations

Mamusa Local Municipality does not perform the functions listed below as some are currently performed by national and provincial Departments, District Municipality and other institutions. The municipality is to investigate the performance of the functions. The intention is to clarify whether the municipality will be best positioned to perform the function or whether other government viz. district municipality, departments of provincial or / and national government and other institutions such as Eskom must perform the function:

- Amusement Facilities
- Child Care Facilities
- Control of undertaking that sell liquor to the public
- Facilities for Accommodation, Care and Burial of Animals
- Fencing and Fences
- Licensing and Control of undertaking that sell food to the public
- Local Amenities
- Markets
- Municipal Abattoir
- Municipal Airport
- Municipal Health Services
- Municipal Public Transport

Powers and Functions Performed on behalf of other Departments

- Housing
- Libraries
- LED
- HIV/AIDS

The municipality has to investigate the possibility of entering into a Service level Agreement (SLA) with the department on whose behalf the municipality performs the functions.

3.1. THE PRIORITY NEEDS AND KEY ISSUES FOR EACH WARD AS IDENTIFIED IN NOVEMBER-DECEMBER 2011 (2012/2013)

WARD 1	WARD 2	WARD 3	WARD 4
<ul style="list-style-type: none"> • Formalization of informal settlement • Electricity (Glaudina) • Housing • Roads • Clinic (Migdol) • Sanitation • Sports • Sports facilities • High mast lights • LED • Primary schools 	<ul style="list-style-type: none"> • Stands • Water • Housing • Roads and storm water • Recreational facilities • Land 	<ul style="list-style-type: none"> • Formalization of new settlement • Yard connections in ext. 2,3 and 4 • High mass lights in extension 4 • Maintenance of High mast lights at Extensions • Land for Residential and Grazing • Fencing of graveyard old one and new one • Water tunnel, turned to be bridge • Community hall and Thusong adviced centre • Roads – Pavements, Tar Roads, Maintain Gravel and Storm Water • Telkon bin for refuses • Water • Solar Geyser • Flashing Toilets • Primary School 	<ul style="list-style-type: none"> • Pump station pose health hazard • RDP Houses • Roads and storm water • Youth Development Centre • Sports Facilities • Jobs • Land/stands for middle class • Renovation and equipments of ward committee • Stray animals • Humps to control speed • Replacement of old water meters

WARD 5	WARD 6	WARD 7	WARD 8
<ul style="list-style-type: none"> • Water • Sewerage pump and repair leakages • Hall • Police Station • RDP Houses • Youth Development and job creation 	<ul style="list-style-type: none"> • Water • Housing RDP • Primary school • Roads • High Mast lights • Sports Facilities • Job Creation 	<ul style="list-style-type: none"> • Water • Electricity • Housing • Job Creation • Housing • Education 	<ul style="list-style-type: none"> • Water • Sports facilities • Roads • Housing • Primary school

PRIORITISED NEEDS OF THE MUNICIPALITY 2012/2013

MUNICIPALITY	NO	PRIORITISED NEEDS	DEVELOPMENTAL COMMENTS
<p>Mamusa Local Municipality (NW393)</p>	1	λ Water & Sanitation	λ for consumption
	2	λ LED [job creation projects]	λ Need for Middle income and Low cost housing
	3	λ Electricity	λ The unemployment rate of Mamusa stands at 50%.
	4	λ Land & Housing	λ All roads are in bad condition
	5	λ Roads and stormwater	λ A need for recreational facilities for Youth and children.
	6	λ Recreational/Social Amenities	

OBJECTIVES & STRATEGIES OF THE MAMUSA MUNICIPALITY

THEMATIC AREA 1: BASIC SERVICES - OBJECTIVES, STRATEGIES, PROJECTS & TARGET

THEMATIC AREA	Basic Services	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	<ul style="list-style-type: none"> • Massive programme to build social and economic infrastructure • Sustainable Resource Management and use 	
10 POINT PLAN	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management. (Infrastructure Services)	
NATIONAL PRIORITY OUTCOMES (2011/16)	<p>Outcome 6: An efficient, competitive and responsive economic infrastructure network</p>	<p>Role of Local Government</p> <ul style="list-style-type: none"> • Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Cities to prepare to receive the devolved public transport function • Improve maintenance of municipal road networks • Develop and implement water management plans to reduce water losses • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands
	<p>Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced</p>	
district objectives (2012-2017)	provide and maintain the full range of social and economic infrastructure services to the needy households (that is people) within the next five years (2011-2016)	
<p>Objectives</p> <ul style="list-style-type: none"> • A partnership should be established between the relevant spheres of government, private sector and the respective communities to co-plan and co-fund massive social and economic infrastructure services in the District 	<p>Strategies</p> <ul style="list-style-type: none"> • the objectives in the water services development plan will be taken into consideration • The road master plan • to devise and implement an appropriate and affordable sanitation services policy for various (contextual environments by June 2016) • to ensure that the households have access to appropriate and affordable sanitation services by 2016 • that the sewer pumps and blockages are addressed by the 2012 • to devise a pavement (roads)management strategy • to devise and implement an appropriate and effective storm water management system for all communities within the municipal area • to ensure that by 2016 additional households (5000) are connected to household 	

				<ul style="list-style-type: none"> energy to ensure that identified communities have street lights/high mast lighting by 2016 			
Maintain and Upgrade Road	<p>Road maintenance plan</p> <p>Construct 10km road in Mamusa ext. 6 by March 2016</p> <p>Repair and resurfacing of 3 shared roads in the municipality.</p> <p>Construct a storm water pipe to protect the newly constructed Church street</p> <p>Develop a road master plan by June 2012</p> <p>NURP allocation</p> <p>EPWP : Repair of Potholes and township cleaning</p>	<p>Develop a plan by end July 2012</p> <p>10km of roads constructed in ext.6 by March 2016</p> <p>Repair and resurfacing of 3 shared roads in municipality.</p> <p>Storm water pipe in Church street constructed by June 2013</p> <p>A road master plan developed by June 2012</p> <p>Resurfacing and reconstruction of 10km internal roads and sidewalks.</p> <p>Potholes repaired.</p>	<p>Draft the plan</p> <p>Business plans and Solicit funding for 10km of roads</p> <p>Engage the Dept. Of Roads and Public Works to solicit funding</p> <p>Application to MIG to top-up the church street road funding</p> <p>Advertise to get the service provider to source funding and develop plan</p> <p>Appointment of the service provider by the District</p>	<p>Submit to Council for approval</p> <p>At least 2.5km of roads per annum</p> <p>Schweizer Street is repaired and complete</p> <p>Appoint service provider and implement the project</p> <p>Completion of the road master plan and the implementation thereof.</p> <p>Implementation of the project 1st phase</p>	<p>Report to council on progress made</p> <p>2.5km of roads per annum</p> <p>Olivier Street is repaired and complete</p> <p>Implementation of the project</p> <p>Road master plan complete</p> <p>Implementation of the project 2nd phase</p>	<p>Monitoring and review</p> <p>2.5km of roads per annum</p> <p>Amalia road is repaired and complete</p>	<p>2.5km of roads per annum</p>

Provide Sanitation	<p>Confirmed registration of projects</p> <p>Construct oxidation ponds in Amalia and Glaufina</p> <p>Eradication of 220 bucket toilets in ext. 4.</p> <p>Construction of 350 VIP toilets at molatswaneng</p> <p>Construct 401 VIP toilets in Glaufina</p>	<p>MIG registration of internal sewer & water reticulation projects for 2500 stands in Ipelegeng ext. 7, 8 & 9.</p> <p>3 oxidation ponds one in Amalia Glaufina and Migdol</p> <p>220 bucket toilets eradicated in ext. 4.</p> <p>350 VIP toilets constructed in Molatswaneng</p> <p>401 VIP toilets constructed in Glaufina</p>	<p>District PMU to register the projects with MIG</p> <p>Construction of Glaufina and Migdol</p> <p>Appoint services provider and construct</p>	<p>Follow up the progress</p> <p>Construction of Amalia</p> <p>To implement the project</p>	<p>Follow up the progress</p> <p>Completion and report</p>	<p>Follow up the progress</p>	
Provide Water	<p>Implement the Bloemhof water project</p>	<p>Bloemhof water project implemented</p>	<p>Engage the District and Water affairs for funding</p>	<p>Implement the 1st phase of the project</p>	<p>Implement the 2nd phase of the project</p>	<p>Implement the 3rd and final project phase.</p>	

	Complete Backlog maintenance of the WTP	Completed backlog maintenance by December 2011		Implement the project	Implement the project	Monitor and Evaluate.
	Install zone and flow meters to evaluate the extent of the water losses, the water management situation and the potential reduction in future water requirement projections.	Installed zone and flow meters.	Application for funding submitted	Implement the project		
	Complete audit and replacement / repair of all malfunctioning and bypassed water meters. Repair of the water plant	Complete audit, repair of all malfunctioning and bypassed water meter. Treatment plant repaired	Request NW DLGTA to redirect our approved turnaround allocation. Conduct audit of all malfunctioning water meters. Appointment of the service provider Appointment of the service provider.	Submit report to Council and monitor progress. Project implementation Project implementation.	Project implementation and completion. Completion and reporting	

	Repair of the sub-station	Sub-stations are repaired	All Substation are repaired				
Provide Refuse Removal, Refuse Dumps and Solid Waste Disposal	Remove refuse once a week per household. Remove all refuse dumps in all areas Review and implement Waste Management plan. To register the site in Amalia and open sites in Migdol, Glaudina and Nooitgedacht	All households refuse to be removed atleast once per week. All areas are cleaned Reviewed Waste Management Plan. To register the site in Amalia and open sites in Migdol, Glaudina and Nooitgedacht	Verify the number of households and implement Engage the District Municipality on the WMP. To engage the Dept. Of Environment Affairs and the District for funding and registration of sites	Report to Council on status quo Implement and Monitor progress. Follow up on both the District and the Dept.	Continuous implementation and monitoring	Monitoring and review and reporting	
Provide Electricity	Complete audit and replacement / repair of all malfunctioning and bypassed electricity meters. Purchase of the new Cherry Picker truck. Build new electricity sub-station at Groenewoud str. Installation of High Mast Lights at ext. 5 x3 Molatswaneng ext. 4 x2 Extension 6 x5 Migdol x 4 Electrification of ext 6	Complete audit, repair of all malfunctioning and bypassed electricity meter. Cherry picker truck purchased New substation built at Groenewoud. High Mast Lights installed	Implement the repair of all malfunctioning and bypassed meters Request NW DLGTA to redirect our approved turnaround allocation Request NW DLGTA to redirect our approved turnaround allocation Appointment of a Service Provider	Submit report to Council and monitor progress Maintenance of the electricity network. Appoint Service provider	Continuous implementation and monitoring Maintenance of the electricity network.	Monitoring and review and reporting	

		1000 units in Ext. 6 electrified	Electrification	Project implementation		
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THEMATIC AREA 2: LOCAL ECONOMIC DEVELOPMENT - OBJECTIVES, STRATEGIES, PROJECTS & TARGET

Analysis

Mamusa Local Municipality has a diversified economic base unlike other municipalities whose economic base rests on single pillar. Agriculture forms the lart and important core of the economy claiming 31% with retail trade and services claiming 30%, community services 20% and other activities like tourism whose contribution to the Municipal GGP is considerable with further potential for development. Furthermore a little focus on developing SMME`s stands to be benefit the local municipality as this will go a long way in leveraging the entrepreneurial potential of Mamusa, opening up more space for economic activity, retaining income in the area, and most importantly providing employment opportunities to the youth. This development requires small business friendly policies, provision of required infrastructures and facilities and overall conducive environment that will attract potential entrepreneurs and qualified workforce into the area.

Being earmarked as the secondary economic development node in the North West Spatial Development Framework, Mamusa has a great agricultural potential in addition to its central regional location. Traversed by R504 between Wolmaranstad and Pudimoe, R506 between Christiana and Delareyville, R34 between Vryburg and Bloemhof, Mamusa is well positioned as a converging centre between all these towns. Therefore, as recommended in the NSDP, Mamusa is well placed as a growth centre to benefit from the future developments/investments opportunities aimed at developing activities corridors. Major opportunities exists in the development of agriculture, especially with the focus in farming of crops like maize, wheat, groundnuts, and sunflower seeds as well as animal and animal products such as sheep, beef cattle, dairy cattle, milk and cream, wool, and game farming.

Already good enough in some of the products cited above like Maize, groundnuts etc. Mamusa can further position itself as a regional leader, leveraging existing capabilities and its central position to compete better in the province and nationwide. This will only be possible if Mamusa does its homework of seizing current opportunities existing in various government incentives schemes to develop new projects that will be sustainable, generate employment and improve the income generating capacity of the area. The municipality needs to engage the farmers union to establish reason for the closure of SuidWes Kooperasie which was the highest employer (Over 200 permanent employees and over 300 seasonal) in the area to develop strategies together to take advantage of the incentives the government give to create jobs opportunities. The ground nut processing factory has also the potential create more jobs.

Mamusa Local municipality has developed and adopted an LED Strategy. The strategy has not being workshopped to different stakeholders. The major challenge is that the Local Economic Development unit in the municipality is not resourced in anyway, be it human resource or financially. There is no LED unit, official responsible for LED and the person currently responsible is the Director who is newly appointed a very busy with other things. The municipality is also unable to budget for the LED programmes due to the negative financial situation. The municipality have not developed by-laws that are geared to assist regulate business in the town leaving haphazard trading.

The following are the identified economic assets and opportunities

- Diversified Economic Base
- Secondary Economic Node
- Regional Shopping Centre

- Cultural Heritage and tourism
- Commercial farming
- Agro-processing
- Small Scale Mining
- Small Town Living
- Catering
- Youth Population

The Council recently approved to support the formation of a cooperative in Mamusa (Mamusa Economic Development Initiative) as a vehicle for the general economic development of the local community. This MIDI is essential to take advantage of all the opportunities in the area for the benefit of the local people.

THEMATIC AREA	Local Economic Development	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.	
10 POINT PLAN	Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Developments (LED's) utilizing cooperatives in every ward.	
NATIONAL PRIORITY OUTCOMES (2011/16)	Outcome 4: Decent employment through inclusive economic growth	Role of Local Government <ul style="list-style-type: none"> • Create an enabling environment for investment by streamlining planning application processes • Ensure proper maintenance and rehabilitation of essential services infrastructure • Ensure proper implementation of the EPWP at municipal level • Design service delivery processes to be labour intensive • Improve procurement systems to eliminate corruption and ensure value for money • Utilize community structures to provide services
	Outcome 5: A skilled and capable workforce to support an inclusive growth path	Role of Local Government <ul style="list-style-type: none"> • Develop and extend intern and work experience programmes in municipalities • Link municipal procurement to skills development initiatives
DISTRICT OBJECTIVES (2012-2017)	Ensure that by means of a District-Wide Local Economic Development Strategy, the unemployment rate is reduced by 25% , thus creating 2 750 job opportunities per annum by 2017.	
Objective	Strategies	
<ul style="list-style-type: none"> • To ensure that by means of a local economic 	<ul style="list-style-type: none"> • Industrial recruitment by offering tax and other incentives to attract new firms that will create new jobs • Place-marketing to advertise attractions, such as available land and infrastructure, a pool of skilled workers, available amenities 	

development strategy (led-strategy) the unemployment rate be reduced by 10%. thus creating decent 1000 job opportunities per annum by 2017		and <ul style="list-style-type: none"> entertainment SMME promotion and support by providing business infrastructure, finance, technical support through business advice centres, providing government contracts, and the like Community economic development through skills training, employment brokering (connecting job-seekers with available jobs), identifying niches in the local economy for SMMEs by means of a data bank, identifying enterprises that can be established under community control Export promotion: identifying sectors with comparative and competitive advantage, establishing partnerships with exporting firms, promoting local products by attending trade fairs, initiating relationships with foreign cities Business retention and expansion by providing adequate infrastructure and services, streamlining of internal municipal functions (i.e. rezoning, building plan approvals), communicating with business chambers 					
Corporate Objective	Key Performance Indicator	Output Indicator	YEARLY TARGETS				
			1 st	2 nd	3 rd	4 th	5 th
Promote LED & Tourism	Review and document LED & Tourism Strategy	Adopted LED Strategy by December 2011	-Attend meetings at the district to review the LED strategy	Train the community and all employees on the LED strategy			
	To support 19 SMMEs	19 SMME`s functional and productive	-1 st report on status quo to Council				
	Resuscitate of the Suid West Kooperasi e resuscitate d	Suid West Kooperasi e resuscitate d	Engage the local farmers and BEE Initiatives	Apply for funds from the unemployment funds	Implement the projects	Monitor and evaluate	
	Develop the parkstand into a mall	Parkstand developed into a mall	Engage the business to invest and rezoning process	Construction of the mall	Construction of the mall		

	Upgrading of the Wentzel Dam	The Wentzel Dam upgraded.	Appointment of the service provider. Implementation of the project (R800 000 and R1.2 m from Namaqua)	Apply and implement R2.7m project in the wentzel dam.	Apply and implement R2m project in the wentzel dam	Apply and implement R2m project in the wentzel dam			
	Partner with dept. Of Labour and DME to regulate mining in the area	Partnered with Dept. Of Labour and DME and mining in the area regulated	Engage all stakeholders to develop a strategy to improve the mining sector to the benefit of all	4 intergovernmental meetings per year	4 intergovernmental meetings per year	4 intergovernmental meetings per year			4 intergovernmental meetings per year
	Recruitment of staff	Appointment of LED Manager and LED CLO	Advertisement interviews and appointments.	Orientation of the interns					
PROVIDE LOCAL ECONOMIC DEVELOPMENT									
	Aproject has been registered and Social Services has assisted with their business plan	Established recycling project by June 2011	Identify people with interest,market,transport	Established recycling project	Create an platform to benefit from waste management	1	Waste management is for all	establish the group,business plan,woopossible donors	3months
	Supporting SMME'S Regular support of	No of projects	Personnell,parastals,finances,dept of labour	5 projects supported	Sustain our SMME,S	5	LED is important and	site visits,referrals and	12 months

	smmes is done in many ways like giving advices and referrals were possible		supported	and social services				require sustainan ce	mentoring	
	Organise training for SMME's	Trainings are regularly organised for smmes	Training organised for SMMM's	Dept of labour,SMME,private companies who does partnerships with communities	Training organised to train all SMME's	Create an informed business groupings and empowerment	40	Capacity building	Draw in dept of labour,involve SMMEs,identify training needs	12months
	Popularising the LED strategy	Stakeholders are informed although nmore needs to be done	LED strategy be popularised	LED office,community and tourism association	Popularising the LED strategy by December 2011	Provide knowledge to our people and avail what they may tap in their area for aliving	1	Sharing of information	call meetings ,involve all role players	6 months
	Appointment of the LED Officer	No LED officer appointed	Appointed LED officer	Management	Appointment of the LED Officer	To drive economic processes	1	Accountability and reporting	advertise,interview and appoint	6 months
	Train beneficiaries in projects	Abigger number of SMME'S has been traine than the set target	Trained beneficiaries in projects	Beneficiaries,LED office,Dept of labour	Train beneficiaries in projects	To equip our people	60	Capacity building	Draw in dept of labour,involve SMMEs,identify training needs	12 months

	Wentzeldam development	To date only the fence has been erected and awaiting the district to come with the funding to handle internal areas	Developed Wentzeldam	finances, stakeholders, planning	Develop the Wentzeldam	To develop for recreational purposes	1	Recreation	Draw in the District municipality and private donors	12 months
	To establish 5 SMME'S	SMME'S have been established	5 SMME'S being established	Interested people, sectors to be covered, finances business plans	Establish 5 SMME'S	To reach areas that are lacking behind	5	Increase LED	identify them and involve all sectors	12 months

THEMATIC AREA 3: MUNICIPAL TRANSFORMATION, INSTITUTIONAL DEVELOPMENT & LABOUR MATTERS - OBJECTIVES, STRATEGIES, PROJECTS & TARGET

Analysis

Mamusa Local Municipality has for the past years faced enormous challenges administratively in the execution of its mandate to basic service delivery. The challenges were primarily and indicatively from the administration. The situation has stabilised after the appointment of the Municipal Managers and is improving with time.

. Over 17 members of the municipal staff for the past 5 years resigned, retired and passed away but were never replaced. This imbalance has been as a result of the poor cashflow situation of the municipality and has negatively affected the rendition of basic services.

The Local Labour Forum is functional and the labour related issues are discussed and resolved at that level. The same committee serves as the training committee. The Work Skills Plan is in place and the employment equity plan. However it must be acknowledged that Mmamusa is not doing well in this regard. The top management is currently all male and there are neither Indians nor colourds. The performance management system of the municipality lacks due to lack of personnel as only IDP and PMS rests with one person. An effort is being made to beef up the office by appointment of data capture.

The municipality has resolved on the programme for the Municipal Council, portfolio and the ward committees. These programmes were not followed and have resulted in unorganised adhoc approach. 6 x Community Services portfolio meetings; 6 x Corporate Services portfolio meeting; 6 x Technical Services portfolio meeting; 6 x Finance portfolio meeting; 6 x Council meeting.

THEMATIC AREA	Municipal Transformation, Institutional Development & Labour Matters	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	<ul style="list-style-type: none"> • Building a developmental state including improvement of public services and strengthening democratic institutions • Strengthen the skills and human resource base 	
10 POINT PLAN	<ul style="list-style-type: none"> • Restore the institutional integrity of municipality • Develop and strengthen a politically and administratively stable system of municipalities. • Uprooting of corruption, nepotism, maladministration in our system of local government. 	
NATIONAL PRIORITY OUTCOMES (2011/16)	Outcome 5: A skilled and capable workforce to support an inclusive growth path	<ul style="list-style-type: none"> • Develop and extend intern and work experience programmes in municipalities • Link municipal procurement to skills development initiatives •
	Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	<ul style="list-style-type: none"> • Ensure councils behave in ways to restore community trust in local government • Continue to develop performance monitoring and management systems
DISTRICT OBJECTIVES	Provision of accessible basic skills, basic formal education, including adult education, to all people.	

(2012-2017)

Objectives

- To ensure that the municipality deliver an effective and effective service

Strategies

- **implement a performance mangement system**
- implement the performance management system
- adoption of the pms framework
- adoption of the pms policy
- and devolve it to all levels of employees

- **provide adequate office accomodation for the municipality**
- Use 5% of the MIG allocation to build more offices
- use the assistance of Dr. R S M district municipality to source funds

- **establishment of portfolio commiitees**

- establish relevant portfolio committees to assist council decisions
- portfolio committees to do proper research to enable council to take informed decisions without delay
- portfolio committees meetings to be held at least once a month
- encourage councillors to serve in committees where their skills, knowledge, experience and capacity can be best utilized.
- establish a schedule of meetings to avoid lack of attendance and poor participation
 - **clear rules regarding council meetings**
 - convene meetings quarterly and special meetings when necessary
 - Agenda must be short and concise

- Adhere to standing rules of order and punish Councillors who transgress the rules

Corporate Objective	Key Performance Indicator	Output indicator	YEARS				
			1 st	2 nd	3 rd	4 th	5 th
Political Management and Oversight							
Stability of Council	Council and portfolio committees to sit as schedule	Council and portfolio committees sat as scheduled	4 Council meetings and 12 portfolio committee meetings	4 Council meetings and 12 portfolio committee meetings	4 Council meetings and 12 portfolio committee meetings	4 Council meetings and 12 portfolio committee meetings	4 Council meetings and 12 portfolio committee meetings

	Delegation of functions between political and administration	Council to adopt delegation	Delegation adopted by Council	Newly established Council to adopt the delegation				
	Training of Councillors	Train Councillors	Trained Councillors	Train councillors on community participation and MFMA	Train councillors on community participation and MFMA	Continuous training	Continuous training	Continuous training
	Oversight Report for 2008/2009 FY	Council to adopt the oversight report	Adopted oversight report by Council	2011-12 oversight report adopted by Council	2012-13 oversight report adopted by Council	2013-14 oversight report adopted by Council	2014-15 oversight report adopted by Council	2015-16 oversight report adopted by Council
	Credible IDP	Council adopt the IDP	IDP (2011-15) adopted by Council	5 year IDP (2011-215) adopted by Council	Review of the 2011-15 IDP	Review of the 2011-15 IDP	Review of the 2011-15 IDP	Review of the 2011-16 IDP
	Organisational Performance Management System	Adopt the PMS policy and system	Adopted the PMS policy and system	Draft the PMS policy and adopted by Council	Implement the policy	Implement the policy	Implement the policy	Implement the policy
	Midyear Budget and Performance Report for the FY	Adopt Midyear Budget and Performance Report for the FY	Adopted Midyear Budget and Performance Report for the FY	Midyear Budget and Performance Report for the FY	Midyear Budget and Performance Report for the FY	Midyear Budget and Performance Report for the FY	Midyear Budget and Performance Report for the FY	Midyear Budget and Performance Report for the FY
	Annual Report (Section 121)	Adopt an annual report	Adopted annual report	Adopt an annual report	Adopt an annual report	Adopt an annual report	Adopt an annual report	Adopt an annual report
	Performance Audit Committee (PAC)	Renew the PAC SIm	Renewed PAC SIm	Sign PAC SIm				

	appointed							
	PAC Report presented to Council	Adopt the PAC Report.	Adopted PAC report	Adopted PAC report	Adopted PAC report	Adopted PAC report	Adopted PAC report	Adopted PAC report
	Extension offices	Extend municipal offices	Municipal offices extended.	MIG 5% allocations approved by Council and appoint service provider.	Construction of offices and site hand over.			
Human Resource Management								
	Staff/Employee Retention	Develop a policy on staff retention	Staff retention policy developed	Develop a policy and adopted by Council				
	Vacancies (Top 4-MM, CFO, Planner, Engineer)	To fill in all top positions	All top position filled.	To appoint the CFO, Technical Services and the planner.	To appoint the MM and Director Community Services			
	Skills Development, Training	Develop WSP and implemented	WSP Developed and implemented					
	Employee Wellness Programme	Develop a wellness programme	Wellness programme developed	Appoint a service provider to research and produce a programme	Implement the programme	Implement the programme	Implement the programme	Implement the programme
labour relations								
	LLF established (equity in representation)	Establish an LLF Committee	LLF Committee established	All stakeholders to be involved and agree on representation. Establish Committee.	Functional LLF	Functional LLF	Functional LLF	Functional LLF
	HR Related Policies	Develop HR policies for adoption by Council	Developed and adopted HR policies by Council	Sponsor policies and adopted by Council	Review policies and implement	Review policies and implement	Review policies and implement	Review policies and implement

	Dispute Resolution	Develop dispute resolution mechanism	dispute resolution mechanism Developed	Develop dispute resolution mechanism and adopted by Council	Implement the dispute resolution mechanism.			

THEMATIC AREA 4: FINANCIAL MANAGEMENT AND ADMINISTRATIVE CAPACITY- OBJECTIVES, STRATEGIES, PROJECTS & TARGET

Analysis

THEMATIC AREA	Financial Management and Administrative Capacity	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	Building a developmental state including improvement of public services and strengthening democratic institutions	
10 POINT PLAN	<ul style="list-style-type: none"> • Restore the institutional integrity of municipality • Develop and strengthen a politically and administratively stable system of municipalities • Uprooting of corruption, nepotism, maladministration in our system of local government. • Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2014. 	
NATIONAL PRIORITY OUTCOMES (2011/16)	<p>Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</p>	<ul style="list-style-type: none"> • Comply with legal financial reporting requirements • Review municipal expenditures to eliminate wastage
DISTRICT OBJECTIVES (2011-2016)		

Objectives	Strategies
<ul style="list-style-type: none"> • Lobby additional grants • Manage budget • Budget Planning • Expand Tax Base • Increase Revenue • Invest in Infrastructure • Rectify Auditor General Reports • Implement Supply chain management • Implement IDP 	<ul style="list-style-type: none"> • To engage MIG stakeholders on municipal allocation • Reports to council on the financial viability equations including: Debt coverage, Outstanding service debtors to revenue, and cost coverage • Detail Planning for operational expenditure • Five Year Financial Plan influenced by other strategic areas • Implement a revenue generation strategy • Document a strategy to introduce high level of services for water and charging users for that. • Compile an indigent register to identify the indigent. • Consult with the district to identify gaps in the SLA in terms of Water provision in order to maximise income from water services. • The municipality's tax base will increase in the number of property rate payers. • Residents of Glaudina and Migdol will be billed • Conduct an investigation to prepare for the billing of mines with respect to property tax. • The following will also increase the municipality's tax base: • Linking of satellite offices to the main office • Development of user charge policy for stadium, landing strip, taxi rank, schools, etc. • Development of land register • panded through the • The meter reading function will be improved through the review of the existing contract. • Losses in electricity will also be reduced. • Consult with the district on the GIS project to facilitate the introduction of GIS to assist with the • billing and user charges for a higher level of water • Revisit the development of the investment policy to improve the municipality's cash management system. • Implement and monitor the credit control policy targeting debtors in arrears for long periods • Review the tariff policy. • Implement a cost containment strategy to reduce expenditure and overheads. • Reclaim all money from the SITAs due implementation of the workplace skills plan. • Speed up procurement processes to increase expenditure on infrastructure. • Implement supply chain management policy. • Compile a data base of contractors. • Sustain support from the district to rectify negative AG Reports • To appoint the Chief Financial Officer • Implement according to supply chain management policy • Implement projects as indicated in the adopted IDP and the Budget

	<ul style="list-style-type: none"> • Reports to council on the financial viability and developed three year financial plan
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	Corporate Objective	Key Performance Indicator	Output indicator	Annual Target				
				1 st	2 nd	3 rd	4 th	5 th
	Revenue Enhancement	Increase in revenue collected	Increase revenue collection by 10% annually to 100%	Increase by 20%	40%	60%	80%	100%
		To confirm people in the Indigent register and reconcile to general ledger.	Complete indigent register and reconciled to the general ledger.	Data collection and approval of application	Data collection and approval of application	Data collection and approval of application	Data collection and approval of application	Data collection and approval of application
		Increase Equitable share by R15m	Increased Equitable share by R15m	Conduct own census. Application to National Treasury	Increase by R4m	Increase by R4m	Increase by R4m	Increase by R4m

		Adopt revenue enhancement strategy	Adopted strategy by June 2012	Draft the policy and sponsor it for adoption	Implement the policy	Implement the policy	Implement the policy	Review Strategy
	Improve Credit Rating	Secured loans from the bank. Repayments of outstanding loan debts	Acquire loans to finance projects by June 2015	Make applications, proposals, business plans and submit to banks and agencies for approval	Follow up with financial institutions and agencies on progress made. Monitoring and review and reporting	Monitoring and review and reporting	Monitoring and review and reporting	Monitoring and review and reporting
	Debtors Management	Increase in debtors collection	98 % by June 2012	Increase by 20%	Increase by 20%	Increase by 20%	Increase by 20%	
		Debtors and Credit policies	Debtors and Credit policies adopted by Council by June 2012	Draft the policy and sponsor it to Council for adoption.	Implement the policy	Implement the policy	Implement the policy	Implement the policy
		To run debtors on pastel Evolution in line with general ledger	The system to be running by September 2012.	To appoint a service provider to Collect data from Venus to pastel	Pastel running	Pastel running	Pastel running	Pastel running
	Clean Audit	Have the asset register in place	Complete Asset Register	Compilation of the asset register and report	Implementation and monitoring	Implementation and monitoring	Implementation and monitoring	Implementation and monitoring
		Development of the Audit Plan	An Audit Plan by June 2012	Development of the plan	Implementation of the plan	Implementation of the plan	Implementation of the plan	Implementation of the plan

		Audited Financial Statements to be submitted to AG	Complete AFS and submitted to the AG by June 2012	Complete the statements and submit to AG	Receive the AG report for management report			
	Implement the supply chain management policy	Approved supply chain management policy	Council adopt the reviewed Supply Chain Management Policy	Draft distributed to all for comments by June 2012	Implementation and monitoring	Implementation and monitoring	Implementation and monitoring	Implementation and monitoring
	BTO	Fill in vacant posts and create other posts	CFO and Cashiers posts to be filled	Advertise the posts and fill the posts	Advertise the posts and fill the posts	Advertise the posts and fill the posts	Advertise the posts and fill the posts	Advertise the posts and fill the posts
		To absorb the current interns and apply for more	Current interns absorbed and applied for more	2 interns absorbed in the system.	Appoint three more interns.	Training continue	Training continue	Training continue
	Financial Systems	Upgrade the payroll system	Upgraded payroll system	Soft line VIP running and 100% operated by capacitated personnel at Mamusa Local Municipality	VIP softline ran from Mamusa	Monitor and Evaluate the operation of the softline		

THEMATIC AREA 6: SPATIAL RATIONALE AND ENVIRONMENTAL MATTERS - OBJECTIVES , STRATEGIES, PROJECTS & TARGET

Analysis

SPATIAL DEVELOPMENT FRAMEWORKS

There are disparities that exist with regard to Spatial Planning and Environmental issues within the Mamusa Local Municipality. The historically distorted spatial patterns have not been addressed as evidence of the imbalances of the past still persists, despite interventions by the Municipality.

The Dr. Ruth S. Mompoti District Municipality, developed a Spatial Development Framework in 2007 for the Mamusa Local Municipality, which has not been reviewed therefore they are not in line with current developmental legislation and policies, hence deemed outdated.

The Dr. Ruth S. Mompoti District Municipality is in the process of developing SDFs and Environmental Management Plans for the Naledi LM, Mamusa LM, Greater Taung LM and the North West 397 LM, Lekwa-Teemane LM has not been included in this process as they have already reviewed theirs in 2011. The review and/or development of SDFs is not only for alignment with provincial and national policy, but they also need to be informed by our 3rd generation IDPs which come into effect at the end of the 2011/2011 financial year.

The Housing Sector Plans developed for local municipalities by the Department of Human Settlements will also help inform the direction of development within our Spatial Development Frameworks.

All of the above will contribute in achieving the core objectives and strategies of Space, Economy, Governance and Communication as endorsed in the IDP.

LAND USE MANAGEMENT

The Land Use Management Bill must be processed and enacted in order for an effective Land Use Management System to be in place. The Mamusa Local Municipality have a Town Planning Scheme which is outdated and does address certain issues, i.e., rural land use management, and hence are deemed ineffective.

The requirements set out in the bill amongst others include the replacement of Town Planning Schemes by Land Use Management Schemes, which should address boarder to boarder development within municipalities, thereby attending to rural land use management.

The Provincial Government, together with National Government need to speedily enact the Land Use Management Bill so as to facilitate development from a common ground. The North West Land Use Management Bill will also help create a harmonious and coordinated environment once enacted.

THEMATIC AREA	Spatial Rationale and Environmental Matters
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES	<ul style="list-style-type: none">• Sustainable Resource Management and use• Build a cohesive and sustainable communities

(2009-2014)							
10 POINT PLAN		Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management. (Spatial & Environmental Services)					
NATIONAL PRIORITY OUTCOMES (2012/17)		Outcome 8: Sustainable human settlements and improved quality of household life	<ul style="list-style-type: none"> • Cities must prepare to be accredited for the housing function • Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements • Participate in the identification of suitable land for social housing • Ensure capital budgets are appropriately prioritized to maintain existing services and extend services 				
		Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced	<ul style="list-style-type: none"> • Develop and implement water management plans to reduce water losses • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands 				
DISTRICT OBJECTIVES (2012-2017)		<ul style="list-style-type: none"> • Provide and maintain the full range of social and economic infrastructure services to the needy households (that is 152 500 people) within the next five years (2011-2016) • Ensure that the housing needs of the most disadvantaged residents are adequately addressed in the District (more than 30 000 housing opportunities by 2016). 					
Objectives		Strategies					
<ul style="list-style-type: none"> • To devise and implement an equitable and optimum spatial development strategy for the municipal area 		<ul style="list-style-type: none"> • to develop an integrated land use management system for the whole municipal area • To review the Spatial Development plan • intergraded movement systems and patterns with a specific focus on public transportation • to decentralize the social services in order to provide facilitate closer to the people. this must be done by national and provincial government and specific sector departments • Focus on the development and implementation of a Rural Housing Development Plan • Make the community aware of the availability of housing subsidies • Establish Public-Private Partnerships (PPPs) • Ensure that housing needs are reflected in and coordinated through spatial planning 					
Corporate Objective	Key Performance	Output Indicator	Yearly Target				
			1 st	2 nd	3 rd	4 th	5 th

	Indicator						
Provide housing	Application for 700 units in Migdol	Approved 700 units in Migdol	Application to the Dept of Housing for 2600 units	Appointment of Service providers	Construction of houses		
	Application for 400 units in Glaudina	Approved 400 units in Glaudina	Application to the Dept of Housing for 400 units	Appointment of Service providers	Construction of houses		
	Application for 1500 in Ext. 6	Approved 1500 units in Ext. 6	Application to the Dept of Housing for 1500 units	Appointment of Service providers	Construction of houses		
	Audit land in Mamusa	Report on the land audit	Audit land	Audit report to Council			
	Application for 1000 housing unit in Amalia	Approved 1000 units in Amalia	Application to the Dept of Housing for 1000 units	Appointment of the Service provider and construction	Construction of houses	Completion and handover.	
Apply for the land adjacent west to Christiana road and west to Boehnhof	Apply and approved for the land adjacent west to Christiana road and west to Boehnhof	Engage the owner of the land	Application for the land to Dept. Of land affairs and Rural Development	Application for development of services			

	road	road					
	Apply for internal services for stands in Ext.6 for middle income earners	Internal services for stands in Ext.6 for middle income earners applied for.	Register project with MIG	Appointment of service provider	Implementation, monitoring and evaluation	Implementation, monitoring and evaluation	
	Apply for land in Amalia for grazing	Land in Amalia for grazing applied.	Identify the land and engage the owner	Application for the land to Dept. Of land affairs and Rural Development	Handover of the land to stock owners		
	Exchange Rhyno farm	Rhyno farm exchanged	Engage the Dept. Of land affairs, Baruakgomo and Taung farmers with a view to exchange Rhyno farm with Greater Taung	Identify the land suitable for grazing in Mamusa and apply for the land	Handover of the land.		
	Develop Advonster	Advonster developed.	Develop a business plan for the project and use the balance of the grant	Apply for more funding	Implement the projects	Implement the projects	Implement the projects

	Development of new Industrial area	Application and approval for industrial land along Bloemhof road	Applied and approved land for development of industrial area along the Bloemhof road.	Engage the owner of the land	Application for the land to Dept. Of land affairs and Rural Development	Application for development of services	
	Develop the parkstand into a mall	Parkstand developed into a mall	Engage the business to invest and rezoning process	Construction of the mall	Construction of the mall		

THEMATIC AREA 7: COMMUNITY AND SOCIAL SERVICES- OBJECTIVES, STRATEGIES, PROJECTS & TARGET

Analysis

THEMATIC AREA	Community and Social Services	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	<ul style="list-style-type: none"> • Massive programme to build social and economic infrastructure • Sustainable Resource Management and use 	
10 POINT PLAN	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management. (Infrastructure Services)	
NATIONAL PRIORITY OUTCOMES (2011/16)	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Role of Local Government <ul style="list-style-type: none"> • Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Cities to prepare to receive the devolved public transport function • Improve maintenance of municipal road networks • Develop and implement water management plans to reduce water losses • Ensure effective maintenance and rehabilitation of infrastructure
	Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced	

		<ul style="list-style-type: none"> • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands
DISTRICT OBJECTIVES (2012-2017)	Dr Ruth S Mompoti District Municipality to develop Integrated Waste Management and Disaster Management Plan , including a plan for each Municipality according to the circumstances prevailing in the area	
Objective	Strategies	
	<ul style="list-style-type: none"> • Conduct risk analysis of each and every ward in the Municipal Area • Identify, recruit and train volunteers • Identify resources to implement the plans • Educate and sensitise communities on potential threats and hazards Prevent or reduce the risk of disasters 	

Corporate Objective	Key Performance Indicator	Output Indicator	5 Year Target				
			1 st	2 nd	3 rd	4 th	5 th
Development of the disaster management plan	Develop the disaster management plan	Developed management plan	District appoint the service provider.	Implement the plan	Implement the plan	Implement the plan	Implement the plan
	Establish the disaster management committee	Disaster management committee established	Establish the committee and report				
Development of Integrated Waste Management Plan	Develop Integrated Waste Management Plan	Integrated Waste Management Plan developed	Application for funds Appointment of service provider	Implement the plan	Implement the plan	Implement the plan	Implement the plan

THEMATIC AREA 8: CROSS CUTTING ISSUES- OBJECTIVES, STRATEGIES, PROJECTS & TARGET

Analysis

THEMATIC AREA	Governance, Public Participation & Intergovernmental Relations	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	Building a developmental state including improvement of public services and strengthening democratic institutions	
10 POINT PLAN	<ul style="list-style-type: none"> • Municipalities that have reliable and credible Integrated Development Plans (IDP's) that are used as a guide for every development, programs and projects within that municipality. • Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system. • Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2014. • The creation of a single window of co-ordination, support, monitoring and intervention as to deal with uncoordinated interaction by other spheres of government with municipalities including unfunded mandate. 	
NATIONAL PRIORITY OUTCOMES (2011/16)	Outcome 9: Responsive, accountable, effective and efficient local government system	<ul style="list-style-type: none"> • Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality • Implement the community work programme • Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues • Continue to develop performance monitoring and management systems • Ensure councils behave in ways to restore community trust in local government
	Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	
DISTRICT OBJECTIVES (2011-2016)		
Objectives		Strategies
To establish ward committees that is responsive to the needs of the communities.		
To establish effective and efficient IDP Representative Forum		
Establishment of the Intergovernmental Forum		

ALIGNMENT OF THE LOCAL MUNICIPALITY OBJECTIVES WITH THE NATIONAL STRATEGIC OBJECTIVES, THE 12 NATIONAL PRIORITY OUTCOMES FOR 2011/16,

5.2.1. The 10 Point Plan and the District Objectives

The following Thematic Areas/KPS are applicable to the column of the “Thematic Area” or “ Key Performance Area”:

- 1 = Service Delivery
- 2 = Financial and Administrative Capacity
- 3 = Governance and Public Participation
- 4 = Labour Matters
- 5 = Local Economic Development

2009-2014 NATIONAL GOVERNMENT STRATEGIC OBJECTIVES	2011/16 12 NATIONAL PRIORITY OUTCOMES	2011/16 12 NATIONAL PRIORITY OUTCOMES	Thematic Area /KPA	2011/16 12 NATIONAL PRIORITY OUTCOMES	10 POINT PLAN
		ROLE OF LOCAL GOVERNMENT		DR RSM DM – STRATEGIC APPROACH DETAIL WILL BE CAPTURED IN SDBIPS	
Strengthen the skills and human resource base	Outcome 1: Improved quality of basic education	Facilitate the building of new schools by: <ul style="list-style-type: none"> • Participating in needs assessments • Identifying appropriate land • Facilitating zoning and planning processes 	1	Facilitate the provision of basic services to the institutions relevant to this sector	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management.
		Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections	1	Planning for this sector is included in programmes of Output 2 under Outcome 9	
Improve the health profile of all South Africans	Outcome 2: A long and healthy life for all South Africans	Many municipalities perform health functions on behalf of provinces	1	The District provide only environmental function	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management.
		Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments	1	Develop & implement an Integrated HIV/AIDS Programme in collaboration with AIDS Councils and Health department in the district	

2009-2014 NATIONAL GOVERNMENT STRATEGIC OBJECTIVES	2011/16 12 NATIONAL PRIORITY OUTCOMES	2011/16 12 NATIONAL PRIORITY OUTCOMES		10 POINT PLAN	
		ROLE OF LOCAL GOVERNMENT	Thematic Area /KPA		2011/16 12 NATIONAL PRIORITY OUTCOMES DR RSM DM – STRATEGIC APPROACH DETAIL WILL BE CAPTURED IN SDBIPS
		Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services	1	Facilitate the provision of basic services to the institutions relevant to this sector Planning for this sector is included in programmes of Output 2 under Outcome 9	
Intensify the fight against crime and corruption	Outcome 3: All people in South Africa are and feel safe	Facilitate the development of safer communities through better planning and enforcement of municipal by-laws	3	Review & approve relevant by-laws where applicable. Identify the need for additional by-laws Develop relevant new by-laws Put measures & systems in place to enforce by-laws Ensure that all by-laws are approved & promulgated	
		Direct the traffic control function towards policing high risk violations – rather than revenue collection	Na	Not applicable to DR RSM DM	
		Metro police services should contribute by: <ul style="list-style-type: none"> Increasing police personnel Improving collaboration with SAPS Ensuring rapid response to reported crimes 	Na	Not applicable to DR RSM DM	
Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.	Outcome 4: Decent employment through inclusive economic growth	Create an enabling environment for investment by streamlining planning application processes	2	Benchmark planning application procedures with best practices.	Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Developments (LED's) utilizing cooperatives in every ward.
		Ensure proper maintenance and rehabilitation of essential services infrastructure	1	Planning for maintenance is included in programmes of Output 2 under Outcome 9 as well as Outcome 6 which is relevant to infrastructure maintenance	
		Ensure proper implementation of the EPWP at municipal level	4	This is a cross-cutting dimensions but is mainly covered under Outcome 9 were the EPWP will most likely be relevant	
		Design service delivery processes to be labour intensive	4		

2009-2014 NATIONAL GOVERNMENT STRATEGIC OBJECTIVES	2011/16 12 NATIONAL PRIORITY OUTCOMES	2011/16 12 NATIONAL PRIORITY OUTCOMES	Thematic Area /KPA	2011/16 12 NATIONAL PRIORITY OUTCOMES	10 POINT PLAN
		ROLE OF LOCAL GOVERNMENT		DR RSM DM – STRATEGIC APPROACH DETAIL WILL BE CAPTURED IN SDBIPS	
	Outcome 5: A skilled and capable workforce to support an inclusive growth path	Improve procurement systems to eliminate corruption and ensure value for money	3	Embark on an Internal Audit of the Procurement Policy, Processes, Calculators and Systems Invite Service Providers to register on the roster	
		Utilize community structures to provide services	3	Explore opportunity to utilize local people for e.g. in refuse removal	
		Develop and extend intern and work experience programmes in municipalities	4	Review Workplace Skills Plan Utilize provincial internship programmes	
		Link municipal procurement to skills development initiatives	4		
Massive programme to build social and economic infrastructure	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services	1	Service Level Agreements with Local Municipalities	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management.
		Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport	1	Facilitate the Development of SDF in the District	
		Maintain and expand water purification works and waste water treatment works in line with growing demand	1	Maintenance of Water Purification and Treatment works	
		Cities to prepare to receive the devolved public transport function		Facilitate Integrated Transport Plans	
		Improve maintenance of municipal road networks	1	SDBIP of the Department Infrastructure Development	
Comprehensive and rural development linked to land agrarian reform and food security	Outcome 7: Vibrant, Equitable and Sustainable rural communities with food security for all	Facilitate the development of local markets for agricultural produce	5	Revival of IGR Structures - LED/Business Consultative Forum, Tourism Associations, District Land & Agrarian Reform Forum	
		Improve transport links with urban centres so as to ensure better economic integration	5	To included in the current SDF	
		Promote home production to enhance food security	5	District Special Projects Unit to link with Social Development	

2009-2014 NATIONAL GOVERNMENT STRATEGIC OBJECTIVES	2011/16 12 NATIONAL PRIORITY OUTCOMES	2011/16 12 NATIONAL PRIORITY OUTCOMES	Thematic Area /KPA	2011/16 12 NATIONAL PRIORITY OUTCOMES	10 POINT PLAN
		ROLE OF LOCAL GOVERNMENT		DR RSM DM – STRATEGIC APPROACH DETAIL WILL BE CAPTURED IN SDBIPS	
		Ensure effective spending of grants for funding extension of access to basic services	5	SDBIP of All relevant departments and utilization of Rural Development Fund	
Build a cohesive and sustainable communities	Outcome 8: Sustainable human settlements and improved quality of household life	Cities must prepare to be accredited for the housing function	Na	Not applicable to DR RSM DM	Deepening democracy through a refined ward committee system that will be based on the will of the people.
		Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements	1	Review District Human Settlement Plan	
		Participate in the identification of suitable land for social housing	1	The Human Settlement Plan should include potential land	
		Ensure capital budgets are appropriately prioritized to maintain existing services and extend services	2	Covered under Outcome 6	
Building a developmental state including improvement of public services and strengthening democratic institutions	Outcome 9: Responsive, accountable, effective and efficient local government system	Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality	3	DR RSM does approve a District Framework & Process Plan 9 months before the start of the financial year on an annual basis	Municipalities that have reliable and credible Integrated Development Plans (IDP's) that are used as a guide for every development, programs and projects within that municipality.
		Implement the community work programme	3	The District municipality participates in CBP processes at a Local Level. The CBP processes are functional which make provision to identify community work programmes. Budget for Ward Programmes	
		Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues	3	CBP is functional in all municipalities	Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.

2009-2014 NATIONAL GOVERNMENT STRATEGIC OBJECTIVES	2011/16 12 NATIONAL PRIORITY OUTCOMES	2011/16 12 NATIONAL PRIORITY OUTCOMES	Thematic Area /KPA	2011/16 12 NATIONAL PRIORITY OUTCOMES	10 POINT PLAN
		ROLE OF LOCAL GOVERNMENT		DR RSM DM – STRATEGIC APPROACH DETAIL WILL BE CAPTURED IN SDBIPS	
		Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption	2	Implementation of Workplace Skills Plan	Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2014.
Sustainable Resource Management and use	Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced	Develop and implement water management plans to reduce water losses	1	Maintain and Upgrade water reticulation networks Water Services Development Plan in place on district level	
		Ensure effective maintenance and rehabilitation of infrastructure	1	SDBIP of the Department Infrastructure Development, Social Services and the District Municipality	
		Run water and electricity saving awareness campaigns	2	SDBIP of the Communications & Marketing Unit	
		Ensure proper management of municipal commonage and urban open spaces	1	SDBIP of the Department of Social Services/District Community Services Department	
		Ensure development does not take place on wetlands	3	SDBIP of the Department Rural Development and Human Settlement	
Pursuing African advancement and enhanced international cooperation	Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World	Role of local government is fairly limited in this area. Must concentrate on:		Covered under Outcome 6	
		Ensuring basic infrastructure is in place and properly maintained	1		
		Creating an enabling environment for investment	1		
Building a developmental state including improvement of public services and strengthening democratic institutions	Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Continue to develop performance monitoring and management systems	3	SDBIP of the Department of Municipal Manager	The creation of a single window of co-ordination, support, monitoring and intervention as to deal with uncoordinated interaction by other spheres of government with municipalities including unfunded mandate.
		Comply with legal financial reporting requirements	3	SDBIP of the MM and CFO	

2009-2014 NATIONAL GOVERNMENT STRATEGIC OBJECTIVES	2011/16 12 NATIONAL PRIORITY OUTCOMES	2011/16 12 NATIONAL PRIORITY OUTCOMES		2011/16 12 NATIONAL PRIORITY OUTCOMES	10 POINT PLAN
		ROLE OF LOCAL GOVERNMENT	Thematic Area /KPA		
		Review municipal expenditures to eliminate wastage	2	SDBIP of the MM and CFO	
		Ensure councils behave in ways to restore community trust in local government	3	SDBIP of the Corporate Services wrt to administration SDBIP of the Chief Whip wrt councillors	Restore the institutional integrity of municipality Develop and strengthen a politically and administratively stable system of municipalities. Uprooting of corruption, nepotism, maladministration in our system of local government.

Table 22: Alignment of National Priorities

MAMUSA LOCAL MUNICIPALITY PROJECTS & PROGRAMMES

INFRASTRUCTURE PROJECTS

AREA IN A MUNICIPALITY	PROJECT DESCRIPTION	TOTAL PROJECT COST	CURRENT 2011/12	2012/13	2013/14	2014/15	2015/16	2016/2017
Ipelgeng Ext 7, 8, & 9	Internal water & sanitation reticulation network	R136 642 038.35	R0.00	0000	R14 961 195.16	R41 169 677.90	R17 282 897.55	R46 945 355.4
Molatswaneng	House connections for 1000 stands	R3 800 000.00	R0.00	R0.00	R3 800 000.00	R0.00	R0.00	R0.00
Amalia	Amalia housing : Internal reticulation network for 700 stands	R6 500 000.00	R0.00	R0.00	R0.00	R6 500 000.00	R0.00	R0.00
Glaudina	Internal reticulation network for 250 stands	R2 500 000.00	R0.00	R0.00	R2 500 000.00	R0.00	R0.00	R0.00
Schweizer Reneke	Upgrading of abstract point at wentzel dam	R2 500 000.00	R904 000.00	Connection				
Greater Mamusa	Bulk water supply from Bloemhof	R400 000.00	R1 322 000.00	R8m	R50m	R70m		
Ipelegeng/ Schweizer Reneke & Glaudina	Water meter replacement program	R2 100 000.00	R00 000.00	R500 00.00	R0.00	R700 000.00	R0.00	R0.00

AREA IN A MUNICIPALITY	PROJECT DESCRIPTION	TOTAL PROJECT COST	CURRENT 2011/12	2012/13	2013/14	2014/15	2015/16	2016/2017
Glaudina	Establishment of oxidation pond	R1 500 000.00	R0.00	R1 500 000.00	R0.00	R0.00	R0.00	R0.00
Amalia	Establishment of oxidation pond	R1 500 000.00	R0.00	R0.00	R1 500 00.00	R0.00	R0.00	R0.00
Migdol	Establishment of oxidation pond	R1 500 00.00	R0.00	R1 500 00.00	R0.00	R0.00	R0.00	R0.00
Glaudina	VIP's for 220 stands	R4 000 000.00	R4 000 000.00	R0.00	R0.00	R0.00	R0.00	R0.00
Amalia	VIP's for 350 stands	R1 750 00.00	R0.00	R1 750 00.00	R0.00	R0.00	R0.00	R0.00
Ipelegeng	Bucket eradication 220 stands	R4 000 000.00	R0.00	R4 000 000.00	R0.00	R0.00	R0.00	R0.00
Ipelegeng	Emergency work (back flush & water jet cleaning)	R500 000.00	R250 000.00	R250 000.00	R0.00	R0.00	R0.00	R0.00
Migdol	VIP's for 700 stands in process of formalization	R7 500 000.00	R0.00	R7 500 000.00	R0.00	R0.00	R0.00	R0.00

AREA IN A MUNICIPALITY	PROJECT DESCRIPTION	TOTAL PROJECT COST	CURRENT 2011/12	2012/13	2013/14	2014/15	2015/16	2016/2017
Ipelegeng	Bus & Taxi routes phase 2	R19 800 00.000	R6 000 000.000	R7 000 000.000	R0.00	R6 800 000.000	R0.00	R0.00
Molatswaneng	Roads & Storm Water	R8 000 000.000	R0.00	R8 000 000.000	R0.00	R0.00	R0.00	R0.00
				R4.5 000 000				
Schweizer Reneke/ Amalia/ Glaufina	Nodal Urban Regeneration program	R20 000 000.000	R5 000 000.000	R2 621 000.00	R5 000 000.00	R5 000 000.00	R2 379 000.000	R0.00
Glaufina	Roads & Storm water	R8 000 000.00	R0.00	R0.00	R8 000 000.00	R0.00	R0.00	R0.00
Mareesin Farm	Roads & Storm water	R15 000 000.00	0.000	R0.00	R0.00	R0.00	R0.00	R0.00

AREA IN A MUNICIPALITY	PROJECT DESCRIPTION	COMMENTS
Nooitgedacht	Construction of 500 low cost housing	Project to be unblocked . Requested top-up funding
Amalia	Un blocking of Amalia DDIS project : 67 units	Contractor on site, looking for alternative beneficiaries.
Glaufina	Unblocking of Glaufina DDIS project : 39 units	Confirmed for funding in 2012/13
Ipelegeng	Unblocking of Ipelegeng DDIS project : 18 units	Finals Geo-Tech for project completion
Ipelegeng 6, 7, 8 & 9	Construction of low cost housing units	Initial application to the Dept was for 3500 units, but only 1000 allocation approved and therefore outstanding 2500
Glaufina	Construction of 643 low cost housing units	Requested funding reservation for implementation from Dept
Migdol	Construction of 700 low cost housing units	Requested funding reservation for implementation from Dept

AREA IN A MUNICIPALITY	PROJECT DESCRIPTION	TOTAL PROJECT COST	CURRENT 2011/12	2012/13	2013/14	2014/15	2015/16	2016/2017
Migdol	High mast lighting	R1 26 302.00	R1 26 302.00	R0.00	R0.00	R0.00	R0.00	R0.00
Ipelegeng	Ipelegeng Ext 6, 7, 8, & 9 high mast lighting	R10 000 000.00	R2 045 587.00	R0.00	R0.00	R250 000.00	R0.00	R5 489 000.00
Ipelegeng	Ipelegeng Ext 6 Electrification	R12 830 000.00	R0.00	R0.00	R12 830 000.00	R0.00	R0.00	R0.00
Schweizer Reneke	Repair of overhead M.V network	R813 435.59	R400 000.00	R413 435 .59	R0.00	R0.00	R0.00	R0.00
Schweizer Reneke	Electricity meter audit & correction implementation	R3 267 000.00	R000 000.00	R562, 407 000	R750 000.00	R750 000.00	R432 000.00	R0.00
Molatswaneng	High mast lighting	R1 800 000.00	R0.00	R0.00	R0.00	R1 800 000.00	R0.00	R0.00

Area in A municipality	Project description	Total Project Cost	Current 2011/12	2012/13	2013/14	2014/15	2015/16	2016/2017
Amalia	Renovation of sports ground	R4 500 000.00	R0.00	R562, 407 000	R4 500 000.00	R0.00	R0.00	R0.00
Ipelegeng	Renovation of sports ground	R6 950 000.00	R0.00	R562, 407 000	R6 950 000.00	R0.00	R0.00	R0.00
Ipelegeng	Multi-Purpose centre	R9 000 000.00		R9 000 000.00	R0.00	R0.00	R0.00	R0.00
Ipelegeng	Hawker's Settlement	R 1.5m		R1 500 000.00	R0.00	R0.00	R0.00	R0.00
Ipelegeng	Thusong Service Centre	R9 000 000.00	R0.00	R0.00	R9 000 000.00	R0.00	R0.00	R0.00
Schweizer Reneke	Development of Wentzel dam	R43 000 000.00	R800 000.00	R2.7m	R9 000 000.00	R10 000 000.00	R11 000 000.00	R15 000 000.00
Schweizer Reneke	Fire station and Engine room	R2 700 000.00	R0.000	R2 700 000.00	R0.00	R0.00	R0.00	R0.00

SECTOR DEPARTMENTS PROJECTS AND PROGRAMMES 2012/2012

Projects	Description of the project	Financial Year of Implementation and budget	Implications to the municipalities
Clinic	<ul style="list-style-type: none"> • Extension of Amalia Clinic • New building in Migdol • Staff Residence in Glaudina • Clinic building in Town • Stand for maternity waiting homes 	No budgets	Bulk and reticulation
School	Primary school in ward 5	Budget available for 2012-2013	Bulk and reticulation
	Primary school in Ext. 6	No budget	
	Primary school in Amalia	No budget	
Hospital	New hospital	No budget	Bulk and reticulation
Provincial roads	<ul style="list-style-type: none"> • S/Reneke-Old V'burg Border • Rehabilitation & Widening S/Reneke-Bloemhof • Rehabilitatin & Wedening • S/Reneke-Wolmaransstad Border • Rehabilitatin & Wedening 	Budget available and to start in 2011 /20112 Budgeted for	Bulk and reticulation
Mamusa Community Library	New facility	Budgeted for	Bulk and reticulation
Mamusa Multipurpose Centre	New facilities	Ipelegeng budgeted for R16m Amalia not budgeted for Ext. 7,8 and 9 not budgeted for	Bulk and reticulation
Land Reform	Balance of grant for production input <ul style="list-style-type: none"> • Motwseding • Majakathata • Khumo Bokamoso Karabelo LRAD Recapitalization	Budget available for 2012/13 <ul style="list-style-type: none"> • R98 392.00 • R84 949.00 • R45 000.00 • R272 500.00 	Bulk and reticulation

COMMUNITY DEVELOPMENT

PROJECT NAME/DESCRIPTION	LOCATION/ MUNICIPALITY	TYPE OF DEVELOPMENT	ALLOCATED TOTAL PROJECT COST			IMPLEMENTATION PROGRESS	REASONS FOR NON-IMPLIMENTATION	RESPONSIBLE OFFICIAL & CONTACTS
			2011/2012	2012/2013	2013/2014			
COMMUNITY BUILDERS PROJECTS	District	Awards	R240 000	N\A	N\A	Objectives implemented according to APP	None	All Service Points DSDWCPD 0539281600
HOUSEHOLD INTERVENTIONS	All Service Points	Income Generation	R 6 300 000	N\A	N\A	Objectives implemented according to APP	None	ADS Community Development 053 928 1600
MAMUSA ENVIRONMENTAL	Mamusa	Income generation	R500 000	Strengthening	Strengthening	Objectives implemented according to SLA	None	Nopasika March 053 963 1844

SOCIAL WELFARE SERVICES

PROJECT NAME/DESCRIPTION	LOCATION/ MUNICIPALITY	TYPE OF DEVELOPMENT	ALLOCATED TOTAL PROJECT COST			IMPLEMENTATION PROGRESS	REASONS FOR NON-IMPLIMENTATION	RESPONSIBLE OFFICIAL & CONTACTS
			2011/2012	2012/2013	2013/2014			
NG WELSYN SCHWEIZER RENEKE	Mamusa	Social Welfare Services	R31 366.00	Strengthening	Strengthening	Objectives implemented according to SLA	None	Ms Annemarie Theron 053 963 1330`

SILWERJARE OLD AGE HOME	Mamusa	Social Welfare Services	R112 000.00 Quarterly	Strengthening	Strengthening	Objectives implemented according to SLA	None	Ms M Leonard
GREEN HILLD ECD	Mamusa	Partial care & early childhood development	15.00 Per Child Per Day	Strengthening	Strengthening	Partial Care Services Implemented	None	
KGATELOPELE ELC	Mamusa	Partial care & early childhood development	15.00 Per Child Per Day	Strengthening	Strengthening	Partial Care Services Implemented	None	
REFENTSE ELC	Mamusa	Partial care & early childhood development	15.00 Per Child Per Day	Strengthening	Strengthening	Partial Care Services Implemented	None	

PROJECTS FROM DEPARTMENT OF WATER AFFAIRS 2012/13/14/15

DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

PROJECTS FOR THE 2012/2013 FINANCIAL YEAR										
Project Reg. no.	Project Name	Project Status	Project Enterprise Description	Local Municipality	Land Care	Comprehensive Agricultural Support Programme	Settlement Support	Rural Development	Illima / Letsema Project	Total Budget

Sector	Programme	Project Name	Locality	Projects status (new/continuing)		Budget			
				New	Continuing	11/12	12/13	13/14	14/15
						11/12	12/13	13/14	14/15
	Regional Bulk Infrastructure Grant (RBIG)	Mamusa Regional Bulk Water Supply Project	Mamusa LM	X		R2,7M	R15m	R50m	R70

Dr. RUTH SEGOMOTSI MOMPATI DISTRICT

	Phukatsame	New	6km Fence, Water source establishment and reticulation	Manusa	0	800 000	0	0	0	800 000
	Sub Total				0	800 000	0	0	0	800 000

**DEPARTMENT OF HUMAN SETTLEMENT
2011/2012/2013**

5 YEAR BUSINESS PLAN PROPOSAL –DR RUTH S MOMPATI DM							2010-2011 Financial Year		2011-2012 Financial Year				2012-2013 Financial Year				Programme							
Item	Municipality	Project Number	Project Name/Description	Developer	Subsidies	Completions	Top Structure		Top Structure		Services		Top Structure		Services		Top Structure							
							Units	Value	Units	Value	Units	Value	Units	Value	Units	Value	Units	Value	Units	Value	Units	Value		
A: CURRENT PROJECTS																								
10	Mamusa	B06020005/1	Mareesins farm (1000 Subs)	Masikhule	1000	259	119	R 9 695 613.00	300	R25 595 427.00		R -		0		R -		R -	192	R19 821 098.67		R -	Informal Settlement	Project to be completed 2011-2012
25	Mamusa	B00050003/1	Mamusa Amalia	TBA	67	0	67	R 5 230 147.30	22	R 1 876 997.98		R -			R -		R -					R -	DDIS	Women's Build
Sub Total A					14799	3557	2169	174 787 953.50	4261	R363 540 381.49	0	R 34 594 888.62	2057	R196 019 07.50		R -		1250	R 129 043 611.13	151	R15 820 840.45			
C: BLOCKED PROJECTS																								
4	Mamusa	B00050005/1	Glaudi na DDIS (100 Subs)	TBA	100	-	0	R -	0	R -	0	R -	0	R -	0	R -	0	R -	29	R 2 993 811.78		R -	DDIS	To be audited to verify status on the ground
Sub Total C					4107	-	0	R -	0	R -	0	R -	0	R -	0	R -	0	R -	1800	R185 822 800.02	0	R -		
D: COMPLETED PROJECTS																								
5	Mamusa	B99050002/1	DDIS (30 Subs) B99050002	Mamusa	30																		Rural Dev	Close out reports to be prepared
7	Mamusa	B99120001/1	Amalia Housing DDIS 62	Mamusa	62																		Rural Dev	Close out reports to be prepared
29	Mamusa	B04040011/1	Mamusa Migdal (500 Subs)	Mamusa	500																		Rural Dev	Close out reports to be prepared
30	Mamusa	B07010009/1	Nooitgedacht (500 Subs)	Mamusa	500																		Informal Settlement	Close out reports to be prepared
34	Mamusa	B03110009/1	Ipelegeng Ext 2 & 3	Mamusa	1000																		Informal Settlement	Close out reports to be prepared

INTEGRATED SECTOR AND INSTITUTIONAL PROGRAMMES