

FINANCIAL YEAR
2020/21

Rustenburg
Local Municipality

A world class city where all communities enjoy a high quality of life...!



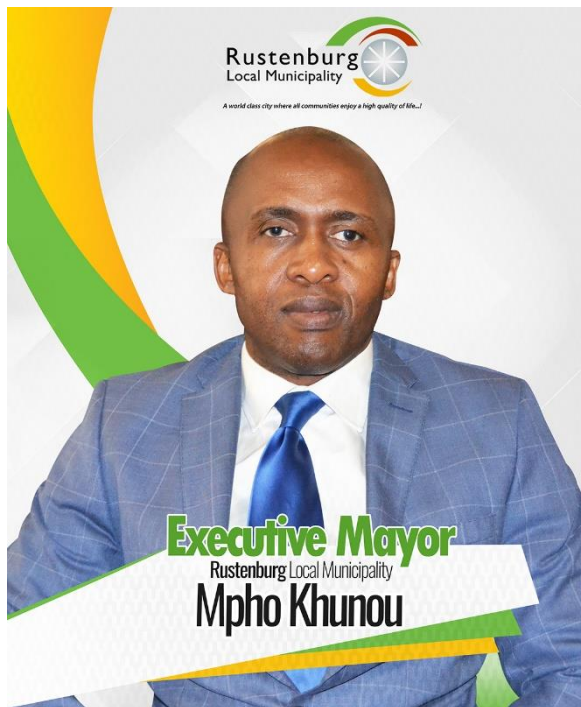
IDP REVIEW

Rustenburg Local Municipality

Integrated Development Plan

A world class city where all communities enjoy a high quality of life and diversity

EXECUTIVE MAYOR'S FOREWORD



The Rustenburg Local Municipality relies on the Integrated Development Plan (IDP) review process like any municipality as legislated by law in the local government sphere, to ensure that the mission and vision of the City is realised taking into account the varying needs of our communities. The effectiveness of the review process aims to bring about the desired developmental objectives of stakeholders and communities alike. Further to that, the results of the process are found in a planned, measured and coordinated strategy, which focuses on monitoring, adherence to compliance in respect of the regulations, identification of strengths and weaknesses in ensuring that undesired community exasperation is mitigated. Chapter 4 of the Municipal Systems Act 32 of 2000 makes community participation in the affairs, programmes and activities of the municipality a legal obligation.

This IDP process is therefore a culmination of a lengthy process of consultation with the local community and stakeholders in accordance with the aforesaid regulations. Communities require a well-managed process, where their needs can find expression and are measured against the available resources to deliver on the most pressing needs, with the necessary urgency required.

Additionally, the IDP review process remains a strategic governance mechanism which enables the Municipality to interface with communities and stakeholders on their needs. Accordingly, this IDP carries the aspirations of the masses of our community which the 2020/21 budget aims to finance. Therefore, this IDP must be seen as a beacon of hope that will continue to guide us over the next financial year in our collective endeavours of building a better life for all our communities. The tracking of this process is critical as it affords the Municipality an opportunity to reflect on the previous plans against the achievements recorded as it relates to service delivery objectives in view of the needs of the various communities.

The City has made significant progress in accelerating service delivery to communities, with the successful launch and implementation of – Re Direla Setshaba, which is designed to focus on existing service delivery backlogs across all departments. The 2020/21 draft IDP is critical as this will mark the last year of the current Council term and as a result, it is important to take stock of what has been achieved since the beginning of the current term of Council. We intend to engage all stakeholders and various communities to reflect deeply on where challenges are and how they can be resolved, cognisant of the period which will almost mark the end of the term. During the last four financial years, Council has remained focused on implementing the developmental objectives of our people to ensure that indeed Rustenburg becomes a world class City.

Work has been done, in various parts of the City to ensure that service delivery is realised and that communities witness the results. The construction of the City integrated transport management system – Rustenburg Rapid Transport (RRT) is well on course and completion of the project is imminent. To date about 90 percent of work has been completed on the R 510 and R 104 corridors, despite challenges in implementing the project. Those challenges include financial bottlenecks due to processes and procedures for grant funding which have affected the completion of the construction of the project. This has not discouraged us to continue to plan ahead as the first phase of the launch should take place between the 2021/22 financial years.

We have made serious gains in as far as human settlements is concerned. To date we have relocated residents who have been residing in Tlhabane Yizo-Yizo, which had been identified as an unsuitable area for human settlements as well about a thousand households to the new Seraleng township.

Additionally, construction of new low-cost housing is underway in Bokamoso, where land has been acquired to the Municipality in order to expedite the desired aspirations of our community which include access to basic drinking water, sanitation and access roads to the area. All of these successes, emanate from a comprehensive program of engagements with stakeholders to ensure that the desired aspirations are delivered within a realistic and feasible Medium-Term Revenue and Expenditure Framework (MTREF) flowing out of the public participation.

Recently Council has resolved to adopt the Boitekong Cluster Master Plan, to ensure that the implementation is done with the necessary speed and that the intended socio-economic objectives are realised, within the anticipated time frames. This document is critical for the revitalization of the Greater Boitekong area, which aims to decentralise service delivery from the CBD and reconfigure the systems which address the rapidity and approach with which communities are services as well as a quick turn-around time including unbundled access to key Municipal services. Further to that, we anticipate to unlock many economic opportunities for SMME's as well as established entities, that will invest in our townships due to the investment in infrastructure that has been made to improve the lives of our communities.

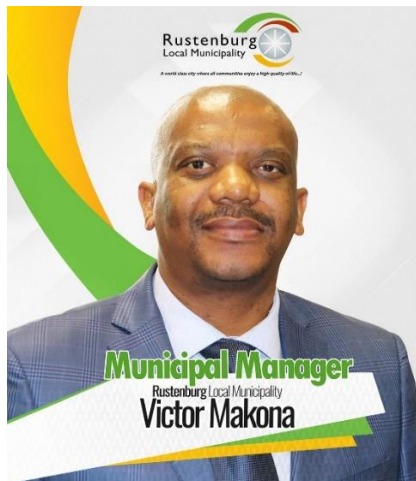
We have worked tirelessly to attract new investment opportunities in other parts of the City, being weary of the dwindling productivity levels in the mining sector. Our planning is still etched on a Rustenburg that will no longer depend on the mining sector to sustain the City's economy. Currently work is continuing at the construction site of Tlhabane Mall and the completion phase for the mall is anticipated for March 2021. For us this is remarkable progress, this as few entities have been sceptical about investing in our City, due to the reduced productivity in the mining sector and related industries as well as the contraction in the sector, many others have made Rustenburg their home. The opening of the mall, translates into the growth of the City but more importantly the access to new job opportunities by our communities, thus reducing significantly the high unemployment levels.

The financial constraints which continue to plague the institution are a cause for concern, as the economic climate in the region continues to be unfavourable with escalating costs for the Municipality's upkeep and other financial obligations. Burdening the financial well-being of the institution are matters which emanate from procedurally flawed supply chain management processes, which are critical in implementing all the IDP objectives; for procurement of goods and services on behalf of the community through the Municipality. Where evidence of wrong doing was uncovered we have continued to act swiftly in making sure that consequence management is effected and where necessary criminal cases are referred to the appropriate law enforcement agencies.

We are of the view that, as responsible elected public representatives we ought to call out any act of fraud and or corruption as any absence of sound financial management principles not only have the potential to collapse the institution, but rob residents of their constitutionally enshrined rights. While implementing numerous solutions which will contribute to the Municipality's financial viability Council from the 2017/18 and 2019/20 financial years had resolved to assist communities who had been unable to service their Municipal debt by introducing various incentives schemes which were aimed at re-introducing a culture of payment for services rendered to residents, while effecting special concessions for those who pay their accounts regularly such as discounted payments on their accounts. In ensuring that we truly have a Rustenburg we all can be proud of, we shall double our efforts in delivering basic quality services as a measure of leaving footprints in the sand of time as evidence of our concerted effort of a legacy, we all can be proud of.

Cllr Mpho Khunou
Executive Mayor

EXECUTIVE SUMMARY



The August 2016 local government elections ushered in the 4th five-year IDP cycle, referred to as the 4th generation IDP's for municipalities. This 4th Generation IDP was effective from 1 July 2017 up to 30 June 2022. The 2020/2021 IDP is the third review of the 4th Generation IDP of the Rustenburg Local Municipality.

The strategic direction of the Rustenburg Local Municipality as captured in the 5-year IDP remains a direction pointer. The review process provides an opportunity to reflect on the lessons learnt during the previous financial years since the adoption of the 4th generation IDP,

and to improve on the way that we as the Rustenburg Local Municipality plan, budget and implement in order to ensure maximum impact and delivery of service to the community.

This 2020 /2021 Review of the Integrated Development Plan does not aim at ticking compliance boxes but an earnest re-evaluation and reassessment of Key business processes and Key deliverables as contained in the 5-year Plan. This review is underpinned by changes in the circumstances upon which the municipality operates; changes and updates in respect of the municipal statistical information and changes in the Municipal Financial position.

In order to ensure that Council remains committed in achieving its predetermined objectives, the following are priority focus areas:

- ☐ Curbing the trends on the audited and reported Unauthorised, Irregular, Fruitless and wasteful expenditure;
- ☐ Stabilizing and growing the financial position of the Municipality;
- ☐ Prompt delivery of services and maintenance of municipal infrastructure.
- ☐ Realigning internal business processes around financial and non-financial records managements;
- ☐ Upholding higher standards and practises of performance management and stringent enforcement of consequence management, and
- ☐ The general improvement of the audit opinion.

This review is our updated roadmap for the future and the exact route for the next years as described in the subsequent chapters of this document. An exciting future lies ahead, change of mind-set, attitudes and working together will make Rustenburg the incredible city we all aspire and want our future generations to inherit from us.

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ACRONYMS

Acronym	Detail
IDP	Integrated Development Plan
CCTV	Closed Circuit Television
DLG&HS	Department of Local Governance and Human settlements
GDP	Gross Domestic Product
CPI	Consumer Price Index
DPME	Department: Monitoring and Evaluation
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industry
EEP	Employment Equity Plan
EIA	Environmental Impact Assessment
GIS	Geographic information system
HH	Households
HIV/AIDS	Human Immunodeficiency Virus Infection/Acquired Immunodeficiency Syndrome
HRD	Human Resource Development
ICT	Information and Communication Technology
IT	Information Technology
WAN	Wireless Area Network
LAN	Local Area Network
IRPTN	Integrated Rapid Public Transport Network
RRT	Rustenburg Rapid Transport
KPI	Key performance Indicator
LED	Local Economic Development
MFMA	Local Government: Municipal Finance Management Act 56 of 2003
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPRA	Local Government: Municipal Property Rates Act 6 of 2004
MSA	Local Government: Municipal Systems Act 32 of 2000
MTREF	Medium- term Revenue and Expenditure Framework
NDP	National Development Plan
NGO	Non-government Organisation
PIP	Performance Improvement Plan
PMS	Performance Management System
PMU	Project Management Unit
PR	Proportional Representation
SEDA	Small Enterprise Development Agency
SETA	Sectoral Education Training Authority
SMMES:	Small, Micro and Medium Enterprises
SEO	Search Engine Optimization
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan

SDF	Spatial Development Framework
SLA	Service Level Agreement
SHI	Social Housing Institutions
WSP	Workplace Skills Plan

1. INTRODUCTION

1.1 LEGAL BACKGROUND

The objectives of Local Government are based on a co-operative government framework that encourages participation of all Municipal Councils as well as the Provincial and National spheres of Government in public policy setting, development planning and the delivery of services.

The Constitutional Mandate for Municipalities is that they strive, within their Financial and Administrative capacity, to achieve these objectives and carry out the developmental duties assigned to Local Government. Municipal Councils therefore take charge of the following principal responsibilities:

- The provision of democratic and accountable government without favour of prejudice;
- Encouraging the involvement of the local community;
- Providing all members of the local community with equitable access to the municipal services that they are entitled to;
- Planning at the local and regional levels for the development and future requirements of the area;
- Monitoring the performance of the Municipality by carefully evaluating Budget Reports and Annual Performance Reports to avoid financial difficulties, and if necessary, to identify causes and remedial measures for the identified Financial and Administrative challenges;
- Providing services, facilities and financial capacity within the guidelines provided by the Constitution and Legislative Authority.

Against this backdrop, Integrated Development Planning is a process through which a Municipality, various national, provincial and parastatal service providers, and private interested and affected parties come together to identify development needs, and to outline clear objectives and strategies which serve to guide the allocation and management of financial, human and infrastructure resources within the Municipality's jurisdictional area.

From this planning process emanates the Municipal Integrated Development Plan (IDP), with its main objective being the improvement of coordination and integration of planning, budgeting and development within the Municipal area. As a five (5) year budgeting, decision-making, strategic planning and development tool, the IDP is used by the Municipality to fulfil its role of '*developmental local governance*'. Central to this are the overarching objectives and strategies encapsulated in the plan, which guide the Municipality in the realm of:

- Municipal Budgeting;
- Institutional Restructuring in order to realise the strategic intent of the plan;

- Integrating various sectors in the form of Infrastructure, Land Use, Economic, Social and Ecological dimensions; and
- Performance Management.

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan as referred to above, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- The IDP be implemented;
- The Municipality monitors the implementation of the IDP;
- The Municipality evaluates its performance with regard to the implementation of the IDP; and
- The IDP be reviewed annually to effect improvements where necessary.

Section 34 of the Act deals with the Review and Amendment of the IDP and states that:

“The Municipal Council:

- a) Must review its Integrated Development Plan
 - i) annually in accordance with an assessment of its performance measures in terms of Section 41 and;
 - ii) to the extent that changing circumstances so demand and;
- b) May amend its Integrated Development Plan in accordance with the prescribed process”.

The annual review process thus relates to the assessment of the Municipality’s performance against organisational objectives as well as implementation delivery, and also takes into cognisance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as articulated in Chapter 4 of the MSA (2000).

The IDP process described above represents a continuous cycle of planning, implementation, monitoring and review. Implementation commences after the Municipal Council adopts the Final Draft IDP and Budget for the subsequent financial year and implementation feeds into the Performance Management System of the municipality. Public Participation remains pivotal throughout the process of the IDP.

In line with the above directives this document represents the Draft Revised Integrated Development Plan as prepared by the Rustenburg Local Municipality (RLM) as part of its 2019/20 IDP Review process. It is submitted and prepared in fulfilment of the Municipality’s legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (MSA Act 32 of 2000).

1.2 IDP REVIEW PROCESS

EXECUTIVE SUMMARY

The Draft 2020/21 Integrated Development Plan (IDP) in compliance with Section 29(1)(b) and 16(1)(a)(i) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000). Section 26 of the Municipal Systems Act 32 of 2000 states that the Municipal IDP must reflect the under-mentioned components:

- a) the Municipal Council's Vision for long-term development with special emphasis on the municipality's most critical developments and internal transformation needs;
- b) An assessment of existing land for development in the Municipality, which must include an identification of communities which do not have access to basic services;
- c) the Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- d) the Council's developmental strategies which must be aligned with any National or Provincial Sector plans and planning requirements binding on the municipality in terms of legislation;
- e) a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- f) the Council's operational strategies;
- g) applicable disaster management plans;
- h) a financial plan, which must include a budget projection for at least the next three years; and
- i) the key performance indicators and performance targets determined in terms of Section 41 of the Municipal Systems Act of 2000.

The structure of the Draft 2020/21 IDP is in line with the legislative provisions. The IDP highlights the Municipality's Vision, Priorities and Strategies, including key performance indicators and Performance Targets and Sector Plans as espoused therein.

Chapter 1

This Section contains the Introduction & Legislative Framework which establishes the basis of the IDP emanating from the Constitution of the Republic of South Africa, the White paper on Local Government, Local Government: Municipal System Act No. 32 of 2000 and various other pieces of legislation. The Long-term Municipal Developmental Vision Statement is clearly outlined in this chapter which is still remains to be the attainment of ***"A World Class City where all communities enjoy a high quality of life and diversity"***. Section 1 further outlines the processes followed during the IDP review. The process plan was duly approved by Council within 60 days after the start of the financial year being August 2019.

The section further looks at both the National and Provincial Policy context to ensure that the IDP aligns with the National (National Development Plan) as well as the Provincial agenda (Bokone Bophirima Province Development Plan).

The IDP as detailed in this section sets out the Municipal Strategic agenda which includes the Vision, Mission, Municipal Values, Strategic Priorities/Thrusts as well as the Municipal Goals.

IDP Development and Key priorities: As detailed in section 1 the Rustenburg Local Municipality's developmental priorities are as follows:

- 1) Efficient Provision of quality Basic Services and Infrastructure within a well-planned Spatial Structure;
- 2) Drive diversified Economic growth and Job Creation;
- 3) Ensure Municipal Financial Viability and Management;
- 4) Maintain Clean, Green, Safe and Healthy Municipal Environment for all;
- 5) Transform and Maintain a vibrant and sustainable rural development;
- 6) Uphold Good Governance and Public Participation Principles; and
- 7) Drive Optimal Institutional Development, Transformation and Capacity Building.

The document is duly aligned to the following national and provincial plans and programme: National Development Plan, Medium Term Strategic Framework, North West Development Plan, Back to Basics and National Outcomes.

Chapter 2

This Section contains the overall Municipal analysis and statistical assessment of the demographic profile for the entire Municipality. It also denotes the analysis of functions rendered by the municipality as stipulated in the Municipal Structures Act No. 117 of 1998, including Basic Services, Social and Community development matters, financial analysis, Economic development and planning etc.

Community Developmental needs from all the 45 Wards of the Municipality were corroborated during the ward committee meetings are also summarized in this Section of the document.

Chapter 3

This Section deals with Sectoral Analysis and Strategies per Key Performance Areas (KPA's). The mandate of all eight (8) Directorates of the Municipality is unpacked in accordance with the ensuing developmental imperatives of the Municipality, emanating challenges and the proposed interventions thereto.

Chapter 4

This Section comprises the following components:

- a) **Implementation Plan**, which is constituent of the Key Focus Areas, Developmental Strategies, Key Performance Areas (KPIs and pre-determined Performance Targets for the incumbent Financial Year.
- b) **Rustenburg Local Municipality Prioritised Projects** over the 2020/21 MTREF.
- c) **Programmes and/or Projects** funded and implemented by the National and Provincial Departments and other Organs of the State within Rustenburg Local Municipality's jurisdictional area.
- d) **Programmes and Projects** implemented by the Business Community through Social Labour Plans (SLPs) and Corporate Social Investments (CSIs) in fulfilment of the Legislative requirements for their operations within a specific area.

Chapter 5

The Integration Phase seeks to integrate various Sector Plans and Programs to avoid duplication of resources by National, Provincial and Local spheres of government. In compliance to the legislation, Rustenburg Local Municipality has the following plans and programme in place:

- Revenue Enhancement Programme/Financial Plan;
- Service Delivery Budget and Implementation Plan (SDBIP);

- Risk Based Audit plan;
- Water Service Development Plan;
- Local Economic Development Plan;
- Integrated Waste Management Plan;
- Disaster Management Plan;
- Performance Management Policy Framework;
- Integrated Transport Plan (ITP);
- City Development Strategy (CDS);
- Draft Spatial Development Framework (SDF);
- Draft Housing Sector Plan;
- Electricity Master Plan;
- Draft Human Resource Development Strategy;
- Draft Communication Strategy;
- HIV/Aids Plan; and
- Employment Equity Plan and Procurement Plan

Chapter 6

This Section is dedicated to the five (5) year Financial Plan which is aimed at ensuring that the Municipality is striving for sound Financial Management and Viability. Looking at the medium-term with regards to the ensuing developmental imperatives and related strategies, the plan seeks to address a number of aspects to achieve the desired outcomes within the five-year period. For the remainder of the 2017 – 2022 term of Council, the Municipality will focus on the following as a five year planning approach:

- a) Financial Stability (Short-term, 1 – 2 years);
- b) Financial Consolidation (medium-term, 3 years); and
- c) Sustainability (long-term, 4 – 5 years)

Chapter 7

This Section outlines the Municipality's Performance Management and Monitoring processes, mechanisms and procedures, and how the Municipality plans to continuously improve on its Performance Management Processes, thereby attracting and building a high performing team for better service delivery.

During the review cycle, changes to the IDP process and content have been necessitated due to:

- Institutional Issues;
- Amendments in response to changing circumstances;
- Needs to improve the IDP process and content.

Organisational arrangements were put in place as per the Process Plan and all legislative prescripts were adhered to. Of particular note have been the effective launching and subsequent operations of all the necessary structures such as the IDP Representative Forum, and other IGR Fora.

These have executed their mandates in terms of the adopted Process Plan and ensured the achievement of key milestones and deliverables in the process.

1.3 NATIONAL AND PROVINCIAL POLICY CONTEXT

Development in South Africa is broadly guided and directed by a wide range of legislation. Some legislation is sector specific e.g. housing, transport and environment, while others are more generic in nature, focusing on planning processes, alignment of planning processes and proposals, and the legal requirements pertaining to sector plans to be compiled.

The following section briefly deals with each of these, and highlights the most salient aspects emanating from the aforementioned policies/ plans.

1.3.1 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA 108 OF 1996

The Constitution of South Africa, contained in Act 108 of 1996, is the supreme law of South Africa. Amongst other things, it prescribes different functions to different tiers of government to ensure the equitable and functional distribution of roles, responsibilities and duties. Accordingly, it has assigned specific functional areas to national, provincial and local government.

In terms of the Constitution, the Rustenburg Local Municipality is legally obliged to:

- Structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- Participate in national and provincial development programmes.

1.3.2 NATIONAL DEVELOPMENT PLAN

The National Development Plan envisages an economy that serves the needs of all South Africans – rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural, women and men. The Vision is that by 2030 the economy should be close to full employment, equip people with the skills they need; ensure that ownership of production is less concentrated and more diverse (where black people and women own a significant share of productive assets); and be able to grow rapidly while providing the resources to pay for investment in human and physical capital.

Subsequently, the National Development Plan proposes to create 11 million jobs by 2030 by:

- Realising an environment for sustainable employment and inclusive economic growth;
- Promoting employment in labour-absorbing industries;
- Raising exports and competitiveness;
- Strengthening government's capacity to give leadership to economic development;
- Mobilising all sectors of society around a national vision.

Proposals to increase employment and growth include the following:

- Raise exports, focusing on those areas where South Africa already has the endowments and comparative advantage, such as mining, construction, mid-skill manufacturing, agriculture and agro-processing, tourism and business services;
- Increase the size and effectiveness of the innovation system, and ensure closer alignment with companies that operate in sectors consistent with the growth strategy;
- Improve the functioning of the labour market to help the economy absorb more labour, through reforms and specific proposals concerning dispute resolution and discipline;
- Support small businesses through better coordination of activities in small business agencies, development finance institutions, and public and private incubators;
- Improve the skills base through better education and vocational training;
- Increase investment in social and economic infrastructure to lower costs, raise productivity and bring more people into the mainstream of the economy;
- Reduce the regulatory burden in sectors where the private sector is the main investor, such as broadband internet connectivity, to achieve greater capacity and lower prices;
- Improve the capacity to the state to effectively implement economic policy;
- The upgrading of informal settlements;

- Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by station and facilities upgrades to enhance links with road-based services;
- Producing about 20 000 MW of renewable electricity by 2030, importing electricity from the region, decommissioning 11 000 MW of aging coal-fired power stations, and accelerated investments in demand-side savings, including technologies such as solar water heating;
- To create a million jobs through agricultural development based on effective land production;
- Ensuring food security and the empowerment of farm workers, and promote industries such as agro-processing, tourism, fisheries and small enterprises in rural areas where potential exists.

1.3.3 MEDIUM TERM STRATEGIC FRAMEWORK 2014-2019

The Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved and focuses on the following priorities:

- Radical economic transformation, rapid economic growth and job creation;
- Rural development, land and agrarian reform and food security;
- Ensuring access to adequate human settlements and quality basic services;
- Improving the quality of and expanding access to education and training;
- Ensuring quality health care and social security for all citizens;
- Contributing to a better Africa and a better world;
- Social cohesion and nation building.

Below is a summary of the priority national outcomes set out in the MTSF:

MTSF Outcomes

- 1 Quality basic education
- 2 A long and healthy life for all South Africans
- 3 All people in South Africa are and feel safe
- 4 Decent employment through inclusive growth
- 5 A skilled and capable workforce to support an inclusive growth path
- 6 An efficient, competitive and responsive economic infrastructure network
- 7 Vibrant, equitable, sustainable rural communities contributing towards food security
- 8 Sustainable human settlements and improved quality of household life
- 9 Responsive, accountable and efficient local government
- 10 Protect and enhance our environmental assets and natural resources
- 11 Create a better South Africa and contribute to a better Africa and a better world
- 12 An efficient, effective and development-orientated public service
- 13 A comprehensive, responsive and sustainable social protection system
- 14 A diverse, socially cohesive society and national identity

1.3.4 BOKONE BOPHIRIMA PROVINCE DEVELOPMENT PLAN

The Bokone Bophirima Provincial Development Plan (PDP) is predominantly based on the National Development Plan (NDP) and attempts to align with the vision, objectives and priorities of a united South Africa by 2030.

The chosen development priorities with which the Province intends to align to the National Development Plan (NDP) are the following:

Provincial Priority Area 1: Economy and Employment

The provincial economy needs to become more productive, more competitive and more diversified. Prioritised sectors are identified as such for their potential to encourage or drive growth and or for their ability to create employment. The sectors identified include:

- Agriculture
- Mining
- Construction and infrastructure
- Specific manufacturing sub-sectors with special reference to renewal energy manufacturing
- Tourism (as part of the Trade, Transport and Finance sectors)

- Overarching strategic priorities: Small, Medium and Micro-sized Enterprises (SMME) development and financial sector inclusion and development (SMMEs are located in all sectors of the economy)

Provincial Priority Area 2: Economic Infrastructure

- Develop and improve water infrastructure (the focus being on re-use, conservation and maintenance)
- Develop energy infrastructure and services provision
- Expand renewable energy with special reference to solar power (solar power heaters and solar photovoltaic technologies)
- Develop (provide, upgrade and maintain) transport infrastructure
- Improve public transport and mobility in rural areas
- Accelerate deployment of Information and Communication Technology (ICT) infrastructure and increase utilisation

Provincial Priority Area 3: An Integrated and Inclusive Rural Economy

- Agriculture production needs to be expanded with emphasis on well-supported small-scale farming, communal farmers, commercial farmers and cooperatives.
- Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, services to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments.

Provincial Priority Area 4: Human Settlement and Spatial Transformation

- Ensure that the delivery of housing contributes to the restructuring of towns and cities and strengthens the livelihood prospects of households
- Active citizenship in spatial development should be supported through properly funded interventions that encompass citizen-led neighbourhood vision and planning processes; and the introduction of social compacts
- Settlement planning should ensure the creation of spaces that are liveable, equitable, sustainable, resilient and efficient, and that support economic opportunities and social cohesion

Provincial Priority Area 5: Improving Education, Training and Innovation

- Strong Early Childhood Development (ECD), basic education, further and higher education systems are critical to the development of the province
- Improve basic education learning outcomes and eradicate infrastructure backlogs
- Enhance Information and Communication Technology (ICT) in schools
- Align higher education skills development with economic growth sectors and clusters
- Strengthen and expand the number of Further Education and Training (FET) colleges so that the participation rate can grow to 25 per cent
- Promote distance education and Information and Communication Technology (ICT)

Provincial Priority Area 6: Environmental Sustainability

- Investment in skills, technology and institutional capacity is crucial in all aspects regarding a sustainable society and low-carbon economy
- Commitment to the protection of biodiversity
- Resource Critical Areas must be identified and protected through a 'spatial contract' binding on all spheres of government and relevant role-players
- Waste management must be effective and focus on recycling and re-use and value of the waste as a resource for socio-economic upliftment
- Prepare for climate change and other environmental pressures through coordinated planning
- The protection of the freshwater eco-system and Water Critical Biodiversity Areas

Provincial Priority Area 7: Social Protection

- Social support should go beyond relieving poverty through promoting self-reliant sustainable development.
- Social support should be provided in such a manner that once the support is removed the individual, household or community can be self-sustainable.
- Social protection must be approached holistically. The needs, realities, conditions and livelihoods of individuals, households and communities do not stand isolated from the broader environment in which they operate

Provincial Priority Area 8: Improving Health

- The social determinants of health need to be addressed, including promoting healthy behaviours and lifestyles
- Households need information and incentives to change their behaviour toward healthy and active lifestyles
- Strengthening the health care system and improving its management
- Combat HIV and Aids and decrease the burden of disease from TB. Broaden coverage of antiretroviral (ARV) treatment to all HIV-positive people
- Improve human resources within the health sector

Provincial Priority Area 9: Building Safer Communities

- Demilitarise the police and improve professionalism throughout the police service. The police should at all times act professional, impartial, responsive and competent
- An integrated approach is needed to build safer sustainable communities. Coordination is required between a variety of departments, the private sector and community bodies
- All vulnerable groups including women, children and rural communities should enjoy equal protection through effective, coordinated responses of the police, business, and civil society

Provincial Priority Area 10: Building a Capable and Development State

- Build a skilled, professional public service performing a developmental and transformative role

- Improve inter-departmental coordination and cooperation and proactively improve relationships with national and local government

Provincial Priority Area 11: Fighting Corruption

- Build a resilient anti-corruption system providing mechanisms for effective and safe reporting
- Develop and encourage a societal approach to fighting corruption
- Improve accountability and transparency, including increased public awareness and access to information

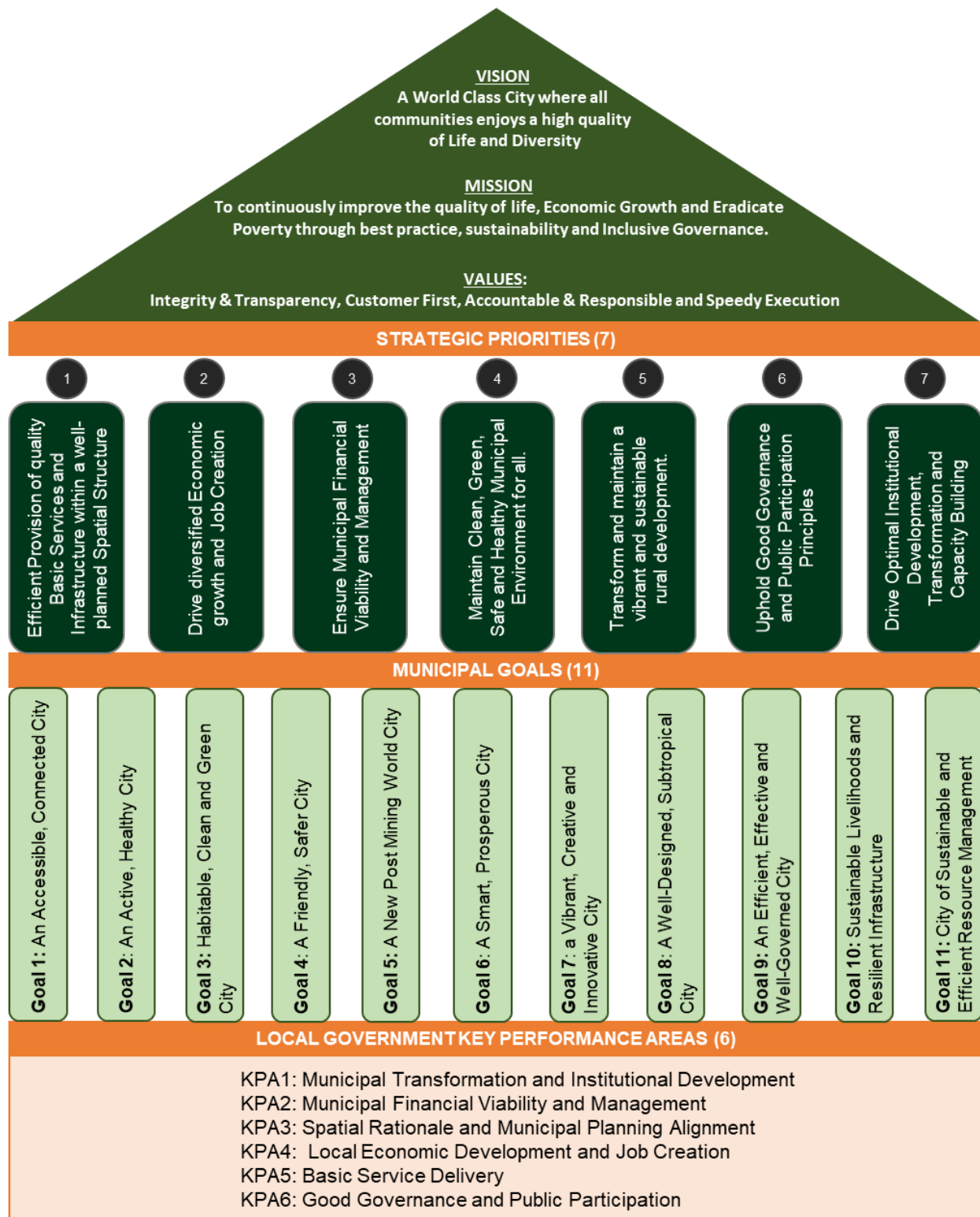
Provincial Priority Area 12: Transforming Society and Uniting the Province

- The values provided in the Constitution and in the Bill of Responsibilities provide the basis for human dignity that should be taught to and accepted by each member of the provincial population
- Through sports, art and culture in the Province, human well-being will be enhanced and stimulated, and social cohesion will be promoted

1.4 MUNICIPAL STRATEGIC AGENDA

In line with the national and provincial Vision directives noted above, the Rustenburg Local Municipality Strategic Agenda which includes a Vision, Mission, Municipal Values, Strategic Priorities/ Thrusts and Municipal Goals are reflected in **Diagram 1** below and are graphically summarised on the next few pages:

Diagram 1: RLM Strategic Agenda





Vision



A world class city where communities enjoy a high quality of life and diversity

Mission



To continuously improve the quality of life, economic growth and eradicate poverty through the best practice, sustainable and inclusive government



Municipal Values

- **Customer First:** We shall at all times be loyal to our customers/clients and surpass their needs through living the Batho Pele Principle
- **Integrity and Transparency:** We shall consistently and diligently uphold ethical behaviour and honesty communicate truthfully amongst ourselves, our stakeholders and our clients
- **Accountable and Responsible:** We shall create and adhere to a performance enabling culture; empowering each other so together we realise our world class city
- **Speedy Execution:** We shall make prompt decisions, take appropriate actions and execution of our functions as informed by our strategic priorities



Strategic Priorities

- **Priority 1:** Develop and sustain a spatial, natural and built environment
- **Priority 2:** Drive a vibrant diversified economic growth and job creation
- **Priority 3:** Ensure a sustainable municipal financial viability and management
- **Priority 4:** Maintain a safe; healthy and socially cohesive environment for all
- **Priority 5:** Transform and maintain a vibrant and sustainable rural development
- **Priority 6:** Uphold good governance and public participation principles
- **Priority 7:** Drive optimal municipal institutional development, transformation and capacity building



Municipal Goals

- **Goal 1:** An Accessible, Connected City
- **Goal 2:** An Active, Healthy City
- **Goal 3:** Habitable, Clean and Green City
- **Goal 4:** A Friendly, Safer City
- **Goal 5:** A New Post Mining World City
- **Goal 6:** A Smart, Prosperous City
- **Goal 7:** a Vibrant, Creative and Innovative City
- **Goal 8:** A Well-Designed, Subtropical City
- **Goal 9:** An Efficient, Effective and Well-Governed City
- **Goal 10:** Sustainable Livelihoods and Resilient Infrastructure
- **Goal 11:** City of Sustainable and Efficient Resource Management

The above RLM Strategic Agenda should be implemented in pursuance of the following six Key Performance Areas for Local Government as contained in the Municipal Planning and Performance Management Regulations (2006) as promulgated by National Government:

KPA1: Municipal Transformation and Institutional Development

To have a representative and motivated municipal work force with high ethical standards empowered to render optimal services.

KPA2: Municipal Financial Viability and Management

To manage the Municipality's finances to ensure a financially viable Municipality able to meet all financial obligations.

KPA3: Spatial Rationale and Municipal Planning Alignment

To ensure that all development within the municipality is based on a coherent Spatial Rationale as defined in the Municipal Spatial Development Framework and that all sector plans are aligned to this rationale.

KPA4: Local Economic Development and Job Creation

To facilitate and implement local economic development initiatives and processes to promote sustainable economic growth for the municipal area.

KPA5: Basic Service Delivery

To render cost effective and sustainable services to the entire community with diligence and empathy.

KPA6: Good Governance and Public Participation

To ensure service delivery in accordance with "Batho-Pele" principles and legislative requirements and through extensive consultative processes with local stakeholders/ communities.

2. MUNICIPAL OVERVIEW AND SITUATIONAL ANALYSIS

2.1 PROVINCIAL AND REGIONAL CONTEXT

Rustenburg Local Municipality is one of 21 local municipalities in North West Province and forms part of the Bojanala District Municipality. It represents the core part of platinum mining in South Africa, and the N4 Platinum Development Corridor runs from east to west through the municipal area.

The RLM accommodates about 16% of the provincial population, and it is estimated that it will in future experience significant population growth (up to 32.9% of the provincial population growth). At present it also represents about 18% of the provincial housing backlog ($\pm 60\,000$ units).

As illustrated on **Figure 1**, Rustenburg Town is classified as one of five primary nodes in the provincial SDF, but it also comprises a large number of Villages, Towns and Small Dorpies (second, third and fourth order nodes).

In the context of the Bojanala District (**Figure 2**) it is clear that the bulk of platinum mining activity is located in the RLM area. From here it extends northwards towards Moses Kotane LM (west of the Pilanesberg) and eastwards past Marikana towards Madibeng LM. The platinum mining belt runs parallel to the north of the Magalies Mountain which extends from the Pilanesberg right up to the City of Tshwane to the far east. Also evident is the concentration of informal settlements along the mining belt.

Another prominent feature is the large number of rural villages and small towns located in the northern extents of the District, and more specifically in Moses Kotane, northern parts of Rustenburg, Madibeng and the Moretele municipalities. Most of these areas are under traditional leadership.

The regional road and railway network traversing the district provides good accessibility to the majority of areas in the district and surrounding provinces (Limpopo and Gauteng). Most notable in this regard is the N4 Development Corridor.

2.2 LOCAL SPATIAL FEATURES

2.2.1 STRUCTURING ELEMENTS

From **Figure 3** it is evident that four major elements have shaped the historical development of the settlement patterns in the RLM area:

- **Rustenburg town** represents the centre of population concentration, employment opportunities and shopping opportunities. This attracted urban development towards the town.

- The **Magalies Mountain Range** traverses the municipal area south of Rustenburg Town and inhibited urban expansion in a south westerly direction. Hence, urban expansion was forced in a northern and north-easterly direction.
- The **Provincial Roads** that cross the Rustenburg Municipal Area have had a profound impact on the shape of urban development within the municipal area. Two provincial roads traversing the municipal area can be distinguished as having the largest impact on urban development in the region. These roads are the Rustenburg/Sun City road (R565) that links Rasimone, Luka and Phokeng to Rustenburg; and the Rustenburg/Thabazimbi road (R510) that links Tlaseng, Kanana and Boitekong to Rustenburg.
- The **Platinum Mines**, running parallel to the north of the Magaliesberg mountain range, have dramatically shaped the settlement pattern in the municipal area. On the one hand, it fragmented urban development by creating physical barriers such as transport facilities, pipelines, infrastructure and surface mining infrastructure between Rustenburg and the settlements located north of the mining belt, (e.g. Boitekong). On the other hand, it also led to the development of isolated towns such as Luka, Kanana, Thekwane and Photsaneng in close proximity to mining activities (job opportunities).

2.2.2 SETTLEMENT PATTERNS

Four broad types of settlements can be distinguished in the RLM:

- **Formal Urban Settlements** have a formal (proclaimed) layout plan with registered erven and erf numbers; are serviced with a full range of municipal services; and the households can obtain security of tenure. These include areas such as Rustenburg, Tlhabane, Boitekong, Phatsima, Hartbeesfontein, Kroondal and Marikana.
- **Tribal Settlements** are mainly located on Bafokeng tribal land and the households living in these settlements are considered Bafokeng citizens. Although these households do not own title deeds, they have security of tenure (permission to occupy) through their association with the tribe and are characterised by varying levels of service. Settlements that fall within this category include areas such as Phokeng, Kanana, Luka, Chaneng, Tlaseng, Rankelenyane, Thekwane and Photsaneng.
- **Rural Settlements** are settlements that are similar in nature to the tribal settlements with regard to the residential densities and functions, but they are not located on Bafokeng tribal land.
- **Informal Settlements** have mainly developed along the mining belt and close to mine shafts. These include areas such as Wonderkoppies, Nkaneng, Zakhele, Popo Molefe and Freedom Park. The 24 informal settlements in the RLM area are characterised by a lack of security of tenure and a lack of basic municipal services. Collectively these areas represent at least 24 000 households. The total number of households residing in informal structures (including backyard units and informal units in traditional authority areas) in the RLM municipal area is about 68 800 units.

2.2.3 OPEN SPACE AND PROTECTED AREAS

The natural landscape of Rustenburg is primarily defined by its mountain ranges and water sources which comprises the prominent topographic features in the municipal area (refer to Figure 3). Certain areas within the Rustenburg Municipal Area are protected by environmental legislation including:

- ***Kgaswane Game Reserve***

Located south-west of Rustenburg, this 4000-hectare reserve is located against the northern slopes of the Magaliesberg. A unique feature of this reserve is an extensive valley basin which lies between the ridges of the Magaliesberg. To the west of this basin lies a large plateau. The plateau and the basin form a catchment area that drains into ravines, most of which have water for at least part of the year. The Magaliesberg ridges are characterised by giant quartzite boulders and rocky mountain slopes.

- ***Vaalkop Dam Nature Reserve***

The Vaalkop Dam Nature Reserve lies near Beestekraal, north-east of Rustenburg. An 800ha section of the reserve has been set aside as a bird sanctuary, which is not open to the general public. The reserve hosts over 340 species of birds. In addition, the reserve is stocked with a variety of bushveld game species and the dam is stocked with many fish species. A section of the dam has been set aside for water sports.

- ***Magaliesburg Protected Environment***

Although not a formal proclaimed nature reserve it is protected in terms of a previous Administrators notice, as well as the recently completed Environmental Management Framework for the Magaliesberg Protected Environment.

The recently listed **Magaliesberg Biosphere** stretches from Rustenburg Local Municipality in North West Province up to the City of Tshwane in Gauteng Province. It comprises three functional areas:

- a) a legally constituted core area devoted to long term protection, according to the conservation objectives of the Biosphere Reserve, and of sufficient size to meet these objectives;
- b) A buffer zone or zones clearly identified and surrounding or contiguous to the core areas, where only activities compatible with the conservation objectives can take place;
- c) An outer transition area where sustainable resource management practices are promoted and developed.

The Magaliesberg Biosphere reserve has three core areas viz: Kgaswane Mountain Reserve (North West Province); Cradle of Humankind World Heritage Site (Gauteng Province) and the Magaliesberg Protected Environment, which straddles both Gauteng and North West Provinces.

The Rustenburg Environmental Management Framework defined four Environmental Management Zones in the RLM area:

- **The Conservation Management Zone**

The conservation management zone comprises conservation areas such as open spaces, proclaimed and non-proclaimed protected areas (i.e. heritage sites and tourism areas). These areas are characterised by their biodiversity, ecological, cultural and recreational importance. Conservation areas in this context refer to areas of high biodiversity and ecological status, which are not necessarily in proclaimed areas.

- **Aquatic Systems Management Zone**

This zone represents all aquatic systems in RLM and they include rivers or watercourses, streams, dams and wetlands. These systems are under severe pressure of pollution and degradation due to unmonitored activities that occur near them, hence these areas need specific strategic management interventions.

- **Agricultural Management Zone**

RLM is mainly characterised by commercial farming that ranges from citrus to vegetable farming. Furthermore, some rural parts of RLM also practice subsistence farming of maize, sunflower and vegetables. Historically, agriculture used to be the main RLM GDP contributor. However, due to trade-offs to other activities such as mining and development, agriculture has turned into a less preferred source of income resulting in loss of high potential agricultural land. The agricultural management zone also includes agricultural holding land that must be saved for current/ future agricultural activities.

- **Built up Management Zone**

Built up areas refer to areas with existing urban activities/ land use development.

2.2.4 AGRICULTURE

The majority of agricultural activities take the form of commercial dry-land farming which is mainly concentrated in the extreme southern parts of the municipality. There are also notable areas of commercial agriculture in the central parts immediately north and south of the N4 between Kroondal and the eastern boundary of the municipality, as well as in the north-western parts along the foothills of the Magaliesberg mountain range in the vicinity of Boschoek. Agricultural activities in the central and north eastern parts of the municipality are very limited.

The occurrence of irrigated agriculture is mainly based in the extreme south eastern parts of the municipality as well as in the areas south and south west of Kroondal. The occurrence of cultivated small holdings is extensive in the central parts of the municipality, especially around the Kroondal node. From a climatic perspective, the municipal area is marginal for dry land cultivation with the mean annual rainfall in the central and southern parts being between 600mm and 800mm and between 400mm and 600mm in the northern parts. In addition, high evaporation rates, especially in summer, mean that any drought period in the growing season can easily lead to moisture stress for crops.

The main source of income derived from agricultural products in the Rustenburg area is from animals (46.6%), field crops (25.1%) and animal products (23.9%). The income from animal products in the Rustenburg area is the most prominent of all municipalities in North-West Province accounting for 22.2% of total income derived from this source within the province. In the case of animals, horticulture and field crops, the extent of production in the Rustenburg area represents 12.1%, 5.0%, and 4.8% of the provincial total respectively.

2.2.5 MINING

The economic, social and physical characteristics of Rustenburg have been largely determined by the presence of mining activities within the Municipal Area. Mining activities are mainly concentrated along a geological belt, known as the Bushveld Complex. This part of the Bushveld Complex is one of the most heavily mineralised districts in the world and the platinum mines in this region are the largest producers of platinum in the world. The Merensky Reef and the UG2 chromite layers are renowned for their Platinum Group Metal (PGM) content and together they form the world's largest depository of PGMs.

Apart from chrome and platinum, other minerals mined in the region are tin, lead, marble, granite and slate. Underground mining predominates, although open cast mining also exists. The Platinum-Group Metals (PGM) constitute a family of six chemically similar elements. Their excellent catalytic qualities, resistance to corrosion, chemical inertness and high melting points render them most suitable for a number of specialist applications.

Rustenburg Platinum Mines (RPM), which belongs to the Anglo-American Platinum Corporation Limited (Anglo Platinum), is the largest single producer, and operates three geographically separate sections: Rustenburg, Union and Amandelbult Sections, all on the western limb. The other mines on the western limb are Impala Platinum Holdings Limited's Impala Platinum and Crocodile River (through Barplats Investments Limited) mines; Lonmin Platinum's Eastern Platinum, Western Platinum and Karee mines; Northam Platinum Limited's Northam Mine, and Aquarius Platinum's Kroondal and Marikana mines.

2.2.6 TOURISM

The main local tourism attractions the region has to offer, are closely linked to the comparative advantages the area has to offer with regard to its natural assets, the occurrence of many heritage sites relating to iron/stone age, Anglo-boer history and indigenous tribes such as the Tswana and Ndebele, and the variety of minerals and mining activities found in the area.

Most of the tourism and accommodation establishments are located in the immediate Rustenburg area (71%) with the remainder being in the Buffelspoort/ Mooinooi/ Maanhaarand area (16%), at Vaalkop dam (5%), at Boshoeck (4%) or near Magaliesburg (4%).

Tourism plays an increasingly important role within the Rustenburg Municipal Area. The typical Bushveld climate and vegetation of the Municipal Area, as well as the unique topography of the Magaliesberg, offer several opportunities for tourism. These include opportunities for eco-tourism, as well as tourism associated with the variety of historical and cultural interests found within the municipal area. Primary tourism areas and facilities located within the municipal area are as follows:

- Rustenburg Town;
- Kgaswane Game Reserve;
- Vaalkop Dam Nature Reserve;
- Kroondal;
- Bafokeng Sport Palace; and
- Buffelspoort Dam.

Despite the above mentioned tourist attractions, the most prominent regional tourist destination are not located within the RLM area itself, but on its borders. The broader region has some of the finest game parks, cultural and archaeological sites and entertainment resorts in South Africa, including:

- Pilanesberg National Park;
- Madikwe Game Reserve;
- Sun City and Lost City Resort; and
- Cradle of Humankind.

2.3 SOCIO-ECONOMIC PROFILE¹

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

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

2.3.1 TOTAL POPULATION

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

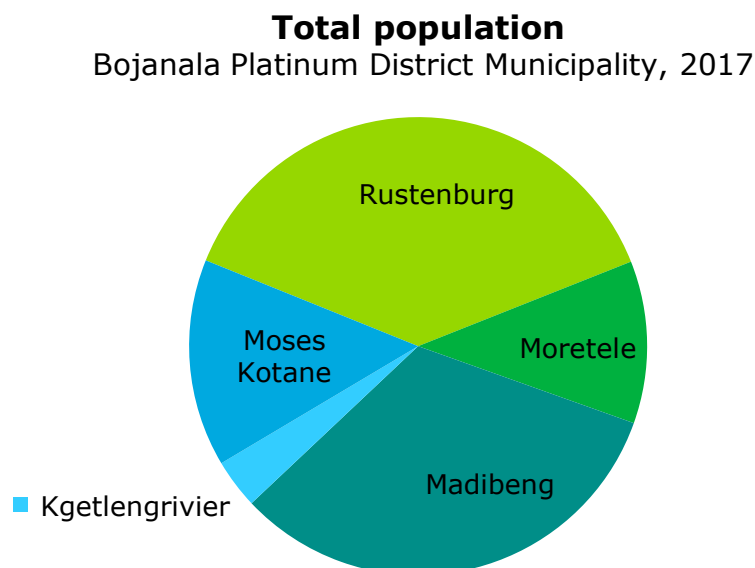
TOTAL POPULATION - RUSTENBURG, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2007-2017
[NUMBERS PERCENTAGE]

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
2007	478,000	1,350,000	3,260,000	48,400,000	35.4%	14.6%	0.99%
2008	494,000	1,390,000	3,310,000	49,100,000	35.6%	14.9%	1.01%
2009	510,000	1,420,000	3,360,000	49,800,000	35.9%	15.2%	1.02%
2010	529,000	1,460,000	3,430,000	50,700,000	36.2%	15.4%	1.04%
2011	549,000	1,500,000	3,490,000	51,500,000	36.5%	15.7%	1.06%
2012	567,000	1,540,000	3,550,000	52,400,000	36.8%	16.0%	1.08%
2013	585,000	1,580,000	3,610,000	53,200,000	37.1%	16.2%	1.10%
2014	601,000	1,610,000	3,670,000	54,100,000	37.4%	16.4%	1.11%
2015	617,000	1,640,000	3,730,000	54,900,000	37.6%	16.5%	1.12%
2016	631,000	1,670,000	3,790,000	55,700,000	37.7%	16.7%	1.13%
2017	645,000	1,700,000	3,850,000	56,500,000	37.9%	16.8%	1.14%
Average Annual growth							
2007-2017	3.05%	2.34%	1.66%	1.56%			

Source: IHS Markit Regional eXplorer version 1479

With 645 000 people, the Rustenburg Local Municipality housed 1.1% of South Africa's total population in 2017. Between 2007 and 2017 the population growth averaged 3.05% per annum which is about double than the growth rate of South Africa as a whole (1.56%). Compared to Bojanala Platinum's average annual growth rate (2.34%), the growth rate in Rustenburg's population at 3.05% was slightly higher than that of the district municipality.

Total Population - Rustenburg And The Rest Of Bojanala Platinum, 2017 [Percentage]



Source: IHS Markit Regional eXplorer version 1479

When compared to other regions, the Rustenburg Local Municipality accounts for a total population of 645,000, or 37.9% of the total population in the Bojanala Platinum District Municipality, which is the most populous region in the Bojanala Platinum District Municipality for 2017. The ranking in terms of the size of Rustenburg compared to the other regions remained the same between 2007 and 2017. In terms of its share the Rustenburg Local Municipality was significantly larger in 2017 (37.9%) compared

to what it was in 2007 (35.4%). When looking at the average annual growth rate, it is noted that Rustenburg ranked third (relative to its peers in terms of growth) with an average annual growth rate of 3.0% between 2007 and 2017.

2.3.1.1 POPULATION PROJECTIONS

Based on the present age-gender structure and the present fertility, mortality and migration rates, Rustenburg's population is projected to grow at an average annual rate of 1.7% from 645 000 in 2017 to 700 000 in 2022.

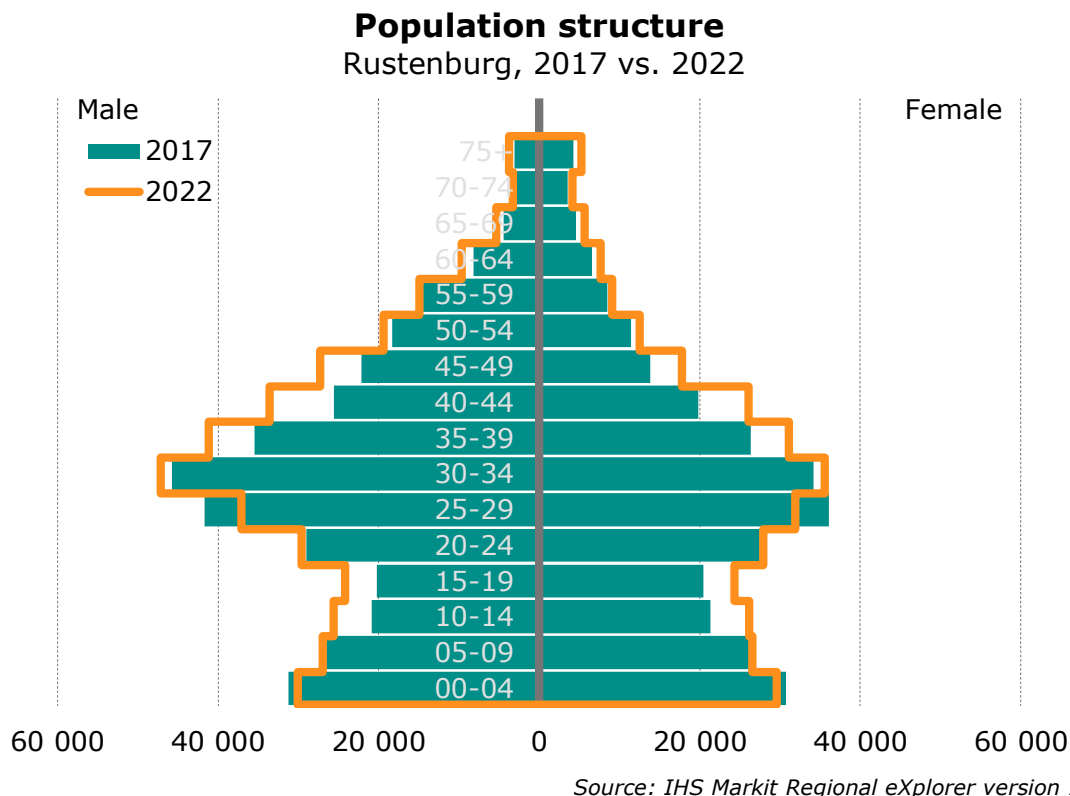
POPULATION PROJECTIONS - RUSTENBURG, BOJANALA PLATINUM, NORTH-WEST AND NATIONAL TOTAL, 2017-2022 [NUMBERS PERCENTAGE]

	Rustenburg	Bojanala Platinum	North-West	National Total	Rustenburg as % of district municipality	Rustenburg as % of province	Rustenburg as % of national
2017	645,000	1,700,000	3,850,000	56,500,000	37.9%	16.8%	1.14%
2018	658,000	1,730,000	3,900,000	57,400,000	38.0%	16.9%	1.15%
2019	670,000	1,760,000	3,960,000	58,100,000	38.1%	16.9%	1.15%
2020	681,000	1,780,000	4,010,000	58,900,000	38.2%	17.0%	1.16%
2021	691,000	1,810,000	4,060,000	59,600,000	38.3%	17.0%	1.16%
2022	700,000	1,830,000	4,110,000	60,400,000	38.3%	17.1%	1.16%
Average Annual growth							
2017-2022	1.66%	1.43%	1.32%	1.32%			

Source: IHS Markit Regional eXplorer version 1479

The population projection of Rustenburg Local Municipality shows an estimated average annual growth rate of 1.7% between 2017 and 2022. The average annual growth rate in the population over the projection period for Bojanala Platinum District Municipality, North-West Province and South Africa is 1.4%, 1.3% and 1.3% respectively and is lower than that the average annual growth in the Rustenburg Local Municipality.

POPULATION PYRAMID - RUSTENBURG LOCAL MUNICIPALITY, 2017 VS. 2022 [PERCENTAGE]



The population pyramid reflects a projected change in the structure of the population from 2017 and 2022. The differences can be explained as follows:

- In 2017, there is a significantly larger share of young working age people between 20 and 34 (33.2%), compared to what is estimated in 2022 (29.9%).
- This age category of young working age population will decrease over time.
- The fertility rate in 2022 is estimated to be slightly higher compared to that experienced in 2017. The share of children between the ages of 0 to 14 years is projected to be slightly smaller (23.6%) in 2022 when compared to 2017 (24.3%).
- In 2017, the female population for the 20 to 34 years age group amounts to 15.2% of the total female population while the male population group for the same age amounts to 18.0% of the total male population. In 2022, the male working age population at 16.2% still exceeds that of the female population working age population at 13.6%, although both are at a lower level compared to 2017.

2.3.1.2 POPULATION BY POPULATION GROUP, GENDER AND AGE

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where

the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

POPULATION BY GENDER - RUSTENBURG AND THE REST OF BOJANALA PLATINUM DISTRICT MUNICIPALITY, 2017 [NUMBER].

	Male	Female	Total
Rustenburg	350,000	295,000	645,000
Moretele	94,700	101,000	195,000
Madibeng	294,000	260,000	554,000
Kgetlengrivier	31,400	28,000	59,500
Moses Kotane	124,000	126,000	249,000
Bojanala Platinum	894,000	809,000	1,700,000

Source: IHS Markit Regional eXplorer version 1479

Rustenburg Local Municipality's male/female split in population was 118.4 males per 100 females in 2017. The Rustenburg Local Municipality has significantly more males (54.21%) relative to South Africa (48.95%), and what is typically seen in a stable population. This is usually because of physical labour intensive industries such as mining. In total there were 295 000 (45.79%) females and 350 000 (54.21%) males. This distribution holds for Bojanala Platinum as a whole where the female population counted 809 000 which constitutes 47.52% of the total population of 1.7 million.

POPULATION BY POPULATION GROUP, GENDER AND AGE - RUSTENBURG LOCAL MUNICIPALITY, 2017 [NUMBER].

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	28,200	28,600	2,020	2,120	305	316	198	204
05-09	23,700	23,900	1,980	2,110	281	222	208	251
10-14	19,400	19,000	1,560	1,550	180	175	171	153
15-19	18,800	18,400	1,420	1,550	171	184	102	114
20-24	25,500	26,900	1,570	1,720	243	275	141	89
25-29	33,300	38,700	2,310	2,400	275	331	191	193
30-34	31,500	42,600	2,070	2,490	330	386	292	211
35-39	23,800	32,800	2,020	2,040	221	287	290	319
40-44	17,300	22,900	2,010	2,000	174	266	344	325
45-49	11,500	19,400	1,980	2,220	148	228	209	271
50-54	9,360	16,100	1,880	1,940	133	144	108	136
55-59	6,720	12,500	1,550	1,710	106	116	105	101
60-64	5,090	6,890	1,210	1,180	79	53	166	82
65-69	3,260	3,540	1,040	822	62	40	218	41
70-74	2,500	2,150	799	597	38	21	190	71
75+	2,930	2,370	1,220	631	39	24	104	56
Total	263,000	317,000	26,600	27,100	2,780	3,070	3,040	2,620

Source: IHS Markit Regional eXplorer version 1479

In 2017, the Rustenburg Local Municipality's population consisted of 89.89% African (580 000), 8.33% White (53 700), 0.91% Coloured (5 850) and 0.88% Asian (5 660) people.

The largest share of population is within the young working age (25-44 years) age category with a total number of 265 000 or 41.1% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 24.3%, followed by the older working age (45-64 years) age category with 104 000 people. The age category with the least

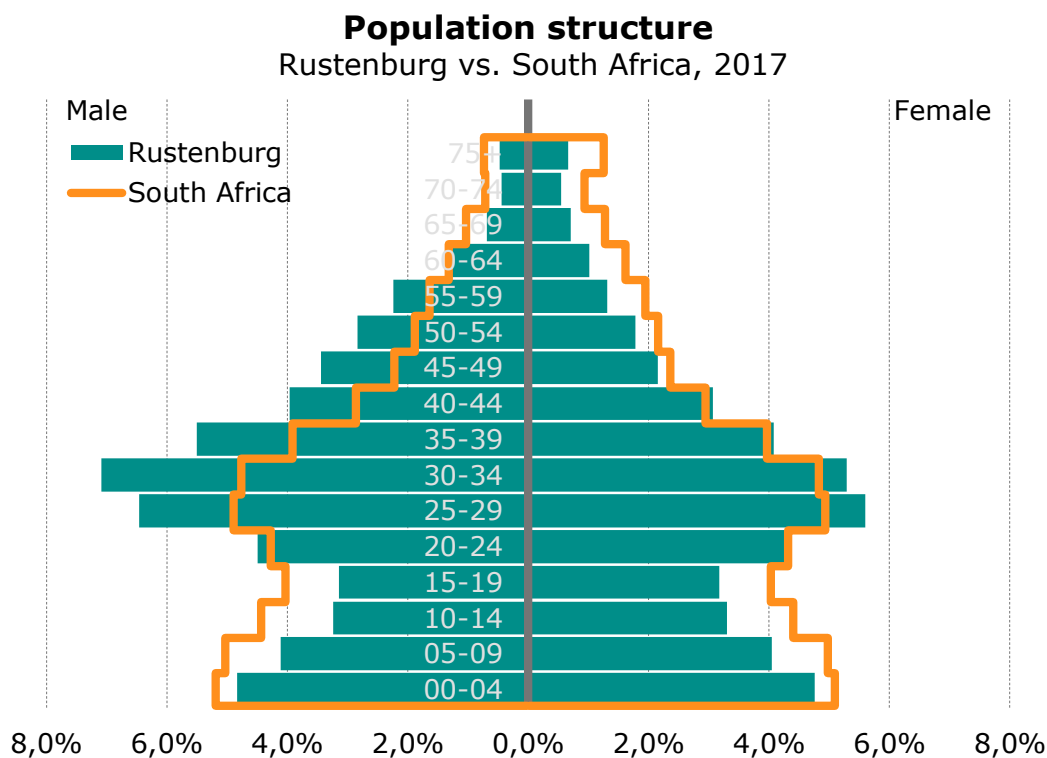
number of people in the retired / old age (65 years and older) age category with only 22 700 people, as reflected in the population pyramids below.

2.3.1.3 POPULATION PYRAMIDS

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

With the African population group representing 89.9% of the Rustenburg Local Municipality's total population, the overall population pyramid for the region will mostly reflect that of the African population group. The chart below compares Rustenburg's population structure of 2017 to that of South Africa.

Population pyramid - Rustenburg Local Municipality vs. South Africa, 2017 [Percentage]



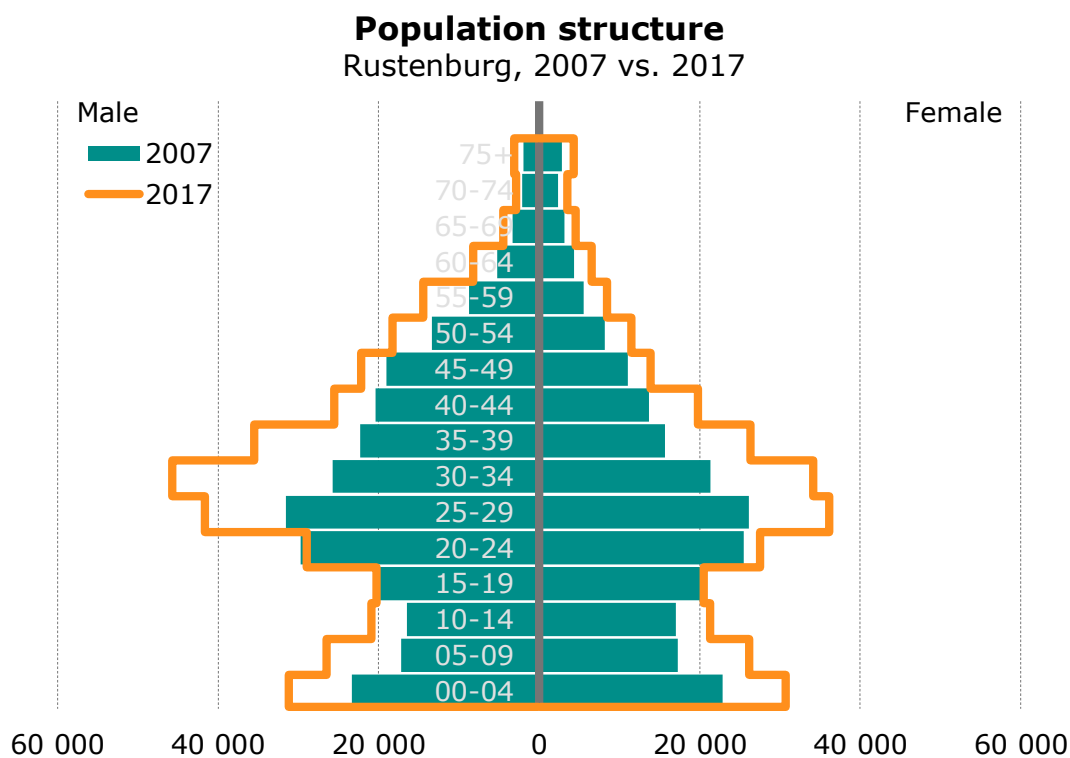
Source: IHS Markit Regional eXplorer version 1479

By comparing the population pyramid of the Rustenburg Local Municipality with the national age structure, the most significant differences are:

- There is a significantly larger share of young working age people - aged 20 to 34 (33.2%) - in Rustenburg, compared to the national picture (28.0%).
- The area appears to be a migrant receiving area, with many of people migrating into Rustenburg, either from abroad, or from the more rural areas in the country looking for better opportunities.
- Fertility in Rustenburg is slightly lower compared to South Africa as a whole.
- Spatial policies changed since 1994.

- The share of children between the ages of 0 to 14 years is significant smaller (24.3%) in Rustenburg compared to South Africa (29.1%). Demand for expenditure on schooling as percentage of total budget within Rustenburg Local Municipality will therefore be lower than that of South Africa.

Population pyramid - Rustenburg Local Municipality, 2007 vs. 2017 [Percentage]



Source: IHS Markit Regional eXplorer version 1479

When comparing the 2007 population pyramid with the 2017 pyramid for the Rustenburg Local Municipality, some interesting differences are visible:

- In 2007, there were a slightly larger share of young working age people - aged 20 to 34 (33.5%) - compared to 2017 (33.2%).
- Fertility in 2007 was very similar compared to that of 2017.
- The share of children between the ages of 0 to 14 years is slightly smaller in 2007 (23.9%) compared to 2017 (24.3%).
- Life expectancy is increasing.
- In 2017, the female population for the 20 to 34 years age group amounted to 15.3% of the total female population while the male population group for the same age amounted to 18.2% of the total

male population. In 2007 the male working age population at 18.0% still exceeds that of the female population working age population at 15.2%.

Household characteristics and access to services

This section profiles household characteristics as well as access to basic services. Besides knowledge of the population and its size, knowledge of household characteristics is as important for development and planning. In order to highlight the Districts households, the section focuses on the following subsections: household size; household headship and composition; housing and dwelling type; access to basic services, the section provides analysis from the questions asked in Community Survey 2016

Table 1.5: Total Number Households for Bojanala District (Cs 2016)

	Rustenburg	Moretele	Madibeng	Kgetlengrivier	Moses Kotane
Number of Households	262576	55270	193857	18787	80654

Figure 1.4 Total Number of Households for Bojanala District (Cs 2016)

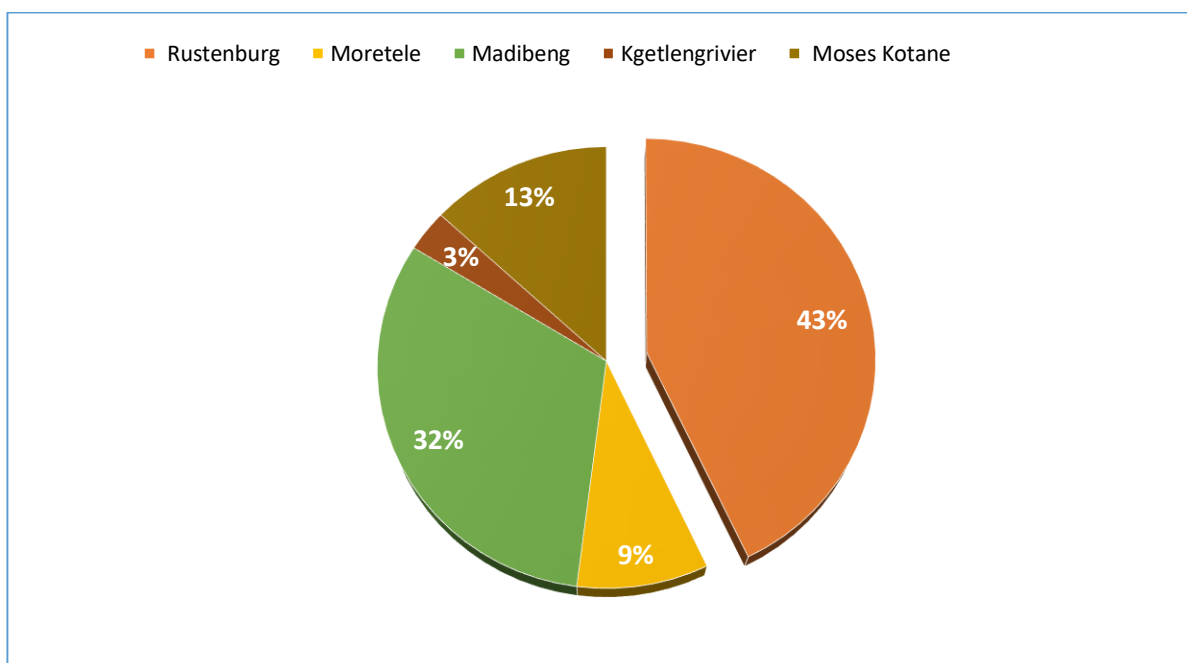


Table 1.5 and figure 1.4 show the total population by number of households for each local municipality in the Bojanala Platinum District Municipality. There were 611 144 households in Community Survey 2016 which were enumerated in the Bojanala Platinum District Municipality. Rustenburg Local Municipality had the highest number of Households which make a 43% of households in the district , followed by Madibeng (32%) and the least municipality with households was Kgetlengrivier Local municipality which had 187 87 (3%).

Table 1.6: Number of households by Head of Household Gender (2016)

	Male	Female	Total Number of Households
Number of Households	198664	63912	262576
%	76	24	100

FIGURE 1.5: Total Number of Households by Head of Households Gender (CS 2016)

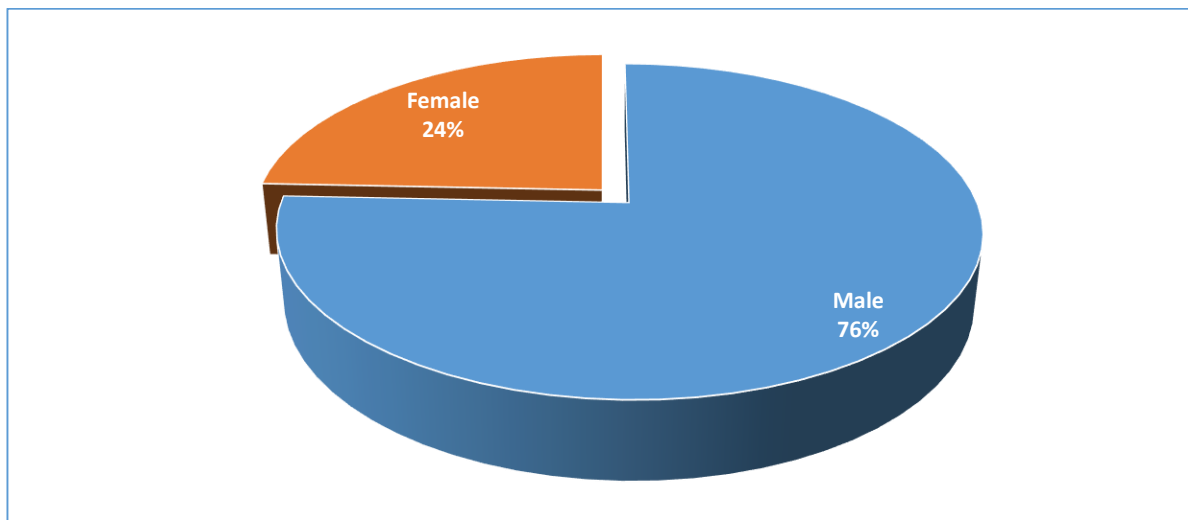


Table 1.6 and Figure 1.6 presents households head by Gender in Rustenburg Local Municipality for the community survey 2016. The majority of the households in the Rustenburg Local Municipality were male-headed 198 664(76%) (CS 2016), compared to 63912(24%) (CS 2016) households headed by females. For female-headed households, Bojanala district had the highest number of 183 934 (CS 2016)] in the North West Province followed by Ngaka Modiri Molema district.

Table 1.7: Total Number of Households by Age of Head

Age of Head	Number of Households
10 - 14	54
15 - 19	2867
20 - 24	14533
25 - 29	30414
30 - 34	39769
35+	174939
Total	262576

Figure: 1.6 Total number of Households by Age of head

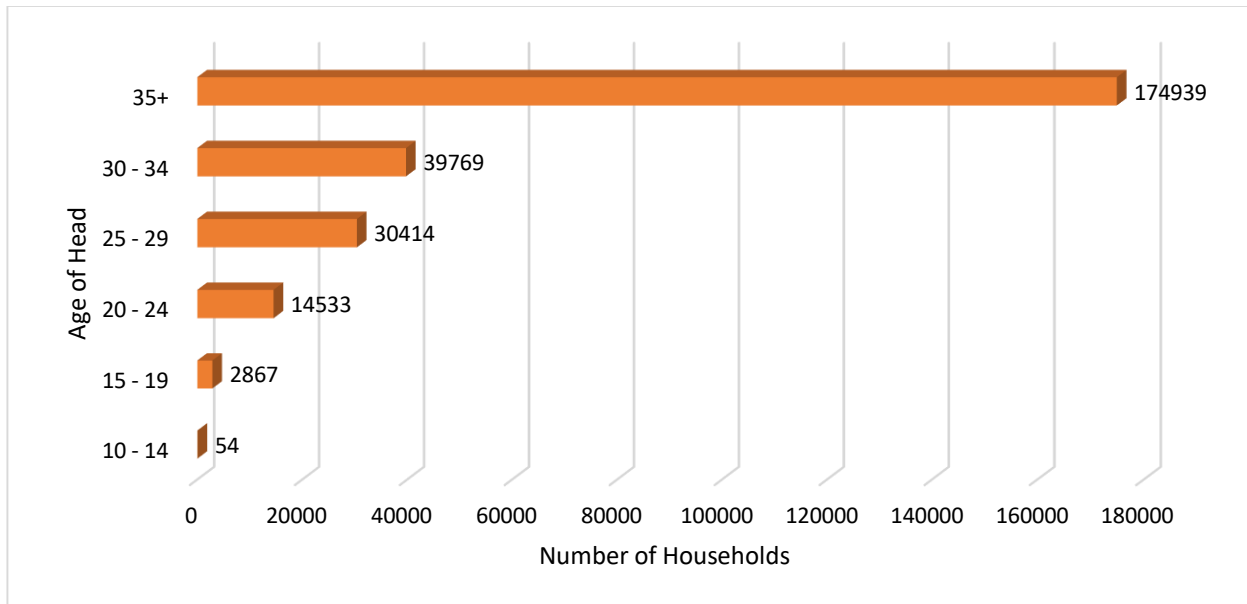


Table 1.7 presents Households by Age of household head in Rustenburg Local Municipality for the community survey 2016. The majority of the households in the Rustenburg Local Municipality were headed by Adults age above 34 and only 54 households were recognised as the child headed households by children less than 15 years of age (CS 2016).

Figure 1.8: Total Number of households by dwelling unit type

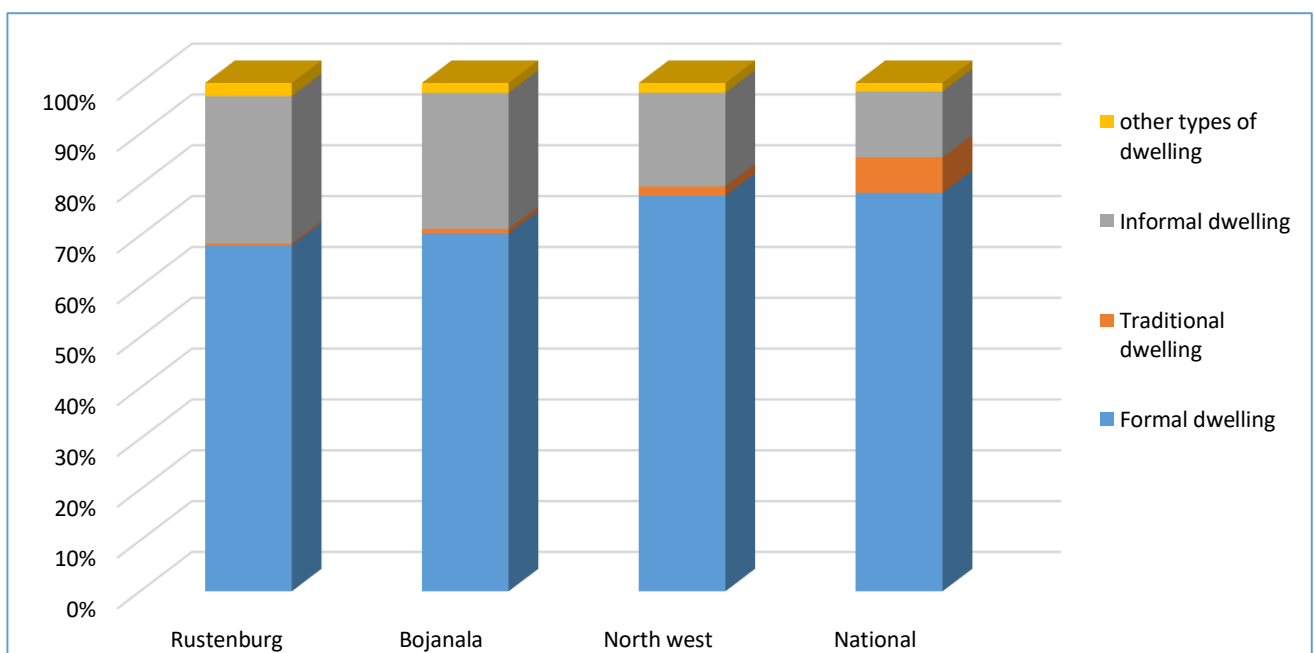


Figure 1.8 show the total number of households by the type of dwelling unit that they live in, this figure shows that the majority of households in Rustenburg Local Municipality lived in formal dwellings during the community survey 2016, followed by those who lived in informal dwellings. Very few households were found to be living in an informal dwelling and other types of dwellings. The picture for national seems to be a true reflection for provincial, district and local municipality.

Table 1.9: The total number of household by dwelling unit type

	Rustenburg	Moretele	Madibeng	Kgetlengrivier	Moses Kotane
Formal dwelling	178643	48078	121677	12689	68987
Traditional dwelling	1016	1574	1262	45	1686
Informal dwelling	76101	5319	67497	5894	8817
other types of dwelling	6816	299	3421	160	1164

Figure 1.9: The total number of household by dwelling unit type

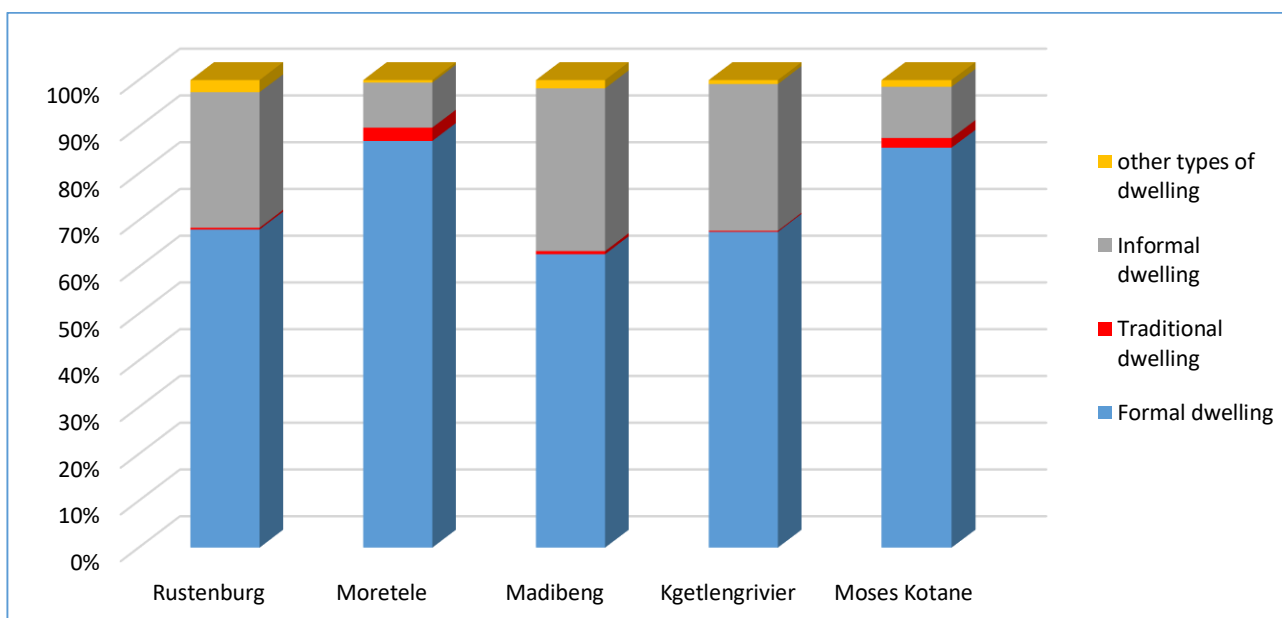


Table 1.9 and Figure 1.9 show the total number of households by the type of dwelling unit that they live in, this figures shows that the majority of households in Rustenburg Local Municipality lived in formal dwellings(178643)(Cs 2016) during the community survey 2016, followed by those who lived in informal dwellings. kgetlengriver local municipality only had 45 households living in traditional dwellings, Very few households were found to be living in an informal dwelling and other types of dwellings.

Figure 2.0: Total Number of Households by type of toilet

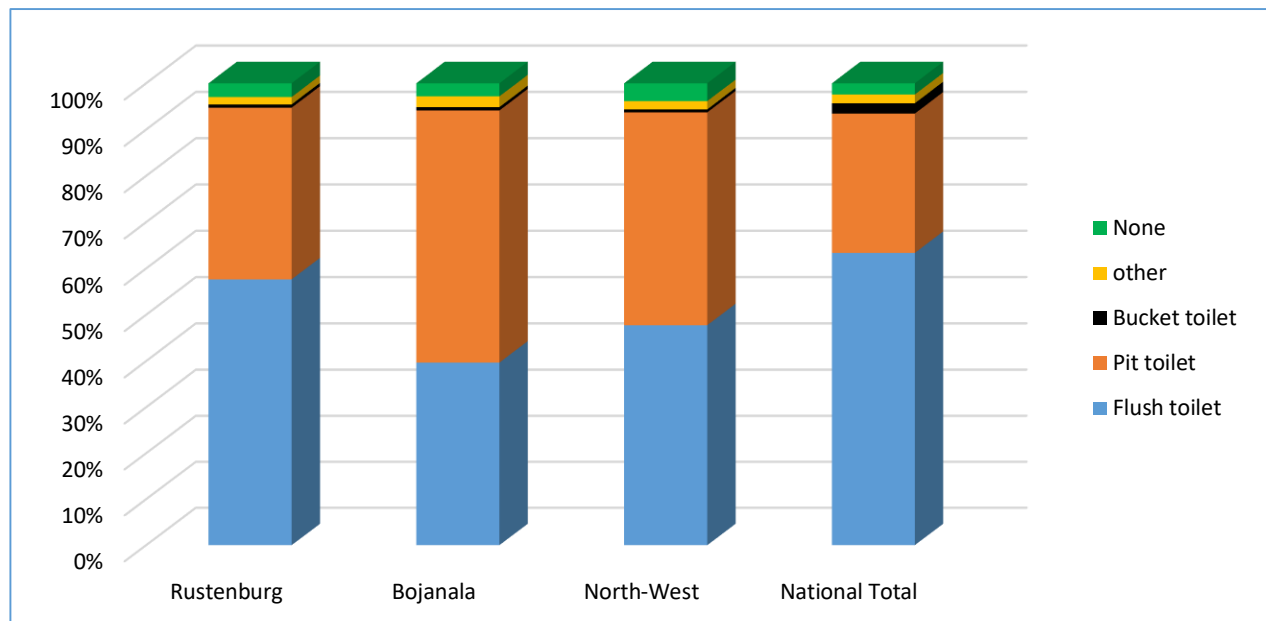


Figure 2.0 show the total number of households by the type of toilet facilities that they are using, this figure shows that the majority of households in Rustenburg Local Municipality and national use the flush toilets, however this is not the case for Bojanala and North west as they show a high on the use of Pit Toilets for the community survey 2016. Very few households use the bucket system and others.

Table 2.0 Total Number of HOUSEHOLDS BY TYPE OF TOILET

Type of toilet facility	Moretele	Madibeng	Rustenburg	Kgetlengrivier	Moses Kotane
Flush toilet	1926	63807	151373	13582	11769
Pit toilet	50945	118357	97331	2425	63776
Bucket toilet	934	711	1864	711	140
other	626	6351	4192	400	2677
None	840	4630	7815	1668	2292

Figure 2.1 Total Number of Households by the type of Toilet

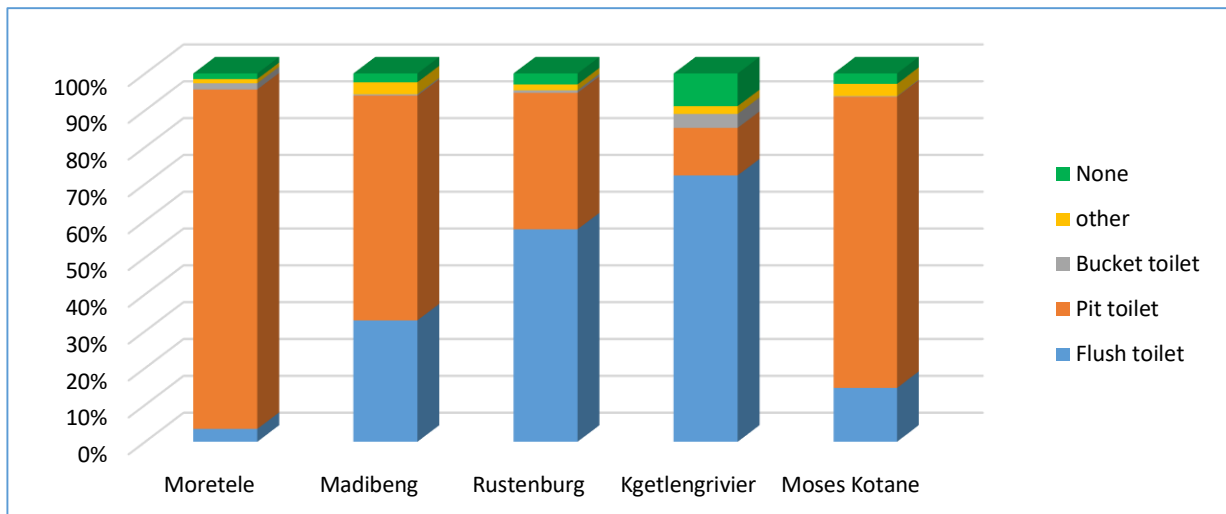


Table 2.0 and Figure 2.1 show the total number of households by the type of Toilet that they use, this figures shows that the majority of households in Rustenburg Local Municipality use flush (Cs 2016) Toilet during the community survey 2016, followed by those who use pit Toilets. The figures for Moses Kotane and Moretele show that very few Households use the flush Toilet.

Table 2.1: Total Number of Households by access to water

Types of water	Rustenburg	Bojanala	North-West	National
Piped (tap) water	229839	440079	911278	14123671
Borehole	4122	46983	86509	492488
Public/communal tap	14189	42516	107687	766897
Other	14426	81566	143293	1540253

Figure 2.2: Total Number of Households by access to water

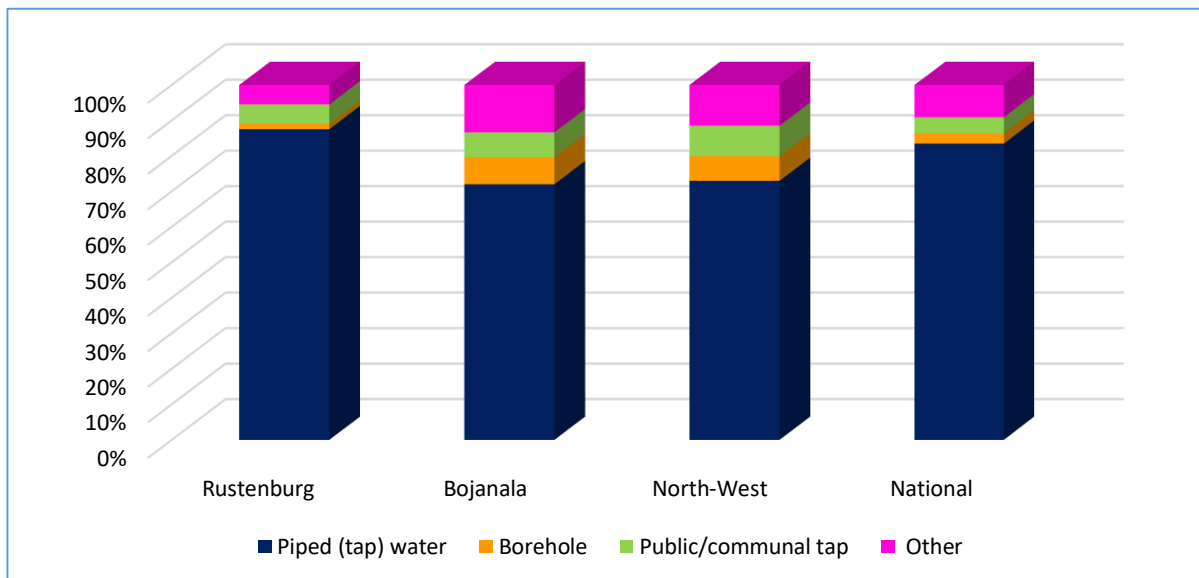


Table 2.1 and Figure 2.2 show the total number of households by the access to water , this figure shows that the majority of households in Rustenburg Local Municipality and across have access to piped water in their communities , the propotions for Bojanala and North West province seems to be the same for borehole, communal tap and other. The picture for National seems to be a true reflection for Rustenburg Local Municipality.

Table 2.3: Total Number of Households by access to water

Main source of water				
	Rustenburg	Moretele	Madibeng	Kgetlengrivier
Piped (tap) water	229839	16982	131073	14427
Borehole	4122	9383	22630	3318
Public/communal tap	14189	7212	8849	127
Other	14426	21694	31305	915

Figure 2.4: Total Number of Households by access to water

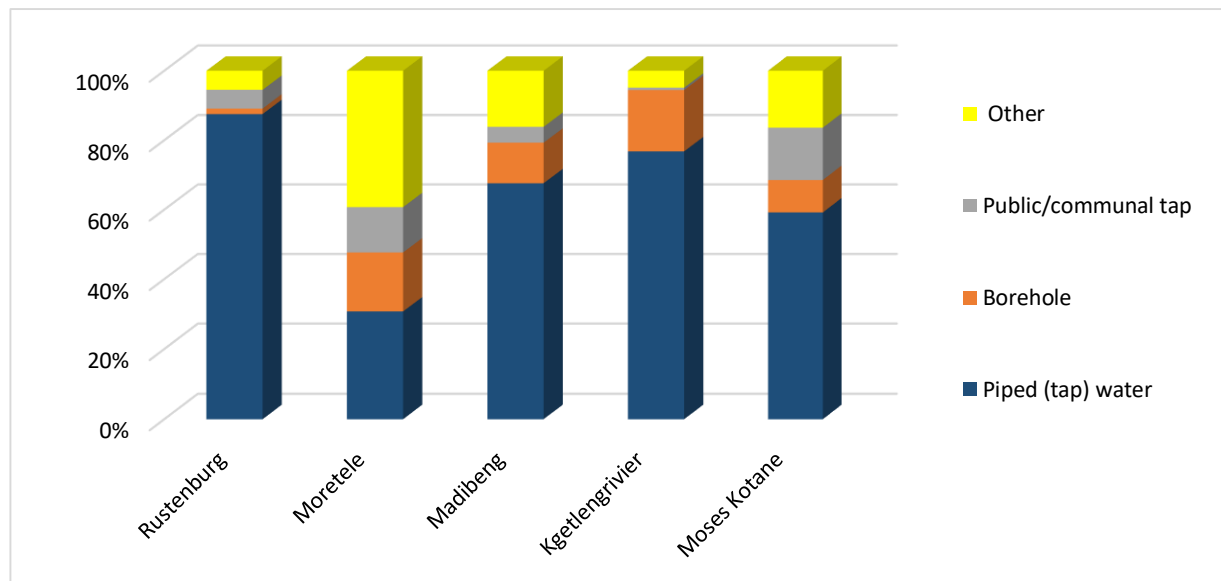


Table 2.3 and Figure 2.4 show the total number of households by the access to water , this figure shows that the majority of households in Rustenburg Local Municipality and across have access to piped water (229839) for the community survey 2016 , madibeng, Kgetlengrivier and moses Kotane also have a high number of Households with Access to piped water , however Madibeng has only 16982 (CS2016) Households with piped water and a high of 21694 for other forms of water supply . very few Households in Rustenburg local municipality are using Borehole .

Table 2.4: Total Number of households by access to refuse removal – Rustenburg, Bojanala platinum. North West province and national total -2016

Refuse removal	Rustenburg	Bojanala	North West	National
Removed by local authority	189708	377831	723462	10810449
Communal refuse dump	12683	29558	53913	850381
Own refuse dump	42717	168516	404318	4416606
Dump or leave rubbish anywhere (no rubbish disposal)	15002	25626	48983	669485
Other	2467	9613	18090	176388

Figure 2.4: total number of households by access to refuse removal – Rustenburg and all the local municipalities in Bojanala platinum district

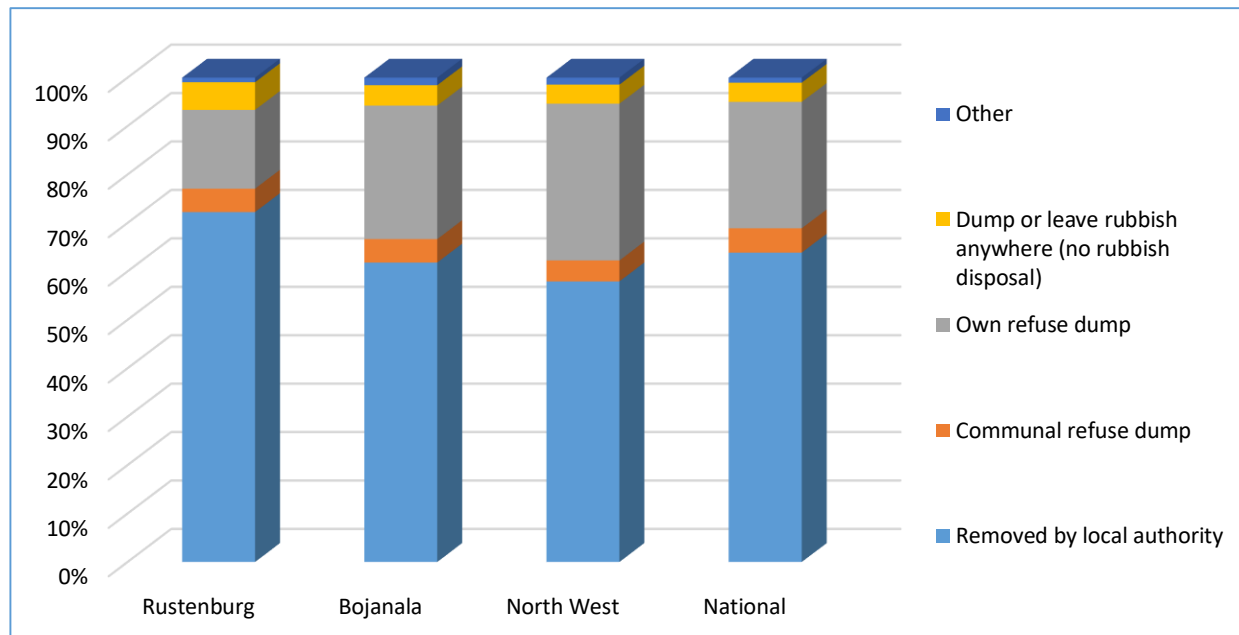


Table 2.3 and Figure 2.4 show the total number of households by the access to Refuse Removal , this figure shows that the majority of households in Rustenburg Local Municipality and across have access to refuse removal from a local Authority for the community survey 2016, Rustenburg had a high of 189708 (cs2016), madibeng, this was followed by Own refuse removal 42717 Households (CS2016). The picture that we see for National seems to be a true reflection for the provincial and local municipalities .

Figure 2.5: Total Number of Households by access to refuse removal – Rustenburg and all the local municipalities in Bojanala platinum district

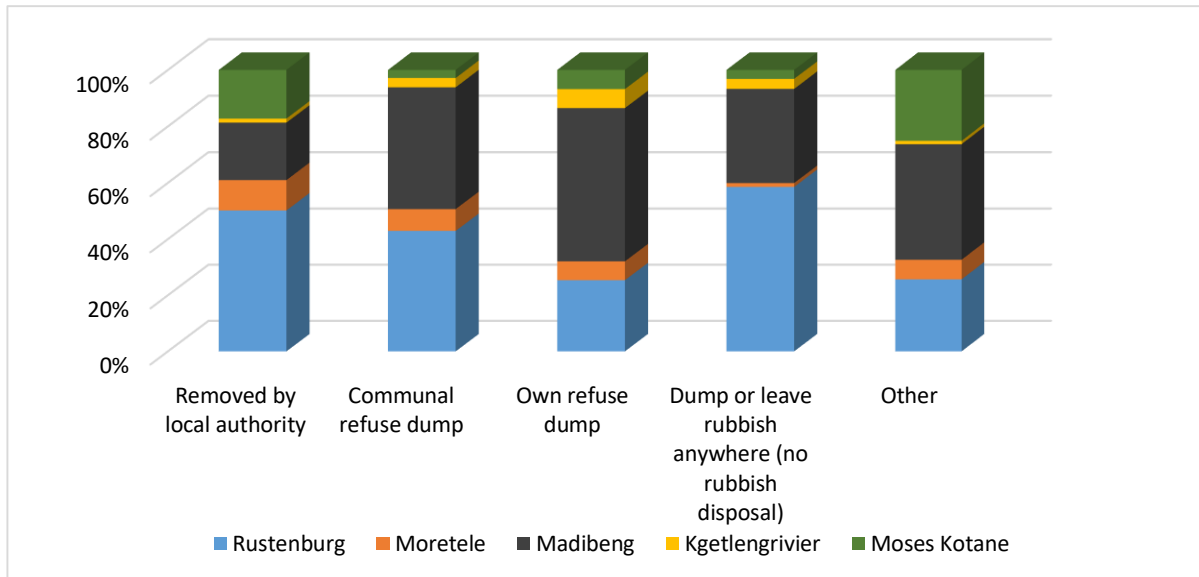


Figure 2.5 show the total number of households by the access to Refuse Removal , this figure shows that the majority of households in Rustenburg Local Municipality and across have access to refuse removal from a local Authority and again a large number of households said that they dump and leave the rubbish anywhere , community survey 2016, Rustenburg had a high of 189708 (cs2016), this was followed by Own refuse removal 42717 Households (CS2016).

Table 2.8 shows average individual monthly income for the Rustenburg Local Municipality. This table shows that 155577 people in Rustenburg Local Municipality have no monthly income, and only an 15849 people earn and a decent amount of R12 801 – R25 600.

Table 2.9: The Highest level of Education in Rustenburg Local Municipality (2016)

Highest Level of Education	Moretele	Madibeng	Rustenburg	Kgetlengrivier	Moses Kotane
Grade 0 - Grade 7	19942	59009	66521	8627	28908
Grade 8- Grade 11	52285	154286	176349	13897	64518
No schooling	6667	17426	19567	3033	10891
Grade 12	33179	112988	144567	9845	46567
N1 - N3	321	1681	3102	1058	444
N4 - N6	703	2824	4557	366	662
Certificate & Diploma < Grade 12/Std10	222	526	1008	24	495
National certificate with Grade 12	954	3472	4472	192	953
Diploma with Grade 12	1433	5282	6756	585	1799
Bachelor's degree NQF Level 7	1531	8546	10126	893	1932
Honours degree	379	2263	3050	180	645
Master's	106	543	857	170	115
PHD	24	628	313	77	24
Other	4484	10008	9043	593	4769
Total	122230	379484	450288	39539	162723

Figure 2.8: The Highest level of Education in Rustenburg Local Municipality (2016)

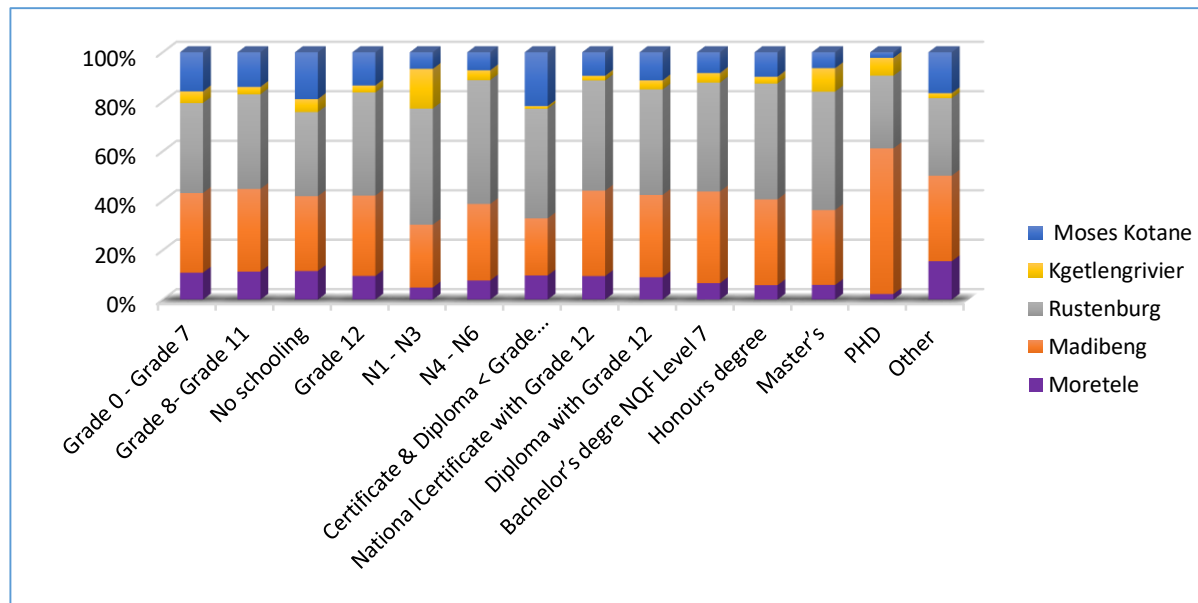


Table 2.9 and Figure 2.8 shows that Madibeng has the highest number of people with PHD followed by Rustenburg Local Municipality and Kgetleng, however Rustenburg seems to be having the highest number of people with Bachelor's Degree. The contributing factor to the high Unemployment rate would be the level of Education and literacy. The populations seems to be more congested between no schooling and Grade 12 for all Municipalities. About 176349 people in Rustenburg local Municipality have only Grade 8-Grade 11, and only 144567 made it to Matric.

2.4 COMMUNITY NEEDS PER WARD

Through the IDP consultative processes the RLM has built up an inventory of priority community needs in different wards within the RLM area of jurisdiction. These inputs provided by local stakeholders are of critical importance as they provide insight into how residents experience day to day life in the municipal area. The priority needs are summarised in [Table 33.0](#) below..

Table 3.0: RLM Priority Community Needs per Ward

Through the IDP consultative processes the RLM has built up an inventory of priority community needs in different wards within the RLM area of jurisdiction. These inputs provided by local stakeholders are of critical importance as they provide insight into how residents experience day to day life in the municipal area.

WARD No.	01	02	03	04	05	06	07	08	09	10
1	Provision of water (Phatsima Ext. 3 and Boshhoek)	VIP Toilets (Boshhoek)	Development /construction of sewer system (Phatsima)	Housing	Maintenance and upgrading of internal roads	Electrification of houses	Community hall	Operationalization of Phatsima fire station	Grants pay-point (MACHARORA)	Clinic
2	Housing	Maintenance and upgrading of internal roads	VIP Toilets	Need for upgrading of power lines to reduce power outages occurring regularly	Purification of drinking water	Community hall/multi-purpose community centre	Upgrading of a sports facility	Free Higher Education	Satellite Police Station	Upgrading of Post Office

3	Internal roads	RDP Houses	Sewer/VIP Toilets	Roads and stormwater	Satellite Police Station	High Mass lights (New stands)	Electricity	Water	Sports facilities	Speed humps and road markings
4	Upgrading to sewer system	High mast lights	RDP Houses	Maintenance of Internal Roads	Need for shopping complex	High rate of unemployment	Address issue of environmental impact by the mines.	Multipurpose community centre	Taxi rank	Upgrading of post office
5	Housing especially low-cost	Sewer System	Maintenance and upgrading of internal roads;	Streetlights/ high mast lights	Maintenance of cemeteries	Multi-purpose community centre	Development of parks in open spaces	Electrification of houses	Upgrading to sewer pipelines and system	High rate of unemployment
6	Upgrading of Internal Stormwater and Roads	Employment	RDP Houses	Water	Electrification of Houses	De-bushing and Grass Cutting including Maintenance of Sports	Maintenance of Internal Roads including Grading of Gravel Roads	Access to Agricultural Land	Establishment of Educational Programs inter alia ABET	Multi-Purpose Centre
7	Repair paving roads of 20m	RDP Houses	Clinic	Construction of sewer reticulation	Road markings and signage for prohibiting illegal dumping	Multi-purpose center	Repair of Lefaragatlhe Community hall	Upgrading of passage near Lekwakwa Primary School	Internal roads in Lefaragatlhe and Bobuantja	Water drainage system in front of Lekwakwa Primary School
8	Streetlights at Hedeira Street and Dr. Moroka Drive	Roads and Stormwater	Multi-purpose Hall for Tlhabane West	Additional primary school	Empty plots be developed to reduce illegal dumping	Mobile Clinic	Satellite Police Station	Maintenance and upgrading of internal roads	Improvement of Waste Collection	Sports Ground

9	High mast light at Cnr. Reuben Monareng, Mokale and Segale Streets	Erection of two (2) speed humps behind the stadium along the	Two Apollo lights, one at the cemetery and the other behind old public works building	Creation of Employment for Disabled.	Development of open space in front of the Old Tlhabane Shopping Centre into hawkers' stalls	Multipurpose indoor Sports Centre at Tlhabane Stadium	Provision and supply of ambulances and medicines at Tlhabane health centres.	High unemployment rate – needs skills development	Request for appointment of caretaker at Tlhabane Library.	Maintenance and upgrading of internal roads
10	High mast lights at Tlhabane old cemetery	Old Cemetery at Moraka Street be secured with a brick wall	Old clinic building and NRD building at BTH street be availed for utilization by the community for projects	Connect Moraka Street to Rametsi Street (where illegal dumping occurs)	Convert Mmabana site to a gym park	Upgrading of sewer system in Tlhabane.	Skill Tlhabane RCC staff for indigent registration	Additional resources (e.g. computers) at the Youth Advisory Centre	Continuous grass cutting between Foxlake and Rustenburg North	Continuous patrols by the SAPS to curb crime
11	Construction of a wall at Tlhabane cemetery	Removal of illegal immigrants and revamping of the old government building to be used for skills and youth development programmes	Furnishing of Tlhabane stadium project to address recreational facility's needs	Construction of a museum at corner Mokgatle and Senqi street	Creation of Employment for Disabled	Provision and supply of ambulances and medicines at Tlhabane health centres.	Financial support for the community projects known as aquaholic farming	Provision of road signs for disabilities	Renovation of tennis courts and construction of Olympic size swimming pool next to Tlhabane Stadium	Electrification

12	Roads & Stormwater	Sire Walks	RDP & Stands	Offramp between (Meriting Secondary & Riverside)	Speed Humps	Multi-Purpose Centre	Meriting Community Park	Development of Sports Facilities	Unblocking V drains	Eradication of illegal dumps
13	Speed humps	Road maintenance & markings	Street names plate @ Foxlake and Partially @ Rustenburg North	High Mast Light @ Foxllake (Clinic Street)	GYM facilities for pensioners / community	Reconstructi on and Maintenance of Noord Park	Re-maintenance of streetlights in Rustenburg North	Mobile Clinic	Sports Ground	Rehabilitation and Removal of Landfill sites
14	Problem Buildings and Vacant Stands	Outstanding pruning of low overhanging trees	Fixing streetlights and traffic lights	Law Enforcement related to Alien Invading Plants on Private Properties.	Cleaning-up Open Spaces and Parks on a continuous basis	Roads	Development of Storm Water Drains	Missing Stop Signs	Fixing of Street Lights	Refuse removal especially in complexes
15	Repairs of Water leaks and pipe bursts	Maintenance and attention to Sewer blockages and overflow	Street names non-existing	Street and stop street markings and repair of potholes (Maintenanc e of roads)	Cutting of tree branches on pavements/si dewalks	Cutting of grass in open spaces and parks	Replace broken stormwater drainage covers	Maintenance of Street lights	Erect speedhump and maintain markings	Maintenance of road and replacement of traffic signs
16	Maintenance and upgrading (widening) of roads, storm-	Maintenance of water infrastru ctur e	Control of illegal occupation of land next to	Maintenanc e (de-bushing) of	Speed humps in Van Belkum Street, Repair	Greenifying the area	A number of EPWP Jobs need to be allocated to	Refuse removal to all parts of the ward	Law Enforcement on drug dealings	Maintenance of road and replacement of traffic signs

	water drainage		Grenswag High School,	parks and sidewalks,	fence at the railway line		unemployment residents in Ward 16.			
17	Maintenance and upgrading (widening) of roads, storm-water drainage	Maintenance of water infrastructure	Control of illegal occupation of land next to Grenswag High School,	Maintenance (de-bushing) of parks and sidewalks,	Speed humps in Van Belkum Street, Repair fence at the railway line	Greenifying the area	A number of EPWP Jobs need to be allocated to unemployment residents in Ward 16.	Refuse removal to all parts of the ward	Law Enforcement on drug dealings	High mass lights at public open spaces Crn. Leyds and Dawes/Bobbies
18	Fence at Railway in Molen Street	Fencing in Buitenstreet	Clinic/rehab facility	Sports facility/community hall	Satellite Police Station	Pedestrian bridge at Grenswag on the R510	Speedhumps and roads upgrading	New Primary School	Playpark at crn. Leyds and Dawes Streets	Speed humps
19	Construction and maintenance of tarred roads	Storm water drainage	Refuse removal to all parts of the ward	High mast lights	Electrification of informal settlements	Sports and recreation facilities (Parks)	Primary and high schools	Financial support of SMMEs	Financial support to NGOs	Unemployment Rate is too High
20	Upgrade of Sewer pipelines	Upgrading and maintenance of internal Roads and Paving	RDP Houses	Cemetery	Multipurpose Community Centre	Free Wi-Fi	Development of a Community Park	Upgrading of Tsholofelo College	High mast lights	Construction of Boitekong Sports Facility
21	Prepaid water meters	Maintenance of sewer system	High mast lights	Formalize informal settlements	Paving of internal roads	Removal of unsafe bushes around the	Provision of land for a grave yard	Development of Taxi Rank	Upgrading of road to main Police Station	High mass lights

						residential area				
22	Street Names	Electricity	Sanitation and Water	Streetlights	RDP	Transformers (House No. 11375 & 11071)	Formalization of informal settlement	Re-gravelling of roads	Repair of Sunrise community hall	Mobile Clinic
23	RDP houses	Maintenance of existing paved roads and speed humps	Temporary water supply	24 hours clinic services	Cutting or debushing of trees and grasses	Fencing of grave yard	Refilling of open holes	Combat Unemployment by providing EPWP, CWP Animal Production Cooperatives and capital to start Businesses	Relocation of Chachalaza from RBA land	Prepaid water metre
24	24 Hour Clinic/Health facility	Police station	Community hall	Community library	Sport facilities	Community park and recreation	Maintenance and upgrading of internal roads and storm water drainage system	Renovation of the RCC	Community cemetery site	Library
25	Water supply at the new stands	V.I.P toilets	RDP Houses	Electricity connections	Roads and Storm water drainage system	Staffing of personnel at the clinic	Street names	Speed humps	Recreational facilities	Hall in Tsitsing
26	Roads and stormwater	High mass lights for	Shelter/hall for Maile	Feedlot resuscitation	RDP houses for Tsitsing,	Post Office to service both	Resurfacing of main road	Expansion of community	Operationalization of	Multi-purpose community

	drainage for Maile and Mamerotse	Maile; and additional for all other areas within the ward.			Tlaseng and Maile (1000)	Mamerotse and Tantanana	to Mamerotse and Tantanana and access road from Tantanana to R510	info hub at Mamerotse and installation of internet	Mamerotse clinic	centre that will serve the entire ward.
27	Sewer Line	Paving Tarring	Bridge between Cuba and Fidel Castro; Slovo and Lethabong Ext 2 & 3	RDP Houses	Toilet Structures	Recreational Park	Water Yard connections (Ext. 2 & 3)	Technical High School	Fire Station	Youth Development Centre
28	RDP houses (2000 units for ward 27)	Sewer pipes & Toilet structures	Internal Roads Lethabong Gardens Ext	Fire Station	High Mass Lights	Graveyard fence and toilets	Community Hall	Sports Facilities	Mall/shopping complex	Waste drop-off Centre
29	VIP toilets	Upgrading of internal roads and R556 road to Marikana from gravel	Storm water drainage system	Low cost housing	Clinic	Sports Facilities	Creation of jobs to reduce high unemployment rate	Multi-purpose community Centre	20 High mast lights	Additional communal stand pipes (water)
30	Water Shortage - Finish incomplete water projects	Sanitation	Electrification of new stands and maintenance of existing	Bridge and Road maintenance	Ambulance service and 24 hours clinic service/health centre	Internal roads not maintained	Fencing of road edges for safety of livestock & residents	Proper planning of the villages	SMME and youth development centre	Hawkers' stalls

			high mast lights							
31	Electrification	Water connections	Internal roads (paving and gravel)	High mass lights	Low cost housing	Agricultural projects	EPWP	Taxi rank	Public Toilets	VIP Toilets
32	RDP Houses	Internal Roads	Apollo Lights	Community Park	Grave yard (fencing)	Renovation of Marikana Taxi Rank	Sports facilities	Youth Centre	Street Lights	Land for businesses
33	Water provision	Proper Sanitation System	Proper housing	Proper Infrastructure	Learnerships and Bursaries	Buses for pupils as they travel miles before they reach their respective schools	Clinic	Employment	Sports facilities	Kraals
34	Schools and creches	Community hall	Library	High Mast lights	Roads	Recreational centre	Storm water drainage	Clinic	Sports ground	Proper allocation of stands
35	Water yard connections	Water borne sanitation	RDP Houses	Allocation of waste bins and refuse collection	Upgrading and maintenance of internal roads	Electricity	24 Hour clinic service	Primary School	Satellite Police Station and visibility of Police	Recreational Facilities
36	Water and maintenance of water reservoir	VIP Toilets	RDP Houses	High Mast Lights	Refuse removal Dinie estate	Clinic	Primary and Secondary school at Dinie estate	Maintenance of and upgrading of internal roads	Cemetery development and fencing of Mathopestad cemetery	Lack of job opportunities at the mines

37	More RDP Houses needed	Maintenance & upgrading of internal roads	Satellite police station	Sports facilities and Community Hall	Proclamation of Lusikisiki	Constant sewer blockages be attended to	Pension pay-points be nearer to the community	High mast lights in Seraleng	Food parcels for old people and poor people	Unemployment rate is too high
38	Water	Proper sanitation	Electricity	High Mast Lights	Houses and allocation of land	Construction of Roads (Access and Internal)	Mobile Clinic	Mobile Police Station	Provision of Schools	Attention to the illegal electricity connections
39	Internal roads	RDP houses	Maintenance of licking water and sewer pipes	Mines rehabilitation programs	Reconstruction of the existing stormwater drainage system	Electrification of the completed school	Indigent registrations (including evaluation of previous registrations)	Completion of the commenced sewer project	Completion of the road project	Installation of electricity at Portion 50
40	High mass lights at Ext. 8 Boitekong	RDP houses for Chachalaza/ Portion 50	Ext. 23 behind Boitekong mall tailings dam be removed	Formalization of informal settlements within the ward	Internal roads Ext.23	Audit at Abudabby behind Ext. 3 Paardekraal	Ext. 8 Boitekong 140 houses are without proper sanitation	Infrastructure at Portion 50	Ext. 12 Million Dollar storm water and streetlights	Community Hall
41	High mast lights	Tarred Roads	Community Library	Sports fields	Completion of primary school construction	Scholar subsidized transport	Maintenance and upgrading of internal roads	Completion of the renovation of Boitekong clinic	Primary School	Filling of dug trenches
42	Clinic that is central for ward 42 (Goodluck open space	High School in ward 42 between Waterkloof and	Streetlights in Waterfall East	Crèche in Fourth Avenue Waterfall East	Speed humps in Waterfall East, Rustenburg Central	Electricity facilities especially at plot 35	Sanitation facilities especially at plot 35	Security guards to be present at the municipal structures like	Street markings in ward 42 be completed	Sewer Line

	ideal identified space)	Waterfall East						Bodenstein park and show grounds		
43	Development of the Jabula Donosa Informal Settlement through access to Serviced stand and subsidized housing	Paved sidewalks on traffic clogged streets in Zinniaville and Karlien Park	Servicing and maintenance of storm water drainage water meters and sewer network in Zinniaville and Karlien Park	High Mast light in Seraleng Boschfontein and energizing and maintenance of highmast light in Seraleng	Refurbishment replacement of old electric network wires in Zinniaville and Karlien Park	Service stands and subsidized houses for Karlien Park and Reutlwile	Upgrading of aged sewage pipe network in Zinniaville and Karlien Park	Upgrading of Karlienpark Park sports grounds	Community hall and sports field in Seraleng	Sports ground (Karee)
44	Clinic	Community Hall	High School	Paving	RDP Houses	Grave Yard	Satellite Police Station	Recreational Centre / Sports Facilities	VIP Toilets	Clinic
45	Construction of Inner roads and drainage system (Thekwana)	Proper maintenance of all street and high mast lights (Thekwana)	Deforestation on all roadside and inside the village (Thekwana)	Development of sports facilities (Thekwana)	Inner roads in Photsaneng and Tshukudu	Development of sports facilities (Photsaneng)	Proper maintenance of mast High lights (Photsaneng)	Road maintenance (Photsaneng)	Early Learning Centre (Karee)	Upgrading of Post Office

These needs were further corroborated by members of the communities in the 45 Wards during the Public Participation process which ran in all the Wards within the Municipality During 2019.

2.5 SUMMARY OF MUNICIPAL STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

The following **Table 33.1** comprises a summary of the main strengths, weaknesses, opportunities and threats identified in the RLM area.

Table 3.1: RLM SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Credible IDP - Council approved and adopted Sector Plans - By-laws and Policies in place. - All strategic positions are filled (Section 57 manager) (8 of 9) - The municipality is functioning as both a Water Services Authority and Water Services Provider - The municipality is rich in gold and platinum, which provides opportunities for job creation - There are some policies and procedures in place. - There is still basic service delivery which can be built on - The municipality has structure with clear roles and responsibilities 	<ul style="list-style-type: none"> - Limited access to strategically located land - Uncontrolled land invasion and Informal Settlement - Contravention of Land Use Management Scheme - Poor maintenance and management of open spaces and heritage sites - Poor maintenance of municipal assets - High distribution losses in water and electricity - Negative audit opinion - Lack of cash reserves - Low revenue collection rate - Fraud and corruption - Policy and procedure not being followed (i.e. recruitment policy, SCM policy) - Service delivery not adequate - Cash flow challenges - Low revenue collection - Low staff moral - Lawlessness - Poor planning
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Municipality strategically located along the N4 corridor - Potential for agriculture, tourism and mining related sectors - Potential to increase revenue base - Private Public Partnerships, Mining industries to be engaged to assist in capital funding - The Municipality is classified as the Economic Hub of the province - Development of the integrated public transport network to enhance urban sustainability - Explore Green energy/ alternative sources of energy - Establishment of small industries that can be supported by mines - Possible partnership with mines and other businesses (PPP) - Job creation at the existing mines, Operation and maintenance and capital projects - Job creation through EPWP and CWP programme - Job creation through formation of cooperatives - Development and revenue diversification through Tourism - Small industries 	<ul style="list-style-type: none"> - Declining mining economy - Service delivery protests - Insufficient budget for infrastructure development and maintenance - Ageing and failing infrastructure - Low levels of skills and education - High dependency rate (Growing indigent register) - Negative perception about municipality by the community - Illegal connection of services. (Unauthorised usage of municipal services) - Undiversified economy - High unemployment rate - Low levels of household income - Influx of migrant workers - Vandalism and theft of infrastructure network - Community protests - Unemployment increasing - Increase in crime - Decrease in revenue collection due to unemployment - Increase in number of disciplinary hearings - Influx of informal settlement - Challenges to service informal settlements - Negative audit report

	<ul style="list-style-type: none">- None adherence to policies-
--	--

3. SECTORAL ANALYSIS AND STRATEGIES PER KEY PERFORMANCE AREA (KPA)

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT, GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The following echelons of Administrative and Executive are responsible for implementation and oversight of functions under these KPAs:

- Corporate Support Services
- Office of the Municipal Manager
- All the Executive Offices

3.1 CORPORATE SUPPORT

The Rustenburg Local Municipality was established as a Category B municipality in terms of the provisions of the Municipal Demarcation Act 1998.

3.1.1 POWERS, DUTIES AND FUNCTIONS

In line with the provisions of the Municipal Structures Act (117 of 1998) the RLM has been assigned the following statutory Powers, Duties and Functions (**Table 3.1**).

Table 3.1: Allocated Powers, Duties and Functions of RLM

Directorate	Powers from the Allocated Carried out	Performed (P)/ Not Performed(NP)
Community Development	• Municipal Parks and Recreation	P
	• Cemeteries and Funeral Parlours	P
	• Local Amenities	P
	• Local Sports Facilities	P
	• Public Places	P
	• Cleansing	P
	• Municipal Abattoir	NP
	• Fencing and Fences	NP
Public Safety	• Control of Public Nuisance	P
	• Fire Fighting	P
	• Municipal Public Transport (only with regard to taxis)	P
	• Traffic and Parking	P
	• Noise Pollution	P
	• Public Places	P

Directorate	Powers from the Allocated Carried out	Performed (P)/ Not Performed(NP)
	<ul style="list-style-type: none"> Licensing of Dogs Municipal Airports Pounds 	NP NP P
Planning and Human Settlement	<ul style="list-style-type: none"> Municipal Parks and Recreation Air Pollution Building Regulations Public Places 	P P P P
Technical and Infrastructure Development	<ul style="list-style-type: none"> Municipal Public Works Water Sanitation Street Lighting Refuse Removal Solid Waste disposal Municipal Roads Electricity Regulations Storm Water Fencing and Fences Municipal Airports 	P P P P P P P P P NP NP
Local Economic Development	<ul style="list-style-type: none"> Local Tourism Street Trading Licensing and control of undertakings that sells food to the public Control of Undertakings that sells Liquor to the Public Trading Regulations Billboards and display of Adverts Municipal Airports Local amenities Markets 	P P P NP P P NP P P NP
Office of the Municipal Manager	<ul style="list-style-type: none"> Municipal Planning 	P

The Rustenburg Local Municipality consists of two interlinked organisational streams; one providing Political Leadership and Governance, and the other performing Operational and Administrative functions.

3.1.2 POLITICAL LEADERSHIP AND GOVERNANCE STRUCTURES

After the 2016 local government elections, 89 councillors were elected to the Rustenburg Council. Of the 89, 45 were directly elected in the 45 wards across the municipality and the remainder were elected proportionally.

Table 2.2: Party-political representation of Councillors

Political Party	Number Councillors	Gender Distribution	
		Male	Female
African Independent Congress	1	-	1
African National Congress	43	32	11
Botho Community Movement	1	1	-
Democratic Alliance	14	8	6
Economic Freedom Fighters	24	9	15
Forum 4 Service Delivery	4	4	0
Freedom Front+	1	1	-
United Democratic Movement	1	-	1
TOTAL	89	54	35

a) Speaker

The Council elected the Speaker, **Cllr Shiela Mabale-Huma** in terms of section 36 of the Municipal Structures Act, Act 117 of 1998, to chair Council meetings and she is also responsible to capacitate Councillors and Ward Committees.

b) Executive Mayor

The municipality operates within an Executive Mayoral System under the leadership of Executive Mayor **Cllr. M E Khunou**, who was appointed as per section 55 of Municipal Structures Act, Act 117 of 1998.

c) Chief Whip

The Chief Whip **Cllr L. Mokwele** was elected by Special Council per item 1 of 17 January 2020. He ensures proportional distribution of councilors to various committees of Council. He also maintains sound relations amongst the various political parties by attending to disputes and ensuring party discipline.

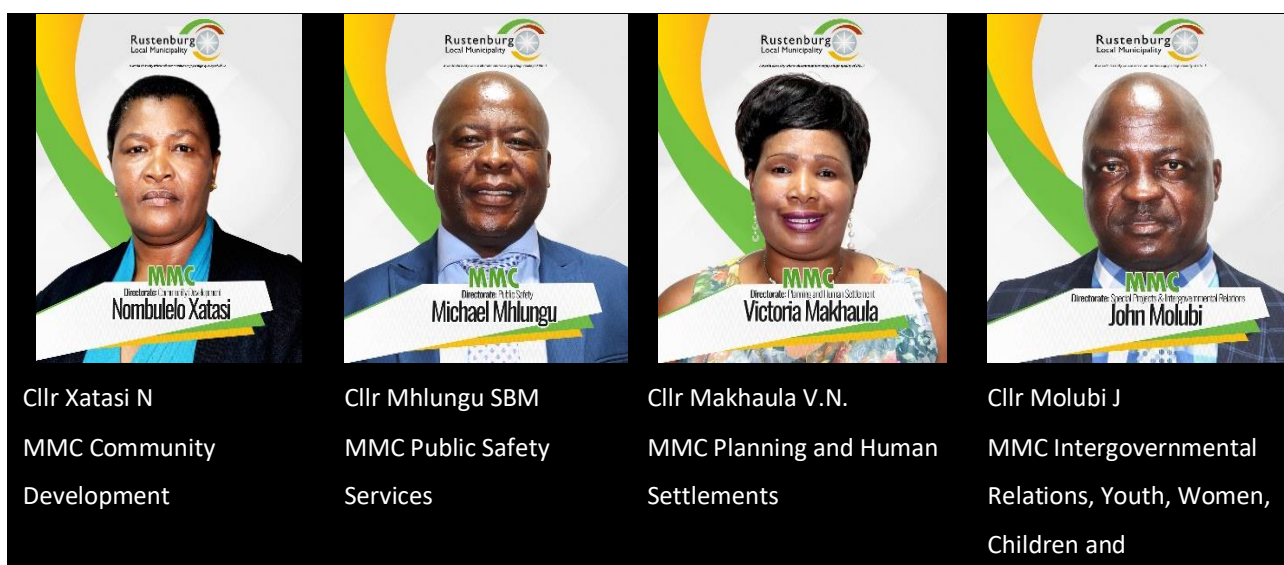


d) Mayoral Committee

The Mayoral Committee consists of ten members, each of which heads a portfolio as listed below:

NO.	Portfolio	Member of the Mayoral Committee
1	Special Projects	MMC J N Molubi
2	Budget and Treasury	MMC B Lekoro
3	Community Development	MMC N S Xatasi
4	Technical and Infrastructure Services	MMC P Kgaladi
5	Public Safety	MMC M Mhlungu
6	Planning and Human Settlements	MMC V Makhaula
7	IDP, PMS and Legal	MMC S Wolmarans
8	Roads and Transport	MMC J Mashishi-Ntsime
9	Corporate Support Services	MMC N Babe
10	Local Economic Development	Cllr O Kombe

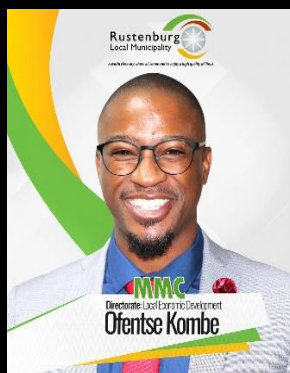
Section 80 Committees and Political Heads



people living with
Disability



Cllr Lekoro B
MMC: Budget & Treasury



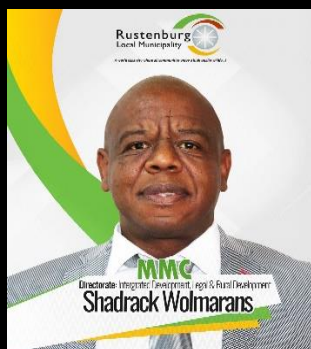
Cllr Kombe O
MMC LED:



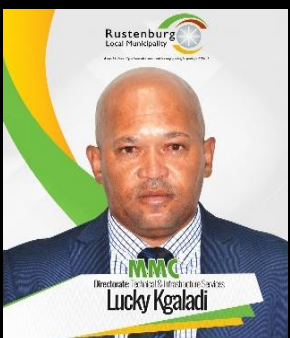
Cllr Mashishi-Ntsime J
MMC Roads & Transport



Cllr Babe N
MMC Corporate Support
Services



Cllr Wolmarans S
MMC IDP, PMS & Legal



Cllr Kgaladi L
MMC Technical and
Infrastructure Services

Council Committees

Council furthermore established the following committees in terms of Section 79 of Municipal Structures Act of 1998 to give political guidance and direction to the Municipal Council and specific technical issues:

- Performance Audit Committee;
- Local Labour Forum;
- Land Management Tribunal;
- Rules of Order Committee;
- Municipal Public Accounts Committee (MPAC);
- Municipal Planning Tribunal;
- Risk Management Committee; and
- IDP/ Budget Steering Committee.

3.1.3 INTER-GOVERNMENTAL RELATIONS

Proactive cooperation between all spheres of government is critical for efficient and effective service delivery. Each sphere of government has a role in development planning, prioritization and resource allocation, and management. The Intergovernmental Relations Framework Act (IGRFA) 2005 provides a framework for the cooperation among the three spheres of government.

The following intergovernmental structures exist in the RLM and Bojanala District:

a) District Intergovernmental Structures

Rustenburg Local Municipality is an active participant in the Bojanala Platinum District Municipality's Intergovernmental Relations (IGR) Forum through the following structures:

1. **Political IGR:** where mayors and other politicians discuss local and district service delivery issues of common interest, and challenges are resolved.
2. **Technical IGR:** Accounting officers and other senior managers meet on a quarterly basis to discuss progress on service delivery, barriers to policy implementation and how these could be escalated to the political forum for resolution.
3. **IDP Managers Forum:** These managers also meet on a quarterly basis to discuss progress in the implementation of each municipality's IDP and make recommendations to the Technical IGR for further processing.
4. **District IDP Forum:** The Bojanala District Municipality coordinates quarterly IGR meetings to discuss alignment of plans and projects implementation.

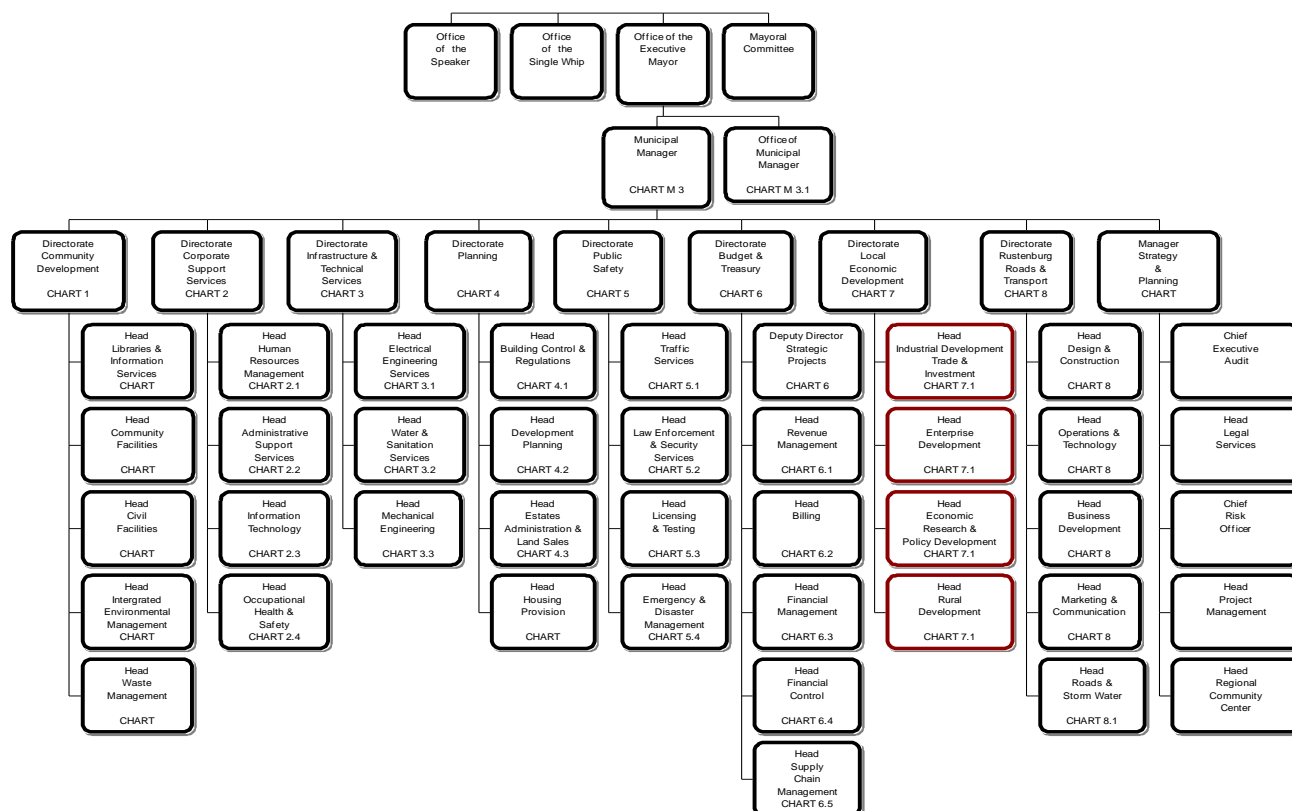
b) Provincial IDP Sectoral Engagements

A Provincial IDP engagement is conducted annually between the provincial sector departments and municipalities. The engagement provides a platform for provincial departments to provide feedback on the municipality's IDP and to ensure a coordinated and improved manner of projects implementation. The Provincial IDP engagement session addresses the challenge of how the three spheres of government can jointly respond to community issues (especially when communities during public consultation sessions raise issues that are not the competency of local government). The municipality uses the review process to address comments received from the provincial government during assessment of the IDP.

3.1.4 RUSTENBURG ADMINISTRATION AND OPERATIONAL GOVERNANCE STRUCTURE

Diagram 7 overleaf depicts the macro organizational structure of the RLM. It is headed by the Municipal Manager which is appointed by Council in terms of Section 82 of the Municipal Structures Act. The Municipal Manager is the head of the Administration and Accounting Officer, and is supported by Line Function Directorates headed by Directors and Managers. The Municipal Manager together with her/his team drives the implementation of the municipal strategy and its objectives as determined from the Powers, Duties and Functions assigned to it.

Diagram 7: Top Macro Organisational Structure of Rustenburg Local Municipality



3.1.5 WORKFORCE NUMBERS AND ALLOCATION

Table 11 summarizes the workforce totals and allocations to different directorates in the municipality as at 31st December 2019. As at 1st July 2019 the municipality budgeted for 292 vacant positions and was able to fill 60 posts by the 31st December 2019. The balance of 232 positions are planned to be filled by close of financial year 30 June 2020.

Table 3: RLM Workforce Totals on 2019/12/31

WORKFORCE TOTALS ON 2019/12/31			New structure	
Directorate	Division	No of posts	No Employees	Vacancies
Community Development	Director and Admin Support	6	3	3
	Community Facilities	590	312	278
	Libraries and Information Serv.	90	58	32
	Waste Management	316	160	156
	Integrated Environmental Mang	4	4	0
	Civil Facilities and Maintenance	33	30	3
	Sub-Total	1039	567	472
Corporate Support Services	Director and Admin Support	5	4	1
	Human Resources	46	24	22
	Information Technology	25	11	14
	Admin Support Services	44	28	16

WORKFORCE TOTALS ON 2019/12/31				New structure	
Directorate	Division	No posts	of	No Employees	Vacancies
	Occupational Health and Safety	26		8	18
	Sub-Total	146		75	71
Infrastructure Service Services	Director and Admin Support	10		7	3
	Electrical Engineering	297		108	189
	Mechanical Engineering	72		38	34
	Water and Sanitation	500		166	334
	Sub-Total	879		319	560
Planning	Director and Admin Support	10		5	5
	Building Control and Regulations	16		11	5
	Development Planning	29		19	10
	Unit Housing	23		30	-7
	Estate Admin and Land Sales	15		7	8
	Sub-Total	93		72	21
Public Safety	Director and Admin Support	9		6	3
	Emergency and Disaster Mang.	325		60	265
	Licensing and Testing	107		71	36
	Traffic Services	362		98	264
	Law Enforcement	128		90	30
	Sub-Total	931		316	615
Budget and Treasury	CFO, Deputy CFO and Admin Sup	5		5	0
	Revenue and collection	87		31	56
	Billing	61		36	25
	Financial Management	51		30	23
	Financial Control	23		25	7
	Intern National Treasury			2	
	Supply Chain Management	51		25	28
	Sub-Total	278		154	124
Local Economic Development	Director and Admin Support	5		4	1
	Trade and Invest/Rural Dev	12		1	5
	Economic Research and Policy	9		4	5
	Enterprise Development	17		7	11
	Sub-Total	43		16	27
Office of the Municipal Manager	MM and Admin Support	10		11	-1
	Strategy and Planning	9		4	5
	Project Management	25		9	16
	Legal and Valuation	10		6	4
	Auditing	8		7	1
	Risk Management	4		2	2
	RCC Offices	39		19	20
	Customer Care	57		26	31
	Sub-Total	165		84	81
Roads and Transport	Director and Admin Support	10		5	5
	Roads and Storm water	228		167	61
	Sub-Total	238		172	66
Office of the Executive Mayor	Admin Support Services	14		10	4
	Mayoral Admin Officer	10		7	3
	Communication	5		4	1
Office of Chief Whip	Intergovernmental Relations	3		1	2
	Special Projects	7		7	0

WORKFORCE TOTALS ON 2019/12/31				New structure	
Directorate	Division	No posts	of	No Employees	Vacancies
Office of the Speaker	VIP Protection Services	4		4	0
	Monitoring and Evaluation	6		3	3
	Admin Support Services	9		3	6
	Sub-Total	58		39	19
	TOTAL	3870		1814	2056
According to the depiction above, the Municipal Vacancy Rate is at 53%. The Municipality is however progressively filling all the critical positions to enhance its capability to efficiently and effectively provide services to all communities within its jurisdiction, in pursuance of its long-term Developmental Vision.					

3.1.6 EMPLOYMENT EQUITY

The Municipality has approved an Employment Equity Plan during 2019 with intent to achieve proportional distribution of workforce in line with the Employment Equity Act 55 of 1998.

The table below represents the **current work distribution** by gender and race

Occupational Level	Male				Female						
	A	C	I	W	A	C	I	W	FN	PWD	TOTAL
TOP MANAGEMENT	5	0	0	0	3	0	0	0	0	0	8
SENIOR MANAGEMENT	28	1	0	0	17	1	0	0	0	0	63
MIDDLE MANAGEMENT	23	0	1	3	17	1	0	3	1	0	116
TOTAL	56	1	1	3	37	3	0	3	1	0	189

A: African

FN: Foreign National

C: Coloured

PWD: People Living with Disability

I: Indian

W: White

The table below represent the **ideal workforce distribution** in line with the Employment Equity plan approved by council.

Occupational Level	Male				Female						
	A	C	I	W	A	C	I	W	FN	PWD	TOTAL
TOP MANAGEMENT	4	1	0	1	3	1	0	1	0	0	11
SENIOR MANAGEMENT	24	3	1	4	21	3	1	3	0	1	61

MIDDLE MANAGEMENT	46	6	2	7	40	6	1	6	0	2	116
TOTAL	74	10	3	12	64	10	2	10	0	3	188

3.1.7 SKILLS DEVELOPMENT WITHIN RLM

The Rustenburg Local Municipality approved a Study Aid Policy to assist all permanent employees who wish to pursue part-time studies towards formal recognised tertiary qualifications.

The Municipality also complies with the Skills Development Act and Skills Development Levies Act by submitting the Workplace Skills Plan and Annual Training Report to LGSETA, and by paying a monthly skills levy of 1% of the salary bill to SARS. After compliance, RLM receives mandatory grants to be used for the implementation of the Skills Programmes and Discretionary Grants for implementation of learnerships Programme for both the employed and unemployed members of the community from LGSETA.

The Skills Development Strategy of the municipality links development of employees to employment equity and is focused on the following priority areas:

1. Infrastructure and Service delivery
2. Financial Viability
3. Community- based Participation and Planning
4. Management and Leadership
5. Adult Education and Training
6. Workplace Training Systems

The following Skills Programmes were implemented.

Table 4: Skills Programmes

TRAINING PROGRAMME	UNIT STANDARD	TRAINING PLANNED	DATE
1. Investigate Corrupt Activities	386073	2	21-24 Oct 2019
2. Ward Committee Functions	242891	2	21-24 Oct 2019
3. Advanced Excel Training	116940	3	16-20 Sept 2019
4. Customer Care	242901	2	18-21 Nov 2019
5. Heavy Machinery Operator Licenses (New)		77	26 Sept – 10 Oct 2019
6. Heavy Machinery Operator Licenses (Renewal)		80	26 Sept – 10 Oct 2019
TOTAL 2019/2020		166	

a) Implementation of Learnership Programmes

The RLM has claimed Discretionary Grants from LGSETA for the implementation of the following learnerships:

Table 5: Learning Intervention

Learning Intervention	Number of Employed	Number of Unemployed
1. Integrated Development Plan	0	20
TOTAL 2019/2020		

b) Building of the Rustenburg City Training Academy

The Rustenburg City Training Academy aims to provide a broad, holistic and integrated theoretical and practical education in a relaxed, caring environment where an employee, a community member or learners are encouraged to develop a positive self-esteem, attitude and respect for others.

The Academy will give learners a wide range of work educational experiences towards the development of their skills, thereby building a strong foundation for the working environment in the organization.

The Academy will create an environment that encourages discipline, enthusiasm, creativity and innovation. It will be a Service Delivery Orientated Institution aiming at sensitizing employees/learners on the importance of service delivery to the community. It will also offer structured learning through learnership programs, Recognition of Prior Learning (RPL), Skills Programmes and Apprenticeships. The total cost for the establishment of this institution is estimated at R25 million and scheduled for completion by 2021.

3.1.8 INFORMATION AND COMMUNICATION TECHNOLOGY ENHANCEMENT

Information and Communications Technology (ICT) has become a vital part of any organization's capability. The defining character of modern times is the importance of gathering and dissemination of information, a phenomenon referred to as "Information Society" or the "Knowledge Age". What is seen is an unprecedented proliferation of ICT technologies to the point where all key processes of service delivery have information as a key core ingredient of execution. The rapidity and extensiveness of distribution of information as a key determinant of the effectiveness of organizations. This centrality of information calls for a strategic approach to the design and deployment of information systems in the RLM in order to achieve the following objectives:

- Improved customer relationship management
- Cost reduction
- Develop a high-performance organization
- Strategic use of business intelligence for decision support
- Effective and automated IT asset management system
- Creating a paperless environment (e-government)

- Enhance network security.

The following projects will be implemented as part of this strategy in the RLM:

- **IT Strategy Plan and Enterprise Architect:** Required to provide an IT strategic plan for information systems and information technology. This will encompass the broadband strategy, IT governance framework, service continuity and disaster recovery plans and risk management.
- **Wireless network upgrade:** Municipal broadband wireless networks that allow access anywhere within the city allows employees who are traveling to meet with clients as they have access to municipal resources and email wherever they are, including connection to RCCs, waste management system and remote meter reading.
- **Office 365 Implementation:** Allows users to access their Microsoft office applications online

Smart Applications

The objectives of smart applications is to digitise the RLM core business processes across multiple departments. This include deployment and development of the following services and application:

- Workforce management applications across all the RLM departments
- Consumer Response Management Solution
- Electronic Ticket fine issuing
- E-services to digitise all municipalities customer facing and internal processes

Network Services:

Network Services shall include private IOT network, Intelligent Operations Centre, Public Wi-Fi and Cloud Infrastructure.

The solution scope encompasses the deployment of a network to connect Rustenburg municipalities' devices and broadband infrastructure to connect all municipal building including the necessary IP network infrastructure. The network services scope includes the following:

- Application hosting of all operational and business support applications. This application includes but not limited to Email, ERP, CRM, Billing System.
- Physical and Virtual server hosting (on premise and cloud)
- Wide area network (WAN), including wireless and fixed connectivity to all municipality buildings
- LAN (including switches)
- IT security (firewalls and session boarder controllers)
- Voice (Fixed and Voice over IP)
- Internet (Local and international)

The funding model to deliver network services is funded by a combination of the RLM information technology and communication expenditure (discounted by 30% on the best available retail price) plus commercial revenue generated through streetlights communication space rental and outdoor advertising on municipal infrastructure.

3.1.9 POLICY FRAMEWORK, BY-LAWS AND SECTOR PLANS

The RLM has developed an extensive number of multi-sectoral policies, by-laws and sector plans over the years in order to enhance systems, processes and procedures.

Annexure A in this document comprises a list of such as well as the approval status thereof. There are, however, a number of policies that need to be compiled/ updated as determined from the RLM Strategic Planning Lekgotla held during March 2018. These include the following:

- Human Resourc/es
- Record Keeping
- Standard Operating Procedures
- Preventative Maintenance

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Functions performed under this KPA are led by the Budget and Treasury Office, but collaboratively performed with all Directorates internally and other Social Partners of the Municipality externally.

3.2 BUDGET AND TREASURY OFFICE

The Budget and Treasury Office (BTO) of the Rustenburg Local Municipality is responsible for the financial management of the organisation as a whole. The mandate of BTO is to ensure that all directorates are provided with the resources to enable them to perform their functions. BTO is the face of the municipality to the public and to ensure that the municipality is financially sustainable.

In order to fulfil this mandate, BTO comprises the following five units each performing a specific function, and which collectively seek to enhance the financial viability of the municipality:

Billing: The billing unit is responsible for ensuring that the consumers of Rustenburg get billed for basic services, consumption, rates and taxes. This ensures that the municipality receives an income to deliver services to the community and run the administration of the municipality.

Financial Management: The financial management unit is responsible for ensuring that the service providers of the municipality as well as its employees are paid. Financial management is also the custodian of the asset registers, investments, bank accounts and loans of the municipality.

Revenue: The revenue unit is responsible for the collection of funds due to the municipality. This function includes the debt collection, credit control, client services and finalisation of accounts.

Supply Chain Management: The supply chain management unit is responsible for ensuring that all goods and services procured by the municipality is in accordance with applicable legislations. The unit is also responsible for contract management including reporting on commitments and ensuring that new contracts are entered to prevent irregular expenditure.

Budget and Reporting: The budget and reporting unit is responsible for management of the municipality's budget, including the approved budget, virements and assisting with the adjustment budget. Reporting includes section 71 reports, section 72 reports, monthly and annual financial statements.

The following have been identified as the major **operational issues** impacting on the financial sustainability of the Rustenburg Local Municipality:

- System and billing challenges: New financial system procured and on-going engagement with the service provider on teething issues.
- Weak controls in implementation compliant supply chain management process resulting in increased irregular expenditure.
- Lack of cash reserve to fund capital projects and other operational activities
- Inadequate use of technology to achieve effective and efficient operations: smart metering and billing.

Deteriorating debtors' collection rate, due to the economic downturn and culture of non-payment of services by our residents.

Free basic services:

The municipality is keeping a register of all indigents. A total number of 4 491 households have been registered on the indigents register by end of December 2019. The current approach of letting persons walk in and register as indigents alone does not yield the intended results. The municipality is in the process of finalising the procurement of the system that will enable the municipality to verify additional clients that should form part of indigents household through very check.

Critical Success Factors towards enhanced financial sustainability have been identified as follows:

- Competent and committed staff complement: Ongoing as billing unit have already appointed incumbents with requisite skill.
- Cost containment measures to curb spending on non-core services (Expenditure)
- Expenditure and commitment limited to approved budget (improved budget management)
- Credit control intensified to improve our cash flow
- Debt collectors strictly monitored to improve cash flow and build up reserves.
- Short- and Long-term debt facilities considered for project funding in order to accelerate service delivery.

Proposed Interventions

- Capacitation of SCM: Intervention done through the SCM learnership level 5 programme, attended by 7 employees for the 12 months. Provincial Treasury support
- BTO skills review and ensure optimal use of staff
- **Automation of SCM processes:** Achieved whilst inventory and contract management are partially achieved to be finalised by June 2020
- Implement all phases and modules of the new financial system (MSCoA). Inadequate use of documents management function.
- Procure and implement a revenue management software to assist in indigent management and credit control
- Data cleansing and profiling: The municipality has already segmented its debtors' book to isolate the sundry debtors to verify collectability of these debts else recommend a bad write-off through a council resolution. The credit control system to be procured will be an add on whilst the system is up and running to isolate non-collectable debts.
- Intensify enforcement of credit control actions: War room has been introduced as a project to ensure effective credit control and curbing illegal connection to improve on collection of long overdue amount and is yielding results.
- Collection incentives to encourage payment for services #MyMunicipalityMyResponsibility

Risk Management: The Municipal Finance Management Act, 2003, section 62 (1) (c) (i) states that: *"the accounting Officer of the municipality is responsible for managing the financial administration of the municipality, and for this purpose take all responsible steps to ensure- that the municipality maintains an effective, efficient and transparent systems of financial and risk management and control"* for the achievement of the objectives of the municipality as contained in the IDP.

1. Municipality will strive to maintain effective risk management function through support of the existing structure and systems;

- Risk Management Committee properly constituted
- Annual review of the Risk Management Policy and Strategy
- Annual review of the Risk Management Implementation Plan and a Risk Committee Charter.

2. The municipality has developed a draft Fraud Prevention Strategy and Implementation Plan and will be conducting Fraud Risk Assessments in the third quarter of the current financial year. This is to analyse and improve the management of risk and fraud in the municipality.

3. The Municipality is in the process of developing Business Continuity Management Policy and Strategy.

The following table presents a high-level summary of the top five (5) financial risks of the RLM.

Table 6: High Level Summary of the Top Five (5) Financial Risks.

No	Risk Description	Rating	IDP Priority	IDP Objective	Mitigation Strategies
1	Inability to service Municipal debt.	25: Very High	Ensure municipal financial viability and management	Ensure municipal financial viability and management	1. To Improve revenue collection by improving credit control and debt collection 2. Eliminate wastage in spending to retain surpluses *This will Improve liquidity ration.
2	Financial System Failure, loss of data, delayed or inaccurate accounts to consumers..	25: Very High	Ensure municipal financial viability and management	Ensure municipal financial viability and management	1 Backup system for the core data, 2 Stricter system controls, 3 Running primary system parallel for a certain period. 4 Establish implementation Committee to verify data integrity and check on user ability to interact with the new system.
3	Water and Electricity Losses.	20: Very High	Ensure municipal financial viability and management	Ensure municipal financial viability and management	1. IWA standards which will outline different types of water losses such as apparent losses and real losses and remedial. <ul style="list-style-type: none"> • Straight connection monitoring. • High night flows. • Inject funding into a programme that deals with internal maintenance issues. 2. Introduce water conservation and demand management. 3. Introduction of smart metering for electrical.
4	Mushrooming and uncontrolled growth of informal Settlements *Land Grabs *Free use of municipal services	25: Very High		Ensure municipal financial viability and management	1. Enumeration of actual households and institute upgrading and installation of services. 2. Urban Infill with low cost walks up buildings.

No	Risk Description	Rating	IDP Priority	IDP Objective	Mitigation Strategies
	such as water and electricity. *Inevitable living conditions				
5	Delayed Commissioning of the Rapid Bus System which may cause resistance from other public transport stakeholders, Potential loss claim for recapitalization; Parallel transport mode may be costly.	15: High	Ensure municipal financial viability and management	Ensure municipal financial viability and management	1. Robust engagement and give affected parties assurance on the practicality of the transport system. 2. Finalise the procurement and commissioning of transport system.

SPATIAL ANALYSIS AND RATIONAL

Functions performed under this KPA are led by the Directorate of Planning and Human Settlements, but collaboratively performed with DLED, DCD internally and other Social Partners of the Municipality externally.

3.3 PLANNING AND HUMAN SETTLEMENT

3.3.1 DEVELOPMENT PLANNING

Spatial Planning

The review of the Land Use Management Scheme is currently underway, to ensure that it is SPLUMA compliant.

Land Use Management

There are two categories of land development applications, those that are decided by the Authorised Official and those that go to the Municipal Planning Tribunal.

Forward Planning

RLM SDF (2010) Priority Projects

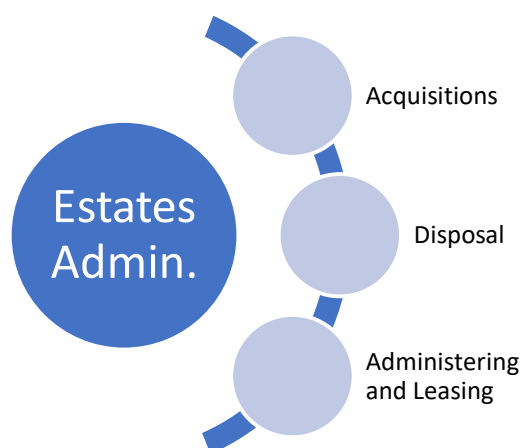
The SDF (at the time) also identified the following priority projects to be initiated in the RLM area:

- Project 1: preparation of a detailed development plan, including road network hierarchy, for the Waterkloof/Waterval development areas south east of Rustenburg. During the SDF review process, it became clear that the individual developments are taking place in this area in an uncoordinated fashion and it is very difficult to plan a systematic road network hierarchy in this area.
- Project 2: the implementation of the detailed proposals for the Rustenburg core area will be dependent on a detailed traffic modeling study of the proposed Beyers Naude/Pres Mbeki one-way system as proposed in the Rustenburg integrated transport plan. The services capacities, and potential upgrading requirements associated with these land use proposals should also be analysed as part of this investigation prior to in-principle support for these proposals.
- Project 3: the implementation of the detailed proposals within Karlienpark, Tlhabane, Rustenburg North and Zinniaville will be dependent on the availability of services (water, electricity and sanitation) in the area. A service infrastructural study assessing the current capacity of services in these areas needs to be undertaken prior to densification being permitted.
- Project 4: the mixed land use precinct around the Waterfall node and N4 will form one of the primary commercial growth and development areas of Rustenburg in the future. It would be imperative to prepare a detailed precinct development plan for this mixed land use precinct in order to facilitate coordinated development and infrastructure investment.
- Project 5: the development of a mixed land use service delivery center in the Boitekong cluster remains a development priority. A detailed feasibility study is required to identify the most appropriate site for such development, the infrastructure and other development requirements associated therewith and identifying potential investors to support this initiative.
- Project 6: the proposed mining supply park is one of the anchor local economic development projects of the RLM. It is also identified as a priority project in the Provincial Growth and Development Strategy. The proposed location of this facility is identified in the spatial development framework proposals. A detailed feasibility study considering all relevant factors relating the implementation of this supply park should be completed as a matter of priority.
- Projects 7: a number of intensive urban agricultural focus areas have been identified in the local Spatial Development Framework. The feasibility of these areas should be investigated in more detail, taking cognisance of physical factors such as geology, soil conditions, availability of ground water, possibility of obtaining water for irrigation purposes and other relevant factors. Priority implementation areas should emanate from this investigation.
- Projects 8: the possibility of establishing a tertiary education facility in Rustenburg was under discussion for a period of time. A detailed feasibility analysis regarding the sustainability of such an initiative, as well as identifying a potential location thereof should be undertaken.
- Projects 9: the Rustenburg LM should develop, implement and maintain a GIS based land use information system to keep track of all development applications, and applications for land use changes within the municipal area. This system should be fully integrated with the day-to-day activities of the planning directorate and will significantly enhance the effectiveness and productivity of these functions within the municipality.

3.3.2 ESTATE ADMINISTRATION AND LAND SALES

Land disposal

Council may alienate land or rights on land by means of direct sale, public tender, auction or donation once it is satisfied that such property or right is not required to provide the minimum level of basic Municipal service.



CORE FUNCTIONS

- Management of applications of right in land;
- Management of pre-emptive conditions registered against Title deeds (Consents);
- Survey and compilation of property data;
- Initiation of investor interest in Property Development;
- Management of servitudes and encroachments.

Rapid Land Release Programme

The programme plans for the municipality's intended Program of residential, mixed use, community land releases with particular emphasis on the previously disadvantaged communities, within a well-planned environment. The programme is indicative and subject to change as forecast population changes, demand for land and the capacity to cost effectively deliver key infrastructure and services.

The programme seeks to assist effective communication of the municipality's intentions or actions thereby avoiding the pitfalls of desperate people who would be vulnerable to exploitation and encourage people to be wary of land grabbers.

Through the land release strategy, legitimate beneficiaries would be able to get legal access to the property through transfer. The programme seeks to verify and quantify the total number of properties owned by the municipality. The process would provide economic incentives to invest in strategic parcels of land and thereby identifying specific precincts that stimulate economic and social development.

By transferring the properties, and simultaneously compiling a verifiable and more accurate asset register, the land release will be an important source of revenue (will secure an increased Rates base), contributing to financial, social and environmental objectives by seeking to:

1. Facilitate housing diversity through different typologies and the provision of affordable housing choices;
2. Meet the demand for land by allowing “mixed land use proposals” and stimulate economic activity in the residential sector;
3. Establish appropriate inventory of serviced/ developable land;
4. Achieve satisfactory returns, e.g. rates and taxes from the potential sale of such land;
5. Assist in curbing potential land invasions in municipal owned and privately owned land.

Land acquisition

The Rustenburg Local Municipality requires land for Integrated Human Settlement. Economic expansion in the city, as a result of mining in the area resulted in high population growth and in-turn the sprawl of informal settlements. There are currently 24 profiled informal settlements in the Municipality and various requests for assistance have been sent to Government entities such as the HDA.

Land availability is a big challenge within the Rustenburg Local Municipality, with land ownership being vested in the hands of Traditional Authorities, Mines, Private owners and Government. Another issue is that of the concentration of mining rights within the jurisdiction; preventing any form of development on that particular land. These aspects impact on housing development activities within the jurisdiction.

The following acquisitions have been initiated as a means of securing tenure and creating sustainable human settlements.

- **Rietvly**

The Community of Rietvly mainly consists of farm workers. There is a need for sustainable human settlements in the area. The land that was previously identified for resettlement has been deemed unsuitable for human settlement. The Municipality has been engaging the North West Department of Public Works and Transport for the possibility of donating a portion of Boschfontein 268 JQ for resettlement purposes, however Royal Bafokeng Nation has administration rights over the land.

The Municipality has identified a new portion of land for resettlement, Portion 48 of the Farm Rietvly 271 JQ and is currently in the process of concluding a sale agreement for the acquisition of 6 hectares of the farm portion.

- **Marikana**

A request has been submitted to the Housing Development Agency (HDA) for acquisition of various parcels of land, on the RLM's behalf. The HDA has been mandated to assist on the upgrading of informal settlements within the Rustenburg area, especially the Paardekraal and Marikana cluster that has been identified under the Rapidly Growing Area with a potential for rapid urbanization.

The HDA is in the process of acquiring portions of land on behalf of the Municipality in the distressed Marikana area to establish a formal township (Marikana Extension 13) to allow for the upgrading of informal settlements in that area.

Tharisa Minerals is in the process of donating 16 portions of land, measuring 117.5318 hectares to the Municipality to accommodate the community of Mmaditlhokwa. The current settlement is not suitable for the permanent establishment and proclamation of a township as it is in close proximity to mining operations.

The properties that will be donated by Tharisa Minerals Proprietary Limited to the Rustenburg Local Municipality:

- Portion 16 (4.808 ha)
- Portion 194 (1.174 ha)
- Portion 195 (2.348 ha)
- Portion 196 (1.545 ha)
- Portion 198 (0.6618 ha)
- Portion 199 (1.835 ha)
- Portion 200 (1.323 ha)
- Portion 201 (1.323 ha)
- Portion 202 (1.323 ha)
- Portion 203 (7.648 ha)
- Portion 204 (8.013 ha)
- Portion 205 (14.367 ha)
- Portion 206 (7.612 ha)
- Portion 207 (15.224 ha)
- Portion 57 (33.064 ha)
- Portion 58 (15.263 ha)
- **Tlhabane (Yizo-yizo)**

The North West Department of Public Works and Roads intends on donating land to the Municipality, to allow for the establishment of a formal township to accommodate the community of Yizo yizo; an

informal settlement located in Tlhabane. The following are the properties that the Department will be donating to the Municipality:

- the Remaining Extent of Portion 207 of the Farm Town and Townlands 272 JQ
- Erven 3463- 3467 Tlhabane Unit 1

Increased efforts to acquire land by the Municipality is to ensure the delivery of basic services and the improvement of social wellbeing of the community of Rustenburg and to ensure their security of tenure.

Municipal facilities

The Directorate Planning and Human Settlement has taken over the functions of contract management for the following municipal facilities: Kloof Resort, Rustenburg Aerodrome, Rustenburg Golf Course and Bojanala District Municipality Offices. This entails checking for compliance in terms of the lease for the municipal facilities, this includes adherence to clause in the lease agreement as well as timeous payment of the rental amount. These facilities are assets of the Municipality and through effective contract management can generate considerable revenue for the Municipality.

3.3.3 HUMAN SETTLEMENTS

Upgrade of informal settlements

The following informal settlements have been earmarked for upgrade:

- Popo Molefe,
- Mbeki Sun; and
- Marikana Ext 13.

The update will be in pursuit of giving residents access to basic services as well as improve security of tenure.

This also includes the formalization of five public open spaces in Boitekong Ext 2 and 8, where people have been residing informally. The formalisation process will yield 635 residential stands. The land use amendment application has been submitted to the Municipality, which will go to the Municipal Planning Tribunal for decision making.

Human settlements developments

The Department of Co-operative Governance Human Settlement and Traditional Affairs will be implementing projects in the following areas:

- Bokamoso (1600 units)
- Lethabong (1000 units)
- Dinnie Estate

Rural housing project will be implemented in the following area – 1040 units:

- Phokeng

- Kanana
- Potsaneng
- Thekwane
- Tantanana
- Mmamerotse
- Mosenthal
- Lesung
- Tlapa
- Mabitse
- Lefaragatlhe
- Bobuampya

Housing development projects/initiatives in the pipeline:

- Boitekong Ext 16 (35) – integrated human settlement (2020/21 and 2021/22 – services reticulation.

HOUSING IMPLEMENTATION STRATEGIES

According to the RLM **Housing Sector Plan (2019)** the following strategies are meant to give effect to settlement and housing development intended for RLM.

Implementation Strategy 1: Accreditation of RLM

Action

RLM accreditation at Level 2 permits full authority to prepare, manage and implement its housing sector plan as approved in May 2013 by the National Minister of Human Settlement and confirmed by province on 16 June 2013 and yet the municipality may not perform the function as it is awaiting signing of the protocol by the province. RLM should pursue the signing of the protocol as a matter of urgency to enable them to implement the housing programme.

Failure to sign protocols inhibits RLM from developing and implementing a comprehensive housing programme as it is not authorized to source housing capital and therefor unable to support the provisions of the SDF to develop sustainable human settlements at well located strategic areas. This adds to shortage of a comprehensive housing package and affects the economy of the area as well as the intended inhabitants.

Furthermore, the municipality has established a credible team of paid officials to prepare and implement requisite housing development programmes. If protocols are not signed the municipality is unable to derive its objective of providing a sustainable housing programme in terms of its mandate.

Implementation Strategy 2: Housing Sector Planning

Action

Finalize a credible housing sector plan based on the following:

- Sound spatial planning and adoption of a single land use scheme;
- Sound data and data analysis;

- In-depth understanding of informal settlements and evidence on the upgrading approach/programme;
- Integration with other municipal, provincial and national frameworks and plans;
- Promotion of integrated spatial and socio economic development in compliance with SPLUMA;
- Demonstration of clarity relating to national housing programmes that are demand responsive and appropriate implementation agents;
- Evidence of measures taken to ensure achievement of human settlement outcomes, goals and targets informed by the following:
 - Identification and designation of appropriately located land for human settlements and acquisition of in collaboration with Housing Development Agency (HDA);
 - Ensuring access to basic services, health facilities, safety and security and government service centers;
 - Ensuring development of a range of housing typologies and different forms of tenure.
- A capital investment framework with clear budget linkages to the Medium Term Expenditure Framework (MTEF) for the Human Settlement Development Grant (HSDG) and related funding;
- Intergovernmental and cross sectoral engagement and aligning during the formulation of the housing sector plan;
- Mechanisms to improve implementation and monitoring of outputs and outcomes;
- Adoption of the Human Settlements Plan (HSP) by council as part of the IDP and budget.

Implementation Strategy 3: Housing Management and Oversight

Action

Demonstrate good governance through:

- Regular executive and Council meetings;
- Compliance with legislation in terms of executive legislative and administrative roles;
- Response to community needs through well-functioning ward committees;
- Approved system of delegations;
- Appointment of senior management in compliance with legislated skills requirement;
- Senior management performance contracts, well-functioning internal audit capacity use
- Results of internal and external performance management assessments
- Compliance with legislated municipal performance reporting.

Implementation Strategy 4: Programme and Project Planning Development and Management

Action

- Identify and develop programmes;
- Identify and evaluate projects;
- Identify appropriately located land parcels;
- Undertake land acquisition, assembly and rehabilitation;
- Design and budget for projects;
- Select and approve projects and budgets;
- Register projects with National Home Builders Registration Council (NHBRC);
- Undertake transparent and efficient procurement;
- Undertake appropriate site layout;
- Promote human settlements through designating land for social and economic activities;
- Manage projects and contract management;
- Enforce technical quality control;

- Plan and implement catalytic projects;

Implementation Strategy 5: Beneficiary Management

Action

- Operate the Housing Subsidy System (HSS);
- Interface with the community and beneficiaries;
- Link to the national housing need demand database;
- Allocate subsidy fairly and transparently;
- Process title deeds and Permission to Occupy (PTOs);
- Enter into lease agreements.

Implementation Strategy 6: Subsidy Budget, Planning and Allocation

Action

- Operate a legally compliant management system;
- Delivery a positive audit outcome;
- Respond to internal and Auditor General (AG) audit queries;
- Comply with financial reporting in terms of Municipal Finance Management Act (MFMA) and Division of Revenue Act (DoRA);
- Produce and adopt annual reports;
- Prepare a capital investment framework;
- Prepare a programme and budget and cash flow projections;
- Manage cash flow and expenditure;
- Undertake revenue and management;
- Management of grants.

IMPLEMENTATION PROGRAM

The following must be implemented according to the 2019 RLM Housing Sector Plan:

a) North West Housing Project in the Pipeline for RLM Up To the Year 2020

(new business plan still to be submitted to the Municipality)

b) Omitted Projects

The following projects excluded from the current project pipeline be included in the current project pipeline in **Table 19** above:

Table 7: Projects to be included in project pipeline

	Sub-Programme	Project Number	Project Description
1.2 Housing (FLISP)-(R3,501 - R7,000)	B16040019/1	2016/17 Marikana Ext 2 Flisp	100

2.2b IRDP:Phase 1:Planning and Services IS	B16040018/1	2016/17 Marikana (7000-als Properties)	690
2.2b IRDP:Phase 1:Planning and Services IS	B16040022/1	2016/17 Mmadithokwa-1500	250
2.2e IRDP:Phase 4:Top Structure Construction (IS)	B170400	2017/18 Lethabong Ext 3 & 4	1,800
3.2b SH:Capital Grants for rental housing (Funded by NDoH)	B16040040/1	2016/17 Rustenburg Social Housing-2000	250
In-situ	B 19040023/1 B19040023/2 B19040023/3 B19040023/4 B19040023/5 B19040023/6	Rustenburg Rural	1000
Social Housing	Not yet allocated	Tlhabane West SH Boitekong SH Waterfall SH	1600 800 500

c) Signing of the Protocol

RLM should, as a matter of urgency re approach the North West Department of Local Government and Human Settlements to sign the protocol to enable RLM to be fully responsible for housing development.

d) Implementation of the Housing Strategy

RLM should soon after the signature of the protocol implement the housing strategy detailed in 8 above.

e) Update the Housing Programme Annually

RLM should annually update its housing programme to ensure its inclusion in the Medium-Term Expenditure Framework (MTEF) of the province.

f) Identification of Housing Projects and Settlements

RLM should desist from identifying housing settlement based on wards. Instead they should comply with the provisions of SPLUMA indicated in 6.4.3. (a)(b)(c)(d) and (e) above.

g) Inclusion of the Housing Programme into Municipal IDP

All projects identified as part of the housing sector plan must be included in the RLM IDP to ensure their implementation.

h) Review of Informal Settlement Programme

RLM should review the advisability of implementing the settlement programme identified in 2008.

3.3.4 BUILDING CONTROL AND REGULATIONS

All work must be executed in accordance with the provisions of the National Building Regulations and the Building Standards Act 1977 (Act 103 of 1977), the Town Planning scheme and/or any other applicable legislation.

Under the rule no person may erect, alter add to, or convert any building without the prior approval of the Local Authority.

The Unit continues to execute its functions which are to:

- Provide client orientation (establish innovative operational methods).
- Consideration and approval of site development plans for erection of buildings. Evaluation of building plans to ensure compliance with the policy.
- Conducting site inspections to regularly monitor processes and compliance (Building & drainage inspections).
- Law Enforcement serving contravention notices and fines. (ensure public awareness).
- Evaluate and approve demolition applications.

LOCAL ECONOMIC DEVELOPMENT AND JOB CREATION

Functions performed under this KPA are led by the Directorate of Local Economic Development (LED), but collaboratively performed with all Directorates internally and external stakeholders of the Municipality.

3.4 LOCAL ECONOMIC DEVELOPMENT

3.4.1 MANDATE AND PURPOSE OF THE LED DIRECTORATE

The mandate of Local Economic Development Directorate is to lead, promote and facilitate economic growth and development, and economic transformation within the Rustenburg Local Municipality.

In terms of the National Development Plan (NDP), LED primary alignment to the NDP is through **Chapter 3: Economy and Employment** where the vision is to achieve full employment, and decent and sustainable livelihoods.

Five (5) strategic goals have been developed to enable the LED to effectively focus and prioritize in delivering on its mandate and strategic priorities:

1. Policy coherence and economic intelligence to drive socio-economic transformation and a world class local economy.
2. An enabling and conducive business environment to enhance RLM competitiveness as a destination of choice for tourism, investment and trade.
3. Accelerated and shared economic growth through skills development and enterprise development to promote an entrepreneurial culture that will contribute towards improving the livelihoods of the RLM communities.
4. Good cooperative governance that promotes public private partnerships in support of the socio-economic development programme of RLM.
5. Effective systems and processes and efficient resource utilisation to promote and support a high-performance culture

These goals are to be achieved by focusing on the following strategic objectives:

- Develop vibrant and diversified world class local economy through high-value adding economic sectors
- Support Broad Based Black Economic Empowerment through the development of sustainable small medium and micro enterprises
- Create a conducive local business environment that supports rural economic development

- Establish and maintain strong stakeholder relations and public private partnerships with local industries in support of local economic development programmes

LED plays a central role in fighting the triple challenges of poverty, inequality and unemployment by striving to stimulate economic growth, development and transformation. In this case, LED is striving to develop Rustenburg local economy into a diversified and vibrant world class economy.

In partnership with all key role players, LED promotes and facilitates industrial development, enterprise development, skills development, economic transformation and poverty alleviation directed at five (5) focus areas:

- Enterprise Development
 - Rural Development
 - Economic Skills and Capacity Development
 - Industrial Development and Investment Facilitation
 - Knowledge Management
1. There is currently limited economic activity due to the Lockdown Regulations necessitated by the COVID 19 pandemic. Small businesses including informal businesses are the mostly affected especially given the fact that their trade are limited to few commodities and their “informal” status has made their trading difficult to comply with the necessary lockdown regulations
 2. With very few businesses operating, movement of people and certain commodities restricted, and other industries such as tourism having to completely lockdown, Municipal revenue has since been negatively affected resulting limited resources to fund Municipality’ all of its programmes amid COVID 19 pandemic challenges.
 3. Closing of borders (both international and internal) have meant that new developments / investments have to be halted making it difficult for the Municipality to continue with the implementation of catalytic projects especially in chasing potential investors. Already in January / February 2020, there is recorded decline in Municipalities' value of approved new building plans.
 4. The COVID 19 pandemic has made the mining industry circumstance even more challenging as the limited activities allowed during the lockdown puts even more pressure on mining business impacting on the job security of the 1000's employed by the mines
 5. StatsSA online survey on impact of COVID 19 pandemic on employment, income related issues and hunger indicates that there is fear of possible collapse of the economy. This will be even challenging for the Municipality as the biggest contributor to the local economy in mining already going through tough period
 6. RLM currently is the most affected by the pandemic in the Province and thus inevitably the economy of RLM will be most impacted needing programmes such as catalytic projects to be fast tracked.
 7. Most agriculture activities allowed to operate under lockdown regulations as agriculture is essential however, the Municipality remains with untapped potential in agricultural production

3.4.2 LOCAL ECONOMIC DEVELOPMENT OPPORTUNITIES

The following sub-section provides an overview of the opportunities identified within the RLM. The opportunities are identified within their ability to develop the economy of the local municipality and improve the socio-economic conditions of residents within the municipality.

a) Catalytic Projects

The Integrated Master Plan identified number of opportunities in the form of priority sectors and catalytic projects. The following are some of the catalytic projects opportunities:

- University Hub
- Convention Centre and Hotel
- CBD Regeneration (Transit-Oriented Development along RRT routes and other main corridors)
- Revitalization of the Rustenburg Showgrounds
- Amusement Park
- Fresh Produce Market
- Industrial Hub Development
- Rustenburg Aerodrome Upgrade and Commercialization

In line with the catalytic projects identified, the Municipality identified priority sectors for development to enable diversification of the local economy and these are agriculture, tourism, infrastructure development, industrial development and manufacturing.

b) Tourism

The Municipality's Tourism Marketing and Development focuses on the following identified areas that has potential for the local tourism industry.

- Rustenburg City Branding and Marketing
- 4 Themed Tourism Routes Development
 - Cultural / Heritage
 - Mining
 - Adventure
 - Township
- Local Tourism Facilities Development / Upgrade
 - Municipal-Owned and Other Government Facilities Upgrade
 - (Visitors Information Upgrade, Rustenburg Aerodrome Upgrade, Showgrounds Revitalization, etc.)
 - Private Sector-Owned Facilities Upgrade
- Mining Tourism Theme Park (Rehabilitate closed shaft and recreate to a resort and theme park)

c) Agriculture

Table 12 presents the potential opportunities to develop the agricultural sector within the Rustenburg Local Municipality.

Table 8: Agricultural potential for the Rustenburg LM

Products
<ul style="list-style-type: none"> • Production of Wheat, soya, maize and sunflower (specified areas)
<ul style="list-style-type: none"> • Livestock production (cattle, sheep, goats, piggery and poultry)
<ul style="list-style-type: none"> • Large scale broiler and Layers production
<ul style="list-style-type: none"> • Biofuels Production (attraction of new technologies)
<ul style="list-style-type: none"> • Essential Oils
Support for Agricultural Development
<ul style="list-style-type: none"> • Support for the small and emerging farmers (Technical Expertise, Mechanisation, Productivity Improvement, Business development support)
<ul style="list-style-type: none"> • Farmer Production Support Unit
<ul style="list-style-type: none"> • Research and Development
<ul style="list-style-type: none"> • Access to Markets including Export Support

d) Mining

The potential mining related opportunities are listed in **Table 13**.

Table 9: Summary of opportunities identified for the mining sector

Opportunities identified for the mining sector
<ul style="list-style-type: none"> • Mining Supplier Park – Waterval Industrial Hub <ul style="list-style-type: none"> ○ Mining Waste Beneficiation ○ Manufacturing and construction of related materials ○ Mineral beneficiation and jewellery manufacturing

e) Manufacturing

The following potential manufacturing related opportunities have been identified within the Rustenburg Local Municipality:

Table 10: Summary of identified opportunities for the manufacturing sector

Opportunity
Transport and Logistics
Steel Manufacturing Plant
Agriculture Equipment Manufacturing
Green Economy (Recycling, processing, etc.)
Alternative Energy Production
Agro-processing (Sunflower, Wheat, meat processing, etc.)

f) Utilities

Renewable energy generation (solar technologies and municipal waste); Sewer treatment and water purification have been identified as potential opportunities in the utilities sector for the local municipality.

g) Trade

The following opportunities have been identified for the trade sector within the Rustenburg LM:

- Lifestyle Retail Centres – need to identify land and made available
- Rural Retail Centres – Tribal land to be made available. Bapo Ba Mogale are in the process of building a shopping complex (Retail Centre at the Bethanie Crossing)

3.4.3 FIVE YEAR IMPLEMENTATION PLAN

The analysis is for the Local Economic Development Directorate's performance and to track progress made thus far. It must be noted that the Directorate's programme is largely informed by the revised local economic development strategy, Rustenburg integrated masterplan 2040 and the ward priorities.

Below is the analysis of the Directorate performance in relation to the RLM five-year turnaround plan (2016 – 2021) in responding to the Municipality's priority to "Drive a Diversified Economic Growth and Job Creation".

STRATEGIC GOAL AND FOCUS AREA	PLANNED TARGETS	PROGRESS TO DATE
Rustenburg Gateway Precinct - African Convention Centre & Hotel	Land acquisition / availability and investment promotion	Council resolution for a 5ha land at Civic Centre for a convention centre and hotel. Project at marketing stage to attract potential investors.
Rustenburg Gateway Precinct Trade and Investment Promotions Development Centre	Trade and investment promotional products identified and ring-fenced	LED one-stop-office for implementation of catalytic projects and enterprise development: office refurbishment completed in partnership with ABSA. Office will be operational once furnished

STRATEGIC GOAL AND FOCUS AREA	PLANNED TARGETS	PROGRESS TO DATE
Rustenburg Gateway Precinct – Flea Market	Construction of flea market	Flea market construction has been completed. The flea market will be launched in Jan / Feb 2020 to open for operations. Recruitment and placement of local crafters has started.
Rustenburg Gateway Precinct – Rustenburg Showgrounds	Public participation and expression of interest	Directorate will go on a drive to recruit a potential investor as the previous RFP did not result in realisation of the project as envisaged. Part of the Showgrounds has been set aside for the Farmer Production Support Unit and a business plan is developed to be submitted to the Agri Parks Programme for funding during the 2020/21 financial year
Industrial Park (SEZ) including Fresh Produce Market and Aerodrome	Proclamation, re-zoning and investment promotion	Township Establishment underway for the development of the Waterval Industrial Park (alternatively, Mining Supplier Park).
CBD Regeneration and Precinct Plans	Final plans with National Treasury	Construction for the Rustenburg ext.30 development has commenced. Additional land approved for future expansion of the development. Directorate in partnership with Directorates RRT and Planning and PMU to embark on a drive to promote the transit-oriented development along the RRT route and other corridors.
Education Hub – University of Technology & Centre of Excellence in Mining	Land availability, investment promotion and recruitment of higher learning institution	±85ha of land identified and Council resolution for land release subject to feasibility and recruitment of investor/s. Project at marketing stage to recruit potential investors.
Medical Hub	Land availability and investment promotion	Medical hub promoted as part of the catalytic projects' investment campaign done through business publications in November 2017 and July 2018.
Theme Park	Land availability and investment promotion	Royal Bafokeng Platinum engaging with stakeholders. Municipality awaiting the confirmation of land donation by Sibanye mine as part of their footprint reduction – land earmarked for a theme park and will be promoted once land is available. Municipality collaborating with the private sector investors on their proposed Ski Resort.
Masterplan Committees	Council approval for committee set-up, Set-up working committees	Masterplan Sub-committee on planning and LED established
Packaged Projects	Feasibility studies and bankable business plans for 6 projects	Catalytic projects and precinct development projects promoted through investment 87 promotion article on business publications to

STRATEGIC GOAL AND FOCUS AREA	PLANNED TARGETS	PROGRESS TO DATE
		attract proposals. Directorate LED continues to engage with potential investors on development opportunities in Rustenburg
Stakeholder Mobilization	Masterplan campaign	Done through the investment promotion on business publications in November 2017 and July 2018. Directorate LED continues to engage with potential investors on development opportunities in Rustenburg
Investment Summit	Development of concept, funding and hosting of summit	The event has not been organised due to cost containment measures. Directorate will identify alternative ways of marketing the Municipality to attract investment.
Annual Review of Investment Incentives	Annual review of investment incentives	Incentive Policy Guidelines developed and approved by Council. Policy to be finalised through the budgeting process before implementation targeted to commence during 2020/21 financial year.
Exhibitions, Inward & Outward trade Missions	Collate calendar of events for exhibitions, including inward & outward missions	Due to costs containment measures, the Directorate will identify alternative ways of marketing the Municipality to attract investment and trade promotion.
Market Development for SMMEs (links to masterplan projects)	Identification and packaging of market opportunities from the municipality and the mines	Panel of local contractors with CIDB 1-4 established and are considered for procurement opportunities as and when they are identified. The Directorate continues to collaborate with other stakeholders to support SMMEs.
Identification and Profiling of SMMEs	Acquire SMME database and register SMMEs and job seekers across all wards	SMME Portal developed – www.rustenburgbusinessconnect.co.za
Number of SMMEs and Cooperatives assisted with business development support interventions	200	Directorate conducting enterprise day and cooperatives development workshops across all Wards. Collaboration with key stakeholders continues for local SMMEs to access support.
Number of jobs created through SMME & Cooperatives development, tourism, agriculture, industrial, and, infrastructure projects	500	LED and other Directorates' capital projects identified to create job opportunities. The Directorate is rolling out programmes (Tourism, Agriculture, Green Economy, etc.) to create enabling environment for more job opportunities.
City Branding	Finalise city branding and link to masterplan	Directorate need to secure budget to develop and implement city branding.

STRATEGIC GOAL AND FOCUS AREA	PLANNED TARGETS	PROGRESS TO DATE
Agriculture and Agro-processing	Ensure participation in Agri-Parks and launch Marikana Agri-Hub	Land identified for Marikana Agri-Hub is under land claim. The Directorate is working with the mines and other stakeholders to identify alternative land and identify suitable / feasible agricultural projects to be implemented under the agriculture development support programme.

LED Sector Plan

Council adopted the local economic development reviewed in 2011. An implementation plan has been developed in line with the adopted LED strategy focusing on the proposed projects. The implementation plan is also aligned to the integrated masterplan to highlight the implementation of the catalytic projects.

The implementation plan also highlights progress made and the need for budget allocation for the implementation of the sector plan through identified projects. The Directorate will continuously look for a mix of possible funding sources for the implementation of the projects identified by through the LED strategy and other programmes of the Municipality.

LED STRATEGY THRUST	IDP STRATEGIC OBJECTIVE	ASSOCIATED PROJECT	PROJECT DESCRIPTION	FUNDING SOURCE	TIME FRAME	PROGRESS
Agricultural Revitalisation and Development	Revive and expedite development of alternative high value adding economic growth sectors Build and support broad based black economic empowerment and sustainable small medium and micro enterprises Provide Conducive environment for rural economic development	Urban agriculture development and Support for the emerging farmers	Development of agriculture hubs involving primary rural and urban agriculture production Identification and promotion of business parks incorporating urban agricultural production for small business opportunities	MTREF budget Conditional Grants Social Labour Plans Private Sector Investment	2017 - 2019	Agriculture Development Support Programme developed and is being implemented across Rustenburg since 2018/19
Ensure sustainable development	Revive and expedite development of alternative high value adding economic growth sectors	recycling of waste Waste to energy	Identification of waste-beneficiation projects for small business opportunities	MTREF budget Conditional Grants	2017 - 2019	Green economy programme developed and project proposals identified from private sector including SMMEs

		Solar energy generation	Attract private sector investment to promote green economy development	Social Labour Plans Development Financial Institution funding Fiscal Incentives Private Sector Investment		Catalytic projects campaign initiated through business publications to attract invest into various economic
Optimise linkages and benefits from local businesses	Establish and maintain strong partnerships with local mining industries to oversee social responsibilities programmes, job creation and local economic development	Opportunities for greater support from mines due to the review of SLP's	Establish mining engagement forum to build and maintain strategic stakeholder relationship with the mines and local business and communities for guiding and monitoring the implementation of	Conditional Grants Social Labour Plans	2017 - 2018	Engaging mines on their SLPs through MASECO to encourage impactful LED projects Mining Engagement Forum framework developed and approved by Council in 2017

			social responsible programmes			
Tourism development	<ol style="list-style-type: none"> 1. Create an enabling environment for the attraction, retention and expansion of local and foreign direct investment 2. Stimulate and facilitate sustainable tourism development and marketing of Rustenburg City as a world class destination 	<p>Establishment of an education hub</p> <p>Retail Facilities in rural areas</p> <p>Convention centre development</p>	<p>Develop Rustenburg Gateway Tourism Hub through private and public-sector investment</p> <p>Development of flea markets and other informal trading facilities for small business opportunities</p> <p>Identify and develop tourism routes to promote development of tourism sector in Rustenburg</p>	<p>MTERF budget</p> <p>Private Sector Investment</p> <p>Conditional Grants</p> <p>Social Labour Plans</p>	2017-2019	<p>Land identified for the proposed University Precinct with Council resolution subject to feasibility study.</p> <p>5ha land identified within the Civic Centre precinct for a convention centre and a hotel.</p> <p>Flea Market construction completed and to be launched for operations in Jan / Feb 2020</p>

			Identify and attract strategic events to promote Rustenburg as a tourist attraction destination			
Explore new market opportunities	<ol style="list-style-type: none"> 1. Revive and expedite development of alternative high value adding economic growth sectors 2. Create an enabling environment for the attraction, retention and expansion of local and foreign direct investment 	Agricultural and Non-agricultural export oriented opportunities	<p>Attract and facilitate private sector investment in to high value adding economic growth sectors including catalytic projects</p> <p>Drive investment campaign to promote development of a vibrant and diversified economy</p>	MTERF budget Private Sector Investment	2017 - 2019	Catalytic projects campaign initiated through business publications to attract invest into various economic sectors in Rustenburg

Supporting and promoting economic development	Stimulate and facilitate sustainable tourism development and marketing of Rustenburg City as a world class destination	Promote arts and culture Revitalize Rustenburg Show Grounds	Develop Rustenburg Gateway Tourism Hub through private and public-sector investment	MTERF budget Private Sector Investment	2017 - 2019	Construction of the flea market completed and ready for operations. Recruitment of local crafters has started. Directorate to identify potential investors and alternative uses to revitalise the showgrounds
Develop the industrial sector	Create an enabling environment for the attraction, retention and expansion of local and foreign direct investment	Agro-processing Manufacturing of mining related inputs Manufacturing of white goods	Attract private sector investment to promote industrial development in the following sectors: Agro-processing, Green Economy, Logistics and Supplier Park, and advanced manufacturing	MTERF budget Private Sector Investment	2018 - 2019	Development of the fresh produce market is dependent on the approval of the Township Establishment for the Waterval Industrial Hub Catalytic projects campaign initiated through business publications to attract

						invest into various economic sectors
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BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Functions performed under this KPA are led by the Directorate of Technical Services and Infrastructure (DTIS), but collaboratively performed with RRT, DCD and DPS internally and other Social Partners of the Municipality externally.

3.5 TECHNICAL AND INFRASTRUCTURE SERVICES

In general, it should be stated that the following four Strategies need to be put in place to facilitate continued provision of water, sanitation, and electricity in the RLM area.

i) Lifecycle Management

Further work is required in this area to finalize a definitive inventory of Infrastructure Assets.

ii) Operation and Maintenance Strategy

The operating and management strategy are to provide the service of the highest quality on a cost effective basis. The municipality has developed the service delivery programme termed #redirelasechaba which feeds into the preventative maintenance plans for repetitive work to ensure that unexpected infrastructure failures are kept to a minimum. The necessary resource structure and manpower is considered at all times.

iii) Renewal and Replacement Strategy

Condition monitoring techniques and strategic risk profiles are considered to determine when to replace aged infrastructure. The aged mini substations are currently identified for replacement. There are various capital projects for replacement of asbestos cement for water and sewer reticulation networks.

iv) New, Upgrade and Disposal Strategy (Capital Investment)

The council does not have a current documented Operation and Maintenance Strategy. This Strategy will need to be developed as part of future revisions of the services Master Plans.

3.5.1 WATER SERVICES

The Directorate Technical and Infrastructure Services is established to ensure that the municipality complies to the following obligations:

- Basic water services to all communities;
- Basic sanitation services;
- Basic electricity services; and
- Providing strong support to all other functions of RLM by ensuring availability, management and maintenance of the municipal fleet.

a) WSA and WSP

The Rustenburg Local Municipality (RLM) is a Water Service Authority (WSA) and a Water Service Provider (WSP) according to the Water Services Act and delegation from the provincial Department of Water and Sanitation.

The municipal functions as a WSA are to:

- Ensure access to efficient, affordable, economical and sustainable access to water services to all consumers.
- Prepare a water services development plan
- Update and ensure compliance on bylaws
- Decide on mechanisms for water services provision.
- Ensure compliance to the legislative requirements
- Ensure protection of natural water sources and provision of safe and compliant water and quality

The Municipal functions as a WSP are to:

- Ensure provision of portable water supply and sanitation services within the municipal jurisdiction, to all consumers and industries.
- Abstracting water raw water from the Dams or other different sources
- Water purification
- Storage and distribution of portable through municipal network
- Installation and maintenance of water meters
- Collection of sewer effluent through municipal sewer network
- Treatment of sewage effluent

b) Water Schemes

Rustenburg still has borehole water scheme systems in Rankelenyane, Molote City and Mathopestad where potable water provisioning is dependent on ground water. The boreholes are operated by the Tribal Authorities (Rankelenyane and Mathopestad) and the CPA (Molote City).

RLM received R20.7m as a Drought Relief Grant (2018/19 FY) from DWS and boreholes were drilled in the following areas:

- Lekgalong
- Berseba
- Modikwe
- Bethanie
- Dinnie Estate
- Nkaneng
- Boshhoek

Underground Water Sources of the RLM can be divided into two aquifer types. Rustenburg Layered Suite to the north of the Magaliesberg and Magaliesburg Formation to the south. Generally, the area has a poor ground water yield due to various reasons including clay soils with low permeability.

The Rustenburg Local Municipality is supplied from three different water supply schemes.

No	Water Scheme	Daily Average Water Supply to RLM (ML/day)
1	Magalies	80 ML/Day
2	Rand Water	120 ML/Day
3	Trust	12 ML/Day

c) Water Network

The municipality has a water network of approximately 1 246 km of pipelines and 32 bulk reservoirs including steel tanks with 14 pump stations. The network is made of approximately 35% asbestos cement pipes which results into a high number of pipe burst and high water losses. There is an average of approximately 15 to 20 pipe burst/leaks that are reported daily and the Water Section is only able to respond to an average 10 pipe burst/leaks per day.

RLM receives water from Rand Water and Magalies Water. Services provided include provision of new water and sewer services, operation and maintenance thereof. The unit is responsible for the operation of 20 potable water reservoir services, which service an area with 12 pump stations; three borehole water scheme systems in Rankelenyane, Molote City and Mathopestad; treated effluent system for irrigation in the CBD and Marikana Sewer Pump station.

d) Blue Drop Status (BDS)

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Score (%)	95	93	92	N/A	86	N/A	N/A	N/A	N/A	N/A

N/A = Not Assessed

The Department of Water Affairs initiated the drinking water quality regulation programme in 2005. The objective of the programme is to ensure that improvement of tap water quality by means of compliance monitoring of all Water Services Authority (WSA). WSA's that scored 95% and more received the Blue Drop Certification. In the North-West Province only three municipalities attained the certification whereas the Rustenburg Local Municipality is one of them.

e) Water Challenges

- Non-compliance with Blue Drop Assessment;
- Dilapidated and failing bulk water and sanitation infrastructure;
- High water distribution losses
- Vandalism of the infrastructure
- Reactive maintenance approach instead of preventative
- Illegal connections

f) Objectives

No	Priority Issue	Problem Statement	Goals	Strategies
1	Portable and Clean Water Supply <i>'Water is life'</i>	<ul style="list-style-type: none"> ○ Inadequate water supply ○ Prolonged water supply disruption ○ High distribution losses ○ Poor aesthetic quality of water (Taste & Odour) ○ Average Blue Drop Rating Status 	<ul style="list-style-type: none"> ○ Have alternative supply of portable water. ○ Improve on the reliability of the pressures of the network system and improved turnaround time ○ Reduce the distribution losses to at least below 25% ○ Improve on the quality of water supplied ○ Improve on the Blue Drop status rating at least to be above 90% 	<p>Strategy A: Utilise the water from mining reclamation plants to strike a balance between demand and supply. Install Jojo Tanks at strategic points for farm & informal settlement areas.</p> <p>Strategy B: Re-zone the network and cluster the areas to be able to regulate pressures.</p> <p>Strategy C: Implement Water Conservation and Water Demand Strategy. Replace the asbestos pipes, install bulk and household water meters</p> <p>Strategy D: Equip and employ qualified staff for the on-site laboratory to operate 24hrs for water quality monitoring. Outsource the monitoring to also independent/private laboratory for water quality analysis.</p> <p>Strategy D: Ensure operations are done in line with compliance to Blue Drop Assessment Systems</p>

Year Plan 2019-2023

STRATEGIC FOCUS AREA	2019/2020	2020/2021	2021/2022	2022/2023	Potential Funders
Ensure manageable distribution zone for improved water balance calculations	Rustenburg Rezoning and Pressure Management Implementation	Rustenburg Rezoning and Pressure Management Implementation			Department of Water and Sanitation
Water losses	Reduction to 20%	Reduction to 15%			Department of Water and Sanitation; Randwater; Magalies

					Water, Rustenburg Water Services Trust
Water leakages					MIG; Own funding
WATER Conservation Awareness campaign design and executed	Awareness Campaign	Awareness Campaign	Awareness Campaign	Awareness Campaign	Partner with Randwater and Magalies Water
Planned AC pipes replacements	90% AC pipe replaced	100% AC pipe replaced			MIG; Own funding
Eradication of backlog of water services	90% Access to Water	90% Access to Water	90% Access to Water	90% Access to Water	MIG; Own funding
Drinking water quality	100% compliance with SANS 241 standards	100% compliance with SANS 241 standards	100% compliance with SANS 241 standards	100% compliance with SANS 241 standards	Own funding

3.5.2 SANITATION SERVICES

a) Waste Water Treatment Works

The directorate is responsible for the provision of waste water and sanitation services to all customers in the municipality. The Municipality through the Rustenburg Water Services Trust operate with 4 Waste Water Treatment Works (WWTW):

b) Sewer Network

The municipality has a sewer network of approximately 6 km of pipelines with 4 pump stations within the network. The overpopulation, backyard dwellers and foreign objects in the sewer network system results into a high volume of sewer blockages. There is an average of approximately 20 sewer blockages that are reported daily and on average only 95% of the blockages are attended to daily resulting in a series of sewer environmental contraventions. Sewer spillages are frequent due to misuse of the waterborne sewer system by inserting foreign substances that also contribute negatively to the environment.

Major blockages on bulk sewer outfalls have adverse effects on the efficiency of the Waste Water Treatment Works due to inconsistent inflows and this situation directly affect the industrial water supply which is also serve as a revenue base for the Municipality.

c) Septic Tanks

There are areas which are still using septic tanks within the municipality averaging number of 12 580 units.

d) Pit Toilets

Most of the rural areas and informal settlements use pit latrines estimates at 63 027 units. The Pit latrines in the informal settlements pose high health risks as many pits are full. Since pit toilets are not properly built (not lined) the environment is negatively affected as ground water is at risk of contamination. These situations cause that you cannot drill boreholes in these areas to serve as an alternative water source.

e) Green Drop System

RLM has not been performing well on the previous Green Drop assessments (refer to the table below):

Year	2009	2011	2013	2014	2016/17
Rustenburg WWTW	74%	78%	61.23%	56% RR	48% RR
Boitekong WWTW	41%	69.5%	75.25%	55% RR	64% RR
Lethabong WWTW	30%	48.1%	46.7%	53% RR	41% RR
Monakato WWTW	30%	44.8%	47.6%	71% RR	59% RR

As per the assessment outcome above mentioned under performance was a result of the following:

- Incompetent Process Controllers
- Ineffective effluent quality monitoring
- Unavailability and none implementation of Risk Abetment Plan
- Ineffective asset management system

f) Sanitation Challenges

- Green Drop Assessment;
- Implementation of Operation and Maintenance Procedures (OPR) or Standard Operating Procedures (SOP);
- Dilapidated and failing bulk water and sanitation infrastructure;
- Inadequate fleet
- Insufficient funding allocation for O&M
- Aged infrastructure
- Vandalism of the infrastructure
- Misuse of sewer system by introduction of foreign substances

g) Objectives

No	Priority Issue	Problem Statement	Goals	Strategies
1	Sanitation Services <i>'Sanitation is dignity'</i>	<ul style="list-style-type: none"> Improvement of the Green Drop Status Over capacitated outfall sewer lines Prolonged turnaround time to address sewer problems from the network Backlogs in household connections 	<ul style="list-style-type: none"> Improve on the Green Drop status rating at least to medium risk rating (50%) Operate the outfall sewer lines at optimal capacity Reduce the turn-around time for responding to sewer blockages to at least 3 hrs. Connect new households 	<p>Strategy A: Ensure operations are done in line with compliance to Green Drop Assessment Systems</p> <p>Strategy B: Upgrade & Refurbish.</p> <p>Strategy C: Re-zone areas of operation and have each with dedicated team to respond and reduce long travelling trips.</p> <p>Strategy D: Ensure that all township establishment when are approved before settlement they must have all basic services connections. Upgrade water borne sewerage systems as adequate bulk water becomes available</p>

h) Year Plan 2019-2023

STRATEGIC FOCUS AREA	2019/2020	2020/2021	2021/2022	2022/2023	Potential funders
Access to basic sanitation services	85%	90%	95%	98%	MIG, DWS, MINE HOUSES, DBSA
Eradication of Sanitation backlog	15%	10%	5%	2%	MIG, SWIG, MINE HOUSES, DBSA
Refurbishment of Sewer pump stations	1	1	2	0	DWS
Upgrading of WWTW	2	1	0	0	MIG

3.5.3 ELECTRICITY SERVICES

The Municipality is a licensed distributor of electricity through a license issued by the National Energy Regulator of South Africa (NERSA). The unit: Electrical Engineering Services is responsible for the safe, effective and efficient provision of electricity to residents, businesses including mines and also ensuring public lighting. The units' core functions:

- Is to purchasing, distribution and sale of electricity.
- Planning and construction of networks i.e. major/minor upgrades, new connections etc.
- Repair and maintenance of networks
- Installations and maintenance of public lighting

a) Large Intakes Points

The municipal electrical network taps from Eskom grid with the following intake points:

No	Intake Point	Designed Capacity / Installed Capacity	Notified Maximum Demand (NMD)	Average Peak Demand (last 12 months)
1	Industries Substation	160 MVA	140 MVA	116 MVA
2	Voltaire Substation	40 MVA	28 MVA	25,7 MVA
3	Marble Lime/Kroondal Substation	20 MVA	20 MVA	14,8 MVA
4	Smelters Substation	240 MVA - Exclusive for Glencore Smelter	190 MVA	172 MVA
5	Waterkloof Substation	240 MVA -new intake	180 MVA (future)	18 MVA

Three of the substations are over 30 years in operation without any major refurbishment viz. Industries, Voltaire and Marble Lime are in dire need of upgrades in terms of ageing equipment i.e. bulk transformers, medium voltage (MV) switchgears, battery units etc. if this situations is not addressed it will lead to failures resulting in black-out in those areas.

b) Network Assessment

The electricity network or/and infrastructure of RLM has aged (mainly the rural areas) and most parts of the protection scheme tend to malfunction which results in a lot of unplanned outages. This scenario leads to key components or/and equipment of the network being susceptible to damage and also posing a risk to operational teams, which might lead to fatalities. The infrastructure has exceeded its life span with old technology on it; as such the municipality is spending too much on repairs, reactive maintenance and overtime expenditure.

Key to addressing this challenge is to:

- Reduce the average age of the distribution network where it is in excess of 30 years through refurbishment or/upgrade and replacement of obsolete or/and unreliable equipment for which spares are no longer available.
- Undertaking of routine maintenance on critical plant i.e. bulk transformers and 33/11kV switchgears in main distribution substation.

- Performing condition monitoring of critical equipment and its associated components through both infrared and ultrasonic scanning i.e. cable terminations, medium voltage terminations on overhead lines and transformer terminations.
- Addressing and improving safety on the network i.e. replacement of high risk equipment (oil switches and transformers) and provision of relevant PPE to personnel.

c) Some of the challenges faced by the unit: Electrical Engineering Services

- Densification of stands leading to a network exceeding firm capacity and in some worst scenario reaching or/and over shooting its installed capacity.
- Extension of the distribution network in support of new developments (for both commercial and industrial sectors) including electrification of historically disadvantage areas.
- Increased economic activity which will lead to increased demand on our network.
- Dramatic increase in the cost of key resources i.e. labour and material (excluding bulk purchases)
- Increased backlog due to uncontrolled or/and unplanned growth (land invasion) and insufficient capital or/and budget.
- Overloaded feeder cables from main substations.
- Dilapidated and aged electrical and mechanical infrastructure.
- Outdated technology.
- High electrical distribution losses.
- Illegal connections and unmetered installations.
- Vandalism and theft adversely affect the integrity of distribution networks to deliver sustainable electricity supply.

Key to addressing these challenges is to:

- Reduce the average age of the distribution network where it is in excess of 30 years through refurbishment or/ upgrade and replacement of obsolete or/ and unreliable equipment for which spares are no longer available.
- Undertaking of routine maintenance on critical plant i.e. bulk transformers and 33/11kV switchgears in main distribution substation.
- Performing condition monitoring of critical equipment and its associated components through both infrared and ultrasonic scanning i.e. cable terminations, medium voltage terminations on overhead lines and transformer terminations.

d) Objectives

No	Priority Issue	Problem Statement	Goals	Strategies
1	Energy Supply 'Power'	<ul style="list-style-type: none"> High distribution losses Illegal connections High number of cases of copper cable theft Fatal accidents resulting from electrocution Lack of alternative energy source Overloaded Substations 	<ul style="list-style-type: none"> Reduced the distribution losses to be below 15 - 20% Removed illegal connections Reduced number of cases of cable theft Reduced number of reported electrocution fatalities Reduced dependency on the Eskom grid Outages 	<p>Strategy A: Install bulk meters and household meters</p> <p>Strategy B: Have regular operation to remove illegal connections. Re-zone areas for operation and have each with dedicated team.</p> <p>Strategy C: Carryout awareness campaigns</p> <p>Strategy D: Carryout awareness campaigns to communities</p> <p>Strategy E: explore alternative energy sources like solar energy and waste energy systems</p> <p>Strategy F: Upgrade the substations.</p>

e) Year Plan 2019-2023

STRATEGIC FOCUS AREA	2019/2020	2020/2021	2021/2022	2022/2023	Potential Funders
Refurbishment & upgrading of substations	3	2	2	4	RLM DoE
Refurbishment & upgrading of overhead lines and cable network feeders.	3	4	3	2	DoE
Installation of SCADA system & Advanced metering infrastructure	1	1	1	1	RLM

3.6 ROADS AND TRANSPORT DIRECTORATE

The Directorate has the responsibility to provide basic services to the community of Rustenburg in terms of provision of new roads and storm water as well as the maintenance of existing infrastructure, and safe and reliable public transport as listed below:

- Oversee the implementation of the Rustenburg Rapid Transport (RRT) Project – a flagship integrated public transport network (IPTN) being implemented by the Municipality
- Provision of access to roads and well-functioning/properly maintained storm water drainage system (Ensures that roads are paved, re-gravelled and re-surfaced and construction of new roads to reduce the current backlogs)
- Contract service providers and contractors for the construction of infrastructure and required services to implement the RRT
- Undertake current public transport industry transition as the future RRT transport operators
- Build and ensure capacity to undertake the management of any transport function that might be assigned to the RLM in future including but not limited to the operating license functions.

3.6.1 Roads and Stormwater

Rustenburg has a total road network distance of **1,911.732 km** of which **1340 km** are tarred (paved) and **859.134 km** are gravel (unpaved). The road network distance excludes the Provincial and National roads. The Municipality in 2018 approved a Comprehensive Integrated Transport Plan (CITP 2017-2022) which detailed the studies undertaken on roads and all modes of transport. The municipality is currently developing the roads and stormwater master plans which would guide the expansion and development of the said infrastructure.

The majority of the paved roads range from good to fair surface conditions implying that these roads had fair rideability condition. The gravel or earth roads range from fair to poor gravel quality and quantity implying that these roads had poor condition. The need for Re-gravelling was therefore found to be very high. Roads with poor profiles were found to be without Camber and this resulted in water ponding.

According to the Visual Condition Assessment conducted in 2012, the average Visual Gravel Index (VGI) for RLM unpaved roads was calculated to be forty one percent (41%) which implied that most of the roads were in poor state. The average Visual Condition Index (VCI) and Reseal Condition Index (RCI) for paved roads were calculated to be 69% and 61% respectively which implies that the road network was in the fair condition.

NOTE: The Assessment was conducted in 2012 and it must be kept in mind that a road deteriorates which implies that the Visual Condition Index may be at approximately 56% in 2016.

i) Status of maintenance of *Roads and Storm water services.*

- **Tar Patching and Resealing of Roads**

- Annually the Municipality allocates a budget for road maintenance including storm-water such as potholes, road marking, street signs, traffic calming, and storm-water cleaning
- Tar Patching involves Pothole repairs and slurry seals to keep the road in a good riding condition.
- Resealing of Roads-involves resurfacing of the roads with crushed stones and bitumen to prolong the lifetime of the Infrastructure.
- Preventive Treatment Works: These works comprise fog sealing and rejuvenation. The fog sealing can be described as the machine application of slow- setting asphalt emulsion diluted with water to renew asphalt surfaces and to seal small cracks and surface voids, etc.; the activity may be followed by machine spreading of sand. The activity can be carried out on a scheduled basis, or in responsive to a set of specified intervention criteria.

The unit do a visual inspection to determine the level of deterioration on the streets and draw up a programme for resealing of roads.

- **Regravelling and Blading for Roads**

- Regravelling involves Import of material & compaction to build a road to a gravel standard. This work requires Tipper trucks, Graders, Water Bowser, compaction Roller & Front end Loaders. Due to ageing machinery and equipment the Unit depends on the Plant hire Contract to execute the work.
- Blading – The grader blade the existing roads to smoothen the riding quality for gravel road particularly in rural areas.

- **Stormwater Cleaning**

- Replace Catch-pits Slabs
- Cleaning of open Stormwater channels.
- Cleaning of Sub surface drainage channels.
- Installation of new culverts

- **Road Markings and Road Signs**

- Road markings and marking of speed humps
- Replacing road traffic signs.
- Replacing street name plates.

3.6.2 Rustenburg Rapid Transit Network

i) Background

- The Rustenburg Local Municipality is implementing the Rustenburg Rapid Transport project as a bus service that will follow recommendations of the national Department of Transport's **Public Transport Strategy** and **Public Transport Action Plan** (2007).

- This gives selected cities in South Africa the mandate to establish Integrated Public Transport Network (IPTNs). These networks aim to catalyse a transformation of South Africa's public transport sector into a safe, secure and high-quality experience for the passenger in South Africa's 13 Cities.
- The planning, design and implementation of these IPTNs are funded through dedicated Public Transport Network Grant (PTNG) from National Treasury and administered by the Department of Transport.
- The allocation of PTN Grant is reviewed annually by a joint committee of Treasury and the Department of Transport (DOT) based on the performance of each city in meeting the goals of the Public Transport Strategy and Action Plan as provided for in the National Land Transport Act, Act 5 of 2009.
- The Department of Transport has set Grant Conditions and Standards on the **Public Transport Network Grant - Guidelines and Requirements** published annually. The Grant Guidelines and Requirements are the basis for continued Grant allocation and funding of the project.
- The PTN Grant not only funds infrastructure and operational costs of the catalytic bus service but also other infrastructure projects necessary for integration and advancement of public transport facilities such walkways, bus stops and park and rides and interchanges which form part of an overall Integrated Public Transport Network.
- In 2011, when the project was launched, it was branded the as the Rustenburg Rapid Transport Project identify projects funded through the PTN Grant as a flagship project. These included dedicated *inter alia* bus ways, walkways, and stations. Through the PTN Grant, capacity was also created to manage implementations of various projects. The RLM therefore took a resolution to make a distinction between the bus service and the PTN grant funded Unit under the Roads and Transport Directorate.
- While the RRT was primarily established for the implementation phase – the Municipality branded the eventual bus service – Yarona
- For the RLM, the objective of the PTNG is for the incremental development, implementation and operations of an IPTN.
- While the primary aim of the grant is to catalyse the provision of a municipal wide transport system, the RLM aims to transform the spatial development of the Municipality, strive to make an impact in the local economy, through the provision of employment opportunities, involvement of small, micro and medium enterprises (SMMEs) or any other spin-off it may create.
- By combining different vehicle sizes and frequencies it can meet a wide range of demand levels conveniently and cost effectively. With its network of trunk and feeder routes it can penetrate the urban fabric at a much finer level than, for example, rail. And, unlike rail which tends to divide urban space, BRT allows greater ease of movement across transport routes, facilitating growth along corridors.
- The operational planning process includes a range of activities required to achieve a technically viable system and provides data, systems and analysis upon which to base subsequent stages of planning and design. As such, the operational plan sits within an overall process aimed at the final implementation and operation of the system. The key elements of the overall planning process include:
 - Operational Plan
 - Infrastructure Design Plan
 - Industry Transition and Integration Plan
 - ITS and Fare System Plan
 - Communications and Marketing Plan

- Financing Plan and Business Plan
- Implementation Plan

ii) RRT System Overview

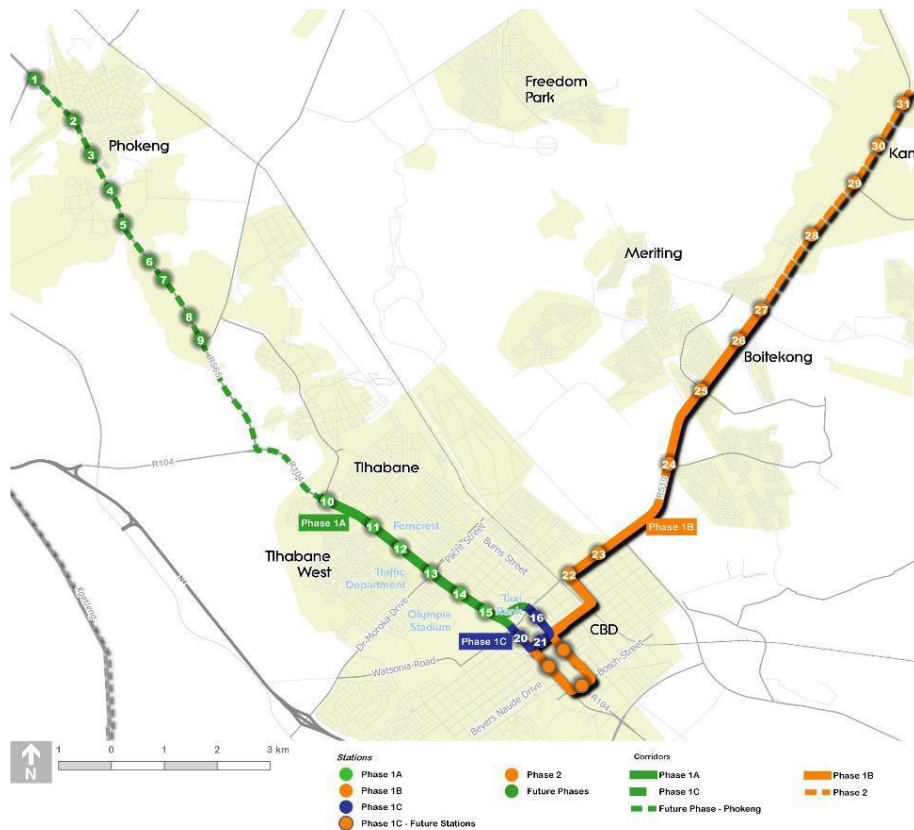
The new RRT project aims to substantially improve public transport service delivery, and will support other key city goals and strategies. The incremental approach to phasing of the full RRT network is crucial to the successful implementation thereof. The implementation of Phase1 staggered (A, B, C) and subsequently Phase 2 as noted below will ensure maximum benefit.

- Phase 1A being implemented during the 2017/18 Financial year;
- Phase 1C to follow the implementation of Phase 1A in relatively short periods of time, giving continuity
- Phase 1B to follow the implementation of Phase 1C in relatively short periods of time, giving continuity
- Phase 2 to follow the implementation of Phase 1A, B, and C.

The full IPTN network approach aims to cover 85% of Rustenburg when complete.

The full IPTN route system and network and designed for the Rustenburg IPTN include Trunk Corridors, Direct Services and Local Feeder Services. The main trunk corridor run between Phokeng & CBD and extents to Kanana.

During later stages, Direct Services will be accommodated to remote areas such as the mining areas to the far North extending beyond Phokeng and Kanana.



Full Network

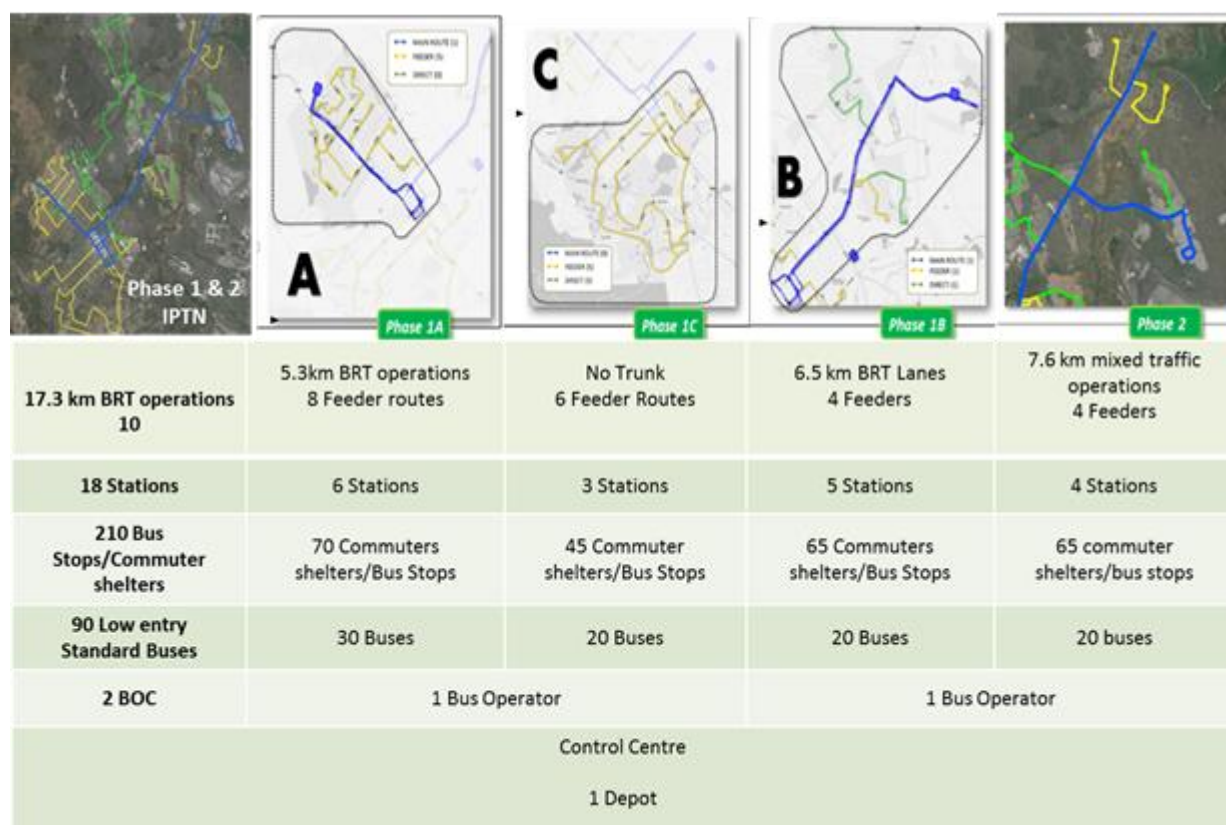
The trunk corridor consists of the two highest demand transport corridors in RLM, the R510 from Kanana to Rustenburg CBD and the R565/R104 from Phokeng to Rustenburg CBD. These two corridors form the Trunk Corridor that forms a “V”, illustrated in figure above.

This “V” is to be designed and operated as a Bus Rapid Transit (BRT) system. The key system features include the following:

- Dedicated and segregated (either by barrier or grade) BRT lanes located in the roadway median along the critical parts of trunk corridor
- The total distance of the dedicated separated median trunk covering approximately 20km kilometres once the full system is implemented.
- A selection of trunks-, feeder and complementary routes are implemented to ensure that passenger delay due to transfers during peak hours of the day is limited and to ensure cost effective operations during off-peak periods.
- Both express and all-stops services are to be run on the trunk- and complementary routes to improve both journey times and to reduce the required level of station infrastructure in terms of the number of required bays
- All trunk stations to have level boarding platforms and need to be universally accessible compliant
- Electronic Fare Collection purchased by passengers from pre-approved vendors

- Trunk stations to be fully integrated with pedestrian and cycle networks with bicycle parking at key stations.

The RLM is currently implementing Phase 1 and 2 Infrastructure for the RRT. The figure below indicates the components being implemented in each phase of the projects.



Phases 1 and 2 of the RRT Network

Historic Spending Profile

- Total grant allocations to the RLM amount to R2.8 billion
- Total expenditure on the Grant for infrastructure and Project Management fees amounts to R 2.4 billion.
- **Figures** below illustrates the PTNG allocation as well as the spending thereof since 2010/11:

HISTORIC SPENDING PROFILE FOR THE PUBLIC TRANSPORT NETWORK GRANT (PTNG) FOR IMPLEMENTATION OF THE RUSTENBURG RAPID TRANSPORT (RRT)

Period	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
Public Transport Network Grant Allocations to RLM	R 20 000 000	R 178 000 000	R 303 484 000	R 500 000 000	R 520 000 000	R 552 000 000	R 285 000 000	R 314 000 000	R 298 000 000	R2 970 484 000
Additional Allocation	R 69 575 000	R-	R 270 702 000	R 130 000 000	R-	R-			R98 000 000	R568 277 000
Rollover (From Previous year)	R-	R 39 336 449	R 104 500 000	R 221 908 000		R 54 874 000	R 60 000 000			R480 618 449
Total	R 89 575 000	R 217 336 449	R 678 686 000	R 851 908 000	R 520 000 000	R 606 874 000	R 345 000 000	R 314 000 000	R396 000 000	R 4 019 379 449
Expenditure for the Year	-R 50 238 551	-R 112 836 449	-R 456 778 000	-R 557 708 000	-R 465 153 000	-R 492 000 000	-R 345 000 000	-R 314 000 000	-R213 696 000	-R 3 007 410 000
Cumulative Unspent Grant	R 39 336 449	R 104 500 000	R 221 908 000	R 294 200 000	R 54 847 000	R 114 874 000	R-	R-	R 182 304 000	R 1 011 969 449

The first main construction project, started in Tlhabane – and included concrete bus lanes, mixed traffic lanes, storm-water and walkway routes in 2012. There are 5 main capital projects which have been completed between 2011/12 to 2016/17.

Project for construction of the north west corridor started in 2012/13 with expenditure for the year at R 112m.

Further projects started in 2013/14 for the construction of north east corridor started for a period of 18 months for the implementation of 17km bi-directional right-of-way lanes and mixed traffic lanes between CBD and Kanana, north east corridor, which was split into 4 sections.

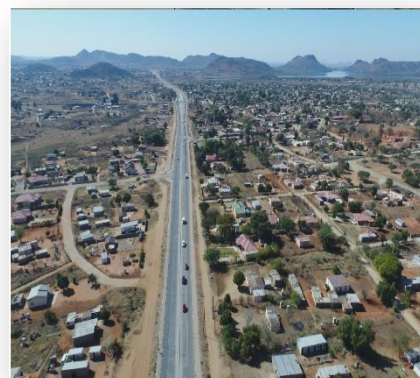
The above project have been completed and form part of Phase 1 and 2 of the RRT public transport project.

The municipality has completed the CBD corridor which started in 2016/17 with expenditure of R345m and R314m in 2017/18.

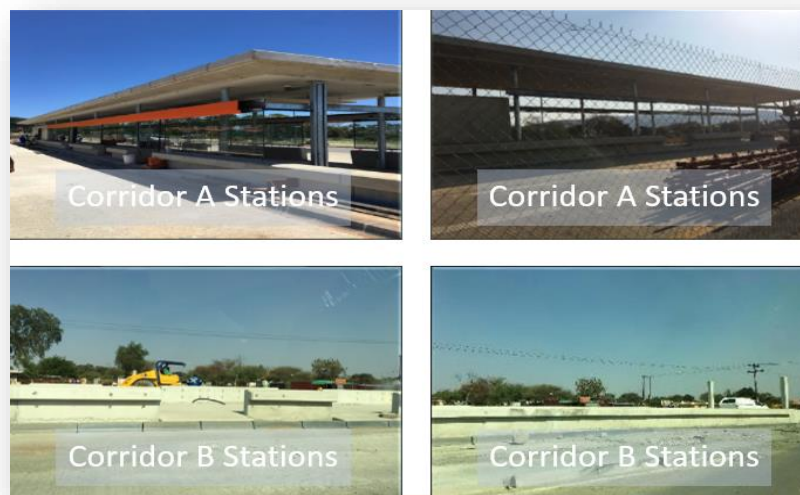
The RLM has been allocated R4 billion allocated to the RLM, R2.793 has been spent by RLM. The table Annexure A reflects the Public Transport Network Grant allocation vs. expenditure per financial year.



Corridor A – Tlhabane R104 with 6 Stations



Kanana/ R510 Trunk Corridor 17km with 8 Open and Closed Median Stations



Progress on Stations Corridor A and B

iii) Stakeholder Engagement

In keeping with the objectives of the Department of Transport (DOT), specifically on ensuring a fully integrated public transport network, the Rustenburg Local Municipality (RLM) acknowledges that the restructuring of its public transport network as envisaged by the RRT Project, cannot be fully achieved without the participation of the existing minibus-taxi industry in the implementation of the new system.

Hence the RLM envisages significant participation by the taxi industry and the current bus operators in the system in the form of:

- Ownership and management of future public transport companies operating on and feeding to the RRT corridors;
- The operation of buses on the trunk corridors of the RRT;
- The operation of DOT compliant vehicles on parts of the RRT routes that feed and distribute from RRT corridors where the passenger volumes so dictate.

To date the following progress has been made in this regard:

- All 22 taxi associations in Rustenburg, operating around the RLM and outside the municipal boundary were engaged during project initiation.
- 9 Taxi Associations have been identified as affected by the RRT routes and have formed a representative Structure - The Taxi Negotiating Forum and works have full time experts who provide technical support to them
- Bojanala Bus as an affected operator has been engaged is forming part of the Negotiation Structure
- MoUs have been entered into with both the Taxi and Bus Operator structures.

- It is envisaged that the affected and eligible operators will cease their current taxi operations in favour of equity within the Bus Operating Companies that will run bus operations in areas and routes planned to be served by the RRT.
- Cities already operating similar transport services and guidance from the DoT to operate an appropriate transport solution for the City serve as benchmark to develop a sound operational plan and financial model.
- Rather than embark on additional infrastructure, it is felt that a better approach would be to transform the public transport strategy in stages, through empowering and restructuring existing public transport operators while developing and improving efficiencies of existing systems and improving existing infrastructure.
- There is a need to dedicate significant human and financial resources to a public transport restructuring system from the beginning due to its complexity and necessary high level of engagement.

Conclusive Summary

- The Yarona service, once launched, will introduce a new standard of provision of public transport in Rustenburg. The introduction of dedicated bus ways on the trunk route has substantially increased the traffic flow and pavement condition on the R 510
- The purpose of the Public Transport Network Grant (PTNG) is to develop and improve integrated public transport network infrastructure that supports formal, scheduled and well managed services, which are accessible to an increasing percentage of the population for the Rustenburg Local Municipality (RLM).
- The relatively low densities in our cities undermine the viability of all public transport systems. There is a need to look carefully at how we can create increased housing densification in well located areas. This must include designing and planning for a restructured land use landscape. Land use and transport to work in synergy, a densification policy or a transit-oriented development framework should have is developed parallel to public transport roll-out.
- There is a need to fast track regulation changes to support greater flexibility in land use regulations and greater flexibility in housing subsidies to encourage brownfields regeneration by private sector. There are a range of impediments to municipalities being able to influence development through partnership arrangements.

3.7 COMMUNITY DEVELOPMENT

The work of the Directorate is affected by the need to provide a service to:

- 14 libraries, 19 Community halls
- 617 Municipal Buildings (incl. flat, rental stocks, substations, public toilets etc.)
- 21 Sports facilities, 5 Swimming pools
- 9 Parks, 13 Cemeteries
- More than 116 000 Waste Collection points
- Support the Municipality with Environmental Management Services

These services serve the estimated + 650 000 residents and 1800 employees of the municipality.

3.7.1 CIVIL FACILITIES MANAGEMENT

The Unit: Civil Facilities and Maintenance is responsible for the maintenance and upgrading of all municipal buildings and facilities and ensuring that these adhere to set high standards and that these facilities are well kept at all times. Municipal properties/buildings are becoming dilapidated because of insufficient budget and the lack of security, vandalism, burglary and generally the ageing condition of the property/building.

There are five different types of maintenance namely:

- Planned maintenance,
- Conditioned-based maintenance
- Preventative maintenance,
- Day to day maintenance and
- Reactive maintenance

The table below indicate facilities that are prioritised for the financial year 2019/2020 and 2020/2021

No.	Area	Project Description	Current Status	Target Years
01	Mpheni House – Rustenburg Local Municipality	Mpheni Upgrade - The building needs major repairs, upgrading and refurbishment of civil and electrical components. The Municipality will also look at reconfiguring the office layout in order to address the current office space shortages.	<ul style="list-style-type: none"> The Municipality has finalised the Design Stage. 	2019/20 – Planning 2020/21 – Construction 2021/22 – Completion
02	Civic Centre – Rustenburg	Chamber and other upgrading works	<ul style="list-style-type: none"> The scope of works is being finalised in order to address all components that needs to be attended to. An open tender process will be followed 	2019/20 – Planning 2020/21 – Construction 2020/2 – Completion
03	Civic Centre – Rustenburg	Refurbishment of the Heating, Ventilation and Air Conditioning (HVAC) System for Civic Centre	<ul style="list-style-type: none"> The scope of works to repair HVAC System of Civic Centre is being finalised. The plan is to have continues maintenance plan with specialised service providers in order to keep the facility fully functioning. 	2019/20 – Planning 2019/21 – Construction 2020/22 – Completion
04	Civic Centre – Rustenburg	Waterproofing of the Civic Centre Roof	<ul style="list-style-type: none"> Building Inspection has been conducted. An open tender process will be followed 	2019/20 – Planning 2019/20 – Execution 2020/21 – Completion
05	<ul style="list-style-type: none"> Civic Centre, Mpheni House, Roads Department 	Removal of all asbestos of the following facilities: Civic Centre, Mpheni House and Roads Department.	<ul style="list-style-type: none"> The scope of works for the removal of asbestos is being finalised. The Municipality will consider using glass-fittings as the replacement of the removed items (Asbestos) in order to beautify the facilities. 	2019/20 – Planning 2019/20 – Execution 2019/20 – Completion
06	ALL Municipal Facilities	Safety Tender - Fire Extinguishers: Compliance in terms of safety in the workplace by address the fire hazards.	<ul style="list-style-type: none"> The tender will be advertised before end of February 2020 for bidders to submit their proposals 	2019/20 – Planning 2019/20 – Execution 2019/20 – Completion
07	Rankelenyane RCC	Refurbishment of the vandalised Rankelenyane RCC facility	<ul style="list-style-type: none"> The scope of work is complete. 	2019/20 – Planning 2019/20 – Construction 2019/20 – Completion

No.	Area	Project Description	Current Status	Target Years
			<ul style="list-style-type: none"> The project is expected to be completed before end of June 2020 	
08	Boitikong RCC	Refurbishment of the vandalised Boitikong RCC facility	<ul style="list-style-type: none"> The scope of works is being finalised. The project anticipated completion date is October 2020 	2018/19 – Planning 2019/20 – Construction 2020/21 – Completion
09	Ikageng RCC	Renovation of damaged roof and ceiling of Ikageng RCC building	<ul style="list-style-type: none"> The project is expected to be completed before June 2020 	2018/19 – Planning 2019/20 – Construction 2019/20 – Completion
10	Meriting - Hall	Meriting water and sewer pipes replacement	<ul style="list-style-type: none"> The project is anticipated to be completed before March 2020 	2018/19 – Planning 2019/20 – Construction 2019/20 – Completion
11	Van Zyl Hall	Renovation of tiles of Van Zyl Hall	<ul style="list-style-type: none"> The Municipality is finalising the scope of works The project anticipated completion period is January 2021 	2019/20 – Planning 2020/21 – Construction 2020/21 – Completion
12	Old Town Hall	Refurbishment of Old Town Hall facility	<ul style="list-style-type: none"> Building inspecting to finalise the scope of works is currently underway The scope of works has reached its final stage and tender will be advertised for bidders to participate. 	2018/19 – Planning 2019/20 – Construction 2019/20 – Completion
13	Phatsima RCC	Upgrade of Phatsima RCC – Construction of Kitchen Area, Painting of Roofs and Replacement of Curtains with blinds	<ul style="list-style-type: none"> The scope of works to be finalised by the end of November 2020. 	2020/21 – Planning 2021/22 – Construction 2021/22 – Completion
14	Land-fill Site	Repairs/replacement of landfill site water and sewer pipes	<ul style="list-style-type: none"> The scope of work is finalised, tender to be advertised for bidder to submit their proposals. 	2019/20 – Planning 2020/21 – Construction 2020/21 – Completion

Currently the Municipality is having a backlog of facilities that needs Condition Assessment Reports which will assist RLM in determining the type of maintenance which is needed in order to keep facilities in a good state, this will then address the types of budget needed per facility.

Civil & Facilities Management will also work with other Units to identifying best options that needs to be taken in order to reduce the over-usage of resources like Electricity and Water.

3.7.2 COMMUNITY FACILITIES

UNIT: COMMUNITY FACILITIES

- 1. Cleaning and Maintenance of the Municipal Environment**
- 2. Outline of status of sporting facilities per ward.**
- 3. Greening, Beautification and Alien Species Management in the Municipality By-laws**

1. Cleaning and Maintenance of the Municipal Environment

As part of the efforts of the municipality to fastrack service delivery in partnership with the Communities, A Programme termed ' Re Direla Sechaba' meaning "We are working for the Nation" has been launched by the municipality. This programme is composed of internal reengineering through interventions such as new fleet and stakeholder relations for municipal operations as well as partnership with communities through an EPWP/ Cooperatives partnership model. This model resulted in each ward having a brigade of local community members being responsible for assisting the municipality with grass cutting, cleaning and maintenance activities.

The municipality is planning to continue with this programme in the next financial year in partnership with other Directorates of the municipality to expand overall service delivery within wards.

Outline of status of sporting facilities per ward.

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
01	Phatsima Sports Facility	Soccer pitch with no grass. Ablution Block for both male and female. Concrete Roof, windows and doors, properly fenced.	<ul style="list-style-type: none"> Soccer pitch with no grass Ablution Block for both male and female. Facility is fenced. 	None	<ul style="list-style-type: none"> 01 x soccer ground with no grass Maintenance done brush cutters and a grader
01	Phatsima ((Slovo Section x1, Bothibello Primary x1)	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 02 x soccer grounds with no grass Maintenance done with a grader and brush cutters
02	Robega Sports Facility	The facility is fenced with barbed wire fence and has ablution block, soccer pitch and combi courts.	<ul style="list-style-type: none"> The facility is fenced with barbed wire fence and has ablution block, soccer pitch and combi courts. 	<ul style="list-style-type: none"> 01 x soccer pitch with no grass Maintenance done with ride on mower/tractor and slasher 	None
02	Chaneng	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 01 x soccer grounds with no grass Maintenance done with a grader
03	Luka	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 01 x soccer grounds with no grass Maintenance done with a grader
04	Luka (Rathibedi, grounds near Thete High School, grounds near Mogono Primary, Ground 1 and ground	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 05 x soccer grounds with no grass Maintenance done with a grader and brush cutters

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
	2 near Bakwena Tavern)				
05	Phokeng (Lenatong & Rietvlei)	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 02 x soccer grounds with no grass Netball court Maintenance done with a grader and brush cutters
06	Phokeng (Rafrede, Kgale, Masosobane)	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 03 x soccer grounds with no grass Netball court Maintenance done with a grader and brush cutters
07	Lefaragatlhe (grounds near Primary School, Bubuanja & ground near Lekwakwa Primary)	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 03 x soccer grounds with no grass Maintenance done with a grader and brush cutters
08	Olympia Park Stadium	Building has 3 floors and a basement. Building consist of 6 halls, 15 suites, 7 toilets, 8 change rooms, 8 storerooms and 2 first aid rooms. It has three steel stand structures for spectators.	<ul style="list-style-type: none"> The official capacity of the facility is 18000. The facility is not in good condition due to lack of proper maintenance The steel structure has since been ruled out for usage by engineers as it is considered a risk Usable capacity is 7300 The four high mass lights are not in good condition and cannot be used for professional night games 	<ul style="list-style-type: none"> 01 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower/tractor and brush cutters 	<ul style="list-style-type: none"> 04 x grounds outside the stadium No grass no irrigation Maintenance done with a grader and brush cutters

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
			<ul style="list-style-type: none"> The electrical system needs to be upgraded The pitch is maintained and in good condition The whole stadium is guarded by one security personnel day and night. There is a need to put a clear view fence around the entire stadium and improve on physical security The outside venue where we host festivals need a new gate and the ablution facilities needs to be repaired (vandalized and not in use) 		
08	Olympia Park Hockey Club	Building consist of windows, exit door, toilets, kitchen, change rooms, burglars, roof, ceiling and no storeroom and no stage	<ul style="list-style-type: none"> Building consist of windows, exit door, toilets, kitchen, change rooms, burglars, roof, ceiling and no storeroom and no stage Building requires revamping 	None	None
08	Olympia Park Tennis Club	Building consist of windows, exit door, toilets, kitchen, no change rooms, burglars, roof, ceiling and storeroom and no stage	<ul style="list-style-type: none"> Building consist of windows, exit door, toilets, kitchen, no change rooms, burglars, roof, ceiling and storeroom and no stage Building requires revamping 	None	None
08	Olympia Park Squash Club	Building consist of 2 floors, windows, exit door, toilets, kitchen, change rooms, burglars, roof, ceiling and storeroom and no stage	<ul style="list-style-type: none"> Building consist of 2 floors, windows, exit door, toilets, kitchen, change rooms, burglars, roof, ceiling and storeroom and no stage 	None	None

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
			<ul style="list-style-type: none"> Building requires revamping 		
08	Olympia Park Korfball Club	Building consist of windows, exit door, toilets, kitchen, no change rooms, burglars, roof, ceiling, stage and no storeroom	<ul style="list-style-type: none"> Building consist of windows, exit door, toilets, kitchen, no change rooms, burglars, roof, ceiling, stage and no storeroom Building requires revamping 	None	None
09	Bester Sports Facility	Ablution block roofed with concrete, properly fenced with barbed wire fence, tennis courts and combi courts.	<ul style="list-style-type: none"> Facility is vandalized 	<ul style="list-style-type: none"> 01 x soccer pitch with no grass Netball court Maintenance done with ride on mower/tractor and brush cutters 	None
10	Tlhabane Sports Facility	Facility has an ablution block with toilets and showers. There is also a kitchen. The facility is properly fenced with wall on the other side and palisade on the other side.	<ul style="list-style-type: none"> Soccer pitch with no grass Netball court damaged Ablution block with toilets, showers and the kitchen are vandalized. Most part of the fence is still intact 	None	<ul style="list-style-type: none"> 01 x soccer ground with no grass Netball court Maintenance done brush cutters and tractor
11	Tlhabane (ground near Rampa School)	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 03 x soccer ground with no grass Maintenance done with a grader
12	Meriting Sports Facility Ext 4 and Ext 5	Soccer pitch with no grass. No fence. Ablution block with no windows and no doors and no burglars.	<ul style="list-style-type: none"> Soccer pitch with no fence and no grass. 	None	<ul style="list-style-type: none"> 03 x soccer ground with no grass Netball court x2

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
			<ul style="list-style-type: none"> Ablution block with no windows and no doors and no burglars. Netball courts vandalized 		<ul style="list-style-type: none"> Maintenance done brush cutters and a grader
18	East End Sports Facility	The facility has a maintained rugby field, ablution block, rugby club house, tennis club house, outside braai area, tennis courts basketball courts.	<ul style="list-style-type: none"> The rugby field is maintained The rugby club house, tennis courts, basketball courts and outside ablution block are vandalized 	<ul style="list-style-type: none"> 01 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower/tractor and brush cutters 	None
19	Paardekraal Sports Facility	Soccer pitch with no grass. No fence. Ablution Block for both male and female. Concrete Roof, windows and doors.	<ul style="list-style-type: none"> Ablution Block for both male and female vandalized. Soccer pitch with no grass and no fence. Netball court vandalized 	None	<ul style="list-style-type: none"> 01 x soccer ground with no grass Netball court Maintenance done brush cutters and a grader
20	Boitekong Ext 2 & Ext 4	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 02 x soccer ground with no grass Maintenance done with a grader
21	Boitekong Ext 4, 5, 6 near Library/Police Station	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 03 x soccer ground with no grass Maintenance done with a grader and brush cutters
22	SunrisePark (Popo Molefe, & Dikhibidung)	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 03 x soccer ground with no grass Maintenance done with a grader and brush cutters

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
23	Kanana /Letlapeng	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 01 x soccer ground with no grass Maintenance done with a grader
24	Freedompark	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 03 x soccer ground with no grass Maintenance done with a grader
25	Monakato Sports Facility	The facility is properly fenced with high prefab wall, two soccer fields, two combi courts, ablution block with change rooms for ladies and gents, storeroom, kitchen and high mass lights.	<ul style="list-style-type: none"> The facility is properly fenced with high prefab wall, Two soccer fields and combi courts well maintained Ablution block with change rooms for ladies and gents, storeroom and high mass lights. 	<ul style="list-style-type: none"> 01 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower/tractor and slasher, brush cutters 	<ul style="list-style-type: none"> 01 x soccer ground with no grass Maintenance done with a tractor and brush cutters
26	Tlaseng Sports Facility	There is ablution block, combi courts and soccer pitch.	<ul style="list-style-type: none"> There is ablution block, combi courts and soccer pitch. 	<ul style="list-style-type: none"> 01 x soccer pitch with no grass Maintenance done with ride on mower/tractor and slasher, brush cutters 	None
27	Lethabong Sports Ground	The facility is fenced with palisade fence. It has one soccer field, ablution block and four high mass lights.	<ul style="list-style-type: none"> The facility is fenced with palisade fence. It has one soccer field, ablution block and four high mass lights. Well maintained 	<ul style="list-style-type: none"> 01 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower/brush cutters 	<ul style="list-style-type: none"> 01 x soccer ground with no grass Maintenance done with a grader and brush cutters

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
28	Lethabong near RCC	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 01 x soccer ground with no grass Maintenance done with a grader
29	Rankelenyane Sports Facility	The facility is fenced with 70% concrete wall and 30% stop nonsense fence. It has one soccer field, ablution block, storeroom and security room.	<ul style="list-style-type: none"> The facility is fenced with 70% concrete wall and 30% stop nonsense fence. It has one soccer field, ablution block, storeroom and security room all well maintained. 	<ul style="list-style-type: none"> 01 x ground inside the stadium Automated irrigation system Maintenance done with ride on mower/brush cutters 	None
30	Modikwe Bethanie	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 02 x soccer ground with no grass Maintenance done with a grader
31	Marikana/Tlapa	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 02 x soccer ground with no grass Maintenance done with a grader and brush cutters
32	Marikana Primary /Madiitlokoa	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 03 x soccer ground with no grass Maintenance done with a grader and brush cutters
33	Nkaneng	Soccer pitch with no grass, no ablution facilities and no fence	<ul style="list-style-type: none"> Soccer pitch with no grass, no ablution facilities and no fence 	None	<ul style="list-style-type: none"> Soccer ground with no grass Maintenance done with a grader and brush cutters
34	Mfidikwe	Soccer pitch with no grass, no ablution facilities and no fence	<ul style="list-style-type: none"> Soccer pitch with no grass, no ablution facilities and no fence 	None	<ul style="list-style-type: none"> Soccer ground with no grass

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
					<ul style="list-style-type: none"> Maintenance done with a grader and brush cutters
36	Mathopestad Sports Facility	Soccer pitch with no grass. Netball court. Caretaker's house and toilets on premises with fence.	<ul style="list-style-type: none"> Caretaker's house and toilets on premises vandalized Soccer pitch with no grass Netball court damaged 	None	<ul style="list-style-type: none"> 01 x soccer ground with no grass Maintenance done brush cutters and a grader
36	Boons, Dinie Estate, Molote City	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 03 x soccer ground with no grass Maintenance done with a grader
37	Sondela Boitekong Ext 1 Paardekraal Ext 1	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 03 x soccer ground with no grass Maintenance done with a grader
39	Ramochana (near Primary School)	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 01 x soccer ground with no grass Maintenance done with a grader
40	Paardekraal Ext 23, Damoyi View and Dhubai View Chachalaza Boitekong Ext 2 & 3	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 06 x soccer grounds with no grass Maintenance done with a grader and brush cutters
40	New Boitekong Sports Facility	The facility is properly fenced with a wall, soccer field, two combi courts, ablution block with change rooms for ladies and gents, automated irrigation	<ul style="list-style-type: none"> The facility is properly fenced with a wall, soccer field, two combi courts, ablution block with change rooms for ladies and gents, automated irrigation system, a boardroom, 	<ul style="list-style-type: none"> 01 x pitch inside the stadium Automated irrigation system 	None

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
		system, a boardroom, storerooms, security office, caretakers house.	storerooms, security office, caretakers house.	<ul style="list-style-type: none"> Maintenance done with ride on mower, tractor and slasher, brush cutters Well maintained 	
41	Boitekong Ext 8 and 13	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 03 x soccer grounds with no grass Maintenance done with a grader and brush cutters
42	Old Sports Grounds	Greenified soccer pitch in good condition. Fenced with palisade fence and barbed wire fence. Ablution facility vandalized	<ul style="list-style-type: none"> Greenified soccer pitch with automated irrigation system in good condition. Fenced with palisade fence and barbed wire fence. Ablution facility vandalized 	<ul style="list-style-type: none"> 01 x pitch inside the facility Automated irrigation system Maintenance done with ride on mower/tractor and slasher 	None
42	Impala Rugby Club	Managed by Impala mine, the facility has two well-maintained rugby fields, a number of buildings, grand stand, ablution blocks and an indoor and outdoor gym	<ul style="list-style-type: none"> The facility is very well maintained 	<ul style="list-style-type: none"> 02 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower/tractor and slasher 	None
42	Bowling Club	Managed by Impala. Buildings and bowling green are 100% functional and well maintained	<ul style="list-style-type: none"> Managed by Impala. Buildings and bowling green are 100% functional and well maintained 	None	None
42	Rustenburg Tennis Club	Managed by Rustenburg Tennis Club. Well maintained tennis courts and club house	<ul style="list-style-type: none"> The facility is well maintained 	None	None

Ward	Area	Site Description	Current Status	Greenified	Rudimentary
43	Karlienspark Sports Facility	No buildings, only grand stand for spectators. Soccer pitch with no fence and no grass. Ablution block was constructed but inside the swimming pools fence for security reasons.	<ul style="list-style-type: none"> No buildings, only grand stand for spectators. Soccer pitch with no fence and no grass. Netball courts vandalized Ablution block was constructed but inside the swimming pools fence for security reasons. 	None	<ul style="list-style-type: none"> 01 x soccer pitch with no grass Maintenance done with brush cutters and a grader
43	Zinniville Sports Facility	Ablution block for ladies & gents with showers & toilets, grand stand for spectators. Well maintained soccer pitch with tennis courts. Sports Facility is fenced with barbed wire fence.	<ul style="list-style-type: none"> Ablution block for ladies & gents with showers & toilets, grand stand for spectators. Well maintained soccer pitch with tennis courts. Sports Facility is fenced with barbed wire fence. 	<ul style="list-style-type: none"> 01 x pitch inside the stadium Automated irrigation system Maintenance done with ride on mower/tractor and slasher 	None
43	Seraleng/Nkandla	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 04 x soccer grounds with no grass Maintenance done with a grader and brush cutters
44	Ikageng/Mosenthal	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 02 x soccer grounds with no grass Maintenance done with a grader and brush cutters
45	Nkaneng 2 Photsaneng	Rudimentary grounds, no fence, no ablution facilities	<ul style="list-style-type: none"> Rudimentary grounds, no fence, no ablution facilities 	None	<ul style="list-style-type: none"> 02 x soccer grounds with no grass Maintenance done with a grader and brush cutters

LIST OF PARKS, GARDENS AND OPEN SPACES

Cemeteries

Ward	Description	Status
01	Phatsima cemetery	Needs proper fencing
14	Donkerhoek cemetery	Active for reserved, booked graves and reopening. Needs proper fencing and upgrading of ablution facilities, storerooms and office
11	Moraka cemetery	Inactive. Needs proper fencing and removal of illegal dumping
07	Motsatsi cemetery	Active for reserved and re-opening. Needs proper fencing and upgrading of ablution facilities
16	Rietvlei cemetery	Well-developed cemetery
14	Pioneer cemetery	Old church building is burned down. Needs to be restored
43	Zinniaville /Karlienpark cemetery	Needs ablution facilities
20	Boitekong cemetery – Old	Inactive due to near water table. Grass cutting and proper fencing
25	Monakato cemetery	Needs replacement of fence y-standards
25	Monakato cemetery	Inactive due to close water table
27	Lethabong cemetery 01	Needs proper fencing and repair of ablution facilities
27	Lethabong cemetery 02	Needs proper fencing and repair of ablution facilities
28	Lethabong cemetery – Old	Needs proper fencing and construction of ablution facility
19	Sunrise cemetery	Inactive. Needs proper fencing and repairing of toilets
31	Marikana cemetery	Needs proper fencing and repair of ablution facilities and office

Parks and gardens

Ward	Description	Status
11	Tlhabane park GG	Needs overall development i.e. irrigation, lawn, planting of new trees
11	Tlhabane park (new)	Needs proper fencing, repair of ablution facilities, upgrading, repair of irrigation system, repair of braai area
09	Bester park	Partly developed. No fencing, swings, fencing, ablution facilities and braai area(s)
13	Noord / Kloofspruit park	Needs repair of fence, ablution facilities, Repair of kiosk, installation of play equipment and electrical components.
14	Paul Bodenstein park	Needs proper fencing, repair of ablution facilities, dams, irrigation system, electricity, replace play equipment and water feature,
14	Joubert / Burgers ford park	Fenced with bollards. Irrigation system needs to be repaired
18	Dawies park	Needs to be fenced with bollards. Needs play equipment
16	Kruisbessie park	Well fenced. Needs proper maintenance
01	Phatsima hall and fire station	Both needs garden development

14	Library garden	Well developed
15	Civic centre	Well developed
14	Fire department	Well developed
08	Traffic department	Well developed. Needs repair of irrigation system
15	Information centre garden	Needs upgrading of irrigation system
14	Mpheni house and surroundings garden	Needs upgrading of irrigation system
16	Kremetart old age home garden	Well developed
31	Marikana RCC	Well maintained

Open spaces

Description	Area / Location
Open space in front of the hall, and side walks	Phatsima -01
Open spaces at Boitekong – Behind the school	Boitekong behind Primary school (Old park) 20
Open space at Sunrise	Sunrise next to the river (Old park)19
Open space behind called Telkom Open spaces at Moye crescent Open spaces in front of Traffic, roads depot and Telkom depot Reservoir Storm water channels	Geelhoutpark ext. 09 - 08
Open space at Rooibessie Open space at Redadlaar Open space at Hedeira Kruisbessie open space Greenbelt	Geelhout ext. 06 – 14
Open space at Cantua Open space at Green belt Open space at Cycad Open space at Kremetart Open space at Santolina Open space at Kloppe Open space at corner Kremetart and Watsonia Open space at Sheperdtree (Along N4) Open space at Fiddlewood	Old Geelhoutpark – 16
Open spaces at Assegai Open spaces Matshwane Open spaces at Motsware Open space at Tirisano and Kgomotso Strumosa Segale	Tlhabane West 08
Bester open space – along the R104 road	Bester - 09
Gg Tlhabane open space	Tlhabane – 11
Open space at Matsatsi street	Tlhabane – 07

Open spaces at Dr Moroka – Between Fox Lake and RTB North	Between Rtb North and Foxlake 13
Open space at corners at Fox Lake	Fox Lake -
Open space at Matshwane	Tlhabane West
Assegai open space	Tlhabane West
Open space at Motswere	Tlhabane West
Open space at Tirisano and Kgomoiso street	Tlhabane West
Open space at Boven and Waterbessie Open space at Bult,Kerk and Unie Open space at Betelhem Open space next to Waste depot Open space at Fontein Open space at Boven	Middle town – 14
Open space at Witstinkhout Open space at Kruger and Kremetart Open space at Mopani and Maroela Open space at Kruger Open space at Wildevy Open space at Tamarisk Open space at Buffeldoring and Flamboyand	Protea – 16
Open spaces at TUIN street	East End – 18
Open space at Arendweg Open space at Vink Open space at Azalea Open space at Leeurick Open space at Kwartel	Safarituin – 15
Open space at Krokodilerivier Open space at Timbatierivier Open space at Caledonrivier Open space at Nylrivier	Cashan Ext. 04 – 17
Open spaces at Kloofroad	Cashan Ext. 01 -
Helen Joseph Drive	Helen Joseph Drive
Open spaces at Middel street Open spaces at Scheiding street Open spaces at Benoni Open space at Napoleon Oxford open space	RTB North – 13
Open spaces at Orchards Open space at	Zinniavile – 43

3. Greening, Beautification and Alien Species Management in the Municipality

The Parks and Environmental Units will have an intensified programme to encourage wards in the greening and cleaning of their wards. Some of the interventions in this regard will include the provision of fruit and shade trees to developing areas of the city and schools.

The RLM engaged the Department of Environment Affairs on clearing of some Invasive Alien Plants in the areas of the upper ridges of the Rustenburg Kloof, grave sites as well as rivers passing through the city. This request was approved and the programme will be finalized in the financial year 2020/2021. It will include the development of a municipal own programme that will be sustained throughout the year.

By-laws updated and implementation

The by-law on review of rental facilities and the new by-law on street trees management have been approved by Council in January 2020 and will be implemented in the 20-21 Financial year. These by-laws will assist with the management of community facilities such as community halls and improve on the management of trees in the municipal area.

COMMUNITY FACILITIES

NO.	PROJECT NAME	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES
1	Installation of Signage & Information Boards at all municipal swimming pools	Most signage boards are either old, outdated or vandalized	Develop, maintain and upgrade swimming pools and sports facilities	To be sourced externally	Identification of Community Facilities	Ensure continuous maintenance of facilities	Lack of physical security leading to vandalism
2	Supply and Delivery of Equipment and Furniture for Olympia Park Stadium and the Pools	Insufficient furniture (steel tables, round tables, chairs, etc) in our sports facilities. Insufficient equipment including fridges, stoves, pa systems, etc	Develop, maintain and upgrade municipal swimming pools and sports facilities	Very limited resources and in some facilities no equipment and furniture	To make available the necessary equipment and furniture at the stadium and pools when hiring to the communities and greater public	Procure services externally, bar code all municipal assets	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required
3	Greening and installation of automated irrigation	Unattractive facilities due to insufficient budget to execute the required maintenance	Develop, maintain and upgrade the stadium and sports grounds	Staff in some instances to be sourced externally	Upgrade stadium and sports ground and develop safe and secured amenities	Procure services externally	Lack of security to safeguard facilities, insufficient budget to maintain facilities as required, limited transport, outdated/limited machinery and equipment

4	Maintenance of sports facilities (buildings, fencing, electrical, sanitation etc)	Vandalized buildings mostly due to lack of security	Develop, maintain and upgrade sports facilities	Caretaker and support staff	Repair and maintenance of sports facilities	Renovation of facilities and deployment of physical security personnel	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required limited transport, outdated/limited machinery and equipment
5	Maintenance of municipal swimming pools (buildings, fencing, electrical, sanitation, mechanical etc)	Annual maintenance (wear and tear)	Develop, maintain and upgrade swimming pools	Caretaker and support staff	Repair and maintenance of swimming pools	Upkeep of facilities	Insufficient budget to maintain facilities as required, limited transport and limited general workers
6	Upgrading of Municipal Swimming Pools	Unattractive and non-user-friendly facilities	Develop, maintain and upgrade swimming pools	Caretaker and support staff	Upgrading of municipal swimming pools	Develop use friendly facilities	Insufficient budget
7	Installation of perimeter fence and guardhouse at Olympia Park Stadium	Unattractive and unsafe facilities leading to underutilisation and under collection of revenue	Develop, maintain and upgrade municipal sports facilities	Caretaker and support staff	Upgrading of sports facilities	Upgrading of facilities	Insufficient budget to maintain facilities as required limited transport, outdated/limited machinery and equipment

9	Installation of automated chlorination system at Middle Street Pool	Manual application of hth chemicals is not effective	Develop, maintain and upgrade swimming pools	Caretaker and support staff	Effective and efficient maintenance of swimming pools	Maintenance of swimming pools in a cost-effective manner	Insufficient budget for the upgrading of the system and procurement of chemicals
10	Replace boilers at Olympia Park Stadium	Boilers are not working and is beyond repair. Staff and clients do not have access to hot water	Develop, maintain and upgrade sports facilities	Caretaker and support staff	Renovation/upkeep of sports facilities	Upgrading of facilities	Insufficient budget
11	Installation of Signage & Information Boards at Community Facilities	Most signage boards are either old, outdated or vandalized	Develop, maintain and upgrade municipal cemeteries, swimming pools, sports facilities, community halls and parks	To be sourced externally	Identification of Community Facilities	Ensure continuous maintenance of facilities	Lack of physical security leading to vandalism
12	Maintenance of Community Halls	Vandalized buildings mostly due to lack of security	Develop, maintain and upgrade municipal community halls	Caretakers and Regional Caretakers to oversee their areas of responsibility	Repair and maintenance of community halls	Renovation of facilities and deployment of physical security personnel	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required

13	Upgrading of Tlhabane Cemetery	Cemetery have been vandalized including the ablution facilities and the fence	Develop, maintain and upgrade municipal cemeteries	Staff supervision only during working hours	To upgrade and secure the cemetery	Procure services externally	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required
14	Upgrading of Marikana Cemetery	Cemetery have been vandalized including the ablution facilities and the fence	Develop, maintain and upgrade municipal cemeteries	Staff supervision only during working hours	To upgrade and secure the cemetery	Procure services externally	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required
15	Upgrading of Phatsima Cemetery	Cemetery have been vandalized including the ablution facilities and the fence	Develop, maintain and upgrade municipal cemeteries	Staff supervision only during working hours	To upgrade and secure the cemetery	Procure services externally	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required
16	Greening of developing areas	Unattractive facilities due to insufficient budget to execute the required maintenance	Develop, maintain and upgrade municipal parks	Staff	Upgrade recreational parks and develop safe and secured amenities	Procure services externally	Lack of security to safeguard facilities, insufficient budget to maintain facilities as required, limited transport, outdated/limited machinery and equipment

17	Maintenance of Parks (buildings, fencing etc)	Vandalized buildings mostly due to lack of security	Develop, maintain and upgrade municipal parks	Caretaker and support staff	Repair and maintenance of parks	Renovation of facilities and deployment of physical security personnel	Lack of security to safeguard facilities and insufficient budget to maintain facilities as required limited transport, outdated/limited machinery and equipment
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3.7.3 LIBRARY AND INFORMATION SERVICES

The function of this Unit is to provide, in co-operation with the relevant governing bodies at local and provincial level, a dynamic library and information service that meets the educational, informational, cultural, economic, technological and recreational needs of the community at large. Each resident must have access to basic resources and facilities for information, life-long learning, culture and recreation. Rustenburg Local Municipality has nine (9) community libraries and five (5) info hubs as listed below:

• Community Libraries	Rustenburg, Tlhabane, Boitekong, Karlienpark, Marikana, Monnakato, Phatsima, East-End, Phokeng
• Info Hubs	Lethabong, Barseba, Mamerotse, Mathopestad, Charora.

In the 19/20 financial year work to extend Boitekong Library is continuing and is expected to be completed on the 30th March 2020 whilst construction of a new library in Lethabong will be implemented over two financial years 1920-2021 following appointment of contractor with the project completely funded by the Department of Arts, Culture, Sports and Recreation.

Besides **library buildings**, the Unit will also ensure that four wards in this financial year have access to library services. These are areas which previously had no access to library services through use of buildings but library education and awareness programmes. The areas to be maintained through this approach are Freedom Park and Bethanie with services extended to new areas in Ikageng and Seraleng thus targeting four wards additional to the existing. The municipality will also further drive its reading campaigns as well as increasing access to e-libraries for especially the youth.

The Department recently advertised a tender for Information Communication Technology which includes the provision of internet services and connectivity to library services within the province of which Rustenburg Local Municipality is included. The provision of library services to the 45 wards within the municipality remains key despite challenges especially funding to provide services to remote areas thus resulting in communities travelling distances to receive access to basic services to enhance them to improve the quality of their lives, make informed decision and actively participate in the economy and other platforms within Rustenburg, the province and the country.

3.7.3.1 Outline of library Services per ward

SERVICED WARD/S	PROJECT NAME/LIBRARY	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	TOP 10 IDP PRIORITY/ ALREADY EXISTING	Budget (2021)
1.	Phatsima Library	Funds transferred by the Provincial Department of Arts, Culture, Sports and Recreation	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Periodical library maintenance	Ensure maintenance is in place with funding in place	Following renovation works undertaken in 2018/19 to the value of R591 215 a maintenance budget will be key	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.
2	Chaneng (Charora Library)	Functional and in good condition	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Library in a school and jointly rendering services to the school (during schooling) and broader community (after school)	Prepare a medium to long term solution for the library to be out of the school.	Broader community only have access to the library after schooling (around 14h00)	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.
3	Bafokeng; Luka etc.	No Funds available	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Facilitate access to library services	-Identify existing community facilities to be converted to a library -engage Department of Arts, Culture, Sports and Recreation for possible funding	-Source of funding	No	Not costed

SERVICED WARD/S	PROJECT NAME/LIBRARY	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	TOP 10 IDP PRIORITY/ ALREADY EXISTING	Budget (2021)
4; 5 & 6	Phokeng Library	Functional and in good condition	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Library in a mall. Municipality only paying for services (rates, taxes, electricity & water)	Prepare a medium to long term agreement as the lease agreement is valid for 9 years and 11 months (until 2025) for construction of a new library	Users coming to study do not have quietness desired as the library is an open plan layout providing access to all users within the same space and the area needs to be demarcated,	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.
7	Bubanja, Lefaragatlha	Use of nearby libraries like Phokeng and Rustenburg	Facilitate the provision of Library and Information Services (access)-	None	Facilitate access to library services	-use of nearby libraries (Rustenburg and Phokeng) -Outreach community programmes to be considered in this area	Funding	NO	Not costed
8;9;10;11	Tlhabane Library	Functional and in good condition	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Periodical library maintenance	Prepare a medium to long term maintenance plan as required	Library had key refurbishment undertaken and later implementation of maintenance plan annually will be required budget informed	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc

SERVICED WARD/S	PROJECT NAME/LIBRARY	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	TOP 10 IDP PRIORITY/ ALREADY EXISTING	Budget (2021)
12	Unserviced areas (Pardekraal, Sunrise park, Kanana,)	None	Facilitate the provision of Library and Information Services (access)-	None	Funding to build libraries and temporal provision of mobile library services	Source donor funding where possible due to limited funding by the provincial Department of Arts, Culture, Sports and Recreation	No funding available to build libraries but some communities might be using the nearest library considerate of transport availability	No	No
13;14;15;16;17	Rustenburg Library	Functional and in good condition	Facilitate the provision of Library and Information Services (access)- maintenance and upgrading of facilities	Human, books, ICT etc.	Periodical library maintenance	Ensure maintenance is in place with funding in place	Space remain a challenge as this is the central library within the municipality and future extension would be essential.	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.
18.	Sports ground and town hall in East End (served by East End Library)	Use of nearby library facility in a nearby ward (ward 42)	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Periodical library maintenance	Ensure maintenance is in place with funding in place	None (following renovation works undertaken in 2018/19 to the value of R610 940 except required period maintenance.	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.

SERVICED WARD/S	PROJECT NAME/LIBRARY	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	TOP 10 IDP PRIORITY/ ALREADY EXISTING	Budget (2021)
19;	Unserviced areas (Itireleng , Sunrise park)	None	Facilitate the provision of Library and Information Services (access)	None	Funding to build libraries and temporal provision of mobile library services	Source donor funding where possible due to limited funding by the provincial Department of Arts, Culture, Sports and Recreation	No funding available to build libraries but some communities might be using the nearest library considerate of transport availability	No	No
20 &21	Boitekong extensions 2 and 4 serviced by Boitekong Library	Library already undergoing extension works to be concluded in 2019/20 for the library to serve community better in 2020/21	Facilitate the provision of Library and Information Services (access)	Human, books, ICT etc.	Periodical library maintenance	Ensure maintenance is in place with funding in place	Ensure maintenance is in place with funding in place after extension works are completed	Not in the IDP but needed for extension essential at this existing library	R650 000.00 (construction and professional fees)
22;23;	Unserviced areas (Paardekraal, Kanana)	None	Facilitate the provision of Library and Information Services (access)	None	Funding to build libraries and temporal provision of mobile library services	Source donor funding where possible due to limited funding by the provincial Department of Arts, Culture, Sports and Recreation	No funding available to build libraries but some communities might be using the nearest library considerate of transport availability	No	No
24	Freedom Park	Use of nearby libraries like Karlienpark, Boitekong and Rustenburg. Mobile service was introduced to the community.	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Facilitate access to library services	-use of nearby libraries (Rustenburg and Karlienpark) -Provision of mobile library services	Funding Access by public transport to some of the libraries from Freedom park	Yes	R315 000 (shared budget to all unserviced areas through mobile library and education as well as awareness campaigns

SERVICED WARD/S	PROJECT NAME/LIBRARY	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	TOP 10 IDP PRIORITY/ ALREADY EXISTING	Budget (2021)
25.	Monnakato Library	Funds transferred by the Provincial Department of Arts, Culture, Sports and Recreation	Facilitate the provision of Library and Information Services (access)	Human, books, ICT etc.	Periodical library maintenance	Ensure maintenance is in place with funding in place	Following renovation works undertaken in 2018/19 to the value of R531 081 only periodic maintenance budget considerate will be required.	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.
26	Mamerotse Library (areas such as Rooikraal, Tantanana; Tlaseng and Impala South Hostel to be serviced)	Mamerotse library within the reach of Tantanana whilst Rustenburg/Karlie npark within reach for other areas but access to the library a challenge.	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Funding to build libraries and temporal provision of mobile library services	Prepare a medium (providing access or services to these community) to long term solution for the library to be out of the school.	No funding available to build libraries but some communities might be using the nearest library considerate of transport availability	Library is already existing but priority for extension on top 10 priority included	Benefit from general municipal and conditional grants budget for various services including maintenance etc.
27 & 28	Construction of new Lethabong Library	Construction of the library is due to take place over two financial years 2021-2022 as funded by the provincial Department of Arts, Culture, Sports and Recreation	Facilitate the provision of Library and Information Services (access)-	Funded entirely by the Provincial Department of Arts, Culture, Sports and Recreation (Professional, construction and operational costs)	Monitoring, evaluation and support during construction of the library by relevant Directorates	Ensure continuous maintenance of facilities Resourcing of the library: library materials, ICT software and hardware, toys, furniture, human resources by the Department of Arts, Culture, Sports and Recreation	Lack of physical security leading to vandalism	Already in process though not appearing on current document	Provincially funded at R16m and tender advertised with contractor already appointed.

SERVICED WARD/S	PROJECT NAME/LIBRARY	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	TOP 10 IDP PRIORITY/ ALREADY EXISTING	Budget (2021)
29	Barseba Library	Functional and in good condition	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Library in a school and jointly rendering services to the school (during schooling) and broader community (after school)	Prepare a medium to long term solution for the library to be out of the school.	Broader community only have access to the library after schooling (around 14h00) and such relocation will be budget informed	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.
30	Bethanie (Mobile Library Services)	Basic library Orientation was provided to the community including continuous education and awareness programmes	Facilitate the provision of Library and Information Services (access)	Human etc.	Alternative structure to be considered	Mobile library services to be extended to the community in the short-term period Funding options to be obtained for such alternative structure in the medium term	Consistent mobile library breakdowns. Source donor funding where possible due to limited funding by the provincial Department of Arts, Culture, Sports and Recreation.	NO but previously considered	R315 000 (shared budget to all unserved areas through mobile library and education as well as awareness campaigns. Funds to be confirmed by alternative means (existing structure/modular library structure)

SERVICED WARD/S	PROJECT NAME/LIBRARY	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	TOP 10 IDP PRIORITY/ ALREADY EXISTING	Budget (2021)
31 & 32	Marikana Library	Functional and in good condition	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Periodical library maintenance	Prepare a medium to long term maintenance plan as required	Library had key refurbishment undertaken using the 2019/20 financial year and later implementation of maintenance plan annually will be required budget informed	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.
33;	Unserviced areas (Nkaneng, Waterval; Sondela)	None	Facilitate the provision of Library and Information Services (access)-	None	Funding to build libraries and temporal provision of mobile library services	Source donor funding where possible due to limited funding by the provincial Department of Arts, Culture, Sports and Recreation	No funding available to build libraries but some communities might be using the nearest library considerate of transport availability	No	No
34	Barseba Library (service Mfidikwe ward)	Functional and in good condition	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Library in a school and jointly rendering services to the school (during schooling) and broader community (after school)	Prepare a medium to long term solution for the library to be out of the school.	Broader community only have access to the library after schooling (around 14h00) and such relocation will be budget informed	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.

SERVICED WARD/S	PROJECT NAME/LIBRARY	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	TOP 10 IDP PRIORITY/ ALREADY EXISTING	Budget (2021)
35	Unserviced areas (Nkaneng, Waterval; Sondela)	None	Facilitate the provision of Library and Information Services (access)-	None	Funding to build libraries and temporal provision of mobile library services	Source donor funding where possible due to limited funding by the provincial Department of Arts, Culture, Sports and Recreation	No funding available to build libraries but some communities might be using the nearest library considerate of transport availability	No	No
36	Mathopestad Library	Functional and in good condition	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Library in a school and jointly rendering services to the school (during schooling) and broader community (after school)	Prepare a medium to long term solution for the library to be out of the school.	Broader community only have access to the library after schooling (around 14h00) and such relocation will be budget informed	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.
37	Unserviced areas (Nkaneng, Waterval; Sondela)	None	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Funding to build libraries and temporal provision of mobile library services	Source donor funding where possible due to limited funding by the provincial Department of Arts, Culture, Sports and Recreation	No funding available to build libraries but some communities might be using the nearest library considerate of transport availability	No	No

SERVICED WARD/S	PROJECT NAME/LIBRARY	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	TOP 10 IDP PRIORITY/ ALREADY EXISTING	Budget (2021)
38	Freedom Park	Use of nearby libraries like Karlienpark, Boitekong and Rustenburg. Mobile service was introduced to the community.	Facilitate the provision of Library and Information Services (access)-	Human etc.	Facilitate access to library services	-use of nearby libraries (Rustenburg and Karlienpark) -Provision of mobile library services	Funding Access by public transport to some of the libraries from Freedom park	No (but demarcation of ward 24 will mean joint service as ward 24 is on the top 10 IDP priority list	R315 000 (shared budget to all unserved areas through mobile library and education as well as awareness campaigns
39	Unserved areas (Itireleng , Sunrise park)	None	Facilitate the provision of Library and Information Services (access)-	None	Funding to built libraries and temporal provision of mobile library services	Source donor funding where possible due to limited funding by the provincial Department of Arts, Culture, Sports and Recreation	No funding available to build libraries but some communities might be using the nearest library considerate of transport availability	No	No
40	Boitekong Library extension (also services ward 20 and 21)	Library already undergoing extension works to be concluded in 2019/20 for the library to serve community better in 2020/21	Facilitate the provision of Library and Information Services (access)	Human, books, ICT etc.	Periodical library maintenance	Ensure maintenance is in place with funding in place	Ensure maintenance is in place with funding in place after extension works are completed	Not in the IDP but needed for extension essential at this existing library	R650 000.00 (construction and professional fees)

SERVICED WARD/S	PROJECT NAME/LIBRARY	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	TOP 10 IDP PRIORITY/ ALREADY EXISTING	Budget (2021)
41	Seraleng	Use of nearby libraries like Karlienpark, Boitekong and Rustenburg	Facilitate the provision of Library and Information Services (access)	None	Facilitate access to library services	-use of nearby libraries (Rustenburg and Karlienpark) -Mobile library services to be considered in this area	Funding	Yes	R315 000 (shared budget to all unserved areas through mobile library and education as well as awareness campaigns)
42	East End Library	Funds transferred by the Provincial Department of Arts, Culture, Sports and Recreation	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Periodical library maintenance	Ensure maintenance is in place with funding in place	None (following renovation works undertaken in 2018/19 to the value of R610 940 except required period maintenance.	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.
43	Karlienpark Library	Functional and in good condition	Facilitate the provision of Library and Information Services (access)-	Human, books, ICT etc.	Periodical library maintenance	Prepare a medium to long term plan for upgrading, maintenance and repairs	Library had key refurbishment undertaken and later implementation of maintenance plan annually will be required budget informed	Library is already existing	Benefit from general municipal and conditional grants budget for various services including maintenance etc.

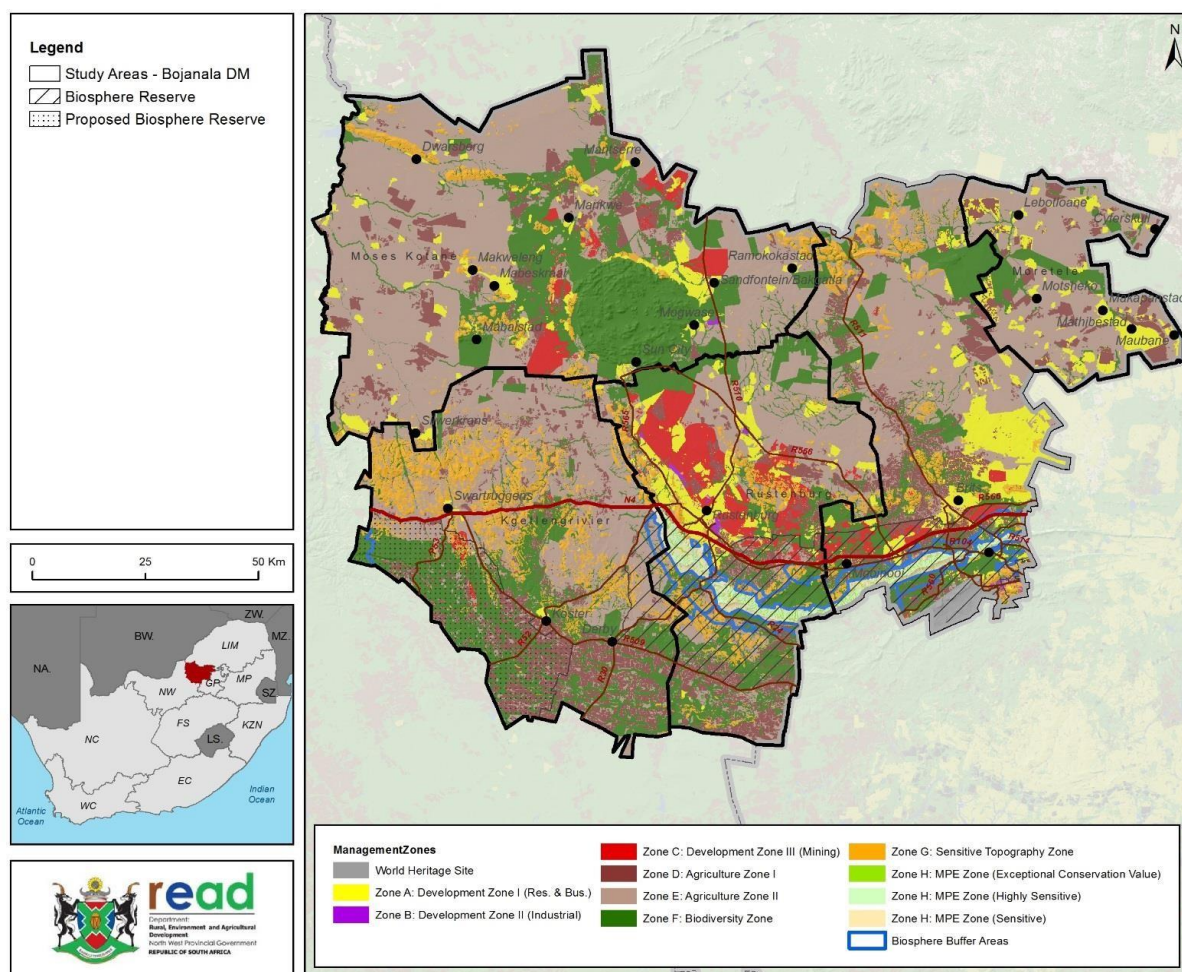
SERVICED WARD/S	PROJECT NAME/LIBRARY	EXISTING CONDITIONS	UNIT MANDATE	AVAILABLE RESOURCES	PRIORITY ISSUES	STRATEGIES	CHALLENGES	TOP 10 IDP PRIORITY/ ALREADY EXISTING	Budget (2021)
44	Ikageng etc.	Use of libraries like Karlienpark, Boitekong and Rustenburg	Facilitate the provision of Library and Information Services (access)-	None	Facilitate access to library services	-use of nearby libraries (Rustenburg and Karlienpark) -Outreach community programmes to be considered in this area	Funding Access by public transport to some of the libraries from Freedom park	No	R315 000 (shared budget to all unserved areas through mobile library and education as well as awareness campaigns
45	Photsaneng etc.	Use of libraries like Rustenburg	Facilitate the provision of Library and Information Services (access)-	None	Facilitate access to library services	-use of nearby libraries (Rustenburg and Karlienpark) -Outreach community programmes to be considered in this area	Funding Access by public transport to some of the libraries from Freedom park	No	Not costed

3.7.4 INTEGRATED ENVIRONMENTAL MANAGEMENT

The Rustenburg Local Municipality Environmental Management Framework was reviewed by the Department of Rural Environment and Agricultural Development (NW READ) in the financial year 2017/18. It was approved by Council on the 25th September 2018.

The reviewed Environmental Management Framework (EMF) is comprised of the bio physical environment (i.e. geology, topography and climate, biodiversity and conservation, hydrology and water resources, air quality and agricultural potential) and socio-economic issues (i.e. socio-economic profile, infrastructure development, land use, heritage resources, tourism and mining). These features are classified under the Environmental Management Zones. The 2011 RLM EMF had only four Environmental Management Zones, as compared to the reviewed RLM EMF with seven Environmental Management Zones as indicated in the map below:

Rustenburg Local Municipality Environmental Management Zones



Zone A: Development Zone 1 (Residential, business and other)

'Development Zone I' is a refinement of areas identified for future urban development in local municipal SDFs. These development uses include, amongst others, residential land uses, commercial land uses and

land uses related to government functions, but specifically excludes industrial land uses and mining related land uses.

General environmental management guidelines

The following general management guidelines are applicable to Zone A:

- *Development should be confined to urban areas (areas situated within the urban node/edge/fringe, or where no such node/edge/fringe has been defined or adopted, areas situated within the edge of built-up areas) to minimise the effects of urban sprawl in the area.*
- *The zone should be used for the expansion of urban areas and the integration of existing settlements.*
- *Green open spaces should be established and protected within the zone.*
- *The following should be encouraged in this zone: Urban infill development; Residential development; Commercial developments; Government functions; other appropriate land uses as reflected in the applicable SDF/s; Upgrading of service infrastructure and Urban greening.*

If the zone falls within a Biosphere Buffer Zone, the following guidelines are also applicable:

- *The development guidelines in the relevant management plan should be consulted whenever an activity falls within the buffer area.*
- *Developments that might put stress on the protected environments should be avoided within the buffer area.*
- *The applicable biosphere development guidelines and principles should be considered.*
- *Conservation and tourism orientated developments should be promoted within the buffer area.*
- *High density developments, industrial developments, mining activities and other high-impact developments should be avoided in the buffer area.*

Zone B: Development Zone II (Industrial)

Development Zone II (Industrial) is a refinement of areas identified for future industrial development in local municipal SDFs.

General environmental management guidelines

The following general management guidelines are applicable to Zone B:

- *Development should be confined to urban areas (areas situated within the urban node, or where no urban node has been defined or adopted, areas situated within the edge of built-up areas) to minimise the effects of urban sprawl in the area.*
- *Green open spaces should be established and protected.*
- *The following should be encouraged in this zone: Industrial development and Upgrading of service infrastructure.*

If the zone falls within a Biosphere Buffer Zone, the following guidelines are also applicable:

- *The development guidelines in the relevant management plan should be consulted whenever an activity falls within the buffer area.*
- *Developments that might put stress on the protected environments should be avoided within the buffer area.*
- *The applicable biosphere development guidelines and principles should be considered.*
- *Conservation and tourism orientated developments should be promoted within the buffer area.*
- *High density developments, industrial developments, mining activities and other high-impact developments should be avoided in the buffer area.*

Zone C: Development Zone III (Mining)

Development Zone III (Mining) is a refinement of areas identified in local municipal SDFs as areas with potential for mining development. If developed in a sustainable manner, these areas have the potential to stimulate economic growth in the area.

General environmental management guidelines

The following general management guidelines are applicable to Zone C:

- *Mining activities should, as far as possible, be confined to Zone C.*
- *Mining activities should be conducted in a sustainable manner.*
- *Wetlands, areas in proximity to aquatic features, areas of high or sensitive biodiversity, and areas of sensitive topography should be avoided at all costs.*

If the zone falls within a Biosphere Buffer Zone, the following guidelines are also applicable:

- *The development guidelines in the relevant management plan should be consulted whenever an activity falls within the buffer area.*
- *Developments that might put stress on the protected environments should be avoided within the buffer area.*
- *The applicable biosphere development guidelines and principles should be considered.*
- *Conservation and tourism orientated developments should be promoted within the buffer area.*
- *High density developments, industrial developments, mining activities and other high-impact developments should be avoided in the buffer area.*

Zone D: Agriculture Zone

The 'Agriculture Zone' represents existing high potential agricultural land in the area (i.e. cultivated fields) that should be preserved for crop production and other agricultural purposes.

General environmental management guidelines

The following general management guidelines are applicable to Zone D:

- *High potential agricultural land that is actively being cultivated should not be used for other types of development.*
- *Agriculture is the main priority within this zone and should be prioritised above all other types of activities and developments.*
- *Crop farming should be encouraged.*
- *Irrigation potential should be optimised.*
- *Intensive agriculture should be encouraged and developed.*
- *Sustainable farming practices should be encouraged.*

If the zone falls within a Biosphere Buffer Zone, the following guidelines are also applicable:

- *The development guidelines in the relevant management plan should be consulted whenever an activity falls within the buffer area.*
- *Developments that might put stress on the protected environments should be avoided within the buffer area.*
- *The applicable biosphere development guidelines and principles should be considered.*
- *Conservation and tourism orientated developments should be promoted within the buffer area.*
- *High density developments, industrial developments, mining activities and other high-impact developments should be avoided in the buffer area.*

Zone E: Agriculture Zone II

The 'Agriculture Zone' represents areas deemed suitable for further agricultural development for both grazing and cultivation purposes. The land may also be utilised for other types of development.

General environmental management guidelines

The following general management guidelines are applicable to Zone E:

- *High potential agricultural land that is actively being cultivated should not be used for other types of development.*
- *Agriculture is the main priority within this zone and should be prioritised above all other types of activities and developments.*
- *Crop farming should be encouraged.*
- *Irrigation potential should be optimised.*
- *Intensive agriculture should be encouraged and developed.*
- *Sustainable farming practices should be encouraged.*

If the zone falls within a Biosphere Buffer Zone, the following guidelines are also applicable:

- *The development guidelines in the relevant management plan should be consulted whenever an activity falls within the buffer area.*
- *Developments that might put stress on the protected environments should be avoided within the buffer area.*
- *The applicable biosphere development guidelines and principles should be considered.*
- *Conservation and tourism orientated developments should be promoted within the buffer area.*
- *High density developments, industrial developments, mining activities and other high-impact developments should be avoided in the buffer area.*

Zone F: Biodiversity Zone

The 'Biodiversity Zone' represents areas of high and significant biodiversity in the Bojanala District Municipality. Areas of high biodiversity was identified from the North West Province Biodiversity Sector Plan and includes, amongst others, critical biodiversity areas (CBAs) and Ecological Support areas (ESAs)

General environmental management guidelines

The following general management guidelines are applicable to Zone F:

- *Biodiversity and sensitive topographical features should be protected within these areas at all costs.*
- *Before any non-conservation related activity is to be considered a detailed specialist study has to be conducted by an accredited scientist to determine the impacts of the envisaged activity on not only the site but also on the larger area (strategic context).*
- *Activities should be limited to conservation related and low-impact tourism related activities*
- *The guidelines contained in North West Province Biodiversity Sector Plan are applicable and should be applied within this zone.*

If the zone falls within a Biosphere Buffer Zone, the following guidelines are also applicable:

- *The development guidelines in the relevant management plan should be consulted whenever an activity falls within the buffer area.*
- *Developments that might put stress on the protected environments should be avoided within the buffer area.*
- *The applicable biosphere development guidelines and principles should be considered.*

- *Conservation and tourism orientated developments should be promoted within the buffer area.*
- *High density developments, industrial developments, mining activities and other high-impact developments should be avoided in the buffer area*

Zone G: Sensitive Topography Zone

The 'Sensitive Topography Zone' represents the sensitive topographical features, such as hills and ridges, which are deemed sensitive to development.

General environmental management guidelines

The following general management guidelines are applicable to Zone G:

- *Sensitive topographical features should be protected and any development that might negatively affect them should be discouraged.*
- *A detailed specialist study might have to be conducted by an accredited scientist to determine the impacts of an envisaged activity on the corridor function provided by a topographical feature.*
- *The visual impacts of proposed developments in this zone should be considered and developments/activities with high visual impact avoided.*

Zone H: MPE Zone and sub-zones (Magaliesberg Biosphere)

The 'MPE Zone' represent the Magaliesberg Protected Environment, which is a formal protected area in terms of the National Environmental Management: Protected Areas Act

General environmental management guidelines

The following general management guidelines are applicable to Zone H:

- *The relevant Management Plan should be consulted whenever an activity is envisaged in this zone.*
- *Non-conservation related activities should be avoided in this zone.*
- *The Biosphere development guidelines should be considered.*
- *Before any non-conservation related activity is to be considered a detailed specialist study has to be conducted by an accredited scientist to determine the impacts of the envisaged activity on not only the site but also on the larger area (strategic context).*

If the zone falls within a Biosphere Buffer Zone, the following guidelines are also applicable:

- *The development guidelines in the relevant management plan should be consulted whenever an activity falls within the buffer area.*
- *Developments that might put stress on the protected environments should be avoided within the buffer area.*
- *The applicable biosphere development guidelines and principles should be considered.*
- *Conservation and tourism orientated developments should be promoted within the buffer area.*
- *High density developments, industrial developments, mining activities and other high-impact developments should be avoided in the buffer area.*

Activities that are incompatible, potentially compatible and incompatible with the sensitivity zones and their overall development objectives (MPE EMF Guidelines)

Exceptional conservation value zone

The following activities (as defined in the MPE EMF report) are compatible with this sensitivity zone and the overall development objectives identified in the report:

- Establishment of bioregions, conservancies, cultural heritage sites and nature reserves; Protected areas; Conservation, Heritage conservation; Minor structural alterations to existing buildings; Hiking trails; Home enterprises

The following activities (as defined in the MPE EMF report) are potentially compatible with this sensitivity zone and the overall development objectives identified in the report:

- Farm settlements; Livestock and game farming; Fencing, firebreaks and Recreation

The following activities (as defined in the MPE EMF report) are incompatible with this sensitivity zone and the overall development objectives identified in the report:

- Country and golf estates, group housing, retirement village; Informal structures, Informal and semi-formal rural settlements; Accommodation enterprises, guest house, guest lodge, conference facility; Hotel, restaurant, gymnasium, social hall
- Public & private resorts; Public garage, public worship; Camping, caravan park
- Mining, peat extraction; Construction or enlargement of buildings or structures
- Excavations, construction of bulk infrastructure, electrical purposes, installation of bulk pipelines
- Wholesale trade, shop; Place of refreshment, tavern, teagarden, liquor activities
- Private & public open space; Transport uses, roads, railway purposes, quad bike trails/facilities
- Wildlife rehabilitation centre; Abattoirs, agri-industries; Factories, industry, light industry; Mobile graveyard, scrapyard, panel beating; Livestock yard, kennels;
- Aerodrome; Aquaculture; Bakery; Cemetery, Crematorium; Cultivation of virgin soils, Drive-in and drive-through restaurants; Feedlots; Signage; Filling stations; Government purposes, place of instruction, Nursery, Sub-division of land; Waste disposal; Taxi rank, holding and parking areas and Telecommunication

Highly Sensitive Zone

The following activities (as defined in the MPE EMF report) are compatible with this sensitivity zone and the overall development objectives identified in the report:

- Establishment of bioregions, conservancies, cultural heritage sites and nature reserves
- Protected areas; Conservation, heritage conservation;
- Minor structural alterations to existing buildings; Construction or enlargement of buildings or structures; Hiking trails and Home enterprises

The following activities (as defined in the MPE EMF report) are potentially compatible with this sensitivity zone and the overall development objectives identified in the report:

- Farm settlements; Livestock & game farming; Fencing, firebreaks; Recreation, camping; Private & public open space; Camping, guesthouse

The following activities (as defined in the MPE EMF report) are incompatible with this sensitivity zone and the overall development objectives identified in the report:

- Country and golf estates, group housing, retirement village
- Informal structures, Informal and semi-formal rural settlements; Accommodation enterprises, guest house, guest lodge, Hotel, restaurant, conference facilities, social hall; Public & private resorts; Public garage, public worship; Place of amusement, gymnasium; Recreation, camping; Mining, peat extraction

- Excavations, construction of bulk infrastructure, electrical purposes, installation of bulk pipelines; Wholesale trade, shop; Place of refreshment, tavern, teagarden; Drive-in and drive-through restaurants
- Transport uses, roads, railway purposes, quad bike trails/ facilities; Abattoirs, agri-industries; Factories, industry, light industry; Mobile graveyard, scrapyard, panel beating; Livestock yard, kennels; Aerodrome; Aquaculture; Bakery; Cemetery, crematorium; Cultivation of virgin soils; Drive-in and drive-through restaurants; Feedlots; Signage; Filling stations
- Government purposes, place of instruction; Nursery; Sub-division of land; Waste disposal; Taxi rank, holding and parking areas and Telecommunication

Sensitive Zone

The following activities (as defined in the MPE EMF report) are compatible with this sensitivity zone and the overall development objectives identified in the report:

- Establishment of bioregions, conservancies, cultural heritage sites and nature reserves
- Protected areas, Conservation, Heritage conservation, Farm settlements, Livestock & game farming, Heritage conservation, Minor structural alterations to existing buildings
- Accommodation enterprises, guest house, guest lodge, Construction or enlargement of buildings or structures, Hiking trails, Home enterprises, Place of refreshment, teagarden, Private & public open space, Recreation, Mining, peat extraction
- Roads, Wildlife rehabilitation centre, Nursery

The following activities (as defined in the MPE EMF report) are potentially compatible with this sensitivity zone and the overall development objectives identified in the report:

- Camping, Fencing, firebreaks,

The following activities (as defined in the MPE EMF report) are incompatible with this sensitivity zone and the overall development objectives identified in the report:

- Country and golf estates, group housing, retirement village, Informal structures, Informal and semi-formal rural settlements, Hotel, restaurant, tavern, conference facilities, Public & private resorts, Public garage, public worship
- Place of amusement, gymnasium, social hall, Drive-in and drive-through restaurants
- Wholesale trade, shop, Mining, peat extraction, Excavations, construction of bulk infrastructure, electrical purposes, installation of bulk pipelines
- Abattoirs, agri-industries, Factories, industry, light industry, Mobile graveyard, scrapyard, panel beating, Livestock yard, kennels, Aerodrome, Transport uses, railway purposes
- Quad bike trails/facilities, Aquaculture, Bakery, Caravan park, Cemetery, crematorium
- Cultivation of virgin soils, Feedlots, Filling stations, Signage, Government purposes, place of instruction, Sub-division of land, Waste disposal, Taxi rank, holding and parking areas, Telecommunication

The key components of the EMF are management guidelines, decision support matrix and spatial screening tool. The EMF will assist the Rustenburg Local Municipality in the decision making and management of the development within the Municipality and give effect to the three main objectives which are to:

- Serve as a spatial screening mechanism for EIA;
- Provide strategic context for EIA applications in the area; and
- Inform strategic spatial planning.

The decision support matrix indicates the compatibility of each activity sub-theme within each of the different environmental management zones. Compatibility is rated as either 'Compatible', 'Potentially Compatible', 'Incompatible', 'Possible Exclusion' or 'Not Applicable'.

Compatibility categories for activity sub-themes

Compatible
'Compatible' means that an activity will be acceptable in a specific management zone. The activity will still require an environmental authorisation, but from a strategic level it is deemed suitable and complimentary to the applicable management zone and a positive authorisation should be highly possible.
Potentially Compatible
'Potentially compatible' means that an activity is only moderately suitable to a specific management zone. The activity will require an environmental authorisation, but from a strategic level it is deemed relatively suitable to the applicable management zone but more information will be needed to make an informed decision.
Incompatible
'Incompatible' means that an activity is not suitable to a specific management zone and should be avoided. An application can still be lodged for an environmental authorisation but from a strategic level it will not be supported. Incompatible activities should be avoided as far as possible.
Possible exclusion
'Possible exclusion' refers to activities that may be excluded from the requirement to obtain an environmental authorisation in this management zone. The specific environmental management guidelines referenced in the 'decision support matrix' should be consulted on the criteria and requirements for a possible exclusion.

The environmental management zones will inform the user on the compatibility of envisaged activities in specific geographical areas or on specific portions of land. If, for example, a portion of land is divided into Zone A (development zone I), Zone D (agriculture zone) and Zone E (biodiversity zone) the decision support matrix will suggest that an activity that might be 'incompatible' with Zones D and E but only has 'potential exemption' in Zone A, rather be considered in Zone A in an effort to minimize the impact of that applicable activity.

4 Environmental Audits conducted on the RLM Facilities

The Unit Integrated Environmental Management conducts internal environmental compliance audits in the municipal facilities to ensure that:

- processes are in place and followed by the relevant Directorates in accordance with the legislative requirements for sewer management and treatment as well as minimum requirements for waste disposal by the landfill.
- there is enough co-operative environmental management between the relevant Directorates to ensure that all environmental legislation and related requirements are implemented or adhered to.

- action plans are in place to effectively address internal control deficiencies relating to the environment and sustainability thereof, and to improve overall environmental performance of the facilities.

5 The environmental audits are conducted on the following Municipal facilities:

- Waterval landfill sites
- RLM Waste Water Treatment Plants
- RLM Communal sites

6 The Directorates responsible for the audited facilities should ensure that the audit findings are addressed by putting in place an action plan and adhering to it to enable the municipality to comply with environmental legislation.

Ward by ward Environmental Education and Awareness.

The municipality experience a challenge of environmental pollution in the form of illegal dumping sites, burning of waste, emissions caused by illegal spray painting. The environmental challenges as stated above violates the human rights as enshrined in the constitution of the Republic of South Africa, act 108 of 1996. The National Environmental Management Act 107 of 1998, section 4(h) indicates that the community well-being and empowerment must be promoted through environmental education, raising of environmental awareness, the sharing of knowledge and experience and other appropriate means. To address these problems environmental education and awareness is key. Environmental Education is a process that allows individual to explore environmental issues, engage in problem solving and act to improve the environment.

The Rustenburg Local Municipality has a program that covers all the 45 wards guided by the national calendar of environmental days focusing on, amongst others:

Renewable Energy -Biogas workshops to businesses producing food waste and communities.

Workshops are conducted to capacitate the community on how to harness biogas from biodegradable waste and use it as renewable energy for cooking.

Rustenburg Local Environmental Forum Activities.

The forum is a platform for all the environmental stakeholders in the RLM jurisdiction to share environmental knowledge and experience to help address the environmental challenges.

Climate Change/Global Warming

Climate Change/Global Warming is a long term rise in the average temperature of the Earth's Climate systems that has detrimental effects in life systems. Education and awareness are conducted in the form of workshops, door to door encounter, eco camps wherein information is shared. It should be noted that:

- Climate Change cuts across all the directorates in the municipality.
- It should not be projectized but mainstreamed.

Rustenburg Local Municipality was selected amongst the secondary cities and metros that are to be assisted with the development of climate resilient assessment tool by the Department of Environmental Affairs. It is also imperative for the municipality to establish a multidisciplinary team across all the directorates in order to apply for a climate change funding to implement the mitigation and adaptation projects within the municipality. This will help enable the municipality to be climate change resilient.

Air Quality Management/Air Pollution Control Awareness/Workshops.

One of the key priority areas of the municipality is to maintain a safe; healthy and socially cohesive environment for all through exploring and implementing alternative eco-friendly and conservation interventions to preserve the environment. To achieve this priority, the municipality is implementing the Air Quality Management Program in order to prevent air pollution and ecological degradation. Climate Change awareness and workshops are conducted to prepare the community and schools to implement climate change mitigation and adaptation projects.

The workshop/awareness presentations focus on:

- Climate Change definition
- Causes
- Effects
- Solutions (mitigation and adaptation measures)

Arbor

The municipality is adhering to the national calendar of environmental days to observe the National Arbor week. The municipality plan a program of tree planting and awareness campaign for the whole month of September to cover all the 45 wards. Awareness and tree planting is conducted to schools, communities and government facilities. Trees are provided from the municipal nursery with the support of the provincial department of Rural Environment and Agriculture Development and Bojanala Platinum District Municipality. The awareness presentations focus on:

- The background of arbour.
- The importance of trees.
- Tree planting and water conservation methods.
- Tree planting and waste management
- The technical aspect of tree planting.

Conservation of wetlands

Rustenburg Local Municipality adheres to the Ramsar Convention signed on 02 February 1971. Ramsar Convention is the intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources. Wetlands are areas of marsh, fen, peat land or water, whether natural or artificial, permanent or temporary, with water that is static or flowing, fresh, brackish or salt, including areas of marine water, the depth of which at low tide does not exceed six metres, and may incorporate riparian and coastal zones adjacent to the wetland. Environmental Education and Awareness program covering all wards is planned for schools and communities residing in the areas where wetlands were rehabilitated. The education and awareness

program on conservation of wetlands runs for the whole month of February in which school children and community members.

Waste Avoidance, Public Awareness and Participation

The municipality experience a challenge of land pollution in the form of illegal dumping sites, littering and burning of waste. National Environmental Management Act, section 4(h) indicates that the community well-being and empowerment must be promoted through environmental education, raising of environmental awareness, the sharing of knowledge and experience and other appropriate means. Education and Awareness (E&A) activities in the RLM in respect of waste management services are conducted through the following activities:

- Workshops
- Awareness sessions
- Clean-up campaigns
- Exhibitions
- Eco-camps
- Observation of environmental calendar days relevant to waste management
- Recycling and upcycling
- Composting
- Waste separation at source
- Support on any other waste management programmes ongoing at schools and community.

Water Conservation Education and Awareness.

It is very important that the municipality reduces water demand through the implementation of water conservation and water demand management initiatives to ensure a sustainable supply of water for the future and result in significant long term financial savings for the municipality and the public. Education and Awareness plays a pivotal role in capacitating the community on water conservation. The Education and Awareness program is implemented for schools, community and government institutions. The following activities are implemented:

- Water conservation and water demand management
- Rainwater harvesting
- Water audit in schools.
- War on leaks
- Water conservation and tree planting
- Water By-law

Sanitation

The municipality in conjunction with the Department of Water Affairs developed a sanitation backlog eradication acceleration strategy.

Sanitation education and awareness is conducted focusing on:

- Sanitation backlog eradication strategy.
- Sanitation health and hygiene
- Commemoration of world toilet day.
- Global Hand Wash Day
- Education and Awareness on sewer blockages.
- Sanitation By-law

Enforcement of Rustenburg Air Pollution By-Law and Waste Management By-Law

Rustenburg Local Municipality has *promulgated the Rustenburg Local Municipality Air Pollution By-Law gazette No 7383 of 2014* and the Rustenburg Municipality Integrated Waste Management By-Law Provincial Notice 105 of 2016 gazette No 7653 respectively as measures to comply with the constitution of RSA and to be climate change resilient. Environmental Education and Awareness are conducted to the schools, communities and other institutions to make them aware of these By-laws and their implications. Enforcement of these By-laws follows the education and awareness and it is done in the form of issuing abatement notices and admission of guilt fines with the assistance of the Directorate: Public Safety. The enforcement is conducted weekly and as and when complaints are reported.

Education and Awareness on illegal disposal of medical waste

The Rustenburg Local Municipality realised that there is an ongoing illegal disposal of medical waste within its jurisdiction. The measures that the municipality has put in place include quarterly meetings with the medical facilities to share knowledge and experience on the Environmental Legislation governing medical waste and their implications. The medical facilities are obliged to submit their medical waste disposal slips on monthly basis to monitor compliance with legislation. The municipality through the Directorate: Community Development, in collaboration with stake holders such as Bojanala Platinum District Municipality, RLM Public Safety and SAPS conduct quarterly loco inspections in medical facilities like Hospitals, Clinics, Drs Surgeries, hospice, old age homes to ensure compliance.

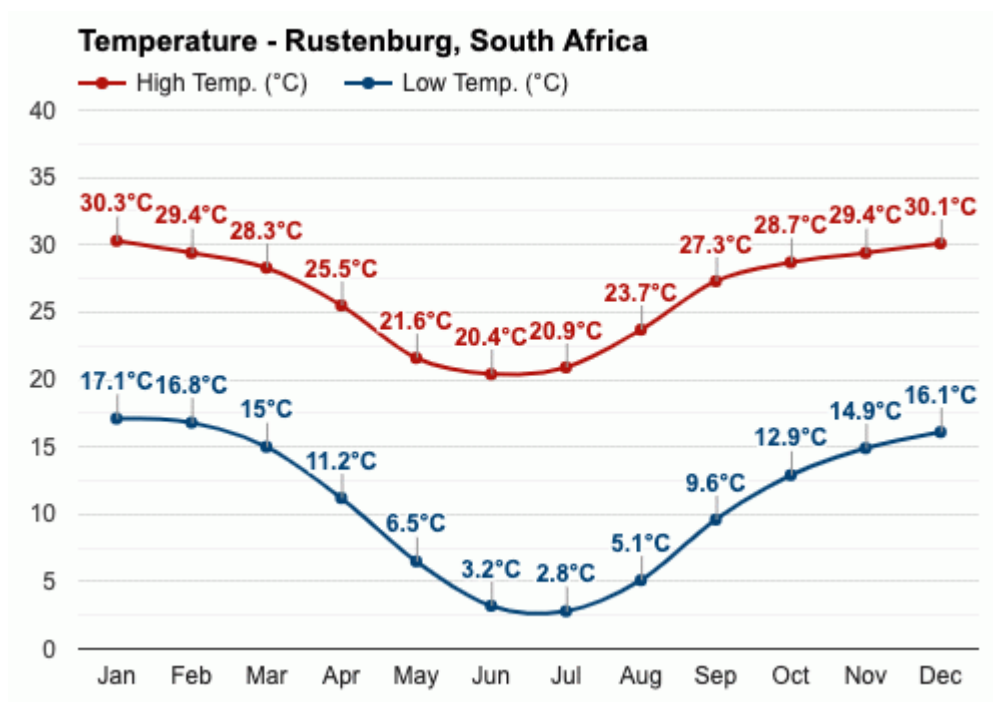
Rustenburg Local Municipality Climatic Conditions.

Rustenburg normally receives about 513mm of rain per year, with most rainfall occurring mainly during mid-summer. The City normally receives the lowest rainfall (0mm) in June and the highest (101mm) in January. The monthly distribution of average daily maximum temperatures (centre chart below) shows that the average midday temperatures for Rustenburg range from 19.3°C in June to 29.4°C in January. The region is the coldest during July when the mercury drops to 1.7°C on average during the night.

Temperature and Rainfall

Average Rustenburg temperatures

At an average temperature of 25.7 °C, January and December are the hottest months of the year. July has the lowest average temperature of the year. It is 2.8 °C as shown in the graph below.



Data Source: South African Weather Services (2017-18).

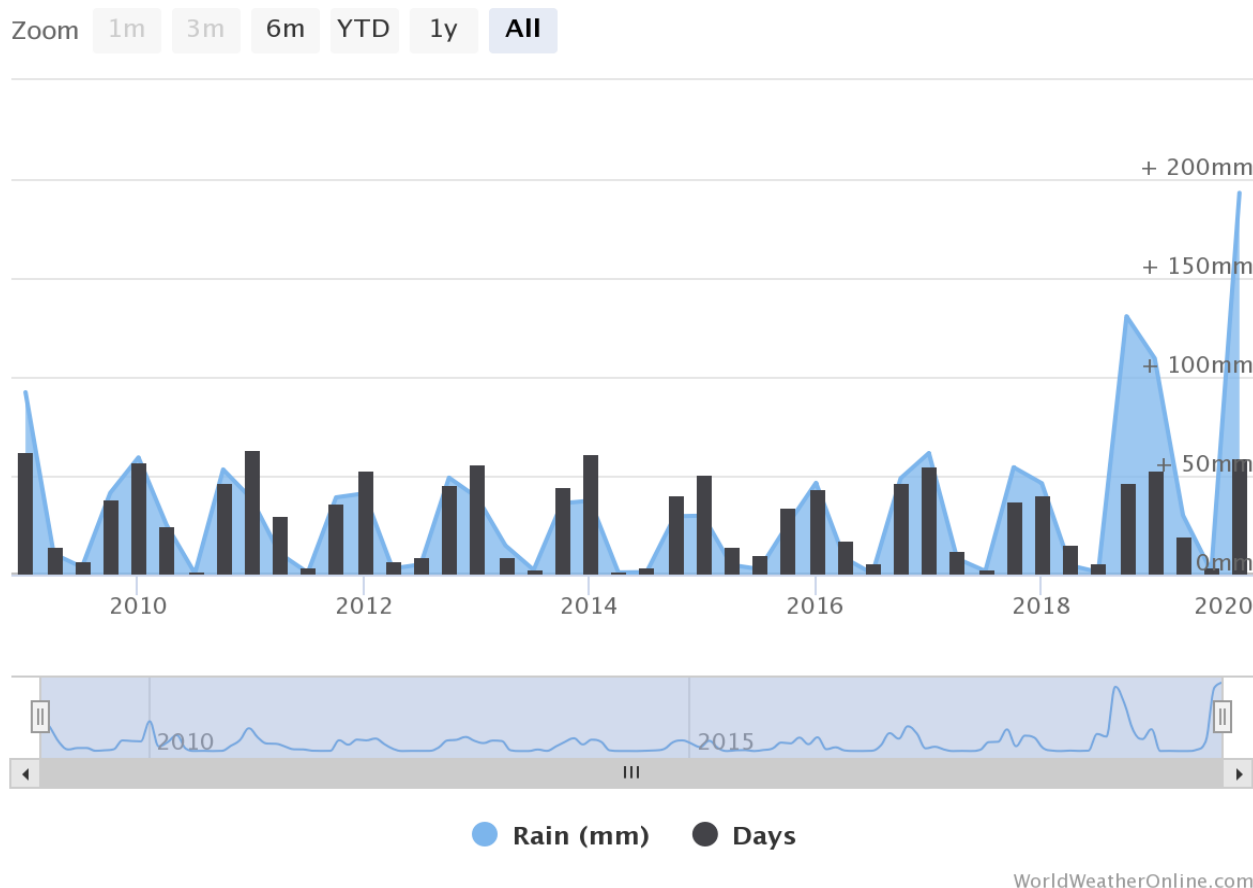
Rainfall

The total mean monthly rainfall for the municipality is estimated at 513mm, precipitation is the lowest in July, with an average of 7 mm (SAWS.2017/18), with an average of 117 mm, the most precipitation falls in January as shown in the graph below. The highest rainfall occurs in January (above 150mm), moderate to high rainfall characterises the month of February, March, November December). The lowest rainfall occurs in July. From an air quality perspective, the winter period, especially June and July offer the conditions necessary for pollution episodes. These months have low rainfall and low temperatures, factors

which could create less turbulence and possible atmospheric stability. In the event of such stable atmospheric conditions, pollutants could be trapped degrading air quality.

Rustenburg

Average Rainfall Amount (mm) and Rainy Days



Data Source: World Weather (2020).

Air Quality

In terms of Section 24 of the Constitution, as well as the National Environmental Air Quality Act (AQA, 2004), government is enjoined to ensure that South Africans are breathing air that is not harmful to their health and wellbeing. Section 8 of the AQA provides for national monitoring and information management standards and stipulates that the Minister must, in the National Framework, establish national standards for Municipalities and Provinces to monitor ambient air quality and to report compliance with ambient air quality standards as requirements.

Rustenburg Local Municipality is one of the nine Local Municipalities (LM) included in the Waterberg–Bojanala Priority Area (WBPA) which was declared by the Minister on the 15th of June 2012 as the third

National Priority Area (DEA, 2012a), crossing the North West and Limpopo provincial borders. The WBPA is located in the North West of South Africa and covers an area of 67 837 km². The development of the Waterberg -Bojanala Priority Area Air Quality Management Plan (AQMP) and the Rustenburg Air Quality Management Plan which is under review have contributed much to the improvement of the Rustenburg Ambient status.

The Rustenburg Air quality at any specific location depends on the interaction between sources of the pollutants and the action of the weather, in either transporting or dispersing the polluting particles and gases. In circumstances where the sources and patterns (spatial and temporal) of air pollutant emissions remain relatively constant, the factor of greatest importance in determining day-to-day increases or decreases in the overall concentration of air pollution is the weather

The Rustenburg Local Municipality has three Air Monitoring Stations that are situated at Boitekong Community Library, Tlhabane Community Library and Marikana at Regional Community Centre. The following pollutants and meteorological parameters are monitored on a continuous basis:

- Pollutants: Sulphur dioxide (SO₂), Nitric oxide (NO), Nitrogen dioxide (NO₂), Nitrogen oxides (NO_x), Carbon monoxide (CO), Ozone (O₃), Particulate matter (PM₁₀) and Particulate matter (PM_{2.5})
- Meteorological parameters: Wind speed and direction, ambient temperature, relative humidity, atmospheric pressure and global radiation

Due to vandalism the Air Quality Monitoring Station that used to be at Reatile Educational Centre was moved to Tlhabane Community Library. The station will be commissioned once the installation of Air Quality Monitoring equipment is done. Currently only Boitekong and Marikana Air Quality Monitoring Stations are the operational.

Ambient Air Quality Report of 2019

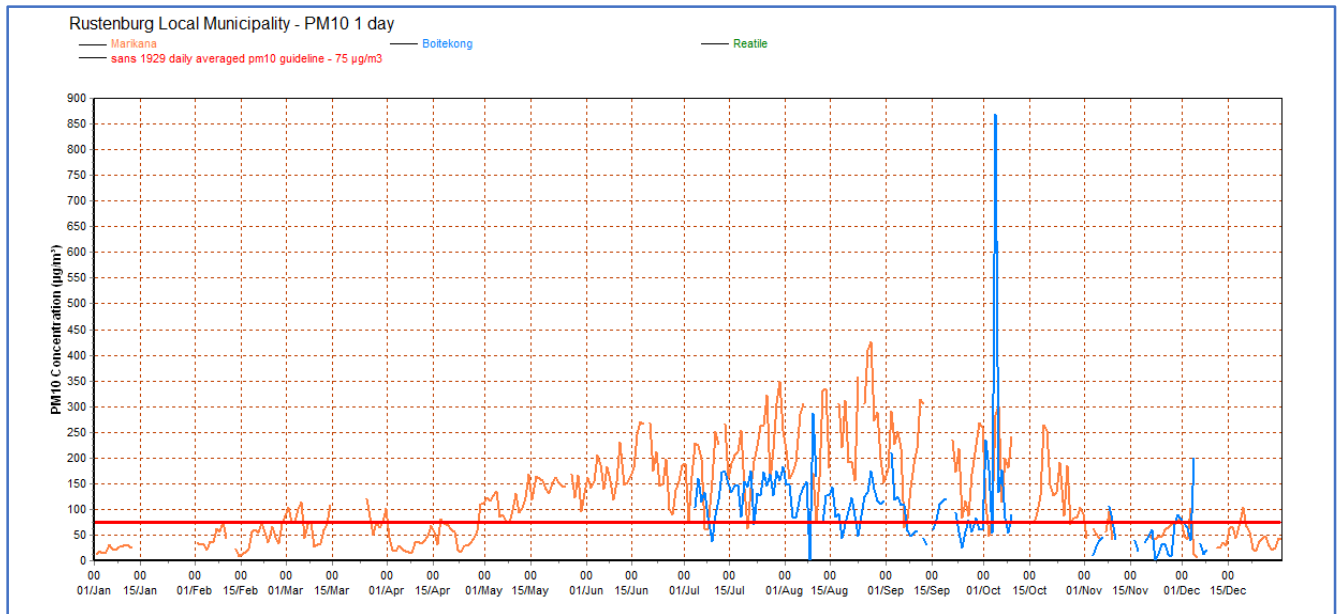
The report below shows the pollutants and meteorological data monitored by the RLM Air Monitoring network (Boitekong and Marikana Air Quality Monitoring Stations data only).

Particulate Matter (PM_{2.5})

The PM_{2.5} data statistics are presented in Table 1, below. The average, maximum and minimum PM_{2.5} daily concentrations are captured in this table. This information is based on a daily averaged data. **No exceedances** of the PM_{2.5} daily average NAAQS was recorded during the reporting period of 2019..

Data statistics for daily average PM₁₀ data recorded at the RLM monitoring network stations for January to December 2019.

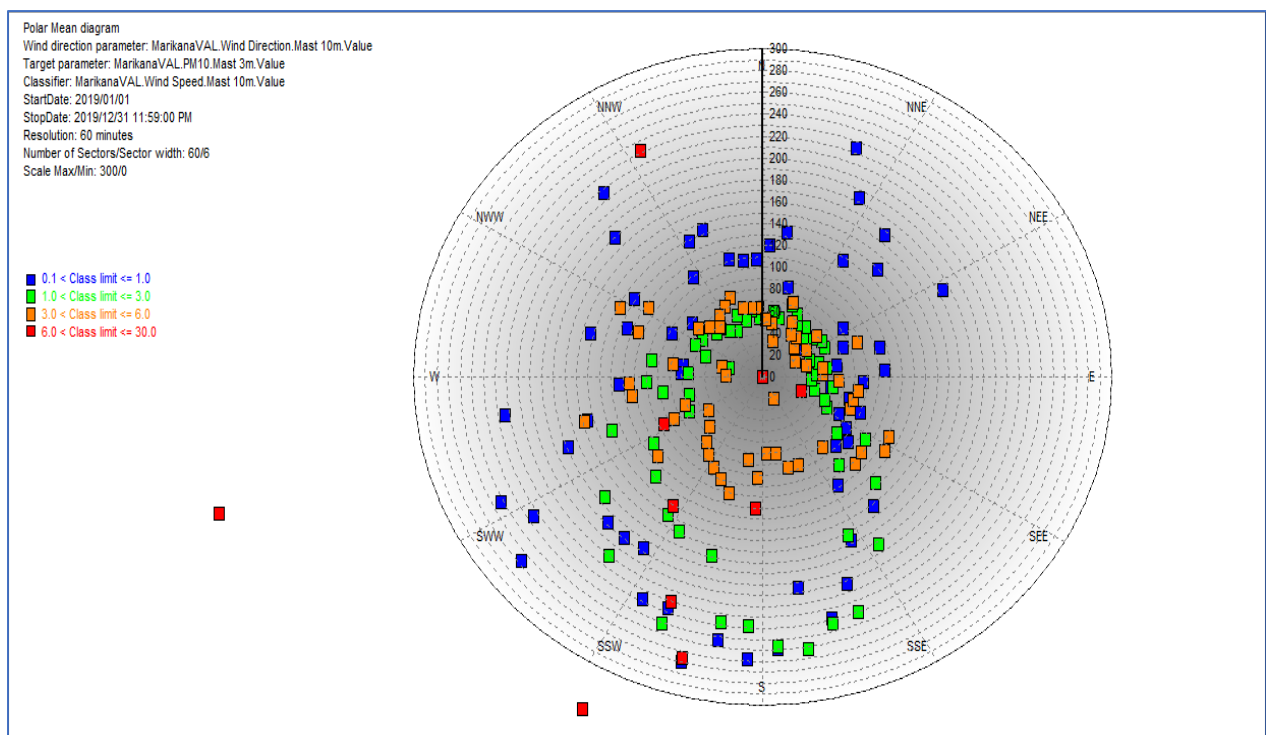
Station	Particulate Matter – PM ₁₀ (µg/m ³)			
	Average	Max	Min	Date of Max
Marikana	120.73	426.13	6.72	27/08/2019
Boitekong	103.28	869.27	0.05	04/10/2019
Reatile	-	-	-	-



PM₁₀ daily average concentrations at the RLM monitoring network stations for January to December 2019

A PM₁₀ pollution rose is presented for the Marikana station, below. The monitoring station is situated in the middle of the diagram. In addition, the diagram illustrates the direction / origin of wind in relation to the monitoring station, and therefore the sector—based contribution of the pollutant on the air quality at the monitoring site.

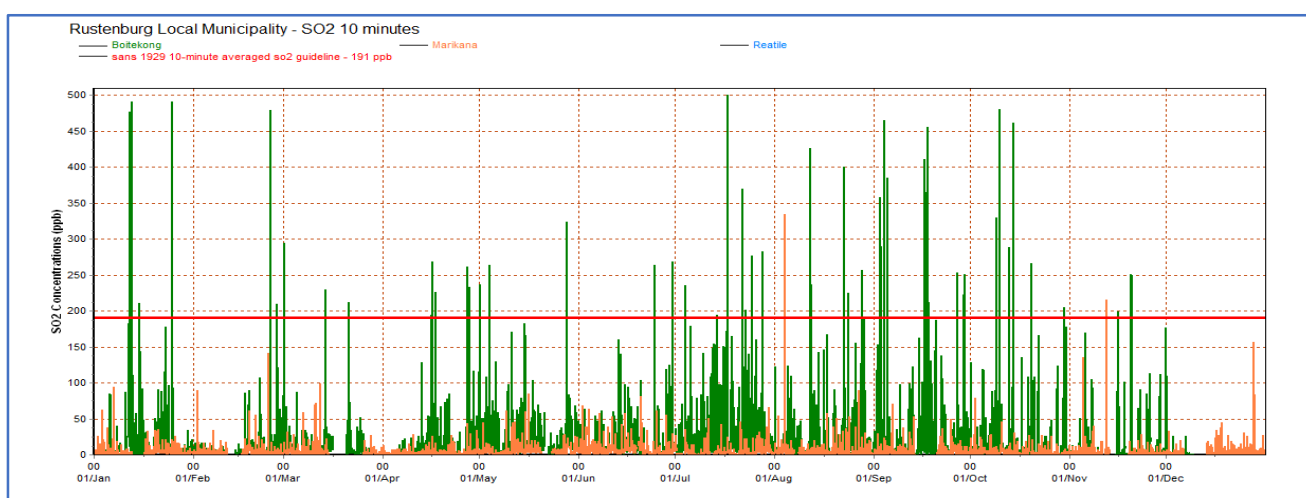
No clear source of PM₁₀ can be seen from the diagram, and it can be assumed that PM₁₀ concentrations in the area originate from multiple sources at a wind speed of 1.0m/s – 3.0m/s.



PM₁₀ rose for the Marikana station for January to December 2019

Sulphur Dioxide (SO₂)

The graph below displays 10-minute averaged SO₂ data collected for the reporting period at the RLM monitoring network stations. **3 exceedances** of the SO₂ 191-ppb 10-minute guideline were recorded at the Marikana station and **131 exceedances** of the SO₂ 10-minute 191-ppb guideline were recorded at the Boitekong station during the reporting period of 2019.



SO₂ ten-minute average concentrations at the RLM monitoring network stations for January to December 2019.

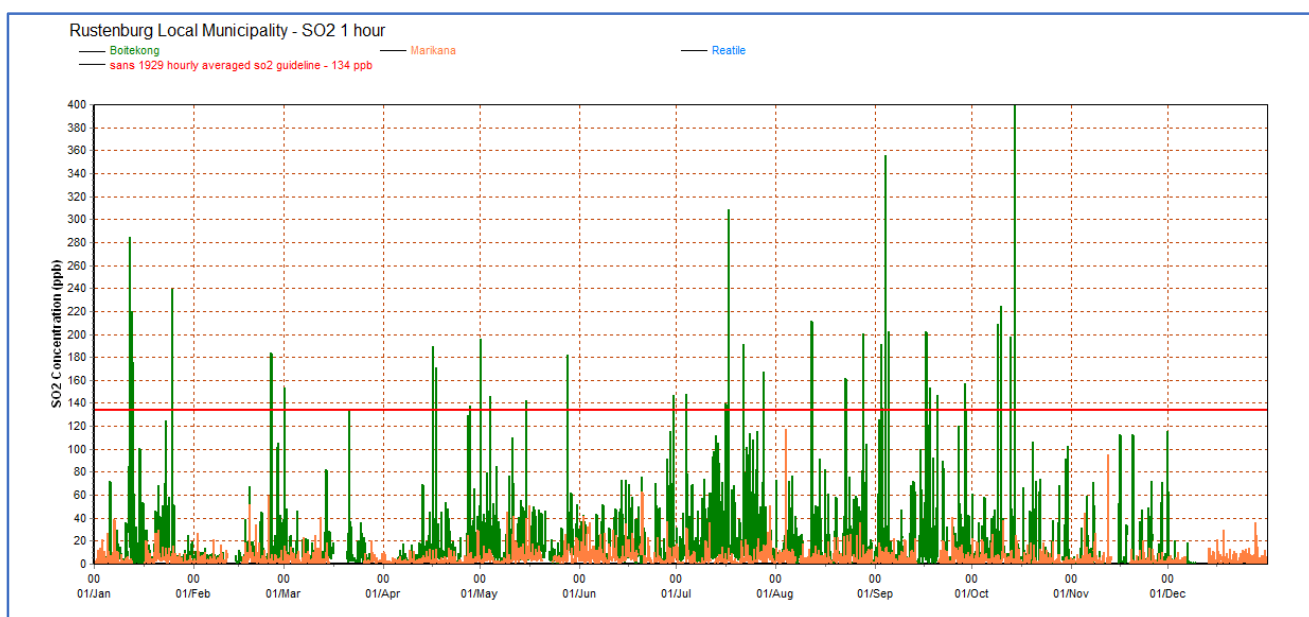
The data statistics for the SO₂ hourly average data are presented in Table, below. The average, maximum and minimum are presented.

Statistical analysis of hourly averaged SO₂ data for January to December 2019.

Station	Sulphur dioxide – SO ₂ (ppb)			
	Average	Max	Min	Date (Time) of Max
Boitekong	13.68	398.80	0.00	14/10/2019 (12:00)
Marikana	4.20	117.07	0.10	04/08/2019 (09:00)
Reatile	-	-	-	-

The graph below displays hourly averaged SO₂ data collected for the reporting period at the RLM monitoring network stations.

As indicated in Tables 6 to 10 and the graph below, **43 exceedances** of the SO₂ 134-ppb hourly guideline were recorded at the Boitekong station during the reporting period of 2019.



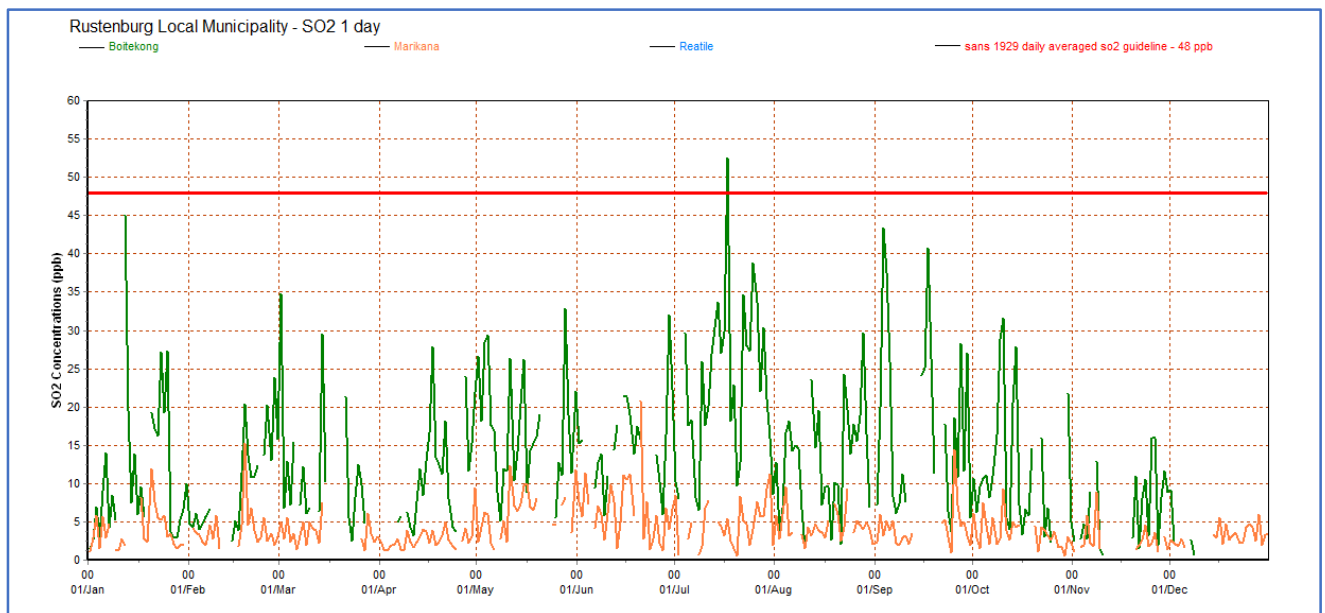
SO₂ hourly average concentrations at the RLM monitoring network stations for January to December 2019.

The data statistics for the SO₂ daily average data are presented in Table, below.

Statistical analysis of the SO₂ daily averaged data January to December 2019.

Station	Sulphur dioxide – SO ₂ (ppb)			
	Average	Max	Min	Date of Max
Boitekong	13.83	52.49	0.63	17/07/2019
Marikana	4.21	20.75	0.60	20/06/2019

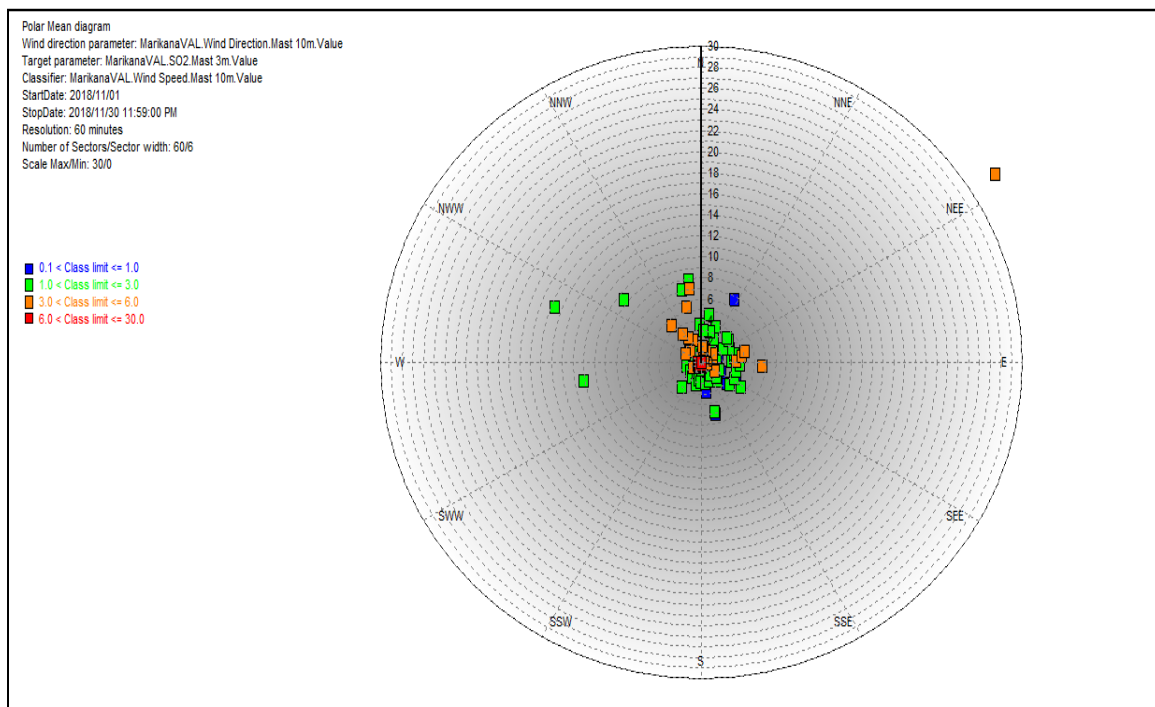
The graph below displays daily averaged SO₂ data collected for the reporting period at the RLM monitoring network stations. As presented in Tables 5 to 10 as well as the graph below, **1 exceedance** of the SO₂ 48-ppb daily guideline was recorded at the Boitekong station during the reporting period of 2019.



SO₂ daily average concentrations at the RLM monitoring network stations for January to December 2019.

Pollution rose for SO₂ is presented below. The monitoring station is situated in the middle of the diagram. In addition, the diagrams illustrate the direction / origin of wind in relation to the monitoring station, and therefore the sector—based contribution of the pollutant on the air quality at the monitoring site.

Most contributions can be seen as originating in the Westerly to south-east easterly sector at a wind speed of 1.0m/s – 3.0m/s.



SO₂ rose for the Marikana station for January to December 2019

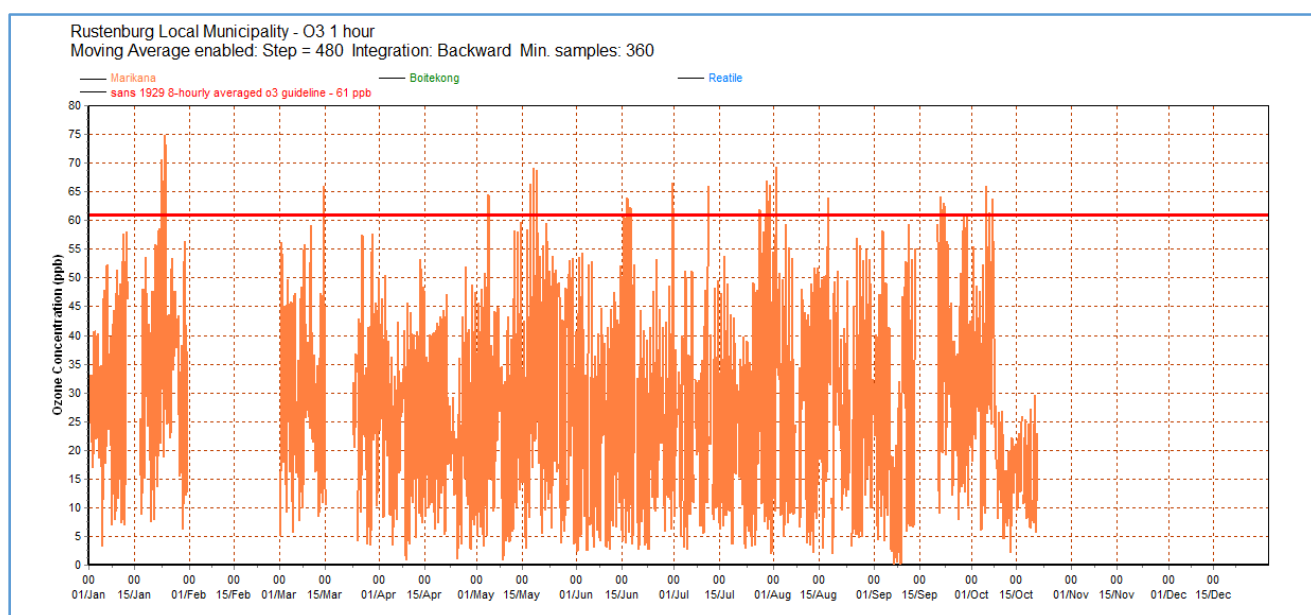
Ozone (O₃)

The table below displays a statistical analysis of 8-hourly averaged O₃ data collected for the reporting period of 2019 at the RLM monitoring network stations. The average, maximum and minimum concentrations are presented.

Statistical analysis of O₃ 8-hourly averaged data for January to December 2019.

Station	Ozone O ₃ (ppb)			
	Average	Max	Min	Date (time) of Max
Boitekong	-	-	-	-
Marikana	17.43	74.74	0.04	24/01/2019 (17:00)
Reatile	-	-	-	-

The graph below displays 8-hourly averaged O₃ data collected for the reporting period at the RLM monitoring network stations. As presented in the graph below, **70 exceedances** of the O₃ 8-hourly NAAQS were recorded at the Marikana station during the 2019 reporting period.



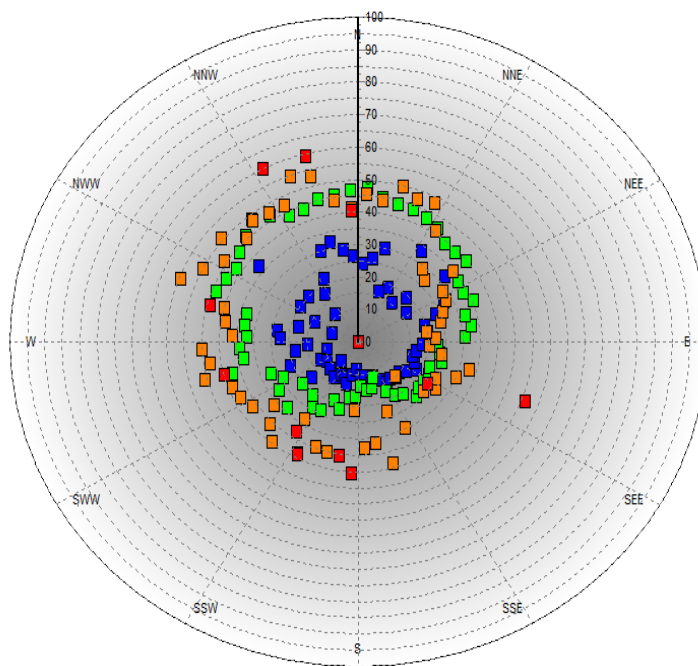
O₃ 8-hourly average concentrations at the RLM monitoring network stations for January to December 2019.

Pollution rose for O₃ is presented below. The monitoring station is situated in the middle of the diagram. The diagrams illustrate the direction / origin of wind in relation to the monitoring station, and therefore the sector—based contribution of the pollutant on the air quality at the monitoring site.

No clear source of O₃ can be seen from the diagram, and it can be assumed that O₃ concentrations in the area originate from multiple sources at a wind speed of 1.0m/s– 3.0m/s.

Polar Mean diagram
 Wind direction parameter: MarikanaVAL.Wind Direction.Mast 10m.Value
 Target parameter: MarikanaVAL.O3.Mast 3m.Value
 Classifier: MarikanaVAL.Wind Speed.Mast 10m.Value
 StartDate: 2019/01/01
 StopDate: 2019/12/31 11:59:00 PM
 Resolution: 60 minutes
 Number of Sectors/Sector width: 60/6
 Scale Max/Min: 100/0

■ 0.1 < Class limit <= 1.0
 ■ 1.0 < Class limit <= 3.0
 ■ 3.0 < Class limit <= 6.0
 ■ 6.0 < Class limit <= 30.0



O₃ rose for the Marikana station for January to December 2019

Monthly exceedances recorded at the Rustenburg Local Municipality (RLM) ambient air quality monitoring network stations during 2019.

Parameter		Guideline	Freq	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	% Compliance
Boitekong																	
SO ₂	10min	191 ppb	526	19	6	5	10	9	3	18	10	30	19	2	0	131	24.90
	1hr	134 ppb	88	6	2	3	3	4	1	6	4	10	4	0	0	43	48.86
	24hr	48 ppb	4	0	0	0	0	0	0	1	0	0	0	0	0	1	25.00
NO ₂	1hr	106 ppb	88	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO	1hr	26ppb	88	-	-	-	-	-	-	-	-	-	-	-	-	-	-
O ₃	8hr	61ppb	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PM _{2.5}	24hr	75µg/m ³	4	-	-	-	-	-	-	-	-	0	-	-	-	-	-
PM ₁₀	24hr	40µg/m ³	4	-	-	-	-	-	-	26	25	12	8	4	1	76	1900.00
Marikana																	
SO ₂	10min	191 ppb	526	0	0	0	0	0	0	0	2	0	0	1	0	3	0.57
	1hr	134 ppb	88	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
	24hr	48 ppb	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
NO ₂	1hr	106 ppb	88	0	0	0	0	0	-	-	-	0	0	0	0	0	0.00
CO	1hr	26ppb	88	-	-	-	-	-	-	-	-	0	0	0	0	0	0.00
O ₃	8hr	61ppb	11	12	-	3	0	14	6	12	8	6	9	-	-	70	636.36
PM _{2.5}	24hr	75µg/m ³	4	0	0	0	1	13	14	22	23	10	8	0	0	91	2275.00
PM ₁₀	24hr	40µg/m ³	4	0	2	10	3	29	29	27	25	21	22	3	3	174	4350.00

The establishment of the new National Air Quality Indicator Stations Project (NAQI) in June 2018

The Department of Environmental Affairs, considering the current challenges with most of the Air Quality Monitoring Stations around the country, took a resolution on the 2nd June 2018 to assist some of the Provinces and Municipalities by outsourcing the overall management of the stations with a view to have a consistent reporting of National Air Quality Index going forward. Forty-two (42) stations measuring PM10, PM2.5 and SO2 from the financial year 2015/16 were identified for the reporting of the National Air Quality Index across the country, of which four (4) National Air Quality Index Stations are in North West.

Marikana Air Quality Monitoring Station is one of the four stations in the North West chosen for the National Air Quality Index Project for a period of five years. Department of Environmental Affairs, on behalf of the Rustenburg Local Municipality, is carrying out activities relating to the project, which include, but are not limited to the following:

- Installation and commissioning of dual Particulate Matter and Sulphur Dioxide
- Routine operation, maintenance and calibration, data management and reporting

This serves as a saving for the Municipality and assurance of a consistent data validation.

The overarching statement: 2019 data indicates that Marikana O₃ is not in compliance as from January 2019, Marikana PM₁₀ is also not in compliance as from March 2019 and Marikana PM_{2.5} is not in compliance as from May 2019. Boitekong PM₁₀ is also not in compliance as from July 2019.

Waste Management

Waste transportation is the major challenge within the collection and transportation of waste, to improve the availability of vehicles the following needs to be undertaken:

- Purchase new fleet
- Improved maintenance
- Acquire mechanics for waste vehicles
- Replacement of heavy waste management vehicles every five years
- Appropriately choose and utilize vehicles
- Train drivers
- Manage and control Fleet.

The Municipality **has started with the** establishment of its status quo regarding the number of clients that **do not** pay for collection service received. This was also an Audit finding and it's receiving a serious attention. Furthermore, the procurement of two compactor trucks, four tipper trucks, one front end loader and one Tractor Backhoe Loader is procured.

Required tools and equipment's

The following equipment are needed for effective service delivery of waste collection services:

- Compactor trucks
- Load luggers
- Roll On Roll Off Trucks
- Grab Truck
- Crew cabs
- Bakkies
- Tipper trucks
- Front End Loaders
- Bobcats and trailers

Alternative service delivery mechanism

In the process of improving services, the Rustenburg Local municipality has considered alternative service delivery mechanisms. The current service provider for wet refuse collection, Marata Go Bonwa, Sethanye Trading, Jeezy T Construction and Losaba Services are contracted on a month to month basis until March 2020. It is anticipated that the new service provider(s) will be appointed in April 2020 to begin with the provision of wet refuse removal services. The municipality has been providing waste services, mainly to informal settlements and rural household. The Municipality has further appointed 500 beneficiaries through ward-based Redirela Sechaba programme and aimed at reducing unemployed while addressing service delivery challenges such as illegal dumping, grass cutting and litter picking. It is anticipated that during the implementation of the Redirela Sechaba Programme, beneficiaries will be trained through the Local Economic Development Directorate to ensure that they are registered and in compliant with all legislative requirements, at the end of the programme, in June 2020. Depending on the financial muscles of the municipality and the need, those Cooperatives will be appointed to continue with the activities that are currently taking place in various wards.

Waste Governance

Waste Tariff Policy

A waste management tariff policy has been developed by RLM to align with operational cost, council's policies on assessment rates, Bad Debt write off policy and the Indigent policy for appropriate waste tariff setting for RLM. This will assist with cost recovery and the sustainability of waste management services. Addition to tariff aspects were made in the 2019/20 financial year. New tariffs reflected in the tariff book include, Licensing of private commercial waste collectors and renewal of such licenses. Key

tariff aspect that will be implemented forcefully is collection of additional waste bags apart from the normal four waste bags that are acceptable per household per week.

Integrated Waste Management Plan

The final IWMP was approved by Council on the 29th May 2018. Subsequent to the approval, Council resolved that the IWMP be submitted to the Member of Executive Council for the North West Department of Rural, Environment and Agricultural Development. RLM submitted an approved IWMP to the MEC for READ and it was endorsed on the 01st August 2019. At the end of August 2020, the Municipality will submit an annual report as required by the Waste Act.

Waste Management By-Laws

The RLM's Integrated Waste Management By-law was approved and subsequently promulgated on the 07th June 2016. The larger portion of enforcing the By-law is done by the Law enforcement officers from the Directorate Public Safety. There are portion that Waste Management Unit are obliged to enforce jointly with the Directorate Public Safety. For the purpose of generating income through By-law enforcement, Waste Management unit will be implementing Chapter 7, section 45 of the Rustenburg Integrated Waste Management By-law of 2016,

- 1) No person may provide commercial services for the collection and transportation of waste in the municipal area, unless such person is registered with the Municipality and obtained a license authorising these waste management activities.
- 2) An application for a licence must be submitted in writing in a format or a form prescribed by the Municipality including such information as the Municipality requires and the prescribed fee and, unless subsection (3) applies, the Municipality's prior approval for the collection and transportation of waste.
- 3) Any person already providing these commercial service at the commencement of this by-law, must within ninety days of such commencement date submit an application for accreditation in terms of sub-section (1), failing which the person will as from the date that the said ninety days' period expired no longer be able to render such services in the municipal area.
- 4) The Municipality will consider and grant or reject the application submitted in terms of sub-section (3), within 30 days of its receipt having regard to the health, safety and environmental record of the applicant and the nature of the commercial service to be provided and will furnish written reasons if such application is rejected.
- 5) Registration as a service provider does not entitle the service provider to render a waste removal service without the Municipality's approval for an exemption in terms of section 68 of this by-law.

Having considered the process above and minimal compliance to the Rustenburg Municipality Integrated Waste Management By-law, the Waste Management will undertake the following processes:

ACTIVITY	RESPONSIBLE PERSON	COMMENTS
Identification of All commercial private service providers within the Municipal jurisdiction.	Unit Manager Waste Management Section Manager Refuse Removal Section Manager Landfills	Continuous, process started in January 2019
Invitation, education and awareness, notices on Chapter 7 of the Waste Management By-law.	Unit Manager Waste Management Waste Education and Awareness Officer Communication Office	Continuous, process started in January 2019
Benchmarking and development of Tariff/s for Licensing of Private Service Providers as per Section 45 of the RLM Integrated Waste By-law.	Unit Manager Waste Management Services	Completed, licensing process started in July 2019
Formal issuing of registration forms as recognised service providers by the Municipality.	Unit Manager Waste Management Services	Continuous, process started in June 2019 after new tariffs were approved
Enforcement of Chapter 7 of the RLM Integrated Waste Management By-law	Unit Manager Waste Management All Section Managers (Waste) Education and Awareness Officer EMIs	Continuous, process started in July 2019
Implementation of Licensing of Commercial/private service providers tariff/s 1. Annual Registration and Licensing of Commercial Private waste collectors from RLM (It's a once off payment, then followed by the renewal fee annually). 2. Annual Registration and licensing of Commercial/Private waste collectors from Outside the RLM jurisdiction 3. Renewal of Annual Licenses for Commercial/Private waste collectors.	Waste Management administration Office BTO	01 July 2019 and on-going

Refuse removal services

The greater Rustenburg area has approximately 120 000 service points of which approximately 70 000 as well as the CBD area is serviced by EPWP contractors. Areas not receiving basic waste Management services include:

- RDP houses – Newly developed houses are not yet receiving services
- Informal Settlements
- Rural areas

The outsourcing of the waste management collection services has assisted the unit in regionalizing the service and reducing the transport and monitoring cost for the municipality.

The **RLM** and **Royal Bafokeng Nation** has entered into agreements for the extension of Waste Management services (Refuse removal and disposal) and the financing thereof to the villages falling under the Royal Bafokeng Nation's Area of Jurisdiction

Business waste collection

The collection of waste services from Business premises should be serviced through a public- private partnership, whereby service provider registers with the municipality to collect waste from business premises. Business premises are then allowed to choose whether to be serviced by the RLM or Private sector registered with RLM. And the disposal cost be recovered through a weighbridge cost at the landfill. Furthermore, the verification of businesses with or without waste storage areas and waste accounts is underway and it is continuous due to change in ownerships and occupation. Any discrepancies found will therefore be corrected so that in the beginning of the new financial year, correct charges are implemented.

Garden Waste Collection System

A systematic schedule has not yet been developed for the collection of garden waste for composting in order to reduce the waste stream that goes to landfill site. RLM currently collects only two bags of garden waste per household and as a result, residents resort to disposing waste illegally. Currently garden waste is disposed at the dedicated area at the Waterval Landfill Site. With the implementation of STRUMOSA drop off area and currently operating on weekends, residents can dispose off ONLY garden waste free of charge at the facility. Council resolved that STRUMOSA drop off facility be opened Monday to Sunday and implementation of the resolution is effective from 01 February 2020. RLM further intends undergoing an expression of interest for the management of garden waste at its facilities.

Service Delivery Backlogs

Twenty percent (20 %) of areas are currently not receiving services **due to low resources, for rural areas, rapid growth of informal settlement and low-cost recovery.**

Waste management service in Rural, informal and traditional areas

Farm lands and newly developed areas are some of the areas currently not receiving services, a provision has been made in the wet refuse removal bid to allow for extension of scope to cover newly developed areas. Alternative service delivery mechanisms will be explored to render services to informal settlements, the services can be implemented either through cooperatives or youth nor women service providers or expanded public works programme (EPWP) or Cooperative model.

Community Awareness on Waste Minimisation Strategies

Separation at Source Pilot Project

Section 23(2) of the Waste Act (Act 59 of 2008), requires municipalities to provide receptacles for recyclables that are accessible to the public. Furthermore, the National Waste Management Strategy (NWMS) advocates for separation at source i.e. separation of recyclables from general household points where the waste is generated (household). One of the 2016 targets relating to the promotion of waste minimisation, reuse, recycling and recovery of waste is that all the metropolitan municipalities, secondary cities and large towns should have established separation at source.

In partnership with the **National Department of Environmental Affairs** and other local stakeholders, there is a need to conducting door to door awareness campaigns; the purpose of the campaigns is to educate the community on how to properly separate their waste.

Separation at source strategies involve:

- Use external service providers
- Public Private Partnership, i.e extend properties body corporate (REMAX) - cleaning and sorting recyclables to other areas.
- Private buyback/sorting facilities, accommodate present recyclers
- Localised marketing, communication, education and awareness strategy
- Establish local sorting facilities (MRFs)
- Enforce separation at source (Waste Management By-laws)
- Formalise reclaimers/waste pickers
- Consider existing recycling facilities when planning for sorting/ buyback facilities.

There is a need for introducing separation at source in school, though recyclables are less.

The Municipality together with Remade Recycling has started with a pilot project in Waterval East Complexes. The challenges associated with the pilot includes distance, travelling costs, reluctance by residents to separate recyclables from the households, body corporates and developers not complying with the building regulations and comments sourced from other units to pass their plans.

Number of Jobs created

Through the community based programme, **the waste collection contractors** have appointed **ninety (90)** task rated employees and are reported to Department of Public Works for full time equivalent and work opportunities created by the Municipality. There is also 150 Phunyeletso expanded public works programme beneficiaries, whose contracts started in August 2017 and ending 31 July 2019. The contract was further extended with six months, up to the 31st January 2020. Redirela Sechaba programme resulted in the appointment of 500 beneficiaries that are ward-based, A programme started in July 2019 and is ending 30 June 2020. The service provider appointed for the operation and management of the Waterval landfill site contracted 15 beneficiaries on a month to month basis until the end of March 2020.

PROPOSED 2020/21 MIG PROJECTS

1. Development of New Syferbult Waste Drop Off Facility
2. Completion of Marikana Waste Transfer Station

3.7.5 WASTE MANAGEMENT

The final IWMP was approved by Council on the 29th May 2018. Subsequent to the approval, Council resolved that the IWMP be submitted to the Member of Executive Council for the North West Department of Rural, Environment and Agricultural Development. RLM submitted an approved IWMP to the MEC for READ and was endorsed on the 01 August 2019.

The IWMP can be summarised as follows:

Key issues in the IWMP

Key Issues of Current Waste Management System	Overall Key Indicators	Targets and	Recommendations for Concept Development
<i>Institutional/ organisational set-up</i>			
Governance and administrative practices	Overall Target: Improvement of efficiency and effectiveness of provision of SWM services Key Indicator: unit cost - cost and performance monitoring data)		Restructuring and re-organisation if the RLM WMU towards a ring-fenced business unit
Management optimisation practices			Implementation of HR Strategy
Operational optimisation practices			
Skills development and capacity building			
Performance management and monitoring			
<i>Financing</i>			
Reduction of current costs	Overall Target: Sustainable financing of SWM services Key Indicator: cost reflective tariffs and financial ring-fencing)		Reduction of labour costs
Securing of budget for additional expenditures (Waterval operation, new cells at Waterval Landfill, closure of landfills etc.)			Focussing on core functions and outsourcing of other functions
			Moratorium on new appointments (especially re lower level positions)
			Imposing gate fees at Waterval Landfill that goes into ring-fenced fund to be used for expenditures of the WMU
			Cooperation with producers/ producer organisations to fund awareness and education
			Assessment of possibilities for external funding
Implementation of cost covering tariffs (cost centres, ring fencing, gate fees)			Financial ring-fencing of the WMU
Key Issues of Current Waste Management System	Overall Targets and Key Indicators		Recommendations for Concept Development
<i>Waste collection</i>			
General challenges in service provision (especially for services provided by the RLM WMU itself)	Overall Target: Improvement of waste collection services		Taking over responsibility for provision of waste collection services in entire RLM area
			Consolidation of provision of waste collection services by improving performance and cost efficiency

	Key Indicator: amount of collected waste according to weigh bridge data	Conduction of assessment of internal service delivery vs. outsourced service delivery
Street cleaning		
Services rely on EPWP and CWP workers (administrational efforts)	Overall Target: Improvement of street cleaning	Street sweeping in CBD shall be done through cooperatives consisting of EPWP workers
	Key Indicator: satisfaction of residents	Areas outside Rustenburg Town shall be done by CWP workers or through cooperatives
Waste transfer and transport		
Cost coverage for transfer and transport	Overall Target: Improvement of logistics for delivery and transport of waste	Discuss with Lonmin, whether they can include the operation of Marikana Refuse Transfer Station in their SLP
		Operation of Marikana Refuse Transfer Station
Options for private waste deliveries	Key Indicator: total amount of waste delivered through Marikana transfer station according to weigh bridge data	Support implementation of drop-off points run by the private sector or cooperatives
Key Issues of Current Waste Management System	Overall Targets and Key Indicators	Recommendations for Concept Development
Recycling and waste treatment		
Recyclables disposed at the landfill sites	Overall Target: Diversion of recyclables from landfill sites	Facilitation of recycling initiatives driven by the private sector (e.g. by providing public space for drop-off points)
	Key Indicator: 25% of recyclables related to amount of overall recyclables in collected waste is diverted	Investigation of possibilities for cooperation with the private sector for collection of recyclables and green waste

		Follow-up on grant funding options for establishing of MRF at Waterval Landfill
High amount of organic waste (garden/ green waste and organic fraction of household waste)	Overall Target: Diversion of organic waste from landfill site Key Indicator: at least one pilot project for organic waste treatment is implemented	Establishing of green waste composting at the Waterval Landfill and implementation of respective tariff mechanisms
		Implementation of separate collection of food waste (if food waste treatment plant is constructed and operational costs allow)
		Establishing of centralised biomass pre-treatment facility for food waste at Waterval landfill site (if grant funding is available)
Disposal		
Waste disposal on different landfills	Overall Target: Landfilling of waste according to legal standards Key Indicator: Waterval landfill is operated according to license; old landfills are closed and rehabilitated	Effective operation of Waterval landfill;
Funding for landfill closure and rehabilitation (Townlands Landfill, communal landfill sites and old borrow pits)		Closure and rehabilitation of old landfills, dumpsites and borrow pits (after securing funds)
Key Issues of Current Waste Management System	Overall Targets and Key Indicators	Recommendations for Concept Development
Public participation and awareness raising		
Prioritisation of awareness raising measures to be implemented	Overall Target: Increase public awareness and engagement of population with regard to waste management and protection of environment Key Indicator: implementation of communication strategy	Public participation and awareness raising measures to be undertaken in partnership with producers and mines and other relevant stakeholders
		Use of social media and SMS broadcasting for awareness raising
Clarification of responsibilities (staff and budget)		

FUTURE PROJECTS TO BE IMPLEMENTED

1. Townlands Waste to Energy Project

The Municipality has advertised for an expression in interest for the rehabilitation of Townlands Landfill Site in 2017. Upon exhausting all SCM processes, SPU Energy Fields was appointed for the implementation of the project. The project was halted, and all process reversed following our engagement with the National Treasury's Government Technical Advisory Centre (GTAC). GTAC discovered the procurement discrepancies in terms of the term of the service requested in the Expression of Interest and further cautioned that if the Expression of Interest was based on a 3-year term, the Municipality may be challenged on the basis that it considered a proposal that was not in line with its tender invitation. Other bidders could raise an objection that they would have submitted competitive proposals had they been afforded the opportunity to bid on the same terms as the preferred bidder. The Municipality will however look into other options to resuscitate the process.

2. Green Economy Initiatives

The Municipality is collaborating with the University of Lahti (Finland) to acquire knowledge of technology solutions, business and operational models for recycling and materials recovery as part of the outcomes of Work Package 2.

That training and knowledge sharing enables the municipality to deliver on the critical mandate of sustainable local economic development for local SMMEs. Another benefit for stakeholders (government, business and private sector) will be to learn and apply international best-practices in creating new and sustainable green economies.

LED has identified the green economy sector as a potential sector to help diversify the local economy. The Directorate has further identified the municipal waste as a resource to drive the development of the green economy and to promote the development of small medium and micro enterprises in Rustenburg. The initiative is also intended to attract new technologies for other green economy initiatives such as alternative energy production.

Furthermore, International best-practice points to the need to address sustainable resource management and environmental awareness in production and consumption of goods. Additional support can be sourced from various industries, sector departments and funding organizations to ensure that this proposed programme is successful.

Waterval Landfill Site

The Rustenburg Local Municipality has finalized installation of the Weighbridge software on the 02 March 2018 for the collection of waste disposal fee as per the tariffs approved by council in May 2019. This system assists in generating revenue for the maintenance of the Landfill site and to subsidize other services within the Municipality. The collection is done in the form of smart cards (pre-paid system) to

ensure a bankable revenue generation.

- Currently waste management unit is in the process of reaching out to all site users to purchase cards and register with the Municipality for waste disposal purposes at the Waterval Landfill site. Disposal of certain waste streams are paid for by the site users as per the approved tariffs.
- In addition, a database of reclaimers at Waterval Landfill site was done and the screening and vetting of all reclaimers by the Department of Home Affairs and Public safety is carried out on regular basis to formalize reclamation activities on site.
- The illegitimate entrance of the landfill site that was a concern to the Provincial Environmental Authorities has also been fenced, however from time to time the fencing at the landfill is damaged or stolen.
- All recyclable waste is been paid for by the buyers at the landfill.

FUTURE PLANS FOR THE WATERVAL LANDFILL SITE:

1. Development of Material Recovery Facility (MRF) and Composting Facility (CF) at Waterval Landfill site.

DCD is planning to develop MRF and CF as part of the license components to reduce the amount of waste disposed off on the landfill and save the air space of the site. Currently the reclaimed recyclables from the site are treated on a small-scale recycling facility operated by the operator of the site but the material is just too much for the facility to handle.

The construction of composting facility is envisaged to be commissioned in the 2019/20 financial year and the Development of the MRF to be commissioned in 2020/21 financial year respectively.

2. Development of Waste to Energy (WTE) plant at Waterval Landfill Site.

The Rustenburg Local Municipality plans to develop a landfill gas processing facility at the Waterval landfill site as part of the license components to reduce the migration of the biogas or methane gas generated by the landfill site. This project will be implemented as one of the catalytic projects in Rustenburg Local Municipality and waste treatment plant as per Integrated Waste Management Plan (IWMP).

This project requires 1 to 5 hectares of land and the municipality is expecting an income of R60 000 per annum for this sublease. The Waterval Landfill Site is currently managed according to sanitary landfilling principles ensuring controlled disposal and a healthier and safe environment for all residents. With the possible future developments to be implemented at Waterval Landfill site, the site will be in full compliance to the license conditions. The municipality received a proposal for the establishment of a Waste to Bio-Gas Power Plant, on a portion of the Farm Waterval 305JQ. The proposal responded to the promotional article on Legacy Projects issued by the Executive Mayor on the 26th November 2017. IBS BUILDING PTY LTD submitted a proposal, setting out the manner in which the company proposed developing the Waste to Bio-Gas Power Plant, on a portion of the Farm Waterval 305JQ. Once the funding for the project is sourced, the project will be implemented.

3.8 PUBLIC SAFETY

Section 152(d) in chapter 7 of the Constitution of the Republic of South Africa Act 108 of 1996 stipulates that, one of the objects of local government is “to promote a safe and healthy environment and to encourage communities to be involved on matters affecting them at local level”.

To give effect to this constitutional imperative, the Directorate Public Safety is primarily responsible for performance of the following functions:

- Crime Prevention, By-Law Enforcement and Security Services.
- Fire, and Disaster Management
- Traffic Services and Public Transportation Enforcement.
- Licensing and Testing Services

3.8.1 CRIME PREVENTION, BYLAW ENFORCEMENT AND SECURITY SERVICES

The Unit is governed by the provisions of Criminal Procedure Act, Section 334 as well as the guidelines of the Institute for Municipal Public Safety of Southern Africa for ranking and structure.

The Local Crime Prevention Strategy (LCPS) is developed (aligned with) in line with the Growth and Development Strategy (GDS) and (Goal 16) of Making Cities and human settlement inclusive, safe, resilient, and sustainable, (Goals 16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels, of the municipality which seeks:-

- To serve as an overarching planning instrument, articulating the developmental agenda, and
- To provide strategic direction for the Rustenburg Local Municipality with regard to the fight against crime.

Municipalities have a constitutional imperative to give attention to crime fighting. Even the National Crime Prevention Strategy recognizes that Municipalities have a central role to play in crime prevention.

The strategy designates that local government are encouraged to review, refine and customise the NCPS to suit the local environment and implement local crime prevention programmes. Crime prevention strategies could never be a “one size fit all”. The NCPS also emphasizes this aspect in the development of local crime prevention strategies by Municipalities and propagating that the exact strategies and mechanisms that local governments adopt should be based on local crime prevention priorities and should preferably fit within the four pillar strategy framework which entails the following:-

- The criminal justice process leading to certain and rapid deterrence
- Community values and education leading to community pressure and public participation in crime prevention
- Environmental design leading to limited opportunities for crime and maximizing constraints

- Trans-national crime: Regional cooperation, stability and address cross border crime

The National Development Strategy has identified five priorities to focus on to achieve a crime free South Africa. Amongst these priorities are to build safety using an integrated approach and build community participation in community safety. These two priorities are relevant to the Rustenburg Local Municipality. Building safer communities, requires cooperation between all departments and requires an integrated approach to tackle fundamental causes of criminality by mobilising a wider range of state and non-state capacities and resources at all levels and active community involvement. Civil society organisations and civic participation are critical elements of a safe and secure society. Establishment of community safety centres will enable safe healthy communities.

The RLM Local Crime Prevention Strategy (LCPS) seeks to make effective use of scarce resources within the Rustenburg Local Municipality by searching for more cost effective and sustainable solutions, whilst addressing the real causes of crime, poverty and unemployment. It is part of the National Crime Prevention Strategy (NCPS) in terms of its broader agenda of crime prevention and fighting. The Constitution of the Republic of South Africa Act 108 of 1996 obliges municipalities to participate in National and Provincial development programmes.

The RLM Growth and Development Strategy (GDS) of the municipality acknowledges that many of the crime related problems that are experienced in the Rustenburg Local Municipality are related to higher influence associated with socio-economic conditions and poverty levels. Problematic crimes such as murder, rapes, assaults, robbery aggravating, burglary residential, burglary business, theft of motor vehicles, theft out of motor vehicles, stock theft, crime depending on police actions, carjacking and truck jacking, house robbery, business robbery, theft of copper are so common in the police stations situated in the Rustenburg municipal boundaries. Rustenburg police station, Tlhabane police station, Phokeng police station, Boitekong police station, Marikana police station, Lethabong police station, Boons police station, Sun City police station (Ward 1) and Bethanie police station are operating within the municipality jurisdiction. The nine (9) police stations and forty- five (45) wards are the largest crime output and also have the highest recording for crime in the province according to the crime index. Rustenburg is hosting the three (3) largest producers of platinum in the world. To this effect Rustenburg police station has been identified as one of the national hotspot for all crime categories. The Crime statistics reveals the positions of various stations within the Rustenburg Local Municipality jurisdiction within the Worst ten precincts: largest number of reported crimes in North West . RLM stations are marked in red in the provided list.

Demands on equality, human rights, accountability, participation as well as/ meeting the provision of Batho Pele, rapid urbanisation have already started to exert pressure on the RLM and there is a significant increase in unlawful occupation of land and societal conflict. Crime and health hazards are on the increase in the informal settlement. The booming economy in the municipality requires an effective police service, which will be able to make the city an attractive and safe place for tourism and investment.

The establishment of effective Municipal Police Service, in conjunction with other existing Law Enforcement Agencies, will be able to expose corruption even within the Municipality. This may also create a platform for production of harmful banned substance and a turned Rustenburg into a heaven for criminal activities such as the selling of contraband ("fong-kong") goods. Some of the existing by-laws do not cover areas that did not fall under the old Rustenburg Municipality. It presents serious challenges because such by-laws cannot be applied and enforced in their present state in those areas. Therefore, the re-alignment of those by-laws is critically needed to empower the envisaged Municipal Police Services.

Rustenburg has about plus minus 35 Taxi Organisations, some of these organisations are not registered. Taxi conflict and dispute is prevalent at the Rustenburg Taxi Rank and on the routes within Municipal Jurisdiction. The root causes are illegal operations, many taxi organisations, operate without permits or valid documentation and power competition. Management of these conflicts and joint management of the Rustenburg Taxi Rank with members of Taxi Associations or organisations have to be considered, due to unlawful trading and conflicts within the Rank. Maybe through the formulation of Taxi Rank by-laws and establishment of Municipal Police Service in Rustenburg, the situation may be better contained.

White collar criminals and other residential areas which have been turned into business premises to evade the law of the country by not (paying tax).

Following from the above the RLM identified the following as key Crime Prevention Challenges:

Table 11: Summary of Challenges

#	MAJOR CHALLENGES	ROOT CAUSES (NOT MORE THAN 2)	EFFECTS	PRACTICAL INTERVENTION OR SOLUTIONS
1.	Protests	Poor service delivery	Instability and destruction of properties	<ul style="list-style-type: none"> Improved communication Timeous response
2.	High rate of crime	Unemployment and high influx of people	Impact negatively on the investor confidence and instil a sense of insecurity	Enhancement of integrated approach through Crime Prevention Through Environmental Design (CPTED)
3.	Land invasion	<ul style="list-style-type: none"> Urbanization Political influence 	<ul style="list-style-type: none"> Civil conflict Disrupt spatial development 	<ul style="list-style-type: none"> Intensify villages, small dorpiess programme Integrated approach
4.	Moral degeneration or delay	Disregard good values and Botho.	General disrespect of the law, property and fellow human beings (conflict, violence, damages and losses)	Intensification of moral regeneration programmes.
5.	Theft and vandalism of municipal properties	Lack of security	<ul style="list-style-type: none"> The municipality lose money Affect service delivery 	<ul style="list-style-type: none"> Cho and changing of security personnel which is not a solution. Allocation of adequate budget for security.

Following from the above, the following primary crime prevention measures are taken in the RLM:

- Effective program addressing poverty alleviation such as SMME projects
- Job creation project like trolley pushers, car watch and car washers
- Organise sports and recreation
- Organise private community structure to combat crime e.g. street committees
- Crime Prevention Through Environmental Design (CPTED) e.g. inadequate street lighting, inadequate CCTV cameras, empty stands and houses, bushes, taverns near schools
- Education and awareness through media, pamphlets etc.

The RLM Crime Prevention Plan and Strategy comprise the following elements:

Focus Area One: Social Crime Prevention

Objective 1: To inform the community on the negative impact that substance abuse has on crime:

- Encourage liquor outlets to regulate alcohol abuse in and around their premises to contribute to the prevention of anti-social behaviour
- Revisit the current policy, regulating locality or liquor outlets
- Improve and expand educational programs regarding prevention of substance abuse
- Mobilise the business sector to fund programs addressing prevention of substance abuse
- Engage NGOs to deliver sufficient rehabilitation service
- Ensure participation of educational institutions in prevention of substance abuse programmes
- Ensure efficiency of Alcohol Rehabilitation programmes as an alternative to imprisonment.

Objective 2: To cultivate a culture of zero tolerance to crime:

- Launch awareness campaigns to encourage reporting of crime
- Inform the community on the process of reporting corruption and inefficiency within the criminal
- Programmes to educate the community to persevere in litigation
- Create a platform to unit divided portion of the community against crime.

Objective 3: To rebuild the moral fabric of society

- Launch awareness campaigns to realistic reporting on women and child abuse
- Awareness campaign to emphasise the importance of safer families within safer communities
- Inform the community in the principles of “broken window syndrome”
- Inform women with regard to their human rights in relationships
- Raise awareness of family values, morals and human rights
- Inform the community about the consequences of dealing with stolen property
- Cultivate a value system with regards to human rights
- Awareness campaign to promote a code of ethics between employer and employee

Objective 4: To improve the community to fight poverty:

- Guide poverty stricken communities to develop sustainable economic units

- Launch programmes to encourage influential community members to establish active participation in poverty alleviation
- Providing skills developments projects.

Objective 5: To avail comprehensive services for victims of crime:

- Training in victim support skills
- The creation of local victim support network
- Ensure sustainability of the existing crisis centres
- Ensure establishment and sustainability of a local child-line
- Satellite Crisis Centres in surrounding areas.

Objective 6: To integrate the restitution mechanisms of restorative justice community sentencing and diversion into the community:

- Create public insight into the principles of diversion, restorative justice and community sentencing
- Expansion of community sentencing options through the involvement of the local municipality
- Involving the cadre of volu volunteers in diversion and monitoring of community sentences.

Objective 7: To create a positive attitude within the community that is conducive to safer families, neighbourhoods and communities:

- Promoting community pride through clean-up campaigns
- Cultivate a culture of responsible ownership.

Objective 8: To create synergy amongst all stakeholders in a partnership towards Crime Prevention:

- Ensure community participation in crime prevention structures.

Focus Area Two: Combating Crime

Objective 1: To expand and sustain the capacity of visible community policing:

- Sustaining and retention of the new cadre of reservists for traffic, fire and disaster management duties
- Skills development of reservists/volunteers to expand their activities
- Create a visible identity for the volunteers/reservists
- Create reporting structures for community police officers.

Objective 2: To empower the community to participate in combating crime:

- Mapping of crime information to highlight the area where crimes occur on regular basis
- Training women and youth in basic defence
- Embark on negotiations with security firms to extend patrol routes.

Focus Area Three: Environmental Design

Objective 1: To create a safe community/city/town/rural area:

- Community audit to identify environmental factors that could contribute to crime

- Creation of safer freedom of movement
- Get relevant stakeholders involved in safe guarding of destitute areas
- Improve and or establish street and security lighting at vulnerable spots
- Launch an awareness campaign in cooperation with all relevant stakeholders regarding the safeguarding of animals (Livestock)
- Educate property owners in the sound principles of home security
- Consulting with victims of rape to establish the role of the environment
- Locate sanitary facilities at suitable places
- CCTV monitoring in streets of central business districts.

The following projects/programmes have been identified from the Crime Prevention Plan and Strategy:

Table 12: Crime Prevention Strategy and Plan

Analysis of the sector plan	Aim of the sector plan	Project/ Programmes	What the Directorate will be able to implement in 5 years	Challenges
-Dovetail with the Provincial and Local SAPS Strategy has been integrated into the Municipal IDP -Put emphasis away from crime control towards crime prevention. -It focuses on social crime prevention, combating of crime, environmental design	-Reduce causes of crime and encourage the involvement of the local communities -Promote a safe and secure environment.	-Establishment of Rustenburg Community Safety Forum -Establishment and strengthening of the CPF and Street committees. -Expansion of the CCTV Cameras -Establishment of Municipal Police Service -Expand the Peace and Development Programme (Traffic Wardens and Fire Brigade Reservist	-Municipality was able to establish the forum. -On-going process -15 CCTV Cameras installed and R4 000,000 was allocated for. -Appointed only 50 Traffic Wardens	-Empathy from the community -Lack of capacity in the Directorate in terms of resources -Community empathy and not interested to be involved. -Inadequate funding for this project -Inadequate resources such as buildings and law enforcement equipment -No funding for this project -Inadequate to cover 45 wards. -No funding for Training and resources.
Municipal Systems Act compels Municipalities to develop Disaster Management Plan as part of IDP.	-Knowledge Management -Response, recovery, rehabilitation and reconciliation.	-Establishment of a volunteer programme for Disaster Risk identification and Knowledge Management. -Disaster Bus and Trucks -Emergency Precinct (Decentralization	-Not effective -Unable to fulfil this project -Unable to fulfil this project	-Funding -Funding

3.8.2 FIRE AND DISASTER MANAGEMENT

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

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

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

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

Fire Brigade Services Act 99 of 1987 (FBA)

Fire fighting in South Africa is done by the various fire departments which have been established in each local municipal area.

Objectives of the Act The Fire Brigade Services Act (FBA) was enacted in order to regulate and ensure the efficient operation of a fire safety system in South Africa.

The Act provides for:

- the establishment, maintenance, employment, co-ordination and standardisation of fire brigade services;
- preventing the outbreak or spread of a fire;
- fighting and extinguishing a fire;
- controlling incidents involving hazardous or dangerous goods and materials;
- protecting life or property against a fire or other threatening danger;
- rescuing life or property from a fire or other danger;
- rendering an ambulance service as an integral part of the fire service, subject to the provisions of the National Health Act 61 of 2003;
- fire safety functions; and
- the performance of any other function connected with any of the matters contemplated in the items above, and • to be a world class fire service.

The FBA has two areas of application–

- firstly, it applies to any Fire Brigade Service established in a municipal area.

- secondly, it applies to all citizens who own or operate a property, business or activity in any local municipal area. Such persons must seek out the location of and the contact details of the fire brigade and make contact with the Chief Fire Officer for the purposes of an introduction.

A Chief Fire Inspector may assist in providing–

- fire related advice;
- a copy of the local fire fighting and related by-laws; and
- an audit testing and assessment of the reliability and sufficiency of one s fire fighting equipment.

Summary of the provisions of the Act

Fire Brigade Board A Fire Brigade Board (FBB) has been established by the FBA, which is responsible for the regulation of public fire services in South Africa.

Establishment of a fire brigade station in a municipality and activities In terms of the FBA, any local authority may establish and maintain a firefighting service in its jurisdiction, which establishment will be managed by a Chief Fire Officer. In addition, a controlling authority may establish a fire brigade reserve force for its area of jurisdiction. All fire brigades established in South Africa are mandated to–

- prevent the outbreak or spread of a fire through proactive measures such as assisting with fire-fighting equipment assessments, audits and advisory services;
- react to and fight or extinguish a fire;
- protect life or property against a fire or other threatening danger;
- rescue life or property from a fire or other danger; and
- render an ambulance service as an integral part of the fire brigade service.

NB. Rustenburg Local Municipality does not render an ambulance services at this stage.

Emergency plans must be developed, implemented and co-ordinate to ensure that an emergency and disaster management service is rendered to victims in the shortest space of time and in the most cost – effective manner. This emergency and disaster management planning is aimed at the protection of life and property, the continuation of essential service and the continuation of important administrative function.

In doing this, it needs to focus on addressing the following safety related conditions:

- Hazards:** Hazards are threats to life, well-being, material goods and the environment. Extreme natural processes or technology causes them. When a hazard results in great suffering or collapse, it is usually termed a disaster.
- Risk And Risk Assessment:** Risk may be defined as the expected damage or loss caused by any hazard. Risk usually depends on a combination of two factors:
 - How often and severe the hazard (e.g. floods and drought)
 - Vulnerability of the people exposed to these hazards.

Risk perceptions are very complex as they are rooted in history, politics and economy

- Vulnerability:** No matter where one is located, whether in an urban or rural environment, one's chances of experiencing a disaster are usually strongly linked to one's vulnerability to the event. The more vulnerable a community, the greater the physical, economic and emotional costs of a

disaster. Vulnerability, then is the degree to which an individual, family, community or region is at risk of experiencing misfortune following extreme events.

Disaster Management Plan for Rustenburg Local Municipality (2007) was adopted and approved in 2007 and was reviewed in 2009. It was further reviewed and approved by Council in April 2017.

The purpose of the RLM Disaster Management Plan is:

- Institutional arrangements for Disaster Risk Management Planning
- To assign primary and secondary responsibilities for priority disaster risks posing a threat in the Rustenburg Local Municipality
- To establish operational procedures for disaster risk reduction planning as well as the emergency procedure in the event of a disaster occurring or threatening to occur in council's area
- To facilitate an integrated and coordinated approach to disaster risk management
- To establish risk reduction, resilience building
- Develop adequate capabilities for readiness, and effective and rapid response and recovery.

The following is a summary of Disaster Management related hazards identified in the RLM:

AREAS CATEGORISED (Indicate most affected)	WARD NUMBER	AREAS AFFECTED	PRE-DOMINANT HAZARD	CAUSES
1. Villages	1,2,3,4,5,6,7,8,23,25,29,30,44,36	Phatsima Monnakato, Ikageng, Lekgalong Kanana Luka, Phokeng, Lefaragatlhe, Maumong, Barseba, Modikwe, Lekgalong, Bethany, Lekgalong, Mathopestad	Floods	Most residential dwellings built on 15 -20 years flood plain
			Storms	Settlement in flat areas
2. Informal settlements	19,20,21,22,27,28,31,32,33,34,35, 37,38,39,40,41	Ramochana Freedom park	Floods	No drainage systems
		Lethabong Sondela Popo Molefe Sunrise Park	Fires	Negligence', illegal power connection
3. RDP-houses	12,19,20,21,24,25,27,28,31,32,33,34,36,37,38,39,40,41	Meriting Ext 4&5 Mathopestad Freedom park	Storms	Roof of houses not strong to stand the strong storms

		Freedom Park Seraleng Marikana phase 4 Boitekong Extension 23	Floods	No proper infrastructure (drainage and roads)
4. Urban areas	8,9,10,11,12,13,19,22,37	Tlhabane Rampa Primary School areas (Rabatjie Street) Paardekraal ext. 3 Meriting Ext 2	Floods	Drainage system blocked
5. CBD	14,15,16,17,18,43,42	CBD Roads,	Floods	Storm-water Drainage systems are blocked Other sections of road do not have drainage systems
		Kremetart bridge Middle bridge Dorpspruit bridge		Bridges-culverts are blocked and small Also, very low
6. Farms	1,31,32,35,36	Marikana Erasmus Plot Boshhoek plot 92	Floods and Storms	No developments in these areas

Based on the above hazards/risks assessment, the RLM Disaster Management Plan identified the following generic and risk/hazard specific services to be provided in the municipal area:

GENERIC TYPE AND LEVEL OF SERVICES					
PREVENTION AND MITIGATION		PREPAREDNESS		RESPONSE AND RECOVERY	
<ul style="list-style-type: none">Integration of Disaster Management Issues into sectoral and local development policies, plans, and budgetConducting Community Base Risk AssessmentEarly warning systems are to be improvedIncrease disaster resiliency of infrastructure systems		<ul style="list-style-type: none">Enhance level of awareness and capacity of communities to the impacts of hazardsCommunities are equipped with necessary skills and capability to cope with the impact of disastersStrengthened partnership and coordination among all key role players and stakeholders (Local Disaster Advisory Forum, Inter – Departmental Technical Advisory Forum, Disaster Ward Forum)		<ul style="list-style-type: none">Adequate and prompt assessment of needs and damagesIntegrated and coordinated search and rescue capacityTemporary shelter needs are adequately addressedBasic social provided to affected communities (Social Relief of distress)Psychological needs of affected communities addressed	
RISK/HAZARDS SPECIFIC TYPE AND LEVEL OF SERVICE					
WARD NO:	Type of incidents	Integrated Institution Capacity	Risk Assessment	Disaster Risk Reduction	Response & Recovery

<ul style="list-style-type: none"> • Fire • Floods • Storms • Epidemic out break • Climate Change 	All stakeholders coordinated to implement Policy and Legislation	Coordinate risk assessment with other role players to inform plans	To develop and implement Disaster risk management Plans and Programmes	Implementing all rehabilitation and reconstruction strategies following disaster in an integrated development manner
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The projects/ Programmes emanating from the RLM Disaster Management Plan are as follows:

Analysis of the sector plan	Aim of the sector plan	Project/ Programmes	What the Directorate will be able to implement in 5 years	Challenges
Adopted and approved in 2007 and reviewed in 2009. Current review approved April 2017	-Build institutional capacity -Disaster risk identification and analysis -Disaster Risk deduction	-Capacitating the Disaster Risk Management Centre -Intensifying community forums	-Effective staffing of the Centre -Provision of resources for effective performance -Volunteer Brigade -Revitalise the Disaster Management Forums	No funding for equipment and materials. No funding for stipend
Municipal Systems Act compels Municipalities to develop Disaster Management Plan as part of IDP.	-Knowledge Management -Response, recovery, rehabilitation and reconciliation.	-Establishment of a volunteer program me for Disaster Risk identification and Knowledge Management. -Disaster Bus and Trucks -Emergency Precinct (Decentralisation)	-Improve the pro-active, monitoring and responsive capability of the Disaster Management Centre, -Updated Volunteer database -Effective Disaster Risk Register -Recorded Disaster Risk assessment for all municipal wards -Provision of both human and financial resources -Provision of fleet and effective required equipment's	Unable to fulfil this project due to: -Funding -Skilled personnel to address legislations KPA's and Enablers -Required resources

3.888.3 Traffic Services and Public Transportation Enforcement.

The Unit is governed by the National Road Traffic Act as well as the National Land Transport Act.

The structure of Traffic Services is headed by Chief of Traffic. Department is further guided by the Institute of Traffic, Licencing & and Metro Police Officers of Southern Africa (ITLMPOSA).

Provisions of the Road Traffic Management Cooperation Act (RTMC) also provides for the establishment of the Traffic Services .

Traffic Officers are appointed in terms of section 3A (d) and (e) of the National Road Traffic Act 93 of 1996 .

3A. Appointment of officers.—(1) For the purposes of this Act—

- (d) any local authority or two or more local authorities may jointly appoint for its area or for their areas jointly, as the case may be, upon the conditions set by the chief executive officer, as many persons as traffic officers or reserve traffic officers as may be reasonably necessary, and such officers shall function within such area or areas;
- (e) any local authority may appoint persons as traffic wardens or as reserve traffic wardens to exercise or perform within its area such powers and duties of a traffic officer as the MEC may determine: Provided that the MEC may—

- (i) make different determinations in respect of different categories of traffic wardens; and
- (ii) either generally or specifically, impose conditions with regard to the exercise or performance of such powers and duties;

Section 31 of the National Road Traffic Act outlines the Powers and duties of traffic officer.—In addition to the powers and duties conferred upon him or her or under this Act, a traffic officer may, subject to the provisions of this Act or any other law—

- (a) exercise or perform any of the powers or duties conferred upon an inspector of licences under section 3F;
- (b) when in uniform, require the driver of any vehicle to stop such vehicle;
- (c) inspect and test or cause to be inspected and tested by a person whom he or she considers competent to do so, any part and the functioning of any vehicle, and the equipment thereof, with a view to ascertaining whether the vehicle concerned or the functioning thereof and the equipment comply with the provisions of this Act: Provided that no officer or person instructed by the officer to inspect or test such vehicle shall, in the exercise of the power hereby conferred upon him or her, dismantle the mechanism or any working parts of any motor vehicle unless he or she is also a qualified motor mechanic or has passed an examination for examiners of vehicles as prescribed, and if he or she has so dismantled the vehicle, he or she shall reassemble the dismantled mechanism or parts to the same condition in which it was before it was dismantled unless he or she is requested by the person in charge of the vehicle not to do so;
- (d) ascertain the dimensions of, the load on, or the mass, axle mass load or axle unit mass load of, any vehicle, or the mass of any combination of vehicles, loaded or unloaded, and if necessary for the purpose of ascertaining such mass, require any vehicle or combination of vehicles to proceed to a mass-meter or mass-measuring device, and if the mass of any vehicle or combination of vehicles exceeds the mass allowed in terms of this Act, prohibit the operation of the vehicle or combination of vehicles on a public road until the mass has been reduced or adjusted to comply with this Act: Provided that where the load on a vehicle includes any hazardous substance as contemplated in the Hazardous Substances Act, 1973 (Act No. 15 of 1973), the reduction and handling of the mass shall be undertaken in terms of that Act;
- (e) drive any vehicle where necessary in the performance of his or her duties if, in the case of a motor vehicle, he or she is licensed to drive a motor vehicle of the class concerned;
- (f) if a person, being the driver or the person apparently in charge of a motor vehicle, appears, by reason of his or her physical or mental condition, howsoever arising, to be incapable for the time being of driving or being in charge of that vehicle, temporarily forbid the person to continue to drive or be in charge of that vehicle and make the arrangements for the safe disposal or placing of the vehicle as in his or her opinion may be necessary or desirable in the circumstances;
- (g) regulate and control traffic upon any public road, and give such directions as may, in his or her opinion, be necessary for the safe and efficient regulation of the traffic, which may include the closing of any public road, and, where he or she is of the opinion that the driver of a motor vehicle is hampering or impeding the normal flow of traffic on a public road, direct the driver to remove the vehicle from such road and to follow another route with the vehicle;
- (h) require any person to furnish his or her name and address and other particulars which are required for his or her identification or for any process if the officer reasonably suspects this person of having committed an offence in terms of this Act or any other

law or, if in the opinion of the officer, he or she is able to give evidence in regard to the commission of any such offence;

- (i) in respect of any motor vehicle, demand from the owner, operator or driver thereof to produce any document prescribed in terms of this Act;
- (j) impound any document referred to in paragraph (i) produced to him or her and which in his or her opinion may afford evidence of a contravention of or failure to comply with any provision of this Act or any other law related to road traffic matters and where any document is so impounded, the traffic officer shall issue a receipt in respect thereof to the person concerned;
- (k) require any professional driver or the operator or owner of any motor vehicle to produce for inspection and to have a copy made of—
- (j) his or her possession or which is required to be affixed to any such motor vehicle; or
 - (ii) any record which that person is required in terms of this Act to preserve;
- (l) at any time enter any motor vehicle of an operator and inspect such vehicle;
- (m) at any time enter upon any premises on which he or she has reason to believe that a motor vehicle of an operator is kept or any record or other document required to be kept in terms of this Act is to be found, and inspect such vehicle and copy any such record or document, which he or she finds there;
- (n) if he or she has reason to believe that an offence in terms of this Act has been committed in respect of any record or document, inspected by him or her, impound that record or document, and where any document is so impounded, the traffic officer shall issue a receipt in respect thereof to the person concerned;
- (o) inspect any motor vehicle or part thereof and impound any document issued in connection with the registration and licensing of such motor vehicle which relates to the motor vehicle, where it is found that the engine or chassis number of the motor vehicle differs from the engine or chassis number as specified on the document, and direct that the motor vehicle be taken, forthwith, to any police station specified by the traffic officer for police clearance, and may after such clearance has been obtained, return the impounded document to any person who is entitled thereto, or notify the owner of the motor vehicle concerned that the vehicle must be re-registered, as the case may be; and
- (p) require from the owner, operator or driver of a motor vehicle registered or deemed to be registered in any prescribed territory, police clearance in respect of the motor vehicle before allowing the motor vehicle to be taken across the borders of the Republic: Provided that the chief executive officer may exempt any owner, operator or driver in the prescribed manner from having to provide such police clearance.

These services need to be performed within due consideration to the following related issues identified through the public consultation process in the RLM:

- **Hazardous Pedestrian Location:** In the entire 45 wards of the municipality. Engagement with the Provincial Department to provide funding in all the schools
- **Road Safety Training:** Capacity is an inhibiting factor to the realization of road safety. The municipality is in the process of establishing a Road Safety Council
- **Mass Overloading Control:** Joint operations on mass overloading control with the Provincial Traffic are have been halted due to delay to upgrade the weighbridge

- **Insufficient Road Markings and Signage:** Improved budget and appointment of additional personnel to improve road marking and signage
- **Inadequate Passenger Ranking Facilities:** Under-utilised ranking facilities are identified allocation of such facilities for long distance destinations
- **Un-roadworthy Motor Vehicles:** Education and awareness campaigns are being intensified
- **Accident Prone Areas**
- **Traffic congestion:** Appointment of a Traffic Wardens and Law Enforcement Officer to perform point duties and other functions. Point duties are being performed in congested routes
- **Poorly Maintained Roads and Streets**
- **Inadequate Visibility of Law Enforcement:** Joint operations and roadblocks are intensified between the SAPS, Traffic and other Law Enforcement Agencies.

To address the above matters the unit implemented the following initiatives over the past few years:

- Conducted two thousand education and awareness campaigns to promote road safety
- Conducted over thousand road safety campaigns in various schools and various wards
- Issued over a million traffic fines for various offences
- Over twenty thousand warrants of arrest have been authorised
- Staging of road safety programmes including establishment of a Road Safety Committee, scholar patrols, organising and hosting of the driver of the year competition, education at Rustenburg exhibition show etc.
- Research were conducted on road traffic through a traffic impact study

Projects and Programmes for the next two years include the following:

- Intensify the promotion of Road safety through campaigns and scholar patrols
- Intensify Education and awareness campaigns in schools and other organisations
- Upgrading of Rustenburg Local Control Centre [weighbridge]

NB. There was a service provider appointed during 18/19 financial year for the weighbridge however the appointed service provider withdrew before starting with the project. For 19/20 financial year, there was no provision made for this project in the budget.

- Municipal Court to include enforcement of bylaws in the court roll
- Decentralisation of Traffic Services by appointing more traffic officers for various regions
- Appointment of Traffic Wardens and Traffic reservists to focus on parking and point duties (traffic control)

3.8.3 LICENSING AND TESTING SERVICES

The Unit is governed by the National Road Traffic Act. The Unit is headed by Chief Licensing Officer referred to as the Unit Manager. Department is further guided by the Institute of Traffic, Licensing & and Metro Police Officers of Southern Africa (ITLMPOSA). Provisions of the Road Traffic Management Cooperation Act (RTMC) also provides for the establishment of the Unit.

Various categories of inspectors and examiners are appointed in terms of section 3A (c) of the National Road Traffic Act 93 of 1996.

3A. Appointment of officers. — (1) For the purposes of this Act—

(c) a local authority which is a registering authority may, upon the conditions set by the chief executive officer, appoint for its area as many persons as—

- (i) inspectors of licences;
- (ii) examiners of vehicles; and
- (ii) examiners for driving licences, as it may deem expedient;

The RLM serves on an agent basis and all systems are linked to the Provincial Department of Public Safety and or National Department of Transport. The licensing and testing should comply with the Provincial and National legislations as well as the code of practice, regulations and standards. This includes the following services:

- Registration and Licensing of motor vehicles
- Deregistration and introduction of motor vehicles and trailers
- Registration of motor dealers and issuance of business registration certificates (BRN)
- Issuance of Traffic Register Certificates (TRN) to foreign nationals
- Testing of applicants for their learners and driver's licenses
- Testing of all categories of motor vehicles for roadworthiness.

Powers and duties of inspector of licences and various examiners are provided for in sections 3F, 3G and 3H

3F. Powers and duties of inspector of licences. —In addition to the powers and duties conferred upon him or her or under this Act, an inspector of licences may, subject to the provisions of this Act or any other law—

- (a) by notice in writing as prescribed, direct the owner, operator, driver or person in charge of any vehicle, wherever found, which in his or her opinion does not comply with the requirements for roadworthiness certification provided for in this Act or in any other law, to produce such vehicle for inspection, examination or testing to an appropriately graded testing station for such class of vehicle at a time and place specified in such notice;
- (b) in respect of any motor vehicle, demand from the title holder, owner, operator or driver thereof the production of any document which such person is required to have in respect of that motor vehicle in terms of this Act or any other law, or any like document issued by a competent authority outside the Republic;

- (c) require from any instructor—
 - (i) where such instructor is engaged in teaching or instructing another person in the driving of a
 - (ii) where such instructor is not so engaged, within seven days, to produce evidence of his or her registration;
- (d) examine any motor vehicle in order to satisfy himself or herself that it is the motor vehicle in respect of which a document referred to in paragraph (b) was issued;
- (e) impound any document referred to in paragraph (b) which appears to be or which the officer suspects to be invalid or which has been or appears to have been unlawfully altered or defaced or which is being put to unlawful use, and where any document is so impounded, the inspector shall issue a receipt in respect thereof to the person concerned;
- (f) require the owner, operator or driver or person in charge of any vehicle forthwith to furnish his or her name and address, and give any other particulars required as to his or her identification, and where applicable, immediately to produce a professional driving permit;
- (g) demand from any person immediately to produce a licence or any other prescribed authorisation authorising him or her to drive a motor vehicle, and to produce any other document which he or she is required to have in respect of any motor vehicle in terms of this Act or any other law;
- (h) impound any licence or document produced to him or her in terms of paragraph (g) which in his or her opinion may afford evidence of a contravention or evasion of any provision of this Act or any other law, and where any licence or document is so impounded, the inspector shall issue a receipt in respect thereof to the person concerned;
- (i) require any person, whether or not this person is in a vehicle, to furnish his or her name and address and to give other particulars required as to his or her identification, as well as such information as is within his or her power to furnish and which may lead to the identification of the owner, operator or driver of the vehicle concerned;
- (j) require any person to furnish him or her with any information as is within the power of such person to furnish and which may lead to the identification of the driver, owner, operator or person in charge of a vehicle at any time or during any period; or
- (k) at any reasonable time, having regard to the circumstances of the case, without prior notice, and in the exercise of any power or the performance of any duty which he or she is in terms of this Act or any other law authorised or required to exercise or perform, enter any premises on which he or she has reason to believe that any vehicle is kept.

3G. Powers and duties of examiner of vehicles.—(1) An examiner of vehicles may inspect, examine or test any vehicle in order to determine whether it is roadworthy and for that purpose may dismantle the vehicle or any part thereof or its equipment or accessories: Provided that the examiner shall reassemble any vehicle so dismantled, or shall cause any vehicle so dismantled to be reassembled, to the same condition in which it was before it was dismantled unless the person in charge of the vehicle requests him or her not to do so.

(2) An examiner of vehicles may drive any vehicle when necessary in the performance of his or her duties, if, in the case of a motor vehicle, he or she is licensed to drive a motor vehicle of the class concerned.

3H. Powers and duties of examiner for driving licences.—(1) An examiner for driving licences shall test any applicant for a learner's or driving licence in the manner and in regard to the matters as prescribed, in order to determine whether the applicant is fit and competent to obtain a learner's or driving licence for the class of vehicle for which he or she applies.

(2) No examiner for driving licences shall test an applicant for a driving licence in terms of this Act unless the examiner himself or herself is licensed to drive a vehicle of the class for which the applicant applies to obtain a driving licence or of the class prescribed.

Progress during the past five years includes the following:

- Registration and licensing of more than 100 000 vehicles per month
- Registration of Rustenburg Licensing Authority as Grade A
- Registering Authority was voted as the best in the Province
- Leading revenue generating Registering Authority in the North West
- All employees underwent an eNatis course to improve service delivery
- Seven employees underwent an SABS code quality management course as part of service delivery improvement
- Completion of Best Practice Model phase one at R4 178 746.28 funded by the Provincial Department of Transport
- Employees underwent an eNatis course and introduction of eNatis
- All related personnel are registered as E-Natis Officers
- Minimised fraudulent activities through CCTV footage and staff rotation.

Project and programmes for the next two years include the following:

- Retention, training and development of potential employees
- Capacity building and employee empowerment
- Collaboration with the Provincial and National departments (departmental interdependency)
- Inspection by the SABS (South African Bureau of Standards), RTMC (Road Traffic Management Corporation Inspectorate) and Department of Transport, (both Provincial and National spheres of governance)
- Reconfiguration of the operational structure to be in line with current challenges
- Appointed two (2) Inspector of Licenses to ensure dealership compliance with relevant legislation.
- Introduction of Hi-Tech Learners and Drivers Licensing system to other areas
- Development of a light motor vehicle driver's license track at Marikana

4. IMPLEMENTATION PLAN AND PROGRAMMES AND/ OR PROJECTS

4.1 IMPLEMENTATION PLAN, PROGRAMMES AND/ OR PROJECTS

This section of the IDP is constituent of Strategies, Key Performance Indicators (KPIs) per KPA, Programmes and/ or Projects informed by the Developmental needs and aspirations that emanated from Public Participation undertaken by the Municipality in all its constituent Wards and from various Stakeholders and interest groups therein.

The section forms the basis of the Top Layer Service Delivery and Budget Implementation following the Approval by Council of the IDP and the 2020/21 Budget during its ordinary sitting at the end of May 2020.

4.1.1 Key Performance Area (KPA 1): Municipal Transformation and Institutional Development

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter				2021/22 Annual Target	
									Q1	Q2	Q3	Q4		
	5. MUNICIPAL STRATEGIC PRIORITY: Drive optimal municipal institutional development, transformation and capacity building													
5.1.	Municipal Strategic Objective: Develop and implement integrated internal systems and processes													
GOAL 7: A vibrant, creative and innovative city	Ensure optimal and Integrated Systems	All	DCS 1	Number of IT Steering Committee convened by 30 June 2021	Agenda, Attendance Register, and Minutes of ICT Steering Committee	4x IT Steering Committee meetings convened	4		1	1	1	1	4	
GOAL 7: A vibrant, creative and innovative city	Ensure optimal and Integrated Systems	All	DCS 2	Number of IT Policy Awareness Campaigns conducted by 30 June 2021	ICT Policy Awareness Campaigns attendance register	4x IT Policy Awareness Campaigns conducted	4x IT Policy Awareness Campaigns conducted		1	1	1	1	4	
GOAL 7: A vibrant, creative and innovative city	Ensure optimal and Integrated Systems	All	DCS 3	Number of ICT Policies reviewed by 30 June 2021	Agenda of Council, Minutes and approved policies.	3 x Revised ICT Policies	3 x Revised ICT Policies		1	1	1	0	3	
GOAL 7: A vibrant, creative and innovative city	Ensure optimal and Integrated Systems	All	DCS 4	Ensure implementation of disaster recovery and service continuity	Approved Disaster Recovery Plan, DRP Testing reports	Outdated Disaster Recovery Plan	1 x Disaster Recovery Plan, 2 x DRP testing report,		0	1	1	0	2	

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter				2021/22 Annual Target	
									Q1	Q2	Q3	Q4		
5.2.	Municipal Strategic Objective: Develop, implement and review internal policies and procedures on regular basis													
GOAL 9: An Efficient, Effective and Well-Governed City	Strengthen internal controls and environment	Municipal wide	DCS 5	Number of HR strategy developed and submitted to Council for approval	Approved HR Strategy, Signed minutes of the Council	1 x HR Strategy	1		0	0	0	1	1	
5.3.														
GOAL 9: An Efficient, Effective and Well-Governed City	Inculcate performance and quality Management culture	Municipal wide	DCS 6	Number of Local Labour Forum (LLF) meetings facilitated by 30 June 2021		6 x LLF meetings facilitated	6		1	2	3	0	6	
5.4.														
GOAL 11: City of sustainable and efficient resource management	Safer and healthy working environment	Municipal wide	DCS 7	Number of Occupational Health and Safety (OHS) inspections and reports submitted per directorate by 30 June 2021	OHS inspection report	36x inspections conducted	36		9	9	9	9	36	

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
GOAL 11: City of sustainable and efficient resource management	Safer and healthy working environment	Municipal wide	DCS 8	Number of occupational health and safety structures (OHS committee and SHE Reps) administered by 30 June 2021	Agenda of scheduled meetings Attendance Register	4 x OHS Committee meetings convened	4		1	1	1	1	4
GOAL 11: City of sustainable and efficient resource management	Safer and healthy working environment	Municipal wide	DCS 9	Number of information and wellness programmes implemented by 30 June 2021	Attendance register Approved memorandum to the Director: Corporate Support Services	4x information and wellness programmes conducted	4		1	1	1	1	4
5.5.	Municipal Strategic Objective: Develop and implement internal capability model (institutional core and critical competencies, scarce skills, maintenance skills) that enhance institutional and external stakeholders' development communities and institutional capability												
GOAL 7: A vibrant, creative and innovative city	Knowledgeable, innovative and productive Personnel		DCS 13	% of the municipality's budget actually spent on implementing	Training expenditure report	Approved WSDP	100%		0%	30%	60%	100%	100%

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
				its Workplace Skills Plan									
5.6.													
GOAL 7: A vibrant, creative and innovative city	Building a capable Workforce	Municipal wide	DCS 14	Number of Organizational Structures reviewed and submitted to Council for approval by 30 May 2021	Process plan for organizational structure clean up Approved placement policy		1 x approved organizational structure,	1 x Organizational Structure	0	0	0	0	1
GOAL 7: A vibrant, creative and innovative city	Building a capable Workforce	Municipal wide	DCS 15	Number of calls for declarations of interest's by employees	Signed memo from the Director Corporate Support Services	1x Signed memo from the Director Corporate Support Services	1		1	0	0	0	1

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target	
									Q1	Q2	Q3	Q4		
6.	MUNICIPAL STRATEGIC PRIORITY: UPHOLD GOOD GOVERNANCE PUBLIC PARTICIPATION PRINCIPLES													
6.1.	Municipal Strategic Objective: Drive Good Governance and Legislative compliance in all Municipal processes													
GOAL 9: An Efficient, Effective and	Ensure functionality of Municipal	Municipal wide	DCS 22	No of Notices prepared and distributed for	Notices of Council meetings	6 x Council meetings held	6		2	1	2	1	6	

Well-Governed City	governance structures			Council meetings by 30 June 2021									
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal wide	DCS 23	Number of notices of meetings for Council Committees distributed as per the approved Year Planner by 30 June 2021	Agendas and Minutes of Council Committee meetings	28 notices of Council Committee meetings	28		7	7	7	7	28
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal wide	DCS 24	Maintenance of implementation of council resolutions schedule by 30 June 2021	4 x updated implementation of Council resolutions schedule, 4 x Council resolutions on the updated implementation of Council resolutions schedule	4 x updated implementation of Council resolutions schedule, 4 x Council resolutions on the updated implementation of Council resolutions schedule	4		1	1	1	1	4
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal wide	DCS 16	Functionality of Employment Equity (EE) Committee by 30 June 2021	Minutes of Employment Equity (EE) Committee quarterly meetings.	Established Employment Equity (EE) Committee	4		1	1	1	1	4

GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal wide	DCS 17	Number of employment equity (EE) reports electronically submitted to the Department of Labour by 15 January 2021	Proof of electronic submission of the EE Report	1x EE Report submission to the Department of Labour by 15 January 2021	1		0	0	1	0	1
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal wide	DCS 18	Number of records management inspections conducted by 30 June 2021	Records management inspection reports	4x records management inspections conducted	4		1	1	1	1	4
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal wide	DCS 19	Number of records disposal application submitted to the North West Provincial Archives and Records Services By 30 June 2021	Records disposal application to the North West Provincial Archives and Records Services	1x records disposal application submitted to the North West Provincial Archives and Records Services	1		0	0	1	0	1
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal wide	DCS 21	Functionality of the electronic document management system (EDMS) user forum by 30 June 2021	Minutes and attendance register of the EDMS User Forum meetings	4x meetings of the EDMS User Forum	4		1	1	1	1	4
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal	Municipal wide		Functionality of HR System User forum	Minutes and attendance register of the HR System	4x meetings of the HR System User Forum	4		1	1	1	1	4

Well-Governed City	governance structures				User Forum meetings								
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Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per				2021/22 Annual Target
									Quarter19				
									Q1	Q2	Q3	Q4	
1.	MUNICIPAL STRATEGIC PRIORITY: Ensure a sustainable municipal financial viability and management												
3.1.	Municipal Strategic Objective: Develop and implement integrated financial management systems to support municipal programmes and ensure internal financial sustainability												
GOAL 11: City of sustainable and efficient resource management	Adherence to MFMA, and National Treasury Regulations,	Municipal Wide	DC S 30	Percentage expenditure on the Directorate’s approved operational budget by 30June 2021	Certified budget spreadsheet by BTO	Not less than 95%	Not less than 95%		25%	50%	75%	100%	100%
GOAL 11: City of sustainable and efficient resource management	Adherence to SCM Policy	Municipal Wide	DC S 31	Percentage of the Directorate’s capital budget committed by 30 June 2021	Certified budget spreadsheet by BTO	Not less than 95%	Not less than 95%		20 - 25%	40 – 50%	65 – 75%	75 – 95%	95%
GOAL 11: City of sustainable and efficient resource management	Proactive management of overtime by adhering to collective agreement	Municipal Wide	DC S 32	Percentage expenditure on overtime not exceeding approved budget by 30 June 2021	Certified budget spreadsheet by BTO	Not less than 95%	Not less than 95%		10 - 15%	20 - 45%	45 – 60%	70 – 95%	95%
GOAL 11: City of sustainable and efficient resource management	Adherence to SCM Policy	Municipal Wide	DC S 33	Percentage reduction in unauthorised, irregular and fruitless expenditure by 30 June 2021	Deviation Report	20%	20%		20%	20%	20%	20%	20%

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter				2021/22 Annual Target
								Q1	Q2	Q3	Q4	
7. MUNICIPAL STRATEGIC PRIORITY: UPHOLD GOOD GOVERNANCE PUBLIC PARTICIPATION PRINCIPLES												
7.1. Municipal Strategic Objective: Drive Good Governance and Legislative compliance in all Municipal processes												
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure and efficient, effective, accountable and transparent Governance Culture	Municipal wide	OMM	Number of 2017/18 Annual Report compiled and tabled to Council for adoption by 31 January 2019	2018/19 Annual Report compiled and Tabled to Council for adoption and approval	2019/20 Annual Report compiled and Tabled to Council for adoption and approval	0	2019/20 Annual Performance Report and Annual Financial Statements submitted to AGSA		2019/20 Draft Annual Report compiled and tabled Council for adoption (January 2021) and approval (March 2021)		2020/21 Annual Report compiled and Tabled to Council for adoption and approval
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure inclusive and participatory Integrated Planning	Municipal wide	OMM	Number of 2020/21 IDP reviewed and submitted to Council for approval by 30 May 2020	2018/20 IDP revised, approved and implemented	1 x 2020/21 IDP	R700 000	Submission of the 2019/20 IDP Review process	Collating of prioritize d needs	Draft 2020/21 IDP submitted to Council	Final 2020/21 IDP submitted to Council	2022/23 – 2026/27 IDP
GOAL 9: An Efficient, Effective and Well-Governed City	Inclusive and participatory Integrated Planning	Municipal wide	OMM	Number of 2020/21 Service Delivery and Budget Implementation Plan (SDBIP) by 30 June 2019	2019/20 SDBIP developed, approved by the EM and implemented during the 2019/20 FY	1 x 2020/21 SDBIP approved by the Executive Mayor	0			2020/21 Draft SDBIP as part of the Draft 2020/21 IDP Review	1 x 2020/21 SDBIP approved by the Executive Mayor	2021/22 SDBIP compiled and submitted to the EM for approval
GOAL 9: An Efficient, Effective and Well-Governed City	Inculcate a culture of quality performance	Municipal wide	OMM	Number of Performance Management Framework compiled and submitted to Council for approval by 30 May 2020	Performance Management Policy Framework in pace	1 x Performance Management Framework revised	0			1 x Performance Management Framework revised		1 x Performance Management Framework revised
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal wide	DCS	Functionality Rate of Municipal Council as per the Approved Annual Year Planner	4 Ordinary Council meetings and 4 Special	100%		25%	25%	25%	25%	100%

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter				2021/22 Annual Target
								Q1	Q2	Q3	Q4	
					Council Meetings held							
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal wide	DCS	Functionality Rate of all the Council Committees as per the approved Year Planner	All the Committees of Council had their meetings as scheduled with attendance Councilor rate of above 75%	100%		25%	25%	25%	25%	100%
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure implementation and enforcement of municipal Policies and By-laws	Municipal wide	OMM	Percentage of all applicable Policies and By-laws developed and reviewed by 30 June 2021	Approved Terms of Reference and Established By-Law committee representative of all directorates	100%	0				100%	100%
GOAL 9: An Efficient, Effective and Well-Governed City	Enhanced relationship between the City and Consumers of its Services	Municipal wide	OMM	Number of Community Satisfaction Surveys conducted by 30 June 2021		2	0		1		1	4
7.2. Municipal Strategic Objective: Promote public participation and partnerships with stakeholders on municipal programmes;												
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure efficient and accountable Governance	Municipal wide	OoS	Number of Public Participation Strategies developed and submitted to Council for approval by 30 September 2020	Public Participation Structures in place	1 x Public Participation Strategy approved	0	1 x Public Participation Strategy approved	Report on Functionality of Public Participation Structures	Report on Functionality of Public Participation Structures	Report on Functionality of Public Participation Structures	100% Implementation of the Public Participation Strategy
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure efficient and accountable Governance	Municipal wide	OEM	Percentage implementation of the Communication Strategy by 30 June 2021	Draft Strategy and Policy in place	100% implementation of Communication Strategy		100% implementation of Communication Strategy	100% implementation of Communication Strategy	100% implementation of Communication Strategy	100% implementation of Communication Strategy	100% implementation of Communication Strategy
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of consultation and governance structures	Municipal wide	OEM	Functionality rate of all the Stakeholder Engagements Structures	Approved Governance with related Terms of Reference	100%					100%	100%

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter				2021/22 Annual Target
								Q1	Q2	Q3	Q4	
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure efficient and accountable Governance	Municipal wide	OEM	Number of Stakeholder engagement held by 30 June 2021	Stakeholders engagement structures established.	4 x Stakeholder engagements conducted1		4	1	1	1	4 x Stakeholder engagements conducted1
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure efficient and accountable Governance	Municipality	OEM	Participation rate in all the IGR Structures as per the invitation by 30 June 2019		100%		100%	100%	100%	100%	100%
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure the accountability of Government through effective oversight and built viable participatory process.	All 45 Wards	OoS	Functionality Rate of Ward Committees	Ward Committee structures were established, and every ward are fully functional as expected	100%		100%	100%	100%	100%	100%
	To Promote Good Governance and Community Participation	All 45 Wards	OoS	Number of Ward Committee Conference held by 30 September 2020		1 x Ward Committee Conference held			1 x Ward Committee Conference held			
GOAL 9: An Efficient, Effective and Well-Governed City	Awareness of municipal programmes and projects within the institution. Functional intranet, social media, internal newsletters and municipal website	Municipal Wide		Co-ordinate collaborative effort with IT unit to ensure seamless information flow (4IR).	100% awareness of municipal programmes and projects within the institution.	Develop and co-ordinate internal communication strategy		Approval by Council	Utilization of the strategy to ensure effective communication.	Utilization of the strategy to ensure effective communication.	Utilization of the strategy to ensure effective communication.	Utilize social media platforms to interact with staff intranet, twitter handle, Facebook.
GOAL 9: An Efficient, Effective and Well-Governed City	Coordinate accessibility of economic opportunities for vulnerable groups through enforcement of PPFA	Municipal Wide		Co-ordinate the implementation and review of the policies for affording access to opportunities for vulnerable groups.	Develop and implement policies and strategies relating to vulnerable groups. Ensure that vulnerable groups benefit	Policies in place		Implementation of the policies.	Implementation of the policies	Implementation of the policies	Implementation of the policies	80% of economic opportunities awarded to vulnerable groups

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter				2021/22 Annual Target
								Q1	Q2	Q3	Q4	
				Monitoring of access to the opportunities	fairly in the institution.							

1.1.5. Key Performance Area (KPA 3): Municipal Financial Viability and Management

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	Weight	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2019/20	2020/2021 Annual Target	Annual Budget 2021/2022 R'000	2020/2021 Performance Targets per Quarter				2021/2022 Annual Target
										Q1	Q2	Q3	Q4	
										01 Jul'2020-30 Sept'2021	01 Oct'2020-31 Dec'2021	01 Jan'2020-31 Mar'2021	01 Apr'2020-30 Jun'2021	
MUNICIPAL STRATEGIC PRIORITY: Ensure a sustainable municipal financial viability and management														
Municipal Strategic Objective: Implement revenue management strategy to enhance municipal financial viability and sustainability														
GOAL 11: City of sustainable and efficient resource management	Revenue collection	Municipal Wide	8	DPS 4	Collection of Licensing and Testing revenue (in Rands) by 30 June 2021	Signed monthly reconciliation reports	R30m	R27m	R141,412,272	R6.75m	R13.5m	R20.25m	R27m	R28m
Revenue Enhancement	Enhance the provision of Fire Brigade	Municipal Wide	8	DPS 5	Amount (in Rands) collected on billed Municipal fire safety inspection by 30 June 2021	Fire Safety inspection billed reports	New	R1m collected on billed Municipal fire safety	R000	R250 000	R250 000	R250 000	R250 000	R1.2m collected on billed Municipal fire

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	Weight	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2019/20	2020/2021 Annual Target	Annual Budget 2021/2022 R'000	2020/2021 Performance Targets per Quarter				2021/2022 Annual Target
										Q1	Q2	Q3	Q4	
	Services Act in revenue collection							inspections						safety inspections
Revenue Enhancement	Enhance the provision of Fire Brigade Services Act in revenue collection	Municipal Wide	8	DPS 6	Amount (in Rands) collected on billed Municipal fire training and facilities by 30 June 2021	Fire Training and facilities billed reports	New	R200 000.00 collected on billed municipal fire training and facilities	R000	R50 000.00	R50 000.00	R50 000.00	R50 000.00	R300 000.00 collected on billed municipal fire training and facilities
Municipal Strategic Objective: Develop and implement integrated financial management systems to support municipal programmes and ensure internal financial sustainability														
GOAL 11: City of sustainable and efficient resource	Achieve positive financial ratios	Municipal Wide	8	DPS 7	Number of the Directorate's capital projects committed by 30 June 2021	Proof of commitment to SCM Advertisement	2	2	R42,976,800.00	0	1	2	0	2

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	Weight	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2019/20	2020/2021 Annual Target	Annual Budget 2021/202022 R'000	2020/2021 Performance Targets per Quarter				2021/2022 Annual Target
										Q1	Q2	Q3	Q4	
										01 Jul'2020-30 Sept'2021	01 Oct'2020-31 Dec'2021	01 Jan'2020-31 Mar'2021	01 Apr'2020-30 Jun'2021	
Management														
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	8	DPS 8	Percentage % on structured overtime not exceeding approved budget by 30 June 2021	StructuredOvertimeQuarterly reports	3,188086.87	95%	R3,328,637	20-25%	45-50%	70-75%	90-95%	95%
TOTAL			40											

Key Focus Area	Strategies	Area/Local ity (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
Strategic Goal													
Municipal Strategic Objective: Develop and implement integrated financial management systems to support municipal programmes and ensure internal financial sustainability													
GOAL 11: City of sustainable and efficient resource management	Implementat ion of mSCOA compliant financial management system	Municipal Wide	BTO 1	Functional mSCOA financial system	Sign off certificate of all Modules	Number of the mSCOA modules implemented	All modules as per the SLA signed off as fully operational by the Municipality and system service provider	R3m	Sign off of system modules functionality implementation plan	Modules signed off as per the implementation plan	Modules signed off as per the implementation plan	Modules signed off as per the implementation plan	n/a
GOAL 11: City of sustainable and efficient resource management	Revenue billing	Municipal Wide	BTO 2	Percentage of Meter Readings performed to ensure complete and accurate billing.	Meter readers report	90% meter reading on a monthly basis	90% meter reading on a monthly basis	R2 million	90% meter reading on a monthly basis	90% meter reading on a monthly basis	90% meter reading on a monthly basis	90% meter reading on a monthly basis	95% meter reading on a monthly basis
Municipal Strategic Objective: Implement sound revenue management strategy to enhance municipal financial viability and sustainability													
GOAL 11: City of sustainable and efficient resource management	Revenue collection	Municipal Wide	BTO 3	Percentage collection of revenue billed	Signed off (CFO) calculation from 3 months C Schedules. C schedules	80%	85%	R3,2b	85%	85%	85%	85%	87%
GOAL 11: City of sustainable and efficient resource management	Payment of creditors within the statutory timelines.	Municipal Wide	BTO 4	Creditors payment within 30 days of signed-off invoices by user Directorate / Unit	Signed off (CFO) calculation from 3 months C Schedules. C Schedules	102 days	30 Days	None	Creditors payment within 30 days	Creditors payment within 30 days	Creditors payment within 30 days	Creditors payment within 30 days	
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	BTO 5	Achieved Improved financial current ratio	Signed off (CFO) calculation from 3 months C Schedules. C Schedules	0,7:1	1.6: 1	R000	1.6: 1	1.6: 1	1.6: 1	1.6: 1	1.8:1

GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	BTO 6	Achieve improved financial cost coverage of the municipality	Signed off (CFO) calculation from 3 months C Schedules. C Schedules	0,9	1 month	None	1 month	1 month	1 month	1 month	2 months
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Provision for water supply and increase the revenue base	All Wards	BTO 7	Number of indigents registered to earn free basic services	Indigent register	15 000 registered indigents	30 000 registered indigents	R1 million	6 000	8 000	12 000	15 000	20 000
Municipal Strategic Objective: Implement sound and sustainable financial management and compliance controls													
GOAL 11: City of sustainable and efficient resource management	Compliance with Supply Chain Management laws and regulations.	Municipal Wide	BTO 8	Conclude investigation of reported UIFW in the prior years.	Signed off UIFW investigation plan Signed of investigation report by CFO	None	UIFW investigated as per signed off plan	R1 b	UIFW investigated as per signed off plan	UIFW investigated as per signed off plan	UIFW investigated as per signed off plan	UIFW investigated as per signed off plan	UIFW investigated as per signed off plan
GOAL 11: City of sustainable and efficient resource management	Sustaining clean administration	Municipal Wide	BTO 9	Audit opinion expressed by the Auditor General	Audit Report	Qualified audit opinion	Qualified audit opinion	R6 million	N/A	Qualified audit opinion	N/A	N/A	Unqualified audit opinion
GOAL 11: City of sustainable and efficient resource management	Expenditure management	Municipal Wide	BTO 10	Percentage expenditure on overtime not exceeding approved budget by 30 June 2021	Budget versus actual report	100% or less	110%		25% or less	50% or less	75% or less	100% or less	100% or less
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	Municipal Wide	BTO 11	Section 71 reports due submitted at every ordinary Council meeting	Council agenda	11 section 71 reports	Late submission section 71 reports: 11		2	3	3	3	11
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	Municipal Wide	BTO 12	Number of section 72 reports submitted within legislated	Council agenda	1	1		n/a	n/a	1	n/a	1

managemen t				timeframe at Council meeting									
GOAL 11: City of sustainable and efficient resource managemen t	Compliance with laws and regulations	Municipal Wide	BTO 13	Number of section 52 reports submitted after every quarter to council	Council Agenda	4	Late submission of section 52 reports: 3		n/a	1	1	1	3
GOAL 11: City of sustainable and efficient resource managemen t	Compliance with laws and regulations	Municipal Wide	BTO 14	Annual Financial Statements (AFS) of RLM and Consolidated AFS of 2019/20 submitted to AGSA for audit by 31 August 2020 and 30 September 2020 respectively	Acknowledg ement of receipt by AGSA	2x set of Annual financial statements of 2019/20 submitted to AGSA	2x set of Annual financial statements of submitted to AGSA	R000	2x set of Annual financial statements of 2019/20 submitted to AGSA	n/a	n/a	n/a	2x set of Annual financial statement s submitted to AGSA
GOAL 11: City of sustainable and efficient resource managemen t	Compliance with laws and regulations	Municipal Wide	BTO 15	Draft MTREF budget submitted by 31 March 2021 to council for approval	Council agenda	2021/22 Draft MTREF budget submitted to council	2020/21 Draft MTREF budget submitted to council	R000	n/a	n/a	2021/22 Draft MTREF budget submitted to council	n/a	2022/23 DRAFT MTREF budget submitted to council
GOAL 11: City of sustainable and efficient resource managemen t	Compliance with laws and regulations	Municipal Wide	BTO 16	Final MTREF budget submitted by 31 May 2021 to council for approval	Council agenda	2021/22 final MTREF budget submitted to council	2021/22 final MTREF budget submitted to council	R000	n/a	n/a	n/a	2021/22 final MTREF budget submitted to council	2022/23 MTREF budget submitted to council
GOAL 11: City of sustainable and efficient resource managemen t	Compliance with laws and regulations	Municipal Wide	BTO 17	Adjustments budget submitted to Council by end of February 2021	Council agenda	2020/21 Adjustment budget submitted to Council	2020/21 Adjustment budget submitted to Council	R000	n/a	n/a	Adjustmen t budget submitted by 28 February 2021	n/a	Adjustmen t budget submitted by 28 February 2022
Municipality strategic objective: Establish quality management of processes in delivery of services													
GOAL 9: An Efficient, Effective and Well-	Ensure functionality of Municipal	Municipal Wide	BTO 18	Quarterly performance assessment of DCFO (x 1) and	Performance agreements and quarterly	6 Performance agreements and 18 performance	5 X performance agreements and	R000	6X Performance Agreement finalised	6 X 1 st quarter performan ce report	6 X 2nd quarter performan ce report	6 X 3rd quarter performance report	

Governed City	governance structures			Unit Managers (x 5)	performance assessment report	assessment report	assessment of unit managers						
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal	BTO 19	Percentage of council resolution implemented in the 2020/21 financial year.	Progress report on council resolution implemented as per register	80% of council resolutions implemented on time	80% of council resolutions implemented on time	R000	80%	80%	80%	80%	90%
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Wide	BTO 20	% of Directorate's PAAP implemented by 30 June 2021	Monthly PAAP report.	80% of all actions targeted for 2020/21	80% of all actions targeted for 2019/20	R000	80%	80%	80%	80%	90%
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal	BTO 21	% of Directorate's Risk mitigated by 30 June 2020	Operational Risk Register Monthly risk mitigation report.	90% risk mitigation	100 risk mitigation	R000	90%	90%	90%	90%	95%

1.1.6. Key Performance Area (KPA 4): Local Economic Development

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Requested Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
GOAL 5: A NEW POST MINING WORLD CITY	Review the 2011 LED Strategy and formulate economic sectors strategies and implementation plans	All	1	Number of local economic sector strategies developed by end of June 2021	Copy of Developed Strategy/ies Tabled at PFC / Mayoral / Council	2011 LED Strategy	1	R2m	-	-	-	1	1 X Economic Sector programme implemented by end of June 2022
	Develop investment campaigns for implementation of investment and catalytic projects	All	2	Number of catalytic projects facilitated by end of June 2021	Confirmation Letter from Investor / Developer or Catalytic Projects Committee Report	-	2	R2.5m	-	-	-	2	2 catalytic projects facilitated by end of June 2022
	Partnerships with key stakeholders to develop and promote tourism in Rustenburg	All	3	Number of tourism activations facilitated by end of June 2021	Report on Activity / ies Hosted or Attendance Register / Proof of Registration	2	3	R3m	1	1	1	-	3 tourism activations facilitated

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Requested Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
GOAL 6: A SMART, PROSPECTIVE CITY	Partnership with key stakeholders for local contractor development , SMMEs and Cooperatives Business Development Support; and Informal Trading Support	All	4	Number of SMMEs and Cooperatives assisted with business development support interventions by end of June 2021	Attendance Registers or Reports on Activities Hosted	1000	250	R3m	50	75	75	50	250 SMMEs and Cooperatives benefited from business development support interventions by end of June 2022
			5	Number of jobs created through municipality's Local Economic Development initiatives including capital projects by end of June 2021	List of People employed with ID Numbers or Projects' Reports on Number of Jobs Created	658	600	0	-	-	-	600	650 jobs created through municipality's Local Economic Development initiatives including capital projects by end of June 2022
GOAL 6: A	Partnerships with key	All	6	Number of partnerships	Council Resolution on	2	1	0	-	-	-	1	1 partnership established for

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Request ed Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
SMART, PROSPE ROUS CITY	stakeholders to support development and implementation of local economic development programmes			established for Local Economic development Interventions by end of June 2021	Proposed Partnership / Signed Partnership Agreement or Confirmation on Collaboration by Partners								Local Economic development Interventions by end of June 2022
GOAL 6: A SMART, PROSPE ROUS CITY	Develop Policy and Programmes to support local agriculture sector development Partnerships with key stakeholders to support development of rural and township economies	All	7	Number of farms supported for agriculture development by end of June 2021	Agriculture Development Support Programme Technical Committee Report on Recommended Farms for Support / Report on Training / Mentorship Completed	14	10	R7m	-	-	-	10	10 farms supported for agriculture development by end of June 2022
		All	8	Number of green	Confirmation Letter by	New	1	R0.5m	-	-	-	1	2 green economy

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Request ed Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
				economy projects facilitated by end of June 2021	Project Owner / Sponsor or RFP issued								projects facilitated by end of June 2022

4.1.5a. Key Performance Area (KPA 5): Basic Services and Infrastructure Development

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
Strategic Goal													
8. MUNICIPAL STRATEGIC PRIORITY: Drive optimal municipal institutional development, transformation and capacity building													
Municipal Strategic Objective: Develop and implement integrated internal systems and processes													
WATER SERVICES													
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Provision for water supply and increase the revenue base	All Wards	DT IS 1	% Households with access to basic water	Project Progress Reports	91%	93%	WISG	91%	91%	92%	93	95%
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Improve on the quality of water supplied	All Wards	DT IS 2	% compliance of drinking water quality as per South African National Drinking Standards	Progress Report	100%	100%	R1,200,000	Conduct water quality monitoring as per improvement plan	Conduct water quality monitoring as per improvement plan	100% compliance	Conduct water quality monitoring as per improvement plan	100%
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Reduce the distribution & Non-revenue water losses	All Wards	DT IS 3	% Reduction of Non-Revenue Water	Water Losses Report	49%	40%	R37,000,000	49%	45%	42%	40%	35%
Service Delivery: Sustainable Livelihoods	Improve on the Blue Drop status rating	All Wards	DT IS 4	Compliance rate with Blue Drop Criteria	Compliance Report	86%	100%	R500,000	Develop Blue Drop Improvement Plan	Implementation of Blue Drop	Implementation of Blue Drop	100% compliance	95%

Key Focus Area Strategic Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
and resilient Infrastructure										Improveme nt Plan	Improveme nt Plan		
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Water Services Infrastructure Planning, Operation & Maintenance (including preventative maintenance)	All Wards	DT IS 5	No. of developed sector plans	Water Infrastructure Master Plan	Water Infrastructure Master Plan	Updated Sector Plan	R4,000,000	Appointment of service providers	Assessment	Update the Plans	Updated Water Sector Plans	Implementatio n of Water Sector Plans Projects
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Improve turnaround time and service as per set service delivery standards by Re-zoning areas for operation and have each with dedicated Operations & maintenance teams	All Wards	DT IS 6	No. of set operational regions	Appointment Letter	None	Substations	R6,000,000	Appointment Letter	Procure material	Implementa tion	Substation Control	-
Service Delivery: Sustainable	Turning water service profitable and	All Wards	DT IS 7	% Reduction of inefficiencies		Non-profitable	Profitable water & sanitation	R500,000	Appointment of service provider	Conducting Section 78 Process	Conclusion of Section 78 Process	Final report on section 78 Process	Implementatio n of the Section 78

Key Focus Area Strategic Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter ¹⁹				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
Livelihoods and resilient Infrastructure	reduction of inefficiencies (Utilizing the Rustenburg Trust)				Progress Report	water business unit	business unit						process recommendations
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Carryout awareness campaigns to communities about water saving.	All Wards	DTIS 8	No. of awareness campaigns on water saving	Illegal Operation Report	None	4	R400,000	1	1	1	1	4
SANITATION SERVICES													
Sustainable Livelihoods and resilient Infrastructure	New households connections	ALL	DTIS 9	% Households with access to basic sanitation services	Project Progress Reports	70%	80%	MIG	73%	75%	77%	80%	79%
Sustainable Livelihoods and resilient Infrastructure	Sanitation for Rural & Informal Settlements	ALL	DTIS 10	Number in constructed Pit latrines (e.g. VIP)	Project Report	No waterborne system at Rural & informal settlements	400	MIG	Procurement process	100	200	400	800
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Improve on the Green Drop status rating	All Wards	DTIS 11	Compliance rate with Green Drop Criteria	Green Drop Report	53%	45%	R500,000	Develop Green Drop Improvement Plan	Implementation of Green Drop Improvement Plan	Implementation of Green Drop Improvement Plan	100% compliance	30%

Key Focus Area Strategic Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter ¹⁹				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Sanitation Services Infrastructure Planning, Operation & Maintenance (including preventative maintenance)	All Wards	DT IS 12	No. of developed sector plans	Sector Plan	Water Infrastructure Master Plan	Updated Sector Plan	R4,000,000	Appointment of service providers	Assessment	Update the Plans	Updated Sanitation Sector Plans	Updated Sanitation Sector Plans
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Carryout awareness campaigns to communities about water saving.	All Wards	DT IS 13	No. of awareness campaigns on water saving	Attendance Registers	None	4	R400,000	1	1	1	1	4
ELECTRICAL SERVICES													
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Upgrading and Refurbishment of Substations and Bulk feeder lines	All Wards	DT IS 14	Number of substation and feeder lines Upgraded/Refurbished	Project Progress Report	1 x Substation Upgraded	2 (1 x Voltare0; 1x Industries)	R150,000,000	Planning & Designs	Appointment of Engineer	Planning & Design	Appointment of Contractor	1
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Electrification and households connections	All Wards	DT IS 15	% Households with access to metered electricity services	Electricity Services Backlog Report	90%	80%	R10,038,500	Planning & Designs	Appointment of Implementing agent (Contractor)	Construction phase	Project Closure and Handover	79%

Key Focus Area Strategic Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter ¹⁹				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Explore alternative energy sources (e.g. Solar energy and Waste energy systems)	All Wards (24 x Informal Settlements and Low-Cost Housing)	DT IS 16	No. of installed alternative Energy Technology Systems (e.g. Solar Energy Components)	Project Report	None	2000	R14,000,000	Appointment of service providers	500	5000	1000	2000
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Explore alternative energy sources (e.g. Solar energy and Waste energy systems)	All Wards	DT IS 17	No. of buildings fitted with Energy Efficiency Technology (All Municipal Buildings)	Project Report	Mpheni House light have been replaced partially	3 building fitted with energy saving lights	R1,000,000	Appointment of service providers	1	1	1	5
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Explore alternative energy sources (e.g. Solar energy and Waste energy systems)	All Wards	DT IS 18	No. of public lights fitted with Energy Efficiency technology (retrodictio)	Project Report	None	3000	R1,000,000	Procurement of material	1000	1000	1000	2000
Service Delivery: Sustainable Livelihoods	Installation (New & replacement) of bulk and	All Wards	DT IS 19	No. of HH, business fitted with meters	Meter Audit Report	0000 meters	1000	R2,000,000	Procurement of material	200	200	200	400

Key Focus Area Strategic Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
and resilient Infrastructure	household meters												
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Reduce electricity losses	All Wards	DT IS 20	No. of operations to remove illegal connections	Operations Report	20% losses	12 operations	operational budget	3	3	3	3	0
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Improve turnaround time and service as per set service delivery standards by Re-zoning areas for operation and have each with dedicated Operations & maintenance teams	All Wards (RLM Licenced Areas)	DT IS 21	No. of set operational regions	Progress Report	None	3 operational regions	R6,000,000	Establish Work Stations	Procure material	-	4	-
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Supervisory Control and data Acquisition (SCADA)	All Wards	DT IS 22	Established control system	Project Progress Report	None	Electrical Control Coputers	R6,000,000	Appointment of service providers	Assessment	Planning & Design	Procure Materials	Put up infrastructure

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Electrical Infrastructure Planning, Operation & Maintenance	All Wards	DT IS 23	No. of developed sector plans	Electrical Master Plan	Outdated Electrical Infrastructure Master Plan	Updated Electrical Services Master Plan	R4,000,000	Appointment of service providers	Assessment	Update the Master	Updated Master Plan	Implementatio n of Master Plan Projects

4.1.5b. Key Performance Area (KPA 5): Basic Services and Infrastructure Development

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
Strategic Goal													
	1. MUNICIPAL STRATEGIC PRIORITY: Develop and sustain a spatial, natural and built environment												
1.1. Municipal Strategic Objective: Accelerated delivery and maintenance of quality basic and essential services to all Communities													
		All	DCD 1	Percentage of formal households on the valuation roll (93294) provided with a weekly solid waste removal service by 30 june 2021		113% (106667 of 93294 households on the valuation roll)	100% of the valuation roll	R 42m	100%	100%	100%	100%	100%
			DCD 2	Number of recognised informal settlements with a waste service per week by 30 June 2021		16	18 informal settlements provided with a weekly waste	R0	18 settlements	18 settlements	18 settlements	18 settlements	20 settlements

Key Focus Area Strategic Goal	Strategies	Area/Localit y (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
							manageme nt service.						
			DCD 3	Implementation of one additional recycling initiatives within the municipality		1	1	0	Facilitation of an initiative	Facilitation of an initiative	Agreement with the municipality	Report from the activities of the initiatives	1 additional recycling initiative
			DCD 4	Number of Environmental compliances programme undertaken by 30 June 2020			12 programmes		3 programmes	3 programmes	3 programmes	3 programmes	12 programmes
	Reduction in landfill gases (methane, CO2)	Sondela and Paardekraal , Waterval	DCD 5	Number of waste to Energy from Landfill Interventions	Project reports t Council	National Treasury Advise on the Project	Resucitati on of the project procureme nt process	R0	Procureme nt process start	Procurem ent process	Finalisatio n of procureme nt processes	Re- Initiation of the call for proposal for WtE facility at Townland s.	Project Partner secured.
	Open Space Management	All	DCD 6	Number of open spaces concerted to community facility	Project Reports	New	Developme nt of 1 Open space	R100 000	Design of the Facility	Designs approved by Ward	Project Constructio n/	Project construction	1 additional open space

Key Focus Area Strategic Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
							into a Community Recreation Facility				development start	/development finalised	developed into a Community Recreation Facility

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2019/20	2020/21 Annual Target	Annual Budget 2020/21 R'000	2020/21 Performance Targets per Quarter19				2021/22 Annual Target
Strategic Goal									Q1	Q2	Q3	Q4	
	5. MUNICIPAL STRATEGIC PRIORITY: Drive optimal municipal institutional development, transformation and capacity building												
Municipal Strategic Objective: Develop and implement integrated internal systems and processes													
Provision of basic municipal services	Improve public transport	All	R&T 1	Construction of RRT stations	Completion certificate	4 stations	14 stations completed	R78m	-	-	7 Completed Stations	7 completed stations	4 completed stations
Provision of basic municipal services	Improve public transport	All	R&T 2	Construction of RRT depot	Signed monthly progress site minutes	0	10% progress on construction	R60m	-	Appointment of service provider	-	5% progress on construction	5% progress on construction
Provision of basic municipal services	Improve public transport	All	R&T 3	Provision of RRT Fleet through a Bus operating company	Signed services agreement	0	Signed services agreements	R22m	-	Signed services agreement	-	-	Signed services agreements
Provision of basic municipal services	Improve public transport	All	R&T 4	Construction of RRT Feeder routes & Bus Stops	Signed monthly progress site minutes	0	20% progress on construction	R10m	-	Appointment of contractor	-	20% progress on construction	20% progress on construction

4.1.5c. Key Performance Area (KPA 5): Basic Services and Infrastructure Development

Key Focus Area/Goal	Strategies	Area/Locality (Ward)	Weighting	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2019/2020	2020/2021 Annual Target	Annual Budget 2020/2021 R'000	2020/2021 Performance Targets per Quarter				2021/2022 Annual Target
										Q1	Q2	Q3	Q4	
										01 Jul'2020-30 Sept'2021	01 Oct'2020-31 Dec'2021	01 Jan'2020-31 Mar'2021	01 Apr'2020-30 Jun'2021	
MUNICIPAL STRATEGIC PRIORITY: DEVELOP AND SUSTAIN A SPATIAL, NATURAL AND BUILT ENVIRONMENT														
Municipal Strategic Objective: Accelerated delivery and maintenance of quality basic and essential services to all Communities														
Fire Services	Improve fire safety compliance of business premises	Municipal Wide	10	DPS 1	No. of Fire Safety Compliance Inspections undertaken in business premises by 30 June 2021	Inspection reports signed by HOD supported by evidence	New	800 fire safety inspections undertaken in business premises	R000	200 fire safety inspections undertaken in business premises	200 fire safety inspections undertaken in business premises	200 fire safety inspections undertaken in business premises	200 fire safety inspections undertaken in business premises	1000 fire safety inspections undertaken in business premises
6.1.2 MUNICIPAL STRATEGIC PRIORITY: MAINTAIN CLEAN, GREEN, SAFE AND HEALTHY ENVIRONMENT FOR ALL														
municipal strategic objective: implement integrated community safety and security strategy measures														
City of smart	Encourage community's	All Wards	10	DPS 2	Number of education and	Attendance register	Dedicated team establish	40 x education and awareness	R000	10 x education and awareness	20 x education and	30 x education and	40 x education and	50 x education and awareness

Key Focus Area/Goal	Strategies	Area/Locality (Ward)	Weighting	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2019/2020	2020/2021 Annual Target	Annual Budget 2020/2021 R'000	2020/2021 Performance Targets per Quarter				2021/2022 Annual Target
										Q1 01 Jul'2020-30 Sept'2021	Q2 01 Oct'2020-31 Dec'2021	Q3 01 Jan'2020-31 Mar'2021	Q4 01 Apr'2020-30 Jun'2021	
livable homes	participation and involvement on issues affecting them				awareness campaigns conducted by 30 June 2021	Invitations / Notices	ed for community education and awareness	campaigns conducted		campaigns conducted	awareness campaigns conducted	awareness campaigns conducted	awareness campaigns conducted	campaigns conducted
6.1.3 implement integrated community safety and security strategy and measures														
City of smart livable homes	Promotion of Road Safety	All Wards	10	DPS 3	Number of road safety campaigns conducted by 30 June 2021	Campaign Plan Deployment list	40 road safety campaigns	40 x road safety campaigns conducted	R000	10	20	30	40	50
TOTAL			30											

1.1.7. Key Performance Area (KPA 6): Spatial Rational - Develop and Sustain a Spatial, Natural and Built Environment

Strategic Objective	Key Focus Area	Programme/Project Intervention	Area/Locality	Key Performance Indicator (KPI)	POE	Baseline	2020/21 Annual Target	Budget 2020/21	2020/21 Performance Targets per Quarter				2021/22 Annual Target
									Q1	Q2	Q3	Q4	
	Improved security of tenure		RLM	Acquisition of land for human settlement	Deed of Sale		1		-	-	-	1	2
Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning	Eradication of housing backlog through provision quality housing		RLM	Number of townships formalized	Studies that have been undertaken		0	R4m		Progress report on studies that has been undertaken	Progress report on studies that has been undertaken	Progress report on studies that has been undertaken	1
	Revenue generation		RLM	Rand value of revenue generated through rental leases	Budget print outs	New	2m	-	0.5m	1m	1.5m	2	2.2
	Revenue generation		RLM	revenue collection rate from town planning processes/procedure and building control applications submitted to the Municipality	Budget print outs	1 388 405	90%	-	R100 000	R250 000	R700 000	R1 400 000	R1 500 000

4.2 RLM PRIORITY PROJECTS FOR 2019/20 – 2020/21 IMPLEMENTATION PLAN

This section is indicative of projects with confirmed financial commitments, funded either through Municipal own source capital, Equitable Share, Sectoral Grant allocated directly from National and/ or Provincial Departments.

IDP Ref:	Strategic Priority	Strategic Objective	Focal Area	Project Name	Municipal Area/ Ward	Funding Source	Implementing Agent	Budget R'00		
								2019/20	2020/21	TOTAL
2020/21 IDP/1	Develop and sustain a spatial, natural and built environment Develop and sustain a spatial, natural and built environment	Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning	Water	Phatsima -AC Water pipe replacement	01	MIG	RLM	5 400 000	9 500 000	6 600 000
2020/21 / IDP/2			Water	Replacement of Tlhabane AC Sewer Bulk Line	11	MIG	RLM	12 684 780	2 000 000	26 352 980
2020/21/ IDP/3			Water	Refurbishment of Bulk Line & Tlhabane Water AC replacement	11	MIG	RLM	3 004 879	2 000 000	19 846 111
2020/21/ IDP/4			Water	Rustenburg North - AC sewer pipe replacement	13	WSIG	RLM	6 802 000	16 000 000	33 302 000
2020/21/ IDP/5			Water	Rustenburg North - AC water pipe replacement	13	WSIG	RLM	8 000 000	34 000 000	49 500 000
2020/21/ IDP/6			Water	Tierkloof - Upgrade reservoir	15	WSIG	RLM	20 000 000	18 000 000	38 000 000
2020/21/ IDP/7			Water	Protea Park - AC sewer pipe replacement	16	WSIG	RLM	18 348 000	10 000 000	37 848 000

IDP Ref:	Strategic Priority	Strategic Objective	Focal Area	Project Name	Municipal Area/ Ward	Funding Source	Implementing Agent	Budget R'00		
								2019/20	2020/21	TOTAL
2020/21/IDP/8			Water	Protea Park - Water pipe replacement	16	WSIG	RLM	8 600	0	16 100
2020/21/IDP/9			Water	Construction of Bospoort Bulk Water Pipeline	23	MIG	RLM	22 000 000	34 000 000	63 000 000
2020/21/IDP/11			Water	Upgrading of the Monnakato Waste Water Treatment Works	25	MIG	RLM	4 200 000	6 000 000	15 600 000
2020/21/IDP/13			Water	Upgrading & Extension of the Bospoort water Treatment Plant	26	MIG	RLM	12 172 050	3 000 000	48 010 259
2020/21/IDP/14			Water	Refurbishment of Bulk Line & Water AC replacement	27	MIG	RLM	8 400 000	0	
2020/21/IDP/15			Water	Refurbishment of Bulk Line & Water AC replacement	28	MIG	RLM	0	0	5 000 000
2020/21/IDP/19	Develop and sustain a spatial,	Improved service delivery	Water	Syferbult - Construction of water supply infrastructure	36	WSIG	RLM	10 000 000	4 840 000	14 840 000

IDP Ref:	Strategic Priority	Strategic Objective	Focal Area	Project Name	Municipal Area/ Ward	Funding Source	Implementing Agent	Budget R'00		
								2019/20	2020/21	TOTAL
2020/21/ IDP/22	natural and built environment Develop and sustain a spatial, natural and built environment	through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning	Water	Water conservation and Water Demand Management	ALL	WSIG	RLM	12 500 000	10 000 000	37 500 000
2020/21/ IDP/24	Develop and sustain a spatial, natural and built environment	Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated	Sanitation	Upgrading of the Western Bulk Sewer Lines	various	MIG	RLM	14 000 000	37 287 179	51 287 179

IDP Ref:	Strategic Priority	Strategic Objective	Focal Area	Project Name	Municipal Area/ Ward	Funding Source	Implementing Agent	Budget R'00		
								2019/20	2020/21	TOTAL
		spatial planning								
2020/21/ IDP/27	Develop and sustain a spatial, natural and built environment	Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning	Sanitation	Replacement of AC Sewer Bulk Line	27	MIG	RLM	5 000 000	12 000 000	27 000 000
2020/21/ IDP/29	Develop and sustain a spatial, natural and built environment	Improved service delivery through provision of high quality, reliable and	Sanitation	Marikana - Upgrading of outfall sewer and pump station	31	WSIG	RLM	3 750 000	0	13 750 000
2020/21/ IDP/31			Sanitation	Freedom park upgrading of sewer network	38	MIG	RLM	2 500 000	10 500 000	

IDP Ref:	Strategic Priority	Strategic Objective	Focal Area	Project Name	Municipal Area/ Ward	Funding Source	Implementing Agent	Budget R'00		
								2019/20	2020/21	TOTAL
		cost-effective infrastructure based on integrated spatial planning								
2020/21/IDP/35	Develop and sustain a spatial,	Accelerated delivery and maintenance	Electricity	Marikana Waste Transfer Station Construction	32	MIG	RLM	0	0	3 047 484
2020/21/IDP/36	natural and built environment	of quality basic and essential services to all communities	Electricity	Installation of solar High Mast Lights	various	MIG	RLM	20 000 000	0	20 000 000
2020/21/IDP/37	Develop and sustain a spatial, natural and built environment	Accelerated delivery and maintenance of quality basic and essential services to all communities	Electricity	Integrated National Electrification Programme	ALL	INEP		19 200 000	32 000 000	61 238 000

IDP Ref:	Strategic Priority	Strategic Objective	Focal Area	Project Name	Municipal Area/ Ward	Funding Source	Implementing Agent	Budget R'00		
								2019/20	2020/21	TOTAL
2020/21/IDP/39	Develop and sustain a spatial, natural and built environment	Improve Public Transport Infrastructure and services	Roads & Storm water	Rasimone Internal Roads & Stormwater	02	MIG	RLM	2 000 000	5 000 000	9 728 471
2020/21/IDP/41			Roads & Storm water	Chaneng Internal Roads & Stormwater	02	MIG	RLM	2 000 000	7 071 452	11 621 452
2020/21/IDP/42			Roads & Storm water	Meriting Roads & Stormwater Ward 18 Phase 4	12	MIG	RLM	10 000 000	800 000	14 900 000
2020/21/IDP/43			Roads & Storm water	Paardekraal Upgrading of storm water	19 & 40	MIG	RLM			3 000 000
2020/21/IDP/46	Develop and sustain a spatial, natural and built environment	Improve Public Transport Infrastructure and services	Roads & Storm water	Tlaseng Roads And Stormwater Drainage System	26	MIG	RLM	7 000 000	720 000	8 270 000
202/21/IDP/50	Develop and sustain a spatial, natural and	Improve Public Transport	Roads	Boitekong Upgrading of Roads	20	MIG	RLM	8 500 000	750 000	10 250 000
2020/21/IDP/51			Roads	Tlapa - Road	29	MIG	RLM	5 000 000	5 600 000	12 450 000

IDP Ref:	Strategic Priority	Strategic Objective	Focal Area	Project Name	Municipal Area/ Ward	Funding Source	Implementing Agent	Budget R'00		
								2019/20	2020/21	TOTAL
2020/21/IDP/52	built environment	Infrastructure and services	Roads	Mathopestad Upgrading of Internal Roads	36	MIG	RLM	4 581 870	5 165 000	4 581 870
2020/21/IDP/53	Develop and sustain a spatial, natural and built environment	Improve Public Transport	Roads	Sondela Upgrading of Internal Roads	37	MIG	RLM	0	0	3 100 000
2020/21/IDP/54		Infrastructure and services	Roads	Ramochana Upgrading of Internal Roads	39	MIG	RLM	0	0	3 100 000
2020/21/IDP/55			Roads	Seraleng Upgrading of Internal Roads	41	MIG	RLM	5 500 000	5 500 000	14 100 000
2020/21/IDP/56	Develop and sustain a spatial, natural and built environment	Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated	Public Amenities- Libraries	LIBRARIES- Washing machine & cleaning equipment	14	CATA	RLM	9 000	0	22 000
2020/21/IDP/57				Boitekong Library Extension	21	CATA	RLM	1 300 000	1 300 000	3 400 000

IDP Ref:	Strategic Priority	Strategic Objective	Focal Area	Project Name	Municipal Area/ Ward	Funding Source	Implementing Agent	Budget R'00		
								2019/20	2020/21	TOTAL
		spatial planning								
2020/21/IDP/60	Develop and sustain a spatial, natural and built environment	Improve Public Transport Infrastructure and services	Bus Rapid Transport	Construction of RRT Stations & Paving	07	PTNG	RLM	0	0	4 000 000
2020/21/IDP/61			Bus Rapid Transport	Construction of RRT Stations & Paving	08	PTNG	RLM	0	0	4 000 000
2020/21/IDP/62			Bus Rapid Transport	Construction of RRT Stations & Paving	09	PTNG	RLM	0	0	4 000 000
2020/21/IDP/63			Bus Rapid Transport	Construction of RRT Stations & Paving	10	PTNG	RLM	0	0	4 000 000
2020/21/IDP/64			Bus Rapid Transport	Construction of RRT Stations & Paving	11	PTNG	RLM	0	0	4 000 000
2020/21/IDP/65	Develop and sustain a spatial, natural and built environment	Improve Public Transport Infrastructure and services	Bus Rapid Transport	Construction of RRT Stations & Paving	13	PTNG	RLM	0	0	4 000 000
2020/21/IDP/66				Bus Stops	15	PTNG	RLM	0	0	180 000
2020/21/IDP/67			Bus Rapid Transport	Bus Stops	16	PTNG	RLM	0	0	180 000
2020/21/IDP/68			Bus Rapid Transport	Bus Stops	17	PTNG	RLM	0	0	180 000
2020/21/IDP/69			Bus Rapid Transport	Construction of RRT Stations & Paving	18	PTNG	RLM	0	0	4 000 000

IDP Ref:	Strategic Priority	Strategic Objective	Focal Area	Project Name	Municipal Area/ Ward	Funding Source	Implementing Agent	Budget R'00		
								2019/20	2020/21	TOTAL
2020/21/IDP/70			Bus Rapid Transport	Construction of RRT Stations & Paving	19	PTNG	RLM	0	0	4 000 000
2020/21/IDP/71	Develop and sustain a spatial, natural and built environment	Improve Public Transport Infrastructure and services	Bus Rapid Transport	Paving & Bus Stops	20	PTNG	RLM	0	0	180 000
2020/21/IDP/72			Bus Rapid Transport	Paving & Bus Stops	21	PTNG	RLM	0	0	180 000
2020/21/IDP/73			Bus Rapid Transport	Construction of RRT Stations & Paving	22	PTNG	RLM	0	0	4 000 000
2020/21/IDP/74	Develop and sustain a spatial, natural and built environment	Improve Public Transport Infrastructure and services	Bus Rapid Transport	Construction of RRT Stations & Paving	23	PTNG	RLM	0	0	4 000 000
2020/21/IDP/75			Bus Rapid Transport	Construction of RRT Stations & Paving	39	PTNG	RLM	0	0	4 000 000
2020/21/IDP/76			Bus Rapid Transport	Construction of RRT Stations & Paving	40	PTNG	RLM	0	0	4 000 000
2020/21/IDP/77			Bus Rapid Transport	Construction of RRT Stations & Paving	42	PTNG	RLM	0	0	4 000 000
2020/21/IDP/78			Bus Rapid Transport	Paving & Bus Stops	43	PTNG		0	0	180 000
2020/21/IDP/79	Develop and sustain a spatial, natural and	Improved service delivery through	Community Development	Development of Boitekong Cemetery	40	MIG	RLM	15 000 000	6 658 801	22 658 801
2020/21/IDP/80				Refrigeration & other equipment	All	CATA	RLM	20 000	100 000	130 000

IDP Ref:	Strategic Priority	Strategic Objective	Focal Area	Project Name	Municipal Area/ Ward	Funding Source	Implementing Agent	Budget R'00		
								2019/20	2020/21	TOTAL
2020/21/IDP/81	built environment	provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning	Billing	Electronic Bill Presentment		CRR	RLM	3 000 000	2 000 000	
2020/21/IDP/84			Community Development	Civic Centre- Pa System/ Sound/ Lights		CRR	RLM	15 000 000	000 000	
2020/21/IDP/85			Planning Development	Land Acquisition		CRR	RLM	7 504 000	8 650 000	
2020/21/IDP/86	Develop and sustain a spatial, natural and built environment	Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning	Regional Community Centres	Freedom Park Community Centre	38	CRR	RLM			

NATIONAL, PROVINCIAL AND PARASTATAL PROJECTS

This section consists of Programmes and/ or Projects implemented by the National and/ or Provincial Sector Department and Parastatals within Rustenburg Local Municipality's jurisdiction area.

NB.

Government Departments did not submit their new/updated projects for inclusion in the plan. The projects will be included in the final IDP Review.

BUSINESS AND STAKEHOLDER PROJECTS/PROGRAMS

This section is constituent of Programmes and/ or Projects from the Business Community, which is implemented in partnership with the Municipality in fulfilment of their Social Labour Plans (SLPs) and Corporate Social Investments Legislative requirements.

NB.

New/updated projects are still awaited from stakeholders for inclusion in the plan. The projects will be included in the final IDP Review.

SIBANYE PLATINUM PROJECTS FOR RPM									
Ward No.	Area	Project description name/	Project cost(s)	Timeframe/implementation period		Funder/ Funding source	Jobs created		Status
				Start date	End date		Temporary	Permanent	
19	Paardekraal	Boikagong Primary School renovation & extension	5,500,000	Jun-17	Dec-17	SLP budget	20	0	Draft designs and scope of work completed
34	Mfidikoe	School renovations & extensions	5,500,000	May-18	Mar-19	SLP budget	15	0	To start in 2018
20	Boitekong	Tsholofelo School renovations	7,000,000	Sep-17	Dec-18	SLP budget	20	0	Finalising the draft designs and scope of work
34	Mfidikoe	Water Borne Sanitation	15 000 000	Mar-18	Dec-19	SLP budget	20	0	To start in 2018
29	Tlapa	Construction of Access Road	5 000 000	Jun-18	Dec-19	SLP budget	16	0	To start in 2018
22	Sunrise park	Construction of walkway bridge between Sunrise Park and Popo Molefe	2 000 000	Mar-18	Dec-19	SLP budget	14	0	To start in 2018
45	Thekwana	Clinic renovation and extension	2,400,000	Jun-17	Jun-18	SLP budget	15	0	Draft designs and scope of work completed
34	Mfidikoe	Expansion of clinic medical storage	1,200,000	Jun-17	Jun-18	SLP budget	10	0	Draft designs and scope of work completed
7, 22, 33 & 34	Popo Molefe, Lekhibidung; Bokamoso; Lefaragatlhe & Bobuanpya	Installation of a total of 47 High Mast Lights	11 800 000			SLP budget	20	0	To start in 2018
All the wards		Support to learner development	90 000	Jun-16	Jun-19	SLP budget	20	0	Yearly winter & spring school camps. More than 500 learners will benefit
All the wards		Support to teacher development	720 000	Sept 2017 March 2019		SLP budget	10	0	Yearly Maths and Science workshops. Educators from 10 schools

SIBANYE PLATINUM PROJECTS FOR RPM									
Ward No.	Area	Project description name/	Project cost(s)	Timeframe/implementation period		Funder/ Funding source	Jobs created		Status
				Start date	End date		Temporary	Permanent	
All the wards		School leadership development	180 000	Sep-17	Mar-19	SLP budget	4	0	Yearly workshop for school management.20 schools will benefit
All the wards		Supply of supplemental, learning & teaching support material	2 469 600	Jun-16	Jun-19	SLP budget	4	0	Learners supplied with study guides and tablets
29	Rankelenyane	ED Support - piggery project	1 100 000	Sep-17	Sep-20	SLP budget	11	11	In planning stage
36	Boshfontein	ED Support - Sewing Project	550,000	Sep-17	Sep-19	SLP budget	12	10	In planning stage
45	Thekwane	ED Support - Poultry Project	500 000	Sept 2017 March 2019	Sep-20	SLP budget	11	11	In planning stage
21	Boitekong	ED Support - Piggery Project	3 400 000	Sep-17	Sep-20	SLP budget	17	21	In planning stage
45	Photsaneng	ED Support- bakery	550,000	Jun-17	Jun-19	SLP budget	6	10	In planning stage
All the wards	All areas	ED Support& linkages: Portable Skills	1 500 000	June 20116	Dec-18	SLP budget	0	27	Engineering and hospitality learnership in progress
All the wards	All areas	ED Support and linkages: SPI	1 100 000	Aug-17	Aug-19	SLP budget	16	9	In planning stage
1	Phatsima	ED Support and linkages: Phatsima Farming Project	6 000 000	Nov-16	Nov-19	SLP budget	81	32	In progress
35	Ikemeleng	ED Support and linkages: Youth	150 000	Sep-17	Sep-18	SLP budget	7	11	In planning stage
34, 45	Thekwana, Photsaneng, Mfidikoe	ED Support and linkages: Compost Manufacturing Project	400 000	Sep-17	Sep-19	SLP budget	21	33	In planning stage
All the wards	All areas	Support to expansion of health promotion & disease prevention	1 890 000	Oct-16	Oct-20	SLP budget		4	In progress
All the wards	All areas	Supply to emergency patient transport for Maternal and Obstetrics Units	2 500 000	Nov-16	Jun-17	SLP budget	0	2	Handover process in progress

WESIZWE PLATINUM MINE PROJECTS								
Ward No.	Area	Project name/ description	Project cost(s)	Timeframe/implementation period		Funder/ Funding source	Jobs created	
				Start date	End date		Temporary	Permanent
Ward 1	Phatsima	Commercial Agricultural Project (Zwartskoppies farm north of Phatsima): Community members from Phatsima have been selected and are participating in the Crop project, supported by an external service provider to learn farm infrastructure development and crop production techniques. Project participants have established cooperatives to self-manage the project in the long-term towards food security, business development and potential long-term employment. Products such as beetroot, spinach, chillies, etc. are currently supplied to the market.	7,400,000.00	2014	Dec-18	Wesizwe Platinum Mine		15
Ward 1	Phatsima	Boikanyego Welfare Centre: As per RLM IDP request for support the project, Wesizwe committed and listed the project in the new SLP. The project has not commenced as it awaits RLM's approval to connect the facility to the existing Phatsima Community Hall (as requested by the Boikanyego Welfare Centre management). It was felt that the Community hall is central and accessible to community as compared to the site allocated for the centre. Project to commence as soon as approval is granted.	2,500,000.00	2016	2017	Wesizwe Platinum Mine	0	0

IMPALA PLATINUM MINE PROJECTS								
Ward No.	Area	Project name/ description	Project cost(s)	Timeframe/implementation period		Funder / Funding Source	Jobs created	
				Start date	End date		Temporary	Permanent
24	Freedom Park	School Infrastructure - Platinum Village	19 421 467	Aug-15	Nov-16	JV between Impala & NWDoE	80	20
24	Freedom Park	Freedom Community Infrastructure upgrade	2 532 961	Jan-15	Dec-15	Impala	14	
19	Boitekong	Attenuation Dam Rehabilitation	2 621 632			Impala		
4	Luka	Ramotse Community Centre	935 597	Sep-15	Feb-16	Impala	11	
3	Luka	Makgotla office upgrade	1 621 981	Oct-15	Feb-16	Impala	53	
4	Luka	Luka Clinic Upgrade	933 428	Sep-15	Dec-15	Impala Bafokeng Trust (IBT)	25	
3 & 4	Luka	Construction of Recreational and Sport Facilities	20 000 000	Apr-15	Dec-16	Impala		
23	Kanana	Construction of Multi-Purpose Centre and Library	15 000 000	Apr-15	Dec-16	Impala		

STANDARD BANK PROJECT

Ward No.	Area	Project name/ description	Project cost(s)	Timeframe/implementation period		Funder / Funding Source	Jobs created	
				Start Date	End date		Temporary	Permanent
	Rustenburg LM Jurisdiction	Standard Bank Housing support	R 1 000 000	In progress		Standard Bank	Local Contractor	
		4 houses						
		Beneficiaries identified by Mayor's Office						

AQUARIUS PLATINUM MINE PROJECTS

33	Ikemeleng	Ikemeleng formalization	R 675 000	2006	2016	AQPSA	Nil	Nil
33	Ikemeleng	Ikemeleng chemical toilet rental	4 484 587	2009	2018	AQPSA	Nil	Nil
33	Ikemeleng	Ikemeleng VIP toilets	15,000,000	2016	2018	AQPSA	28	2

33	Ikemeng	Ikemeng Brickmaking	2,500,000	2016	2017	AQPSA	25	14
	Ramochana	ECD construction	5,500,000	2016	2017	AQPSA	20	5
	All	Facilitation: SMME's	176 000	2013	2016	AQPSA	26	
THARISA MINERALS								
32	Marikana	Water supply project	6 000 000	June-16	TBC	Tharisa Minerals	20	5
LONMIN PLATINUM								
Ward No.	Area	Project name/ description	Project cost(s)	Timeframe/ implementation period		Funding source	Jobs created	
				Start date	End date		Tempor ary	Perman ent
32	Marikana RDP	High Mast Lights	6 500 000	2018	2018	Lonmin SLP	15	0
31	Marikana	Refuse Management	1 200 000	2013	2018	Lonmin SLP	10	0
32	Marikana RDP	Refuse Management	1 200 000	2013	2018	Lonmin SLP	10	0
32	Marikana RDP	Community Health Centre	16 500 000	2017	2017	Lonmin SLP	30	0
32	Marikana RDP	Construction of a new primary school	15 600 000	2016	2017	Lonmin SLP	40	0
		TOTAL FUNDING	41 000 000					

5. INTEGRATION

5.1 SECTOR PLAN ALIGNMENT WITH IDP

The Integrated Development Plan is an important tool used by municipalities to provide vision, guidance and ultimately a roadmap towards developing the municipal area. Municipalities play an important role in ensuring sustainable integration between the cross cutting inter-dimensional sectors in achieving development in the area that is socially, economically and environmentally sustainable. In order to implement the correct developmental approach, projects should be targeted at specific human needs identified during public participation. Each need identified can be allocated to a certain sector and is important in the planning and delivery of services.

The concept of integration is central to the Integrated Development Plan and is led by priority issues identified in each municipality, which provides the focus for planning and development. Furthermore, it is important that each sector should be considered in their relevance to the priority issues identified by the public.

Through sector planning the local planning requirements of each specific sector are met and need to feature as part of the IDP process. It is therefore important to make sure that the sector plans of the RLM are aligned with the IDP. In the past, the local government only played an administrative and service delivery role. It has changed in the modern day, where local needs inform the active planning of sector-specific development and ultimately contribute towards the compilation of the overall Integrated Development Plan.

Table 25 attends to the contribution made by each sector through the identification of their specific objectives/goals/thrusts/issues and the alignment with the priorities (strategic objectives) identified for the IDP. The following sector plans for the RLM are included:

- Spatial Development Framework, 2010
- Disaster Management Plan, 2007
- Integrated Waste Management Plan, 2006
- Water Services Development Plan, 2009
- Integrated Transport Plan, 2008
- Housing Sector Plan, 2012
- Electricity Master Plan, 2009
- Local Economic Development Plan, 2011
- Regional Master Plan

Table 13: Sector Plan Alignment with the IDP

Sector Plans	RLM Priorities (Informs Strategic Objectives) of the IDP						
	Priority 1:	Priority 2:	Priority 3:	Priority 4:	Priority 5:	Priority 6:	Priority 7:
	Efficient provision of quality basic services and infrastructure within a well-planned spatial structure	Drive diversified economic growth and job creation	Ensure municipal financial viability and management	Maintain clean, green, safe and healthy municipal environment for all	Transform and maintain a vibrant and sustainable rural development	Uphold good governance and public participation principles	Drive optimal municipal institutional development, transformation and capacity building
Spatial Development Framework, 2010							
Priorities and Objectives:							
Priority 1: Integrated Spatial Development Support by the Required Bulk Infrastructure Development	X						
Priority 2: Accelerated and Shared Economic Growth Supported by Creation of Spatial Economic Opportunities		X					
Priority 3: Sustainable Use and Management of Natural Resources				X			
Priority 4: Integration of Land Use and Transport Development					X		
Priority 5: Creation of Sustainable Settlements Through Access to Appropriate Housing and Social Facilities	X						
Priority 6: Creation of Opportunities for Sustainable Rural Development					X		
Disaster Management Plan, 2007							
Strategic Thrusts:							
Thrust 1: To ensure provision of adequate disaster management and emergency services	X						
Thrust 2: To promote relations with other spheres of government (Inter Government Relations)						X	
Thrust 3: To empower all level of Municipal structures, stakeholders, functionaries and community at large on matter relating to Disaster/Risk Management and promote public participation							X

Sector Plans	RLM Priorities (Informs Strategic Objectives) of the IDP						
	Priority 1:	Priority 2:	Priority 3:	Priority 4:	Priority 5:	Priority 6:	Priority 7:
	Efficient provision of quality basic services and infrastructure within a well-planned spatial structure	Drive diversified economic growth and job creation	Ensure municipal financial viability and management	Maintain clean, green, safe and healthy municipal environment for all	Transform and maintain a vibrant and sustainable rural development	Uphold good governance and public participation principles	Drive optimal municipal institutional development, transformation and capacity building
Integrated Waste Management Plan, 2006							
Objectives:							
Objective 1: Identify and plan for future waste management needs and requirements of the RLM							X
Objective 2: To put into action goals and objectives stated within the Waste Management Policy							X
Objective 3: Ensure that adequate and equitable waste services are provided to all residing in the RLM	X						
Objective 4: To incorporate the principles of the internationally acceptable waste management hierarchy into daily, as well as short to long-term, waste activities and planning							X
Objective 5: To build on the waste management foundations currently established and improve all aspects of waste management within the RLM							X
Objective 6: To aim at successfully reducing the amount of waste that is disposed of at landfill by the continual support of private and community waste minimisation and recycling projects and initiatives, and the development of municipal projects				X			
Objective 7: Enable the municipality to have critical waste information at hand for optimisation of waste management							X
Objective 8: Minimise adverse social and environmental impacts				X			

Sector Plans	RLM Priorities (Informs Strategic Objectives) of the IDP						
	Priority 1:	Priority 2:	Priority 3:	Priority 4:	Priority 5:	Priority 6:	Priority 7:
	Efficient provision of quality basic services and infrastructure within a well-planned spatial structure	Drive diversified economic growth and job creation	Ensure municipal financial viability and management	Maintain clean, green, safe and healthy municipal environment for all	Transform and maintain a vibrant and sustainable rural development	Uphold good governance and public participation principles	Drive optimal municipal institutional development, transformation and capacity building
related to waste management and thereby improve the quality of life for the communities of Rustenburg							
Objective 9: Minimise waste management costs by optimising the efficiency of the waste management system in terms of usage of infrastructure, labour and equipment				X			
Objective 10: To ensure that provision is made for adequate resources, such as human resources, infrastructure, vehicles and equipment	X						
Objective 11: To assist in the development of skills and capacity within the Waste Management Unit, to ensure successful implementation of the IWMP		X					
Objective 12: To ensure that the RLM mission statement is adhered to with the implementation of the IWMP, by assisting with job creation opportunities and introducing waste education/awareness initiatives for the public		X					
Objective 13: To assist with the Municipal Systems Act Section 78 internal and external mechanisms process							X
Objective 14: To be the precursor for the updating of the Waste Management By-laws for the RLM				X			
Water Services Development Plan, 2009							
Strategic Gaps/Issues:							
Issue 1: Fragmented development and distant communities	X						

Sector Plans	RLM Priorities (Informs Strategic Objectives) of the IDP						
	Priority 1:	Priority 2:	Priority 3:	Priority 4:	Priority 5:	Priority 6:	Priority 7:
	Efficient provision of quality basic services and infrastructure within a well-planned spatial structure	Drive diversified economic growth and job creation	Ensure municipal financial viability and management	Maintain clean, green, safe and healthy municipal environment for all	Transform and maintain a vibrant and sustainable rural development	Uphold good governance and public participation principles	Drive optimal municipal institutional development, transformation and capacity building
Issue 2: Eradication of the current housing backlog					X		
Issue 3: Provision of employment opportunities		X					
Issue 4: Formulation of stands and proclamation of townships (informal settlements)					X		
Integrated Transport Plan, 2008							
Strategic Thrusts:							
Thrust 1: Modal Integration	X						
Thrust 2: Role of Public Transport vs. Private Transport	X						
Thrust 3: Integrate Transport and Land-Use	X						
Thrust 4: Special Categories of Passengers	X						
Thrust 5: Safety				X			
Thrust 6: Non-Motorised Transport	X						
Housing Sector Plan, 2012							
Strategic Objectives:							
Objective 1: The constitutional imperative	X						
Objective 2: Partnerships						X	
Objective 3: Integration and Intelligent Spatial Restructuring	X						
Objective 4: Sustainable living				X			
Objective 5: Facilitating intra-community economic growth		X					
Objective 6: Preserving a "sense of place"	X						
Electricity Master Plan, 2009							
Objectives:							
Objective 1: Promote a compact urban structure through urban infill	X						

Sector Plans	RLM Priorities (Informs Strategic Objectives) of the IDP						
	Priority 1:	Priority 2:	Priority 3:	Priority 4:	Priority 5:	Priority 6:	Priority 7:
	Efficient provision of quality basic services and infrastructure within a well-planned spatial structure	Drive diversified economic growth and job creation	Ensure municipal financial viability and management	Maintain clean, green, safe and healthy municipal environment for all	Transform and maintain a vibrant and sustainable rural development	Uphold good governance and public participation principles	Drive optimal municipal institutional development, transformation and capacity building
and densification, specifically within the settlement clusters							
Objective 2: Create a logical hierarchy of settlements to support effective service delivery	X						
Objective 3: Create an urban edge to contain urban sprawl	X						
Objective 4: Focus rural development around key rural settlements					X		
Objective 5: Redirect the focus of rural settlements located close to water sources on intensive agriculture to lessen their dependence on the Rustenburg core area					X		
Objective 6: Strengthen rural centers as centers of service delivery					X		
Objective 7: Identify and strengthen gateways to Rustenburg through appropriate urban design, landscaping and development control	X						
Local Economic Development Plan, 2011							
Goals and Objectives:							
Goal 1: Increase Employment		X					
Goal 2: Increased Investment		X					
Goal 3: Increased Skills - <u>Objective 1:</u> Increase the number of education facilities - <u>Objective 2:</u> Increased number of vocational institution				X			
Goal 4: Increase the levels of health and safety				X			
Goal 5: Increase service						X	

Sector Plans	RLM Priorities (Informs Strategic Objectives) of the IDP						
	Priority 1:	Priority 2:	Priority 3:	Priority 4:	Priority 5:	Priority 6:	Priority 7:
	Efficient provision of quality basic services and infrastructure within a well-planned spatial structure	Drive diversified economic growth and job creation	Ensure municipal financial viability and management	Maintain clean, green, safe and healthy municipal environment for all	Transform and maintain a vibrant and sustainable rural development	Uphold good governance and public participation principles	Drive optimal municipal institutional development, transformation and capacity building
-Objective 1: Increase the number of local community forums to assist in the area							
Goal 6: Responsible implementation of Corporate and Social Responsibility						X	
Goal 7: Build a green economy				X			
Goal 8: Increase local procurement						X	
Regional Master Plan,							
Long Term Goals:							
Goal 1: A diversified and resilient economy		X					
Goal 2: A logical and well-planned spatial structure supported and sustained by high quality infrastructure	X						
Goal 3: Appropriately skilled labour force	X						
Goal 4: Citizens enjoy a high quality of life	X						
Goal 5: Sustainable use and effective management of natural resources				X			
Goal 6: A city well governed by a municipal administration providing decisive leadership						X	

To conclude it is clear that there is a positive integration with regard to the Rustenburg Sector Plans and the IDP. Every sector plan contributes towards fulfilling the ultimate goal of the RLM in achieving each of their priority areas, through the implementation of its sector plans.

Linkages of the Municipal Role, to National Outcomes

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
1. Improve on the quality of basic education		
1. Improved quality of teaching and learning. 2. Improved early childhood development.	<ul style="list-style-type: none"> • Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF • Assess every child in grade 3, 6 and 9 every year • Improve learning and teaching materials to be distributed to primary schools in 2014 • Improve maths and science teaching. 	<ul style="list-style-type: none"> • Collecting needs related to school from communities during mayoral imbizos • Identification and allocation appropriate land and appropriate zoning for school and early childhood development centres • Facilitate zoning and planning processes • Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and connections.
2. Improved health and life expectancy		
1. Decreased maternal and child mortality. 2. Combating HIV and AIDS and decreased burden of Tuberculosis. 3. Strengthen health services effectiveness. <i>Related IDP objective: (To ensure good health of the community by providing a comprehensive Primary Health care and ensuring the implementation of HIV/AIDS programmes)</i>	<ul style="list-style-type: none"> • Revitalize primary health care • Increase early antenatal visits to 50% • Increase vaccine coverage • Improve hospital and clinic infrastructure • Accredite health facilities • Extend coverage of new child vaccines • Expand HIV prevention and treatment • Increase prevention of mother to child transmission • School health promotion increase school visits by nurses from 5 to 20 % • Enhance TB treatment. 	<ul style="list-style-type: none"> • Offering Primary Health Care at municipal clinics • Increase the percentage of children under 1 year of age that are vaccinated with pneumococcal and rotavirus vaccines • Increase the proportion of pregnant women tested through health care provider-initiated counselling and testing for all pregnant women • Increase the percentage of infants requiring dual therapy for PMTCT • Provide Isonaid Preventive Therapy (IPT) to HIV positive patients with no active TB • Provide Contrimoxazole Preventive therapy (CPT) to HIV-TB co-infected patients • Establishment of the HIV/AIDS support Groups • Conducting workshops on HIV & AIDS Mainstreaming in municipal services.
3. All people in South Africa protected and feel safe		
1. Reduced overall level of crime. 2. An effective and integrated criminal justice system. 3. Improved perceptions of crime among the population.	<ul style="list-style-type: none"> • Increase police personnel • Establish tactical response teams in • Occupation-specific dispensation for legal professionals 	<ul style="list-style-type: none"> • Crime Prevention through Environmental Design – Installation of CCTV cameras • Establishment of Alcohol Testing Centre • Joint law enforcement operation on bylaws and traffic regulations • Integrated communication centre at Fire Department

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
4. Improved investor perceptions and trust. 5. Effective and integrated border management. 6. Integrity of identity of citizens and residents secured. <i>Related IDP objective: (To promote safety and security by adequately managing traffic, monitoring public transport; providing adequate disaster management and emergency services and by ensuring compliance to and enforcement of by-laws.)</i>	<ul style="list-style-type: none"> Deploy SANDF soldiers to South Africa's borders. 	<ul style="list-style-type: none"> Construction and manning of fire houses at the regional centres (Marikana and Phatsima) Strengthened traffic and by law enforcements Joint operations Special operations on outstanding traffic fines Extension of Traffic safety programmes to school outside the city core.
7. Integrated ICT system and combated cybercrime. <i>Related IDP objective: (To create an integrated information and communication technology for the municipality by establishing, implementing and monitoring Management Information Systems.)</i>	<ul style="list-style-type: none"> Upgrade IT infrastructure ICT renewal in justice cluster. 	<ul style="list-style-type: none"> Revision of the ICT master system plan (ICT Strategy) Address cybercrime by developing and approving an IT Security and cybercrime policy Monitoring the implementation of the Security and cyber-crime policy Maintenance of the ICT infrastructure.
4. Decent employment through inclusive economic growth		
1. Faster and sustainable inclusive growth. 2. More labour-absorbing growth. 3. Strategy to reduce youth unemployment. 4. Increase competitiveness to raise net exports and grow trades. 5. Improve support to small business and cooperatives. 6. Implement expanded public works programme. <i>Related IDP objectives:</i> <ul style="list-style-type: none"> <i>(To promote, attract and retain investors through maximising private sector investment and facilitate forging of partnerships and creating conditions conducive to entrepreneurial activity and investment.)</i> 	<ul style="list-style-type: none"> Invest in industrial development zones Industrial sector strategies – automotive industry; clothing and textiles Youth employment incentive Develop training and systems to improve procurement Skills development and training Reserve accumulation Enterprise financing support New phase of public works programme. 	<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 Utilise community structures to provide services.

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
<ul style="list-style-type: none"> (To promote a diverse economic development and job creation for local residents by the development of entrepreneurial skills in the management of SMME's, tourism and capital projects undertaken within the municipal area.) 		
5. A skilled and capable workforce to support inclusive growth		
<ol style="list-style-type: none"> 1. A credible skills planning institutional mechanism. 2. Increase access to intermediate and high-level learning programmes. 3. Increase access to occupation- specific programmes (especially artisan skills training). 4. Research, development and innovation in human capital. <p>Related IDP objectives:</p> <ul style="list-style-type: none"> To promote capacity building through skills development To ensure that transformation is reflected in all levels of municipality through managing an organisational structure supportive of the Employment Equity. 	<ul style="list-style-type: none"> Increase enrolment in FET colleges and training of lecturers Invest in infrastructure and equipment in colleges and technical schools Expand skills development learnerships funded through sector training authorities and National Skills Fund Industry partnership projects for skills and technology development National Research Foundation centres excellence, and bursaries and research funding; Science council applied research programmes. 	<ul style="list-style-type: none"> Conducting of skill audit critical posts of all senior management to ensure that the positions are filled by competent and suitable qualified individuals Develop and extend intern and work experience programmes in municipalities Implementation on Workplace skills plan by appointing accredited providers Implementation of the national treasury competency regulation, enrolling senior management middle management in high level learning programmes to close the identified skill gaps and to meet the target date of 2013 Allocation of Municipal bursaries for further tertiary education of personnel.
6. An efficient, competitive and responsive economic infrastructure network		
<ol style="list-style-type: none"> 1. Improve competition and regulation. 2. Reliable generation, distribution and transmission of energy. 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports. 4. Maintain bulk water infrastructure and ensure water supply. 5. Information and communication technology. 6. Benchmarks for each sector. 	<ul style="list-style-type: none"> An integrated energy plan and successful independent power producers Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers Increase infrastructure funding for provinces for the maintenance of provincial roads Complete Gauteng Freeway Improvement Programme Complete De Hoop Dam and bulk distribution; Nandoni pipeline Invest in broadband network infrastructure. 	<ul style="list-style-type: none"> Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services Maintain and expand water purification works and waste water treatment works in line with growing demand Improve maintenance of municipal road networks Implementations of the bus rapid transport system to link create transports with urban centres.

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
<p>Ensured reliable generation, distribution and transmission of electricity. Maintenance and supply availability of our bulk water infrastructure</p> <p><i>Related IDP objective :</i> <i>To ensure provision of quality basic services and investment of funds into infrastructure projects to benefit the community.</i></p>	.	<p>Develop programme for interaction through social development vehicle for municipal infrastructure that will be established in collaboration with other departments, business and mines to assist in mobilising private sector infrastructure funding for municipality and also to support the planning and expenditure of CAPEX and OPEX in municipalities.</p>
7. Vibrant, equitable and sustainable rural communities and food security		
<ol style="list-style-type: none"> 1. Sustainable agrarian reform and improved access to markets for small farmers. 2. Improve access to affordable and diverse food. 3. Improve rural services and access to information to support livelihoods. 4. Improve rural employment opportunities. 5. Enable institutional environment for sustainable and inclusive growth. <p><i>Related IDP objective:</i> <i>To promote a diverse Economic development and job creation for local residents by the development of entrepreneurial skills in the management of SMME's, tourism and capital projects undertaken within the municipal area.</i></p>	<ul style="list-style-type: none"> • Settle 7 000 land restitution claims • Redistribute 283 592 ha of land by 2014 • Support emerging farmers • Soil conservation measures and sustainable land use management • Nutrition education programmes • Improve rural access to services by 2014: <ul style="list-style-type: none"> ○ Water - 74% to 90% ○ Sanitation - 45% to 65% ○ Sanitation - 45% to 65% 	<ul style="list-style-type: none"> • Facilitate the development of local cooperatives and support • Promote home production to enhance food security; through agricultural support programme (strategies of the CDS and LED strata not captured)
<p>Improved access to affordable diverse food</p> <p>Rural job creation linked to skills training and promoting economic livelihoods</p> <p><i>Related IDP objective:</i> <i>To promote partnerships, public and stakeholder participation by empowering and involving Magosi, communities and ward committees on matters of local government.</i></p>		<ul style="list-style-type: none"> • To strengthen engagement with the traditional authorities on basic services with emphasis on rural development and food security.
8. Sustainable human settlements and improved quality of household life		
<ol style="list-style-type: none"> 1. Accelerate housing delivery. 2. Improve property market. 3. More efficient land utilisation and release of state-owned land. 	<ul style="list-style-type: none"> • Increase housing units built from 220 000 to 600 000 a year 	<ul style="list-style-type: none"> • Accreditation for housing provision • Review spatial plans to ensure new housing developments are in line with national policy on integrated human settlements

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
Related IDFP objective: <i>To facilitate an accelerated housing development and promote integrated human settlement through spatial restructuring and integrated land-use management with special emphasis on curbing urban sprawl and promotion of densification.</i>	<ul style="list-style-type: none"> • Increase construction of social housing units to 80 000 a year • Upgrade informal settlements: 400 000 units by 2014 • Deliver 400 000 low-income houses on state-owned land • Improved urban access to basic services by 2014: <ul style="list-style-type: none"> ○ Water - 92% to 100% ○ Sanitation - 69% to 100% ○ Refuse removal - 64% to 75% ○ Electricity - 81% to 92% 	<ul style="list-style-type: none"> • Participate in the identification of suitable land for social housing • Ensure capital budgets are appropriately prioritised to maintain existing services and extend services.
9. A responsive and, accountable, effective and efficient local government system		
<ol style="list-style-type: none"> 1. Differentiate approach to municipal financing, planning and support. 2. Community work programme. 3. Support for human settlements. 4. Refine ward committee model to deepen democracy. 5. Improve municipal financial administrative capability. 6. Single coordination window. 	<ul style="list-style-type: none"> • Municipal capacity-building grants: <ul style="list-style-type: none"> ○ Systems improvement ○ Financial management (target: 100% unqualified audits) ○ Municipal infrastructure grant ○ Electrification programme ○ Public transport & systems grant ○ Bulk infrastructure & water grants ○ Neighbourhood development partnership grant ○ Increase urban densities ○ Informal settlements upgrades. 	<ul style="list-style-type: none"> • In line with the Guideline to be developed by COGTA the RLM will focus on the Following: <ul style="list-style-type: none"> ○ Develop a framework for priority infrastructure informed by the backlog report ○ Review IDP legal status to include national and provincial sector Commitment ○ In a consultative manner engage internal and external stakeholder for project and implementation alignment. • Development of the financial plan as prescribed by Municipal planning and performance regulation of 2001 • All ward committees functional. (budgeted for stipend, transport costs, stationery and capacity building). participate in IDP planning processes • Monitor and table audit reports to Performance Audit Committee and Council in terms of the MFMA timelines • Integrate risk management as part of promoting internal controls and good governance • Use risk identified during audit to compile the operational risk and mitigation strategies and controls • Implement the community work programme in more wards of the municipality • Availing land for housing developments, Town-ship establishment; Administration and allocation of houses to correct beneficiaries • Re-establishment of ward committee after elections and Ensuring that ward committees are representative and fully involved in

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
		<p>community consultation processes around the IDP, budget and other strategic service delivery issues</p> <ul style="list-style-type: none"> Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption.
<p><u>A differentiated approach to municipal financing, Planning and support implemented.</u></p> <ul style="list-style-type: none"> Produced simplified IDP A simplified revenue plan to Support the simplified IDP. 	<p>To promote a culture of accountability, transparency and performance excellence through proper implementation of performance management system, other compliance monitoring mechanisms and by ensuring effective internal audit services.</p>	<ul style="list-style-type: none"> In line with the Guideline to be developed by COGTA the RLM will focus on the Following: <ul style="list-style-type: none"> Develop a framework for priority infrastructure informed by the backlog report Review IDP legal status to include national and provincial sector Commitment In a consultative manner engage internal and external stakeholder for project and implementation alignment Development of the financial plan as prescribed by Municipal planning and performance regulation of 2001.
<ul style="list-style-type: none"> Concise Performance contract for municipal manager, senior and middle management developed. <p><i>Related IDP objective: To promote a culture of accountability, transparency and performance excellence through proper implementation of performance management system, other compliance monitoring mechanisms and by ensuring effective internal audit services.</i></p>		<ul style="list-style-type: none"> Develop performance agreement for all senior management and middle management and other positions that Council identified as next level of cascading Aggressive implementation of the employee performance assessment and review systems for high performance and cascading to level five including all traffic Officers into the system Ensure that the performance contract of the Municipal Manager is concise and focused on key deliverables Monitor the implementation of IDP & SDBIP and adherence to targets of the programmes Receive regular reports and feedback from municipal entities and Provide quarterly reports to council Ensure that feedback is provided to council on decisions taken at mining forum by the LED directorate Quarterly and Annual Performance reviews.
<p><u>Improved Municipal Financial and Administrative capacities.</u></p> <ul style="list-style-type: none"> Improved Audit outcomes <p>Related IDP Objectives:</p> <ul style="list-style-type: none"> To practice sound and sustainable financial management by strengthening internal 		<ul style="list-style-type: none"> Update consumer information with correct stand no.; water & electricity meter number and postal address in urban areas Transfer RDP houses to rightful beneficiaries and to complete service level agreements and capture the new consumer information on PROMIS following deed registrations Link farm with correct owner and obtain all consumer contact information to enable successful delivery of municipal account

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
<p><i>control measures and compliance to relevant legislations and policies.</i></p> <ul style="list-style-type: none"> To enhance and optimise all current and potential revenue resources by cultivating a culture of payment for services. 		<ul style="list-style-type: none"> Reconcile the supplementary valuation roll to be received end of March 2011 with PROMIS Reduce estimated metered readings by 10% per month, Investigate consumer accounts in credit <ul style="list-style-type: none"> repay where need be adjust account where need be Apply rates & tariffs in accordance with consumer /property categories or usage Link and consolidate accounts Enhance collection thru implementation of water pre-paid system Reduce to below 5% the number arrear accounts that result from transfer of properties Enter into agreements with employers to collect municipal debt from their employees Verify correctness of top 1 000 (one thousand) outstanding consumer accounts Appoint additional employees as debt collectors at Regional Offices Monitor and table audit reports to Performance Audit Committee and Council in terms of the MFMA timelines Integrate risk management as part of promoting internal controls and good governance Use risk identified during audit to compile the operational risk and mitigation strategies and controls To integrate risk analysis on the SDBIP key deliverable upon completion of the risk sessions Procedure manuals and standard operation procedure to strengthen the internal control system Strengthen management oversight financial records and asset management.
<ul style="list-style-type: none"> Strengthened anti-corruption capacity of the municipality. 		<ul style="list-style-type: none"> Approval of the anti-fraud and anti-corruption policies Resuscitation of the fraud hotline Review supply chain policy in line with the Supply chain management regulation to be reviewed Campaigns on ethics and fraud prevention awareness.
<p><u>Improved access to basic services</u></p> <ul style="list-style-type: none"> Increased access to basic water Improved access to basic sanitation Increased access to basic refuse removal 	<p>To ensure provision of quality basic services and investment of funds into infrastructure projects to benefit the community.</p>	<ul style="list-style-type: none"> Implementation of projects though own and Grant Funding to reduce backlog on basic services Water provision will be extended to all areas of the municipality. Adequate resources will be allocated to areas with no access to water

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
<ul style="list-style-type: none"> Increased access to basic electricity <p><i>Related IDP Objective: To ensure provision of quality basic services and investment of funds into infrastructure projects to benefit the community.</i></p>		<ul style="list-style-type: none"> Reduction in backlog on rehabilitation/refurbishment of the old water infrastructure Reduction in unaccounted water from approximately 39% of supply to 15%.by 2013 The number of households with access to refuse removal services will be increased through the extension of the services to all the areas of the municipality, especially the villages Household access to electricity should be 100% by 2014. Rustenburg Local Municipality will facilitate the provision of electricity to all its communities through cooperation with ESKOM and other service providers Maintenance and refurbishment master plan to be reviewed and implemented to ensure efficient supply and minimized power outages The condition of access and internal roads will be improved High mast lights will be provided and maintained in the entire area of the municipality Prioritise those areas without street lighting and those with the greatest need for maintenance.
<p><u>CWP Implemented in at least two wards in the Municipality</u></p> <ul style="list-style-type: none"> Job opportunities associated with Functional cooperatives <p>Related IDP objective: To promote a diverse economic development and job creation for local residents by the development of entrepreneurial skills in the management of SMME's, tourism and capital projects undertaken within the municipal area.</p>	<p>To promote a diverse economic development and job creation for local residents by the development of entrepreneurial skills in the management of SMME's, tourism and capital projects undertaken within the municipal area.</p>	<ul style="list-style-type: none"> Identification of wards poor wards for implementation Deployment of CWP labourer across the municipal ward with particular focus on poorer wards. Implement the Housing EPWP and link it to the Private Sector Property Development Initiatives. Monitoring and reporting. Training of SMMEs Implement Community Works Programme. (CWP) The CWP is a key initiative to mobilise communities in order to provide regular and predictable work opportunities at the local level. This is a ward-based programme the idea being to identify 'useful work' ranging from 1-2 days a week or one week a month initially targeted at the poorest wards Facilitate grading of the Bread and Breakfast accommodation.
<p><u>Support to the human settlement outcomes</u></p> <ul style="list-style-type: none"> Increased densities in the in human settlements 	<p>To facilitate an accelerated housing development and promote integrated human settlement through spatial restructuring and integrated land-use management with special emphasis on curbing urban sprawl and promotion of densification.</p>	<ul style="list-style-type: none"> The implementation plan of the CWP to ensure that 30% of all jobs opportunities of the CWP are associated with functional cooperatives.

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
<ul style="list-style-type: none"> Mobilised well located public, private and traditional land for low income and affordable housing. 		<ul style="list-style-type: none"> To participate in the in the development of a Framework to ensure densification Facilitate the establishment of human settlement committee, guided by COGTA Support the review of the Land used planning and management bill. To review the municipal Spatial Development Plan
<ul style="list-style-type: none"> Mobilised well located public, private and traditional land for low income and affordable housing. 		<ul style="list-style-type: none"> To participate in the in the development of a Framework to ensure densification Facilitate the establishment of human settlement committee, guided by COGTA Support the review of the Land used planning and management bill. To review the municipal Spatial Development Plan
<ul style="list-style-type: none"> Mobilised well located public, private and traditional land for low income and affordable housing. 		<ul style="list-style-type: none"> To participate in the in the development of a Framework to ensure densification Facilitate the establishment of human settlement committee, guided by COGTA Support the review of the Land used planning and management bill To review the municipal Spatial Development Plan
<ul style="list-style-type: none"> Mobilised well located public, private and traditional land for low income and affordable housing. 		<ul style="list-style-type: none"> To participate in the in the development of a Framework to ensure densification Facilitate the establishment of human settlement committee, guided by COGTA Support the review of the Land used planning and management bill To review the municipal Spatial Development Plan
<ul style="list-style-type: none"> Formalised Settlements under the National Upgrading Support programme (NUSP) 		<ul style="list-style-type: none"> Extend the lessons of the integrated human settlement programme to other new development projects Develop bulk infrastructure in the development nodes A key requirement is a proper functioning land use management system to improve development and zoning processes and systems. In this regard, the Municipality will align with the process coordinated by the Presidency in the development of new comprehensive land use management legislation Identification of settlement to be formalised Applications for township establishment.
<u>Refined ward committee model to deepen democracy.</u>	To ensure functionality and sustainability of ward committees, Council committees and Business and Mining consultative forum by	<ul style="list-style-type: none"> Facilitate election of ward committee in consultation with province. LG-SETA accredited training for ward committee members.

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
	positively engaging on issues of common interest and oversight	<ul style="list-style-type: none"> Support the updating and refinement of wards committee induction material by COGTA
<ul style="list-style-type: none"> Reduced Municipal debts and enhance revenue collection. 	To enhance and optimize all current and potential revenue resources by cultivating a culture of payment for services	<ul style="list-style-type: none"> Rollout of comprehensive revenue enhancement programme that includes: <ul style="list-style-type: none"> Debt Collection Indigent management Billing systems and data Cleansing Undertake detailed investment and tariff plan Co-sourcing debts collections to maximise collection. Embark on campaign to simultaneously register indigents and make awareness on payment of services and different option of making payments. Audit all properties and meters to ensure correct levying in terms of zoning and investigate illegal connections, electricity and water losses Regular audits on Water quality to sustain the blue drop status Implement the innovative meter reading system linked to GIS
<ul style="list-style-type: none"> Reduced municipal under spending on capital budget (Capex) 	To practice sound and sustainable financial management by strengthening internal control measures and compliance to relevant legislations and policies.	<ul style="list-style-type: none"> Implementation of capital projects within the planned timeframes Reduction in turnaround times in the supply chain processes Completion of Purchasing of capital items by the first quarter of the financial year.
<ul style="list-style-type: none"> Reduced over spending on operational budget (opex) 		<ul style="list-style-type: none"> Monitoring and control on overtime and other votes with high potential of over spending.
<ul style="list-style-type: none"> Increased Municipal Spending on repairs and maintenance. 	To maintain and upgrade the level of existing services to meet the required standards and ensure sustainability of assets/ projects.	<ul style="list-style-type: none"> Monitor budget and in year reporting for expenditure on repairs and maintenance.
<ul style="list-style-type: none"> Increased access to occupationally-directed programmes in needed areas Increased level of post matric and post graduate qualification amongst staff and councillors. 	To promote capacity building through skills development	<ul style="list-style-type: none"> Prepare targeted workplace Skills Plan, setting of aggressive skills development targets for the municipal labour force Award bursaries to deserving and qualifying officials Implementation of the national treasury competency regulation for senior and middle management by enrolling Officials and Councillors in the CPMD programmes Coordinate development of a clear institutional plan (illustrating future need for human resources, office space and estimated cost to fund the plan) in line with the Integrated Development Planning guidelines and sector plans Revision of the employment equity plan with clear numeric targets Implementation of the EEP.

Outputs	Key spending programmes (National)	Municipal Role programmes/ projects.
10. Protection and enhancement of environmental assets and natural resources		
<ol style="list-style-type: none"> Enhance quality and quantity of water resources Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality Sustainable environment management Protect biodiversity. <p><i>Related IDP objective: Ensuring sustainable environment management and protection</i></p>	<ul style="list-style-type: none"> National water resource infrastructure programme reduce water losses from 30% to 15% by 2014 Expanded public works environmental programmes; 100 wetlands rehabilitated a year Forestry management (reduce deforestation to <5% of woodlands) Biodiversity and conservation (increase land under conservation from 6% to 9%). 	<ul style="list-style-type: none"> Review the Strategic Environmental Assessment reports (SEA) Conduct air quality monitoring Develop and implement water management plans to reduce water losses Ensure effective maintenance and rehabilitation of infrastructure Run water and <i>electricity saving awareness campaigns</i> <i>Ensure proper management of</i> municipal commonage and urban open spaces Ensure development does not take place on wetlands Review of the Integrated Environmental Management Plan (IEMP) Alignment of the environmental framework with the Spatial Development Framework.
11. A better South Africa, a better and safer Africa and world		
<ol style="list-style-type: none"> Enhance the African agenda and sustainable development Enhance regional integration Reform global governance institutions Enhance trade and investment between South Africa and partners. 	<ul style="list-style-type: none"> International cooperation: proposed establishment of the South African Development Partnership Agency Defence: peace-support operations Participate in post-conflict reconstruction and development Border control: upgrade inland ports of entry Trade and Investment South Africa: <ul style="list-style-type: none"> Support for value – added exports Foreign direct investment promotion. 	<p>Our Role of local government is limited in this area.</p>
12. A development-orientated public service and inclusive citizenship		
<ol style="list-style-type: none"> Improve government performance Government-wide performance monitoring and evaluation Conduct comprehensive expenditure review Information campaign on constitutional rights and responsibilities Celebrate cultural diversity. 	<ul style="list-style-type: none"> Performance monitoring and evaluation: <ul style="list-style-type: none"> Oversight of delivery agreements Statistics SA: Census 2011 – reduce undercount Chapter 9 institutions and civil society: programme to promote constitutional rights; Arts & Culture: promote national symbols and heritage; Sport & Recreation: support mass participation and school sport programmes 	<ul style="list-style-type: none"> Develop performance agreement for all senior management and middle management and other positions that Council identified as next level of cascading Aggressive implementation of the employee performance assessment and review systems Comply with legal financial reporting requirements Review municipal expenditures to eliminate wastage Monitor the implementation of IDP & SDBIP and adherence to targets of the programmes.

6. FINANCIAL PLAN

6.1 INTRODUCTION

INTRODUCTION

The municipality strives to make the most of the financial resources to ensure long-term financial viability and sustainability through the following:

- Ensure transparency and accountability
- Manage revenue, expenditure, assets and liabilities in a responsible manner
- Set affordable tariffs
- Effective supply chain management
- Effective use of latest technology to eliminate unnecessary inefficiencies
- Effective cash flow management
- Effective implementation of credit control and debt collection processes
- To seek alternative sources of funding
- To ensure compliance to the prescripts governing the local government sphere
- Attract new businesses and existing business retention.

With this plan the municipality will be striving for the sound financial management and viability. Looking at the medium-term with regards to the imperatives and related strategies, the plan seeks to address a number of aspects to achieve the desired outcome within the five-year period. For 2017- 2022 term, the municipality will focus on the following as a five-year plan approach:

- Financial stability – (short-term; one to two years)
- Financial Consolidation (medium-term; three years)
- Sustainability (long-term; 4 to 5 years).

The objective of the financial plan is to ensure that the municipality has effective, efficient and well-coordinated financial management.

The municipality's focal point will be on the two-fold approach, the first approach will be to correct the basics and dealing with inefficiencies and productivity. The next phase will be coordination and sustainability to ensure that the municipality matches the growth of Rustenburg and also looking at the 2025 vision.

The municipality will also look at the gaps as identified in the revenue turnaround plan and focus on the continuation of the growth in relation to the capital expansion program. While ensuring compliance to the prescripts of the MFMA, the municipality will focus on improving and investing on the latest technology in improving the financial services to the clients and the turnaround time. The municipality will explore the use of Electronic Bill Presentment Payment Solution in order to eliminate the paper

based statements which will certainly have a positive impact in the long-term in reducing the number of clients at Mpheni House's rates hall and reduction in printing costs. Further the municipality is looking at introducing e-clearance certificates and electronic clearance certificate applications to ease the burden of applicants to physically apply for the clearance certificates at the municipality and also to improve on the turnaround time in terms of issuing the certificates.

The municipality's liquidity ratio and credit rating are not in good standing, therefore the municipality, in the next five years, will focus in the turnaround plan to ensure that business is conducted differently and alternating funding methodologies are explored in order to accelerate service delivery. The collaborations with the mines through MASECO in providing services will also assist in ensuring that within the next five years the basic needs are extended to all.

6.1.1 FINANCIAL ANALYSIS

Moody's rating agency has conducted a credit rating exercise in early 2016. The key indicators that were examined were the following reviewing the periods 2016-2019:

Indicator	15/16	16/17	17/18	18/19
Capital charges to total expenditure	16%	11%	3%	2%
Repairs & maintenance as % of PPE(CV)	1%	1%	1%	1%
Collection rate	83%	82%	84%	77%
Cash/Cost coverage ratio	0 months	0 months	1 month	1 month
Current ratio	0.85	0.92	0.65	0.44
Net operating surplus / (deficit) margin	5%	6%	4%	(9%)
Electricity distribution Losses	7%	9%	8%	15%
Water Distribution Losses	49%	43%	41%	53%
Gearing ratio	7.04%	6.53%	7.22%	6.88%

[1] GDP at provincial level

The A3.za national scale issuer rating of the Municipality of Rustenburg reflects its currently moderate debt levels and historically strong liquidity position, notwithstanding persistently weak revenue collection rates. The rating also incorporates challenges associated with the municipality's anticipated large capex programme in the medium-term, which will lead to an increase in debt stock in the medium-term. Rustenburg features a strong economic base, albeit concentrated towards the platinum industry which makes the local economy vulnerable to macro-economic cycles.

Moody's Investors Service downgraded the rating of Rustenburg Municipality Ba2. This action was prompted by the deterioration of credit profile of Rustenburg LM.

STRONG REVENUE GROWTH, ALBEIT VOLATILE OPERATING BALANCES

Rustenburg is the largest local municipality in the North West Province in terms of revenues, the municipality recorded R4.9 billion in 2018/19. The municipality's budget has expanded significantly over recent years, primarily reflecting substantial increase in government grants while there is decline in service charges. In 2019 the municipal budget featured high exposure to the local economy, given that Rustenburg derives 68% of annual operating revenue from locally-collected taxes and service charges,

namely property tax income and service charges, while it receives 24% in the form of national government grant transfers. On the budgeted expenditure side, fixed items such as bulk purchases and employee costs contribute a high 60% of operating expenditure as which is a marginal increase to 59% in 2018. We expect its own revenue structure to fund the operating expenditure.

Rustenburg has been challenged by persistently low debtors' collection over the past couple of years and this primarily reflects modest budgetary control, and a high provision for bad debts of R4,7 billion which is high by R1 billion from 2017/18.

CONSERVATIVE INVESTMENT MANAGEMENT SYSTEM

Whilst management has been able to exercise conservative approach towards new borrowing in recent years, Rustenburg's new strategy to invest heavily on infrastructure projects may present a challenge for the administration in the medium-term if revenue collections rate does not improve.

CONCENTRATED ECONOMIC BASE

Rustenburg is the largest and one of the wealthiest municipalities in the North West Province. With about 581,000 inhabitants or 37% of Bojanala District municipality, it contributes more than 70% of the district GDP and about 40% of the provincial GDP. The municipality's unemployment rate at around 26.4% is in line with the rest of the country.

Rustenburg's economy is largely concentrated in the platinum mining industries, which contributed 66% to provincial GVA in 2013, followed by the trade and finance sector which contributed 29% and 28% respectively in the same period. It must be noted that Rustenburg experienced negative GDP growth (-3.5%) in 2012 which was largely influenced by a decline in the mining sector. This led to negative growth in the province of -0.9% compared to national GDP growth of 2.5%. In 2013 Rustenburg GDP recorded an improved growth of 1.8%.

The municipality is the largest producer of platinum, with approximately 70% of the world's platinum production, followed by Russia and Canada. Platinum is primarily used in autocatalytic converters for emissions control, but the jewellery industry has recently become a large user. Despite Rustenburg's policy to increase sector diversification, the performance of the mining industry will continue to influence local economic prospects for the foreseeable future.

Extraordinary Support Considerations

Moody's assigns a low likelihood of extraordinary support from the national government, reflecting, at the jurisdictional level, the national government's policy stance of promoting greater accountability for South African municipalities. Reputation risk for the central government is deemed modest, mainly in view of the heavy dominance of bank loans rather than bonds. The credit history of municipalities in South Africa also highlights past instances of missed payments or delinquencies on loans. Although the new legal framework regulates the recovery of municipalities experiencing financial difficulties, it does not suggest timely extraordinary bail-out actions to avoid defaults on debt obligations.

6.2 OPERATING AND CAPITAL BUDGETS

The five-year financial plan includes an operating budget and capital investment program per source of funding.

6.2.1 BUDGET ASSUMPTIONS

The following sub-section provided the budget assumptions from 2019/20 medium-term revenue and expenditure framework.

The outcome of the IDP is the alignment of the planning processes and resources to the strategic direction. The result is the compilation and approval of the multi-year budget. The plans to deliver and protect the poor are still dependent on the economy that is still volatile. The table below refers to the indicative macroeconomic forecasts for the three forecasted years.

Table 27: Indicative Macro-Economic Forecasts

Indicator	2018/19	2019/20	2020/21	2021/22
CPI inflation	5.30%	5.33%	5.40%	5.50%
Interest rate	Prime + 1%	Prime + 1%	Prime + 1%	Prime + 1%
Employee cost	7%	7%	5%	5%
Remuneration of Councillors	4%	4%	4%	4%
Repairs and Maintenance	6%	6%	6%	6%
Free basic Water	6KI	6KI	6KI	6KI
Free basic Electricity	50KWH	50KWH	50KWH	50KWH

The table below indicates a summary of the operating budget for 2019/2020 MTREF.

Table 28: Operational Budget for 2019/2020 MTREF

Description	2018/19	2019/20 adjusted	2020/21	2021/22
R thousands				
Revenue (excluding capital transfers and contributions)	4 830 995	5 271 202	5 555 876	5 914 987
Expenditure	4 821 240	5 183 508	5 379 337	5 626 823
Surplus/ (Deficit)	9 755	87 694	174 539	288 165

6.2.2 CAPITAL BUDGET

The implementation of the capital budget will be informed by the Growth and Development strategy. Provision for the capital expansion program will be limited to the available funds in terms of grants for the backlog without the mix of the internal funds and borrowings to cater for the asset replacement and refurbishment. The following principles will have to be addressed during the implementation:

- Labour based construction
- Supporting the local businesses and BBBEE broader
- LED projects that will support SMME's and create jobs with private sector corporation
- The enterprise developments.

The multi-year budget allocations were prioritized based on the following elements:

- Revenue generating projects
- Refurbishment of infrastructure
- Installation of services for the low-cost houses
- Formalisation of informal settlements into sustainable human settlements
- Projects to reduce costs, such as smart metering and consumption management system.

An overview of the total capital expenditure that is budgeted over the following three financial years.

Description (R 000)	2019/20	2020/21	2020/22
TOTAL	788 360	829 640	885 496

Table 29 illustrated the provision of the funding for the capital budget over the next three financial years.

Table 29: Funding of the Capital Budget

FUNDING FOR CAPITAL BUDGET EXPENDITURE							
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Municipal Infrastructure Grant (MIG)	202 743 000	169 603 000	239 841 000	223 230 070	228 251 650	241 777 250	261 368 904
Public Transport and Systems	492 252 000	345 354 000	314 156 000	212 560 000	137 610 000	126 150 000	126 971 000
Neighbourhood Development Partnership	-	-	-	-	15 000 000	8 000 000	10 000 000
Department of Energy	-	-	-	10 038 000	15 410 000	32 000 000	33 760 000
Water Infrastructure Grant	9 612 000	15 131 000	71 983 000	-	-	-	-
Municipal Systems Improvement	925 000	-	-	-	-	-	-
WSIG	6 775 000	-	-	60 000 000	88 000 000	92 840 000	97 946 000
Accelerated Community Infrastructure Program	4 611 000	-	-	-	-	-	-
CATA	7 642 000	518 000	566 000	1 057 000	900 000	900 000	900 000
GRANTS	724 560 000	530 606 000	626 546 000	506 885 070	485 171 650	501 667 250	530 945 904
Borrowing	79 270 483	56 649 784		79 000 000	160 000 000	60 000 000	64 200 000
Internally generated funds	283 209 340	675 151 216	104 875 000	243 607 454	143 188 180	267 973 129	290 350 148
TOTAL	1 087 039 823	1 262 407 000	731 421 000	829 492 524	788 359 830	829 640 379	885 496 052

6.3 FINANCIAL STRATEGY FRAMEWORK

The municipality is growing at a very high rate and it is important for the municipality to focus on ensuring that the revenue is optimized, protected and managed properly. In terms of the turnaround plan, a lot of strides have been made in identifying the gaps and ensuring that the aspects that are impacting negatively on maximizing collection are corrected.

The investment on the ICT infrastructure and moving into the acquisition of the ERP will assist in ensuring that the systems are integrated. Further it will also assist in improving on the efficiencies and responding quickly in terms of reporting and client services.

The Municipality is experiencing system challenges in the implementation of the mSCOA compliant system since the 2017/18 financial year. A decision was taken to revert back to the old PROMIS system for parallel run with the new SAGE system.

6.3.1 REVENUE MANAGEMENT AND TARIFF SETTING

Revenue Management and Enhancement

The municipality developed the Revenue Turnaround Strategy to improve the revenue generation, management, protection and enhancement for the city. The objective of the plan is to improve revenue collections and reduce commitments through:

- Proper meter management
- Ensure accuracy and completeness of billing and data integrity
- Reduction of distribution losses for water and electricity
- Indigent management through updating of the indigent management register and management consumption
- Data cleansing exercise to update the data.
- Enforcement of credit control and debt collection policy

Tariff Setting

The municipality's setting of the tariffs for the next five years will ensure that the tariffs are cost reflective on the same breath affordable so that municipality can achieve the following:

- **Existing Business Retentions and New Businesses**

In the past years, the municipalities were experiencing weaker collection rates due to economic pressures. The high hike of tariffs is affecting a lot of businesses. Through the municipality's increase in tariffs it will have to incorporate incentives and special rebates for the businesses to attract more businesses within Rustenburg and also to be in a position to retain the existing businesses.

The expansion on the domestic investment will assist in ensuring that the businesses create more employment within Rustenburg and to boost geographic domestic product.

- **Foreign investment support**

The finance department together with Local Economic Department should come up with incentives that will promote potential growth to direct foreign investment. Further the strategies should include research and branding and intelligence to promote investment development and policy advocacy.

- **Affordability**

The municipality is creating mechanisms to ensure sustainable tariff increases for the stakeholders. The municipality currently develops scenarios in order to look at the elasticity of the tariffs prior the implementation to assess the impact in all the income groups.

6.3.2 CASH/LIQUIDITY POSITION

It is important that the municipality maintains a healthily cash position. The cash flow management is essential in ensuring that services to the people are accelerated.

The municipality's liquidity ratio is at 0.95 which in essence means that the municipality will not be in position to meet its short obligations. This ratio is considered as a pertinent risk for the municipality as any under collection of revenue will translate to serious financial challenges.

The collection of debtors will also assist in improving the cash position of the municipality. The average rate is 77%; the municipality would like to see the situation improving by 5% annually to achieve the desired outcome of 95%.

The credit control and debt collection actions are the direct attributes to debt management and payment rate. To achieve the desired outcome, the municipality will have to ensure that debt collections are taken against the defaulting consumers. On the same breath, the accuracy of the readings is important to ensure correct billings and to curb the use of estimates for more than three months.

6.3.3 SUSTAINABILITY

For the next five years, the municipality will have to ensure that the budget is credible and fully funded. The municipality will ensure that the municipality pays attention in the following areas below.

Table 30: Strategic Plan of Sustainability

Program		Budget	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Billing program	Produce 100 % accurate bills	R 10 mill	Increase accuracy to 95%	Increase accuracy to 98%	Increase accuracy to 100%	Maintain accurate data	Maintain accurate data
Call center management	Increase turnaround time on queries	R 1 mill	Ensure that phones are answered at all times	Ensure that queries are attended to within 72 hours	Ensure that queries are attended to within 48 hours	Ensure that queries are attended to within 48 hours	Ensure that queries are attended to within 48 hours
Issuing of clearance certificates on time	Reduce turnaround time on the issuing of clearance certificates		90% of applications be issued within 5 days from the date of payment	95% of applications be issued within 5 days from the payment date	97% of applications be issued within 5 days from the payment date	100% of applications be issued within 5 days from the payment date	100% of applications be issued within 5 days from the payment date
Revenue collection program	To increase collection to 97%	R 5 mill	Hold payment campaigns on annual basis to encourage culture of payment	Hold payment campaigns on annual basis to encourage culture of payment	Hold payment campaigns on annual basis to encourage culture of payment	Hold payment campaigns on annual basis to encourage culture of payment	Hold payment campaigns on annual basis to encourage culture of payment
Enforce credit control and debt collection policy	Decrease by 30% number of defaulting customers	R25 mill	10% decrease number of customers defaulting on the accounts.	5% decrease number of customers defaulting on the accounts	5% decrease number of customers defaulting on the accounts	5% decrease number of customers defaulting on the accounts	5% decrease number of customers defaulting on the accounts
Review tariffs and methodology	To have competitive and affordable tariffs	R6 mill	Review tariffs and ensure competitiveness while they are cost reflective	Benchmark with other municipalities	Implement cost reflective and competitive tariffs	Implement cost reflective and competitive tariffs	Implement cost reflective and competitive tariffs
Compile valuation roll	Compile valuation roll for 2020-2023	R16 mill	Compile supplementary valuation roll and prepare for new valuation roll	Preparation for appointment of municipal values	Compile valuation roll	Implement new valuation roll	Compile supplementary valuation roll
Contract management	To realize value for money and governance regulator processes	R 1 mill	Review contracts and that those that have lapsed be advertised on time	Develop and maintain contract management module and centralize contract management	Maintain a proper contract register and ensure that bids are advertised on time	Maintain a proper contract register and ensure that bids are advertised on time	Maintain a proper contract register and ensure that bids are advertised on time

Program		Budget	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Clean audit campaign	Achieve clean audit by 2018/19		Implement the remedial plan to reduce the material misstatements on assets and revenue	Attend to audit findings in the Audit Action Plan	Attend to audit findings in the Audit Action Plan	Proper maintenance of data and quality reporting	Proper maintenance of data and quality reporting
Asset management	Develop and implement asset management model that will inform asset maintenance plan and asset replacement plan	R 15 mill	Componentized assets to ensure proper depreciation and impairment	Componentized assets to ensure proper depreciation and impairment	Develop an asset maintenance plan and asset replacement strategy	Implement the approved strategy and proper budgeting for maintenance of assets	Implement the approved strategy and proper budgeting for maintenance of assets
Review insurance portfolio	Mitigate risk on assets and ensure that are properly covered	R 40 mill	Ensure that assets are properly covered	Ensure that assets are properly covered	Review contract for the 2015 - 2018	Review contract for the 2019 - 2022	Ensure that assets are properly covered.
Raising capital funding	Collaborate with mines and other private sector partnership to diversify funding	R1bill	Engage the private sector through MASECO and align processes	Partner with private partnership to have funding for the catalytic projects	Partner with different private firms on capital funding	Partner with different private firms on capital funding	Partner with different private firms on capital funding
Diversify funding instruments balance sheet	Explore borrowing	600 mill	Develop long term financing strategy and borrowings	Develop long term financing strategy and borrowings	Raise funding for capital projects	Raise funding for capital projects	Raise funding for capital projects
Quality management program	Training of staff and ensure discipline	R 6 mill	Training of staff	Training of staff	Training of staff	Training of staff	Training of staff

6.3.4 EFFECTIVE AND EFFICIENT USE OF RESOURCES

The municipality will have to ensure that the resources available are used efficiently through applying supply chain management policy and review of all contracts to realise the value for money.

6.3.5 ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE

The municipality is accountable to the people of Rustenburg for all the financial decisions it makes and budget process. The municipality ensures that the following is done:

- Section 71 and 72 reports as per municipal finance management act are publicised.
- During April after the adoption of the draft budget, integrated development plan and budget related policies; the municipality embarks on the public participation process to source the views and comments of the public. The process takes twenty-one days. Further the bids are advertised and the appointments made each quarter are publicised.

6.3.6 EQUITY AND REDISTRIBUTION

The budget for the municipality in the next five years must ensure that the projects promote job creation through:

- the use of capital projects that are labour intensive
- supporting LED projects
- Participating fully on the Extended Public Works Program
- Implementing internship programmers.

The capital investments and refurbishment of assets must be done across the municipality to ensure fair distribution of resources. The poor will be prioritised at all times.

6.3.7 DEVELOPMENT AND INVESTMENT

The municipality will prioritise the capital expansion in electricity, roads and public transport to ensure that the town grows in line with the 2025 vision. With the RRT grant, the capital expansion in roads and public transport will ensure that the municipality keeps the current businesses and that more businesses will be established within the municipality.

6.3.8 MACRO-ECONOMIC INVESTMENT

The municipality plays a significant role in this area. It is essential that it operates efficiently within the national macro-economic framework. The aggregate indicators of the macro-economic framework are GDP, unemployment rate and price indices are directly affecting the operations of the municipality.

The advances in the technology, accumulation of assets, and better education and human capital can lead to increased economic output overtime. The municipality subscribes to the fiscal and monetary policies as they are meant to guide in terms of stabilising the economy. The economic fluctuations are currently affecting the following:

Investments	The investment is most volatile component of the GDP and is an important part of the business cycles as well as growth imperfections. The low interest rate affects the investment portfolio however the municipality will continue to diversify the investment portfolio to maximize the returns
Unemployment	The municipality will ensure that the budget promotes job creation to addresses the unemployment. The labour-intensive projects through EPWP (extended public works program)
Inflation	The CPI is used as a guide to increase the budget however bulk purchases are always more and it affects directly the consumers. The elasticity in terms of the income for the consumers is stretched due to high increases in water and electricity. Further a negative supply shock like oil prices they lower the aggregate and they cause inflation.

6.3.9 BORROWING

The municipality has huge backlogs especially infrastructure maintenance and eradication of informal settlements. The municipality does not have reserves to address the backlog in terms of the unfunded projects. Therefore, responsible borrowing will be initiated by the municipality and implement off balance sheet funding for the 2017 – 2022.

The implementation of the RRT project will require capital injection for the finalisation of the projects and the purchasing of the buses. Further the national initiative on capital investments will require more funding for the infrastructure. In term of the sustainability, the entities to be formed will then have to raise the loans.

The affordability will be determined by the long-term financing strategy of the municipality over the MTREF. The funding mix will comprise amongst other:

- Off balance sheet funding
- Public Private Partnerships
- Own funding
- Capital grants.

The municipality will set aside the sinking funds for the repayment of loans. For the municipality to be in a position to leverage on private finance and borrowing, a good credit rating will have to be maintained.

6.4 STRATEGIES

6.4.1 REVENUE RAISING STRATEGIES

The municipality will continue to work on diversifying and ensuring growth in the revenue base. The strategy will ensure that the following revenue streams are maximised:

- Assessment rates
- Revenue from trading services
- Agency fees and fines
- Smart revenue e.g. estate management, advertising rights and other revenue
- Grants
- Funding from the mines
- Donor funding from international agencies
- Public Private Partnership.

The revenue raising strategies will be achieved through the implementation of the following:

- **Compilation of the new valuation roll**

The valuation roll will be compiled and implemented in 2020. The implementation is expected to increase the revenue base of the municipality while in the short-term supplementary valuation rolls would be implemented.

- **Development charges**

Pay attention on possibility of development charges in closing the gap for the funding gap for the infrastructure build especially that are related to housing and residential build. The insufficient usage of these charges, has shown a decline in terms of the monies collected as well as implementation.

- **Maximize The Revenue from Properties Owned by Council**

Proper management of the estate of the municipality will enhance the revenues of the municipality. This will be done through charging market related price.

The following policies will be reviewed to support the strategy:

- **The review of the credit control and debt collection policy**

Enforce credit control and debt collection policy to ensure that the monies due and payable to the municipality are collected

- **The review and implementation of an indigent policy**

Management of indigent customers and ensure that the indigent customers are not overburden with the debt that they cannot afford. Ensure that there is an indigent management strategy which will assist with the indigent not accumulating the debt

- **The review and implementation of the rates policy**

The municipality will implement the new valuation roll in July 2020 following delays in the legislated implementation from 2018. Legislative process has been complied with for late implementation in 2020. The municipality's revenue base is expected to increase due to expected increase property market values.

- **Review of the payment incentive scheme and strategy to maximize revenue**

The municipality will review the incentive scheme for indigent and child headed households.

6.4.2 ASSET MANAGEMENT STRATEGIES

The municipality must ensure that the assets that are owned by the municipality are properly accounted for and safeguarded. Leveraging on the municipal assets will drive the economic growth and sustainable development in line with smart vision city for 2025. The municipality is currently managing an asset base of R 8 billion. The municipality will focus on the following aspects below.

The Integrated Asset Management System

The municipality have acquired the integrated asset management system (SAGE). The system will have to link to the GIS for the proper management of assets. The integrated asset management system will assist in ensuring that assets are reported on accurately and the system will be integrated with the finance management system.

Review and Update Risk Insurance Procedure and Renewal of the Insurance Portfolio

The municipality will ensure that the risk insurance procedure are reviewed and updated annually. The municipality has the insurance committee that looks at the insurance claims and also outstanding claims. The trend in terms of the claims will therefore inform the basis of the review to mitigate the risk. The insurance portfolio will be reviewed every three years. This will also assist in realizing value for money.

GRAP Compliant Asset Register

The municipality will ensure that the reporting of assets is in-line with GRAP standard. The municipality prioritise the development and implementation of an asset maintenance plan and asset replacement plan. Both plans will ensure that decisions in relations to the repairs and maintenance budget are informed by the plan.

Proper Maintenance of Revenue Generating Assets and Other Assets

The municipality's current budget maintenance of the assets is not completely utilised. This warrant proper asset management plan which will then inform the percentage spending for the next five years for the proper maintenance of assets. The current allocation is at 4%. To ensure proper maintenance, the municipality will have to develop an asset maintenance plan,

The spending on assets will be increased to 10% of the operating revenue so as to improve the lifespan of assets.

6.4.3 FINANCIAL MANAGEMENT STRATEGIES

The municipality will focus on the following:

- Ensure that the municipality complies with GRAP standards
- Review and update all policies and procedures annually
- Automate National Treasury reporting templates so as to ensure proper reporting
- Training and development of staff to minimize the use of the consultants
- Documentation of processes to improve on the institutional memory
- To maintain an effective system of expenditure control including procedures for the approval authorization, withdrawal and payment of funds
- Prepare annual financial statements timeously and review performance and achievements
- Preserve and diversify investment portfolio to maximise the returns
- Ensure that multi-year forecasts are sustainable.

6.4.4 CAPITAL FINANCING STRATEGIES

The municipality needs to prioritise the allocation of resources to strategic infrastructure assets as part of the long-term growth strategy. The public infrastructure such as public transport and roads, bulk services for water, sanitation and electricity are important in terms of development and growth of the city. For the municipality to deliver on its core mandate and achieve its developmental goals the municipality needs to explore different funding opportunities.

The municipality is currently dependent on the grants and capital replacement reserve for the capital investment program. The municipality will diversify funding looking at balance and off balance sheet funding, focusing at the ageing infrastructure. The different funding will assist in enhancing-service delivery which will translate to proper infrastructure investment management capabilities that are aligned with proper finance strategies.

The municipal infrastructure has a long term economic life and a general principle is that the current rate payers should not pay for the usage of future rate payers. There is a strong economic argument to say that the financing of capital expenditure should be through borrowing in order to accelerate the pace of delivery and mirror payment of funds with the economic life of the asset. The long-term funding strategy will assist in accelerating the delivery of service through the diversified funding model.

The municipality will ensure that the capital budget is appropriated for three financial years as opposed to one year to ensure 100% spending on the capital expenditure.

The annual procurement plans have been developed to enable the municipality to initiate the procurement for the two outer years as an effort to accelerate spending within the municipality.

6.4.5 OPERATIONAL FINANCING STRATEGIES

The municipalities projected budget for 2020/21 is R 4.8 billion and for the two outer years the budget will be at R5.1 billion and R5,4 billion respectively. To ensure funding the municipality will have to ensure a collection rate at 90% throughout. The consumers will have to be billed correctly and ensure that all of the consumption is billed. The municipality will have to ensure that what is due to the municipality is collected to improve the collection rate and cash flow position by aggressively implementing the credit control actions and handover the accounts to attorneys for collection.

The municipality will ensure that there is significant improvement in the supply chain management processes to accelerate spending on the required basic service delivery. Further centralisation of the supply chain management will also enhance the spending pattern.

In terms of expenditure management the municipality will have to ensure that the resources are utilised in an efficient and effective manner to accelerate service delivery. The resources will be directed towards meeting the projects identified in the Integrated Development Plan for 2017-2022.

6.4.6 Financial Management Policies

The aims of the financial policies are to provide guidance in terms of financial management of the affairs of the municipality and ultimately to ensure sound and sustainable management of the fiscal and financial affairs of the municipality. The following policies applicable in the Rustenburg Local Municipality are reviewed on an annual basis:

Revenue Management Policies

- **Tariff Policy**

The policy is compiled in line with section 74 of the Municipal Systems Act 2000, and covers the levying of tariffs for the services consumed by the consumers. The policy is reviewed on the annual basis.

- **Rates Policy**

The policy gives the municipality the power to levy rates on the properties that are within its jurisdiction. The policy is reviewed on annual basis. The policy is required in terms of Municipal Property Rates Act 6 of 2004.

- **Indigent Policy**

The policy must be adopted to grant relief to the indigent and child headed households. The policy also talks to the free basic services.

- **Credit Control and Debt Collection Policy**

The policy is done in-line with the systems act in-order to achieve the following:

- To ensure that consumers pay for the services supplied and consumed according to the approved tariff structure
- To ensure that all consumer related enquiries are attended to promptly and diligently
- It provides for credit control and debt collection procedures and mechanisms
- The termination or restriction of services when payments are in arrears
- Procedures relating to unauthorized consumption of services, theft and damages

Asset Management Policy

The aim of the asset management policy is to prescribe accounting and administrative policies and procedures in relation to Property, Plant and Equipment.

The property plant and equipment are tangible non- current assets that are held for use in the production or supply of goods and services or for the administrative purposes and are expected to be used for more than 12 months.

The asset register must comply with GRAP 17. The fixed assets are classified as follows:

- Land
- Infrastructure
- Community Assets
- Heritage Assets
- Investment Assets
- Other Assets
- Intangible Assets

For the safekeeping of assets each departmental head is responsible for the assets in their directorate.

Cash and Investment Policy

In terms of the Municipal Finance Management of 2003, section 13 (2) and investment regulations, each municipality must adopt an investment policy for the money that is not immediately required. The investments of the municipality are done to preserve the capital and to ensure that the municipality is in position to meet its short-term obligation.

Accounting Policies

A summary of the principal accounting policies that were adopted by the municipality when the annual financial statements were prepared is as follows:

- Basis Presentation
- Presentation Currency
- Significant judgements and sources of estimation uncertainty applied in various components
- Housing Funds
- Reserves
- Property, Plant and Equipment
- Investment property
- Investments
- Inventories
- Financial Instruments
- Revenue
- Provisions
- Unauthorized, Irregular and Fruitless and Wasteful Expenditure
- Foreign Currencies
- Leases
- Retirement Benefits
- Borrowing Costs
- Comparative Information

Supply Chain Management Policy

Each municipality in terms of section 111 of the municipal finance management act must have and implement a Supply Chain Management Policy. The Supply Chain Policy was reviewed to ensure compliance to the BBBEE. The municipality ensures that there is compliance to the provisions of the Act.

6.5 PROGRAMMES

6.5.1 BILLING PROGRAMME

The Billing Programme includes the following:

- Ensure that all the consumers are billed accurately and on time
- The municipality will hold campaigns to encourage consumers to pay for the accounts and also introduce incentives for the customers
- The municipality will ensure statements are user friendly so that the consumers can clearly understand the itemized charges
- Structure key accounts managements such as businesses
- Perform data cleansing exercise
- Reduce the use of estimated readings for more than three months
- The municipality will hold campaigns quarterly to register indigent customers
- Implementation and maintenance of the appropriate systems and business processes
- Training of staff in the metered services.

6.5.2 CUSTOMER CARE SERVICE IMPROVEMENT PROGRAMME

The municipality needs to implement a Customer Care Program to improve operations and performance. To date the customers are frustrated due to calls not being answered. To improve, the municipality's performance the focal point will be on the following:

- Improve customer feedback, by providing feedback with reference via e-mails or sms on the progress made regarding the required service.
- Explore setting up of self-service portals and web based services to reduce long queues. The self-service portals will assist in terms of statements and processing of payments via internet
- The decentralisation of services to Tlhabane and Boitekong as phase will assist in ensuring that that services are available in the areas where consumers are residing and will assist in improving productivity and service delivery. The decentralisation will in the third year be extended to other areas such Monnakato, Lethabong and Freedom Park
- The reports will be drawn from the CRM system to monitor the number complaints versus the responses
- The municipality will have to review the following policies and strategies to raise more revenue for the municipality
- The streamlining of activities within the Contact Centre will assist the customers to have one point to access different services
- The implementation of an Integrated Contact Centre will also assist with job creation through Learnerships.

6.6 FINANCIAL MANAGEMENT PROGRAMMES

6.6.1 TO ENSURE REVENUE ADEQUACY

The projections and management of the revenue streams are guided by the past and present trend, the growth factor, the fiscal climate and regulators. The revenue streams are closely monitored and reporting is done monthly on the under-performing and over-performing revenue streams. The municipality will focus on increasing the revenue base by identifying the opportunities. Further the intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service, credit control and debt collection processes.

The tariffs are set in-line with the market trends but are still protecting the poor and supporting local economic development, however due to an economic meltdown there is an increasing number of indigents and the funding is inadequate to cater for the demand.

6.6.2 REDUCE THE DEBT OWED TO THE MUNICIPALITY

The credit control actions are directly linked with debt management and the payment ratio. The municipality will increase on the number of actions that are taken against the defaulters so that the cash flow remains in the region of 2: 1.

The effective management of debtors includes inter-alia:

- Data cleansing
- Impairment of debtors
- Write-off of uncollectable debtors
- Effective and timeous credit control and debt collection
- Accurate Billing
- Customer care and accounts enquiry management
- Proper data input and management of business processes.

The municipality will track and report the measurable deliverables for the debt management actions that are taken against defaulters. The debt management contributes directly to the cash flow for the municipality.

6.6.3 IMPLEMENTATION OF THE MUNICIPAL PROPERTY RATES ACT

The municipality will embark on the process of the compilation of the new roll to be implemented in 2020. The implementation of the roll will increase the revenue base of the municipality.

6.6.4 SEEK ALTERNATIVE SOURCES OF FUNDING

In addition to the current revenue sources, the municipality needs to explore other revenue raising strategies. This will include donor funding, partnerships with international agencies and enter into partnerships with the private sector to contribute in the funding of the projects.

The drive has already started through MASECO.

6.6.5 MAXIMISE THE REVENUE FROM PROPERTIES OWNED BY COUNCIL

Review contracts and ensure that the rental contracts are done in-line with the market values and the escalation clauses as well.

6.6.6 VALUE FOR MONEY EXPENDITURE

The municipality will have to ensure that goods are procured in a most efficient way. A contract register will be kept to ensure that the contracts are reviewed on time. The outsourcing of the services will be explored.

6.6.7 INVESTMENT MANAGEMENT

The municipality will continue to explore ways of diversifying investments under the restrictions of the legislation. Within the prescripts of the investment regulations the municipality will strive to optimise the return on investments, as it is another revenue source for the municipality.

6.6.8 CREDITORS MANAGEMENT

The municipality will ensure that all the creditors are paid within 30 days.

7. PERFORMANCE MANAGEMENT AND MONITORING

Integrated Development Planning enables the achievement of the planning stage of performance management. Performance management fulfills the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organisation is integrally linked to that of its staff. It is therefore vitally important for any municipality to periodically review its own performance as well as that of its employees.

The RLM Performance Management Framework and Policy is in place, and is reviewed annually together with the IDP. Key performance indicators have been refined in support of the municipality's development priorities and objectives to ensure consistency in measuring and reporting on long terms strategies and projects.

Measurable performance targets about each of these development priorities and objectives were established and are reflected on the Top Layer Service Delivery and Budget Implementation Plan (SDBIP). A process to ensure regular reporting is in place and gets reported quarterly to the Council through the Performance Audit Committee.

Individual performance agreements and performance plans for the Municipal Manager and Directors are prepared annually in line with provisions prescribed in the Performance Regulations (Notice 805, published on 1 August 2006 in the official gazette). These agreements are fully implemented and aligned with the SDBIP in line with the Municipal Finance Management Act 56 of 2003.

Performance Evaluation Panels have been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager and performance assessment is taking place on a quarterly basis to ensure that annual departmental targets will be achieved.

During the Organisational restructuring process, the Municipality has also put in resources in the form of Section Manager: Individual Performance Management to enhance its capability to be able to effectively, efficiently and progressively cascade Performance Management to the lower levels of its Administrative echelons.

With effect from the 2020/ 2021 financial year, all the Unit Heads and Section Managers will work according to the signed Performance Plans, which are informed by their respective Job Descriptions.