

RAMOTSHERE MOILOA LOCAL MUNICIPALITY



FINAL INTEGRATED DEVELOPMENT PLAN 2023/2024

**RAMOTSHERE MOILOA
LOCAL MUNICIPALITY
2023/2024**

RAMOTSHERE MOILOA LOCAL MUNICIPALITY

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LIST OF ABBREVIATIONS

AG	Auditor-General
BESP	Built Environment Support Program
CAPEX	Capital Expenditure
CBD	Central Business District
CBP	Community Based Planning
CFO	Chief Financial Officer
CWP	Community Works Programme
CoGta	Department of Co-operative Governance & Traditional Affairs
DM	District Municipality
DoRA	Division of Revenue Act
DWA	Department of Water Affairs
EE	Employment Equity
EPWP	Expanded Public Works Programme
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
HSP	Human Settlement Plan
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal finance officers
INEP	Integrated National Electrification Programme
ISDF	Integrated Strategic Development Framework
KI	Kilolitre (1,000 litres)
KPA	Key Performance Area
KPI	Key Performance Indicator
KWh	Kilowatt-hour
LED	Local Economic Development
LM	Local Municipality
LLF	Local Labour Forum
MBRR	Municipal Budget and Reporting Regulations
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MEC	Member of Executive Council
MERO	Municipal Economic Review & Outlook
MGRO	Municipal Governance Review & Outlook
MI	Mega litre (1,000,000 litres)
MM	Municipal Manager
MSA	Municipal Systems Act No. 32 of 2000
mSCOA	Municipal Standard Chart of Accounts
MTRE	Medium Term Revenue & Expenditure Framework
NDP	National Development Plan
NDPG	Neighbourhood Development Program Grant
NERSA	National Energy Regulator of South Africa
NGO	Non-Governmental Organisation
NT	National Treasury
OPEX	Operating expenditure
PDI	Previously Disadvantaged Individual

MAYOR'S FORWARD

PGNW	Provincial Government North West
PMS	Performance Management System
PSDF	Provincial Spatial Development Framework
PSP	Provincial Strategic Plan
PPP	Public-Private Partnership
PT	Provincial Treasury
R Rand	(Currency)
RBIG	Regional Bulk Infrastructure Grant
RO	Reverse Osmosis
ROD	Record of Decision-making
SALGA	South African Local Government Organisation
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEA	Strategic Environmental Assessment
SONA	State of the Nation Address
SOPA	State of the Province Address
STATSSA	Statistics South Africa
UISP	Upgrading of Informal Settlements Programme
VIP	Ventilated Improved

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EXCO MEMBERS



CLLR D M PITSO- MAYOR



CLLR A N THALE



CLLR A N NYAMANE



CLLR J K MOKGATLHE



CLLR T.G. KATAMETSI



CLLR V O MOGALE



CLLR T V KENA

HEAD OF PORTFOLIOS



CLLR A N THALE
**Community services & Local
Economic Development**



CLLR J K MOKGATLHE
Technical Services



CLLR T V KENA
Corporate Services



CLLR T.G.TKATAMETSI
Planning & Development



CLLR O.V.MOGALE
Budget Treasury Office

COUNCIL



CLLR L P LETSHUFI - SPEAKER



**CLLR D M PITSO
MAYOR**



**CLLR K B KENOSI
WARD 01**



**CLLR K E PITSO
WARD 02**



**CLLR B T MONAMODI
WARD 3**



**CLLR T J KEEBINE
WARD 04**



**CLLR K P TSILE
WARD 05**



CLLR K P LEKWAPE
WARD 06



CLLR P MOKGATLHE
WARD 7



CLLR V O MOGALE
WARD 8



CLLR E MOTLOGELWA
WARD 09



CLLR P R MOGOROSI
WARD 10



CLLR I MALATSI
WARD 11



CLLR M P ODISENG
WARD 12



CLLR T P GAEALASWHE
WARD 13



CLLR T S TLAME
WARD 14



CLLR O G MOSEKI
WARD 15



CLLR A N THALE
WARD 16



CLLR D A SEAKENTOA
WARD 17



CLLR L P LETSHUFI
WARD 18



CLLR J K MOKGATLHE
WARD 19



PR CLLR R A KGAKATSI



PR CLLR K J LEDIKWA



PR CLLR M I E MOARABI



PR CLLR R A MOILOANYANE



PR CLLR K G MOSIANE



CLLR P M KEEBINE



CLLR M MOUMAKWA



CLLR T G KATAMETSI



PR CLLR T V KENA



PR CLLR A N NYAMANE



PR CLLR O O DIALE



PR CLLR E LOF



PR CLLR T J MOREBANTWA



PR CLLR I S SULIMAN



PR CLLR K VENTER



PR CLLR M A MAKGOKGOWA



PR CLLR K D MOLEFE

MAYOR'S FOREWORD

INTRODUCTION AND BACKGROUND

1. INTRODUCTION

The five year 2022-2027 IDP was prepared as a strategic document over a period of five years. It guides and informs all planning, budgeting, management and decision-making processes of the municipality. IDP is a product of the intensive broader consultation meetings with all stakeholders and role-players

The object of the IDP is to coordinate plans of various sectors with the view to address the socio economic challenges confronting the municipality, which makes it a vital tool for municipal planning and service delivery. The advent of the district model fosters unity of purpose of various sectors in planning, budgeting, monitoring and evaluating. The outbreak of corona virus has demonstrated that pulling resources together is a recipe for success.

2. STAGES OF THE DEVELOPMENT OF THE IDP

2.1 Analysis

The first phase is the identification of key development objectives. During this phase the municipality embarks on community consultation meetings with the view of soliciting inputs towards the drafting of the IDP. Subsequent to priorities by various wards, villages, townships and town the IDP representative forum assess the key challenges confronting communities.

2.2 Strategies

During this phase the municipality identifies key performance areas and indicators. The vision and mission of the municipality is being conceived and the value system

2.3 Projects

During this phase projects and programmes are identified with the object of addressing priorities raised by the communities and other stakeholders.

2.4 Integration

The process of integrating projects is critical to avoid duplication by other departments.

2.5 Approval

The IDP is presented to the council for consideration and adoption.

3. LEGISLATIVE FRAMEWORK

3.1 THE CONSTITUTION

The Constitution of the Republic of South Africa of 1996 outlines the objectives and Developmental duties of municipalities (S152 and S153). Section 155 further outlines categories of municipalities. As far as the developmental duties of municipalities are concerned, a municipality must structure and manage its administration, and 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.

3.2 The objects of local government are:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government

3.3 Municipal Structures Act

It provides for the establishment of municipalities, their internal structures and the division of powers between local and district municipalities. It gives district municipalities the responsibilities for IDP for the entire district area, including a framework for all local municipalities. District municipalities, have a responsibility for inter-local co-ordination, and for links with provincial and national departments. Local municipalities should produce plans that are aligned to the district plan.

3.4 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT

To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system; to provide a framework for policies, principles, norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances; to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; to provide for the establishment, functions and operations of Municipal Planning Tribunals; to provide for the facilitation and enforcement of land use and development measures; and to provide for matters connected therewith.

3.5 The Municipal Systems Act

Ramotshere Moiloa Local Municipality's IDP was compiled in terms of the requirements of chapter 5 of the Municipal Systems Act (Act 32 of 2000). Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that- "Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- aligns the resources and capacity of the municipality with the implementation of the plan;
- forms the policy framework and general basis on which annual budgets must be based;
- complies with the provisions of this Chapter; and
- is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation."

As far as the status of an integrated development plan is concerned Section 35 states that an integrated development plan adopted by the council of a municipality,

“(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;

(b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and

(c) Binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.”

Section 36 furthermore stipulates that

Administer its affairs in an economical, effective, efficient and accountable manner;

- Set Key Performance Indicators (KPI’s) as a yardstick for measuring performance;
- Set targets to monitor and review the performance of the municipality based on indicators linked to their IDP;
- Monitor and review performance at least once per year;
- Take steps to improve performance;
- Report on performance to relevant stakeholders;
- Publish an annual performance report on performance of the municipality forming part of its annual report as per the provisions of the Municipal Finance Management Act of 2003;

3.6 Inter-Governmental Relations Framework Act

This Act responds to the limited successes of alignment amongst the three spheres of government. The Act creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of “cooperative governance”. It compels all the three spheres of government to participate in the planning processes of the municipalities and in turn allow their own planning processes to be influenced by the municipal IDPs. Municipal IDPs are therefore the centres of planning for both provincial. The Act establishes structures and processes that enhance intergovernmental planning and monitoring processes that enhance intergovernmental planning and monitoring processes for Local, Provincial and National spheres of government.

3.7 Planning and Performance Management Regulations

The Municipal Planning and Performance Management Regulations published in terms of the Municipal Systems Act (Act 32 of 2000) in August 2001, set out the following additional requirements for an IDP:

- An institutional framework for the implementation of the IDP and to address the municipality's internal transformation needs;
- The clarification of investment initiatives;
- The specification of development initiatives including infrastructure, physical, social and institutional development; and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state.

3.8 The Municipal Finance Management Act

The Municipal Finance Management Act aims to facilitate compliance with the Constitutional duty of ensuring that municipalities' priorities, plans, budgets, implementation actions and reports are properly aligned. The IDP sets out the municipality's goals and development plans, which need to be aligned with the municipality's available resources. In order to achieve alignment between the IDP and Budget a range of measures are in place which include:

- Aligning the processes of budget and IDP preparation;
- The pursuit of greater credibility in terms of the ability to afford/pay for development proposals put forward in the IDP;
- The preparation and approval of a Service Delivery and Budget Implementation Plan (SDBIP) shortly after approval of the budget and the IDP; and
- The introduction of link between the IDP, the budget and the performance management contracts of senior officials.

3.9 The Municipal Standard Chart of Accounts

The Municipal Standard Chart of Accounts Regulations (2014) ("mSCOA") prescribes the method and format that municipalities should use to record and classify all

expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes and legislative reporting.

Through this chart transactions are expected to be recorded across seven seven segments

- Project
- Funding
- Function
- Item
- Region
- Costing
- Standard classification

In the development of the IDP 2022 -2027, municipalities are required to present planning information across three three of the segments

- Project;
- Function;
- Region

It is also anticipated that, by applying the (Mscoa) format in the IDP process of 2022-2027, greater alignment will be achieved between the IDP and Budget of the municipality

3.10 National Development Plan

The National Development Plan (NDP) is a long term South African development plan, developed by the National Planning Commission in collaboration and consultation with South Africans from all walks of life. Minister Trevor Manuel stated in his speech at the launch of the NDP: "The plan is the product of thousands of inputs and perspectives of South Africans". "It is a plan for a better future; a future in which no person lives in poverty, where no one goes hungry, where there is work for all, a nation united in the vision of our Constitution".

The NDP envisions a South Africa where "everyone feels free yet bounded to others"; where everyone embraces their full potential, a country where "opportunity is determined not by birth, but by ability, education and hard work".A South Africa where

“we participate fully in efforts to liberate ourselves from the conditions that hinder the flowering of our talents” (Vision 2030). To realise such a society we need transform the domestic economy and focus efforts to build the capabilities of both the country and the people. To eliminate poverty and reduce inequality, there should be accelerated growth in the economy, growth that benefits all South Africans.

The NDP serves as an action plan for securing the future of South Africans as charted in the Constitution. The Constitution requires that “we must build a united and democratic South Africa, able to take its rightful place as a sovereign state in the family of nations”. The NDP is founded on 6 pillars that represent the broad objectives of the plan to eliminate poverty and reduce inequality.

The NDP is a vision for 2030 and is focused on inequality, unemployment and poverty alleviation.

The main objectives of the NDP in order to achieve inequality, unemployment and poverty are as follows:

- Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality
- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable
- Raising economic growth, promoting exports and making the economy more labour absorbing
- Focusing on key capabilities of both people and the country
- Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners
- Building a capable and developmental state

Through objectives, strategies and activities that Ramotshere Moiloa Local Municipality had identified, alignment with Provincial Government and National government plans are inevitable, and will contribute to the main objectives of both Provincial and National Government.

3.11 ECONOMIC RECONSTRUCTION & RECOVERY PLAN

The Economic Reconstruction and Recovery Plan aims to build a new economy and unleash South Africa's true potential. The overarching goal of the plan is to create sustainable, resilient and inclusive economy. It will focus on the following priority areas:

- Energy security.
- Industrial base to create jobs.
- Mass public employment programme.
- Infrastructure development.
- Macro-economic interventions.
- Green economy.
- Food security.
- Reviving the tourism sector

3.12 The Back to basics approach

Five Pillars of the Back to Basics Campaign

1. Putting people and their concerns first
2. Supporting the delivery of municipal services to the right quality and standard
3. Promoting good governance, transparency and accountability
4. Ensuring sound financial management and accounting
5. Building institutional resilience and administrative capability

3.13 The Provincial Growth and Development Strategy

The North West Provincial Growth and Development Strategy provide a framework for integrated and sustainable growth and economic development for the province and its people over the next ten years. It addresses the formulation of a common vision, goals and objectives of what should be achieved and how the provincial government and its social partners should achieve its objectives.

The Strategy establishes the foundation blocks from where the Provincial Programme of Action is negotiated in partnership with a variety of stakeholders in the province. It forms the benchmark from which progress and achievements are monitored and evaluated.

4. RAMOTSHERE MOILOA LOCAL MUNICIPALITY AT A GLANCE

The Ramotshere Moiloa Local Municipality (RMLM) is a category B municipality, which located in the North West Province and is part of the Ngaka Modiri Molema District Municipality. The municipality was demarcated into 19 wards as part of the ward delimitation process towards the 2021 local government elections; as a result the Municipal council has 19 ward councillors and 18 proportional representation councillors. The Mayor of the municipality is councillor Dina Pitso.

Ramotshere Moiloa Local municipality covers a total area of 7 191.6 km² and shares borders with Botswana in the north, Moses Kotane and Kgetleng Rivier Local Municipalities in the east and Ditsobotla and Mafikeng Local Municipalities in the south.

The municipality was named after a local chief of the Bahurutshe boo Moiloa, Kgosi Abram Ramotshere Pogiso Moiloa, who was opposed to white rule and its system of apartheid.

The dominant economic activities in the municipal area are crop and livestock farming and small mining operations of minerals. The service industry is the dominant employer in the municipality and as a result there is a need to diversify the economy by investing more in agriculture and manufacturing. The location of the municipal area along the border with Botswana also contribute to the local economy due to cross border trades by the residents of Botswana and travellers passing through the municipality, especially through the N4 toll road.

The area jurisdiction of Ramotshere Local Municipality has over 40 villages located from distances of up to 120km from the main town of Zeerust. As a result, the municipality is 70% rural, with the majority of its inhabitants living in villages, which are sparsely built and poorly serviced.

The main urban centers in the municipality is the town of Zeerust, and some formal settlements at Ikageleng, Henryville, Olienhout Park, Shalimar Park, Welbedacht (Lehurutshe Town) and Groot Marico. Apart from serving as a commercial hub for the villages in the municipal area, Zeerust is also recognised as a regional node located on

the Platinum Corridor within the North West Province. Some of the main villages in the municipal area include; Lekgophung, Supingstad, Moshana, Serake, Rietpan, Motswedi, Dinokana, Lekubu, Mosweu, Ntsweletsoku, Mokgola, Borakalalo, and Gopane. The N4 highway goes through the municipality and therefore creates some benefits for the local economy.

Most of the villages in the municipality falls under the traditional authorities and are led by "Dikgosi" or chiefs. The majority of the population of the municipality belong to the Batswana Tribe and as such they speak Setswana as their native language as depicted below. The figure shows that Setswana is spoken by about 84% of the population followed by Afrikaans (4.4%) and English (3.7%).

4.1 Municipal Powers and Functions

Ramotshere Moiloa Local Municipality aims to do everything within its powers and functions. There are a few challenges with regards to the, but the Municipality outlines strategies to address these further in the document.

FUNCTIONS PERFORMED	District	RAMOTSHER EMOILOA L.M.
Governance and Administration	Yes	Yes
Water Services	Yes	Yes
Municipality is a water services authority	Yes	No
Municipality is a water services provider	No	Yes
Electricity and Gas Reticulation	No	Yes
Electricity	No	Yes

Street and Area Lighting	No	Yes
Municipal Transport	Yes	NO
Municipal public transport	Yes	No
Municipal airports	No	NO
Waste Management	Yes	Yes

Refuse removal	Yes	Yes
Refuse dumps/solid waste disposal	Yes	Yes
Cleansing	No	
Roads and Storm water Systems	Yes	Yes
Municipal roads	Yes	Yes
Storm water systems in built-up areas	Yes	Yes
Municipality performs the 'District' roads function	Yes	No
Community and Social Services	No	Yes
Local amenities: Regulation & facilitation	No	Yes
Local amenities: Service provision	No	Yes
Local sports facilities: Regulation & facilitation	No	Yes
Local sports facilities: Service provision	No	Yes
Municipal parks and recreation: Regulation & facilitation	No	Yes
Municipal parks and recreation: Service provision	No	Yes

Cemeteries, funeral parlours		
1 Cemeteries, funeral parlours and crematoria: Service provision	No	YES
Libraries: Regulation & facilitation	NO	YES
Libraries: Service provision	NO	YES
Museums: Regulation & facilitation	NO	YES
Museums: Service provision	NO	YES
Planning and Development	YES	YES
Municipal planning	YES	YES
Building regulations	NO	YES
Land-use management	YES	YES
Property development (non-municipal property) development regulation	NO	Yes
Emergency Services	YES	YES
Fire fighting: Authority	YES	NO
Fire fighting service provision	No	No
Rescue services	No	No
Disaster management	YES	No
Municipal Health	YES	No
Municipal health: Regulation & facilitation	NO	No

Municipal health: Service provision	NO	No
Licensing and control of undertakings that sell food to the public: Regulation	NO	YES
Licensing and control of undertakings that sell food to the public: Service provision	NO	No
Noise pollution: Regulation & facilitation	NO	No
Noise pollution: Service provision	NO	NO
Pounds: Regulation & facilitation	NO	No
Pounds: Service provision	NO	NO
Accommodation, care and burial of animals: Regulation & facilitation	NO	No
Accommodation, care and burial of animals: Service provision	NO	NO
Licensing of dogs: Regulation & facilitation	NO	YES
Licensing of dogs: Service provision	NO	No
Primary Health Care	NO	NO
Primary Health Care	NO	NO
Environmental Management	YES	YES
Environmental planning	YES	No
Bio-diversity management	YES	No
Climate change interventions	NO	No
Alternative energy planning	NO	No

5. SITUATIONAL ANALYSIS

An analysis of the demographic, economic and service delivery profile of Ramotshere Moiloa Local Municipality is necessary for proper planning and development of the municipality. The information presented here should be used by both the public and private sector in planning for service delivery and improvement of the lives of the people of Ramotshere Moiloa. The data used in this IDP was obtained from Statistics South Africa and the Local Government Handbook

As indicated in the first chapter, Ramotshere Moiloa is a category B municipality, which is located in the Ngaka Modiri Molema District of the North West Province. The municipality is predominantly rural and it shares a national border post with Botswana in its northern section. The N4 national route also passes through the main town of Zeerust and Groot Marico

5.1 Demographic Profile

The demographic profile provides an analysis of key population and household trends in the RMLM area. It also provides important information on the spatial distribution of development and development pressures. An understanding of this information is important for both the planners in the municipality and those that want to invest in the municipal area. This analysis provides us with valuable information on the route the municipality must follow to develop its area and provide services equitable throughout its area of jurisdiction.

5.2 Population Distribution

The 2016 community survey conducted by Statistics South Africa, indicate that Ramotshere Moiloa is increasingly under pressure due to population growth. According to statistic South Africa, in 2011, the total population in Ramotshere Moiloa was approximately 152 664 and in 2016 the population was estimated at 157 690. Overall the municipality experienced an annual population increase of 0.74% between 2011 and 2016. The growth in the population increase the pressure on the already overburden and old municipal services infrastructure. The projected growth in the population of the municipality is depicted in Figure 2 below.

Figure 2 below indicate the projected population growth of the municipality from 2011 to 2035. The population of the municipality will grow on average at an annual rate of 0.74% which will amount to 184 867 people living in the municipal area by the 2035. The projected growth in the population will mean more people requiring more services from the municipality.

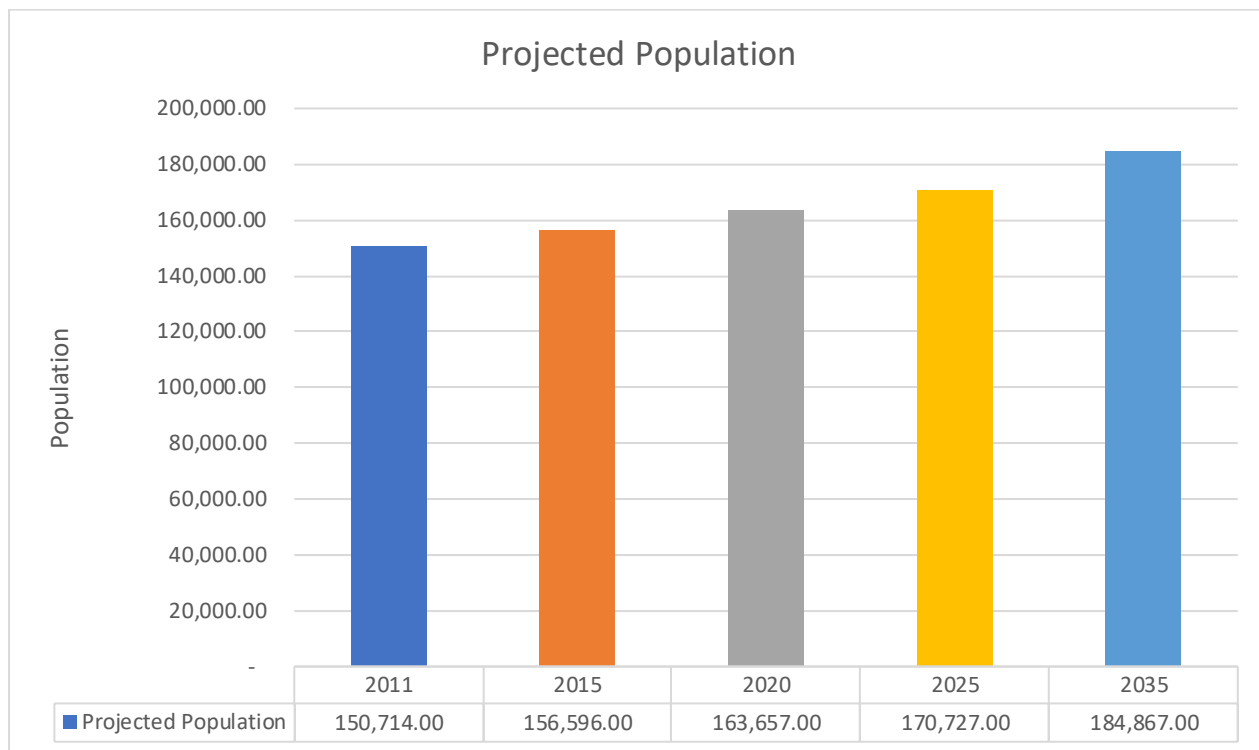


Table :1 Projected Population 2011-2035 (source: RMLM SDF, 2015)

5.3 Population distribution by Race

The distribution of the population of the municipality by race is depicted below. As can be seen 96% of the municipality is black and Africans, followed by 2% Whites and 1% Coloured and 1% Indians. The proportion of Coloured people is insignificant at 0, 9% but have the highest growth rate since 2011 to 2016 at 60.38%.

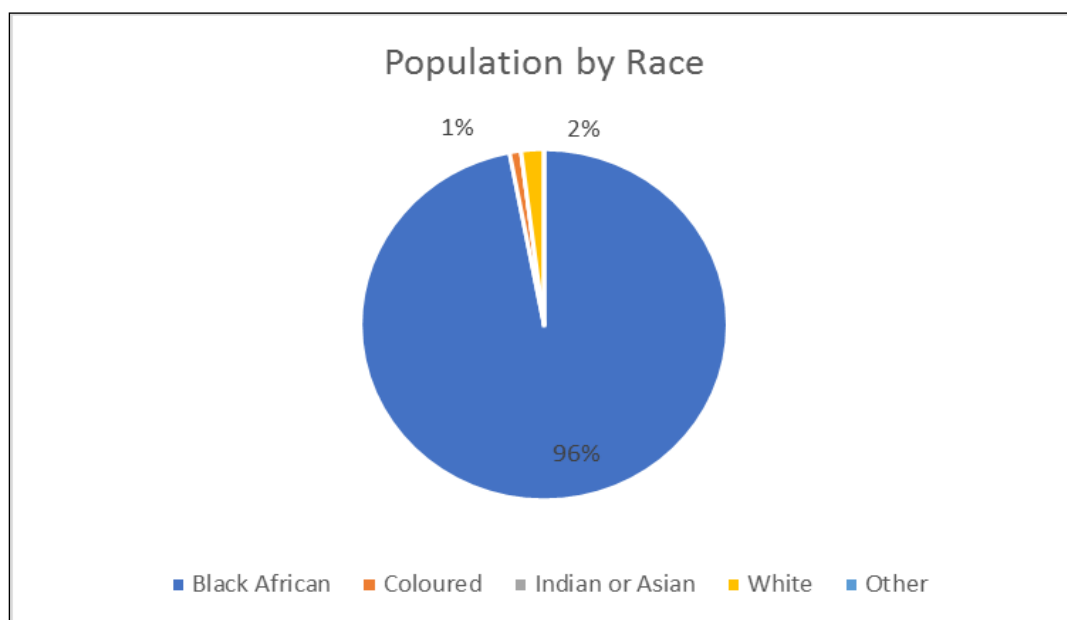


Table 2: Population distribution by race

5.4 Population distribution by geo-type

As indicated in the introduction, Ramotshere Moiloa is predominantly rural. Statistics South Africa 2016, classify the distribution of a population according to the geographic area type (geo-type), areas are classified as either urban, traditional/tribal or farms areas. The population distribution for RMLM area is depicted in the table below, which indicate that 73.1% of the area is classified as tribal or traditional while 22.9% is classified as urban and 4% is classified as farms. The municipality has more than 40 villages and only one urban center in the form of Zeerust, hence the majority of the population reside in rural areas.

The distribution of the majority of the population in rural and traditional areas poses serious challenges in the provision of services and the development of the municipality. The rural nature of the settlement poses a number of developmental challenges to the municipality, which emanates from the system of land ownership and the spatial patterns of the settlements in the rural area.

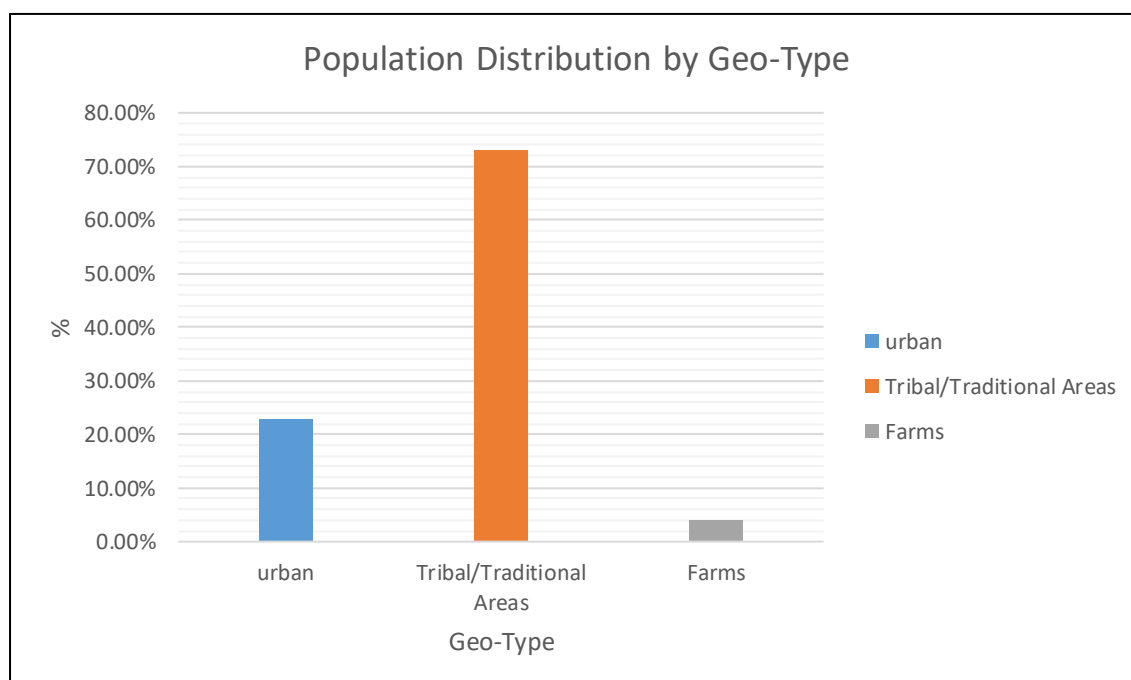


Table 3: Population distribution by Geo-type

Population Distribution by Age and Gender

5.5 Sex ratio

The female population in Ramotshere Moiloa is higher than male population as be seen from below. This is normal for an area that does not have high employment opportunities as the majority of males work and stay outside the municipal area.

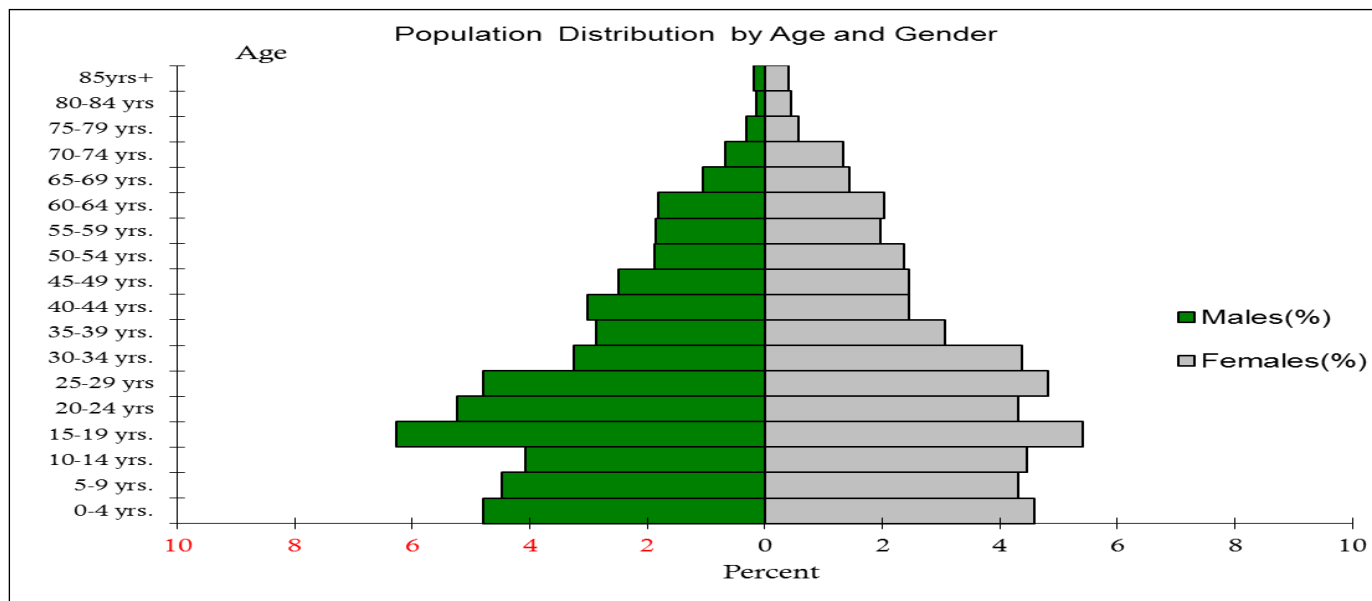


Table 4: Population distribution by age and gender

The growth in the population of the municipality was accompanied by a steady growth in its gender composition as depicted below. This phenomenon could be attributed to labour migration.

Table 5 : Growth in population of males and females

Population Distribution by Gender 2011- 2016	2011	2016
Male	48,6%	49,1%
Female	51.4%	50.9%

5.6 Age

The pyramid above indicates that a significant portion of the population of the municipality falls in the ages below 34 years, i.e., 64.6 % falls within this category. The high number of people who are young in the population contributes to the positive growth in the population. This growth requires the municipality to focus more on skills development and job creation.

This can be regarded a reflection of a situation where RMLM is losing young adults to other areas in the province and elsewhere in search of employment opportunities. Young children were left behind to be cared for by elderly relatives (grandparents). This place emphasise the need for proper schooling and nursing facilities within the municipality.

5.7 Education Profile

In terms of education, the majority of the population of the municipality have some form of education with only 15.5% of the population have no schooling, while about 28.8% have matric and only 5.8% have higher education

According to Local Government Handbook, there has been a significant improvement in the education profile of the populations between 2011 and 2016. As depicted below the percentage of the population with no schooling decreased from 20.4 in 2011 to 15.5 in 2016. There was also an increase of 7% of the people with matric during the same period.

Table 6 : Level of Education of the population (2011-2016) – (Source: Local Government Handbook)

Level of education	2011	2016
No schooling	20.4%	15.5%
Matric	20.7%	28.8%
Higher Education	6.0%	5.8%

Also indicate that the number of people with post matric education has gone down by about 0.2% for the period. Although this may be worrying, the reason can be attributed to the fact that due to limited job opportunities in the municipal area, job seekers with post matric education tend to seek and find work outside the municipality. The high percentage of the population with only matric will make it difficult for people to access the labour market. The municipality and other role players should invest in skilling this section of the population through learner ships and other targeted training initiatives.

6. SOCIO-ECONOMIC ANALYSIS

6.1 Household Dynamics

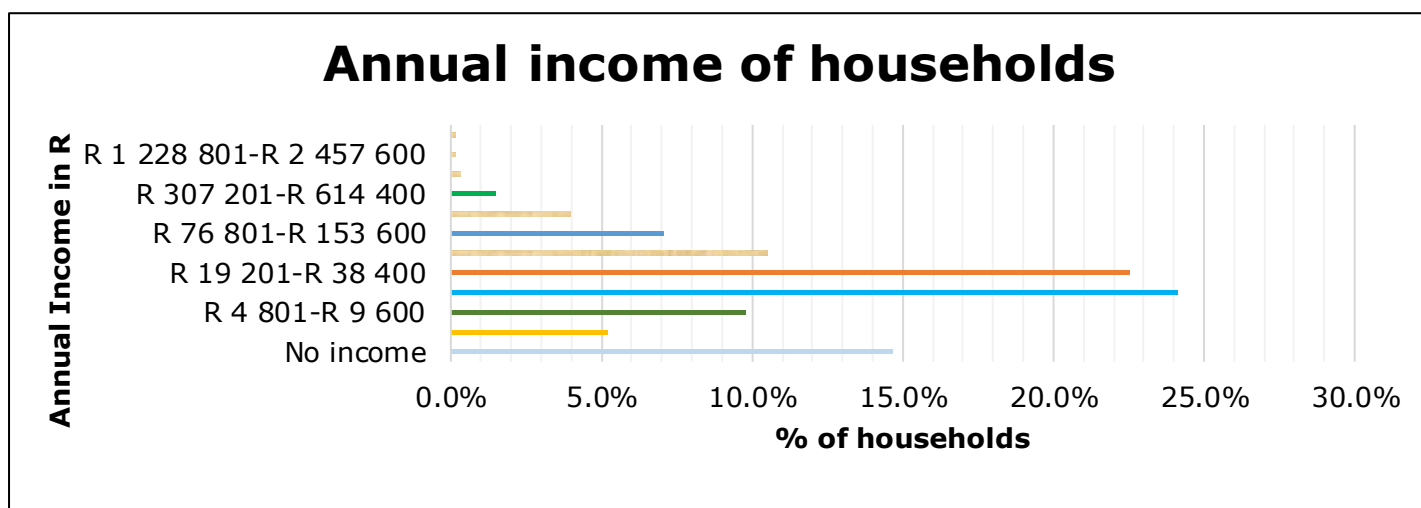
The 2016 community survey indicated that Ramotshere Moiloa Local Municipality has 48 070 households, an increase of 6 715 households since the 2011 census. While on the other hand the average household size decreased from 3.5 to 3.3. The types of houses in the municipal area are depicted below. As can be seen the majority of households in the municipality stays in formal houses while 2 461 households stay in traditional houses. A worrying factor in the municipality is the high number of informal houses that have increased from 4 817 in 2011 to 7 262 in 2016 are in the municipal area. The mushrooming of informal settlements is worrying because they are normally accompanied by illegal land occupations. The informal settlements are concentrated on the 22% part of the municipality which is urban in nature.

Table 7: Types of Houses

Type of house	Number
Formal	37 496
Traditional	2 461
Informal	7 262
Other	851

With regard to home ownership, 82% of houses are owned by residents, while 42% are headed by females. The high number of female headed households can also be attributed to the limited job activities available in the municipal area.

Table 8: Household income



For example, if most of the households receive a monthly income of less than R3 500 per month, effective housing must be provided in the form of rental property as supposed to single dwelling houses which will be unaffordable for the population income category. Household subsidies are determined on the household's monthly income. Table 14 and indicates the change in monthly household income between 2001 and 2011.

Households in RMLM are relatively poor with almost 14, 66% earning no income at all. 93, 90% of the households earn less than R12 800/month. There has been significant growth in the income bracket earning between R3 500 and R12 800/month (growth of 17, 46%) – a clear signal for rental or gap market housing options. Individual housing subsidies are available to low-income households, where an applicant wishes to buy a residential property for the first time.

The subsidy can be used to buy an existing house including the property on which the house stands. It can also be used to buy a house on a plot-and-plan basis, or to finish an incomplete house. Households with an income of is less than R3 500, are eligible for a subsidy of R160 573. You do not have to repay this subsidy as it is not a loan. 14, 66% of the local municipality households earn no income at all and 14,99% earn between R1 and R9 600 per annum.

6.2 ECONOMIC ANALYSIS

The economic and labour profile provides analysis of the key trends in the various economic and labour characteristics in RMLM area.

6.2.1 Economically active people

The table below presents a summary of the percentage of economically active people and non-economically active people within the entire municipal area.

Table: 9 Labour Force

Labour force	2018	2019	2020	2021
Not economically active	77,98%	79,66%	80,13%	79,85%
Economically active	22,02%	20,34%	24,79%	20,15%

Indicates that little change in term of the number of economic active and non-economically active people has been taking place between the years 2010 and 2013.

6.2.2 Employment and unemployment rate of economically active people

The table below presents a breakdown of the employment and unemployment rate of all the economically active people as presented.

Table 10: Economically active Employed and unemployed

Labour force/Economically active (Number)		Employed - Formal and informal	Unemployed (Number)
2018	Number of people	18753	10119
	% of people	64,95%	35,05%
2019	Number of people	17809	8892
	% of people	66,70%	33,30%
2020	Number of people	18017	8443
	% of people	68,09%	31,91%

2021	Number of people	18961	8272
	% of people	69,63%	30,37%

Table 11: GVA and Employment Sector

Industry	GVA 2020		Employment 2020	
	R' million	Share of GVA	Number of employed	Share of employment
Agriculture	66	2,1%	659	3,5%
Mining	161	5,1%	451	2,4%
Manufacturing	151	4,8%	766	4,0%
Electricity	157	4,9%	227	1,2%
Construction	69	2,2%	759	4,0%
Retail	926	29,2%	7 138	37,6%
Transport	165	5,2%	536	2,8%
Finance	439	13,8%	1 467	7,7%
Community and social	367	11,6%	3 281	17,3%
General government	669	21,1%	3 676	19,4%

In spite of Ramotshere Moiloa rural nature, the dominant economic activities in the municipal area is in its tertiary sector activities such as retail trade and services. The primary and secondary activities are not that prominent in the local economy. The rural area is characterised mostly by small scale/subsistence agriculture, game farming and a few active mines near Nietverdiend.

The manufacturing and services sectors are mostly located in towns (e.g. Zeerust and Groot Marico), with most of the manufacturing in Zeerust.

6.2.3 Economic growth rate

The table below depicts the annual growth GVA rates in the Ramotshere Moiloa Local Municipality since 2008. It can be seen that robust and positive growth was experienced, with annual growth rates averaging 1,6% over a period of six years.

Table 12: Growth in GVA (R Millions, Constant 2005 Prices)

Growth in GVA	2016	2017	2018	2019	2020	2021
North West Province	2,1%	-2,3%	3,0%	2,6%	-0,4%	1,1%
Ramotshere Moiloa Local Municipality	3,7%	-1,9%	1,6%	2,6%	2,5%	1,1%

6.2.4 Location Coefficients

A Location coefficient or quotient (LQ) is basically a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region "unique" in comparison to the national average. For this study, location coefficients were developed for the municipality relative to the district, province and the country.

Table 13: Location Coefficient

RMLM	Municipal relative to District	Municipal relative to Province	Municipal relative to National
Agriculture, forestry and fishing	0,5	0,8	0,9
Mining and quarrying	1,8	0,1	0,6
Manufacturing	0,7	0,8	0,4
Electricity, gas and water	2,4	3,8	1,9
Construction	0,7	0,8	0,6
Wholesale and retail trade, catering and accommodation	1,6	2,4	2,0

Transport, storage and communication	0,6	0,6	0,6
Finance, insurance, real estate and business services	0,8	1,0	0,7
Community, social and personal services	1,1	1,3	1,9
General government	1,0	1,5	1,4

6.2.5 Economical capability

In determining how economic growth can positively contribute to attracting investment, it is important to determine the employment trends of Zeerust. The sector employment profile indicates sectoral employment as a percentage of total employment, and provides an additional understanding of the structure of the municipal economy. The majority of the middle-income earners are derived from the formal employment sector. There are approximately 2 529 people employed in the formal sector in Zeerust. That is a total of 75% employed in this sector. The formal sector, with a higher employment percentage, largely sustains the town's central business district and also influences the income levels within the municipal area.

Table 14: Employment patterns in Zeerust

Town	In the formal sector	In the informal sector	Private household	Do not know	unspecified	Not applicable
Zeerust	2 529	393	429	54	0	5 694

The Figure below shows that the trade sector (Government services, Services, and Finance industries) account for 40% of employment and as such it is the biggest employer in the municipal area. While the construction and agriculture industries are the most important to the RMLM, they do not have a large employment base.

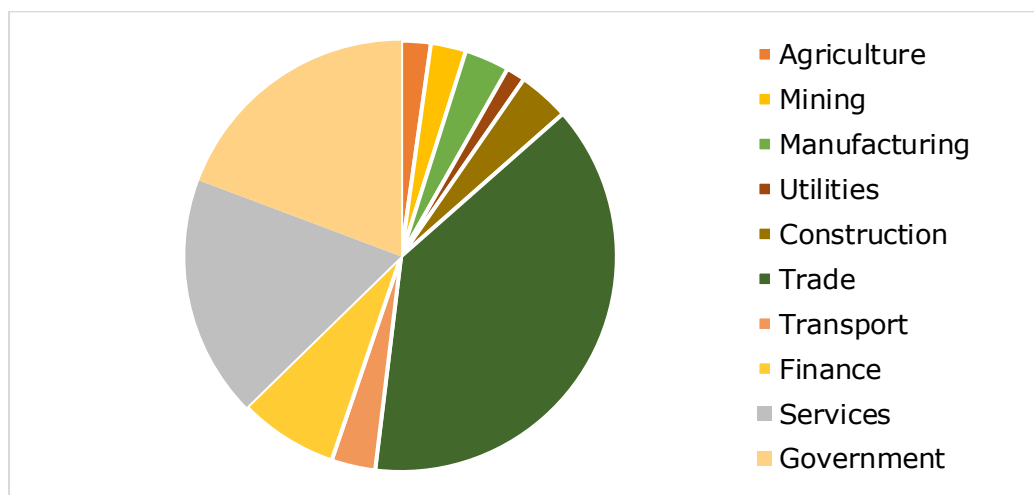


Table : 15 Employment by Sector

The table below also illustrates the strength of different economic sectors in the municipal area. The table indicates that the economic, the strength of the municipality lies in retail, general government functions, community and social services as well as financial services. These industries have experienced a steady increase over the years with the retail industry employing 38% of the employed citizens of the municipality.

Table 16: GVA and Employment by Sector

Industry	GVA 2011		Employment 2011	
	R' million	Share of GVA	Number of employed	Share of employment
Agriculture	66	2,1%	659	3,5%
Mining	161	5,1%	451	2,4%
Manufacturing	151	4,8%	766	4,0%
Electricity	157	4,9%	227	1,2%
Construction	69	2,2%	759	4,0%
Retail	926	29,2%	7138	37,6%
Transport	165	5,2%	536	2,8%
Finance	439	13,8%	1467	7,7%
Community and social	367	11,6%	3281	17,3%

General government	669	21,1%	3676	19,4%
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In furthering the development initiatives of the municipality, it is key that Zeerust reach its full potential by focusing on the commercial growth of the town.

7. The IDP and Budget process plan/ schedule of activities / Key deadlines

Section 29 (1) of the Municipal Systems Act (32 of 2000) prescribes that the process followed by a municipality when drafting its integrated development plan, including its consideration and adoption of the draft plan:

- the local community to be consulted on its development needs and priorities;
- the local community to participate in the drafting of the integrated development plan; and
- organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan
- provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation, and
- Be consistent with any other matters that may be prescribed by regulation.
- Council approved the IDP/PMS and Budget Process Plan/ Schedule of activities on the 31st of August 2022.

IDP process plan

1. TIME SCHEDULE

The annual review of the IDP, budget preparation and performance management processes will be executed according to the time schedule below.

The following color-coding is used in the table for the various activities:

IDP Review	
Budget Preparation	
PMS	

Activities	Timeframes	Responsibility
Review Provincial IDP assessment report	July-Aug. 2022	IDP Manager
Compile IDP process plan & Budget time schedule	July-Aug. 2022	IDP Manager and CFO
Submit draft process plan and time schedule to Executive Committee for consideration	31 st Aug. 2022	Municipal Manager
Submit final process plan and time schedule to Council for adoption <i>(At least 10 months before the start of the budget year – Section 21(1)(b) of the MFMA)</i>	31 st Aug. 2022	Council
Meeting: IDP, Budget & PMS Steering Committee (to discuss detailed process plan)	02 nd Sep 2022	Municipal Manager Directors IDP Manager
Workshop on budget guidelines and procedures	09 th Sep 2022	CFO Directors Managers
Review situational analysis (status quo), local priority issues and community needs	Sep/Oct 2022	IDP Manager Directors
All directors submit 3 year capital budget to Finance	Oct 2022	Directors
Discussion meetings per Directorate on Capital Budget	07 th Oct 2022	Chief Financial Officer Directors IDP Manager
Submit proposed Tariff increases to Finance	04 th Nov 2022	Directors
Submit 3 year personnel (staff) budget to Finance	04 th Nov 2022	Political Offices Municipal Manager Directors
Submit 3 year operating budget to Finance	04 th Nov 2022	Political Offices Municipal Manager Directors
Mayoral IMBIZO	04 th to 18 th Nov 2022	Mayor
Meeting: IDP, Budget & PMS Steering Committee (to review progress to date)	09 th Dec 2022	Municipal Manager Directors/Managers IDP Manager
Municipal Strategic Planning Seession	14 th to 17 th Feb 2023	Municipal Manager Directors/Managers IDP Manager
Meeting: IDP Representative Forum (to review progress to date)	3 rd Mar. 2023	IDP Manager Mayor
IDP consultation meetings	07 th – 17 th Mar 2023	IDP Manager Mayor
Discussions with Directorates on Tariffs, Salary and Operating Budget	08 th to 10 th March 2023	Political Offices Municipal Manager Directors
Finalization of all sector plans and strategies (National and Provincial Departments)	1 st to 16 th March 2023	

Activities	Timeframes	Responsibility
Meeting: IDP, Budget & PMS, Budget & PMS Steering Committee (to consider report on the review of the status quo and community needs)	17 th Mar 2023	Municipal Manager Directors IDP Manager
Executive Committee meeting to review draft 2022/23 IDP and MTREF (Budget)	20 th Mar 2023	Mayor Municipal Manager Directors
Council meeting for tabling of Draft 2021/22 IDP and MTREF <i>(At least 90 days before the start of the budget year – Section 16(2) of the MFMA)</i>	24 th Mar 2023	Office of the Speaker
Council considers oversight report of MPAC on the 2020/21 Annual Report <i>(no later than 2 months after annual report was tabled – Section 129(1) of the MFMA)</i>	24 th Mar 2023	Chairperson: Oversight Committee
2022/2023 Draft IDP and MTREF (Budget) available to public for comments	03 rd Apr 2023	Chief Financial Officer
Submit Draft MTREF and IDP to: National and Provincial Treasuries Provincial CoGTA and NMMDM	04 th Apr 2023	Chief Financial Officer IDP Manager
Conduct public hearings and community consultations on Draft IDP and Budget	05 th -25 th Apr – 2023	IDP Manager Speaker's Office Ward Councillors
<i>Submit 2019/20 Third Quarter Performance Report to Council (Section 52 of MFMA)</i>	26 th April 2023	Mayor Municipal Manager
Finalise 2021/22 IDP and MTREF (Budget)	4 th -15 th May 2023	Municipal Manager IDP Manager
Executive Committee meeting to consider 2022/223 IDP and MTREF (Budget)	19 th May 2023	Office of the Speaker
Council meeting: To approve 2022/23 Reviewed IDP and MTREF (Budget) <i>(at least 30 days before the start of the budget year)</i>	31 st May 2023	Office of the Speaker
Submit 2022/23 Draft Service Delivery and Budget Implementation Plan (SDBIP) and Performance Agreements to the Mayor <i>(14 days after approval of the budget)</i>	08 th Jun 2023	Municipal Manager
Publish approved IDP and MTREF <i>(10 working days after approval of budget)</i>	08 th Jun 2023	Municipal Manager
Mayor approves 2022/23 SDBIP <i>(28 days after approval of the budget)</i>	27 th Jun 2023	Mayor
Submit approved 2022/2023 MTREF to National Treasury and Provincial Treasury	27 th Jun 2023	Municipal Manager Chief Financial Officer
Submit approved 2022/2023 Reviewed IDP Provincial Treasury and CoGTA (MEC)	27 th Jun 2023	Municipal Manager Chief Financial Officer
Publish approved SDBIP and signed Performance Agreements <i>(10 working days after approval of SDBIP)</i>	14 th Jul 2023	Municipal Manager

RECOMMENDATION:

- 1) That Council **APPROVES** the 2022/2023 IDP/Budget and PMS process plan
- 2) That the municipality to **ADHERE** to the approved 2022/2023 process plan

8. INSTITUTIONAL ARRANGEMENTS

Roles and Responsibilities

STRUCTURES	ROLES AND RESPONSIBILITIES	COMPOSITION
	<ul style="list-style-type: none"> <input type="checkbox"/> Consider and adopt the process plan of the IDP on or before 31 August of every year. <input type="checkbox"/> Adjust and amend the IDP <input type="checkbox"/> Ensure that the budget is linked to the IDP. <input type="checkbox"/> Ensure that the Key Performance Indicators are realistic and achievable. <input type="checkbox"/> Ensure that the review process complies with the prescribed legislation. 	Council
EXCO	Management, Coordination and Monitoring of the process plan and drafting of the IDP document.	Members of the Executive Committee
Municipal Manager	Responsible and accountable for the IDP Process <ul style="list-style-type: none"> <input type="checkbox"/> Chairing the IDP Steering Committee <input type="checkbox"/> Offer strategic guidance and management of the IDP Process <input type="checkbox"/> Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with sector planning requirements. <input type="checkbox"/> Respond to comments or proposals made by the MEC. 	
IDP Steering Committee	Support the Manager IDP during the process. <ul style="list-style-type: none"> <input type="checkbox"/> Commission research studies as may be required. <input type="checkbox"/> Provide relevant technical, sector financial information and expertise on the analysis, strategies and project phase. 	Section 54A & 56 Managers <ul style="list-style-type: none"> <input type="checkbox"/> Ass Managers <input type="checkbox"/> Manager IDP

IDP Representative Forum	<p>Represent the interest of their constituency in the IDP Process.</p> <p><input type="checkbox"/> Provide mechanism for discussion, negotiation and decision making between the stakeholders.</p> <p><input type="checkbox"/> Enhance communication between all stakeholders' representatives and Local Government.</p> <p><input type="checkbox"/> Monitor the performance of the municipality based on the IDP.</p>	<p>Councillors</p> <p><input type="checkbox"/> Traditional Leaders</p> <p><input type="checkbox"/> Ward Committee Secretary</p> <p><input type="checkbox"/> Organised Groups</p> <p>Advocates of unorganised group</p>
Manager IDP	<p>To ensure that the process plan is adopted by Council.</p> <p><input type="checkbox"/> Management and coordination of the IDP process.</p> <p><input type="checkbox"/> The day-to-day management of the IDP.</p> <p><input type="checkbox"/> To ensure that all relevant stakeholders are involved in the IDP Process.</p> <p><input type="checkbox"/> Adherence to the IDP timeframes set</p>	

9. INTERNAL STRUCTURES OF THE MUNICIPALITY

COUNCIL

The Municipal Council consists of 37 Councillors of which 19 are ward councillors and 18 are proportional representatives.

Council has Four (4) Committees, namely:

- **Community Services and Local Economic Development**
- **Municipal Planning & Development**
- **Budget & Treasury**
- **Corporate Services**
- **Technical Services**

9.1 Roles and responsibilities of Council Committees

	Review	Reporting	Performance Audit
Advices the Executive Mayor on priorities and objectives of the Integrated	Participate in the formulation of the annual review programme of the IDP, including the review of	Receives Audit Committee performance reports from the municipal manager	Receives and note the annual audit plan.
Deliberates and advice on the municipal strategic scorecard.	Participate in the formulation of proposals for the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard.	Receives quarterly reports from the Directors responsible for their portfolios before they are tabled at EXCO	Advices the Mayor on the implementation of the recommendations of the internal auditor with regard to both the improvement in the performance of the municipality and improvement of the performance management system itself.
Participates in the formulation of the Top Level Service Delivery and Budget Implementation Plan.	Quarterly evaluates the performance of their portfolios against adopted KPIs and targets.	Reports to the Executive Mayor on the recommendations for the improvement of the performance management system.	
Ensures that concerns of community structures are taken into account in discharging their responsibilities.	Quarterly reviews the performance of their portfolios to improve the economy, efficiency and effectiveness of the municipality.	Council adopts the over-sight report.	
Development Plan.	key performance indicators and performance targets.	Recommendations to the Mayor.	

The above committees have chairpersons which serve as Members of Executive Committee which is led by the Mayor as the Chairperson. The decision making process of Council is such that All Council Committees except for Municipal Public Accounts Committee (MPAC) recommends decisions to Executive Committee which in turn recommends to full Council Sitting. MPAC recommends directly to Council.

The following are section 79 committees:

- The Municipal Public Accounts Committee;
- Audit and Risk Committee (Composed of independent members who are not employees of the Municipality and also not Councillors);
- Section 32 Committee; and
- Municipal Disciplinary Board.

9.2 Municipal Council

No	Names and Surnames	Ward No.	Designation	Gender
1	D.M.Pitso	PR	Mayor	Female
2	R.A Moiloanyane	PR	Cllr	Male
3	P.Mokgatlhe	7	Chief Whip	Male
4	K.B. Kenosi	01	Ward Cllr	Male
5	K.E.Pitso	02	Ward Cllr	Male
6	B.T. Monamodi	03	Ward Cllr	Male
7	T.J.Keebine	04	Ward Cllr	Male
8	K.P.Tsile	05	Ward Cllr	Male
9	K.P.Lekwape	06	Ward Cllr	Male
10	V.O.Mogale	08	Ward Cllr	Male
11	E. Motlogelwa	09	Ward Cllr	Male
12	P.R. Mogorosi	10	Ward Cllr	Male
13	I. Malatsi	11	Ward Cllr	Male
14	M.P. Odiseng	12	Ward Cllr	Male
15	T.P.Gaealashwe	13	Ward Cllr	Male
16	T.S. Tlhame	14	Ward Cllr	Male
17	O.G.Moseki	15	Ward Cllr	Male
18	A.N.Thale	16	Ward Cllr	Male
19	D.A.Seakantoa	17	Ward Cllr	Male
20	L.P.Letshufi	18	Ward Cllr	Female
21	J.K.Mokgatlhe	19	Ward Cllr	Male
22	M.I.E Moarabi	PR	Cllr	Male
23	T.V.Kena	PR	Cllr	Female
24	M.A Makgokgowa	PR	Cllr	Female
25	O.O.Diale	PR	Cllr	Male
26	T.J Morebantoa	PR	Cllr	Male
27	I.S Suliman	PR	Cllr	Female
28	T.G.Katametsi	PR	Cllr	Female

29	R.A. Kgakatsi	PR	Cllr	Male
30	K.D.Molefe	PR	Cllr	Female
31	A.N.Nyamane	PR	Cllr	Male
32	M.Moumakwa	PR	Cllr	Male
33	E.Lof	PR	Cllr	Female
34	P.M.Keebine	PR	Cllr	Male
35	K.Venter	PR	Cllr	Female
36	K.J.Ledikwa	PR	Cllr	Male
37	K.G. Mosiane	PR	Cllr	Female

9.3 ADMINISTRATIVE STRUCTURE

The administrative component of the municipality consists of the office of the Municipal Manager and five (5) Directorates with substantive Senior Managers, four of these critical posts have successfully filled with competent and dedicated personnel.

9.3.1 Office of the Municipal Manager

The Municipal Manager is the administrative head of the municipality and the Chief Accounting Officer in terms of the Municipal Finance Management Act (MFMA). He is responsible and accountable for the tasks and functions as set out in section 56 of the Municipal Systems Act (No. 32 of 2000) as well as tasks and functions specifically applicable to the Municipal Manager as set out in other pieces of legislation.

The Municipal Manager has got specific roles & responsibilities assigned to him, but tasks and responsibilities can also be delegated to the Municipal Manager by the Mayor and the Council.

The Office of the Municipal Manager consists of the Municipal Manager and line managers responsible for the following strategic functions:

- Internal Audit
- Performance Management
- Integrated development plan
- Communication Services
- Risk management

9.3.2 Directorate: Budget & Treasury Office

The main function of this directorate is to effectively manage financial resources to promote the sustainability of the municipality's assets and its daily activities. The directorate also must ensure effective financial planning and budget linkage.

The directorate is divided into the following sections:

- Financial Support Services,
- Income and Expenditure Services
- Asset Management
- Supply Chain Management
- Budgeting and Reporting

9.3.3 Directorate: Corporate Services

This directorate is responsible for internal capacity in terms of staff related matters and effective administrative services that facilitates support services to the whole municipality.

Corporate services consist of the following units for:

- Human Resources Management
- Administration
- Legal support services
- ICT
- Fleet Management
- Organizational Development and Employee Wellness
- Labour Relations

9.3.4 Directorate: Technical Services

The core functions of this directorate are the planning of infrastructure and basic service delivery. The directorate is divided into the following sections:

- Bulk Water and Sanitation

- Water Services Provision
- Roads
- Electricity
- Project Management Unit

9.3.5 Directorate: Development Services & Planning

Planning and Development Department is split into three sections:

- Local Economic Development
- Town Planning
- Housing

9.3.6 Directorate: Community Services & Local Economic Development

Community Services Department is split into three sections:

- Parks & refuse removal
- Traffic & licensing
- Security Services

10. PUBLIC PARTICIPATION

Ramotshere Moiloa Local Municipality had undertaken various public participation activities in line with legislation and the approved IDP/PMS and Budget Process Plan for the review of the draft 2023-2024 IDP.

10.1 The Public Participation activities were as follows:

IDP Activity	Date	Stakeholders	Outcome
IDP Steering Committee meetings		Municipality District Municipality Sector Departments Department of Local Government and Traditional Affairs Office of the Premier	Projects and Programmes from all sectors aligned to community needs
IDP Rep Forum meetings		NGOs and Interest Groups All Councillors Ward Committee	Projects and Programmes from all sectors communicated

		members	to the communities via Ward Committees and Councillors
IDP Needs analysis meetings (Ward Based Planning)		Municipality Ward Councillors Community	Consolidated community needs and priorities
Consolidated community needs and priorities		Municipality Mayor Ward Councillors Community	Confirmation of Draft IDP 2021-2022 and Draft Budget 2021-2022

10.2 CONSOLODATED MUNICIPAL PRIORITIES

The Municipality had assessed the needs of the community and consolidated them according to ward. It needs to be noted that all the needs raised by communities cannot be done solely by the Municipality as it lies outside the powers and functions of the municipality, therefore the responsible agencies were also identified when consolidating the needs of the community.

Ward 1: CLLR Bernad Kenosi

Settlement	Identified Needs
SUPINGSTAD	Clinic
	Internal road & Storm water /paving - Boshibidung
	RDP Houses
	Electricity
	Water extension of pipes
	High mast light
	Bush clearing & road signage
LEKGOPHUNG	Internal roads and storm water drainage
	Electrification
	Community hall
	Library
	Bus service
	Early Learning Centre
	Clinic
	D419 Road
	Unblocking of RDP housing project

SWARTKOP	Electrification of houses
	Bricks project
	High Mast lights
	High school
	Chicken poultry farming
	Library
	Water

Ward 2: CLLR Ernest Pitso

Settlement	Identified Needs
MOSHANA	Provincial road P48/1 resealing
	High Mast lights
	Internal Roads phase 2
	Electricity infill
	RDP Houses 2 Bridges Mandela section
	Storm water Transfomer
	Renovation of community hall
	Water extension
	Mandela road to provincial road to be repaired
	Cemetry fencing
Sports facility	

Ward 3: CLLR Buti Monamodi

Settlement	Identified Needs
DRIEFONTEIN	Provincial road P481
	Driefontein phase 2 road (cemetery road)
	Bridge to cemetery
	4 High mast light and (electrical infills)
	500 RDP Houses
	Library
	Multipurpose centre (with sports facilities)
	Gravelling of internal roads and storm water
	Bulk water storage and dams
RIETPAN	Electricity Primary scholl
	Internal roads with paving (bricks)
	500 RDP Houses High mast light repair
	6 High Mast light Water provision
	Multipurpose hall
	Internal road (Masinga)

Ward 4: CLLR Justice Keebine

Settlement	Identified Needs
	Link road
BORAKALALO	All internal roads
	RDP houses all villages
	Sports ground
	Revamp community hall
	High mast light
MANTSIE	High mast lights (4)
	Internal roads
	RDP houses
	Cemetery fencing
	Sporting facilities
REAGILE	Community hall
	Sports facility
POOSEDUMANE	4 High mast lights
	RDP houses
	Cemetery fencing
	Community hall

Ward 5: CLLR Karabo Tsile

Settlement	Identified Needs
LOBATLA	Extension & infills
	Sport facility
	300 RDP houses
	Internal road Seane section
	Clinic
	Scholar transport
	Early learning centre
	Renovation of multipurpose centre
	Resuscitation of poultry and agricultural project
MMUTSHWEU	Road between Mmutshweu & Gopane
	Water infrastructure
	High mast light (Not working)
	Clinic
MOTSWEDI	Internal roads
	RDP houses
	Electricity
MOTLHABA	Sport facility
	Water
MOTLHABENG	Electricity

	RDP houses
	Makgabane road
	Internal roads
	Unfinished RDP houses
	Clinic
	Sports facility
	Library
	Electricity

Ward 6: CLLR Paul Lekwape

Settlement	Identified Needs
GOPANE	Bulk water supply(Reservoirs)
	Infills and high mast lights
	Internal Roads
	Electricity(Infills And Extensions)
	High Mast lights(All Sections)
	Storm Water (Boseja/Goo-Mokgatla & skoonplaas
	Upgrading of Gopane clinic
	RDP Houses (New) old problems
	Gravel road/Internal roads
	Cemetery road (Roma)
RAKIKHUDU	Sports facility
	Fencing of cemetery
	Economic development
	Community hall

Ward 7: CLLR Petrus Mokgathe

Settlement	Identified Needs
MOKGOLA	Provincial road
	RDP houses
	Internal road (Phase 2)
	Provincial road maintenance
	Water connections
	Construction of bridges (Manegelo, Makakaneng, Ga ramoge & Mosunong)
	Regravelling of roads
	4 High Mast Lights
	VIP toilets
	Stadium
NYETSE	Provincial road
	Clinic
	RDP houses
	Bridges & internal road phase 2
	High mast light
	Economic development support (LED)
	Electricity infills
	Storm water construction
	Community hall
	Construction of bridges

Ward 8: CLLR Victor Mogale

Settlement	Identified Needs
MOSWEU	Internal roads
	RDP houses
	Sport ground
	High mast light
	Bridge
LEKUBU	RDP houses
	Refurbishment of sport ground
	Maintenance of internal roads
	Community hall
	4 High mast light

Ward 9: CLLR Ezekiel Motlogelwa

Settlement	Identified Needs
BOROTHAMADI	Water
	RDP houses plus for 25 orphans
	Electricity
	Internal road from Borothamadi to Maramage
	Fencing of cemetery
	High mast lights
	20 VIP toilets

	EPWP
	Mobile clinic
GOPANE	RDP houses
	Water
	High mast light
	Road, bridge & storm water
	Debushing around Janjo high school
	Fencing of cemetery
	Electricity
MARAMAGE	High mast light
	RDP houses
	VIP
	Internal road phase 2
	Water
	Library
	Upgrading road D2279 from Goomokgatthe to Lekubu
	Internet café & CWP
	Sports & recreation facilities
	Environmental conservation
	Fencing of cemetery
	Mobile clinic
	Learner transport
PUANA	<i>Water</i>
	Internal road & stormwater
	Electricity
	RDP houses
	High mast light
	Fencing of cemetery
	Renovation of Oageng middle school
MATLAPANA	High mast light
	Water
	Internal road & storm water
	RDP houses
	Fencing of cemetery
	VIP toilet
	Mobile clinic

RAKOKO	40 RDP houses for mud houses
	Internal road & storm water
	High mast light
	Water
	VIP toilets
	Electricity
	Mobile clinic
RATSARA	VIP toilets
	Phase 2 road & storm water
	High mast light
	Electricity
	RDP houses
	Fencing of cemetery
	New bull camp
	Mobile clinic
	Community hall
	Internal paved road
	Water
TURFLOOP	Internal road & storm water
	VIP toilet
	Water
	Electricity
	High mast light
	RDP houses
	Rebuilding of Dinokana middle school
PUBLIC SAFETY	Satellite police station
	Local Eskom call centre
	High crime rate
	High accident rate
	Safeguarding of water engines

Ward 10: CLLR Richard Mogorosi

Settlements	Identified needs
PAVING ROADS	Gaseane road from N4 to Moloto shop
	Roads from tribal office to Tsibogo via Sebata church
	Road from storm breakers to Mmamoshwane
	Tlhakong road via Radinamane shop

DINOKANA Kgosing section Goo-kgang Goo-nonyane Goo-ramolifi Madibana Tsibogo Ga-seane Mmamoswane	Ikalafeng road via police station
	RE-GRAVELLING
	Sekutlho road
	Road next Tshidis tavern
	Mmadikhekhe shop road
	Kwaring road
	Aces road
	Electricity infills (100 houses)
	Electricity extension (50 houses)
	High mast lights
	Park at Sekhutlong
	RDP Houses & VIP Toilets
	Water extension
	Sports ground renovation
LED project	

Ward 11: CLLR Itumeleng Malatsi

Settlement	Identified needs
DINOKANA	Water (All Sections)
	Electricity type 2
	Infills – All Sections
	Internal roads (All sections)
	RDP Houses – All Sections
	High Mast Lights – All Sections
	VIP Toilets – All Sections
	Disaster Houses – All Sections(Emergency)
	Provincial road D444
	Fencing of cemeteries
	EPWP & CWP all sections
Community hall	

Ward 12: CLLR Piet Odiseng

Settlement	Identified needs
DINOKANA	Internal road & storm water
	High mast lights
	RDP houses
	VIP Toilets
	Electricity
	Community hall
	Water Provisions
	Sports Facilities
	High mast lights
	Skills development centre

Ward 13: CLLR Patrick Gaalashwe

Settlement	Identified needs
NTSWELETSOKU SETETE	Health centre
	Multipurpose centre
	Internal roads
	House school
	RDP houses
	High mast light
	Water extensions
	Vegetables & poultry project (LED)

Ward 14: CLLR Samuel Tihame

Settlement	Identified Needs
MADUTLE	Provincial & Internal Roads
	Mobile Clinic
	RDP Houses
	Infills and electrification
	Water rehabilitation extensions
MATLHASE	Infills and electrification
	High Mast light
	RDP
	Community Hall
	Water rehabilitation extensions
	Water extension
KHUNOTSWANE	Infills and electrification
	Provincial & Internal Roads
	Community Hall
	Cover ground
	High Mast lights
	Upgrading of tribal offices Repair to windmill
STINKHOUTBOOM	

Ward 15: CLLR Godfrey Moseki

Settlement	Challenges
IKAGELANG SANDVLAGE HENRYVILLE STINKHOUTBOOM	RDP Houses
	Write offs and bad irrecoverable debts
	High mast lights
	Fencing and toilets at the graveyard
	Water pipes and taps at Ext.3
	Costly water and electricity fees
	Rehabilitation of Naledi internal road to extension 2
	Stadium refurbishment
	Henriville & Ikageleng community hall refurbishment
	Internal roads Extension 1&2

Ward 16: CLLR Alfred Thale

Settlement	Identified Needs
ZEERUST TOWN	Construction of Kruis Revier internal roads
	Rehabilitation and resurfacing of Zeerust town roads
	Construction of Kloof Bridge
	Six high mast lights in Kruise Revier
	Six high mast lights in Subvlagte
	Eight houses to be electrified Skirelik section in Kruis Revier
	Removal of asbestos water pipes in Zeerust town
	Yard connections in Kruise Revier
	Construction of a new reservoirs
	Sewerage network in Sunvlagte Kruis Revier
	Mass refuse containers in Zeerust town, Sunvlagte & Kruis Revier
	500 Houses in Zeerust town
	500 Houses in Kruise Revier
	Unblock 36 houses in Kruise Revier
Construction of a clinic in Kruise Revier	
Community hall in Sunvlagte	
Upgrading of Zeerust cultural ground	
Parks in Zeerust town and Sunvlagte	
Construction of bus & taxi rank	
Establishment of business centre	

Ward 17: CLLR Dingaan Seakentoa

Settlement	Identified Needs
MORULAKOP	High mast lights (2)
	Rdp houses 60
	Electricity
	Vip toilets
	Reservoir/ water extension
	Toilets at grave yard
	Agricultural fencing
	High mast lights (2)
	Rdp houses 60
	Electricity
MASEBUDULE	
	Main road (tarring 21km)
	Rdp houses (400)
	High mast lights (6)
	Reservoir/ water extension for new stands
	Agricultural fencing
	Network tower
	Sports facility upgrading
	Internal road/paving phase 2
	Community hall (to be extended)

	VIP toilets
	D1339 Road construction
MOSELAPETLWA	Community proposed that how about we combined hall and office to make multipurpose centre.
	Reservoir/water extension for new stands
	Clinic/Mobile
	Creche
	Vip toilets
	Network tower
	Internal road /paving phase 2
	Cemetery fencing
	Sports facility
	Re-gravelling some streets
	Scholar transport from moselapetlwa to mogopa
	Cattle kraal loading place
SKUINDRIFT	Borehole need to be service (new instalation system also)
	Land claim jp74 portion 15
	Rdp
	Vip toilets (3)
	Epwp
	Borehole need to be service (new insttation system also)
	Land claim jp74 portion 15
CWAARO	
	Water tankrring
	Cemetery fencing
PHALALO	Land claim jp 84 roodisloot
	Epwp
NIETVERDIEND	Clinic
	Land claim jp 5 haarmanskraal
	Jojo tanks / new borehole
	Epwp
	Land claim jp 5 haarmanskraal
	<u>MOGOPA</u>
RE-GRAVELING	Main road d332 tarring
	Bridge that cross to uitkyk
	Extra high mast lights
	Upgrading water system
	Infillts (electricity)
	Paving phase 2
	Re-graveling internal roads (straats)
	Graveyard fencing
	More epwp/cwp
	Upgrading sports facility
	Road that links mogopa and moselapetlwa (re-graveling 12klm)
	Riekersdam to zeerust d2709 re-graveling
	Skuinsdrif to enselsburg d1431 re-graveling
	Mmasebudule to silkatskoop d1010 re-graveling

Ward 18: CLLR Portia Letshufi

Settlements	Identified needs
LEHURUTSHE	Water
	Electricity
	RDP houses
	High mast light
	Cemetery road and maintenance of the grave yard
	Renovation of Lehurutshe stadium
	Upgrading of treatment plant
	Fencing of the landfill site
	Fencing of Willowpark cemetery at Palamakua
	4 High mast lights at Willopark, Palamakua, Tholamontwana, Mafureng & Mountain view

Ward 19: CLLR Kenosi Mokgathe

Settlement	Needs
GROOT MARICO NALEDI	High mast light
	Internal road
RIETVALLEY WOODBINE KLAASEN TABLESPOORT	Flashing toilets
	Water & Electricity
	Sport facilities
	Riervalley hall
	Reservoir/Groot marico
	Electricity/Groot marico
	RDP houses
	LED project

11. CATALYSTIC PROJECTS & PROGRAMMES BY SECTORS

- Cannabis farming
- SANRAL partnership with municipality
- Water license for farmers (servitude)
- Bursaries
- Partnership with Taletso (Internships)
- Erection of Billboards
- Fibre installation
- SMME Development
- Support for youth, women and elderly citizens
- Youth training on skills by (Solar Plant) together with different stakeholders
- Development of Ka Ditshwene heritage site
- Resuscitation of railway station (Transnet)
- Development of smart Town

- Resuscitate the Local Aids Council
- Signage and maintenance of heritage sites
- Building of new rank in Zeerust
- Satellite office for application of special permits for taxis

12. MUNICIPAL SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Politically stable and Functional council • Young and committed workforce • Established policy framework • Good relationship between councillors and officials • Diverse staff • Inability to attract and retain qualified people 	<ul style="list-style-type: none"> • Aged Infrastructure Lack of funding to fund projects. • Basic Services backlogs. • Limited market space for small businesses • Physical location of Zeerust constrains its growth. • Centralized CBD, with weak access from other parts of LM • Low tax base • Lack of strong community participation in some areas. • Division of powers and functions (between LM and DM)
Opportunities	Threats
<ul style="list-style-type: none"> • Cooperation from stakeholders • Tourism and culture attractions • Proximity to international borders • Solar plant to be built in municipal area • Jobs from recycling • Social media platform for communication • Wi fi roll out • Investment in shopping malls and infrastructure • Abundant rural land for development and agriculture. • Mining opportunities in Dinokana. • Spatial Development Initiative opportunities • Active Ward Committees • Located on the Platinum Highway which is the Gateway to the rest of Africa 	<ul style="list-style-type: none"> • Political Instability • Low community confidence/satisfaction level • Xenophobia • Poor signal within Ramotshere Moiloa • High levels of poverty • Limited local skill base. • Small revenue base. • Litigation by communities • Land invasions • Community protests

13. STRATEGIES

KEY ISSUES	Strategies		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2023- 2024	2024- 2025	2025- 2026
Inadequate Equipment Fleet (Light and Heavy) Lack of special tools	Audit of current equipment conducted Fleet management policy revised Dispose obsolete fleet Identify equipment needed and acquire	Purchase more urgent fleet Maintenance and management of the fleet	Acquire and Maintenance
Lack of Master Plans Roads Master Plan	Conduct Roads Assessment Classification of Roads Enter into a MoU with SANRAL to address maintenance Challenges in N4 that passes town	Develop Road Master Plan Prioritize flagship projects	Implementation and monitoring
Poor maintenance of roads and lack of internal roads in the township and rural areas	Conduct roads assessment in all Villages to determine the needs Develop a comprehensive maintenance programme Develop an upgrading plan Erection of speed humps Do road markings	Upgrade the identified roads	Implementation and monitoring
Lack of Electricity Master Plan	Conduct full assessment Develop a business plan to access funding	Develop Master Plan	Implementation and monitoring

KEY ISSUES	Strategies		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2023– 2024	2024– 2025	2025– 2026
Shortage of electricity in rural areas (household connections) Ageing infrastructure Poor maintenance of high mast lights. Loss of electricity	Submit a five years business plan to DOE in line with the IDP needs per ward. Replacement of old electricity cables. Audit existing high mast lights and develop a maintenance plan Installation of electricity meters	Install house hold electricity Replacement of old cables Maintenance of the high mast lights Installation of meters	Install house hold electricity continues Maintenance of the high mast lights. Installation of meters continues.
Lack of Ramotshere WSDP Chapter. Ageing infrastructure. Water losses. Poor bulk supply. Lack of sanitation services in rural areas.	Engage the district and water board to develop the WSDP. Sign Water Service Provider Agreement with the District. Determine new water tariff policy. Conduct and develop cost reflective water tariffs in consultation with the WSA Enforce credit control and indigent support (water cuts).	Implement new water tariff. Adopt a water management conservation plan. Agree with the district to install water meters. Monitor implementation of projects for reticulation household connections. Monitor sanitation projects.	Implementation and monitoring.
Accessibility of Boreholes Pumps.	Register Servitude.	Implementation.	Implementation.
Lack of a Disaster Management Plan.	Conduct disaster risk assessment in consultation with the district. Develop a disaster management plan.	Implementation of the plan.	Implementation of the plan.

KEY ISSUES	Strategies		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2023- 2024	2024- 2025	2025- 2026
Lack of Integrated Waste Management Plan Poor and inconsistent collection of household waste	Conduct Assessment Develop the waste management plan (business plan Develop waste management policy and delivery standards. Develop tariff policy.	Extend the service to rural areas Implement waste recycling project	Implementation of the plan Commission/Implement the landfill site
Refuse Removal in Rural Areas	Development of Transfer Stations Collection of Household Refuse	Collection of Household Refuse	Collection of Household Refuse
Lack of Environmental Waste Management Plan	Conduct Assessment together with the district Access funding for the plan	Develop the environmental management policy Develop Master Plan	Implement
Lack of the Integrated Transport Plan	Conduct Assessment Access funding for the plan	Develop Master Plan	Implement
Review and Development of Bylaws	Review the electricity by-law Review the water by-law Review the environment management by-law	Develop New Bylaws for Animal Pound Noise pollution	Implementation
Establishment of a new cemetery (Zeerust, Ikageleng, Groot Marico And Rural Areas (27 Villages))	Conduct Environmental Impact Assessment	Acquire Land and Establish New Cemetery	Maintenance

KEY ISSUES	Strategies		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2023- 2024	2024- 2025	2025- 2026
Maintenance of cemeteries in villages and townships	Fencing, Grass cutting, Burial Register,	Fencing, Grass cutting, Register, Burial	Fencing, Grass cutting, Burial Register,
Develop Parks and Recreation Centers in villages and townships	Conduct Environmental Impact Assessment	Acquire Land and Establish New Parks & Recreation Center	Maintenance
Erection of Community Halls villages and townships	Maintenance of Existing Halls	Erection of New Halls	Maintenance
Extend Traffic Management services to Townships and Villages e.g. DLTC and RA	Feasibility Study	Construction of Centres and Implementation	Implementation
Extend Traffic law enforcement To Townships and Villages	Feasibility Study	Construction of Centres and Implementation	Implementation
Housing Sector Plan	Review of Housing Sector Plan	Implementation	Implementation
No urgent approval of request for emergency houses	Urgent attention should be given to approval for emergency housing	Urgent attention should be given to approval for emergency housing	Urgent attention should be given to approval for emergency housing

KEY ISSUES	Strategies		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2023- 2024	2024- 2025	2025- 2026
Conveyancing of "Old Stock" housing.	Conveyancing of old stock houses be fast tracked by the Department of Local Government and Human Settlement and Housing Cooperation.		
No allocation of housing for the Municipality.	Engage the department of human settlement Consider PPP to provide social housing	Apply for grading as housing provider	
Abandoning of housing projects by the service providers.	Municipality work with the Department of Local Government and Human Settlement must develop a monitoring evaluation strategy.	Monitoring and evaluation	Monitoring and evaluation
Spatial Planning and Land Use Management Act, 16 of 2013 (SPLUMA)	Councillors to be workshopped on the legislation and its requirements.	Implementation	Review
Absence of gazetted Spatial Planning and Land Use Management By-Laws	By-Laws to be gazetted	Review of By-Laws	Review of By-Laws
Spatial Development Framework review	Assess the SDF	Review of the SDF	Spatial Development Framework review
Land Disposal Policy	Land Disposal Policy be reviewed.	Annual review of Land Disposal Policy	Annual review of Land Disposal Policy
Absence of database for Municipal	Land Audit is conducted.	Continuous updating of the Land Audit	Continuous updating of the Land Audit database

KEY ISSUES	Strategies		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2023- 2024	2024- 2025	2025- 2026
owned land		database	
Lack of availability of serviced land for residential purposes in Lehurutshe Township.	Political intervention required for the District Municipality to pay the service providers for Township Establishment in Welbedacht and project ne handed over to the Municipality.	Suitable land be identified for future mixed-use development	Suitable land be identified for future mixed-use development
Lack of availability of serviced land in Zeerust, Ikageleng and Groot Marico Townships.	Township Establishments be under taken and provision of basic services (Roads, Water and Sanitation) be provided.	Suitable land be identified for future mixed-use development	Suitable land be identified for future mixed-use development
Illegal occupation of land	Management and Control of Informal Settlement By-Law Informal Settlement Officer be appointed as per the Management and Control of Informal Settlement By-Law	Implemented Court Order relating to illegal occupation of land be implemented	Monitoring
Land sold by the Municipality to the public that belongs to Public Works "Erf 1702 Zeerust"	Urgent political intervention on finalisation of Erf 1702 issues or challenges required Obtain legal opinion Negotiate with Public Works	Monitoring	Monitoring
Absence of Geographic Information System (GIS)	Procurement of GIS	Implementation	Implementation

14. Overview of Auditor General reports for the past 5 years

On an annual basis the Auditor General evaluates the Municipality based on its finances and performance thereof. The Auditor General evaluates whether the Municipality can account for its finances, and evaluates the level of reported service delivery performance. They also see whether the Municipality is doing its business according to what legislation is saying, with the major focus being the Municipal Finance Management Act.

Financial Year	Overall Audit Opinion
2015/2016	Qualified
2016/2017	Disclaimer
2017/2018	Disclaimer
2018/2019	Disclaimer
2019/2020	Qualified opinion

Table 17: Audit Opinion

15. Municipal Service Delivery Backlogs

The table below reflects service delivery backlogs up to the 2022/2023 financial year. Through the development of IDP Objectives and strategies, Ramotshere Local Municipality hopes to eradicate all backlogs in the coming financial years.

Table 18: Service delivery backlogs

Sector	Number of Household	Connections/Access		Planned
Water	48744	Urban	2925	2000
		Rural	8076	
		Tankering	32786	
Sanitation	48744	Urban(Waterborne)	8288	

		Urban (VIP)	2000	
Refuse	48744			
Electricity	48744	Municipality	5551	250
		Eskom	32590	
Housing	48744			
Roads				

16. DEVELOPMENT OF THE STRATEGY

A strategy should provide a realistic guidance to the effective allocation of municipal resources, be they human, physical, or financial. In times when resources are tight, effective and efficient resource allocation is gaining even more importance.

Municipalities need to learn how to compete and position themselves in order to provide the quality of life, jobs and services that attract businesses and people. The effective delivery of a good strategy might be a deciding factor between a municipality's (continued) prosperity or eventual decline.

The process embarked upon in the development of the Strategic Blueprint comprised the following four steps:

- Definition and alignment of the local to Vision, Mission and Values.
- Definition of the Key Strategic Thrusts
- Development and Alignment of strategies into Five (5) Year IDP 2022-2027 and the Vision
- Common Ground on strategic Priorities

VISION AND MISSION

VISION

**Responsive leaders in sustainable and
Developmental service delivery**

MISSION

We will work together with communities and stakeholders to provide integrated and sustainable services by optimising benefits from agriculture, mining, culture and tourism for a better life for all.

VALUES

Responsive
Accountability
Integrity
Efficiency
Excellence

MUNICIPAL GOALS AND STRATEGIC OBJECTIVES

Municipal Goals	Strategic Objectives
<p>Goal 1: Ensuring Integrated Development Planning for the Municipality</p>	<ul style="list-style-type: none"> • Strengthen existing IDP structures. • Improve the IDP and budget planning process • Ensure implementation of IDP priorities • Allocate available funds to identified priorities on a Multi-Year Plan • Promote Public-Private-Partnerships Ensure implementation of LED strategy
<p>Goal 2: Provide Infrastructure Development and Basic Services for the Municipality</p>	<ul style="list-style-type: none"> ▮ Conduct research and development on existing and future infrastructure development and services ▮ Solicit additional funding for infrastructural development and services ▮ Monitoring the implementation of Capital Projects and Services
<p>Goal 3: Ensure Continuous Capacity Building</p>	<ul style="list-style-type: none"> ▮ Assess the capacity of Ngaka Modiri Molema Municipality ▮ Provide support to Regional Offices. ▮ Strengthen Inter-Governmental Relations

<p>Goal 4: Ensure the Equitable Distribution of resources in all the wards</p>	<ul style="list-style-type: none"> • Conduct constant monitoring of municipal services • Facilitate appropriate response for identified priority needs
<p>Goal 5: Building a Modern, Innovative and Performance Driven Municipality</p>	<ul style="list-style-type: none"> ▮ Implement performance management system ▮ Create awareness and buy-in to the municipal strategy ▮ Improve communication strategy ▮ Continuous assessment and staff development through PMS
<p>Goal 6: Ensure Financial viability</p>	<ul style="list-style-type: none"> • Implement AG action plan • Adherence to MFMA • Ensure all National Treasury regulations • Improve revenue collection • Ensure spending of all allocations
<p>Goal 7: Create an Economically desirable Environment to attract local and International Investment.</p>	<ul style="list-style-type: none"> • Implementation of LED strategy • SDF as the guiding tool to all projects implementation
<p>Goal 8: Promote Safe and Healthy Environment</p>	<ul style="list-style-type: none"> • Development and implementation of municipal sector plans • Implementation of IDP • SDF as the guiding tool for implementation of projects

KEY PERFORMANCE INDICATORS

Key Performance Area (KPA)	IDP Objective
Municipal Financial Viability	To Promote Sound Financial Management
Good Governance and Public Participation	To Promote transparency through good governance To Foster Good Relationships with stakeholders through effective Public Participation
Municipal Transformation and Organisational Development	To Foster Good Corporate Culture
Basic Service Delivery and Infrastructure Investment	To Accelerate the Provision of Basic Services
Local Economic Development (LED)	To create an Environment conducive for LED.

17. DEVELOPMENT OF SERVICE DELIVERY PLANS

The IDP objectives are implemented through the development of service delivery implementation plans.

17.1 KPA 1: MUNICIPAL FINANCIAL VIABILITY

The Finance department is responsible to provide budgetary and financial management Services in the Municipality.

17.1.1 CORE FUNCTIONS

17.1.1.1 Budgeting, Supply Chain Management and Reporting

The supply chain management policy for the year 2016/17 was adopted by Council in 31 May 2016 in term of SCM Regulation 3 (1) (a). The main change made to the policy was to bring it in line with the structure of the SCM regulations. The aim was to establish a credible base from which the business processes can be developed. The policy is aligned to Preferential Procurement Regulations 2011, issued in terms of the section 5 of the preferential Procurement Policy Framework Act, Number 5 of 2000

(PPPFA). The regulations were published in the Government Gazette on 08 June 2011 the new regulations aims to align the Preferential Procurement Policy Framework Act, 2000 and the Broad – Based Black Economic Empowerment Act, 2003 effective from 7 December 2011, issued by National treasury

17.1.1.2 Expenditure and Assets Management Services, and Revenue

The municipality has established asset management unit in line with Section 63 of the MFMA and is responsible for:

- Safeguarding of assets and liabilities
- Ensuring that the municipality’s assets are valued in accordance with the standards of generally recognised accounting practice
- Ensuring that the municipality has and maintains a system of internal
 - control of assets and liabilities, including as asset and liability register, as
 - may be prescribed
- Ensure that the municipality has and maintains a management, accounting and information system that accounts for the assets and liabilities of the municipality.

17.1.2 Financial Accounting

Ramotshere Moiloa Local Municipality has suffered financial constraints over two years due to Covid 19 outbreak.

The proposed budget of Ramotshere Moiloa Local municipality for the 2023/24 financial year totals R **587,938,776** comprising of Operating Expenditure of **R 536,318,776** and Capital expenditure of **R 51,620 000**

The decline in the growth is due to the decrease in National and Provincial allocation and steady tariffs on property rates.

21 KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Good governance and public participation deals with community participation; outreach and communications. Council approved the IDP Process Plan / Schedule of key dead lines during a council meeting on the 30 August 2022.

21.1.1 Political Governance Structure

The Municipal Council consists of 37 Councillors of which 19 are ward councillors and 18 are proportional representatives.

Strategic Objective: Promote Good Governance, Promote Public Participation, Enhance communication

Project ID/Cod e	Function	Project Description	Source of funding	Region/wa rd	Key Performance Indicator	Budget Estimates				
						2023/2024	2024/2025	2025/2026		
	Executive and Council	Mayoral Imbizo	Own funding	RMLM	Number of meetings held				-	-
	Executive and Council	Reporting	Own funding	RMLM	Number of reports published		-	-	-	-
	Executive and Council	Ward Committees (Stipends)	Own funding	RMLM	Timely payment of stipend		-	-	-	-
	Executive and Council	Ward Committee Training	Own funding	RMLM	Number of trainings implemented		-	-	-	-
	Executive and Council	Community Participation	Own funding	RMLM	Number of meetings held				-	-
	Executive and Council	Dikgosi Support/Sitting allowance	Own funding	RMLM	Number of projects to support Dikgosi				-	-
	Executive and Council	RHR	Own funding	RMLM	Number of projects implemented				-	-
	Executive and Council	Disability projects	Own funding	RMLM	Number of projects implemented				-	-
	Executive and Council	Older Persons programme	Own funding	RMLM	Number of projects implemented				-	-
	Executive and Council	Poverty Relief	Own funding	RMLM	Number of projects implemented				-	-
\Project	Function	Project Description	Source of	Region/wa rd	Key Performance	Budget Estimates				

ID/Cod e			fundin g		Indicator	2023/2024	2024/2025	2025/2026		
	Executiv e and Council	Mandela Day	Own funding	RMLM	Timely commemorati on		-	-	-	-
	Executiv e and Council	Youth Programmes	Own funding	RMLM	Number of programmes implemented		-	-	-	-

Strategic Objective: Promote Good Governance, Promote Public Participation, Enhance communication

Project ID/Code	Function	Project Description	Source of funding	Region/ward	Key Performance Indicator	Budget Estimates				
						2023/2024	2024/2025	2025/2026		
	Corporate Services	Mayoral Bursary Scheme	Own funding	RMLM	Number of bursary awarded		-	-	-	-
	Executive and Council	Newsletter	Own funding	RMLM	Number of newsletters published	-	-	-	-	-
	Executive and Council	Communication Strategy	Own funding		Timely completion of the strategy	-	-	-	-	-
	Executive and Council	Council Meetings	Own funding	RMLM	Number of meetings held	-	-	-	-	-
	Corporate	Insurance	Own funding	RMLM	Timely payment		-	-	-	-
	Executive and Council	Membership fees	Own funding	RMLM	Timely payment		-	-	-	-
	Executive and Council	Anti-Corruption Strategy	Own funding	RMLM	Number of Anti-Corruption programmes implemented	-	-	-	-	-
	Executive and Council	Ethics Management Framework	Own funding	RMLM	Timely implementation of the programme	-	-	-	-	-
	Executive and Council	Annual Report	Own funding	RMLM	Timely completion of the report	-	-	-	-	-
	Executive and Council	Quarterly Performance Reports	Own funding	RMLM	Number of reports compiled	-	-	-	-	-
	Executive and	MPAC Reports	Own funding	RMLM	Number of reports	-	-	-	-	-

22 KPA 3: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The Corporate Services department is responsible to provide transformation and organisational developmental Services in the Municipality.

Its core functions are:

- Human Resource Management
- Skills Development
- Legal Services
- Information Technology
- Registry
- Labour Relations
- Sound administrative support to Council

Corporate Services serves as a support to all other directorates within the municipality. It accounts for the local government KPA – Municipal transformation and organisational development. Our key responsibilities includes but not limited to: Staff establishment, OHS compliance, Staff capacitation, Organisational Development, Governance and administration. The Local Labour Forum has been established and is functional.

The municipality has a staff establishment of 365. The vacancy rate stands at 21% the organisational structure is in place and is at the review stage. The wage bill currently stands at 47% and the municipality is striving to keep it at the acceptable norm of between 35 and 37% and strategies has been put in place to achieve the target

22.1.1 ICT UNIT

Strategic Objective: Provide Technology Efficiency								
Project ID/Code	Function	Project Description	Source of funding	Region/ward	Key Performance Indicator	Budget Estimates		
						2023/2024	2024/2025	2025/2026
	To improve Technology Efficiency	Review of the ICT Master Plan	Own funding	RMLM	Reviewed ICT Master Systems Plan			
	To improve Technology Efficiency	Review of the Operational Disaster Recovery (ODR) & Business Continuity Plan (BCP)	Own funding	RMLM	Reviewed Operational Disaster Recovery (ODR) & Business Continuity Plan (BCP)			
	To improve Technology Efficiency	Software License acquisition and renewal	Own funding	RMLM	Compliance to ICT regulation			
	To improve Technology Efficiency	Provision of ICT Equipment	Own funding	RMLM	Enhance service delivery to clients and service providers			

22.1.2 HUMAN RESOURCE MANAGEMENT UNIT

Strategic Objective: Provide Human Resource and Administration								
Project ID/Code	Function	Project Description	Source of funding	Region/ward	Key Performance Indicator	Budget Estimates		
						2023/2024	2024/2025	2025/2026
	Provide Human Resource Development	Wellness Programme	Own funding	RMLM	Provide Sound Working Conditions			
	Provide Human Resource Development	Advertisement	Own funding	RMLM	Filling of Vacant Critical Positions			
	Provide Human Resource Development	Cleaning Material	Own funding	RMLM	Provide Safe and Clean Environment			
	Provide Human Resource Development	Protective clothing/ Uniform	Own funding	RMLM	Provide Safe and Clean Environment			
	Provide Human Resource Development	Telephone	Own funding	RMLM	Provide Sound Working Conditions			

22.1.3 FACILITIES MANAGEMENT

Strategic Objective: Promote Local Economic Development								
Project ID/Code	Function	Project Description	Source of funding	Region/ward	Key Performance Indicator	Budget Estimates		
						2023/2024	2024/2025	2025/2026
	Maintain halls and Buildings	Maintenance of halls and municipal buildings	Own funding	RMLM	Reviewed maintenance plan for municipal facilities			

22.1.4 RECORDS MANAGEMENT UNIT

RECORDS MANAGEMENT UNIT								
RECORDS MANAGEMENT UNIT	Function	Project Description	Source of funding	Region/ward	Key Performance Indicator	Budget Estimates		
						2023/2024	2024/2025	2025/2026
RECORDS MANAGEMENT UNIT	Records Management	Provide services of	Own funding	RMLM	Lease, Photocopying and printing services			
RECORDS MANAGEMENT UNIT	Records Management	Office equipment	Own funding	RMLM	Timely establishment of Records Control Schedule and Implementation of File Plan			

31 KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

The Technical Services Department and Community Services Department is responsible for Basic service delivery and infrastructure investment in the Municipality. Cash flow problems impacted negatively on service delivery. 40% of the MIG allocation was spent by the municipality.

31.1 WATER

The District Municipality performed the functions and exercise the powers referred to in Section 84(1) (b) of the Municipal Structures Act (117 of 1998) which provides for the provision of potable water supply and sanitation systems. In terms of Section 11 of the Water Services Act (108 of 1997), every Water Services Authority has a duty to ensure the adequate sustainable access to water and sanitation to all consumers within the area of jurisdiction.

The RMLM only provides water services into the following areas: Zeerust and Groot Marico. The municipality has acquired an abstraction permit from Department of Water and Sanitation in this regard. The municipality serves as a Water Service Provider, thus signed Service Level Agreement with Ngaka Modiri Molema District Municipality (NMMDM).

The rural parts of the municipality are serviced by NMMDM (Water Service Authority) (WSA) in conjunction with Sedibeng Water (Water Service Provider) (WSP).

The response rate to water and sanitation interruptions were achieved at 75% and 88% respectively. Various factors contributing to this poor performance include the rapid deterioration of infrastructure and inadequate infrastructure, human resource constraints, theft of water meters and ageing fleet.

It should further be noted that since sewage flows have also increased at the Zeerust Waste Water Treatment Plant by (approximately 5 ML/day during dry weather season). There is no Waste Water Treatment Plant at Groot Marico and to exacerbate the situation that seven hundred additional housing with waterborne has just been commissioned. The water system has already reached its maximum operating capacity. WSA is aware of the challenges

31.2 ELECTRICITY

The Municipal Electricity Unit is licensed by the National Electricity Regulator of South Africa (NERSA) to supply electricity to 20% of the total customers in the Municipality's area of jurisdiction and the remainder which is comprised of the rural areas is supplied by Eskom. The Electricity Unit operates under the Electricity Regulator Act of (2006).

The Electricity Unit generates approximately 35% of the total revenue of the Municipality, 20% of the income for the Electricity Unit comes from our large customers (industrial and commercial) and 15% from our residential customers.

The municipality purchases electricity in bulk on the Mega flex tariff from Eskom. We have two Eskom in-comer points (Zeerust Municipal Substation) and eight feeders for our customers. We have a notified maximum demand of 20 MVA and we are operating from our new switching station

Our area of supply is experiencing continuous outages due to the numerous faults on the existing ageing 11kV overhead lines infrastructure; we have no budget for upgrade of 11kv infrastructure for 2023/2024 financial year.

31.3 SANITATION

NMMDM is responsible for the provision of sanitation in the municipal area. All Waste Water Treatment Plants are managed by District Municipality. The RMLM is responsible for maintenance of sewer reticulation systems in Zeerust, Welbedacht and Groot Marico.

32 KPA 5 PLANNING AND DEVELOPMENT

32.1 Spatial Development Framework

Introduction

In terms of the Constitution of the Republic of South Africa, municipal planning is a core function of the local sphere of government. To give effect to the constitutional mandate, Section 34 of the Municipal Systems Act, 2000 (MSA) and Section 20 Spatial Planning and Land Use Management Act No. 16 of 2013 respectively, requires municipalities to compile the Spatial Development Frameworks. The Spatial Development Framework (SDF) is a municipal spatial planning tool that indicates future areas for land use development, this include expansion of residential, community facilities, industrial, business, resort development and other activities. It also indicates the urban edge and provides guidance with regard to areas of highest impact and priority projects. SDF provides spatially referenced data and a complementary spatial analysis of the issues within a municipal area. The data analysis must take into consideration development at regional, provincial and national level including infrastructure development at all government levels. The SDF must clearly indicate development corridors in the municipality and create a link between development in the

municipality, the region and province. The SDF should determine all land related development initiatives in the municipal area, hence the need to have a chapter on the SDF as part of the IDP.

32.2 The SDF Vision

The RMLM's SDF vision set in the SDF : "To strive to enhance integrated socio-economic development to uplift communities focusing on areas with development potential where resources could be utilized most effectively and in a sustainable manner." The municipality should be the centre place role player in sustainable and developmental service delivery".

32.2.1 RMLM SDF Objectives

The main objectives of the SDF include:

- To promote the creation of sustainable human settlement in Ramotshere Moiloa Local Municipal Area
- To encourage rural Urban Integration
 - To establish and promote good and functional land use Management in RLM
 - To unlock the development potential of identified development zones
- To unlock the potential of Lehurutshe Commercial and administrative hub
- To unlock the potential of Dinokana as a heritage site
- To unlock the potential of Groot Marico as Tourism destination
- To unlock the potential of Tlokweng border Due to the nature of the local economy, the SDF propose that the

municipality should focus on the following key economic drivers in order to grow the local economy and increase job opportunities:

- Transportation;
- Mining;
- Agriculture;
- Rural development;
- Tourism;
- Sustainable human settlements.

32.2.2 Guiding Planning Principles and compliance with SPLUMA

The SDF was compiled in line with the following five founding principles as set out in Section 7 (a) to (e) of SPLUMA:

(i) Spatial Justice: past spatial and other development imbalances must be redressed through improved access to and use of land by disadvantaged communities and persons.

(ii) Spatial Sustainability: spatial planning and land use management systems must promote the principles of socio-economic and environmental sustainability through; encouraging the protection of prime and unique agricultural land; promoting land development in locations that are sustainable and limit urban sprawl; consider all current and future costs to all parties

(iii) Promotion of sustainable development and developmental service delivery through the provision of infrastructure and social services so as to ensure for the creation of viable communities.

(iv).Efficiency: Land development must optimize the use of existing resources and the accompanying infrastructure, while development application procedures and timeframes must be efficient and streamlined in order to promote growth and employment.

(v). Spatial Resilience: securing communities and livelihoods from spatial dimensions of socioeconomic and environmental shocks through mitigation and adaptability that is accommodated by flexibility in spatial plans, policies and land use management systems.

(vi). Good Administration: all spheres of government must ensure an integrated approach to land use and land development and all departments must provide their sector inputs and comply with prescribed requirements during the preparation or amendment of SDFs. This principle is the fulcrum of this framework largely because implementation of the spatial planning vision and objectives is not only highly dependent upon a strong coordinating role of central government, but is also predicated upon good governance mechanisms, incorporating meaningful consultations and coordination with a view to achieving the desired outcomes across the various planning spheres and domains.

32.2.3 Alignment with the Provincial Spatial Development Framework

The municipality's spatial development framework is linked to the provincial spatial development framework and as a result the provincial SDF recognized Ramotshere Moiloa Local Municipality as one of the province's development nodes due to its location along the N4 Platinum Corridor and as a result the municipality was clustered as follows:

Settlement cluster	Settlements
First order settlements	Zeerust / Ikageleng cluster
Second order settlements	Dinokana cluster
Third order settlements	Lehurutshe / Welbedacht cluster
Fourth order settlements	Remainder of settlements, including Groot Marico

Table 24: Settlements

The primary focus of the development corridors is to establish economic development along the major transport routes in order to promote economic growth and the creation of job opportunities. The municipality's location does not only create link with neighbouring provinces, but it also opens up international linkages with Botswana and Mozambique.

32.2.4 Activity Corridor

The main activity corridor of RMLM is formed by the N4 (Platinum SDI) [P 2/2 and P 2/1] east-west, route. This corridor can be regarded as the main development zone in especially Zeerust due to the existence of especially business activities along this route.

In Zeerust town and urban area the main corridor is formed by Church Street as the main activity street in the CBD area. Groot Marico urban area is also situated adjacent to the N4 corridor.

32.2.5 Activity Spines

The activity spines are major routes that connect one or more nodes and support and give access to most of the mixed-use development and community activities within the corridor. The most prominent activity spines in Ramotshere Moiloa is formed by the main Provincial link roads namely:

- P 87/1 road to Gaborone
- P 172/1 road to Lobatsi
- P 172/2 road to Koster

32.2.6 Activity Streets

The main activity streets in Zeerust are formed by:

- Klip Street / Melt Street / Kloof Street linking Ikageleng and the industrial area with the N4 and CBD area
- Coetzee Street and Voortrekker Street that form the northern and southern periphery of the CBD area.
- Sarel Cilliers and Jean Streets, serving the northern residential area.
- In the rural area activity routes are formed by the main access routes to the villages, connecting routes between the villages and connection routes to the activity spines and N4.

32.2.7 Rural Development Nodes

As a predominantly rural area, the development of the rural areas is key to the economic growth of the municipal area. In order to achieve this, the SDF proposes a number of development nodes in the rural parts of the municipality.

Secondary Node Dinokana has been identified as secondary development nodes, which requires investment from the municipality in order to inspire the growth of the local economy.

- Rural Service Centre The following villages have been identified as rural service centers, with a potential to grow. The municipality and provincial government must develop these villages by taking service closer to the communities that stay in these villages.

- Lehurutshe
- Mokgola
- Gopane
- Moshana

32.2.8 Tourism Node:

Groot Marico

Groot Marico has been identified as the area with the highest potential of growth as a tourism node. This is attributed to the location of the settlement along the N4 Platinum Corridor and the cultural and historical significance of the area.

32.2.9 Implementation plan for the Spacial Development Framework

The SDF Implementation Plan seeks to address and look at proposing projects that have positive economic and developmental spin-offs for the municipality and its residents. The SDF implementation plan is linked to the RMLM's IDP

and departmental sector plans. The SDF implementation plan takes into cognizance the municipality's economic capacity, the regional context of the municipality, the North West Province and the Country. From this; the SDF proposes the development of strategies for small business development and tourism as potential drivers of the economy.

32.2.10 Small Business Enterprise Development

There is a need to develop a Small Business Enterprise Strategy which will be fit of purpose for the economically active people within Ramotshere Moiloa LM. The municipality must identify ways in which Small, Micro and Medium Enterprises (SMME's) can be supported and develop onto becoming bigger businesses over time.

32.2.11 Tourism

The municipality needs to explore the potential benefits it can derive from tourism. The Ramotshere Moiloa LM SDF therefore recommends that the Municipality develop an Integrated Tourism Development Strategy, which will market the Municipality as a "must see" tourism destination in South Africa.

32.2.12 Proposed Urban Projects

The town of Zeerust is the main urban center in the municipality and therefore the SDF proposes a number of urban projects based on Zeerust's freight and retail potential to grow the economy of the municipality. In the main, the SDF proposes the following settlement based projects in Zeerust:

- Central business district
- .Mixed Use • Industrial
- Residential

32.2.13 Proposed Rural Projects

As a predominantly rural area, the municipality strives to ensure that development is not only concentrated in Zeerust by also developing the more than 40 villages in its area of jurisdiction. The majority of the residents have to travel to urban centers to buy grocery, access banking and medical facilities as well as municipal services. Infrastructure development in these areas is crucial. Investment in these areas would not only help alleviate poverty but also be the driving force behind provision of municipal services that will help to halt the migration of rural communities to urban areas.

The SDF Implementation Plan focuses on the following aspects:

- Rural Housing Provision
- Community Facilities or rural service centers
- Subsistence Agriculture
- Mining

Conclusion

This chapter has given a backdrop of the municipality's SDF and how it relates to integrated development. The SDF is key to the development of the municipality both spatially and economically and as a result forms the back bone and broader framework for integrated development planning.

33 LOCAL ECONOMIC DEVELOPMENT

Local economic development (LED) one of the ways through which the municipality can contribute to decreasing unemployment and poverty. The goal of local economic development is for the municipality to take the lead in growing the local economy by creating jobs and favourable environment for other stakeholders to create jobs. LED is a process by which public, business and non-governmental sectors work jointly to create better circumstances for economic growth and job creation to advance a local area's economic identity. Local economic development is part of Integrated Development Planning and as such all stakeholders must play a role in the development and implementation of the LED strategy. Ramotshere Moiloa Local municipality's LED strategy is also aimed at growing the local economy and creating jobs. The strategy has identified the following sectors as key in the local economy:

- Trade
- Utilities and construction
- Government services
- SMME

A further assessment of the local economy also identified agriculture and tourism as the two main sectors with the highest potential for growth in the municipality. The municipality must therefore focus on these two sectors in order to

optimally contribute to growth and development.

33.1 Objectives of LED Strategy

The following have been identified as the main objectives of the LED strategy of Ramotshere Moiloa Local Municipality. The objectives are derived from the overall goal of LED and were also designed by performing a cursory review of the municipality and its economy:

33.2 LED Objectives

Objective	Description
<i>Economy & Employment</i>	<ul style="list-style-type: none">• Identify sectors with development opportunities.• Develop SMMEs in each sector and promote participation.• Broaden the economic base through the integration of diverse economic initiatives.• Improve developmental capability of the public and private sector as PPPs.• Improve local job creation.
<i>Infrastructure</i>	<ul style="list-style-type: none">• Develop infrastructure to provide access to services and promote rural inclusion.• Improve public transport and mobility in rural areas.

<p><i>Integrated and inclusive rural economy</i></p>	<ul style="list-style-type: none"> • Address rural specific economic problems using a nodal development philosophy. • Support small-scale farming and enterprises through PPPs. • Ensure effective human capital development in rural areas. • Increase market access and entry for rural SMMEs. • Enable participation across all sectors of society.
<p><i>Human settlement and spatial transformation</i></p>	<ul style="list-style-type: none"> • Spatial restructuring for sustainable future development planning. • Redressing historical isolation among areas. • Build cohesive, integrated and inclusive human settlements.
<p><i>Historically Disadvantaged Individuals (HDIs)</i></p>	<ul style="list-style-type: none"> • Target HDIs, marginalised groups and geographic regions, BEE companies, and SMMEs to allow them to participate fully in the economy.
<p><i>Education, training and innovation</i></p>	<ul style="list-style-type: none"> • Develop role players' capacity. • Address human resource development. • Outline municipalities' role in LED programmes to support them in filling out their roles. • Improve learning outcomes. • Retain more learners and improve the primary and secondary pass rate. • Align skills development with potential sectors.

<p><i>Sustainable and Enabling Environment</i></p>	<ul style="list-style-type: none"> • Use natural resources more efficiently. • Increase awareness and participation among rural communities. • Ensure proposed strategies comply with environmental requirements. • Create a stable business environment. • Increase confidence levels of the public and private sector investors. • Unlock under-utilised resources.
<p><i>Social protection</i></p>	<ul style="list-style-type: none"> • Ensure provision to social welfare services. • Establish an effective and comprehensive social welfare system. • Ensure poverty alleviation. • Promote redistribution of opportunities and wealth. • Improve efficiency in the delivery of services, reduce exclusions and address administrative bottlenecks.

33.3 The main thrusts of the local economy

An analysis of the local economy has identified 6 main thrusts or drivers of the local economy which serve as the starting points for building the local economy. The municipality should focus on these thrusts in order to achieve the objectives listed above.

33.4 Development thrusts

Programmes	Interventions	Role-Players	Policy Alignment
Thrust 1: Institutional Development			
1. Review LED Unit and Plan	<ul style="list-style-type: none"> • Develop Municipal institution • Eradicate corruption and favouritism • Update industry plans • Review institutional arrangements • Review municipality performance 	<ul style="list-style-type: none"> • LED Unit • CoGTA • Dti • Service Providers 	NMMDM IDP: <ul style="list-style-type: none"> • Provide accountable, efficient and transparent administration • Promote institutional development
2. Information and Communications Technology (ICT)	<ul style="list-style-type: none"> • Ensure adequate upgraded infrastructure and systems • Improve Municipality's ICT skills • Use electronic improvements to develop learning environment 		NMMDM IDP: <ul style="list-style-type: none"> • Recruit and retain skilled and diverse staff • Improve technological efficiency
Thrust 2: Agriculture and Agro-processing Development			
1. Support system for emerging farmers	<ul style="list-style-type: none"> • Agri-villages in rural areas • Emerging farmers support • Increase LRAD grant inclusion • Create farmers 	<ul style="list-style-type: none"> • LED Unit • Dti • Local Farmers • AgriSA • Dept. of Agriculture 	NDP: <ul style="list-style-type: none"> • Improve education, training, and innovation • Promote an

	association	<ul style="list-style-type: none"> • Cooperatives • DoL • IDC • DBSA • NMMDM 	<p>inclusive labour absorbing economy</p> <ul style="list-style-type: none"> • Form an inclusive and integrated rural economy <p>NMMDM IDP:</p> <ul style="list-style-type: none"> • Enhance skills
2. Skills and development training	<ul style="list-style-type: none"> • On-site training facilities • Tertiary training facilities and bursaries 		
3. Development of an Agricultural Hub	<ul style="list-style-type: none"> • Create processing cluster • Identify value-adding activities • Fresh produce market • Promote Agri-tourism 		
4. Export promotion and diversification	<ul style="list-style-type: none"> • Agriculture export platforms • Allocate operation areas for SMMEs • Provide rural business plans • Design incentive packages 		
Thrust 3: Tourism Development			
1. Infrastructure and support services	<ul style="list-style-type: none"> • Update tourism databases • Urban renewal projects • Improve transport infrastructure • Signage improvement • Provide technology advanced tourism services 	<ul style="list-style-type: none"> • LED Unit • NMMDM • Department of Transport • Local tourism organisations • Department of Tourism • Dti 	<p>NDP:</p> <ul style="list-style-type: none"> • Improve education, training, and innovation <p>NMMDM IDP:</p> <ul style="list-style-type: none"> • Enhance skills • Improve technological efficiency
2. Marketing programme	<ul style="list-style-type: none"> • Establishment of a local tourism unit 		

	<ul style="list-style-type: none"> Marketing strategy 	<ul style="list-style-type: none"> DoL SETAs 	
3. Rural and peri-urban Tourism	<ul style="list-style-type: none"> Assigned tour operators Entertainment venues Educational tours 		
4. Skills and development training	<ul style="list-style-type: none"> On-site training facilities Tertiary hospitality and tourism training facilities 		
Thrust 4: SMME and Trade Development			
1. SMME support	<ul style="list-style-type: none"> Establish business development centre Establish procurement/outsourcing database Support for BBBEE SMMEs 	<ul style="list-style-type: none"> LED Unit Dti Local SMMEs and SMEs Farmers DoL SETAs Development Agency Marketing Department 	NDP: <ul style="list-style-type: none"> Improve education, training, and innovation Promote an inclusive labour absorbing economy Form an inclusive and integrated rural economy NMMDM IDP: <ul style="list-style-type: none"> Enhance skills
2. Skills development and training	<ul style="list-style-type: none"> Provide on-site training Provide tertiary training facilities 		
3. Business expansion	<ul style="list-style-type: none"> Property and infrastructure assistance Support services Inter-regional integration Industrial recruitment and targeting 		
4. Business attraction	<ul style="list-style-type: none"> Land and industry supply initiative Area targeting and regeneration Create marketing plan 		

Thrust 5: Transport and Logistics

1. Improvement and utilisation of roads	<ul style="list-style-type: none"> • Upgrade and maintain access roads • Improve household road connectivity • Improve public transport • Improve road along possible tourist routes 	<ul style="list-style-type: none"> • LED Unit • NW Dept. of Roads and Public Transport • CoGTA 	RMLM IDP: <ul style="list-style-type: none"> • Facilitate the ease of access to public transport • Maintain and upgrade roads and bridges
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Thrust 6: Quality of Life Improvement

1. Develop living standards	<ul style="list-style-type: none"> • Provide basic healthcare • Provide public community services • Provide public transport • Provision of protection services • Provision of housing, particularly in less urban areas • Improve communication 	<ul style="list-style-type: none"> • LED Unit • RMLM • NMMDM 	NDP: <ul style="list-style-type: none"> • Build safer communities and reduce crime RMLM IDP: <ul style="list-style-type: none"> • Provide basic utility services • Delivery of housing • Maintain and upgrade roads and bridges • Facilitate the provision of health services and facilities
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2. Rural and peri-urban area development	<ul style="list-style-type: none"> • Improve settlements' sustainability • Improve settlements' economic inclusion • Improve job opportunities 		NDP: <ul style="list-style-type: none"> • Form an inclusive and integrated rural economy • Transform human settlements by reversing apartheid constraints NMMDM IDP:
	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Promote social and economic development

Strategic Objective: Promote Local Economic Development

Project ID/Code	Function	Project Description	Source of funding	Region/ward	Key Performance Indicator	Budget Estimates				
						2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
	Planning and Development	New town establishment in Zeerust	Own funding	RMLM	New township				-	-
	Planning and Development	SDF Review	Dpt of RDLM	RMLM	New SDF				-	-
	Planning and Development	Land Audit	Own funding	RMLM	Report submitted to council				-	-
	Planning and Development	Bulk services for new township in Sandvlakte	Own funding	16	Services installed				-	-
	Planning and Development	Feasibility study for Ikageleng, Groot Marico and Sandvlakte	Own funding	RMLM	Feasibility study and preliminary layout plans					
	Planning and Development	Bulk services for new township in Zeerust	Own funding	16	Services installed				-	-
	Planning and Development	SMME project	MIG 5%	All	Number of SMMEs supported				-	-
	Planning and Development	Brick Making Machine	Own funding	16	Number of bricks produced				-	-
	Planning and Development	Autumn Leaf Shopping centre	Akani	RMLM	Completion of the centre					
	Planning and Development	Gopane Cannabis Development and production	Nongos Joint Pty.Ltd	Ward 6	Number of hectares planted. Percentage yield of hemp and cannabis by products					
	Planning and Development	Zeerust Fresh Produce Market	Fresh Harvest	Ward 16	Percentage contribution to the Local GDP					
	Planning and Development	Ka Ditshwene Bahurutse	Private Funding	Madikwe Reserve	Number of Heritage Sites developed					

		Ancient City			and maintained					
	Planning and Development	Liberation Heritage Route	Department of Arts, Culture, Sports and Recreation	North West Eastern Liberation foot print	Liberation Heritage Route Area developed and established					

The Town Planning Unit is a strategic Division within the municipality mandated to manage the spatial planning of various land uses i.e. industrial, institutional, and residential and various businesses. The Town Planning Division is responsible for the following:

- Town Planning services: provision of zoning information and processing of various land use applications i.e. rezoning, subdivision and special consent applications .
- Building Control: Plan submission, inspection and (dis) approval thereof
- Development Enforcement: Enforcement of land use scheme
- Town Planning is central to developing and promoting an integrated town committed to addressing spatial injustices and guides development towards vibrant, resilient and sustainable urban and rural areas.

35 SUCCESS IN 2022/23 FINANCIAL YEAR

The following were successes for the financial under review:

- Successful implementation of Ramotshere Moiloa Spatial Planning and Land Use Management By-law, 2017 and Land Use Scheme.
- The implementation of SPLUMA has reduced turnaround time frames for processing of land use applications as the Land Development Officer takes decisions on Category 2 and non-opposed applications.
- There are two townships that are approved which will expand revenue base for the Municipality.

36 Solid Waste Removal:

Background and Purpose

Everyone has the right to a clean and safe environment as it is stipulated in section 24 of the South African Constitution. This right should be served by the municipality by providing waste collection services to communities. Ramotshere Moiloa Local Municipality has a huge problem of illegal dumping hotspots which are growing daily and left un-serviced. The reason to the growth of illegal dumping is population growth, ignorance of community residents and municipal failure to collect waste. Waste collection service is done once a week, which is not enough regarding the rate at which population is increasing, resulting to residents disposing waste illegally. When the municipality fails to collect waste due to refuse truck brake down, residents dispose waste to nearby open areas thus increasing the number of hotspots within the area. Also the municipality has the capacity to render services to the urban area which is the result of increased waste management problems.

The municipality has few vehicles that are for waste services and landfill, so if there is a truck breakdown the community does not get the refuse removal service because the municipal workshop takes time to fix the mechanical problem on the vehicle due to lack of capacity and budget from the municipality.

The main purpose of this project is to provide the basic services to the poor and to serve the right for clean and safe environment for all. Municipality only render the waste collection services to urban household excluding the informal settlements and rural areas. The procurement of specialised vehicles for waste management will increase the municipality's capacity to render refuse removal services to all the municipal areas. With more specialised waste management vehicles the municipality will have a clean and healthy environment which will protect biodiversity and human health.

South Africa is under a huge crisis when it comes to water resources. This is due to many factors including poor management of waste. Our water sources like dams and rivers are filled with waste material which then impact the livelihood of the

communities hence the municipality needs more specialised waste vehicles. Also the vehicles will assist in servicing the illegal dumping hotspots and maintain the open spaces from waste dump.

Type of facility	Type of licence (operational/closure)	Life span	Managed by: private or municipality	Distance from the point of collection to the disposal site
Zeerust landfill site	Operational	40 Years	Municipality	5 to 10 km
Lehurutshe	Operational	20 years	Municipality	5 to 10 km
Groot Marico	Closure	5 years	Municipality	2 to 3 km

36.2 INTEGRATED WASTE MANAGEMENT PLAN

The development of an Integrated Waste Management Plan (IWMP) is a requirement for all government spheres responsible for waste management in terms of the National Environmental Management Waste Act, 2008 (Act 59 of 2008) for government to properly plan and manage waste. The Integrated Waste Management Plan (IWMP) will contribute to a better understanding of the total infrastructure needs within the community and will assist the Municipality in decision-making to determine the overall infrastructure maintenance and replacement costs. The IWMP will also guide the Municipality in selecting the most appropriate funding mechanism.

Several plans contribute to the development of the Integrated Development Plan (IDP) and Comprehensive Municipal Infrastructure Plan (CMIP) of which the IWMP is one of them. An IWMP is a high level strategic document that looks broadly at the waste management offering within a defined area and if necessary, proposes further steps that the responsible authority might consider taking to achieve a comprehensive integrated waste management service.

36.3 BACKGROUND

South Africa has come a long way with regards to the management of waste. Historically, waste was managed by various pieces of legislation that were governed by different government departments and which were often fragmented in nature resulting in gaps and poor waste management practices. The promulgation of the Waste Act (Act No. 59 of 2008) on 1 July 2009 was a key milestone in consolidating waste legislation in a bid to have common goals and understanding of how the country's waste should be managed.

The waste Act adopts the waste management hierarchy approach to dealing with and addressing waste issues in the country, where emphasis is on waste reduction, if not possible reuse, recycling and composting, recovery to create energy, with disposal as a last resort.

The municipality together with DEFF, COGTA and MISA developed this plan as required by the National Environmental Waste Management Act (Act 59 of 2008) as amended. The municipality need this plan in order to strategically approach sustainable management of solid waste covering all sources and aspects, covering generation, segregation, transfer, sorting, treatment, recovery and disposal in an integrated manner, with an emphasis on maximizing resource use efficiency.

36.4 LEGAL FRAMEWORK

The piece of legislation most pertinent to the management of waste in South Africa is the National Environmental Management: Waste Act, (Act 59 of 2008) (NEMWA) as amended. The act was promulgated in order to provide for institutional arrangement and planning matters, to provide for national norms and standards for regulating management of waste by all spheres of government, to provide for the licensing and control of waste management activities and all matters connected therewith. In essence it provides the legislative framework for the management of waste in South Africa.

36.5 STRATEGIC GOALS TARGETS AND IMPLEMENTATION PLAN

The compilation of an IWMP enables the authority to spell out what its intentions and how it proposes to achieve these goals. It sets milestones which it hopes to achieve and then submits its IWMP to the relevant provincial authority for approval and acceptance. The IWMP will then be implemented to the best of the local authority's ability subject to financial constraints imposed by budget restrictions and sustainability of services rendered. Proper monitoring of the development and implementation process will be necessary to gauge successful milestone achievements. Ramotshere Moiloa Local Municipality IWMP has seven goals that need to be addressed and achieved in the next five coming years.

These goals include:

1. Institutional and planning matters
2. Minimum service standards and cost recovery
3. Minimisation, re-us, recycling and recover of waste
4. Landfill site management
5. Rural waste management
6. Education and awareness
7. Monitoring, compliance and enforcement

Recommendations

- Upgrading of landfill site
- Operational costs for specialised waste vehicles
- Fill vacant post to be able to achieve a proper waste management services
- Purchase mass containers for community drop off centres
- Funding of recycling initiatives and separation and source programmes
- Waste collection model

37 PROJECT PHASE

Strategic Objective: CONSTRUCTRION OF INFRASTRUCTURE										
WARD NO	Function	Project Description	Source of Funding	Region/ Ward	Key Performance Indicator	Budget Estimates				
						2023/24	2024/25	2025/26		
9	Roads	Upgrading of Dinokana road and storm water (cemetery)	MIG	RMLM		3,000,000.00	3,300,000-	3,300,000	-	-
15	Roads	Upgrading of Kruisrevier road and stormwater	MIG	RMLM		6,300,000.00	7.100.00.00	7,100,00.00		
5	Roads	Motlhabeng roads and storm water	MIG	RMLM		2,000,000.00	2,000,000.00	2,000,000.00		
7	Roads	Upgrading of Mokgola road and storm water	MIG	RMLM		5,000,000.00	5,000,000.00	5,000,000.00		
6	Roads	Upgrading of Gopane bridge	MIG	RMLM		2,000,000.00				
15	Roads	Ikageleng road and storm water phase 4 EXT 1&3	MIG	RMLM		2,000,000.00	2,500,000.00	2,500,00.00		
2	Roads	Moshana road and storm Ditampaneng & Sikwane sections	MIG	RMLM		2,000,000.00	2,500,000.00	2,500,000.00		

1	Roads	Lekgopung road and storm water	MIG	RMLM		2,000,000.00	2,500,000.00	2,500,000.00		
17	Roads	Masebudule road and storm water phase 3	MIG	RMLM		2,000,000.00	2,500,000.00	2,500,000.00-		-
12	Roads	Dinokana road and storm water Phase 2	MIG	RMLM		2,000,000.00	2,500,000.00	2,500,000.00-		-
11	Roads	Dinokana road and storm water Seferella section	MIG	RMLM		2,000,000.00	2,500,000.00	2,500,000.00-	-	
5	Electrification	Driefontein High Mast Light	MIG	RMLM		2,000,000.00	2,000,000.00-	2,000,000.00-	-	
	Landfill site	Fence Zeerust Land Fill Site	MIG	RMLM		4,000,000.00	2,000,000.00	2,000.000.00		
	INEP Project Electricity	Zeerust	INEP	RMLM			5,000,000.00	8,000,000.00		
	TOTAL					41,700,000	51,620,000	57,620,000		

Growth Economic Development Projects NMMDM

GROWTH AND ECONOMIC DEVELOPMENT PROJECTS

Key Performance Area	Key Performance Indicator	Budget
Sector Promotion	Rural Development projects and programmes	R 1 500 000.00
Sector Promotion	Tourism support Projects/ Programmes	R 500 000.00
Business Development	Registration of Cooperatives /Companies	R50 000.00
Total		R 2 050 000.00
Expanded public works Programme	Number of Jobs created through EPWP	R 2 140 000 (Grant)
Expanded public works Programme	Number of Jobs created through EPWP	R 2 000 000.00 EQ Share

WATER AND SANITATION PROJECT						
Project Title	EPWP Y/N	MIG Category (B,P or E)	Project Type (water, sanitation etc)	Total Project Cost	Registered MIG Funds	
LEEUFONTEIN WATER SUPPLY	Y	B	Water	R 33 986 411	R 33 986 411	
RIETVLEI WATER SUPPLY	Y	B	Water	R 4 305 504	R 4 305 504	
GROOT MARICO WATER SUPPLY	Y	B	Water	R 19 559 828	R 19 559 828	
RAMOTSHERE-MOILOA RURAL	Y	B	Sanitation	R 58 900 000	R 59 800 000	

SANITATION						
ZEERUST PHASE 2	WWTP	Y	B	Sanitation	R 162 787 784	R 162 787 784

District: Ramotshere Moiloa	Capture site project	<p>History of the ex-political activists who some of them were captured in our district on their way to exile.</p> <p>Jacob Zuma Statue erected in Zeerust</p> <p>Memorial wall in Gopane village in honour of Women who participated in opposition to the passport law.</p>	10 `million
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4IR/ICT Project/Programme Summary:

Project/ Programme Name	4IR Labs/Centres
Strategic Objective	Regional Economic Development
Local Municipality	Mahikeng, Ramotshere Moilwa, Ratlou, Ditsobotla and Tswaing Local Municipality
Significance	District Wide
Budget	60 million
Stakeholders	Mafikeng Digital Innovation Hub, TIA, DEDECT, Local Municipalities, and Office of the Premier
Status	<ul style="list-style-type: none"> ● MDIHub has raised 2.5 million toward a 4Ir Hub in Mahikeng Local Municipality – 2.5 Million still needed to establish the centre. ● Feasibility study has been carried out in other 4 other municipalities ● MDIHub still awaiting plans for Letlamoreng IT Centre as to facilitate the technology to be used and operational plan.
Project/ Programme Description	<p>Creating innovative services that have market impact is not a straightforward process and for communities and youth innovative enterprises (SMMEs/youth/Innovators/Makers), the innovation process can be even harder to accomplish due to lack of several aspects, such as resources, mentorship, technologies, working or collaborative spaces and coordinated activities. A 4IR Centre is a user-centred, open-innovation ecosystem, integrating concurrent research and innovation processes within a public-private-people partnership.</p> <p>The aim of the concept is to systematically apply user co-creation approach integrating research and innovation processes. These are integrated through the co-creation, exploration, experimentation and evaluation of innovative ideas, scenarios, concepts, and related technological artefacts in real life use cases.</p>

This approach allows all involved stakeholders to concurrently consider both the global performance of a product or service and its potential adoption by users. Some community members might not have all needed competencies, to carry out the innovation activities. 4IR Centre will be an important platform in supporting grassroots innovation, product development, provision of tech tools, information, resources, and a space for co creation to enhance local economic sectors, while creating new jobs opportunities and social - economic impact to the communities.

Each Municipality 4IR lab is designed to be a 4IR enabled open innovation platform with the aim to change and address the narrative of chosen local communities which is mostly unemployment, lack of resources and infrastructure, lack of coordinated activities, lack of opportunities, dependency on Government, alcohol and substance abuse, lack of future skills, while strengthen district model through empowering and developing people/communities to create new business pipelines, solve day to day community problems through the usage of technology – 4IR verticals, create innovative sustainable jobs, while contributing to the local innovation ecosystem.

To date Mafikeng Digital Innovation Hub, is in the process of opening the first 4IR Centre in Mahikeng Local Municipality.

Mahikeng 4IR centre project will be managed by Mafikeng digital innovation Hub with its main offices situated at 2696 James Watt crescent, Industrial Site, Mahikeng, while the lab will be situated at Mosiane view. The model used will be replicated to another 4 municipalities with more technologies and activities, hence the need for the grant of 25 Million.

The centres will include but not limited to programs/projects that focuses on addressing the identified local communities needs through providing environment for end-user involvement in robust programmes that will incorporate future skills development, development of new business pipelines and innovation support from prototyping to commercialization, through provision of; -

1. Smart Infrastructure - access to hot desking, co-working/creation space, technology labs (Makerspace),

Assembly point, Digital content lab (Photography & Videography), AI/VR-AR lab so as to build sustainable innovative entrepreneurship ecosystem

2. Innovation Management - Provision of Innovation Support Programme such as Devcamps, Hackathons, grassroots innovation and prototyping development facilities
3. Future Skills Development - offers skills development to enable creation of new business pipelining focused in the 4th Industrial Revolution.
4. Provision of 4IR/future technologies – Through different technologies hosted in the 4IR lab based on the economic drivers of the local municipalities such as 3D printers (Laser printer, Robotics, Coding lessons, AI/VR-AR lab, CNC, Vinyl cutter, SRM20, Gaming Desktops, Roland, Oman Chasis, Modix BIG 40, Heat 8 in 1 Combo, Mavic 2 Ent dual aircraft spotlight Night Vigil Raspberry PI4+ Kit, Electronics kit, Oculus Rift x2 /Quest 2, Lenovo Legion T5 Gaming Desktop, Tele presence systems Microsoft HoloLens, Computers/Laptops and software's.
5. Contribution to Local Economy: The projects will be led, managed and hosted by various institutions and be based on PPPP – (People-Public-Private-Partnership).

The outcomes of the provision of such advanced 4IR based lab will contribute to an innovation pipeline with innovations and inventions, product and services outputs that will definitely address community needs.

The end-users will be found across Mosiane View and all surrounding villages and townships and they will be engaged in various ways in the total process from need finding and idea-generation, hackathons, bootcamps, through concept-development and prototype/usability testing to service piloting. The NWPG -GITO, Northwest University, NIPMO, Microsoft, Ngaka Modiri Molema District Municipality, Mahikeng Local Municipality, Premiers Office, SEDA Branch and DEDECT will be the lab most important boosters in the creation of novel and valuable 4IR-services and products in several different economic drivers of the province: Agriculture, Tourism, Mining, Manufacturing, IT,

Energy and Water and Sanitation, Environment, Smart Cities, Security, Mobile services among others.

The overall purpose of centre is to support the innovation process for all involved stakeholders, from manufacturers to end-users, with special attention to SMMEs and a focus on potential users, by following key principles such as value creation, influence, sustainability, openness, and realism. The centre/lab will be set up to document, generate and experiment with ideas, concepts and/or prototypes of new products and services. The lab will be using real situations with real people who use prototypes or new version of products and/or services before they are formally inserted into the market or society, through the assistance of Mafikeng Digital innovation team.

1.1 The purpose of the Lab will be:

- Providing facilities and infrastructure in previously marginalised communities to encourage co-creation of technology solutions to address local challenges.
- Active participation of end user: Local Human Capital Development, (retain the innovation, youth and workforce in Ngaka Modiri Molema District, Northwest province),
- Attracting knowledge generation and opportunity exploration, through expertise and experience.
- Knowledge infrastructure and strengthen partnerships with institution of higher learning, industry and government.
- co-creating and improve innovative ideas, while investigating and creating new business opportunities.
- Real Life context: Operates in a real-life context, with real life changing solutions for social impact.
- Collaboration and interaction: User-centred, bottom-up approach where different users (academia, government, researcher, entrepreneur, etc.) collaborate to develop, design and test new ideas, technologies, products, and services, in partnership with SMMEs and communities.

- Create innovative companies that will create new jobs for the province,
- Create access to globalized market through internet and IT's entrance into peoples every-day activities.
- To build collaborative innovative platform for community that continually engage in sharing resources and transfer knowledge, to increase economic activities in the province, provide knowledge exchange, access to resources and higher skills development while building a network for "collaborative knowledge exchange and research activities.
- Enhancing innovation and technology transfer through structured support.
- Stimulate industry and government participation to increase their investment in technology, and innovation development.
- Technology diffusion, product development and the promotion of innovation and entrepreneurship.
- 4IR based Incubation programme and flagship programme.
- Provide Business services for both incumbents and the public.
- Innovation Management
- Future Skills Development - offers skills development to enable creation of new business pipelining focused in the 4th Industrial Revolution.
- Provision of 4IR/future technologies – Through different technologies hosted in the 4IR lab.

Project/ Programme Name	Broadband Connectivity
Strategic Objective	Regional Digital Economic Development & Integrated smart Places infrastructure
Local Municipality	Mahikeng, Ramotshere Moilwa, Ratlou, Ditsobotla and Tswaing Local Municipality
Significance	District Wide
Budget	89 Million
Stakeholders	Mafikeng Digital Innovation Hub, District and Local Municipalities, SA Connect project
Status	MDIHub completed a Feasibility study for Ramotshere Moilwa connectivity plan Other Local Municipalities will be next
Project Description	<p>The broadband network is a step towards bridging the digital divide and greater accessibility to government services while preparing for a connected district and pave a way to smart cities/places. It will allow the district to implement its smart district initiatives and facilitate ancillary projects such as e-learning, e-government and e-health, amongst others.</p> <p>Network of fibre linking 8 Core Nodes across the district with sites connected to the network across the district covering the 5 developmental corridors. The first study for Ramotshere Moilwa Local Municipality has been conducted by MDIHub. Every resident of the district has to have access to a broadband connection at a cost of 2.5% or less of the average monthly income. The project forms part of the district commitment to bridge the digital divide, especially in rural communities, and advance the digital economy. The participation of the private sector will also address the transformation of the sector by involving all relevant role players in the electronic network sector.</p> <p>President Cyril Ramaphosa has previously identified ‘universal internet’ as a priority for his government.</p> <p>“The increased role of digital platforms is expected to persist even beyond the pandemic, as more and more social, economic, governance and supply chain interactions move to the digital sphere,” he said in a conference in September 2021.</p> <p>Broadband will Empower the district cities in accordance with the National Land Transport Act (No. 5 of 2009), while</p>

strengthen and integration

“Enabling universal access to broadband should be the approach to the release of the spectrum and other digital technologies so that the development of the digital economy is inclusive and sustainable.” Hence it is Important to connect all 5 Municipalities. These will also assist in Invest in ICT infrastructure and future skills as well as development of smart infrastructure as a bridge between rural and urban areas