

2022-2027

Integrated Development Plan of the City of Matlosana

**Compiled in terms of
Local Government: Municipal Systems
Act, 2000 (Act 32 of 2000)**



2025/26 IDP AMENDMENTS

Integrated Development Plan is a process by which municipalities prepare a 5 – year strategic development plan, which is reviewed annually in consultation with communities and all relevant stakeholders. This development plan serves as the principal strategic instrument which guides all planning, investment, development – and implementation decisions, and coordinates programs and plans across sectors and spheres of government.

PROLOGUE

The process to develop the Integrated Development Plan for the period 2022 to 2027 is in line with Section 25 of the Local Government: Municipal Systems Act, 32 of 2000, as amended, [Hereafter referred to as the MSA], directs municipalities to adopt integrated development plans. The section states that;

- (1) 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—
 - (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
 - (b) aligns the resources and capacity of the municipality with the implementation of the plan;
 - (c) forms the policy framework and general basis on which annual budgets must be based;
 - (d) complies with the provisions of this Chapter; and
 - (e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The municipality's integrated development plan (IDP) is a participatory approach that calls for coordinated planning from all levels of government, including the community. Local municipalities and the district municipality approve the IDP process plans at the start of each fiscal year as guiding documents that detail the activities and deadlines that will take place throughout the year. It is an integrated procedure that deals with both forecast planning and the execution of budgeted projects. The IDP and budget consultation process takes about nine months to complete before they are finalized and adopted in Council each May. The municipality's budget adjustment is done in accordance with MFMA, section 28, and it's a procedure that allows municipalities to change the priorities listed in the IDP document in order to make sure that projects are implemented as planned.

We therefore extend an invitation to our stakeholders to review selected portions of this document and discover more about the procedures that were used to guarantee that the final product is a realistic document. This document, which summarizes plans for the City of Matlosana Local Municipality, is created in accordance with IDP guidance tools as well as applicable statutes. For more information on IDP planning please do not hesitate to contact our office at 018 487 8386.

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Table of contents

Content	Page
Chapter 1: Executive summary	
1.1 Geographic profile	5
1.2 Demographic profile	6 - 9
1.3 Economic profile	10 - 13
1.4 Executive Mayor Foreword	14 - 15
Chapter 2: IDP Process	
2.1 IDP process plan	16 - 22
Chapter 3: Situational analysis	
3.1 Ward based plans	23 - 128
Chapter 4: Institutional Analysis	
4.1 Directorate: Technical & Infrastructure	129 - 134
4.2 Directorate: Human Settlements	135 - 140
4.3 Directorate: Public Safety	141 - 143
4.4 Directorate: Community Development	144 - 147
4.5 Directorate: Local Economic Development	148 - 149
4.6 Directorate: Budget & Treasury	150 - 152
4.7 Directorate: Corporate Support	153 - 161
4.8 Office of the municipal manager	162 – 168
4.9 Institutional Framework (organogram)	169
Chapter 5: Vision, mission and Strategic objectives	
5.1 Vision	170
5.2 Mission	170
5.3 Strategic Objectives	171 - 172
5.4 Strategic Priorities	173
Chapter 6: Spatial Analysis	
6.1 Spatial Development Framework	174 - 175
Chapter 7: Developmental Analysis	
7.1 Service delivery & infrastructure development	176 – 180
Chapter 8: Local Economic Development	
8.1 Local economic development aims and priorities	181 - 210
Chapter 9: Operational strategies	
9.1 Disaster Management plans	211 - 212
9.2 Priorities of the NSP on GBVF integration	212 - 216
Chapter 10: Environmental Management	
10.1 Environmental Management	217 - 220

Chapter 11: Financial management	
11.1 Municipal financial viability & management	221 – 222
Chapter 12: Performance management	
12.1 Key performance indicators and performance targets	223
Chapter 13: Projects	
13.1 Infrastructure projects 2024/25 – 2027/28	224 - 243
13.2 IDP Unfunded Projects	244 - 251
13.3 Sector department projects	252 - 296
13.4 One Plan: District Development Model	297
ANNEXURES	298 - 299

CHAPTER 1: EXECUTIVE SUMMARY

1.1 GEOGRAPHIC PROFILE

The City of Matlosana is situated approximately 164 South West of Johannesburg, on the N12 highway and covers about 3 625km². It is one of Council's strategic objectives to promote forthcoming initiatives from the N12 Treasure Corridor, to ensure local economic development and industrialization for Klerksdorp.

The municipality was classified as a Category B Municipality by the Municipal Demarcation Board, in terms of section 4 of the Local Government Municipal Structures Act, 1998. The City of Matlosana is part of the Dr Kenneth Kaunda District Municipality in the North West province. It was called Klerksdorp Municipality and the name was officially changed to the City of Matlosana on the 1st of July 2005. The name Matlosana is said to mean "People helping each other to move from one area to the other".

The City of Matlosana includes Klerksdorp, Jouberton, Alabama, Orkney, Kanana, Stilfontein, Khuma, Tigane and Hartbeesfontein. The area has strong physical and socio-economic linkages and economic interactions with Gauteng, as well as other main towns like Potchefstroom,



Rustenburg, Welkom, Ventersdorp, Wolmaransstad and Ottosdal.

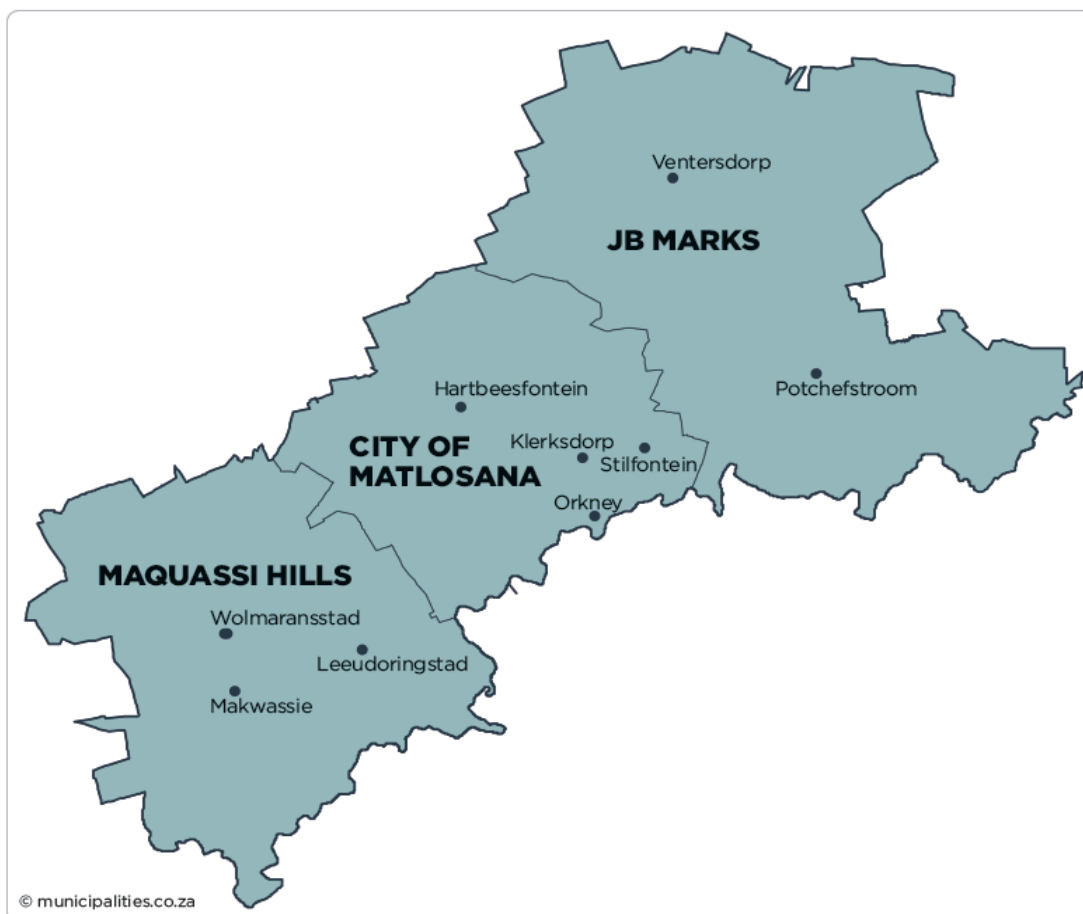


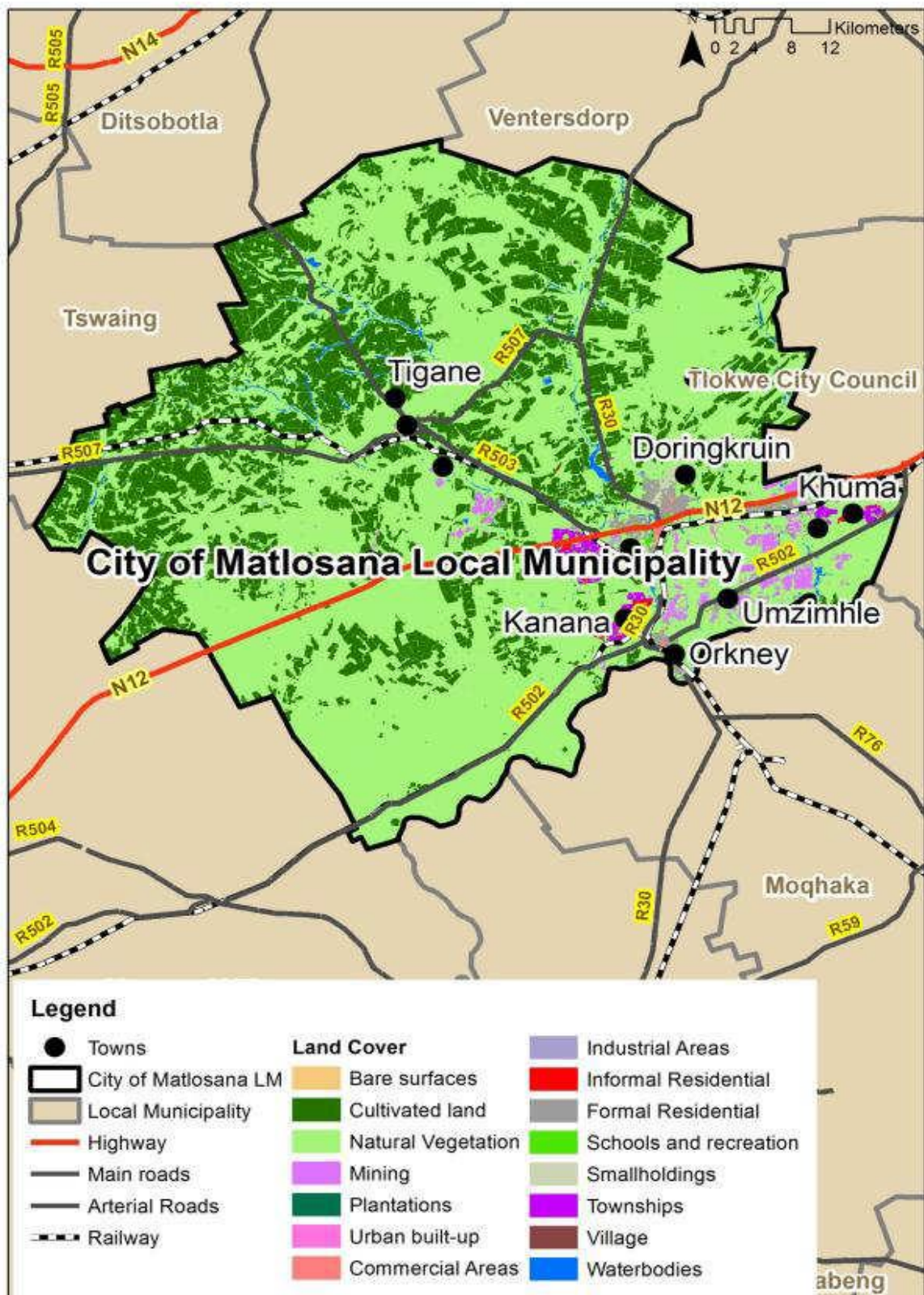
1.2 DEMOGRAPHIC PROFILE

"Demographics", or "population characteristics", consist of an analysis of the population of a region. Distributions of values in a demographic variable, and across households, in addition to trends over time are of interest. In this section, a synopsis is provided of the demography of the CoM and all its neighboring regions, Dr Kenneth Kaunda District Municipality, North-West Province and South Africa as a whole. Population statistics is vital when evaluating an economy, as the population growth directly and indirectly influences employment and unemployment, along with other economic indicators like economic growth and per capita income.

Municipal Boundary Map

This map delineates the official boundaries of the City of Matlosana (municipal code NW403), highlighting its position within the Dr Kenneth Kaunda District Municipality in the North West province. It also showcases major towns such as Klerksdorp, Orkney, Stilfontein, and Hartbeesfontein.





Population and Demographics (Census 2022 statistics)

- **Total Population:** 431,231 (2022), up from 398,676 in 2011, indicating a growth of approximately 8.2% over 11 years.
- **Gender Distribution:** Males: 209,074; Females: 222,157.
- **Age Distribution:**
 - 0–14 years: 114,468 (26.5%)
 - 15–64 years: 288,046 (66.8%)
 - 65+ years: 28,707 (6.7%)
- **Population Groups:**
 - Black African: 363,560 (84.3%)
 - White: 54,154 (12.6%)
 - Coloured: 12,581 (2.9%)
 - Asian: 258 (0.06%)
 - Other: 632 (0.1%)

Interpretation: The municipality has experienced moderate population growth, with a relatively young population, as over a quarter are under 15 years old. The majority of residents are Black African, reflecting the broader demographic trends of the region.

Housing and Living Conditions

- **Home Ownership:** 58.3% of households own their homes outright or are paying them off.
- **Female-Headed Households:** 37.6% of households are headed by women.
- **Access to Services:**
 - Water: 96.2% have access to water
 - Electricity: 96.3% have access to electricity
 - Sanitation: 95.7% have access to flush or chemical toilets
 - Refuse Removal: 94.1% receive refuse disposal services

Interpretation: The majority of households have access to basic services, indicating a relatively high level of infrastructure development in the municipality. However, the presence of households without access to electricity and sanitation highlights areas needing improvement.

Employment and Income

- **Employment Rate:** 40.4% of the working-age population is employed.
- **Average Annual Household Income:** Approximately R29,400.

Interpretation: The employment rate suggests that a significant portion of the population is employed, but the average household income indicates that many households may still be experiencing financial constraints.

Education

- **Educational Attainment:**
 - 69.9% have completed Grade 9 or higher.
 - 40.6% have completed Matric or higher

Interpretation: While a majority have achieved basic education levels, less than half have completed Matric, which may impact employment opportunities and economic development in the area.

Geographic and Economic Context

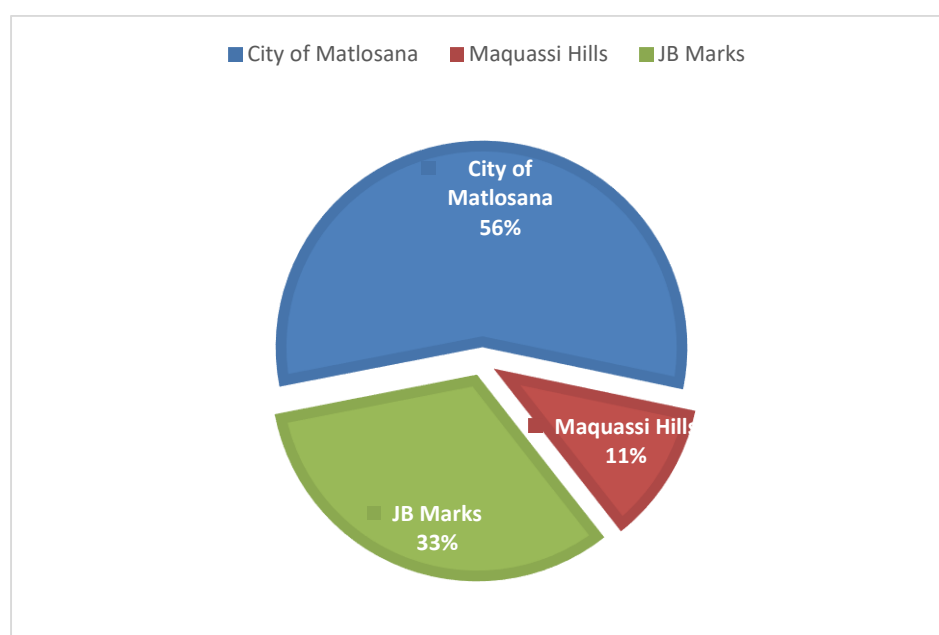
- **Area:** Approximately 3,561 km².
- **Main Towns:** Klerksdorp (municipal seat), Orkney, Stilfontein, Hartbeesfontein.
- **Economic Sectors:** Mining, agriculture, manufacturing, services, construction, and transport

Interpretation: The municipality's economy is diverse, with mining and agriculture playing significant roles. The presence of multiple towns suggests a spread of economic activities across the region.

Summary

The City of Matlosana Local Municipality exhibits a growing and youthful population with relatively good access to basic services. However, economic challenges, educational attainment levels, and financial management issues present obstacles to development. Strategic interventions focusing on education, employment, and governance reforms are essential to enhance the municipality's socio-economic status.

Chart 1.1: Total population of Dr KKDM



Source: IHS Markit Regional data (2022)

Table 1.1 below outlines population projections and illustrate the position of the CoM in terms of district, provincial and national projections. The CoM accommodated 0.8% of South Africa's total population in 2017 with 425 000 people. Weigh against Dr Kenneth Kaunda's average yearly growth rate of 1.48%, the growth rate in City of Matlosana 's population at 1.11% was marginally lower than that of the district municipality.

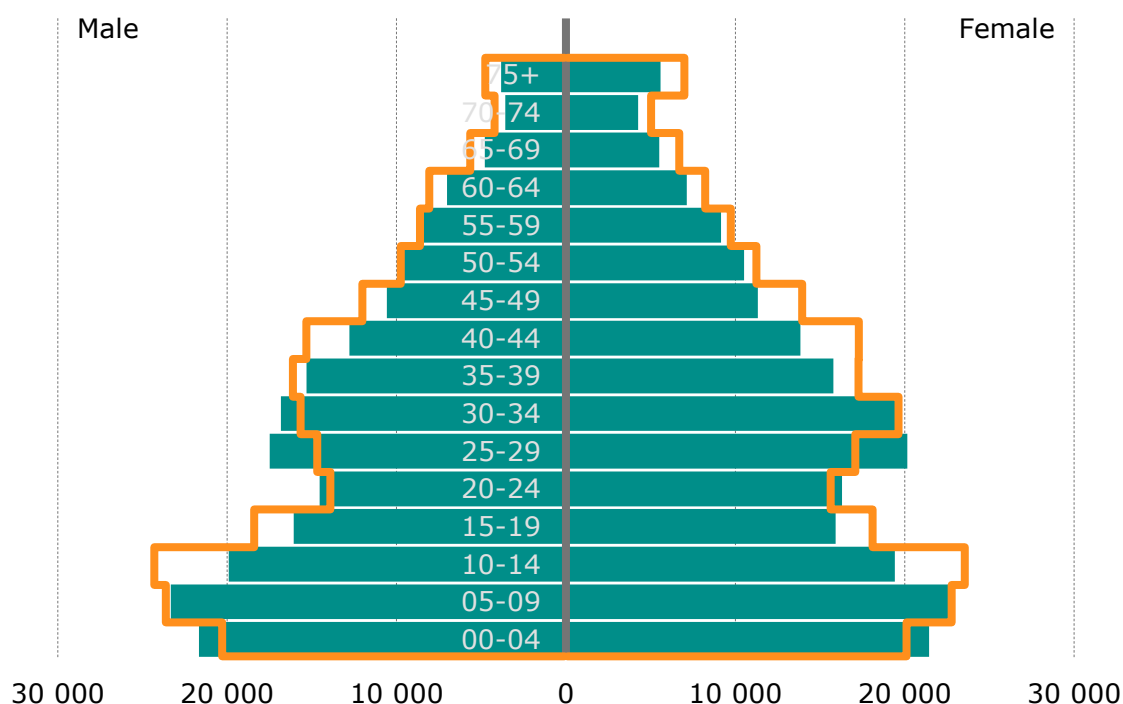
Table 1.1: Population projections: CoM, Dr Kenneth Kaunda District Municipality, North-West province and national totals (2017-2022)

	City of Matlosana	Dr Kenneth Kaunda	North-West	National Total	City of Matlosana as % of district municipality	City of Matlosana as % of province	City of Matlosana as % of national
2017	425,000	755,000	3,850,000	56,500,000	56.3%	11.1%	0.75%
2018	430,000	765,000	3,900,000	57,400,000	56.2%	11.0%	0.75%
2019	435,000	775,000	3,960,000	58,100,000	56.1%	11.0%	0.75%
2020	440,000	785,000	4,010,000	58,900,000	56.0%	11.0%	0.75%
2021	444,000	794,000	4,060,000	59,600,000	56.0%	10.9%	0.74%
2022	449,000	803,000	4,110,000	60,400,000	55.9%	10.9%	0.74%
Average annual population growth							
2017-2022	1.08%	1.23%	1.32%	1.32%			

Source: IHS Markit Regional data (2022)

The population prediction of CoM displays a projected average annual growth rate of 1.1% between 2017 and 2022. The average yearly growth rate in the population over the projection period for Dr Kenneth Kaunda District Municipality, North-West Province and South Africa is 1.2%, 1.3% and 1.3% correspondingly. The North-West Province is expected to have an average growth rate of 1.3% which is very comparable to that of the CoM. South Africa as an aggregate is estimated to have an average twelve-monthly growth rate of 1.3% which is very like that of the CoM's projected growth rate.

Chart 1.2: Population pyramid of the CoM (2017-2023)

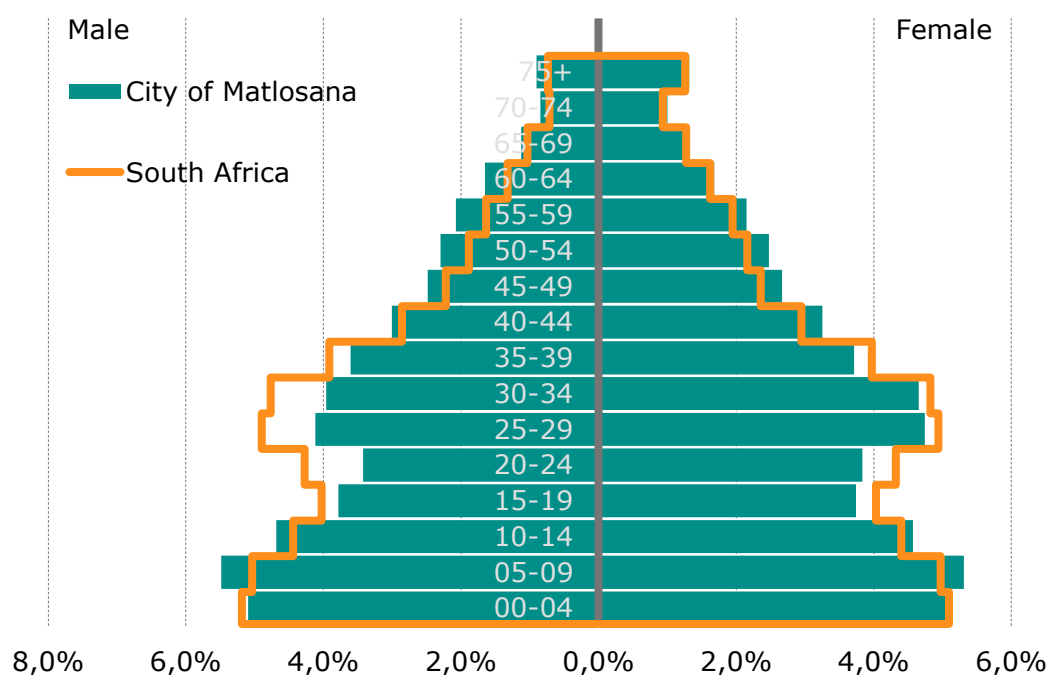


The population pyramid suggests a projected change in the formation of the population from 2017 and 2023. The differences can be clarified as follows:

- In 2017, there was a considerably larger share of young working age people between 20 and 34 (24.7%), compared to what was estimated for 2023 (21.5%). This age category of young working age population will decline over time.
- The fertility rate in 2023 is estimated to be slightly higher compared to that faced in 2017.
- The segment of children between the ages of 0 to 14 years is anticipated to be slightly smaller (30.0%) in 2023 when matched to 2017 (30.2%).

With the African population group representative of 82.6% of the CoM's overall population, the inclusive population pyramid for the area will habitually reflect that of the African population group. The chart below parallels the CoM's population structure of 2017 to that of the rest of South Africa.

Chart 1.3: Population pyramid of the CoM in comparison with South Africa



Source: IHS Markit Regional Data (2023)

By assessing the population pyramid of the CoM with the nationwide age structure, the most noteworthy differences are:

- There is a substantial smaller segment of young working age people - aged 20 to 34 (24.7%) - in the CoM, equalled to the national representation (28.0%).
- The area appears to be a migrant sending area, with numerous people migrating to bigger cities for job opportunities.
- Fertility in the CoM is to some extent higher compared to South Africa as an aggregate.
- Spatial policies reformed since the birth of democracy in 1994.
- The segment of children between the ages of 0 to 14 years is considerably larger (30.2%) in the CoM related to South Africa (29.1%). The request for expenses on schooling as a percentage of the total budget in the CoM will thus be higher than that of South Africa.

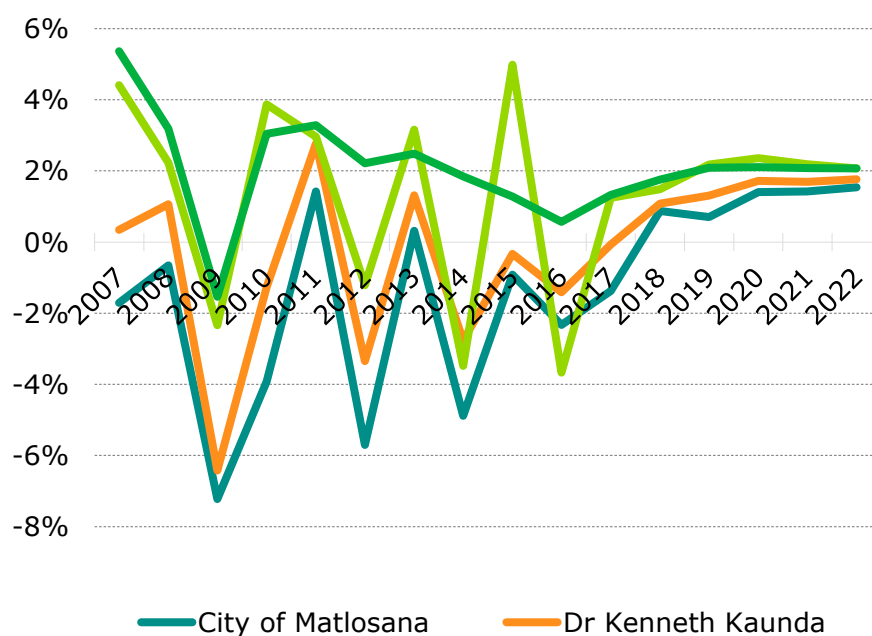
1.3 Economic profile

The economic status of the CoM is assessed by comparing it on a spatial degree with its neighbouring locals, Dr Kenneth Kaunda District Municipality, North-West Province and South Africa.

The CoM does not function in isolation from Dr Kenneth Kaunda, North-West Province, South Africa and it is vital to have dependable information on its economy for efficient planning through their Integrated Development Plan. Information is required that will enable the municipality to plan and implement policies that will boost economic growth of the people and industries in the municipality correspondingly.

The CoM grew at an average annual rate of 1.19% from 2017 to 2023. The average annual growth rate in the GDP of Dr Kenneth Kaunda District Municipality and North-West Province is 1.51% and 2.06% correspondingly. South Africa was predicted to grow at an average yearly growth rate of 2.02%, which is greater than that of the CoM.

Chart 1.4: Gross Domestic Product (GDP): CoM, Dr Kenneth Kaunda, North-West and national totals (2007-2023)



Source: IHS Markit Regional Data (2023)

In 2023, CoM's estimated GDP will be a projected R 21 billion (constant 2010 prices) or 54.2% of the total GDP of Dr Kenneth Kaunda District Municipality. The City rated the lowest evaluated against other regional economies.

1.2.3.1 Economically Active Population (EAP)

The economically active population (EAP) is a good indicator of how many of the overall working age population are contributing to the labour market of a region. If an individual is economically active, he or she forms part of the labour force.

The CoM's EAP was 151 000 in 2017, which is 35.59% of its total population of 425 000, and approximately 57.68% of the aggregate EAP of the Dr Kenneth Kaunda District Municipality. From 2007 to 2017, the average annual reduction in the EAP in the CoM was -0.39%, which is 0.545 percentage points less than the growth in the EAP of Dr Kenneth Kaunda's for the equivalent period. This is mainly due to the closing of the mines in the area.

STATISTICAL INFORMATION RECEIVED FROM STATS SA

Census 2022: Age Group

Name	Male	Male (%)	Female	Female (%)
85+	598	0,10%	1 217	0,30%
80-84	1 148	0,30%	1 617	0,40%
75-79	1 931	0,40%	2 943	0,70%
70-74	3 324	0,80%	4 395	1,00%
65-69	5 252	1,20%	6 282	1,50%
60-64	7 321	1,70%	9 239	2,10%
55-59	8 760	2,00%	11 067	2,60%
50-54	9 465	2,20%	11 205	2,60%
45-49	11 308	2,60%	12 467	2,90%
40-44	14 483	3,40%	15 167	3,50%
35-39	17 175	4,00%	17 867	4,10%

30-34	17 430	4,00%	18 784	4,40%
25-29	17 220	4,00%	17 913	4,20%
20-24	18 589	4,30%	17 740	4,10%
15-19	17 779	4,10%	17 067	4,00%
14-Oct	19 220	4,50%	19 165	4,40%
09-May	17 585	4,10%	17 685	4,10%
0-4	20 478	4,70%	20 335	4,70%

Census 2022: Highest level of Education

Name	Frequency	%
No Schooling	14 991	5,70%
Some Primary	20 261	7,70%
Completed Primary	9 544	3,60%
Some Secondary	93 541	35,50%
Grade 12/Std10	98 103	37,30%
Higher Education	24 801	9,40%
Other	1 987	0,80%

Census 2022: Type of main dwelling

Name	Frequency	%
Formal dwelling	117 014	91,20%
Traditional dwelling	392	0,30%
Informal dwelling	10 451	8,10%
Other	501	0,40%

Cencus 2022: Refuse Disposal

Name	Frequency	%
Removed by local authority at least once a week	110 911	86,40%
Removed by local authority less often	2 706	2,10%
Communal refuse dump	536	0,40%
Communal container/central collection point	2 295	1,80%
Own refuse dump	6 959	5,40%
No Rubbish Disposal	4 629	3,60%
Other	322	0,30%

1.4 EXECUTIVE MAYOR'S FOREWORD

The 2022 – 2027 Integrated Development Plan of the City of Matlosana is a product of broad consultation amongst key community stakeholders with a view to turning ours into a municipality that addresses the developmental needs and mandate of our residents. It is testimony to our commitment to ensuring a sustainable city for our future generations based on service delivery, infrastructure-led growth, unlocking investment and creating an enabling environment for business to flourish and job creation to occur. This will earn us the reputation of being one of the best run municipalities in the North West Province and the country at large.

The IDP is the strategic driver for our budget and performance management system to ensure the acceleration of service delivery to the communities we serve. The community participation in the drafting of this IDP will go a long way in ensuring that it is a living document owned by the people. In this way, civil society can measure Matlosana against targets that are based on agreed strategic IDP programmes. The IDP is aligned to National and Provincial strategic action plans and policies, including the Back to Basics programme initiated by the Department of Co-operative Government and Traditional Affairs. This programme focuses on ensuring better service delivery, prudent management of public funds, economic use of financial and nonfinancial resources and good governance.

A) Vision

Every one of our residents and strategic partners should be taken on board regarding the vision for the City of Matlosana so that internally and externally people should internalise; live and give meaning to where we all want to see Matlosana in the next 45 years. Our new vision is balanced by fundamentals and milestones which will be our compass as to whether we are still on path to our planned destination. In the past administration, our vision was crafted around a long-term plan called Matlosana Action Plan 2067 or MAP2067 which was a work in progress until a final document is produced. As a new administration we intend taking forward this strategic plan in the coming five-year period.

B) Key Policy Developments

The Municipality continues to make substantial infrastructure investments to build an environment conducive for business to get about their daily operations and to plan for the future. This report will show that our investor-friendly policies and connection with business will yield over time the results we aspire for as our local economy will expand despite global economic whirlwinds that face similar and bigger local economies.

We also adopted an aggressive approach to empower and skill our staff in order to limit reliance on outsourcing as far as possible. We will also be implementing total wellness and morale boosting campaigns for our staff members to accelerate quality service delivery to the residents of Matlosana.

C) Key Service Delivery improvements

The strategic plan will show that the municipality has continued to implement its Municipal Strategy in a manner that builds confidence of Matlosana Citizens. The people of the City of Matlosana correctly so, expect the municipality to be well managed and to be accountable for the prudent stewardship of public funds, the safeguarding of public assets, and the effective, efficient and economical use of public

resources. Our strategy will show how we are going to manage and mitigate risks; make improvements in our ICT infrastructure; better municipal financial management which will all culminate in us receiving a successive Unqualified Audit Opinion from the Auditor-General and satisfaction from our own residents for value-for-money services.

D) Public Participation

In its preamble, the Freedom Charter (1955) cautions us that *“no government can justly claim authority unless it is based on the will of the people.”* The Charter being the blueprint upon which our democratic future is established, our municipality ensures that public participation remains the hallmark of all government work.

We intend strengthening our ward committees during this new term to give practical meaning to this injunction of the Freedom Charter. Secondly plans are afoot to bring on board support staff to assist both the Ward Councillors and Ward Committees. It will also show that the municipality has not lost the connection with communities in relation to projects it implements in their name.

E) Agreements and partnerships

We will also revise our organizational structure to ensure that it is responsive to the new imperatives of national and provincial executive that are in line with the evolving global economies to give new impetus to service delivery. In the year under review, we encourage procurement by public, private sector and mines to City of Matlosana-based business entities in order to boost our local economy.

We also will be looking at formalising our sectoral partnerships with all the organized formations so as to better relate and have clear terms of engagements with managed expectations from each other. This report will show how we are working in collaboration with government departments and private business in the provision of services to our communities.

F) Conclusion

The central message of our work remains that we are single-minded and willing to forge ahead with building a better city, while conforming to all and sundry that the City of Matlosana we live in today will be much better going forward. It is only through working together that we can build a better Matlosana for all its residents and a destination of choice for investors.



Councillor FC Mahlope

Executive Mayor, City of Matlosana

CHAPTER 2: IDP PROCESS

2.1. INTRODUCTION

In order to fulfil its obligations in terms of the requirements of Chapter 5 of the Municipal Systems Act, 2000 (Act 32 of 2000) the City of Matlosana adopted the following processes for the planning, drafting, adoption and review of the Integrated Development Plan.

- * Organisational structure in order to effectively manage the drafting of outputs and to provide effected parties access to contribute to the decision making process.
- * Distribution of roles and responsibilities of all role players in the process.
- * Mechanisms and procedures for public participation.
- * Action programme with timeframes and resources.
- * Mechanisms and procedures for alignment
- * Legally binding planning requirements and other policies.
- * Budget for the planning process.

2.2 COMPOSITION:

- * IDP Steering Committee:

The steering committee should be a technical working team of dedicated heads of departments and senior officials who support the IDP Co-ordinator to ensure a smooth planning process. The IDP Co-ordinator is responsible for the process, but will often delegate functions to members of the steering committee. In municipalities where relevant portfolio councillors wish to be part of the IDP steering committee, they should be included.

Composition of IDP Steering Committee

- Chairperson - Municipal Manager (or IDP Co-ordinator)
- Secretariat - Official of municipality
- Members - Strategic Executives of the respective departments /sectors; and/or
- Senior officials of municipality and/or provincial departments.

- * IDP Representative Forum:

The IDP Representative Forum is the structure which institutionalises and guarantees representative participation in the IDP process. The selection of members to the IDP representative forum has to be based on criteria which ensure geographical and social representation.

Chaired by:

- A Member of the Executive Committee or the Executive Mayor or a member of the Committee of Appointed Councillors

Secretariat:

- IDP Steering Committee

Composition:

- Members of the Executive Committee
- Councillors (including Councillors who are members of the District Council and relevant portfolio Councillors)

- Traditional Leaders
- Ward Committee Chairperson
- Heads of Departments / Senior officials
- Stakeholder representatives of organised groups
- Advocates for unorganised groups
- Resource persons
- Community Representative

2.3 TERMS OF REFERENCE:

* IDP Steering Committee:

- Provides terms of reference for the various planning activities
- Commission research studies
- Considers and comments on:
 - Inputs from sub-committee/s, study teams and consultants
 - Inputs from provincial sector departments and support providers
- Processes, summaries and documents outputs
- Makes content recommendations
- Prepares, facilitates and documents meetings
- Secretariat for IDP Representative Forum

* IDP Representative Forum:

- Represent the interests of their constituents in the IDP process
- Provide an organisational mechanism for discussion, negotiation and decision-making between stakeholders
- Ensure communication between all the stakeholders representatives
- Ensure the annual business plans and budget are linked to and based on the IDP process.
- Monitor the performance of the planning and implementation process.

* Ward Committees:

- To represent interests and contribute knowledge and ideas in the planning process by:
 - Inform interest group, communities and organisations on relevant planning activities and their outcomes.
 - Analyse issues, determine priorities, negotiate and reach consensus.
 - Participate in the designing of project proposals and/or assess them
 - Discuss and comment on the draft IDP
 - Ensure that annual business plans and budgets are based on and linked to the IDP
 - Monitor performance in implementation of the IDP
 - Conducting meetings or workshops with groups, communities or organisations to prepare for and follow-up on relevant planning activities.

2.4. DISTRIBUTION OF ROLES AND RESPONSIBILITIES:

Municipal Council/Executive Mayor:

- * Prepare, decide on and adopt a Process Plan.

- * Undertake the overall management and co-ordination of the planning process, which includes ensuring that:
 - All relevant actors are appropriately involved.
 - Appropriate mechanisms and procedures for public consultation and participation are applied.
 - ❖ Planning process is related to the real burning issues in the municipality, that it is a strategic and implementation-orientated process.
 - The sector planning requirements are satisfied.
- * Adopt and approve the IDP
- * Adjust the IDP in accordance with the MEC for Local Government's proposal.
- * Ensure that the annual business plans; budget and land use management decisions are linked to and based on the IDP.

Ward Councillors:

Ward Councillors are the major link between the municipal government and the residents. As such, their roles are to:

- * Link the planning process to their constituencies and/or wards.
- * Be responsible for organising public consultation and participation.
- * Ensure the annual business plans and municipal budget are linked to and based on the IDP
- Ensure the IDP is linked with provincial and national department's budget.

Municipal Manager:

The Municipal Manager has to manage and co-ordinate the IDP process. This includes to:

- * Prepare the Process Plan.
- * Undertake the overall management and co-ordination of the planning process.
- * Ensure that all relevant actors are appropriately involved.
- * Nominate persons in charge of different roles.
- * Is responsible for the day-to-day management of the drafting process.
- * Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector-planning requirements.
- * Respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council.
- * Ensure proper documentation of the results of the planning of the IDP document.
- * Adjust the IDP in accordance with the MEC for Local Government's proposals.

Strategic Executives of the respective Departments

As the persons in charge for implementing IDP's the technical/sectional officers have to be fully involved in the planning process to:

- * Provide relevant technical, sector and financial information for analysis for determining priority issues.
- * Contribute technical expertise in the consideration and finalisation of strategies and identification of projects.
- * Provide departmental operational and capital budgetary information.
- * Is responsible for the preparation of project proposals, the integration of projects and sector programmes.
- * Is responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government of alignment.

Support Providers/ Planning Professionals:

External service providers will be engaged to when necessary to:

- * Providing methodological/technical guidance to the IDP process
- * Facilitation of planning workshops
- * Documentation of outcomes of planning activities
- * Special studies or other product related contributions
- * Support to organised and unorganised groups and communities to more effectively engage in and contribute to the planning process.
- * Ensure the IDP is aligned with provincial and national department's budget.

Residents, Communities and Stakeholders (Civil Society):

To represent interests and contribute knowledge and ideas in the planning process by:

- * Participating in the IDP Representative Forum to:
 - Inform interest groups, communities and organisations, on relevant planning activities and their outcomes
 - Analyse issues, determine priorities, negotiate and reach consensus
 - Participate in the designing of project proposals and/or assess them
 - Discuss and comment on the draft IDP
 - Ensure that annual business plans and budgets are based on and linked to the IDP
 - Monitor performance in implementation of the IDP.
- * Conduct meetings or workshops with groups, communities or organisations to prepare for and follow-up on relevant planning activities.

2.5. MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION:

Process:

- * Compilation of a database of all relevant community and stakeholder organisations.
- * Informing communities and stakeholders:
- Communities and stakeholders must be informed of the municipality's intention to embark on the Integrated Development Planning process.
 - Organised and unorganised social groups will be invited to participate in the IDP Process.

Mechanisms:

- * Ward Committees:
Councillors have to inform people within their wards by means of public ward level meetings.
- * Media
-Dikgang tsa Matlosana Newspaper/ Advertisement in local newspapers/ Notice at prominent locations e.g. pay points

Awareness Campaign

- Direct Mail E.g. Leaflets with Service Bills
- Ward Meetings through Ward Councillors
- Distribution of pamphlets and Posters to Ward Committee
- Radio Announcements / Newspapers Advertisements

2.6 PUBLIC PARTICIPATION

Venue for Public Participation

The venue for the IDP Representative Forum will be at the offices of the City of Matlosana. An assessment will be made to verify the availability of the facilities and bookings will be made in advance.

Time Arrangements for Participation

Arrangements will be made to schedule the workshops at times, which will suit the majority of the participants.

Transport Arrangements

Members of the IDP Representative Forum will be liable for their own transport costs to the respective workshops.

Arrangements for Report Backs by Representatives

Representatives will be encouraged to report back to their organisations after every session. The effectiveness of these report backs will be assessed by feedback from these organisations. A period of 2 weeks will be allowed for feedback.

Stakeholders Comment on the Draft Document

The participation programme will make sufficient allowance for stakeholders to comment on documentation before finalisation by the IDP Steering Committee.

Council Meeting for Approval

Council meetings for the approval of the IDP will be open to the public.

Availability of the IDP Document to all Stakeholders

Copies of the final IDP document will be available to all stakeholders and communities.

Action Programme

The action programme for the City of Matlosana is reflected in the diagram **Annexure A**.

In summary, the respective time – frames are as follows:

Phase I: Analysis	-	Completed end September
Phase II: Strategies	-	Completed end October
Phase III: Projects	-	Completed end December
Phase IV: Integration	-	Completed end January
Phase V: Approval	-	Completed draft IDP by end March 2025

2.7. MECHANISMS FOR ALIGNMENT:

The principle, which is followed with alignment, is that issues that have a direct impact on the individual and where sector departments have structures in local municipalities' area of jurisdiction, alignment be dealt with by Local Municipalities.

Alignment of issues that are of importance to the District as a whole will take place at District Municipality level. At District Municipality level, the co-ordinating committee should undertake alignment with sector departments. A contact person should be identified for each sector department from the priority issues. The information required will be communicated to the contact person in the sector department and a meeting should be convened to discuss the issue.

Phase	Alignment Activity
1	Information on priority issues
2	Joint decision on Localised guidelines
3	Technical inputs to project planner
4	Sectoral programmes under responsibility of provincial and national sector departments
5	Submission of draft IDP Comments on draft IDP

Mechanisms and Procedures for alignment

In order to ensure effective alignment between City of Matlosana, and other spheres, it will be important to agree with the respective stakeholders on the mechanisms and procedures to be followed.

In view of the intensive process, which needs to be followed by the respective Municipalities, the objectives of the alignment process need to be focused and specific. Provision should be made, for the establishment of an IDP Coordinating Committee.

The IDP Coordinating Committee will meet during the respective phases of the IDP process, with the purpose to align the respective processes vertically and horizontally from the outset. The IDP Coordinating Committee meetings will not be as frequent as the IDP Steering meetings, with the majority of communication on a bilateral basis (telephone, fax, e – mail, etc.).

Phase	Timing Weeks	Alignment Activity	Local Municipality / District Municipality	Local Government/ Other Spheres
1	Week 6 (Mid Sept.)	1. Information on priority issues to SDM	X	
2	Week 9 (Beginning October)	2. Joint decision on Localized Guidelines	X	X
	Week 13 & 14	3. District level strategy workshops	X	X
3	Week 22 – 24 (January)	4. Technical Inputs to project Planning		X
4	Week 26 & 27 (End February)	5. Sector programmes under responsibility of Provincial /National Sector Departments		X
5	Week 29 (March)	6. Submission of draft IDP	X	X
	Week 30 (March)	7. Comment on draft IDP	X	X
	Week 32 (March)	8. Compiling District Level summary of Local IDP's		

Legally Binding Planning Requirements and Other Policies:

The following relevant binding national and provincial legislation as well as other policies, programmes and strategies will be considered in the IDP process.

*	The Constitution of the RSA (Act 108 of 1996)	Protect basic human rights
*	Municipal Systems Act (Act 32 of 2000)	Defines integrated development planning as one of the core functions of a municipality
*	Municipal Structures Act (Act 117 of 1998)	Provide District Municipalities with a role to support municipalities with IDP's
*	National Land Transport Bill	Integrated Transport Plan
*	Water Services Act (Act 108 of 1997)	Water Service Development Plan
*	Development Facilitation Act (Act 87 of 1995)	Chapter 1 principles
*	Land Use Bill (30 March 2001)	Spatial Development Framework as part of IDP Land Management
*	National Environment Management Act (Act 107 of 1998) (NEMA)	Environmental principles
*	Environmental Conservation Act (Act 73 of 1989)	Environmental Impact on envisaged development
*	Housing Act (Act 107 of 1997)	National Housing Policy
*	Provision of Land and Assistance Act (Act 126 of 1993)	Make available private or state land to poor people
*	Upgrading of Land Tenure Rights (Act 112 of 1991)	Upgrading of less secure tenure rights
*	Extension of Security of Tenure Act (Act 62 of 1997) (ESTA)	Tenure rights of people living on land owned by other people
*	Land Reform (Labour Tenants) (Act 3 of 1996)	Securing tenure of labour tenants
*	Restitution of Land Rights (Act 22 of 1994)	Restitution of rights in land to people or communities that were dispossessed of such rights
*	National Veld and Forest Fire Act (Act 101 of 1998)	Prevent and combat veld fires
*	Municipal Financial Management Act	

Policies:

- * The Municipal Infrastructure Grant ("MIG")
- * The Policy on "Managing the Water Quality Effects of Settlements"
- * Agricultural Support Policies; Land Care and the land Redistribution for Agricultural
- * Developmental Strategy ("LRAD")
- * Rural Development Frameworks and Policies
- * Local Economic Development
- * Integration of Land Reform and Spatial Planning into the Integrated Planning Process.

CHAPTER 3: SITUATIONAL ANALYSIS

3.1 WARD BASED PLANS 2022/2027

Public participation in South Africa is important, as it is the backbone of the democratic state that was introduced by the 1994 democratic elections. Public participation is essentially a process that engages communities from the planning phase to the implementation and evaluation phases of a particular activity or project. Public participation has become a key aspect of South African planning and is a recurring theme in several legislative and theoretical documents. Public participation is a principle that is accepted throughout all spheres of government. It is important because it is the only method whereby government can gain a sense of the needs and aspirations of the various communities.

With specific reference to municipalities, public participation is enhanced through the establishment of ward based planning. The City of Matlosana ward based planning process has not only been an opportunity for households and communities to contribute to the integrated development plan (IDP), it has also provided them with access to information. This is the first step towards re-skilling people to participate in the knowledge economy. The ward based planning process provides a link between municipal level planning and delivery and activities at ward level. City of Matlosana's ward based planning process is the vehicle for entrenching participation in the IDP in order to maximise co-ordination and synergy between priorities and municipal programs.

Community Based Planning (CBP) was adopted in 2009 by the Department of Co-operative Governance and Traditional Affairs (DCOGTA). This methodology is aimed at enable local government to deepen democracy by allowing citizens to be active participants in their own development. It was also to enable communities to participate in the Integrated Development Planning Process (IDP) and its related budgeting processes so that their priority developmental needs would be taken on board. Potentially therefore, an effective CBP machinery is one of the mechanisms that can advance the goals of developmental local government.

Community based planning requires that the municipality should have a conceptualised plan which all stakeholders should be informed of. The process of developing the ward plan is very much similar and related to the IDP planning process. The community plan also goes through the phase of identifying challenges, formulating a vision, mission and strategies to deal with the challenges, identifying projects to implement, integrating the projects with other social and economic goals of on-going development processes and finally, getting the plan approved.

The above phase was followed by the municipality in developing their ward based plans which then later on informed the final IDP. Each ward in the City of Matlosana prepared a ward based plan that reflects their priority projects required.



City of Matlosana Local Municipality

WARD: 01 COUNCILLOR

CLLR: G.P. MQIKELA

Mobile: +27 71 153 4785

gabrielmqikela@gmail.com

06 January 2025

Ward 1

Ward councillor : G Mqikela

1. ELECTRICAL DEPARTMENT

- Electrification of extension 7 & 8
- Maintenance of high mast lights
- Maintenance of streets lights of Hartbeesfontein and R503 main entrance street lights

2. CIVIL ENGINEERING ROADS, STORM-WATER AND LANDFILLS SITES

- Maintenance of v-drains and storm water channels
- Paving of streets Ext 4: Ashlye Kriel, Sibusiso Zondo, Fidel Castro, Tsietshi Mashinini, Duma Nokwe, Ken Sarowiwa, Anton Lembede, martin luther king, James Mpanza, Toiva Ja Toiva, Clements Bessie Coleman, Sol Paatjie, John Dube, Alfred Nzo,
- Paving of streets Ext 5: Ma-Africa Street, Impumelelo Street, Sigobile Street, Letlhabile Street, Nkululeko Street, Ibuyile Street & Boitekong Street
- Paving of streets Ext 6: Thuthukani Street, Sunrise Street, Thandolomhle Street, Blade Nzimande Street, Joshua Nkomo Street, Desmond Tutu Street, Evergreen Street, Nkadameng Street, Impilisweni Street, Lumumba Street, Modise Street, Braamfisher Street, Brothers Street, Jabulani Street, Small Street, Sunset Street, Heroes Street, Vision Street, Slovo Street, Cradock Street, West Street, Moonlight Street, Nyakallong Street, Phomolong Street & Nelson Mandela Street
- Paving of streets new township development (Ext 7 & 8): They must be gradually maintained with grading

NB:

Considering that Tigane is on top of the hill, most of the streets are controlling water, they gets easily affected by soil erosion, the above mentioned streets to be given attention and prioritized

3. PUBLIC SAFETY

- Install humps at Kagisong Street, Steve Biko Street, Fabio Riberio Street. Robert Sobukwe Street

4. CIVIL ENGINEERING: WATER

- Continuous maintenance of water pump stations and reservoirs
- Maintenance of water meter's leakages
- Constructing of water reservoir that can contain Ext 5, 6, 7 & 8

5. CIVIL ENGINEERING: SEWER

- Continuous maintenance of sewer lines in Ext 5, behind Ma-Afrika street
- Installation of sewer main-hall

6. COMMUNITY SERVICES: PARKS AND RECREATION

- Continuous maintenance of all parks & cutting of trees
- Upgrade Fabio Reberio Park – North West portion
- Community hall next to swimming pool

7. COMMUNITY SERVICES – CLEANING

- Big refuse bins to curb illegal dumps / dump bins allocation household (Ext 4, 5 & 6)
- Fencing of grave yard in Ext 8 and gradual cleaning of grave yards
- Identification of the new grave yard
- Gradual maintenance of hartbeesfontein landfill site

8. HOUSING SERVICES

- Unblock blocked projects Ext 4
- Registration of Ext 5 households for billing purposes (finance department)
- Residential permits for new township development (Ext 7 & 8) and registration of housing needs register
- Issuing of title deeds for Ext 4, 5 & 6
- To complete the remaining blocked project in Ext 4 & 6

9. CORPORATE SERVICES

- Skills development programmes
- Job opportunities for Tigane, neighbouring farms

10. LOCAL ECONOMIC AFFAIRS

- Revive Tigane farming project
- Co-operative establishment for vegetable
- Revive Tshwaraganang project

11. SPORTS ARTS AND RECREATION

- Revamping of moscow sports complex (fencing, upgrading of the soccer pitch, netball and other sports facilities)

ACCELERATING SERVICE DELIVERY!!!

WARD 2

WARD COUNCILLOR: MOTHUPI

PRIORITY PROJECT

Paving of the following streets:

- Molatlhegi street
- Charlie Rothman
- P Mtwla
- Makgotso
- Malolo
- Sicha
- Koaho
- Kebareng

HOUSING

- Unblock blocked projects

2. ELECTRICAL ENGINEERING

- High mast lights maintenance – HM 1398, 1499, 575, 309, 213, 909.

3. ROADS, STORM-WATER & LANDFILL SITES

- Road markings and speed humps
- Restructuring pump station Lorraine
- Restructuring pump station at park phomola
- Storm water channels cleaned

4. WATER

- Ext 6 doesn't have running water – urgent intervention needed
- Ext 5 – installation of water meters
- Build new water tank
- Restructuring the water tank at ext. 5
- Restructure water supply by using borehole

5. HEALTH SERVICE

- Shortage of staff at community health care centre – more staff needed
- Long queue at clinic – please build new clinic

6. PUBLIC SAFETY

- Refurbish municipal offices in Hartbeesfontein:
- Licensing department
- Build classes for writing learners licenses
- Convert the stalls into useable building
- Establish office for fire department and ambulance station

7. COMMUNITY SERVICES - CLEANSING

- Control illegal dumping and supply large dumping containers
- Cleaning of graveyards: old graveyard at Phomola, new graveyard at ext. 4, new graveyard at ext. 7, Hartbeesfontein cemetery.

8. CORPORATE SERVICES

- Fencing of offices
- Learnership programmes and internship programmes to alleviate poverty
- Intervention at the Beer Hall as it is being vandalised

9. SPORTS, ARTS, CULTURE

- Moscow grounds needs fencing and restructuring of grounds for soccer, netball, tennis, volleyball
- Tigane stadium upgrading of lights, tennis court, basketball court, volleyball, netball, indigenous games park

HARTBEEFONTEIN

PR COUNCILLOR:M COETZEE

2025/26 request: Fencing at graveyard (Vermaas str 52) & curbing of erosion that occurred due to Lotto project

SEWER

Sewer network to be completed and connected to the existing network

ROADS

Gravel roads to be paved

WATER

Water network was installed 4 years ago but are still not connected

COMMUNITY SERVICES

Dustbins for CBD

Empty erven are overgrown with bushes and grass

Fencing of graveyard

Maintenance of graveyard

ELECTRICAL

Maintenance of streetlights – nearly all streetlights are not working

PUBLIC SAFETY

Road signs to be maintained

Road marking in from of new Econo garage – URGENT

Speed humps in Vermaas and Iris street

WARD 3

WARD COUNCILLOR: FI TAGAREE

Top 3 priorities:

- Highmast lights (12 needed)
- Stormwater
- Roads (re-surfacing/potholes and speed humps)
- Upgrading of community halls (urgent upgrading needed)

1. ROADS, STORM-WATER & LANDFILL SITES

- Storm water drainage – Manzilpark
- Stop streets and signs
Speed humps ward 3 Alabama & Manzilpark

2. HOUSING SERVICES

- Housing should be addressed in Manzilpark & Alabama ward 3

3. ELECTRICAL

- 3 High mast lights needed in Manzilpark
- 6 High mast lights needed in Alabama ward 3

4. PUBLIC SAFETY - TRAFFIC

- Traffic Officer should be appointed for law enforcement
- Traffic signs should be erected at relevant places
- Security at cemetery 24 hours
- Bridge over N12

5. COMMUNITY SERVICES – PARKS & RECREATION

- No prayer facilities at Muslim cemetery in Manzilpark
- Beautification of entrance from Hartebeesfontein Road
- Fencing of community hall Alabama & fencing Manzilpark hall
- Monument of struggle heroes
- Do not rezone parks for other purposes – need playground for kids

6. LED

- Small businesses should be encouraged to alleviate poverty and unemployment
- Regular monitoring of local projects

7. OTHER

- Request building of police station to be speeded up

WARD 4

WARD COUNCILLOR: SOC BARRENDIS

1. ELECTRICAL ENGINEERING

- Shortage of high mast lights in Ext 20 & 21 – we request 10 high mast lights there and 2 for Dominionville
- Our ward is affected by power outages even if there is no load shedding since the formation of Ext 3 in 2005, we experience the same problem as the extreme weather changes – therefore we request a substation to be constructed to address this problem and cater for Ext 4&5. Another problem is that we get our electricity from Ext 19 West in Jouberton

2. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- Road to be paved across our 3 Extensions of the ward
- Speed humps for all our main roads in ward 4, especially taxi routes and roads in front of the schools
- Grade and fix roads in ext. 3
- Water leaks in ext. 20 house nr 19989 Thaurus Street to be fixed as soon as possible
- Storm water drainage across the following taxi routes:
 - Desmond Tutu street
 - Rosebank Street
 - Botes Street
- Serious water challenge in Dominionville because of the unfixed water pipe and they only get water from trucks which sometimes never deliver – we request permanent solution to this water crisis in Dominionville

3. SEWER

- Sewer blockages front opposite Alabama Combined school
- 19808 ext. 20 – sewer spill that has been there around 2005 and if it is fixed today, tomorrow is blocks again so we request permanent solution as this is a health hazard

4. PUBLIC SAFETY – TRAFFIC

- Speed humps or corrective measures to reduce accidents at N12 (ext. 21 from Wolmaransstad and Klerksdorp or traffic lights)

5. COMMUNITY SERVICES

- Distribution of 200l dust bins since the population has increased
- Measures to reduce illegal dumping during holidays because the trucks don't pick up
- Parks are not being maintained and developed
- Cleaning of empty spaces to combat crime and illegal dumping
- Grading and cleaning of Kokomere Street, Ext 20 Jouberton

6. COMMUNITY SERVICES – Sports, Arts and culture

- Our ward has no community hall
- We don't have any sports facilities
- We don't have swimming pool

7. LOCAL ECONOMIC DEVELOPMENT

- Car wash
- Support for NGO's
- Utilisation of empty business stands by local projects
- Funding be made available to local businesses

8. HEALTH

- Mobile clinic per sections of the Ward because currently the clinic only come to Ext 3 and it is difficult for other sections

9. FINANCE

- Pay point in all extensions of the Ward

10. HOUSING

- All houses affected by earthquake to be attended to
- In ext. 3, the project that was renovating the houses did not complete the houses, we request a contractor to be appointed to complete backlog
- Ext 21 houses to be completed and where there are no houses, the contractor to build those houses
- Ext 20 have stands with no houses, so houses to be built there
- Illegal occupants of houses in Ext 3 must be resolved as a matter of urgency, since we are having two new extensions (4&5) which are being prepared as we speak

11. OTHER

- Primary School
- Early childhood centre (crèche)
- Monitoring of illegal taverns and their closing times
- Mobile/satellite police station
- Police visibility in the ward

WARD 5

WARD COUNCILLOR: SL JONAS

1. CIVIL ENGINEERING - ROADS, STORM-WATER & LANDFILL SITES

- Maintenance of streets Tarring of following roads: Motswiri str, Mokwepa street ext. 10, Mogale street ext. 11, Fowl str ext. 19
- Storm water channel ext. 10 & 19, channel ext. 11 on Vaalriver street
- Pavements in: Tuti and Shipingo str, Marungulu, Unuti, Leganya, Pigeon, Mokgalo, Motlhotlho, Mogale str.

2. HOUSING SERVICES

- Allocation of stands for families who stays at the flooding area ext. 10 and 19
- Allocation of stands for families who are staying on top of the water channel ext. 19
- Incomplete housing project and blocked projects in the whole ward
- Rezoning of 18981 for residential area
- Revamping of old RDP houses in Ext 11
- Houses in ext. 11 needs renovating, they are old and dilapidated

3. PUBLIC SAFETY - TRAFFIC

- Road markings needed in all established roads in ward 5
- Traffic signs to be erected
- Speed humps at Matlosana avenue, Vaalriver str, Nellanganene str, Mogatakgomo str.

4. TOWN PLANNING

- Parks are not used for their purpose but used as dumping sites
- Eagle street ext. 19 – people need to vacate as this place is flooding
- Illegal occupation of land – churches are erected illegally on council land
- Open stands are used by thugs, please ensure stands are allocated to the correct owners

5. CIVIL ENGINEERING - SEWER

- Sewer lines at ext. 10 & 11 to be replaced
- Speed up response time for sewer blockages

6. CIVIL ENGINEERING - WATER

- Old water meters to be replaced
- Meter leakages as a result of old meters

7. PUBLIC SAFETY – FIRE & RESCUE

- Shacks are burning due to no satellite station near
- Please provide satellite station and standby officials

8. ELECTRICAL ENGINEERING

- Upgrading of Electrical power station Ext. 19
- Maintenance of streetlights more regular
- Repair of high mast lights
- Replacement and installation of electrical boxes

9. COMMUNITY SERVICES – PARKS & RECREATION

- We have an open place with underwater source, please create a park or playground here
- We only have one sportsground and it needs grass, maintenance and we need more sports facilities
- Illegal dumping in ext. 19 (6 sites), ext. 10 (5 sites), ext. 11 (3 sites)
- Dustbins collections and distribution needed
- Sports grounds in ext. 10 next to Cocekani school, Ext 11 the cover ground to be completed, Ext 19 stand 19619 to be converted into playground.

10. CORPORATE SERVICES

- Building of community hall

WARD 6

WARD COUNCILLOR: SR MULHANGA

PRIORITY PROJECT

Paving of the following streets:

- Eerste street (water drainage)
- Medupi street
- Agantase street + water drainage
- Bondes street
- 10 Apollo lights

1. CIVIL ENGINEERING -ROADS, STORM-WATER AND LAND FILLSITE

- **Between Ext 12 and Ext 23 the community request the open space to be officially registered as the Extension of Anthorium street to be formalized**
- **All streets that need construction be considered**
- **Water channel open at Tirisano bridge**
- **Grade all streets**
 - MOYAKHE STREET TARRED, PAVED MEDUPE STREET
 - ANTHORIUM STREET PAVED, ELEM STREET PAVED, BOTTLE BRUSH STREET PAVED
 - SWEED PEA STREET TARRED
 - GUM STREET TARRED
 - MONTODI STREET PAVED
 - SPEED HUMPS IN EXT 23 AND EXT 12
 - SPEED HUMPS IN GOVEN MBEDI IN EXT 23 EERSTE STREET
 - HONEY CIRCLE (X 12) ISIBEHLELE STR (X12), ROSE MARY STREET (X 12) ON
 - STORM WATER
 - OPENING OF WATER CHANNEL IN UNCONSTRUCTED STREETS
 - SMALL BRIDGE NEEDED AT WATER CHANNEL AT TIRISANO AND EERSTE STREET AND ISIBEHLELE ROAD FOR CHILDREN TO CROSS DURING RAINFALL TIRISANO AND ANTHORIUM STREET, TIRISANO AND EERSTE STREET
 - FORMALISATION OF ANTHORIUM STREET BETWEEN EXT23 AND EXT 12 TO BE OFFICIAL STREET
 - MAKGETHA STREET NEED TO BE TARRED
 - GEORGE STREET NEED TO BE TARRED
 - VAPHI STREET NEED TO BE TARRED
 - KHULULEKA STREET NEED TO BE TARRED
 - MOYAKE STREET NEED TO BE PAVED
 - BONDES STREET NEED TO BE PAVED
 - JACARANDA STREET NEED TO BE PAVED
 - SNAPWEED PLACE STREET NEED TO BE PAVED
 - GLADIOLA STREET NEED TO BE TARRED
 - OLEANDER STREET NEED TO BE TARRED
 - PEACOCK STREET NEED TO BE PAVED
 - ASPARAGUS STREET NEED TO BE PAVED
 - LILAC PLACE STREET NEED TO BE PAVED

- LAVENDER PLACE STREET NEED TO BE TARRED
- SILVER OAK PLACE STREET NEED TO BE TARRED
- DAY LILY PLACE STREET NEED TO BE PAVED
- IRIS PLACE NEED TO BE TARRED
- CHEST NUT STREET NEED TO BE PAVED
- NERINE STREET NEED TO BE PAVED
- FREESIA PLACE STREET NEED TO BE PAVED
- SNOW BUSH STREET NEED TO BE TARRED
- JOYWEED STREET NEED TO BE PAVED
- PRIMEROSE STREET NEED TO BE PAVED
- MAPLE STREET NEED TO BE PAVED

2. ELECTRICAL ENGINEERING

- MAINTENANCE OF STREET LIGHTS
- 5 HIGH MAST LIGHTS IS NEEDED IN EXT 12,
- 1 HIGH MAST LIGHT IS NEEDED AT GRAVE YARD TO PREVENT CRIME
- 5 HIGH MAST LIGHTS IS NEEDED IN EXT 23
- 2 HIGH MAST LIGHT IS NEEDED IN EXT 13
- REPLACEMENT HOUSEHOLD ELECTRICAL BOXES IN EXT 12

3. HEALTH SERVICES

- CLINIC EXT 23
- HEALTH AND ENVIROMENT DEPARTMENT TO CONDUCT EDUCATION IN WARD 6
- NO DUMPING SIGNS IN ALL OPEN SPACES IN THE WARD

4. HOUSING SERVICES

- THE 2651 HOUSING PROJECT IN EXT 12 THAT HAVE BLOCKED IT NEED A SPEEDY ATTENTION TO BE UNBLOCK
- TIDDLE DEEDS FOR EXT 12,13 AND 23 NEEDED URGENDLY
- REPAIR OF HOUSES THAT HAVE BEEN AFFECTED BY STORM IN 2007 AND HOUSES AFFECTED BY EARTHQUICK IN 2014

5. COMMUNITY SERVICES- PARKS & RECREATION

- DEVELOPMENT OF NEW SPORTS GROUND AT ERF 26395 EXT23 AND MULTY PURPOSE CENTER
- RECREATION FACILITIES IS NEEDED AND DEVELOPMENT OF A PARK. AT ERF 26396 EXT 23
- **Skip bins**
- INFORMAL SPORTS GROUND IN EXT 12 TO BE DONE AS SOON AS POSSIBLE TO MOTIVATE OUR YOUNG SPORTS MEN AND WOMEN.
- NO DUMPING SIGNS IN ALL OPEN SPACES IN OUR WARD NEED TO BE INSTALLED.
- BIG CONTAINERS/RUBBISH BINES IS NEEDED URGENTLY.
- DEVELOP PARKS AT ERF 14046 EXT 13 AND INSTALL FACILITIES.
- DEVELOP PARKS AT ERF 26397 EXT 23 AND INSTALL FACILITIES

6. FINANCE SERVICES

- PAY POINT IS NEEDED
- COUNCIL TO DEVELOP A POLICY ON WRITING OFF THE OUTSTANDING DEBT ON THE ACCOUNTS OF THE ORPHANS.

7. CORPORATE SERVICES

- BUILDING A COMMUNITY HALL IN EXT 23.

8. LOCAL ECONOMIC AFFAIRS

- POVERTY ALLEVIATION- POULTRY FARMING, VEGETABLE PROJECT
- STREETS HAWKERS SHELTERS TO BE BUILT BY LED.
- ASSISTING IN DRAFTING A BUSINESS PLAN.
- TRAINING OF SMALL MEDIUM MICRO ENTERPRISE (SMME)
- ASSISTANCE TO REGISTER BUSINESS WITH CIPRO.
- CAR WASH FOR YOUTH IN EXT 12 AND EXT 23
- **CREATE SPAZA SHOP FOR COMMUNITY FOR JOB CREATION**
- **AGRICULTURE/SMALL SCALE**
- **SMALL SCALE FARMING WITH UTILIZATION OF SEWER FOR FERTILIZATION OF CROPS**

9. PUBLIC SAFETY- FIRE& RESCUE

- SATELITE FIRE STATION IN JOUBERTON IS URGENTLY NEEDED IN JOUBERTON.
- CLEANING AND MAINTAINING WATER HYDRANTS ON REGULAR BASIS
- CCTV CAMERAS IS NEEDED IN EXT 12,13 AND 23 TO PREVENT CRIME
- UNIFORM AND TOURCHES, & COMMUNICATION RADIOS NEEDED FOR OUR COMMUNITY PATROL TEAM THAT IS FIGHTING CRIME IN OUR WARD

10. PUBLIC SAFETY – TRAFFIC

- INSTALLATION OF STOP SIGNS IN ALL STREET IN OUR WARD.
- SPEED LIMIT SIGNS IN ALL OUR STREETS IS NEEDED.
- SPEED HUMPS.
- SATELITE POLICE STATION
- STREET NAMES NEEDED VERY URGENTLY.
- SCHOOL PATROLMEN NEEDED AT TIRISANO ROAD TO ASSIST LEARNERS WHEN ATTENDING SCHOOL IN THE MORNING AND AFTER NOON
- STOP SIGNS NEEDED IN ALL OUR STREETS

11.HEALTH

- BUILDING A CLINIC IN EXT 23 BY HEALTH DEPARTMENT.
- HEALTH AND ENVIRONMENT DEPARTMENT TO CONDUCT HEALTH EDUCATION IN OUR WARD
- HOME FOR ELDERLY PEOPLE IN OUR WARD

12.CIVIL ENGINEERING – WATER

- WATER CHANNELS TO BE DEVELOPED.
- REPLACEMENT OF OLD WATER AND SEWERAGE PIPES

13.OTHERS

- BUILDING A PRE-SCHOOL BY COMMUNITY MEMBERS WITH ASSISTANCE BY SOCIAL DEVELOPMENT IS NEEDED.
- COMMUNITY HALL
- CHURCH
- SHOPS AND BUTCHERY NEEDED

WARD 7

WARD COUNCILLOR: KE MABEBE

ELECTRICAL ENGINEERING

- High mast lights in Ext 22, Sun City, Ext 9, 20 and Ext 7 West and Sunnyside
- Street lights needs maintenance in ward 7
- Cable installation in different houses in Ward 7
- Meter boxes, pole cables in Boikhutso Street
- Close all danger boxes in street as well as street lights
- Upgrade electricity in Ext 22.

2. CIVIL ENGINEERING - WATER

- Replace water meters in Ward 7
- Water pressure for communal taps – leakages
- Sewer pipes changed to bigger pipes

3. FINANCIAL SERVICES

- Pay point needed at ext. 22
- Flat rate considered for arrears of child headed families, orphans and elderly and disabled community members and also unemployed
- Speed up process of indigent subsidy
- Monitoring the approval of indigent subsidy
- Late arrival of monthly statements
- Maintenance of pay points

4. HOUSING SERVICES

- Unblock blocked projects
- Title deeds are needed for whole ward 7
- RDP needed at Ext 7, Sun city, Ext 7 east, west, middle Ext 22 and Ext 9 and Ext 7 east, Ext 20.
- Upgrade are needed for the two room units.
- Speed up site allocation at Sun City and for the informal settlements and also Ext 9 need development
- Damaged houses during earthquake needs fixing
- Homes for orphans, disabled and old people
- Site allocation for churches, reversed business sites that are not occupied by the applicant.

5. ROADS, STORM-WATER & LANDFILL SITES

- Paving of Masakhame, Ndlovu, Willow, Tshagofatso, Seriti, Nxamakele, Boikhutso, Community, Madera in Ext 9, 7 east, 7 west, 7 middle, suncity, Ext 20 and sunnyside road needs repairs.
- Street names that need to be scrapped:
- Ext 20: Malgwana, Bread & bush, Kotomere, Poteje, Letsatsi, Thokisi, Ramose, Kgama, Phuti, Kgawa
- Ext 9: Mangesi, Mangani, Motawane, Idinga, Boikhutso
- Ext. 7 middle: Korwe, Mokoe, Mbabangwe, Ithambo, Isiduli, Gori
- Ext. 7 west: Lehututu, Kgwale, Lerwrerwe, Inkomazi, Lelothwane, Oupa Maretlwa
- Ext. 7 east: Morotoagae, Inama, Leebe, Kala, Intozane, Imamba, Impala

- Sun City: Make, Kaibe, Mangesi, Mangane, Crutse, Wesi, Morotoagae.

6. LED & MARKET

- Support for emerging small businesses
- Create employment through funding
- Empower young people through funding for SMME's

7. COMMUNITY SERVICES - CLEANSING

- Library is needed
- Parks at Ward 7 – use illegal dumping sites for parks
- Dumping sites converted to food security parks
- Youth centre and gym
- Current pilot cleaning project must start
- Stadium in Ext 9 is demolished and was not completed

8. PUBLIC SAFETY

- License for taverns, tuck shops and hawkers
- Training implemented
- Road signs
- Speed humps in all busy roads in ext. 7,9,20 and 22 and Sun City
- Fire station

9. HEALTH SERVICES

- Poor services in our clinics and government hospitals
- Rights of old age and disabled, as well as infants not being taken care of
- No space to occupy patients
- No waiting room for clinics

10. CORPORATE SERVICES

- Human resources must employ skilled people
- Employment of youth, women and disabled
- Bursaries for youth

WARD 8

WARD COUNCILLOR:MN MBELE

PRIORITY PROJECT

Paving of the following streets:

- Taxi route in ext. 7 east, Moscow Lasemfuleni str
- Crutse ext. 2
- Boikhotso ext. 7
- Mokotedi ext. 7
- Sebone ext. 3
- Moketsane ext. 3
- Phalatsane ext. 3
- Moseti ext. 3
- Thlarepe ext. 3
- Paving of following sidewalks:
- Kopanong ext. 6
- Boikhotsong ext. 3
- Phakalane ext. 6
- Vaal river ext. 6
- Ntlangano ext. 6

1. ELECTRICAL ENGINEERING

- High mast lights in dark areas
- Maintenance of street lights
- Sms prepaid boxes to be installed

2. CIVIL ENGINEERING - SEWER

- Sewer network in Extension 8 and 9
- Speed up response time for opening of sewer blockages

3. FINANCIAL SERVICES

- Services too high
- Write off arrears of orphans and child headed families
- Accounts received late

4. HOUSING SERVICES

- Ext. 3/ Letsema & Phumasbethane housing projects
- Damaged houses during tsunami be fixed
- Title deeds
- RDP houses in ext. 6 built

5. ROADS, STORM-WATER & LANDFILL SITES

- Storm water drainage in ext. 2,3,6
- Maintenance of drainage system in ext. 2,3,6
- Maintenance of roads
- Proper storm water channels
- New sidewalks

- Furrow from ext. 6 stone pitched
- Proper foot bridge at entrance of ext. 3
- Extend Morutoagae to Jabulani street
- Speed humps in Boikhutsong, Kuamosi
- Streets to be tarred/paved: Wessie, Crutse, Mokotedi, Seboni, Molesane, Tlharipe, Phalatsane, Moseti

6. LED & MARKET

- Assist upcoming small businesses – land be made available for community projects
- Empowerment of women and youth be seriously championed
- Poverty alleviation projects
- Market for community to sell produce
- Renewal and revival of market to attract consumers

7. PUBLIC SAFETY – TRAFFIC & FIRE

- Satellite fire station
- Education campaign on fire awareness
- Permanent traffic officers on N12

8. COMMUNITY SERVICES – PARKS & RECREATION

- Community hall
- Centre for rehabilitation of drug addicts
- Community ward transfer station to combat illegal dumping
- Ward based office for Cllr and Ward committees
- Sports facilities
- Library needed
- Multipurpose information centre
- Youth centre & gym
- Regular cleaning of parks
- Current pilot cleaning project must start
- Plastic waste bags supplied to each household
- Regular refuse removal

9. CIVIL ENGINEERING - WATER

- Replace old water meters in ext. 2,6

WARD 9

WARD COUNCILLOR: MN MASEKO

1. CIVIL ENGINEERING - ROADS AND STORM-WATER & LANDFILL SITES

- Maintenance of streets
- Tarring of the following roads: Matlosana avenue, Umkangazi str Ext 11, Isikungati str Ext 4 – Ext 11, all roads in Ext 8
- Paving is needed at hostel
- Paving needed at Mogale str next to Ext 11 sportground
- Paving needed at Taletale str & Phomolong Ext 1, Sehudi str, Molopo str, Morajwa str also Tshituku str & stormwater
- Road next to Jouberton swimming pool needs paving
- Matlosana avenue tarred road repaired
- Storm water drainage needed in Mutepe str ext. 11 pavement near 13602
- Gravel road at ext. 8 fixed
- Speed humps
- Storm water drainage

2. CIVIL ENGINEERING - WATER

- Damaged water meters to be attended to

4. ELECTRICAL ENGINEERING

- 1 high mast light behind Empilisweni clinic/Front Y100 Ext 4 as a matter of urgency
- high mast lights at ext. 11 ground near Zimele-Qeqe
- Highmastlight at hostel to be repaired urgently as well as street lights maintenance
- High mast lights needed in Nkang-Mahlale Secondary School
- Maintenance of lights

5. HOUSING SERVICES

- Outstanding houses from 2007 storm and 2015/16
- Completion of housing subsidies in ext. 1, 8 ,11
- Fast tracking of houses at Ext. 11
- Eradication of all shacks in our ward a priority
- We want RDP houses and all outstanding foundations to be completed asap (ext. 1,11,8)
- Outstanding houses not completed be completed

6. FRESH PRODUCE MARKET

- Building stalls – fresh produce vendors
- Credit facility – unemployed women at fresh produce market
- A greenhouse produces for planting vegetables to benefit the community behind ext. 8

7. LOCAL ECONOMIC AFFAIRS

- Unemployment – Skills development, Literacy classes and practical projects for the unemployed
- Projects to be EPWP to alleviate poverty
- Erection of stalls for unemployed woman and youth to be funded by municipality
- Uplifting local SMME's and assist with business funding

8. FINANCIAL SERVICES

- Arrears not shown when we pay account
- Encourage consumers to apply for indigent subsidies
- Arrears deducted when buying electricity not reflecting on account
- Monitoring of pink letters
- Assist orphans with debt cancellation

9. COMMUNITY SERVICES- CLEANSING

- Regular cleaning of dumping sites in Ward 9
- Provision of dumping containers
- Cleaning and development of Ext 11 sports ground
- Regular cleaning of streets (Tshituku str, Tsanzimane str, Tshetlo str)'

WARD 10

WARD COUNCILLOR: TJ KGWASI

- Potholes
- Leaking Water
- Paving
- Pipes
- Long grass
- Street lights

1. INFRASTRUCTURE

1.1 POTHOLES

- 1.1.1 Kopanong Road from Thamaga Street to Morutoagae Street
- 1.1.2 Emangweni Street from Phelendaba Road to Phakamile Road
- 1.1.3 Taje Street from Gobeni Street to Thamaga Street
- 1.1.4 Thamaga Street from Phelendaba Road to Phakamile Road
- 1.1.5 Sakeni Street from Phelendaba Road to Phakamile Road
- 1.1.6 Pheletso Street from Phelendaba Road to Phakamile Road
- 1.1.7 Kopanong Road from Morutoage Street to Police Station
- 1.1.8 Phelendaba Street from Emangweni Street to Morutoagae Street
- 1.1.9 Tselantle Street – water leakage and potholes
- 1.1.10 Medupe Street from Gobeni Street to Thamaga Street

1.2 ROADS

- 1.2.1 Sithole Street from Kopanong Road to Phakamile Road
- 1.2.2 25th Street from Jabulani Road to Phakamile Road
- 1.2.3 26th Street from Jabulani Road to Phelendaba Road
- 1.2.4 24th Street from Jabulani Road to Phelendaba Road
- 1.2.5 Wessie Street from Kopanong Street to Jozi Street
- 1.2.6 Kaibe Street from Kopanong Street to Jozi Street
- 1.2.7 Morutoagae Street from Kopanang Street to Joze Street

1.3 WATER LEAKAGES

Too many water leakages in Ward 10

1.4 STREET LIGHTS

- 1.4.1 X1331 Thamaga Street
- 1.4.2 X1515 Kaibe Street
- 1.4.3 X1507 Kaibe Street
- 1.4.4 X1870 Crutse Street
- 1.4.5 X1877 Crutse Street
- 1.4.6 X1788 Crutse Street
- 1.4.7 X1964 Morotoagae Street
- 1.4.8 X1966 Morotoagae Street
- 1.4.9 X1971 Morotoagae Street

2. HEALTH SERVICES

- Mobile Clinic needed (business complex)
- Visible health workers (home based care)
- NGO's need support

3. HOUSING SERVICES

- RDP houses needed especially Choppies side
- Phumla Mqashe side only 2 houses – need RDP houses
- Sun City side only 2 houses left for RDP hostels

4. PUBLIC SAFETY - TRAFFIC

- Police Forum – Ward 10
- On the job training for Traffic Officers
- Stop signs
- Satellite police station
- Traffic cops must be visible
- Speed humps all the streets

5. COMMUNITY SERVICES – PARKS & RECREATION

- Maintenance plan implemented for parks
- Multi-purpose centre for youth programmes
- Mobile clinic is needed for health services
- Training of local community on health issues – immunisation of children
- Workshops to be conducted on how corona virus can be prevented
- Employ enough staff at cemetery and respect the graves
- Long queues for medication

6. CIVIL ENGINEERING – ELECTRICITY

- High mast lights for all sections
- Maintenance of Apollo lights
- Prepaid electrical boxes

7. PUBLIC SAFETY – FIRE

- Satellite fire station needed
- Permanent traffic officers on N12

8. LOCAL ECONOMIC DEVELOPMENT

- Renovation of vandalised building at Choppies side for SMME
- Stalls for SMME's at Choppies side

9. SEWER

- Frequent blocking of sewer pipes
- Opening of sewer blockages – speed up response
- Storm water drainage especially Thamaga street

10. FINANCE

- Services too high
- Write off arrears of orphans and child headed families

11 CORPORATE SERVICES

- Ward Councillors/committee operational centre
- Building of community hall Jouberton too big to have only one small hall
- Building of library
- HR to employ qualified people

WARD 11

WARD COUNCILLOR:MI MANGESI

PRIORITY PROJECT

Paving of the following streets:

- Ext 5 section – 4th street
- 8th street combined with 9th street
- 14th street combined with 15th street
- 17th street combined with 20th street
- Phelandaba section – Bontlaneng street combined with Tshepong street

1. ELECTRICAL ENGINEERING

- High mast lights
- Attend to the faulty street light on time
- Replace old lights and add new ones in open spaces
- Maintenance of street lights more regularly
- High mast lights to be fixed:
- ☆ next to tshedimosetso secondary school & vuselela fet. college
- ☆ next to Sisters internet cafe
- ☆ next to open space discount bottle store
- ☆ next to 12th apostolic church
- ☆ next to diphetogo primary school & kefebtse kalaote creche
- ☆ next to akofang primary school.
- NB: the streetlights are forever non-functional in the streets of ward 11 and that result in dark nights, criminals are taking advantage of the situation.
-

2. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- Tarring of roads – 6th street, 8th, 9th, 10th, 14th, 15th, 17th, 20th, 21st, 22th, 23rd, 24th and Bontlenens Street
- Council building as Hostel and Old Beer Hall to be renovated
- Tarring of roads – Tshepong street and Venture street
- Storm water drainage at Thabong str, Tselontle str, Benji Oliphant, 5th and 1st, Kgalema and Phakamile street
- ☆ extension 5 section - 4th street
- ☆ 8th street combined with 9th street sum up to a full street.
- ☆ 14th street combined with 15th street sum up to a full street.
- ☆ 17th street combined with 20th street sum up to a full street.
- ☆ phelandaba section - bontlaneng street combined with tshepong street sum up to a full street
- NB: the above mentioned streets becomes a challenge during rainy seasons. They're uneven & makes it hard for motorists, also to walkers. The ward 11 community need roads to be precise.

3. CIVIL ENGINEERING – SEWER

- Installing of bigger sewer pipes to avoid continuously blockage of pipes
- Renovate all old sewer pipes
- Speed up response time for sewer blockages

- 4. CIVIL ENGINEERING – WATER**
 - Establish a project that will inspect or correct leakages of water in our taps and toilets within the community
- 5. COMMUNITY SERVICES**
 - The department to revive cleaning campaigns and awareness projects in wards in Jouberton
 - No dumping signs are required in the open spaces in the wards
 - Cleaning next to Queen Tavern
 - Cutting of long grass within our ward
 - Illegal dumping signs
 - Dustbins for ext. 1 and ext. 5
 - Cleaning next to old post office and shops
 - Parks developed and maintained
 - Do not rezone parks for other purposes – need playground for kids
- 6. CIVIL ENGINEERING – TOWN-PLANNING**
 - Restriction on granting licences to pubs and taverns in residential areas
- 7. PUBLIC SAFETY - TRAFFIC**
 - Better law enforcement in regards with unroadworthy vehicles
 - Traffic signs
 - Speed humps next to Matlosana stadium, Busy Corner, Shop A1, B5, D5, C5
 - Monitor illegal transportation by tambai's
 - Provide license/permit for tambai's
- 8. PUBLIC SAFETY - LICENSING**
 - Licensing for tuck shops
 - Drivers/learner appointment – revisit system used currently
 - Employ more personnel
- 9. PUBLIC SAFETY – FIRE & RESCUE**
 - More staff appointed
 - More training should be given to the staff
 - Station at Jouberton re-open
- 10. HEALTH**
 - Shortage of staff at clinic
 - Shortage of medicine
 - Employ more personnel
 - Health issues
 - Education in the ward
 - Poor health services
 - Partnership with community NGO's be innovated
 - Training local communities on issues and encourage women to do HIV tests and immunisation of children
 - Stationing of ambulance at the clinic

11. LED

- 5 car wash areas have been identified
- 5 youth smme's have been identified
- Co-operatives for women/youth needed
- Multipurpose centre – long outstanding at ext. 5, ward 11
- A market for upcoming farmers to sell their products
- Regular monitoring of local projects
- Marketing strategies for small businesses
- Support for emerging small businesses
- Create employment with more projects
- Renewal and revival of market to attract consumers
- Training and workshops

12. CORPORATE SERVICES

- Council buildings e.g. old beer hall be leased or used for youth empowerment
- Revive mayoral cleaning project to employ youth
- HR recruitment should employ skilled people
- Employment for local youth and woman
- Response time of correspondence to be speeded up
- HR to treat everyone equal
- Toll free number are at times not being answered
- Allocate offices for ward committees
- MMC and officials to attend mass meetings to assist with clarity seeking questions

13. TRANSVERSAL ISSUES

- Satellite police station at Jouberton Engen garage
- Shortage of books in Jouberton Library
- Overcrowd at Jouberton location library due to only library in Jouberton
- Police patrol in ward 11 needed
- Agents should monitor their fruits and vegetables
- The Department to invite home affairs, sassa, health, saps and others to assist with the services they render in our ward
- MMC and officials to visit and assess orphanage homes and other NGO's in wards

14. HOUSING

- Ext. 5 and ext. 11 – RDP houses
- Title deeds – outstanding for all ext. 1 and ext. 5 business areas
- Speed up process of disputes in business and residential stands
- Renovate old houses damaged by Tsunami storm and earthquake

15. FINANCIAL SERVICES

- Speed up process of indigent subsidies
- Allocate old shops in ext. 1 to needy so they can revive them and also write off arrears
- Write off arrears of old aged and orphans
- Revisit indigent policies – increase the amount from R3000 to R6000 for people who qualify
- Shortage of staff at pay points, employ more personnel
- Deliver of consumer accounts before month end
- Late arrival of monthly statements
- Consumers are complaining about fluctuating outstanding amounts
- Monitoring of pink letters should they be issues

WARD 12

WARD COUNCILLOR:PY MTSHWULANA

PRIORITY PROJECT

- School
- Roads
- Clinic
- Taxi rank
- Library

1. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- Speed humps – Pointsentia
- Storm water drainage in ext. 18074,18073, ext. 17
- Sewer leaking in ext. 24
- Thutoboswa street tar road not up to standard
- Ext. 24 unroadworthy roads
- No street names

2. HOUSING SERVICES

- RDP houses for ext. 17
- Slow payment of contractors
- Unfinished houses in ext. 22
- Ext. 24 RDP problems needs speedy solutions
- Illegal house occupations
- Foreigners opening too many tuck shops

3. ELECTRICAL ENGINEERING

- High Mast Lights – ext. 24
- Street lights – Needs maintenance
- Electricity installation in ext. 24 RDP houses

4. FINANCIAL SERVICES

- Rent statements not in whole ext. 24
- Debt written off
- Stop orders encouraged
- Utilization of open space ext. 17 for pay point
- Rent statements not true reflection

5. PUBLIC SAFETY – TRAFFIC, FIRE & RESCUE

- Road signs updated
- Taxi drivers get training
- Speed humps in all busy roads
- Education campaign on fire awareness
- Satellite fire station – slow response time

6. COMMUNITY SERVICES

- Illegal dumping at open spaces
- Park to residential site
- Fencing of parks

- Improve sport facilities
- Library in ext. 24
- Dustbins not enough in ext. 24
- Contractors dump rubble

7. LOCAL ECONOMIC AFFAIRS

- Funding of projects very slow
- Give priorities to youth projects
- Training of youth to be compulsory
- Job creation to reduce poverty
- Providing loans to small scale farmers

8. FRESH PRODUCE MARKET

- Agents should monitor their fruits and vegetables especially in summer

9. HEALTH SERVICES

- Mobile clinic in our communities
- Long queue at clinics
- Medication not enough
- More personnel needed
- Nurses are negligent
- Ambulances arrive late during emergencies
- NGO's need support

10. CIVIL ENGINEERING – TOWN PLANNING

- Rezone of open spaces in ward

11. PUBLIC SAFETY – LICENSING

- Officials very rude – batho pele
- Long queues be addressed
- Fraud and corruption high in this dept.
- Issuing of licences very slow
- Examiners rude to public

12. CORPORATE SERVICES

- HR to treat everyone equal
- Correspondence gets lost
- Toll free number for disadvantaged community members
- Municipality disciplinary cases not solved in time

WARD 13

WARD COUNCILLOR: MS PELELE

PRIORITY PROJECT

- Youth development center
- Early childhood development center
- Paving at Bigonia street

1. CONSTRUCTION OF ROADS AND PAVEMENTS:

- **2025/26 PRIORITY: Nxumalo street, Extension 2 and Maaake street**
- Phumlamqashe, Benjamin Olifant, Ginny Goitseone, Chris Hani, Freedom Square, JB Marks, Nkosi Sikelela, Elias Motswaledi, Camelia, Mayibuye, 24th, 25th, Tulip, Willow, Jacaranda, Nxumalo, Maaake, Gobeni, Phele,
- Paving and speed humps in 12th, 13th, 14th, 15th, Willow, Gobeni, Ubuhlungu, Cedar,
- Begonia to be reconstructed
- Taxi rank in Ext 13 next to substation
- Taxi rank at Ext 18
- Pedestrian paving between Ext 18 and Ext 12

2. ELECTRICAL ENGINEERING

- Replacement of prepaid metres
- Streetlight maintenance
- High mast lights at ext. 12 & 18
- Ext 18 Phutaditshaba str next to 12737
- Between Ext 9 and 15 near substation
- Helena Joseph Str next to 16199 Ext 15

3. HEALTH SERVICES

- Community Health centre
- Mobile clinic needed between Ext 12 & 13
- NGOs need support

4. LOCAL ECONOMIC DEVELOPMENT

- Early childhood development centre
- Youth development centre
- Car wash bay
- Laundry
- Bakery
- Sewing Group

5. HOUSING SERVICES

- RDP houses needed
- Renovation of Tsunami houses

6. PUBLIC SAFETY TRAFFIC

- Traffic signs
- Visible signs in ward

- Patrollers at night, police visibility
- Speed humps in all streets
- Robot at ext. 12 near Astron garage

7. COMMUNITY SERVICES – PARKS AND RECREATION

- Renovation of park at Ext 12 and Ext 15
- Brazil stadium renovation and artificial grass
- Tennis court renovation
- Kgerejane stadium need changing rooms and stairs, lights
- Cutting of long grass
- Illegal dumping campaign
- Maintenance of sports facilities

8. OTHER

- Mobile police station
- Early childhood centre
- Crime prevention
- Grass cutting in all open spaces

9. HEALTH

- Clinic needed in Ward 13 in Ext 13 open space or the open space between Ext 15 and 16
- Cleaning of open spaces between houses

10. HUMAN SETTLEMENTS

- Hall needed at AreFadimeheng School
- Renovation of two schools in our ward – AreFadimeheng and Sediko Primary School
- Permanent caretaker at Brazil Stadium and Tennis court also at Kgerejane Stadium.

11. FINANCE

- Re opening of paypoint at Ext 13
- Maintenance of paypoints
- Writing off arrears on indigent beneficiaries

WARD 14

WARD COUNCILLOR:NP MOKOTO

1. CIVIL ENGINEERING - ROADS, STORM-WATER & LANDFILL SITES

- . Ditsheuolo Street – Ext 16 – to be tarred/paved
- . Pointsentia Street – Ext 16 – to be tarred/ paved, Stormwater to be installed, and sidewalks.
- . Dr Moroka Street – Ext 16 – to be graded
- . Zakhele Street – Ext 14 – to be graded
- . Chequavara Street – Ext 14 – to be graded
- . Iroonwood Street – Ext 13 – to be tarred/paved
- . Yellowwood Street – Ext 13 – to be tarred/paved
- . Petunia Street – Ext 13 – to be graded

2. SEWER

- . Ext 16 – sewer leakages in this area. Please upgrade sewer line in Ext 16, the sewer blocks now and then.
- . Dorothy Nyenbe Street. House in that area they are always in a mass.
- . Pointsentia Street – Ext 16 – Upgrade sewwr line.
- . 15466 Ext 14 and 15467 Ext 14 – Stormwater drained to be installed

3. WATER

- . Most house do not have water; meter box list have been submitted.

4. ELECTRICITY

- . Apollo light needed in Ext 14 15215.
- . Apollo light needed in Ext 14.
- . Bishop Nolwande Apollo light needs to be maintained.

5. HOUSING SERVICES

- . Blocked project to be unblocked e.g. IDT Ext 13
- . Slaps and Wallplate house to be completed
- . Title deeds to be distributed

6. HEALTH SERVICES

- . Clinic or mobile clinic in Ext 16 and Ext 13

7. COMMUNITY SERVICE – PARKS & RECREATION

- . Sport Complex at Ext 14
- . Maintenance of sport ground in Ext 16
- . Dumping site to be cleaned

8. LED

- . Youth Development/ youth centers to help with skills development
- . Unemployment to be considered

9. COMMUNITY SERVICES – CLEANSING

- . Open spaces to be cleaned.
- . Long grass to be cut.

WARD COUNCILLOR: PJ SWART

PROPOSED WORKABLE SOLUTIONS 2025/26:

PRIORITISED BY IMPORTANCE, BY DEPARTMENT WITH SUGGESTIONS TO INCLUDE COMMUNITIES/PRIVATE SECTOR SO AS TO SPREAD COST AND OBTAIN “BUY IN” FROM RESIDENTS. AT THE SAME TIME CREATE JOB OPPORTUNITIES.

1) ELECTRICAL DEPT –

a) STREET LIGHTS – SAFETY IN COMMUNITIES

Project: evaluate if communities can mount own solar panel lights to existing streetlight poles (Elect Dept. to set conditions& standards)

Pilot project to fit smaller (lower) high mast poles to specific corners in Elandsheuwel with donated solar panel light cluster on top. (viability of extending height of current poles with broken glass fiber ones on the way to Jouberton)

b) Illegal connections/meter tampering.

Liaise with Tech College to make use of Students studying in Electrical field to do house inspections.

c) Internal Workshop

Approach Technicon to create opportunity for Apprentices to gain exposure under supervision working on vehicles – great opportunity to create work.

2) WATER – a) leaks

Prioritize in Ward and involve Private Party to fix in conjunction Department, using donated spares. Each one repaired can make a difference.

Involve MIDVAAL with Repair Program. It is costing them Millions to treat water we waste due to leaks.

b) Waste Water Works

Prioritize and involve Experts to optimize functionality.

3) REFUSE REMOVAL.

a) Re-evaluate current removal model.

b) WASTE SORTERS TO BE INCLUDED IN SOME WAY - It creates jobs as well.

c) Pilot s

d) Sponsored projects with multi coloured bags for pre-sorting (EG) Allow recycling company on Pilot project to place Bins in open space (e.g. Theunissen str, Jooste str park) where waste sorters can sort and sell waste the day before Removal date for suburb, etc.

4) ROADS.

Prioritize MAIN roads in the entire city and focus on these first.

Draw up program to open up Storm water drains, by making use of unemployed people in Wards - under supervision.

5) PARKS.

Come to agreement with Community Members currently doing cleaning of open spaces, parks, pavements and road verges by assisting them in removing cuttings and rubbish when agreed/requested.

Cutting of trees around streetlights – agree with Private sector that fire wood generated like this can be removed and sold to curb expenditure.

6) SEWER DEPT

- a) Replacement of old outdated CLAY sewer lines in Elandia/Elandsheuwel, long term planning.

7) RURAL WARD 15.

- a) JACARANDA
Draw up SLA with Water and Sewer Depts. Currently NO services rendered there (HUGE water leaks and numerous sewer spills.)
- b) AGANANG TRUST
Peruse avenues how to assist communities' in
 - i) Scraping Roads
 - ii) Cleaning existing FULL PIT TOILETS (explore viability to link to sewer system of Jacaranda)
 - iii) Add Refuse removal to schedule (none currently)
 - iv) VIABILITY OF APPROACHING Dept. PROVINCIAL Human settlements and Rural Development to finalise Aganang project as above.
- c) SPORTS ARTS & CULTURE
Add rural sports fields maintenance/scraping to schedule of Both Jacaranda and Aganang.
- d) PARKS DEPT
Include all Rural areas when planting trees- coming up in September.

8) LED

Promote programmes for sustainability of individuals at Jacaranda/Aganang to bring produce to Market.

(REVISED IDP PRIORITISED ISSUES, December 2023)

A SUBURBS PRIORITIES

1) WATER NETWORK

Oudorp Reservoir to either increase Pumping time/add additional ring feed source / let more suburbs be fed from other Reservoirs Safeguarding of Pump station and Reservoir areas.

- IMMEDIATE ACTION - Exemption from load shedding, Park str Pump Station, thus increasing pumping time.
- Additional feed/ring feed via another Reservoir, not only from Alabama Reservoir.
- Optimise situation by making use of external expertise, e.g. Midvaal?

- SHORT TERM – alternative power supply from Municipality side
- Re install telemetry. This takes away “human factor” of not starting pumps timeously.
- Additional feed/ring feed via another pipe line/reservoir/pump station

- MEDIUM/LONGER TERM – Viability of Feeding for example Songloed/Declerqville/Elandia from Alabama? If capacity, there permit.
 - Requesting funding and Expertise from e.g. Midvaal to assist in areas where HUGE water leaks/losses are known.
 - Water balance daily between reservoirs due to Load shedding - strategic intent
- 2) UPGRADING OF ELECTRICITY NETWORK AND STREETLIGHTS
- Install overhead power lines, as done on N12, make use of alternative technologies.
 - Viability of high mast lighting in specific areas? E.g. Elandsheuwel, Collerville, Elandia as a trial?
- 3) REFUSE REMOVAL –
- Illegal dumping a huge problem
 - Propose a Cash Voucher to groups like Neighborhood watches? When they assist with SKIPS when service is not being rendered.
 - Re think complete refuse removal process to include all role players (waste sorters and disposal)
- 4) UNSAFE STRUCTURES/ABANDONED BURNT DOWN HOUSES
- List supplied to be actioned to demolish said structures.
 - Legal Dept. and Relevant Departments to enforce by laws and negotiate with owners once houses are vacant and accounts in arrears, to remedy situation. Currently crime hotspots (advertised a year ago in local newspaper)
- 5) RESEALING OF ROADS
- Ongoing as per current contracts – focusing on main roads, areas around suburban shopping malls, churches and schools

B RURAL WARD 15

AGANANG TRUST

- SLA to be discussed and actioned

JACARANDA

- Proper communication to FastTrack process

WARD 16

WARD COUNCILLOR: JA BASSON

PUBLIC SAFETY -

Formal Taxi Rank in La Hoff after proper consultation with the community affected (. Replacing road signs and painting of roads throughout La Hoff, Wilkeville, Flimieda & Wilkoppies

CIVIL ENGINEERING – STORM-WATER

- Opening, cleaning and restructuring of the storm water channels in Flimieda, La Hoff, Wilkeville & Wilkoppies
- Permanent repair/upgrade of Storm water entry point @ The White House Guest House entrance

CIVIL ENGINEERING – WATER

- Permanent repair/upgrade of water mainline from Wilkoppies in La Hoff over Faan Meintjies Rd, onto Mikro and Yusuf Dadoo streets
- Upgrading of water supply system for Flimieda, Wilkeville, La Hoff & Wilkoppies (replacing the existing asbestos pipes as they reached their capacity age)

CIVIL ENGINEERING – SEWER

- Permanent repair/upgrade of the sewer line from Wilkoppies in La Hoff over Faan Meintjies Rd, onto Mikro and Yusuf Dadoo streets

CIVIL ENGINEERING – ELECTRICAL

- - Radio-link for northern suburbs to enable the streetlights to automatically switch on/off - to not rely on workforce to do it manually - Cables and connectors to enable normal maintenance on a day-to-day basis.
- High mast lights in dark areas, where cables are always being stolen, cnr of Irvine Street and Plomer street lahoff.
- Middleman at Odendaal and preller street lahoff – High mast lights
- Cnr of mostard street an Langenhoven street lahoff – high mast lights

CIVIL ENGINEERING ROADS

Resurfacing/resealing of main roads/entrances into Ward 16 with special reference to:

FLIMIEDA

Lautz, Jasmyn, Kirstein, Iris, Miemie, Suikerbos, Wisteria, Vuurpyl, Van der Heveer, Tulp

LA HOFF:

Odendaal, Boshoff, Mikro, Eucarista, Preller (from Boshoff to Mikro Streets), Amanda

Jansen street, Kielblock str, Mostard, Dewaal, Leipoldt, Plomer.

WILKEVILLE

Wilkelaan, Lyss, Coral, Doris, Albertus, Frans

WILKOPPIES

Michael

COMMUNITY SERVICES: CLEANSING, PARKS AND SIDEWALKS

- Permanent solution – cleaning of the area and supply of permanent dustbins at the Taxi rank corner Langenhoven & Mostert streets
- Regularly cut sidewalks and open veld which endangers motorist and pedestrians
- Reviving of the Park between Odendaal & Van Bruggen Street

Permanent solution – cleaning of the area and supply of permanent dustbins at the Taxi rank corner Langenhoven & Mostert streets Regularly cut sidewalks and open veld which endangers motorist and pedestrians

EXTENDED PUBLIC WORKS PROGRAMME

Paving of the following intersections:

- Boshoff and Lautz intersection,
- Odendaal and von Wieliegh intersection,
- Yusuf Dadoo and Ian intersection,
- Miemie and Lautz intersection.

PUBLIC SAFETY

- Formal Taxi Rank in La Hoff after proper consultation with the community affected (currently illegal on corner Mostert & Langehoven streets)
- Replacing road signs and painting of roads throughout La Hoff, Wilkeville, Flimieda & Wilkoppies

WARD 17

WARD COUNCILLOR: AG STRYDOM

PRIORITY REQUESTS FOR 2025/26:

1. Taxi rank doringkruin- Currently no taxi rank in Doringkruin resulting taxi's park on open pieces of land next to Doringkruin Spar with no facilities.
2. Streetlights- Installation of streetlights in Buffeldoorn road from Lisa ave to Muranti road in Doringkruin. The street of approximately 1 kilometer is very dark at night and used by a number of workers walking or by bicycle to the taxi rank at Pick a Pay in Wilkoppies.
3. Community hall in Doringkruin. Currently there is no facility for public meetings in ward 17.
4. Paving of a walkway in Dr. Yusuf Dadoo ave from Austenstreet to Lewis ave in Wilkoppies. This street is used by domestic workers from Pick a Pay taxi rank to La Hoff, it is very muddy when raining resulting in people walking in the road which creates a danger for both pedestrians and vehicles.
5. Resealing of Boekenhout road and Hardekool ave in Doringkruin. These roads are breaking up and need urgent attention.
6. Speed calming devices cnr Williams and Lewis, Ametis street/ Acaciastreets as well as Russelstreet. Several accidents have occurred at these intersections due to ignoring of stop streets and the long stretches of downhill involved.
7. paving of gravel roads extensions of Otto and Williams Street in Wilkoppies. Paved roads do not require the maintenance of tarred roads and are more labour intensive.
8. Replacing of never working traffic lights due to cable theft with traffic circles crossing Plataan and Buffeldoorn rd, and Williams /Austin streets.
9. Replacement/ installation of PVR's on the water distribution system in ward 17, 16 and 39. Pressure release valves are either not working or has been removed causing endless water pipe bursts in these wards.
10. Cleaning of stormwater drains causing flooding of streets, businesses and houses.
11. Replacing/ new street name boards. A number of street name boards is either not readable or missing making it difficult for emergency services to find addresses.
12. Traffic information signs. There are endless stop streets without traffic signs that urgently need to be replaced.
13. Allocation of EPWP workers to specific wards to do day to day cleaning of road reserves.
14. The road from Doringkruin to the N12, Dr. Martin Khunou ave is flooded with minimal rain, urgent attention needs to be given to a lasting solution. The road is also extremely bumpy indicating that the contractor did not use the correct materials. This road should still be under guarantee. The matter needs urgent intervention, if not Council will have to rebuild it within the next few years.

1. HEALTH

- Mobile Clinic on weekly basis to assist house and general workers with minor medical treatment.

2. INFRASTRUCTURE

ALL house building renovations must be forced to hire and use a skip for building rubble to prevent building rubble on sidewalk

3. LED

- Extended public works programmes:

Paving of the following intersections which have to be rebuilt as a result of no maintenance:

- Buffeldoorn/Central Avenue
- Buffeldoorn/Austin Street
- Ian Street/ Readman Street
- Erasmus Street/ Scott Street at Wesvalia High School
- Readman/Voss Street

Paving projects will create jobs and alleviate poverty

4. PUBLIC SAFETY

- New road signs throughout the ward.
- Painting of roads especially on main roads.
- Formal taxi rank in Doringkruin, Muranti Street.

5. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- Resealing of main roads with special reference to Dr Yusuf Dadoo-, Chris Hani-Central-, Buffeldoorn-, Williams and Readman Streets.
- Fixing of all reported pot holes in every street of the ward and the maintenance of the streets there after.
- Opening, cleaning and restructuring of storm water channels especially in Doringkruin and lower parts of Wilkoppies
- Replacing of old infrastructure in streets where regular pipe bursts occur in Wilkoppies Proper (Anton-, Theo-, Venus-, Yusuf Dadoo, Austin, Radloff- and Hertenberg Streets)
- Opening and upgrading of old asbestos sewer lines, Doringkruin, Irenepark and Wilkoppies Proper (Area of Anncron Hospital- Hartley, Andrew. Hancock Streets between Austin and Buffeldoorn Streets) in order to enhance economic development

- Proper regulation of town planning schemes and proper reaction on infringement of the scheme where applications and procedures were not followed.

6. COMMUNITY SERVICES – PARKS AND RECREATION

- Building of a community hall and ward offices in Doringkruin. (There are no municipal buildings to be utilised as ward offices in the whole of the ward.)
- Demolishing/ rebuilding of dilapidated garden tool sheds creating hiding place for criminals. (Park c/o Andrew- Trevor- and Hartley as well as c/o Canal and Chris Hani Streets next to Bird Park.

7. ENVIRONMENTAL HEALTH SERVICES

- Regular refuse removal
- Cutting of grass on sidewalks and open spaces like parks.
- Cleansing of open erven especially in Doringkruin.
- Proper law enforcement in respect of illegal dumping with special reference to the dumping of building rubble.
- Drastic improvement of regulation of food outlets especially in Central Avenue (Machachos, Steers, Fish Away, etc)

8. ELECTRICAL ENGINEERING

- Replacement of street lights (Vlei-, Central-, Dr Yusuf Dadoo-, Orchid-, Tambotie-, Oleander-, Voss-, Readman- and additional streets)

9. FINANCIAL SERVICES

- Reinstatement of Financial Systems in order to ensure proper functioning of the municipality and ensure that accounts are timeously sent out.
- Proper reading of meters, correct accounts, call centre and proper customer services and dispute procedures.

10. CORPORATE SERVICES

- Proper communication to public regarding new by-laws, tariffs, procedures, etc.

WARD 18

WARD COUNCILLOR:MN SEITISHO

1. LED

- Community projects to alleviate poverty
- Projects to be introduced or allocated to Ward 18
- Council must promote extended public works programme to decrease unemployment

2. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- Toilets needed on the farms.
- Lack of water in all farms which creates a challenge to get water in time especially with a funeral. Water trucks takes long to reach the farms and sometimes people have to survive without water for a week or more.
- No roads to the farm areas, difficult to access farms especially in rainy season
- Blinkwater farm get flooded in rainy season making the soil 'klei' and community can't move.

3. COMMUNITY SERVICES

- Mobile clinic and ambulances takes long to reach community
- Cleaning of farm schools
- Cleaning of graves
- Cutting of long grass

2. ELECTRICAL ENGINEERING

- Regular maintenance of street lights
- High mast lights needed for crime prevention
- Assist with installation of meter boxes

3. PLANNING AND HOUSING SETTLEMENT

- No houses and some community members still reside in mud houses
- Overpopulation in mud houses, please assist with housing

4. CORPORATE SERVICES

- Assist community in Ward 18 with information such as job advertisements as community are not informed

5. SPORT, ARTS & CULTURE

- Development of parks
- Cleaning of sports grounds

6. TRANSVERSAL ISSUES

- Improve pauper burial assistance
- Assist regular basis with gender based violence
- Assist orphans
- Speed up birth certificated and ID's

WARD 19

WARD COUNCILLOR: JJ LE GRANGE

INFRASTRUCTURE

- Slipways on the N12 at the following intersections:
- Roderick Campbell street
- Leemhuis street
- Oosthuizen avenue
- Refuse bins in CBD Pienaarsdorp and Dawkinsville and Roosheuwel, Freemanville.

RESURFACING OF THE FOLLOWING ROADS:

NESERHOF

- Desmond Tutu
- Rowe Street
- Stegman Single
- Dunn Street
- Kolonel Nell street
- Wabeke street
- Van Deventer street
- Van Onselen street
- Steyger street

OUDORP

- Hendrik Potgieter road
- Swart street

FREEMANVILLE

- Du Toit street
- Muller street
- Dawkins street
- Jones street
- Rosin street
- Joubert street
- Aldred street

CBD

- Margaretha Prinsloo street
- Siddle street
- Anderson street

CBD TAXI RANK

- Restructuring of the whole area

Traffic signs, road signs and street names in Naserhof and Freemanville.

Upgrading of street lights:

- Oudorp, Roosheuwel, Freemanville, CBD, Pienaarsdorp, Dawkinsville.

URANIAVILLE

Resurfacing of roads in Neutron, radium, Mercury, Platinum, Electron, Meteor streets.

Water

- The reticulation of the water network where problematic areas occur.

ELECTRICAL

- Upgrading of old substations and electrical switch gear
- According to rules and regulations all transformers which has a lifespan of 40 years have to be replaced.

STORM WATER DRAINAGE

- Renewal of all water and sewer covers
- The renewal, upgrading and repair of all stormwater drainage systems
- Especially Dawkinsville and Pienaarsdorp

REZONING

- Make sure that all applicable business stands are rezoned to the applicable rules and regulations.
- Prevention of the forming of informal settlements.

WARD 20

WARD COUNCILLOR: RM SELLO

PRIORITY PROJECT

PAVING OF THE FOLLOWING SCHOOL ROADS:

- Litheko
- Gaborone
- Ramcwane

OLD HIGH MAST LIGHTS TO BE REPLACED:

- Pole nr 3, ext. 4, 4212
- Pole nr 4, Parys, 26814/13

FENCING OF:

Maradonna sport ground

Old location cemetery

1. CIVIL ENGINEERING - ROADS, STORM-WATER & LANDFILL SITES

- Paving of the following streets: Elken and Duiker
- Potholes fixed in all streets and main taxi roads
- Maintenance of storm water and drainage
- Water meters replaced
- Replace all old sewer and water pipes

2. HOUSING SERVICES

- Renovate houses of earthquake disaster
- Inspection on all business sites and empty sites
- Allocate RDP in all ward 20 areas
- Replacement of asbestos roofs

3. PUBLIC SAFETY - TRAFFIC

- Speed hump in all main roads
- Increase public safety and police
- Roadblocks for unlicensed vehicles
- Increase public safety staff

4. PUBLIC SAFETY – LICENSING

- Renovate pay point in Kanana
- Accessibility of rent statement with proper billing and readings

5. FINANCIAL SERVICES

- Intervention of Council to debt collection letters
- Establishment of bursary fund to assist disadvantaged matriculants

6. LED

- Economic development in Ward 20
- Upgrading SMMEs on well-coordinated tuckshops
- Visit all small businesses for compliance

- Workshops for SMMEs
- Upgrade of all shops around Ward 20

7. COMMUNITY SERVICES

- Illegal dumping
- Assist to develop parks on open spaces
- Adopt Maradona sports ground to be a park
- Cleaning of cemetery in Ward 20

8. ELECTRICAL ENGINEERING

- All high mast lights to be fixed
- Maintenance of streetlights more regular

9. CORPORATE SERVICES

- Wi-Fi connection
- Skills development
- Recruitment to accommodate all Wards
- Develop a skills college in Ward 20
- Visibility of social workers
- Assist child headed families
- Develop programme with other stakeholders in social issues
- Assist with old age home
- Assist youth with youth development programmes

WARD 21

WARD COUNCILLOR: K NDINCEDE

1. SEWER

- Replacement of sewer pipes in Umuzimuhle village

2. TOWN PLANNING

- Establishing of Umuzimuhle township
- Land needed for livestock and vegetables

1. ROADS AND INFRASTRUCTURE

- Restructure roads to accommodate taxi stops
- Taxi rank
- Fencing of village
- Fencing of ward committee offices

2. COMMUNITY SERVICES

- Library and community hall
- Volleyball court and soccer and netball fields
- Beautification and greening of parks
- Construction of community swimming pool

3. ELECTRICITY

- Electrification of Gwede village
- Introduction of prepaid electricity in Umuzimuhle

4. HEALTH

- Primary health care clinic needed

5. LED

- Economic development of Gwede village
- Upgrading of Umizimuhle shopping village
- Small scale mining
- Well-coordinated tuckshops as per vision of Premier
- Hawkers shelters

6. CORPORATE SERVICES

- Wi-Fi connection
- Skills development
- Crèches to operate 24 hours

7. HOUSING

- Building of RDP houses
- Housing ownership – houses owned by private company

8. FINANCE

- Provision of paraffin in Gwede village

WARD 22

WARD COUNCILLOR: TS SEABENG

PRIORITY PROJECT

INFRASTRUCTURE

- Roads construction in ext. 13 east and ex 6
- Sewer pipe to be replaced in ext. 5
- Construction of bridge between ext. 5 & ext. 3

HOUSING

- Construction of RDP houses/sewer line/electrification and water network in Ext 5 informal settlements

SPORT, ARTS, CULTURE

- Building of sport facilities – soccer, netball, cricket, rugby
- Need for primary and high school

FDN

- Change of ownership
- Write off debts where owners abandoned residential sites and all on indigent register

1. CIVIL ENGINEERING

- Sewer spillage ext. 13 and ext. 0
- Construct reservoir – low water pressure

2. HEALTH SERVICES

- Clinic needed

3. CIVIL ENGINEERING: ROADS, STORM-WATER & LANDFILL SITES

- Paving of roads and main roads
- Storm water drainage in the following streets: Newtown, JD Khumalo, Maisona, Zamukulunga, Steve Tshwete, Tolo and thandanani, Mangcalaza
- Landfill site made available to avoid illegal dumping

4. COMMUNITY SERVICES - CLEANSING

- Control over illegal dumping at parks
- Distribution of dustbins at Ext. 14
- Truck to collect refuse regularly

5. COMMUNITY SERVICES – PARKS & RECREATION

- Renovate or renew parks
- Library needed

6. HOUSING SERVICES

- Ext. 5 – rehabilitation of RDP houses
- Ext. 13 – to build RDP houses
- Ext. 14 – title deeds to be available for beneficiaries
- Proclamation of land

7. ELECTRICAL ENGINEERING

- Maintenance of street lights and high mast lights
- Removal of meter boxes at shacks and RDP
- Re-installation of electrical meter boxes at houses affected from earthquake damage
- Mini-substation needed

8. FINANCIAL SERVICES

- A pay point to be built at central point in the ward
- Information centre/paypoint at ext. 13
- Scrap arrears for indigent and orphans

9. HEALTH

- Clinic needed
- No health facilities or clinic

10. LED

- No access to fresh produce market
- No space reserved for developing local small farmers
- Co-operatives be formed to address agriculture and stock farming
- Land made available

11. PUBLIC SAFETY

- Satellite Police station
- Satellite fire station
- Availability of traffic officers every day to control roads
- Fewer speed humps as they lead to accidents in JD Khumalo, Nyikane, Newtown

12. SPORTS, ARTS AND CULTURE

- Sport facilities to be made available for youth e.g. swimming pool, soccer fields and netball field

WARD 23

WARD COUNCILLOR: ML MAHUMAPELO

*Fencing graveyard in extension 15

THE HIGHMAST SLIGHT

*Bushbak street

*Ladybell street

*Buffalo street

*Springbok street

PAVEMENT (TARED ROAD)

*Disa street

*Freesia street

1. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- Paving of Thandanani road
- Streets need to be paved: Welumlambo, Tugela to be completed, Tamarisk, Tamboti and Oleander and Thandani which is a taxi route
- Storm-water drains to be installed: Khotso, JD Khumalo and Newtown
- Speed humps at Tugela, Gaborone, Jojweni, Khumalo, Yellow wood, Giraffe and Buffalo which is a road to cemetery
- Re-gravel roads: Oleander, Harts, Buffalo, Assegai, Spider, Flower and Missisipi
- Tugela str paving holding water when its raining

2. CIVIL ENGINEERING - SEWER

- New sewer pipes in Extension 15 – 116 erven. Residents without sewer for 4 years' now
- Ext 15 water and sanitation
- Open manholes be fixed – dangerous to children
- Bucket eradication for 112 stands Ext 14 and 1116 stands in Ext 15

3. CIVIL ENGINEERING - WATER

- Bulk water in Extension 15 for 1116 stands
- Replace water meters in Ext. 6, 14
- Water pressure in Ext 6, 14, 15
- Fixing reservoir telemetry its very urgent cause there is overflow every second day in Ext 6

4. TOWN PLANNING

- Title deeds to be issues – proclamation of Ext 14 and 15
- Future plans for Ext 16 and 17 – it is overcrowded
- Purchase/donate portion of land at plot next to Ext 15
- Numbering of stands
- Establishment of Ext 15 to be sped up because people have been staying thee for almost 4 years' now

5. ELECTRICAL ENGINEERING

- Electrification of 116 erven in Ext 15
- High mast lights in Ext 6, 15, 14
- Eskom response time of maintenance
- Eskom call centre costing community a lot of money

- Maintenance of high mast light to reduce crime
 - Remove all street lights poles because they cause accidents
- 6. CORPORATE SERVICES**
- Community office at 17299, Extension 6
 - Ward committee offices
 - HR recruitment to represent all wards
 - Library is needed
- 7. HEALTH SERVICES**
- More staff employed at Clinic (Grace Mokgomo Clinic)
 - Available medicine
 - Stationing of ambulance at clinic
 - Treatment of patients by staff members
 - Mobile clinic needed in Ext 14 and Ext 15
 - Long queues at Grace Mokgomo
- 8. COMMUNITY SERVICES – CLEANSING**
- Fencing of cemetery
 - Illegal dumping to be controlled
 - Cut grass in open spaces
 - Cleaning of cemeteries
 - Dustbins for Ext 6 and Ext 15
 - Fencing of cemetery in Ext 15
- 9. HOUSING SERVICES**
- Finish incomplete houses
 - Allocation of houses should be speeded up before houses are vandalized
 - Building houses in Ext. 15
 - Blocked projects in Ext 6 be unblocked
 - Renovating all earthquake houses in Ext 6 and Ext 14
 - Title deeds in Ext 6 and Ext 14
 - Build remaining +/- 114 stands in Ext 14
- 10. FINANCIAL SERVICES**
- Pay point is needed
 - Accounts always delivered late
 - There is more than one account per household
 - Debts should be written off or special arrangements with debit orders
 - Approval of indigent subsidies very slow
- 11. PUBLIC SAFETY - TRAFFIC**
- Law enforcement to be done
 - Speed humps at Tugela, Khumalo, Gaborone, Jojweni, Yellow wood and Giraffe str and Buffalo street
 - Remuneration of community patrollers
- 12. LED**
- Alleviate poverty by assisting with new projects
 - Car wash project for youth

- Establishing of multipurpose centre
- SMME assistance
- Food garden and poultry farm needed urgently to alleviate poverty

13. LICENSING DEPT

- Appoint more personnel to help public
- Testing station be better equipped

14. FIRE & RESCUE DEPT

- Appoint more staff
- Train communities in fire safety especially people using paraffin
- Fire truck stationed at police station
- Response time of Department questionable

15. OTHER

- Police station at stand no 17501 an outstanding matter since 2008
- Building of a stadium at stand no 16976
- Sports grounds to be graded urgently

WARD 24

WARD COUNCILLOR: OE KGWABANE

1. CIVIL ENGINEERING:

1.1 ROAD STORM WATER AND LANDFILL

Storm water needed at Khotso and Gaborone Street

1.2 CONSTRUCTION OF ROADS

EXTENSION 7:

Kgotso, Kekana, Thotlo, Mokopane, Qhwaha, Lengau, Nkwe, Moroka, Lerutle, Setshedi, Mankgane, Dingane, Mampoi, Dithuthlo, Motswenyane, Tjoto, Mokonyane, Lengadla, Qhela Mokota, Impala, Khotso, Itlihele, Kgudu, Thato, Leratong, Thabong, Koloi, Mohokajane, Legala and Kudu

EXTENSION 4:

Mompai, Radebe, Mbele, Motloun, Radebe, Mnambathi, RFaba, SE Mosala, Moremi, R Mofokeng, Matjale, Mabena, Qutsu, Mohaba Nkebe.

1.3 SEWER AND WATER

- Sewer blockage: system must be changed and adopt green line piping system
- Fixing of water meters

2. PLANNING AND HUMAN SETTLEMENT

HOUSING

- Restructuring of old RDP Houses built in 1995 which are dilapidated.
- RDP Houses and slabs also blocked housing projects
- Cracked houses and toilets

3. FRESH PRODUCE MARKET

Poverty should be alleviated by farming project

4. ELECTRICAL ENGINEERING

- Electrical upgrading to avoid damage on appliances
- High mast light upgraded

5. COMMUNITY SERVICES

PARKS AND RECREATION

- New refuse trucks should be bought
- New dustbins be provided

6. LOCAL ECONOMIC DEVELOPMENT

- Training of all close corporation
- High rate of unemployment and Municipality to assist
- Provision of open land for livestock and crops
- Farming

7. HEALTH SERVICES

- Employ more staff at Majara Sephapo Clinic
- Extension of working hours
- Expansion of clinic
- Stationary ambulance at Clinic
- Skip bins needed

8. SPORT, ARTS AND CULTURE

- Sport facilities for the Youth
- Community hall
- Youth Centre for Skills training
- Cultural groundings and clap and tap
- Build new sport complex to keep youth off the street

9. FINANCE AND DEBT NORMALIZATION

- Indigent subsidies
- Late arrival of accounts

10. PUBLIC SAFETY

- Speed humps
- Road markings
- Re-location of Fire Station

11. OTHER

- Satellite Police Station to be erected
- Library erected in Ward 24
- Community hall also needed
- Old age living in shacks

WARD 25

WARD COUNCILLOR: NG TIYO

1. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- Cleaning of stormwater drainage
- Need for stormwater at Olwethu street, Khumalo, Khuanyisa, Khotso, Mokoena, Naledi, Lesedi str
- Warn out tar in ward 25 streets: Kutlwano str, Kopanong str, Thabong str, Thabo str
- Paving in the 3 & 4 roomed sections: Sothoane str, Maanya str, Mokoena str, Mosatse str, Motlhaudi str, Dlamini str
- Paving or tarring of taxi routes in area –
- Ext 1: Kutlwano, Kopanong
- 3 roomed areas: Mokoena, Motsatse, Maanya, Sotloane, Mohlaodi
- Ext 2: Moremi, Molo, Elken, Ramcwana, Molo str, Moeni str, Dithebe str
- Ext 3: Short routes (19) Ikeletseng, Dintwe, Dlamini, Ikweze, Phuleng, Emafini, Pelonomi, Tsila, Esibayeni, Tlalefong, Bavukile, Bupilong, Khutlhong, Barubetsi, Basupi, Baruti, Mntwana, Manyepe, Meriting.
- Expand Khumalo road between Kanana Mall and Mokhomo Clinic
- Road markings and signs
- Speed humps
- Replace of household water meters
- Expand the 2 bridges entering Kanana East and West

2. CIVIL ENGINEERING – SEWER & WATER

- Sewer blockages –
- Replacement of old pipes
- Fixing of water meters

3. HOUSING SERVICES

- Backlog of title deeds
- Appointment of housing surveyor

4. ELECTRICAL ENGINEERING

- High mast lights –
- Pole no 1 – 8 P Mogage str time housing
- Pole no HM 129 Maanya street zone 7
- Pole no 26814/6 Mohlakoana str Ext 2
- Pole no 26814/19 Monare str ext. 2

5. HEALTH SERVICES

- Need for mobile clinic as township is growing. Clinic cannot accommodate community
- Shortage of staff
- Appoint extra CDW's

6. LED

- We need a satellite market to bring service closer to community
- Candle making
- Sewing machine and training
- Identification of land for small gardens

- Creation of jobs – youth employment

7. COMMUNITY SERVICES – PARKS & RECREATION

- Develop and maintenance of parks and sport fields
- Dustbins required
- We propose steel bins
- Sport complex needed next to Mpheqeke Stadium
- Renovation of gymnasium hall
- Tennis courts and Basketball pitch
- Stadium flood lights
- Fencing of stadium
- FET College a requirement

8. FINANCE

- Late arrival of service accounts

9. PUBLIC SAFETY

- Scholar patrols at school
- Licensing – ward members encounter problems with individuals paying money to people to queue for them

10. OTHER

- Police station needed
- Additional health centres

WARD 26

WARD COUNCILLOR:MA MOKHATLA

1. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- Roads are needed in Ward 26 as follows:

Priority for 2025/26: Gravelled roads to be fixed and paved

1.Mhuduhudu street

2.Tit 4 tet street

3.morubisi and Letlaka street

- **Khukhwana Street**
- **Morubisi Street**
- **Letlaka Street**
- **Lejoane Street**
- **Phuduhudu Street**
- **Peke Street**
- **Lenong Street (storm water)**
- **Primary school**
- ***Main bridge at entrance to be expanded for 2-way traffic***
- Storm-water drains to be installed
- Speed humps
- Storm water drainage next to railway line to enable water to be channelled to the river
- Pothole fixing
- Paving of outskirts of railway line

2. ELECTRICAL ENGINEERING

- High Mast lighting at ext. 8, 10, 12
- Ou Kasi and Hostel

3. HEALTH SERVICES

- More staff employed at Clinic
- Shelter for people waiting outside clinic
- New clinic in ext. 12
- Vegetable garden at Ext 12 Chris Hani

4. COMMUNITY SERVICES – CLEANSING

- Illegal dumping to be controlled
- Develop new cemetery
- Fence parks next to road and furnish with chairs, braai stands, play area for kids
- Development of sports grounds at Desmond ground and Chris Hani ground

5. HOUSING SERVICES

- Illegal occupants
- Cracked houses – standard of houses not correct
- Unfinished projects
- Repair of houses affected by storm in 2007 and earthquake in 2014

6. PUBLIC SAFETY - TRAFFIC

- Law enforcement to be done
- Police station needed
- Speed humps in Mafotha street and Lenong next to tuck shop

7. LED

- Building of hawkers shelters
Youth development
Training of SMME's

8. FIRE & RESCUE DEPT

- Satellite fire station

9. FINANCE

- Pay point is needed
- Council to develop policy on writing off debt for Orphans

10. OTHER

- Building a school in Ext 12 or Chris Hani

WARD 27

WARD COUNCILLOR: IM MOKHELE

PRIORITY PROJECT

Paving of the following roads:

- Mabelebele
 - Ditheko
 - Lenong
 - Serape
 - Tshilabelo
-
- **Highmast lights for 4 sections in ward 27**

1.HOUSING

Fix earthquake houses in 3 rooms in Ext 10

Speed up services of tittle deeds to those with RDP houses

Finish of incomplete houses and toilets.

2. COMMUNITY SERVICES – CLEANING

Cut grass in open spaces

Illegal dumping to be controlled.

3.HEALTH SERVICES

MAJARA SEPHAPHO Clinic has a huge shortage of staff

Mobile clinic needed, to cut long ques at clinic

Ambulance must be stationed at clinic.

4.ELECTRICAL ENGINEERING.

ESKOM response time of maintenance

Free basic electricity needed for indigent people

Maintenance of high mast lights regularly to reduce crime in the ward.

Highmast lights needed in Legala Street

5. CIVIL ENGINEERING – WATER /SEWER/ROADS

Replace old water meter with the new ones

Upgrade sewer pipes especially in Majara Sephapho Street.

Blockage of sewer system – upgrade system.

Roads to be paved in the following streets: Dithoko, JB Serape, Tshilabelo, Mabelebele Street.

6. PUBLIC SAFETY – FIRE & RESCUE

Need for Sate lite station in the ward

Fire truck to station at Police Station so that it can attend quickly.

Train communities about danger of fire especially people using Paraffin in informal Settlement.

7. PUBLIC SAFETY - TRAFFIC:

Scholar patrollers in our schools

Law Enforcement to be done

Patrollers needed, as now crime is high

8.LOCAL PRODUCE MARKET: Make projects available to youth, women and people with disability

Unemployment rate is too high in the ward.

9. FRESH PRODUCE MARKET.

Need to monitor food farming

Shortage of land for Agricultural purpose.

10. CIVIL ENGINEERING – ROADS, STORM WATER & LAND FILL SITES.

Speed humps needed in busy roads of street

Pavement or tared roads needed in DITHEKO Ext 4, MATEBELE Ext 10 and TSHILABELO Ext 11

Short street need to be level up as they are full of holes and stones.

11. COMMUNITY SERVICES.

Library needed in the ward.

12. TOWN PLANNING:

Employ more house inspectors.

13.FINANCE

Burnt pay point in Ext 9 to be rebuild as pensioners are struggling to pay for their services due to distance

Rent statement always late

Loosen the charges on arrangements.

WARD 28

WARD COUNCILLOR: CJ BESTER

1. COMMUNITY SERVICES – PARKS & RECREATION

- Open spaces to be created in parks for kids
- Cut off three big blue gum trees at Tau and Lejoane Streets

2. ELECTRICAL ENGINEERING

- Maintenance of street lighting
- Very dark in ext. 2 – need additional lightning

3. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- **Both the two water towers must be repaired and brought in commission.**
- **A bypass for 16-wheelers to bring the large trucks around the town and not through the town. Especially the centre of town and the residential area.**
- Storm water drainage maintained – regular blockages
- Taxi Rank – Orkney. Completion of rank by installing the lights, expanding the current roof and office space.
- Built a new Taxi Rank for the long distance taxis at the Leeudoringstad/Orkney crossing on the municipal land.

4. LOCAL ECONOMIC DEVELOPMENT

- Build more hawkers shelters – hawkers selling in parks

5. CIVIL ENGINEERING - SEWER

- Upgrade drain system to eliminate frequent blockages
- Chemicals should be used after opening of a blockage to prevent health problem

6. COMMUNITY SERVICES – CLEANSING

- Refuse bins should be placed neatly alongside the road and not thrown all over the road by employees of the Council that empty the bins
- Cutting of long grass

7. HOUSING SERVICES

- Build low cost housing in town
- RDP HOUSES needed urgently

8. WATER

- The asbestos pipes were installed in the 50's and 60's and cannot handle any high pressures with the result that the moment there is climate changes we experience a tremendous amount of pipe bursts and resulting in the loss of pure drinking water.
- The asbestos pipes are a health risk¹

WARD 29

WARD COUNCILLOR: JGR BORNMAN

1. **Please take note that Orkney as whole is developing a very serious water crisis. Both the water towers one in ward 28 and one in ward 29 needs urgent attention and they must be revamped and maintained. Currently both wards are regular out of water and we must get it from the dams.**
*****Please add the water towers to each one of the wards.**
2. Upgrade reservoir in Brook Street URGENTLY
3. Orkney taxi rank is not sufficient - needs ablution facilities and shelters against rain/sun
4. Not sufficient parking space at Orkney taxi rank – taxi's park in Flecker street and that is dangerous to other road users and there are also no ablution facilities for taxi users.
5. Upgrading of Victory Park
6. Sports ground for youth and disabled
7. De Witt hall in Orkney needs to be fenced urgently as the hall are vandalised.
8. Re-sealing of Blyderivier Street
9. Housing is a problem in ward 29, make open spaces available for low cost housing
10. Stands available in Ward 29 should be advertised in the local newspapers
11. Ward 29 urgently needs a clinic – reinstate clinic in Randlespark or make a mobile clinic available
12. Dilapidated building should be demolished
13. Upgrading and maintaining of street lights
14. Toll-free number 24/7 available to community to report problems

WARD 30**WARD COUNCILLOR: PA DU PREEZ****ROADS**

The poor condition of all roads. All streets are in a very poor and dilapidated condition. All streets are without exception full of potholes and in poor condition. It causes damage to vehicles. Said condition of roads requires urgent attention and maintenance some roads need to be tarred in totality. No path can be singled out.

SEWAGE

Complaints of sewer blockages are received daily. Main lines are rarely if ever towed to prevent blockages. Almost all sewer covers at manholes were stolen and sold as scrap. It is not replaced and causes the public to throw all waste and even garden waste into it. Sewage pumping stations are not functional due to the lack of maintenance of pumps. There are no or inadequate standby pumps; should a pump break, it sometimes takes days to repair and be functional again. Insufficient fencing and security at pumping stations cause vandalism and theft of pumps and cables.

ELECTRICITY

Electrical equipment is in very poor condition, especially in Stilfontein. All meter boxes are rusted, and doors are open or have no doors. The ones that still have doors are not locked. Vandals turn off the switches to lure and rob people. Almost all street lamp pole covers that keep the wiring closed have been stolen and sold as scrap and are extremely dangerous because the wiring is open. Street lamp posts that have been driven over and are living on sidewalks are removed after long periods and sometimes replaced. Sometimes days pass before street lights (bulbs) are replaced. Inspections should be carried out weekly to replace dead bulbs. Due to the level of crime in the towns, regular (weekly) inspections should be carried out by the electrical department. Sometimes days pass before complaints are heeded

WATER

As a result of outdated infrastructure, there are constant burst pipes that occur, which are mostly still asbestos, causing residents to sometimes be without water for several hours. Storm water diversion furrows are never cleaned again. All manhole covers have been stolen and are not being replaced. This poses a danger to vehicles and pedestrians. Water reservoirs are poorly or not fenced at all and cause vandals to have access to the premises. There is no or insufficient security.

TRAFFIC

It's one of the most invisible departments in the towns. No law enforcement takes place. Almost no traffic signs exist. All stop signs have been stolen and sold for scrap and are just not being replaced. An extremely dangerous situation for vehicles and pedestrians. No stripes/stop signs are painted on roads. No speed bumps are painted and are invisible to motorists. No parking lines exist at schools, churches, and shopping canterers.

PARKS

The grass is not cut at all in parks, sidewalks, and open spaces. Garbage is dumped everywhere. There are no or insufficient rubbish bins in parks as well as in shopping centres. Low-hanging street trees are not cut and some block the street lights. Dead trees are not cut down and removed. Defective or no equipment to do their work seems to be a problem here.

PARKS (CEMETERY)

No maintenance occurs here, and crime is frequent as the public visits their loved ones. No safety fence exists. Because of this poor condition, crime and vandalism are rampant.

RUBBISH REMOVAL

This service is extremely poor and infrequent service. Sometimes this service does not take place for days and mostly if it does take place, garbage is done after hours sometimes at midnight in order to earn overtime compensation. This causes garbage containers to be stolen because containers are not collected by owners. This pathetic service causes illegal dumping to take place in open spaces. The municipal dumping site is no longer accessible to residents because of how crime, intimidation and it is just too dangerous and that you have to pay to dump there. These factors give rise to illegal dumping.

FINANCE

Very poorly managed department. Then there is a financial director and then again for months there is none and where does someone observe? Sometimes there are no or incomplete monthly bills which causes late and sometimes no payments to be made by residents. On other days the entire system is offline and residents cannot make any payments. The reason is never communicated to the resident and leaves residents angry. The poor financial condition in which the council finds itself is the weak or no will in the recovery of outstanding billions of service fees owed by residents, businesses, state institutions, etc., which arose as a result of the above. Hence the ongoing negotiations with Midvaal water and Eskom to prevent services to the Council from being stopped over the millions of rand owed to the two institutions. The outstanding amounts of the two institutions cause great concern. Furthermore, the amount of +/- 6 billion rand owed by the towns in the Matlosana local authority is a source of great concern. It can only indicate no will and poor management.

BUILDING BY-LAWS

Another department that shines in absence. Illegal construction work is seen everywhere. No or insufficient inspections on those who do comply with the regulations and no action against the illegal ones. Illegal businesses that operate on residential plots and houses that are converted into businesses on residential plots. No building control officer to deal with the problem

BUILDINGS

Maintenance of council buildings is not done. Buildings are in poor condition. Vandalism is rampant in buildings despite the security.

JUSTICE

The application of laws, regulations, and ordinances leaves much to be desired in all departments

FIRE DEPARTMENT

This service does not exist in the town and is handled by Klerksdorp

Phones are just not answered no matter what the emergency is.

GENERAL

For some departments, it is also a great frustration to do their work because in most cases there is no stock available in the store and they have to search and drive frantically to get stock which causes repair work to be delayed by hours

WARD 31

WARD COUNCILLOR: SJ MAJIJI

PRIORITY PROJECT

Paving of the following school roads:

- Mabote
- Pine tree
- Makgosi
- Manyano
- Mosinini

1. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- Storm-water drainage
- Maintenance of rods
- Roads to be paved:
Mobote, Mogorosi, Umonyane, Kopano, Malashe, Makgosi, Phiri, Mosinene, Tlhabologo, Pinetree, Constantia, Rehauwetse, Qalo, Phelandaba, Impala, Mapula, Letsopa Streets.

2. SEWER

- Regular sewer blockages – fix problem with pipes

3. WATER

- Formalise stands to put in water meters
- Water channels to be developed

4. TOWN PLANNING

- Employ more town planners

5. ELECTRICAL ENGINEERING

- Maintenance of street lights
- Repair high mast lights
- Upgrade high mast lights

6. HOUSING SERVICES

- Illegal occupants – provide title deeds
- Allocate land for those who can afford to build their own houses
- Stands for churches and other entities

7. PUBLIC SAFETY - TRAFFIC

- No traffic signs
- Street names
- Speed humps
- School patrollers

8. COMMUNITY SERVICES – PARKS & RECREATION

- Sport facilities
- Community park with recreation facilities and programmes for youth
- Community hall

9. FINANCIAL SERVICES

- Write off arrears of child headed orphans
- Roadshows for payment of rent
- Use internal systems for services/job creation
- Do not outsource debt collectors

10. CORPORATE SERVICES

- Community hall in Ext. 9

11. HEALTH SERVICES

- Building of clinic
- Educate local community on health issues
- Clinic open 24 hours
- Work with NGO's

12. FIRE AND RESCUE

- Satellite fire station in township
- Buy rescue vehicles
- Fire rescue response time slow

13. LED

- Hawkers shelters
- Training of small business owners
- Support VTSD
- Funding for SMME and development of SMME's

PR CLLR STILFONTEIN
P BURRELL

1. ELECTRICAL ENGINEERING:

- Replace all damaged and rusted electrical boxes and install locks
- Upgrade substation
- Maintenance of sub-stations (grass cutting to be prioritised at substations)
- Regular maintenance of street lights
- increase levels of safety and deterring crime by installing high mast lights
- Street light poles are open, cover with metal cover
- Install CCTV cameras at sub-station to prevent cable theft
- Give residents back their power by helping to reduce their vulnerability to Eskom
 - load shedding and eradicate ESKOM supply areas; and enhance access to reliable,
 - affordable, and sustainable electricity; incentivise pre-paid electricity systems and
 - private electricity generation
- Request for Solar Geysers in all sections of ward 31 for qualifying residents

2. LOCAL ECONOMIC DEVELOPMENT:

- Small businesses should be encouraged to alleviate poverty and unemployment
- especially for the youth- Council has Golden Village in Stilfontein that can be utilized
- to develop the youth
- Community Projects
- Training and workshops for the youth
- Skills and capacity development
- Increase investment attraction
- Assistance with seeds to plough their own vegetables

3. PUBLIC SAFETY FIRE AND RESCUE

- Stilfontein fire station to re-open as a matter of urgency
- Road signs are not visible
- Speed humps are required, prioritizing all Street close to Schools namely: Stilfontein
- Primary School, Strathvaal Primary School, PA Theron Primary

4. HEALTH SERVICES:

- Clinic- extension of working hours
- Shortage of staff
- Shortage of medicine is a problem
- Burglary due to non-fencing
- Street lights not working around the clinic
- Patients not honouring their dates
- Shortage of chairs at the clinic
- Demarcation of patients as far as Alabama
- Parking area at the clinic not maintained, potholes are a major concern
- Some of the toilets are not working
- Signage's being stolen
- Road marking for the Ambulance

5. HOUSING SERVICES:

- Empty houses with overgrown grass and trees to be cleaned, drug abuse is
- worrisome, the empty houses are used for drug related activities and crime
- Shortage of houses and stands to build
- Cracked houses due to the earthquake to be fixed by disaster management funds
- allocated
- Shelter for women and children. Possibly situated at Golden Village premises which
- are now vacant and being vandalized

6. TOWN PLANNING:

- CoM to execute the repairs of the sinkhole on the N12 STILFONTEIN
- CoM to execute the repairs for 4 sinkholes, namely: Jan van Riebeeck, Kruger
- Crescent, Bax street and Connaught street

7. COMMUNITY SERVICES-CLEANSING:

- Illegal dumping signs
- Large containers in open spaces are required, in particular: Mines Road, Neethling,
- Jan van Riebeeck streets
- Tree felling is necessary
- Street Cleaning and collection leaves and branches

8. SPORTS ARTS AND CULTURE/COMMUNITY SERVICES:

- No community Hall
- No Swimming Pool
- No Sports facilities
- No Parks
- Playground for kids

9. CIVIL ENGINEERING:

- Reseal all cracked/damaged tar roads
- Repair potholes

10. ROADS, STORM-WATER AND LANDFILL SITES:

- Maintenance of all Streets left unfinished. Some of the streets are not roadworthy
- due to improper work of projects. Streets in particular:
- Buffelsfontein road and Van Ryneveldt Circle
- Cnr Van Zyl and Buxton road
- Cnr Neethling and Lombard street
- 10/5 Steyn Avenue
- Cnr Buxton and Connaught Str
- 29 Gladstone Str
- 7 Brits Str
- 13 Cloete
- 20 Van Zyl
- Cnr Gladstone and Athlone road
- Damaged Storm water system at 20 Van Zyl
- Damaged Storm water system at Cnr Steyn and Stilfontein road
- The community of Stilfontein pleads with CoM to intervene with the vandalised
- structure at Strathvaal Club situated opposite the police station

WARD 32

WARD COUNCILLOR: AM MORAKE

PRIORITY PROJECT

Paving of the following school roads:

- Community hall
- Refurbishment of Chris Hani Road
- Storm water drainage system
- Paving Thambo street
- Paving Ntsulela street
- Building of new school

1.CIVIL ENGINEERING – SEWER

- Sewer overloaded because of the size of the main sewer pipe – cause blockages and overflow
- Problems of blocked sewer taking too long to resolve

2.CIVIL ENGINEERING - WATER

- Reservoir operates manually
- Pressure tower also operates manually that results in waste of water – need a computerised system (telemetric system)
- No communication during closing of water for any reason
- Leakages inhouse – taps, toilets, meter

3. CIVIL ENGINEERING – TOWN-PLANNING

- Nqoba street and Aucillary streets needs paving as they are main streets – in the rainy season they are so bad that taxi's, police and emergency vehicles can't access the inside of the ward and this is troublesome to the ward
- List of aucillaries: Winnie str, Vilakazi, Oganne, Yosi, Tshidi, Ntshabaziwile, Mangu and W Njovane, Humeleng str.

4.ELECTRICAL ENGINEERING

- High Mast light – repair 8 high mast lights of which 5 are just globes that needs replacing and 3 are because of cable theft
- Erection of additional 3 high mast lights identified
- Electricity cable theft a problem
- Vuvisile Majoba road too dark to be the main entrance road to Khuma
- We propose street lights on the main entrance road – we recommend concrete poles with solar energy

5.CORPORATE SERVICES

- Unemployment of youth and other groups
- We need stats to help us identify areas where the ward is not represented on municipal programmes and how to map the way forward
- Ward empowerment on skills development projects by municipality
- Bursaries forward youth members by municipality
- Projected municipal plans on skills development including internships and learnerships
- Home based care givers training and utilization in our understaffed clinics
- Old age home
- Creche Indigent subsidies

6.HOUSING SERVICES

- Houses owned by non-rightful owners
- Blocked projects

- Tsoenami
 - Earthquake – 2014/5/6/7
 - Housing shortage for senior citizens, child headed family, people with disability and needy individuals, Indigent subsidies
- 7. PUBLIC SAFETY - TRAFFIC**
- Vuyisile Majova road needs upgrading – the street is the entrance into Khuma and it is currently very dark and it is the busiest street
 - Crime – CPF trained and capacitated
 - Control of taverns and taxi rank – control of tavern noises, taxis not controlled forms ranks anywhere in the ward attracting traffic and causing accidents
 - Mobile police station for visibility
 - Installation of CCV cameras to monitor crime hot spots
- 8. PUBLIC SAFETY - LICENSING**
- Business licences – local. The current process is failing us – most of this foreign spaza owners are questionable in terms of cleanliness and quality of their products
 - Training of youth to acquire drivers licences – since most of the youth are struggling we propose a system that can capacitate them with licenses to make them employable.
- 9. COMMUNITY SERVICES – CLEANSING, PARKS & RECREATION**
- No dumping signs
 - Provide containers/rubbish bins
 - Community hall – much needed as there are no schools or churches to borrow space from
 - Sports complex
 - The space identified on the left of Chris Hani street behind the houses between the municipal offices and ext. 8 entrance for a small park
- 10. FINANCIAL SERVICES**
- Write off arrears of child headed orphans
 - Indigent subsidies need to be finalised
 - Rate of unemployment – finance to financially capacitate our nation
 - Bursaries – skilling our youth will make them employable
 - Municipal pay point
 - Ward-based budget – we propose that each ward have a budget to use as they prioritise, this is due to the fact that wards have different problems and budgets are used unequally
- 11. HEALTH SERVICES**
- Casualty ward 24 hours and 7 days open, there is a high number of stabbings requiring stitches
 - Maternity ward also 24/7 – the volume is too high for ext. 6 clinic
 - Ward based ambulance services – there is a delay in services
 - Under staffing at present at clinic, not sufficient nurses resulting in overload and delaying of services
 - Enlargement and refurbishment of our clinic to include necessary dispensary unit with adequate medicine
- 12. FIRE & RESCUE DEPT**
- Water hydrants
 - Satellite fire station in township
 - Ambulance response time – decentralisation will improve response time.
- 13. LED**
- Capacity building for unemployed

- Local business recognition and implementation of the 70/30 resolution by government. This will help capacitate and grow our local businesses and to revive the local economy.
- Our SSME's to benefit
- Development of cooperatives and helping them with projects like piggery, chicken brawls, goats and red meat production and fresh produce farms especially for youth
- Establishment of database for businesses of people with disabilities as per government policies and finance to implement the resolution on this – this is our most vulnerable group which is always left behind in business – we recommend symposium to be held this year
- Carwash project will revive local economy.

14. FRESH PRODUCE MARKET

- Vegetable gardens – our ward has rich soil since it was fields before, we recommend establishment of community based gardens to use this land that is not suitable for housing
- Hawkers stalls – 8 stalls – 3 at entrances and a further 5 inside the ward placed strategically to be closer to most of our people

WARD 33

WARD COUNCILLOR: KR LATHA

PRIORITY PROJECT 2025/26

Extension 11 main road to be graded

Nkebe street next to Vuyane School road to be graded

Entrance of Botman street grade needed

Extension 10 cutting of long trees

Unblock storm drainage in Marumole street and next to Police station

Paving of the following school roads:

- Nkebe street
- Ext 10 Big trees
- Masike street ext. 10
- Mbekeni street
- Lebata street

1. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- Maintenance of roads
- Paving of following roads: Nkebe, ext. 10 main road, Nkumbi str, Ext 11 main road
- Landfill site needed to curb the problem of illegal dumping sites
- Storm-water drainage: all paved roads, especially Lekoma street.

1. SEWER & WATER

- Maintenance of sewer plant/system
- Maintenance of toilet leakage and taps
- Sewer blockage

3. LED

- Give priorities to youth, women and disabled people in projects
- Assistance of cooperatives & smme's to comply
- Installation of stalls for street vendors
- Promote inclusive participation in procurement in both public and private sector
- Create platform for developing businesses

4. HOUSING SERVICES

- New improved houses to be build
- Houses be renovated and others be rebuilding due to damages
- Title deeds needed
- Houses to be built for qualifying residents of Buffels and Midvaal
- Avail land for workers to build for themselves
- Houses or stand audit for Ext, 10,6 and 11

- 5. COMMUNITY SERVICES - CLEANSING**
 - Control Illegal dumping
 - Dumping areas to be established – put up no dumping signs
 - Shortage of dustbins in the ward, especially at the Ext 10 and Ext 11
 - Cutting of big trees in Ext 10 and Ext 6
 - Maintenance of parks
- 6. ELECTRICAL ENGINEERING**
 - High mast lights needed in graveyard and Ext 10
 - Electrification of Ext 10
 - High mast lights needed between ext. 6 and ext. 11
 - Audit all electrical meter boxes in all sections
- 7. HEALTH SERVICES**
 - Extension of Botshabelo clinic
 - Ambulance needed
 - Stock of medicine needed
 - Mobile clinic at Buffels no 1, Nappies place and Midvaal
 - Shortage of staff at clinic
 - Security problem at clinic
 - Health promoter needed at the clinics
- 8. COMMUNITY SERVICES - PARKS & RECREATION**
 - Parks to be developed in all extensions
 - Planting of trees in Ext 6 and Ext 11
 - Development of sports grounds for youth development
 - Development of playgrounds for kids
 - Cleaning of illegal dumping
- 9. CORPORATE SERVICES**
 - Need skills development – unemployment rate high
 - Building of community hall at Ext 6 and Ext 11
 - Youth centre needed next to Botshabelo clinic
 - Recruitment to be done per ward
- 10. OTHER**
 - Building of primary school at Ext. 6
 - Road marking and signs
 - Promote community projects
 - Support youth businesses and woman and disabled
- 11. FIRE AND RESCUE**
 - Stilfontein fire station to re-open as a matter of urgency
 - Fire fighters to be stationed at Khuma police station
- 12. TRAFFIC**
 - Visible traffic officers in ward
 - Traffic control at taxi rank
- 13. TOWN PLANNING**
 - New extension needed as the number of people rises monthly
 - Stands needed for people
- 14. FRESH PRODUCE MARKET**
 - Shelters to be provided for people in the ward
 - Funding to assist youth and old age keen on agriculture
 - Open markets for cooperatives and smme's

WARD 34

WARD COUNCILLOR: ZE NTSHANGA

1. HOUSING

- House audit report is needed to establish which houses are abandoned or ownerless for smooth running of subsidy applications.
- Rebuilding all houses affected by 2014 disaster tremor.

2. ELECTRICAL ENGINEERING

- High Mast lights should be maintained regularly

3. ROADS, STORM-WATER & LANDFILL SITES

- 12 Untarred streets must be paved.

4. SEWER & WATER

- Replacement of sewer network because it is dilapidated and exceeded the construction lifespan.
- Rebuilding of toilets.
- Water system is old and need to be replaced.

5. HEALTH SERVICES

- Rehabilitation centre must be built for drug and alcohol abuse.
- Bigger clinic needed to serve more than 15000 community members.

8. COMMUNITY SERVICES – PARKS & RECREATION

- *Sport facility to be built in the dolomite land.*

9. LOCAL ECONOMIC DEVELOPMENT

- Build a mall in line with the Stilfontein Town Regeneration strategy.

WARD 35

WARD COUNCILLOR: KV SEITSHERO

1. ELECTRICAL ENGINEERING

- 6 High mast lights be installed urgently
- +/- 350 houses need electrification
- High mast lights must be fixed

2. HEALTH SERVICES

- Mobile clinic time to be revisited
- Poor response or late arrival of ambulances
- Decentralise ambulance services
- Temporary structure for clinic

3. ROADS, STORM-WATER & LANDFILL SITES

- Storm water be installed in ext. 4, 1, 3, 4, 5, 7
- Roads to be tarred: 8th, Sothomela, Leeuw street, OR Street
- Roads leading to schools in ward 35 are not paved:
- Short streets graded

4. HOUSING SERVICES

- All asbestos roofing to be replaced
- Blocked housing projects to be unblocked
- Urgently build incomplete houses
- Most elders/pensioners still living in shacks
- Housing projects in ward 35 must commence with immediate effect
- Title deeds needed
- To deregister and register houses according to address
- To name streets in following ext.: 1,3,5,7
- Informal settlement dwellers given a temporary site and be prioritised for ext. 12, because they are about 450.
- +/- 350 re-zoned into residential area urgently need engineering services
- Erf no 3267, 2823 - ext. 1,
6690, 6691, 6692, 6693, 6694 – ext. 3,
6701, 6702, 6703, 6704, 6705, 6706, 6707, 6708, 6709, 6710 – ext. 7 7508, 7509, 7510,
7512, 7504, 7505 – ext. 7
Portion of remainder portion 15 Hartebeesfontein 422-IP (township establishment – to create 114 stands)

5. CIVIL ENGINEERING - WATER

- Communal Water taps to be installed at all informal settlement
- Water for rezoned park/business areas

6. PUBLIC SAFETY – FIRE & RESCUE

- Fire and Police Station in Khuma
- Decentralise disaster services
- Fire station in Stilfontein to be operational

7. PUBLIC SAFETY - TRAFFIC

- Speed humps
- Pothole patching in all streets

8. COMMUNITY SERVICES - CLEANSING

- Re-fencing of graveyard
- Clean graveyard – long grass
- Illegal dumping sites to be rehabilitated
- Supply large dumping containers

9. COMMUNITY SERVICES – PARKS & RECREATION

- Illegal dumping site
- Landfill site

10. LED & MARKET

- Training, monitoring and co-operatives
- Mining houses – social labour plan be linked to youth unemployment e.g. Bursary services.
- Small businesses should be encouraged to alleviate poverty and unemployment
- Re –opening of farming projects
- Marketing of local farming projects
- Regular monitoring of local projects

11. CORPORATE SERVICES

- Employment/recruitment be done per ward
- Urgently build theatre hall
- Facilitate enhancement of youth development

12. FINANCE

- Ward 35 urgently need paypoint
- Accelerate approval of indigent subsidies
- Tenants must pay services rendered by municipalities
- Deregister and register rightful owners

WARD 36

WARD COUNCILLOR: VO FOBOKE

PRIORITY PROJECT

- ***Ellaton: Marten estates – roads & stormwater drainage needed***
 - Kanana – high school
 - Ellaton – highmast lights
 - Ellaton – community hall
 - Ellaton & Kanana – mobile clinics
 - Kanana – community office
1. **ELECTRICAL ENGINEERING**
 - Ellaton: High mast light New Ellaton
 - Kanana: High mast light Phase 2
 - Kanana: High mast light opposite 23481
 2. **HEALTH SERVICES**
 - Ellaton: Mobile clinic needed:
 - Kanana: Mobile clinic needed
 3. **ROADS, STORM-WATER & LANDFILL SITES**
 - Kanana: grading of streets, stormwater drainage at Aganpanthus and road leading to school need to be paved.
 - Ellaton: roads paved in new Ellaton, stormwater needed.
 - Potholes: the whole Ellaton
 - **There is a hazardous sink hole near 22177 that needs attention.**
 4. **HOUSING SERVICES**
 - Title deeds needed in Ext 14 and Ext 15
 5. **CIVIL ENGINEERING - WATER**
 - Water taps to be installed
 6. **CIVIL ENGINEERING - SEWER**
 - Sewer blockages in the whole ward
 - Upgrading of sewer system
 7. **PUBLIC SAFETY – FIRE & RESCUE**
 - Ellaton: satellite police station needed
 - Kanana: Satellite police station needed
 8. **LED**
 - Co-operatives for youth needed
 - Job creation to reduce poverty
 - Assist community with seeds to plough
 9. **COMMUNITY SERVICES**
 - Grass cutting in whole ward
 - Tree trimming in Ellaton
 - Parks for children
 10. **CORPORATE SERVICES**
 - Community hall in Ellaton
 - High school in Kanana
 11. **SPORT, ARTS & CULTURE**
 - Sport facility in Kanana and Ellaton

WARD 37

WARD COUNCILLOR: BM PLAATJIE

1. ELECTRICAL ENGINEERING

- Upgrading of electrical power station
- Installation of solar geyser in ext. 7-19, 20
- High mast light be installed
- Maintenance of all high mast lights

2. HEALTH SERVICES

- Clinic for the township and surrounding area open 24 hours
- Centralise ambulance services in Jouberton clinic

3. ROADS, STORM-WATER & LANDFILL SITES

- Cleaning and maintaining water channels in Ompie Maretlwa
- Mokhuthu Street Paving ext. 20
- Mbabangwe street needs urgent attention
- Short streets graded
- Storm water channels revamping in Ext 19 & 20

4. HOUSING SERVICES

- Build RDP houses in ext. 19
- Incompleted RDP houses to be completed
- Fixing damaged houses of earthquake

5. CIVIL ENGINEERING - WATER

- Water taps to be installed Ext 19 and Ext 20
- Water needed in ext. 19 on weekends doesn't have water

6. CIVIL ENGINEERING - SEWER

- Sewer blockages
- Main line maintenance

7. PUBLIC SAFETY – FIRE & RESCUE

- Training of more personnel per ward

8. PUBLIC SAFETY - TRAFFIC

- Speed humps in Ext 19
- Scholar patrols needed in all Ward 37 schools

9. COMMUNITY SERVICES - CLEANSING

- Supply with large dumping containers

10. COMMUNITY SERVICES – PARKS & RECREATION

- Parks needed next to graveyard
- Maintenance of parks
- Cleaning of sports grounds
- Building new library

11. LED & MARKET

- Funding of projects for youth
- Erecting of stalls near Tower Mall to create jobs
- Funding cooperatives
- Establish new cooperatives

12. CORPORATE SERVICES

- Community hall in Ext 20

13 FINANCE

- Renovating of paypoint in Ext 19
- Capacitating staff members in paypoints

WARD 38

WARD COUNCILLOR: WG ZITWANE

PRIORITY PROJECT

Paving of the following school roads:

- Gerben
 - A1C1 Thaba Tshweu
 - Mankorwana
 - Malefulane
 - Rammutle
1. **ELECTRICAL ENGINEERING**
 - High mast lights needed
 - Stadium needs to be electrified
 2. **HEALTH SERVICES**
 - **Clinic for the township and surrounding area open 24 hours**
 - Decentralise ambulance services
 - Disaster services decentralised
 3. **ROADS, STORM-WATER & LANDFILL SITES**
 - Fix potholes
 - Paving of streets
 4. **HOUSING SERVICES**
 - Urgently build incomplete houses
 - Since hostel was demolished last year nothing has been done
 - Houses affected by the earthquake to be attended to
 5. **CIVIL ENGINEERING - WATER**
 - Water taps to be installed
 - Water for rezoned park/business areas
 6. **CIVIL ENGINEERING - SEWER**
 - Sewer blockages
 7. **PUBLIC SAFETY – FIRE & RESCUE**
 - Fire and Police Station
 - Decentralise disaster services
 8. **PUBLIC SAFETY - TRAFFIC**
 - Speed humps
 - Pothole patching
 9. **COMMUNITY SERVICES - CLEANSING**
 - Supply with large dumping containers
 - Clean graveyard – long grass
 10. **COMMUNITY SERVICES – PARKS & RECREATION**
 - Illegal dumping to be controlled
 - Shortage of dustbins in ward
 - Landfill site
 - Parks to be developed
 - **Develop sport facilities for kids**
 11. **LED & MARKET**
 - Training, monitoring and co-operatives
 - Funding for projects
 - Give priority to youth projects
 - Training of youth compulsory

- **Job creation to reduce poverty to ensure people pay rent**

12. CORPORATE SERVICES

- Employment/recruitment be done per ward
- Skills development needed – unemployment rate high

13. FINANCE

- Irregular billing on rent statements

WARD 39

WARD COUNCILLOR: I WILKEN

November 2021-2026

1. PUBLIC PARTICIPATION PROCESS

As per Whatsapp groups Ward 39 Service Delivery & Broadcast Groups, Hello Neighbour, Friedman St, Flamood Buurtwag on 24/11/2021

2. IDP: STRATEGIC CAPEX PLANNING REQUEST- NATIONAL & PROVINCIAL INFRASTRUCTURE INVESTMENT & BUDGET REQUEST

The IDP for Ward 39 will Include:

- Identifying Strategic Departmental Programmes for Ward 39
- Prioritisation of Ward 39 Community Needs
- Project Identification & Verification in Ward 39
- Development Interventions Needed from Municipal Administration in Ward 39
- Review of Municipal Administration Performance in Ward 39

2.1 CAPEX: Street Surfacing (Directorate: Technical & Infrastructure (Roads & Stormwater))

Action Required: All streets listed need to be surfaced with New Tarmac / Asphalt & Full Underbuild
Hot Asphalt Surfacing: Budget Costing: 1km Length x 7m Wide = 7000m² = R2 100 000.00

	Kilometer	Costing Budget
2.1.1 IrenePark (Main Roads)		
- Latham (Main Road)	1.15km	R 2 415 000.00
- Joe Slovo/ Old Joburg Road (From Irene to Latham)	318m	R 667 800.00
- Chris Hani (From Bridge to Elm)	2.14km	R 4 494 000.00
- Elm Str.	1.27km	R 2 667 000.00
- Moolman str.	591m	R 1 089 900.00
- Irene Str.	616m	R 1 293 600.00
2.1.2 IrenePark (Secondary Roads)		
- Cuckoo Str.	613m	R 1 287 300.00
- Adriaan str.	265m	R 556 500.00
- Friedman Str.	331.56m	R 696 276.00
- Bruce Str.	373.43m	R 784203.00
- Pine Str.	207.72m	R 436212.00

- Claude	240.78m	R 505638.00
- Hurter	208.11m	R 437031.00
- Nora	282.05m	R 463050.00
- Jacklin	536.22m	R 1 126 062.00
- Henry	552.69m	R 1 160 649.00
- Louw	289.43m	R 607803.00
- Arcadia	268.18m	R 563178.00
- Wood	98.47m	R 206787.00
- Johnjos	154.51m	R 324471.00
- Gould	489.13m	R 1 027 173.00
- Acorn	130.96m	R 275016.00
- Louis	114.70m	R 240870.00
- Pauline	126.80m	R 266280.00
2.1.3 Flamwood (Main Roads)		
- Buffelsdoorn Str. (From Central Ave to Platan Str)	3.75km	R 7 875 000.00
- Buffelsdoorn Str. From Central to Chris Hani	2.40km	R 5 040 000.00
- Buffelsdoorn Str. From Platan to New Matlosana Mall Road	2.37km	R 4 977 000.00
- Plataan Ave.	2km	R 4 200 000.00
- Central Ave (Main Road)	1.18km	R 2 478 000.00
- Monica Str.	3.01km	R 6 321 000.00
- Smit/ Willow Str.	2.15km	R 4 515 000.00
- Flamwood Dr.	1.45km	R 3 045 000.00
- Liza Str.	1.84km	R 3 864 000.00
- Abrahamson Str.	824m	R 1 730 400.00
- Servaas Str.	708m	R 1 486 800.00
- Dawn Str.	539m	R 1 131 900.00

- Prinses Dr.	430m	R 903 000.00
2.1.4 Flamwood (Secondary Roads)		
- Dorah Taemane Str.	437m	R 917 700.00
- Marilyn Str.	558m	R 1 171 800.00
- Zena Str.	100m	R 210 000.00
- Charo Str.	278.50m	R 584850.00
- Fanny Str.	302.23m	R 634683.00
- Deborah st.	279.67m	R 587307.00
- Harris Str.	366.47m	R 769587.00
- Kritzinger Str.	273.26m	R 573846.00
- Alida Str.	1.81m	R 3 801 000.00
- Pelsers Str.	501.48m	R 1 053 108.00
- Felicia Str.	151.37m	R 317877.00
- Redelinghuys Str.	409.78m	R 860538.00
- Gerald Str.	419.43m	R 880803.00
- Jan De Wet Str.	537.73m	R 1 129 233.00
- Pagel Bekker Str.	336m	R 705 600.00
- Neil Str.	319m	R 669 900.00
- Van Staden Str.	179m	R 375 900.00
- Rottanburg Str.	361m	R 758 100.00
- Sarah Str.	261.57m	R 549297.00
- Ronel Str.	450.66m	R 946386.00
- Cecelia Ave	284.21m	R 596841.00
- Suilenroc Str.	271.34m	R 569814.00
- Janice Str.	303.57m	R 637497.00
- Jill Ave.	230.48m	R 484008.00

- Beryl Ave.	413.60m	R 868560.00
- Rosemary Ave.	409.65m	R 860265.00
- Elvira Ave.	457.01m	R 959721.00
- Gerda Ave	325.37m	R 683277.00
- Martin Ave.	210.00m	R 441000.00
- Jerome Str.	212.95m	R 447195.00
- Tim Ave.	654m	R 1 373 400.00
- Suzet Ave.	536m	R 1 125 600.00
- Victoria Str.	762m	R 1 600 200.00
- Rina Str.	456m	R 957 600.00
- Shirley Str.	434m	R 911 400.00
- Goosen	340.25m	R 714525.00
- molepe	720.12m	R 1 512 252.00
- cullinan	291.01m	R 611121.00
- ehlers	405.00m	R 850500.00
- Greyling	184.66m	R 387786.00
- Silet Ave.	58.97m	R 123837.00
- Yulanda Str.	343.95m	R 722295.00
- Retha Str.	448.06m	R 940926.00
- Henna Ave.	107.52m	R 225792.00
- Goudkop Ave.	458.92m	R 963732.00
- Van Beek Ave.	315.63m	R 662823.00
- Heidra Ave.	236.23m	R 496083.00
2.1.5 Adamayview (Main Roads)		
- Flora Ave.	1.85km	R 3 885 000.00
- Connie Ave.	1.73km	R 3 633 000.00

- Ada Ave.	557.50m	R 1 170 750.00
- May Ave.	1.10km	R 2 310 000.00
- Smit/ Willow Str.	2.15km	R 4 515 000.00
2.1.6 Adamayview (Secondary Roads)		
- Poppy Ave.	685.91m	R 1 440 411.00
- Aster Ave.	179.22m	R 376362.00
- Daisy Ave.	181.90m	R 381990.00
- Violet Ave.	350.81m	R 736701.00
- Mina Str.	271.52m	R 570192.00
- Rose Ave.	464.41m	R 975261.00
- Lily Ave.	689.88m	R 1 448 748.00
- Fountain Crescent	400.41m	R 840861.00
- Olive Ave.	221.19m	R 464499.00
- Petunia Ave	177.38m	R 372498.00
- Dahlia Ave.	406.72m	R 854112.00
- Zinnea Ave.	194.65m	R 408765.00
2.1.7 SANRAL / PPP Project		
Willow Road Extension to New Matlosana Mall Road	936.78 meters	R1 967 238.00
New Road from Matlosana Gardens to 1 st or 2 nd entrance of Matlosana Mall (Both intersections on N12 have traffic lights)	348.69 meters	R732 249.00
New Footbridge / Tunnel either Over or Under the N12 for pedestrians & cyclists (Public Safety due to high speeds on N12)	150 meters	R5 000 000.00

2.2 CAPEX: Traffic Intersection Resurfacing with Pavers (Complete New Subsurface & Industrial Pavers) (Directorate: Technical & Infrastructure (Roads & Stormwater))

Action Required: All Intersections listed need to be surfaced with New Pavers & Full Underbuild
Paver Surfacing: Budget Costing:

- Intersections 25 x 25m = 625m²
- Access Road 4 Sides 10 x 6 m = 240m²
- Thus to round the figure 1000m² intersections: R300 m² (pavers / underbuild) x 1000m² = R300 000.00 per crossing

2.2.1 Traffic Crossings / Intersections Upgrading with Pavers, full intersection, plus 10 meters all directions		
- Crossing of Plataan & Smit to be upgraded to Pavers, no Tar		R 300 000.00
- Crossing of Plataan & Monica to be upgraded to Pavers, no Tar		R 300 000.00
- Crossing of Plataan & Buffelsdoorn to be upgraded to Pavers, and not Tar		R 360 000.00
- Crossing of Buffelsdoorn & Monica to be upgraded to Pavers, and not Tar		R 300 000.00
- Crossing of Buffelsdoorn & Central Ave to be upgraded to Pavers, and not Tar		R 300 000.00
- Crossing of Central & Smit / Elm to be upgraded to Pavers, and not Tar		R 300 000.00
- Crossing of Latham & Old Johannesburg Rd. to be upgraded to Pavers, and not Tar		R 300 000.00
- Crossing of Chris Hani & Elm to be upgraded to Pavers, and not Tar		R 360 000.00

2.3 CAPEX: Stormwater Upgrading & Long Term Repairs Due to Suburb Densification (Directorate: Technical & Infrastructure (Roads & Stormwater))

Action Required: All streets listed need to have stormwater upgraded, not piecemeal repaired
Budget Costing: R800 000.00 / km

	Kilometer	Costing Budget
2.3.1 Irene Park		
- Claude Str	415m	R 332 000.00

- Pine Str.	208m	R 166 400.00
- Nora Str.	153m	R 122 400.00
- Irene Str.	616m	R 492 800.00
- Jacklin Str	500m	R 400 000.00
- Henry Str.	524m	R 419 200.00
- Louw Str.	299m	R 239 200.00
- Joe Slovo/ Old Joburg Road (From Irene to Latham)	318m	R 254 400.00
- Latham (Main Road)	1.15km	R 920 000.00
- Elm Str.	1.27km	R 1 016 000.00
- Moolman Str.	591m	R 472 800.00
2.3.2 Flamwood		
- Central Ave.	1.7km	R 1 360 000.00.00
- Marilyn Str.	558m	R 446 400.00
- Dorah Taemane Str.	437m	R 349 600.00
- Flamwood Drive.	1.45km	R 1 160 000.00
- Liza Str	1.20 (Liza)	R 960 000.00
- Monica Ave.	2.82km	R 2 256 000.00 .00
- Buffelsdoorn Str. (From Central Ave to Muranti Str)	3.75km	R3 000 000.00
2.3.3 Adamayview		
- Plataan Ave.	2km	R 1 600 000.00
- Connie Ave.	1.73km	R 1 384 000.00
- Flora Ave.	1.85km	R 1 480 000.00
- Smit/ Willow Str.	2.15km	R 1 720 000.00
- May Str.	1.10km	R 880 000.00

2.4 Capex: Sewage Upgrade & Long Term Repairs Due to Suburb Densification (Directorate: Technical & Infrastructure (Sanitation))

2.4.1 Option 1: Action Required: All streets listed need to have sewage upgraded, not repaired

Budget Costing: R25 000.00 / Household

Budget Costing: R3 000 000.00 /km

	Kilometer	Costing Budget
2.4.1.1 Irene Park		
- Claude Str	415m	R 1 245 000.00
- Pine Str.	208m	R 624 000.00
- Nora Str.	153m	R 459 000.00
- Irene Str.	616m	R 1 848 000.00
- Jacklin Str	500m	R 1 500 000.00
- Henry Str.	524m	R 1 572 000.00
- Louw Str.	299m	R 897 000.00
- Joe Slovo/ Old Joburg Road (From Irene to Latham)	318m	R 954 000.00
- Latham (Main Road)	1.15km	R 3 450 000.00
- Elm Str.	1.27km	R 3 810 000.00
- Moolman Str.	591m	R 1 773 000.00
2.4.1.2 Flamwood		
- Central Ave.	1.18km	R 3 540 000.00
- Marilyn Str.	558m	R 1 674 000.00
- Dorah Taemane Str.	437m	R 1 311 000.00
- Flamwood Drive.	1.45km	R 4 350 000.00
- Liza Str	1.20 (Liza)	R 3 600 000.00
- Buffelsdoorn Str. (From Central Ave to Muranti Str)	3.75km	R 10 125 000.00
- Monica Ave.	2.82km	R 8 460 000.00
2.4.1.3 Adamayview		

- Plataan Ave.	2km	R 6 000 000.00
- Connie Ave.	1.73km	R 5 190 000.00
- Flora Ave.	1.85km	R 5 550 000.00
- Smit/ Willow Str.	2.15km	R 6 450 000.00
- May Str.	1.10km	R3 300 000.00

Or Alternatively

2.4.2 Option 2: Action Required: Deep Clean of All Major Lines in Ward 39 by High Pressure System

Quote Received from Local Businesses to clean the sewers of whole ward with high pressure trucks,
Budget Costing: R 1200 000.00

2.5 CAPEX: Water Reticulation Upgrade & Repairs (Directorate: Technical & Infrastructure (Sanitation))

Action Required: All streets listed need to have water pipe (100 to 150mm) upgraded, not repaired

Budget Costing: R20 000 / Household

Budget Costing: R2 500 000.00 / Km

	Kilometer	Costing Budget
5.1 Irene Park		
- Claude Str	415m	R 1 027 500.00
- Pine Str.	208m	R 624 000.00
- Nora Str.	153m	R 382 500.00
- Irene Str.	616m	R 1 540 000.00
- Jacklin Str	500m	R 1 250 000.00
- Henry Str.	524m	R 1 310 000.00
- Louw Str.	299m	R 747 500.00
- Joe Slovo/ Old Joburg Road (From Irene to Latham)	318m	R 795 000.00
- Latham (Main Road)	1.15km	R 2 875 000.00
- Elm Str.	1.27km	R 3 175 000.00
- Moolman Str.	591m	R 1 477 500.00
5.2 Flamwood		

- Central Ave.	1.18km	R 2950 000.00
- Marilyn Str.	558m	R 1 395 000.00
- Dorah Taemane Str.	437m	R 1 092 500.00
- Flamwood Drive.	1.45km	R 3 625 000.00
- Liza Str	1.20 (Liza)	R 3 000 000.00
- Buffelsdoorn Str. (From Central Ave to Muranti Str)	3.75km	R 9 375 000.00
- Monica Ave.	2.82km	R 7 050 000.00
5.3 Adamayview		
- Plataan Ave.	2km	R 5 000 000.00
- Connie Ave.	1.73km	R 4 325 000.00
- Flora Ave.	1.85km	R 4 625 000.00
- Smit/ Willow Str.	2.15km	R 5 375 000.00
- May Str.	1.10km	R 2 750 000.00

3 CAPEX: Conversion of Open Powerlines to Insulated Bundle Cables ((Directorate: Technical & Infrastructure (Electrical Distribution))



Figure 1: Example of an Insulated Bundle Electric Network

Action Required: All suburbs in Ward 39 (Irene Park, Flamwood, Adamayview) where trees are competing with Electrical Distribution network, need to be changed to Insulated Bundle Electric Wire
Budget Costing: R5 000 000.00 per suburb per year

	Kilometer	Costing Budget
3.1 IrenePark		R5 000 000.00
- Latham (Main Road)	1.15km	
- Adriaan str.	265m	
- Irene Str.	616m	
- Cuckoo Str.	613m	

- Moolman str.	591m	
- Joe Slovo/ Old Joburg Road (From Irene to Latham)	318m	
3.2 Flamwood		R5 000 000.00
- Central Ave (Main Road)	1.18km	
- Smit/ Willow Str.	2.15km	
- Dorah Taemane Str.	437m	
- Marilyn Str.	558m	
- Alida Str.	1.81m	
- Pagel bekker Str.	336m	
- Neil Str.	319m	
- Van Staden Str.	179m	
- Rottanburg Str.	361m	
- Monica Str.	2.82km	
3.3 Adamayview		R5 000 000.00
- Plataan Ave.	2km	
- Smit/ Willow Str.	2.15km	
- Flora Ave.	1.85km	
- Connie Ave.	1.73km	
- May Str.	1.10km	
- Dahlia Str.	319m	
- Zinnea Str.	194m	

4 Replacement of Vandalized Substations ((Directorate: Technical & Infrastructure (Electrical Distribution))

Action Required: All suburbs in Ward 39 (Irene Park, Flamwood, Adamayview) have the Transformers / Distribution Units in the streets that have either accident damaged, or are broken open & are Life threatening.

Budget Costing: R20 000.00 /200kva Substation

4.1 Electrical Boxes & Substations	Action Required	Costing Budget
Elvira ave Box no 365 (2 locks missing, 1 handle broken, Rusted left Back)	New Substation 200kva	R20 000.00
Tim ave Box no 358 (Right door open Yale lock open)	New Substation	R20 000.00
Suzet ave no 7 - Missing lock- door open	New Substation	R20 000.00
Suzet ave no 13 - Missing lock- door open-Box rusted-rear handle broken but lock still on	New Substation	R20 000.00
Suzet Ave.: Box 360 - lock broken(forced open) left door open	New Substation	R20 000.00
Suzet Ave.: Box 611- side door open. Lock broken	New Substation	R20 000.00
Rina Ave: Box 363- left door rusted-Righthand door oprn no lock	New Substation	R20 000.00
Shirley Ave : Box 363-Rusted left side- left door handle broken-lock missing, rusted on right hand side	New Substation	R20 000.00
Victoria ave : Box 372- Lock missing on left side	New Substation	R20 000.00
Victoria ave: small box at Victoria 19 - no lock	New Substation	R20 000.00
Victoria ave: small box at Victoria 24 - no lock	New Substation	R20 000.00
Philip ave: Box 354 - right door rusted	New Substation	R20 000.00
Beryl Ave: Box 369 - 1 x Lock missing on left door	New Substation	R20 000.00
HENRY Str.: Substation pallisades have been broken open	New Substation	R20 000.00
14 Neil Str.: meter box Open	New Substation	R20 000.00
1 Pelser Str.: Electrical Distribution Unit broken open. Very high risk for electrocution	New Substation	R20 000.00
18 Jan de Wet Str.: Electrical Distribution Unit broken open. Very high risk for electrocution	New Substation	R20 000.00
Servaas Str.: at Servaas Gym.: Distribution box was driven out of ground in an accident, lying on its side	New Substation	R20 000.00
Pagel Becker Str.: (Substation completely overgrown & in a serious state of disrepair, including security)	New Substation	R20 000.00

5 Henry Str.: Substation completely overgrown & dilapidated	New Substation	R20 000.00
c/o Latham & Old Johannesburg Road: Power box on Lamp post has no cover, with wires & switches exposed	New Substation	R20 000.00
c/o May & Flora (Substation completely overgrown & in a serious state of disrepair, including security)	New Substation	R20 000.00
Henry Str, Irenepark	Old Substation vandalised & Burnt	R20 000.00
Monica Ave @ Ponta Toscana	Old Substation vandalised & Burnt	R20 000.00

5 Replacement of Power-line (Feeders) & New streetlight requests for streets without lighting

Costing Budget: Included in Estimate below

Discussed with PMU Unit during meeting of 12/12/2017, and Yearly since then as Urgent CAPEX Request

5.1 Replacement of Feeder Line: & Installation of streetlights for streets without lighting		
<p>- Monica Str. Feeders (4 Cables from Doringkruin Main Electrical Distribution to Monica str. to be replaced, due to regular malfunction causing long power outages)</p> <p>Phase 1: 2 cables</p> <p>Phase 2: 2 Cables</p> <p>Have been budgeting for 15 Years, and situation is now critical for the continued supply of electricity to the Northern Suburbs especially in light of all new housing & business developments approved by Matlosana Mun.</p>		<p>Phase 1: R20 000 000.00</p> <p>Phase 2: R20 000 000.00</p>
<p>New Streetlight Requests:</p> <p>1. Chris Hani</p> <p>2. Buffelsdoorn Str (From Plataan str Robot to Muranti Str.Doringkruin)</p>		<p>1. R200 000.00</p> <p>2. R200 000.00</p>

3. Harris Ave. between Dorah Taemane & Charo		3. R150 000.00
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6. Municipal Request to Provincial Government / District Municipality for Clinic

Adamayview, Flamwood & Irenepark residences need to use the clinic situated in Bishop Tutu street, this is a difficult challenge to the elderly population of said suburbs.

Could a IDP request be put to Provincial Government to build a clinic in Adamayview, especially in light of the Social Housing being built in Flamwood Ext. 25.

6.1	Action Required	Costing Budget
Building & Staffing of New Clinic by Province in Ward 39	IDP request to Province	R1 000 000.00 per year over 5 years
Building & Staffing of New Chreche by Province in Ward 39	IDP request to Province	R1 000 000.00 per year over 5 years

And

New School to cater for Flamwood Extention 24 & other new developments opposite & next top Matlosana Mall

6.2	Action Required	Costing Budget
Building & Staffing of New Public School by Dr KK & Province	IDP request to DR KK & Province	
Building & Staffing of New Primary School by Province in Ward 39	IDP request to Province	R200 000 000.00 over 5 years
Building & Staffing of New Secondary School by Province in Ward 39	IDP request to Province	R400 000 000.00 over 5 years
Possible site for School is the 11ha open property C/O Liza & Smit Str.		

And

New Community Hall & Office for Ward Councillor & Ward Committee

6.3	Action Required	Costing Budget (1st Year of 3)
- Building a Community Hall & Ward Office in Ward 39	Town Planning & Infrastructure must plan & develop a new municipal building for use by ward councillor & Committee & Community	R 5 000 000.00 per year for 2 years

6.1 CAPEX Request 1: Park Development (Directorate: Integrated Environmental Management Community Facilities (Parks & Cemeteries))

Redevelopment of the Parks at the following localities:

	Action Required	Costing Budget (1st Year of 3)
7.1.1 Flamwood		
- Park at Dorah Taemane Str.	Park Upgrade	R100 000.00
7.1.2 Adamayview		
- Palmiet Spruit Wetland developed into a trimpark from Doringkruin to N12	Mega-Community Park & Floodplain Development from Doringkruin to N12, and N12 to Protea Hotel	R200 000.00 per year over 5 years. Operational budget adjustment of 3x general workers, 1 tractor Driver & 2 Lawn Mower Operators needs to be addressed & Implemented
- Park at Poppy Avenue	Park Upgrade	R100 000.00
- Park at Flora Avenue	Park Upgrade	R75 000.00
- Fountain Circle Park	Park Upgrade	R50 000.00
7.3 IrenePark		
- Cuckoo Str. Park	Park Upgrade	R50 000.00

6.2 CAPEX Request 2: Urban Forestry (Directorate: Municipal & Environmental Services (Parks & Development))

- Planting up of all new development streets in Flamwood Ext.
- Replanting of all streets where exotic and CARA listed trees have died back, to be replanted with indigenous trees.
- This is to increase the tree stock in the streets that mediate climate change & help with carbon sequestration.

	Action Required	Costing Budget (1st Year of 3)
7.2.1 Flamwood		
- Various Streets	Purchase & Planting of Street trees	R50 000.00
7.2.2 Adamayview		

- Various Streets	Purchase & Planting of Street trees	R50 000.00
7.2.3 IrenePark		
- Various Streets	Purchase & Planting of Street trees	R25 000.00

7. Public Safety & Infrastructure Development

CAPEX Request: Budget Costing: R60 000.00 per Mini-Traffic Circle

	Action Required	Costing Budget (1st Year of 3)
8.1 Flamwood		
- Monica Ave	Placement of Mini-traffic Circles. 1x at Creche close to Platan	R 60 000.00
- Platan & Monica	Placement of Mini-traffic Circle	R 60 000.00
- Platan & Neil	Placement of Mini-traffic Circle	R 60 000.00
- Platan & Dawn	Placement of Stop Street	R 60 000.00
- Platan & Prinses	Placement of Stop Street	R 60 000.00
- Platan & David	Placement of Stop Street	R 60 000.00
- Platan & Janice	Placement of Stop Street	R 60 000.00
- Platan & Ronel	Placement of Stop Street	R 60 000.00
- Liza Str & Victoria	Placement of Mini-traffic Circle	R 60 000.00
- Liza St & Monica	Placement of Mini-traffic Circle	R 60 000.00
- Liza & Tim St	Placement of Stop street	R 60 000.00
- Liza & Tim St.	Placement of Stop street	R 60 000.00
- Liza & Molepe	Placement of Stop street	R 60 000.00
- Liza & Ehlers	Placement of Stop street	R 60 000.00
- Buffelsdoorn & Rina	Placement of Stop street	R 60 000.00

- Buffelsdoorn & Liza	Placement of Stop street	R 60 000.00
8.2 Adamayview		
- Platan & Smit	Placement of Mini-traffic Circle	R 60 000.00
- Platan & Flora	Placement of Mini-traffic Circle	R 0 000.00
- Flora & Mina	Placement of Mini-traffic Circle	R 60 000.00
- Flora & Ada	Placement of Mini-traffic Circle	R 60 000.00
8.3 IrenePark		
- Latham & Jacklin	Placement of Mini-traffic Circle	R 60 000.00
- Chris Hani & Pine	Placement of Stop street	R 60 000.00
- Chris hani & Nora	Placement of Stop street	R 60 000.00
- Chris Hani Between Canal & Buffelsdoorn	Placement of Stop street	R 60 000.00

8. CAPEX: Street Storm water Surface Drainage Installation (Directorate: Technical & Infrastructure (Roads & Stormwater))

Action Required: All streets listed need to hve a new stormwater surface drainage system installed, since the old underground stormwater dtainage system has not been maintained since 1995.

Surface Drainage System : Budget Costing: 1m Length x 1.2m Wide = 7m2 = R2 100 000.00

	Kilometer	Costing Budget
2.1.1 IrenePark (Main Roads)		
- Latham (Main Road)	1.15km	R 2 415 000.00
- Joe Slovo/ Old Joburg Road (From Irene to Latham)	318m	R 667 800.00
- Chris Hani (From Bridge to Buffelsdoorn)	2.14km	R 4 494 000.00
- Elm Str.	1.27km	R 2 667 000.00
- Moolman str.	591m	R 1 089 900.00
- Irene Str.	616m	R 1 293 600.00
2.1.2 IrenePark (Secondary Roads)		
- Cuckoo Str.	613m	R 1 287 300.00

- Adriaan str.	265m	R 556 500.00
- Friedman Str.	331.56m	R 696 276.00
- Bruce Str.	373.43m	R 784203.00
- Pine Str.	207.72m	R 436212.00
- Claude	240.78m	R 505638.00
- Hurter	208.11m	R 437031.00
- Nora	282.05m	R 463050.00
- Jacklin	536.22m	R 1 126 062.00
- Henry	552.69m	R 1 160 649.00
- Louw	289.43m	R 607803.00
- Arcadia	268.18m	R 563178.00
- Wood	98.47m	R 206787.00
- Johnjos	154.51m	R 324471.00
- Gould	489.13m	R 1 027 173.00
- Acorn	130.96m	R 275016.00
- Louis	114.70m	R 240870.00
- Pauline	126.80m	R 266280.00
2.1.3 Flamwood (Main Roads)		
- Buffelsdoorn Str. (From Central Ave to Platan Str)	3.75km	R 7 875 000.00
- Buffelsdoorn Str. From Central to Chris Han	2.40km	R 5 040 000.00
- Buffelsdoorn Str. From Platan to New Matlosana Mall Road	2.37km	R 4 977 000.00
- Plataan Ave.	2km	R 4 200 000.00
- Central Ave (Main Road)	1.18km	R 2 478 000.00
- Monica Str.	3.01km	R 6 321 000.00
- Smit/ Willow Str.	2.15km	R 4 515 000.00
- Flamwood Dr.	1.45km	R 3 045 000.00

- Liza Str.	1.84km	R 3 864 000.00
- Abrahamson Str.	824m	R 1 730 400.00
- Servaas Str.	708m	R 1 486 800.00
- Dawn Str.	539m	R 1 131 900.00
- Prinses Dr.	430m	R 903 000.00
2.1.5 Flamwood (Secondary Roads)		
- Dorah Taemane Str.	437m	R 917 700.00
- Marilyn Str.	558m	R 1 171 800.00
- Zena Str.	100m	R 210 000.00
- Charo Str.	278.50m	R 584850.00
- Fanny Str.	302.23m	R 634683.00
- Deborah st.	279.67m	R 587307.00
- Harris Str.	366.47m	R 769587.00
- Kritzinger Str.	273.26m	R 573846.00
- Alida Str.	1.81m	R 3 801 000.00
- Pelser Str.	501.48m	R 1 053 108.00
- Felicia Str.	151.37m	R 317877.00
- Redelinghuys Str.	409.78m	R 860538.00
- Gerald Str.	419.43m	R 880803.00
- Jan De Wet Str.	537.73m	R 1 129 233.00
- Pagel Bekker Str.	336m	R 705 600.00
- Neil Str.	319m	R 669 900.00
- Van Staden Str.	179m	R 375 900.00
- Rottanburg Str.	361m	R 758 100.00
- Sarah Str.	261.57m	R 549297.00
- Ronel Str.	450.66m	R 946386.00

- Cecelia Ave	284.21m	R 596841.00
- Suilenroc Str.	271.34m	R 569814.00
- Janice Str.	303.57m	R 637497.00
- Jill Ave.	230.48m	R 484008.00
- Beryl Ave.	413.60m	R 868560.00
- Rosemary Ave.	409.65m	R 860265.00
- Elvira Ave.	457.01m	R 959721.00
- Gerda Ave	325.37m	R 683277.00
- Martin Ave.	210.00m	R 441000.00
- Jerome Str.	212.95m	R 447195.00
- Tim Ave.	654m	R 1 373 400.00
- Suzet Ave.	536m	R 1 125 600.00
- Victoria Str.	762m	R 1 600 200.00
- Rina Str.	456m	R 957 600.00
- Shirley Str.	434m	R 911 400.00
- Goosen	340.25m	R 714525.00
- molepe	720.12m	R 1 512 252.00
- cullinan	291.01m	R 611121.00
- ehlers	405.00m	R 850500.00
- Greyling	184.66m	R 387786.00
- Silet Ave.	58.97m	R 123837.00
- Yulanda Str.	343.95m	R 722295.00
- Retha Str.	448.06m	R 940926.00
- Henna Ave.	107.52m	R 225792.00
- Goudkop Ave.	458.92m	R 963732.00
- Van Beek Ave.	315.63m	R 662823.00

- Heidra Ave.	236.23m	R 496083.00
2.1.5 Adamayview (Main Roads)		
- Flora Ave.	1.85km	R 3 885 000.00
- Connie Ave.	1.73km	R 3 633 000.00
- Ada Ave.	557.50m	R 1 170 750.00
- May Ave.	1.10km	R 2 310 000.00
2.1.6 Adamayview (Secondary Roads)		
Poppy Ave.	685.91m	R 1 440 411.00
Aster Ave.	179.22m	R 376362.00
Daisy Ave.	181.90m	R 381990.00
Violet Ave.	350.81m	R 736701.00
Mina Str.	271.52m	R 570192.00
Rose Ave.	464.41m	R 975261.00
Lily Ave.	689.88m	R 1 448 748.00
Fountain Crescent	400.41m	R 840861.00
Olive Ave.	221.19m	R 464499.00
Petunia Ave	177.38m	R 372498.00
Dahlia Ave.	406.72m	R 854112.00
Zinnea Ave.	194.65m	R 408765.00

1. Public Participation Process

As per WhatsApp groups Ward 39 Service Delivery & Broadcast Groups, Hello Neighbour, Friedman St, Flamwood & Irene Park Buurtwag on 30/12/2024

3. IDP: Strategic CAPEX Planning Request- National & Provincial Infrastructure Investment & Budget Request

New Roads for Ward 39

Flamwood Between Central & Latham		
Elysia		
Benroy		
Brenda		
Horwitz		
Robin		
Leon Lewis Place		
Buffelsdoorn Central – Chris Hani		
Joseph		
Acorn		

1. HEALTH

- Mobile Clinic on weekly basis to assist house and general workers with minor medical treatment.
- We have Matlosana Gardens who could use a clinic for their 3000+ residents.

2. INFRASTRUCTURE

- ALL house building renovations must be forced to hire and use a skip for building rubble to prevent building rubble on sidewalk
- Rubble left on pavements should be fined and removed at homeowners cost.
- Alternative Routes for large trucks exceeding allowed weight and height in our neighborhood avenues.
- Stormwater drains be redesigned to prevent the theft of Steel frames which now leave gaping holes on sidewalks which pose a danger to pedestrians and vehicles alike.
- Resurfacing of Routes in ward with discussion with the Cllr before planning. Routes were re-done and did not need resurfacing.
- Alternatives to Swimming pool backwash outlets / sprinkler system damaging roads and infrastructure. Possible fines.

3. LED

- Extended public works program:

Paving of the following intersections which must be rebuilt because of no maintenance:

- Buffelsdoorn/Central Avenue
 - Buffelsdoorn/Monica Avenue
 - Central Avenue – Elm & Smit Meet.
 - Elm & Latham
 - Platan & May (Goudkop Laerskool)

Paving projects will create jobs and alleviate poverty

4. PUBLIC SAFETY

- New road signs throughout the ward.
 - Painting of roads especially on main roads.
 - Fixing Street lights at Main Intersections as they are dark and cause traffic flow problems at night as lines are not visible.
 - Central avenue
 - Buffelsdoorn / Liza Avenue
 - Redesigning the following intersections to Built up Traffic Circles to prevent further accidents and promote / force vehicles slowing down.
 - Smit Avenue / Platan / May Avenue – The 4-way stop was always initially at Smit / Platan. It was then moved to May due to the school. This is a dangerous and congested intersection which sees all traffic from Matlosana Gardens Travel through it during peak hours. Smit has also become the Alternative route to the N12. The traffic area is also so dark at night and street signs are not visible due to cable theft and streetlights not working.
 - Liza & Buffelsdoorn Avenue – This a Stop Intersection that no cars adhere to. With the theft of streetlight cables, high mast Lights stolen as well as no stop signs and visible traffic markings – this intersection sees vehicles approaching it at high speed from both Wilkoppies and Doringkruin Sides. The traffic at this road has increased due to the NEW Road linking N12 and Doringkruin and the new Village mall-built Corner Austin / Buffelsdoorn.

- Speed humps in routes where traffic has increased, posing new dangers to pedestrians and children:
 - Daisy Avenue – 4 Daisy Avenue - The Seventh Day Adventist Church
 - Smit Avenue – 63 Smit Avenue & 73 Smit Avenue
 - Monica Avenue – 18 Monica, 32 Monica (Pre-school) ,46 Monica, 62 Monica, 76 Monica, 112 Monica (Pre-School)
 - Flora Avenue – 11 Flora, 25 Flora, 37 Flora, 84 Flora.
 - Rose Avenue – 5 Rose & 19 Rose.

5. CIVIL ENGINEERING – ROADS, STORM-WATER & LANDFILL SITES

- Resealing of main roads with special reference to Central Avenue, -, Chris Hani- Central-, Buffelsdoorn, Platan Avenue -N12 to Buffelsdoorn.
- Fixing of all reported potholes in every street of the ward and the maintenance of the streets thereafter.
- Opening, cleaning and restructuring of storm water channels especially in Dooringkruin and lower parts of Wilkoppies
- Timeous Rehabilitation of roads and pavements after burst water pipes. Not waiting 3 years for a hole to be closed and re-tarred.
- Replacing of old infrastructure in streets where regular pipe bursts occur in Ward.
- Opening and upgrading of old asbestos sewer lines, Flamwood Irene park and Adamayview Properly, to enhance economic development
- Ensuring Sewer lines in Ward are flushed and a plan to reroute a new Line through Irene Park as main sewer line has collapsed.
- Proper regulation of town planning schemes and proper reaction on infringement of the scheme where applications and procedures were not followed.

6. COMMUNITY SERVICES – PARKS AND RECREATION

- Building of a community hall and ward offices in Ward 39. (There are no municipal buildings to be utilized as ward offices in the whole of the ward.) Possible building at Triest training Centre to be utilised – which could be used for Ward 16,17 & 39, integrating 3 wards into 1 office.
- Demolishing/ rebuilding of dilapidated garden tool sheds creating hiding place for criminals. (Park Violet street, Flora avenue)

7. ENVIRONMENTAL HEALTH SERVICES

- Regular refuse removal
- Having Landfill site TOKENS available at Pick N Pay gazebo.
- Cutting of grass on sidewalks and open spaces like parks.
- Cleansing of open erven especially in Flamwood Ext 30 – east of Liza Avenue
- Proper law enforcement in respect of illegal dumping with special reference to the dumping of building rubble.
- Drastic improvement of regulation of food outlets especially in Central Avenue (Mochachos, Steers, Fish Away, etc)

8. ELECTRICAL ENGINEERING

- Replacement of Cables and bulbs of streetlights. Cable theft is at an all time high and our wards are left in the dark.
- Trimming of trees in all routes of the wards helps prevent power outages when the wind blows and cables touch, as well as making roads more well lit when streetlights actually work.

9. FINANCIAL SERVICES

- Reinstatement of Financial Systems to ensure proper functioning of the municipality and ensure that accounts are timeously sent out.
- Proper reading of meters, correct accounts, call center and proper customer services and dispute procedures.
- Consideration of having an ONLINE system to view, dispute, pay, submit readings for residents. Paper delivery of accounts is a waste of money and time as post office no longer delivers.

10. CORPORATE SERVICES

- Proper communication to public regarding new by-laws, tariffs, procedures, etc. Update website timeously and have information at the residents' hands as they need.

CHAPTER 4: INSTITUTIONAL ANALYSIS

INTRODUCTION

Service delivery in terms of the Constitution of the Republic of South Africa, Schedule 4, Part B determines the functions of the municipality and therefore its responsibility towards the community. In terms of the IDP and the strategic objectives of the City of Matlosana, certain issues are set out to be achieved during the financial year. The directorates contribute to the municipal service delivery objective in the form of water supply, sanitation service roads and storm-water, development of new infrastructure, electrical services, waste management, housing provision and indigent support. The directorates endeavours to provide these services in line with the relevant acts and service delivery guidelines as issued time to time.

Although most of these services are being provided to the community satisfactorily, there is not adequate maintenance and upgrade budget to ensure future demand is met in all sectors, due to low revenue collection rate experienced by the municipality.

Households with the basic level of service delivery

PROPORTION OF HOUSEHOLDS WITH BASIC SERVICE DELIVERY			
Basic Service Delivery	Hh with the minimum service level and above	Hh below minimum service level	Hh with no access
Refuse Removal	117 463	13 970	0
Water	123 902	7 531	0
Sanitation	124 234	7 199	0
Electricity	117 197	14 236	0

PROPORTION OF HOUSEHOLDS WITH MINIMUM LEVEL OF BASIC SERVICES				
Basic Service	2020/21	2021/22	2022/23	2023/24*
Electricity service connections	169 257	170 537	170 652	117 197
Water - available within 200 m from dwelling	180 483	183 834	182 382	123 902
Sanitation - households with at least VIP service	170 545	171 328	171 437	124 234
Waste collection - kerbside collection once a week	170 181	170 798	170 985	117 463

* Census 2022

4.1.2 DIRECTORATE: TECHNICAL & INFRASTRUCTURE

The Constitution requires the Local Government to provide basic services to the local community and the Directorate is the central key to the realisation of this legislative imperative. To progress effectively in the provision of basic services, the following sections in the Directorate need to focus on their strategic roles, Town-planning, Water Section, Sanitation Section, Roads and Storm-water Section as well as Human Settlements (formally known as Housing).

Political Factors:

- **Government Regulations and Policies:** Compliance with the Blue Drop and Green Drop standards for water and sanitation management, respectively, is essential to meet regulatory requirements. The Directorate must navigate complex political landscapes, balancing local government priorities with national mandates.
- **Community Engagement:** Political dynamics are crucial in maintaining support for large infrastructure projects. Engaging local communities in decision-making and service delivery planning will help mitigate dissatisfaction, reducing the risk of service delivery protests.
- **Municipal Funding and Support:** Funding for infrastructure development, especially from national bodies like the National Treasury, plays a significant role in supporting projects like public lighting expansion.

Economic Factors:

- **Budget and Resource Allocation:** Financial constraints are a recurring challenge, particularly with limited funding for upgrading and maintaining aging infrastructure. Aging infrastructure and high maintenance costs add to the strain on the municipality's budget.
- **Cost Efficiency:** Reducing water losses (from 42% to 15%) and improving energy efficiency in electricity provision will have long-term economic benefits by reducing wastage and lowering operational costs. Investment in technology integration, such as advanced monitoring systems, can improve efficiency and reduce unnecessary expenses.
- **Economic Growth Impact:** Properly functioning road transport and storm-water drainage systems are essential for facilitating economic growth. Reliable infrastructure directly supports local businesses, enhances trade, and attracts further investment to the region.

Social Factors:

- **Community Needs and Expectations:** The public's expectations for reliable service delivery in water, sanitation, and electricity are high, and failure to meet these demands can result in protests and dissatisfaction. Addressing these needs while improving communication and engagement will help the Directorate align its services with the community's expectations.
- **Health and Safety:** Effective sanitation and wastewater treatment are essential for preventing waterborne diseases, directly impacting public health. Ensuring consistent public lighting will enhance safety in communities, reducing crime and improving quality of life, especially in underserved areas.
- **Demographic Growth and Urbanization:** The City of Matlosana faces increased demand from growing populations, particularly informal settlements. Expanding electricity provision, water services, and sanitation facilities will be necessary to meet these demands in a sustainable manner.

Technological Factors:

- **Infrastructure Monitoring and Technology:** The integration of smart technologies for monitoring infrastructure (such as water and electricity networks) can reduce losses and improve service reliability. For instance, leak detection technologies in water provision and advanced metering systems for electricity could significantly address current inefficiencies.
- **Innovation in Service Delivery:** Implementing technology in stormwater management and road infrastructure monitoring can help optimize resources and improve response times to issues.

Exploring digital platforms for service requests and community feedback can improve interaction between the municipality and residents.

- **Data Management:** Leveraging data to make informed decisions about infrastructure investments and service prioritization is key to achieving strategic goals. The Directorate should focus on enhancing its data management capabilities.

Legal Factors:

- **Compliance with National Standards:** The Directorate must comply with legal requirements regarding water quality, sanitation, and waste management. Achieving the best municipality status for wastewater treatment and maintaining Blue Drop compliance are critical for legal and operational success.
- **Infrastructure Development Regulations:** The Directorate must navigate the legal frameworks surrounding infrastructure development and maintenance. Delays in meeting legal standards for electricity provision or road safety could expose the municipality to legal challenges or penalties.
- **Environmental Regulations:** As the Directorate focuses on sustainability, it must comply with environmental regulations governing water and waste management. Implementing eco-friendly technologies and practices to ensure sustainable service delivery will not only meet legal requirements but also enhance the municipality's reputation for responsible governance.

Environmental Factors:

- **Sustainability Initiatives:** Emphasizing sustainability in water and sanitation services, particularly in reducing water losses and enhancing wastewater treatment, aligns with both environmental regulations and broader sustainability goals. The focus on minimizing water and electricity wastage supports environmental protection efforts.
- **Climate Change Impact:** Changing weather patterns and climate variability can affect water availability and stormwater management. The Directorate should plan for adaptive infrastructure to handle extreme weather events, such as floods or droughts, to ensure continuous service delivery.
- **Waste Management and Pollution:** Proper sanitation and wastewater treatment are critical for minimizing environmental pollution. Ensuring the cleanliness and safety of effluent is necessary to protect local ecosystems and water sources from contamination.

Strategic Focus Area:

- **Resilience:** addressing aging infrastructure, climate change, and regulatory compliance.
- **Inclusivity:** community engagement, meeting growing demographic needs, and equitable access.
- **Sustainability:** improving efficiency, reducing losses, and environmental stewardship.
- **Service Delivery:** reliable, compliant, and future-ready municipal services.

4.1.3 WATER PROVISION

The City of Matlosana is a **Water Services Authority**. The Water Services Act, Act 108 of 1997, section 5(4) states that in emergency situations, a Water Services Authority (WSA) must take reasonable steps to provide basic water supply to any person within its area of jurisdiction and may do so at the cost of

the authority. To contribute to the enhanced quality of life and prosperity of all the people in the City of Matlosana by providing better quality water services through a well-established and maintained infrastructure to comply with the Constitutional obligations of the Republic of South Africa.

Overview

Midvaal Water Company is responsible for the treatment of bulk water and the distribution into the bulk infrastructure of the Municipality at a measured unit cost and to ensure water quality compliance up to the bulk infrastructure of the Municipality.

Description of the Activity

City of Matlosana is responsible for the following:

- monitoring the units of water supplied by the bulk service provider;
- distribution of water to the consumer through its water infrastructural network, which includes piping systems, pump-stations and reservoirs;
- testing and replacement of water meters;
- planning of new infrastructure;
- water quality testing and post water treatment quality maintenance;
- on-going assistance to ensure that new developments are expedited and water infrastructure installed in accordance with standards and specifications of the municipality;
- analysis of all aspects of the existing water supply system to pro-actively identify worn-out infrastructure and problematic areas;
- continuous management and control to ensure the optimum ability of the water supply infrastructure;
- support the finance department in ensuring revenue collection is sustainable and consistent; and
- reduce water losses within the water infrastructure system.

Objectives

- Rendering sustainable bulk water service by supplying adequate water of good quality on a continuous basis and at a reasonable cost to the consumer;
- Providing, operating and maintaining the distribution system to meet the needs of all customers;
- To reduce water losses from 42% to 15% in the next 5 years (2020 – 2024);
- To maintain 95% Compliance on the Blue Drop status; and
- To improve Revenue collection.

4.1.4 SANITATION PROVISION

The main objectives of the Sanitation section are to:

- provide sanitation services to all the households in the Matlosana area and enforce the relevant By-laws to the residents and the industries;
- maintain a sewer system network and to plan for a new sewer system service on new developments and settlements in the area;
- ensure a clean and a compliant sewage effluent from all the four (4) waste water treatment plants in the Matlosana area, therefore curbing the outbreak of waterborne diseases such as Cholera, Typhoid etc.;

- ensure a proper housekeeping and maintenance of all the sewage pump-stations in the jurisdiction of the municipality;
- fill the vacant and budgeted for posts to ensure sufficient teams for the maintenance of sewer networks and the proper day-to-day running of the four (4) waste water treatment plants and twenty-three (23) sewage pump-stations, thus rendering effective service delivery to the community of the Matlosana area (including its townships); and
- as part of the Green Drop achievement goal, the Section is currently making improvement on the refurbishment of the Waste-Water Treatment Plants as per the outcome of PAT feedback by DWS (Department: Water and Sanitation).

Objectives

The following are the section's objectives:

- to be the best municipality in the North West in terms of IRIS system on Waste Water Status achievement which is awarded by the National Department of Water and Sanitation and the rendering of uninterrupted service delivery to the community and future developments;
- to be the best municipality in the North West Province in rendering a reduced interruption of services in terms of sanitation infrastructural service delivery; and
- to render sanitation services proactively, without having community service delivery protests prompting our reactions.

However, it should be indicated that despite the fact that the IRIS-Green Drop on Waste Water Treatment Assessments have not been done nationally by DWS since 2013, the Sanitation section continuously endeavour to meet the guidelines as this has positive spinoffs for service delivery in the area of jurisdiction.

4.1.5 ROAD TRANSPORT

The City of Matlosana's primary responsibility is to provide road infrastructure that is of an acceptable level of service. The roads transport infrastructure networks and storm-water systems must be reliable, accessible and affordable. They should be able to facilitate seamless mobility of goods and people and promote socio-economic development within the City of Matlosana. Furthermore, the roads should be a priority in the promotion of vehicular and pedestrian safety.

4.1.6 ROADS AND STORM-WATER DRAINAGE

The Roads and Storm-Water section add value to accessibility in Matlosana through the provision of sustainable roads and storm-water service of high quality.

The section's goals are to:

- ensure effective storm-water and drainage management;
- provide roads and storm-water infrastructure development and maintenance;
- provide safe roads with good quality riding characteristics; and
- determine a road inventory and create a road referencing system.

The Roads and Storm-Water section is responsible for planning, providing and maintaining the roads and storm-water infrastructure of City of Matlosana and to facilitate economic growth and socio-development, promote traffic safety, improve traffic flow and alleviate traffic congestion.

4.1.7 ELECTRICITY PROVISION

Service delivery in terms of the Constitution of the Republic of South Africa determines the functions of the municipality and in this case specifically electricity supply to the City of Matlosana Municipality

community. The City of Matlosana has two licensed distributors of electricity providing electricity within its jurisdiction, namely Eskom and the City of Matlosana municipality.

Eskom provides electricity to township households in Kanana, Khuma, Tigane and private farms, whilst the City of Matlosana provides electricity to the towns of Klerksdorp, Orkney, Stilfontein and Hartbeesfontein, as well as the townships of Jouberton, Alabama and Manzilpark. The electricity management within the City of Matlosana electricity distribution license NW 403, has a responsibility to ensure that it is managed in accordance with the *recent legislation which includes the Electricity Amendment Acts 1989; 1994; 1995; and the Electricity Regulation Act 04, of 2006.*

Currently the provision of basic electricity at household level stands at 93%, with a backlog within rural and recently established urban low-income areas. To reduce the outstanding service backlog in both distribution areas, the municipality relies on an annual basis for funding from the Department of Mineral Resources and Energy (DMRE) through the Integrated National Electrification Programme (INEP).

Areas with backlogs identified during IDP consultation process are formulated into projects that are incorporated into municipal IDP. The percentage of households in urban areas provided with electricity in formal and informal stands at 94% whereas percentage of households in rural areas provided with electricity stands at 60%, the remaining percentage of the households not provided with electricity in both rural and urban areas are provided with free basic alternative energy in a form of liquefied paraffin.

The Sub-Directorate has the following structure components to ensure quality electricity provision, public lighting and safe electricity installations and perform maintenance of electrical equipment at water and sanitation facilities as a support service to the Water and Sanitation sections:

- Electricity distribution & public lighting network maintenance section;
- Projects management and network planning section;
- Mechanical services
- Fleet maintenance services

Objectives

The main objectives Electrical, Fleet & Mechanical Section are to:

- provide electricity services to all household in the Matlosana in line with the Electricity Regulations Act, 2006;
- enforce the relevant By-laws to the Residents, Business and the Industries;
- maintain, refurbish and upgrade electricity distribution network system to ensure continuous quality electricity supply;
- ensure compliance to NRS Standards through planning, designing and monitoring;
- ensure proper operation and maintenance of all mechanical equipment water and waste water treatment plants facilities and components in the jurisdiction of the municipality; and
- provide public(community) lighting in the jurisdiction of the municipality.
- ensure proper operation and maintenance of all motorised and non-motorised fleet and equipment water of the municipality

4.1.8 Public (community) lighting

City of Matlosana provides public lighting in the form of street lights and High mast Lights to township of Kanana, Khuma, Tigane, Jouberton, Alabama and Manzilpark and CPS's, as well as towns of Klerksdorp, Orkney, Stilfontein and Hartbeesfontein, the public lighting management within the City of

Matlosana electricity jurisdiction, has a responsibility to ensure that it is managed in accordance with the *recent legislation which includes NRS 089-5-1 of 2009*;

Currently the provision of public(community) lighting stands at 85%, with a backlog within rural and recently established urban low-income areas. To reduce the outstanding service backlog in both areas, the municipality relies on an annual basis for funding from the National treasury through the Municipal infrastructure grant (MIG).

4.1.9 Fleet Services Provision

The Electrical and Mechanical Engineering section is responsible for the repairs, maintenance, and management of fleet. The management of fleet involve registration and annual licensing of municipal fleet, management of accidents, logbooks, trip authorisation outside the boundary of the municipality and branding of municipal vehicles. Fleet maintenance involves repairs and servicing of municipal fleet and equipment. Currently the municipality have 584 items on its fleet, of which 445 are over 10 years old. For maintenance of fleet, the municipality have appointed four service providers to assist the internal capacity of mechanics to repair and service its fleet. The management of fleet is de-centralised. This means every section of the municipality is responsible for the management of its own fleet. The fleet management section is only responsible for licence registrations, outside the City of Matlosana trips authorisations, certificate of fitness registration and receiving of log sheets at the end of the month.

4.1.10 Mechanical services provision

The Electrical and Mechanical Engineering section is responsible for the repair and maintenance of mechanical equipment at water and sanitation facilities as a support service to the Water and Sanitation sections.

The maintenance performance of mechanical services section:

Maintenance conducted at the mechanical workshops include repairs on pumps, motors, mechanical screens, aerators, clarifiers, gearboxes, fitting and welding. The municipality has 22 sanitation pump-stations and 4 waste water treatment plants (WWTP), as well as 5 bulk water points and 3 water pump-station to maintain. Two of the waste treatment plants at Hartbeesfontein and Klerksdorp respectively are performing at 76% efficient whereas the other 2 plants in Stilfontein and Orkney are performing below 50%.

4.1.11 Challenges

The Sub-Directorate faces the following challenges to provide electricity to the community of City of Matlosana within its distribution license areas and perform maintenance of electrical equipment at water and sanitation facilities as a support service to the Water and Sanitation sections:

- ageing infrastructure that cause high number of unplanned electricity interruptions;
- limited funding to maintain and improve the existing infrastructure;
- high electricity technical losses due to ageing and saturated infrastructure;
- high electricity non-technical losses due to illegal connections and tampering of metering units;
- high level of vandalism and theft of copper-containing electricity and public lighting systems at substations, public lighting, water and sanitation facilities;
- increased demand due to mushrooming of informal settlements and settlement on private land;
- Non-availability of repair & maintenance materials; and

- Ageing fleet to respond to network failures within minimum standard.

4.1.12 Programmes and projects to address electricity access and public lighting for financial year 2024/25

a) Electricity access

Projects	No. of households to benefit	Supply authority	Costs
City of Matlosana – bulk pre-engineering	n/a	Eskom	R235 725.00
Electrification at Tigane Ext. 7 & 8 – pre-engineering	1600	Eskom	R200 000.00
Infills – type1	20	Eskom	R190 181.25
Electrification at Bester Farm Dwellers	4	Eskom	R206 602.77
Electrification at Kanana Ext.5 – pre-engineering	850	Eskom	R2 042 446.88
Electrification at Nkagisang Ext. 2	75	Eskom	R2 042 446.88
Electrification at Jouberton Ext. 31&34 – pre-engineering	3700	City of Matlosana	
Anti-meter tampering enclosures	628	City of Matlosana	R26 000 000

b) Public lighting

Projects	No. lights	Supply authority	Costs
Khuma high mast lights	9	Eskom	R3 600 000
Retrofitting of lights with LED	600	City of Matlosana	R5 000 000

4.2 DIRECTORATE PLANNING AND HUMAN SETTLEMENTS

The Directorate of Planning and Human Settlements plays a critical role in promoting inclusive and sustainable development in the City of Matlosana. To evaluate the strategic environment affecting housing delivery, informal settlement upgrades, and land use planning, the Directorate aims to address pressing housing challenges while ensuring compliance with legislative frameworks and encouraging community participation.

Political Environment:

- Operates within a participatory local governance structure.
- Municipal responsibility for informal settlements underscores commitment to equity.
- Strategic collaboration with provincial/national entities can improve resource mobilization.

Economic Environment:

- Affordable housing remains essential to reducing inequality.
- Land leasing support local economic development.
- Partnerships with stakeholders can stimulate investment and revenue generation.

Social Environment:

- Informal settlement upgrading promotes sustainable human settlements.
- Community education and involvement are key to successful housing projects.
- Inclusive policies for vulnerable groups are crucial.

Technological Environment:

- Innovative planning technologies improve housing and service delivery.
- The National Housing Needs Register aids in demand management.
- Smart housing technologies can enhance sustainability.

Legal Environment:

- Guided by SPLUMA and national housing policy frameworks.
- Legal compliance ensures project viability and mitigates risks.
- Staff training on regulatory compliance is essential.

Strategic Focus Areas:

1. **Accelerating Upgrading Initiatives:** Complete key informal settlement projects.
2. **Enhancing Partnerships:** Collaborate with government and civil society.
3. **Monitoring and Evaluation:** Use data systems to track project impact.
4. **Community Engagement:** Ensure resident participation in planning and delivery.

4.2.1 DEFINITION OF A HOUSEHOLD / HOUSING UNIT

Household: A *household* consists of a person, or a group of persons, who occupy a common dwelling (or part of it) for at least four days a week and who provide themselves jointly with food and other essentials for living. In other words, they live together as a unit. People who occupy the same dwelling but who do not share food or other essentials were counted as separate households during the 2016 census. For example, people who shared a dwelling but who bought food and ate separately were counted as separate households.

Housing Unit: A *housing unit* is a unit of accommodation for a household, which may consist of one structure or more than one structure, or may be part of a structure. Examples of each are a house, a group of rondavels and a flat. In informal areas and overcrowded conditions a housing unit may house more than one household. The types of living quarters classified as housing units are as follows: -

- House or brick structure on a separate stand or yard;
- traditional dwelling / hut / structure made of traditional materials;
- flat in block of flats;
- town / cluster / semi-detached house (simplex, duplex, triplex);
- house / flat / room in back yard;
- informal dwelling / shack in back yard or not in back yard, e.g. in an informal / squatter settlement;
- room / flat that is let, not in a back yard but on a shared property;

- caravan or tent; and private ship / boat. (Statistics South Africa, Census 2016)

4.2.2 DEFINITION OF AN INFORMAL SETTLEMENT

Informal settlements are groups of people living on land to which they have no legal claim. It is also known as an unplanned settlement on land which has not been surveyed or proclaimed as residential, consisting mainly of informal dwellings. Informal settlements are also referred to as squatter settlements, slums or shanty towns (Statistics South Africa, Census 2016).

4.2.3 MATLOSANA INFORMAL SETTLEMENTS

The upgrading of informal settlements is invariably a phased process, the ultimate objective of which is to provide everyone with acceptable housing opportunity. Therefore, responsibility for the upgrading of informal settlements initiated and led by the municipality.

4.2.4 MISSION OF HOUSING UNIT

The mission of the Housing unit within the Directorate Planning and Human Settlements is to facilitate the delivery of sustainable human settlements, affordable, adequately serviced land, security of tenure and a well-located housing opportunity through:

- partnership with the provincial department of human settlements in conducting consumer education;
- mobilisation of well-located land for low income and affordable housing with increased densities;
- ensuring higher built densities, appropriate housing forms with a variety of tenure types, and the densification of existing residential areas;
- introduction of rental strategy as an alternative to the existing housing backlogs; and
- facilitates eradication of informal settlements through the various housing programmes.

The Housing unit will further strive to ensure the achievement of the following:

- management of informal settlements;
- compilation of a credible National Housing Needs Register; and
- ensure that the City of Matlosana receives Municipal Accreditation level 1 and 2, to perform human settlements functions.

4.2.5 INTRODUCTION TO TOWN-PLANNING

The enactment of the Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) "SPLUMA" has ushered in a new era for planning in City of Matlosana, and the country at large. The Act is intended to achieve uniformity in planning processes and systems at all three (3) Spheres of Government.

The Act is intended to achieve redress by ensuring that all areas which were previously not included in Spatial Planning processes and instruments, were now incorporated through what has widely been recognised and accepted as wall-to-wall planning. SPLUMA was officially operationalised with effect from 01 July 2015. All municipalities were required to have put in place transitional measures, by developing By-Laws for the regulation of land use activities in their Areas of Jurisdiction. To this end, the

municipality has adopted a By-Law whilst the process for the review of the Land Use Management System (LUMS) has been commenced with.

This By-Law has designated land use applications into two main categories, namely: Category A and B. Category A applications are processed by the Authorised Official, and Category B applications are processed by the Municipal Planning Tribunal. It is worth noting that the municipality has a functional Municipal Planning Tribunal and an Appeals Authority. The municipality is required to formulate and adopt a SPLUMA compliant LUMS within five (5) years of the operationalisation of the Act. The review of the Spatial Development Framework (SDF) is in progress, to ensure that the broad development objectives for each land parcel in the municipal area is expressly set out.

Land Use Management

Land Use Management activities in the municipality are regulated by the By-Law and the Scheme Regulations. The municipality has been actively considering development applications for rezoning, subdivision, consent use, consolidation and removal of restrictive title conditions. Efforts have also been made by the placement of newspaper adverts, calling on land owners to submit applications in instances where they were found to have been transgressing provisions of the By-Law and the Scheme Regulations.

4.2.6 ESTATE ADMINISTRATION AND LAND SALES

This section was formerly located at Directorate Corporate Support. However, with the restricting of the organisational structure it was then properly placed in the Directorate Planning and Human Settlements. The main objective of this section is to manage municipal immovable properties, excluding Municipal Rental Stock.

The section is responsible for the consideration of applications for the acquisition and leasing of municipal land. This includes the reconciliation of all land parcels contained in the immovable property register, to ensure completeness and fullness in the disclosure of municipal assets. This section was restructured to assist in local economic development endeavours, to enhance municipal revenue through the leasing of commonages and invariably promote access to land for redress purposes. The purpose of the restructuring processes was to empower the section to execute the mandate of making land available for development by invitation of development proposals for land earmarked for development in terms of the SDF, thereby attracting more investment into the municipality.

MATLOSANA INFORMAL SETTLEMENTS UPGRADING - 2024/2025						
NAMES OF INFORMAL SETTLEMENTS	DESCRIPTION OF LAND AFFECTED	OWNERSHIP	ZONING OF LAND	CATEGORY IN TERMS OF RAC Completed (Rapid Assessment & Categorisation)	TYPE OF INTERVENTION PROVIDED BY MATLOSANA	SUITABILITY OF LAND IN TERMS OF IDP (SDF)
Sloja, Tigane	PTN Hartbeesfontein 297 IP				Formalisation & Installation of services	

		Municipal	Agriculture	B1		Yes
Sunny Side, Jouberton	PTN 392 Townlands of Klerksdorp 424 IP	Municipal	Agriculture	B1	Formalisation & Installation of services	Yes
Waterfall, Jouberton (next to Ext. 24)	PTN 5 Nooitgedacht 429 -IP	Government of RSA	Government	B1	Application for donation of land by Dept of Agriculture submitted, township establishment and Installation of services	Yes
Jouberton Ext. 31 (Ext. 25)	PTN 5 Nooitgedacht 429 -IP	Municipal	Agricultural	A	Installation of services	Yes
Kanana Ext. 16	PTN 5 Nooitgedacht 429 IP	Municipal	Agricultural	B1	Formalisation & Installation of services	Yes
Mphebatho (Khuma)	PTN Wildebeespan 442-IP	Municipal	Agricultural	B2	Relocation	No
Tony Shaft Khuma Ext. 9	PTN 3 Hartbeesfontein	Municipal	Agricultural	B2	Relocation	No
Zandpan (Mama Winnie)	PTN 4 of Zandpan 423 - IP	Government of RSA	Government	B2	Relocation	No

The section is continuously engaged in the compilation of a credible land audit of all existing municipal land, including the identification of dormant land parcels not owned by the municipality, which may be acquired for development or human settlement purposes.

Approved Projects for 2024/2025 (All these projects are at different stages of procurement, whilst in most cases the construction of BNGs has already commenced).

SERVICING OF SITES – 2024/2025			
NAME OF AREA	Nr. OF STANDS	SCOPE OF WORK	PROGRESS
Jouberton Ext. 31 (Ext 25)	3000	Installation of internal services	Appointed
Jouberton Ext. 34	2254	Installation of internal services	Appointed
Kanana Ext. 16	2283	Installation of internal services	Appointed
Kanana Ext. 17	943	Installation of internal services	Appointed
Orkney Ext. 2	200	Installation of internal services	Appointed
Tigane Ext 7 & 8	BULK	Construction of Bulk Engineering services/Infrastructure (Water & Sewer)	To be appointed
Tigane Ext 9	2049	Internal Services	New Township Extension finalised in March 2024 Contractor to be appointed
Jouberton Ext 31 & 34, Kanana Ext 5,15,16 &17	BULK	Construction of Bulk Engineering services/Infrastructure and refurbishment of Waste Water Treatment Plant(WTP)	Contractor appointed 43%
Hillview	4800	Township Establishment	In progress. Awaiting Municipal Planning Tribunal decision – 25 April 2024 MPT Sitting
Sunnyside	2500	Installation of internal services & Bulk	To be appointed

HOUSING DEVELOPMENT - BREAKING NEW GROUNDS "RDP's" – 2024/2025			
PROJECT NAME	PLANNED STANDS	MILESTONES COMPLETED	PROGRESS
	1667	775 Foundations 380 Wall Plates	Appointed

Matlosana Estate Ext 10		79 Completions	
Alabama Ext 5B	755	531 Foundations 496 Wall Plates 296 Completions	Appointed
Alabama Ext 5C	800	705 Foundation 521 Wall plate 380 Completion	Appointed
Jouberton Infill Ext 2, 3 & 7	300	125 Foundations 80 Wall Plates 40 Completions	Appointed
Kanana Ext 13	278	Unblocked project 125 New Units 253 Incomplete Progress to date 125 Complete 253 Wall Plate 73 Completions	Appointed
Kanana Ext. 15	1116	Construction of BNGs	To be appointed
Tigane Ext. 7 & 8	3078	Construction of BNGs	To be appointed

4.3 DIRECTORATE PUBLIC SAFETY

The Directorate of Public Safety is a cornerstone of community well-being in the City of Matlosana. This high-level institutional analysis examines the political, economic, social, technological, and legal environments shaping the Directorate's operations. It further outlines strategic focus areas vital for enhancing safety, operational efficiency, and public trust.

Political Environment:

- Operates under national/provincial public safety regulations.
- Strong political support for traffic management and disaster preparedness.
- Opportunity to strengthen intergovernmental relations and foster public trust through community forums.
-

Economic Environment:

- Public safety supports economic growth by creating secure environments.
- Revenue from Licensing Section contributes to municipal sustainability.
- Potential for public-private partnerships to expand safety initiatives.

Social Environment:

- Critical role in ensuring community safety through traffic, fire, and security services.
- Educational campaigns improve public awareness and engagement.
- Focus on inclusive strategies for vulnerable communities.

Technological Environment:

- Use of automated enforcement and real-time data enhances operations.
- Need for integrated data management systems.
- Investment in technology will improve response times and accountability.

Legal Environment:

- Governed by key frameworks like the National Road Traffic Act.
- Compliance reduces legal risks and strengthens service delivery.
- Ongoing staff training and regulatory audits are essential.

Strategic Focus Areas:

1. **Enhancing Licensing Efficiency:** Streamlining systems to improve service delivery.
2. **Road Safety Initiatives:** Scaling educational and enforcement efforts to reduce accidents.
3. **Strengthening Disaster Preparedness:** Expanding investments in emergency readiness.
4. **Community Engagement:** Building strong relationships with stakeholders.
5. **Integration of Services:** Promoting interdepartmental coordination.

4.3.1 LICENSING SECTION

The Licensing section has a connection with the NW Provincial Department in terms of the grading of the local examiners operating within their jurisdiction.

Acts and Regulations that govern the Licensing Section:

- National Road Traffic Act and Regulations, 1996 (Act 93 of 1996);
- Road Traffic Management Corporation (Act 20 of 1999);
- Administrative Adjudication of Road Traffic Offences (Act 46 of 1998);
- North West Business (Act 6 of 1997);
- Public Safety Traffic and Security By-Laws – approved 5/12/2003; and
- South African National Standards for the Motor Vehicle Testing Centre (SANS).

Description of the activity

- Administrative personnel at the Licensing section assist members of public with information and perform transactions for the registration of vehicles, licensing / deregistration of vehicles, issuing of permits, application and issuing of motor trade plates. They also assist with change of particulars of vehicle / owner, renewal of driver licenses, application and issuing of business, hawkers' licences and rental of stands and payment on notices/summonses on penalties issued.
- Application and issuing of certification of roadworthiness certificates of motor vehicles, weighbridge certificates of motor vehicles, application and issuing of learner licenses, application and issuing of driver licenses, application for professional driving permits, application for temporary driving license, collecting of transaction fees for Road Traffic Management Corporation (RTMC).
- Management personnel reconcile the daily takings, votes, request payment of money due to Province / DLCA (Driving License Card Account) / Road Traffic Management Corporation (RTMC), administrative functions on all activities, reconciliation of daily takings and banking. Reconcile the monthly ledgers with Treasury processing and do the statistics of the division.
- Inspectors of Business Licences perform inspections on businesses, hawkers, motor dealers and issue notices and fines when needed.
- Examiners for Driver's Licences perform eye tests for renewal of drivers' licences, professional driving permits and when applicants apply to be tested for learners' licences and driving licences. Examiners for Driver's Licences test members of the public for learners and drivers' licences.
- Examiners for testing of vehicles inspect the vehicles for roadworthiness and weigh vehicles on the weighbridge scale.

4.3.2 TRAFFIC, SECURITY AND MUNICIPAL COURT

The Traffic section is responsible for the following:

- creation of safe road environment by reducing road accidents and fatalities;
- promotion of safer road traffic environment;
- reduction of road traffic violations;
- ensuring maximum collection of outstanding fines from offenders;
- ensuring traffic information management;
- ensuring road safety education campaigns;
- investigate all road traffic related matters; and
- enforcing of the Road Traffic Act and Municipal By-Laws.

Security section

To safeguard and protect Council property and assets, personnel and to ensure community safety in the City of Matlosana municipal area.

Technical section

The technical section is responsible for the maintenance of road marking and road signs within the City of Matlosana municipal area.

Traffic Court

The core function of this section is the processing of traffic offences issued by Traffic Officers. This court will soon become the Municipal Court as it will be adjudicating on Municipal By-Law fines issued by other Inspectors other than Traffic Officers.

Administration section

This Section is responsible for the administration and maintenance of property and assets of the Traffic and Security Division. Activities include:

- Processing of traffic fines issued and handling of payments thereof;
- Applications for escorts, marches and other public events;
- Procurement of products and services; and
- Conciliation and management of reports, etc.

4.3.3 FIRE AND DISASTER MANAGEMENT

The section fully supports and complement the vision and mission of the Council in an attempt to become one of the best and leading section in our Municipality and the Province. The Disaster Management competency is getting full political support and Councillors waits to see Disaster Risk Management come to its fullest potential. Currently there are two officials doing Disaster Risk Management of which a proposed organogram was submitted to Council for approval. The unit focuses on preventative measures in the form of CBDRA's (Community Based Disaster Risk Assessments) and recommendations to relevant sections and institutions.

The section also co-ordinates and liaises with the relevant sections in attempt to assist the community in all thirty-nine (39) wards. The section assists with blankets and mattresses and capturing of incidents in the form of reports and photo's as proof of evidence (POE).

4.3.4 FIRE SERVICES

Service delivery priorities:

- To be in a position to respond to all fire & rescue incidents and complement the purpose of the service as per the Fire Brigade Act (act 99 of 1987).
- To be pro-active in terms of Fire Prevention Inspections.
- To timeously response to complaints.

The section really tries to accommodate all areas of responsibility and work closely with the ward councillors and the community with regard to fire safety and general fire information.

The section's major efficiencies achieved:

- Sometimes "write off" accounts for indigent people.
- Assists with supporting letters for insurance claims.
- Assists the community by engaging with sector departments (such as Home Affairs, SASSA, Social Welfare, SAPS and Environmental Health).

The disaster management functions of the municipality are administered as follows:

- Assess risks in the area and determine the vulnerability of the community of City of Matlosana;
- mitigating these risks and integrates them into the IDP to reduce vulnerability;
- public Information Education and Relations;
- disaster Risk Management contingency plans;
- co-ordination of safety at events; and
- disaster response and disaster relief operations.

4.4 DIRECTORATE COMMUNITY DEVELOPMENT

The Directorate of Community Development is central to enhancing the quality of life in Matlosana through inclusive programs spanning Waste Management, Libraries, Museums, Cemeteries, Biodiversity and Landscape, and Sport and Recreation. This strategic analysis identifies the key external factors influencing the Directorate's operations and provides strategic recommendations to guide future planning.

Political Factors:

- Alignment with national and provincial development policies enhances legitimacy and potential for funding.
- Public accountability pressures demand transparency and measurable outcomes.
- Legal compliance remains critical in areas such as waste disposal, cemetery development, and heritage preservation.

Economic Factors:

- Budget constraints impact service expansion and infrastructure upgrades.
- Opportunities exist for external funding and job creation through environmental and heritage projects.
- Sustainable expenditure on projects such as refuse truck leasing requires long-term financial planning.

Social Factors:

- Diverse community needs necessitate inclusive and accessible programs.
- Cultural preservation and education support social cohesion and identity.

Technological Factors:

- Need to expand digital access in libraries to support educational equality.
- Technological investments can enhance operational efficiency and public safety.
- Security and modern infrastructure upgrades are ongoing needs, especially in museums and sports facilities.

Legal Factors:

- Environmental, health, and safety regulations govern core services.
- Compliance with cultural heritage legislation is crucial for museum and cemetery management.

Strategic Focus Areas:

1. Enhance community engagement through forums and digital outreach.
2. Pursue partnerships with NGOs, private sector, and academia for resource support.

3. Publicize success stories to increase visibility and community trust.
4. Adopt data-driven monitoring tools for service effectiveness.
5. Provide continuous staff development for program implementation and innovation.

4.4.1 WASTE MANAGEMENT

The Cleansing section's function is to provide an acceptable, affordable and sustainable cleaning service to all the residents of the Matlosana area. The Refuse Removal service is rendered once a week in residential areas and daily at businesses and hospitals to keep the environment clean. This service is rendered with refuse compaction trucks in both townships and towns. The Cleansing section took over the landfill sites with effect from 1 March 2019. Services includes the cleaning of illegal dumping, the rendering of a street cleansing services in all CBD's and all main roads within the Matlosana area.

Strategic objectives are to:

- render a uniform cleansing service to all communities in the Matlosana area;
- fifteen refuse trucks are leased to render an effective and efficient refuse removal service in the Matlosana area;
- conduct awareness and clean-up campaigns to eliminate illegal dumping in the Matlosana area; and
- dustbins will be purchased and distributed for newly developed and existing areas within Matlosana.

4.4.2 LIBRARIES

The Library Service strive to provide educational support for those who endeavour to better their quality of life through enhancing their qualifications and skills, to provide a quality library service to those who seek the companionship of books and literature and to cultivate a culture of reading and learning amongst the children of our communities with the ultimate view to establish a vehicle for sustaining lifelong education and enhancing of reading skills.

The libraries provide educational programmes and library awareness programmes for adults and children, book lending services, study facilities, photocopy services and free public internet access is available at most of Council's libraries. Library users are assisted to find information they need for assignments, research and general knowledge as part of our reference service and educational toys are available at most of Council's libraries.

The Library Service will always strive to provide free services to our communities to improve the quality of life for those that are living in poverty.

4.4.2.1 FUNCTIONS OF LIBRARIES AND MUSEUMS:

- To implement sustainable arts, culture and recreation programs contributing to safe and healthy communities in the City of Matlosana.
- To ensure that arts and culture are accessible to all communities, to promote talent in the City of Matlosana.
- To provide opportunity to access information and knowledge through Libraries and Museums.
- To promote the culture of reading, to increase the literacy rates and life-long learning.
- To manage and preserve our heritage resources and collections to benefit all communities.
- To promote and create conditions for the development of a multicultural society and to ensure that previously marginalized communities are given opportunities.
- To ensure the existence of proper infrastructure for the development of arts and culture activities.
- To promote social cohesion, moral regeneration and nation building, the deepening of democracy and healthy lifestyles.

Planned Projects

- Building of New Library in Jouberton Extension 16, Project value R19 000 000

4.4.3 MUSEUMS

The Museums and Heritage Section shapes and manifests the consciousness, identities and understanding of communities and individuals in relation to their historical and cultural environments through collection, documentation, conservation, research and education programs.

The heritage resources, collections and collective memory of the people of the City of Matlosana are held in trust by the Museums and Heritage Section for generations to come.

THE AREAS OF BUSINESS ARE:

- ☞ Klerksdorp Museum with 15 permanent exhibitions, founded in 1975 and housed in the old Klerksdorp Jail building completed in 1891.
- ☞ Periodic style House Museum depicting six (6) cultural history exhibitions from the previous century.
- ☞ Four Freedom Squares.
- ☞ Goudkoppie, Heritage Hill, a Grade II Provincial Heritage Site. – currently awaiting a Heritage Impact Assessment due to vandalism.
- ☞ The Old Cemetery Complex, a Grade II Provincial Heritage Site.
- ☞ Offender Art Gallery of North West in partnership with Department of Correctional Services.
- ☞ Museum shop.

4.4.3.1. FUNCTIONS OF MUSEUMS:

- ☞ To implement sustainable arts, culture and recreation programmes contributing to safe and healthy communities in the City of Matlosana.
- ☞ To manage and preserve our heritage resources and collections to benefit all communities.
- ☞ To manage information about intangible heritage, assert and provide access to information.
- ☞ To create an environment that encourages innovation and creativity and to grow a generation of museum and Heritage supporters with an embedded understanding of the importance of culture as the lifeblood of our nation and essential part of humanity.
- ☞ To promote social cohesion, moral regeneration and nation building, the deepening of democracy and healthy lifestyle.

UPGRADES AT MUSEUM DURING 2022/2023

- Transformation of Anglo Boer War Exhibition to represent the suffering of all the people of modern-day City of Matlosana
- Transformation of the Prison Exhibition, more information panels were added.
- Paved pathways to link various educational assets on Museum grounds in 2022/2023
- Collection Management: A Cabinet for preservation and conservation of Museum Collection were built
- Permanent Braai Stand for Heritage Awareness Activities were built.
- Concertina Razor Wire around the Museum perimeter was installed.
- Mfana Majova Freedom Square remodelled.

UPGRADES AT MUSEUM DURING 2021/2022:

- Transformation of Voortrekker Exhibition to inclusively reflect all pioneering cultures of City of Matlosana and Dr Kenneth Kaunda District to the

UPGRADES AT MUSEUM DURING 2020/2021:

- Transformation of Indian Exhibition

UPGRADES AT MUSEUM DURING 2023/2024:

Installation of a Solar Back up System at Museum

UPGRADES AT MUSEUM DURING 2024/2025:

- Renovating the Dining Room Exhibition
- Casey Sindi Freedom Square to be remodelled phase 1

4.4.4 CEMETERIES**INTRODUCTION TO CEMETERIES**

The City of Matlosana is responsible to manage and maintain 26 cemeteries with a surface footprint of ± 545 hectares. The management includes the administration of burials, as well as the operational aspects dealing with the preparation of graves and cemetery maintenance.

The top three priorities for the section are:

- Rendering affordable quality burial services;
- Providing for future burial needs of the community by planning and developing new cemeteries; and
- Cemetery maintenance.

4.4.5 BIODIVERSITY AND LANDSCAPE**Parks**

The Parks and Development section aims to manage and develop a pleasing, aesthetic and effective environment to aid in the well-being of the residents in our community.

- The three top priority delivery areas are:
 - to improve the surrounding environment within the community and urban spaces with regard to greening;
 - beautification of Matlosana open spaces, conservation and protection of bio-diversity areas; and
 - promotion of greening and conservation awareness and preservation of biodiversity to create a sustainable environment.

Faan Meintjes

The objective of the nature reserve is to render an environmental education service to the community, protect the fauna and flora and to promote local tourism in the region.

Faan Meintjes Nature Reserve with its Environmental Education Centre offers a great opportunity for the youth and learners of Matlosana for exposure to nature conservation, empowerment on taking care of environment. The Education Environmental Programmes (EEP) aligned to the current school curriculum can be offered to learners and career guidance in environment and conservation and specific EE Programmes to the youth of Matlosana.

To preserve a sustainable environment and biodiversity for the future generation.

4.4.6 SPORT AND RECREATION

The Sport and Recreation Section is responsible for establishing a positive attitude in the community towards sport and recreation and to encourage greater community involvement and interest in sport and recreation.

The main service delivery priorities are:

- Maintenance and preparation of all sport facilities
- Promote and coordinate various sport programs in collaboration with federations
- Encourage mass participation
- Promote women in sport
- National unity and social cohesion
- Promote Sport tourism in partnership with various sport clubs
- Promote swimming, water-safety, and life-saving;
- Sport against crime;
- Sport Merit Awards; and
- Disability and youth programs

4.5 DIRECTORATE LOCAL ECONOMIC DEVELOPMENT

Local Economic Development (LED) is a locally driven process designed to identify, harness and utilise resources to stimulate the local economy and create new job opportunities. LED is not once off specific action or programme, rather it is the sum total of the individual contributions of a broad spectrum of community.

In aligning the National Government initiatives on Economic Development policies, i.e. New Growth Path and National Development Plan with our local development economic strategy, the Directorate seeks to create an enabling environment conducive to the development of SMME, Co-operatives, Youth and Broad-Based Black Economic Empowerment Enterprises and provide a broad range of business development support services by working with enterprise support organisations in both the financial and non-financial support spheres.

Political Factors:

- **Government Policies and Alignment:**
The Directorate of LED must align its initiatives with national economic development frameworks such as the New Growth Path and the National Development Plan. Support from local political leadership is essential to ensure that economic development strategies reflect the needs of the community and gain political backing for funding and project execution.
- **Public Sector Support for Entrepreneurship and SMMEs:**
Political leadership plays a crucial role in creating policies that foster a supportive environment for small, medium, and micro enterprises (SMMEs), cooperatives, and youth businesses. Ensuring alignment between national economic policies and local political agendas will help streamline efforts to grow these sectors.
- **Community Engagement in LED:**
Engaging the local community through participatory governance processes will be important. The municipality should create a platform for dialogue and collaboration between the government, businesses, and community members, especially when implementing anchor projects.

Economic Factors:

- **Job Creation and Economic Growth:**
The primary economic objective of the LED Directorate is to create jobs and stimulate local economic growth. Key projects, such as the Meat Processing Plant and the Agri Park, are intended to create long-term employment opportunities. The success of these initiatives will rely on their ability to tap into local resources and markets, driving both short-term and long-term economic benefits.
- **Tourism as an Economic Growth Engine:**
Tourism is identified as a key driver of economic growth, with significant potential for employment creation and small business development. However, careful planning is necessary to ensure that tourism growth does not lead to over-commercialization, which could harm the local cultural heritage. Balancing economic growth with cultural preservation is essential.
- **Revenue Generation from Anchor Projects:**
Projects such as the Enterprise Development Centre (EDC), Airport Development, and the Goudkoppie Heritage Site aim to diversify the local economy. These initiatives will contribute to economic resilience by attracting investment, boosting local industries, and supporting community-driven projects.
- **Support for SMMEs and Cooperatives:**
The Directorate's focus on supporting small businesses and cooperatives is key for creating an inclusive economy. Expanding services for these sectors will help strengthen the local economy and reduce unemployment by providing financial and non-financial assistance to entrepreneurs.

Social Factors:

- **Job Opportunities for Marginalized Groups:**
LED's strategic objectives aim to create inclusive opportunities for youth, women, and previously disadvantaged individuals. Focusing on Broad-Based Black Economic Empowerment (B-BBEE) initiatives and supporting SMMEs and cooperatives will empower these groups and foster social equity.
- **Community Engagement and Empowerment:**
Effective communication and outreach are crucial for building trust between the municipality and its citizens. The Communications and Marketing section's role in maintaining transparency, promoting democracy, and engaging with communities will help foster public participation in LED initiatives. Outreach programs, media sessions, and community forums are key mechanisms to keep residents informed and involved.
- **Support for Local Farmers through MNFPM:**
The Matlosana National Fresh Produce Market (MNFPM) plays a critical role in local food security and agricultural trade, supporting both local farmers and the community. Strengthening this market will benefit farmers and consumers alike, supporting both the agricultural sector and the local economy.

Technological Factors:

- **ICT in LED Operations:**
The integration of information and communication technologies (ICT) can enhance the operational efficiency of LED projects. For example, online platforms for business support

services, e-marketing for tourism initiatives, and digital tools for monitoring and reporting on LED projects can streamline operations and improve outcomes.

- **Technology in Agriculture and Agri Park Development:**
Leveraging technology for agricultural innovation, especially in the Agri Park, can increase productivity and competitiveness in the local agricultural sector. Technology-driven approaches can improve farming techniques, marketing, and supply chain management, supporting sustainable growth in the agricultural industry.
- **Communication Platforms for Stakeholder Engagement:**
Utilizing digital tools and social media to communicate with stakeholders and the public can enhance transparency and foster more inclusive participation. This is especially relevant in promoting local tourism, advertising business development programs, and engaging the public in upcoming LED initiatives.

Legal Factors:

- **Regulatory Compliance in Business Development:**
The LED Directorate must ensure that all economic development activities comply with relevant laws, including those regulating business development, cooperatives, and tourism. Proper legal frameworks must be in place to support the establishment and operation of SMMEs, cooperatives, and tourism ventures, while protecting the rights of workers and entrepreneurs.
- **Tourism Industry Regulations:**
As tourism plays a critical role in the local economy, there must be legal frameworks in place to regulate the industry, ensuring that it develops sustainably while respecting cultural heritage. Regulatory policies should be designed to prevent the over-commercialization of tourism and ensure that the sector benefits the local community.

Environmental Factors:

- **Sustainable Economic Development:**
The LED Directorate must integrate environmental sustainability into its economic development strategies. This includes adopting green technologies in tourism and agriculture, promoting energy-efficient practices in business operations, and ensuring that all projects contribute to environmental preservation.
- **Environmental Impact of Key Projects:**
Projects such as the Kabi Solar initiative focus on alternative energy, which not only addresses energy needs but also contributes to environmental sustainability. The success of the solar energy project will depend on its ability to provide clean energy while minimizing environmental impact.
- **Tourism and Cultural Preservation:**
While tourism can be a major economic driver, it must be developed in a way that respects and preserves local cultures and the environment. Responsible tourism initiatives should be encouraged, balancing economic growth with the protection of natural and cultural resources.

Strategic Focus Areas:

The Directorate of Local Economic Development is integral to fostering a sustainable and inclusive economy within the City of Matlosana. By focusing on the following strategic areas, the Directorate can drive job creation, support entrepreneurship, and stimulate local economic growth:

1. **Implementation of LED Projects:**
Prioritize the acceleration of anchor projects to maximize job creation and economic stimulation.
2. **Enhancement of Tourism Initiatives:**
Develop and market the tourism sector responsibly, ensuring cultural preservation while driving economic growth.
3. **Support for SMMEs and Cooperatives:**
Expand services for small businesses and cooperatives to strengthen the local economy and reduce unemployment.
4. **Strengthening Communication:**
Improve outreach and community engagement to ensure transparency and public participation in LED initiatives.
5. **Utilization of the Fresh Produce Market:**
Enhance operations at the MNFPM to better serve local farmers and customers, contributing to food security and economic resilience.

Local Economic Development is seen as one of the most important ways of building a diverse economic base, developing skilful & inclusive economies develop enterprises, economic governance and infrastructure. Tourism plays an important role in the development of local economy, creation of employment, small business development and income generation. It implies a proactive approach by tourism industry partners to develop, market the tourism industry in a responsible manner, so as to create competitive advantage. Tourism encourages local communities and businesses to respect, invest in and develop local cultures and protect it from over commercialisation and exploitation. The continual implementation of the National Government programme on EPWP is generating work opportunities on short term basis. The completion of the Matlosana Mall has created short term jobs during the construction phase and long term employment after the completion of the Mall.

It is envisaged that the following LED anchor projects will create sustainable long term employment once they are implemented and completed:

- Enterprise Development Centre (EDC).
- Meat Processing Plant.
- Neighbourhood Development Partnership Grant (Township Renewal Project).
- Airport Development.
- Goudkoppie Heritage Site.
- Kabi Solar – Alternative Energy.
- Agri Park.

4.5.1 COMMUNICATION AND MARKETING

Communications and Marketing promotes democracy and encourages citizens to play a more effective role in how they are governed. The roles and functions of Communications and Marketing support and promote the Municipality's Vision and Mission. Guided by the Municipal Systems Act 32 of 2000, the Communication and Marketing section seeks to address the communication needs of the municipality by ensuring that information dissemination is encouraged and promoted. Highlight the significance of communicating and promoting government programmes to communities in and around Matlosana, District, Province, National and international stakeholders.

Strategic Objective

- Develop a coherent and co-ordinated approach of communication and Marketing.
- Enhance and promote the image of the municipality.

- Promote customer care and batho pele
- Promote transparency within the municipality.
- To have a proactive and responsive communication approach.
- Maintain good relations with the media.
- Promote programmes and projects of Council.
- Empower communities with information.
- Plan and coordinate council events.
- Build good relations with stakeholders.
- Ensure compliance to Communication and Marketing Policies.

Description of Communication and Marketing structure

- Media Relations.
- Communication Research.
- Marketing and branding.
- Outdoor advertising.
- Outreach and event co-ordination.

Communication and Marketing mechanisms

- Outreach programmes
- Stakeholders meetings
- Electronic and print Media
- Posters, brochures, banners and fliers
- Media information sessions
- Outdoor advertising
- Loud hailing
- Municipal meetings
- Municipal website and newsletters
- Local Communicators Forum

4.5.2 THE FRESH PRODUCE MARKET

The Matlosana National Fresh Produce Market (MNFPMP) is the property of the City of Matlosana, established in 1980. The MNFPMP is amongst the 18 National Fresh Produce Markets in South Africa.

The MNFPMP has several stakeholders namely:

- Customers- community of Matlosana and surrounding towns, as well as customers as far as Botswana and Kimberly;
- Market agents- which sell products on behalf of farmers on the market floor;
- Farmers- whom supply the produce to be sold at the market; and
- Council employees-they provide a management and administrative function to the market.

4.6 BUDGET AND TREASURY OFFICE

This directorate deals with the administration of finances of the municipality i.e. own budget as well as the money received from Government Fiscal i.e. allocation by government to the municipality to enhance service delivery as in MIG and equitable shares. For the municipality to have effective service delivery, budget and IDP processes must be followed so as to ensure public participation to cover all community proposals as regards projects. The directorate develops budget-related policies and by-laws which will govern consistent charging of moneys for services rendered to the communities. Collection

of moneys owed to Council as revenue must also be covered in terms of policy. Internal and external audits will be conducted in order to ensure management of risk and curbing of corruption while encouraging effective customer care and service.

The City of Matlosana is dependent on rates and services income which contribute about 81% of the municipal income as well as grants income that contributes 19% of the total municipal income. The municipality's sustainability is dependent on the effective management of its resources as well as the community's effective contributions to and participation in the budgeting process as well as the payment of rates and services. Non-payment of rates and services is a national concern and the City of Matlosana is not free from the problem. Collection of outstanding debt remains one of the biggest challenges.

The Budget and Treasury Office (BTO) of the City of Matlosana serves as the financial backbone of the municipality, ensuring sound financial management and the alignment of fiscal planning with the municipality's Integrated Development Plan (IDP).

Political Factors:

- **Regulatory Compliance and Governance:**
The BTO must ensure strict adherence to local government regulations, including the Municipal Finance Management Act (MFMA), which mandates financial transparency, accountability, and public participation in the budget process. Compliance with these legal frameworks is critical for good governance and avoiding financial mismanagement or corruption.
- **Political Support for Financial Initiatives:**
Political dynamics influence budget decisions, with local political pressures potentially affecting resource allocation. Political leadership and support are essential in driving the prioritization of the BTO's initiatives, particularly in the context of service delivery and infrastructure development.
- **Community Engagement:**
The BTO must maintain a strong relationship with the community through public participation in the budget process. Transparent and effective communication regarding fiscal policies and financial challenges can build trust and reduce dissatisfaction, especially in poorer communities reliant on free basic services and indigent support.

Economic Factors:

- **Revenue Collection and Financial Sustainability:**
With approximately 81% of revenue coming from rates and services, ensuring consistent and effective revenue collection is vital. Non-payment of rates and services poses a significant challenge, which can undermine the municipality's ability to finance essential services. Strengthening debt collection measures and introducing more flexible payment plans may be necessary to enhance revenue collection.
- **Grants and Government Allocations:**
The BTO is heavily reliant on government fiscal allocations, such as the Municipal Infrastructure Grant (MIG) and equitable shares. While these grants contribute to service delivery, they can be unpredictable and limited. The directorate must continue to leverage these funds efficiently and explore additional funding opportunities from bodies like the Development Bank of Southern Africa (DBSA).

- **Economic Pressures from Urban Migration and Mine Closures:**

The economic landscape is further complicated by the closure of mines and urban migration, which places significant strain on existing infrastructure and services. The BTO will need to prioritize infrastructure development and master planning to accommodate the growing population and service backlogs.

Social Factors:

- **Indigent Support and Free Basic Services:**

The provision of free basic services to low-income households is a critical social initiative, especially in a municipality with significant levels of poverty. Supporting indigent households with a monthly income of less than R3,720 is essential for improving quality of life. However, challenges in funding these services and maintaining financial sustainability remain a concern.

- **Public Trust and Transparency:**

The success of the BTO is closely linked to its ability to engage with the public and maintain transparency in financial reporting and budgeting processes. Enhancing public participation in budgeting will help build trust with the community and foster a sense of ownership over local governance.

- **Infrastructure Backlogs and Service Delivery Pressure:**

The increasing pressure on existing infrastructure due to urban migration and mine closures requires urgent attention. Addressing these backlogs will significantly impact the quality of life for residents and is crucial for the social stability of the municipality.

Technological Factors:

- **ICT Infrastructure and Disaster Recovery:**

Investment in ICT infrastructure is critical for the BTO to improve operational efficiency, particularly in financial management and service delivery. Upgrading network infrastructure and implementing disaster recovery solutions will ensure that municipal information systems remain secure and operational in the face of unforeseen events.

- **Supply Chain Management Optimization:**

The centralization of Supply Chain Management (SCM) is a key initiative to streamline procurement processes and improve the efficiency of service delivery. Integration of ICT systems into SCM will further optimize procurement and enhance service provision, ensuring that essential goods and services are acquired on time and within budget.

- **Website and Transparency:**

The municipality's website, mandated by the MFMA, serves as a key tool for promoting financial transparency and accountability. Ensuring the website is functional and regularly updated with relevant budget information will support compliance with legal requirements and improve public access to financial data.

Legal Factors:

- **Compliance with the MFMA and Budget-Related Legislation:**

The BTO is obligated to adhere to the Municipal Finance Management Act (MFMA), which dictates the processes for budgeting, financial reporting, and auditing. Ensuring compliance with the MFMA and other relevant legislation is essential for maintaining financial health, avoiding penalties, and ensuring transparency in public spending.

- **Supply Chain and Procurement Legislation:**

With the centralization of SCM, adherence to procurement laws and regulations is critical.

Ensuring that procurement processes comply with the applicable legal framework will prevent corruption, ensure fairness, and optimize resource allocation for service delivery.

- **Asset Management Legislation:**

Proper management of municipal assets is governed by legal frameworks that require the municipality to maintain accurate records, conduct regular audits, and ensure the proper disposal and acquisition of assets. The BTO's work in improving asset management through partnerships with entities like Vodacom is crucial for maintaining compliance and securing unqualified audit opinions.

Environmental Factors:

- **Sustainability in Service Delivery:**

The BTO must ensure that financial planning and service delivery are aligned with sustainable practices. With growing demands on infrastructure and limited resources, prioritizing environmentally responsible investments in infrastructure and service provision will contribute to the municipality's long-term sustainability.

- **Environmental Impact of Infrastructure Backlogs:**

The development of master plans for water, sewer, roads, and electricity is necessary not only to address backlogs but also to consider environmental factors in planning. Sustainable infrastructure solutions should be prioritized to reduce environmental degradation and ensure long-term resilience.

- **Climate Change Considerations:**

As part of financial and infrastructure planning, the BTO should integrate climate change adaptation strategies. This includes preparing for extreme weather events that may affect infrastructure, supply chains, and overall service delivery.

Strategic Focus Areas:

By addressing the outlined political, economic, social, technological, legal, and environmental factors, the Budget and Treasury Office of the City of Matlosana can strengthen financial management, improve revenue collection, and enhance service delivery. Key strategic focus areas for the upcoming year include:

1. **Enhancing Financial Management:**

Strengthen revenue collection mechanisms and reduce reliance on government grants to ensure financial sustainability.

2. **Centralization of SCM:**

Complete the centralization of the procurement process to optimize service delivery and improve compliance with procurement legislation.

3. **Investment in ICT:**

Secure funding for critical ICT infrastructure upgrades and disaster recovery solutions to ensure operational efficiency.

4. **Infrastructure Development:**

Prioritize the development of master plans to address service backlogs and prepare for future growth.

5. **Community Engagement:**

Increase public participation in the budgeting process to foster transparency and reflect community needs in financial planning.

4.6.1 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management functions have moved towards centralisation. Due to capacity within the SCM unit, the unit was not yet fully centralised as at 30 June 2021. The departments are making requests and compiling preliminary specifications and reports for the bid committee. The unit verify compliance and facilitates the procurement process until the award stage. Supply chain management is a management of philosophy aimed at integrating a network of upstream linkages (sources of supply), downstream linkages (distribution and ultimate to customers). In performing specific processes and activities that will ultimately create and optimize the value for the customer in the form of products and services which are specifically aimed at satisfying customer demands and provision of service delivery.

All goods and service procured through the process have an impact on service delivery. The committees within the unit, which consist of members from another department, ensure the following:

- procurement is done in compliance with the procurement plan;
- goods or services are procured at correct times;
- the right quality and quantity are ensured; and
- the correct service provider or supplier is used.

4.6.2 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

Technology has become a need for almost every citizen in the world. On day to day basis, people within different communities use technology either to access a particular service or to help in delivering a service in order to improve lives of either themselves or others. More and more people use technology, even within our organization. In order to implement a network upgrading project and a comprehensive Disaster Recovery Solution, extensive budget increase and proper planning will be required. When funds become available these projects will be treated as a priority project and extremely critical as more and more users are connecting to the network. The upgrading of the hardware and software of all users within the City of Matlosana have been identified as critical as this will enhance service delivery to the community.

The Information and Communication Technology Section provides an advisory, strategic, administration, support and maintenance, developmental and management service in order to maintain and control the Municipal Information Systems, the Communication Network Architecture and the technology resources for the municipality. The municipality has identified ICT as an enabler of municipal service delivery as ICT ensures compliance, availability, continuity, integrity and security of the municipality's data, hardware, software and networks architecture. A strong ICT function is necessary for the realization of the vision and goals of the municipality. The ICT Strategic Plan will ensure that business objectives are linked closely to ICT through the utilization of software and hardware that will result in seamless integrated systems. The access, installation, maintenance and support services that are granted to users on a need to use basis range from e-mail, internet, fax-to-email, Voice Over Internet Protocol (VOIP), Solar Financial system, Cash Drawer system, Utilities World Prepaid system, Payday system, Orbit Document Management system, Workflows Library system and GIS etc.

Municipal Website Compliance

Municipalities are required to develop and maintain a functional website that displays relevant information as per the requirements of Section 75 of the Local Government: Municipal Finance Management Act, 56 of 2003 (MFMA), as amended. The website must contain the following documents of the municipality as referred to in Section 21A of the Local Government Municipal Systems Act 32 of

2000, as amended. The website should serve as a mechanism to promote accountability and transparency to communities and therefore information posted should be accurate and timeously updated.

The municipal website is a key communication mechanism in terms of service offering, information sharing and public participation. It is a communication tool that should allow easy and convenient access to relevant information. The municipal website should serve as an integral part of the municipality's communication infrastructure and strategy. If managed effectively, it allows easy access to relevant information, serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance.

4.6.3 FREE BASIC SERVICES AND INDIGENT SUPPORT

The Council accepts that they are responsible for the rendering of services in terms of Schedules 4 and 5 of the Constitution, as well as other services, which may be delegated by National and Provincial Government. The Council will endeavour to render a basic standard and level of services necessary to ensure an acceptable and reasonable quality of life, which considers health and environmental considerations.

The basic point of departure is that Council will assist, through funds received from National Government; to provide basic services to "poorer" households within the Council's service provision area, and in this regard, no discrimination on any grounds will be allowed. Only households where the total household income is less than R3 720 per month (which is the maximum old age grant equal to two old-age pensions) may apply for indigent support.

4.6.4 ASSET MANAGEMENT

Vodacom assists Council with the unbundling of new projects and the verification of existing assets. As a result, Council obtained an unqualified audit opinion on assets management. However appropriate management is a challenge given low budget allocation due unfunded budget for the financial year.

4.6.5 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

The closure of mines and migration of families from farming settlements to urban areas has put pressure on the upgrading of bulk infrastructure and increased settlement on unproclaim areas.

The backlog will affect the municipality negatively. The development of master plans for water, sewer, roads and electricity will assist in assessment of backlogs as well as submission of reports for counter funding.

The repeated seismic incidents put more stress on the existing and old infrastructure in all areas of the municipality especially on the asbestos-cement pipes. The above backlogs will soon affect the municipality in negative ways however, with the current efforts of submitting requests for funding through the development of Master Plans and Feasibility Reports some of the challenges will be addressed in the near future.

Application for funding for the development of the various master plans is under consideration by the Development Bank of Southern Africa (DBSA). The application made to the DBSA for development of Master Plans was approved. The Grant Agreement between DBSA and City of Matlosana has been signed and procurement of services provider is in the process.

4.7 DIRECTORATE: CORPORATE SUPPORT

1. Political Factors

- **Government Stability & Policy Direction:** Local government priorities and political leadership in North West Province can significantly impact service delivery mandates and the functioning of the directorate.
- **Inter-Governmental Relations:** Coordination with provincial and national departments (e.g., COGTA, SALGA) influences funding, training, and compliance programs.
- **Public Sector Reforms:** Implementation of Batho Pele principles, anti-corruption drives, and administrative reforms affects human resources and customer service standards.
- **Municipal Budget Allocations:** Political decisions directly impact the availability of funding for support services such as HR, ICT, and facilities management.

2. Economic Factors

- **Local Economic Conditions:** High unemployment and poverty levels in the Matlosana area affect the municipality's revenue base (rates, taxes), which in turn impacts funding for corporate support operations.
- **Resource Constraints:** Limited fiscal capacity restricts investment in infrastructure, training, and technology upgrades.
- **Public Wage Bill Pressure:** National government controls over salary adjustments and employment numbers impact staffing levels and recruitment flexibility.
- **Service Delivery Protests:** Economic dissatisfaction may lead to instability, placing additional pressure on internal communication and emergency response systems.

3. Social Factors

- **Demographic Shifts:** A growing youth population may require different service and communication strategies within corporate services (e.g., digital literacy, job creation programs).
- **Community Expectations:** Citizens demand improved transparency, accountability, and response times, increasing pressure on internal departments like customer care, HR, and ICT.
- **Staff Morale and Culture:** Internal staff wellbeing and organisational culture influence productivity and service quality.
- **Diversity and Inclusion:** The need to address employment equity and representativeness remains a priority in staffing and recruitment policies.

4. Technological Factors

- **Digital Transformation:** Increased demand for e-government services necessitates IT system upgrades, cybersecurity measures, and staff training.
- **Legacy Systems:** Outdated software and infrastructure pose challenges to efficiency, particularly in HR, records management, and communications.
- **Automation and AI:** Opportunities exist to streamline internal processes (e.g., payroll, document management), but require change management.
- **Digital Literacy:** Variability in ICT competence among staff may slow adoption of new tools and platforms.

5. Legal Factors

- **Labour Laws & Employment Equity:** Compliance with the Basic Conditions of Employment Act, Labour Relations Act, and Employment Equity Act is essential in HR operations.
- **Municipal Finance Management Act (MFMA):** Dictates procurement, reporting, and governance standards that affect administrative operations.
- **POPIA & Cybersecurity Legislation:** The Protection of Personal Information Act requires secure handling of employee and public data, impacting ICT strategies.
- **Performance Management Legislation:** Regulatory frameworks mandate performance agreements and appraisals, influencing HR planning and support.
- **Strategic Focus Areas:**

1. Strengthening Governance and Intergovernmental Relations

- **Align with Policy Priorities:** Ensure that municipal policies and reform initiatives (e.g., Batho Pele principles, anti-corruption drives) are consistently incorporated into the directorate's operations.
- **Enhance Coordination:** Develop stronger collaborative mechanisms with provincial and national bodies to secure funding, share best practices, and improve policy compliance.
- **Improve Transparency:** Foster transparent governance by establishing robust internal control systems and regular performance reporting.

2. Fiscal Prudence and Resource Optimization

- **Maximize Limited Resources:** Prioritize cost-effective solutions and judicious use of limited fiscal resources to maintain service delivery even during economic constraints.
- **Innovative Funding Models:** Explore alternative funding and partnership opportunities that can supplement municipal budgets amid economic pressures.
- **Efficient Service Delivery:** Streamline administrative processes to minimize waste and improve the overall efficiency of corporate services.

3. Digital Transformation and Technological Modernization

- **Invest in New Technologies:** Commit to upgrading outdated IT systems and integrating digital tools that support e-government services.
- **Strengthen Cybersecurity:** Ensure compliance with legislation like POPIA through robust cybersecurity measures and continuous staff training.
- **Optimize Operations:** Explore process automation and AI-driven solutions to enhance efficiency in HR, payroll, document management, and other internal functions.

4. Human Capital Development and Organisational Culture

- **Capacity Building:** Focus on extensive training programs that improve digital literacy, compliance, and service delivery standards among staff.
- **Employee Engagement and Wellbeing:** Develop initiatives aimed at boosting staff morale, fostering an inclusive workplace, and retaining talent in a challenging economic landscape.
- **Succession and Leadership Planning:** Establish clear career pathways and leadership development programs to ensure continuity and effective management within the directorate.

5. Legal and Compliance Excellence

- **Adherence to Regulatory Frameworks:** Enhance capabilities to comply with local and national legislation (e.g., Municipal Finance Management Act, Employment Equity Act, Labour Laws).
- **Risk Management:** Implement proactive legal risk assessments and establish systems to monitor compliance with current laws and evolving regulatory environments.
- **Enhanced Accountability:** Strengthen performance management systems to ensure that internal policies are followed and that outcomes meet statutory requirements.

Implementing the Strategic Focus Areas

Integration and Prioritisation:

- **Strategic Alignment:** Ensure that each focus area is integrated into the overall strategic plan of the municipality, with clear performance indicators and timelines.
- **Stakeholder Engagement:** Involve key stakeholders—including municipal leadership, employees, and external partners—in the planning and implementation stages to ensure commitment and shared accountability.
- **Continuous Improvement:** Regularly review these focus areas to adapt to emerging challenges and opportunities within the political, economic, social, technological, and legal landscapes.

4.7.1 GOVERNANCE

To govern is to exercise political, economic and administrative authority to manage the nation's affairs. Governance is the complex of mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights and obligations and mediate their differences.

The political and administrative components of Council maintain a sound working relationship by ensuring respect for procedures and protocols. The City Council as a legal entity relates to the other spheres of government and organised local government bodies through the Intergovernmental Policy Framework. Communities as an interest group in municipal affairs participate through public participation mechanisms and processes in the decision-making systems of Council. This includes interaction with stakeholders in shaping the performance of the municipality to enhance a healthy relationship and minimise conflict.

4.7.2 POLITICAL AND ADMINISTRATIVE GOVERNANCE

Political governance ensures regular communication with the community at large by means of Imbizos and the IDP and budget consultations and Thuntsha Lerole which is a service delivery programme that takes place every Friday with a report back to the community on work that has been done. This ensures that the community participates in identifying needs and in making inputs on the performance of the municipality. This process ensures healthy relations with the community and minimises conflict. Administrative governance ensures transparent administration, regular feedback to the community and compliance with the rules, processes and laws by which Council operates and is regulated and controlled.

OFFICE OF THE EXECUTIVE MAYOR

The office of the Executive Mayor in the City of Matlosana provides both administrative and political leadership to drive the transformation and service delivery program of the municipality, this is achieved through providing the vision and strategy in order to realize this

programs in an effective and efficient manner and for the municipality to meet its constitutional mandate and obligation.

STRATEGIC OBJECTIVES

The main aim of this living document is to present a strategic plan under Corporate Support Directorate as well as actions to be implemented for the betterment of the Office of Executive Mayor, Directorate and CoM in totality for the 2023/25 financial year. In principle we agreed that each unit will have one major event per quarter.

The following are the main key performance strategic objectives:

- Provision of administrative and management support to the office of the Executive Mayor.
- Develop Transversal programmes on challenges facing the communities.

KEY PERFORMANCE ACTIVITIES

- Development and implement policies, procedures and strategic plan aligned to the Office by Council vision and mission.
- Adoption of a competitive service orientated work culture.
- Maintaining organizational Office structures and productivity enhancement.
- Development, coordinating of information from the community to the CoM departments and carry the mandate of service delivery and responsibilities
- Implementation of Council resolutions and ensure that they are implemented in line with the CoM
- Coordinate with other political offices i.e. Office of the Speaker, Single Whip's offices and on public participation process of Municipality affairs and Municipal functions.
- Create and Promote sound relationships between management and staff members.
- Implementation of Municipal Structures, Municipal Systems Acts and other related legislation.
- Organising community meetings i.e.
 - Imbizo
 - IDP FORUM
 - Budget consultation
 - Thuntsha Lerole
- Facilitation of stakeholder's meetings
- Transversal Issues: Development and implementation of Traversal Issues programmes. i.e.
 - Moral Regeneration.
 - Youth.
 - Women & children.
 - Elderly and persons with disability.

Councillors are deployed in the current various council committees, namely:

COUNCIL COMMITTEES	
💧 Finance and Debt Normalisation	💧 Housing, Land Affairs and Rural Development
💧 Corporate Services	💧 Community and Health Services
💧 Sport, Arts and Culture	💧 Transversal Issues
💧 Public Safety	💧 Infrastructure
💧 Electrical and Mechanical Engineering	💧 Economic Growth and Market

The City Council of Matlosana has established an Audit Committee and merged the Audit and Performance Audit Committees, a Municipal Public Accounts Committee (MPAC), comprising non-executive councillors with the purpose of commenting on and making recommendations on the Annual Report and the Auditor-General's Report.

4.7.3 ADMINISTRATIVE GOVERNANCE

In terms of Part 7 Section 82 of the Local Government: Municipal Structures Act 117 of 1998, as amended, the municipality appointed the Municipal Manager, Mrs L Seametso, who is the head of administration and therefore the Accounting Officer. In terms of Section 55 of the Local Government: Municipal Systems Act 32 of 2000, as amended, the Municipal Manager as head of administration is subject to policy directives of the Municipal Council and is responsible for the formation and development of an efficient, economic, effective and accountable administration.

The Municipal Manager must further manage the municipality in accordance with all legislation and policies pertaining to local government. In terms of Section 50 of the Local Government: Municipal Systems Act 32 of 2000, as amended, the Council in consultation with the Municipal Manager must appoint managers who are directly responsible to the Municipal Manager and who must have relevant and requisite skills, expertise and competencies to perform the duties associated with the posts they occupy. The Municipal Manager is also accountable for all the income, expenditure, assets, and the discharge of liabilities of the municipality, including proper and diligent compliance with the Municipal Finance Management Act, 53 of 2003, as amended.

Senior managers or directors who report directly to the Municipal Manager are delegated such functions as the Municipal Manager may deem appropriate and are responsible for all those duties delegated to them. This includes financial management as well as discipline and capacitating of officials within their areas of responsibility, together with compliance with all legislation governing local government, its policies and by-laws. The Municipal Manager and Directors are responsible for strategic management and oversight of their directorates. All budget expenditure in each directorate is managed by the relevant director to ensure that service delivery matters are handled speedily.

4.7.4 CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Promoting Intergovernmental Relations (IGR) helps to make everyone aware that there is one seamless government working together to serve the people. It builds teamwork within the various spheres of government and between government and its agencies as well as other partners in development.

Intergovernmental relations activities include:

- Planning and budgeting;
- Consultations and meetings as well as information sharing sessions;
- Dispute resolutions;

- Reporting; and
- Monitoring and evaluation

The primary purpose of the intergovernmental relations is to position the municipality to enhance intergovernmental relations by mobilising resources and strategic partnerships, which will ensure co-ordination of service delivery by all departments to the citizens of the city, thus ensuring a better quality of life for all. Intergovernmental relations focus on the following priority programme areas:

- Co-ordinating and managing all municipal relationships with other spheres of government, including the district municipality.
- To ensure that there is a strong link between departments internally and the two spheres of government (National and Provincial).
- To facilitate information and knowledge sharing through inter-municipal cooperation.
- To build managerial and technical capacity (through study tours, exchange programmes, seminars and conferences).
- To develop project partnerships with other government departments for mutual benefit.
- To create employment through the public works programmes (EPWP).
- To focus on supporting the successful implementation of the strategic priorities of the municipality by mobilising on-going support from other spheres of government.
- To ensure a consistently positive image of the municipality to all other spheres of government.
- To ensure that there are monitoring and alignment of municipal budgets and IDP implementation with provincial and national government departments.
- To coordinate and align all events that involve other spheres of government – e.g. national days, Imbizos, etc.
- To promote effective lines of communication between the municipality and other spheres of government.

4.7.5 NATIONAL INTERGOVERNMENTAL STRUCTURES

The Municipality participates in various intergovernmental relations activities at national, provincial and district levels. Municipal officials and Councillors are delegated to serve on the various forums. Service delivery is the core function of the municipality. Cooperative governance is an arrangement entered into by the spheres of government to fast-track service delivery within the constitutional mandate. Forums have been established to share best practices among municipalities and to ensure compliance. These forums focus mainly on issues of progressive governance and unblocking bottlenecks in certain spheres. Such forums must be attended to check and report on service delivery.

Examples of such forums are:

- Municipal Managers' Forum
- Mayors' Forum
- Chief Financial Officers' Forum

The City of Matlosana is a member of and does participate in these forums, including SALGA (South African Local Government Association), both at the national and provincial levels.

4.7.6 PROVINCIAL INTERGOVERNMENTAL STRUCTURE

The City of Matlosana strives to uphold its legislative authority and cooperative governance as required by the Constitution and other relevant legislation. In doing so, the municipality maintains good co-operative and intergovernmental relations with its provincial authority.

Forums attended to include:

- Municipal Managers' Forum
- SALGA Working Groups, NCOP, FFC
- Performance Management / Monitoring and Evaluation Forum
- Planning and Development Forum
- Disaster Management Forum
- Local Economic Development Forum
- MPAC Forum
- Speakers' Forum
- Local Single Whip's Forum
- Records Management Forum

4.7.7 DISTRICT INTERGOVERNMENTAL STRUCTURES

The Dr Kenneth Kaunda District Municipality established various IGR structures such as:

- District Economic Development Forum.
- Mining Forum.
- Rural Economic Development Forum.
- District IDP Forum.
- Performance Management Forum.
- District IGR Forum
- Community Safety Forum
- Social Cluster War Room
- Ward Coordinator Forum
- District Single Whip's Forum
- District Records Management Forum and
- Salga Interprovincial Records Management Forum

These forums meet quarterly to discuss planning in consultation with one another to solicit financial assistance from the District Municipality in funding projects of mutual benefit to municipalities within the district.

4.7.8 CORPORATE POLICY OFFICES

Chapter 7 of the Constitution of the Republic of South Africa states that a municipality comprises Councillors, officials and the community. In order for the municipality to govern its affairs correctly it must consult with the community to ensure that needs are correctly determined, explained and included in the IDP for service delivery purposes. Policies must be put in place, which will address the needs of the community in terms of how service delivery matters will be addressed.

In order for the municipality to be able to address service delivery matters, the municipality must within limits approve a budget that will be commensurate with the needs/projects identified for the particular year. This budget must also address staff matters and this can only be achieved through a costed organogram that must be cost-effective but also provides sufficient management and other positions in order for the municipality to be able to render effective and satisfactory services. Management must ensure that tools of the trade are made available to staff. This includes ICT services and networks, including the necessary licences.

In order for the municipality to finance service delivery, it must ensure that the budgetary expenditure will be redeemed through cash collection that will be generated by payment for services. Payment for services will be covered by payment for rates and taxes and will include proper and adequate municipal service delivery networks such as water pipes and reservoirs as well as sewer and electrical networks and plant and equipment.

4.7.9 EXECUTIVE AND COUNCIL

In terms of Chapter 7 Section 151 (2) of the Constitution of the Republic of South Africa, 108 of 1996, the executive and legislative authority of a municipality is vested in its municipal Council.

The municipal Council of the City of Matlosana was established as a municipality with a mayoral executive system, which is combined with a ward participatory system in terms of Section 12 of the Local Government: Municipal Structures Act, 117 of 1998, as amended. Section 152 of the Constitution categorically and clearly spells out the objectives of local government and the powers and functions of municipalities are determined in Section 156 of the Constitution. The executive authority of the Council, with the Executive Mayor, who must, however, report to Council and is assisted by the members of the Mayoral Committee established by the Executive Mayor and who may make decisions. However, there are certain matters on which the Executive Mayor, as the head of the municipality cannot make decisions, i.e. the approval of the budget, the IDP and by-laws, as these matters cannot be delegated and must be approved by Council.

In terms of delegation of powers, certain matters may be delegated by Council to the Executive Mayor, who will in turn sub-delegate to the municipal manager. The Municipal Manager may also sub-delegate to directors, who may in turn further sub-delegate to line officials. Section 152 of the Constitution sets among others the following objectives for local government to:

- (a) provide democratic and accountable government for local communities;
- (b) ensure the provision of services to communities in a sustainable manner; and
- (c) promote social and economic development.
- (d) promote a safe and healthy environment, and
- (e) to encourage the involvement of Communities in the matters of Local Government

In order to ensure sustainable service delivery to the community, Council sets the top four service delivery priorities as follows in order to achieve good governance levels:

- performance management;
- risk management;
- internal audit; and
- accounting and auditing.

4.7.10 LEGAL SERVICES

Rendering of legal services and support to Council, the municipal manager and to all Council's directorates and ensuring that compliance requirements are adhered to by Council. Legal Services provides legal comments on items to Council submitted by directorates as well as liaising with attorneys on matters that require referral for litigations, opinions and reports. Receives, responds and distributes legal documents served to Council, consults with departments and prepares litigation documents before referral to attorneys. Conducting inspection in conjunction with town-planning.

Responsible for drafting service level agreements, memorandum of understanding and lease agreements and to keep and update the contract register.

Description of the activity

- Ensures that compliance requirements are adhered to by Council
- Provides legal comments on items to Council submitted by directorates.
- Provide support during disciplinary hearings by acting as the employer representative or alternative as a presiding officer.
- Submission of monthly litigation report and updates on cases handled by our panel of attorneys to Council on monthly basis.

Key performance objectives

- Ensuring effective legal services provision for Council.
- Ensuring re-alignment of constraints to improve contract management.
- Provide legal support in reviewing, revision and development of By-Laws for Council directorates

Strategic objectives

- Rendering legal advice on matters relating to Council and its staff in a manner that permits timely and appropriate action.
- Advising and representing Council on litigation matters in a complete and timely fashion.
- Reviewing all resolutions, as well as contracts/agreements.
- Endeavouring to cut down on legal costs
- Provide legal support to directorates in revising Council policies and procedures to comply with statutory and legal requirements.
- Providing professional legal advice to the Council and its top management.

Key issues

- To settle cases and effective outcome of actions with minimal negative impact for Council.
- To effectively protect Council's interest.
- To give effective legal support to all departments.
- To effectively regulate relationships between Council and clients.
- To effectively promote knowledge on legal matters.
- To ensure compliance with the Town Planning Scheme

4.7.11 HUMAN RESOURCE SERVICES

- The Human Resources Services of the City of Matlosana is responsible for:
 - recruitment, selection and appointment of personnel;
 - the administration and management of leave, pension and medical aid funds;
 - ensuring the safety and wellness of officials through the Occupational Health and Safety unit, as well as the Employee Assistance Programme unit;
 - ensuring capacitation of employees through the Training and Development unit; and
 - ensuring the creation of a harmonious relationship between management and officials and the maintenance of disciplined workforce through the Labour Relations unit.
- Setting out priorities for the Human Resource Services
- in process of filling of all critical positions; and
- capacitate newly appointed finance officials through the municipal finance related skills programs.

- By reviewing the organogram, Human Resource Services will, among others, be able to meet the following objectives:
 - outline clear municipal functions as set out in the strategic plan of the municipality and right-size human capital accordingly;
 - align the organisational structure with the IDP in order to have municipal posts that support strategic objectives of the municipality as well as respond to changes that emerge from evolutionary developments and proactive initiatives of the municipality;
 - clarify functions per departments, units and positions needed in order to achieve specific municipal goals; and
 - clarify key performance areas and indicators of all positions on the organogram in order to ensure that they are relevant and serve, as much needed support to the main objectives of the municipality in terms of service delivery.
- By developing a Human Resource Plan, the section will now concentrate on meeting the following objectives:
 - maintain pleasant industrial relations to the optimum level and structure of Human Resources;
 - meet the needs of expansion and diversification programmes;
 - assess surplus or shortage of human capital over a specified period; and
 - identify trends in terms of service, injury on duty, sick leave to be able to plan remedial programmes to address negative trends.
- By capacitation of staff through various training interventions, the Skills Development section will be able to produce a skilled and competent workforce and will comply with the National Treasury's requirements in relation to competency levels as well as related legislation such as MFMA and Skills Development Act.

4.7.12 LABOUR RELATIONS

Workforce management is almost impossible in the absence of sound discipline within the workplace. The municipality's Labour Relations section, which is part of the Human Resources Department, is effective and well recognised.

In essence, the objectives of this particular function are to ensure the following:

- compliance with applicable relevant legislative requirements e.g. Labour Relations, Basic Conditions of Employment Act, Employment Equity, Collective Agreement etc.;
- that employees are workshopped on Code of Conduct and other relevant human resource policies
- proper support/advise to management on labour related issues.
- maintenance of good work relations with recognised Unions within the workplace;
- a fully functional Local Labour Forum and its operational systems. The establishment of sub-committees dealing with Human Resources Development, Workplace and Services Restructuring and Basic Conditions;
- adherence to collective agreements applicable to municipalities as agreed at the South African Local Government Bargaining Council;
- processes and procedures are in place for the internal resolution of grievances which have the potential for litigation against Council in the form of disputes if not resolved internally; and
- processes and procedures are in place for the effective administration of disciplinary procedures in accordance with the Disciplinary Procedure Collective Agreement.
- that the interest of the employer is protected during conciliations and arbitrations proceedings
- that legal counsel is briefed adequately in order to effectively represent the employer in review proceedings in the Labour Court and/or higher courts.

4.7.13 EMPLOYEE ASSISTANCE PROGRAMME

In striving to sustain a healthy workforce the municipality has an Employee Assistance Programme, which is a workplace-based programme, designed to assist in the identification and resolution of productivity and psychosocial problems, which may negatively affect the work performance of employees.

Services rendered by the Unit are:

- Resolution of work-related issues such as absenteeism;
- stress management;
- alcohol and substance abuse;
- ill-health management;
- psycho-social problems;
- financial life skills;
- trauma debriefing;
- marital and family distress; and
- HIV/AIDS support and counselling.

4.7.14 OCCUPATIONAL HEALTH AND SAFETY

The aim of this section is to ensure a healthy and safe working environment, the City of Matlosana complies with the Occupational Health and Safety Act and has a fully functional Health and Safety Committee, which meets quarterly to address health and safety issues facing the municipality.

INTRODUCTION TO WORKFORCE EXPENDITURE

Workforce expenditure is a major part of the operational expenditure of the City of Matlosana. As it is mostly a fixed cost, proper planning and assessment of post requirements are necessary to make sure that the best available personnel are employed to meet the mandate of the municipality in service delivery to the community as well as obtain its objectives.

There is a strong national drive for creating employment and municipalities are one arm of government that normally feel the pressure to create new jobs in its sphere. Although we support the creation of employment and we understand the expectation of the communities in this regard, the financial viability of the City of Matlosana must be recognised. The creation and filling of posts are budgeted for and measured against the approved budget and operational requirements. The remuneration part of the employment costs is determined through the bargaining council and therefore out of our hands. Three variables that we have to keep monitoring and control are the vacancy rate, employee performance and overtime paid. We have put a lot of emphasis on the monitoring and control of overtime worked, as we believe that overtime is only necessary in specific circumstances and can indicate inefficiency or staff shortages (including high absenteeism).

Performance management is of the utmost importance to increase the efficiency and thus output out of the workforce. There is still a way to go to implement the necessary measures and controls with the necessary buy-in of employees.

4.8 OFFICE OF THE MUNICIPAL MANAGER

PURPOSE

The purpose of this office is to direct and ensure compliance with council and municipality and with National and Provincial directives. The Office of the Municipal Manager has to ensure the smooth running of the municipality's administration.

Overview

In today's organisational environment, budget oriented planning or forecast methods are insufficient for the organisation to prosper. There is a need to engage in strategic planning that clearly defines objectives and assesses both the internal and external situation to formulate strategy, evaluate progress and make judgments as necessary to stay on track.

Strategic plans therefore identify strategically important outcomes orientated goals and objectives against which the municipality's medium-term results can be measured and evaluated by various identified stakeholders. Annual performance plans identify the performance indicators and targets that the institution will seek to achieve in the upcoming budget year. This performance information is important for effective management, including planning, budgeting, implementation, reporting monitoring and evaluation. As a component of its strategic plan, annual performance plan or IDP the municipality must adopt, monitor and evaluate strategies that describe the approach the institution is to follow to create and operate monitoring and evaluation systems which will produce credible, accurate information on an ongoing basis that gets used to improve service delivery and governance.

4.8.1 PERFORMANCE MANAGEMENT

Performance Management is a process which measures the implementation of the organization's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

At local government level performance management is institutionalized through the legislative requirements on the performance management process for Local Government. Performance Management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met. The Constitution of the RSA, 1996, section 152, dealing with the objectives of local government paves the way for Performance Management with the requirements for an "accountable government". The democratic values and principles in terms of section 195 (1) are also linked with the concept of performance management, with reference to the principles of inter alia:

- ◆ the promotion of efficient, economic and effective use of resources;
- ◆ accountable public administration;
- ◆ to be transparent by providing information;
- ◆ to be responsive to the needs of the community, and
- ◆ to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act, 32 of 2000 (MSA), as amended requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act, 56 of 2003 (MFMA), as amended requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the SDBIP.

In addition, Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players." Performance management is not only relevant to the organisation as a whole, but also to the individuals employed in the organization as well as the external service providers and the municipal entities. This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance. In terms of section 46(1)(a) of the systems Act (Act 32 of 2000) as amended municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with the performance of the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that were or are to be taken to improve performance. Performance Management serves as primary mechanism to monitor, review and improve the implementation of the municipal IDP and eventually the budget. The Performance Management Policy and Framework as approved by Council provides for performance implementation, monitoring and evaluation at organisational as well as individual levels. A mid-year budget and performance assessment in terms of section 72 of the Municipal Finance Management Act, 56 of 2003, as amended which informed the adjustment budget and revised Service Delivery and Budget Implementation Plan, was performed.

4.8.2 INTEGRATED DEVELOPMENT PLANNING

Overview

A participatory planning process aimed at integrating sectoral strategies, in order to support the optimal allocation of scarce resources between sectors and geographic areas and across the population in a manner that promotes sustainable growth, equity and the empowerment of the poor and the marginalized.

Description of the activity

The goal of integrated development planning is to achieve more efficient and more effective delivery of both municipal and other services to communities, and the creation of a framework for economic and social development in the municipality. A number of links also exist between integrated development planning and intended developmental outcomes. More specifically, its goals are threefold:

- redressing apartheid legacies
- building a new culture of local governance
- fostering co-operative governance

COMMUNICATION, PARTICIPATION AND FORUMS

The City of Matlosana values the participation of its community in governance. To this end, the municipality has established ward committees in all 39 wards. Ward committees provide an important vehicle for the municipality to consult with its communities.

One of the main features of the IDP is the involvement of community and stakeholder organisations in the process of developing the IDP. Participation of affected and interested parties is very important to ensure that the IDP addresses the real issues that are experienced by the community. For purposes of compliance with this legislative requirement, the City of Matlosana has established formal structures for effective participation in the IDP processes. The following is a description of the participatory function

of each of the various structures established for the IDP process. IDP/PMS Representative Forum – constituted of formal representatives of various civic and community organisations as well as other formal structures affected by the developmental efforts of the municipality.

The role of the IDP Forum is to:

- verify and make additions to data collected through non-formal participatory methods;
- inform interest groups, communities and organisations of relevant planning activities and their outcomes;
- analyse issues, determine priorities, negotiate and effect consensus;
- participate in the designing of project proposals and / or in assessing of projects;
- discuss and comment on the draft IDP;
- ensure that annual business plans and budgets are based on and linked to the IDP; and
- monitor performance in the implementation of the IDP.

Time arrangements will be made to schedule the workshops at times that will suit the majority of the participants. Representatives will be encouraged to report to their organisations after every session. The effectiveness of these report-backs will be assessed by feedback from these organisations. A period of two weeks will be allowed for feedback. Many of the issues raised by the community are not of a long-term or strategic nature and would be addressed more specifically in the Service Delivery Budget Implementation Plans (SDBIPs) of specific functional units of the municipality.

In addition to the formal process of representation through the IDP Representative Forum engagement and other Council processes, the City of Matlosana consults its communities on an ongoing basis to solicit inputs in as far as the development challenges they face are concerned.

4.8.3 INTRODUCTION TO INTERNAL AUDIT

In terms of Section 216(1) (c) of the Constitution of Republic of South Africa (Act 108 of 1996), national legislation must prescribe measures to ensure both transparency and expenditure control in all spheres of government by introducing uniform treasury norms and standards.

Good governance involves how organisation is managed, its organisational culture, policies, strategies and the way it deals with stakeholders. The Internal Audit and Audit Committee provide objective, independent advice to improve oversight, governance and help mitigate risk.

Working with internal audit, the Audit Committee brings different skills and expertise to assist in improving the performance of an institution. The Internal Audit team and audit committee do not assume any management functions nor should management exert any undue influence over the work of the Internal Audit team and Audit Committee.

Mission of internal audit

The mission of internal audit is to provide Accounting Officer and the Audit Committee with independent, objective assurance and consulting services designed to add value and improve the organisation's operations. Furthermore, it helps the organisation accomplish its objective by bringing a systematic disciplined approach to evaluating and improving the effectiveness of risk management, internal control and governance processes.

Risk management

The risk management section conducts a risk assessment, thereafter compiles a risk assessment report that entails the listing of High, Medium and Low risks based on operational risks and strategic risks and thereafter submits it to Internal Audit to prepare a three-year rolling plan and one-year risk-based plan and performance operational plan.

Internal control

Internal Audit reviews the adequacy and effectiveness of internal control that management reported as effective in reducing the impact that inherent risk might have on the operations of municipality, through operational risk-based plan.

Governance Issues

Internal Audit reviews the effectiveness of the following projects as governance issues:

- Risk Management
- Records Management
- IT environment
- Performance Management
- Delegation Processes
- Training Programmes
- Policies and Procedures
- Committees of Council
- Code of Conduct
- Integrated Development Plan
- Strategic Plan
- Organisational Structure
- Public Participation

Audit Committee

Section 166 of the MFMA requires that each municipality and municipal entity must have an Audit Committee. The Audit Committee must advise the municipal Council, political office bearers, the accounting officer and the management of the municipality of municipal entity on matters relating to:

- internal financial control and internal audits;
- risk management;
- accounting policies;
- the adequacy, reliability and accuracy of financial reporting information;
- performance management;
- effective governance;
- internal audit team and Audit Committee;
- compliance with the Act, the annual Division of Revenue Act and any other applicable legislation;
- performance evaluation; and
- any other issues referred to it by the municipality or municipal entity.

4.8.4 RISK MANAGEMENT

Every entity faces risks and as stated in the MFMA section 62 (i)(c) “A municipality should have and maintain an effective, efficient and transparent system of risk management”. It is therefore an

obligation of every municipality to ensure proper facilitation of risk management.

Effective risk management allows a municipality to:

- ▶ Have increased confidence in achieving the municipal priorities and outcomes
- ▶ Constrain threats to avoidable risks
- ▶ Take informed decisions about exploiting opportunities
- ▶ Ensure that the right balance is struck between risks and rewards
- ▶ Improve working partnership arrangements and corporate governance
- ▶ Ensure ultimately that the municipality maximises its opportunities and minimises the impact of the risks it faces, thereby improving the ability to deliver good services to the community at large

City of Matlosana recognizes that risk management and internal controls are key elements of good corporate governance and legislation. Section 62(1)(c)(i) of the MFMA requires the Accounting Officer (Municipal Manager) to take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control.

The underlying premise of risk management is that every municipality exist to provide value for its stakeholders as prescribed by the constitution. Such value is based on the quality of service delivery to the citizens. All municipalities face uncertainty, and the challenge for management is to determine how much uncertainty the municipality is prepared to accept as it strives to grow stakeholder value. Uncertainty presents both risk and opportunity, with the potential to erode or enhance value. The reviewed Enterprise Risk Management (ERM) framework and approach was adopted by Council from the following best practice risk management guidelines ISO 31000:2018, Committee of Sponsoring Organisations (COSO) 2013 Framework, Public Sector Risk Management Framework, and the King IV Report.

Institutional Arrangements for Risk Management

Led by the Chief Risk Officer, the Risk Management unit, is responsible for overseeing, guiding, facilitating and monitoring various systems of governance and risk management. Strategic oversight of risk management processes is tasked to the Risk Management Committee. The Risk Management Committee is a structure, comprising of independent external chairperson and management established to:

- Advise and assist the Accounting Officer to execute risk management responsibilities as required by the MFMA;
- Assist the Audit Committee to exercise its oversight responsibilities over, amongst others, systems of governance and risk management.

Key Strategic Risks among the key responsibilities for risk management is the development, monitoring and reporting on the Strategic Risk Profile of the municipality. Previously, Council had not adopted the strategic objectives hence it was difficult to a strategic risk register. A combination of top-to-bottom (mainly considering the IDP and SDBIP) and bottom-up approaches (considering departmental performance priorities) was taken into consideration when identifying operational and strategic risks of the municipality. The municipality maintains the following approved strategic documents, which are reviewed annually in consultation with the risk management committee and audit committee:

- Risk Management Committee Charter
- Risk Management Strategy

- Risk Management Policy
- Risk Management Implementation Plan
- Anti-fraud and Corruption Strategy

Compliance Management

The municipality is committed to compliance with laws and regulation as a minimum requirement. In line with corporate governance principles, Council has ensured that systems and processes are in place to govern compliance with laws and adopt non-binding rules. The responsibility of compliance management has been delegated to the risk management unit in the municipality. Internal Audit unit further enhances the municipal compliance by recommending improvement of internal controls when conducting internal audit activities.

4.8.4 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

MPAC can request the support of both the internal and external auditors (advisory) when necessary. It should be noted that the standard rules for the council apply to MPAC. The committee shall have permanent referral of documents as they become available relating to:

- ▶ In-year reports of the municipality and municipal entities;
- ▶ Financial statements of the municipality and municipal entities as part of the committee's oversight process;
- ▶ Audit opinion, other reports and recommendations from the Audit Committee; Information relating to compliance in terms of sections 128 and 133 of the MFMA;
- ▶ Information in respect of any disciplinary action taken in terms of the MFMA where it relates to an item that is currently serving or has served before the committee;
- ▶ Any other audit report from the municipality or its entities; and
- ▶ Performance information of the municipality and municipal entities.

The Municipal Public Accounts Committees (MPACs) are partially modelled on the example of the Standing Committee on Public Accounts (SCOPA) used in South Africa by legislatures at the national and provincial government level. The Municipal Public Accounts Committee (MPAC) scrutinises and evaluates the actions of those entrusted with certain responsibilities or powers to check that they are discharging their responsibilities according to set policies and rules and are delivering expected outputs and outcomes. The Committee does not relate to any party politics and its responsibilities are delegated in terms of the provisions of Section 59 of the Municipal Systems Act, 32 of 2000 (MSA), as amended. For this reason, MPAC may request the support of both the Audit Committee, Internal Audit unit and Risk Management Unit. The standard rules for the Council apply to MPAC.

The Committee shall have permanent referral of documents relating to:

- (i) In-year reports of the municipality;*
- (ii) financial statements of the municipality as part of the Committee's oversight process;*
- (iii) audit opinion, other reports and recommendation from the Audit Committee;*
- (iv) information relating to compliance in terms of sections 32, 128 and 133 of MFMA;*
- (v) information in respect of any disciplinary action taken in terms of the MFMA where it relates to an item that is currently serving or has served before the Committee;*
- (vi) any other audit report from the municipality; and*
- (vii) performance information of the municipality.*

Subsequent to public hearing meetings and *in loco* inspections conducted, MPAC table its findings and recommendations to Council for approval. The MPAC then develop a monitoring and tracking mechanism by recording recommendations and nature of response. Where recommendations are / were not implemented, reasons for non-implementation must be outlined.

4.8.4.1 OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

The Municipal Public Accounts Committee (MPAC) may engage directly with the public and respond to public comments and concerns that fall within its ambit of responsibility.

The Council interacts with its stakeholders by means of ward committees, budget and Integrated Development Planning (IDP) meetings. Public and stakeholder engagements are on-going processes throughout the year. Public meetings include Council meetings, ward committee meetings, budget and IDP/PMS meetings as well as whistle blowers. The Municipality ensures that these meetings are well attended by informing the public and stakeholders on time and considering local languages. Public meeting schedules are made public through being advertised in local newspapers and loud hailing. The Chairperson also engage with the public on the unfolding processes of public participation through local radio stations. MPAC consults with public members to provide importance of participation on the annual report and encourage them to submit questions and comments based on the Auditor-General findings.

MPAC conducts public hearings as an oversight mechanism through which officials are called before the committee to give testimony on the key issues, which are specific problem areas. In order to facilitate meaningful public engagement in the procedures, the MPAC may request documents or evidence from the Accounting Officer of the municipality.

When conducting in-field inspections or project site visits, MPAC has the right to invite interested parties / specialists from the community and to seek their insights and advice. Public involvement and media coverage play a key role where MPAC holds enquiries in a manner, which allows public participation on the annual report. MPAC encourage submissions, receive inputs from various role players, and prepare Oversight Report for consideration of its findings and recommendations to Council. When the annual report is tabled in Council, the Chairperson of MPAC is afforded the opportunity to make a presentation on the Oversight Report, deliberation then takes place and questions from the public.

4.8.4.2 SECTION 32 COMMITTEE

The Section 32 Committee is a (section 79 Committee elected by Council as per Council resolution) and reports directly to Council via MPAC. The Committee should be seen as the Committee of Council, in its own right, working within the delegation framework of the Council.

The Council refers identified Unauthorised, Irregular, Fruitless and Wasteful Expenditure for verification and recommendation to Council by Section 32 Committee, subsequent to investigation by the Accounting Officer. Punitive action may be necessary in respect of unauthorized expenditure [32(2) (a)], but is always necessary in terms of irregular or fruitless and wasteful expenditure [32(2) (b)] and it is the responsibility of the Accounting Officer or Council to take punitive steps (as recommended by the committee after investigation) and not the section 32 committee. The Committee does not write off expenditure and it would not regularise the expenditure. The expenditure could be regularised only in terms of either the SCM Policy (in line with reg. 36) or section 170 of the MFMA. The Section 32 Committee have a mandate to interview any relevant person and to obtain all relevant documentation from any official or Councillors that may assist with the investigations. The Section 32 Committee will

submit a report on the findings and recommendations of the committee to Council after completion of its investigation. The Section 32 Committee will submit its program of action to Council for approval and consideration.

4.9 Institutional Framework (organogram)

ORGANISATIONAL STRUCTURE

The City of Matlosana has an organisational structure which is aligned to the IDP and is reviewed from time to time to ensure operational effectiveness. The overhead organogram introduced a revised restructuring of the municipality's directorates. The Directorates include the following:

HIGH LEVEL STRUCTURE

DIRECTORATE
Office of the Municipal Manager
Budget and Treasury Office
Local Economic Development
Corporate Support
Public Safety
Community Development
Technical and Infrastructure
Planning and Human Settlements

	Municipal Manager	Chief Financial Officer	Dir/ Man Technical Services/ Engineering	Dir/ Man Corporate Services	Dir /Man Town/ Development Planning	Dir/Man Community Services	Other Senior Managers
Total No. of posts	1	1	1	1	1	1	2
Total No. filled	1	1	1	1	1	1	2
Total No. Vacant	0	0	0	0	0	0	0
Total No. filled by female	1	1	0	0	0	0	1
Vacancy Rate	0%	0%	0%	0%	0%	0%	0%

CHAPTER 5: VISION, MISSION & STRATEGIC OBJECTIVES

5.1 VISION

“A proficient, accountable, resilient and prosperous municipality that delivers high quality services to its citizens”.

5.2 MISSION

“To render equitable, sustainable and high quality services to citizens of Matlosana”

5.3 STRATEGIC OUTCOME ORIENTED GOALS OF THE INSTITUTION

The Constitution of the Republic of South Africa, Act No. 108 of 1996, section 152(1) state that the objects of local government are;

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

The current IDP 2022-27 is a strategic plan that is premised on the spirit of the White Paper on Local Government and re-ignites our commitment and plan to realize Sustainable Local Government (2030). It is a clear plan for closing the gap between the current reality and the sustainability we desire, and is focused on the developmental agenda espoused by CoM towards the realization of quality service and better communities through:

- Co-operative governance,
- Socio-economic development,
- Integrated development planning, and
- Sustainable utilization of municipal resources

The conscious strategic outcomes oriented goals and enablers that CoM intends to achieve over the Medium-Term Strategic Framework.

Strategic Objectives can be outlined as follows:

STRATEGIC OBJECTIVE OUTCOME GOAL	TRANSFORMED MUNICIPALITY AND RESILIENT INSTITUTION
GOAL STATEMENT	A highly capable local municipality is characterised by visionary leadership; professional human resources; adherence to and active investment in and promotion of good governance principles; as well as an in-depth working relationship or interface between communities, the private sector and other relevant stakeholders.
STRATEGIC OBJECTIVES	To establish and maintain a skilled labour force guided by policies to function optimally towards the delivery of services to communities.
	To ensure effective management of municipal assets in compliance with applicable laws, norms and standards
STRATEGIC OBJECTIVE OUTCOME GOAL	EFFICIENT BASIC SERVICE DELIVERY & TRANSFORMED INCLUSIVE INFRASTRUCTURE DEVELOPMENT
GOAL STATEMENT	Reliable and efficient basic service provisioning, coupled with intelligent investment on infrastructure development serve as enablers for spatial transformation, better communities and also as a strong foundation in support of inclusive local economic development.
STRATEGIC OBJECTIVES	To ensure provision of Basic Services in a well-structured, efficient and integrated manner.
STRATEGIC OBJECTIVE OUTCOME GOAL	SUSTAINABLE AND INCLUSIVE LOCAL ECONOMIC DEVELOPMENT
GOAL STATEMENT	Local economic development relies on an integrated and sustainable urban/rural development and management; strategic land-use management; the creation of rural economic growth strategies or small town regeneration; and unearthing opportunities for sustainable employment for local communities.
STRATEGIC OBJECTIVES	To consistently create an enabling environment for Economic Growth, Rural Development and Employment opportunities.
	To develop and implement local economic strategies and effective land use management approaches as drivers for economy of scales and social cohesion.

STRATEGIC OBJECTIVE OUTCOME GOAL	GOOD GOVERNANCE AND PUBLIC PARTICIPATION
GOAL STATEMENT	CoM considers good governance and related innovative approaches as the cornerstone of a sound municipality. Alongside these is strengthening of community interface mechanisms to enhance public participation.
STRATEGIC OBJECTIVES	To strengthen internal oversight and accountability for effective, accountable and transparent leadership
	To encourage the involvement and collaboration of Communities and Stakeholders through working together to achieve good governance in an integrated manner.
	To foster sound and productive labour relations
STRATEGIC OBJECTIVE OUTCOME GOAL	FINANCIAL VIABILITY AND MANAGEMENT
GOAL STATEMENT	A capable local municipality guarantee proficient and synchronised financial management that facilitates City of Matlosana to deliver its obligation and to execute revenue management in order to expose alternative revenue generation prospects.
STRATEGIC OBJECTIVES	To ensure an effective , efficient and coordinated financial management that enables City of Matlosana to deliver its mandate.
	To implement revenue management in order to unlock alternative revenue generation opportunities.

5.4 STRATEGIC PRIORITIES (2022 – 2027)

The core priorities and strategic levers that underpin the current IDP strategic plan of the CoM for the next five years are the following:

A. Transformed Municipality and Resilient Institution

- Establishing and maintaining a skilled labour force guided by policies to function optimally towards the delivery of services to communities
- Effective management of municipal assets in compliance with applicable laws, norms and standards

B. Efficient Basic Service Delivery and Transformed Inclusive Infrastructure

- Provision of Basic Services in a well-structured, efficient and integrated manner

C. Sustainable and Inclusive Local Economic Development

- Creating an enabling environment for Economic Growth, Rural Development and Employment opportunities.
- Developing and implementing regional economic strategies and effective Land Use Management approaches as drivers for economies of scale and social cohesion.

D. Good Governance and Public Participation

- Strengthening internal oversight and accountability for effective, accountable and transparent leadership
- Encouraging the involvement and collaboration of Communities and Stakeholders through working together to achieve good governance in an integrated manner.
- Fostering sound and productive labour relations

E. Financial Viability and Management

- An effective, efficient and co-ordinated financial management that enables CoM to deliver its mandate.
- Implementing revenue management in order to unlock alternative revenue generation opportunities

Sustaining the above *strategic priorities* are the following *critical strategic enablers*:

1. ICT and Data Intelligence

- Modernisation of existing manual systems and ensuring data integrity in order to rely on data intelligence for planning and execution of programmes.

2. Conducting Research

- To inform planning, customised policy, regulatory and new or alternative revenue streams that will enhance financial viability of the municipality

3. Skills and Capacity Building

- Targeted recruitment of human resources in line with the IDP imperatives
- Facilitate learning, reflecting and sharing on critical programmes that benefit the human capital of the municipality

4. Structured Strategic Partnerships

- Building strategic and global partnerships for development, i.e. widen partnerships network and learning with other municipalities and regions with similar characteristics as CoM and
- Unlocking implementation barriers through partnerships, negotiations and facilitation.

Strategic Profiling of the Municipality

- Relying on the Communication and Stakeholder Management Strategy to create platforms for community engagement, conversations and publishing feedback regarding CoM performance, efficiency and sustainability; and
- Establishing educational programmes and initiatives on service delivery and health awareness for the communities.

CHAPTER 6: SPATIAL ANALYSIS & RATIONALE

1.1 SPATIAL DEVELOPMENT FRAMEWORK

6.1.1 Introduction and Background

A Spatial Development Framework (SDF) is a specific requirement of Section 26 (e) of the local Government: Municipal System Act 32 of 2000, which states that the Integrated Development Plan of the municipality must include the SDF. The Local Government: Municipal Planning and Performance Management Regulations, 2001, lists the contents and as a result the requirements of a credible SDF.

The SDF is, therefore, a core component of the IDP process and identifies spatial issues and trends for which spatial strategies are formulated. It also gives the localized spatial dimension to development principles, objectives and projects, and must form the basis for municipal land use management system. The primary role of the SDF is to direct municipal spending and private sector investment. The SDF is a critical and integral component of the IDP. It is not merely a sector plan appended to the IDP. It shows how the implementation of the IDP should occur in space, i.e. it indicates where the municipality IDP projects will be implemented, and to help achieve the desired spatial form of the municipality.

The Spatial Development Framework can be described as an indicative plan showing the desired patterns of land use, direction of growth, special development areas and conservation-worthy areas. The SDF needs to be informed by the vision of the municipal area, the development objectives, as well as the strategies and outputs identified by the IDP.

6.1.2 The Spatial Planning and Land Use Management Act, 2013 (SPLUM 2013)

According to the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013), each sphere of government must take responsibility for spatial planning in their jurisdiction. In this regard the local municipality being the sphere of government operating closest to the community will have a direct role to play in spatial planning on which all decisions on land development should be based. The Spatial Planning and Land Use Management Act, 2013 (SPLUM 2013) stipulates the role of a local municipality relating to spatial planning and land use management on the following elements:

- (a) The compilation, approval and review of integrated development plans;
- (b) The compilation, approval and review of the components of an integrated development plan prescribed by legislation and falling within the competence of a municipality, including a spatial development framework and a land use scheme; and
- (c) The control and regulation of the use of land within the municipal area where the nature, scale and intensity of the land use does not affect the provincial planning mandate of provincial government or the national interest.

In terms of chapter 2 of SPLUM, 2013, the following principles apply to spatial planning, land development and land use management:

- (a) The principle of spatial justice, whereby—
 - (i) past spatial and other development imbalances are redressed through improved access to and use of land;
 - (ii) Spatial Development Frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal

settlements, former homeland areas and areas characterised by widespread poverty and deprivation;

(iii) spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land and property by disadvantaged communities and persons;

(iv) land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;

(v) land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and

(vi) a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application

6.1.3 City of Matlosana - Spatial Development Framework of 2013

The original Spatial Development Framework (SDF) of the City of Matlosana was reviewed and adopted in 2013. The purpose of the SDF was to provide the spatial context for the municipal IDP and its sector plans, as well as be aligned with the SDF's of the Dr Kenneth Kaunda DM and family of local municipalities and the North West Spatial Development Framework. The SDF will thus have to guide and inform the directions of growth, movement routes, special development areas, conservation of both the built and natural environment, areas at which particular types of land-use should be encouraged and/or discouraged, and areas at which the intensity of land development could be either increased or reduced.

FUNDED HUMAN SETTLEMENTS PROJECT BY PROVINCIAL DEPARTMENT OF LOCAL GOVERNMENT & HUMAN SETTLEMENTS

	MUNICIPALITY	PROJECT AREA	DESCRIPTION	PROJECT_NUMBER	PROJECT AMOUNT
1.	Matlosana	Jouberton Ext. 31	Internal Engineering services	B23040053/1	To be confirmed
2.	Matlosana	Jouberton Ext. 34	Internal Engineering services	B23040054/1	To be confirmed
3.	Matlosana	Jouberton Ptn 100	Internal Engineering services	B23040039/1	To be confirmed
4.	Matlosana	Kanana Ext. 5	Internal Engineering services	B23040053/1	To be confirmed
5.	Matlosana	Kanana Ext. 16	Internal Engineering services	B23040055/1	To be confirmed
6.	Matlosana	Kanana Ext. 16	Installation of Bulk Water & Sewer	B23040015/1	To be confirmed
7.	Matlosana	Kanana Ext 15	Construction of 1116 low cost housing	B23040014/1	To be confirmed
8.	Matlosana	Tigane	Installation of Bulk Water & Sewer	B23040041/1	To be confirmed
9.	Matlosana	Hillview	Internal Engineering services	B23040040/1	To be confirmed

- **THE SDF DOCUMENT IS AVAILABLE FOR SCRUTINY AT ROOM 291, CITY OF MATLOSANA.**

CHAPTER 7: DEVELOPMENTAL ANALYSIS

7.1 SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

The City of Matlosana have adhered to the principle of good governance as it is integral to economic growth, the eradication of poverty and for the sustainable development of the community we serve. The Municipality has taken extra ordinary measures to tend to the basic service needs of all residents in the city despite the reduced budget allocations.

The following have been achieved:

- Provided 100% of urban households with access to basic water.
- Provided 77% of rural households with access to basic water.
- Provided 99% of urban households with access to basic sanitation.
- Provided 80% of rural households with access to basic sanitation.
- Provided 100% of urban households with access to basic electricity.
- Provided 100% of approved rural settlements with free basic alternative energy (indigents).
- Provided 100% of registered rural settlements earning less than R8 040 per month with access to free basic services.
- Provided 100% of urban households with access to basic refuse removal.
- Reduced water distribution losses with 25%.

7.2 BACKLOGS ON SERVICE DELIVERY

The biggest challenge for Council is not to create unrealistic expectations, but to develop a medium to long term strategy to address backlogs and to ensure that the community is involved, understand and adopt the strategies. Due to the closure of mines and migration of families from drought affected farming settlements coupled with disaggregation of the existing families in various settlements put more pressure in the upgrading of core bulk infrastructure. The current calculated cost for the upgrades range from R156 Million to R175 Million per annum spread over a period of five (5) years, to be in par with the backlog.

The directorate managed to deal among others with the backlog of major water pump-line refurbishments to minimise water losses and to ensure sustainable water supply to the Communities. Bulk Sanitation Service has been provided to unlock new developments in the area and to address backlog maintenance on the Waste Water Treatment Plants to ensure compliance on the sewage effluent and better the lives of the citizens.

Township Establishment were accordingly completed to provide proper proclaimed settlements. Timeous completion of the Pedestrian Bridge, storm-water drainage and roads upgrades among communities is key to the safety of road users and residents. Implementation of affordable low cost housing to the Community is notable. Various rural communities have been prioritised to receive access to water supply during the drought period through all possible means, e.g. mobile water tanker and repairs of boreholes generators. The upgrade of key bulk infrastructure in the area through the MIG funding has unlocked key backlogs for the existing settlements and some new developments.

7.3 FREE BASIC SERVICES

- The Council accepts that they are responsible for the rendering of services in terms of schedules 4 and 5 of the Constitution as well as other services which may be delegated by National and Provincial Government.
- Main sources of income consist of transfers from other spheres of government of which intergovernmental transfers are the most important. A portion of this income (equitable share) is earmarked for indigent relief which will be used to alleviate and address poverty.
- The council has made a few changes in the indigent and credit control policies to improve the benefits for indigents.
- The Council will endeavour to render a basic standard and level of services necessary to ensure an acceptable and reasonable quality of life and which takes into account health and environmental considerations.
- The basic point of departure is that Council will assist, through funds received from National Government; to provide basic services to “poorer” households within the Council’s service provision area in this regard no discrimination on any grounds will be allowed.
- **New Water and Sanitation Connections**

New Water and Sanitation Connections Meeting Minimum Standards								
Municipality	Number of households with access to basic water		Number of households with access to basic sanitation		Number of households with water meters		Number of households without water meters	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
City of Matlosana	189 018	184 407	171 328	171 437	184 407	180 508	0	3 899

- Conventional meters to prepaid and Water losses

Conventional meters to prepaid					Improvement plan
Municipality	Number of households with access to electricity		Number of planned conventions from conventional to prepaid meters		
	Conventional	Prepaid	Target	Actual	
City of Matlosana	10212	Normal 40529 Indigent 8009	Normal 382 Indigent 170	Normal 328 Indigent 138	1.Municipality to submit a plan for convention of conventional to prepaid over a period of three years (2023-2026) in terms of Medium-Term Framework.

Municipality	Water loses		Drinking water samples		Callouts responded to within 48hrs sanitation		Callouts responded to within 48hrs water	
	Total	Responded	Target	Undertaken	Total	Responded	Total	Responded
City of Matlosana	1 811	1 635	276	326	1010	1010	417	417

Percentage of Unplanned Outages Restored to Supply Within Industry Standard Timeframes						
Municipality	Number of unplanned Outages	Number of resolved Outages	(% Resolution)	Improvement Plan	National & Provincial Departments and Its Entities	Time Frame
City of Matlosana	July 2022 – June 2023 446	July 2022 – June 2023 438	98%	<p>1.Acquire reliable fleet through lease with an option to buy.</p> <p>2. Acquire the required material to improve the turnaround time.</p> <p>3.Municipality to develop and implement the plan to curb outages due to theft.</p>	1. Cogta to share Electricity Master plan with municipalities	30 June 2024

Roads and Infrastructure Services											
Municipality	TR6.21 Percentage of reported pothole complaints resolved within standard municipal response time (%)			TR6.12Percentage of surfaced municipal road lanes which has been resurfaced and resealed (%)			TR6.13 KMs of the new municipal road network		Improvement Plan	National & Provincial Departments and Its Entities	Time Frame
	Reported	Resolved	(%)	KM of surfaced	Kms of municipal roads resurfaced and resealed	(%)	Kms unsurfaced	Kms of surfaced			
City of Matlosana	100	100	100%	1400 Km	25km	2%	845 Km	1400 Km	1.To source funding for proper maintenance of the entire road network		1 July 2024 2. July 2024

Roads and Infrastructure Services											
Municipality	TR6.21 Percentage of reported pothole complaints resolved within standard municipal response time (%)			TR6.12 Percentage of surfaced municipal road lanes which has been resurfaced and resealed (%)			TR6.13 KMs of the new municipal road network		Improvement Plan	National & Provincial Departments and Its Entities	Time Frame
	Reported	Resolved	(%)	KM of surfaced	Kms of municipal roads resurfaced and resealed	(%)	Kms unsurfaced	Kms of surfaced			
									2. Finalization of the Road Master Plan.		

CHAPTER 8: LOCAL ECONOMIC DEVELOPMENT

8.1 LOCAL ECONOMIC DEVELOPMENT AIMS AND PRIORITIES

Local Economic Development (LED) is an approach towards economic development which enables and encourages local people to work as a collective to realise sustainable economic growth and development thereby bringing economic benefits and improved quality of life for all residents in a local area.

LED is an adaptive and responsive process by which government, public sector entities, citizens, business and non-governmental sector partners work collectively to create better conditions for innovation-driven inclusive economic development that is characterised by knowledge transfer and competence building; employment generation; capacity development; investment attraction and retention; image enhancement and revenue generation in a local area in order to improve its economic future and the quality of life for all.

Through LED the Municipality seeks to create competitive, sustainable, diverse, innovation-driven and inclusive local economies that are vibrant places in which to live, invest, work, innovate, maximise local opportunities, address local needs, and contribute to South Africa's national development objectives i.e. new growth path and national development plan, including sustainable ways of utilising local resources and expand learning capabilities.

Tourism has been recognized as having a significant growth potential in the development of local economic growth, small business development, human resource development, income generation and employment creation. Both the new growth path and national development plan have identified the Tourism industry as one of the priority sectors for such growth. The North-West Department of Tourism and the Municipality through LED has identified Tourism as one of their Economic Pillars to grow the economy and create jobs.

Job creation:

Extended Public Works Program (EPWP): It is a government initiative to create work opportunities for the unemployed in various sectors, such as infrastructure using labour intensive construction methods to provide work opportunities, training, and skill development to the locally unemployed people. During the year the LED reviewed and submitted to MISA for consideration the EPWP policy of the City of Matlosana. The policy will be taken to a Council workshop before its adoption. The program is aimed at not only giving temporary employment but to also build skills which can be used to sustain the participants.

The purpose of the EPWP

- To provide temporary employment
- To develop the skill through practical job training
- To provide services to the community through socio economic activities

Community Works Program (CWP): It is an innovative offer from the government to provide a job safety net for unemployment people of working age. It provides a bridging opportunity for unemployed youth and others who are actively looking for employment opportunities. The programme provides them with extra cash to support them in their search for full-time or part-time employment. Programme participants do community work, thereby contributing to improvements that benefit all community members.

The purpose CWP

- To provide an employment safety net. The CWP recognises that sustainable employment solutions will take time, particularly in reaching marginal economic areas.
- To contribute to the development of public assets and services in poor communities.
- To strengthen community development approaches.
- To improve the quality for people in marginalised economic areas by providing work experience, enhancing dignity, and promoting social and economic inclusion.

CWP Indicator

Municipality	Target - CWP Employment Opportunities	Actual - CWP Employment Opportunities	Number of CWP Participants verified & with Contracts	Functional CWP Local Reference Committee (LRC)	Signed Site Business Plan (SBP) aligned to Municipal Service Delivery by LRC	Training of participants aligned to signed Business Plan	Implementation of Useful work supporting Municipal Service Delivery
City of Matlosana	840	743	Number of participants verified is 742.	LRC is functional.	Signed SBP available at the Provincial Office.	No training provided for the current financial year.	

The continual implementation of the national government program on EPWP and CWP is generating job opportunities on a short-term basis. It is envisaged that the following LED anchor projects will create sustainable long-term employment during construction and once completed and implemented:

- ✆ Airport Development (Cargo Airport)
- ✆ Smart city development project
- ✆ Container farm project.
- ✆ Matlosana farming project (Development of small-scale farmers- in collaboration with Matlosana Mall)
- ✆ Tourism mining museum
- ✆ Manufacturing - Agri-processing (Extension of fresh produce market)
- ✆ Green Economy (Solar power plant establishment)
- ✆ Implementations of mine SLP projects

EPWP

Municipality	Number of Employment opportunities through EPWP and LED Initiatives	Implementation of LED strategies and plans	Attraction of investments to boost Local Economies	Procurement of goods and services from local SMMEs and Companies	Improvement Plan
City of Matlosana	<p>EPWP employment opportunities: 623</p> <p>LED initiatives: 138 through MIG and NDPG</p>	<p>LED strategy still to be reviewed.</p> <p>Currently implementing old LED strategy.</p>	<p>Land availability</p> <p>Council has identified land and is earmarked for special Economic Zone (SEZ).</p>	<p>The procurement process is done through SCM from local companies.</p>	<p>1. The establishment of development economic zone with strategic interventions aimed at growing the local economy (Manufacturing, Tourism, Agriculture and ICT)</p> <p>2. Acceleration of the economic recovery plans</p>

To resuscitate the economy and create jobs – the LED division has identified 4 Economic Pillars for its economic recovery plan:

- ✎ Manufacturing – establishment of light industries
- ✎ Agriculture
- ✎ Tourism
- ✎ ICT

The Local Economic Department had a productive year focused on stimulating the economy of Matlosana. Key activities included SMME summits in collaboration with organizations such as ABSA, African Bank, SANRAL, Seda, NAFCOC, and the SMME Chamber of Commerce. These summits served as valuable platforms for information sharing, benchmarking, and exploring various funding products available to SMMEs. By facilitating workshops and discussions, the department aimed to empower local businesses and enhance their access to resources, ultimately fostering economic growth in the region.

There were 3 SMMEs who were assisted through the municipal grants with equipment for their business establishments in 2024/25. The grants recipients were in the tourism and agriculture sector.

Recognizing the importance of strategic planning and stakeholder engagement, the unit conducted an internal strategic planning session. This collaborative effort resulted in the development of a clearly drafted vision and mission for the department, aligned with time-bound objectives tailored to the unit's needs. This proactive approach not only fostered unity among team members but also ensured that all initiatives were well-coordinated and effectively addressed the community's economic development goals.

LED facilitated funding through the implementation of mine SLP & CSI projects:

- ⌘ Building and Equipping of Laboratory and renovation of classroom. Borakanelo Secondary School Khuma (VMR).
- ⌘ Repair of the Orkney sewerage plant. (Kopanang Gold Mine).
- ⌘ Renovation of Kanana Stadium. Kanana PHASE 1 (Renovation of care-taker house) (Kopanang Gold Mine).
- ⌘ Building of 5 additional classrooms Atamelang Primary school. Kanana (Harmony Gold Mine).
- ⌘ Renovation of Science Laboratory Dirang ka Natla Secondary school. Khuma (Harmony Gold Mine).
- ⌘ Refurbishment of Science laboratory (Prestige High School). Alabama (Harmony Gold Mine).
- ⌘ Implementation of the Neighbourhood Development Partnership Grant (Construction of Jouberton Taxi Rank)
- ⌘ Extension of Fresh Produce Market (COGTA).

The drafted LED strategy is aimed at outlining the plans to be implemented on what needs to be done, how will this be achieved, what resources are required and the internal and or external stakeholders required for each pillar to be realised. This will be presented at the next municipal strategic planning session.

LED facilitated funding for the following developments:

- ⌘ The establishment of Business hubs for SMME's and cooperatives in Townships. The business hubs have been established in Jouberton, Khuma and Kanana, through SLP funding from the mines. The project faced several delays such as water and electricity connections and the delivery of the equipment during the past two financial years. The project was still in progress as the mines and the municipality was working together to ensure the conclusion of the project.
- ⌘ The implementation of the Neighbourhood Development Partnership Grant (Township Renewal Project) in Jouberton.

LED facilitated the following workshops and training for SMME's and Cooperatives

- ⌘ Training and Workshop for SMME's and Cooperatives.
- ⌘ Tourism Networking Session (Breakfast).
- ⌘ Mahala Week at Faan Meintjes Nature Reserve for Tourism promotion.
- ⌘ LED facilitated two Flea Markets for SMMEs.
- ⌘ LED facilitated an informal economy seminar for informal traders with the department of Labour.
- ⌘ Training of customer service for the tourism establishment owners.
- ⌘ Tourism Peer learning network.
- ⌘ Hawkers and Vendors workshop on the municipal by laws.
- ⌘ Career day in Tourism.

	KPA: Local Economic Development (LED) and Social Development Analysis			
LED	<p>LED is defined as an on-going process by which stakeholders and institutions from all spheres of society, the public and private sector as well as the civil society, work jointly to create a UNIQUE advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms (Trah, et al 2007).</p> <p><i>“Good practice indicates that local economic development should always be guided by a strategy. Ideally, an LED strategy will form a component of a broader strategic development plan that includes social and environmental components. The LED strategy provides a focus on strengthening the local economy and building local capacity. The timeframe for an LED strategy is typically three to eight years and includes annual implementation plans”. (www.undp.org)</i></p>			
C.5.1.1	When was this LED Strategy or Plan developed and adopted		2012	Still needs to be reviewed
	Was LED Strategy/ Plan Prepared in-house or outsourced		Yes	Prepared in-house
	Does the Strategy display the evidence for stakeholder's participation		Yes	
	Does the KPA respond comprehensively to the PGDP and DGDP priorities?		Yes	
	Are the goals, objectives, strategies and projects of the Strategy responsive to the issues identified in the analysis?		Yes	
	Is the Municipal LED capacity sufficient to deliver on the DGDP objectives and intervention areas		No	Insufficient human resource
	Are the economic drivers in the Region or locality clearly indicated with their current performances? (i.e. sugar cane/industry drives the local economy but there has been a decline recently which had adverse effects on local labour force)		Yes	There has been a decline due to closure of mines
C.5.1.2	Are the proposed LED interventions feasible?		Yes	
C.5.1.3	Are the Interventions and Programmes/ Projects Georeferenced, Are the beneficiaries well identified?		Yes	
C.5.1.4	Is SWOT analysis used as the Analysis tool to assess the local economy? <i>(if not, indicate another analytical tool used)</i>		Yes	
	Are the key natural assets/resources identified and analyzed?		Yes	
	Is there a social cohesion/stability in this locality?		No	
	Are the opportunities clearly specified that respond to key economic drivers identified?		Yes	

	Is it clear how the locality addresses threats or constraints facing the local firms/industries and businesses?	Yes	
	Are key economic partners identified? Strong/weak network identified and analyzed?	Yes	
	Is there a stakeholder analysis depicting potential networks, partnerships, resources that could be developed?	Yes	
C.5.1.5	Are the strategic programmes responsive to the unique conditions of the locality?	Yes	
	Is there a specific programme seeking to transform local tourism players?	Yes	
	Is there a specific programme targeting emerging farmers? (unleashing agric potential/productive use of land?)	No	
	Is there a specific programme targeting to improve competitiveness of SMMEs/Cooperatives in the key sector in the locality?	Yes	
	Is there a specific programme targeting informal economy?	Yes	
	Is there a specific economic programme targeting Vulnerable groups (women, youth and the disabled)?	Yes	EPWP, CWP
C.5.1.6	Are the sectors that will generate jobs specified?	Yes	
	Are there any catalytic projects identified?	Yes	N12 development East and West, smart city, airport development.
	Are the number of permanent and temporary jobs per sector indicated?	Yes	
	Are there any temporary jobs indicated?	Yes	
	Is there a plan/mechanism in place to ensure that these jobs (decent) are sustainable?	Yes	
C.5.1.7	Has the municipality reflected green job creation initiatives?	No	
C.5.1.8	Role of the municipality:Policy/regulatory environment		
	Is there an adopted Informal Economy Policy?	Yes	
	Is there an investment/retention policy? (incentive)	No	
	Is there a public database for municipal land?	Yes	Municipal Department of Land Affairs
	Is there a database for all active/registered SMMEs and Cooperatives?	Yes	
	Is there policy regulating (permits, zoning) for street vendors?	Yes	Town planning

		Is there a plan in place to mobilise private sector resources?		Yes	
		Is there a budget for Research and Development?		No	
C.5.1.9	Capacity of the municipality				
		Is there an LED unit?		Yes	
		Are there any capacity constraints or challenges identified?		Yes	
		Are there appropriate institutional arrangements in place? (MOUs, co-funding agreements, partnership with research institutions)		No	
		Are there any capacity needs identified?		Yes	
		Is the LED plan budgeted for		No	
		Is the M&E plan in place to track progress and effectiveness?		No	
		What action plan has been put in place to address the AG concerns? (Audit response must be attached)			
C.5.1.10	In the past financial year has your municipality been able to leverage private sector funding / resources to implement LED projects or catalytic projects? (Donor funding included)			Yes	NDPG and SLP's From the Mines
C.5.2	Social Development	C.5.2.1	Are the 3 priorities per ward reflected in the Situational Analysis?	Yes	IDP Document.
		C.5.2.2	Is there an analysis of the Health and Education sectors in the Situational Analysis?	Yes	IDP document
		C.5.2.3	Are safety & security, as well as nation building & Social Cohesion, analysed in the Situational Analysis?	No	
		C.5.2.4	Is there a Municipal Safety Plan in place?	No	
		C.5.2.5	Does the Situational Analysis reflect an analysis of community development, with a particular focus on vulnerable groups?	No	

Strategic Plan

Development of Tourism in Matlosana

This document sets out a strategic plan for the Development of Tourism in Matlosana. It reviews strengths, weaknesses, threats and opportunities; presents a series of statements relating to the Development of Tourism in Matlosana's vision, mission, values and objectives; and sets out its proposed strategies and goals.

Product analysis

Matlosana is strategically situated on the well-known N12 Treasure Route which runs from Mpumalanga in Witbank through O.R Tambo International Airport in Gauteng, North West Province, via Kimberley (Northern Cape) to Cape Town in the Western Cape Province, making it one of the longest tourism routes in South Africa.

Matlosana has sufficient tourism infrastructure in terms of accommodation, entertainment facilities, restaurants and attractions. Matlosana is known to be a throbbing centre for mining activities and agricultural economy.

Matlosana consists of historical sites such as the museum, which was the first prison, Hendrik Potgieter Road, the oldest street in the province, Fountain Villa Guest House has been declared a national monument and the Concentration Camp Cemetery with its monuments attracts tourist from all over. Other tourist attractions include the old station building, built in 1897, the Ou Kerk which recently has been restored to its former splendor and the birthplace of Arch Bishop Desmond Tutu. The archaeological site at Bosworth is well known for its Bushman paintings and has been declared a national heritage site. City of Matlosana is planning to build Visitor Information Centre along the N12 at Goudkoppie Heritage Site where the replica of Tswana huts can be seen.

The city boasts with well-developed medical facilities which is the important element in enhancing the competitive advantage of Matlosana as a major medical hub in the North West. There's also a fully contained Oncology Unit, state-of-the-art medical techniques that compare with global standards, pathological laboratories equipped with the latest MRI scanner, Dialysis Centre, XDR TB Centre, just to name few.

Vision

Promote an integrated, professional and responsible tourism industry by developing a viable, sustainable and entrepreneurial tourism business in Matlosana

Mission Statement

To grow City of Matlosana as a key tourism economic sector that can create employment, promote service excellence, responsible tourism and meaningful participation of stakeholders

Strengths, Weaknesses, Threats & Opportunities

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities for sustainable Development of Tourism in Matlosana:

Strengths:

- A variety of tourist attractions including Historical, Cultural Heritage Sites, museum, abundance of wildlife, water sport, unique fly-fishing spots, challenging 4x4 routes, entertainment and scenic golf courses.
- Matlosana is located on N12 Treasure Route and is close to the key tourism markets and can be linked to attractions like Sun City, Pilanesberg, Gauteng and the Vredefort Dome which is the National Heritage Site
- Some of the local mines in Matlosana are ideal for development of mining tourism
- Matlosana is a popular venue for National and International sport tournaments
- The Dr. Kenneth Kaunda District (comprising of Matlosana, North West 405 and Maquassi Hills) boasts with an abundance of eco-tourism and sports venues
- Matlosana boasts with world class hotels, Rio Task Casino, Guest Houses, Game Lodges, B&B's and restaurants
- Top notch shopping malls with Matlosana Mall as the biggest in North West

Weaknesses:

- Lack of Visitor Information Centre
- Tourist attractions are not fully developed and properly maintained
- No township tourism route developed
- Poor signage and poor conditions of heritage sites
- Non-existence of guesthouses in townships
- Few skilled workers e.g., tour guides and tour operators
- Tourism has been inadequately resourced and funded
- Lack of involvement and participation of all tourism product owners and community
- Poor conditions of roads

Threats:

- Unskilled product owners resulting in poor services
- Poor conditions of heritage sites and signage
- Lack of funding for development of tourism
- Poor signage
- Socio-economic factors in the area
- Theft / Vandalism at heritage sites
- Environmental factors such as veld fires

Opportunities

- To develop township tourism route through NDPG amongst others
- To create tourism awareness amongst youth and adults in the KOSH area
- To develop a sense of pride and good service amongst product owners
- To develop mining tourism

- To establish Visitor Information Centre
- To develop Matlosana as a National and International sporting venue
- Explore Agri-Tourism in Matlosana

Key Strategies

The following critical strategies will be pursued by the Development of Tourism in Matlosana:

1. Encourage the provision of opportunities at hotels and other establishments for advertising local attractions and other products and services offered by local communities
2. To promote tourism at all levels of society
3. Distribute Tourist Information effectively and efficiently in all strategic places
4. Develop tourism township route in order to promote areas such as Jouberton, Kanana, Khuma, Tigane, Alabama and Manzilpark
5. Promote and encourage tourism product owners to become members of Matlosana Community Tourism Association
6. Facilitate funding for tourism development
7. Increase service excellence amongst tourism product owners
8. Develop a Tourism Strategy for Matlosana that is aligned to the National Tourism Sector Strategy
9. Develop mining tourism and establish Matlosana as a popular sporting venue for national and international sporting events
10. To lengthen the tourism season in order to minimize the negative effects of seasonality on the industry

The following important strategies will also be followed:

1. Open Visitor Information Office at Goudkoppie and link with all Tourist Information Centres
2. To develop a township route and involve product owners like arts and crafters, tour operators and guides and tavern owners
3. To conduct road shows and community awareness campaigns which can be taken to all schools studying tourism as a subject
4. To encourage tourism product owners to affiliate as members of association to strengthen stakeholder relations
5. To encourage tourism product owners to grade their establishments
6. To participate in all marketing exhibitions such as Meetings Africa, Tourism Indaba, Getaway Show and the N12 Treasure Route wherever possible.
7. To encourage the conservation and sustainable usage of tourism resources

Major Goals

The following key targets can be achieved by the Tourism Division of tourism development can be part of budget and IDP of the municipality

- To distribute information effectively and efficiently by establishing the Visitor Information Centre

- To create community tourism awareness by conducting campaigns at schools in Matlosana
- To promote and encourage tourism product owners to become members of Matlosana Community Tourism Association
- To facilitate training for tourism SMME's and Learnership programmes
- To develop a tourism strategy aligned to National Tourism Sector Strategy
- To increase service excellence amongst tourism product owners and award good service by planning annual tourism awards ceremony in partnership with Tourism Association
- To encourage stakeholder relations with relevant departments

Skills development and training

City of Matlosana Tourism office, in partnership with provincial government and Matlosana Community Tourism Association, continue the facilitation of skills development and training programmes with regard to the training of tour guides, tour operators, hospitality industry personnel and the development of tourism products with the assistance of relevant stakeholders

Strategic Action Programs

The following strategic action programs will be implemented:

Activity	When	Proposed budget
Dissemination of information on tourism in Matlosana: Encourage the press, particularly the local radio station and the print media to proactively provide tourism information and awareness to communities	Ongoing	None
Source funding for Feasibility Study for Visitor Information Centre	2024/25	R300 000
Build the Visitor Information Centre at Goudkoppie Heritage Hill	2024/25	R2 million
To create community tourism awareness by conducting campaigns at schools in Matlosana	Tourism month	R50 000
To promote and encourage tourism product owners to become members of Matlosana Community Tourism Association	Ongoing	None
To facilitate training and provide appropriate education, capacity building programmes and Learnership programmes for tourism SMME's	Ongoing	None

Link tourism product owners with relevant funding institutions like DTI, Business Supplier Development Programme etc.	Ongoing	None
To develop a dedicated tourism strategy aligned to National Tourism Sector Strategy	2024/25	R250 000
To increase service excellence amongst tourism product owners and award good service by conducting annual tourism awards ceremony in partnership with Matlosana Community Tourism Association	2024/25	R150 000
To develop tourism township route in order to promote areas such as Jouberton, Kanana, Khuma, Tigane, Alabama and Manzilpark	2024/25	NDPG funds
Promote the City of Matlosana as a tourism destination by attending national and international marketing events such as Tourism Indaba, Getaway Show, and Meetings Africa etc.	2024/25	R350 000
Upgrading of Faan Meintjies Nature Reserve and Lion Lodge	2024/25	R5 Million
Cleaning and maintenance of tourist attractions in and around the city by involving the heritage committee	2024/25	R100 000
To encourage community participation in the planning, development, implementation and management of tourism projects	Ongoing	None

INFORMAL TRADING POLICY

INTRODUCTION

The informal economy makes an important contribution to the economic and social life of Matlosana City Council. In the past, there were strict rules controlling street trading and the establishment of built markets. Home based work was largely not in the domain of local government. The rapid deregulation at the beginning of the 1990's, as well as the transition of local government, led to a changed policy environment. Matlosana City Council committed itself to promoting economic development, but has had no comprehensive, written policy to guide the management and support of workers in the informal economy.

A POLICY HAS THE FOLLOWING PURPOSE:

- It makes local government's approach and principles clear
- It forms the basis for appropriate and workable legislation
- It provides the basis for common action by different government departments
- It provides the basis for making decisions about allocating resources for management and support
- It provides the basis for making agreements with other stakeholders about what the role of local government and other groups should be
- It provides the basis for monitoring and evaluating what has been achieved.

THE POLICY PROCESS

- The policy process was consultative. Interviews and workshops were held with a variety of stakeholders, including informal and formal business organizations, councilors, officials, civic organizations and development forums, as well as members of the public.
- Section 3 of this report gives the broad vision or approach adopted by the Technical Task Team. Section 4 gives a brief outline of the informal economy in Matlosana City Council.

Section 5 outline the major components for the policy. In each section, the policy position is put forward, and levers for change are identified. The current situation briefly summarizes where we are now and levers for change are identified. Ways forward itemizes new operational frameworks. In most cases these are summarized and supplemented in more detail in the annexure.

THE APPROACH TO THE INFORMAL ECONOMY

The South African Constitution mandates local governments to promote economic development. This policy for the informal economy is grounded in the Matlosana City Council's local government for economic development.

This policy shares the vision of safe and secure initiatives for its citizens: where people live in a healthy environment; where the urban environment is well-managed. Matlosana City Council's future economic and social health depend on its being investor friendly, with incentives for new and existing business to put down roots and grow. Good planning and management must include long term thinking about spatial development and transport planning.

The health of the entire economy is important. The economy does not divide into formal sector and informal. Rather the different sectors such as manufacturing, tourism services and construction are on a continuum which has more formal end and a more informal end. The great challenge to local government in its support for economic development is to enable the creation of as many opportunities for work as possible at different points along the continuum, while ensuring health and safety, orderly planning and management.

All work, whether in the more formal or more informal ends of the continuum is to be valued and especially when unemployment is so high and when there is a high link between unemployment and crime. The HIV/AIDS epidemic is likely to increase the numbers of people relying on the informal economy for work.

This policy takes as its point of departure that local government has a difficult role in supporting economic development, while at the same time pursuing pro-poor policies. The policy must be based on the following realities:

- A long term policy goal for some is to support the move of informal economy workers into the formal economy. However, it appears that the formal economy is in formalizing rapidly: the informal economy offers diverse opportunities for absorbing those who have lost their job, and for new entrants into the economy. The informal economy is here to stay, not only in South Africa but internationally.
- The formal and informal parts of the economy are mutually interdependent. The good health of one depends on the good health of the other. It is difficult to promote growth of smaller enterprise, if the overall rate of economic growth is slow.
- Management of the informal economy in the past has concentrated on people trading in public places, such as street vendors, and in municipal markets. With the growing importance of home based and outdoors informal work, and changes (again internationally) in the uses of public and private space, local government has to revise its role and responsibilities.
- To date, much of the support for the informal economy in South Africa through national SMME policy, has been focused on medium size enterprises and has not been very successful. Not enough support has been given to the poorer segment – the very small operators in the SMME sector, sometimes called survivalists. At national level, the Department of Trade and Industry (DTI) acknowledge its lack of success overall in supporting SMME's, and especially poorer ones. Private training and support providers in the city and region are nearly uniformly missing the poorer operators and survivalists.
- There will always be a tension for local government in reconciling its own formality and rule – bound procedures with the fluidity and change of the informal economy.
- Local government has to balance the need for job creation in both formal and informal parts of the economy with the need for orderly management of the city and residential areas.

THE STATUS QUO – THE INFORMAL ECONOMY IN MATLOSANA

Economic Contribution

The important economic contribution made by informal workers to the economy of Matlosana City Council and of the region has not been well understood. Local government has taken the need for research seriously and a clearer picture is emerging.

- The informal economy makes an important contribution to job creation. In 1996 there were about 2 000 street trades in the area. About 60% of these were women. Thousand more people work from their houses. Common activities are child minding, cooking, manufacturing, and repair work. The majority are likely to be women.
An unknown number of people are mobile outside workers such as garbage pickers and cardboard recyclers. Many informal workers are casual labourers, such as those waiting at curb sides to get daily employment in the construction industry.
Many of the workers, such as street traders, themselves generate work along a chain of supply and distribution.
- A great deal of money flows through the informal economy, and between the formal and informal end of the economy.
The money generated by activities defined as illegal is likely to be very high and difficult to estimate. There are increasing numbers of commercial sex workers, rich and poor.
- The informal economy contains great diversity. The most visible workers in the central city - the street traders – are far outnumbered by the many home based and outside workers.
- Shopping in informal outlets is extremely convenient for thousands of commuters and residents. Whether buying mielies and fruit in town, or buying paraffin and candles from spaza shops in residential areas the informal operators offer a poor convenient service to many of citizens.
Home based work is convenient for many women and men, and has increased rapidly in recent years. While most of this work remains invisible and often generates small incomes. Many women find it convenient to be able to combine work and child-caring and caring for the home.
- Informal outlets trade in many goods which are important in the cultural and religious life of citizens of and visitors to Matlosana City Council. The provision of cultural artefacts is important for local people, as well for the tourist market.

Matlosana City Council commitment to the informal economy: institutional and management status

- Matlosana City Council is ahead of other large North West cities in terms of integrating informal economy concerns into appropriate institutions of Provincial and Local government. At local level, the informal economy is in the Economic Development Department, for the purpose of policy development and strategic planning.
- The LED division manages built project co-ordination and provides training and support to small business operators.
- Through a system of incentives, traders are encouraged to attend, be accredited and be registered

Resource Allocation

In addition to the costs associated with the personnel allocated to institutional support other budget support has been given.

- The Matlosana City Council have allocated significant resources – about R200 000 – to developing satellite markets and providing infrastructure such as shelter in the central city.
- Infrastructure policies such as the rates lifeline tariff are of direct help to poorer, home based workers.
- The Matlosana City Council were among the stakeholders in the formation of the SEDA, a section 21 (not for profit) company. SEDA has specialized in assisting small operators (mainly in the MNFCRNG industry) to increase the scale of their services, and it has assisted in craft development.

Critical Problems and Challenges

Real progress has been made with managing informal trade in some parts of the central city and there has been political support for this. Large parts are now in fact regulated. However, a number of critical problems and challenges remain.

- Despite improvement there are still strong negative perceptions of informal traders. Many people associate street traders with the high crime rate and with littering in parts of the central city.
- Efforts to support the informal economy are to large extent fragmented and uncoordinated.
- The procedures surrounding licensing and permits for street vendors are complex cumbersome and costly. These pose high costs in time, to traders, and do not act as incentives to formalize.
- There are tensions around the status of foreigners seeking to work in Matlosana City Council.
- Relations between formal and informal business people and between their associations are often strained and hostile.
- Various councilors and officials have dedicated time to discussion and negotiations with organizations of street traders. In some places, good and respectful relationships have developed. However, negotiations have seldom been guided by a clear policy or terms of reference. They were not sustained, and were seldom properly recorded. As a result, relationships between local government and organizational workers have often been frustrated, rather than developed.
- Further, there is a great deal of in-fighting in organizations of informal workers and sometimes between competing organizations within the same built market.
- The political transition in South Africa has led to the need for capacity building and human resource development for all parties – officials, councils, formal businesses, and workers in the informal economy.

PROMOTION OF DIVERSE ECONOMY OPPORTUNITIES

The first point of departure in the policy for the informal economy is that local government should promote the creation of job opportunities. The local government should encourage and promote a diverse mix of markets and trading opportunities, where sites come to be valued as economic assets.

A diverse mix of built markets and street trading sites is part of the overall strategy of creating different opportunities and small steps along the ladder between the very informal and the very formal parts of the economy.

More built markets should be encouraged and especially in the formerly under-developed residential areas, where the planning for markets should relate to the supply coming from home based work.

Key levers for change management and support will be planning the allocations policy, the registration process and the rentals policy.

Planning

New markets and trading opportunities must be properly planned, bearing in mind the economic needs of traders, the need for more vibrant land use and the need for orderly town spatial and transport planning as well and health and safety.

Current Situation

- In some parts of the central city there are few sites available. New spatial opportunities exist largely in the former township areas.

Way Forward

- Targeting vulnerable groups will only be successful if the design of markets includes them – it will not succeed if attempted by an allocation's policy alone.
- Local government must work within the national legislative framework regarding the rights of foreigners to trade. Where visitors have the right to work. It would be unconstitutional to deny them the right to a place in which to work.
- Numbers of mobile traders should be restricted and they should be regulated in the same way as traders with fixed sites.

Registration

The policy goal is that all people working in public places will register as small businesses,

Registration (as well as sustained payment of rentals) is the action which gives permission to operate and which provides access to services and support.

Current Situation

- The current situation of licensing and permits lacks transparency takes a lot of the time for both small business people and officials. It is out of step with the proposed move towards one-stop centres being considered by local government.
- This makes the system as it operates open to individual interpretation, and even abuse by all stakeholders – formal and informal businesses, councilors and officials.
- People wishing to trade in foodstuffs have to apply to the licensing Department for a license to trade. In terms of the new Health Act, Department of Health is now required to issue a certificate of acceptability to a person trading in foodstuffs, so a triplicate system operates.
- Many are concerned with the practice of 'fronting' whereby sites intended to support people with very small businesses and which are effectively subsidized by local government, are in fact controlled by wealthier established business people. In area where permits are required.

Way Forward

The operational framework presented. In summary:

- The registration process involves the granting of the right to work. This right goes along with responsibilities.

- Existing registration procedures will be simplified and move towards the one-stop centre concept being promoted by local government. This will reduce the high cost to poorer traders associated with becoming legal.
- The registration process will be simplified as far as possible. It will have to accommodate the particular requirements for Department health to issue clearances for people trading in food, as well as for certain other trades such as hairdressers, cardboard collectors, panel beaters, etc.
- The data on registration will be embedded in the inter-departmental information system

Rental's policy

Local government is moving towards dealing with informal traders as small business people depending on where it is located, so it is important to place value on different informal trading sites such as pavements.

The lever through which value will be placed on sites is a system of differentiated rentals.

Current Situation

- The vast majority of street traders agree with the principle of payment. However, many have not paid for months or years.
- Differentiated rentals already exist for different types of sites in public places and in markets.
- For street vendors, rental is currently R50.00 a month for a fixed site, with services attached and R10.00 for an unserviced site. The R50.00 is a blanket amount, which covers a variable extent of service provision. Informal business people judge this to be unfair.
- Under present budgetary and financial policy, it is not possible to earmark money paid in rental for the further development of trading facilities.
- Matlosana City Council experiences the same economic pattern as found in many major cities, where two markets operate side by side, the formal procedures of setting and paying rentals driven by government; and the informal process by which prices of sites are fixed sites exchange hands, based on what businesses feel they are worth.
- Home based workers already pay 'rental' through their rates, and through payment for services such as water and lighting

Way Forward

The framework principles for the rentals policy are. In summary:

- That payments be made at licensing division and allocation of stalls be done by licensing division.
- The existing principle of differentiated rentals/fees for different trading opportunities will be expanded to cover street vendors, itinerant vendor, and people trading in built markets.
- Rentals will be linked to site size, desirability of location and the level of services provided. Levels will be determined by considering the cost to local government of

providing the facility, bearing in mind the need to subsidise new opportunities in some areas.

- The formula by which levels are set needs to be fair, and transparent to officials to all business people and the public.
- Payment procedures will be simplified, and so far as possible decentralized, taking advantage also of new forms of electronic banking
- The possibility of including a levy into the rental, earmarked for a support fund for the development of additional support for trade associations, should be explored.

AREA BASED MANAGEMENT COMBINED WITH SECTOR-BASED SUPPORT TO SMALL ENTERPRISES

The combination of area-based management, with sector-based support, has the potential of achieving efficient management, continuous local area negotiation with stakeholders, the promotion of linkages between formal and informal businesses, increased self regulation through trader, associations, and targeted support for enterprise development.

Evidence for the effectiveness of area based management comes from initiatives in other sectors such as the Land Reform Project. The management of the informal economy will be well served by moving in this direction.

International economic development strategies have moved towards sector-based support for economic enterprise. Support for small enterprises will be best served by moving towards a sector-based approach as well (for fresh foods, for clothing traders, for service workers, for waste recyclers). This has already demonstrated that the sectoral (or value chain) approach to support offers possibilities for understanding the dynamics of each sector more accurately and thus of building more precisely focused support. Support can then be offered in exchange for working according to codes of conduct and self-regulation. In addition to the area-based management and sector-based support for enterprise development, broader assistance with business development skills is important for all enterprise.

Key levers for change are management zones within which decisions about regulation can take place, committed area management teams, a flexible space which can house management and meetings of stakeholder groups, and specialized support mechanisms.

Management Zones

Demarcation of areas for certain uses is an indispensable part of the development of human settlements.

Current Situation

- There are no areas in which trading is entirely legally prohibited. It is effectively prohibited in certain areas through no sites being allocated, or where the management of particular shopping areas prohibits informal trade.
- Informal business is restricted in certain parts of the central city. There is no discernible logic to the boundaries of the restricted trading zones.

- The way the current demarcation has been implemented has led some formal businesses to complain of racism (because of the reduction in the numbers of traders in formerly white owned areas).
- Unplanned dense concentrations of people, traffic and small businesses in former township areas, especially around transport nodes, is becoming an increasing problem.

Way Forward

- Management zones should be increased to cover the planned precincts so that orderly planning and development can occur.
- Trading in public places should be prohibited in carefully selected key spots (not areas), within management zones, which have high cultural or tourist significance (except in agreement with the caretakers of such places). These could include historic buildings such as the museum. This should be done according to carefully considered criteria and only where there is clear evidence that the presence of street traders detracts from the cultural or tourist significance of such spots.
- The move towards management zoning offers the possibility of introducing the idea of flexible restriction. Variations in restrictions can be introduced, appropriate to the area, through negotiations with stakeholders. The flexibility about the extent of restrictions within areas will be linked to differentiated rentals for sites/permits.
- Principles governing restriction should include ensuring access, free flows of pedestrians, ensuring access to formal and informal business sites, ensuring smooth traffic flows, and ensuring the maintenance of environmental health standards. This should all be done bearing overall aesthetic considerations in mind.
- Local government should consider a system of awards for traders in different categories such as presentation of goods contribution to environmental standards, general aesthetics etc. This is in line with the idea for awards for high standards in the hospitality industry and for formal businesses.

Sector-Based Support

This support function in terms of focused efforts to help small operators take steps along the ladder towards growth and independence. Should be provided through a sectoral approach as is happening in industrial policy in support of large business.

This is because each sector:

- has different economic importance to the city.
- Has different prospects for growth for individual operations, ranging from the limited prospects of the survivalists, to the better prospects of service providers such as hairdressers and bush mechanics.
- Has its own unique linkages between the formal and informal ends
- Presents different problems of control (the seasonality of mielies-cooking, the hazardous chemicals in drum selling, the noise caused by backyard panel beaters)
- Offers different possibilities for support, based on all of the above.

The current situation and ways forward for forms of support to small enterprises is.

INTEGRATED FUNCTIONS OF MANAGEMENT SUPPORT FOR ENTERPRISE DEVELOPMENT, AND REGULATION/ENFORCEMENT

The move towards a more developmental approach to management of and support for the informal economy requires a reorientation of attitude, and of institutions. There has to be a management commitment to co-ordinated work. Then, the present separated functions of management and support, on the one hand, and regulation/enforcement on the other, should be integrated under one roof.

The improved integration of the management, support and regulations / enforcement functions will mean that registration and the support offered could be designed to be contingent on abiding by regulations, and on self-regulation.

Environment health, because of the special status in local government of the Department of health, will have to remain institutionally separate.

Management

The existing move toward a developmental role for local government in assisting small enterprises will be enhanced by developing a strategic vision which takes into account the development of area-based management the need for more co-ordination and the need to manage better the facilities which have already been built.

Way Forward

- There needs to be a commitment to co-ordinated work, and to overcoming the fragmentation that has happened.
- All new facilities will need to be accomplished by a clear programme of human resource development / capacity building for stall holders, committees and officials.

Support for Small Enterprise

(NOTE): Support for building the capacity of organizations of informal workers is closely linked to the development of their enterprises. This is dealt with separately.

All parties are learning rapidly about the significance of the informal economy in urban development and are considering innovative ways of supporting it. Matlosana City Council has much to learn from its own support, as well as from international experience about which forms of training and support are effective, sustainable, and able to reach large numbers of people.

A number of creative different roles for local government in support are possible, many simply by using existing personnel and facilities in different ways.

Current Situation

- At a national level the DTI has acknowledged that it has not succeeded in offering successful training and support to SMME's and especially to the smaller business people. At a local government level, the transition from a control to a supportive and developmental function is difficult for many. SEDA the Section 21 company set up for the support of SMME's, does not target very small enterprises such as those operated by many street vendors or by home based workers.

- There is a strong demand for both elementary and then more advanced course in business and financial skills. There is also a need for basic literacy and numeracy skills as well as more general life skills. Small business people have identified English language training as important.
- The loudest call from trades is for credit and loans. Local government cannot legally provide this support directly, in the sense of itself being a micro-finance agency, but it has a role to play in supporting others to do this.
- There is a general underestimation without it is to form successful production or purchasing co-operatives.

Way forward

- Core business skills team: There should be a core team who trains in general skills, encouraging the development of small enterprise
- Referral: Project co-ordinators should be developed to offer an effective referral service to existing support services, and as important to monitoring requests for support which are not offered by current providers.
- Legal advice: Local government should provide basic legal advice to small businesses about small businesses development – on labour regulations, the CCMA trade laws and registration for example.
- Health education: There should be continuing health education with regard to the handling of food for sale, and with regard to other trades which have an impact on health e.g drum seller, hair dresser.
- Influencing and awareness-raising: Local government also needs to influence existing service providers to develop more appropriate programmes. It has a role to play especially in promoting awareness of the need for programmes which:
 - are part-time and held at times of day that do not conflict with peak trading hours
 - are sector specific (fruit and vegetable sellers are likely to gain from credit management skills)
 - Focus on the life skills training (e.g negotiation and conflict resolution) as well as conventional business skills
 - Are gender sensitive taking men and women's different responsibilities for domestic maintenance and child care into account
 - Understand the importance of post-training follow up and support
- Subsidization of selected training providers: Local government could play a more proactive role in seeking out and supporting service providers who have an understanding of smaller business operations and a willingness to develop programmes to support them. It could provide access to Council facilities for training courses.
- Participation in provincial structures for support to small enterprise: The economic Affairs Department has a Support Service Providers Forum, which regularly brings together a wide range of agencies who provide services for workers in the informal economy. A structural link needs to be found whereby the local level needs for support are fed through to this Forum.
- Co-operating with formal business: Local government could encourage the private business sector to sponsor training and support programmes. It could provide access to Council facilities for training courses.

- Promotion of research: One of the problems with serving the poorer end of the SMME sector is a lack of knowledge about their diverse training needs. Local government should support research which identifies priority interventions, and which evaluates the impact of existing training, with a focus on identifying and disseminating good practices.
- Facilitating access of financial services: Matlosana City Council has given serious attention to the problem, faced by many emerging entrepreneurs, of accessing finance. For example, once individuals have been awarded tenders through affirmable Procurement Procedures, they have problems accessing bridging finance. Research has been commissioned to provide recommendations to improve access to finance for SMME's and to provide insights into the challenges faced by institutions in servicing this sector.

Further attention should be given to financial support for smaller enterprises, learning from experience gained by other financial institutions. This should include learning from innovative institutions internationally, such as the cultural artifacts banks in West Africa (where people used highly valued cultural items so collateral against small loans) and indigenous institutions such rotating savings and credit associations (stokvels). Local government should also explore ways of encouraging an emphasis on savings.

Regulation and Control

The regulation of the informal economy should be linked to the management and support functions.

With regard to self-regulation where services are provided local government is responsible for setting the basic minimum standard (of cleanliness for example). After that small business people should maintain that standard.

Information System

Any attempt to move towards a better managed, more developmental and co-ordinated approach, with incentives for registration and self-regulation will need to be based on an information system which integrates data held by relevant department. Licensing, revenue collection, health, should be able to work together better – management links have been missing. This can be assisted through an integrated information system.

This information system is a key level for the better management of informal business, and to their development. It will require financial resources to build and design it, but is an indispensable.

Current Situation:

- There is a serious lack of effective information systems for management, between departments.
- There is no easy way, or no way at all in which a particular trade or stall holder can be linked with a geographical area different parts of the permit and licensing system a record of offences or a record of attending course in health education
- The lack of an information system leads to administrative inefficiency within departments and it makes co-ordinated work between departments difficult to achieve.

Way Forward

- An information system underpins this integration of functions and provide better service to informal workers must be introduced as a matter of urgency
- This inter-departmental information system will link where traders are, and the sectors they work in with registration, rent-paying status, environmental health and the enforcement function.
- A small business person could qualify for a rent or rate reduction and or access to subsidized training if registered, if rental was paid, and or if she or he maintained suitable health standards at site (including dealing with waste), and /or used the space efficiently and appropriately.

ASSISTANCE IN BUILDING THE CAPACITY OF ORGANISATIONS OF INFORMAL WORKERS

The success of area based management and of support for economic development will hinge on the orderly growth of organizations of worked in the informal economy. The interests of informal operators will be best served when they can bargain from a position of strength and confidence. The interests of local government will be best served when there are strong and stable partners to negotiate with. The organizational capacity of many organizations and associations thus needs to be built.

Local government should play a proactive and innovative role in strengthening informal worker organizations which are properly constituted representative and transparent. This will enable the move to more self-regulations amongst informal workers.

Current Situation

- Most organizations of informal traders with which local government has interacted have been (understandably) those of street vendors. The notable exception in home based work has been city health's interaction with child care / educate workers
- There are independent organizations of street vendors who are not members of ACHIB
- Many traders are unwilling to join organizations or associations, after experiences of broken promises from unscrupulous operators, and also because of political party divisions in and between organizations.
- Good progress has been made in some areas, and through some forums, in including representatives of trader organizations
- In the event of disputes, very small and small business people find it difficult and expensive to pursue justice through the courts and there is no other appeal mechanism

Way Forward

- Support for capacity building of organizations and for the development of enterprises will be part of the system of incentives to register and to keep up to date with rental payments.
- Local government can assist with the formation of organizations. It should design a systematic programme for assisting small business organizations to become democratically constituted. The core elements of this are that organizations have

a constitution have, democratically elected leadership and have membership lists which are open to scrutiny.

Local government should establish and publicise this service which would include legal advice in drawing up a constitution, and clear guidelines as to the steps to be taken to qualify for further support services.

- New area-based teams will have a special responsibility to identify organizations and associations of different kinds of workers – local development forums and association of formal businesses could help with task.
- Local government can assist with the ongoing maintenance of organization of informal workers. Many organizations are small, and have little or no office equipment. Local government can assist with supplying practical equipment administrative resources such as providing secretariats at meeting taking minutes translating documents between languages etc.
- Local government can assist with the ongoing development of organizations of informal workers. It could make a decisive contribution by subsidizing the establishment for small business associations, or by subsidizing a training organization to pilot such focused support. This focused support will serve to promote stable and lasting organization
- An incentive for organizations to constitute themselves as representatives should be the establishment of a negotiating forum where all organizations would have the opportunity to gain recognition as bona fide representative's subject to agreed criteria. Obvious ones could be documentary proof of membership in good standing, updated annually, a binding constitution, written credentials of who represents the organization, and how it should be contacted. The creation of such a forum would obviously not rule out the possibility of bilateral meeting between the council and organizations.

PROMOTION OF SAFETY AND SECURITY THROUGH LOCAL ACTION

Matlosana City Council healthy economic and social future rests on the development of a safe and secure environment. High crime rates are linked to the high unemployment rate. It is imperative, and key to Matlosana City Council success as a city in the future, that Matlosana City Council become a safer city. Apart from the formal policing work done through the South African Police Service, Matlosana City Council has excellent examples of local co-operation in visible policing which should be built on.

Current Situation

- The general public and formal business associate crime rates with the presence of informal trade. There is clear evidence, though that formal businesses derive measures of safety and security from their proximity to street traders
- Traders despair when they apprehend criminals, hand them over to the police, and criminals are then released.
- Home based workers and street vendors are differently affected by crime. The visibility of the street vendors makes her vulnerable, but also abler to organize with others nearby, the greater invisibility of the home based worker makes her not so likely to be attacked by passerby but more isolated if she is attacked in her own home.

- Community policing forums have been set up in some areas, where different interest groups meet and decide on local co-ordinated actions to fight crime.
- Traders Against Crime has worked with formal business in fighting crime on the street. It has been encouraging the move away from the sometimes harsh vigilante methods, towards cooperating with police in effecting non-violent arrests.

Way Forward

- Concrete suggestions from the small business people in the policy consultation process were electing street traders to patrol where criminals are operating and informal traders and the police doing joint patrols.
- The work done by Traders Against Crime in encouraging more disciplined and non violent self-regulation should be supported and publicized.
- An aggressive media campaign should be undertaken, led by traders and their organizations aimed at shifting public perceptions about people who work in public places.
- Local government could consider supporting an initiative in which small enterprises actively support improving the environment and aesthetics of the city.
- The management of the local government should bring to the attention of the public safety and security services how failure to respond to co-operation from traders undermines the overall strategy to reduce crime in order to attract investment and undermines the move towards co-operation and self regulation

SECURING THE PARTICIPATION OF FORMAL BUSINESS

Matlosana City Council's health economic and social future depends on it attracting investment, and being a place where formal businesses feel valued and are encouraged to stay, and to grow. The health of the formal part of the economy in turn is dependent on the promotion of opportunities for economic activities for smaller operators, and on the promotion of linkages between the formal and informal parts of the economy as well as on links between the central city and the outlying residential areas.

Formal and informal businesses need to move towards a relationship of constructive competition as well as co-operation. Small business operators have to learn to respect the importance of formal business in Matlosana City Council and their own dependence on them. Formal businesses on the other hand have a role in acknowledging the benefits they do derive from the presence of informal operators (especially as regards safety and security)

Key levers for change are changes in perceptions and the construction of partnerships between small and big business. Local government has an assistive role in to play in increasing the choices for enterprise development for persons operating on informal sites.

Current Situation

- Relationships between formal and informal operators are often characterized by hostility. At the heart of this is competition for business.

South African history has ensured that this competition reflects racial division as well.

- Local government is concerned about the dishonesty and exploitation involved when wealthier business people use poorer traders as 'fronts'
- Formal business associations feel that offers to local government to help train informal traders in business practices have not had a positive response.
- There has been good representation of both formal and informal association on forums and some community policing forums.
- In clothing, accessories and textiles, the formal sector is playing an integral role in the provision of storage facilities to informal traders property.
- The formal sector clothing manufactures are important suppliers of supplying goods to streets traders.
- Formal sector garment import firms are supplying goods to street traders
- Some formal traders rely directly and almost exclusively on informal traders for their livelihoods.
- There has been good co-operation in Business Against Crime, and Traders Against Crime.

Way Forward

- Organizations of formal and informal business should be included in all the stakeholder structures of area-based management. It is through continuous discussion and negotiation about local, close-to-home issues that people get to know each other and can work towards solutions.
- Local government should pursue the policy of 'one trade one permit' as one way to control the practice whereby informal gets access to subsidized public space.
- Informal trader's sites outside formal businesses must honour the condition in the by-laws.
- A special investigation should be undertaken on the possibilities for mentorships and partnerships to be set-up between formal and informal
- Formal business could assist local government with establishing business fairs for every small business.

INTEGRATED AND INCLUSIVE INSTITUTIONAL STRUCTURES

Dynamics linkages between formal and informal ends of the economy need to be promoted. The role of local government is wherever possible, to break down the hard and fast divide between formal and informal in terms of having inclusive rather than exclusive platforms for meeting.

A lever for this change is to deal with formal and informal economy interests in the same institutional structures and processes. This should be done with due regard for administrative efficiency, and for ensuring that the voices of the less articulate smaller operators are not marginalized even further on inclusive structures.

This implies that major initiative and agencies, such as the SEDA should be encouraged to integrate strategies for informal economy development into their thinking.

Current situation

- Matlosana City Council is well ahead of other NW cities in having a number of platforms where formal and informal business interests can be represented.
- Associations of business people are separated into formal and informal and are generally divided on racial lines.
- There is an ongoing difficulty where organizations claim to represent many people, but cannot present membership lists.
- Formal business obviously has a longer history of interacting with the city's decision-makers, both on formal platforms and through social networks.
- In joint platforms, informal trader organizations can feel silenced.

Way Forward

- As far as possible formal and informal policy interests should be dealt with in the same platforms
- In being inclusive towards informal workers, care must be taken that their voices are really heard and are not crowded out by the more dominant voices of big business.
- Channels should be created for representation through organizations and associates, individuals have the right to communicate freely with local government
- At local government wide level, the location of the informal economy in the city level will need to be logically compatible with where it is placed at sub-structure level.
- At ward level forums should be established for dialogue between councilors and business organizations.
- Appeal mechanisms for settling dispute about business operations are needed. At ward level easily accessible appeal committees should be established, comprising representatives of informal business associations, formal business, councilors, officials and community leaders. At municipality level an independent intermediary organization modeled on the lines of the Commission for Conciliation, Mediation and Arbitration (CCMA) should be established, to deal with dispute which cannot be resolved through the appeals committee.

MONITORING AND EVALUATION MECHANISMS

There should be a monitoring and evaluating system, as a tool for improved management. This should be designed to promote accountable local government and business development and designed to inform about the impact of different policy decisions on economic development and good governance.

Policy decisions have to be followed by changes in the capacity of management to make changes and changes in budgetary allocations. The monitoring and evaluation mechanisms will include assessment of both of these components.

Current Situation

- There has been little monitoring or evaluation of the impact of the substantial amount of money allocated to the development of the informal economy
- Financial support for the informal economy is however found in different departments and divisions, and difficult to calculate
- Little attention has been paid to measuring the influencing and impact of the substantial resource allocation that has gone on, or on consumer perceptions of the facilities that exist
- The gap in monitoring and evaluation applied to facilities which existed for some time to new facilities.

Way Forward

- There is research capacity within local government in local universities in the private sector and international agencies, which could easily be harnessed for the purpose of immediate monitoring and evaluation followed by instituting systematic procedures for these functions as a normal part of good management
- Additional indicators should be developed to assess the impact of reallocation of resources. Especially, impact should be assessed sectorally and according to race, gender and geographical area.
- Given the fluid changes in the informal economy and the way that the introduction of new services itself triggers changed economic activity, there must be a tight feedback loop between data collection, management response and policy review. There will also need to be a tightly constructed and managed feedback loop between the monitoring and evaluation system, and incentive for registration and support.

PERMANENT HAWKING SPACE TO HAWKERS IN THE KOSH AREA

- a) That the following areas have been identified to be developed into a permanent hawking place.

KLERKSDORP

- 1 Southern part of Voortrekker street, between Emily Hob House and Church street.
- 2 Parking area between Page Baker bridge and the terminus centre.
- 3 Temporary vending stands as allocated by Council.

STILFONTEIN

Area north of the Post office (between the Post office and the taxi rank)

ORKNEY

Milton avenue adjacent to the taxi rank.

HARTEBEEFSFONTEIN

(Stand identified by Council)

- b) That stands mentioned in (a) above be re-designed into bigger stands and be sheltered.
- c) That stands be allocated at the Terminus Taxi Rank and be sheltered.

- d) That Plain and Emily Hob House street only be considered for future housing of hawkers should the need arise.
- e) That the parking space next to Malibu Centre not be considered at all for hawking.
- f) Caravans must also be considered when allocating hawking sites at the Terminus Taxi Rank.
- g) Caravans doing business at the Taxi Rank must only be allowed to do so from 06h00 to 18h00 and must be removed after business hours.
- h) That all hawkers from different organizations be encouraged to register so as to be in a position to know exactly how many hawkers to cater for.
- i) That the selling of items like liquor by hawkers must be prohibited at all costs.
- j) That hawking at illegal places must be discouraged.
- k) That toilets at the Orkney Taxi Rank be open for the public and not be used by Taxi owners only.
- i) That the Department: Civil Engineering be requested to do an investigation concerning the condition of toilet facilities at all hawking areas and a report be submitted to Council for further consideration.
- m) That shop owner is allowed to grant permission to any hawker / trader to do business in front of his / her business.

CONCLUSION

For the last few years local government has been slowly but systematically moving towards the regulation of workers in the informal economy. More recently it has combined this with actively trying to integrate informal economy concerns into overall economic development

This forms a positive basis on which to build. There will be no quick or easy solutions. Continual crisis management or ad hoc management is an expensive way to solve problems and works in the short term only. It is not sustainable. A major lesson from some of the pilots already established is the visible and measurable benefits that come from inputs of human resources and facilities. An investment made now will have a payoff more than one year down the line – but it will have a payoff.

City of Matlosana has committed itself to a consultative process which will be integrated into the longer term development strategy. A better understanding of the economic contribution of the informal economy as well as the contradictions and tensions that it generates, is fundamental to the development of appropriate policy.

CHAPTER 9: OPERATIONAL STRATEGIES

9.1 DISASTER MANAGEMENT PLANS

The disaster management functions of the municipality are administered as follows:

- Assess risks in the area and determine the vulnerability of the community of City of Matlosana;
- mitigating these risks and integrates them into the IDP to reduce vulnerability;
- public Information Education and Relations;
- disaster Risk Management contingency plans;
- co-ordination of safety at events; and
- disaster response and disaster relief operations.

The Constitution of the Republic of South Africa (Act 108 of 1996) places a legal obligation on the Government of South Africa to ensure the health (personal and environment) and safety of its citizens. In terms of section 41(1)(b) of the Constitution, all spheres of Government are required to “*secure the well-being of the people of the Republic*”. Section 152(1)(d) also requires that local government “*ensure a safe and healthy environment*”. In the light of the above, and the established understanding of disaster risk management, the primary responsibility for disaster risk management in South Africa rests with Government.

Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk management plan as part of and an integrated part of their Integrated Development Plans. This plan establishes the arrangements for disaster risk management within the Matlosana Local Municipality (MLM) and has been prepared in accordance with the requirements of the Disaster Management Act, 57 of 2002 (the Act) and section 26(g) of the Municipal Systems Act, 2000.

The purpose of the Matlosana Local Municipality Disaster Risk Management Plan (DRMP) (Level 3) is to document all of the aspects of disaster risk management as they relate to the Matlosana Local Municipality (MLM), and is contained in the National Disaster Management Policy Framework (NDMF) and the Disaster Management Act no. 57 of 2002 (DMA). It aims to facilitate an integrated and coordinated approach to disaster risk management in the municipality which will ensure that the MLM achieves its vision for disaster risk management which is to build a resilient people in the MLM who are alert, informed and self-reliant by establishing risk reduction and resilience building as core principles, and developing adequate capabilities for readiness; and effective and rapid, response and recovery.

This disaster risk management plan is in line with the National Disaster Management Framework and addresses disaster risks through four key performance areas (KPA's) and three Enablers:

- KPA 1: Integrated Institutional Capacity for Disaster Risk Management
- KPA 2: Disaster Risk Assessment
- KPA 3: Disaster Risk reduction
- KPA 4: Response and recovery
- Enabler 1: Information Management and Communication
- Enabler 2: Education, Training, Public Awareness and Research
- Enabler 3: Funding arrangements for Disaster Risk Management

This plan provides a brief background study of the MLM in line with its current Integrated Development Plan (IDP). The MLM disaster risk management plan contains a disaster risk assessment based on field

research, observation, primary- and secondary data sources as well as significant community engagement and participation. Some scientific hazard assessments also form part of this plan, as dictated by the current disaster risk profile of the MLM. This disaster risk management plan has as far as possible been imbedded in the current reality of the municipality. The disaster risk assessment provides the foundation towards risk reduction planning based on the identified and prioritised disaster risks and vulnerabilities of the MLM. The disaster risk profile as explained in this document and its attachments has also been aligned with the Integrated Development Plan (IDP) (2022-2027) of the MLM and has also informed the development of various projects. This DMP for the MLM furthermore provides the municipality with a guiding framework for future disaster risk management planning by the municipality as a whole as required by the Disaster Management Act 57 of 2002 and the Municipal Systems Act 32 of 2000. This plan also gives guidance in relation to the declaration of a local state of disaster, disaster classification and the institutional arrangement necessary for the successful implementation of the Act. Each section of this plan contains a number of recommendations/actions which need to be considered and implemented in order for the MLM to obtain the outcomes envisaged by this plan.

MLM has progressed well in terms of a Level 3 plan, some aspects are still lacking and these will be indicated in the sections to follow. It is important to realise that any DRMP is a “living” document and must be assessed and adapted on an annual basis.

- ***The Level 3 Disaster Risk Management Plan is available for scrutiny in Room 219***

9.2 PRIORITIES OF THE NSP ON GBVF INTEGRATION

The extent of Gender-Based Violence and Femicide (GBVF) in South Africa has reached crisis proportions. The country’s rate of femicide is reported to be amongst the highest globally with some reports suggesting this rate to be almost 5 times the global average. The realisation of a prosperous and vibrant democracy is deeply compromised by violence directed at women, children, and gender non-conforming persons. This onslaught is part of a wider culture of violence and intolerance that manifests in homes, workplaces, places of worship, places of learning, social spaces, and neighbourhoods, regardless of the class, race or geographic location of perpetrators or survivors or victims.

A range of laws, policies, programmes and interventions are in place across all sectors to address GBVF. However, implementation has not been fully effective and the onslaught of GBVF cases remains unabated. On 1 August 2018, the women’s march to the Union Buildings under the umbrella of the *#TheTotalShutdown* Movement was a tipping point in the fight against GBVF. The march culminated in a Presidential Summit against GBVF on 1 and 2 November 2019. The Presidential Summit thrust into the public eye the increased atrocities and the depth of the scourge of GBVF. Out of the Summit a Declaration against GBVF was produced.

On 11 March 2020, Cabinet approved the National Strategic Plan on Gender-based Violence and Femicide (NSP on GBVF). The purpose of the NSP on GBVF is to provide a multi-sectoral, coherent strategic policy and programming framework to ensure a coordinated national response to the crisis of

GBVF by government and the country as a whole. The focus of the NSP on GBVF is to collectively respond to the chronic crisis of GBVF in a multi-sectoral manner in order to optimally harness the roles, responsibilities, resources and commitment of all stakeholders. It is about fostering the movement towards a vision of a South Africa free from GBV directed towards women, children and gender non-conforming persons. The Inter-Ministerial Committee on Gender-Based Violence was established by Cabinet to undertake work relating to the institutional arrangements and coordination to ensure the effective implementation of the National Strategic Plan (NSP) on Gender-Based Violence and Femicide (GBVF).

The IMC is constituted by the Minister in the Presidency for Women, Youth and Persons with Disabilities, Maite Nkoana-Mashabane, who is the convener, together with the Ministers of Police; Finance; Justice and Correctional Services; Social Development; Public Service and Administration. The Department of Women, Youth and Persons with Disabilities (DWYPD), by virtue of its location in the Presidency, is the centre of government and custodian of the mandate to mainstream gender equality and women's empowerment. In light of the above, the DWYPD has the responsibility to ensuring the institutionalisation of the NSP on GBVF to government departments, Municipalities, other State Entities, Civil Society Organisations and other stakeholders that are key in the fight against GBVF.

To achieve the vision of "a South Africa free from GBV directed at women, children and LGBTQIA+ persons, an intervention at community level need to be prioritised in order to prevent the scourge and provide adequate support to the victims of GBVF and those affected. The implementation of the NSP on GBVF at the local levels is critical because GBVF occurs on the streets, homes and the institutions that are located in communities. Municipalities are key stakeholders that is critical in the fight against GBVF at community level because they are a point that communities link with in terms of service delivery. According to the NSP on GBVF, the Municipalities are responsible for providing leadership in the fight against GBVF through coordinating all local stakeholders who are key in the fight against GBVF, in order to ensure that their efforts are effective. Municipalities are also expected to integrate the priorities of the NSP on GBVF to their service delivery and internal plans. Integrated Development Plans one of the important planning tools that is expected to integrate the priorities of the NSP on GBVF because it is in these plans that the Municipalities identify all the critical interventions that they are going to implement to ensure adequate service provision and ensure proper management and governance of the Municipality.

9.1.1 Summary of NSP on GBVF

In order to achieve the vision of “a South Africa free from GBV directed at women, children and LGBTQIA+ persons, The NSP on GBVF is underpinned by six pillars that will align efforts on bringing about specific changes over the next 10 years. The 6 Pillars are: (1) Accountability, Coordination and Leadership; (2) Prevention and Rebuilding Social Cohesion; (3) Justice, Safety and Protection; (4) Response, Care, Support and Healing; (5) Economic Power; and (6) Research and Information Management.

Pillar 1: Accountability, Coordination and Leadership

This pillar sets out to ensure accountability at the highest political levels and across all levels of society through firm individual and collective leadership; building and bolstering an architecture that is responsive to GBVF, coordinated, agile, and adequately resourced. It gives effect to Articles 1 to 10 of the Presidential Summit Declaration Against GBVF. Accountability and strengthened coordination emerge as a theme throughout the Declaration, with a particular focus on increased and effective resourcing for a range of programmes and interventions and for the enhancement of institutional, strategic and operational coherence across sectors and spheres of governance.

Pillar 2: Prevention and Rebuilding Social Cohesion

This pillar sets out to turn the tide of GBVF in the country by focusing on eliminating the social acceptance of all forms of violence against women, children and Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and other extensions (LGBTQIA+) persons through the development and implementation of long-term, comprehensive, adaptable, context specific and holistic approaches to prevention that targets all living in South Africa. It gives effect to Articles 16 to 18 of the Presidential Summit Declaration against GBVF. Effective prevention means addressing the range of risk factors, including structural factors that drive GBVF and contribute towards the normalization of violence.

Pillar 3: Justice, Safety and Protection

This pillar sets out to address the systemic challenges that have resulted in an inadequate response to the management of GBVF cases, particularly domestic violence, sexual offences, child homicide, human trafficking, and other related matters. It aims to facilitate access to justice, safety and protection in response to the needs of victims of GBVF using domestic legislation, policies, international and regional protocols and addressing the infrastructural and resourcing challenges that have obstructed the optimal delivery of justice to different survivors. It gives effect to Articles 2-4, 6-8, 12 and 15 of the Presidential Summit Declaration against GBVF.

Pillar 4: Response, Care, Support and Healing

This pillar seeks to ensure that every survivor of GBV has access to appropriate and sensitive response, care and support that facilitate immediate containment, medium to long term healing, and agency towards reclaiming their bodies, mental and physical health, well-being and lives. It recognizes that effective response, care and support are integral to healing and comprehensively working towards eradicating GBVF in South Africa. It recognizes that effective response, care and support are integral to healing and comprehensively working towards eradicating GBVF in South Africa. It gives meaning to Articles 7-9; and 12-13 in the Declaration of the Presidential Summit on GBVF.

Pillar 5: Economic Power

This pillar sets out to intentionally transform the structural foundation of gender-based violence across local, provincial and national spheres, in ways that reshape economic and social norms and value systems to facilitate women and LGBTQIA+ persons being able to freely participate in, navigate and change their lives. The transformative aspiration of this pillar means that many of the changes require a long-term view; with short-term changes that contribute towards more deeply integrating an understanding of the ways in which the economy and other structural drivers shape the nature and experiences of GBV for different women in South Africa. It gives effect to Article 19 of the Presidential Summit Declaration against GBVF.

Pillar 6: Research and Information Systems

This pillar sets out to ensure that strategic, multi-disciplinary, research and integrated information systems that are nationally coordinated and decentralized, increasingly shape a strengthened response to GBVF in South Africa. It gives effect to Article 11 and 15 of the Presidential Summit Declaration against GBVF.

The identified intervention for budget infusion through the CARA allocation is implementation of all the NSP Pillars (1-6) that provide a multi-sectoral, coherent strategic policy and programming framework to ensure a coordinated national response to the crisis of gender-based violence and femicide by the government of South Africa and the country as a whole.

9.2.2 National Gender related Policies and Strategies:

- South African Constitution – Chapter 2: The Bill of Rights
- Employment Equity Plan Act of 1998
- SA National Policy Framework for Women’s Empowerment and Gender Equality
- Public Service Gender Strategy 8 Principles of HODs

- Gender Mainstreaming Strategy
- South African Constitution – Chapter 2: The Bill of Rights
- Employment Equity Plan Act of 1998
- SA National Policy Framework for Women’s Empowerment & Gender Equality
- National Strategic Plan on Gender Based Violence and Femicide
- White Paper on Safety and Security
- Gender Responsive, Planning, Budgeting, Monitoring, Evaluation and Auditing Framework

9.2.3 International & Regional Gender Frameworks include:

- Convention on Elimination of all Forms of Discrimination Against Women (CEDAW)
- Beijing Platform for Action
- Resolution 1325 & other subsequent resolutions
- Sustainable Development Goals 1 -17 (Goal 5: Gender Equality)
- Protocol on the Rights of Women in Africa
- Solemn Declaration on Gender Equality in Africa
- SADC Protocol on Gender & Development

CHAPTER10: ENVIRONMENTAL MANAGEMENT

The Matlosana Local Municipality has a designated Waste Management Officer overseeing waste management activities.

Currently, the municipality is undertaking two key waste-related projects: the construction of Cell 3 and the procurement of specialised vehicles for solid waste management (Phase 4), funded through the Municipal Infrastructure Grant (MIG) for the 2025/2026 financial year. There is no youth waste program funded or supported by the Department of Forestry, Fisheries and the Environment (DFFE).

Air quality monitoring within the municipality is managed under the jurisdiction of the Dr Kenneth Kaunda District Municipality, which operates three monitoring stations.

Waste collection services are provided across all proclaimed areas and businesses within Matlosana.

The municipality's operational yellow fleet comprises six municipal refuse trucks, four tipper trucks, two bulldozers, and one water tanker. However, a significant portion of the fleet is non-operational, including seventeen municipal refuse trucks, two tipper trucks, one TLB (tractor-loader-backhoe), and one front-end loader.

10.1 AIR QUALITY MANAGEMENT PLAN

Air quality in South Africa is governed under the National Environmental Management Air Quality, Act 39 of 2004 (NEM:AQA) (NEM:AQA 2004) and related legislation such as the National Ambient Air Quality Standards, 2009 (NAAQS) (NEM:AQA 2009a). The NEM: AQA requires municipalities to introduce Air Quality Management Plans (AQMP) that set out what will be done to achieve the prescribed air quality standards. Municipalities are required to include an AQMP as part of its Integrated Development Plan (IDP). The main purpose of the AQMP is to develop strategies to manage the quality of the air within the KKDM. The main objective of the plan is to provide an Air Quality Management Plan for the Dr. KKDM, as per the requirements of the NEM:AQA of 2004.

The main aims of the Dr. KKDM AQMP are:

- (a) To ensure sustainable implementation of air quality standards throughout the four Local Municipalities within the Dr. KKDM;
- (b) To comply with the Bill of Rights as enshrined in the Constitution of South Africa (RSA, 1996) of every citizen having the right to live in an environment that is free from pollution;
- (c) To devise methodology and processes for the monitoring of pollution parameters consistent with National, Provincial and Local norms and standards;
- (d) To evaluate the existing air quality monitoring system in the Municipality and make recommendations for an effective air quality monitoring programme;
- (e) The review of protocol for data collection, processing, quality control and assurance, interpretation and archiving reporting;
- (f) To re-establishing an emission inventory of the study area by identifying sources and quantifying pollution and capturing these in geographic information systems (GIS);
- (g) The initiation of an air pollution dispersion modeling system; and,
- (h) To ensure the provision of sustainable air quality management support and services to all stakeholders within the Dr. KKDM.

The National Environmental Management: Air Quality Act 39 of 2004 has shifted the approach of air quality management from source-based control to receptor-based control. The Act makes provision for the setting and formulation of the National Ambient Air Quality Standards, while it is generally accepted that more stringent standards can be established at the Provincial and Local levels. Emissions are controlled through the listing of activities that are sources of emission and the issuing of emission licenses for these listed activities. Atmospheric emission standards have been established for each of these activities and an atmospheric license is required to operate. The issuing of emission licenses for Listed Activities is the Page 266 of 272 responsibilities of the Metropolitan and District Municipalities. Municipalities are required to 'designate an air quality officer to be responsible for co-ordinating matters pertaining to air quality management in the Municipality'. The appointed Air Quality Officer will be responsible for the issuing of atmospheric emission licenses.

The core vision for the Dr. KKDM AQMP is the attainment and maintenance of good air quality for the benefit of all inhabitants and natural environmental ecosystems within the Dr KKDM. The mission is to ensure the maintenance of good air quality through proactive and effective management principles that take into account the need for sustainable development into the future, and commitment of integrating air quality considerations into the town planning mechanisms especially when considering housing, transportation and spatial planning developments, and raising awareness around air quality issues, thereby promoting community well-being and empowerment. This will help the Dr. KKDM to achieve the main goal/objective of implementing the Air Quality Management Plan within the Dr KKDM. Air quality management tools are required in the Dr. KKDM to effectively fulfil their air quality functions. The tools include emissions inventory software, dispersion modelling software and air quality monitoring equipment. The first step in compiling an emissions inventory for industrial and mining sources in the Dr. KKDM has been compiled as part of Air Quality Management Plan. The development and regular maintenance of a comprehensive emissions inventory database is an important component of any air quality management system. Such a database contains information regarding pollution sources (point, line, volume and area), source parameters (stack height, diameter, gas exit velocity and gas exit temperature) and emission rates.

For effective air quality management and control, an accurate, electronic emissions inventory of point, non-point and mobile sources must be established.

- An emissions inventory serves the following functions –
- Providing spatially resolved source strength data on each pollutant for dispersion modelling,
- Predicting environmental impacts,
- Helping in urban and regional planning,
- Supporting the design of regional monitoring networks, • Contributing a basis for evaluating trends,
- Assisting in the formulation of air quality management policies.

The Dr KKDM will need to ensure that their current emissions inventory database is regularly updated and that it is incorporated into the South African Air Quality Information System. As part of the South African Air Quality Information System Phase two, all source and emissions data recorded within each Municipality and Province will be incorporated into a National Atmospheric Emissions Inventory System (NAEIS), allowing for easy access and manipulation of data from any sphere of Government. Once NAEIS is established, AEL holders will have to submit annual emissions inventory reports for the compilation of a National emission inventory profile (NEM:AQA, 2013b).

10.2 ENVIRONMENTAL MANAGEMENT FRAMEWORK

An Environmental Management Framework is a study of the biophysical and socio-cultural systems of a geographically defined area to reveal where specific activities may best be undertaken and to offer performance standards for achieving and maintaining the desired state of that area. An EMF includes a framework of spatially represented information connected to significant environmental (i.e. ecological, social and economic) parameters. A key function of an EMF is to proactively identify areas of potential conflict between development proposals and critical/sensitive environments (DEAT, 1998).

The primary purpose of an EMF is thus to function as a support mechanism in the Environmental Impact Assessment (EIA) process in the evaluation and review of development applications, as well as making strategic informed decisions regarding land use planning applications. The EMF provides applicants with an early indication of the areas in which it would be potentially appropriate to undertake an activity. If an area has been earmarked for a certain type of development where it will be incompatible with the desired state of the associated Management Zone, the applicant will need to undergo a rigorous environmental assessment to determine the state of the receiving environment and the potential impacts to the features that contribute towards the sensitivity of the zone in question.

The EMF development approach is consistent with the requirements stipulated in the following primary legislation that governs the process:

- NEMA, in particular Sections 2, 23 and 24; and
- The EMF Regulations (GN No. R547 of 18 June 2010), which make provision for the development, content and adoption of EMFs as a proactive environmental management decision support tool.

DR KKDM EMF also conforms to the Guideline on Environmental Management Frameworks in terms of the EMF Regulations of 2010, Integrated Environmental Management Guideline Series 6 (DEA, 2010). Strategic Environmental Management Plan aims to achieve its objectives by managing the sustainable utilisation of land through Management Guidelines and by controlling the activities that may impact on environmental attributes in specific geographical areas. The SEMP culminates in a strategy for the implementation of the EMF

As stated in the EMF Guidelines (DEA, 2010), the Management Guidelines are not prescriptive regarding land use and do not indicate which land uses must occur in which areas. Rather, the guidelines indicate specific minimum environmental requirements and performance criteria, which need to be abided by and satisfied before approval of a development application should be considered. The EMF attempts to be aligned with existing planning tools, in particular the municipal SDF and IDP. Likewise, the EMF will feed environmental information into these planning tools. The environmental priorities emphasised in the EMF should serve as a thrust in formulating new plans and guide the decisions on existing planning arrangements. On a spatial scale, the Management Zones should form the environmental layer of the SDF for the KKDM. Any conflicts that exist between the EMF and SDF would need to be identified and ironed-out in a balanced manner with due consideration of sustainability principles.

A pragmatic approach to the implementation of the Dr. KKDM EMF is recommended, which is based on the commonly adopted management system of a Plan-Do-Check-Act cycle. This method acknowledges that it requires dedicated commitment to continual improvement to eventually achieve the desired management outcomes. Mapping the path from the environmental vision to the realisation of the

desired state relies on the disaggregation of the vision into management objectives. The Dr. KKDM EMF provides a compilation of information and maps illustrating attributes of the environment in the district. This provides valuable guidance in terms of planning processes in KKDM. DR KKDM EMF was adopted by Council on the 28 July 2016. The DR KKDM EMF must be re-done to incorporate the new boundaries of JB Marks Local Municipality (after the merger of two local municipalities, namely Ventersdorp Local Municipality and Tlokwe City Council).

10.3 INTEGRATED WASTE MANAGEMENT PLAN

The Constitution states that the people of South Africa have the right to an environment that is not detrimental to human health, and imposes a duty on the state to promulgate legislation and to implement policies to ensure that this right is upheld. The National Environmental Management Act, Act 107 of 1998 (NEMA) provides for co-operative governance by establishing principles and procedures for decision-makers on matters affecting the environment. An important function of the Act is to serve as an enabling Act for the promulgation of legislation to effectively address integrated environmental management. The development of an Integrated Waste Management Plan (IWMP) is a requirement of the National Environmental Management: Waste Act No. 59 of 2008 (NEM:WA) (the “Waste Act”) as amended.

The National Waste Management System (NWMS) is a legislative requirement of the NEM:WA and gives expression to waste management approaches. In terms of section 11 of the NEM:WA, the National, Provincial and Local spheres of governance whose competency is waste management must develop IWMPs in a consultative manner. In fulfilling its constitutional and legislative mandate, Dr Kenneth Kaunda District Municipality (Dr KKDM), as the local sphere of government, has a responsibility to give effect to the provisions of the Constitution of the Republic of South Africa by ensuring that citizens enjoy an environment that is not harmful to the health and well-being of its community, limit poor waste management practices and ensure sustainable development in the municipality’s area of jurisdiction. In this regard, all municipalities are required to follow the prescriptions of section 29 of the Municipal Systems Act, (Act 32 of 2000) (the “Systems Act”). Section 25 of this Act describes how plans such as the IWMP must be incorporated into the broader IDP of the local authority, which considers a range of areas such as building safe communities, promoting active participation in local government, building the local economy, employment creation and improvement of public services.

The NEM:WA, as amended, also calls for IWMPs to undergo public participation processes. Section 11(7)(b) of NEM:WA states that “A municipality must, before finalising its IWMP, follow the consultative process contemplated in section 29 of the Municipal Systems Act, either as a separate process or as part of the consultative process relating to its IDP contemplated in that section”. The consultative process must be done in accordance with Sections 72 and 73 of NEM:WA as amended. This IWMP is intended for use as a sector plan within the Dr KKDM, by informing them with regard to the planning and budgeting of waste management activities. The formulation of the IWMP will ensure that waste management planning is sustainable, can be implemented, acceptable, and incorporable and most importantly tailored to suit the needs of the people of Dr KKDM, both in rural and urban areas.

The IWMP should provide greater integration in terms of the provision of waste management services as current services can be said to be inefficient and do not address the needs of all inhabitants of the District Municipality. Integrated Waste Management (IWM), in this case, is a tool for analysing and

optimising the existing waste management system in the Dr KKDM. IWM has its conceptual base in the fact that all aspects of waste management are inter-linked. This implies that changes in one aspect of the system have knock-on effects in the other areas of the system.

A district integrated approach to waste management is important for the following reasons:

- Challenges in the existing system can be resolved in combination with other aspects of the waste system rather than on their own;
- Areas where the waste management system can be improved can be identified and measures put in place to rectify these deficiencies;
- The plan will provide all waste stakeholders with the provincial aims and targets for waste management. In this case all waste stakeholders will be working towards
- common objectives;
- The district IWMP will direct waste management efforts and will provide a long term waste plan which includes prioritisation of the areas that will have the greatest impact on improving the system;
- To provide direction for funding and conducting activities for waste management in priority areas for the district; and
- To ensure environmental health and environmental management sustainability.

CHAPTER 11: FINANCIAL MANAGEMENT

11.1 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

This chapter highlights some of the key performance achievements of the City of Matlosana for the 2024/25 Financial Year.

11.1.1 FINANCIAL OVERVIEW

The compilation of the 2025 to 2027 Medium-Term Revenue and Expenditure Framework (MTREF) is based on the assumption that medium-term growth will be supported by increased household consumption, rising purchasing power, modest employment recovery, and continued investment in renewable energy. These factors, coupled with efforts to reduce structural constraints, are expected to boost investment levels.

However, the current state of the South African economy will continue to adversely affect residents of the City of Matlosana in the 2025/26 financial year. Consequently, municipal revenue and cash flow will remain under pressure. The application of sound financial management principles is critical to ensuring that the municipality remains financially viable and that services are delivered in a sustainable, economical, and equitable manner.

Despite ongoing efforts to enhance revenue collection, more must be done to ensure the municipality's financial sustainability. The Auditor-General has raised concerns regarding the municipality's status as a going concern.

Nationally, South Africa's economic growth remains subdued, and the outlook is uncertain. Infrastructure deterioration—particularly in energy, water supply, roads, and public transport—poses serious risks. Locally, unemployment exceeds 50%, and household income losses have significantly affected revenue collection. Although a slow recovery in the collection rate has been observed in the first half of 2024/25, substantial challenges persist.

Over the past decade, South Africa's public finances have deteriorated, accelerated by low growth and declining tax revenue. The country has consistently run large budget deficits, pushing national debt to levels where interest payments now exceed 65% of GDP—a worrying trend.

The 2025/26 – 2027/28 MTREF has been compiled in alignment with the guidance provided by MFMA Circulars 129 and 130 from the National Treasury.

Key Challenges in the Compilation of the 2025/26 – 2027/28 MTREF

1. Declining economic growth, exacerbated by power supply disruptions and a deteriorating transport network.
2. High unemployment rates, reducing the ability of households to pay for municipal services.
3. Real economic growth is projected at only 1.8% in 2025—lagging behind other developing nations.
4. Consumer Price Index (CPI) inflation is estimated at 4.3% (2025/26), 4.6% (2026/27), and 4.4% (2027/28).
5. Persistent pressure on revenue generation and collection rates.
6. Ageing infrastructure and fleet, driving up repairs and maintenance costs.

7. Rising bulk service costs (electricity and water), leading to tariff pressure and affordability concerns.
8. Escalating debtor accounts and unpaid creditor obligations, especially for bulk services.
9. Wage growth exceeding inflation and the need to fill critical vacancies.
10. A budgeted operating deficit leading to a declining liquidity ratio.

Consolidated Budget Overview (2025/26 – 2027/28)

Year	Operating Revenue	Operating Expenditure	Capital Expenditure	Surplus/(Deficit)
2023/24 (Adjusted)	R 4.31 billion	R 5.16 billion	R 186.1 million	(R 669.4 million)
2025/26 (Proposed)	R 4.65 billion	R 4.88 billion	R 217.9 million	(R 12.5 million)
2026/27 (Projection)	R 4.54 billion	R 4.21 billion	R 232.4 million	R 562.3 million
2027/28 (Projection)	R 4.66 billion	R 4.28 billion	R 232.4 million	R 616.3 million

Operating revenue is projected to increase by 7.4% compared to the 2023/24 adjusted budget. This improvement is largely due to the implementation of the Financial Recovery Plan, with its impact becoming more visible in the second half of the 2025/26 financial year.

Capital Budget

The capital programme will be predominantly funded through government grants and transfers. A Council-funded amount of R 40 million has been allocated in 2025/26 to replace the municipality's aged vehicle fleet—a key initiative to reduce maintenance and leasing costs.

OPERATING REVENUE FRAMEWORK

To continue improving service delivery and maintain financial sustainability, the City of Matlosana must generate sufficient revenue. In the context of current economic challenges, effective revenue management is vital for any municipality. The reality is that we are confronted with service delivery backlogs, high unemployment, widespread poverty, and ageing infrastructure. The cost of addressing these challenges will inevitably exceed available funding. As such, the municipality must make difficult choices regarding tariff increases and balancing expenditures against realistically anticipated revenue.

The City's revenue strategy is based on the following key components:

- Alignment with National Treasury guidelines and macroeconomic policies;
- Economic growth and development within the City;
- Effective revenue management aimed at maximizing annual collection rates, particularly for property rates and service charges;
- Electricity tariff increases approved by the National Energy Regulator of South Africa (NERSA);
- Full cost recovery for trading services, with user charges calculated accordingly;
- Determination of tariff escalation rates through the assessment of each service's revenue requirement;
- Implementation of the Property Rates Policy, as approved under the Municipal Property Rates Act, 2004 (Act No. 6 of 2004), as amended;
- Expansion of services and revenue generation through improved cost recovery;

- Provision of free basic services in line with the Indigent Policy;
- Enforcement of the Credit Control and Debt Collection Policy.

To support this strategy, the municipality is implementing the BCX Smart Metering System to improve the accuracy of meter readings and billing. An application for the Smart Metering Grant has been submitted to National Treasury, as announced by the Minister of Finance, Mr. Enoch Godongwana, in the 2024 Budget Speech. Matlosana qualifies for this grant under the national debt relief programme for financially distressed municipalities.

Property Rates

Property rates are a critical revenue source used to fund general services provided by the municipality. Determining the effective property rate tariff is therefore a central element of the budgeting process. For the 2025/26 financial year, property rates will increase by less than 6%, as the implementation of the new valuation roll has been factored into the tariff calculations.

Key stipulations in the Property Rates Policy include:

- **Residential Properties:** The first R50,000 of the market value of a residential property, as listed in the valuation or supplementary valuation roll, is exempt from rates in accordance with Section 17(1)(h) of the Municipal Property Rates Act (MPRA).
- **Retired or Disabled Persons:** Individuals who own residential property, are retired or disabled, and whose income is equal to or less than two government pensions, may qualify for a 100% rebate. The property must be classified as residential.

Comparison of Property Rates – 2025/26 Financial Year

Category	Tariff (1 July 2024)	Tariff (1 July 2025)
Residential Properties	0.01685	0.01670
State-Owned Properties	0.04021	0.03985
Business & Commercial Properties	0.04021	0.03985
Agricultural Properties	0.00421	0.00418
Vacant Land	0.04021	0.03985
Industrial Properties	0.04021	0.03985
Public Benefit Organisation (PBO) Properties	0.01685	0.00418

Sale of Water and Impact on Tariff Increases

South Africa faces significant challenges in water supply, similar to those previously experienced with electricity, as the growth in demand continues to outpace supply. The City of Matlosana is no exception and must address this dilemma to ensure sustainable water service delivery.

National Treasury urges municipalities to carefully review the structure and level of their water tariffs to ensure:

- Full cost reflectivity of tariffs, including costs associated with maintenance, purification plant operations, water network upgrades, and system expansions;
- Protection of basic service levels and continued provision of free basic water to the indigent;

- Promotion of efficient and sustainable water consumption, including implementation of block tariffs that escalate with usage.

One of the key focus areas for the 2025/26 MTREF is reducing water distribution losses. The municipality has developed a plan to address these losses and improve efficiency in the water supply system.

Water tariffs are structured to charge higher rates for higher consumption levels. For the 2025/26 financial year:

- The basic water charge will increase by 4.4%;
- Consumption tariffs will increase on a sliding scale, up to a maximum of 8%;
- Registered indigent households will continue to receive 6 kilolitres (kl) of water per month free of charge.

Residential Water Tariffs – 2024/25 vs 2025/26

Consumption Range (kl) 2024/25 Tariff (R/kl) 2025/26 Tariff (R/kl)

1–6 (first 6kl)	30.02	31.35
7–20	36.78	38.40
21–50	37.95	39.62
51–100	39.25	40.97
101–200	41.41	43.23
201–300	43.87	45.80
Above 300	55.25	57.69

The sliding scale aims to encourage responsible water usage while maintaining the financial sustainability of the water service function.

Sale of Electricity and Impact on Tariff Increases

For the 2025/26 financial year, the municipality has budgeted for a 12% increase in electricity tariffs for consumption. This increase is subject to approval by the National Energy Regulator of South Africa (NERSA). In addition:

- Basic electricity charges will increase by 4.4% effective 1 July 2025;
- Consumption charges will increase based on a sliding scale, aligned with block tariff structures.

Electricity distribution losses and insufficient bulk capacity continue to present significant challenges for the municipality. Reducing these losses remains a strategic priority.

All registered indigent consumers will continue to receive 50 kilowatt-hours (kWh) of electricity per month free of charge.

Domestic Electricity Charges – 2024/25 vs 2025/26

Consumption (kWh) 2024/25 Tariff (R/kWh) 2025/26 Tariff (R/kWh)

1–50	1.7418	1.9509
51–350	2.2267	2.4939

351–600	2.9943	3.3536
601–1500	3.4394	3.5821
>1500	3.6212	4.0557

These increases aim to maintain the financial viability of the electricity service while promoting responsible energy consumption.

Sanitation and Impact on Tariff Increases

Sanitation tariffs will increase by 4.4% in the 2025/26 financial year, in line with MFMA Circular 130.

Rising electricity costs, which directly affect the operation of wastewater treatment plants, continue to drive up the overall cost of sanitation services. Despite these pressures, the municipality remains committed to delivering sanitation services that are both affordable and financially sustainable.

Waste Removal and Impact on Tariff Increase

Waste removal tariffs will increase in line with the inflation rate from 1 July 2025 to maintain the sustainability of the service. The municipality is currently reviewing its trading services to ensure that they become cost-reflective, which may impact future tariff increases.

It is important to note that any increase above 6% may pose affordability challenges for individual ratepayers and may increase the risk of non-payment.

Solid Waste Removal Tariffs – 2024/25 vs 2025/26

Category	2024/25 Tariff (R)	2025/26 Tariff (R)
85L and 240L container – once/week	209.37	218.58
85L and 240L container – twice/week	271.11	283.04

Overall Impact of Tariff Increases on Households

The overall impact of the proposed tariff increases on households is detailed in MBRR Table SA14, included in Schedule A of the budget documentation. This table presents the expected financial implications for different household types, including:

- Large households,
- Small households, and
- Indigent households receiving free basic services.

These simulations help to assess the affordability of municipal services and ensure that tariff structures remain equitable. The analysis considers cumulative effects from electricity, water, sanitation, and refuse removal tariffs.

The municipality remains committed to:

- Providing free basic services to indigent households,
- Implementing progressive tariffs that reflect consumption levels,
- Limiting the financial burden on low-income households, and

- Ensuring cost-reflective pricing to maintain service sustainability.

As tariff adjustments are implemented, the municipality will continue to monitor household affordability and adjust support mechanisms, such as the Indigent Policy, to ensure equitable access to essential services.

Operating Expenditure Framework

The City of Matlosana's expenditure framework for the 2025/26 MTREF is shaped by the following considerations:

- Addressing the backlog in repairs and maintenance;
- Ensuring compliance with Section 18 and 19 of the MFMA regarding budget funding;
- Adhering strictly to the principle of "no project plan, no budget"—projects without approved business plans will not receive funding.

Summary of Operating Expenditure by Standard Classification Item

The high-level budget allocation includes key expenditure categories, as follows:

- **Employee-Related Costs:** The 2025/26 budget allocates R848.3 million (19% of total operating expenditure) to employee costs, including councillor remuneration. Employee-related costs are projected to grow in line with a new three-year wage agreement currently under negotiation. Councillor remuneration is based on the latest proclamation by the Minister of Cooperative Governance and Traditional Affairs.
- **Debt Impairment:** Based on a projected 60% collection rate, provision for debt impairment remains a priority to accurately reflect anticipated cash flows. While a non-cash item, it informs the cost of delivering services and affects the municipality's financial viability.
- **Depreciation and Asset Impairment:** Budgeted at R401 million for 2025/26 (10% of operating expenditure), depreciation reflects the municipality's rate of asset consumption. This is guided by the Asset Management Policy and aligned with GRAP 17 standards. Implementation of GRAP 17 has resulted in the inclusion of a broader asset base, increasing depreciation charges.
- **Bulk Purchases:** These are determined by electricity purchases from Eskom and water purchases from Midvaal. The cost of bulk services is factored directly into the budget and informs tariff adjustments.
- **Contracted Services:** Budgeted at R462.9 million, reflecting an increase from the adjusted 2024/25 baseline. As part of the MTREF process, contracted services have been carefully evaluated. The Cost Containment Policy is being implemented to improve efficiency.
- **Other Expenditure:** This includes various operational items essential to the municipality's day-to-day functions. Departments were instructed to submit zero-based budgets supported by documentary evidence. Requests without supporting justification were not approved.

Key Increases Over 6% Include:

- **Water Bulk Purchases:** Increased by 4.4%, pending Midvaal's final tariff confirmation.
- **Infrastructure Maintenance:** Additional provision has been made to address urgent challenges in water, sanitation, and road infrastructure maintenance.
- **Debt Impairment:** Increased in line with the 2023/24 audit outcomes, based on a 60% collection assumption.

Priority Given to Repairs and Maintenance

According to the Budget and Reporting Regulations, operational repairs and maintenance are not classified as direct expenditure drivers but result from associated costs such as employee remuneration, material purchases, and contracted services.

Currently, repairs and maintenance account for less than 4% of the operational budget—well below the national benchmark of 8%. However, this figure excludes salaries and vehicle-related costs associated with maintenance functions.

Given the City's aging infrastructure and historically deferred maintenance, operational repairs and maintenance have been identified as strategic priorities during the 2025/26 MTREF compilation process.

Free Basic Services: Basic Social Services Package

The City of Matlosana remains committed to providing support to households facing financial hardship through the provision of free basic services. This social package is designed to assist poor households and those experiencing conditions that limit their ability to pay for municipal services.

To qualify for these free services, households must register in accordance with the municipality's approved Indigent Policy.

This support mechanism ensures that the City can continue to provide equitable service delivery while safeguarding its most vulnerable residents.

CHAPTER 12: PERFORMANCE MANAGEMENT

12.1 KEY PERFORMANCE INDICATORS AND PERFORMANCE TARGETS

The City of Matlosana remains committed to a performance-driven governance model that ensures accountability, transparency, and measurable service delivery aligned with its strategic vision and development objectives.

Performance management in the 2024/25 financial year was executed in alignment with the City's Integrated Development Plan (IDP), ensuring that the capital budget, municipal programmes, and service delivery initiatives were strategically coordinated. All capital projects and operational initiatives are directly linked to the City's **Key Performance Areas (KPA)**s as outlined in the IDP. These include:

1. **Basic Service Delivery and Infrastructure Development**
2. **Municipal Financial Viability and Management**
3. **Institutional Development and Transformation**
4. **Local Economic Development**
5. **Good Governance and Public Participation**
6. **Spatial Planning and Environmental Management**

Each directorate's projects and activities were aligned with its specific KPA focus areas, ensuring that the implementation is purposeful and measurable. Furthermore, the performance contracts of Section 57 employees – namely, the Municipal Manager and senior directors – are directly linked to these KPAs and serve as key accountability tools. Performance against these contracts was monitored through **quarterly performance reviews** in terms of the **Service Delivery and Budget Implementation Plan (SDBIP)**.

The SDBIP serves as a vital management, implementation, and monitoring tool, providing a clear framework for measuring institutional performance on a quarterly basis. Through this mechanism, the City ensures that service delivery targets are met and that corrective action is taken where performance is lagging. The 2024/25 capital and operational budgets were meticulously aligned with the IDP to reflect the strategic goals and development priorities of the municipality. All projects underwent a consultative review and approval process involving the **IDP Steering Committee**, **IDP Representative Forum**, and relevant **Portfolio Committees**. These structures ensured that the projects responded to the expressed needs of communities and stakeholders, with prioritization based on developmental urgency, resource availability, and long-term impact.

In summary, the City of Matlosana's performance in the 2024/25 financial year reflects a strong alignment between planning, budgeting, and implementation. Through an integrated performance management system, the municipality continues to ensure that developmental goals are not only aspirational but also achievable and measurable in accordance with legislative mandates and community expectations.

- **PERFORMANCE MANAGEMENT PLAN ATTACHED**

CHAPTER 13: PROJECTS

INFRASTRUCTURE PROJECTS FOR THE FINANCIAL YEARS 2025/26 – 2027/28



MUNICIPAL INFRASTRUCTURE GRANT (MIG) PROJECTS
2025 – 2028

Final 2025/26 MIG projects

City of Matlosana Local Municipality						
Project Name (as it appears on MIG-MIS)	Project type	Planned job opportunities in 2025/26	Total project value registered (Inclusive of budget maintenance) 'R	Total Planned Expenditure for 2025/2026	Total Planned Expenditure for 2026/2027	Total Planned Expenditure for 2027/2028
General Text	Select from drop down as registered	Number format	Whole number format	Formulas SYM(U:AF)	Whole number	Whole number
Refurbishment of Electrical and Mechanical Equipment in the Water Pump Stations in KOSH	Water	45	39 558 755,77	2 557 149,45	R -	R -
Jouberton/Kanana Bulk Water Supply (Phase 2) - Bulk Water Line	Water	30	39 415 645,92	10 000 000,00	16 959 047,70	12 456 598,22
Upgrading of the Outfall Sewer in Jouberton and Alabama Extensions (Phase 2)	Sanitation	30	56 849 477,83	10 000 000,00	25 675 963,65	21 173 514,18
Paving of Taxi Routes and Stormwater Drainage in Khuma (Phase 9) - AFA	Roads & stormwater	30	R 30 135 471,37	1 000 000,00	R 11 642 358,00	R 9 000 000,00
Paving of Taxi Routes and Stormwater Drainage in Alabama (Phase 8)	Roads & stormwater	105	R51 390 539,67	10 000 000,00	17 894 744,57	10 995 795,10
Paving of Taxi Routes and Stormwater Drainage in Tigane (Phase 10)	Roads & stormwater	40	72 907 687,66	1 000 000,00	10 000 000,00	29 381 240,10
Development of Cell 3 of the Klerksdorp Landfill Site	Community facilities	30	82 853 913,70	22 320 837,71	16 572 033,68	R -
Procurement of Specialised Vehicles for Solid Waste Removal (Phase 4)	Special vehicles	0	24 252 251,16	24 252 251,16	R -	R -
Khuma High Mast Lights (Phase 5) (6)	lighting	15	R2 188 652,40	2 188 652,40	R -	R -
Replacement of Obsolete High Mast Lights in Kanana Proper (Phase 2) (6)	lighting	7	2 188 652,40	2 188 652,40	R -	R -
Upgrading of Tigane Sports Field	Sport and recreation	120	R25 655 679,67	16 349 906,88	1 458 101,42	R -
Upgrading of Fencing and Roads within the Cemeteries in KOSH Area	Cemeteries	32	R29 199 227,19	1 000 000,00	10 000 000,00	10 000 000,00
PMU Management Fees			5 413 550,00	5 413 550,00	R 5 891 200,00	R 6 168 200,00
Total			R 462 009 504,74	108 271 000,00	116 093 449,02	99 175 347,60

DRAFT MIG IMPLEMENTATION PLAN: 2026/27 FINANCIAL YEAR					
Municipality:		CITY OF MATLOSANA LM			
MIS Form ID	Nat./ Prov Project Registration Number (as on the registration letter)	Project Title	Project Type (water, sanitation etc)	Wards	Total Project Cost
WATER					
544843		Jouberton/Kanana Bulk Water Supply (Phase 2) - Bulk Water Line	Water	6, 14, 18	R 16 959 047,70
SANITATION					R 16 959 047,70
544856		Upgrading of the Outfall Sewer in Jouberton and Alabama Extensions (Phase 2)	Sanitation	7,8,37	R 25 675 963,65
ROADS					R 25 675 963,65
	MIG/NW2826/R,ST/22/23	Paving of Taxi Routes and Stormwater Drainage in Khuma (Phase 9) - AFA	Roads & Stormwater	31, 32, 33	R 20 642 358,00
524051	MIG/NW3051/RST/24/25	Paving of Taxi Routes and Stormwater Drainage in Alabama (Phase 8)	Roads & Stormwater	4	R 16 894 744,57
		Paving of Taxi Routes and Stormwater Drainage in Tigane (Phase 10)	Roads & Stormwater	1, 2	R 10 000 000,00
SOLID WASTE					R 47 537 102,57
	MIG/NW2927/SWDS/22/24	Development of Cell 3 of the Klerksdorp Landfill Site - AFA	Solid Waste	1	16 572 033,68
ELECTRICITY					R 16 572 033,68
		Replacement of Obsolete High Mast Lights in Khuma (Phase 2) (3)	Highmast Lights		R 1 094 326,20
		Jouberton Hot Spot Areas High Mast Lights (Phase 5) (3)	Highmast Lights		R 1 094 326,20
COMMUNITY SERVICES					R 2 188 652,40
		Upgrading of Fencing and Roads within the Cemeteries in KOSH Area (Klerksdorp/Stilfontein)	Cemeteries		R 1 000 000,00
LED					R 1 000 000,00
		Light Industrial Park in Jouberton	Light Industrial Park		R 1 000 000,00
SPORTS, ARTS & CULTURE					R 1 000 000,00
		Upgrading of the Brazil Stadium in Jouberton	Sports		R 1 000 000,00
					1 000 000,00
	Awaiting Approval	PMU Management Fees	Management Fees		R 5 891 200,00
					5 891 200,00
					R117 824 000,00

DRAFT MIG IMPLEMENTATION PLAN: 2027/28 FINANCIAL YEAR					
Municipality:		CITY OF MATLOSANA LM			
MIS Form ID	Nat./ Prov Project Registration Number (as on the registration letter)	Project Title	Project Type (water, sanitation etc)	Wards	Total Project Cost
WATER					
544843		Jouberton/Kanana Bulk Water Supply (Phase 2) - Bulk Water Line	Water	6, 14, 18	R 12 456 598,22
SANITATION					R 12 456 598,22
544856		Upgrading of the Outfall Sewer in Jouberton and Alabama Extensions (Phase 2)	Sanitation	7,8,37	R 21 173 514,18
ROADS					R 21 173 514,18
524051	MIG/NW3051/RST/24/25	Paving of Taxi Routes and Stormwater Drainage in Alabama (Phase 8)	Roads & Stormwater	4	R 10 995 795,10
		Paving of Taxi Routes and Stormwater Drainage in Tigane (Phase 10)	Roads & Stormwater	1, 2	R 29 381 240,10
		Paving of Taxi Routes and Stormwater Drainage in Alabama (Phase 9)	Roads & Stormwater	4	R 10 000 000,00
SOLID WASTE					R 50 377 035,20
		Closing of Cell 1 at the Klerksdorp Landfill Site			R 1 000 000,00
ELECTRICITY					R 1 000 000,00
		Jouberton Hot Spot Areas High Mast Lights (Phase 5) (6)	Highmast Lights		R 2 188 652,40
COMMUNITY SERVICES					R 2 188 652,40
		Upgrading of Fencing and Roads within the Cemtries in KOSH Area (Klerksdorp/Stilfontein)	Cemtries		R 10 000 000,00
LED					R 10 000 000,00
		Light Industrial Park in Jouberton	Light Industrial Park		R 10 000 000,00
SPORTS, ARTS & CULTURE					R 10 000 000,00
		Upgrading of the Brazil Stadium in Jouberton	Sports		R 10 000 000,00
					R 10 000 000,00
	Awaiting Approval	PMU Management Fees	Management Fees		R 6 168 200,00
					6 168 200,00
					R123 364 000,00

WATER SERVICES INFRASTRUCTURE GRANT (WSIG)
2024 - 2027

CITY OF MATLOSANA LM							
Project Title	Wards	Project Type (water, sanitation etc)	Total Project Cost	Approved WSIG Funds for the 2025/2026 Financial Year	Total planned expenditure on WSIG funds for 2025/26	Total planned expenditure on WSIG for 2026/27	Total planned expenditure on WSIG for 2027/28
Construction of Jouberton Reservoir	13	Water	R 18 888 090,58	11 478 536,12	11 478 536,12	-	-
Alternative Source of Water Supply in Jouberton	13	Water	R 80 559 736,03	22 482 793,47	22 482 793,47	35 113 085,60	11 114 490,21
Upgrading of Pavement Sewer Outfall in Khuma	38	Sanitation	R 30 845 425,00	16 812 578,64	16 812 578,64	7 081 968,64	-
Re-construction of Outside Water Borne Toilets in Kanana	24	Sanitation	R 48 306 430,00	17 226 091,77	17 226 091,77	11 804 945,76	-
Re-construction of Outside Water Borne Toilets in Khuma	32	Sanitation	R 93 907 340,17	1 000 000,00	R 1 000 000,00	10 000 000,00	25 835 509,79
Refurbishment/Construction of a 20ml Concrete Reservoir in Kanana	24	Water	R 112 275 842,50	1 000 000,00	R 1 000 000,00	9 000 000,00	20 000 000,00
			384 782 864,28	70 000 000,00	70 000 000,00	73 000 000,00	56 950 000,00

DRAFT WSIG IMPLEMENTATION PLAN: 2026/27 FINANCIAL YEAR				
Municipality:	CITY OF MATLOSANA LM			
WSIG Project Reference Number	Project Title	Wards	Project Type (water, sanitation etc)	Approved WSIG Funds for the 2026/2027 Financial Year
	Alternative Source of Water Supply in Jouberton	13	Water	35 113 085,60
	Upgrading of Pavement Sewer Outfall in Khuma	38	Sanitation	7 081 968,64
	Re-construction of Outside Water Borne Toilets in Kanana	24	Sanitation	11 804 945,76
	Re-construction of Outside Water Borne Toilets in Khuma	38	Sanitation	10 000 000,00
	Refurbishment/Construction of a 20ml Concrete Reservoir in Kanana	24	Water	9 000 000,00
	Rural Water Supply Scheme		Sanitation	1 000 000,00
				74 000 000,00

DRAFT WSIG IMPLEMENTATION PLAN: 2027/28 FINANCIAL YEAR				
Municipality:	CITY OF MATLOSANA LM			
WSIG Project Reference Number	Project Title	Wards	Project Type (water, sanitation etc)	Approved WSIG Funds for the 2027/2028 Financial Year
	Alternative Source of Water Supply in Jouberton	13	Water	11 114 490,21
	Re-construction of Outside Water Borne Toilets in Khuma	38	Sanitation	25 835 509,79
	Refurbishment/Construction of a 20ml Concrete Reservoir in Kanana	24	Water	20 000 000,00
	Rural Water Supply Scheme		Sanitation	20 000 000,00
				76 950 000,00

NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT (NDPG)
2024 - 2027

NDPG IMPLEMENTATION PLAN: 2025/26 FINANCIAL YEAR								
Municipality:	CITY OF MATLOSANA LM							
Nat. Treasury Project Reference Number (as on the NDPG MIS)	Project Title	EPWP Y/N	Wards	Project Type (water, sanitation etc)	Total Project Cost	Approved NDPG Funds for the 2025/2026 Financial Year	Total planned expenditure on NDPG funds for 2025/26	Total planned expenditure on NDPG for 2026/27
MAT300 - UNS_MAT - BP01 - PP09	Jouberton Youth Development Centre	Y	32	Community Facility	R 36 704 386,00	20 000 000,00	20 000 000,00	2 681 715,55
-	PPPSG - Inception and Status Analysis	Y	-	-	395 000,00	395 000,00	395 000,00	-
					37 099 386,00	20 395 000,00	20 395 000,00	2 681 715,55

DRAFT NDPG IMPLEMENTATION PLAN: 2026/27 FINANCIAL YEAR					
Municipality:	CITY OF MATLOSANA LM				
Nat. Treasury Project Reference Number (as on the NDPG MIS)	Project Title	Wards	Project Type (water, sanitation etc)	Total Project Cost	Approved NDPG Funds for the 2026/2027 Financial Year
MAT300 - UNS_MAT - BP01 - PP09	Jouberton Youth Development Centre	32	CommunityFacility	R 36 704 386,00	2 681 715,55
MAT300 - UNS_MAT - BP01 - PP06	Jouberton Central Park	32	Parks	9 188 321,00	9 188 321,00
MAT300 - UNS_MAT - BP01 - PP08	Jouberton Event Space	32	CommunityFacility	31 446 872,00	24 129 963,45
				77 339 579,00	36 000 000,00

DRAFT NDPG IMPLEMENTATION PLAN: 2027/28 FINANCIAL YEAR					
Municipality:	CITY OF MATLOSANA LM				
Nat. Treasury Project Reference Number (as on the NDPG MIS)	Project Title	Wards	Project Type (water, sanitation etc)	Total Project Cost	Approved NDPG Funds for the 2027/2028 Financial Year
MAT300 - UNS_MAT - BP01 - PP08	Jouberton Event Space	32	CommunityFacility	31 446 872,00	6 921 908,55
MAT300 - UNS_MAT - BP01 - PP07	Jouberton Municipal Service Centre	32	CommunityFacility	R 99 073 865,00	20 078 091,45
				130 520 737,00	27 000 000,00

INTEGRATED NATIONAL ELECTRIFICATION PROGRAM (INEP)

2024 - 2027

INEP IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR								
Municipality:	CITY OF MATLOSANA LM							
Project Reference Number	Project Title	Wards	EPWP Y/N	Project Type (water, sanitation etc)	Total Project Cost	Approved INEP Funds for the 2025/2026 Financial Year	Project Status	Total planned expenditure on INEP funds for 2025/26
	Construction of 20MVA Alabama Sub-Station (Phase 6)	3	Y	Electrical	R 6 169 000,00	R 6 169 000,00	Construction	R 6 169 000,00
	Feeder Line from Klerksdorp West (Uraniaville) Sub-station to Extension 31 and 34	6 & 12	Y	Electrical	R 4 480 000,00	R 4 480 000,00	Design/Tender	R 4 480 000,00
	Electrification of Jouberton Extension 31 (Phase 1)	6	Y	Electrical	R 14 084 000,00	R 14 084 000,00	Design/Tender	R 14 084 000,00
					24 733 000,00	24 733 000,00		24 733 000,00

DRAFT INEP IMPLEMENTATION PLAN: 2026/2027 FINANCIAL YEAR					
Municipality:	CITY OF MATLOSANA LM				
Project Reference Number	Project Title	Wards	EPWP Y/N	Project Type (water, sanitation etc)	Approved INEP Funds for the 2026/2027 Financial Year
	Electrification of Jouberton Extension 31 (Phase 2)	6	Y	Electrical	R 9 100 000,00
	Electrification of Aganang CPA (Phase 2)	15	Y	Electrical	R 1 400 000,00
					10 500 000,00

DRAFT INEP IMPLEMENTATION PLAN: 2027/2028 FINANCIAL YEAR					
Municipality:	CITY OF MATLOSANA LM				
Project Reference Number	Project Title	Wards	EPWP Y/N	Project Type (water, sanitation etc)	Approved INEP Funds for the 2027/2028 Financial Year
	Electrification of Matlosana Estate Extension 10, 11 & 12	15	Y	Electrical	R 5 487 500,00
	Electrification of Sunnyside	14	Y	Electrical	R 5 487 500,00
					10 975 000,00

DRAFT INEP IMPLEMENTATION PLAN: 2028/2029 FINANCIAL YEAR					
Municipality:	CITY OF MATLOSANA LM				
Project Reference Number	Project Title	Wards	EPWP Y/N	Project Type (water, sanitation etc)	Approved INEP Funds for the 2028/2029 Financial Year
	Electrification of Jouberton Extension 34		Y	Electrical	
					-

ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT (EEDSM)

2025 - 2027

EEDSM IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR								
Municipality:	CITY OF MATLOSANA LM							
Project Reference Number	Project Title	Wards	EPWP Y/N	Project Type (water, sanitation etc)	Total Project Cost	Approved EEDSM Funds for the 2025/2026 Financial Year	Expenditure Balance as at 30 Jun 2025	Total planned expenditure on EEDSM funds for 2025/26
	Retrofit of Street Lighting with LED Lights (Phase 6)	KOSH	Y	Electrical	R 5 000 000,00	R 5 000 000,00	5 000 000,00	R 5 000 000,00
					5 000 000,00	5 000 000,00	5 000 000,00	R 5 000 000,00

DRAFT EEDSM IMPLEMENTATION PLAN: 2026/2027 FINANCIAL YEAR						
Municipality:	CITY OF MATLOSANA LM					
Project Reference Number	Project Title	Wards	EPWP Y/N	Project Type (water, sanitation etc)	Total Project Cost	Approved EEDSM Funds for the 2026/2027 Financial Year
	Retrofit of Street Lighting with LED Lights (Phase 7)		Y	Electrical	R 4 000 000,00	R 4 000 000,00
					4 000 000,00	4 000 000,00

FUNDED HUMAN SETTLEMENTS PROJECT

BY PROVINCIAL DEPARTMENT OF LOCAL GOVERNMENT & HUMAN SETTLEMENTS

	MUNICIPALITY	PROJECT AREA	DESCRIPTION	PROJECT_NUMBER	PROJECT AMOUNT
1.	Matlosana	Jouberton Ext. 31	Internal Engineering services	B23040053/1	To be confirmed
2.	Matlosana	Jouberton Ext. 34	Internal Engineering services	B23040054/1	To be confirmed
3.	Matlosana	Jouberton Ptn 100	Internal Engineering services	B23040039/1	To be confirmed
4.	Matlosana	Kanana Ext. 5	Internal Engineering services	B23040053/1	To be confirmed
5.	Matlosana	Kanana Ext. 16	Internal Engineering services	B23040055/1	To be confirmed
6.	Matlosana	Kanana Ext. 16	Installation of Bulk Water & Sewer	B23040015/1	To be confirmed
7.	Matlosana	Kanana Ext 15	Construction of 1116 low cost housing	B23040014/1	To be confirmed
8.	Matlosana	Tigane	Installation of Bulk Water & Sewer	B23040041/1	To be confirmed
9.	Matlosana	Hillview	Internal Engineering services	B23040040/1	To be confirmed

CITY OF MATLOSANA			
UNFUNDED PROJECTS 2024			
IDP NR	2022-2027 REQUESTS	AMOUNT	COMMENT
ELECTRICAL ENGINEERING			
IDP/WA/001	WATER: Water supply to N12 development	R 3 900 000.00	Unfunded priority
IDP/WA/002	WATER: Water supply - Murrumbidgee	R 15 600 000.00	Unfunded priority
IDP/WA/003	WATER: Water supply - Dawkinsville	R 5 200 000.00	Unfunded priority
IDP/WA/004	WATER: Khuma bulk water supply phase 3	R 2 600 000.00	Unfunded priority
IDP/WA/005	WATER: Upgrading of Jouberton reservoir	R50 000 000.00	Unfunded priority
IDP/WA/006	WATER: Replacement of asbestos pipes	R500 000 000.00	Unfunded priority
IDP/WA/007	WATER: Replacement of water meters (convational to smart meters)	R50 000 000.00	Unfunded priority
IDP/WA/008	WATER: Installation of telemetry system on the water infrastructure	R12 000 000.00	Unfunded priority
IDP/WA/009	WATER: Rural water supply schemes	R20 454 818.34	Unfunded priority
IDP/WA/010	WATER: Kanana reservoir	R	Unfunded priority
IDP/WA/011	WATER: Alternative water supply (Jouberton)	R80 000 000	Unfunded priority
IDP/RD/001	ROADS: Resealing of roads	R 13 000 000.00	Unfunded priority
IDP/RD/002	ROADS: Construction of slip lanes	R 2 600 000.00	Unfunded priority
IDP/RD/003	ROADS: Construction of new disposal cell at Klerksdorp regional landfill site	R60 000 000	Unfunded priority
IDP/RD/004	ROADS: Construction of taxi lay byes in KOSH	R5 000 000	Unfunded priority
IDP/RD/005	ROADS: Installation of kerbing around KOSH	R10 000 000	Unfunded priority
IDP/RD/006	ROADS: Upgrading of Hartbeesfontein landfill site	R30 000 000	Unfunded priority
IDP/RD/007	ROADS: Upgrading of entrance bridges in Kanana	R28 782 600.00	Unfunded priority

IDP/RD/008	ROADS: Pedestrian walkways and circle lane in KOSH	R 20 000 000.00	Unfunded priority
IDP/SE/001	SEWER: Refurbishment of Kanana pumpstation	R 5 000 000.00	Unfunded priority
IDP/SE/002	SEWER: Sewer outfall for Kanana ext 4 & 5	R 9 000 000.00	Unfunded priority
IDP/SE/003	SEWER: Sewer network in Jouberton ext 25	R 30 000 000.00	Unfunded priority
IDP/SE/004	SEWER: Refurbishment of Sewer Network Jouberton ext 7 & 9	R 15 000 000.00	Unfunded priority
IDP/SE/005	SEWER: Refurbishment of pumpstation in Khuma	R8 000 000.00	Priority - request funding
IDP/SE/006	SEWER: Upgrade Waste Water Treatment plant in Stilfontein	R 40 000 000.00	Unfunded priority
IDP/SE/007	SEWER: Upgrade Waste Water Treatment plant in Klerksdorp (36ml)	R50 000 000.00	Unfunded priority
IDP/SE/008	SEWER: Refurbish Waste Water Treatment plant in Orkney (20ml)	R50 000 000.00	Unfunded priority
IDP/SE/009	SEWER: Construction of new sewer network in Tigane extensions	R10 500 000.00	Unfunded priority
IDP/SE/010	SEWER: Upgrading of Alabama outfall sewer	R10 000 000.00	Unfunded priority
IDP/SE/011	SEWER: Rural sanitation – construction of VIP latrines in farming areas	R88 315 453.76	Unfunded priority
IDP/SE/012	SEWER: Refurbishment of sewer pumpstations in KOSH area	R21 847 695.80	Unfunded priority
IDP/SE/013	SEWER: Reconstruction of outside water bourne toilets in Khuma	R100 000 000.00	Unfunded priority
IDP/BS/001	BUILDING: Assessment of structural stability of civic centre building (Stilfontein, Orkney and Klerksdorp)	R5 000 000.00	Unfunded priority
ELECTRICAL ENGINEERING			
IDP/EE/001	Upgrade 11 kV distribution network – all suburbs	R 150 000 000.00	Priority - request funding
IDP/EE/002	Construction of Medium Voltage Feeder line to Jouberton	R 3 500 000.00	Priority - request funding
IDP/EE/003	Replace pillar boxes with anti-vandalism boxes	R 69 000 000.00	Priority - request funding
IDP/EE/004	Upgrade High voltage cable @ Darling street, Alabama	R 8 000 000.00	Unfunded priority
IDP/EE/005	Upgrade electrical & water meter reading system	R 5 000 000.00	Unfunded priority
IDP/EE/006	Security systems at electrical substations	R 2 000 000.00	Unfunded priority
IDP/EE/007	Replace vehicles	R 12 000 000.00	Unfunded priority
IDP/EE/008	New substation	R 15 000 000.00	Unfunded priority
IDP/EE/009	Upgrading of electrical protection in all the bulk substations (8 units)	R25 000 000.00	Unfunded priority

IDP/EE/010	Replacement of electricity distribution kiosks with anti-vandal kiosks– all suburbs	R12 000 000.00	Unfunded priority
IDP/EE/011	Upgrading of mechanical & electrical equipment at sewer pumpstations	R50 000 000.00	Unfunded priority
IDP/EE/012	Installation of Highmast lights – Jouberton & Alabama hotspots	R40 000 000.00	Unfunded priority
IDP/EE/013	Street lights Ward 8 (13 streetlights)	R10 000 000.00	Unfunded priority
IDP/EE/014	Highmast lights in Ward 10, 32, 33 (9 lights)	R40 000 000.00	Unfunded priority
IDP/EE/015	Upgrade/restoration of power supply to James Motlatsi stadium	R50 000 000.00	Unfunded priority
IDP/EE/016	Upgrade of medium voltage network in KOSH area	R100 000 000.00	Unfunded priority
IDP/EE/017	Upgrading of mini substation and switchgear in KOSH area	R100 000 000.00	Unfunded priority
IDP/EE/018	Installation of smart metering for large power users	R150 000 000.00	Unfunded priority
IDP/EE/019	Replacement of MV cable Doringkruin to Monica substation	R25 300 000.00	Unfunded priority
FINANCE			
IDP/FIN/001	Risk management system	R 5 000 000.00	Priority - request funding
IDP/FIN/002	Management information system	R 3 000 000.00	Unfunded priority
COMMUNITY DEVELOPMENT			
IDP/CD/001	Purchasing of refuse trucks	R30 000 000	Unfunded priority
IDP/CD/002	Fencing and roads within the cemeteries in KOSH	R20 000 000.00	Unfunded priority
IDP/CD/003	Upgrading of PC Pelsers airport	R 200 000 000.00	Unfunded priority
IDP/CD/004	Upgrading and maintenance of sports facilities	R30 000 000	Unfunded priority
IDP/CD/005	Completion of N12 beautification	R10 000 000.00	Unfunded priority
IDP/CD/006	Development of a Mega Park at Faan mentjies Nature Reserve	R10 000 000.00	Unfunded priority
IDP/CD/007	Conservation and development of Matlosana heritage resources: Goudkoppie Heritage Hill Fence	R 10 000 000.00	Unfunded priority
IDP/CD/008	Construction of athletic track and field (Kanana, Tigane, Khuma)	R30 000 000.00	Unfunded priority
IDP/CD/009	New swimming pool in Khuma Proper	R1 000 000.00	Unfunded priority

IDP/CD/010	Renovation of Markotter sports field (A,B,C, & D)	R100 000 000.00	Unfunded priority
IDP/CD/011	Refurbishment of Jouberton sports complex	R30 000 000.00	Unfunded priority
IDP/CD/012	Refurbishment of Matlosana athletics track	R8 316 433.47	Unfunded priority
IDP/CD/013	Fencing and building of guardroom and toilets at Hartbeesfontein Landfill Site	R 5 000 000	Unfunded priority
IDP/CD/014	Upgrading of Orkney Transfer Station	R 3 000 000	Unfunded priority
IDP/CD/015	Building of Toilets and Guard House Orkney Transfer Station	R2 000 000.00	Unfunded priority
IDP/CD/016	Purchasing of Street Bins at all CBD's in KOSH Area	R2 500 000.00	Unfunded priority
IDP/CD/017	Purchasing of 240 Litres Dustbins for KOSH Area	R5 000 000.00	Unfunded priority
IDP/CD/018	Cherry Picker for Parks Section	R900 000.00	Unfunded priority
IDP/CD/019	Refurbishing and upgrading of Recreation Centre	R5 000 000.00	Unfunded priority
IDP/CD/020	Tractors X 10	R10 000 000.00	Unfunded priority
IDP/CD/021	Blower Mower X 5	R500 000.00	Unfunded priority
IDP/CD/022	Slasher X 5	R500 000.00	Unfunded priority
IDP/CD/023	Grader X 1	R2 000 000.00	Unfunded priority
IDP/CD/024	Bow mag X 4	R1 000 000.00	Unfunded priority
IDP/CD/025	Scag machines X 4	R2 500 000.00	Unfunded priority
IDP/CD/026	Sweeper machine	R900 000.00	Unfunded priority
IDP/CD/027	Fairway mower	R1 200 000.00	Unfunded priority
IDP/CD/028	Greens mower	R900 000.00	Unfunded priority
IDP/CD/029	Fertilizer spreader X2	R100 000.00	Unfunded priority
IDP/CD/030	Hollo tine Machine X 2	R800 000.00	Unfunded priority
PLANNING & HUMAN SETTLEMENTS			
IDP/PHS/001	Development and Procurement of Renewable Energy through the establishment of a 100Mw Photovoltaic Solar Plant		Unfunded priority
IDP/TP/001	TOWN PLANNING: Township establishment – Jouberton – Ext 30, 31, 33 (Jagspruit), 34 & Palmietfontein	R 2 600 000.00	Unfunded priority
IDP/TP/002	TOWN PLANNING: Township establishment - Khuma	R 2 600 000.00	Unfunded priority

IDP/TP/003	TOWN PLANNING: Township establishment – Tigane – Ext 7,8,9	R 4 000 000.00	Unfunded priority
IDP/TP/004	TOWN PLANNING: Township establishment – Kanana – Ext 16,17 & Kanana Estate	R 4 000 000.00	Unfunded priority
IDP/TP/005	TOWN PLANNING: Township establishment – Alabama Ext 6,7	R 10 000 000.00	Unfunded priority
IDP/TP/006	TOWN PLANNING: Township establishment – Freemanville Ext. 1	R 10 000 000.00	Unfunded priority
IDP/TP/007	TOWN PLANNING: Review Land Use Scheme	R 1 500 000.00	Unfunded priority
IDP/TP/008	TOWN PLANNING: Catalytical project: N12 West Development		Unfunded priority
IDP/TP/009	TOWN PLANNING: Catalytical project: Smart City		Unfunded priority
IDP/TP/010	TOWN PLANNING: Isago @ N12 Development (commercial development)		Unfunded priority
IDP/TP/011	TOWN PLANNING: Special Economic Zone	R 1 000 000.00	
IDP/TP/012	TOWN PLANNING: Renewable energy project (solar & waste)		
IDP/TP/013	TOWN PLANNING: Precinct Plans (KOSH)	R 5 000 000.00	
IDP/HS/001	HOUSING: Kanana Ext 5 water & sewer reticulation (812 stands) Anglogold Ashanti donated the stands to the municipality but there is no network	R20 000 000.00	Unfunded priority
PUBLIC SAFETY			
IDP/PS/001	Disaster management Structure	R 25 000 000.00	Unfunded priority
IDP/PS/002	Disaster response and Rehabilitation in and around City of Matlosana	R 25 000 000.00	Unfunded priority
IDP/PS/003	6 x bakkies (4x4) for fire safety	R4 800 000.00	Unfunded priority
IDP/PS/004	2 x bakkie (4x4) for disaster management	R 1 100 000.00	Unfunded priority
IDP/PS/005	3 fire engines (2 x major unit, rescue unit)	R 16 000 000.00	Unfunded priority
IDP/PS/006	4 x Satellite fire stations - German concept - for Jouberton, Khuma, Alabama, Tigane and on strategic boundary points	R 20 000 000.00	Unfunded priority
IDP/PS/007	1 x Turntable ladder fire vehicle	R13 000 000.00	Unfunded priority
IDP/PS/008	Upgrading of 4 fire stations	R4 000 000.00	Unfunded priority
IDP/PS/009	Research and Disaster risk assessment	R5 000 000.00	Unfunded priority
ECONOMIC GROWTH			
IDP/EG/001	CBD Revitalisation	30 000 000.00	Unfunded priority

IDP/EG/002	Small Town Regeneration in Stilfontein	5 000 000.00	Unfunded priority
IDP/EG/003	Enterprise development (Upgrading of Beer Halls)	15 000 000.00	Unfunded priority
IDP/EG/004	Formalisation of Jacaranda, Skierlik, Kwanaphi	2 4 000 000.00	Unfunded priority
IDP/EG/005	Establishment of Hotel School - Orkney	100 000 000.00	Unfunded priority
IDP/EG/006	Agri –Park	52 000 000.00	Unfunded priority
IDP/EG/007	Textile Hub	10 000 000.00	Unfunded priority
IDP/EG/008	Small Town Regeneration - Orkney	200 000 000.00	Unfunded priority
IDP/EG/009	Upgrade market hall:	5 000 000.00	Unfunded priority
IDP/EG/010	02 Scrubbing Machine for cleaning purposes (Market)	4 000 000.00	Unfunded priority
IDP/EG/011	20 Janita Trollies (Market)	200 000	Unfunded priority
IDP/EG/012	5 Small Scrubbing Machine(Market)	500 000	Unfunded priority
IDP/EG/00413	01 fork lift for transporting of discards from the floor(Market)	1000 000	Unfunded priority
IDP/EG/014	05 Large Dust Bins, to be put on the floor (Market)	200 000	Unfunded priority
IDP/EG/015	20 2500kg Pallet Trucks (Income Source)(Markrt)	200 000	Unfunded priority
IDP/EG/016	Rural development – support for Emerging Farmers Project	R 5 000 000.00	Priority - request funding
	Flea market - Farmers day	R400 000	
IDP/EG/017	Multipurpose events space (amphitheatre and playpark)	500 000 000	Unfunded priority
IDP/EG/018	Car wash project - Khuma	R 500 000.00	Unfunded priority
IDP/EG/019	Infrastructure at meat processing plant	R 20 000 000.00	Unfunded priority
IDP/EG/020	Slip road at Goudkoppie	R 1 500 000.00	Unfunded priority
IDP/EG/021	Airport Development	500 000 000	Unfunded priority
IDP/EG/022	Installation of Bulk Infrastructure for LED projects	500 000 000	Unfunded priority
IDP/EG/023	Sewer, roads and electrical power stations upgrade for LED projects	See above	Unfunded priority
IDP/EG/024	Information Centre – Goudkoppie	30 000 000	Unfunded priority
IDP/EG/025	Industrial Parks	30 000 000	Unfunded priority
IDP/EG/026	Faan Meintjies upgrade	27 000 000	Unfunded priority

IDP/EG/027	Jabulani Street Node	25 000 000	Unfunded priority
IDP/EG/028	Buitekant street node	200 000 000	Unfunded priority
IDP/EG/029	Arts and crafters stall	30 000 000	Unfunded priority
	Hawkers stalls	5 000 000	
	Business in a box	10 000 000	
IDP/EG/030	Mechanization of farming equipment	5 000 000	Unfunded priority
IDP/EG/031	SLP upgrading of school libraries	200 000 000	Unfunded priority
IDP/EG/032	Upgrading of Orkney Vaal	300 000 000	Unfunded priority
IDP/EG/033	Upgrading of Oppenheimer Stadium	400 000 000	Unfunded priority
IDP/EG/034	Upgrading of Bishop Tutu birthplace	200 000 000	Unfunded priority
IDP/EG/035	Activity Spine – Jabulani Street (NDPG)	32 000 000	Unfunded priority
IDP/EG/037	Atlegang Laundry Services	10 000 000	Unfunded priority
IDP/EG/038	Waste Recycling	20 000 000	Unfunded priority
IDP/EG/039	Fish Farming	200 000 000	Unfunded priority
IDP/EG.040	Small Town Regeneration- Tigane	200 000 000	Unfunded priority
IDP/EG/042	Municipal service centre	100 000 000	Unfunded priority
IDP/EG/043	Youth development centre (SAFA safehub)	40 000 000	Unfunded priority
IDP/EG/044	Infrastructure rural development in Tigane	50 000 000	Unfunded priority
	Medical university	1 000 0000	
IDP/COM/01	Tabloid/poster printer - communication	1 000 000	
IDP/COM/02	Media truck for communications	5 000 000	
DIRECTORATE: CORPORATE SERVICES			
IDP/CORS/001	Upgrading Council Chamber and Committee Room	R 2 500 000.00	Priority - request funding
IDP/CORS/002	Wheelchair lift & Main lift	R 2 000 000.00	Priority - request funding

IDP/CORS/003	Document Management system	R 2 000 000.00	Priority - request funding
IDP/CORS/004	Upgrade of Auditorium - phase 1	R 7 500 000.00	Priority - request funding
IDP/CORS/005	Caretakers house @ community hall in Orkney	R1 000 000.00	Priority - request funding
IDP/CORS/006	Tables and chairs for halls	R 1 000 000.00	Priority - request funding
IDP/CORS/007	Upgrade kitchen in ballroom hall	R 2 000 000.00	Priority - request funding
IDP/CORS/008	Clocking system	R500 000.00	Priority - request funding
IDP/CORS/009	Community hall Ward 6	R5 000 000.00	Priority - request funding
IDP/CORS/010	Community hall Ward 14	R5 000 000.00	Priority - request funding
IDP/CORS/011	Community hall Ward 32	R5 000 000.00	Priority - request
IDP/CORS/012	Community hall Ward 5	R5 000 000.00	
IDP/CORS/013	Community hall Ward 7	R5 000 000.00	
IDP/CORS/014	Community hall Ward 33	R5 000 000.00	
IDP/CORS/015	Community hall Ward 37	R5 000 000.00	
IDP/CORS/016	Community hall Ward 10	R5 000 000.00	
IDP/CORS/017	Community hall Ward 27	R5 000 000.00	
IDP/CORS/017	Community hall Ward 9	R5 000 000.00	
IDP/CORS/017	Fencing of Tigane pay point	R5 000 000.00	
DIRECTORATE: MUNICIPAL MANAGER			
IDP/MM/001	Risk Management system	R 1 000 000.00	Priority - request
IDP/MM/002	Upgrade MM boardroom	R 1 800 000.00	Priority - request f
IDP/MM/003	IDP and PMS computers and software for additional staff	R 45 000.00	Unfunded priority
1DP/MM/004	MPAC office Partitioning, Furniture, Structure, Laptops & Printer	R3 000 000.00	Priority – request

SECTOR DEPARTMENT PROJECTS

Table B5: Roads
Sector

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		23/24	24/25	25/ 26
1. Maintenance and Repairs									
Road	Regravelling and installation of concrete pipes on road D1734 from Mahemsvlei to Doornfontein approximately 8 km	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	01 Apr 2022	14 Oct 2025	Provincial Roads Maintenance Grant	-	-	20 000
Road	Regravelling and installlation of concrete pipes on road D828 from Palmetfontein to Brakspruit approximately 24 km	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	01 May 2023	01 Apr 2025	Provincial Roads Maintenance Grant	-	-	30 000
Road	Regravelling and installation of concrete pipes on road D146 from Beentjieskraal to klerksdorp approximately 12km	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	01 May 2023	14 Oct 2025	Provincial Roads Maintenance Grant	-	-	20 000
Road	Special maintenance of various sections of Road D1150 from R53 to D90 approximately 2km	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	29 Sep 2023	23 Aug 2025	Provincial Roads Maintenance Grant	-	-	20 000
Road	Special maintenance of Road D1151 from R504 through Witpoort approximately 2km	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	23 Aug 2023	25 Jun 2025	Provincial Roads Maintenance Grant	-	30 000	-

Road	Special maintenance of Road D1208 from P81/1 (R501) approximately 11km	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	18 Jul 2024	25 Apr 2026	Provincial Roads	-	27 600	-
Road	Maintenance of structures (Bridges/Culverts)	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	17 Jul 2024	11 Mar 2026	Provincial Roads Maintenance Grant	-	-	100 000
Road	Cleaning of drainage structures and installation of new culverts and regravelling of road D1018 from Leeufontein to Hartebeesfontein (Klerksdorp) of approximately 10 km	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	02 Jan 2023	30 Nov 2023	Provincial Roads Maintenance Grant	7 800	-	-
Road	Regravelling of road D1057 from R507 TO DR KK boarder of approximately 6.5km	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	28 Feb 2023	30 Nov 2023	Provincial Roads Maintenance Grant	2 500	-	-
Road	Special maintenance of section of road P3/4(N12) SANRAL end of limits between Taxi rank and Matlosana mall in Klerksdorp of approximately 3,8km	Stage 5: Works	City of Matlosana	26 Nov 2020	10 Dec 2024	Provincial Roads Maintenance Grant	-	2 000	-
Road	Regravelling and culvert installation of Road D1966 from Baviaanskrans to Klipsruit approximately 17.95 km	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	01 May 2023	14 Oct 2024	Provincial Roads Maintenance Grant	-	20 000	-

2. Rehabilitation, Renovations & Refurbishment									
Road	Rehabilitation of road and upgrading a bridge on road P137/1 from N12 to Orkney including the investigation of the sinkhole in the Haartebeesfontein as well as appurtenant works	Stage 5: Works	City of Matlosana	28 Feb 2018	07 Jul 2025	Provincial Roads Maintenance Grant	40 000	4 200	30 000

Table B5: Health

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		23/24	24/25	25/ 26
1. Maintenance and Repairs									
	Dr. KK District - Statutory Maintenance	Stage 5: Works	City of Matlosana	01 Apr 2016	29 May 2026	Health Facility Revitalisation Grant	6 500	2 939	30 000
	Dr KK District - Generators Term Contracts Phase 2	Stage 5: Works	Various	30 Sep 2019	30 May 2025	Health Facility Revitalisation Grant	500	3 700	-
	Maintenance on Prioritized Clinics - Kenneth Kaunda District	Stage 4: Design Documentation	City of Matlosana	01 Apr 2021	30 Apr 2024	Health Facility Revitalisation Grant	2 500	25 000	-
	Dr KK Distric HVAC Term Contract	Stage 5: Works	Various	01 Aug 2019	31 Jul 2024	Health Facility Revitalisation Grant	2 500	1 540	-
	Fire Equipment Term Contract - Dr KK District	Stage 5: Works	City of Matlosana	01 Apr 2022	31 Mar 2025	Health Facility Revitalisation Grant	500	-	-

	Ideal Clinic Realization Through Maintenance	Stage 4: Design Documentation	Various	01 Apr 2021	30 Jun 2026	Health Facility Revitalisation Grant	2 000	5 473	26 553
	Rehabilitation of guardhouses and medical waste	Stage : Works_old	Various	01 Feb 2016	31 Mar 2025	Health Facility Revitalisation Grant	5 000	-	-
	Boilers Term Contracts Phase 2	Stage 4: Design Documentation	Various	27 Feb 2023	30 Apr 2026	Health Facility Revitalisation Grant	770	1 540	-
	Statutory maintenance for Hospital and Clinical Support Services	Stage : Works_old	Various	01 Feb 2016	30 Apr 2026	Health Facility Revitalisation Grant	5 000	-	-
	Fire and building compliance across all districts	Stage : Works_old	Various	01 Feb 2016	30 Sep 2024	Health Facility Revitalisation Grant	20 000	-	-
2. New or Replaced Infrastructure									
	Maquassi Hills CHC	Stage 1: Initiation/ Pre-feasibility	Maquassi Hills	04 Mar 2022	31 Jul 2024	Health Facility Revitalisation Grant	1 000	11 000	-
TOTAL: New or Replaced Infrastructure							1 000	11 000	
3. Rehabilitation, Renovations & Refurbishment									
	Refurbish Medical Gas Systems Dr KK Phase 2	Stage 5: Works	City of Matlosana	01 Feb 2016	31 Jan 2024	Health Facility Revitalisation Grant	6 250	-	-
	Procurement of 22 Standby generators across the province	Stage 5: Works	Various	01 Apr 2021	01 Jul 2024	Health Facility Revitalisation Grant	2 500	-	-
	Procurement of 18 Park homes for across the province - Phase 2	Stage 4: Design Documentation	Various	01 Feb 2016	30 Jan 2026	Health Facility Revitalisation Grant	24 000	-	-
	Supply, Installation and commissioning of Solar Hybrid System	Stage : Works_old	Various	01 Feb 2016	28 Feb 2025	Health Facility Revitalisation Grant	2 000	-	-

4. Upgrading and Additions									
	Excelsius Nursing College (Upgrade Phase 1)	Stage 5: Works	City of Matlosana	01 Nov 2011	28 Jun 2024	Health Facility Revitalisation Grant	10 000	800	-
	Marcus Zenzile Clinic (Upgrade)	Stage 5: Works	City of Matlosana	22 Mar 2022	31 Jul 2023	Health Facility Revitalisation Grant	9 000	-	-
5. Non-Infrastructure									
	Jouberton Ext 19 CHC - HT	Stage 5: Works	City of Matlosana	18 May 2017	30 Apr 2024	Health Facility Revitalisation Grant	250	-	-
	Excelsius Nursing College upgrade HT	Stage 5: Works	City of Matlosana	01 Jun 2021	31 Mar 2025	Health Facility Revitalisation Grant	7 500	-	-
	Grace Mokhommo CHC Replacement - HT	Stage 5: Works	City of Matlosana	01 Feb 2016	29 Mar 2024	Health Facility Revitalisation Grant	105	-	-
	Human Resource Capacitation Grant	Stage 4: Design Documentation	Province Wide	01 Apr 2020	10 Mar 2025	Health Facility Revitalisation Grant	29 864	37 440	-

Table B5: Sports Arts and Culture

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		23/24	24/25	25/ 26
1. Maintenance and Repairs									
Library & Archives Centres	Dr KK District library	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	01 Apr 2021	31 Mar 2025	Community Library Service Grant	250	100	-
2. New or Replaced Infrastructure									

Library & Archives Centres	Matlosana Community Library	Stage 4: Design Documentation	City of Matlosana	01 Apr 2022	31 Mar 2026	Community Library Service Grant	3 000	8 000	8 000
Building/Structures	Combi court 2	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	01 Apr 2023	31 Mar 2025	Equitable Share	250	-	-
4. Upgrading and Additions									
Library & Archives Centres	Kanana Library	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	01 Apr 2023	31 Mar 2027	Community Library Service Grant	-	1 000	4 000
Library & Archives Centres	Ikageng Library	Stage 1: Initiation/ Pre-feasibility	Ventersdorp/Tlokwe	01 Apr 2024	31 Mar 2026	Community Library Service Grant	-	-	4 000

Table B5: Education

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		23/24	24/25	25/ 26
Combined School	Dr. Kenneth Kaunda	Stage 5: Works	Ventersdorp/Tlokwe	01 Apr 2016	31 Mar 2026	Education Infrastructure Grant	20 000	20 000	-
1. Maintenance and Repairs									
Primary	Kanana Primary	Stage 6: Handover	City of Matlosana	27 Mar 2015	16 Mar 2026	Education Infrastructure Grant	-	-	2 000
Secondary	Tigane Secondary	Stage 5: Works	City of Matlosana	29 Mar 2015	01 Mar 2026	Education Infrastructure Grant	20 700	-	-

Primary	Dirang Ka Natla Primary	Stage 5: Works	City of Matlosana	01 Jul 2015	31 Mar 2026	Education Infrastructure Grant	27 000	9 807	2 000
Primary	Sediko Primary School	Stage 5: Works	City of Matlosana	01 May 2015	31 Mar 2026	Education Infrastructure Grant	6 324	-	2 204
Secondary	Klerksdorp Hor Tegniese	Stage 6: Handover	City of Matlosana	02 Jan 2014	31 Mar 2026	Education Infrastructure Grant	-	-	20 000
4. Upgrading and Additions									
Primary	Kgolaganyo Inter	Stage 5: Works	City of Matlosana	01 Mar 2015	31 Mar 2026	Education Infrastructure Grant	-	-	41 600
	TIANG SECONDARY SCHOOL	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	01 May 2022	31 Dec 2026	Education Infrastructure Grant	5 000	4 000	-
Primary	Tiang Primary	Stage 6: Handover	City of Matlosana	12 Jan 2018	15 Jan 2026	Education Infrastructure Grant	1 100	-	-
	Fencing Programme	Packaged Programme	Province Wide	15 Jan 2018	31 Mar 2026	Education Infrastructure Grant	25 000	25 000	5 000
5. Non-Infrastructure									
	DR KENNETH KAUNDA DISTRICT OFFICE FURNITURE	Stage 5: Works	City of Matlosana	01 Dec 2021	01 Mar 2026	Education Infrastructure Grant	2 000	-	-

Table B5: Cooperative Governance and
Traditional Affairs

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date Start:	Date Finish:		23/24	24/25	25/ 26
3. Infrastructure Transfers - Current									
Disaster Centre	DR KK Municipality - Capacity Building	Stage 5: Works	City of Matlosana	01 Apr 2015	31 Mar 2028	Equitable Share	692	768	1 137
TOTAL: Infrastructure Transfers - Current							692	768	1 137

Table B5: Public Works Sector

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		23/24	24/25	25/ 26
1. Maintenance and Repairs									
Building/Structures	Day to Day Maintenance of all Government Facilities in Matlosana	Stage 5: Works	City of Matlosana	01 Apr 2020	31 Mar 2026	Equitable Share	1 100	950	1 300

4. Upgrading and Additions									
Building/Structures	Potchefstroom Agriculture Cluster B	Stage 5: Works	City of Matlosana	04 Apr 2011	30 Oct 2023	Equitable Share	1 500	-	-
	Supply, installation and commissioning of diesel fuel tank with stand and the picket fence at 12 Rivier street, DPWR in klerksdorp	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	01 May 2023	31 Mar 2026	Equitable Share	210	-	-
Building/Structures	Conversion of Houses at 73 Main Reef Road to Office Accommodation	Stage 1: Initiation/ Pre-feasibility	City of Matlosana	06 Apr 2022	30 Jun 2027	Equitable Share	1 500	-	-

Table B5: Social Development

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		23/24	24/25	25/ 26
1. Maintenance and Repairs									
Secure Care Centre	Matlosana Secure Care Centre	Stage 4: Design Documentation	City of Matlosana	01 Apr 2020	31 Mar 2026	Equitable Share	1 000	500	500
2. New or Replaced Infrastructure									
	Desmond Tutu Old Age Home	Stage 2: Concept/ Feasibility	City of Matlosana	01 Apr 2022	31 Mar 2026	Equitable Share	1 000	2 000	3 000
TOTAL: New or Replaced Infrastructure							1 000	2 000	3 000

3. Upgrading and Additions									
Office Accomodation	Maquassi Hills Service Point Upgrades	Stage 3: Design Development	Maquassi Hills	01 Apr 2020	31 Mar 2026	Equitable Share	3 000	2 000	2 000
TOTAL: Upgrading and Additions							3 000	2 000	2 000

Table B5: Agriculture and Rural Development

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		23/24	24/25	25/ 26
1. Maintenance and Repairs									
	Potchefstroom Agricultural Training College	Stage 5: Works	Ventersdorp/Tlokwe	01 Apr 2020	31 Mar 2027	Comprehensive Agricultural Support Programme Grant	10 256	10 769	11 307
TOTAL: Maintenance and Repairs							10 256	10 769	11 307
2. New or Replaced Infrastructure									
	RESEARCH FARMS (NOYONS)	Stage 1: Initiation/ Pre-feasibility	Ventersdorp/Tlokwe	01 Apr 2021	31 Mar 2024	Equitable Share	-	-	-

Table B5: Human Settlement

Type of Infrastructure	Project Name	IDMS Gate	Local Municipality	Project Duration		Source of Funding	MTEF Forward Estimates		
				Date: start	Date: finish		23/24	24/25	25/ 26
1. Infrastructure Transfers - Current									
	Matlosane - Khuma Ext. 1, 3, 4 & 5 B00040001 (1552 Subs) Ref. No B90900013 Sn 148 - Phase 1		Matlosana	2000/10/01	2020/02/29	Human Settlements Development Grant	395	-	-
	MATLOSANE- JOUBERTON EXTENSION 10 (1333 SUBSIDIES) - Phase 1		Matlosana	2000/08/16	2020/01/04	Human Settlements Development Grant	291	-	-
	Matlosane -Kanana Ext 12 (764 Subs) B00110001 Sn 169 - Phase 1		Matlosana	2000/08/01	2020/04/01	Human Settlements Development Grant	379	-	-
	Matlosane- Kanana Ext 7 124(subs) - Construction of 45 Houses		Matlosana	2013/04/07	2020/05/01	Human Settlements Development Grant	24	812	812
	Matlosane- Kanana Ext 7 124(subs) - Rectification 50 Units		Matlosana	2013/05/01	2015/06/30	Human Settlements Development Grant	-	812	812
	MATLOSANE-ALABAMA EXTENSION 3 [Phase 2] - Phase 1		Matlosana	2005/05/13	2022/04/01	Human Settlements Development Grant	348	-	-
	Matlosana Local Mun Khuma Ext 6 (300 Subs) - Phase 1		Matlosana	2007/04/24	2021/03/31	Human Settlements Development Grant	134	-	-
	Matlosana Local Mun Khuma Ext 6 (300 Subs) - 178 Units from B07040008		Matlosana	2011/09/21	2021/03/31	Human Settlements Development Grant	90	-	-
	Matlosana Local Mun Jouberton Ext 16 (300 Subs) - Phase 1		Matlosana	2007/04/24	2021/03/31	Human Settlements Development Grant	154	-	-

	Matlosana Local Mun Jouberton Ext 19 (700 Subs) - Masikhule		Matlosana	2007/04/24	2021/03/31	Human Settlements Development Grant	367	-	-
	Matlosana Local Mun Jouberton Ext 14 - Phase 1		Matlosana	2007/04/24	2021/03/31	Human Settlements Development Grant	216	-	-
	Matlosane Jouberton Ext 3,22 & Tigane (2000) - Phase 1		Matlosana	2008/01/21	2021/03/31	Human Settlements Development Grant	4 041	-	-
	Matlosana Jouberton Ext 20 (130 Subs) - Phase 1		Matlosana	2011/06/20	2016/01/31	Human Settlements Development Grant	68	-	-
	Matlosana Khuma Ext 6 500 - Keewaves - Phase 1		Matlosana			Human Settlements Development Grant	169	-	-
	Matlosana Jouberton Ext 19 (197 Units) - Phase 1		Matlosana	2012/01/02	2016/01/31	Human Settlements Development Grant	103	-	-
	Matlosana Jouberton Ext 16 (429 Units) - Phase 1		Matlosana	2012/08/01	2021/11/30	Human Settlements Development Grant	1 616	674	674
	Matlosana Jouberton Ext 20 Tigane - Phase 1		Matlosana	2012/10/16	2016/06/30	Human Settlements Development Grant	138	-	-
	Matlosana Jouberton Ext 21 Mom Property 100 Subs - Phase 1		Matlosana	2013/01/02	2019/03/31	Human Settlements Development Grant	52	-	-
	Matlosana Jouberton Ext 17 Trangariep 200 Subs - Phase 1		Matlosana	2013/12/06	2017/12/31	Human Settlements Development Grant	61	-	-
	Matlosana Kanana Ext 13 Development 390 Subs - Sechoaro Completion of incomplete units		Matlosana	2019/06/13	2022/06/30	Human Settlements Development Grant	4 041	4 041	4 041
	Matlosana Jouberton Ext 17 Real Deal 706 Subs - Phase 1		Matlosana	2013/12/06	2022/06/30	Human Settlements Development Grant	1 616	-	-

	2016/17 Matlosana Jouberton Infill 2,3,7 - SHUMOSKY		Matlosana	2019/06/12	2022/05/30	Human Settlements Development Grant	8 082	6 735	13 471
	2016/17 Matlosana Kanana Ext 12 - Phase 1		Matlosana			Human Settlements Development Grant	-	3 250	3 250
	2016/17 Matlosana Kanana Ext 6 - Phase 1		Matlosana			Human Settlements Development Grant	-	3 250	3 250
	Matlosana Alabama Ext 5 - Alabama Ext 5 Lekgathiso Construction & Projects		Matlosana	2018/11/07	2022/12/31	Human Settlements Development Grant	5 388	6 735	13 471
	Matlosana Alabama Ext 5 - Drop Dot		Matlosana	2019/06/12	2022/12/31	Human Settlements Development Grant	6 735	6 735	13 471
	Matlosana Kanana Ext 15 - Phase 1		Matlosana			Human Settlements Development Grant	-	30 000	30 152
	Kenneth Kaunda Emergency Units 210 - 105 Gagoiwe		Matlosana	2021/05/01	2022/06/30	Human Settlements Development Grant	1 601	1 347	1 347
	Kenneth Kaunda Emergency Units 210 - 105 Ntepanang		Matlosana	2021/05/01	2022/06/30	Human Settlements Development Grant	1 201	1 347	1 347
	2021/22 Matlosana Earthquake Repairs - Phase 1		Matlosana			Human Settlements Development Grant	60 000	30 000	30 000
	MATLOSANE- TIGANE- HARTBEESFONTEIN - Phase 1		Matlosana	1995/12/01	2017/03/31	Human Settlements Development Grant	219	-	-
	MATLOSANE -KANANA EXT 2 & 4 - Phase 1		Matlosana	1997/03/10	2017/09/30	Human Settlements Development Grant	148	-	-
	MATLOSANE - KANANA EXT 7 & 10 - Phase 1		Matlosana	1996/04/30	2019/04/01	Human Settlements Development Grant	758	-	-

	Matlosane- Khuma / Stilfontein Ext. 7 & 8 (1877 Subs) B97100001 Sn 082 - Phase 1		Matlosana	1997/09/15	2017/09/30	Human Settlements Development Grant	477	-	-
	MATLOSANE- JOUBERTON EXT 12 (1000 SUBS) - Phase 1		Matlosana	1997/11/10	2018/07/31	Human Settlements Development Grant	222	-	-
	NHBRC - Phase 1		North West Provincial	1994/01/01	2023/03/31	Human Settlements Development Grant	11 000	11 000	15 000
	Emergency Housing Individual - Phase 1		North West Provincial	2010/12/20	2021/06/30	Human Settlements Development Grant	5 000	5 000	6 000
	Opscap - Pmu - Phase 1		North West Provincial			Human Settlements Development Grant	29 490	26 000	39 579
	Municipal Accreditation - Phase 1		North West Provincial			Human Settlements Development Grant	11 000	12 000	15 000
	Title Restoration Pre 94 Housing Corporation - Phase 1		North West Provincial	2018/04/01	2022/07/30	Human Settlements Development Grant	1 860	4 689	-
	Hda Operational Support - Phase 1		North West Provincial	2020/04/01	2021/03/31	Human Settlements Development Grant	-	33 000	33 000
	Flisp 2018/19 - Phase 1		North West Provincial	2018/04/01	2022/04/01	Human Settlements Development Grant	12 294	12 294	18 441
	Flisp 2018/19 - 2022/23		North West Provincial	2022/04/01	2023/04/01	Human Settlements Development Grant	13 208	6 604	19 812
	2020/21 Mamusa Bulk - Phase 1		North West Provincial	2020/04/01	2022/04/01	Human Settlements Development Grant		5 300	5 800
	Trp - Deeds Searches - 2022/23		North West Provincial			Human Settlements Development Grant	9 370	10 439	8 865

	2022/23 Individual Subsidies - ?		North West Provincial			Human Settlements Development Grant	32 498	24 373	32 498
	2023/24 Opscap Asbestos Assessment - Phase 1		North West Provincial			Human Settlements Development Grant	10 000	-	-
	Matlosana N12 Bulk and Internal Services - Phase 1		Matlosana			Human Settlements Development Grant	16 249	16 249	16 249
	2018/19 Matlosana Kanana Estates		Matlosana			Informal Settlement Up\grading Grant	2 321	2 321	2 321
	Matlosana Kanana Ext 5		Matlosana	2019/07/01	2018/11/20	Informal Settlement Up\grading Grant	-	44 475	55 594
	2018/19 Matlosana Vogelstruisfontein Land		Matlosana			Informal Settlement Up\grading Grant	1 786	1 986	1 986
	2020/21 Matlosana Palmietfontein Land Purchase - Phase 1		Matlosana			Informal Settlement Up\grading Grant	1 694	1 994	1 994
	2020/21 Matlosana Palmietfontein Land Purchase - Phase 2		Matlosana			Informal Settlement Up\grading Grant	5 000	7 300	4 930
	Jouberton Ext 34 2254 - Phase 1		Matlosana	2021/05/31	2016/04/01	Informal Settlement Up\grading Grant	2 016	2 216	2 216
	2018/19 Matlosana Jouberton Ext 25 - Phase 1		Matlosana	2021/05/31	2018/04/01	Informal Settlement Up\grading Grant	1 991	2 191	2 191
	Jouberton ptn 100		Matlosana	2024/03/31	2023/04/01	Informal Settlement Up\grading Grant	1 727	1 200	1 100
	Hillview		Matlosana	2024/03/31	2023/04/01	Informal Settlement Up\grading Grant	2 021	1 391	1 391

	Tigane		Matlosana	2024/03/31	2023/04/01	Informal Settement Up\grading Grant	3 500	1 491	1 491
	Alabama/ Mphebatho		Matlosana	2024/03/31	2023/04/01	Informal Settement Up\grading Grant	2 000	1 338	1 338

DISTRICT IMPLEMENTATION PLANS

PILLAR ONE: Accountability, Coordination and Leadership

Outcome: All living in South Africa, including government, the private sector, work place, education and training institutions, CSOs, religious and cultural institutions are held accountable for building a safe and GBVF free environment

KEY INTERVENTIONS:

- Strengthen leadership and accountability across government and society to effectively respond to the GBVF crisis in a strategically and institutionally coherent way with adequate technical and financial resources
- Effective multi-sectoral coordination by lead agency and collaboration across different tiers of government and across different sections of society based on relationships of mutual benefit and trust to give effect to the pillars of the NSP

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
Strengthen leadership and accountability across government and society to effectively respond to the GBVF crisis in a strategically and institutionally	Development of an accountability architecture (national coordinating structure) undergirded by the necessary legislative mandate to drive a multisectoral response to GBVF.	PCGBVF established and promulgated.				Lead: Premier's office Support: PCGBVF, DOJ&CD, DSD
		Legislation in place.				
		Council members appointed for the national structure.				
		Operational arrangements, including budgets in place.				
		All public servants are vetted.				Lead: DPSA/Premier's office

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
coherent way with adequate technical and financial resources.	Put mechanisms and processes in place to hold state and societal leadership accountable for taking a firm stand against GBV.					Support: All Depts.
		Swift action when found guilty of any form of GBV.				Lead: DPSA/Premier, DOJ&CD Support: PCGBVF
		Regulatory framework for functioning of religious and cultural institutions.				Lead Department: COGTA Support: PCGBVF
		Code of Ethics for media reporting.				Lead: PCGBVF Support: GCIS
		Peer and citizen-based accountability for CSO programming.				Lead Department: PCGBVF Support: DSD, CSOs, Development Partners
		Prompt responses to all GBVF related issues using a range of media platforms.				Lead Department: PCGBVF Support: GCIS

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
	Development of a partnership model, funding and resourcing plan to respond to the crisis by locating the response in locally based structures, activism and agency within communities.	GBVF comprehensive response model (funding, resourcing and partnership) developed for the NSP.				Lead: DSD Support: PCGBVF, DOJ&CD
	The CGE, SAHRC, CLRC and Public Service Commission institutions play a complimentary role to the NCGBVF in the monitoring of the NSP.	Roles and complementarities in relation to monitoring identified and rolled out.				Ongoing Lead: PCGBVF Support: CGE, SAHRC, CLRC and Public Service Commission
	Establish a Parliamentary oversight Committee for the NSP.	A special multi-sectoral parliamentary committee established to oversee the implementation of the NCGBVF.				Lead: Parliament Support: Provincial and Local government
	Hold private and public sector accountable for the development and roll out of sexual harassment policies and workplace strategies.	Number of private and public institutions reporting on implementation of sexual harassment policies.				Lead: DE Support: National and provincial departments

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
		Annual Accountability Social Audit Report.				Lead: PCGBVF Support: Private sector, Business and Labour Movements
	Integration of NSP priorities in all relevant departmental and municipal plans and frameworks.	GRPBMEA and NSP indicators in relevant Departmental/ Sector APPs and Strategic Plans.				Lead: DWYPD Support: DPME; NT Depts.; Local Depts.
		Percentage of national government and sector budgets dedicated to GBVF.				
	Adoption of zero tolerance to policies on cyber violence and sensitive reporting of GBVF.	Social media accountability framework developed and the adoption of zero tolerance of cyber violence.				Lead: DCDT Support: FPB, National, Provincial & Local government, CSO
		Ethical guidelines on media and communicators relating to the portrayal of women and children				

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
		in the media developed, implemented and monitored.				
	Strengthen leadership within and across government and non-government sectors to strengthen the national response to GBVF.	Leadership indaba at national and local levels across sectors held.				Lead: PCGBVF Support: Public, Private sector, business, labour, media, CSO
Effective multi-sectoral coordination by lead agency and collaboration across different tiers of government and across different sections of society based on relationships of mutual benefit and trust to give effect to the pillars of the NSP.	Roll out of a national response to GBVF through provincial and local structures with optimal institutional arrangements and resources across government, private sector, media, NGOs, CSOs religious and cultural institutions with a specific focus on prevention and psychosocial support.	Multi-sectoral, autonomous provincial structures established and functional in each province.				Lead: PREMIER'S OFFICE Support: DSD
		District level service delivery model developed to respond to GBV.				Lead: COGTA Support: Premier offices, Municipalities, Provincial Departments
		Rapid Response Structures at community level / local platforms				Lead: COGTA Support: PCGBVF,

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
		in place and harnessed to readily respond to the GBVF crisis.				Premier offices, Municipalities, Provincial Depts.
	Establish feedback mechanisms to support the multi-sectoral approach to dealing with GBVF.	Mechanisms for civil society engagements and peer monitoring (citizen-based monitoring) in place.				Lead: COGTA Support: DPME, National, provincial departments, Municipalities and CSO
		District level service delivery model developed to respond to GBVF.				Lead: COGTA Support: DPME, National, provincial departments, Municipalities and CSO
	Mobilisation through common interest groups for policy advocacy and grassroots sensitisation on GBVF to enhance women's ability to access, protect and promote their rights.	Number of programmes reviewed, developed and implemented to create awareness on GBVF and empowerment and promote values of the Constitution and the Bill of Rights.				Lead: CSO Support: Public and Private Sector, Business and Labour

Pillar TWO: Prevention and Rebuilding Social Cohesion

Outcome: South Africa has made considerable progress in rebuilding/reweaving the social fabric in ways where GBVF, and violence more broadly is deemed unacceptable

KEY INTERVENTIONS

- Strengthen the delivery capacity of South Africa to roll out effective prevention programmes.
- Change behaviour and social norms that drive GBV with key groups using a variety of approaches
- Challenge and transform toxic masculinities driving GBVF perpetration
- Harness approaches to prevention that facilitate integration and deepen impact.
- Restore human dignity, build caring and safe communities that is responsive to individual and collective trauma

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
Strengthen the delivery capacity of South Africa to roll out effective prevention programmes.	Develop a comprehensive national prevention strategy.	National prevention strategy with key overarching messages in place.				Lead: DWYPD Support: DBE, DHET, DSD, COGTA, GCIS, CSO, all departments
	Communication and advocacy campaigns	Communication toolkit with list of key messages and targeted sources of media developed.				Lead: Brand SA, GCIS Support: DWYPD,

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
		Sustained media campaign for 365 days by all departments led by GCIS providing information including awareness.				National, Provincial, Local Government, CSO
		Number of multimedia campaigns implemented and different sources used.				
	Develop and collate transformative materials, curriculum, tools and approaches that can be adapted for prevention interventions for different institutional and social contexts and meet diverse needs.	Manuals and training support materials developed and accessible for all disability groups.				Lead: NCGBVF Support: NSG, DBE, DHET, Academic Institutions, Training institutions
	Train and support community capacity to deliver GBVF prevention interventions.	% of CDWs trained in GBV doing prevention work.				Lead: DSD, NSG Support: NCGBVF, COGTA, Municipalities
		% of CHCWs trained in GBV doing prevention work.				Lead: DOH, NSG

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
						Support: NCGBVF, Provincial Health Departments
		Community level activists and GBV service organisations trained and rolling out prevention programmes.				Lead: NCGBVF and COGTA Support: DSD, Provincial Departments and Municipalities
		Roll out and training of district level coordinators.				
Change behaviour and social norms that drive GBV with key groups using a variety of approaches.	Adapt and roll out school-based GBV prevention programmes.	Number of schools with programs specifically designed and rolled out to address GBVF.				Lead: DBE Support: Provincial Departments of Education, DSD
		Views and perceptions from young people on GBVF used to track attitudes.				
	Implement programmes to prevent	Policy Framework to address GBV in the PSET system approved.				Lead: DHET Support: PSET

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
	GBV and eliminate the scourge of GBV in the Post-School Education and Training (PSET) System.					Institutions, NCGBVF

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
Harness approaches to prevention that facilitate integration and deepen impact.	Use parenting and ECD programmes to build non-violent and gender transformative approaches to parenting.	Evidence-based parenting programmes rolled out.				Lead: DBE & DSD Support: DOH, NCGBVF, CSOs, Municipalities
	Integrate GBV prevention into SOGI programming and vice versa.	SOGI violence prevention integrated into GBV prevention programming.				Lead: NCGBVF, DOJ&CD Support: DBE, DHET, DEL, NSG
		GBV prevention integrated into SOGI programmes.				
	Integrate GBVF prevention into wider violence and crime prevention.	Community level violence prevention programmes integrate GBVF prevention.				Lead: NCGBVF, SAPS Support: DSD, DOJ&CD, CSOs
	Integrate GBVF prevention into substance abuse interventions.	Substance abuse (drugs and alcohol) interventions integrate GBVF prevention component.				Lead: DOH and DSD Support: NCGBVF, CSOS, UNODC

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
	Integrate GBVF prevention into SRHR and HIV prevention interventions.	SRHR awareness and HIV prevention interventions integrate GBVF prevention component.				Lead: DOH, SANAC Support: DSD, GBVF Council, CSOs, UNFPA, National and Provincial government, Municipalities
Restore human dignity, build caring and safe communities that is responsive to individual and collective trauma.	Make public spaces and violent free for women and children.	Gender-responsive IDPS integrate safety audits and interventions.				Lead: COGTA and SALGA Support: DEA, DSAC, DSD, NCGBVF, Municipalities
		Public transport safety interventions in place.				Leads: DOT & COGTA Support: GBVF Council Provincial Departments of Transport, Municipalities, Business, Labour
		Proportion of safe parks for children.				Lead: COGTA & DSD Support: UNICEF, CSOs,

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
						Municipalities
	Facilitate community interventions that promote social connectedness and healing.	Lay mental health workers trained.				Lead: NCGBVF & DOH, DSAC, DSD Support: COGTA, CSOs, FBOs, MRM structures, traditional structures, National and Provincial government, Municipalities
		Circles of Healing/Ubuntu rolled out.				
		Community Building through non-violent art forms.				
		Strategic conversations on the collapsed social and moral fibre in society spearheaded by the Social Cluster, working with the Moral Regeneration Movement (MRM).				
	Implementation of the National Action	Rapid Response Mechanism to respond to incidents of racist and xenophobic offences/hate crimes.				Lead: DOJ&CD Support: NCGBVF,

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
	Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance.					National and Provincial Departments, Municipalities CSO, Chapter 9 institutions
		Virtual data repository on disaggregated statistical data for measurement of racism, racial discrimination, xenophobia and related intolerance				

Pillar 3: Protection, Safety and Justice

Outcome: The criminal justice system provides protection, safety and justice for survivors of GBVF and effectively holds perpetrators accountable for their actions

KEY INTERVENTIONS

Improve access to survivor support services through a victim centric criminal justice service that is sensitive to and meets their needs

Strengthen capacity within the CJS to address impunity and Facilitate justice for GBV survivors

Amend legislation related to GBVF areas, build onto legislative reforms initiated under the Emergency Response Action Plan

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
Improve access to survivor support services through a victim centric criminal justice services that is sensitive to and meets their needs.	Humanising service delivery and address unequal and inequitable spread of victim services.	Interventions in place to respond to specific barriers that all victims may face in accessing services, and specifically people with disability and LGBTQIA+ persons.				Lead: DOJ&CD Support: Parliament, National, Provincial, Local Government, CSO
		Information on cases is readily available for victims to access and track progress.				

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
	GBV Service Delivery Training and support is provided to all service providers within the CJS dealing with GBVF matters (including police, prosecutors, magistrates, intermediaries, court preparation officers, court clerks, health care providers and policy makers) to strengthen victim-centric survivor-focused services and prevent any forms of secondary victimisation.	Number of officials trained within the CJS dealing with GBVF matters.				Lead: DOJ&CD, SAPS, NPA, DOH Support: National, Provincial, Local Government, CSO
		Debriefing support mechanisms in place.				Lead: DOJ&CD, SAPS, NPA, DCS, SAJEI, DoH
	Finalised investigation in respect of reparations for victims of crime and develop enforcement mechanisms for compensation restitution espoused by the Victims Charter.	Compensation and Restitution for victims of crime and enforcement mechanism in place.				Lead: SALRC Support: GBVF Council, National, Provincial, Local Government, CSO
	Provide funding to survivors of GBVF to meet specific needs such as legal aid costs.	Emergency Fund.				Lead: NCGBVF Support: National, Provincial, Local Government, CSO

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
Strengthen capacity within the CJS to address impunity and Facilitate justice for GBV survivors	Resourcing of infrastructure and human capacity to facilitate effective service delivery; (detective, forensic, investigation and prosecution) at FCS units, TCCS and SOC.	Number of TCCs Units established.				Lead: DOH / NPA/ SAPS Support: DSD, DOJ&CD
		Number of Courts upgraded into SOC.				
		Number of FCS Units upgraded.				
	Clearing of the backlog of cases related to GBV.	Number of GBVF cases cleared.				Lead: SAPS Support: DOJ&CD, NPA, Judiciary, Legal Aid SA
		Case management system upgraded.				Lead: SAPS Support: DOJ&CD, NPA, Judiciary, Legal Aid SA
	Development of the phase 3 to 6 of the Femicide Watch.	Country-wide Femicide watch system in place.				Lead: DOJ&CD Support: SAPS, IJS, NPA

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
	Fast-track the vetting process of persons providing services directly to children and mentally disabled persons in terms of the National Register for Sex Offenders.	Number of certificates issued to persons providing services to children and mentally disabled persons.				Lead: DOJ&CD Support: SAPS, IJS, Employment sector, DOH
Amend legislation related to GBVF areas, build onto legislative reforms initiated under the Emergency Response Action Plan.	Amendment of Chapter 6 of the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 dealing with the National Register for Sex Offenders (NRSO) to extend protection to all victims of sexual offences, irrespective of age and mental status.	Chapter 6 of Criminal Law amended.				Lead: DOJ&CD Support: Parliament, National, Provincial & Local government, CSO
	Overhaul of the Criminal Procedure Act, 1977 to make it victim-centric, including the review of bail provisions.	Criminal Procedure Act amended.				Lead: DOJ&CD Support: Parliament, National, Provincial & Local government, CSO

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
	Amendment of the Labour Relations Act to provide a provision on the vetting of all employees dealing with GBVF matters.	Labour Relations Act amended.				Lead: DOL Support: Parliament, National, Provincial & Local government, CSO
	Amendment of Customary Marriages Act – registration of marriages, recognition of cross-national marriages; same sex marriages - coordination with DHA.	Amendment of Customary Marriages Act amended.				Lead: DHA, DOJ&CD Support: Parliament, National, Provincial & Local government, CSO
	Finalisation of Traditional Courts Bill.	Traditional Courts Bill amended.				Lead: DOJ&CD Support: Parliament, National, Provincial & Local government, CSO, SALRC
	Finalisation of legislative process to decriminalise sex work – fast tracking and promulgation.	Legislation on Decriminalisation of sex work promulgated.				Lead: DOJ&CD Support: Parliament, National, Provincial &

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
						Local government, CSO
	Inclusion of cyber violence in the Cyber Crimes Bill to address on line sexual violence.	Cyber Crime Bill amended.				Lead: DOJ&CD Support: Parliament, National, Provincial & Local government, CSO
	Finalisation of the Prevention and Combating of Hate Crimes and Hate Speech Bill.	Prevention and Combating of Hate Crimes and Hate Speech Bill.				Lead: DOJ&CD Support: Parliament, National, Provincial & Local government, CSO
	Amendment of the Older Persons Act.	Older Persons Act amended.				Lead: DSD Support: DOJ&CD, Parliament, National, Provincial & Local government, CSO
	Amendment of the Film & Publications Act.	Film & Publications Act amended.				Lead: DCDT

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
						Support: FPB, Parliament, National, Provincial & Local government, CSO
	Finalisation of the Regulations for Sexual offences Courts.	Regulations for Sexual offences Courts are finalised.				Lead: DOJ&CD Support: National, Provincial & Local government, CSO
	Finalise Amendment of the Domestic Violence Act 1998.	Legislative framework on Domestic Partnership finalised.				Lead: DOJ&CD Support: National, Provincial & Local government, CSO
	Review of the Charter for Victims of Crimes.	Charter for Victims of Crime amended.				Lead: DOJ&CD Support: Parliament, National, Provincial & Local government, CSO
	Finalise the development of the Victim Support Services Bill.	Promulgation of the Victim Support Services Act.				Lead: DSD Support: Parliament,

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
						National, Provincial & Local government, CSO

Pillar 4: Response, Care Support and Healing

Outcome: Victim-centred and survivor-focused accessible, equitable and quality services that are readily available across the criminal justice system, health system, education system and social support system at all respective levels.

KEY INTERVENTIONS

Strengthen existing response, care and support services by the state and civil society in ways that are victim cantered, and survivor focused and trauma informed to facilitate recovery and healing

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
Strengthen existing response, care and support services by the state and civil society in ways that are victim cantered, and survivor focused and trauma	Finalisation of legal framework for Response Care & Support Victim Empowerment Bill and White Paper on Social Welfare Services.	Victim Empowerment Services Support Bill passed.				Lead: DSD Support: DOJ&CD
		White Paper on Social Welfare Services adopted.				
	Development of a minimum core package of services and related costing for GBVF survivors.	Minimum core services package and costing in place for GBVF survivors.				Lead: DSD Support: DPME, DOH, NT, NCGBVF
		Standardised Shelter Framework in place.				Lead: DSD

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
informed to facilitate recovery and healing.	Standardisation approach to sheltering adopted for funding and services.					Support: NT, NCGBVF
		Funding Model for NGOS providing services to victims of crime and GBV.				Lead: DSD Support: NT, NCGBVF
		M&E framework for victim friendly, survivor focused service delivery.				Lead: DSD Support: NT, NCGBVF
	Resourcing of the TCCs to adequately provide integrated services at health care facilities, managed by the NPA and DOH.	Agreement in place for DOH to manage TCCs.				Lead: NPA Support: DOH, SAPS, NT, NCGBVF
	Implement Psychosocial Support Programme for all frontline workers in place and rolled out, including those working in CSOs.	Institutional mechanisms such as compulsory leave, task shifting and team building to provide a supportive institutional environment for service providers.				Lead: DSD Support: DOH, SAPS, DBE, DHET, CSO
		Mandatory debriefing and psychosocial support services captured in Victim Empowerment Support and Services Bill.				Lead: DSD Support: DOH, SAPS,

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
						DBE, CSO
	Development of integrated service delivery model (drawing on existing good practice) that strengthens relationships and referrals across service providers.	Response, care and support delivery model in place.				Lead: NCGBVF Support: DWYPD, DSD, DOH, DOJ&CD
		Community Rapid Response Teams established.				Lead: NCGBVF Support: DWYPD, COGTA
	Strengthening of the local level coordination to address current fragmentation and build cooperative relationships of trust between government stakeholders, civil society organisations and communities in responding to GBVF.	MOU between respective service providers are in place.				Lead: NCGBVF Support: DSD
		CBOS, FBOS, activists are engaged in shaping local responses.				
		Integrated management information systems linking social development, health, education and the criminal justice system in place and utilised.				Lead: DSD, DOH Support: NCGBVF, National, Provincial, Municipalities, CSO

Pillar5: Economic Empowerment

Outcome: Women, children and LGBTQIA+ persons are able to be free in public spaces, use transport freely and access resources that enable them to make healthy choices in their lives.

KEY INTERVENTIONS

- Accelerate initiatives to address women’s unequal economic and social position
- Make workplaces safe and violent free for all women.
- Strategic policy interventions by the state, private sector and other key sectors rolled out towards eliminating the impact of the economic drivers of GBV on all women

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
Accelerate initiatives to address women’s unequal economic and social position.	Develop, implement, support and monitor programmes for equitable job creation, representation and ownership by women.	Number of programmes implemented for equitable job creation.				Lead Department: DEL Support: DPWI
	Public private partnerships are established to facilitate economic opportunities for women leaving abusive relationships.	Number of public private partnerships in place to facilitate economic opportunities.				Lead Department: DSD Support: DTI, COGTA,

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
						NCGBVF
	Reconfigure Land and Agrarian Reform funding to achieve Land and Agrarian reforms transformation deliverables.	Land and agrarian fund established.				Lead: DALRRD Support: NT
	Put shelters and interim housing in place.	Number of survivors being able to access shelters/province.				Lead: DSD, DHSWS Support: NCGBVF
		Interim housing arrangements in place, based on updated policy directives.				
	Establish Survivor-focused cooperatives /groups to build entrepreneurship, healing and economic resilience.	Multi-sectoral interventions in place for shelter and interim housing for survivors.				Lead: DTI Support :DSBD, DHSWS, NCGBVF
		Public private partnerships established to facilitate economic opportunities for women leaving shelters.				
	Put policy mechanisms in place to address range of	Range of policy interventions in place to address barriers women face to				Lead: DTI Support: DSBD,DTI,

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
	gender related inequalities in the economy.	participation in strategic sections of the economy.				DWYPD, Public and Private Sector
	Develop systems and accountability measures for maintenance defaulting.	Mechanism in place to prevent defaulting of child maintenance.				Lead Department: DPJ& CD, DSD, NCGBVF
Make workplaces safe and violent free for all women.	Workplace interventions for GBV support developed and rolled out in public and private sector.	# of workplaces with GBV wellness interventions in place % increase annually				Lead Department: DEL and DPSA Support Departments: All national and provincial departments, BUSA, Labour Movement
	Develop sexual harassment policies in workplaces across the public and private sectors.	Proportion of workplaces with enforceable sexual harassment policies in place disaggregated for public and private.				
Strategic policy interventions by the state, private sector and other key sectors rolled out towards eliminating the impact of the	Raise awareness of women's unpaid labour and initiate interventions to reshape the structure of work in ways that value productive and reproductive labour.	Percentage of time spent on unpaid domestic and care work, by sex.				Lead: DWYPD Support: STATS SA, DEL, NCGBVF

KEY INTERVENTIONS	KEY ACTIVITIES	INDICATORS	TARGET			ACCOUNTABILITY LEAD DEPARTMENT
			2023/2024	2024/2025	2025/2026	
economic drivers of GBV on all women.						

13.3 DISTRICT DEVELOPMENT MODEL (DDM)

(See attached)

Cabinet approved the New District Based Service Delivery Model on Wednesday, 21 August 2019 as an important innovation in the implementation of service delivery programmes. The model, which currently focuses on the forty-four (44) districts and eight (8) metropolitan municipalities, aims to ensure coherence and integration in planning, budgeting and implementation of service delivery projects in all districts and metropolitan municipalities by all three spheres of government – national, provincial and local.

The model is anchored on the Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005), which provides for a framework for a coordinated and integrated alignment of developmental priorities, and objectives between the three (3) spheres of government. It is also meant to enhance other alignment initiatives like integrated development plans with a clear focus of implementing one plan in each district and metropolitan municipalities across all spheres of government.

The DDM as a strategic initiative aimed at promoting integrated and coordinated development within our district, serves as a platform to ensure that all spheres of government collaborate to achieve common development objectives. The President's visit presented an excellent opportunity to showcase the significant advancements made in our district's development.

ANNEXURES

Available at Municipal Offices, Room 219 for scrutiny

A: Spatial Development Framework (revised)

B: Disaster Management Plan

C: Land Use Management Framework

D: Waste Management Plan

E: Integrated Transport Plan

F: Housing Sector Plan

G: Youth training project agreement

H: Growth and development strategy

I: Socio-economic analysis

J: Infrastructure investment plan

K: Land reform strategies

L: Communications plan

M: Revised WSDP

N: Anglogold Ashanti Social Labour Plan