

MOSES KOTANE LOCAL MUNICIPALITY



VOLUNTARY LOCAL REVIEW 2026

Advancing the SDGs & Agenda 2063

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List of Abbreviations	
MKLM:	Moses Kotane Local Municipality
VLR	Voluntary Local Review
IDP	Integrated Development Plan
DDM	District Development Model
ATR	Annual Training Report
SDBIP	Service Delivery and Budget Implementation Plan
CSIR	Council for Scientific and Industrial Research
DWS	Department of Water and Sanitation
LED	Local Economic Development
MDG	Millennium Development Goals
MIG	Municipal Infrastructure Grant
BPDM	Bojanala Platinum District Municipality
IWMP	Integrated Waste Management Plan
EMS	Environmental Management System
EPWP	Expanded Public Works Programme
FBS	Free Basic Services
SEZ	Special Economic Zone
STATSSA	Statistics South Africa
SDG	Sustainable Development Goals
AU	African Union
UN DESA	United Nations Department of Economic and Social Affairs
PGDS	Provincial Growth and Development Strategy
MTDP	Medium Term Development Plan
NDP	National Development Plan
MFMA	Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)
SALGA	South African Local Government Association



BLOCK 1- OPENING STATEMENTS AND HIGHLIGHTS

1.1 MAYOR'S FOREWORD

It is with great pride that I present the 2026 Voluntary Local Review (VLR) of the Moses Kotane Local Municipality. This review marks an important milestone in our journey to localise the United Nations 2030 Agenda for Sustainable Development and the African Union's Agenda 2063: *The Africa We Want*.

As a municipality situated in the heart of South Africa's platinum belt, Moses Kotane occupies a unique position within the national and provincial development landscape. Our municipality is endowed with significant mineral resources, internationally recognised tourism assets, rich biodiversity, vibrant traditional communities and growing agricultural potential. These strengths provide a strong foundation for sustainable development and long-term prosperity.



At the same time, we continue to face complex development challenges. Infrastructure backlogs, fiscal constraints, unemployment, poverty, inequality, climate vulnerability and environmental pressures associated with rapid development remain significant concerns. Rather than limiting our ambitions, these challenges have strengthened our resolve to build a resilient, inclusive and sustainable future for all our communities.

Through our Integrated Development Plan (IDP), we have progressively embedded the Sustainable Development Goals into municipal planning, governance and service delivery frameworks. This ensures that local priorities such as youth empowerment, climate resilience, biodiversity conservation, infrastructure development, economic transformation and social



inclusion contribute directly to national development priorities, Agenda 2063 and the global Sustainable Development Goals.

The Voluntary Local Review demonstrates our commitment to transparency, accountability and participatory governance. It illustrates how local action, rooted in consultation, collaboration and evidence-based planning, contributes meaningfully to global development outcomes. By aligning municipal priorities with the Sustainable Development Goals and Agenda 2063, we are addressing immediate service delivery needs while laying the foundations for long-term prosperity, resilience and sustainability.

A defining feature of our development agenda is the Municipality's commitment to **Future-Proofing Kotane**. This strategic approach recognises that municipalities must prepare not only for present challenges but also for future opportunities and uncertainties. Through long-term planning, strategic partnerships, infrastructure investment, climate resilience and economic diversification, we are positioning Moses Kotane to thrive in an increasingly dynamic and changing environment.

The Priority Human Settlements and Housing Development Area (PHSHDA) Programme marks another significant milestone in transforming the spatial and social landscape of Moses Kotane Local Municipality. By leveraging both public and private sector investment, the Municipality is fostering inclusive, functional and sustainable human settlements that address housing needs, improve infrastructure access, stimulate economic growth and advance spatial transformation. This initiative reflects our commitment to human dignity, social equity and shared prosperity.

We further recognise that the long-term sustainability of our municipality depends on our ability to diversify the local economy beyond its traditional dependence on mining. While mining remains an important contributor to local development, future opportunities increasingly lie within tourism, agriculture, entrepreneurship, innovation and the green economy. Through strategic investment and partnership-led development, we are laying the foundations for a more resilient, diversified and future-ready local economy.



This report is a testament to the collective efforts of our communities, traditional leaders, councillors, municipal officials, development partners, private sector stakeholders and civil society organisations. Their contributions continue to shape the development trajectory of our municipality and strengthen our collective ability to deliver sustainable development outcomes.

As we present this Voluntary Local Review, we reaffirm our commitment to building a municipality that is inclusive, resilient and forward-looking. Together, we are creating a Moses Kotane that embraces innovation, strengthens partnerships, invests in future generations and contributes meaningfully to the achievement of sustainable development for all.



1.2 ACKNOWLEDGEMENT BY THE ACCOUNTING OFFICER

The 2026 Voluntary Local Review reflects the operational and strategic progress made by Moses Kotane Local Municipality in advancing sustainable development through integrated planning, accountable governance and evidence-based decision-making. It represents not only an assessment of progress but also a commitment to continuous institutional learning, improvement and responsible stewardship.

The preparation of this Voluntary Local Review has been guided by the principles of the Municipal Systems Act, the Integrated Development Planning framework and the Municipality's commitment to participatory governance. It demonstrates how local development priorities have been aligned with the Sustainable Development Goals, Agenda 2063, the National Development Plan and other national and provincial policy frameworks.

The review process has strengthened the Municipality's culture of evidence-based planning by enabling us to measure progress, identify development gaps, evaluate institutional performance and refine future planning priorities. More importantly, it has reinforced institutional learning by encouraging reflection on our development journey, recognising achievements, acknowledging challenges and strengthening our capacity for continuous improvement.

Moses Kotane Local Municipality continues to implement programmes that promote environmental sustainability, climate resilience, responsible resource management and inclusive economic growth. Initiatives such as the Integrated Waste Management Programme, environmental conservation projects, climate adaptation measures, the One Million Trees Programme and ecotourism development demonstrate our commitment to balancing economic development with environmental stewardship.

The Municipality's designation as a Priority Human Settlements and Housing Development Area provides an important opportunity to reshape settlement patterns, expand infrastructure investment and unlock inclusive economic development. Through strategic partnerships with



government, the private sector, traditional authorities and development institutions, we are positioning the Municipality to attract investment, stimulate economic activity and improve the quality of life of our communities.

This Voluntary Local Review further demonstrates that sustainable development is not a separate programme but an integral component of municipal governance, planning, budgeting, implementation and performance management. It affirms our commitment to ensuring that evidence informs decision-making and that municipal planning remains responsive to changing development realities.

I extend my sincere appreciation to councillors, municipal officials, organised stakeholder formations, traditional authorities, community members, government departments, development partners, the private sector and civil society organisations whose contributions enriched this review process. Their continued collaboration strengthens our ability to deliver responsive, accountable and sustainable local governance.

Together, we remain committed to building a municipality that delivers locally while thinking globally—one that embraces innovation, strengthens institutional resilience and continuously improves its ability to serve present and future generations.



1.3. VISION, MISSION, VALUES, GOALS AND STRATEGIC OBJECTIVES

Through the Voluntary Local Review (VLR) process, MKLM demonstrates how its IDP is not only a local planning instrument but also a mechanism for localising Global and Continental frameworks. This alignment ensures that community aspirations translate into measurable progress toward the SDGs and Agenda 2063, while positioning MKLM as a forward-looking municipality committed to inclusive growth, sustainability, and resilience.

The IDP strategic framework below integrates MKLM's vision and mission statements with cross-cutting interventions, sectoral policies, and targeted programmes. This framework guides the municipality in addressing its development challenges and opportunities through an agreed process plan and programme.

1.3.1 Vision

Vision Statement

A caring municipality underpinned by minerals, agricultural and eco-tourism economy for the advancement of sustainable services to our communities

1.3.2 Mission

Mission Statement

To be driven by skilled human capital, conducting high work and service standards incorporating our natural resources to achieve inclusive quality of life for our communities

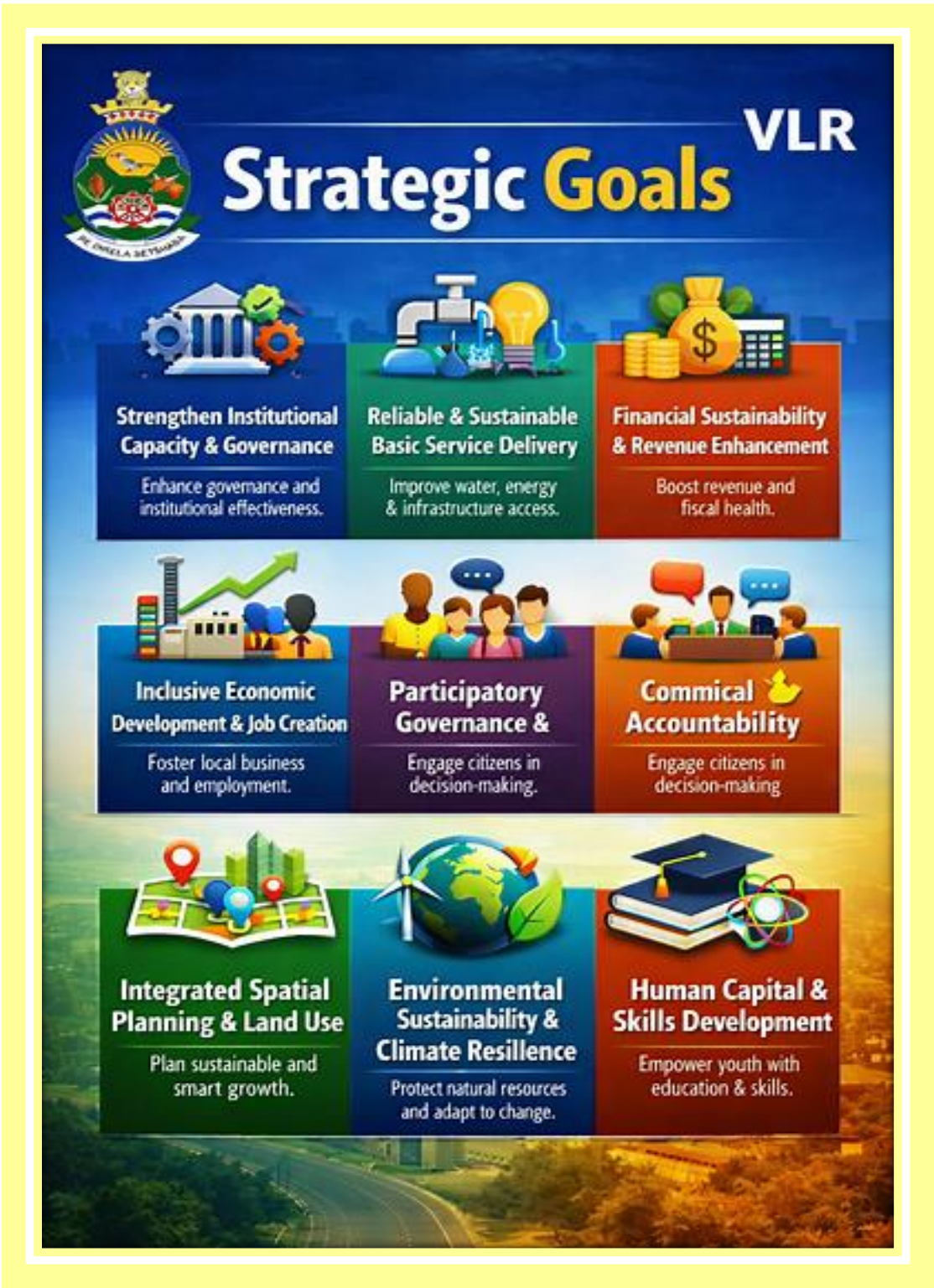
1.3.3 Values

Values

Integrity | Honesty | Transparency | Accountability | Excellence | Human Dignity



1.3.4 Strategic Goals



   				
 Strategic Goals Alignment				
Strategic Goal	SDG Alignment	NDP 2030 Alignment	MTDP Alignment	MTDP Priority
Ensure Reliable & Sustainable Basic Service Delivery 	 6 DMG 110 Clean Water & Sanitation	Reliable Infrastructure & Services	Infrastructure Investment	Infrastructure Investment
Strengthen Institutional Capacity & Governance 	 16 DMG 110 Peace, Justice & Strong Institutions	Capable & Developmental State	Ethical Governance	Ethical Governance
Inclusive Economic Development & Job Creation 	 8 DMG 110 Decent Work & Economic Growth	Inclusive Economic Growth	Economic Growth	Economic Growth
Develop Human Capital & Skills for the Future Economy 	 9 DMG 110 Industry, Innovation & Infrastructure	Education, Training & Innovation	Youth Empowerment	Youth Empowerment
Promote Financial Sustainability & Revenue Enhancement 	 17 DMG 110 Partnerships for the Goals	Strengthened Fiscal Capacity	Sustainable Finances	Sustainable Finances
Strengthen Participatory Governance & Accountability 	 16 DMG 110 Strong Institutions	Active Citizenry & Inclusion	Social Cohesion	Social Cohesion
Integrated Spatial Planning & Land Use 	 11 DMG 110 Sustainable Cities & Communities	Spatial Transformation	Land Reform	Climate Resilience
Enhance Environmental Sustainability & Climate Resilience 	 13 DMG 110 Climate Action	Environmental Sustainability	Sustainable Governance	Climate Resilience



1.3.5 Strategic Goals Framework

Strategic Goal	KPA Alignment	Key Strategic Outcomes	SDG Alignment (with Visual)	NDP 2030 Alignment	MTDP Priority
Ensure Reliable and Sustainable Basic Service Delivery	Basic Service Delivery & Infrastructure Development	Improved water supply, sanitation, electricity access, and rural infrastructure	SDG 6: Clean Water & Sanitation	Reliable Infrastructure & Services	Infrastructure Investment & Maintenance
Strengthen Institutional Capacity and Governance	Institutional Transformation & Organizational Development	Professionalized administration, filled critical posts, improved performance management and audit outcomes	SDG 16: Peace, Justice & Strong Institutions	Capable & Developmental State	Building a Capable, Ethical & Developmental State
Stimulate Inclusive Local Economic Development and Job Creation	Local Economic Development	Economic diversification through tourism, mining beneficiation, agriculture, and SMME development	SDG 8: Decent Work & Economic Growth	Inclusive Economic Growth	Economic Growth & Job Creation
Develop Human Capital and Skills for the Future Economy	Human Capital Development	Skills development, technical training, and education aligned with future economic sectors; 24 rural ECD centres integrated	SDG 4: Quality Education SDG 8: Decent Work & Economic Growth	Education, Training & Innovation	Skills Development & Youth Empowerment



Strategic Goal	KPA Alignment	Key Strategic Outcomes	SDG Alignment (with Visual)	NDP 2030 Alignment	MTDP Priority
		to ensure children are not left behind			
Promote Financial Sustainability and Revenue Enhancement	Financial Viability & Management	Improved revenue collection, reduced grant dependency, strengthened financial management systems	SDG 17: Partnerships for the Goals	Strengthened Fiscal Capacity	Sustainable Public Finances
Strengthen Participatory Governance and Public Accountability	Good Governance & Public Participation	Strengthened ward committees, community engagement, transparency in municipal decision-making; policy review to include disability rights and SCM prescripts benefiting local communities	SDG 16: Strong Institutions	Active Citizenry & Accountable Government	Social Compact & Citizen Engagement
Promote Integrated Spatial Planning and Sustainable Land Use	Spatial Rationale	Improved spatial integration, land use management, and cadastre systems for rural settlements	SDG 11: Sustainable Cities & Communities	Spatial Transformation & Integrated Human Settlements	Land Reform & Spatial Integration
Enhance Environmental Sustainability and	Cross-Cutting Development Priority	Climate-resilient infrastructure, improved waste management, and	SDG 13: Climate Action	Environmental Sustainability	Climate Resilience & Sustainable



Strategic Goal	KPA Alignment	Key Strategic Outcomes	SDG Alignment (with Visual)	NDP 2030 Alignment	MTDP Priority
Climate Resilience		protection of natural resources			Resource Management

1.4 EXECUTIVE SUMMARY

The 2026 Voluntary Local Review presents an evidence-based assessment of Moses Kotane Local Municipality's progress in localising the Sustainable Development Goals while strengthening integrated development planning, institutional governance and sustainable service delivery. More than a progress report, the VLR serves as a strategic planning instrument that reflects on development achievements, identifies emerging challenges and sets a forward-looking pathway towards 2030.

Situated within the Bojanala Platinum District Municipality in the North West Province, Moses Kotane Local Municipality occupies a strategically significant position within South Africa's platinum belt and tourism economy. The Municipality is characterised by extensive mineral resources, internationally recognised tourism destinations, rich biodiversity, productive agricultural potential and vibrant rural communities governed in partnership with Traditional Authorities. These assets position the Municipality as a strategic contributor to provincial and national economic development while presenting unique opportunities for sustainable and inclusive growth.

The Municipality continues to face structural development challenges that require deliberate and coordinated responses. These include infrastructure backlogs, fiscal constraints, unemployment, poverty, inequality, climate change, water security and the need to diversify the local economy beyond traditional mining activities. Rather than viewing these realities as barriers, the Municipality regards them as catalysts for innovation, institutional reform and long-term transformation.



The Voluntary Local Review demonstrates that sustainable development has become embedded within the Municipality's governance architecture. Through the Integrated Development Plan, performance management systems, sector planning, budgeting processes and stakeholder participation mechanisms, the Sustainable Development Goals have been integrated into municipal planning and implementation. This alignment strengthens policy coherence while ensuring that local development priorities contribute meaningfully to Agenda 2063, the National Development Plan and the 2030 Agenda for Sustainable Development.

During the period under review, the Municipality has strengthened governance systems, expanded strategic partnerships, promoted evidence-based planning and advanced initiatives that support environmental sustainability, climate resilience, spatial transformation and inclusive economic development. Particular emphasis has been placed on strengthening institutional capacity, improving service delivery, promoting investment readiness and positioning the Municipality for sustainable long-term growth.

The Municipality further recognises that its future prosperity will depend on unlocking new economic opportunities beyond mining. Tourism, agriculture, enterprise development, renewable energy, strategic human settlements, infrastructure investment and innovation are increasingly becoming important drivers of sustainable economic transformation. Through catalytic projects, strengthened partnerships and improved investment readiness, Moses Kotane is laying the foundation for a diversified, competitive and resilient local economy.

This Voluntary Local Review therefore reflects both progresses achieved and a commitment to continuous improvement. It demonstrates that sustainable development is not a destination but an ongoing process of learning, collaboration and transformation. The chapters that follow provide an evidence-based account of the Municipality's development journey and illustrate how local action is contributing to national priorities, continental aspirations and the global Sustainable Development Goals while improving the quality of life of all communities within Moses Kotane Local Municipality.



1.5 DEVELOPMENT SNAPSHOT (2024/25 BASELINE)

The 2024/25 Development Snapshot provides an evidence-based baseline of Moses Kotane Local Municipality's current development status while illustrating the progress made towards sustainable development. Rather than presenting statistics in isolation, the Snapshot demonstrates how municipal performance is evolving over time and provides a concise overview of the Municipality's demographic profile, service delivery performance, governance capacity, local economy and institutional development.

Anchored in Auditor-General South Africa (AGSA) audit outcomes, official municipal reports, Statistics South Africa data and other verified sources, the Development Snapshot strengthens the credibility and transparency of this Voluntary Local Review. It provides decision-makers, development partners, investors and communities with a clear picture of the Municipality's current position while establishing a baseline against which future progress can be measured.

The indicators presented throughout this report demonstrate that sustainable development within Moses Kotane Local Municipality is being pursued through measurable improvements in governance, infrastructure development, institutional performance, environmental stewardship and socio-economic transformation. Together they provide a factual foundation for understanding both the Municipality's achievements and the challenges that continue to shape its development trajectory.



Development Snapshot at a Glance

Municipal Profile

- Predominantly rural municipality comprising 107 villages.
- Two urban townships serving as important economic and service centres.
- Eight Traditional Authorities partnering in governance and development.
- Strategically located within the Bojanala Platinum District Municipality in the North West Province.

Population and Communities

- Growing population supported through integrated development planning.
- Diverse rural and urban settlement patterns.
- Strong traditional leadership institutions contributing to local governance.
- Young population requiring expanded education, skills development and employment opportunities.

Service Delivery

- Continued investment in water, sanitation, electricity and road infrastructure.
- Ongoing efforts to reduce infrastructure backlogs and improve reliability of basic services.
- Focus on strengthening water security, wastewater management and sustainable infrastructure maintenance.

Governance and Institutional Performance

- Sustainable Development Goals integrated into municipal planning and performance management systems.
- Strengthened institutional governance and evidence-based decision-making.
- Improved collaboration with sector departments, traditional authorities and development partners.
- Commitment to transparency, accountability and continuous institutional improvement.

Local Economy

- Economy historically anchored by platinum mining.
- Increasing emphasis on tourism, agriculture, enterprise development and investment promotion.



- Priority Human Settlements and Housing Development Area (PHSHDA) creating opportunities for spatial transformation and catalytic investment.
- Strategic initiatives aimed at diversifying the local economy and strengthening resilience.

Environmental Sustainability

- Biodiversity conservation and environmental management programmes.
- Climate adaptation and resilience initiatives.
- Integrated waste management and greening programmes.
- Promotion of sustainable resource management and environmental stewardship.

Strategic Partnerships

- Strong collaboration with national and provincial government.
- Partnerships with Traditional Authorities, the private sector, civil society and development institutions.
- Expanding collaboration with research institutions and strategic investors.
- Partnership-led implementation supporting sustainable development outcomes.

Snapshot Highlights

The Development Snapshot confirms that Moses Kotane Local Municipality possesses significant strategic assets capable of supporting long-term sustainable development. Its internationally recognised tourism destinations, mineral resources, agricultural potential, strategic geographic location and extensive partnership network provide a strong platform for inclusive growth and economic transformation.

At the same time, the Snapshot highlights the Municipality's continued commitment to strengthening governance, improving service delivery, enhancing financial sustainability and embedding evidence-based planning across all municipal functions. These achievements provide confidence that the Municipality is progressively building the institutional capacity required to deliver on its long-term development vision.

The Development Snapshot therefore serves as more than a statistical profile. It establishes the evidence base for the chapters that follow and demonstrates that sustainable development



within Moses Kotane Local Municipality is underpinned by measurable progress, institutional learning and a clear commitment to continuous improvement.

1.6 STRUCTURAL CHALLENGES AND DEVELOPMENT OPPORTUNITIES

Like many rapidly developing rural municipalities, Moses Kotane Local Municipality continues to face structural challenges that influence the pace and sustainability of development. These challenges have been identified through municipal performance assessments, Auditor-General South Africa reports, Statistics South Africa data, sector plans and stakeholder consultations. Understanding these realities is essential for developing practical, evidence-based interventions that strengthen resilience and improve long-term development outcomes.

Economic Dependence on Mining

Mining has historically been the dominant contributor to the local economy, employment and municipal revenue. While this sector remains critically important, dependence on a single economic driver exposes the Municipality to commodity price fluctuations, changing global market conditions and the long-term implications of mine closure. Economic diversification has therefore become a strategic priority.

Water Security and Bulk Infrastructure Capacity

Growing demand for reliable water services, ageing infrastructure, water losses and the need to expand bulk infrastructure continue to place pressure on municipal service delivery systems. Long-term infrastructure investment, improved maintenance and sustainable water resource management remain essential to supporting future growth and settlement expansion.

Fiscal Constraints

Like many municipalities, Moses Kotane faces increasing financial pressures arising from infrastructure maintenance requirements, rising service delivery costs and constrained municipal revenues. Strengthening financial sustainability, improving revenue management



and leveraging strategic partnerships are essential for maintaining service delivery and funding future development.

Unemployment, Poverty and Limited Economic Diversification

High unemployment, particularly among young people, together with persistent poverty and inequality, continues to affect household livelihoods and local economic resilience. Expanding opportunities through tourism, agriculture, entrepreneurship, investment promotion and enterprise development remains central to addressing these challenges.

Climate Change and Environmental Vulnerability

Increasing climate variability, drought conditions, biodiversity pressures and environmental degradation present significant risks to infrastructure, water security, agriculture and community resilience. Climate adaptation, environmental protection and sustainable resource management therefore remain integral components of municipal planning.

These structural challenges are supported by verified evidence contained within official municipal reports, Auditor-General South Africa findings, Statistics South Africa data and other authoritative sources. They provide the strategic rationale for the Municipality's development priorities and reinforce the need for integrated, partnership-driven and evidence-based planning.

Development Opportunities

While recognising these structural challenges, Moses Kotane Local Municipality equally recognises the considerable opportunities available to accelerate sustainable development and strengthen long-term resilience.

The Municipality's internationally recognised tourism assets, strategic mineral resources, agricultural potential, biodiversity, expanding partnership network and improving institutional capacity provide a solid platform for inclusive economic growth and sustainable transformation.



Key strategic opportunities include:

- Diversifying the local economy through tourism, agriculture, enterprise development and the green economy.
- Leveraging the Priority Human Settlements and Housing Development Area (PHSHDA) to catalyse investment, improve spatial integration and stimulate local economic activity.
- Strengthening infrastructure investment to improve service delivery, unlock economic opportunities and support future settlement growth.
- Expanding strategic partnerships with government, Traditional Authorities, development agencies, research institutions, investors and the private sector.
- Promoting innovation, climate resilience and sustainable environmental management initiative.
- Strengthening youth and women empowerment through skills development, enterprise support and expanded participation in the local economy.

These opportunities demonstrate that the Municipality's future is not defined solely by its challenges but by its capacity to harness existing assets, strengthen partnerships and implement transformative development initiatives. Collectively, they position Moses Kotane Local Municipality to transition from a mining-dependent rural municipality towards a diversified, resilient and future-ready local economy capable of delivering sustainable development for present and future generations.



BLOCK 2 - INTRODUCTION & LOCAL CONTEXT

2.1 INTRODUCTION TO THE VOLUNTARY LOCAL REVIEW

The 2026 Voluntary Local Review (VLR) represents Moses Kotane Local Municipality's commitment to localising the United Nations 2030 Agenda for Sustainable Development and contributing to the realisation of the African Union's Agenda 2063: *The Africa We Want*. As a predominantly rural, mining-influenced municipality with significant tourism potential and strong traditional governance systems, Moses Kotane demonstrates that meaningful Sustainable Development Goal (SDG) localisation is achieved through institutional integration rather than parallel planning and reporting processes.

This Voluntary Local Review illustrates how global development aspirations are translated into practical municipal programmes through the Municipality's Integrated Development Plan (IDP), Medium-Term Revenue and Expenditure Framework (MTREF), Service Delivery and Budget Implementation Plan (SDBIP), Performance Management System (PMS), Long-Term Strategic Plan and sector plans. By embedding the Sustainable Development Goals within these planning and management instruments, the Municipality ensures that local priorities such as water security, sustainable human settlements, rural development, environmental stewardship, economic diversification, fiscal sustainability and institutional governance contribute directly to national, continental and global development commitments.

The Voluntary Local Review serves three strategic purposes:

- To assess progress towards achieving the Sustainable Development Goals at local level through evidence-based reporting and measurable development outcomes.
- To strengthen governance, accountability, institutional learning and evidence-based planning by identifying achievements, challenges and opportunities for continuous improvement.
- To contribute to national, continental and global reporting processes coordinated through the South African Local Government Association (SALGA), the Department of Cooperative Governance (DCOG) and the United Nations Department of Economic and Social Affairs (UN DESA).



The preparation of this Voluntary Local Review has been informed by extensive stakeholder engagement, institutional reflection and analysis of verified municipal information. The report draws on the Municipality's Integrated Development Plan, Annual Reports, Auditor-General South Africa findings, Statistics South Africa data, sector plans, municipal performance reports and other official information sources to provide a credible assessment of sustainable development within Moses Kotane Local Municipality.

Although the Municipality continues to address structural challenges associated with infrastructure backlogs, fiscal constraints, unemployment, climate vulnerability and historical spatial inequalities, it also possesses significant strategic assets capable of driving sustainable transformation. Its internationally recognised tourism destinations, extensive mineral resources, agricultural potential, biodiversity, traditional leadership institutions and expanding partnership ecosystem provide a strong platform for building a resilient, inclusive and future-ready municipality.

Through this Voluntary Local Review, Moses Kotane Local Municipality positions itself as a model of SDG localisation within a predominantly rural municipality, demonstrating how integrated planning, partnership-led development, institutional reform and evidence-based decision-making can advance local resilience while contributing meaningfully to South Africa's National Development Plan, Agenda 2063 and the Sustainable Development Goals.

2.2 LOCALISING THE SUSTAINABLE DEVELOPMENT GOALS IN MOSES KOTANE

The Sustainable Development Goals provide a universal framework for addressing the social, economic, environmental and governance challenges facing communities across the world. Their successful implementation depends largely on action at local level, where development priorities are identified, public resources are allocated and municipal services are delivered. Moses Kotane Local Municipality recognises that municipalities play a critical role in translating global development commitments into practical actions that improve the lives of communities.



The Municipality has therefore adopted a localisation approach that integrates the Sustainable Development Goals into municipal planning, budgeting, implementation, monitoring and reporting systems. Localisation ensures that the SDGs are not implemented as a separate programme but are embedded within existing municipal governance and development processes.

What SDG Localisation Means for Moses Kotane

For Moses Kotane Local Municipality, SDG localisation means:

- Aligning municipal priorities with relevant Sustainable Development Goals.
- Integrating sustainable development principles into planning and decision-making processes.
- Using SDG indicators to strengthen monitoring, evaluation and reporting.
- Promoting strategic partnerships that mobilise knowledge, resources and investment.
- Ensuring that development interventions respond to local realities and community needs.
- Advancing the principle of **Leave No One Behind** across all municipal programmes and services.

The Municipality recognises that many existing municipal programmes already contribute directly towards achieving the Sustainable Development Goals through service delivery, local economic development, environmental management, governance reform, spatial transformation and community development initiatives.

Table 2.1: Moses Kotane SDG Localisation Pathway

Development Framework	Localisation Focus
Global Framework	Sustainable Development Goals (SDGs)
National Framework	National Development Plan (NDP) 2030 and Medium-Term Development Plan (MTDP) priorities



Development Framework	Localisation Focus
Provincial Framework	North West Provincial Growth and Development Strategy (PGDS)
District Framework	District Development Model (DDM) and intergovernmental planning processes
Municipal Framework	Integrated Development Plan (IDP), Long-Term Strategic Plan, Sector Plans, MTREF, SDBIP and Municipal Programmes
Community Level	Service delivery, community participation, partnerships and measurable local development outcomes

This localisation pathway ensures that international development commitments are translated into practical municipal actions that respond directly to local priorities while contributing to national and global development outcomes.

Table 2.2: Alignment between MKLM Priority Areas and the Sustainable Development Goals

Municipal Priority Area	Primary SDG Alignment
Rural Development, Sustainable Livelihoods and Spatial Transformation	SDG 1, SDG 2, SDG 8, SDG 10, SDG 11 and SDG 17
Water Security and Sanitation Infrastructure	SDG 6, SDG 11 and SDG 13
Local Economic Development and Job Creation	SDG 8, SDG 9 and SDG 10
Tourism Development	SDG 8, SDG 11 and SDG 12
Agricultural Development and Food Security	SDG 1, SDG 2 and SDG 8
Environmental Sustainability and Climate Resilience	SDG 13 and SDG 15
Good Governance and Institutional Development	SDG 16 and SDG 17



The Municipality recognises **Sustainable Development Goal 11: Sustainable Cities and Communities** as its principal integrating goal because it provides a comprehensive framework for advancing rural development, spatial transformation, infrastructure investment, environmental sustainability, disaster risk reduction and community well-being. Within the context of Moses Kotane Local Municipality, SDG 11 extends beyond urban settlements to include villages, traditional authority areas and dispersed rural communities, reflecting the Municipality's predominantly rural character.

The Municipality continues to strengthen integration of the Sustainable Development Goals through the Integrated Development Plan, Long-Term Strategic Plan, sector plans, annual budget processes, Service Delivery and Budget Implementation Plan, Performance Management System and municipal monitoring frameworks. This institutional approach promotes sustainability, avoids duplication and ensures that sustainable development becomes part of everyday municipal governance.

Progress towards SDG localisation is monitored through municipal performance indicators, sector-specific indicators, strategic project monitoring, partnership outcomes and SDG-aligned development indicators. Continuous monitoring supports evidence-based decision-making, strengthens accountability and enables the Municipality to evaluate progress while identifying areas requiring further intervention.

Through this localisation approach, Moses Kotane Local Municipality seeks to strengthen policy coherence, improve institutional performance, deepen stakeholder partnerships and accelerate progress towards sustainable development. By embedding the Sustainable Development Goals within municipal systems, the Municipality reinforces its commitment to building a resilient, inclusive and sustainable future for all communities within its jurisdiction.



2.3 ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT DEVELOPMENT FRAMEWORKS

Moses Kotane Local Municipality recognises that sustainable development requires strong policy coherence between local priorities and broader national, provincial, district, continental and global development frameworks. Alignment ensures that municipal programmes are implemented within a coordinated development agenda, strengthens institutional credibility, improves access to technical and financial support, and maximises the developmental impact of public investment.

The Municipality therefore aligns its Integrated Development Plan (IDP), Long-Term Strategic Plan, Medium-Term Revenue and Expenditure Framework (MTREF), Service Delivery and Budget Implementation Plan (SDBIP), Performance Management System (PMS) and sector plans with South Africa's National Development Plan (NDP) 2030, the Medium-Term Development Plan (MTDP), the District Development Model (DDM), the North West Provincial Growth and Development Strategy (PGDS), the African Union's Agenda 2063 and the United Nations Sustainable Development Goals. This integrated planning approach enables local development priorities to contribute directly to national transformation while responding to the needs and aspirations of communities within Moses Kotane Local Municipality.

Table 2.3: Alignment with National, Provincial and District Development Frameworks

Development Framework	Strategic Alignment
National Development Plan (NDP) 2030	Supports inclusive economic growth, poverty reduction, infrastructure development, institutional strengthening and improved service delivery in line with South Africa's long-term development vision.
Medium-Term Development Plan (MTDP)	Aligns municipal programmes with national priorities for economic transformation, infrastructure investment, governance reform and social development.
District Development Model (DDM)	Promotes integrated planning, coordinated implementation and intergovernmental collaboration across the Bojanala Platinum District Municipality.



Development Framework	Strategic Alignment
North West Provincial Growth and Development Strategy (PGDS)	Aligns municipal initiatives with provincial priorities relating to economic diversification, youth empowerment, sustainable infrastructure, environmental management and climate resilience.
African Union Agenda 2063	Advances Africa's long-term aspirations through inclusive growth, sustainable development, good governance, resilient communities and regional integration.
United Nations Sustainable Development Goals (SDGs)	Provides the global framework for integrated social, economic, environmental and governance outcomes through localisation of the 2030 Agenda.

The Municipality's integrated planning approach ensures that local development priorities contribute simultaneously to district, provincial, national, continental and global development agendas. This alignment strengthens policy coherence, reinforces accountability and demonstrates that local government is central to achieving sustainable development outcomes.

2.4 MUNICIPAL DEVELOPMENT PROFILE

Moses Kotane Local Municipality is situated within the Bojanala Platinum District Municipality in the North West Province of South Africa. Strategically located within the country's platinum belt, the Municipality combines internationally recognised tourism assets, extensive mineral resources, productive agricultural land, rich biodiversity and vibrant traditional communities. These characteristics position the Municipality as an important regional economic hub while creating opportunities for inclusive growth, investment attraction and sustainable development.

The Municipality is predominantly rural in character and comprises 107 villages, supported by urban service centres and extensive areas administered in partnership with Traditional Authorities. This distinctive settlement pattern requires integrated planning approaches that balance infrastructure development, environmental stewardship, spatial transformation,



economic opportunity and social inclusion while recognising the important role of traditional leadership in local governance and development.

The Municipality is home to the internationally acclaimed Pilanesberg National Park and the Sun City tourism complex, both of which contribute significantly to tourism development, employment creation and local economic growth. Together with platinum mining, agriculture and emerging enterprise development, these sectors form the foundation of the Municipality's economy while supporting ongoing efforts to diversify economic activity and reduce long-term dependence on mining.

Traditional Authorities remain central partners in municipal governance and sustainable development. These Authorities play an important role in land administration, community mobilisation, participatory planning and rural development. The Municipality continues to strengthen cooperative governance with Traditional Authorities to promote sustainable settlement development, improve spatial planning and enhance service delivery across rural communities.

Moses Kotane Local Municipality is one of the municipalities participating in the Voluntary Local Review programme in the North West Province. As part of this initiative, the Municipality is strengthening the alignment between its Integrated Development Plan (2026–2031), the Sustainable Development Goals, Agenda 2063 and the National Development Plan while establishing a robust evidence base for measuring development progress, strengthening accountability and promoting continuous institutional learning.

Table 2.4: Municipal Profile at a Glance

Profile Element	Description
Province	North West Province
District Municipality	Bojanala Platinum District Municipality
Municipal Character	Predominantly rural municipality
Geographic Extent	Approximately 5,719 km ²



Profile Element	Description
Settlement Pattern	107 villages supported by urban service centres
Traditional Authorities	• Bakgatla-Ba-Kgafela Traditional Authority • Bakubung-Ba-Ratheo Traditional Authority • Baphalane Traditional Authority • Barokologadi Traditional Authority • Batlokwa Ba Ga Sedumedi Tribal Authority • Bafurutshe Ba Ga Moilola Tribal Authority • Bakgatla Ba Mmakau Tribal Authority • Matau Tribal Authority
Strategic Economic Drivers	Platinum mining, tourism, agriculture, SMMEs and public services
Key Tourism Assets	Pilanesberg National Park, Sun City and the surrounding tourism corridor
Development Approach	Integrated planning, evidence-based decision-making, partnership-led implementation and SDG localisation
Strategic Partnerships	COGTA, Mines, government departments, Traditional Authorities, private sector, civil society and development partners

The Municipality's strategic location, institutional partnerships, natural resource endowment and commitment to integrated development provide a strong foundation for advancing sustainable, inclusive and resilient growth. These comparative advantages, together with the Municipality's commitment to evidence-based planning and partnership-led implementation, position Moses Kotane Local Municipality to respond effectively to present development challenges while preparing confidently for future opportunities.

2.5 DEMOGRAPHIC PROFILE

The demographic profile of Moses Kotane Local Municipality provides the evidence base for integrated planning, infrastructure investment and sustainable service delivery. Understanding population size, settlement patterns, household characteristics and socio-economic conditions enables the Municipality to align its development priorities with the current and future needs of its communities while ensuring that no one is left behind.



According to Statistics South Africa Census 2022, Moses Kotane Local Municipality had a population of **265,668**, reflecting sustained population growth from previous census periods. Population projections indicate continued growth over the medium term, requiring proactive planning for housing, infrastructure, municipal services, education, healthcare and economic opportunities. The Municipality's predominantly rural settlement pattern, comprising 107 villages and growing urban service centres, further reinforces the importance of integrated spatial planning and equitable investment across all communities.

The Municipality is characterised by a youthful population that presents significant opportunities for economic growth, entrepreneurship and innovation. At the same time, increasing youth unemployment, rising demand for education and skills development, and a gradually growing elderly population require balanced investments in employment creation, social protection and accessible public services. These demographic trends have become central considerations in municipal planning and resource allocation.

Socio-economic conditions continue to influence development outcomes across the Municipality. Persistent unemployment, income inequality and poverty remain significant challenges, particularly among young people and women. These realities reinforce the Municipality's commitment to economic diversification, local enterprise development, investment promotion and inclusive growth as key drivers of sustainable development.

Table 2.5: Demographic Profile at a Glance

Indicator	Status
Population (Census 2022)	265,668
Estimated Municipal Area	5,719 km ²
Villages	107
Average Household Size	3.3 persons
Annual Population Growth Rate	0.88%
Population under 15 years	27.5%



Indicator	Status
Working-age Population (15–64 years)	64.3%
Population over 65 years	8.2%
Population Density	Approximately 72 persons/km ²

Table 2.6: Population Growth Scenario

Year	Low Growth (0.5%)	Medium Growth (1%)	High Growth (2%)
2022	243,648	243,648	243,648
2023	244,866	246,084	248,521
2024	246,090	248,545	253,491
2025	247,320	251,030	258,561
2026	248,557	253,540	263,732

The Municipality uses demographic projections to anticipate future demand for municipal infrastructure, housing, transport, healthcare, education and other public services. Scenario planning enables informed decision-making and strengthens long-term development planning.

Table 2.7: Selected Socio-Economic and Service Delivery Indicators

Indicator	Status
Formal Dwellings	90.0%
Electricity for Lighting	96.3%
Electricity for Cooking	73.4%
Piped Water (Inside Dwelling/Yard)	63.0%
Weekly Refuse Removal	49.0%
Flush Toilets Connected to Sewer	33.0%
Overall Unemployment	35.1%

The demographic profile highlights a dual development challenge. On the one hand, the Municipality possesses a youthful population capable of supporting future economic growth



and innovation. On the other hand, high unemployment, persistent poverty and increasing demand for public services require continued investment in education, skills development, enterprise support, infrastructure and social protection. These demographic realities reinforce the Municipality's commitment to inclusive development, economic diversification and evidence-based planning while contributing directly to SDG 1 (No Poverty), SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities) and Agenda 2063 Aspiration 1.

2.6 ECONOMIC STRUCTURE AND DEVELOPMENT DRIVERS

The economy of Moses Kotane Local Municipality has historically been anchored by platinum mining, which remains the principal driver of economic activity, employment and investment. Over time, however, the Municipality has recognised the importance of building a more diversified and resilient local economy capable of withstanding changes in global commodity markets while creating broader opportunities for inclusive and sustainable growth.

Tourism has emerged as one of the Municipality's most significant economic assets. Anchored by the Pilanesberg National Park, Sun City Resort and surrounding conservation areas, the tourism sector contributes substantially to employment creation, enterprise development, hospitality services and regional investment. The Municipality continues to promote tourism as a strategic pillar for long-term economic diversification.

Agriculture also presents important opportunities for strengthening rural livelihoods, improving food security and expanding local value chains. Livestock production, crop farming, agro-processing and community-based agricultural enterprises remain important components of the Municipality's rural economy and support broader objectives relating to sustainable livelihoods and rural development.

Small, Medium and Micro Enterprises (SMMEs), informal trading activities and cooperatives continue to play a critical role in supporting household incomes and expanding local economic participation. The Municipality recognises that strengthening entrepreneurship, improving



access to markets and supporting local enterprise development are essential for reducing unemployment and promoting inclusive growth.

The public sector remains another important contributor to the local economy through municipal administration, education, healthcare and other government services. These institutions provide stable employment while supporting the delivery of essential public services across the Municipality.

Table 2.8: Economic Structure and SDG Alignment Matrix

Economic Sector	Strategic Contribution	Primary SDG Alignment
Platinum Mining	Employment, investment, procurement and industrial development	SDG 8, SDG 9
Tourism and Hospitality	Employment, enterprise development and local revenue generation	SDG 8, SDG 11, SDG 12
Agriculture and Agro-processing	Food security, rural livelihoods and economic diversification	SDG 1, SDG 2, SDG 8
SMMES and Informal Economy	Entrepreneurship, household income and inclusive growth	SDG 1, SDG 8, SDG 10
Public Sector Services	Governance, education, healthcare and institutional development	SDG 3, SDG 4, SDG 16

While mining continues to underpin the local economy, the Municipality's long-term development strategy focuses on expanding opportunities in tourism, agriculture, renewable energy, enterprise development and strategic investment. This approach strengthens economic resilience, reduces dependence on a single sector and supports the vision of Future-Proofing Kotane through a diversified, competitive and inclusive local economy.

The Municipality's economic development agenda is therefore guided by the principles of investment readiness, partnership-led implementation, innovation and sustainable resource utilisation. By leveraging its comparative advantages while broadening its economic base,



Moses Kotane Local Municipality is positioning itself to achieve resilient and inclusive growth that improves livelihoods, expands employment opportunities and contributes to the achievement of the Sustainable Development Goals and Agenda 2063.

2.7 RURAL DEVELOPMENT, LIVELIHOODS AND SPATIAL TRANSFORMATION

Moses Kotane Local Municipality is predominantly rural in character, comprising an extensive network of villages, traditional authority areas, agricultural land, conservation areas and tourism destinations. While the Municipality benefits from significant economic activity associated with platinum mining and tourism, many communities continue to experience limited access to economic opportunities, public infrastructure, digital connectivity, reliable public transport and essential social services. Sustainable rural development therefore remains central to the Municipality's long-term development agenda.

The Municipality recognises that inclusive and sustainable development cannot be achieved without targeted interventions that transform rural communities, reduce spatial inequalities and create sustainable livelihood opportunities. Rural development is therefore integrated into the Municipality's planning framework as a strategic instrument for poverty reduction, employment creation, food security, social inclusion and spatial transformation.

The Municipality's rural development approach is guided by the principles of inclusive growth, spatial justice, environmental sustainability and partnership-led development. Through integrated planning and coordinated investment, Moses Kotane seeks to unlock the full development potential of its rural communities while preserving the environmental and cultural assets that define the Municipality.

Investment in rural infrastructure remains a priority. Continued improvements in roads, water supply, sanitation, electricity, waste management and community facilities are essential for improving living conditions, supporting economic activity and strengthening access to education, healthcare and public services. Infrastructure investment also creates the enabling environment required for private sector investment and long-term economic growth.



Agriculture continues to provide important opportunities for strengthening rural livelihoods and improving household resilience. The Municipality supports initiatives that promote livestock farming, crop production, agro-processing, climate-smart agriculture and community-based agricultural enterprises. These interventions contribute to food security while creating opportunities for local enterprise development, value addition and increased household incomes.

Tourism has emerged as a strategic catalyst for rural development. The Municipality's proximity to internationally recognised destinations such as Pilanesberg National Park and Sun City creates significant opportunities for community-based tourism, cultural heritage development, hospitality enterprises and conservation-linked employment. By strengthening linkages between tourism and local enterprises, the Municipality seeks to ensure that rural communities derive greater economic benefit from the visitor economy.

Recognising the need to reduce dependence on mining, the Municipality is actively promoting economic diversification through entrepreneurship, cooperatives, informal sector development and support for Small, Medium and Micro Enterprises (SMMEs). These initiatives aim to broaden economic participation, stimulate local investment and strengthen the resilience of the rural economy.

Special emphasis is placed on empowering young people and women through skills development, enterprise support, financial inclusion and expanded participation in local economic activities. The Municipality recognises that inclusive economic growth depends upon ensuring that historically disadvantaged groups are equipped to participate meaningfully in development opportunities.

Traditional Authorities remain indispensable partners in advancing sustainable rural development. Through collaborative planning, land administration, community mobilisation and development implementation, the Municipality and Traditional Authorities continue to



strengthen cooperative governance while ensuring that development interventions respond to local priorities and community aspirations.

Table 2.9: Rural Development Priorities and Sustainable Development Goal Alignment

Strategic Intervention	Development Outcome	Primary SDG Alignment
Rural infrastructure development	Improved access to basic services and economic opportunities	SDG 6, SDG 9, SDG 11
Agricultural development and agro-processing	Food security, household income and sustainable livelihoods	SDG 1, SDG 2, SDG 8
Tourism-led rural development	Employment creation, enterprise development and cultural preservation	SDG 8, SDG 11, SDG 12
SMME and cooperative development	Inclusive economic growth and entrepreneurship	SDG 8, SDG 10
Youth and women empowerment	Skills development, enterprise participation and social inclusion	SDG 5, SDG 8, SDG 10
Partnership with Traditional Authorities	Cooperative governance and sustainable rural development	SDG 11, SDG 16, SDG 17

Through these interventions, Moses Kotane Local Municipality is building resilient rural communities that are economically active, environmentally sustainable and socially inclusive. Rural development is therefore not viewed as a separate programme but as a cross-cutting strategy that contributes directly to poverty reduction, economic diversification, spatial transformation and improved quality of life across the Municipality.

2.8 STRENGTHENING LAND DEVELOPMENT IN TRADITIONAL AREAS

The Municipality recognises that rapid settlement expansion within Traditional Authority areas presents both significant development opportunities and complex planning challenges. Population growth, increasing demand for residential land and expanding economic activity



have accelerated settlement development across several villages, often placing pressure on existing infrastructure, environmentally sensitive areas and public service corridors.

In some communities, settlement expansion has occurred without adequate alignment to spatial planning principles, resulting in development within road reserves, infrastructure servitudes, flood-prone areas and environmentally sensitive land. These patterns increase future infrastructure costs, expose communities to environmental risks and complicate the long-term provision of municipal services.

Moses Kotane Local Municipality is committed to strengthening cooperative governance with Traditional Authorities to ensure that future settlement growth is well planned, environmentally sustainable and aligned with the Spatial Planning and Land Use Management Act (SPLUMA). In particular, the Municipality recognises the importance of collaboration envisaged in Regulation 19 of SPLUMA, which promotes coordinated planning and consultation between municipalities and Traditional Authorities on matters relating to land development and spatial planning.

Working in partnership with all recognised Traditional Authorities, the Municipality will strengthen coordination on land allocation, improve compliance with municipal spatial planning policies, protect infrastructure servitudes and environmentally sensitive areas, and promote safe and sustainable settlement development. The Municipality will further establish structured planning engagements, integrate village expansion plans into municipal spatial planning processes and support the preparation of Village Development Frameworks for settlements experiencing rapid growth.

A key milestone within this process will be the conclusion of Memoranda of Agreement between the Municipality and Traditional Authorities on matters of common interest, including spatial planning and land development management. These agreements will strengthen institutional cooperation, establish mechanisms for consultation and coordinated decision-making, improve information sharing and support integrated implementation of development priorities.



Table 2.10: Targets and Indicators for Collaborative Spatial Planning

Strategic Objective	Baseline (2026)	2030 Target
Conclude Memoranda of Agreement with all recognised Traditional Authorities	No consolidated framework	Memoranda concluded and operational with all recognised Traditional Authorities
Institutionalise joint spatial planning engagements	Ad hoc engagements	Minimum four structured engagements per annum
Prepare Village Development Frameworks for priority growth settlements	Baseline to be established	All identified priority villages covered by approved planning frameworks
Protect infrastructure servitudes and environmentally sensitive areas	Baseline assessment required	Progressive annual reduction in development encroachments
Strengthen joint screening of land development proposals	Baseline to be established	100% of identified priority developments subjected to joint consultation
Expand community awareness on sustainable settlement development	Limited structured programmes	Minimum two awareness programmes per Traditional Authority area annually
Integrate disaster risk reduction into settlement planning	Baseline to be established	All identified flood-risk settlements incorporated into municipal mitigation plans
Establish a shared spatial monitoring mechanism	Not established	Functional monitoring system operational by 2027

The Municipality's approach to spatial planning extends beyond regulatory compliance. It reflects a shared commitment to protecting communities, improving infrastructure planning, strengthening disaster risk reduction and promoting sustainable land development within traditional authority areas. Through collaborative governance, integrated planning and



evidence-based decision-making, Moses Kotane Local Municipality is creating a spatial development model that balances rural growth with environmental stewardship, cultural heritage and long-term resilience.

This collaborative approach contributes directly to the achievement of Sustainable Development Goal 11 (Sustainable Cities and Communities), Sustainable Development Goal 13 (Climate Action) and Sustainable Development Goal 17 (Partnerships for the Goals), while strengthening the Municipality's long-term vision of building resilient, inclusive and future-ready rural settlements.

2.9 Priority Actions for 2026–2030

Building on the development context, demographic trends, economic profile and spatial planning priorities presented in this chapter, Moses Kotane Local Municipality has identified a set of strategic interventions that will guide implementation over the period 2026–2030. These priority actions are intended to accelerate sustainable development, strengthen institutional resilience and improve the quality of life of all communities while advancing the localisation of the Sustainable Development Goals.

The Municipality will prioritise integrated planning and coordinated implementation through strengthened partnerships with Traditional Authorities, government departments, development agencies, the private sector, civil society organisations and local communities. This collaborative approach recognises that sustainable development requires shared responsibility and collective action.

A key priority will be the preparation and implementation of Village Development Frameworks for rapidly growing settlements. These frameworks will guide future settlement expansion, promote orderly land development, protect environmentally sensitive areas and improve coordination between municipal planning processes and traditional land administration systems.



The Municipality will also strengthen land development management through the conclusion and implementation of Memoranda of Agreement with all recognised Traditional Authorities. These agreements will establish formal mechanisms for consultation, information sharing and coordinated decision-making on matters relating to spatial planning, land allocation and sustainable settlement development.

Investment in strategic infrastructure will remain central to the Municipality's development agenda. Priority will be given to improving water security, expanding sanitation services, strengthening road infrastructure, enhancing waste management systems and improving access to electricity and other essential municipal services. These investments will support both improved service delivery and long-term economic growth.

The Municipality will intensify efforts to diversify the local economy by promoting tourism development, strengthening agricultural value chains, supporting Small, Medium and Micro Enterprises (SMMEs), encouraging innovation and attracting strategic investment. These interventions are intended to reduce dependence on mining while creating sustainable employment opportunities, particularly for young people and women.

Environmental sustainability and climate resilience will continue to be mainstreamed across municipal planning and implementation. Programmes aimed at biodiversity conservation, sustainable resource management, climate adaptation, disaster risk reduction and environmental awareness will contribute towards building resilient communities capable of responding to future environmental challenges.

The Municipality will further strengthen evidence-based planning through improved data management, enhanced monitoring systems and regular reporting on Sustainable Development Goal indicators. This will improve institutional learning, support informed decision-making and strengthen accountability for development outcomes.



Table 2.11: Priority Actions for 2026–2030

Strategic Priority	Key Action	Expected Outcome
Integrated Spatial Planning	Prepare Village Development Frameworks for priority settlements	Orderly and sustainable settlement development
Cooperative Governance	Conclude and implement Memoranda of Agreement with Traditional Authorities	Strengthened collaborative planning and land development management
Infrastructure Development	Invest in water, sanitation, roads, electricity and waste management infrastructure	Improved access to reliable municipal services
Economic Diversification	Promote tourism, agriculture, SMMEs and strategic investment	Expanded employment opportunities and a more resilient local economy
Climate Resilience	Integrate climate adaptation and environmental management into municipal planning	Improved environmental sustainability and disaster resilience
Institutional Strengthening	Enhance monitoring, reporting and evidence-based planning systems	Improved governance, accountability and municipal performance

These priority actions provide a practical implementation pathway for achieving the Municipality's long-term development vision while strengthening resilience, promoting inclusive growth and advancing sustainable development across all communities.

2.10 Expected Outcomes by 2030

The successful implementation of the strategic interventions outlined in this Building Block is expected to transform the Municipality's development trajectory by strengthening governance, improving service delivery, promoting economic diversification and creating more resilient, inclusive and sustainable communities.



By 2030, Moses Kotane Local Municipality aims to achieve more integrated and sustainable settlement development through stronger collaboration with Traditional Authorities and improved spatial planning. Better managed settlement expansion will contribute to the protection of environmentally sensitive areas, infrastructure servitudes and flood-prone land while improving the efficiency of future infrastructure investment.

The Municipality also seeks to improve access to reliable municipal services through continued investment in strategic infrastructure, enhanced maintenance programmes and strengthened institutional capacity. These interventions will contribute to improved water security, expanded sanitation services, more efficient waste management and better quality of life for residents.

Economic development initiatives are expected to broaden the Municipality's economic base by increasing investment in tourism, agriculture, enterprise development and other emerging sectors. This will support employment creation, strengthen rural livelihoods and improve resilience against fluctuations within the mining sector.

Strengthened partnerships with Traditional Authorities, government departments, development institutions, the private sector and civil society will further enhance collaborative governance and improve the coordination of development initiatives. These partnerships will support more effective implementation of municipal programmes while encouraging innovation and shared ownership of development outcomes.

The Municipality also anticipates measurable improvements in environmental sustainability through strengthened climate adaptation initiatives, improved environmental management, biodiversity conservation and disaster risk reduction. These interventions will contribute to protecting natural resources while improving community resilience to climate-related risks.



Table 2.12: Expected Outcomes by 2030

Strategic Outcome	Expected Result
Sustainable Settlement Development	Better managed settlement growth supported by integrated spatial planning
Improved Municipal Services	Increased access to reliable water, sanitation, roads, electricity and waste management services
Stronger Rural Economy	Expanded tourism, agriculture, enterprise development and diversified economic opportunities
Enhanced Cooperative Governance	Institutionalised collaboration between the Municipality and Traditional Authorities
Climate Resilience	Improved environmental management, disaster preparedness and sustainable resource utilisation
Stronger Institutions	Improved evidence-based planning, accountability, monitoring and municipal performance
SDG Localisation	Measurable contribution towards achieving the Sustainable Development Goals through integrated municipal planning

Collectively, these outcomes position Moses Kotane Local Municipality to realise its vision of becoming a resilient, inclusive and future-ready municipality. By embedding sustainable development principles within governance, planning and implementation, the Municipality reaffirms its commitment to improving the quality of life of its communities while contributing meaningfully to South Africa's National Development Plan, the African Union's Agenda 2063 and the United Nations 2030 Agenda for Sustainable Development.



BLOCK 3 - METHODOLOGY AND VOLUNTARY LOCAL REVIEW DEVELOPMENT PROCESS

3.1 INTRODUCTION

The preparation of the 2026 Voluntary Local Review (VLR) reflects Moses Kotane Local Municipality's commitment to transparency, evidence-based planning and continuous institutional learning. The VLR was developed as an integrated municipal process designed to assess progress towards the Sustainable Development Goals (SDGs), strengthen policy coherence and support informed decision-making across the Municipality.

Rather than creating a parallel reporting system, the Municipality adopted an approach that embedded the Voluntary Local Review within existing planning, budgeting, implementation, monitoring and reporting processes. This methodology ensured that the VLR remained firmly rooted in municipal systems while strengthening alignment between local development priorities, the Integrated Development Plan (IDP), Agenda 2063, the National Development Plan (NDP) and the United Nations 2030 Agenda for Sustainable Development.

The methodology adopted for the preparation of this report emphasised institutional collaboration, stakeholder participation, data verification and continuous quality assurance. It was designed not only to document development progress, but also to strengthen municipal capacity for future planning, monitoring and reporting.

3.2 PARTICIPATION IN THE NATIONAL SDG LOCALISATION PROGRAMME

Moses Kotane Local Municipality participated in **Cohort 2 of the South African Local Government Association (SALGA) SDG Localisation Programme**, following the successful implementation of the programme by Rustenburg Local Municipality during Cohort 1.

As one of only a limited number of municipalities participating in this national pilot initiative within the North West Province, Moses Kotane recognised the programme as an opportunity



to strengthen institutional capacity, improve evidence-based planning and contribute to South Africa's national localisation of the Sustainable Development Goals.

Participation in the programme enabled the Municipality to strengthen the integration of SDGs into municipal planning and performance management systems, improve institutional coordination, establish a stronger evidence base for measuring development progress and contribute to national and global Voluntary Local Review reporting coordinated through SALGA and the United Nations Department of Economic and Social Affairs (UN DESA).

3.3 INSTITUTIONAL PREPARATION

The Municipality formally expressed its interest in participating in the Voluntary Local Review programme through the submission of an Expression of Interest to the South African Local Government Association.

Following acceptance into the programme, Council endorsed the Municipality's participation and supported the institutional arrangements required for implementation. This included the appointment of Municipal SDG Localisation Champions and the establishment of a multidisciplinary technical task team to coordinate the preparation of the Voluntary Local Review.

The technical task team comprised representatives from Strategic Planning, Infrastructure Services, Budget and Treasury, Local Economic Development, Community Services, Corporate Services and other municipal business units responsible for planning, implementation, monitoring and reporting. This multidisciplinary approach ensured that the preparation of the Voluntary Local Review reflected the full scope of municipal development responsibilities while promoting collaboration across departments.

3.4 METHODOLOGICAL APPROACH

The preparation of the Voluntary Local Review followed a structured methodology implemented over an eight-month period from October 2025 to May 2026. The methodology



combined strategic planning, policy analysis, stakeholder participation, data verification and institutional quality assurance to produce a comprehensive and evidence-based assessment of sustainable development within Moses Kotane Local Municipality.

Table 3.1: Voluntary Local Review Methodology

Phase	Key Activities	Outcome
Scoping and Framework Alignment	Reviewed SALGA guidance, UN DESA methodology, national policy frameworks and municipal planning documents.	Established the scope, structure and reporting framework for the VLR.
SDG and IDP Alignment	Mapped municipal strategic objectives, programmes and projects against the Sustainable Development Goals.	Strengthened integration of SDGs within municipal planning systems.
Data Collection and Verification	Collected and validated information from municipal reports, Statistics South Africa, Auditor-General South Africa reports, sector departments and official databases.	Developed a credible and evidence-based information base.
Stakeholder Engagement	Integrated SDG discussions into IDP consultations, ward engagements and targeted stakeholder meetings.	Strengthened participation, ownership and inclusivity.
Drafting, Review and Validation	Prepared the draft VLR, conducted internal quality assurance and incorporated stakeholder and technical inputs.	Produced a validated Voluntary Local Review for governance approval and submission.

3.5 DATA SOURCES AND EVIDENCE BASE

The Voluntary Local Review is founded on a comprehensive evidence base drawn from official municipal records and recognised national data sources. Information was compiled from the Integrated Development Plan, Annual Reports, Annual Financial Statements, Service Delivery



and Budget Implementation Plans, performance reports, sector plans, Statistics South Africa publications, Auditor-General South Africa reports and relevant provincial and national government datasets.

Where appropriate, information was supplemented through stakeholder consultations, strategic planning workshops and technical engagements with municipal departments and development partners. Data verification processes were undertaken to improve consistency, reliability and credibility while ensuring that reported information accurately reflected municipal performance and development conditions.

The Municipality acknowledges that the availability and quality of localised development data remains an evolving area. Consequently, the Voluntary Local Review should be viewed as both a progress assessment and a platform for strengthening future municipal monitoring, reporting and evidence management systems.

3.6 STAKEHOLDER PARTICIPATION

Stakeholder participation formed an integral component of the Voluntary Local Review methodology. Rather than creating separate consultation processes, the Municipality integrated SDG localisation into existing public participation mechanisms associated with the review of the Integrated Development Plan.

Additional engagements were undertaken with Traditional Authorities, ward committees, government departments, organised business, mining companies, civil society organisations, youth formations, women's organisations and other strategic partners. These engagements provided valuable insights into local development priorities, emerging challenges and opportunities for strengthening sustainable development across the Municipality.

The participatory approach reinforced the Municipality's commitment to transparency, inclusivity and collaborative governance while ensuring that the Voluntary Local Review reflects the experiences, aspirations and priorities of the communities it serves.



3.7 METHODOLOGICAL LIMITATIONS AND LESSONS LEARNT

The preparation of the Voluntary Local Review highlighted both institutional strengths and opportunities for improvement. While significant progress has been made in integrating sustainable development into municipal planning, challenges relating to data availability, indicator standardisation and the collection of localised SDG information remain.

The review process nevertheless strengthened institutional collaboration, improved understanding of SDG localisation and reinforced the value of evidence-based planning. It also demonstrated the importance of maintaining integrated monitoring systems, strengthening partnerships and continuously improving municipal data management to support future planning and reporting.

These lessons provide a strong foundation for future Voluntary Local Reviews and will continue to inform the Municipality's commitment to transparency, accountability and continuous institutional improvement.

3.8 CONCLUSION

The methodology adopted for the preparation of this Voluntary Local Review reflects Moses Kotane Local Municipality's commitment to credible reporting, institutional learning and continuous improvement. Through an integrated, participatory and evidence-based approach, the Municipality has produced a Voluntary Local Review that not only measures progress towards the Sustainable Development Goals but also strengthens the institutional systems required to advance sustainable development over the long term.

The lessons gained through this process position the Municipality to further strengthen planning, monitoring, reporting and stakeholder collaboration while reinforcing its contribution to national, continental and global sustainable development agendas.



BLOCK 4 – GOVERNANCE, INSTITUTIONAL ARRANGEMENTS AND PERFORMANCE FRAMEWORK.

4.1 INTRODUCTION

Effective localisation of the Sustainable Development Goals (SDGs) requires more than well-designed policies and development programmes. It requires strong governance, capable institutions, coordinated implementation, measurable performance and accountable leadership. Moses Kotane Local Municipality recognises that sustainable development can only be achieved when the SDGs are fully integrated into the Municipality's governance architecture and embedded within existing planning, budgeting, implementation, monitoring and reporting systems.

The Municipality therefore adopts an institutional approach to SDG implementation that builds on established governance structures rather than creating parallel arrangements. This approach promotes policy coherence, strengthens accountability, improves coordination across municipal departments and enhances the Municipality's ability to measure progress towards sustainable development outcomes.

Governance of the Sustainable Development Goals is supported through political leadership, administrative coordination, performance management systems and strategic partnerships that collectively ensure sustainable development remains central to municipal decision-making. This integrated governance model enables the Municipality to respond effectively to current development challenges while strengthening institutional resilience and preparing for future opportunities.

The governance framework presented in this Building Block establishes clear institutional roles, responsibilities and reporting arrangements that support implementation of the Voluntary Local Review and ensure that sustainable development principles remain embedded within the Municipality's long-term planning and operational systems.



4.2 GOVERNANCE FRAMEWORK FOR SDG IMPLEMENTATION

Moses Kotane Local Municipality utilises its existing political and administrative governance structures to provide strategic leadership, oversight, coordination and accountability for Sustainable Development Goal localisation and implementation. This approach reinforces institutional sustainability by ensuring that responsibility for sustainable development is integrated into established governance processes rather than assigned to separate institutional structures.

The governance framework promotes collective responsibility across the Municipality while ensuring that political leadership, executive management, municipal departments and strategic partners each contribute to the successful implementation of the Sustainable Development Goals.

Table 4.1: Governance Framework for SDG Implementation

Governance Structure	Primary Responsibility	Reporting Cycle
Municipal Council	Provides strategic oversight through approval of municipal plans, budgets, policies and periodic review of progress towards sustainable development objectives.	Annual
Mayor and Executive Committee	Provide political leadership, policy direction and oversight of municipal priorities, strategic investments and implementation of the Voluntary Local Review.	Quarterly
Municipal Manager and Management Team	Coordinate implementation across municipal departments, integrate SDGs into planning systems, oversee institutional performance and monitor implementation progress.	Quarterly
Municipal Departments	Implement programmes, projects and sector initiatives aligned with municipal priorities and the Sustainable Development Goals.	Quarterly



Governance Structure	Primary Responsibility	Reporting Cycle
Strategic Partners and Stakeholders	Support implementation through collaboration, technical expertise, investment, community participation and partnership initiatives.	As required through partnership platforms

The governance framework ensures that responsibility for sustainable development is institutionalised throughout the Municipality, enabling strategic leadership, coordinated implementation and continuous performance improvement while maintaining clear accountability across all governance structures.

4.3 SUSTAINABLE DEVELOPMENT GOAL COORDINATION FUNCTION

To ensure the effective localisation and institutionalisation of the Sustainable Development Goals, Moses Kotane Local Municipality has established an SDG Coordination Function within the Office of the Municipal Manager. This function provides strategic leadership for integrating sustainable development principles into municipal planning, implementation, monitoring and reporting while promoting collaboration across all municipal departments and development partners.

The Municipality has designated three SDG Localisation Champions whose appointment was endorsed by Council:

- Mr. Malakia M. Dire
- Ms. Bafedile Moselane
- Mr. Jerry Sefatsa



Functional Area	Key Responsibilities
Strategic Coordination	Coordinate SDG localisation initiatives.
Integrated Planning	Align IDP, Long-Term Strategic Plan, Sector Plans and SDGs.
Performance Monitoring	Coordinate SDG performance information.
Voluntary Local Reviews	Coordinate preparation of future VLRs.
Partnership Development	Facilitate collaboration with stakeholders.
Investment Readiness	Support catalytic projects and investment.
Capacity Building	Promote awareness and institutional learning.

4.4 STRATEGIC PARTNERSHIP AND COORDINATION PLATFORMS

Moses Kotane Local Municipality promotes partnership-led development through established coordination platforms linking government, Traditional Authorities, business, civil society, academia and development partners.

Partnership Platform	Primary Contribution
Traditional Authorities	Land administration and community mobilisation
National and Provincial Government	Policy alignment and programme support
Bojanala Platinum District	Intergovernmental coordination
Private Sector and Mining Industry	Investment and local economic development
Research Institutions	Innovation and evidence generation
Civil Society	Public participation and accountability
Development Partners	Technical cooperation and resource mobilisation

These partnerships strengthen implementation capacity and contribute directly to SDG 17: Partnerships for the Goals.



4.5 MONITORING, EVALUATION AND PERFORMANCE FRAMEWORK

Effective implementation of the Sustainable Development Goals requires a monitoring and evaluation system that is integrated, evidence-based and responsive to changing development conditions. Moses Kotane Local Municipality recognises that sustainable development can only be achieved when progress is measured consistently, reported transparently and used to inform planning, budgeting and decision-making.

The Municipality will therefore monitor implementation of the Sustainable Development Goals through its existing institutional performance management framework. This approach avoids duplication, strengthens institutional sustainability and ensures that SDG reporting becomes an integral component of municipal governance rather than a stand-alone reporting process.

The monitoring and evaluation framework integrate municipal performance information, strategic development indicators, partnership outcomes and project performance into a single institutional reporting system that supports accountability, continuous learning and adaptive management.

Table 4.4: Integrated Monitoring and Performance Framework

Performance Area	Primary Monitoring Instrument	Purpose
Municipal Performance	Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and Performance Management System	Monitor achievement of municipal strategic objectives and service delivery commitments.
Sustainable Development Goals	SDG-aligned indicators linked to municipal priorities	Measure progress towards localisation of the Sustainable Development Goals.
Strategic Projects	Catalytic Project Monitoring Framework	Track implementation of catalytic infrastructure projects and strategic investment initiatives.



Performance Area	Primary Monitoring Instrument	Purpose
Partnership Performance	Partnership and Development Compact Reviews	Monitor implementation of collaborative programmes and stakeholder commitments.
Institutional Performance	Annual Performance Assessment and Governance Reviews	Assess organisational effectiveness, governance performance and continuous improvement.

The Municipality will progressively strengthen the integration of Sustainable Development Goal indicators into municipal reporting systems to ensure that local development outcomes can be measured consistently over time. This integrated approach supports evidence-based decision-making while improving transparency and institutional accountability.

Table 4.5: Municipal Reporting Framework

Reporting Instrument	Reporting Frequency	Primary Focus
Departmental Performance Reviews	Quarterly	Progress on implementation of departmental programmes and projects.
Municipal Performance Reports	Quarterly	Performance against IDP, SDBIP and institutional performance indicators.
Strategic Project Reviews	Quarterly	Progress on catalytic projects and strategic investment initiatives.
Partnership Platform Reviews	Annual	Progress on partnership commitments and collaborative development initiatives.
Annual Performance Report	Annual	Municipal performance, governance outcomes and institutional achievements.
Voluntary Local Review	Periodic	Progress towards Sustainable Development Goals and long-term sustainable development outcomes.

The Municipality will continue strengthening data quality, indicator verification and institutional reporting systems to ensure that future Voluntary Local Reviews are supported by an increasingly robust evidence base.



4.6 GOVERNANCE AND MONITORING INDICATORS

To strengthen institutional accountability, Moses Kotane Local Municipality has identified a set of governance indicators that will measure progress in embedding sustainable development within municipal systems and operations. These indicators focus on institutional integration, reporting, partnership performance and continuous improvement.

Table 4.6: Governance and Monitoring Indicators

Indicator	Baseline (2026)	2030 Target
Municipal plans aligned with the Sustainable Development Goals	Baseline to be confirmed	Full alignment maintained
SDG indicators integrated into the Municipal Performance Management System	Partial integration	Full institutional integration
Functional SDG Coordination Function	Established	Fully operational and sustained
Quarterly SDG implementation reports produced	Not formalised	Four reports produced annually
Annual SDG performance report prepared	Not formalised	One comprehensive report annually
Strategic partnership platform reports submitted	Not formalised	Annual reports from all partnership platforms
Development Compact implementation reviews completed	Baseline to be established	Annual review of all active Development Compacts
Strategic investment pipeline monitored	Partial monitoring	All catalytic projects monitored annually
SDG awareness and institutional capacity-building initiatives conducted	Baseline to be established	Minimum four initiatives annually



Indicator	Baseline (2026)	2030 Target
Voluntary Local Reviews completed	First VLR completed	Periodic reviews undertaken and institutionalised

These indicators will be reviewed periodically to ensure that they remain aligned with municipal priorities, national reporting requirements and evolving Sustainable Development Goal localisation practices.

4.7 TRANSPARENCY, INSTITUTIONAL LEARNING AND ACCOUNTABILITY

Transparency, accountability and continuous learning are fundamental principles underpinning the Municipality's approach to sustainable development. Moses Kotane Local Municipality is committed to ensuring that planning, implementation, monitoring and reporting processes remain open, evidence-based and responsive to the needs of communities.

The Municipality recognises that monitoring is not an end in itself. Rather, it is a management tool that enables informed decision-making, improves resource allocation, identifies emerging risks and strengthens institutional performance. Regular performance reporting will therefore support strategic decision-making while encouraging innovation and continuous improvement across all municipal functions.

Institutional learning will be promoted through periodic reviews of municipal performance, evaluation of development outcomes, stakeholder feedback and the preparation of future Voluntary Local Reviews. Lessons learnt will be incorporated into subsequent planning cycles, ensuring that municipal policies and programmes continue to evolve in response to changing development conditions and emerging opportunities.

The Municipality further commits to maintaining transparent communication with communities, development partners and oversight institutions by making performance information accessible through established governance and public participation processes. This approach



strengthens public confidence, reinforces accountability and promotes shared ownership of sustainable development outcomes.

4.8 MUNICIPAL COMMITMENT

Moses Kotane Local Municipality reaffirms its commitment to embedding sustainable development principles within every aspect of municipal governance, planning, budgeting, implementation, monitoring and reporting.

The Municipality will continue strengthening institutional capacity, promoting integrated planning, expanding strategic partnerships and improving evidence-based decision-making to ensure that development interventions produce measurable and lasting benefits for all communities.

The governance arrangements presented in this Building Block establish a strong institutional foundation for implementing the Sustainable Development Goals while reinforcing accountability, transparency and collaborative leadership. Through these systems, the Municipality will continue advancing its vision of a resilient, inclusive and future-ready municipality capable of responding to current development challenges while preparing confidently for the opportunities of tomorrow.

Guided by the principle of Leave No One Behind, and supported by effective governance, responsible leadership and strong partnerships, Moses Kotane Local Municipality remains committed to improving the quality of life of its residents while contributing meaningfully to the achievement of the National Development Plan, the African Union Agenda 2063 and the United Nations 2030 Agenda for Sustainable Development.



BLOCK 5 – INCLUSIVE DEVELOPMENT AND THE LEAVE NO ONE BEHIND COMMITMENT

5.1 OUR COMMITMENT TO LEAVE NO ONE BEHIND

The principle of Leave No One Behind (LNOB) lies at the heart of the 2030 Agenda for Sustainable Development and serves as a guiding principle for the localisation of the Sustainable Development Goals within Moses Kotane Local Municipality. It reflects the Municipality's commitment to ensuring that every resident has equitable access to development opportunities, public services and meaningful participation in local governance, irrespective of geographic location, gender, age, disability or socio-economic status.

For Moses Kotane Local Municipality, the Leave No One Behind principle extends beyond social inclusion. It informs the way the Municipality plans, allocates resources, delivers services and evaluates development outcomes. Sustainable development can only be realised when all communities, particularly those that have historically experienced exclusion or disadvantage, are able to participate in and benefit from development.

As a predominantly rural municipality comprising 107 villages, the Municipality recognises that equitable development requires deliberate interventions to address disparities in infrastructure, service delivery, economic opportunity and access to public institutions. Through integrated planning and evidence-based decision-making, the Municipality seeks to reduce these disparities while promoting inclusive and sustainable growth across all communities.

The Municipality remains committed to ensuring that particular attention is given to those who are most vulnerable to poverty, inequality and exclusion.



Table 5.1: Priority Groups for Inclusive Development

Priority Group	Municipal Development Focus
Rural Communities	Improve equitable access to infrastructure, municipal services and economic opportunities across dispersed settlements.
Women	Promote gender equality, economic empowerment, leadership opportunities and equitable participation in municipal programmes.
Youth	Expand access to education, skills development, entrepreneurship and employment opportunities.
Persons with Disabilities	Promote universal accessibility, inclusive infrastructure and equitable participation in municipal programmes and services.
Older Persons	Strengthen access to community services, healthcare support and age-friendly public facilities.
Vulnerable Households	Prioritise social support programmes and equitable access to essential municipal services.
Emerging Farmers	Support agricultural development, food security, market access and rural enterprise development.
Community Enterprises and SMMEs	Promote entrepreneurship, local procurement and inclusive economic participation.

The Municipality recognises that inclusive development is a shared responsibility requiring collaboration between government, Traditional Authorities, development partners, the private sector and communities themselves. Through this collective approach, Moses Kotane Local Municipality seeks to ensure that sustainable development benefits every resident while advancing the fundamental principle of leaving no one behind.



5.2 INCLUSIVE PARTICIPATION AND COMMUNITY OWNERSHIP

Inclusive governance is fundamental to sustainable development. Moses Kotane Local Municipality therefore promotes meaningful public participation as an integral component of planning, implementation, monitoring and accountability. Rather than establishing separate consultation structures for the Voluntary Local Review, the Municipality integrated SDG localisation into its existing Integrated Development Plan (IDP), budget and public participation processes in accordance with the Municipal Systems Act.

This approach strengthened institutional integration while ensuring that sustainable development priorities were informed by the voices, experiences and aspirations of communities across the Municipality. It also reinforced the principle that the Voluntary Local Review is not a parallel planning exercise, but a reflection of municipal development planning already embedded within existing governance systems.

Participation extended across a broad range of stakeholders, including Traditional Authorities, Ward Committees, Community Development Workers, government departments, mining companies, tourism and hospitality representatives, organised business, civil society organisations, youth formations, women's organisations, non-governmental organisations and community representatives from all municipal wards.

Public participation was undertaken through two structured rounds of Integrated Development Plan consultations, providing communities with opportunities to identify development priorities, validate municipal programmes and contribute to the localisation of the Sustainable Development Goals.



Table 5.2: Summary of the Public Participation Process

Consultation Phase	Purpose	Outcome
First Round of IDP Consultations (October 2025)	Cluster-based community consultations to identify development priorities and emerging challenges across municipal wards.	Community priorities captured and incorporated into the draft planning process.
Second Round of IDP Consultations (April 2026)	Validation of community inputs, refinement of development priorities and alignment with the 2026–2031 Integrated Development Plan.	Broad stakeholder consensus achieved on municipal priorities and sustainable development objectives.

Table 5.3: Stakeholder Participation in the VLR Process

Stakeholder Group	Contribution to the VLR Process
Traditional Authorities	Rural development priorities, land administration and community mobilisation.
Ward Committees	Identification of ward-level development priorities and community needs.
Community Development Workers	Community outreach and stakeholder mobilisation.
Government Departments	Policy alignment, technical inputs and programme coordination.
Mining Industry	Strategic partnerships, local economic development and Social and Labour Plan initiatives.
Tourism and Hospitality Sector	Tourism development opportunities and local economic growth.
Civil Society and NGOs	Community development perspectives and social inclusion.
Women and Youth Formations	Inclusive participation, empowerment priorities and socio-economic development needs.
Local Communities	Validation of development priorities and participatory planning.

The Municipality considers public participation to be an ongoing partnership rather than a once-off consultation exercise. Community participation strengthens transparency, improves



the quality of municipal planning and promotes shared ownership of development outcomes. The Voluntary Local Review therefore reflects not only municipal priorities but also the collective aspirations of the communities of Moses Kotane.

Through this inclusive approach, the Municipality continues to strengthen democratic local governance while ensuring that sustainable development remains people-centred, participatory and responsive to the diverse needs of all residents.

5.3 REACHING THE MOST VULNERABLE

Moses Kotane Local Municipality recognises that the principle of **Leave No One Behind** can only be realised when development interventions deliberately reach those communities and individuals who experience the greatest social, economic and spatial disadvantage. Inclusive development therefore requires more than equal access to services; it requires targeted interventions that respond to differing needs, reduce inequalities and create opportunities for meaningful participation in development.

The Municipality adopts a differentiated approach to development planning by ensuring that municipal programmes, infrastructure investment and economic development initiatives are informed by demographic evidence, spatial realities and community priorities. Particular emphasis is placed on expanding opportunities for rural communities, women, young people, persons with disabilities, older persons, vulnerable households and emerging entrepreneurs.



Table 5.4: Inclusive Development Priorities

Priority Area	Municipal Response
Rural Communities	Expand access to basic services, infrastructure, public facilities and economic opportunities across villages and dispersed settlements.
Women	Promote gender-responsive planning, leadership opportunities, enterprise development and economic empowerment.
Youth	Support education, skills development, entrepreneurship, innovation and employment creation.
Persons with Disabilities	Promote universal accessibility, inclusive infrastructure and equitable access to municipal programmes and services.
Older Persons	Strengthen access to healthcare support, age-friendly public facilities and community-based services.
Emerging Farmers	Promote agricultural development, climate-smart farming, market access and value-chain participation.
Community Enterprises and SMMEs	Expand enterprise support, local procurement opportunities and business development initiatives.
Vulnerable Households	Prioritise equitable access to municipal services and social development programmes.

The Municipality further recognises that inclusive development contributes directly to poverty reduction, social cohesion and sustainable economic growth. Through targeted interventions and equitable investment, Moses Kotane Local Municipality seeks to ensure that every resident has the opportunity to participate in and benefit from local development.

5.4 DIGITAL INCLUSION AND FUTURE SERVICE DELIVERY

Inclusive development increasingly depends on the ability of municipalities to utilise technology to improve access to services, strengthen public participation and enhance institutional efficiency. Moses Kotane Local Municipality recognises that digital transformation is an important enabler of responsive, transparent and citizen-centred governance.

Guided by the principle of “One Data, One Citizen, One Service Delivery Journey,” the Municipality is committed to progressively strengthening digital governance, improving access



to reliable information and expanding the use of technology to support integrated planning and service delivery.

Digital transformation will support improved communication with communities, strengthen municipal performance management, enhance data quality and enable evidence-based decision-making. It will also contribute to more efficient service delivery by improving coordination across municipal functions and reducing administrative barriers experienced by residents.

While recognising that digital access remains uneven, particularly within rural communities, the Municipality will continue promoting digital inclusion by supporting initiatives that expand connectivity, improve access to information and strengthen digital literacy. These interventions will complement existing public participation mechanisms and ensure that technological advancement contributes to greater inclusion rather than creating new forms of exclusion.

Digital innovation therefore forms an important component of the Municipality's long-term vision of building a resilient, future-ready and citizen-centred local government.

5.5 MUNICIPAL COMMITMENT

Moses Kotane Local Municipality reaffirms its unwavering commitment to ensuring that sustainable development remains inclusive, equitable and people-centred. The Municipality will continue strengthening integrated planning, expanding strategic partnerships, improving access to quality municipal services and creating opportunities that enable all communities to participate meaningfully in local development. Particular attention will continue to be given to those individuals and communities who remain vulnerable to poverty, inequality and exclusion.

The principle of Leave No One Behind will remain embedded within municipal governance, planning, budgeting, implementation, monitoring and reporting processes. It will continue to



guide decision-making, resource allocation and programme implementation while ensuring that sustainable development benefits all residents without discrimination.

As the Municipality advances towards 2030, it remains committed to building resilient communities, strengthening social cohesion, promoting economic inclusion and improving the quality of life of present and future generations. Through collaborative leadership, evidence-based planning and active citizen participation, Moses Kotane Local Municipality will continue working towards a future in which every resident has the opportunity to realise their full potential.

The next stage of this Voluntary Local Review presents the Municipality's assessment of progress towards the Sustainable Development Goals, demonstrating how local programmes, strategic investments and institutional partnerships are translating this commitment into measurable development outcomes.



BLOCK 6 STRATEGIC PARTNERSHIPS, INVESTMENT READINESS AND COLLABORATIVE IMPLEMENTATION

6.1 PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT

The Sustainable Development Goals recognise that no single institution can achieve sustainable development acting alone. Sustainable and inclusive development requires strong partnerships that mobilise the collective strengths of government, communities, Traditional Authorities, the private sector, organised business, civil society, academia and development finance institutions. Sustainable Development Goal 17 therefore serves as a catalyst for strengthening collaboration, mobilising resources and accelerating implementation.

Moses Kotane Local Municipality embraces this principle by positioning partnerships as a strategic instrument for delivering long-term development outcomes. The Municipality recognises that while municipal leadership remains essential, many of the challenges facing local communities—including infrastructure backlogs, unemployment, climate resilience, economic diversification and social inclusion—require coordinated action across multiple institutions.

The Municipality therefore adopts a partnership-led approach to development that moves beyond consultation towards shared implementation, joint investment and collective accountability. Through this approach, stakeholders become active development partners who contribute knowledge, technical expertise, financial resources, innovation and implementation capacity in pursuit of common development objectives.

Strategic partnerships further strengthen the Municipality's ability to attract investment, coordinate complex infrastructure programmes, improve service delivery and leverage opportunities that would not be achievable through municipal resources alone. They also reinforce cooperative governance by aligning municipal priorities with the programmes and



investments of national and provincial government, state-owned entities, development agencies and the private sector.

Partnerships are therefore viewed not simply as a governance requirement, but as a strategic development asset that supports institutional resilience, improves implementation capacity and strengthens the Municipality's ability to achieve the Sustainable Development Goals.

Table 6.1: Strategic Objectives of the Partnership Framework

Strategic Objective	Intended Development Outcome
Strengthen Collaborative Governance	Improve coordination and shared accountability among development partners.
Mobilise Investment	Attract financial resources and strategic investment to support municipal priorities.
Support Catalytic Projects	Accelerate implementation of strategic infrastructure and development initiatives.
Promote Innovation and Knowledge Sharing	Leverage technical expertise, research and innovation to improve development outcomes.
Strengthen Community Ownership	Promote inclusive participation and shared responsibility for sustainable development.
Advance SDG Localisation	Align stakeholder programmes and investments with municipal priorities and the Sustainable Development Goals.

Through this Partnership Framework, Moses Kotane Local Municipality seeks to build an ecosystem in which every institution contributes according to its comparative advantage while working collectively towards a shared vision of sustainable, inclusive and resilient development.



6.2 FROM CONSULTATION TO COLLABORATIVE IMPLEMENTATION

Public participation remains one of the cornerstones of democratic local government and continues to play an essential role in municipal planning and accountability. Through the Integrated Development Plan, budget consultations, ward committee meetings, public hearings and community engagements, Moses Kotane Local Municipality has established a strong foundation for inclusive participation.

The Municipality recognises, however, that achieving the Sustainable Development Goals requires a deeper level of engagement. Consultation alone cannot resolve complex development challenges or mobilise the investment, expertise and institutional capacity required to transform communities. Sustainable development requires stakeholders to move beyond participation towards active collaboration in planning, implementation and monitoring.

The Municipality therefore adopts a model of **collaborative implementation**, in which stakeholders become partners in development rather than recipients of information or participants in isolated consultation processes. This approach creates opportunities for institutions to jointly identify development challenges, co-design solutions, mobilise resources and share responsibility for implementation and measurable outcomes.

The collaborative implementation model strengthens the principles of cooperative governance by encouraging continuous engagement throughout the municipal planning cycle rather than limiting stakeholder interaction to statutory consultation periods. It creates structured opportunities for partnership during project identification, strategic planning, investment mobilisation, programme implementation, monitoring and evaluation.

This approach is particularly important within Moses Kotane Local Municipality, where sustainable development depends upon coordinated action between government, Traditional Authorities, mining companies, tourism stakeholders, farmers, research institutions, development finance organisations, civil society and local communities. Each stakeholder



contributes unique knowledge, resources and capabilities that collectively strengthen the Municipality's ability to deliver sustainable development.

Table 6.2: From Consultation to Collaborative Implementation

Traditional Consultation	Collaborative Implementation
Stakeholders provide inputs.	Stakeholders jointly design solutions.
Engagement occurs mainly during statutory consultation processes.	Engagement continues throughout planning, implementation and monitoring.
Municipality receives comments.	Partners share responsibilities and contribute resources.
Focus on participation.	Focus on implementation and measurable development outcomes.
Consultation informs municipal planning.	Collaboration strengthens planning, investment, delivery and accountability.

This transition from consultation to collaborative implementation represents a significant evolution in the Municipality's approach to development. It reflects a growing recognition that sustainable development is achieved not only through effective municipal governance, but through enduring partnerships built on trust, shared responsibility and collective action. By embracing this approach, Moses Kotane Local Municipality demonstrates that it is not merely reporting on sustainable development—it is organising itself to deliver it.

6.3 STRATEGIC PARTNERSHIP ECOSYSTEM

The successful implementation of the Sustainable Development Goals depends upon a coordinated partnership ecosystem that brings together institutions with complementary mandates, resources and expertise. Moses Kotane Local Municipality has therefore adopted a structured partnership model that aligns stakeholders around shared development priorities while promoting coordinated planning, joint implementation and collective accountability.



Rather than engaging stakeholders on an ad hoc basis, the Municipality seeks to institutionalise collaboration through purpose-driven partnership platforms that address strategic development priorities. Each platform provides a mechanism for identifying development challenges, mobilising investment, coordinating programmes and monitoring implementation progress within a defined thematic area.

Together, these platforms create an integrated development ecosystem that strengthens policy coherence, improves resource mobilisation and enhances the Municipality's capacity to implement catalytic projects and long-term development initiatives.

Table 6.3: Strategic Partnership Ecosystem

Strategic Partnership Platform	Primary Development Outcome
Rural Development and Spatial Transformation Forum	Promote integrated rural development, sustainable livelihoods and coordinated spatial planning.
Water and Sanitation Infrastructure Partnership Forum	Improve water security, sanitation services and long-term infrastructure resilience.
Tourism Development Partnership Forum	Strengthen tourism-led economic growth, investment attraction and community participation in tourism value chains.
Agricultural Development and Food Security Forum	Promote agricultural productivity, food security, rural enterprise development and climate-smart agriculture.
SDG Partnership and Investment Forum	Coordinate SDG localisation, investment mobilisation, strategic partnerships and catalytic development initiatives.

The partnership ecosystem reflects the Municipality's commitment to collaborative governance and provides the institutional architecture through which strategic partnerships will support implementation of the Integrated Development Plan, the Sustainable Development Goals and the long-term vision of Future-Proofing Kotane.



6.4 STRATEGIC PARTNERSHIP PLATFORMS

Each Strategic Partnership Platform has been established to address a priority area of municipal development while strengthening cooperation between government, Traditional Authorities, communities, the private sector, research institutions and development partners. Although each platform has a distinct focus, they operate within a common framework of collaboration, evidence-based planning and shared accountability.

Table 6.4: Strategic Partnership Platforms

Platform	Strategic Focus	Core Stakeholders	Frequency
Rural Development and Spatial Transformation Forum	Rural development, village planning, SPLUMA implementation, Village Development Frameworks, climate resilience and sustainable settlement development.	Municipality, Traditional Authorities, COGTA, Human Settlements, Agriculture, planning professionals, research institutions and community structures.	Bi-annual
Water and Sanitation Infrastructure Partnership Forum	Water security, bulk infrastructure, sanitation services, wastewater management, environmental compliance and infrastructure sustainability.	Municipality, Department of Water and Sanitation, Magalies Water, Bojanala Platinum District Municipality, DFFE, Traditional Authorities, development finance institutions and community representatives.	Quarterly
Tourism Development Partnership Forum	Tourism infrastructure, destination marketing, cultural heritage, investment attraction, local procurement and	Municipality, Department of Tourism, Pilanesberg and Madikwe stakeholders, Sun City, Pilanesberg International Airport, Traditional Authorities,	Bi-annual



Platform	Strategic Focus	Core Stakeholders	Frequency
	tourism enterprise development.	tourism associations and local business.	
Agricultural Development and Food Security Forum	Livestock development, emerging farmer support, agro-processing, market access, agricultural infrastructure and climate-smart agriculture.	Municipality, Department of Agriculture, farmers, cooperatives, Traditional Authorities, Land Bank, commodity organisations and development partners.	Bi-annual
SDG Partnership and Investment Forum	SDG localisation, strategic investment pipeline, catalytic projects, project preparation, development finance, partnership coordination and investment readiness.	Municipality, government departments, Traditional Authorities, mining industry, NWDC, business, development finance institutions, academia, civil society and development partners.	Annual SDG Partnership and Investment Summit

These platforms move stakeholder engagement beyond consultation by creating permanent mechanisms for strategic dialogue, joint planning and collaborative implementation. They also provide structured opportunities for coordinating investment, aligning institutional programmes and strengthening accountability for development outcomes.

Collectively, the Strategic Partnership Platforms establish the collaborative infrastructure through which Moses Kotane Local Municipality will mobilise partnerships, coordinate implementation and translate its sustainable development commitments into measurable action.



6.5 STRATEGIC SECTOR PARTNERSHIPS

The achievement of sustainable development depends upon strong sector-based partnerships that combine public leadership, private investment, technical expertise and community participation. Moses Kotane Local Municipality recognises that strategic sectors such as mining, tourism, agriculture, infrastructure and innovation possess the capacity to accelerate local development while strengthening resilience and improving quality of life.

The Municipality therefore seeks to establish long-term strategic partnerships that align sector investments with municipal priorities and the Sustainable Development Goals. These partnerships are intended to move beyond compliance and corporate responsibility towards collaborative investment, shared planning and measurable development outcomes.

Table 6.5: Strategic Sector Partnerships

Strategic Sector	Partnership Focus	Expected Development Outcome
Mining and Mineral Development	Social and Labour Plans, infrastructure investment, supplier development, local procurement, enterprise development and skills development.	Inclusive economic growth, employment creation and strengthened mining-community partnerships.
Tourism and Hospitality	Destination development, tourism infrastructure, heritage conservation, community tourism and investment promotion.	Increased visitor economy, expanded local enterprises and sustainable tourism growth.
Agriculture and Agro-processing	Agricultural productivity, food security, livestock development, agro-processing and market access.	Stronger rural livelihoods, food resilience and diversified local economy.
Infrastructure and Utilities	Water security, sanitation, roads, energy resilience, digital infrastructure and integrated service delivery.	Improved municipal services and enhanced investment readiness.



Strategic Sector	Partnership Focus	Expected Development Outcome
Research, Innovation and Knowledge Partnerships	Applied research, spatial planning, digital innovation, climate resilience and evidence-based decision-making.	Improved institutional capacity and future-focused development planning.

These strategic partnerships reinforce the Municipality's commitment to leveraging comparative advantages across sectors while ensuring that investments contribute directly to sustainable development, economic diversification and long-term resilience.

The Municipality further recognises that catalytic infrastructure projects require coordinated institutional support, technical expertise and innovative financing mechanisms. Strategic sector partnerships therefore serve as the primary vehicle for transforming municipal priorities into bankable, implementable and investment-ready programmes.

6.6 DEVELOPMENT COMPACTS

To strengthen accountability and promote shared ownership of development outcomes, Moses Kotane Local Municipality will progressively introduce **Development Compacts** with key strategic partners. A Development Compact is a voluntary framework through which partners formally commit to specific development objectives, implementation responsibilities and measurable outcomes aligned with the Municipality's strategic priorities.

Development Compacts will provide a structured mechanism for translating partnership intentions into coordinated implementation. They will establish clear expectations regarding roles, responsibilities, resource commitments, reporting arrangements and performance monitoring while promoting transparency and mutual accountability.

The Municipality envisages Development Compacts as practical instruments for coordinating complex development initiatives involving multiple stakeholders, particularly where infrastructure investment, economic development, environmental management and social development require joint implementation.



Table 6.6: Proposed Development Compacts

Development Compact	Strategic Partners	Intended Outcome
Water Security Compact	Municipality, Department of Water and Sanitation, Magalies Water, Bojanala Platinum District Municipality and development finance partners.	Improved water security, infrastructure resilience and sustainable water management.
Tourism Growth Compact	Municipality, tourism industry, conservation agencies, Traditional Authorities and private investors.	Tourism-led economic development and expanded community participation.
Agricultural Development Compact	Municipality, Department of Agriculture, farmers, cooperatives, financial institutions and development agencies.	Improved food security, agricultural productivity and rural enterprise development.
Investment Readiness Compact	Municipality, North West Development Corporation (NWDC), development finance institutions, organised business and investment partners.	Coordinated project preparation, investment mobilisation and implementation of the strategic project pipeline.

Development Compacts represent the next evolution of partnership-led governance. They shift collaboration from informal cooperation to structured implementation, enabling partners to jointly mobilise resources, coordinate investments and measure collective progress.

Through these Compacts, Moses Kotane Local Municipality demonstrates its commitment to creating an enabling environment for sustainable investment, institutional collaboration and long-term development. They also reinforce the Municipality's strategic message that **investment readiness is not a destination, but a continuous process of building partnerships capable of delivering measurable and lasting development outcomes.**



6.7 PARTNERSHIP MONITORING AND INVESTMENT FRAMEWORK

Strategic partnerships achieve lasting value only when supported by effective monitoring, transparent reporting and continuous evaluation. Moses Kotane Local Municipality will therefore integrate partnership performance into its existing governance, monitoring and performance management systems to ensure that collaborative initiatives contribute meaningfully to sustainable development outcomes.

Monitoring will focus not only on the number of partnerships established, but also on the quality of collaboration, mobilisation of investment, implementation of catalytic projects and the measurable impact of joint initiatives on communities.

The Municipality will adopt an integrated monitoring approach that links partnership performance to the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP), the Municipal Performance Management System and future Voluntary Local Reviews. This approach reinforces institutional sustainability while avoiding duplication of reporting processes.

Regular partnership reviews will provide opportunities to assess implementation progress, identify emerging risks, strengthen collaboration and capture lessons that can improve future programmes and investments.

Table 6.7: Partnership and Investment Monitoring Framework

Performance Area	Indicator	Frequency
Strategic Partnership Platforms	Number of functional partnership platforms operating in accordance with approved terms of reference.	Annual
Development Compacts	Number of Development Compacts concluded and actively implemented.	Annual



Performance Area	Indicator	Frequency
Catalytic Projects	Percentage of catalytic projects progressing according to implementation milestones.	Quarterly
Investment Mobilisation	Value of investment commitments secured through strategic partnerships.	Annual
Stakeholder Participation	Participation of strategic partners in partnership platform meetings and implementation activities.	Bi-annual
Joint Programmes	Number of collaborative programmes implemented through partnership platforms.	Annual
Knowledge and Innovation	Research initiatives, technical studies and innovation projects supporting municipal development.	Annual
Voluntary Local Review	Partnership contributions incorporated into periodic VLR reporting.	Periodic

The Municipality will progressively strengthen partnership performance indicators as institutional capacity, project implementation and investment readiness continue to mature. Lessons derived from monitoring and evaluation will inform future planning cycles and contribute to continuous institutional improvement.

6.8 MUNICIPAL COMMITMENT

Moses Kotane Local Municipality recognises that sustainable development is achieved through enduring partnerships founded on trust, shared responsibility and a common commitment to improving the lives of communities.

The Municipality therefore commits to strengthening collaborative governance, expanding strategic partnerships and promoting investment-ready development that supports inclusive economic growth, environmental sustainability and social wellbeing. Through structured partnership platforms, Development Compacts and coordinated implementation, the



Municipality will continue building the institutional capacity required to deliver long-term development outcomes.

Partnerships will remain central to the Municipality's approach to implementing the Sustainable Development Goals. Government institutions, Traditional Authorities, the private sector, organised business, development finance institutions, research organisations, civil society and local communities each have an essential role to play in shaping the Municipality's future.

The Municipality further commits to maintaining transparent partnership governance, evidence-based monitoring and continuous institutional learning so that collaboration remains purposeful, measurable and responsive to changing development needs.

By strengthening investment readiness and fostering collaborative implementation, Moses Kotane Local Municipality demonstrates that sustainable development is not driven by individual institutions acting in isolation, but by a shared vision translated into collective action.

The partnership ecosystem presented in this Building Block establishes the implementation platform through which catalytic projects, strategic investments and sustainable development initiatives will be coordinated over the coming years. It provides the bridge between planning and implementation, ensuring that the commitments contained within this Voluntary Local Review are translated into measurable results for present and future generations.

As the Municipality now turns to assessing progress across the Sustainable Development Goals, it does so with the confidence that the governance systems, partnerships and implementation mechanisms required for delivery are firmly in place.



BLOCK 7 – PERFORMANCE REVIEW OF SUSTAINABLE DEVELOPMENT OUTCOMES

7.1 INTRODUCTION – MEASURING SUSTAINABLE DEVELOPMENT OUTCOMES

The Voluntary Local Review is not only a record of municipal programmes and development initiatives; it is an assessment of the progress Moses Kotane Local Municipality is making towards achieving the Sustainable Development Goals (SDGs). This Building Block presents that assessment through a structured review of development outcomes organised around the five thematic pillars adopted by the United Nations for Voluntary Local Reviews: **People, Planet, Prosperity, Peace and Partnerships**.

The five-pillar framework provides an integrated approach to measuring sustainable development by recognising the interdependence between social development, environmental sustainability, economic growth, institutional governance and collaborative partnerships. Rather than assessing each Sustainable Development Goal in isolation, the framework demonstrates how municipal programmes contribute simultaneously to multiple SDGs and broader national and continental development priorities.

The performance review draws on verified municipal information, official statistics, audited reports, sector plans and evidence collected during the preparation of this Voluntary Local Review. Where appropriate, performance trends are interpreted alongside strategic initiatives that explain progress, identify constraints and highlight opportunities for future improvement.

The assessment is intended to support institutional learning as much as performance reporting. It identifies achievements that should be sustained, development gaps requiring accelerated intervention and emerging priorities that will inform future planning, budgeting and investment decisions. In doing so, the Municipality strengthens its commitment to evidence-based planning, transparency and continuous improvement.

Throughout this chapter, performance is presented not simply as a measure of municipal activity, but as an indication of the extent to which development interventions are improving



the quality of life of communities while advancing the Municipality's long-term vision of a resilient, inclusive and future-ready Moses Kotane.

7.2 PILLAR ONE – PEOPLE

Advancing Human Development through Inclusive Service Delivery

The **People** pillar reflects Moses Kotane Local Municipality's commitment to improving the quality of life of all residents by expanding access to basic services, reducing poverty, promoting social inclusion and creating opportunities for equitable development. It brings together municipal interventions that contribute directly to improving human wellbeing while advancing the principle of Leave No One Behind.

As a predominantly rural municipality, Moses Kotane continues to face significant socio-economic challenges associated with unemployment, income inequality, dispersed settlements and unequal access to opportunities. At the same time, sustained investment in municipal infrastructure and social development programmes has contributed to gradual improvements in access to essential services across many communities.

The Municipality's approach recognises that sustainable development is fundamentally people-centred. Service delivery, infrastructure investment, economic development and governance reforms are therefore assessed not only by the projects completed, but by the extent to which they improve living conditions and expand opportunities for residents.



Table 7.1: Pillar One – People Performance Overview

Focus Area	Current Position	Strategic Direction
Poverty and Social Support	Indigent support and targeted municipal assistance continue to provide relief to vulnerable households.	Strengthen social protection through improved targeting and integrated development interventions.
Access to Water Services	Household access to piped water has improved steadily, although service reliability remains constrained by ageing infrastructure and increasing demand.	Continue investment in water infrastructure, bulk supply and maintenance programmes.
Access to Sanitation	Sanitation services continue to expand, particularly through rural infrastructure investment programmes.	Reduce remaining sanitation backlogs and improve service quality.
Youth Development	Youth unemployment remains a significant socio-economic challenge despite ongoing employment and skills development programmes.	Expand economic opportunities through enterprise development, investment attraction and skills development initiatives.
Gender Equality	Progress has been made in promoting women's participation in municipal leadership and development programmes.	Continue advancing gender-responsive planning and inclusive economic participation.
Inclusive Development	Municipal programmes increasingly prioritise vulnerable groups, rural communities and equitable access to development opportunities.	Strengthen implementation of the Leave No One Behind principle across all municipal programmes.

The Municipality's performance under the People pillar demonstrates encouraging progress in expanding access to basic services while highlighting the need for continued investment in



human development. Improvements in water and sanitation infrastructure, social support programmes and inclusive planning have contributed to improved living conditions across many communities.

However, structural socio-economic challenges remain. High levels of unemployment, particularly among young people, continue to constrain household incomes and limit economic participation. Addressing these challenges requires continued investment in economic diversification, enterprise development, education, skills development and strategic partnerships that create sustainable employment opportunities.

Key Achievements

- Continued expansion of access to basic municipal services through targeted infrastructure investment.
- Increased integration of vulnerable groups into municipal development programmes.
- Improved alignment between social development priorities and the Sustainable Development Goals.
- Enhanced evidence-based planning through improved demographic and socio-economic analysis.

Remaining Challenges

- Persistent youth unemployment and limited formal employment opportunities.
- Continued infrastructure pressures affecting the reliability of water and sanitation services.
- Spatial inequalities associated with dispersed rural settlement patterns.
- Ongoing demand for improved social protection and expanded economic opportunities for vulnerable households.

Strategic Priorities

Over the medium term, the Municipality will continue prioritising investments that directly improve human wellbeing. Particular emphasis will be placed on strengthening water and sanitation services, expanding employment opportunities through local economic development initiatives, supporting youth and women-led enterprises, improving access to



essential municipal services and ensuring that development interventions continue to reach those communities most vulnerable to poverty and exclusion.

The Municipality recognises that sustainable development begins with people. Progress achieved under this pillar therefore provides the foundation upon which environmental sustainability, economic prosperity, good governance and strategic partnerships can continue to build a resilient and inclusive future for all residents of Moses Kotane Local Municipality.

7.3 PILLAR TWO – PLANET

7.3.1 Strengthening Environmental Sustainability, Water Security and Climate Resilience

The **Planet** pillar assesses Moses Kotane Local Municipality's progress in protecting natural resources, strengthening environmental sustainability and improving the resilience of critical infrastructure systems. For a predominantly rural municipality situated within a semi-arid region, sustainable management of water resources, environmental assets and municipal infrastructure remains fundamental to achieving long-term development.

Water security has emerged as one of the Municipality's most significant strategic priorities. Increasing demand associated with population growth, mining activities, tourism development and climate variability has placed considerable pressure on existing water infrastructure. At the same time, ageing distribution networks, non-revenue water losses and recurring drought conditions continue to affect the reliability of municipal water services.

Recognising these challenges, the Municipality has adopted an integrated approach that combines infrastructure investment, operational reforms, environmental stewardship and strategic partnerships to strengthen long-term water security and climate resilience. These interventions contribute directly to **SDG 6 (Clean Water and Sanitation)** while simultaneously advancing **SDG 11 (Sustainable Cities and Communities)**, **SDG 12 (Responsible Consumption and Production)** and **SDG 13 (Climate Action)**.



7.3.2 Planet Performance Overview

Table 7.2: Pillar Two – Planet Performance Overview

Focus Area	Current Position	Strategic Direction
Water Security	Continued investment in water infrastructure and regional bulk supply initiatives has improved system resilience.	Strengthen bulk infrastructure, storage capacity and network reliability.
Non-Revenue Water	Water losses remain above desired levels despite gradual improvement through leak detection and infrastructure rehabilitation.	Reduce physical losses through asset management, pressure management and network refurbishment.
Waste Management	Urban coverage remains strong, while dispersed rural settlements continue to present logistical challenges.	Expand rural refuse removal services and strengthen integrated waste management systems.
Climate Resilience	Drought response measures and climate adaptation initiatives have been progressively strengthened.	Mainstream climate resilience into infrastructure planning and municipal operations.
Environmental Stewardship	Environmental compliance and natural resource management continue to support sustainable development objectives.	Strengthen biodiversity protection, environmental monitoring and sustainable resource management.

7.3.3 Water Governance Reform

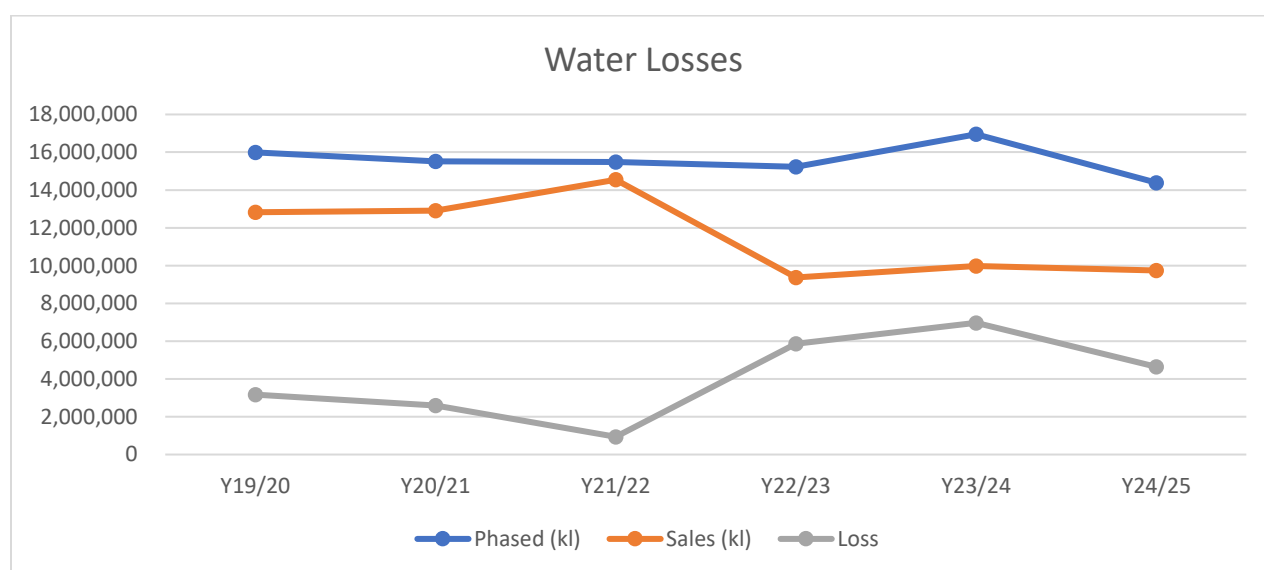
Water service delivery within Moses Kotane Local Municipality has historically been affected by ageing infrastructure, increasing demand, network leakages and the growing impacts of climate variability. Recognising that water security underpins social wellbeing, economic growth and environmental sustainability, the Municipality has progressively strengthened water governance through a combination of infrastructure investment, operational reforms and institutional improvements.



Performance trends indicate gradual improvements in household access to piped water, reflecting continued investment in borehole rehabilitation, pipeline refurbishment, pressure management and network maintenance. At the same time, increasing demand associated with population growth, tourism development and mining activities continues to place pressure on existing infrastructure.

The Municipality has also intensified efforts to reduce non-revenue water through improved leak detection, asset management, pressure control and maintenance planning. Although water losses remain above national benchmarks, the downward trend demonstrates the positive impact of these interventions and reinforces the need for sustained investment in infrastructure renewal.

Figure 7.1: Non-Revenue Water Trend (2022–2024)



Fin Year	Phased (kl)	Sales (kl)	Loss	%
Y19/20	15,998,115	12,823,818	3,174,297	20%
Y20/21	15,509,412	12,909,207	2,600,205	17%
Y21/22	15,483,347	14,543,701	939,646	6%
Y22/23	15,230,215	9,372,329	5,857,886	38%
Y23/24	16,950,132	9,978,935	6,971,197	41%
Y24/25	14,390,424	9,749,613	4,640,811	32%



The Municipality's long-term objective is to transition from reactive maintenance towards proactive asset management, ensuring that municipal water infrastructure remains resilient, efficient and capable of supporting future development.

7.3.4 Regional Bulk Water Infrastructure

Strengthening municipal water security requires coordinated investment beyond the municipal distribution network. Moses Kotane Local Municipality therefore works closely with Magalies Water and other strategic partners to improve regional bulk water infrastructure and enhance long-term supply resilience.

A flagship intervention is the Bakubung Reservoir, developed as part of the Pilanesberg South Bulk Water Supply Scheme. The project introduces a 25 megalitre terminal and balancing reservoir designed to improve supply reliability within the Ledig demand corridor and surrounding communities.

The reservoir performs a strategic balancing function by storing treated water supplied from the Vaalkop Water Treatment Works via the Mafenya Reservoir. This additional storage capacity enables the bulk water system to accommodate fluctuations in demand, improve operational flexibility and reduce the risk of supply interruptions during peak consumption periods.

Beyond improving household water security, the project supports future housing development, tourism expansion, industrial investment and broader economic growth by providing a more resilient bulk water supply system.



Table 7.2: Bakubung Reservoir Strategic Infrastructure Project

Infrastructure Component	Description
Storage Capacity	25 ML
Infrastructure Type	Terminal / Balancing Reservoir
Bulk Supply Source	Vaalkop Water Treatment Works via Mafenya Reservoir
Primary Service Area	Ledig, Phatsima and the Sun City Development Corridor
Implementing Agency	Magalies Water
Programme	Pilanesberg South Bulk Water Supply Scheme

The Bakubung Reservoir demonstrates how regional partnerships strengthen municipal resilience while supporting strategic investment and sustainable development.

7.3.5 Waste Management and Environmental Sustainability

Waste management remains an important component of environmental sustainability within Moses Kotane Local Municipality. While refuse removal services have achieved comprehensive coverage within established urban settlements, extending comparable services across 107 dispersed rural villages continues to present operational and financial challenges.

The Municipality continues to expand integrated waste management services through improved planning, infrastructure investment and operational efficiencies. Particular emphasis is placed on extending service coverage, improving environmental compliance and promoting responsible waste management practices within rural communities.

Financial analysis further demonstrates the increasing cost of delivering refuse removal services across geographically dispersed settlements. Operational expenditure continues to exceed revenue generated through service charges, highlighting the importance of strengthening financial sustainability while maintaining equitable access to municipal services.



Environmental stewardship extends beyond waste management to include biodiversity conservation, sustainable resource management, drought preparedness and climate adaptation. These interventions collectively contribute to protecting the Municipality's natural assets while strengthening resilience against future environmental risks.

Table 7.2: Refuse Removal Coverage by Settlement Type

Service Category	Coverage
Urban settlements	2 Townships (100%)
Rural settlements	107 villages (50%)

7.3.6 Key Achievements

- Improved household access to reliable water services through continued infrastructure investment.
- Progressive reduction in non-revenue water through operational reforms and infrastructure rehabilitation.
- Strengthened regional bulk water security through strategic collaboration with Magalies Water.
- Expansion of drought mitigation and climate resilience initiatives.
- Continued investment in integrated waste management and environmental compliance programmes.

7.3.7 Remaining Challenges

- Ageing water infrastructure requiring significant capital investment.
- Water losses that remain above national performance benchmarks.
- Uneven refuse removal coverage between urban settlements and dispersed rural villages.
- Increasing pressure on water resources resulting from population growth, mining activity and climate variability.
- Long-term funding requirements for infrastructure renewal and environmental management.



7.3.8 Strategic Priorities

Over the medium to long term, the Municipality will continue prioritising investment in water security, climate resilience and environmental sustainability. Particular emphasis will be placed on reducing non-revenue water, strengthening bulk water infrastructure, expanding waste management services, improving environmental compliance and integrating climate adaptation into municipal infrastructure planning.

Collectively, these interventions position environmental sustainability not as a stand-alone objective, but as a strategic enabler of resilient communities, sustainable economic growth and improved quality of life. Through continued investment, innovation and partnership, Moses Kotane Local Municipality remains committed to protecting its natural resources while future-proofing development for generations to come.

7.4 Pillar Three – Prosperity

7.4.1 Advancing Inclusive Economic Growth and Investment Readiness

The **Prosperity** pillar assesses Moses Kotane Local Municipality's progress towards building a resilient, diversified and inclusive local economy capable of creating employment, attracting investment and improving the livelihoods of its communities. Sustainable economic growth remains fundamental to reducing poverty, strengthening municipal finances and expanding opportunities for present and future generations.

The Municipality's economy continues to be anchored by platinum mining, which provides significant employment opportunities, supports municipal revenue and stimulates regional economic activity. At the same time, dependence on a single dominant economic sector exposes the Municipality to fluctuations in global commodity markets and reinforces the need for long-term economic diversification.

Recognising these structural realities, Moses Kotane Local Municipality has prioritised investment in tourism, agriculture, enterprise development, strategic infrastructure and innovation as complementary drivers of economic growth. Through this diversified approach,



the Municipality seeks to build a more resilient local economy capable of adapting to future economic, technological and environmental change.

Central to this strategy is the Municipality's commitment to **investment readiness**. By strengthening strategic planning, preparing catalytic projects, improving governance and fostering collaborative partnerships, Moses Kotane is creating an enabling environment that attracts both public and private investment while accelerating implementation of sustainable development initiatives.

7.4.2 Prosperity Performance Overview

Table 7.5: Pillar Three – Prosperity Performance Overview

Focus Area	Current Position	Strategic Direction
Mining Economy	Platinum mining remains the dominant economic sector and a major employer.	Strengthen local beneficiation, supplier development and sustainable mining partnerships.
Tourism Development	Tourism continues to provide opportunities for economic diversification through the Pilanesberg and Sun City corridor.	Expand tourism infrastructure, destination marketing and community participation.
Agriculture and Rural Economy	Agriculture contributes to food security and rural livelihoods.	Promote climate-smart agriculture, agro-processing and market access.
SMME Development	Municipal programmes continue to support local enterprise development and entrepreneurship.	Expand business support, innovation and local procurement opportunities.
Infrastructure Investment	Strategic infrastructure remains the foundation for sustainable economic growth and investor confidence.	Accelerate catalytic infrastructure projects and improve investment readiness.



7.4.3 Local Economic Development and Economic Diversification

Economic diversification remains one of the Municipality's highest strategic priorities. While mining continues to provide an important economic foundation, sustainable long-term prosperity requires a broader and more balanced economic base capable of generating employment across multiple sectors.

Tourism, agriculture, manufacturing, small business development and emerging green economy opportunities all present significant potential for expanding local economic participation. The Municipality continues to strengthen these sectors through integrated planning, infrastructure investment, enterprise support and strategic partnerships.

Support for Small, Medium and Micro Enterprises (SMMEs) remains particularly important, recognising the contribution of local entrepreneurs to employment creation, innovation and community resilience. Municipal procurement, enterprise development programmes and collaboration with development agencies will continue supporting the growth of local businesses.

7.4.4 Strategic Infrastructure and Investment Readiness

Infrastructure investment provides the platform upon which sustainable economic development depends. Reliable water services, transport networks, electricity, digital connectivity and serviced land remain essential prerequisites for attracting investment and supporting business growth.

The Municipality has therefore adopted an investment readiness approach that links strategic planning with project preparation, partnership development and infrastructure delivery. Priority catalytic projects identified within the Integrated Development Plan and the Strategic Project Pipeline are intended to unlock new investment opportunities while improving the Municipality's competitiveness.

This approach is reinforced through the strategic partnerships established in Building Block 6, where government, development finance institutions, the private sector and research



organisations collaborate to prepare, finance and implement transformational development initiatives. Investment readiness is therefore viewed not merely as attracting investors, but as strengthening the institutional, technical and governance conditions necessary for sustainable economic development.

7.4.5 Key Achievements

- Continued growth of tourism as a strategic economic sector.
- Ongoing support for SMME development and entrepreneurship.
- Strengthened alignment between economic development planning and strategic infrastructure investment.
- Expansion of partnership-based approaches to investment mobilisation.
- Establishment of an investment readiness framework linked to catalytic development projects.

7.4.6 Remaining Challenges

- Continued dependence on platinum mining and exposure to commodity market fluctuations.
- High levels of unemployment, particularly among young people.
- Limited diversification of the local economic base.
- Infrastructure constraints affecting investment attraction.
- Limited access to finance for emerging enterprises and rural entrepreneurs.

7.4.7 Strategic Priorities

Over the medium term, Moses Kotane Local Municipality will continue strengthening economic diversification by expanding tourism, supporting agricultural development, promoting local enterprise growth and accelerating implementation of catalytic infrastructure projects.



Particular emphasis will be placed on improving investment readiness through enhanced project preparation, strengthened strategic partnerships, improved infrastructure planning and proactive engagement with investors and development finance institutions.

Through these interventions, the Municipality seeks to create a resilient, competitive and inclusive local economy that generates sustainable employment, attracts long-term investment and contributes meaningfully to the achievement of the Sustainable Development Goals.

The Prosperity pillar demonstrates that economic resilience is built not only through growth, but through deliberate investment in people, infrastructure, innovation and partnerships that create lasting opportunities for communities across Moses Kotane Local Municipality.

7.5 PILLAR FOUR – PEACE

7.5.1 Strengthening Good Governance, Accountability and Institutional Resilience

The **Peace** pillar assesses Moses Kotane Local Municipality's progress in strengthening good governance, accountable leadership and effective public institutions. Sustainable development depends upon governance systems that are transparent, responsive, financially sustainable and capable of delivering quality services while maintaining public confidence.

The Municipality recognises that institutional resilience is achieved through sound financial management, ethical leadership, evidence-based decision-making, effective risk management and continuous organisational improvement. These principles underpin the implementation of the Integrated Development Plan, the Performance Management System and the governance arrangements established throughout this Voluntary Local Review.

Through ongoing governance reforms, improved institutional coordination and strengthened performance monitoring, Moses Kotane Local Municipality continues to build a capable



institution that is better positioned to respond to emerging development challenges while supporting long-term sustainable development.

7.5.2 Peace Performance Overview

Table 7.6: Pillar Four – Peace Performance Overview

Focus Area	Current Position	Strategic Direction
Governance and Leadership	Governance structures continue to provide strategic oversight and institutional direction.	Strengthen accountability, transparency and ethical leadership.
Financial Management	Financial management systems continue to improve through strengthened controls and fiscal discipline.	Enhance long-term financial sustainability and revenue optimisation.
Performance Management	Institutional performance is monitored through the Performance Management System and SDBIP.	Strengthen evidence-based monitoring and continuous improvement.
Risk Management	Enterprise risk management processes support proactive identification and mitigation of strategic risks.	Embed risk-informed decision-making across all municipal functions.
Public Accountability	Oversight, public participation and statutory reporting strengthen institutional transparency.	Expand citizen confidence through responsive and accountable governance.

7.5.3 Institutional Governance and Accountability

The Municipality has continued strengthening governance through clearly defined political and administrative responsibilities, integrated planning systems and structured oversight mechanisms. Council, its oversight structures and the administration work collaboratively to



ensure that municipal programmes are implemented in accordance with legislative requirements and approved strategic priorities.

Institutional accountability is reinforced through regular performance reporting, internal controls, audit processes and compliance with applicable legislation. These mechanisms support responsible decision-making while promoting transparency and continuous organisational learning.

The governance architecture presented in Building Block 4 provides the institutional foundation through which sustainable development is planned, coordinated, monitored and evaluated.

7.5.4 Financial Sustainability and Performance

Financial sustainability remains one of the Municipality's most important strategic priorities. Sustainable development depends upon prudent financial management, efficient utilisation of public resources and the Municipality's ability to finance essential infrastructure and service delivery programmes.

The Municipality continues implementing measures aimed at strengthening revenue management, improving expenditure control, enhancing debt collection and aligning financial planning with long-term development priorities. Particular emphasis has been placed on improving financial governance through stronger budget management, enhanced financial reporting and improved alignment between planning, budgeting and performance management.



Table 7.4: Revenue Collection Performance Trends

Year	Collection Rate
2022	73%
2023	75%
2024	78%

7.5.5 Performance Management and Institutional Learning

Moses Kotane Local Municipality regards performance management as an instrument for organisational learning rather than merely a compliance requirement. Performance information enables the Municipality to evaluate progress, identify implementation challenges and improve future planning and service delivery. The integration of Sustainable Development Goal indicators into municipal planning and reporting systems further strengthens evidence-based decision-making while supporting continuous institutional improvement.

Regular monitoring through the Integrated Development Plan, Service Delivery and Budget Implementation Plan, Annual Performance Report and future Voluntary Local Reviews ensures that performance information informs strategic decision-making across the Municipality.

7.5.6 Key Achievements

- Strengthened governance and institutional coordination across municipal functions.
- Improved integration between planning, budgeting and performance management.
- Continued enhancement of financial governance and internal control systems.
- Institutionalisation of SDG localisation within municipal planning processes.
- Increased emphasis on evidence-based decision-making and organisational learning.



7.5.7 Remaining Challenges

- Maintaining long-term financial sustainability within a constrained fiscal environment.
- Improving municipal revenue collection while balancing affordability for communities.
- Addressing infrastructure maintenance backlogs through sustainable financing mechanisms.
- Continuing to strengthen institutional capacity and organisational resilience.
- Responding effectively to evolving legislative, financial and developmental requirements.

7.5.8 Strategic Priorities

Over the medium term, the Municipality will continue strengthening governance systems, improving financial sustainability and enhancing institutional performance through integrated planning, effective oversight and continuous organisational learning.

Priority attention will be given to revenue enhancement, financial resilience, digital governance, risk-informed decision-making and strengthening institutional capacity to support implementation of the Integrated Development Plan and the Sustainable Development Goals.

The Municipality further recognises that good governance is fundamental to investment confidence, effective service delivery and sustainable development. By strengthening accountability, transparency and institutional resilience, Moses Kotane Local Municipality continues to build a capable local government that is responsive to community needs while remaining future-ready.

The **Peace** pillar demonstrates that strong institutions provide the stability, credibility and leadership necessary to translate sustainable development commitments into measurable and lasting outcomes for all communities.



7.6 PILLAR FIVE – PARTNERSHIPS

7.6.1 Strengthening Partnerships for Sustainable Development

The **Partnerships** pillar assesses the extent to which Moses Kotane Local Municipality has strengthened collaborative governance, mobilised strategic partnerships and created an enabling environment for coordinated implementation of sustainable development. Recognising that municipalities cannot achieve the Sustainable Development Goals through municipal resources alone, the Municipality has adopted partnership-led development as a central pillar of its long-term strategy.

The Municipality has progressively strengthened collaboration with national and provincial government departments, the Bojanala Platinum District Municipality, Traditional Authorities, mining companies, development agencies, research institutions, organised business and civil society. These partnerships have enhanced institutional capacity, expanded technical expertise, mobilised investment and improved coordination around shared development priorities.

Partnerships are therefore viewed not simply as governance arrangements, but as strategic instruments for delivering infrastructure, strengthening local economic development, improving service delivery and accelerating implementation of catalytic development initiatives.

7.6.2 Partnership Performance Overview

Table 7.8: Pillar Five – Partnership Performance Overview

Partnership Area	Current Contribution	Strategic Direction
Intergovernmental Relations	Strong alignment with national, provincial and district development priorities.	Deepen cooperative governance and coordinated implementation.



Partnership Area	Current Contribution	Strategic Direction
Traditional Authorities	Continued collaboration on rural development, spatial planning and community mobilisation.	Formalise long-term collaborative planning through Memoranda of Agreement and Village Development Frameworks.
Mining Industry Partnerships	Ongoing collaboration through Social and Labour Plans, infrastructure investment and local economic development initiatives.	Strengthen shared investment in catalytic projects, supplier development and local beneficiation.
Research and Knowledge Partnerships	Technical support for strategic planning, innovation and future-proofing initiatives.	Expand applied research and evidence-based planning partnerships.
Investment Partnerships	Continued engagement with development finance institutions and strategic investors.	Strengthen project preparation and investment mobilisation through the Strategic Project Pipeline.

7.6.3 Partnership Outcomes

Partnerships have become an increasingly important driver of municipal development by enabling coordinated planning, resource mobilisation and joint implementation of strategic programmes. Through collaboration with multiple institutions, the Municipality has strengthened its capacity to address complex development challenges that extend beyond its own financial and institutional resources.

Key partnership outcomes include strengthened collaboration on regional bulk water infrastructure, rural development initiatives, tourism promotion, spatial planning, environmental management and strategic project preparation. These initiatives demonstrate



the value of collective action in improving municipal resilience while creating opportunities for sustainable economic growth.

The Municipality has also strengthened institutional collaboration through participation in the District Development Model, the Voluntary Local Review Programme coordinated by SALGA and strategic planning initiatives supporting the Future-Proofing Kotane programme. These partnerships continue to enhance institutional learning while improving alignment between local, provincial and national development priorities.

7.6.4 Investment Mobilisation and Strategic Collaboration

Building upon the investment readiness framework established in Building Block 6, the Municipality continues to position itself as a destination for sustainable public and private investment.

Strategic partnerships support project preparation, infrastructure financing, technical due diligence and coordinated implementation of catalytic development initiatives. Collaboration with development finance institutions, sector departments, state-owned entities and private investors strengthens the Municipality's ability to prepare bankable projects capable of attracting long-term investment.

Investment mobilisation is therefore understood not merely as securing financial resources, but as creating an enabling institutional environment in which governance, planning, infrastructure and partnerships work together to unlock sustainable development opportunities.

7.6.5 Key Achievements

- Strengthened cooperative governance across all spheres of government.



- Expanded collaboration with Traditional Authorities on rural development and spatial planning.
- Enhanced strategic partnerships supporting water security, infrastructure development and local economic growth.
- Increased institutional collaboration through the Voluntary Local Review Programme and knowledge-sharing initiatives.
- Strengthened investment readiness through coordinated project preparation and partnership development.

7.6.6 Remaining Challenges

- Sustaining long-term partnership commitments across multiple institutions.
- Mobilising sufficient investment to meet growing infrastructure demands.
- Strengthening coordination of multi-sector development programmes.
- Expanding technical capacity to prepare increasingly complex catalytic projects.
- Monitoring partnership outcomes using consistent performance indicators.

7.6.7 Strategic Priorities

Over the medium term, the Municipality will continue strengthening collaborative governance by institutionalising the Strategic Partnership Platforms and Development Compacts established in Building Block 6.

Priority attention will be given to expanding investment mobilisation, strengthening relationships with development finance institutions, deepening collaboration with Traditional Authorities, enhancing research partnerships and supporting implementation of catalytic infrastructure projects that contribute to sustainable economic growth and improved quality of life.



The Municipality will further strengthen knowledge exchange with municipalities, academic institutions and international partners to ensure that innovation and institutional learning continue informing local development practice.

7.6.8 Partnership Performance Statement

The Partnerships pillar demonstrates that sustainable development is most effective when institutions work together towards shared objectives.

The progress achieved through collaborative governance, strategic investment, technical cooperation and community participation confirms that partnerships are no longer supplementary to municipal development—they are fundamental to its successful implementation.

By strengthening these relationships, Moses Kotane Local Municipality would have created an institutional platform capable of mobilising expertise, investment and innovation in support of its long-term development vision. Together with the governance systems established in earlier Building Blocks and the performance outcomes presented throughout this chapter, these partnerships position the Municipality to translate strategic planning into measurable and lasting development outcomes.

7.7 OVERALL PERFORMANCE ASSESSMENT

7.7.1 Measuring Progress Across the Five Pillars

The performance assessment presented in this Building Block demonstrates that Moses Kotane Local Municipality has made measurable progress in embedding sustainable development within its governance, planning and implementation systems. While significant development challenges remain, the Municipality has established a strong institutional foundation for accelerating progress towards the Sustainable Development Goals.



Across the five thematic pillars, the assessment reveals several consistent strengths. These include improved integration of the Sustainable Development Goals into municipal planning, strengthened governance and accountability systems, expanded strategic partnerships, increasing investment readiness and a growing commitment to evidence-based decision-making.

At the same time, the assessment highlights structural challenges that continue to require focused intervention. These include unemployment, infrastructure backlogs, water security, climate resilience, fiscal constraints and the need for continued economic diversification. Addressing these challenges will require sustained investment, strengthened partnerships and continued institutional innovation.

7.7.2 Overall Assessment Summary

Table 7.9: Overall Performance Assessment

Pillar	Overall Assessment	Strategic Outlook
People	Progress evident with continued focus required on inclusive development and employment creation.	Strengthen human development and equitable service delivery.
Planet	Positive progress in water security and environmental management, with infrastructure investment remaining a priority.	Build long-term environmental resilience.
Prosperity	Economic diversification initiatives gaining momentum, supported by investment readiness.	Accelerate inclusive economic growth and strategic investment.
Peace	Governance systems continue to mature through improved institutional performance and accountability.	Strengthen financial sustainability and institutional resilience.



Pillar	Overall Assessment	Strategic Outlook
Partnerships	Strong collaborative foundation established for future implementation.	Expand strategic partnerships and coordinated investment.

7.7.3 Looking Ahead

The Municipality enters the next phase of its sustainable development journey with a clearer understanding of both its achievements and its remaining challenges. The evidence presented throughout this Performance Review confirms that sustainable development is no longer treated as a separate reporting exercise but has become progressively embedded within municipal governance, planning, budgeting and implementation.

Building on this foundation, Moses Kotane Local Municipality will continue strengthening institutional capacity, expanding strategic partnerships and improving investment readiness to accelerate progress towards the 2030 Agenda, the National Development Plan and Agenda 2063.

The following and final Building Block reflects on the Municipality's journey, captures the lessons emerging from this inaugural Voluntary Local Review and presents its enduring commitment to continuous improvement, collaborative leadership and sustainable development.



BLOCK 8 - FROM VISION TO DELIVERY: THE ROAD AHEAD

8.1 FINANCING SUSTAINABLE DEVELOPMENT

Achieving the Sustainable Development Goals requires more than sound planning; it requires sustainable financing, responsible financial management and strategic investment. Moses Kotane Local Municipality is committed to strengthening its financial resilience by aligning municipal resources with long-term development priorities while leveraging partnerships that expand investment beyond the Municipality's own fiscal capacity.

The Municipality finances its development programme through a blended funding model comprising equitable share allocations, own-source revenue, conditional grants, infrastructure grants and strategic co-funding arrangements with development partners. This diversified approach strengthens the Municipality's ability to implement catalytic projects while maintaining essential municipal services.

Recognising increasing infrastructure demands and fiscal constraints, the Municipality will continue prioritising revenue sustainability, prudent expenditure management and investment readiness. Digital transformation, improved revenue management, strengthened billing systems and enhanced financial governance will support long-term fiscal resilience and create greater capacity for infrastructure-led development.

Table 8.1: Financing Sustainable Development Framework

Strategic Focus	Key Intervention	Intended Outcome
Revenue Sustainability	Improve billing accuracy, revenue collection and financial governance.	Stronger municipal financial resilience.
Infrastructure Investment	Maximise utilisation of infrastructure grants and capital investment programmes.	Improved service delivery and infrastructure renewal.



Strategic Focus	Key Intervention	Intended Outcome
Investment Readiness	Prepare bankable projects and strengthen partnerships with development finance institutions and investors.	Increased investment mobilisation.
Digital Transformation	Modernise financial management, asset management and planning systems.	Improved efficiency, transparency and evidence-based decision-making.
Strategic Partnerships	Expand collaborative financing through government, mining industry and development partners.	Diversified funding sources and accelerated project implementation.

The Municipality recognises that sustainable financing is not measured solely by available resources, but by its ability to manage those resources responsibly, mobilise additional investment and translate financial planning into measurable development outcomes.

8.2 STRATEGIC DEVELOPMENT OPPORTUNITIES

The Voluntary Local Review confirms that Moses Kotane Local Municipality possesses significant opportunities to accelerate sustainable development through targeted investment, strategic partnerships and integrated planning. While structural challenges remain, the Municipality is well positioned to leverage its natural assets, strategic location and institutional partnerships to stimulate inclusive growth and improve quality of life.

8.2.1 Infrastructure-Led Development

Continued investment in water, sanitation, roads, waste management and digital infrastructure will improve service delivery while creating conditions that support economic growth, investment and employment. Infrastructure remains the foundation upon which sustainable rural transformation will be built.



8.2.2 Economic Diversification

Although mining continues to anchor the local economy, opportunities exist to expand tourism, agriculture, agro-processing, entrepreneurship and local enterprise development. Broadening the economic base will strengthen resilience, reduce dependence on a single sector and create new opportunities for local communities.

8.2.3 Investment Readiness

The Municipality's strategic project pipeline, strengthened governance systems and partnership platforms provide a solid foundation for attracting public and private investment. Continued project preparation and collaborative implementation will improve the Municipality's ability to unlock catalytic development opportunities.

8.2.4 Climate Resilience and Environmental Sustainability

Investment in water security, environmental stewardship and climate adaptation presents an opportunity to strengthen resilience while protecting natural resources that sustain communities and economic activity. Climate-responsive planning will remain integral to future infrastructure and settlement development.

8.2.5 Partnership-Led Development

The strategic partnerships established throughout this Voluntary Local Review create opportunities to mobilise expertise, innovation and financial resources beyond the Municipality's own institutional capacity. Through collaborative implementation, development partners will continue supporting infrastructure delivery, economic development and institutional strengthening.

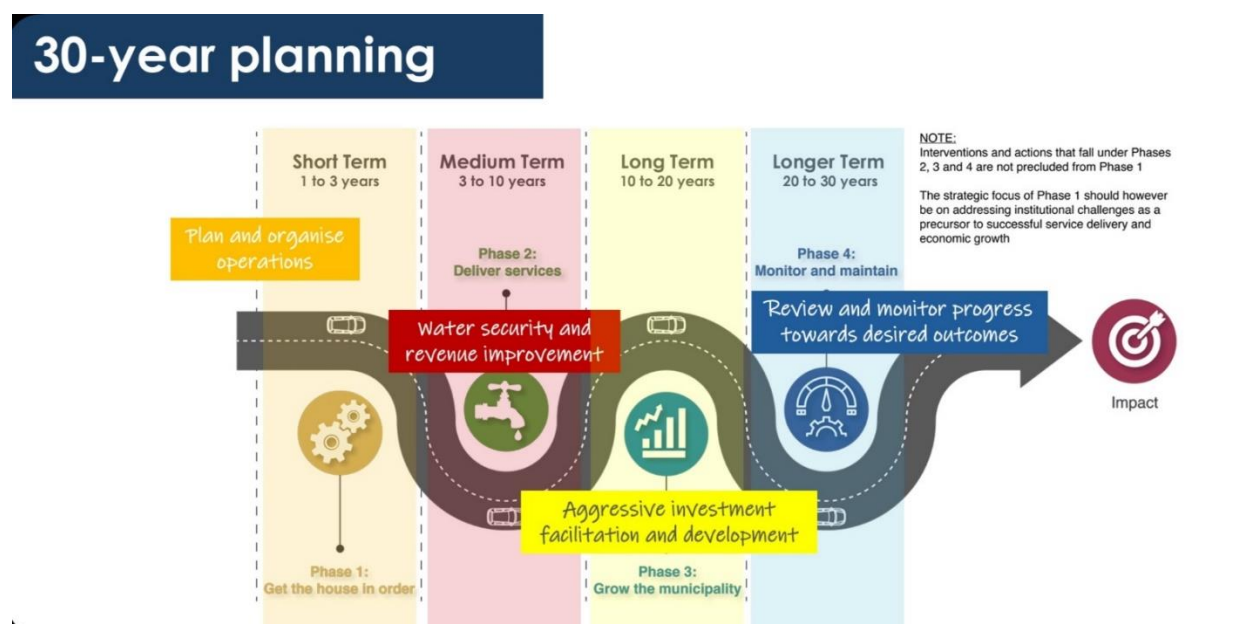
The opportunities identified in this Voluntary Local Review demonstrate that the Municipality's future will not be defined solely by the challenges it faces, but by its ability to transform those challenges into strategic opportunities. Guided by integrated planning, strengthened governance and investment readiness, Moses Kotane Local Municipality is positioning itself



to translate long-term vision into sustainable development outcomes that benefit present and future generations.

8.3 ROADMAP TO 2030

The Voluntary Local Review provides Moses Kotane Local Municipality with a clear understanding of its current development trajectory while establishing a practical pathway towards achieving the Sustainable Development Goals by 2030. The Roadmap to 2030 is not a new planning instrument; it is a strategic framework that aligns municipal priorities, partnerships, investment and institutional capacity around a shared vision of sustainable, inclusive and resilient development.



Building on the foundations established throughout this Voluntary Local Review, the Municipality has identified six strategic priorities that will guide implementation over the remainder of the 2030 Agenda.



Table 8.2: Roadmap to 2030

Strategic Priority	Desired 2030 Outcome
Rural Development and Spatial Transformation	Well-managed, inclusive and resilient rural settlements supported by coordinated spatial planning and strengthened collaboration with Traditional Authorities.
Water Security and Sanitation	Reliable, sustainable and climate-resilient water and sanitation services that support communities, economic growth and environmental sustainability.
Inclusive Economic Growth	A more diversified local economy driven by tourism, agriculture, entrepreneurship, strategic infrastructure and investment.
Climate Resilience and Environmental Sustainability	Improved protection of natural resources and greater resilience to climate-related risks.
Strategic Partnerships and Investment Mobilisation	Strong partnership platforms, investment-ready projects and collaborative implementation supporting long-term development.
Governance, Innovation and Accountability	Integrated planning, evidence-based decision-making, digital transformation and strengthened institutional performance.

The Municipality recognises that achieving these outcomes will require disciplined implementation, continuous institutional learning and sustained collaboration across all spheres of government, development partners, the private sector and local communities. Progress will be reviewed through existing municipal planning, performance management and reporting systems, ensuring that the Roadmap to 2030 remains responsive to changing development conditions while maintaining a clear strategic direction.

8.4 ALIGNMENT WITH THE MUNICIPAL LONG-TERM STRATEGIC PLAN

The Roadmap to 2030 is fully aligned with the Municipality's Long-Term Strategic Plan, ensuring that the Sustainable Development Goals reinforce rather than duplicate existing development priorities. This alignment enables the Municipality to integrate long-term planning, budgeting, implementation and performance monitoring within a single strategic framework.



Table 8.3: Alignment with the Long-Term Strategic Plan

Long-Term Strategic Plan Phase	Strategic Focus	Contribution of the SDG Roadmap
Phase 1: Get the House in Order	Strengthen institutional capacity and governance.	Embed SDG localisation, strengthen governance systems and improve institutional readiness.
Phase 2: Deliver Sustainable Services	Expand and improve essential municipal services.	Accelerate investment in water security, sanitation, infrastructure renewal and service delivery.
Phase 3: Grow the Local Economy	Promote investment, enterprise development and economic diversification.	Support investment readiness, tourism, agriculture, entrepreneurship and catalytic development projects.
Phase 4: Sustain, Monitor and Innovate	Protect infrastructure investments, strengthen resilience and promote continuous improvement.	Institutionalise performance monitoring, Voluntary Local Reviews, innovation and evidence-based decision-making.

This alignment confirms that sustainable development is embedded within the Municipality's long-term planning framework and will continue guiding strategic decision-making beyond the current planning cycle. By integrating the Sustainable Development Goals into its Long-Term Strategic Plan, Moses Kotane Local Municipality has established a coherent development pathway that links today's priorities with tomorrow's aspirations.

The Roadmap to 2030 therefore represents more than a commitment to achieving global goals; it reflects the Municipality's determination to build resilient institutions, create inclusive opportunities and improve the quality of life for every community it serves.

8.5 LESSONS FROM LOCALISING THE SUSTAINABLE DEVELOPMENT GOALS

The preparation of Moses Kotane Local Municipality's inaugural Voluntary Local Review has provided valuable institutional insights that extend beyond reporting on the Sustainable Development Goals. The process has strengthened the Municipality's understanding of how sustainable development can be embedded within existing governance, planning and



performance management systems while reinforcing the value of collaboration, evidence-based decision-making and continuous institutional learning.

Several important lessons have emerged from this journey.

Lesson 1: Sustainable Development Must Be Integrated into Municipal Systems

The experience of preparing the Voluntary Local Review confirmed that sustainable development is most effective when integrated into existing municipal planning, budgeting, implementation and performance management processes. Embedding the Sustainable Development Goals within these systems strengthens institutional ownership, improves accountability and avoids the creation of parallel reporting processes.

Lesson 2: Evidence Strengthens Better Decision-Making

Reliable information remains fundamental to effective planning. The Voluntary Local Review has reinforced the importance of strengthening municipal data systems, improving performance measurement and using evidence to guide strategic decisions, allocate resources and evaluate development outcomes.

Lesson 3: Partnerships Multiply Development Impact

The Municipality has reaffirmed that sustainable development cannot be achieved through municipal action alone. Collaboration with communities, Traditional Authorities, government departments, the private sector, development partners and research institutions expands institutional capacity, mobilise investment and accelerates implementation.

Lesson 4: Rural Municipalities Can Lead Innovation

The experience of Moses Kotane Local Municipality demonstrates that rural municipalities are not defined by their constraints but by their capacity to innovate, collaborate and respond strategically to local development challenges. Localisation of the Sustainable Development Goals provides an opportunity to develop solutions that reflect local realities while contributing to national, continental and global development objectives.

Lesson 5: Continuous Learning Strengthens Institutional Resilience

Participation in the Voluntary Local Review process has strengthened institutional learning by encouraging reflection, knowledge sharing and continuous improvement. The Municipality will



continue drawing on local experience, national collaboration and international learning opportunities to refine its approaches and strengthen future

Voluntary Local Reviews.

The lessons emerging from this inaugural Voluntary Local Review will continue informing municipal planning and implementation as Moses Kotane Local Municipality advances towards the 2030 Agenda and beyond.

8.6 CLOSING REFLECTION – FROM VISION TO DELIVERY

This inaugural Voluntary Local Review represents an important milestone in the development journey of Moses Kotane Local Municipality. It has provided an opportunity to reflect on progress achieved, acknowledge the challenges that remain and define a clear pathway towards a more sustainable, inclusive and resilient future.

More importantly, the process has demonstrated that sustainable development is no longer viewed as a separate reporting exercise. It has become an integral part of the way the Municipality plans, governs, invests, delivers services and measures progress. The Sustainable Development Goals have been embedded within municipal systems, strengthening the alignment between local priorities and national, continental and global development commitments.

Throughout this Voluntary Local Review, the Municipality has reaffirmed that meaningful development is built upon capable institutions, evidence-based planning, responsible financial management, strategic partnerships and active citizen participation. These foundations provide the confidence that the Municipality is not only responding to present challenges but is also preparing for future opportunities.

The journey towards 2030 will require continued commitment, innovation and collaboration. Infrastructure must continue to improve. Economic opportunities must expand. Natural resources must be protected. Communities must remain at the centre of development. Above



all, the principle of Leaving No One Behind must continue guiding every decision and every investment.

Moses Kotane Local Municipality enters this next chapter with a renewed sense of purpose. The governance systems have been strengthened. Strategic partnerships have been established. Investment readiness has been elevated as a strategic priority. Performance is being measured more deliberately, and institutional learning has become part of the Municipality's culture.

This Voluntary Local Review therefore marks not the conclusion of a process, but the beginning of a new phase of implementation. The Municipality now moves **from vision to delivery**—guided by evidence, strengthened through partnership, inspired by innovation and committed to improving the quality of life of every community it serves.

As Moses Kotane Local Municipality looks beyond this inaugural Voluntary Local Review, it does so with confidence that sustainable development is no longer simply an aspiration. It is becoming the way in which the Municipality governs, plans and builds its future.

“Future-Proofing Kotane” is no longer only a strategic vision. It is the pathway through which the Municipality will continue transforming ambition into measurable outcomes, ensuring that present actions create lasting opportunities for future generations.

