

“Thé Arterial City of Choice”

MOGALAKWENA LOCAL MUNICIPALITY

FINAL 2024/25 INTEGRATED DEVELOPMENT PLAN



“A Place for Prosperity”

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LIST OF ACRONYMS

CDG	Care Dependency Grant
CSG	Child Support Grant
DG	Disability Grant
FCG	Foster Child Grant
OAG	Old Age Grant
WVG	War Veteran Grant
GIA	Grant in Aid
COM	Combination (FCG+CDG)
CDW	Community development worker
IDP	Integrated Development Plan
MFMA	Local Government: Municipal Finance Management Act, Act 56 of 2003
MLM	Mogalakwena Local Municipality
MIG	Municipal Infrastructure Grant
DCoGHSTA	Department of Cooperative Governance Human Settlement and Traditional Affairs
DHS	Department of Human Settlements
DM	Department of Minerals
DE	Department of Energy
DTI	Department of Trade and Industry
EXCO	Executive Committee
MSA	Local Government: Municipal Systems Act, Act 32 of 2000
PMS	Performance Management System
CBP	Community-based planning
KPA	Key Performance Indicator
LED	Local Economic Development
WDM	Waterberg District Municipality

VISION, MISSION, AND VALUES

Vision

The vision statement of the MLM has been approved to read as follows:

“Thé Arterial City of Choice”

This vision is characterised by the dominant features of the municipal area and not limited to mining, agriculture, geographical location, tourism, and cultural diversity. The EXCO members who were tasked to review the vision felt strongly that the municipality is predominately located within four major routes, intersecting within the municipal area. The EXCO deemed the municipal area to be a significant centre for economic activities within the province. The roads are mainly used to support the main economic activities and drivers of the municipal area and therefore should lead to the growth (contributing towards achieving excellence and recognition of the municipality) to become a city. Moreso, the lifespan of the Mogalakwena Platinum Mine strengthens the MLM's capacity to establish itself as a city.

Mission

The existing mission statement of the municipality was not amended and still reflects the municipality's commitment towards the objects of local government as stipulated within Section 152 of the Constitution and reads as follows:

Mogalakwena Municipality is committed to develop communities and promote economic growth by:

- ***providing affordable and quality basic services,***
- ***creating a conducive and sustainable environment for social and economic development; and***
- ***being consultative, responsive, and accountable.***

Value system

The MLM values were reviewed to serve as a guideline for the municipal councillors and officials to achieve the mission and vision statements:

- ***Respect and uphold the Constitution and the Code of Conduct for Councillors and Officials.***
- ***A high standard of professional ethics.***
- ***Accountability.***
- ***Responsiveness to community needs.***
- ***Impartial, fair, and equitable provision of services.***

FOREWORD BY THE MAYOR

Our vision is “**The’ Arterial City of Choice**”. We want Mogalakwena to be a living proof that a better life is possible for all in South Africa, if only leaders apply themselves diligently to the task of governing prudently, in the interest of all.

In also keeping with the Theme of “The year of decisive action to advance the people’s interest,” and our commitment to the **vision, mission, and value system**, our municipality continues to deliver quality basic services to the people.

The 2024/25 IDP review in this regard, is a crucial process for Mogalakwena, as it provides an opportunity to evaluate the effectiveness of our municipality’s implementation of programmes contributing to its developmental goals and ensure a forward-looking agenda that implements its vision.

As the Mogalakwena Local Municipality, we are very honoured to serve our community by making sure that everything we do aligns with the concept of service delivery, which is the foundation of our existence. As part of the inclusive approach that is expected of us, we have a responsibility to advance good governance, prudent financial management, economic growth, and public involvement in the all activities of the municipality.

Every business, industry, entrepreneur, and ordinary working resident needs world-class basic services to survive and thrive. Objectives belonging to this theme include improved access to quality and reliable basic services like waste, water, roads, sanitation, electricity and well-managed and modernised infrastructure to support economic growth.

To ensure increased jobs and investment in the municipal economy, we are putting a number of programmes in place, including those focused on the ease of doing business, investment and partnership development, and inclusive economic development and growth. All of these measures are designed to directly address poverty through jobs.

Beautiful and clean public spaces, streets, and water ways are essential to residents and investors being able to feel pride in their municipality. Recognising the value of this, we are prioritising a healthy and sustainable environment through collection of waste, sustainable management of our landfill sites and provision of bins and bulk bins in the entire municipal area.

Our town, township, and surrounding villages have grown exponentially, so we have partnered with the private sector in a public-private partnership to build and develop a water treatment plant that will increase capacity and address the water and sanitation crisis in our jurisdiction.

We further made inputs in the Social and Labour Plans (SLP'S) of the mining Houses to bring in projects that will enhance economic development and create temporary and permanent jobs.

The process of formalization of our peri-urban areas will also enhance revenue collection within the municipal area. This is a component of the infrastructure development to encourage economic spinoffs.

We will never give up on our goal of making our municipality one of those that values excellence, devotion, and service to its citizens in every aspect of our fundamental principles of being.

Where community needs are being adequately met, political supervision in all areas of service delivery, prudent financial management, strong governance, and public involvement will be strengthened.

In Mogalakwena, we have chosen a different approach to govern, and this means a meaningfully different life for our residents. We are committed to doing even more, and this document is a meaningful symbol of that.

We look forward to collaborating with all stakeholders in the implementation of the IDP to create a sustainable, resilient, and economically prosperous municipality that provides equal opportunities for all residents.


CLLR. N.S. TAUEATSOALA
MAYOR



EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

The 2024/2025 Integrated Development Plan (IDP) review provides Mogalakwena Local Municipality (MLM) with a good opportunity to reflect, review and refocus on the mandate given to MLM towards developmental local government. As a Local Government I am proud that we have not only continued to deliver basic services even under immense pressure and uncertainty, but have shown that we have considerable capacity to adopt and respond to new realities. It will also reflect and provide an account of the path that has been traversed by Council in the past year as well as develop a clear accelerated plan towards the coming years.

This plan provides a focused set of objectives to ensure that public resources are channeled to the programmes and projects that deliver the most benefit for the public, as equitably as possible. The activities of the municipality, its budget and the allocation of resources will be guided by and informed by this plan.

The IDP emphasizes the need the need for community engagement and public participation in the implementation of the plan. The Municipality's administrative focus should be on ensuring that the IDP's priorities are translated into actionable policies, programmes and projects. The administrative focus should also ensure that the planned objectives are met through effective resource allocation, monitoring and evaluation.

It is for the above reason that our IDP; Service Delivery and Implementation Plan (SDBIP) and Budget for the coming year took into account all inputs from different stakeholders and linked it with the District Development Model (DDM) and Financial Recovery Plan (FRP).

With the current financial constraints and economic meltdown, MLM had to review its limited budget to ensure proper allocation of resources in attaining its strategic objectives is in line with our core mandate and pursuit of bringing MLM back to its former glory.

We further reiterate and commit in the implementation of our IDP and Budget to focus on the following:

- Reconfiguration of the MLM Service Delivery Model with focus on Water & Sanitation; Roads & Storm Water and Solid Waste.
- Financial Sustainability of MLM by focusing on costing; cost reduction; Revenue Enhancement; Building Reserves and Business Continuity.
- Capacity building: We will invest in the development of our staff to ensure they have the necessary skills and knowledge to deliver on the objectives of the IDP. We will also work with communities to build their capacity to participate in the planning and implementation process.
- Monitoring and evaluation: We will establish a robust monitoring and evaluation framework to track down progress and identify areas where improvements can be made. We will regularly report on progress to the Municipal Council and other stakeholders to ensure transparency and accountability.

- Better Collaboration and Partnerships: We will work collaboratively with all stakeholders, including residents, business, and other government entities, to ensure that projects are delivered effectively and efficiently. We will also seek partnerships with private and non-profit organizations to leverage resources and expertise.
- Innovation: We will explore innovative approaches to service delivery and problem-solving to achieve our objectives in a cost-effective and sustainable manner.
- Improvement of an effective Service Delivery Areas (SDA'S) Office Model.
- Digitalisation of MLM Business Processes.
- Economic Growth & Development within MLM.

Indeed, the past year was not an easy journey, it had its ups and downs but both Political and Administrative Leadership of the institution were equal to the task. For the past few years MLM has had some cash flow challenges which affected our daily operations.

Our salary bill remains one of our challenges and contributing to the cash flow challenges but with the process of reengineering the institution and participation of Labour we hope that this will be the thing of the past as we go beyond half way of the current term of council.

However, we still managed to achieve our constitutional mandate despite limited resources and financial constraints that we were facing as an institution.

Equally I want to pay a special gratitude to the Political Leadership led by the Mayor, Cllr Taueatsoala N.S. Your Leadership is appreciated and may you continue to lead the Mayoral Committee and with our Speaker, Cllr Pheladi Olifant leading Council diligently.

Thank you


M.M. MALULEKA
MUNICIPAL MANAGER





Cllr Olifant L.P
ANC PR Speaker



Cllr Taueatsoala N.S
ANC Mayor



Cllr Tsebe M.A
ANC Chief Whip

MEMBERS OF THE EXECUTIVE COUNCIL



Cllr Selemela R.G
ANC Ward 24 EXCO Member
Finance Chairperson



Cllr Senoamadi M.M
ANC PR EXCO Member
Technical Services Chairperson



Cllr Mokwele M.F
ANC PR EXCO Member
Electrical Services Chairperson



Mashabane T.E
ANC Ward 10 EXCO Member
Traffic & Emergency Services
Chairperson



Cllr Lebese M.T
ANC PR EXCO Member
Planning & Developmental
Services Chairperson



Cllr Tefu M.S
ANC PR EXCO Member
Corporate Support Services
Chairperson



Cllr Maepa M.R
EFF Ward 3 EXCO Member



Cllr Maluleke K.J
EFF PR EXCO Member



Cllr Coetzee Y
DA Ward 32 EXCO Member

WARD COUNCILLORS

Cllr Hlako C.W
ANC Ward 1 Special
Projects Chairperson

Ramela K.S
ANC Ward 2

Cllr Ngoepe D.J
ANC Ward 4

Cllr Baloyi M.B
ANC Ward 5



Cllr Matlou M.C
ANC Ward 6



Cllr Dolo M.E
ANC Ward 7



Cllr Marakalala M.P
ANC Ward 8



Cllr Manganyi R.V
ANC Ward 9



Majadibody K.S
ANC Ward 10



Hlonyana M.D
ANC Ward 12



Kgole G.P
ANC Ward 13



Laka L.E
ANC Ward 14



Nxube T.G
ANC Ward 15



Cllr Ledwaba R.S
ANC Ward 16



Cllr Ncube M.J
ANC Ward 17



Cllr Mabe P.S
ANC Ward 18



Cllr Setsiba E.T
ANC Ward 19



Cllr Sebele K.D
ANC Ward 20



Cllr Makhubele H.P
ANC Ward 21



Cllr Marakalala C.N
ANC Ward 22



Cllr Kekana M.R
ANC Ward 23



Cllr Monama M.G
ANC Ward 25



Cllr Marakalala L.S
ANC Ward 26



Cllr Rapatsa M.M
ANC Ward 27



Cllr Shadung F.J
ANC Ward 28



**Cllr Ngwenya
M.R.M**
ANC Ward 29



Cllr Nkgapele T.M
ANC Ward 30



Cllr Maartens M
DA Ward 31

PROPORTIONAL COUNCILLORS



Cllr Tsebe M.A
ANC Chief Whip



Cllr Satege L.K
Ward PR MPAC
Chairperson



Cllr Madiba M.J
ANC PR



Cllr Nkhona H.J
ANC PR



**Cllr Sebjane
R.P**
ANC PR



Cllr Meteleni M.S
ANC PR



Cllr Gumedede M.J
ANC PR



**Cllr
Mmangokoane
K.L**
EFF PR



Cllr Molebale M.J
EFF PR



Cllr Maponya T.H
EFF PR



Cllr Kgomo C.M
EFF PR



Cllr Majoko S.C
EFF PR



**Cllr Thobane
M.S**
EFF PR



Cllr Boya M
EFF PR



**Cllr Malebana
T.N**
EFF PR



Cllr Shikwane M.J
EFF PR



Cllr Molefe L.J
EFF Ward PR



Cllr Patleswane D
DA PR



Cllr Mphago D.M
DA PR



Cllr Matlou L.E
DA PR



Cllr Wiid
VF Plus PR



Cllr Alberts S
VF Plus PR



**Cllr Boshomane
M.J**
PAC PR



Cllr Mogotle P.J
APC PR



Clir Molekoa L.P
EFF PR

EXECUTIVE MANAGEMENT



Maluleka MM
Municipal Manager



Ngomana K Chief Financial
Officer



Radipabe BC
Planning and Developmental
Services



Moakamela M
Corporate Support Services



Mashishi ML
Community Services



Hlabangoane T
Electrical Services

1. CHAPTER ONE – THE PLANNING FRAMEWORK

1.1 Introduction

The Integrated Development Plan (IDP) is a product of the IDP process through which municipalities prepare strategic development plans for a five-year period. The IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management, and decision-making processes in a municipality.

Through integrated development planning, which requires the involvement of all relevant Stakeholders, a municipality can:

- Identify its key development priorities.
- Formulate a clear vision, mission, and values.
- Formulate appropriate strategies.
- Develop the appropriate organisational structure and systems to realize the vision and mission; and
- Align resources with the development priorities.

1.2 Legislative Background and Policy Imperatives

1.2.1 The objectives of local government (Section 152 of the Constitution)

The Constitution of the Republic of South Africa, 1996 determines that the local sphere of government consists of municipalities which were established for the whole of the territory of South Africa – the so-called ‘wall-to-wall municipalities.’ The objectives of local government, as defined in Section 152 of the Constitution, are:

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

The Constitution commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water, and social security.

The development of the Integrated Development Plan (IDP) in municipalities is contained in different legislations that govern local government. This includes the Municipal Systems Act of 2001 and the Municipal Structures Act of 1997. The Municipal Finance Management Act 56 of 2003 (MFMA) outlines the alignment of the budget and IDP.

Other legislation and policy documentation which contain reference to integrated development planning are:

- The Constitution of the Republic of South Africa 200 of 1993
- Tourism Act 72 of 1993
- Development Facilitation Act, Act 67 of 1995
- The Municipal Finance Management Act 56 of 2003
- Housing Act 107 of 1997
- White Paper on Local Government of 1998
- Local Government: Municipal Structures Act 117 of 1998
- National Land Transportation Transition Act 22 of 2000
- Disaster Management Act 52 of 2002

The following environmental legislation has been taken into consideration:

- National Environmental Management Act, Act 107 of 1998(NEMA)
- Environmental Conservation Act, Act 73 of 1989
- National Environmental Management Act: Air Quality Act (Act 39 of 2004)
- Heritage Resources Act (Act 25 of 1995)
- Atmospheric Pollution Prevention Act, Act 45 of 1965 (APPA)
- National Environmental Management: Biodiversity Act 10 of 2004 (NEMBA)

- National Environmental Management: Protected Area Act, Act 57 of 2003 (NEMPAA)
- NEMA: Waste Management Bill (Notice 1832 of 2007)
- NEMA: Environmental Impact Assessment Regulations (Notice R385 of 2006)
- Limpopo Environmental Management Act, (Act 7 of 2003)
- National Water Act, Act 36 of 1998
- Water Service Act, Act 108 of 1997

1.3 District Development Model - Waterberg District One Plan

1.3.1 Background

The District Development Model (DDM) was launched by the President in Lephalale, Waterberg, in November 2019. . In the following year, the DDM Hub and its associated expertise and services was initiated as the first step in the institutionalization of the DDM.

The DDM is regarded by government as a practical method to improve cooperative governance and promote integrated planning, budgeting, and implementation on the basis of stakeholder and community involvement. It is designed to build a capable and ethical developmental state, with strong local government, which can respond to current and future needs and effectively implement national priorities.

The objective of the DDM will be achieved through the One Plan which serves as a strategic, long-range framework.

The One Plan includes short, medium, and long-term objectives/interventions to guide all state and private investment within the district and metropolitan areas. It is not a detailed or comprehensive plan covering the full range of departmental and municipal responsibilities. At a national level, the One Plan is championed by the President and is facilitated by the Minister for Cooperative Governance and Traditional Affairs.

The Waterberg One Plan is based on the DDM's Theory of Change which identifies postulates six transformation areas which are required to move from the current state of underdevelopment to a desired better future:

1. Demographic change and people development;
2. Economic positioning;
3. Spatial restructuring and environmental sustainability;
4. Infrastructure engineering;
5. Integrated services provisioning, and
6. Governance and management.

The Waterberg One Plan aims to establish Waterberg as a well-managed district that enables a participative, investment-friendly, and diversified economy.

This will result in the Waterberg being a desired investment destination that leverages from its locational advantage with respect to the Gauteng global city region and various international border posts, its global resource competitiveness relating to mineral resources, the unique world heritage site within its boundaries and the social potential rooted within the district.

To become a well-managed district, respective role players will aim to stabilise governance frameworks and policies and improve intergovernmental communication. They will strengthen collaboration through the hub to achieve appropriate service delivery, focusing on existing asset maintenance and the provision of bulk basic services such as renewable energy and water supply.

1.3.2 Purpose

- To give effect to the District Development Model as a practical method to improve service delivery and development impact in the Waterberg space. This will be done through integrated planning, collaborative budgeting, and focused delivery by all three spheres of government working together with stakeholders and communities;
- To achieve the objectives of the National Development Plan, 2030, the National Spatial Development Framework, the Integrated Urban Development Framework, and other key national, provincial, and local socio-economic and spatial development policies;

- To jointly, and coherently, as all government and stakeholders develop a common vision and approach in addressing the current and future development needs, challenges and key priorities of the Waterberg district space;
- To restructure the Waterberg economy from a focus on primary activities such as mining and agriculture to secondary and tertiary activities which include manufacturing and downstream beneficiation opportunities;
- To create an environment which is conducive for investment;
- To stabilise governance and financial management practices in the Waterberg district;
- To capacitate people, in particular the vulnerable groups such as women, youth and the disabled through skills redevelopment and development to meaningfully participate in the economy; and
- To focus on infrastructure planning, maintenance, and expansion.

The Waterberg One Plan provides multiple spheres of government, stakeholders, communities, and investors with a strategic direction unique to the district in moving from the current situation to the desired future. The strategic direction is represented by a set of key strategies and an action plan to realise the desired future state. It is the product of a multi-sphere government approach, with stakeholders and communities as strategic partners, to change the fortunes of the people of Waterberg. The One Plan will be successfully implemented through collaboration, internalisation and the entire society joining forces to tap into the potential of Waterberg.

The One Plan formulation process followed the seven stage DDM roadmap as depicted in the following diagram.

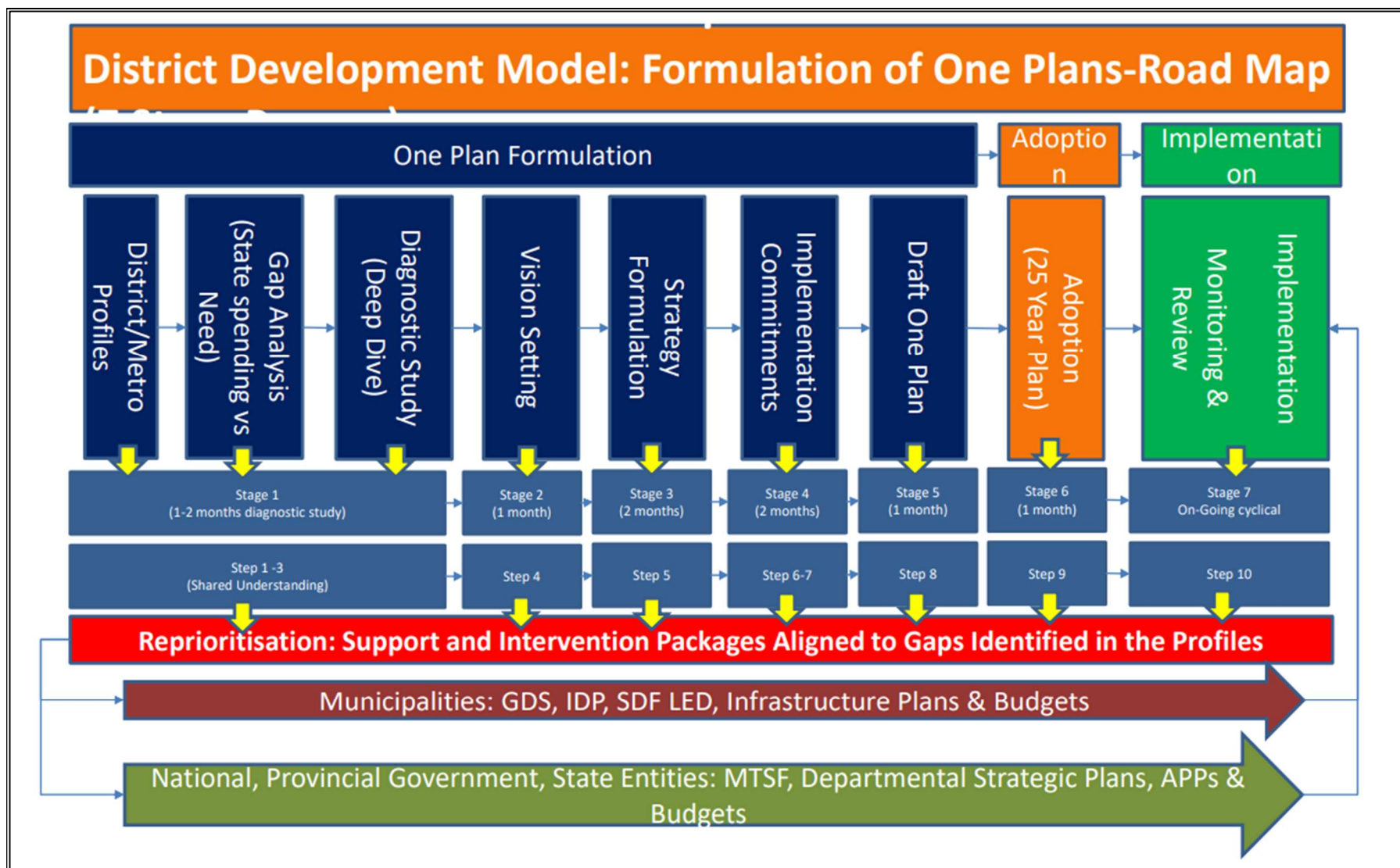


Figure 1: Seven stage District Development Model Road Map
 (Source: Waterberg District Municipality 2022/2023 Final IDP)

The One Plan content draws from the Waterberg Vision 2050. It follows the DDM Theory of Change and logical framework and is structured in relation to the six DDM Transformation Focal Areas or Goals. This is designed to ignite the self-reinforcing sustainability cycle of the district by establishing Waterberg as a well-managed district that enables a participative, investment-friendly, and diversified economy.

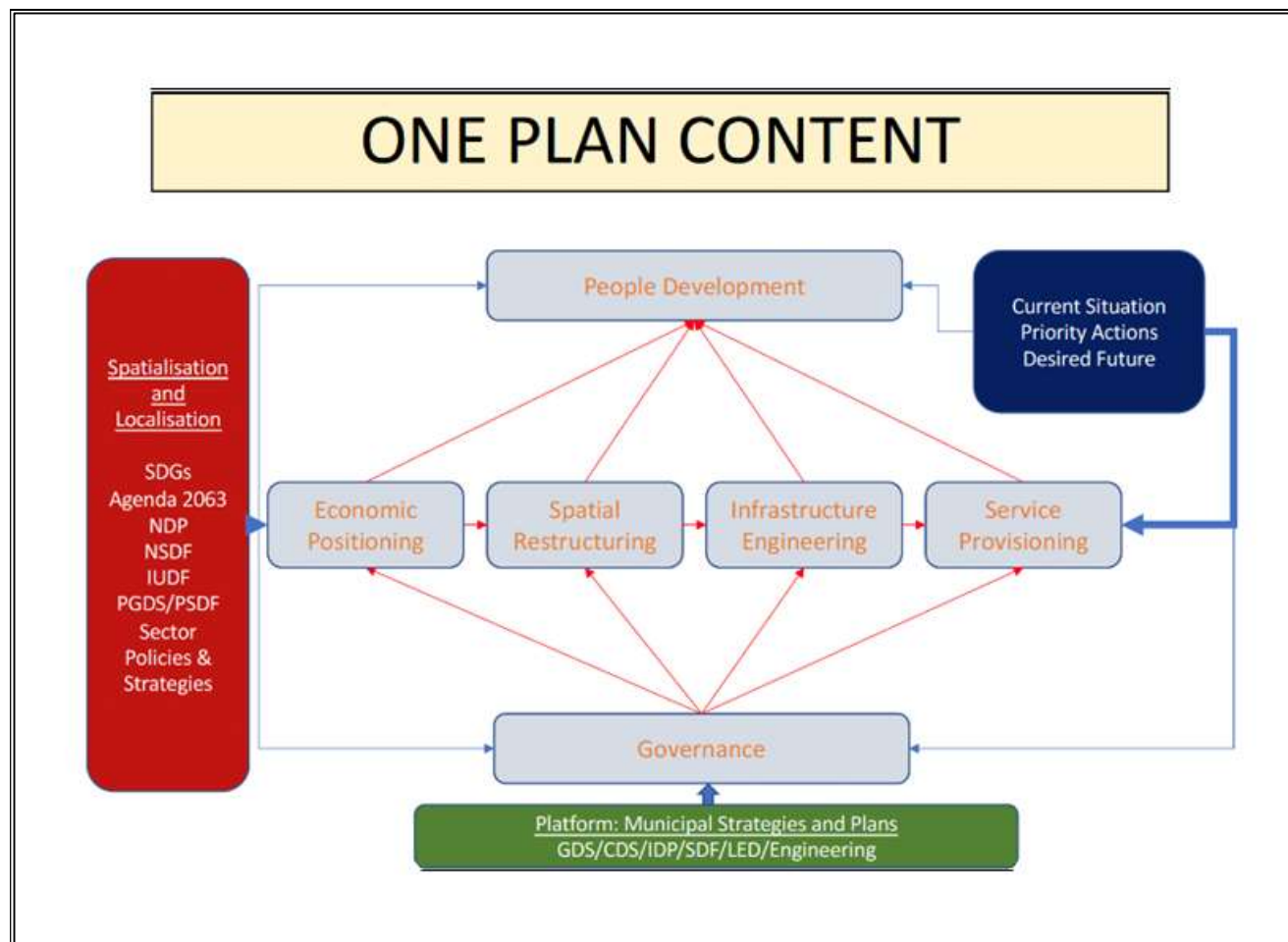


Figure 2: One Plan content: Relationship between themes

(Source: Waterberg District Municipality 2022/2023 Final IDP)

Vision

***Waterberg - A tourism and energy hub
that enables a participative, investment friendly and
diversified economy.***

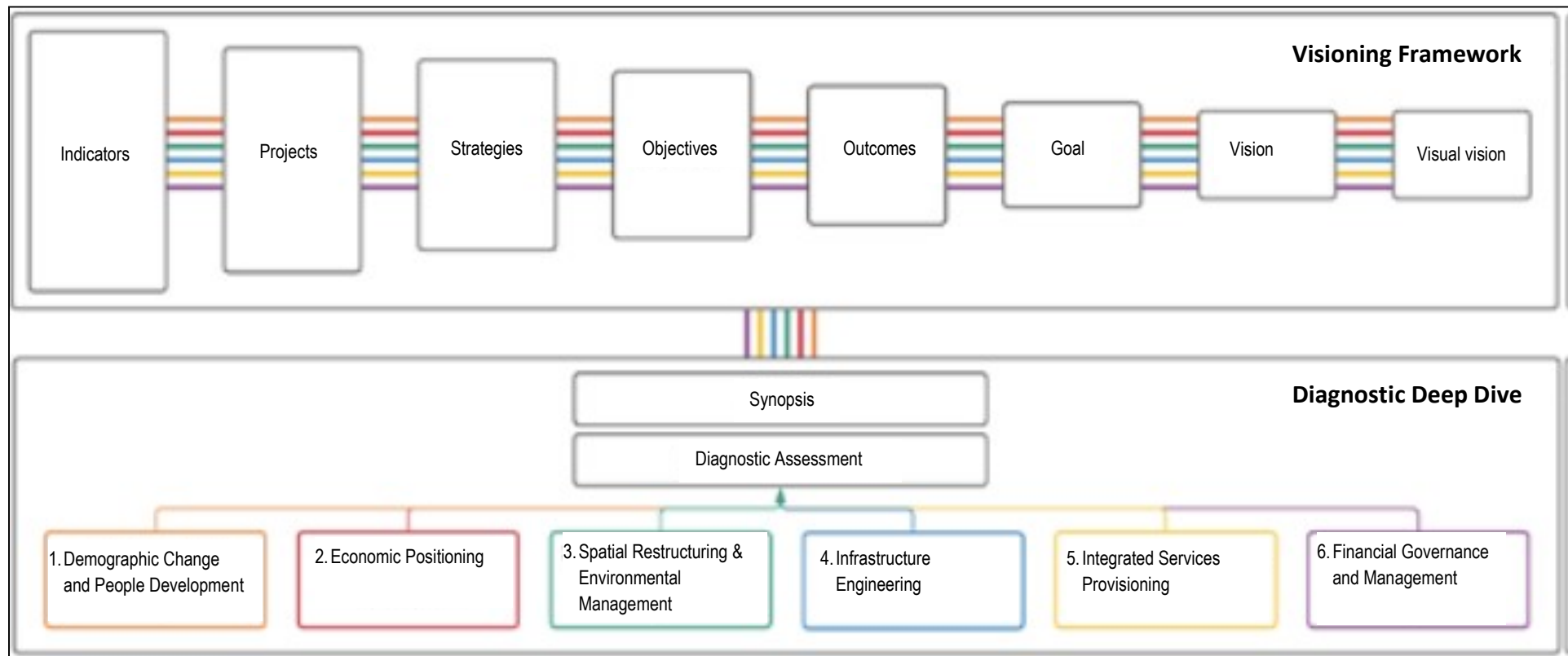


Figure 3: Vision framework

(Source: Waterberg District Municipality 2022/2023 Final IDP)

The figure below shows the inter-relatedness and interdependence relationships of various strategies with the potential to positively reinforce each other.

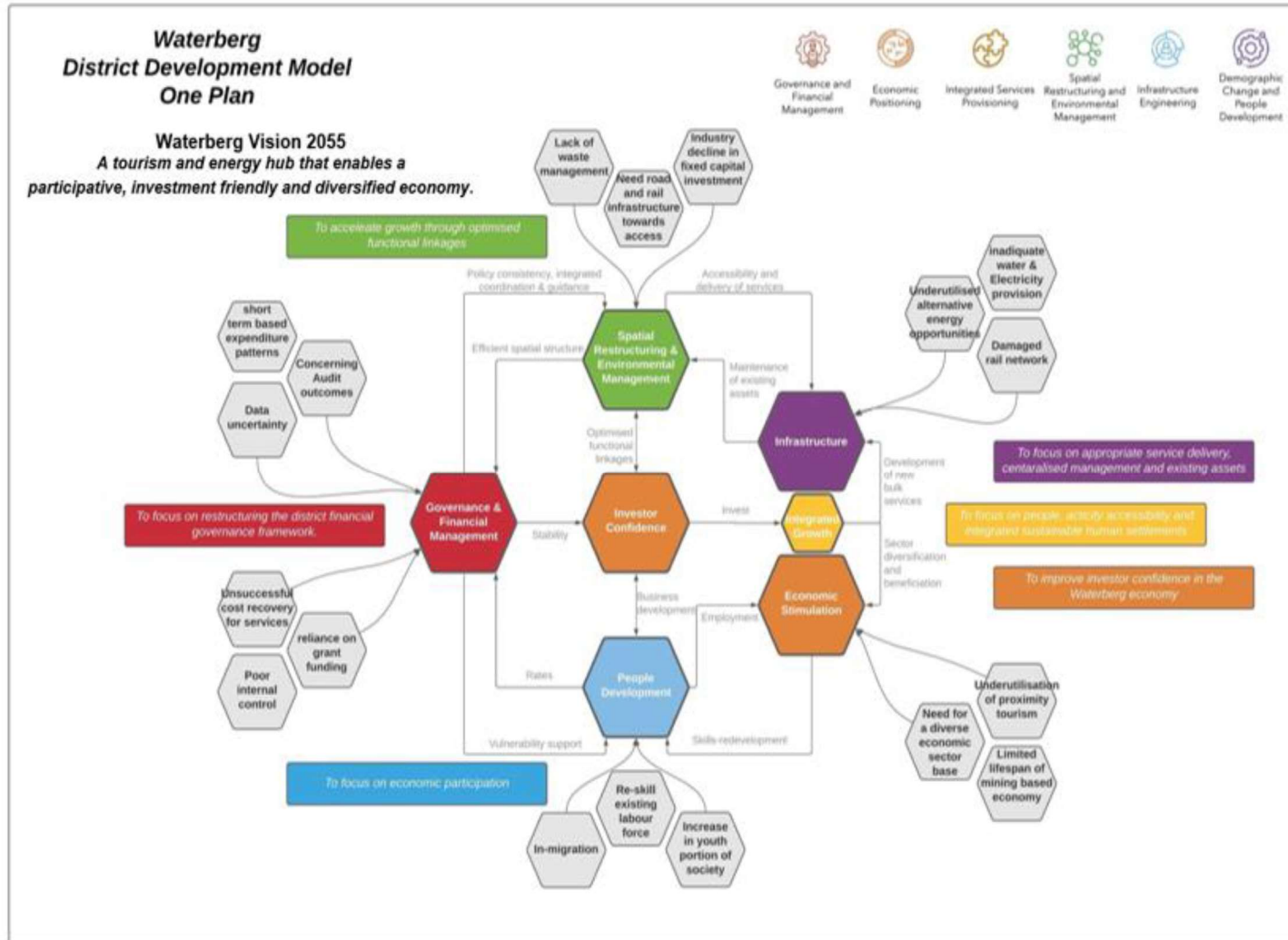


Figure 4: Self-reinforcing upliftment and sustainability cycle
(WDDM One Plan – vision 2005)

1.3.3 One Plan strategies

The strategic goals provide direction for all of government and the private sector to bring about the desired future in the Waterberg district and achieve the set vision.

TABLE 1: ONE PLAN STRATEGIC GOALS

DDM Focal Area	Strategic Goal
Demographic change and people development	To focus on economic participation
Economic positioning	Improve investor confidence in the Waterberg economy
Spatial restructuring and environmental	Accelerate growth through optimise functional linkages between activities
Infrastructure engineering	Focus on appropriate service delivery, centralised management, and existing asset maintenance
Integrated service provisioning	Focus on people, activity, accessibility and integrated sustainable Human settlements
Governance and Financial Management	Focus on restructuring the district financial governance framework

1.3.4 Baseline existing commitments and planned initiatives

Existing project commitments and planned initiatives allocated per sphere of government are indicative of the intent of government to contribute and/or develop the Waterberg District and are also an indication of the effort required to implement the One Plan objectives which are to coordinate, collaborate and catalyze investment collectively across spheres of government and sectors. One way to gauge the intent of different spheres of government is to investigate the volume or number of projects together with the total value or project cost or financial commitments associated with the projects, targeted within the Waterberg district. The One Plan has several projects, however, has prioritized fourteen (14) projects viewed as catalytic projects.

NB: It is advisable to refer to the One Plan's Annexure A: List of all projects, as nuances in the detailed project database will shed better light on a detailed level.

1.4 National Spatial Development Perspective (NSDP)

The National Spatial Development Perspective (NSDP) (Presidency, 2006) is the primary spatial lens through which policymakers view socio-economic development in the country as a whole. It presents a wide variety of socio-economic trends emerging in South Africa, and then draws inferences about how that emerging space economy should affect public investment (expenditure) in the immediate future.

1.4.1 National Spatial Development Plan and Principles

Those interpretations and conclusions are guided by normative principles that ultimately steer national infrastructure investment and development decisions. The NSDP principles are that:

- Sustained, inclusive and rapid economic growth is a pre-requisite for the achievement of other policy objectives (especially poverty alleviation). Government has a Constitutional obligation to provide basic services (water, electricity, health, education, etc.) to all citizens wherever they reside.
- Beyond the Constitutional obligation, government spending on fixed investment should be focused on localities of economic growth and/or economic potential. This would enable it to leverage in private investment, to stimulate sustainable economic activities and to create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places. In places with low economic potential, government should, beyond the provision of basic services, concentrate mainly on human capital development (through providing education, social grants and poverty-relief programmes). Government should also provide people living in these areas with labour-market information to allow them to migrate to other (higher potential) localities if they choose to do so.
- Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to/linked to the main growth centres in the country. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa.

1.5 Medium Term Strategic Framework

One of the primary responsibilities of the Department of Planning, Monitoring and Evaluation (DPME) is the development of the Medium-term Strategic Framework (MTSF). In his 2019 State of the Nation Address, President Cyril Ramaphosa announced the seven apex priorities for the term of this administration. These priorities guide the medium-term plan for the sixth administration of the democratic government of South Africa. The MTSF 2019-2024 was developed in 2019 and it was anchored by these apex priorities. The DPME developed the MTSF 2019-2024 in consultation with government.

The MTSF outlines government's strategic intent in implementing the electoral mandate of the ruling party as well as the National Development Plan (NDP) Vision 2030.. It sets out the interventions and targets required over the five years in the spirit of "Khwuleza" The MTSF 2019-2024 acknowledges that, while some progress was made, fundamental transformation is needed to realise the national priorities.

The implementation of the MTSF 2019-2024 was disrupted by the outbreak of the COVID-19 pandemic and the declaration of a National State of Disaster in March 2020. Government had to reprioritise its plans and budgets in response to the pandemic, which had a devastating impact on the health, social and economic aspects of the lives of South Africans. To fund government's relief measures, the President announced a R500bn relief package and launched the Economic Reconstruction and Recovery Plan (ERRP) to restore economic growth and employment. The MTSF 2019-2024 had to be revised to include critical interventions that are part of government's relief and recovery efforts.

The MTSF 2019–2024 translates the NDP goals and priorities over a five-year period. These apex priorities, which will be achieved through the joint efforts of all government institutions, are:

- Priority 1: A capable, ethical, and developmental state
- Priority 2: Economic transformation and job creation
- Priority 3: Education, skills, and health
- Priority 4: Consolidating the social wage through reliable and quality basic services
- Priority 5: Spatial integration, human settlements, and local government
- Priority 6: Social cohesion and safe communities
- Priority 7: A better Africa and world

1.6 Government Plan of Action

The Programme of Action (PoA) is an annual statement of government's priorities for the year. It outlines government's major plans for the year ahead. The PoA has identified 10 priority areas:

1. Speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
2. Introduce a massive programme to build economic and social infrastructure;
3. Develop and implement a comprehensive rural development strategy linked to land and agrarian reform and food security;
4. Strengthen the skills and human resource base;
5. Improve the health profile of all South Africans;
6. Intensify the fight against crime and corruption;
7. Build cohesive, caring, and sustainable communities;
8. Pursue African advancement and enhanced international cooperation;
9. Ensure sustainable resource management and use; and
10. Build a developmental state, improve public services, and strengthen democratic institutions.

1.7 The New Growth Path

This National Policy framework addresses issues such as creating decent work, reducing inequality, and defeating poverty through a restructuring of the South African economy to improve its performance. It identifies specific job drivers pertaining to local government:

- Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.
- Targeting more labour absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing, and services.
- Taking advantage of new opportunities in the knowledge and green economies.
- Leveraging social capital in the social economy and the public services.
- Fostering rural development and regional integration.

Employment creation in the following key sectors should be prioritised:

- Infrastructure;
- The agricultural value chain;
- The mining value chain;
- The green economy;
- Manufacturing sectors;
- Tourism and certain high-level services

1.8 National Development Plan, 2030 (NDP)

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

The NDP seeks to address the key challenges that exist in South Africa through a detailed plan based on its diagnostic report:

- An economy that will create more jobs.
- Improving infrastructure.
- Transition to a low carbon economy.
- Reversing the spatial effects of apartheid.
- Improving the quality of education, training, and innovation.
- Quality health care.
- Social protection.
- Fighting corruption.
- Transforming society and uniting the country.

1.8.1 Outcome 9

The transformative role of local government is set out in Outcome 9 of the NDP. It highlights that municipalities should deliver services in a responsive, accountable, effective, and efficient manner to enhance the livelihoods of communities. This will contribute to:

- Improved quality of basic education;
- A long and healthy life for all South Africans;
- All people in South Africa are, and feel, free;
- Decent employment through inclusive economic growth;
- A skilled and capable workforce to support an inclusive growth path;
- An efficient, competitive, and responsive economic infrastructure network;
- Vibrant, equitable and sustainable rural communities with food security for all;
- Sustainable human settlements and improved quality of household life;
- A responsive, accountable, effective, and efficient local government system
 - Output 1: Implement a differentiated approach to municipal financing, planning and support;
 - Output 2: Improve access to basic services;
 - Output 3: Implementation of Community Works Programme;
 - Output 4: Action supportive of sustainable human settlement outcomes;
 - Output 5: Deepening democracy through refined ward committee system;
 - Output 6: Administrative and financial capability;
 - Output 7: Single window of coordination.
- Environmental assets and natural resources that are well protected and continually enhanced
- Create a better South Africa and contribute to better and safer Africa and World
- An efficient, effective, and development-oriented public service and an empowered, fair, and inclusive citizenship.

1.9 Limpopo Development Plan (LDP)

The Limpopo Development Plan is a comprehensive provincial strategy to drive economic growth, social development, and sustainability in the region. The plan focuses on various key sectors, including agriculture, mining, tourism, infrastructure, and education, with the overarching goal of improving the quality of life for the people of Limpopo.

The LDP strives for economic development and transformation to enable the province to address the triple challenges of poverty, inequality, and unemployment. The main economic agenda of the LDP is to intensify job-creation and enhance the skills base of the province so as to support socio-economic growth and development in the province. The province aims to diversify the economy by emphasising manufacturing, thus creating value from the region's commodities sector. This will create competitive advantages within the prioritised economic sectors, to address losses in employment and promote sustained job opportunities (cluster value-chain development). Appropriate strategies and policies are in place to guide effective implementation processes.

1.9.1 Provincial goals

The LDP aims to achieve four overarching goals:

- An increased economic growth rate;
- A decreased unemployment rate;
- A decreased poverty rate;
- A decreased inequality level.

1.9.2 Provincial objectives

- Create decent employment through inclusive economic growth and sustainable livelihoods.
- Improve the quality of life of citizens.
- Prioritise social protection and social investment.
- Promote vibrant and equitable sustainable rural communities;
- Raise the effectiveness and efficiency of a developmental public service to ensure sustainable development.

1.9.3 Prioritised implementation focus areas

- Economic development and transformation;
- Infrastructure development;
- Building a developmental state;
- Social cohesion and transformation;
- High-impact growth, catalytic programmes, and anchor projects.

1.10 Financial Recovery Plan

The Limpopo Provincial Executive instituted a discretionary intervention in terms of S137 of the Municipal Finance Management Act, read in conjunction with Section 139 (1) (b) of the Constitution.

In terms of this, the Provincial Executive assumes responsibility for obligations of a municipality to maintain national standards for service delivery, maintain economic unity and prevent an unreasonable action that might be harmful to the interests of a municipality or the province.

An administrator was appointed, and a diagnostic assessment was conducted to determine the reasons for the crises in the municipality's financial and service delivery affairs. This was done by the Provincial Treasury in consultation with the municipality.

1.10.1 Financial Recovery Plan Approach

The financial recovery plan that was introduced consists of three phases:

Phase I: Financial Rescue:

- Immediate actions identified to secure the financial position of the municipality.
- Safeguard funds for operational requirements and address critical and fundamental aspects of the municipal financial health.
- Prioritise six focus areas, namely funded budget, cost containment, cash flow management, trading debtors and collection rates, expenditure creditor management and the ring-fencing of conditional grants.

Phase II: Stabilisation:

- Improvement of efficiencies and systemic improvements across the municipality to ensure best practices are identified and implemented.
- This requires a systematic approach to redesign processes and policies to change the work climate within units and realign responsibilities and delegation to enhance governance and productivity.
- The goal is to ensure all structures of municipality are aligned and stable to provide a basic required performance to stabilize the environment.

Phase III: Sustainability:

- The approach is guided by the outcomes of the first two phases.
- FRP activities will be identified for continued implementation, monitoring and support.
- The consistent monitoring of financial recovery against key financial ratio norms will be prioritised for a period of at least one year to ensure that the municipality has reached acceptable levels of financial sustainability. The exiting of the Administrator will be considered at the end of this phase if acceptable municipal financial health levels were achieved.

1.11 Key aspects of the SONA and SOPA

The Annual State of the Nation (SONA) and State of the Province (SOPA) addresses set abroad a framework for governance across all three spheres of government. It determines the broad political direction and highlights key policies that will be followed in the coming financial year. Local government take direction from these keynote addresses and align its policy priorities with that of the national and provincial government.

1.11.1 Key aspects of the 2024 State of the Nation Address

Social Assistance

- **More than 26 million** – South Africans who continue to receive social assistance every month provided by the democratic state.
- **Some 9 million** – unemployed people receiving the Special Social Relief of Distress Grant every month.

Unemployment and Job Creation

- **Two million** – people who lost their jobs due to COVID-19.
- **15 to 24** – the ages of millions of young people who were not in employment, education or training, by 8 February 2024.
- **More than 1.7 million** – work and livelihood opportunities created through the Expanded Public Works Programme.
- **More than 1 million** – school assistants placed in 23 000 schools through the Presidential Employment Stimulus.
- **23 000** – schools where more than one million school assistants have been placed through the Presidential Employment Stimulus.
- **From 8 million to over 16.7 million** – the increase in the number of South Africans in employment since 1994 until 2024.
- **Over 4.3 million** – young people engaged on SAYouth.mobi, a zero-rated platform for unemployed young people to access opportunities for learning and earning.
- **1.6 million** – young people who have secured opportunities through the SAYouth.mobi, a zero-rated platform for unemployed young people to access opportunities for learning and earning.

Crime and Corruption

- **More than 200** – accused persons being prosecuted by the National Prosecuting Authority.
- **R14 billion** – value of freezing orders granted to the National Prosecuting Authority's Asset Forfeiture Unit for state capture-related cases.
- **Around R8.6 billion** – value of corrupt proceeds that have been returned to the State.
- **R4.8 billion** – unpaid taxes collected by the South African Revenue Service.
- **R64 billion** – value of civil litigation instituted by the Special Investigating Unit.

- **5 000** – extra police officers deployed to Public Order Policing.
- **Over 285 000** – arrests made by the South African Police Service since May 2023 through Operation Shanela.
- **20 000** – police officers recruited over the last two years.
- **10 000** – police officers to be recruited in the year to come.
- **Over 100 000** – people stopped by the new Border Management Authority from entering South Africa illegally.

Energy

- **More than 2 500** – megawatts of solar and wind power connected to the grid.
- **More than 120** – new private energy projects in development.
- **More than 14 000** – kilometres of new transmission lines to be built over the coming years to accommodate renewable energy.
- **Around R170 billion to almost R240 billion** – increases in the value of financing pledges for the Just Energy Transition Investment Plan in the past year.

Economy and Investment

- **More than 60** – ships waiting to berth at the Port of Durban in mid-November 2023.
- **12** – ships waiting to berth at the Port of Durban at the end of January 2024.
- **R1.5 trillion** – value of new investment commitments raised through five South Africa Investment Conferences.
- **R500 billion** – value of new investment commitments raised through five South Africa Investment Conferences that have already flowed into the economy.
- **Approximately 39%** – black ownership of mining by 2024, compared with 2% in 2004.

Road Infrastructure

- **Nearly 25 000** – kilometres of roads being managed by the South African National Roads Agency Limited.
- **More than 1 200** – projects to the value of R120 billion awarded by the South African National Roads Agency Limited in the past five years.
- **R120 billion** – the value of more than 1 200 projects awarded by the South African National Roads Agency Limited in the past five years.

Land

- **25%** – farmland owned by black South Africans through redistribution.
- **30%** – target of farmland to be owned by black South Africans through redistribution by 2030.

Labour

- **Around 1 000** – black industrialists supported with funding and other forms of support in the last five years.
- **More than 90 000** – workers employed by black-owned firms which contribute many billions of rands to the South African economy.
- **About 200 000** – workers who obtained ownership of shares in the companies in which they work.
- **Over half a million** – status of worker ownership in companies in the South African economy.
- **Over 6 million** – workers whose wages were raised by the introduction of the National Minimum Wage.

Matric

- **82.9%** – latest matric pass rate; the highest ever.

Poverty Alleviation

- **71.1%** – South African population living in poverty in 1993.
- **60.9%** – the drop in the poverty rate by 2010.
- **55.5%** – the drop in the poverty rate by 2020.

Health

- **More than 100 000** – South Africans who lost their lives to COVID-19.
- **54 years** – life expectancy in 2003.
- **65 years** – life expectancy in 2023.
- **95%** – persons diagnosed with HIV who know their status.
- **79%** – persons who receive antiretroviral treatment out of the 95% diagnosed with HIV who know their status.
- **93%** – persons virally suppressed out of the 95% diagnosed with HIV who know their status.

Housing, Water and Telecommunications

- **Nearly nine out of every 10** – households living in a formal dwelling.
- **Only 6 out of 10** – people who had access to clean drinking water at the end of apartheid.
- **9 out of 10** – South Africans with access to clean drinking water by 2024.
- **79%** – households with access to the internet in 2022.

Gender-Based Violence and Femicide

- **Around R21 billion** – money dedicated over the medium term to implement the six pillars of the National Strategic Plan on Gender-based Violence and Femicide, including the economic empowerment of women.

1.11.2 Key aspects of 2024 State of the Province Address

Key priorities of the Limpopo State of the Province Address 2023

- Development of energy production projects.
- Revitalisation of Industrial Parks.
- The development of the nuGen Hydrogen Truck in response to global climate change, specifically the decarbonisation of energy, transport, and broader industry
- Mining is a major contributor to production output.
- The growth and development of our agricultural sector in the province.
- Challenges on the transport planning on provincial economic nodes.
- Department of Transport to build road network

1.12 Municipal powers and functions

Section 155(1) of the Constitution states that a category B municipality is a municipality that shares municipal executive and legislative authority in its area with category C municipality within whose area it falls. Therefore, the Mogalakwena Local Municipality and Waterberg District Municipality have the right to administer the local government matters as listed in part B of schedule 4 and part B of schedule 5. These powers and functions are contained in the table below:

TABLE 2: ASSESSMENT OF POWERS AND FUNCTIONS		
Service	Authority for the service	
	Local Municipality	District Municipality
Air pollution	✓	
Building regulations	✓	
Childcare facilities	✓	
Electricity reticulation	✓	
Fire fighting	✓	✓
Local tourism	✓	✓
Municipal planning	✓	✓
Municipal health services		✓
Municipal public transport	✓	✓
Storm water	✓	
Trading regulations	✓	
Water (Potable)	✓	
Sanitation	✓	
Beaches and amusement facilities	✓	
Billboards and the display of advertisements in public places	✓	
Cemeteries, funeral parlors, and crematoria	✓	✓
Cleansing	✓	
Control of public nuisance	✓	

TABLE 2: ASSESSMENT OF POWERS AND FUNCTIONS		
Service	Authority for the service	
	Local Municipality	District Municipality
Control of undertakings that sell liquor to the public	✓	
Facilities for the accommodation, care, and burial of animals	✓	
Fencing and fences	✓	
Licensing of dogs	✓	
Licensing and control of undertakings that sell food to the public	✓	
Local amenities	✓	
Local sports facilities	✓	
Markets	✓	
Municipal abattoirs	✓	✓
Municipal parks and recreation	✓	
Municipal roads	✓	✓
Noise pollution	✓	
Public places	✓	
Refuse removal, refuse dumps and solid waste disposal	✓	✓
Street trading	✓	
Street lighting	✓	
Traffic and parking	✓	

1.13 Priority issues from the Mogalakwena Local Municipality

1. Water and sanitation
2. Roads and stormwater
3. LED and unemployment
4. Electricity
5. Institutional arrangements
6. Refuse & solid waste management
7. Land & environmental management
8. Housing
9. Crime prevention, safety & security
10. Health & welfare
11. Communication
12. Education
13. Sports, arts & culture
14. Community facilities
15. Transport

1.14 Process overview: Steps and events (IDP Process Plan)

Section 28 of the Municipal System Act, Act 32 of 2000 requires that each Municipal Council adopts a process plan to guide the planning, drafting, adoption and review of the IDP, Budget and performance. The process plan should have clear and established mechanisms, procedures and processes to ensure proper consultation with the local communities. It should indicate clearly how the IDP process will work, who will be responsible for what, time frames and milestones will be set, and a budget which is aligned to the programme. Section 21 of the Municipal Finance Management Act no 56 of 2003 also provides the following:

The mayor of a municipality must –

(1) (b) at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget:

1.14.1 Content of the IDP / Budget / Performance Process Plan

Mogalakwena Municipality IDP/Budget/Performance Process Plan is outlined as follows:

- Phases and activities of the processes;
- Structures that will manage the planning process and their respective roles;
- Public/community participation;
- Time schedule for the planning process ;and
- Monitoring of the process

1.14.2 Phases and activities of the IDP / Budget / PMS Process Plan

The table below shows the phases/stages of the IDP process and activities determined for the review of the Integrated Development Plan:

TABLE 3: STAGES/PHASES OF THE IDP PROCESS	
IDP Phases	Activities
Preparatory Phase	• Identification and establishment of stakeholders and/ or structures and sources of information. • Development of the IDP Process Plan.
Analysis Phase	• Compilation of levels of development and backlogs that suggest areas of intervention.
Strategies Phase	• Develop the Vision, Mission, Strategies and Objectives.
Projects Phase	• Identification of possible projects and their funding sources.
Integration Phase	• Inclusion of sector plans summary and programmes of action.
Approval Phase	• Submission of Draft IDP to Council. • Roadshow on Public Participation and publication. • Amendments of the Draft IDP according to comments. • Submission of final IDP to council for approval and adoption.

1.15 Mechanisms and Procedures for Participation

1.15.1 Functions and context of public participation

Chapter 4 of the Municipal Systems Act, 2000 stipulates that a municipality must establish appropriate mechanisms, processes, and procedures to enable the local community to participate in the affairs of the municipality. Four major functions can be aligned with the public participation process, namely:

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

1.15.2 Mechanisms for participation

The following mechanisms for participation will be utilised:

Media

National and local newspapers, local radio stations, and the Municipal newsletter will be used to inform the community of progress made with the IDP.

Website

The municipal website (www.mogalakwena.gov.za) will be utilised to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.

Traditional Authorities and Municipal SDA Offices

Copies of the IDP and Budget will be distributed to all tribal offices within the municipality and all municipal service delivery areas.

1.15.3 Procedures for participation

The following procedures for participation were utilized:

IDP Representative Forum (IDP Rep Forum)

The forum consists of members representing all stakeholders in the municipality. Efforts are made to bring additional organisations into the IDP Rep Forum and ensure their continued participation throughout the process. The IDP Representative Forum is the structure which institutionalises and guarantees representative participation in the IDP process.

Members of the Representative Forum include:

Chairperson: Mayor or nominee

Secretary: Municipal Manager/Manager Planning & Development Services

Members: Exco. members, councillors, traditional leaders, ward committee representatives, heads of sector departments, private sector, CBOs, NGOs, youth, women, disabled communities, parastatals, municipal trade unions and CDWs.

The Forum will be responsible for:

- Representing the interest of their constituents in the IDP process.
- Providing an organisational mechanism for discussion, negotiation and decision- making between the stakeholders and the municipality.
- Ensuring communication between all the stakeholder representatives.
- Monitoring the performance of the planning and implementation function.

The IDP Representative Forum of Mogalakwena Municipality is functional and is scheduled to meet at each phase of the adoption of the IDP in terms of the municipal process plan determined by Council.

Public Consultation Meetings

Communities will be consulted in the month of April in each financial year to ensure an entire review/development of the IDP/Budget/PMS. This will deepen the participation of the community in the entire process. Inputs raised and discussed in the Draft IDP/Budget public participation and consultation will be noted by the IDP Unit and taken into consideration in the compilation of the final IDP document. The table below reflects the various phases and timeframes for the IDP development:

TABLE 4: PHASES AND TIMEFRAMES FOR THE DEVELOPMENT OF THE IDP				
IDP phase	Deliverable	Co-ordinating/ responsible department	Legislative requirement	Timeframe
Preparation phase	Develop draft 2024/2025 IDP, Budget and PMS Process Plan	Planning and Development Services	MSA No. 32 of 2000 (s27, 28, 29 and 41) MFMA No.56 of 2003 (s21)	13 July – 04 August 2023
	Alignment with WDM framework for IDP	Waterberg District Municipality	MSA No. 32 of 2000 (s27) MFMA No.56 of 2003 (s21)	25 – 26 July 2023
	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MSA No. 32 of 2000 (s28)	25 – 26 July 2023
	Advertise Draft IDP, Budget & PMS Process Plan for public comments	Planning and Development Services	MSA No. 32 of 2000 (s28)	18 July 2023 – 11 August 2023
	First IDP/Budget and PMS Steering Committee	Mayor and Municipal Manager	MSA No. 32 of 2000 (s17 and 28)	15 August 2023
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	08 August 2023
	First IDP Representative forum	Planning and Development Services	MSA No. 32 of 2000 (s16, 17 and 28) MFMA No.56 of 2003 (s21)	17 August 2023
	First District IDP Representative forum	Waterberg District Municipality	MSA No. 32 of 2000 (s28)	21 August 2023
	Table Draft 2024/2025 IDP, Budget and PMS process plan to council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s28)	29 August 2023
	Give notice to the local community of particulars of the Process Plan	Planning and Development Services	MSA No. 32 of 2000 (s28)	30 August 2023 – 15 September 2023

TABLE 4: PHASES AND TIMEFRAMES FOR THE DEVELOPMENT OF THE IDP				
IDP phase	Deliverable	Co-ordinating/ responsible department	Legislative requirement	Timeframe
Analysis phase	District IDP Engagement Session	CoGHSTA, OTP and Waterberg District Municipality	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	18 – 19 September 2023
	Public engagement/Community Based Planning session	Planning and Development Services	MSA No. 32 of 2000 (s16 and 17)	19 September – 30 September 2023
	Community Consultation Forums on proposed 2024/2025 tariffs, indigent credit, credit control, and free basic services	Finance	MFMA No.56 of 2003 (s21and 24)	16 October 2023 – 30 April 2024
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	26 October 2023
	Second IDP/Budget and PMS Steering Committee	Mayor and Municipal Manager	MSA No. 32 of 2000 (s17 and 28)	02 November 2023
	Second IDP Representatives Forum	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	09 November 2023
Strategies phase	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	05 – 06 October 2023
	District IDP Engagement Session	COGHSTA, OTP and WDM	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	21 – 22 November 2023
	Second District IDP Representatives Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21 and 24)	23 November 2023
	Strategic Planning session	Planning and Development Services	MSA No. 32 of 2000 (s26)	21 – 23 February 2024
	Consolidation and alignment with national, provincial and district strategies	Planning and Development Services	MSA No. 32 of 2000 (s26)	11 December – 09 January 2024

TABLE 4: PHASES AND TIMEFRAMES FOR THE DEVELOPMENT OF THE IDP				
IDP phase	Deliverable	Co-ordinating/ responsible department	Legislative requirement	Timeframe
Project phase	Mid-year budget and performance assessment visit by Provincial Treasury	Limpopo Provincial Treasury	MFMA No.56 of 2003 (s21)	January – March 2024
	Project identification	Planning and Development Services	N/A	09 – 17 January 2024
	Task team consultation	Planning and Development Services	N/A	17 – 23 January 2024
	Report on the Mid-Term performance of the SDBIP	Office of the Municipal Manager	MFMA No.56 of 2003 (s72)	23 January 2024
	Table the Draft Annual Report to council	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	23 January 2024
	Consolidation and alignment	Planning and Development Services	N/A	24 – 31 January 2024
	District IDP Engagement Session	COGHSTA, OTP and WDM	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	16 February 2023
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21 and 24)	06 February 2024
	Make the Annual Report public	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	17 February 2024
	Third IDP/Budget and PMS Steering Committee	Mayor and Municipal Manager	MSA No. 32 of 2000(s17 and 28)	15 February 2024
	Strategic Planning session (Waterberg District Municipality)	Waterberg District Municipality	MSA No. 32 of 2000 (s 26)	04 – 06 March 2024
	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MFMA No.56 of 2003 (s21 and 24)	19 February 2024
	Third IDP Representative Forum	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	14 March 2024
	Special IDP/Budget and PMS Steering	Finance/Planning	MFMA No.56 of 2003 (s53)	20 March 2024

TABLE 4: PHASES AND TIMEFRAMES FOR THE DEVELOPMENT OF THE IDP				
IDP phase	Deliverable	Co-ordinating/ responsible department	Legislative requirement	Timeframe
Project phase	Committee for draft 2024/2025 budget			
	Third District IDP Representative Forum	Waterberg District Municipality	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	15 March 2024
	Table Draft 2024/2025 IDP & Budget to Council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s30)	26 March 2024
	Approval of the Oversight Report	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	26 March 2024
	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	24 – 26 April 2024
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	23 April 2024
	IDP/Budget Mayoral roadshow	Mayor and Steering Committee	MFMA No.56 of 2003 (s23) MSA No. 32 of 2000(s16 and 17)	10 – 30 April 2024
	Budget and benchmark assessment visit by Provincial Treasury	Limpopo Provincial Treasury	MFMA No.56 of 2003 (s21)	April – May 2024
	Screening, alignment and consolidation of inputs from communities	Planning and Development Services	MFMA No.56 of 2003 (s23)	02 – 08 May 2024
	Fourth IDP/Budget and PMS Steering committee	Planning and Development Services	MFMA No.56 of 2003 (s23)	09 May 2024
Approval phase	Consolidation and alignment	Planning and Development Services	N/A	09 – 13 May 2024
	Fourth IDP Representative Forum	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	14 May 2024
	Special IDP/Budget and PMS Steering Committee for Final 2024/2025 IDP and Budget	Finance	MFMA No.56 of 2003 (s53)	16 May 2024

TABLE 4: PHASES AND TIMEFRAMES FOR THE DEVELOPMENT OF THE IDP				
IDP phase	Deliverable	Co-ordinating/ responsible department	Legislative requirement	Timeframe
	Fourth District IDP Representative Forum	Waterberg District Municipality	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	17 May 2024
	Table the 2024/2025 IDP & Budget to council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s30)	28 May 2024
	Submission of approved IDP & Budget to CoGHSTA and Provincial Treasury	Office of the Municipal Manager	MSA No. 32 of 2000 (s32)	01 – 09 June 2024
	Publish approved 2024/2025 IDP	Planning and Development Services	MSA No. 32 of 2000 (s25)	01 – 30 June 2024
	Approval of SDBIP	Office of the Municipal Manager and the Mayor	MSA No. 32 of 2000 (s38)	01 – 30 June 2024

1.15.4 Institutional Arrangements that drives the IDP Process

The following diagram is a schematic representation of the organisational structure that drives the IDP Process:

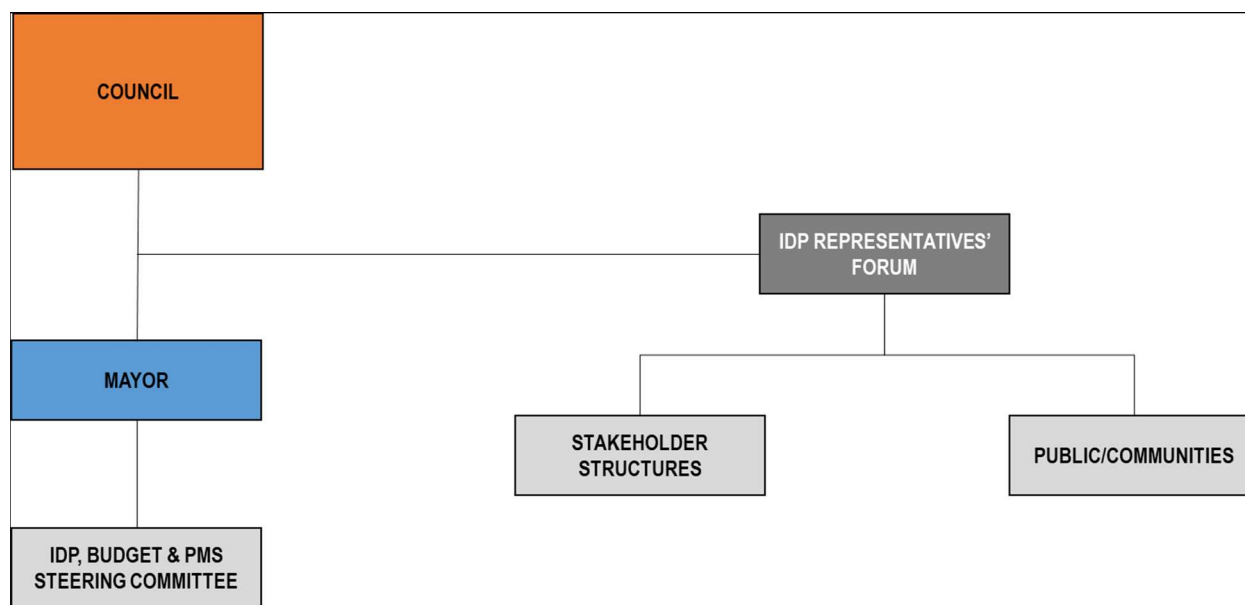


Figure 5: IDP organisational structure

The roles and responsibilities of the structures are defined as follows:

TABLE 5: ROLES AND RESPONSIBILITIES OF THE ORGANISATIONAL STRUCTURES	
Stakeholder	Roles and responsibilities

Council	Council is the ultimate political decision-making body of the municipality, and must consider, adopt, and approve the IDP.
Mayor (Together with Elected EXCO Members)	• Manage the drafting of the IDP. • Assign this responsibility to the Municipal Manager. • Submit the draft plan to Council for adoption. • Submit final IDP and Budget to Council for adoption.
Municipal Manager	The Municipal Manager is responsible and accountable for implementation of the municipality's IDP and the monitoring of progress with the implementation plan. The Municipal Manager is responsible for advocating the IDP process and nominates persons in charge of different roles.
IDP Unit	The IDP section reports to the Manager Planning & Development Services, and is required to manage and co-ordinate the IDP review process, ensure IDP/Budget integration, the roll out of the performance management system and monitor the implementation of the IDP, including: • Preparing the process plan for the development of the IDP; • Day-t- day management of the IDP process; • Ensure involvement of different role-players; • Adjustments to the IDP in accordance with the MEC's proposals, as and when they are made; • Respond to IDP related comments and queries; • Ensure that the IDP is vertically and horizontally aligned; • Ensure proper documentation of the IDP; • Submit the reviewed IDP to the relevant authorities.
IDP Steering Committee	• Assist and support the Municipal Manager and Representative Forum. • Identify information "GAP" identification. • Oversee the alignment of the planning process internally.
Ward Committees	Ward Committees are a major link between the municipality and the residents. Their role is to: • Ensure communities understand the purpose of the IDP, Budget and Performance management processes. • Assist the municipality in prioritising the ward specific needs. • Facilitate public consultation and participation within their wards. • Provide feedback to their communities on the adopted IDP and Budget.

1.16 MEC Final IDP Assessment Report for 2023/24

According to the assessment template and guidelines of the Department of Cooperative Governance and Traditional Affairs (CoGTA) a credible Integrated Development Plan must comply with relevant legislation, be budgeted for, and be implemented through the Service Delivery and Budget Implementation Plan (SDBIP). This is why the report also indicates whether projects reflected in the IDP (as a 5-year plan) are included in the SDBIPs (annual operational plans). The IDP assessment template highlights six Key Performance Areas (KPAAs), namely:

- Spatial rationale;
- Basic service delivery and infrastructure development;
- Local economic development;
- Good governance and public participation;
- Financial viability; and
- Municipal transformation and organisational development

The 2023/24 MEC IDP assessment report is solution-oriented and deliberately focused on IDP Sector Plans. The methodology and approach of the report are informed by the need to contribute to the constant improvement of IDPs in Limpopo. The approach is informed by the introduction of the District Development Model (DDM) and provincial resolutions adopted during the IDP/DDM District engagement session. The 2023/24 MEC assessment report details the shortfalls of each municipality to trigger an immediate response. Each sector plan's purpose and legislative prescripts are outlined to guide the response.

All 27 municipalities in Limpopo met the basic requirements of what constitutes a credible IDP as per CoGTA guidelines. The Limpopo Department of Cooperative Governance, Human Settlements and Traditional Affairs (CoGHSTA) also analysed the alignment of IDPs and SDBIPs to determine whether municipal projects reflected in the IDP/Budgets are the same as the ones in the SDBIPs. The consistency is commendable. However, in some municipalities, there needs to be an alignment of the IDPs and SDBIPs. The findings for the Mogalakwena Municipality are indicated below:

IDP Indicator Outcome:	High
IDP-SDBIP Alignment:	Aligned-Sustained

2. CHAPTER TWO – MUNICIPAL PROFILE

2.1 Overview

This section describes the geographical area within which Mogalakwena Local Municipality is positioned within the Limpopo Province and South Africa. It provides information on the demographic profile and the status of service delivery covering the following areas: spatial development, environmental issues, infrastructure investment (service delivery), local economic development, financial management, institutional management and public participation.

2.2 Demographics

According to Census 2022, the Mogalakwena Municipality consists of 49% of the Waterberg District's population with a total population of 378 198 and 109 294 households. The population growth rate is estimated at 2.1% in 2022.

Of the 378 198 residents of Mogalakwena Local Municipality, **95,7%** are black African, **3,3%** are white, **0,6%** indian/asian, and with the coloureds making up the remaining **0,2%**. Just over **52,3%** of the population is female. Of those aged 20 years and above, **11,2%** no formal schooling, **8,4%** completed/have some primary education, **35,8%** have some form of secondary education, **31,7%** have completed matric, **8,7%** have some form of higher education, and **8,7%** have no form of schooling.

According to Census 2022, there are 17 525 households of which 42,3% have access to piped water in the yard, while only 20,2% of households have access to piped water in their dwelling, which is the lowest figure in the Waterberg District Municipality.

According to Census 2022, of the 78 647 economically active (employed or unemployed but looking for work) people in the district, 40,2% are unemployed. The unemployment rate of Mogalakwena is almost double that of the other municipalities in the district. This could be attributed to a reduction in mining activities in recent years.

Of the 39 515 economically active youth (15–35 years) in the area, 51,7% are unemployed, which is also the highest in the district.

Agricultural activities include farming of cattle, poultry, game, and citrus. Mining activities include platinum, clay (for bricks), granite, limestone, fluorspar, tin, and coal.

2.3 Population trends

TABLE 6 : KEY POPULATION STATISTICS		
Key statistics		
	Census 2022	Census 2011
Total population	378 198	304 585
Young children (0 - 14years)	30,5%	34,3%
Working age population (15 – 64 years)	61,6%	58,3%
Elderly (65+)	7,8%	7,4%
Dependency ratio	62,3	71,5
Sex ratio	91,3	87,6
No schooling aged 20+	11,2%	15,9%
Higher education aged 20+	8,7%	8,5%
Number of households	109 294	78 632
Average household size	3,5	3,8
Formal dwellings	97,3%	93,6%
Flush toilet connected to sewerage	42,7%	27,9%
Piped water inside dwelling	36,2%	20,2%
Electricity for lighting	97,2%	91,8%
Weekly refuse disposal service	39,1%	27,1%

Source: Statistics South Africa (Stats SA), Census 2022 & 2011

2.3.1 Age and gender distribution



Source: Statistics South Africa (Stats SA), Census 2022

The majority of the population is aged between 0 and 19 followed by those aged between 20 and 34, which suggests that the municipality is dominated by people who are both socially and economically active. In addition, the municipal area has a high dependency ratio due to the majority of the population aged between 0-19. However, the Municipality has to prioritize social programmes and projects which will be able to address the socio-economic needs of the people. For example, there is a need to increase the number and improve the quality of social amenities in the municipal area, preferably within the municipal growth points.

TABLE 7 : POPULATION BY RACIAL GROUP, CENSUS 2022

Name	Frequency	%
Black African	362 046	95,7%
Coloured	818	0,2%
Indian/Asian	2 161	0,6%
White	12 516	3,3%
Other	600	0,2%

Source: Statistics South Africa (Stats SA), Census 2022

TABLE 8 : POPULATION BY RACIAL GROUP AND GENDER, CENSUS 2011

Population group	Males		Females		Total		2011 census
	Number of persons	Percentage of population	Number of persons	Percentage of population	Total population	Total population in %	% of the population in Waterberg District
Black African	137 512	95.7%	158 285	96.5%	295 797	96.1%	43.5%
White	4 583	3.2%	4 691	2.9%	9 274	3.0%	1.4%
Coloured	208	0.1%	195	0.1%	403	0.1%	0.1%
Indians	984	0.7%	661	0.4%	1 645	0.5%	0.2%
other	415	0.3%	148	0.1%	563	0.2%	0.1%
Total Population	143 702	100%	163 980	100%	307 682	100%	45%

Source: Statistics South Africa (Stats SA), Census 2011

TABLE 9 : POPULATION BY RACIAL GROUP AND GENDER, COMMUNITY SURVEY 2016							
Population group	Males		Females		Total		2011 census
	Number of persons	Percentage of population	Number of persons	Percentage of population	Total population	Total population in %	% of the population in Waterberg District
Black African	147 791	96.87%	168 024	97.27%	31 5816	97.09%	42.35%
White	3567	2.34%	3 654	2.12%	7 221	2.22%	0.97%
Coloured	314	0.21%	185	0.11%	499	0.15%	0.07%
Indians	887	0.58%	868	0.50%	1 755	0.54%	0.24%
Total population	152 559	100.00%	172 731	100.00%	325291	100.00%	43.62%

Source: Statistics South Africa (Stats SA), Community Survey 2016

2.3.2 Number of households

According to Census 2022, the Mogalakwena Municipality consists of 49% of the Waterberg District's population with a total population of 378 198 and 109 294 households.

2.3.3 Number of wards

Settlements are dispersed across the municipal area as described before. Settlements are relatively small with an average 506 stands per village. The only clear deviation from this pattern is in the urban core where the settlements are large and clustered. The municipality has 32 wards in its area of jurisdiction.

2.3.4 Education profile

The figure below shows the number of people who had reached each level of education as presented in the Census 2022. Over the years there has been a steady decline in the number of persons who have not received an education. The percentage of persons with no schooling has decreased from 15% in 2001 to 9% in 2011, whilst those with education higher than grade 12, has increased from 3% in 2001 to 5% in 2011. Most of the individuals without schooling were females, but even so, their numbers have decreased from 18% to 11% in 2011. There is also an encouraging trend of more females attaining higher education.

TABLE 10: HIGHEST LEVEL OF EDUCATION, CENSUS 2022		
Name	Frequency	%
No Schooling	23 852	11,2%
Some Primary	17 796	8,4%
Completed Primary	7 116	3,3%
Some Secondary	76 202	35,8%
Grade 12/Std10	67 442	31,7%
Higher Education	18 420	8,7%
Other	1 975	0,9%

Source: Statistics South Africa (Stats SA), Census 2022

Highest level of education (20+ years) (%)

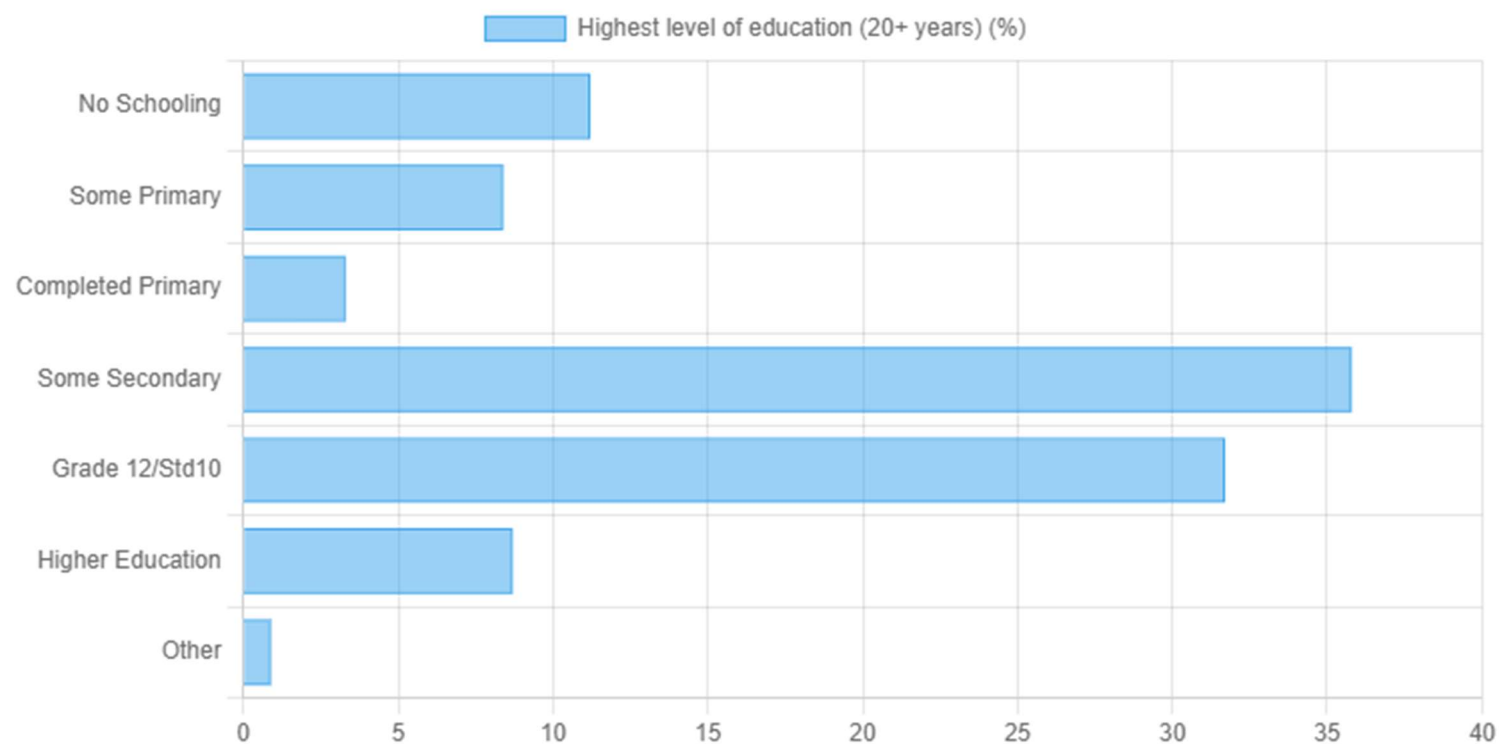


TABLE 11: HIGHEST LEVEL OF EDUCATION					
No schooling	Grade 7/Standard 5/ABET 3	Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	Post-Higher Diploma (Masters)	Other
63 208	13 636	41 648	1 701	909	690

Source: Statistics South Africa (Stats SA), Community Survey 2016

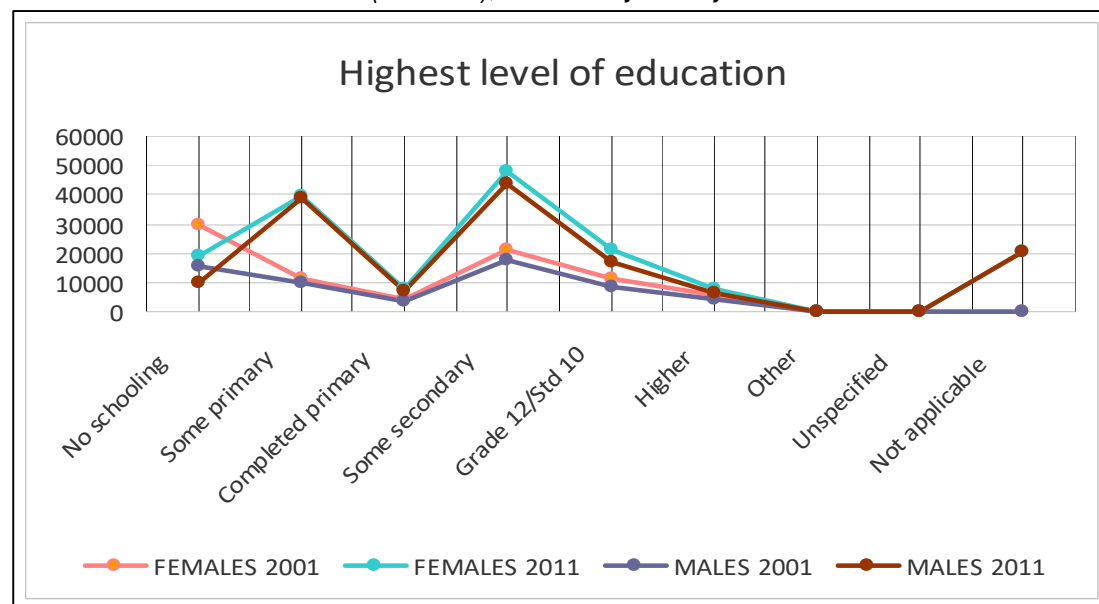


Figure 6: Levels of education

2.3.5 Employment profile

One of the key social problems facing the Mogalakwena Municipality is poverty. Unemployment estimates in the Municipality vary between 45% and 70% of the economically active population (people between the ages of 15 and 64 years). Women, and especially rural women, form the greatest number affected by the lack of job opportunities as well as other social problems.

TABLE 12: EMPLOYMENT STATUS, 2001 VS. 2011

Gender	Employed		Unemployed		Not economically active	
	2001	2011	2001	2011	2001	2011
Female	16 345	21 358	19 172	17 833	56 353	59 600
Male	20 744	25 679	14 526	13 777	37 919	51 396

Source: Statistics South Africa (Stats SA), Census 2011

2.3.6 Income categories

To determine the living standards of people as well as their ability to pay for basic services such as water and sanitation, the income levels of the population are analyzed and compared to the income levels of Limpopo. In the table below the distribution of the households per income group in the Mogalakwena Municipality is shown. The table confirms that general education levels are low, as income earned by low-skilled labourers is lower than income earned by highly skilled workers. Since the education levels are low, the income that is earned is concentrated in the lower brackets, which suggests that the general population is poor. In addition, the table shows that there is a significant number of people who have no income. This confirms that poverty is a major problem in the municipal area.

TABLE 13: ANNUAL HOUSEHOLD INCOME

Number of residents per income type	No income		R1 - R400		R401 - R800		R801 - R1 600		R1 601 - R3 200		R3 201 - R6 400	
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
	1 028	132 367	7 158	83 069	8 135	8 658	7 240	41 578	6 146	10 729	4 958	7 126
	R6 401 - R12 800		R12 801 - R25 600		R25 601 - R51 200		R51 201 - R102 400		R102 401 - R204 800		R204 801 or more	
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
	1 711	6 660	466	4 110	144	975	65	229	18	149	11	120

Source: Statistics South Africa (Stats SA), Census 2011

2.3.7 Unemployment rates

According to Census 2011, of the 78 647 economically active (employed or unemployed but looking for work) people in the district, 40, 2% are unemployed. The unemployment rate of Mogalakwena is almost double that of the other municipalities in the district. This could be attributed to a reduction in mining activities in recent years.

2.3.8 People with disabilities

The table to follow indicates the number of people with disabilities. The majority of the disabilities relates to physical disability.

TABLE 14: NUMBER OF PEOPLE WITH DISABILITIES		
Type of disability	Census 2001	CS 2007
Communication	554	1 033
Emotional	2 222	2 449
Hearing	2 743	1 193
Intellectual	1 566	1 012
Multiple disability	1 735	128
Physical	3 839	3 941
Sight	4 804	1 845

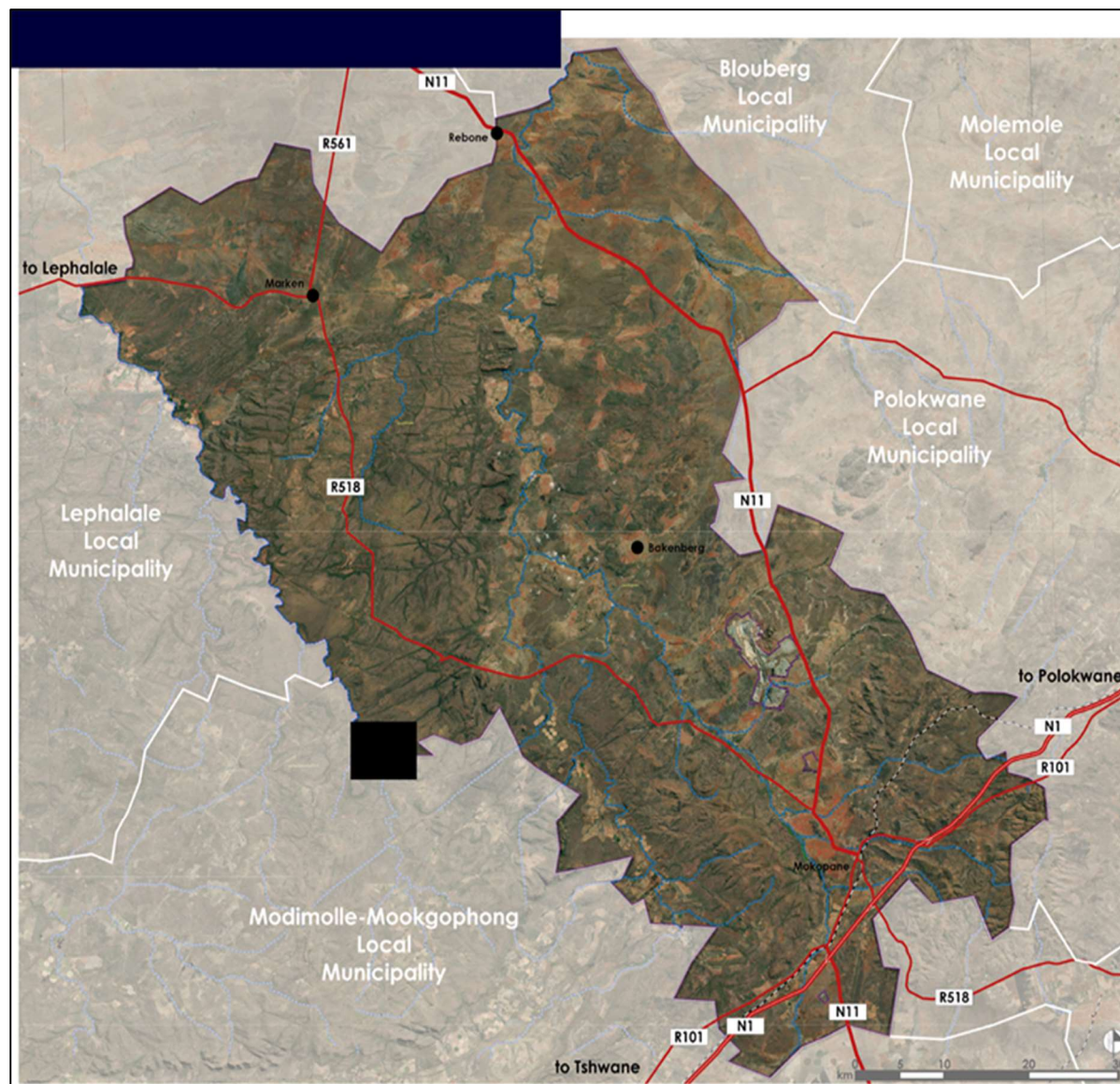
Source: StatsSA census 2001 and Community survey 2007

2.4 Description of municipal area

Mogalakwena is one of the five local municipalities in the Waterberg District in Limpopo. The Municipality has a geographical area of 6 200Km² and constitutes 12% of the total Waterberg District area. It has a diverse socio-demographic profile underscored by the spatial and physical diversity reflected in all aspects of local development. The Municipality is located close to the N1 from Gauteng to Musina (and Zimbabwe through Beit Bridge). The N11 also traverses Mogalakwena, linking the N4 to Grobler's Bridge on the Botswana border. These roads link South Africa's economic regions with the rest of the African continent.

Mogalakwena is identified as part of a national resource region and a critical contributor to the national economy. Mokopane, the primary node of the municipality, has been identified as a national and provincial growth point. According to the CSIR settlement typologies, it is a Regional Service Centre 2 with a population of 100 000 - 300 000 people. The N1, N11, R518, the Mogalakwena River, and the Soutpansberg Mountains are strong structural elements that have shaped the development of the municipal area over time, creating a unique setting and identity for the municipality.

Mogalakwena has a well-defined and established development footprint. It consists of three proclaimed townships and 178 villages. The proclaimed townships are Mokopane, Mahwelereng and Rebone. The municipality has been demarcated into 32 wards. The municipal area also includes a range of smaller settlements in the area between Mokopane and Rebone about 100km to the north along the N11, and Marken along the R518. These structural elements, as well as the rich history and cultural diversity of the area and the physical resource base that predetermined the agricultural and mining activity, determine the patterns that drive development in the municipal area. The map below indicates Mogalakwena's geographical location.



Size

6 170 km²

Population

351 540

Density

52 people/km²

One main town

Mokopane

Traditional villages

178

Figure 7: Mogalakwena's geographical location

2.5 Spatial structure

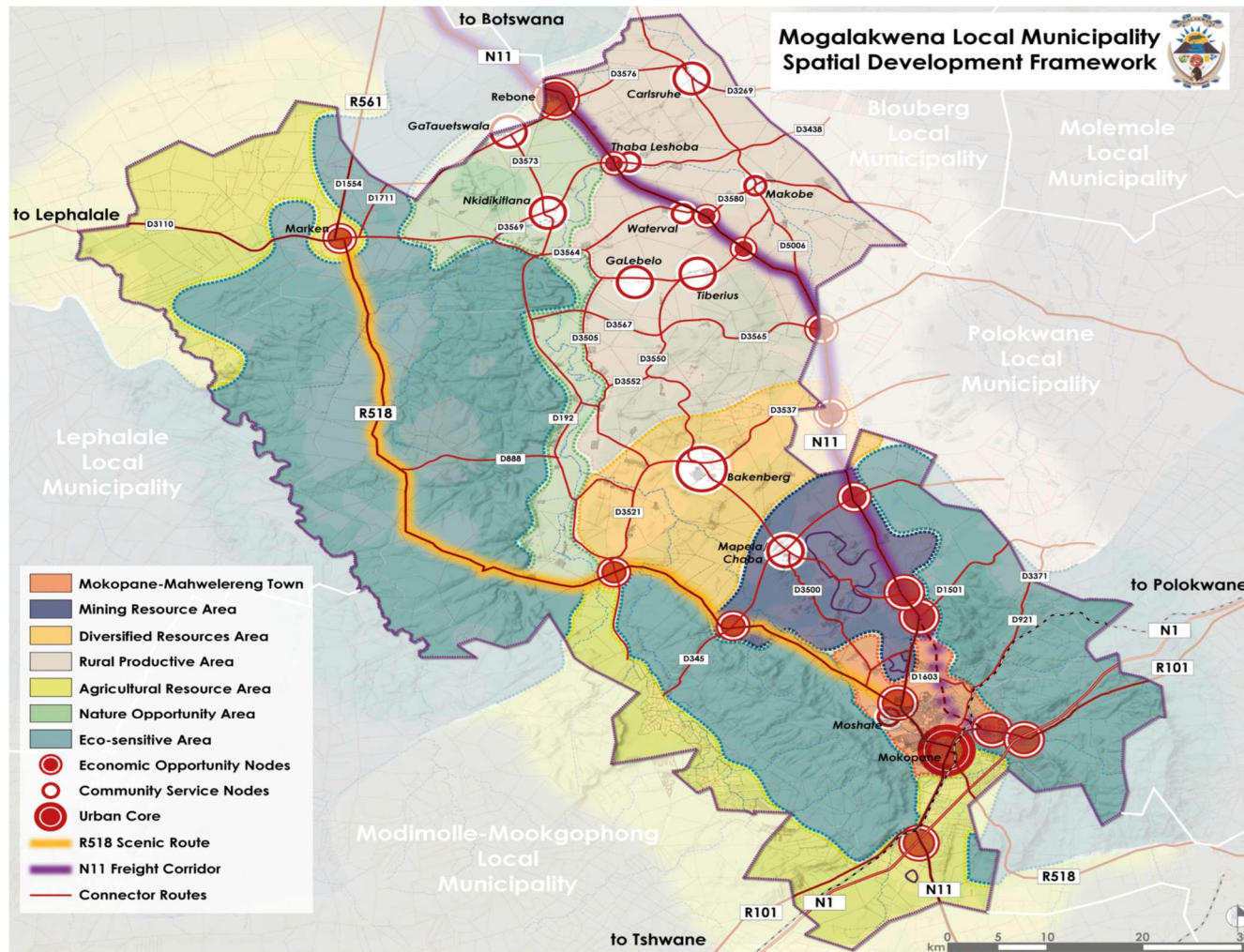
The following spatial structuring elements were used in the conceptual spatial structure of Mogalakwena:

- Nodes : Places where people, transportation routes, and activities come together and intersect. These should be transit-oriented and pedestrian-friendly, with high concentrations of people and activities, and a diversity of residential, employment, retail, and other uses, especially in the case of community nodes.
- Routes : Important transportation routes that attract activity and connect the nodes. Where transit routes cut through a node, street-oriented, pedestrian-friendly mixed uses should be located along the road.
- Areas as contextual intervention zones with different developmental characteristics and different role players.

The above conceptual spatial structure are represented as follows in the spatial structuring map;

- Nodes: Urban Core, Community Service Nodes, Economic Opportunity Nodes;
- Routes: N11 Freight Corridor, R518 Scenic Route, Connector Routes; and
- Areas: 7 Character Areas being Mokopane-Mahwelereng Town, Mining Resource Area, Diversified Resource Area, Rural Productive Area, Agricultural Resource Area, Nature Opportunity Area, and Eco-sensitive Area.

A map of the combined spatial structure for the Spatial Development Framework (SDF) is provided on the following page.



2.6 Spatial rationale

2.6.1 Hierarchy of settlements

Hierarchy of settlement is classified in terms of proposed focus for future expenditure. The map below indicates the hierarchy of nodes that will guide priorities for implementation. These are as follows:

- The Urban Core: **1** is still the priority node in the municipal area.
- The priority Community Service Node is Bakenberg **C1**, due to its central locality in the municipal area. The rest of the Community nodes are at the same level of importance.
- The priority Economic Opportunity Node is Rebone **E1**, due to it being located on the N11 towards Botswana.
- Other higher priority nodes are located closer to town and/or the N11.

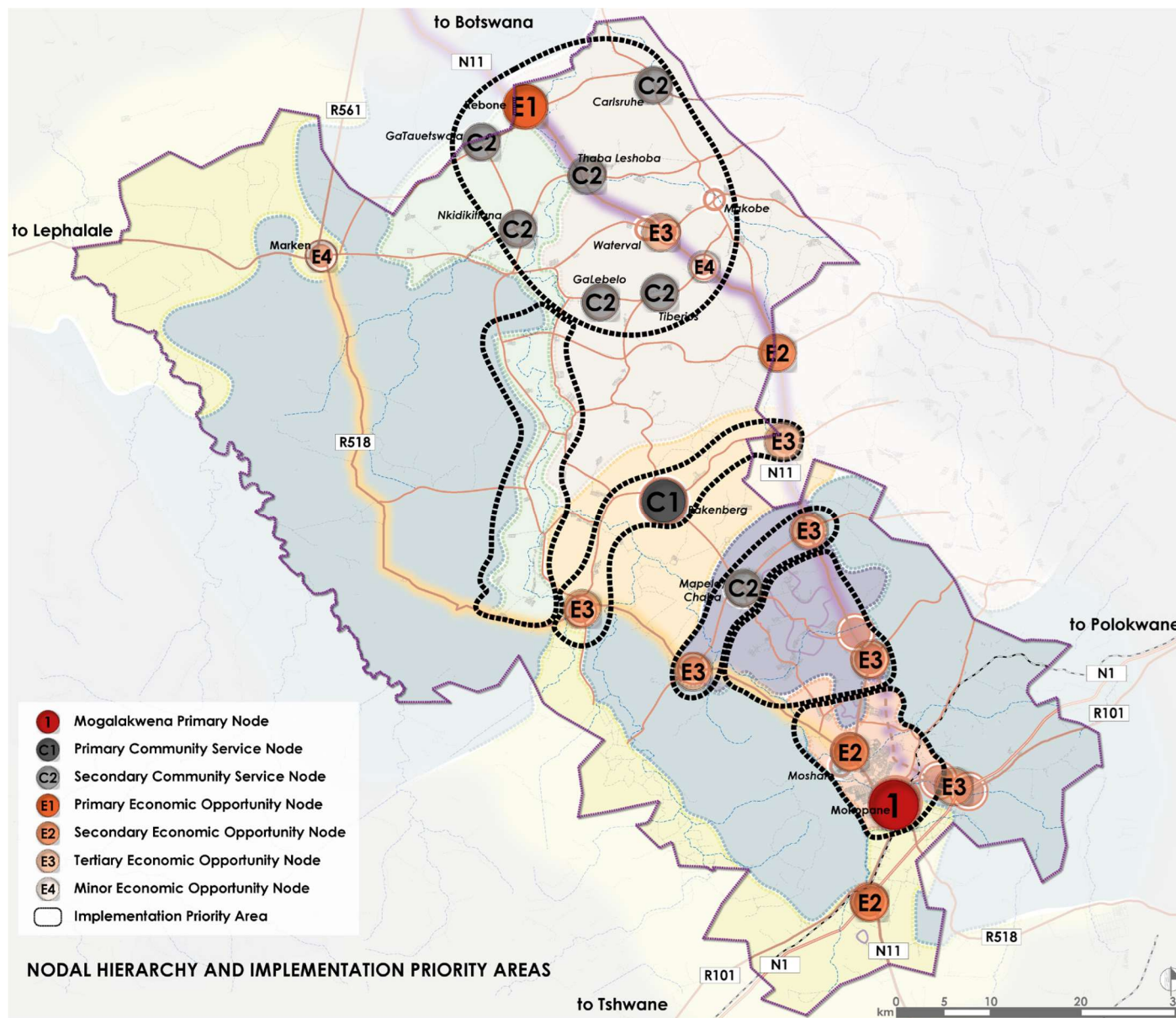
Priority areas for implementation are indicated with dotted lines on the map below and include the following;

Area with “horseshoe”;

- Community Service Nodes with N11 running through the centre, and Connector Routes linking the N11 with the nodes;

Nature Opportunity Area;

- Connector Route linking N11 and R518 through (and including) Bakenberg;
- Connector Route linking N11 and R518 through Mapela Community Service Node;
- Mining Resource Area; and
- Mokopane-Mahwelereng Town including the Urban Core.



2.7 Land use composition and management tools

Land use management means the establishing or implementing of any measure to manage, restrict or regulate land within a municipal area. A land use management system of the municipality consists of various mechanisms of which the Spatial Development Framework (SDF), official municipal land use policies as well as the Land Use Scheme (LUS) form the main or core components.

Current land use patterns are largely a reflection of historical processes. The main features are the following:

The municipality has 3 proclaimed towns (with their extensions). Mokopane, Rebone and newer extensions of Mahwelereng are surveyed with freehold properties registered in the Deeds Office, whilst the original Mahwelereng is still a R293 township where many occupants hold deed of grants. The mountain ridge covering large portions of the west of the municipal area is populated with predominantly natural or commercial farming areas. The rest of the area is characterized by a fragmented spatial pattern, with 111 rural settlements (according to the 2022 survey done for the Draft Integrated Human Settlements Plan), dispersed throughout the municipal area - with the same pattern flowing into Polokwane LM and Blouberg LM. These villages have no (or a very small) economic base and function mainly as dormitory settlements supported by subsistence farming.

The reason for this settlement pattern is the presence of Tribal Authorities authorizing development through headmen issuing PTOs in a less formal manner, with no freehold on properties. Closer to Mokopane these settlements are more clustered.

There are a few settlements that can be classified as being informal based on their nature in terms of legality and ownership, yet most of the houses are constructed as permanent structures.

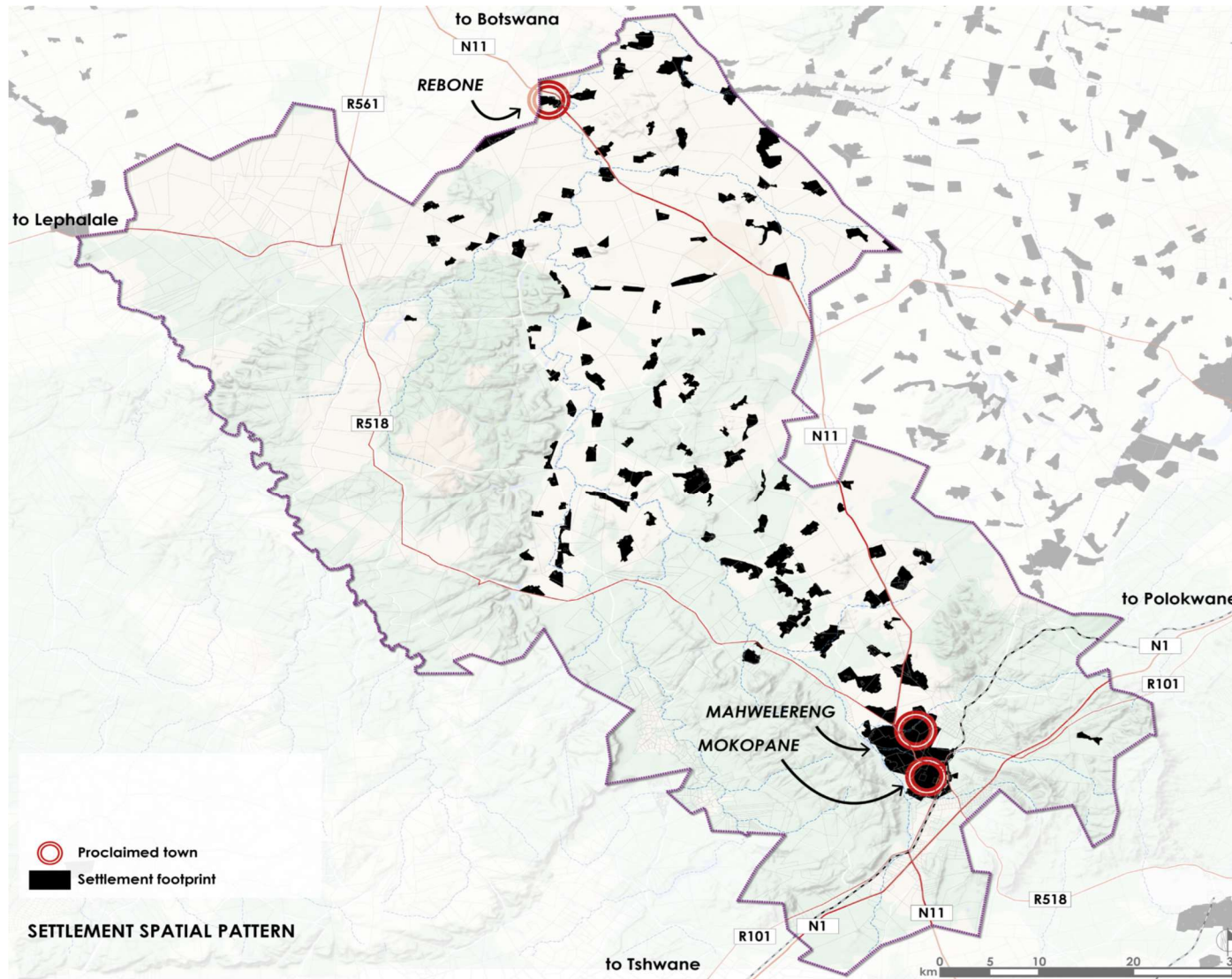


Figure 8: Mogalakwena land composition

2.7.1 Land claim analysis

In terms of the Restitution of Land Rights Act 22 of 1994, the Land Reform (Labour Tenants) Act 3 of 1996 and the Extension of Security of Tenure Act 62 of 1997, members of communities who had been dispossessed of land after 19 June 1913 as a result of racially discriminatory laws were given an opportunity to practice their right to restitution of that property or to fair compensation. Mogalakwena is not immune to this situation as some members of communities residing within its jurisdiction were affected by the past racially discriminatory laws. The table shows information that was available on the register of the Regional Land Claims Commissioner for Limpopo province in August 2021.

REFERENCE NUMBER	NAME OF CLAIMANT	TYPE OF CLAIM	PROPERTY DESCRIPTION	RURAL	STATUS OF CLAIM	COMMENTS
9770/735	Lekalaka NA	Family	Kameepoorhoek 218 JR	2	Deferral	Active
2278	Monanyane NK (Sekungwe Community)	Community	Schoonvlei 42 KR (land owners disputing validity of the claim) Buffelskop 29 KR, Uitzoek 63 KR, Vlugkraal 38 KR, Macooskull 45 KR, Olfantshoek 27 KR, Palmietfontein 32 KR, Shydfontein 55 KR, Noolgedacht 93 KR, Jonghanshoek 28 KR, Groenpoort 52 KR, Kastei 59 KR, Buffelshoek 54 KR, Ongekluskraal 48 KR, Schuurpoort 112 KR, Weltevreden 49 KR, Vlugkraal 76 KR, Noolgedacht 167 KR, Farm 764 KR, Santa Rubia 171 KR, Donkerkloof 171 KR, Groenfontein 31 KR, Tafelberg 44 KR 1420 approved , Vlugkraal 76 KR	1	Phase Outstanding	Active
495	Sebung ML	Family	Schoonoord 786 LR	1	Negotiations	Active
518	Molekwa LP (Luthof Community)	Community	Luthof 752 LR	1	Negotiations	Active
1523	Phaho MU (Phago Community)	Community	Wydehoek 216 KR & Kranskloof 218 KR	1	Negotiations	Active
1589	Mosehlana Family	Family	Moerdyk 593 LR, Dordrecht 578 LR, Riehpriest 581 LR, Haagesveldt 576 LR, Gorum 577 LR, Uth 541 LR Cancelled on the 16/11/2018 under Notice No. 1250, Gazette No. 42037 on the R/E, Ptns 1 & 2 of Dordrecht 578 LR, R/E of Moerdyk 593 LR, R/E, Ptn 1 (R/E) & Ptn 2 of Gorum 577 LR, R/E & Ptn 1 of Haagesveldt 576 LR, R/E & Ptn 1 of Uth 541 LR, Riehpriest 581 LR, Approved as non-compliant on the 20/12/2018 on the farm Koedoesrand 199 LR & the farm Potgietersrus	3	Negotiations	Active
1609	Nkikikiana Tribe	Community	Ptn 0 of Weltevreden 667 LR, Sterkwater 668 LR, Skopkraal 661 LR	1	Negotiations	Active
1658	Mokkane SM	Community	Haagesveldt 576 LR, Groot Denteren 533 LR, Utkomst 507 LR, Klein Denteren 495 LR, Lieffontein 506 LR, Alen 544 LR, Uth 541 LR, Moelmeijerfontein 536 LR, Moelmeijerfontein 536 LR, Cancelled on the 16/11/2018 under Notice No. 1250, Gazette No. 42037 on Ptns 3 & 4 of Moelmeijerfontein 536 LR, R/E & Ptn 1 of Uth 541 LR, Alen 544 LR, Ptns 2 & 3 of Lieffontein 506 LR, R/E of Klein Denteren 495 LR, Ptn 1 of Utkomst 507 LR, R/E, Ptn 2 (R/E), Ptns 3, 4, 5 & 6 of Groot Denteren 533 LR & R/E & Ptn 1 of Moelmeijerfontein 536 LR	2	Negotiations	Active
1696/1814/2011	Koka LF (Koka Mafou Community)	Family	Bakpoort 312 KR, Buffelshoek 277 KR, Doornkraal 282 KR, Groenfontein 225 KR, Groenfontein 227 KR, Groenfontein 254 KR, Groenfontein 276 KR, Groenvlei 224 KR, Groetivier 251 KR, Groothoek 220 KR, Houtboschvlei 307 KR, Kaallegte 283 KR, Klipplaatsdrift 231 KR, Klipspruit 255 KR, Louwkrans 257 KR, Moolhoek 226 KR, Naauwklou 247 KR, Rietfontein 249 KR, Roodepoort 222 KR, Rooibos 280 KR, Rooibos 281 KR, Rykdom 278 KR, Schaapkop 279 KR, Solomons Temple 230 KR, Sterkfontein 305 KR, Sterkfontein 306 KR, Sterkviernederzetting 253 KR, Sterkwater 301 KR, Swartkop 219 KR, Vosdal 258 KR, Waterval 250 KR, Zaaiplaats 223 KR, Research report approved on 26/06/2016 Sterkviernederzetting 253 KR, Groenfontein 254 KR, Rietfontein 249 KR, Klipspruit 255 KR, Sterkwater 229 KR approved on 25/02/2009 , Ptns 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 & 13 of Sterkwater 229 KR 1420 approved , R/E, Ptn 2, 3, 8, 10, 12 & 13 of Sterkwater 229 KR, Gazette published on the 03/05/2019, Notice No. 628 of 2019, Gazette No. 42431, R/E, Ptn 1, R/E of Ptns 3 & 4, Ptns 5, 9, 12 & 14 of Rietfontein 249 KR, R/E of Ptns 1 & 2, Ptn 3 of Groenfontein 254 KR, R/E, Ptns 1 & 2 of Klipspruit 255 KR, R/E, Ptns 1 to 13, R/E of Ptn 14, Ptns 15 to 24, R/E of Ptn 26, Ptns 27 to 32, 34, 35, 37, 40 to 49, 51 to 55, 57 to 62, 64, 65, 72, 73, 78, 83, 84, 90, R/E of Ptns 93, 94, 95, Ptns 96, 97, R/E of Ptns 98, 99, Ptns 100, 101, 103, 104, 107, 112 to 118, 122, 125 to 138 of Sterkviernederzetting 253	3	Phase Outstanding	Active
1797	Mokkane MU	Family	Moolmeijerfontein 536 LR	1	Negotiations	Active
1839	Maluleke S	Family	Kaallegte 283 KR (Gazette published on the 02/10/2020, Notice No. 1035 of 2020, Gazette No. 43756)	1	Negotiations	Active
1906	Mafola PT (Bakone Ba Mokerong)	Community	Vogelpan 658 LR, Tenert 682 LR, Mon Plus Ultra 683 LR, Versteffing 670 LR, Galakwin 415 LR, Baviaanskraans 659 LR, Diepkul 707 LR, Diepkul 707 LR, Selapies 681 LR, Blinkwater 680 LR, Bavaria 678 LR, Treves 677 LR, Waterfall 676 LR, Zeekoegat 673 LR, Nieuwedrift 672 LR	1	Negotiations	Active
2071	Marota BF (Ga-Pamasa Community)	Community	R/E of Ptn 6, Ptns 16 & 17 of Conterberg 665 KS	1	Land Restoration Not Finalised	Active
5532	Aphane SM (Khubela Community)	Family	Sedan 654 KS	1	Land Restoration Not Finalised	Active
10993	Aphane PK	Family	Uitrichtpunt 553 KS (Research approved on the 10/05/2018)	1	Negotiations	Active
10046/998	Mamashela Community	Community	Buffongfontein 239 KR	1	Negotiations	Active
2716/564	Molekwa LF (Molekwa Clan)	Family	Mozambique 807 LR	2	Phase Outstanding	Active
1644	Lekalaka MM	Family	Rooipan 539 KR	1	Phase Outstanding	Active
476	Sturgeon HJ	Family	Ptn 2 of the Farm Hottentots Holland 538	1	Negotiations	Active
10892	Kekana MA (Mugombane Mandebele Tribe)	Community	Amatava 41 KS, Baviaanskraal 290 KR, Blinkwater 244 KR, Blinkwater 331 KR, Bakpoort 312 KR, Buffelsfontein 313 KR, Buffelshoek 53 KS, Buffelshoek 277 KR, Buffongfontein 239 KR, Byzondereheid 607 KS (known as Roedtan), Darespan 139 KS, De Hoogedoorns 233 KR, De Hoop 54 KS, Doornfontein 98 KS, Doornhoek 284 KR, Doornkloof 36 KR, Driefontein 9 KS, Eenstelling 17 KS, Gezond 235 KR, Groenfontein 227 KR, Grootvlei 57 KS, Haakdoornkull 323 KR, Haakdoornbult 545 KR, Haakdoorn 311 KR, Hartbeestfontein 121 KR, Holmesleigh 1 KS, Kalkfontein 137 KS, Kalkpoort 128 KS, Knoppiesdoornboom 356 KR, Kranskop 610 KS, Kromdraai 129 KS, Landbergshoek 10 KS, Macalacaskop 243 KR, Makopangat 39 KS, Maribaboek 50 KS, Moorshoek 289 KR, Oorlogfontein 45 KS, Palaka 35 KR, Pruisen 48 KS, Rietfontein 349, Rietfontein 513 KR, Rietvlei 13 KS, Roodepoort 314 KR, Rooipan 539 KR, Rooipoor 46 KS, Rondebosch 295 KR, Roodom 353 KR, Rykdom 278 KR, Solomons Tempel 230 KR, Sandkloof 236 KR, Springhoanslaagte 546 KR, Sterkfontein 305 KR, Sterkfontein 306 KR, Sterkfontein 310 KR, Sterkviernederzetting 253 KR, Sterkwater 229 KR, Turfspruit 244 KR, Tweefontein 238 KR, Uitskop 3 KS, Vaalkop 325 KR, Vaalwater 137 KR, Vogelstippan 552 KR, Volpruit 326 KR, Vlakpan 136 KS, Weenen 40 KS, Welgelegen 246 KR, Welgevonden 232 KR, Wildebeestpan 145 KS, Witpoort 96 KS, Zaaiplaats 223 KR, Zachariasboom 354 KR, Zandkloof 132 KS, Zandpruit 287 KR, Zwartkop 219 KR	1	Negotiations	Active

REFERENCE NUMBER	NAME OF CLAIMANT	TYPE OF CLAIM	PROPERTY DESCRIPTION	RURAL	STATUS OF CLAIM	COMMENTS
1624/310	Molekwa LJ/ Molekwa Community	Community	Sangfontein 655 LR, Zuurfontein 749 LR, Zandpunt 914 LR, Rhenosterhoek 582 LR, Chacma 879 LR, Doornik 657 LR, Gembokfontein 585 LR, Baviaansdraai 587 LR, Kwarlehoek 588 LR, George Wellington 810 LR. Research Approved on the 13/03/2005: Ptn 0 of Zuurfontein 749 LR, Ptn 0 of Hopefield 793 LR, Ptn 0 of Zandpunt 914 LR, R/E of Ptn 0, Ptns 1 & 2, of Rhenosterhoek 582 LR, Ptns 2 & 2 of Baviaansdraai 587 LR, R/E & Ptn 0 of Gembokfontein of 585 LR, Ptn 0 of George Wellington 795 LR, R/E of St. Etienne 798 LR, Ptn 0 of Schaapvlei 42 KR, Ptn 0 Lola Montes 812 LR, R/E & Ptn 1 of Sangfontein 655 LR, R/E of Ptn 1 of Rhenosterhoek 583 LR, R/E, Ptns Ptns 1, 2 & 3 of Doornik 657 LR, R/E, Ptns 1, 4, 7, 9, 10, 11, 12 & 14 of Daggakraai 591 LR, R/E, Ptns 1, 2, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 17 & 18 of Kwarlehoek 588 LR. Gazetted on the 14/07/2006 under Notice No. 890 of 2006 Gazette No. 29004: R/E, Ptns 1 & 2 of Buffelskop 29 KR, R/E & Ptn 1 of Uitroek 63 KR, R/E of Vluchtgraaf 38 KR, R/E, R/E of Ptn 1, Ptns 2, 3 & 4 of Macouwkraai 45 KR, R/E, R/E of Ptn 1, Ptns 2 & 3 of Ollantshoek 27 KR, R/E, R/E of Ptn 2, Ptns 5, 6, 7, 8, 9, 10, 11, 12 & 13 of Palmietfontein 32 KR, R/E of Strydfontein 176 KR, R/E, R/E of Ptn 1 & Ptn 2 of Buffelsfontein 55 KR, R/E of Nooitgedacht 93 KR, R/E, Ptns 1, 2 & 3 of Jonghanshoek 28 KR, R/E of Groenpoort 152 KR, R/E of Kasjef 59 KR, R/E, Ptns 3 & 4 of Buffelshoek 54 KR, R/E of Buffelshoek 70 KR, R/E, Ptns 1, 2 & 3 of Ongelukskraai 48 KR, R/E, Ptns 1 & 2 of Schurpfontein 112 KR, R/E, Ptns 5 & 5 of Weltevreden 49 KR, R/E of Vluchtgraaf 76 KR, R/E, R/E of Ptn 1, Ptns 2 & 4 of Nooitgedacht 167 KR, R/E of Farm 764 KR, R/E of Santa Rubra 171 KR, R/E of Donkerkloof 720 KR, R/E R/E of Ptn 1, Ptns 2, 3, 5 & 6 of Grootfontein 31 KR, R/E, Ptns 1 & 2 of Tafelkop 46 KR. S420 Approved: Zuurfontein 749 LR, Zandpunt 914 LR, Rhenosterhoek 582 LR, R/E of Chacma 879 LR, Ptns 1, 2, 3 & 5 of Doornik 657 LR, R/E of Gembokfontein 585 LR, Ptns 5 & 6 of Baviaansdraai 587 LR, Ptns 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15 & 16 of Kwarlehoek 588 LR.	2	Phase Outstanding	Active
1905	Langa DMM (Bakenberg Tribe)	Community	Research Report approved on the 17/07/2017: Vianen 450 LR, Lager Plaats 451 LR, Kafferboom 664 LR, Rietfontein 665 LR, Rugtplek 710 LR, Klein Galkwa 712 LR, Raadsd 718 LR, Sterkloop 720 LR, Pulus 743 LR, Kromkloof 744 LR, Hellem Bicksteen 761 LR, Goede Hoop 762 LR, Vogelstruisfontein 765 LR, Groningen 779 LR, Malokong 784 LR, Kis-me-quick-and-go-my-honey 794 LR, Bellevue 808 LR, Viakfontein 763 LR, Rietfontein 665 LR, Schoonoord 786 LR, Schalkfontein 715 LR, Haakdoorn 758 LR, Haakdoorn Draai 711 LR, Galkwa's Stroom 745 LR, Wydehoek 746 LR, Baaslandpad 790 LR, Eyselsdriif 788 LR, Hermansdal 789 LR, Klipplaatdriif 787 LR, Madamfontein 721 LR, Buffel Hoek 722 LR, Hooppan 724 LR, Viakfontein 739 LR, Clermont 738 LR, Eerste Geluk 741 LR, Elandsfontein 760 LR, Zandpunt 749 LR, Kwarlehoek 582 LR, Lobbok 754 LR, Schurpfontein 112 KR.	1	Negotiations	Active
2431	Koonale MA	Family	Vleekraai 283 LR	1	Negotiations	Active
11173	Thoko JM (Bangwato Ba Selgwathle)	Community	Eldorado 388 LR	1	Negotiations	Active
11524	Mokopane Tribe	Community	Gazetted on the 06/07/2018: Macalacaskop 243 KR, Turfpruif 241 KR, Ptn 3 of Tweerfontein 238 KR	1	Negotiations	Active
1562	Babirwa Tribe	Community	Balneskloof 410 LR, Canton 280 MR, Nooitgedacht 253	1	Phase Outstanding	Active
475	Mogatlane C (Mamalakala Community)	Community	Eldorado 208 KR	1	Negotiations	Active
1576	Seloya SI	Family	Vier-en-Twintig Rivier 701 LR	1	Deferral	Active
1534	Bakgalaka Community	Community	Wydhoek 746 LR	1	Negotiations	Active
1650	Seema MS	Family	Erasmus 725 LR & Gilead 729 LR	1	Land Restoration Not Finalised	Active
1762	Tale Ga-Morudu Tribe	Community	Othille 283 LR, Othille 283 LR, R/E & Ptn 1 of Hardekraai 330 LR, R/E, Ptn 1, 2, 3, 4 of Glen Alpine 304 LR, R/E, Ptn 1, 2 & 3 of Steenbokskloof 331 LR, R/E, Ptn 1, 2 & 3 of Zwartland 301 LR, Kaalhoek 335 LR, Saltlake 308 LR, Vaalpenskraai 282 LR, R/E & Ptn 1 of Virginia 295 LR, Sterkloop 300 LR, R/E of Briebosch 288 LR, Makapan 299 LR, R/E of Ptn 1, 2, 3, 4, 5, 6, 7 & 8 of Eenzaamheid 345 LR, R/E & Ptn 1, 2 & 3 of Ketzehoch 298 LR	1	Phase Outstanding	Active
1806	Monene MA	Family	Rietvlei 454 LR	1	Negotiations	Active
1812	Du Buisson C	Family	Rhenosterhoek 582 LR	1	Research Internal	Active
11119	Seema MC obo Semorisi Ga Seema Community	Family	Schoongeleen 695 LR	1	Negotiations	Active
311	Molekwa Family	Family	Daggakraai 591 LR	1	Phase Outstanding	Active
1490	Molekwa RE	Family	Keerom 204 KR	1	Negotiations	Active
1616	Ledwaba MP (Mashabelong Community)	Community	Zuid Brabant 719 LR	1	Negotiations	Active
519	Kok JF	Family	Rooikop 377 LR	1	Negotiations	Active
10614	Mabithela MA	Family	Makeng Old Location	1	Negotiations	Active
11165	Motshane DMP	Family	Unclear property	1	Deferral	Active

2.7.2 Land availability analysis

Available vacant land owned by the municipality needs to be considered for development within the ambit of a more sustainable, concentrated spatial pattern. However, in the light of Mokopane's role as regional centre and its economic profile, the CBD should be allowed to respond to increased demand from regional business facilities. Council has taken a resolution to allow the development of a regional shopping mall and 'motor city' along the R101 next to the Game Breeding Center at the northern entrance of the town.

The map and table below indicate all properties owned by the MLM that were identified as potential municipal revenue enhancement properties. A Council Resolution (26 May 2021) identified these properties as high value assets to be alienated either through lease or sale, depending on the most viable financial model for a specific property.



#	PROPERTY DESCRIPTION	LOCALITY	CURRENT ZONING	ENVISAGED DEVELOPMENT
1	Portion 1 of Erf 93 Akasia+	Corner Dudu <u>Madisha</u> and Nelson Mandela Drive	Business 1	Business
2	Portion 191 and 192 Akasia Township	Towards the end of Thabo Mbeki Drive driving out of Mokopane Town to <u>Sekgakepang</u>	Unspecified Special	Mixed use development
3	Portion 197 of Portion 80 of the Farm Piet Potgietersrust Town and Townlands 44 KS.	Towards the end of Thabo Mbeki Drive (South-end) as you drive out of town to <u>Mookgopong</u> along the R101 Road	Agricultural	Mixed use development
4	Piet Potgietersrus Extension 15	Along Dudu <u>Madisha</u> Drive opposite Piet Potgietersrust Extension 3 and 5 Township	Mixed use development	Mixed use development
5	Portion of the Remaining Extent of the farm Piet Potgietersrust Town and Townland 44 KS	Opposite <u>Tayob</u> Hall	Agriculture	Mixed use development
6	Portion of the Remaining Extent of the farm Piet Potgietersrust Town and Townland 44 KS	Between extension 20 and Mogalakwena River	Agriculture	Mixed use development
7	Portion of the Remaining Extent of the farm Piet Potgietersrust Town and Townland 44 KS	Between Fourie Street and Railway line	Agriculture	Mixed use development
8	Erf 1225 Piet Potgietersrust Extension 5	Along De Klerk Street opposite Chippies Shopping Center	Public Open Space	Mixed use development
9	Erf 6484 Piet Potgietersrust Extension 12	Corner H.F. <u>Verwoed</u> and Dudu <u>Madisha</u> Drive	Business 1	Business
10	The remaining erven in Piet Potgietersrust Extension 20 Township	Between Akasia and Extension 19 and Extension 14 Townships	Predominantly Residential and other supporting uses or zoning like Educational and Business	Mixed use development
11	Remaining erven in Extension 14	Between Impala Park and Golf Club, along Dudu <u>Madisha</u> Drive and <u>Koedoe</u> Street	Predominantly Residential and a few Educational	Mixed use development

Figure 9: Land owned by the municipality

The map below shows the vacant land owned by the municipality. The map is outdated and a land audit is needed to verify the information and also identify areas that fall outside of the map area that may have municipal owned properties.

Approximately a third of the municipal area is managed by nine Traditional Authorities (TAs) in accordance with the Traditional Leadership and Governance Framework Act (Act 2 of 2005). TAs are responsible for administering the affairs of the traditional community in accordance with customs and traditions, and in line with customary law and the Constitution of South Africa. In accordance with the Act, the TAs should further support municipalities to identify community needs, to facilitate the involvement of communities in IDP processes, and to participate in the development of policy and legislation at the local level. There is a lack of coordination between the Municipality and Tribal Authorities in regards of land developments, where legal processes for applications are disregarded.

2.8 Spatial challenges and opportunities

2.8.1 Spatial challenges

Land matters

- Illegal occupation of land
- Mushrooming of informal settlements in both urban and rural areas
- Uncoordinated demarcation and allocation of sites in rural areas
- Un-serviced stands in R293 Townships which leads to illegal occupation
- Illegal land use
- Lack of funds to assist with demarcation of sites in areas under Tribal Authorities
- Mixed traffic modes in the CBD
- Capacity of services not sufficient to support the new residential developments
- Location of informal traders along N11 and informal trading restricting movement

Policy matters

- The By-law needs to be amended to address the short comings that have been identified.
- Current land use scheme not compliant with SPLUMA.
- No precinct plans for Municipal Growth Points.
- Non-compliance with environmental legislation.
- Amendment of the tariffs policy to address proliferation of non-permitted land uses.

2.8.2 Spatial opportunities

Natural environment ideal to support tourism development

- Waterberg Biosphere – Critical Biodiversity Areas are to maintain a natural or near-natural state that maximizes the retention of biodiversity patterns and ecological processes, where ecosystems and species are fully or largely intact and undisturbed. These areas are irreplaceable.
- Biospheres are environmentally unique areas which can be negatively affected by human activities that physically change the environment. The biosphere identified is therefore sensitive to urban, rural, and mining activities but provide opportunities for ranching and conservation activities.
- The Waterberg Biosphere Reserve was registered in March 2001 as international conservation area. It now forms part of the UNESCO World Network of Biosphere Reserves. The Waterberg Biosphere Reserve is the first “savannah” biosphere reserve registered in Southern Africa.
- Mogalakwena furthermore boasts five provincial nature reserves (Wonderkop, Masebe, Moepel, Witvinger, and Percy Fyfe), with a total size of approximately 55 500 ha as well as a number of private game reserves. All these need to be preserved.
- World heritage site-The most important heritage site is Makapansgat.

Municipal-Owned land

- The municipality owns land that could be utilized for residential, industrial, or business development.
- There is a lack of social rental housing and FLISP housing. Higher density housing could be accommodated in the Urban Core (these would include inclusionary housing).
- The CBD is well developed and is spreading along the main arterials.
- There is sufficient land available for business development. However, in the light of Mokopane’s role as regional center and its economic profile, the CBD should be allowed to respond to increased demand from regional business facilities.

A place for movement and networks

- **N11 Freight Corridor**

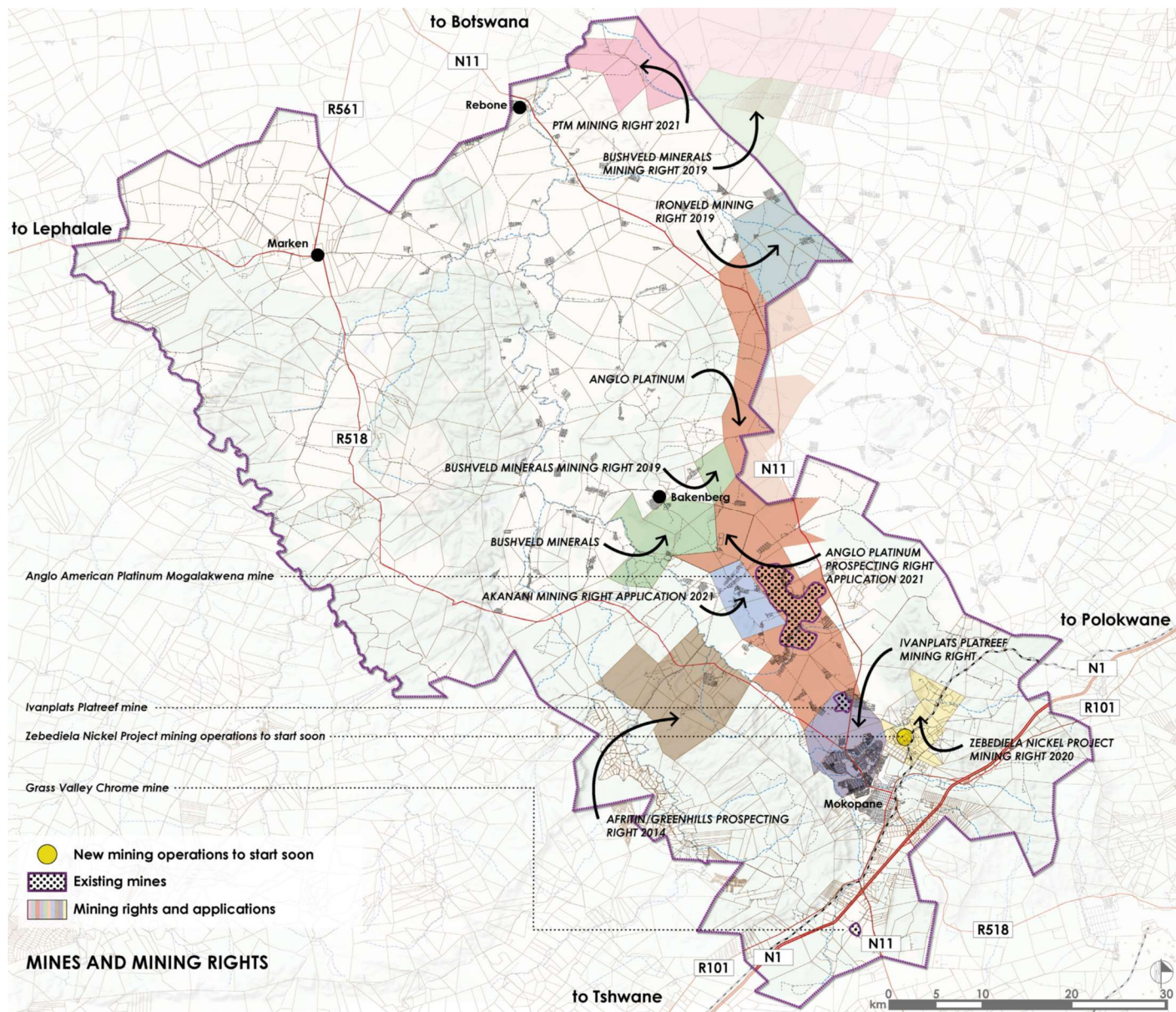
The N11 is a critical national transport route, a major access route for the mines, and is also seen as a potential economic lifeline for the municipality. The main function as Freight Corridor should be protected and will further be strengthened through the proposed realignment of the N11 to bypass Mokopane, linking up with the N1 north of the town. The concept of a bypass route for large trucks to be established to improve the general spatial quality through town is strongly supported. In order to protect the function as mobility route with an emphasis on freight, it is important to carefully consider where and what type of developments could be allowed along the route. Commercial developments are encouraged to be developed in nodes along the route. Compatible land uses need to be developed in order to protect the function of this road.

- **R518 Scenic Route**

The R518 has a slower speed, with less heavy traffic, and less traffic in general. The alignment of this road passing rural areas, and winding through the mountains, makes it ideal for a scenic route that is also linked to tourism assets in this vicinity. Development should be focused on nodes.

Mining activities

- The Limpopo Province generates only about 6% of the total number of job opportunities in this sector in South Africa. The local mining industry is mainly based on platinum.
- The significance of mining as employer and industry in the local economy is important. However, it is important to note that the current (as well as planned expansion and new) mining in the northern platinum belt and Mogalakwena complex is actually of regional and national (and global) significance.
- Although it is difficult to forecast the scale and pace of future activities, there is a need to anticipate and collaboratively address cumulative impacts, and coordinate initiatives regarding training, capacity building, service delivery,
- Coordination between Mogalakwena Local Municipality, Traditional Authorities and mining houses is also needed to determine where and how resettlement should take place.
- The map below indicates the spatial representation of mining activities Mogalakwena Local Municipality.



2.9 SPLUMA (Spatial Planning & Land Use Management Act)

SPLUMA came into operation in July 2015 with the aim to promote investment in land development and establishing sufficient certainty in the land market; to address segregated and unequal spatial patterns inherited from apartheid; to balance socio-economic needs with those of environmental conservation, and to improve and support infrastructure and service delivery initiatives.

In addition to the Development Facilitation Act (Act 67 of 1995), SPLUMA also repealed the following legislation:

- Removal of Restrictions Act (Act 84 of 1967)
- Physical Planning Act, (Act 88 of 1967)
- Physical Planning Act (Act 125 of 1991)
- Less Formal Township Establishment Act (Act 113 of 1991)

Although SPLUMA did not repeal existing provincial legislation relating to town planning the Act does stipulate that no legislation not repealed by SPLUMA may prescribe 'an alternative or parallel mechanism, measure, institution or system on spatial planning, land use, land use management and land development in a manner inconsistent with the provisions of the Act.' The provincial Department of Rural Development and Land Reform is in the process of developing the Limpopo Spatial Planning and Land Use Act that will repeal all provincial legislation not repealed by SPLUMA and will provide a uniform guideline of how land use and land development applications will be dealt with in future.

Prior to SPLUMA, land development and planning were disorganized with various land development processes. This made it difficult to finalize land development applications. SPLUMA intends to ensure that a single and inclusive land use scheme is developed for the entire municipality, with alignment of authorization processes on policies and by-laws affecting land.

SPLUMA also requires all three spheres of government to produce Spatial Development Frameworks. The focuses of the SDFs are different. The national SDF provides broad strategic direction, provinces focus on a coordination role, and municipalities develop detailed plans for the areas of their jurisdiction. A municipal SDF fits into a hierarchy of spatial plans, taking direction from the national and relevant provincial SDF.

The Mogalakwena Municipality has implemented its administrative systems related to the implementation of SPLUMA. At present the Mogalakwena Municipality has gazetted its land use by-laws known as Mogalakwena Municipality Land Use By-Law, 2016 and is already accepting applications terms of that by-law. The Land Use Management Scheme, 2008 is also promulgated. However, it is being reviewed to include all the rural areas thus making it a wall-to-wall land use scheme as prescribed by SPLUMA. The Municipal Council has on the 16th of August 2023 adopted the new SDF that will result in the Land Use Scheme Management System that gives effect to the principles of SPLUMA and aligns to the contents of an SDF as stipulated under Section 21 of the Act. The Municipal Council has also categorized different land development applications as prescribed in the Act to determined land development application that will be finalized by the Authorized Official and those that will be submitted to Municipal Planning Tribunal for adjudication. This has resulted into streamlined way of processing land development applications without undue delays. Due to capacity constraints, the Municipality is currently participating in the District Municipal Planning Tribunal to adjudicate on relevant categories of land development applications. The District Municipal Planning Tribunal is fully operational and there are no unnecessary delays in processing land development applications.

The above administrative systems are in relation to the operations aspects that gives effect to the implementation of SPLUMA.

3. CHAPTER THREE – ENVIRONMENTAL ANALYSIS

3.1 Legislative framework

South Africa's considerable and diverse natural resources open up a wide array of investment possibilities, from alternative energy to the fishing sector to eco-tourism. However, as a signatory to various international environmental agreements, South Africa is concerned to protect its natural resources and promote their sustainable use. In its environmental laws, South Africa attempts to strike a balance between encouraging investment and growth, and the need to protect the environment for present and future generations. There are several regulations, policies, acts and treaties that are meant at the protection, preservation, and conservation of our natural resources. Below is the summary of the legislative framework of the state.

3.1.1 The Constitution of South Africa, Act 106 of 1996

Section 24 of the Constitution provides that everyone has the right to an environment that is not harmful to their health or well-being and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that:

- Prevent pollution and ecological degradation;
- Promote conservation; and
- Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

3.1.2 The National Water Act, Act no. 36 of 1998 [NWA]

The National Water Act, No. 36 of 1998 ('the National Water Act') recognises that water is a natural resource that belongs to all people. The National Water Act regulates the manner in which persons obtain the right to use water and provides for just and equitable utilization of water resources. Sustainability and equity are identified as central guiding principles in the protection, use and management of water resources. These guiding principles recognise:

- The basic human needs of present and future generations;
- The need to protect water resources;
- The need to share some water resources with other countries; and
- The need to promote social and economic development through the use of water.

3.1.3 The National Environmental Management Act, 1998 (Act no. 107 of 1998) [NEMA]

The National Environmental Management Act, No. 107 of 1998 (NEMA) came into operation in January 1999. It is the flagship environmental statute of South Africa. NEMA's primary purpose is to provide for co-operative environmental governance by establishing principles for decision-making on all matters affecting the environment. NEMA also establishes procedures and institutions that will promote public participation in environmental management. Chapter 1 of NEMA stipulates Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably. It also advocates that development must be socially, environmentally and economically sustainable. The principles enshrined in NEMA guide the interpretation, administration and implementation of the Act and all other laws concerned with the protection or management of the environment in South Africa. These principles serve as a framework within which environmental management must take place. They include, amongst others, sustainable development and the 'polluter pays' principle.

3.1.4 National Environmental Management Act: Waste Act 2008 (act n0. 59 of 2008) [NEMWA]

The National Environmental Management: Waste Act, No. 59 of 2008 ('Waste Act') was enacted to reform the law regulating waste management and to govern waste management activities. The Waste Act has repealed and replaced those sections of the Environment Conservation Act that dealt with the prevention of littering and waste management. The Act creates a general duty in respect of waste management obliging holders of waste to minimize waste, recycle and dispose of waste in an environmentally sound manner. Holders must also prevent any employees from contravening the Waste Act. Section 18 introduces 'extended producer responsibility'. The Minister may identify a product, in terms of which extended responsibility applies, identify measures that must be taken and by whom. The Minister may specify how to implement such extended responsibility and any financial arrangements that must be made.

3.1.5 National Environmental Management Act: Biodiversity Act, Act 10 of 2004 [NEMBA]

The National Environmental Management: Biodiversity Act, No. 10 of 2004 provides for the management and conservation of South Africa's biodiversity, the protection of threatened and protected species and ecosystems, the sustainable use of indigenous biological resources and the fair and equitable sharing of benefits arising out of the bioprospecting of those resources.

3.1.6 National Environmental Management Act: Air Quality Act, 2004 (Act no. 39 of 2004) [NEMAQA]

On the 1st of April 2010 the NEMAQA came into full effect and the Atmospheric Pollution Prevention Act, 1965 (Act No. 45 of 1965) (APPA) was repealed. The Air Quality Act regulates air quality in order to protect the environment. It provides reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development while promoting justifiable economic and social development. The Act further provides for national norms and standards regulating air quality monitoring, management and control by all spheres of government. It also provides for specific air quality measures.

3.1.7 Polluter Pays Principle

The 'polluter pays' principle provides that the cost of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimizing further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment'. NEMA imposes a duty of care on every person who causes, has caused or may cause significant pollution or degradation of the environment to take reasonable measures to prevent the pollution or degradation of the environment from occurring, continuing or reoccurring.

3.2 Bio-Physical Environment

Location, Climate, Rainfall and Topology

Location: Mogalakwena Local Municipality is in the Waterberg region and the municipality of Mogalakwena functions largely as the interface between Waterberg District Municipality and Capricorn District Municipality. The municipality is surrounded by the following local municipalities, from the **North side** is Lephale Local Municipality (Largely deep rural areas), from the **East side** is Polokwane Local Municipality (Strong tribal component directly adjacent to Mogalakwena) and Lepele Nkumpi Local Municipality, from the **South side** is Mookgophong municipal area of the Modimolle-Mookgophong Local Municipality, and lastly from **West side** is the Lephale Local Municipality. Mogalakwena River and mountains provide very strong structural elements that shaped development in the municipal area. One should link this to the rich history and cultural diversity, add the physical resource base that predetermines the agricultural and mining activity base and one get an understanding of the spatial patterns that drives development in the municipal area.

Climate: The climate of this region is renowned for its hot but pleasant summers and mild sunny winters. Summer temperatures are from October to March with temperature ranging between 27 Degrees Celsius and mid 30 Degrees Celsius. The topography of the area controls the climatic conditions, characterised by irregular undulating lowlands with hills and low-lying mountains and moderately undulating plains.

Temperature: Mogalakwena is very hot in summer season with high temperatures in the municipal region. Daily temperatures are warm to hot with summer temperatures ranging between 27°C and mid 30°C from October to March. with temperature. Due to climate change impacts, temperatures may reach as high as 45°C resulting to heat wave effects. The area may thus be described as semi-arid.

Rainfall: The Mogalakwena municipal area falls within the summer rainfall region of Limpopo, with the rainy season lasting from November to March. The average rainfall is 600-650 mm with the highest measurements occurring in December and January. The average rainfall declines from east to west. Thunderstorms are recorded often. Hail and fog are infrequent.

3.3 Geology and Soils

The Mogalakwena geology has some of the richest mineral deposits in the world, the geology is largely dominated by the Bushveld Igneous Complex. Formations in this complex are extremely rich in minerals and several mines have been developed in the area as a result. Metal mining activities of platinum, chrome and tin in particular are minerals mined at a large-scale mining. Granite stone is also mined at a large scale due to the sedimentary rock mainly concentrated in the municipal area. Extensive mining activities occur mainly in a circular belt around the perimeter of the Bushveld Igneous Complex. These mines are mainly focused on the platina group of metals which are in great demand on the world market now, as well as granite mining.

Soil potential only has an impact on crop farming. The analysis shows that there are very limited potential for crop farming in the municipal area. Where it exists, it does so as small pockets of land with relative potential for crop farming. The bulk of the area with a relative high potential is situated in the south-east. This coincides with high intensity urban.

3.4 Topography and Hydrology

Morphology refers to landforms which form because of the interaction between underlying geological structures and climatic conditions through tectonic processes and erosion. The Mogalakwena municipal area has distinct features that have an impact on development. The key is the escarpment described by the mountainous terrain in the west. This separates the high lying table lands from the plains that dominate the area with exception of low-lying mountains in the south on both sides of the Mogalakwena plains. The escarpment is the key morphological feature that impacts on all functional activity zones. The exception is conservation that is unaffected by the severe slope of the escarpment and the accessibility problems, that it creates. None of the other morphological features have a negative impact on any development at a municipal scale. However, localized impacts should be considered in micro-planning activities.

The terrain of the municipal area ranges in altitude with strong topographical features. The topography of the eastern parts of the municipality area varies from plains which have a moderate to low relief to more complex lowlands, hills and mountains to closed hills and Mountains with relief varying from moderate to high. The slope and drainage patterns describe the physical appearance of the municipal area. The municipality has mountains to the west with strong escarpments diving lowlands and plateau with lower mountains in the south-east. All drainage flows to the north with the Mogalakwena River flowing through a relatively narrow area defined by the mountains and opening-up into a wider more even lowland very moderate to flat slopes.

The Mogalakwena municipal area is rich with a number of environmentally sensitive areas, which need protection. The Waterberg Biosphere represents one of the most critical environmental assets of the Municipality together with the Moepel Farms located within the conservation area. Ninety percent – 90% of the municipal area is supplied with under-ground water resources, which require protection. Makapans valley / gat is a world heritage site that is environmentally sensitive and requires environmental protection in the municipal area. **Underground water** is another key environmental issue that must be protected in Mogalakwena, as this water resource is a sole supply of portable water for human use and for farming in Mogalakwena villages / rural areas. The matter of **underground water pollution** should be addressed as part of providing communities with sanitation in order to ensure that there is no pollution of underground water.

River buffers are ecologically important for the protection of ecosystems and should therefore be preserved and not be disturbed through development. In this respect, river buffers should be protected from urban, rural, mining and crop farming activities as far as practically possible. The area however, signs of encroachment into the river buffer areas to the west of Mokopane. This encroachment is associated with rural settlements and subsistence farming activities. River buffers flood during high rainfall seasons due to encroachment by development and agricultural activities and flooding negatively impact on eco-tourism activities, resulting to destruction of infrastructure such as bridges to road systems to settlements.

3.5 Vegetation Classification

The indigenous flora of Mogalakwena area consists of the Waterberg Mixed Mountain Bushveld. The vegetation includes the tree layer, which is characterized by *Faureasaligna*, common *Acacia caffra*, *Burkea Africana*, *Terminiasericea* and *Peltophorum africanum* on the deep sandy areas, with *Kirkiaacuminata* *Combretumapiculatum*. The shrub layer is moderately developed and individuals of *Grewiaflavescens*, *Ochnapulchra*, *Eucleacrispa*, *Rhuszeyheri* and *Tapiphyllumparvifolium* are commonly found. The grass layer is moderate to well develop topographical structure and grasses such as *Elionurusmuticus*, *Loudetiasimplex*, *Panicummaximum*, *Digitariaeriantha* and *Urelytrumagropyroides* are the conspicuous species the area is also characterized by the Mixed Bushveld and Clay Thorn Bushveld.

Plants: Species information was obtained from SANBI, including from database searches and literature sources (EMF, 2010b). Sixty-four plant species of special concern are found within the Waterberg District. Twenty-two of the 64 species are threatened. Three are Critically Endangered, namely: *Euphorbia clivicola*, *Gasteria disticha* and *Orbea elegans* (potentially extinct). Three are Endangered, including *Brachystelma gerrardii*, *Delosperma macellum* and *Encephalartos eugene-maraisii*. Sixteen species are Vulnerable, namely *Brachycorythis conica*, *Ceropegia stentiae*, *Corchorus psammophilus*, *Cucumis humifructus*, *Cullen holubii*, *Cyphostemma hardyi*, *Elytrophorus globularis*, *Eulophia coddii*, *Jamesbrittenia bergae*, *Ledebouria atrobrunnea*, *Marsilea farinosa* subsp. *arrecta*, *Oryza longistaminata*, *Prunus*

africana and *Sartidia jucunda*. Of the 64 species, 43 are not threatened nationally, but are of local concern. These species are listed as Near Threatened (12), Critically Rare (1), Rare (16) or Declining (14) (EMF, 2010b).

3.6 Animal Classification

The indigenous fauna of Lephalale area consists of Red List vertebrates (mammals, birds, reptiles, amphibians) that could occur in the study area are listed. Those vertebrate species with a geographical distribution that includes the study area are discussed further. There are 43 mammal species of conservation concern that occur in the study area. Thirteen of these species are threatened with extinction and are on the Red List (classified as CR, EN or VU). Seven of these species are only found in protected areas, game reserves or in private breeding programmes. These are the Tsessebe, Black Rhino, Roan Antelope, Sable Antelope, Cheetah, African Wild Dog and Lion.

There are six mammal species on the Red List that have a restricted distribution in the study area and which survive independently of conservation efforts, i.e. are dependent on maintenance of natural habitat outside of protected areas. These are the Short-eared Trident Bat, Botswana Longeared Bat, Peak-saddle Horseshoe Bat, Juliana's Golden Mole, the Giant Rat and the Pangolin. There are 21 threatened bird species (CR, EN or VU) that are found in the study area.

They are found in a variety of habitats, although some patterns are evident. Large rivers, streams and wetlands provide important habitat for a number of species. Cliffs and mountainous areas are important for many species, including a number of vulture species. Woodlands and savanna vegetation provide foraging habitat for many of the species found in the area. There is one frog species of conservation concern, the Giant Bullfrog, previously recorded in the study area. There are two Vulnerable and one Near-threatened reptile species that have a distribution that includes the study area. The Near Threatened species occurs only peripherally in the study area. The other two species are the Crocodile and the African Rock Python. A summary of existing information available in the Waterberg District for threatened Species and Species of Special Concern

Mammals: Forty-five mammal species of special concern inhabit the Waterberg District. A total of 15 species are listed as Critically Endangered, Endangered or Vulnerable. Those afforded protection in protected areas, game reserves or in private breeding programmes include the Endangered tsessebe (*Damaliscus lunatus*), the Endangered black rhino (*Diceros bicornis*), the Vulnerable roan antelope (*Hippotragus equinus*), the Vulnerable sable antelope (*Hippotragus niger*), the Vulnerable cheetah (*Acinonyx jubatus*), the Endangered African wild dog (*Lycaon pictus*), the Vulnerable elephant (*Loxodonta africana*), the Vulnerable hippopotamus (*Hippopotamus amphibius*) and the Vulnerable lion (*Panthera leo*). The remaining species have a restricted distribution range and are not afforded such protection, namely the Critically Endangered short-eared trident bat (*Cloeotis percivali*), the Vulnerable botswana long-eared bat (*Laephotis botswanae*), the Vulnerable peak-saddle horseshoe bat (*Rhinolophus blasii*), the Vulnerable Juliana's golden mole (*Amblysomus julianae*), the Vulnerable giant rat (*Cricetomys gambianus*) and the Vulnerable pangolin (*Manis temminckii*) (EMF, 2010b).

Reptiles: The Vulnerable Nile crocodile (*Crocodylus niloticus*) and Vulnerable African rock python (*Python sebae natalensis*), and the Near Threatened Muller's velvet gecko (*Homopholis mulleri*), are distributed within the Waterberg District (EMF, 2010b). The Kalahari purple-glossed snake (*Amblyodipsas ventrimaculata*) was recorded near Vaalwater, and occurs nowhere else in South Africa (River Health Programme, 2006).

Birds: Three Important Bird Areas (IBAs) of South Africa lie within the Waterberg Ecosystem; Rivers, Floodplains and the Northern Turf Thornveld (also see Waterberg District Bioregional Plan – January 2016 14 Section 2.2). As a result, bird diversity is high, with 21 bird species of special concern that are classified as Critically Endangered, Endangered or Vulnerable. The variety of ecosystems within the Waterberg District provides habitat for these birds, ranging from rivers, wetlands and mountainous areas, to savannas, forests and grasslands. The Critically Endangered Cape parrot (*Poicephalus robustus*) inhabits forest and is endemic to South Africa. The bittern (*Botaurus stellaris*) is also Critically Endangered and inhabits lowland swamps and wetlands. Some of the species classified as Endangered include the Cape vulture (*Gyps coprotheres*), white backed vulture (*Gyps africanus*), saddle-billed stork (*Ephippiorhynchus senegalensis*) and Pel's fishing owl (*Scotopelia peli*). Vulnerable species include, for example, the blue crane (*Anthropoides paradiseus*), African finfoot (*Podica senegalensis*), African grass Owl (*Tyto capensis*), bateleur (*Terathopius ecaudatus*), kori bustard (*Ardeotis kori*) and the martial eagle (*Polemaetus bellicosus*) (EMF, 2010b; EMF, 2010c).

Amphibian: The Giant bullfrog (*Pyxicephalus adspersus*) is Near Threatened and relies on temporary wetlands and dams in the Waterberg District (EMF, 2010b).

3.7 Spatial Environmental Management

In the Mogalakwena Municipal area the Waterberg Spatial Development Framework (WDM SDF) and Waterberg Environmental Management Framework (WDM EMF) identified functional zones, which consists of a range of features that clearly distinguishes it from the other zones and include the following:

Urban Zone: The urban functional zone where typical urban activities dominate to the exclusion of other activities. The focus is around Mokopane and includes the activities and land uses in Mahwelereng. However, Mahwelereng starts to exhibit the features of a peri-urban area with elements of subsistence farming on the fringes of the denser residential components.

Rural Zone: The rural functional zone has many elements of the urban zone but differs to the extent that it includes very clearly defined agricultural activities in the form of subsistence farming. The rural zone also consists of many small settlements of varying density. These settlements are not functionally linked and exist largely independent of each other. However, the rural hinterland starts to exhibit the features of a peri-urban area with elements of subsistence farming on the fringes of the denser residential components due to labor immigration for mining job opportunities, such as the Bankenberg Rural Cluster that dominates in Mogalakwena municipal area.

The agricultural activities can be divided into two major zones.

(i) Crop farming zone which describes the areas with high potential for intensive agricultural activities. These areas are limited in the municipal area and mainly confined to the south on and around the Mogalakwena River floodplains. These areas have occupied most of the land in the Lephalale municipal area.

(ii) Ranching zone is dominated by low intensity cattle and game ranching activities. This zone covers major parts of the municipal area and very often co-exists of overlaps with conservation activities.

Mining Zone: The mining zone is defined by virtue of the ore bodies and reefs that can potentially be mined. It is basically determined by a single factor and is in many instances in conflict with other uses.

3.8 Environmental Management within Mogalakwena Local Municipality

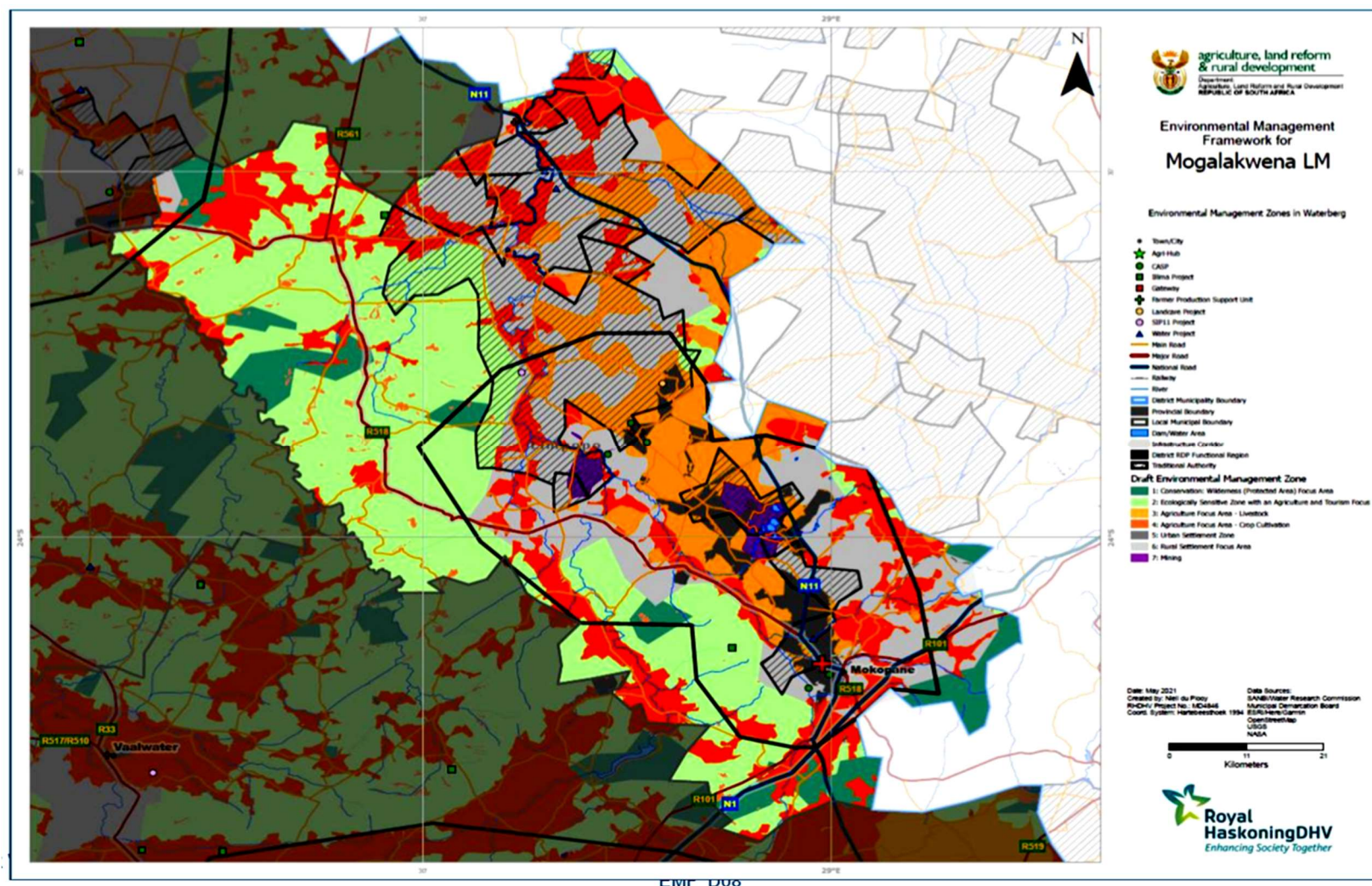


Figure 10: Environmental Management Zones for Mogalakwena Local Municipality

(Source: Waterberg District Municipality Final Draft EMF)

Mogalakwena Local Municipality is affected by soil erosion especially at the communal areas. Land use practices such as deforestation, overgrazing, some agricultural cultivation practices, and removal of vegetative cover due to mining activities can exacerbate these occurrences. Grazing land is more affected than cropping land, due to shortage of grazing land farmers overuse the land; resulting to erosion by wind during winter and water during rainy seasons. Uncontrolled veld fires also contribute to soil erosion on grazing land. Most of the activities mentioned above result in the loss of Biodiversity, which also result in extinction of certain indigenous species.

3.8.1 Conservation Areas

From a biodiversity management and conservation planning perspective, protected areas are key for meeting a number of objectives, including conservation targets for protecting representative portions of vegetation and habitats, linking landscapes, providing economic benefits, ensuring a continued supply of ecosystem goods and services and providing refugia for threatened organisms. According to the Convention on Biodiversity, “they constitute an important stock of natural, cultural and social capital, yielding flows of economically valuable goods and services that benefit society, secure livelihoods, and contribute to the achievement of Millennium Development Goals. Moreover, protected areas are the key to buffering unpredictable impacts of impending climate change.

3.8.2 Eco-tourism

Development inside and in close proximity to private conservation areas & nature reserves should be planned very carefully so as not to impact negatively upon nature conservation land uses, mainly due to positive contribution that nature reserves brand towards conservation & eco-tourism.

3.9 Nature Reserves and Conservancy

3.9.1 Natural Environment Idea to Support Eco-tourism Development

Waterberg Biosphere – Biospheres are environmentally unique areas which can be negatively affected by human activities that physically change the environment. The biospheres identified are therefore sensitive to urban, rural and mining activities but provide opportunities for ranching and conservation activities.

Nature Reserves – There are five (5) proclaimed nature reserves in the municipal area, listed in the table below.

World Heritage Site - The most important heritage site is Makapansgat / Makapan's Valley

TABLE 15 : NATURE RESERVES IN MOGALAKWENA LOCAL MUNICIPALITY	
Reserve	Size (ha)
Wonderkop	16 100
Masebe	4 542
Moepel	27 500
Witvinger	4 450
Percy Fyfe	2 985

3.10 Agriculture

The agricultural spatial node, has two (2) major zones:

Crop farming zone which describes the areas with high potential for intensive agricultural activities. These areas are unlimited in the municipal area and occupied 90% of the Local Municipal Jurisdiction.

Ranching zone is dominated by low intensity cattle and game ranching activities. This zone cover major parts of the municipal area and very often co-exists of overlaps with conservation activities.

There are clearly areas where soil depth impact negatively on crop farming and these areas are found to correlate with topography. If soil depth is an important factor in agriculture, then one must note the possible negative impact of shallow soils on subsistence farming. A general assessment of soil depth as a determining factor for crop farming points to a limited potential for crop farming in the municipal area. Soil depth has generally no ramifications for other types of development except that in combination with geological conditions and topography, it can add to the cost of urban development. The clay content of soil is a direct result of underlying geological formations. The clay content of soils usually has a cost impact on building works but are often beneficial from a crop farming perspective. From a development point of view, clay content should not determine location decisions for any type of development in the municipal area. There is only a very small area with a very high clay content situated on the extreme south of the area. One can expect this to link with the general soil characteristics of the Springbuck Flats to the south of the municipal area. Urban, rural and crop farming are to a lesser extent affected by the clay content of the soil but with no apparent effect on mining, ranching and conservation.

3.11 Mining

The Limpopo Province generates only about 6% of the total number of job opportunities in this sector in South Africa. The local mining industry is mainly based on platinum. The availability of platinum and iron ore resources in Mogalakwena is abundant. Mining that occurs in the local municipality transportation of hazardous chemicals and abnormal mining machinery result to accidents of chemical spillages and hazardous accidents. Hence the Waterberg District Municipality has a disaster management function that manage such accidents and spillages on behalf of the local municipalities.

3.11.1 Platinum Group Metals Mining Cluster

There are currently four operating platinum mines in the Waterberg district which include the Union and Amandebult sections of the Rustenburg Platinum mine, Potgietersrus Platinum and Northam Platinum mine. The Potgietersrus Platinum is currently the only mine exploiting the Platreef. Potgietersrus Platinum by Anglo-American is currently operating 3 / three open pits: the Sandsloot, Zwartfontein south pits and the Zwartfontein north. Potgietersrus / Mokopane Platinum is one of the largest producers of refined platinum in Waterberg district municipality. Potgietersrus / Mokopane Platinum is the only operating mine in the northern limb exploiting the Platreef. It produces about 200 100 ounces of refined platinum from two pits (Sandsloot and Zwartfontein south pit). The Waterberg District has the potential to become the major producer of platinum group metals in the world. Export earnings are forecast to increase from 3 378 million US dollars in 2003 to 5 127 million US dollars in 2008 and to more lucrative high estimates in future years (SAIM, 2003/2004). The planned expansions and opening of new platinum mines (particularly in the Mokopane area) will led to an increase in gold, copper, nickel and cobalt production in the Waterberg District. The increase in the platinum group metals prices in recent years has put much pressure on mining and exploration companies to increase their production and consequently, to expand the lifespan of the mines. This has resulted in renewed search for new deposits and an expansion of ore reserves hence new mines such as Ivan Plats in Mokopane reserves were opened. The Bushveld Complex, in particular the northern limb has in the recent years become a major exploration target for the PGE and other elements such as nickel and copper. Companies exploring the Platreef include Platinum Group Metals (Pty) Ltd, Platreef Resources (Pty) Ltd, Anglo Platinum, Eersteling Gold Mining Company, Anooraq Resources, AfriOre, Pan Palladium, AIM Resources and Ivan Plats Group.

3.11.2 Other potential mining development clusters in the Waterberg Region

Tin and Nickel in the Waterberg district is produced as a by-product of PGM processing from the Platreef and the Merensky Reef. Hydrothermal nickel occurrence is reported from Blaauwbank 515 KQ about 6 km to the east of the main workings of the Rooiberg Tin mines (Hammerbeck and Schürmann, 1998). Tin deposits occur associated with the acid phase of the Bushveld Complex. The Zaaiplaats tin deposits are located some 35 km northwest of Mokopane. The most important deposits are found on the farms Roodepoort 222 KR, Zaaiplaats 223 KR, Salomon's Tempel 230 KR, Groenfontein 227 KR, Welgelegen 246KR, Doornhoek 342 KR and Stravoren 676 KS. Tin mineralisation occurs in pipe-like roughly cylindrical bodies, flat ventricular bodies and as disseminations. These pipes range in diameter from a few centimetres to 12 m with an average diameter of 1 to 2 m. Pipe-like bodies have a cassiterite content ranging from nil to 70 percent with metallic tin averages 12 to 30 % (Crocker et al., 1976). On the farms Groenvley 224 KR and Appingendam 805 LR cassiterite occur along with molybdenite, arsenopyrite, fluorite, bastnaesite and other rare-earth minerals (Bullen et al, 1995). Values of up to 3.2 % Sn have been recorded on the farm Groenvley 224 KR over a width of 0.91 m. The Sn content of these rocks varies significantly.

Chrome occurs in seams in the Critical and Lower Zones of the Waterberg Complex within Mogalakwena in high deposits and Bela-Bela in low deposits. It was extracted from the Bushveld Complex rocks south of Mokopane on the farm Grasvalley. Depending on the price, demand and supply for chrome, the Grasvalley deposit represents a potential resource for exploitation. Chromite On the farm Zwartfontein 818 LR north-northwest of Mokopane, three chromitite layers are present in the plagioclase bearing rocks (Schürmann et al., 1998). Two other chromitite layers of no economic importance crop out on the farm Vaalkop 819 LR (van der Merwe, 1978). In the Mokopane area chromitite was discovered in the early sixties on the farms Grassvalley 293 KR and Zoetveld 294 KR about 17 km south-southwest of Mokopane (Coetzee and Coetzee, 1976). The composition for this ore ranges from 42-45 percent Cr₂O₃, 14 -15 percent FeO, 6-9 percent SiO₂ and a Cr/Fe ratio of 2.4 to 2.7 (Coetzee and Coetzee, 1976). This ore was superior in grade to any other chromitite mined in the Bushveld Complex at that time (Hulbert and Von Gruenewaldt, 1986). This deposit was exploited by Grasvalley chrome mine owned by SAMANCOR. However, the area is structurally complex.

Dimension stone are large variety of rocks with a potential to be used as dimension stone occur in the Waterberg district municipality within Mogalakwena area. The stone incorporates all naturally occurring rock material cut, shaped or selected for use in blocks, slabs, sheets or other construction units of specific shape or size, and employed for exterior or interior parts of buildings, foundations, kerbing, paving, flagging or for other architectural or engineering purposes (Stone in Southern Africa, 1999). The dimension stone quarried from the Bushveld Complex is in strong demand on the world market and dominates export sales, owing to high quality, competitive prices and reliability of supply. Lack of good road and rail infrastructure are major limiting factors in the development of the dimension stone industry in the district. Processing of the material should also be done in the vicinity of quarrying in order to reduce transportation costs, thereby increasing income from such operations. Waste produced from these operations can be used as aggregate for construction.

3.11.3 Mining and Environmental Management Plans

Environmental Management Plans (EMPs) and Environmental Management Programme Reports (EMPRs) in mining developments must be prioritised and implemented by the mining industries and energy generation industries such as Eskom. South African mining industries are based on the Minerals Act 50 of 1991. The Act focuses mainly on mining management and the regulation of existing mines. It deals with issues such as authorization and utilization of minerals, industrial development policy, trade and finance; however, the Act does not address issues of environmental management.

The EMPs and EMPRs ensure that the National Environmental Management Act (NEMA) principles are adhered to and incorporated in policies and practice rather than the Act. To plan for and manage environmental impacts of mining, all new mines must submit an Environmental Management Plan in order to acquire a mining license. An EMP must describe the management of the 'cradle to grave' environmental impact of the mine and is authorized by the Department of Minerals and Energy. The EMPs compiled and implemented by South African mining companies (self-regulatory system) comply with the International Organization Standards (ISO14001). EMPs are submitted to the Department of Mineral and Energy to assess the criteria whether they meet criteria. However, these programmes do not make adequate provision for the community and monitoring environmental pollution.

Lack of awareness of environmental issues among the communities that are affected by mining operations need to gain an understanding of how their lives are impacted; for an example the release of polluted effluent to a local watercourse creates a serious danger of polluted water which affects people, fish and micro-organisms. The effects of cyanide poisoning on human, animals and other living organisms should be explained in plain language to community leaders so as to conduct and assess environmental audits. The communities must be included as prioritised affected stakeholders during the development of mining rehabilitation plans which comprise of an Environmental Impact Assessment, air pollution control plan and water pollution control plan in conjunction with municipal institutes.

3.12 Air Quality and Climate Change

3.12.1 State of Air: Air Quality

The Waterberg-Bojanala Air Priority Area was declared on 15 June 2012 by the minister of Environmental affairs in response to the potential risk to ambient air quality due to the proposed expansion plans. The presence of the Lephalale Coal Fields and the Medupi Power Station affects all 5 Local Municipalities of the Waterberg District as all the municipalities are impacted by air pollution sources due to cross boundary pollution that also impact Bojanala District. The sources of pollution include power generation, mining, industrial emissions, domestic fuel burning, vehicle emissions, agricultural activities, biomass burning, waste treatment & disposal, and dust from various sources. The Air Quality Management Plan for Waterberg DM (June 2009) provided an emissions inventory with the main air pollution sources listed above, however the WDM AQMP plan is outdated as it was developed in 2009 – the plan will be redeveloped by the district when funding is available from environmental sector departments. The 2009 AQMP listed the following sources as more eminent in the Waterberg region and the air pollutants sources are increasingly growing due to increasing industrial activities in municipalities over the years.

The Air Quality Management Plan for Waterberg DM (June 2009) provided an emissions inventory with the main air pollution sources related to mining identified as:

- Power generation, with Matimba Power Station the main source of SO₂ emissions in Lephalale municipality and with the new Medupi Power Station just west of Lephalale also anticipated to becoming a significant source of Sulphur dioxide emissions, and with power generation the main contributing source of the Waterberg's SO₂ and NO₂ emissions contributing 95% and 93% respectively.
- Mining in general, with this relating to fugitive dust emissions from mining activities. Additional air quality issues come from Industrial emissions, mainly from small boiler sources and brickworks, contributing to PM₁₀ and SO₂ concentrations.
- Domestic fuel burning, mainly coal and paraffin burning in informal settlements.
- Vehicle emissions from petrol and diesel vehicles along the major roads and the N1 highway with this, however, not considered to be a significant pollution source in this district.
- Agricultural activities which, although not quantified, are considered to be a considerable source of ambient particulate concentrations.
- Biomass burning, with this also not quantified as this is irregular and seasonal, but adds to the ambient particulate concentration load.
- Waste treatment and disposal, and with incineration occurring on a small scale in hospitals.
- Wind erosion of exposed areas, also not quantified, and allied to agricultural activities where fields are bare for certain periods between crops.

There is a desperate need for clarity on what the government's long-term plans are in respect to the further development of the Waterberg Mining Zones with coal fields, especially in relation to electricity generation and potential liquid effluent from coal processing.

3.12.2 Main threats

Potential significant negative changes in the air quality of the district and the Mogalakwena area in particular, is likely to occur in future due to the development of the mining in the area. Current air pollution sources of concern are:

- Dust from mines, quarries, brickworks, spoil/overburden heaps and heavy vehicles using gravel roads.
- The burning of solid waste at waste disposal sites, informal waste dumps and especially on farms and at tourism facilities in natural areas.
- Smoke from vehicles especially heavy vehicles that drive through towns. Relevant to the WDM is the operation of the existing Matimba Power Station, and the construction and operation of the Medupi Power Station near Lephalale. Emissions of SO₂, NOX and particulate matter from Medupi will add to the current baseline concentrations on a regional scale.

In addition, with an increase in emissions associated with the development and the inevitable urbanization, i.e. motor vehicles and domestic fuel burning, there is a potential for exceedances of health-based ambient air quality standards to occur and a risk to human and environmental health. The greatest potential threat to ambient air quality exists in the WDM through the planned expansion of energy-based projects and coal mining in the district and in Botswana. The planned development poses a threat to human and environmental health in the region and it poses challenges for air quality management in the region. The greatest potential threat to ambient air quality exists in the WDM through the planned expansion of energy-based projects and coal mining in the district and in Botswana. The planned development poses a threat to human and environmental health in the region and it poses challenges for air quality management in the region.

The Mogalakwena Local Municipality has been identified as the air quality hot spot, under the declaration of the Waterberg-Bojanala Air Quality Priority Area by the National Department of Environment. Air quality legislation comprises primary standards which protect human health and secondary standards which protect properties, vegetation, climate and aesthetic values. Air quality management by-laws should be developed for non-compliance to the air quality standards. The development of industries that increase air pollution through emission of gases in the atmosphere should be managed through Atmospheric Emission Licensing processes. An air quality plan for the municipality should be developed in order to manage air pollution and environmental degradation.

The environmental features that are found in the municipal area are affected by natural environmental challenges inter alia, ozone depletion, global warming, solid and hazardous wastes, the endangerment of biological diversity and land degradation. Environmental degradation in the form of soil erosion, overgrazing, deforestation, over exploitation and habitat destruction should be prevented. There should be capacity in terms of human resources for the execution of related environmental duties.

3.12.3 Climate Change Impact

The municipality will need to plan and implement more for climate change impacts. The burden on the municipality will grow because of the expected increases in natural disasters, water scarcity and disease, and reduced agricultural production and food security. Some municipalities will be more sensitive to these changes than others, and many municipalities may lack the adaptive capacity because of existing developmental challenges, such as low incomes, weak institutions, low levels of education and primary health care, lack of markets and infrastructure and already-degraded ecosystems.

Rural communities and local municipalities will need to find appropriate and efficient ways of developing resilience to climate change through adaptation measures. These measures will need to be supported at a systemic level, including through intergovernmental finance mechanisms. It can be a result of both anthropogenic factors and natural factors, because human beings burn fossil fuels to heat their homes, run their cars, produce electricity, and manufacture all sorts of products, this adds more greenhouse gases to the atmosphere. By increasing the amount of these gases, the warming capability of the natural greenhouse effect has been enhanced. It is the human-induced enhanced greenhouse effect that causes environmental concern, because it has the potential to warm the planet at a rate that has never been experienced in human history.

3.12.4 Environmental Challenges

The potential risks that can be highlighted includes:

- Increasing rate Deforestation and Veld fires
- Bush Encroachment
- Urban Sprawl and increasing informality
- Increase in Alien Invasive Plants invasion
- Soil Erosion and Wind Erosion
- Poor Management of landfill sites and illegal dumping in green open spaces
- Inadequate sanitation systems (sewer spillages into the Natural Environment)
- Pollution of Water, Land and Air
- Land Degradation and Overgrazing
- Animal and Plant Poaching

- Chemical spills and/ or other hazardous accidents
- Poor Management: Air Quality, Water Quality and Land Quality due to lack of budget and functional governance systems

3.13 Sustainable Development

Sustainable development is required to ensure the integration of social, economic and environmental factors in decision-making so that development serves present and future generations. Furthermore, sustainable development requires that a risk-averse and cautious approach be applied to decision-making.

Mogalakwena Municipality has an environmental function to execute and ensure that the fundamental environmental rights of the community as enshrined in the constitution are realized. The fundamental rights as stated in the constitution are: -

- To prevent pollution and ecological degradation.
- To promote conservation.
- To secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

The municipality has sensitive and conservation worthy areas within its jurisdiction, such as the wetlands, river systems, cultural sites, rare and endangered species and part of the Waterberg Biosphere. There are also many areas that require remedial attention, such as; **eradication of alien vegetation, soil erosion control, pollution control and aspects that require spatial management such as land use management**. The Municipality does not have an Environmental Unit, however the municipality has the capacity to perform duties that enhance sound environmental management practices which include EIA related issues as well due to the appointed municipal environmental officer that conducts professional environmental work in Mogalakwena municipal jurisdiction.

3.13.1 Parks and Open Space Management

Open spaces are recognized as a critical and fundamental element to building of **climate resilient communities and sense of place in human settlements**. Open spaces with both social and ecological functions are perceived as infrastructure equal to roads, water, electricity and the other traditional municipal services that have long taken precedence over open spaces. The critical relationship between people and ecological systems creates sustainability and climate resilient settlements with dependence on ecosystem services. The National Development Plan (NDP 2015) requires authorities to scale-up and provide open space ecological infrastructure on par with typical municipal infrastructure funded under Municipal Infrastructure Grant Fund (MIG), to ensure balanced ecological and urban systems.

Open spaces must be granted a **status of urban land use** equal to any other 'typical' urban function. The term 'Open Space' covers green space consisting of any vegetated land or landform, water or geological feature in an urban area and most cities also include civic space consisting of squares, market places and other paved or hard landscaped areas with a dominant civic function. Natural open spaces include ridges, watercourses, wetlands, dams, conservation areas, play parks, as well as sports and recreation and utility areas including sports areas, city entrances, streets, traffic islands and squares, boulevards, parking areas, infrastructure servitudes, cemeteries and many more. It is important that urban functions, facilities and infrastructure be designed in consideration of **open spaces and reserves of biodiversity** for creation of a diverse planning, ecological resilience and climate resiliency of **open space network**.

Natural open spaces will be considered separate from parks areas but be integrated with a social function. Although the two may intersect and overlap, the absolute size provision must be calculated separately, for an example social spaces must ideally be provided at a ratio of 2ha (or more) per 1000 people in addition to the natural open spaces that is required for ecological functioning, even if the two spaces overlap. The design process needs to consider both the impact of infrastructure development on biodiversity, and the potential benefits or services that are derived from a functioning ecosystem through careful planning or formulation of (SDFs) Spatial Development Frameworks that will prohibit encroachment on sensitive natural environmental features such as wetlands, rivers, floodplains and many more. Open Spaces may be utilised as **environmental stormwater management infrastructure** in order to maintain and optimise the existing linear infrastructure services, in order to avoid progressive degradation of built infrastructure and ecological ecosystems. By implication, urban design through SDFs must provide adequate buffer areas as well as design and management strategies for open spaces that accommodates urban impacts and that provides protection of natural ecosystems from urban effluents by-products discharge (such as untreated wastewater effluent, hazardous oil substances and many more) from entering sensitive environments as such as rivers, wetlands, floodplains. Open space has long been recognised as a key building block of inclusive communities by functioning as a place that purifies water, harbors plant and animal life, cleans the air, and regulates weather and climate. This life-giving function of open space is the most threatened by urban development and spatial fragmentation. Open space has key benefits that provide quality of life ranging from social, health, environmental and economic benefits.

- **Social Benefits:** Open spaces provide a range of social benefits that are increasingly being recognized as important drivers in shaping future communities. Open space connects and builds strong communities by providing opportunities for local people to interact for a range of leisure, cultural and other activities leading to enhanced social cohesion and inclusion.
- **Health Benefits:** Access to open spaces encourages physical activity that in turn enhances physical and mental well-being, enhances children's development and well-being, reduces the risk of chronic diseases such as diabetes, obesity and many more.
- **Environmental Benefits:** Natural open spaces provide protection of biodiversity, cultural heritage value; and regulates climatic extremes, land pollution, stormwater management and air pollution control.
- **Economic Benefits:** Recreation activities, food garden services, tourism attraction points and many significant sources of employment for communities.

TABLE 16: CLIMATE RISKS, VULNERABILITIES AND ADAPTATION			
KEY INDICATOR	CLIMATE CHANGE PROJECTIONS	RISKS, VULNERABILITIES AND ADAPTATION OPTIONS	RISK POTENTIAL
WATER VULNERABILITY			
ANNUAL RAINFALL AND PROJECTED CHANGES	Projections from a suite of CMIP5 climate models show slight reductions in MAP into the immediate future of the 2030s, generally of around 10-20 mm, but up to 20-30 mm in the southeast which translates into reductions of 2- 4%	A projected reduction of 10-20 mm per annum, equivalent to a 2-4% reduction in annual rainfall may not appear very significant, but can translate into a ~ streamflow reduction of 4-10%. However, this projected reduction has to be seen in light of simultaneous increases in temperature and with that increases in crop irrigation water demand, a reduction in soil water content and in dam storage. All sectors are considered to be “losers”. Adaptations will be primarily in the conversion of reduced annual rainfalls to reduced annual runoffs which imply • Judicious water usage and general water savings, • household tanks being installed, • more frequent water rationing • leakage control • more drought resistant crop varieties being grown • careful irrigation scheduling and • more judicious environmental flow controls.	Low
STREAMFLOW CHANGES	Major % flow decreases of up to 40% appear in the north of the Waterberg DM in dry years while equally major % increases are shown in the Limpopo valley in wet years	The main risks in the WDM are the generally low streamflow, their episodic nature and the high CVs which, in combination, pose a major threat to local surface water resources and their management, and in particular in low flow years. The major adaptations will involve water suppliers at all levels of government, including more frequent water rationing.	High
SEASONAL RAINFALL CHANGES	Relatively benign projected changes in seasonal rainfall, the most important impacts are likely to be the anticipated slight increase and concentration of summer rainfall, with summer	At risk are both dryland farmers and irrigators growing summer crops planted in spring – dryland farmers because reductions in rainfall in association with higher temperatures imply reduced soil water availability	Low

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	being the main rain season, but probably more important the decrease in autumn rainfall with a dry winter awaiting the DM.	and more plant stress days and irrigators because of an increase in the number of irrigation applications necessary for optimum growth. The adaptations listed under projected changes in MAP apply equally to projected seasonal changes, only more severely,	
FROST OCCURRENCE	Frost is a major constraint in the Waterberg DM, especially in the central highlands, with up to 30- 40 frost days there, but with very few frost occurrences along the northwest and northeast borders of the DM. Severe frost, when minima reach below -2°C, are experienced much less frequently. Projected to the intermediate future of the 2050s the projections are for significant reductions in frost occurrences throughout, including the central highlands, with severe frosts a very rare occurrence	Where to grow cold sensitive vegetable and fruit varieties will be an important adaptation to make agriculturally. However, incidences of more pests and crop/animal diseases may increase. Night-time energy demand will decrease, as will the reduced use of firewood resources among poorer rural communities.	High
POTENTIAL EVAPORATION	Climate projections with CMIP5 GCMs from the present into the immediate future of the 2030s show increases from ~ 95 to ~ 110 mm over most of the DM this translating to a percentage increase of around 5.5% spells, especially in the northwest, the northeast and the south of the DM. Additionally, the longer the duration the more the entire DM	All water resource suppliers will have reduced water available from the increased evaporation. In most of the DM evaporation losses from dams are already very high. The water sector cannot really apply adaptation measures to counter enhanced evaporation apply adaptation measures to their practices and their management choices. It also places pressure on farmers.	Medium
GROUNDWATER RECHARGE	Virtually no change projected across DM in dry years. Mean annual recharge into the immediate future, shows decreases from 4-10 mm, with the central highlands displaying gains, while this pattern is strengthened for 1:10 year high groundwater recharge, with two thirds of the WDM displaying marked decreases of > 10 mm except again in the central highlands where equally significant increases are shown	Projected changes are important because recharge feeds base flows, especially dry season flows in areas where streams are episodic or ephemeral. In this regard the exceptionally high CVs of recharge compared with those of streamflow show a further amplification that any change in climate may have on an “invisible” underground resource such as groundwater. Adaptation to projected changes in groundwater recharge is complex as it is an invisible resource which responds slowly	Low

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		and where repercussions may be felt only years after recharge events, be they positive or negative, take place. Planners will therefore have to be exceptionally vigilant when any groundwater related development takes place.	
AGRICULTURE VULNERABILITY			
CHANGE IN OVERALL ABOVE-GROUND PRIMARY PRODUCTION (ROSENZWEIG EQUATION)	Into the immediate future of the 2030s with relatively little change in rainfall together with increases in temperatures, an enhancement of primary production, and thus agricultural potential of climatically robust crops, is projected. This ranges from a ratio of 1.2, i.e. 20%, to 1.4, i.e. 40%	Potentially positive impact; Potentially higher crop, and grazing yields. Based on seasonal growth characteristics of natural vegetation. For robust crops outlook is good; for heat sensitive crops cannot necessarily presume high productivity	Medium
IRRIGATION WATER REQUIREMENTS	Mean annual net irrigation water requirements vary across the DM. Into the future of the 20130s, net irrigation water requirements increase, varying from 6-7.5% in a median year and 4-7% in a dry year.	Risks in the irrigation sector is the availability of water (river run-off or from dams), irrigation return flows and leachates likely to be of poorer quality, pressure by the irrigation sector for more licenses to irrigate. Risks in the irrigation sector is the availability of water (river run-off or from dams), irrigation return flows and leachates likely to be of poorer quality, pressure by the irrigation sector for more licenses to irrigate	Medium
ACCUMULATED HEAT UNITS	The projected increases in heat units have major on-farm repercussions ranging from changes in growth rates, shortening of heat unit dependent phenological periods for certain crops, increases in the number of life cycles per year of certain pests and diseases, or changes in yields. Into the intermediate future – a ratio changes of 1.28-1.32, or 28-32% is projected. It is especially the cooler central highlands which display the well-known higher sensitivity of temperature parameters to climate change in cooler areas	The increase in heat units holds a positive response for farmers due to increased growth rates, shortening of heat unit dependent phenological periods and the potential increase in the number of life cycles a year. Livestock and game farmers will have to adapt to reduced production and conception rates by the introduction of new and more heat resilient breeds	Medium
POTENTIAL EVAPORATION	Soils dry out rapidly after rain resulting in crop stress, and irrigation water demands within the DM are already high. On	Under historical climatic conditions (1950-1999) mean annual A-pan equivalent potential evaporation ranges from 1 700 mm in the central	Medium

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	the other hand, where and if soils are moist, crops grow very quickly. The significant additional potential evaporative losses under projected future climates do not bode well for irrigators, be they abstracting water from dams or from run-of-river.	highlands to around 2 100 mm in the Limpopo valley. Climate projections with CMIP5 GCMs from the present into the immediate future of the 2030s show increases from 95 to 110 mm over most of the DM, this translating to a percentage increase of around 5.5%. Mulching and minimum tillage will reduce soil water evaporation	
MAIZE YIELDS AND PROJECTED CHANGES	Dryland maize projections of yields into the future are mostly positive, albeit small at 0.2 t to maximally 1.2 t/ha, with distribution of the gains very patchy. Irrigated maize: in a hotter future in an area already hot the prognosis is for decreases in irrigated yields, mostly of the order of 0.40 t, but in places the projected decreases are up to 1.40 t/ha.	An example of changes in optimum plant dates of maize, derived using the ACRU maize yield model which also captures rainfall adequacy and soil moisture stress at critical growth stages, shows for the Waterberg DM that a future optimum planting date into the intermediate future is 1-2 weeks later than at present. Critical for farmers to know the optimum conditions (planting and flowering dates) for different varieties of maize. Need to supply sufficient water for irrigation, and need to correct the hybrid or variety of maize to cope with changing conditions; need accurate weather forecasts	Medium
SORGHUM YIELDS AND PROJECTED CHANGES	Into the intermediate future (2050s) the projected sorghum yield changes are relatively small, with ~ 85% of the DM showing gains of 0.25 to 1.50 t/ha/season and only ~ 15% of the region projected to losing yields in future, mostly < 0.5 t/ha, with this translating into both gains and losses of up to 40%.	Generally increased yields and good for food security; better chance of adapting though still important to breed more resident grain sorghum varieties	High
SOYBEANS YIELDS AND PROJECTED CHANGES	Dryland soybean yield in the intermediate future are projected to increase, this increase ranging from 0.5 t in the west to > 1.4 t/ha in the central highlands, with these increases equivalent to percentage increases of 25 to more than 65%	Generally increased yields. In SA the adaptation strategies of conservation practices and crop rotation seem to not only counter the impact of climate change, but to positively impact on profitability, with soybeans seen as a very viable alternative to maize when the latter's price decreases	High
CITRUS FRUITS AND PROJECTED CHANGES	Navel oranges: suitable in central highlands – less suitable in future; Valencia oranges: less suitable out of central highlands and	Depends on location – changes in suitability between different areas of the WDM which may mean that the crops move to different areas to adapt; different cultivars; will probably require irrigation. Shade nets and	Low

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	more suitable in central highlands of WDM; Grapefruit: gains in the central highlands and south which are currently not very suitable for grapefruit; Lemons: projected suitability gains in the northeast of WDM	additional transport costs and energy costs re: storage temperatures	
CATTLE AND HEAT STRESS	The 100 to 200 favorable days/year in the WDM w.r.t. heat stress in cattle are reduced by between 60 and 85 days into intermediate future of the 2050s, while the 80-110 days with "middle-of-the-range" critical conditions under historical conditions also display "middle-of-the-range" uncertainties in the future showing range of projected changes from 35 more critical days in the cool central highlands to 25 fewer critical days in the hot Limpopo valley. The 10-60 very stressful emergency days of the present, however, are projected to increase by an additional 25 to 85 days	Decreased reproductive performance; decreased milk production. Very disconcerting findings with significant reduction in favorable days and significant more critical days in terms of heat stress; also highly stressful to game animals. Careful mitigation measures must be instituted: feeding management, increased water availability; spacing around cows when drinking; housing and facility adjustments; shade availability etc. High levels of management response required	High
GOATS AND HEAT STRESS	Into the warmer future of the 2050s, the favorable days for goats decreases by 65 to 80 days per annum. Projected to have an additional 50 to 70 moderate stress days for goats. Severe stress days for goats are only experienced on between 1 and 20 days per year, but with an additional 2 to 20 severe stress days by the 2050s	Reduction of growth performance, reproductive performance, milk production and animal health and welfare. Effects are likely to be lower in goats' vs larger ruminants due to small body weight, well developed water retention in the kidney and lower metabolic rates – mohair goats may be more susceptible. Indigenous goats are most adaptive. Some measures such as supplementary feeding, grazing management etc. to be considered	High
BIODIVERSITY AND ENVIRONMENT			
ALIEN INVASIVE PLANTS	Alien Invasive plants (AIPs) have potentially drastic impacts on local and catchment water resources. Currently, AIPs are estimated to reduce yields of dams and rivers by about 1.4% of RSA's MAR; however, AIPs are frequently located in riparian areas so under warmer future conditions and year-round growth, MAR could be reduced considerably more than	Likely to increase growth and vigor; widespread infestations in the south, generally transpire more than natural vegetation and reduce streamflow; can be fire danger, positive side can be source of firewood. Riverine infestations in particular need to be eradicated as soon as possible by the Working for Water initiative as well as by individuals, as infestations could well become denser with a warmer climate and they would then	High

TABLE 16: CLIMATE RISKS, VULNERABILITIES AND ADAPTATION			
KEY INDICATOR	CLIMATE CHANGE PROJECTIONS	RISKS, VULNERABILITIES AND ADAPTATION OPTIONS	RISK POTENTIAL
	at present; and they replace prime agricultural land, especially in floodplain areas	likely impact even more negatively on water resources than at present.	
LANDSCAPE DEGRADATION	Degraded thicket and bushland in the north; degraded forest and woodland elsewhere but especially in the south-east of WDM.	All sectors are losers, particularly agricultural sector and water sector. Depends on commitment to sound management: grazing management, conservation farming and physical rehabilitation of eroded areas.	High
GROUNDWATER RECHARGE	In the WDM risks associated with reductions in groundwater recharge are highest in the south where the repercussions of projected reductions in groundwater recharge may also have severe ecological implications.	Adaptation to projected changes in groundwater recharge is complex as it is an invisible resource which responds slowly and where repercussions may be felt only years after recharge events, be they positive or negative, take place. Planners will therefore have to be exceptionally vigilant when any groundwater related development takes place.	High
HUMAN HEALTH VULNERABILITIES			
HUMAN DISCOMFORT AND PROJECTED CHANGES	Most significant variables are humidity, wind, and temperature. Comfortable Days: Historical data: < 40 in Limpopo Valley and 140 in central highlands. Projected to the 2050s to reduce comfortable days < 10 in Limpopo Valley and to 80 days in the central highlands Historic data: Uncomfortable Days: 40-60 days in Limpopo valley and about 10 days in central highlands. Projected to increase from 40-100 uncomfortable days in Limpopo valley and from 10-20 days in central highlands	Increased air conditioning costs, more heat-related emergencies, re-look at working hours, uncomfortable living conditions. Thermal discomfort on more days per year; implies more discomfort for livestock; humans can adapt using technology, but implications for costs, working hours, tourism industry, housing needs and insulation requirements; possible health implications through higher disease risk	High
INCREASED MALNUTRITION AND HUNGER AS A RESULT OF FOOD INSECURITY	Climate Change will affect food systems, compromising food availability, access and utilization, leading to food insecurity (particularly of subsistence farmers).	This is a real risk. A consolidated effort is required to address this critical vulnerability.	High
DISASTER MANAGEMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT			
EXTREME	From the 1 to the 2 to the 3-day accumulated design	Flood damage, higher insurance; difficult to model extreme events;	Medium

TABLE 16: CLIMATE RISKS, VULNERABILITIES AND ADAPTATION			
KEY INDICATOR	CLIMATE CHANGE PROJECTIONS	RISKS, VULNERABILITIES AND ADAPTATION OPTIONS	RISK POTENTIAL
INFRASTRUCTURE DESIGN RE. RAINFALL EVENTS AND PROJECTED CHANGES	streamflow, there is a visible increase in magnitudes of flow. Between the 10 and the 50 year return periods there is, similarly, an expected increase in design flood	Should not relax standards or reduce design criteria.	
EXTREME INFRASTRUCTURE DESIGN RE. STREAMFLOW AND PROJECTED CHANGES	From the 1 to 2 to the 3-day accumulated design streamflow there is a visible increase in magnitudes of flow; Between the 10 and the 50 year return periods; there is, similarly, an expected increase in design floods. The larger river systems such as Mokolo flowing northwards, display markedly higher magnitudes of rare flooding. Conventional wisdom would suggest more extreme flooding in climate changed future, but projections do not always display this; the 1:50 year projections display more areas of higher extremes than the 1:10 year	“Extreme” streamflow with high recurrence intervals impact a wide range sectors from water planners at all levels, disaster risk management, all facets of agriculture, the insurance, mining and tourism industries, the transport sector, human settlements. Indications are that the northeast and parts of the central highlands are particularly vulnerable to large floods, and special care should be taken by engineers when designing hydraulic structures there. Extreme events cannot be isolated with great confidence. Care should therefore be taken for DM engineers not to assume a reduction in design streamflow events, and should NOT to relax present design criteria based on long term historical data. Considerably more research is required into design hydrology under climate change, using outputs from more GCMs	Medium
INCREASE IN FIRE DANGER RATINGS	Historical climatic conditions show favorable conditions in WDM; i.e. small number of days 2.5-10% of days (10-40 days/year) of fire risk, countered by the mean number of very likely fire days in range of 250-350 days per year due to frequent dry atmospheric conditions and high biomass.	Historical climatic conditions show favorable conditions in WDM; i.e. small number of days 2.5-10% of days (10-40 days/year) of fire risk, countered by the mean number of very likely fire days in range of 250-350 days per year due to frequent dry atmospheric conditions and high biomass. The projected increase in the number of very likely days in the fire danger rating index does not bode well into the future, the southwestern interior and the northwestern highlands being the most vulnerable. The many different impacts of fire are tabulated for a wide range of sectors. The population at large and especially disaster management agencies will need to be very vigilant to the dangers of fire under projected future climatic conditions.	High

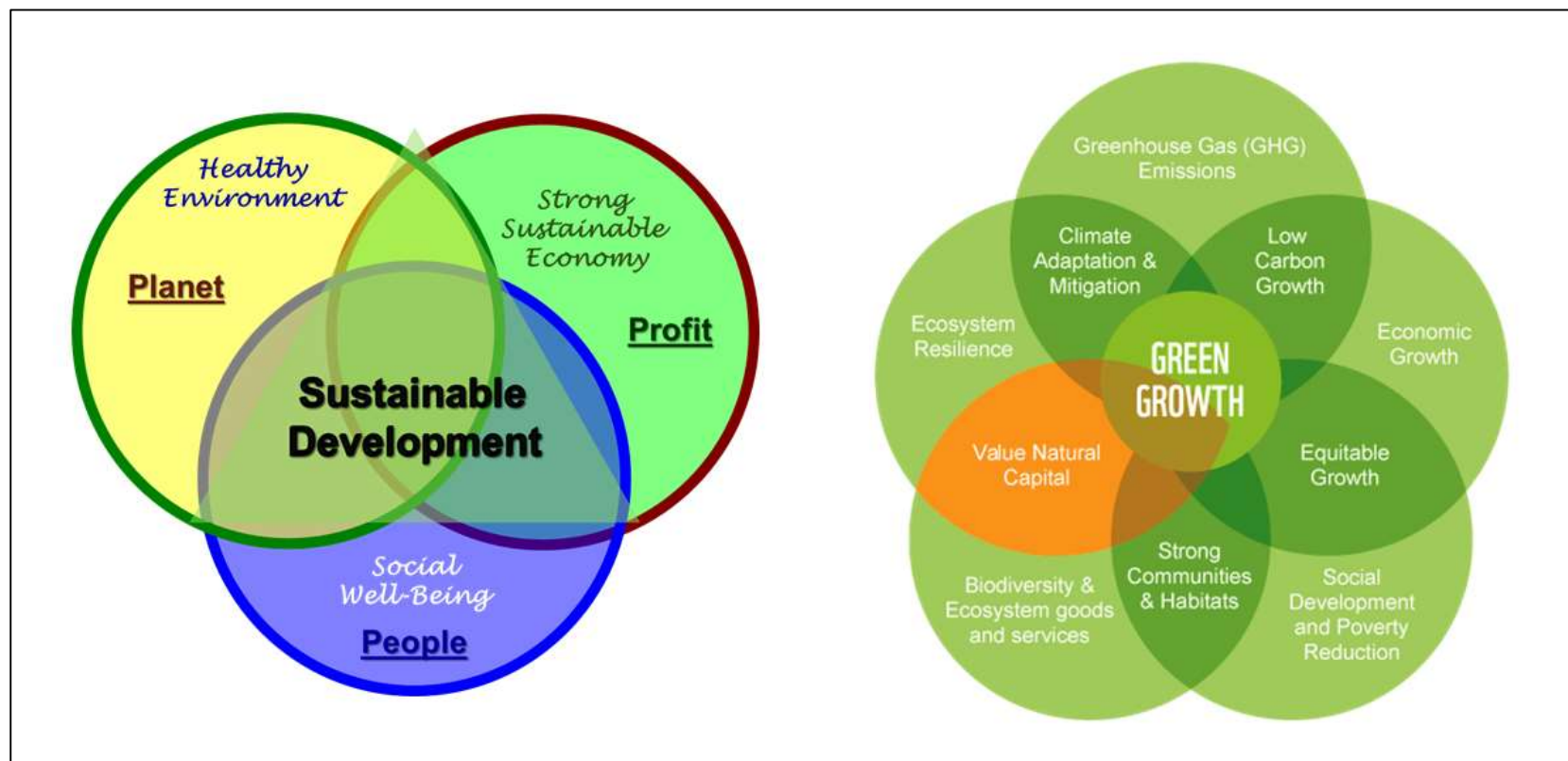


Figure 11: Sustainable development

3.14 Good governance

3.14.1 Green municipality for sustainable development

The Municipality participates actively in the Provincial Green Municipality Competition, the LEDET GMC. Green Municipality Competition (GMC) is an environmental program with a broad focus on environmental management, sustainable development and service delivery. GMC has six / 6 core elements which are waste

management, energy efficiency and conservation, biodiversity management and conservation, landscaping and beautification, public participation and community empowerment, leadership and institutional arrangement. The Municipality has performed consistently in the competition.

Promotion of green developments by developing and implementing environmental municipal sector plans that:

- Encourage and enhance of green economy.
- Creates environmental considerations in infrastructural developments.
- Develop tools of community environmental education, environmental awareness and environmental campaigns.
- Improve environmental skills development in communities.
- Shape and create full-structured municipal environmental unit / section in municipal organisational structures.
- Conceptualise a strong foundation for environmental compliance for the preservation of Bela-Bela environment for future generations within the municipal jurisdiction.
- Create attraction for green funding and increase green funding.

3.14.2 Integration phase with strategic objectives

The prioritisation of environmental skills development and structural building of municipal environmental units / sections for green future building, predominantly is to strengthen the environmental function in municipal administration in order to ensure successful performance of the municipality across all environmental mandate (based on environmental legislation). Also, to also identify gaps that exist within municipalities and make recommendations on improvements. Interventions across all environmental sectors will be detailed in each municipal administrative environmental thematic area.

3.14.3 Municipal Environmental Organisational Structure

TABLE 17: NUMBER OF PERSONNEL AVAILABLE PER ENVIRONMENTAL THEMATIC AREA										
Availability of environmental structure	Number of top personnel	Managers	AQO/ AQM	WO/WM	B&C	EIA	CC	EO	ENV C&E	EMI
Yes Social Services Structure	5	2	x	✓	✓	✓	✓	✓	✓	0

3.14.4 Waste Management / Biodiversity & Conservation (Parks Management) / EIAs (Spatial Planning Section)

The table above illustrates that Mogalakwena Local Municipality has partial environmental related structure under Social Services Section structure. The structure indicates the small number of personnel in the environmental thematic area, however the existence of an appointed municipal environmental officer makes the municipal environmental performance better. As much as the municipal structure mainly focuses on Waste Management and Parks Management under Social Services Section, the municipal appointed environmental officer upholds a job description responsible for overarching environment sectors with functions ranging from waste management, air quality, biodiversity, climate change, environmental impact management and environmental control / compliance. The municipal environmental officer manages all environmental functions of the municipality, leading daily municipal environmental service delivery administration of the local municipality - professionally. Mogalakwena Local Municipality is required to prioritise building an Environmental Unit that will properly structure environmental functions and fill-in the structure with funded positions in environmental sectors. In this manner, environmental jobs for unemployed environmental graduates will be created in the municipality.

3.14.5 Air Quality Management and Climate Change / Environmental Compliance and Enforcement / Environmental Officer

The municipality does not have all personnel for all the above environmental thematic competences, only 1 Environmental Officer is conducting the work. The municipality has several mines in operation, within the municipal jurisdiction and partially the municipality has land dedicated to the UNESCO renowned Waterberg Biosphere Reserve. The district supports the local municipality with all the above services at a very limited basis due to shortage of personnel at the district level as well, however the municipality is encouraged to consider appointing more Environmental Officers and build the Environmental Unit that will be able to conduct professional environmental work daily and upgrade the existing performance conducted by the 1/one existing official.

3.14.6 Municipal Environmental Functions and Personnel

The local municipality has a Social Services structure that has a partly related environmental function of both Waste Management and Parks Management Services. In waste management, the local municipal management prioritises the waste function as it is deemed as an essential municipal service by local government. Waste Management is directly funded by Treasury through MIG (Municipal Infrastructure Grant) financial systems. The Municipality has an appointed **Waste Management Officer (WMO)** as well. The Environmental Officer is supporting the WMO, due to the environmental related nature of waste section the municipality. The institute rely solely on 1/one Environmental Officer for the implementation of the entire environmental functions, with no Environmental Unit structure in place.

Specifically, in Parks Management there is an appointed Parks Manager. The Parks Manager is supported by 1/one Parks Officer. The Parks Section is responsible for green open space management function in local municipalities. The green open space management function aligns perfectly with biodiversity and conservation; however, the existing structure is not well engineered to suite an overall biodiversity and conservation functions in local municipalities. In general, DFFE and LEDET also support the municipality with implementation processes of developing environmental planning tools, establishing forums, conducting programmes and funding projects in both Waste Management, Biodiversity Management and Air Quality Management.

3.14.7 Recommendation

It is recommended that the Mogalakwena Local Municipality structure be re-engineered, in order **to build an Environmental Unit** that will serve the environmental function properly. This approach should include all environment sectors and maximize new vital job opportunities within the local municipality. Young unemployed environmentalists and future young environmental professionals / graduates will be well accommodated in municipal environmental professional jobs, in the now and in the future.

Municipal Environmental Functions (Guided by Legal Protocol)



Figure 12: Municipal Environmental Functions – Guided by Legal Protocol

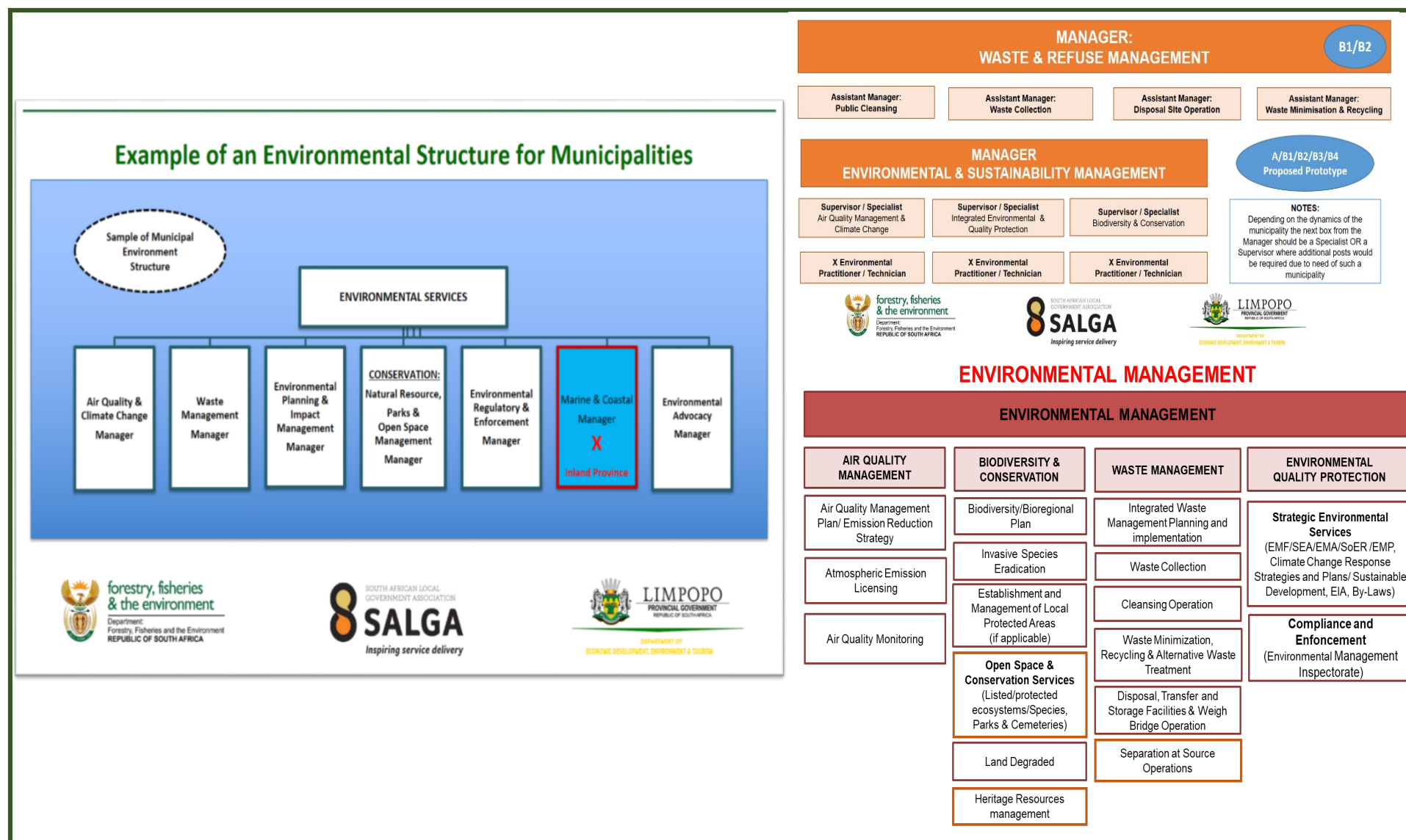


Figure 13: Recommended Environmental Structure under Social Services Section

3.15 Environmental Planning Tools, Forums, Programmes and Projects

TABLE 18: ENVIRONMENTAL PLANNING TOOLS, FORUMS, PROGRAMMES AND PROJECTS			
Planning tools	Forums	Sector programmes	Active projects
* Mogalakwena IWMP * Mogalakwena Spatial Development Framework: SDF	Mogalakwena Waste Recycling Forum	*LEDET: Waste Cleaning Campaigns *LEDET: Environmental Campaigns	*MISA-COGTA & WDM-DDM: Waste Innovation Project – EPWP *DFFE & LEDET Greening Project: Tree Planting – EPWP *DFFE & LEDET Cleaning and Greening Project – EPWP * DFFE NRM: Natural Resources Management – EPWP * DFFE YCOP: Youth Community Outreach Project

The National Department of Forestry, Fisheries and the Environment (DFFE) and the provincial Department of Limpopo Economic Development Environment and Tourism (LEDET) supports the Mogalakwena Local Municipality in each financial year with human resources personnel that is based at district level. The environmental support is packaged with financial support that is allocated through environmental programs and projects that are implemented by the environmental sector departments in collaboration and together with the Waterberg District Municipality (WDM). The National DFFE and Provincial LEDET personnel, innovatively plan further and create public partnership programs with other government sector stakeholders and private sector stakeholders that conduct and carry the mandate of environment; in environmental planning, environmental management, environmental programs, and environmental project to support municipalities and communities with implementation of environmental activities holistically.

4. CHAPTER FOUR – BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT

4.1 Water

Mogalakwena Municipality is a Water Service Authority (WSA) and also a Water Service Provider (WSP). Every Water Service Authority has a duty to all customers or potential customers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water services [Water Services Act of 1997 Section 11]. Thus, a Water Service Authority has the duty to provide water services to ensure efficient, affordable, economical, and sustainable deliverables.

4.1.1 Water access and backlogs

TABLE 19: ACCESS TO WATER

Province, district and local municipality	MIIF CATEGORY	Government transfers and subsidies as a % of total revenue	Source of water for household use			
			2011		2022	
			Regional/local water scheme	Other	Regional/local water scheme	Other
Limpopo			889 449	528 636	1 059 262	752 303
Waterberg	C1	96,6%	125 234	54 624	167 058	81 468
LIM367: Mogalakwena	B2	54,2%	54 449	24 183	65 373	43 921

Source: StatsSA Census 2011 and 2022.

TABLE 20: WATER BACKLOG (BELOW BASIC LEVEL OF SERVICE)	
Service	Backlog
Water	23 450

Source: Mogalakwena Municipality, Technical Services Department, Water Division, 2019/20

4.1.2 Water sources and catchment areas

The following main water supply schemes supplies both urban and rural areas with water:

TABLE 21: WATER SOURCES AND CAPACITY	
Source	Capacity
Doorndraai Water Resources System (State-owned)	7-8 Ml/p/d
Uitloop farm (Private owned)	0,5 Ml/p/d/
Weenen/Planknek(Municipal owned)	4 Ml/p/d
Moorddrift Borehole	0,5 Ml/p/d
Various Rural boreholes	4 – 12 Ml/p/d

The Mogalakwena River Catchment covers an area of 19 327 km² and the MAR is around 140 million cubic m/annum. Two major dams, the Glen Alpine Dam and the Doorndraai Dam are located in this catchment. The Doorndraai Dam supplies water to Mokopane (Potgietersrus), whilst the Glen Alpine Dam provides the immediate and downstream area with water for both primary use and irrigation.

4.1.3 Water Quality – Blue Drop Certification

The Constitution affords everyone the right to an environment that is not detrimental to their health or wellbeing. To ensure that water quality does not pose any health hazards to people, the Department of Water Affairs, as the regulator, has introduced a monitoring tool for water quality. To ensure that standards for potable water are met the Department initiated the Blue Drop certification programme in 2008 with the objective of:

- Introducing incentives based regulation of the drinking water quality management function;
- Introducing key requirements for effective and efficient management of drinking water quality by water services institutions.

The Presidential target for drinking water quality was set at 99% in 2014 and Mogalakwena Local Municipality has performed below this score for the past years:

- 2009 achieved 46.63%
- 2010 achieved 77.86%
- 2011 achieved 60.50%
- 2012 Not published for individual municipalities (Limpopo Province achieved 64%)
- 2013 Not yet released by Minister.
- **2015/16** achieved 60.4%
- **2021** DWS resuscitated the Blue Drop programme.
- **2022** achieved 73.2%

The Mokopane Mahwelereng WSS falls in the High-risk category and the Mokopane WSS falls in the Critical-risk category

- Criteria A – There was no information provided for Design Capacity for Mokopane WSS. This is an indication of lack of flow management and absence of Treatment Works Classification.
- Criteria B – There is no information provided for Operational Capacity for Mokopane WSS, this is an indication of non-compliance and must be addressed by the WSA. The Mokopane Mahwelereng WSS is operating within its design capacity.
- Criteria C – Both the Water Supply Systems are non-compliant with the Microbiological compliance, Chemical compliance, Microbiological Monitoring compliance and Chemical Monitoring compliance which indicates a high-risk for the end consumers.
- Criteria D – The Mokopane WSS indicated non-compliance with the technical skills available which includes relevant process controllers, supervisors, and maintenance teams, and the Mokopane Mahwelereng WSS achieved 83.3% compliance.
- Criteria E – The Mokopane Mahwelereng WSS achieved an exceptionally low compliance for Water Safety Planning, and Mokopane WSS Both do not have an indication of Water Safety Planning in place and the development of risk-based water quality monitoring programmes as outlined in SANS 241:2015.

The Regulator encourages the WSA and WSP to urgently implement the following recommendations to ensure delivery of safe drinking water for all consumers:

- A and B: Verification of Design Capacity for the Water Supply Systems that have not provided the design capacity.
- A and B: Installation of calibrated inflow meters to verify operational capacity.
- Ca: Implementation of corrective measures in the event of microbiological and chemical failures to always ensure delivery of safe drinking water.
- Cb: Implementation of monitoring programmes with sufficient samples based on population size as outlined in SANS 241:2015.
- D: Appointment of suitably qualified staff (supervisors, process controllers and maintenance teams) aligned to set criteria.
- E: Development of Water Safety Plan as per SANS 241:2015 and WHO guidelines including risk assessment of entire supply system, water quality evaluation based on full SANS 241:2015 analysis of raw and final water, develop

The following challenges continue to be experienced in Mogalakwena:

- Water quality and reliability remains will always remain problematic, especially in rural areas.
- Operation and maintenance costs are economically unsustainable.
- Inadequacy in terms of yields to address the growing demand due to unplanned settlements.
- Borehole sources are not supposed to be the only abstraction points upon which a municipality relies on; instead, it should serve as a supplementary supply to a bulk water supply system.
- Full SANS 241 Analysis at point of use.
- Regular chlorination.
- Operational monitoring at least weekly.
- Shortage of operational personnel.
- Consolidated Water Supply System (WSS's) into one system.
- Drinking water quality
- Publication of performance.
- Service Level Agreements with WSP's
- Calibration of bulk meters.
- Submission of data on BDS.

4.2 Sanitation

Sanitation is about dignity. The availability of sanitation facilities does not only improve the dignity of people, but also promotes their health. Areas without proper sanitation systems give rise to water borne diseases like cholera, diarrhea, typhoid, etc. It is therefore important that a municipality prioritises this service, particularly taking into account the backlog (rural sanitation) and the national target. The Mogalakwena Municipality Quality of Life Study indicates that 79% of people in traditional areas and 18% of people in informal settlements have access only to basic pit latrines. The existing operational wastewater facilities are:

- Mokopane wastewater treatment works
- Sekgakgapeng oxidation ponds
- Masodi oxidation ponds
- Rebone sewer
- Sterkwater sewer

TABLE 22: WWTW PERFORMANCE

Name of WWTW	Class	Design Capacity (MI/d)	Average Flow (MI/d)	Performance (%)	No. of Process controllers	PC Required	Improvement measures required
Mokopane WWTW	C	9.8 MI/d	10 MI/d	102	4 4 x IV	1 X Class IV 3 x class III	Upgrading of aeration system and chlorination system
Rebone ponds	E	2ML/d	No flow meter	Unknown	0	2 x Class II	Refurbishment of transfer sludge pumps and removing of overgrown vegetation
Masodi Ponds	E	2ML/d	No flow meter	Unknown	0	2 x Class II	Desludging of anaerobic ponds and removing of overgrown vegetation
Sekgakgapeng ponds	E	2ML/d	No flow meter	Unknown	0	2 x Class II	Desludging of anaerobic ponds and removing of overgrown vegetation

4.2.1 Sanitation access and backlogs

TABLE 23: ACCESS TO SANITATION

Province, district and localmunicipality	MIIF CATEGORY	Government transfers and subsidies as a % of total revenue	Toilet facilities					
			2011			2022		
			Flush toilet / chemical toilet	Other	None	Flush toilet / chemical toilet	Other	None
Limpopo			309 905	1 006 146	102 033	637 164	1 131 144	43 257
Waterberg	C1	96,6%	86 045	86 677	7 136	143 044	101 389	4 093
LIM367: Mogalakwena	B2	54,2%	21 955	54 314	2 364	46 628	61 467	1 199

Source: Statistics South Africa (Stats SA), Census 2011 and 2022

TABLE 24: RURAL SANITATION BACKLOG

	2020/21
Rural Sanitation	10 500

The tables and statistics indicate an improvement in the provision of rural sanitation in the municipality. This also implies that there is a need to adopt service levels in respect of basic services and, ultimately, the development of a comprehensive sanitation plan to meet the national target.

4.2.2 The Green Drop Wastewater Services Audit

Since its inception in 2008, the Green Drop regulation programme sought to identify and develop the core competencies that, if strengthened, would gradually and sustainably improve the standard of wastewater management in South Africa. The intention was to align the minimum requirements and best practice as a new Green Drop standard to raise the bar for wastewater management. The programme is therefore not based on the results of a limited number of random samples but evaluates the entire wastewater management services over a one-year audit period.

An audit attendance record of 100% affirms the WSAs commitment to the Green Drop national incentive-based regulatory programme.

The Regulator determined that no wastewater systems scored a minimum of 90% when measured against the Green Drop standards for the audited period and thus no WSA qualified for the prestigious Green Drop Certification. This compares to the one award in 2013 but is recognised for its inherent value to establish an accurate, current baseline from where improvement can be driven, and excellence be incentivized.

TABLE 25: 2021 Green Drop Summary

WSA Name	2013 GD Score (%)	2021 GD Score (%)	GD Certified ≥90%	GD Contenders (89%)	Critical State (<31%)
Mogalakwena LM	84	26↓			Mokopane Old&New, Mosodi Ponds, Rebone

Several challenges pertaining to the provision of sanitation continue to exist:

- The current implementation model is based on programme managers using community builders. The model does deliver the desired quantities, given the limited budgets available. Although it does not necessarily comply with the CIDB Act the standard is acceptable.
- The municipality opted to construct VIP toilets in one village each year on a rotational basis. This model might be expensive and does not have an impact on the ground nor does it meet the objective of sanitation.
- The current funding strategy is also a challenge because the municipality will not meet the target as set by national cabinet. The backlog on VIP toilets provision in the 2020/2021 financial year amounted to 10 500.
- There is a need to adopt service levels in respect of basic services and ultimately the development of a comprehensive sanitation plan to meet the national target.

4.3 Roads and Stormwater

The municipality developed a Road Master Plan which has not yet been approved by Council. The objectives of the master plan are to categorize and classify the roads. It must ensure that roads and stormwater infrastructure development is aligned to the Mogalakwena municipal Spatial Development Framework. This must benefit economic growth in the area by absorbing the potential growth of the resulting from mining companies that are about to settle within the borders to mine the different mineral resources found in the area. Implementation of the plan will also attract tourism, grow the economy, and create opportunities for business initiatives for local people.

4.3.1 Road and stormwater access and backlogs

TABLE 26: ROAD AND STORMWATER ACCESS AND BACKLOGS			
Total Network	Gravel roads	Internal Street Streets	Tarred roads
3 585.38km	3062.42 km	12.66 km	510.3 km

4.3.2 State of roads and stormwater

Resurfacing of 14.5 % of the roads have been done over the past five years. This represents an average resurfacing rate of once every 24 years. To raise the level of maintenance and ensure that the resurfacing programme keeps pace with the expected life of the new surfacing, roads with a chip and spray surface will require to be resurfaced every 5 – 10 years and those with a premix surface, every 10 – 15 years depending upon pavement structure and traffic loading. A large proportion of the roads are gravel, which over time is being surfaced, or the gravel upgraded to tar. Funding for the upgrading of these roads is also important as maintenance of a gravel road to an acceptable standard is very costly and of short duration.

4.3.3 Roads classification

TABLE 27: PROVINCIAL AND DISTRICT ROADS IN THE MUNICIPALITY	
Road number	Description

TABLE 27: PROVINCIAL AND DISTRICT ROADS IN THE MUNICIPALITY

Road number	Description
D3521	Basterspad – Jakkalskuil
P19/1	Kloofpass-Marken
D192	R101-Sterkrivier
D3580	N11-Makobe
D1958	N11 –Mapela Thusong Centre
D3519	N11-Hlogo ya nku phase 182
D5006&D3389	Percy Fyfe R101
D3579	Setupulane –Sodoma
D3574	D1711- Rapadi via Ga-Mushi to Hlako main road
D3537	N11 to Bakenberg via Pudiakgopa
D3505	Marulaneng to Segole via Paulos and Nelly
D3576	N11 via MonteChristo/Pollen Matjitjileng to Tibane
D3556 D3564	N11 via Tiberius/Grasvlei Segole to Rapadi
D3540 D3556	Bakenberg via Clermont/Mphello to N11
D3569	Uitzicht via Sterwater/ Nkidikitlana to Rapadi
D3515	Rantlakane /Makekeng via Lesodi to Skilpad
D3534 D4380	N11 via Rooiwal /Malokg to Ditlotswane
D3579 D3577	Setupulane via Preezberg/Duren/ Breda to Khala
D2644	Masebe nature reserve to Marken via Uitspan
D3573	Nkidikitlana to Taueatswala
D1958	N11 via ga- Makoate to Mashashane
D3075 D3375	N11 via Phofu to Matlala
D3397	Seema to Lekhureng Via Chipana
D3550 D3556	Bakenberg via Masipa/Malapile to n11
D1958	Mapela Thusong to Tin Mine
D1501	Machikiri/ Thupi to Mashashane
D598	Sterkrivier to Entabeni

TABLE 27: PROVINCIAL AND DISTRICT ROADS IN THE MUNICIPALITY	
Road number	Description
D192	Tinmine T-junction to Entabeni / Lyden / Marken T-junction
D888	Dikgokgopeng to Daggakraal
N11	Mokopane- Marble Hall
D192, D251	Doorndraai dam
R518	Mokopane-Zebediela road
D19	Tibane to Makobe

Among the challenges experiences by the municipality in the provision of roads are:

- Aged infrastructure (deterioration of roads due to limited routine and preventative maintenance)
- Most roads have exceeded their design lifespan.
- Unavailability or insufficient stormwater systems
- Huge rural backlog with minimal impact from projects implemented annually.
- Approved organogram not adequate to address the existing roads and stormwater functions.
- Roads that the community prioritize during IDP's do not belong to the Municipality but to RAL, and the Department of Roads.
- Insufficient budget and insufficient and aged plant (construction machinery)

4.4 Energy and electricity

The municipal area of jurisdiction is serviced by both Eskom and the Municipality. The municipality's licensed area of supply is Mokopane town, Industrial area and the farming areas surrounding the town. The majority of the rural area is serviced by Eskom. The municipality services a total area of 2 800km². The municipality has 15,457 electricity consumers, which includes industrial, commercial, agriculture and residential consumers. This is achieved by making use of almost 1 200km of 33kV, 11kV and 400V overhead electrical lines and $\pm$ 400km underground cables. Mogalakwena makes use of four major 33kV/11kV substations with a total installed capacity of 160MVA and one switching station. There are four minor 33kV/11kV substations supplying electricity to the almost 2 800km² farming area surrounding Mokopane town as far as 10km from Mookgopong in the southwest, 50km in a westerly direction and 30km in a northerly direction from Mokopane town. The municipality is also responsible for maintenance of all streetlights and highmast lights across Mogalakwena. The municipality is planning to develop an Energy master plan with the assistance of MISA and DBSA.

4.4.1 Electricity access and backlogs

TABLE 28: HOUSEHOLD ACCESS TO ELECTRICITY

Province, district and local municipality	MIIF CATEGORY	Government transfers and subsidies as a %	Energy for cooking					
			2011			2022		
			Electricity	Gas	Other	Electricity	Gas	Other
Limpopo			708 913	21 956	684 806	892 812	327 080	588 684
Waterberg	C1	96,6%	117 818	4 575	57 232	129 487	67 119	51 595
LIM367: Mogalakwena	B2	54,2%	46 766	1 564	30 219	56 908	25 148	27 132

Source: Statistics South Africa (Stats SA), Census 2011 & 2022

TABLE 29: ELECTRICITY BACKLOG

Service	Backlog
---------	---------

	2017/18	2018/19	2019/20	2020/21	2021/22
Electricity	12 033	13 403	8 233	9 417	12 635

Among the challenges experienced in the provision of electricity are:

- Aged infrastructure that results in constant power failures.
- Illegal connections that lead to high energy losses.
- The funding for projects, specifically for maintenance and refurbishment of existing infrastructure.
- Loadshedding: breakdown of plant when power is restored after loadshedding.
- Cable and transformer theft.
- Capacity constraints: Not enough capacity in Eskom substations that supply villages. This has a negative effect on the electrification of villages around Mogalakwena.
- Inability to meet the “electricity for all” targets of National Government at all times.

4.5 Waste management

The main objective of waste management is to ensure the protection of the environment through effective waste management measures. The provision of affordable waste collection services protects the health and well-being of the people. The National Environmental Management: Waste Act, 2008 gives a municipality the executive authority to deliver waste management services, including waste removal, waste storage and waste disposal. The Municipality's two general landfill sites are both licensed in terms of legislation governing waste management.

4.5.1 Waste management facilities

The Mogalakwena Local Municipality has two permitted landfill sites located at Rebone and Potgietersrus (Mokopane).

Rebone Landfill

The Rebone Landfill site was classified as G: S: B and receives only general waste from Rebone Township which consists of 1 500 households and local businesses. The site is 100km north of Mokopane and licensed under permit number 12/9/11/P74. The site has a fence, gate, guardhouse, and signage boards at the gate entrance.

Potgietersrus (Mokopane) Landfill

Potgietersrus landfill site (known as Mokopane landfill) is classified as G: M: B⁻, located 4 km southeast of Mokopane Town and covers an area of about 118 250 m². The permit was issued in 1994 in terms of the Environmental Conservation Act regulations with permit number B33/2/0160/003/P100. The site is secured with a palisade fence. There is a signage board at the entrance, guard house, staff buildings, weigh bridge facility, and recycling platform.

4.5.2 State of landfill sites

Potgietersrus (Mokopane) landfill is approximately 118 250 m² and only 88 959 m² has been used for disposal. The site receives approximately 6 000 m³ of waste volumes monthly from various sources i.e., domestic, commercial, and industrial and the remaining life span is approximately four years.

The Rebone landfill site has a total airspace of 12 511 m² with an estimated utilised space of 11 133m². The site seems to be at full capacity due to poor landfill management. However, it has a remaining life span of four years as indicated by a report compiled by Environmental and Sustainability Solutions cc in 2021.

4.5.3 Waste management access and backlogs

The number of households whose weekly refuse is removed by the local authority has increased from 16.9% in Census 2001 to 26.8% in Census 2011. In the same period the number of households whose refuse was removed less frequently than once a week declined from 0.8% to 0.4%. The percentage of households depending on a communal refuse dump increased slightly from 1.1% to 1.3% between 2001 and 2011. There was a slight increase in the percentage of households that owned their own refuse dumps. There was also a decrease in the proportion of households without any refuse disposal, from 9.7% in Census 2001 to 7.7% in 2011. The table below shows the various waste disposal methods per household.

TABLE 30: ACCESS TO REFUSE REMOVAL SERVICES, CENSUS 2022

Name	Frequency	%
Removed by local authority at least once a week	42 752	39,1%
Removed by local authority less often	1 524	1,4%
Communal refuse dump	2 112	1,9%
Communal container/central collection point	363	0,3%
Own refuse dump	54 417	49,8%
No Rubbish Disposal	7 099	6,5%
Other	1 027	0,9%

Source: Statistics South Africa (Stats SA), Census 2022

TABLE 31: ACCESS TO REFUSE REMOVAL SERVICES, CENSUS 2001 AND 2011

Total no of household		Removed by local authority/private company at least once a week		Removed by local authority/private company less often		Communal refuse dump		Own refuse dump		No rubbish disposal		Other	
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
70 132	79 396	11 839	21 286	610	347	789	996	50 114	50 256	6 775	6 101	6	410

Source: Statistics South Africa (Stats SA), Census 2001 and 2011

TABLE 32: ACCESS TO REFUSE REMOVAL SERVICES, CS 2016						
Removed by local authority/private company/community members at least once a week	Removed by local authority/private company/community members less often than once a week	Communal refuse dump	Communal container/central collection point	Own refuse dump	Dump or leave rubbish anywhere (no rubbish disposal)	Other
15 921	11 479	10 331	336	19 1321	7 384	5 223

Source: Statistics South Africa (Stats SA), Community Survey 2016

4.5.4 State of refuse removal in urban and rural settlements

Waste collection is done in the three service delivery areas of Rebone, Mahwelereng and Mokopane. The service in rural areas is partly delivered with the exception of Armoede and Rooibokfontein which can be attributed to the relocation by the mine (Anglo Platinum). Some 16 488 households and 153 bulk waste containers for businesses are receiving weekly waste collection services. Rural and peri urban areas are also being serviced. Waste is collected by means of rear-end loaders (RELs) from urban settlements and peri-urban settlements on a weekly basis and from the commercial and industrial premises daily. General waste collection in the municipality is collected from domestic or households' sources.

Among the challenges faced by the municipality in the disposal and removal of waste, are:

- Land fill site in town is operating at moderate capacity.
- Lack of machinery at Rebone landfill site and Potgietersrus landfill site.
- Obsolete machinery and equipment.
- No collection at rural areas

4.6 Provision of free basic services

Free basic municipal services are provided at no charge by the Government to poor households. Such services provided by municipalities include a minimum amount of electricity, water and sanitation that is sufficient to cater for the basic needs of a poor household. However, policies regulating the provision of basic sanitation and refuse removal are yet to be finalised by the relevant sector departments. The provision of free basic water (first 6kl as free basic water) in Mogalakwena Municipality is provided to indigents only.

Free basic electricity, water, refuse, and sewerage are allocated in accordance with provision of the Mogalakwena Local Municipality's Indigent Policy which clearly defines the qualifying categories. The Municipality grants free 6kl of water, 50kwh of electricity, 500m² of refuse, and 500m² of sewerage. The municipality has spent an amount of R 6 197 028.80 in assistance to, and provision of, basic service levels to indigent households in the 2021/2022 financial year.

This amount also includes assistance in burying the poorest of the poor in the municipal area through the provision of graves. The cost of the graves are R1 223.70 in Mokopane and R873.40 in Mahwelereng and the graves are provided free for registered indigents.

TABLE 33: INDIGENT WELFARE PACKAGES			
Package Compilation for Indigent	22/23 R (VAT included)	23/24 R (VAT included)	24/25 R (VAT included)
Rates – R100 000 Valuation	60.30	63.50	67,88
Refuse (up to 500 m2)	73.75	77.66	83,02
Sewage (up to 500 m2)	40.25	42.38	45,3
Electricity – 50kwh	67.11	79.66	86,83
Water – 6kl	139.20	199.89	213,68
Total indigent package per month	380.61	463.08	R496.71

4.7 Public transport

The function of Public Transport is currently residing with the District Municipality rather than Mogalakwena Local Municipality, however the Municipality still have a role to play in this regard particularly around the aligning ensuring that the District Transport Plan is compatible with Spatial Planning of Mogalakwena Local Municipality jurisdiction such that integrated planning is required whereby public transport corridors will be planned along areas demarcated for serious intensification and densification. The addition to that there is a need for a pedestrian friendly environment especially in town since the majority of the residents walk by foot within the Central Business District (CBD).

The dominant development potential of an area is strengthened or weakened by its accessibility and its links with the broader development environment. Access and functional linkages comprise of:

- Road and rail links.
- The mode of transport utilised by households.
- The accessibility of Mokopane as a regional service centre.
- The functional service area of the urban core.

Modes of transport

Mogalakwena has a total road distance of 1 205km of which only 14.5 % are surfaced. Most of the roads in the proclaimed towns are surfaced but are, however, not necessarily in a good condition. The Municipality's mode of transport is 'mixed' and the dominant modes include:

- Bus and taxi
- Private cars
- Donkey carts
- Bicycles and walking

Public Transport Corridors

- From P19/2(Viana) /R518/N11 to Mokopane
- From Masodi (D3521) to George Masibe Hospital / Bakenberg (D4380)
- From Nallie (D3505) to George Masibe Hospital / Bakenberg(D4380) to Mokopane (R518/ N11)
- From Magabane (D3556/D3550) to Bakenberg(D4380) to Mokopane (R518/N11)
- From Cleremond (D3540/ D3537) to Bakenberg (D4380) to Mokopane (R518/N11)
- From Segole (D3561) to Mokopane (N11)
- From Steilloop/ Uitzech/ Ga - Molekane N11 to Mokopane
- From Mapela Cross Road/ Hans / Ga – Kara (D4380/ D3500) to Mokopane (R518/ N11)
- From Sandsloot (D3500) to Mokopane (R518 /N11)
- From Tshamahansi (N11) to Mokopane
- From Mahwelereng (Dudu Madisha Drive) to Mokopane
- From Moshate / Sekgakgapeng (N11)
- From Selelaka/ Shongwane (R518) to Mokopane (N11)
- From Zebedela (P18/1) to Mokopane
- From Polokwane (N1/ R101) to Mokopane
- From N11 / R101 South to Mokopane

Taxi/bus facilities

TABLE 34: TAXI/BUS FACILITIES			
Total Number of bus terminals	Total number of formal terminals	Total number of informal bus terminals	Total number of Taxi routes
4	1	3	64

4.7.1 Light Delivery Vehicles

LDVs are generally used as public transport in all areas of Mogalakwena Local Municipality, especially in remote rural areas and farming areas, such as Ga Seleka and Steilloop. LDVs may be used as means of transport for scholars, but they have been rejected in Mogalakwena. The concern has been that, in terms of an accident, it can be fatal. The option was to subsidize scholars who use either taxis or buses. However, LDVs may be used for conveying agricultural produce, not people.

4.7.2 Non-Motorised Transport

In some areas NMTs are used as an alternative mode of transport, especially in areas such as Mokopane, Steilloop, Bakenberg, Moshate and Tshamahanse etc. It should be noted that in some parts of the Mogalakwena Local Municipality the NMTs have been formalised as a recognised mode of transport which is in line with intermodalism. It emerged during the consultation workshops that these modes of transport play a significant role in conveying goods and people and that it should be fully incorporated into the transport system of the district. However, there is a need for policy and strategy to promote the use of these modes.

4.7.3 Metered Taxi Operations

Metered taxi operations have been identified as one of the significant operations, particularly because of their complementary role they could play in providing transport during awkward hours. Public Transport drop people very early in the morning and late in the evenings, therefore leading to other unofficial transport providers taking advantage and to rob passengers who are stranded at that time. They either pay unreasonable amounts or they do not reach their destinations.

4.7.4 Transportation Of Learners

At present, there is official schoolar transport system for learners available in Mogalakwena. Urban learners rely on foot, public transport, private transport, private school buses or privately arranged special transport to go to school. What came out consistently in relation to learner transport is that:

- Transport for learners should be affordable and subsidised;
- Public transport be made accessible to enable learners reach the educational institution on time;
- Non-motorised transport for learners be implemented;
- LDVs are rejected as means of transport for learners; and
- Reducing the distance learners have to walk to and from school provide safe, reliable and affordable transport for learners.

4.7.5 Transport For People With Disabilities

The general lack of public transport infrastructure in the area is a challenge. It may even be stated that there are basically no public transport facilities available for disabled persons in the area.

4.7.6 Primary transport challenges

- Because places of work are separated from places of residence, people have to travel long distances to employment areas. The cost of, and the opportunity cost of travelling, are greater for the rural commuters.
- Some roads conditions are not conducive for a formal transport system. The need for high maintenance and operations cost are amongst the factors contributing to the problem.
- The current public road infrastructure needs an upgrade to accommodate the evolving economy of the Municipality.
- The integrated transport plan must be implemented.
- Conflicts among Taxi associations

5. CHAPTER FIVE – INTEGRATED HUMAN SETTLEMENTS

5.1 Legislative framework

The following acts and legislation regulate all matters relating to housing in South Africa:

TABLE 35: ACTS AND LEGISLATION	
Legislation	Summary/Scope of Legislation
Constitution of the Republic of South Africa, Act 106 of 1996, Chapter 2, section 26(1)	Everyone has the right to have access to adequate housing
Housing White Paper, 1994	Provides a framework for the future provision of sustainable housing in the country
Housing Act no 107 of 1997	• Provides for the facilitation of a sustainable housing development process. It lays down general principles applicable to housing development in all spheres of government, • Define the function of national, provincial, and local governments in respect of housing development. • Provide for the establishment of a South African Housing Development Board, the continued existence of provincial boards under the mane of provincial housing development boards and the financing for national housing programme

5.2 Powers and function

The provision of houses remains the function of the provincial Department of Cooperative Governance, Human Settlements and Traditional Affairs (CoGHSTA). The role of the municipality is mainly to coordinate the identification of sites and beneficiaries and monitoring the construction process. The current organogram under the Planning and Development Services Department is comprised of Town Planning, Local Economic Development, Integrated Development Planning and Housing Divisions. The Housing Division functions as follows:

- Beneficiary administration (identification of beneficiaries, housing needs register or database, completion of application forms, follow-up on application status and handling beneficiary queries).

- HSS administration – access to viewing only.
- Project management (all housing programmes)
- Consumer education
- Implementation of housing programmes in line with relevant policies
- The Municipality is not an implementing agent/developer; however, housing projects are implemented in partnership with the Provincial government in terms of cooperative governance.
- All housing initiatives are implemented with the support of CoGHSTA and the Housing Development Agency.
- Private sector initiatives are also supported and encouraged.

5.3 Current National Housing Programmes

- Integrated Residential Development Programme
- Upgrading of informal settlements
- Provision of social and economic facilities
- Housing assistance in emergency circumstances
- Social Housing Programme
- Institutional subsidies
- Community Residential Units Programme
- Rural Subsidy Communal Land Rights
- Consolidation Subsidy Programme
- Enhanced Extended Discount Benefit Scheme
- Rectification of certain residential properties created under the pre-1994 housing dispensation.

5.4 Housing consumer education

Housing consumer education was offered to all wards which were allocated for the 2020/2021 financial year. The total beneficiaries target was 457. No housing consumer education training was provided to beneficiaries after construction for the 2020/2021 financial year due to lockdown restrictions.

5.5 Housing backlogs

21 301 units were built while the municipality was seating with a backlog of **33 336** pending the review of beneficiaries from 2015 to 2020. The municipality has a total of **7 212** people who are in need of government subsidized housing (FLISP). The database was last updated in 2008 and the current need is more likely to be higher than what was previously captured back in 2008 given the current population trajectories.

The table below gives a summary of low-cost housing allocation for the past two financial years:

FINANCIAL YEAR	ALLOCATION	URBAN	RURAL	COMPLETED
2022/23	197	36	134	181
2023/24	400	0	400	84

In considering the number of units built in the past two financial year together with other previous years, a total number of units built is now sitting at **21 566** while the backlog is now standing at a total of **33 071**. It should be noted that the backlog is based on the database compiled by the municipality back in the year 2020 during the beneficiary review process.

5.6 The state of housing in the Municipality

The table below shows different typologies found within the Mogalakwena Municipality set-up as taken from Stats SA.

TABLE 36: MAIN DWELLING TYPES

Province, district and local municipality	MIIF CATEGORY	Government transfers and subsidies as a % of total	Type of main dwelling					
			2011			2022		
			Informal dwelling	Other	Formal dwelling	Traditional dwelling	Informal dwelling	Other
Limpopo			73 712	7 445	1 715 069	40 391	49 298	6 807
Waterberg	C1	96,6%	19 989	1 382	227 552	1 459	18 717	798
LIM367: Mogalakwena	B2	54,2%	3 536	316	106 336	501	2 269	188

TABLE 37: POPULATION PROJECTIONS ON AREAS ADJACENT TO STRATEGICALLY LOCATED LAND FOR INTEGRATED HUMAN SETTLEMENT.

Community	Community type	Hh 2020	Population 2020	Hh 2025	Population 2025	Hh 2030	Population 2030	Hh 2035	Population 2035	Hh 2040	Population 2040	Hh2045	Population 2045
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TABLE 37: POPULATION PROJECTIONS ON AREAS ADJACENT TO STRATEGICALLY LOCATED LAND FOR INTEGRATED HUMAN SETTLEMENT.													
Community	Community type	Hh 2020	Population 2020	Hh 2025	Population 2025	Hh 2030	Population 2030	Hh 2035	Population 2035	Hh 2040	Population 2040	Hh2045	Population 2045
Mokopane	Urban	11 338	43 393	13 014	49 806	14 884	56 964	16781	64 224	18 931	7 2453	20 921	80 069
Mountain View	Urban	451	1 963	474	2 064	498	2 169	523	2 280	550	2 396	578	2 518
Madiba	Urban	2 102	9 158	2 209	9 625	2 321	10 114	2 439	10 629	2 563	11 170	2 694	11 739
Maruteng	Urban	1 549	5 927	1 629	6 234	1 713	6 556	1 802	6 896	1 895	7 253	1 993	7 629
Masehlaneng	Urban	981	4 274	1 031	4 492	1 083	4 720	1 138	4 961	1 196	5 213	1 257	5 479
Moshate	Urban	1 565	5 989	1 646	6 300	1 731	6 626	1 821	6 969	1 915	7 330	2 014	7 710
Mahwelereng	Urban	7 891	3 0201	8 141	31 157	8 391	32 114	8811	3 3720	9 230	35 325	10 069	38 537
Sekgagapeng & Phola Park	Urban	4 186	16 021	4 403	16 851	4 631	17 724	4 871	18 642	5 123	19 607	5 388	20 622
Masodi	Urban	2 440	10 631	2 564	11 172	2 694	11 741	2 831	12 338	2 976	12 966	3 127	13 626
Mzumbana	Rural	1 264	5687	1 395	6 279	1 541	6 933	1 701	7 654	1 878	8 451	2073	9 330

The table below shows portions of land that were identified to be strategically located for possible integrated human settlement. The properties should be considered for social housing in the restructuring zone. However, investigation needs to be done to determine whether all the identified sites are developable.

TABLE 38: LAND AVAILABILITY: STRATEGICALLY LOCATED LAND FOR INTEGRATED HUMAN SETTLEMENT		
PPR Town and Townland 44 KS (Opposite Ext 17)	Mixed- use development	+372Ha
De Klerk Street PPR Ext 3	Mixed-use development	±9Ha
Piet Potgietersrus Town and Town Lands (Behind Ext 20)	Low-cost housing	+ 125 Ha
Remainder of Mokopane Extension 14	Middle- to high-income	+ 61 Ha
Piet Potgietersrus Extension 15	Mixed use development	3.2Ha
Piet Potgietersrus Extension 20	Gap market	+ 1000 Sites
Remaining Extent of the Farm Steilloop (Opposite Rebone)	Low-cost and Middle- Income	+ 211 Ha

5.7 Housing challenges in Mogalakwena

- The allocation of houses from the department versus the demand does not meet the municipality's demands.
- No delegated powers for the municipality on the provision of housing.
- Land grab on tribal land/unauthorized demarcation of land.
- Mogalakwena Municipality is not accredited to perform housing delivery; so housing allocation is done by CoGHSTA where it becomes difficult to eradicate the backlog.
- Non-payment of local builders and service providers by contractors appointed by CoGHSTA.
- The last upgraded houses were built in the 2022/2023 F/Y at Rebone Township. This is a challenge for communities staying around town and Mahwelereng because houses are currently built in rural villages.
- The Municipality does not have an Integrated Human Settlement Plan or Housing Plan for future planning. There is a draft in place prepared through the Municipal Capability Partnership Programme that should be finalized in due course.
- The Municipality does not have an Allocation Committee for low-cost housing programmes.

6. CHAPTER SIX – SOCIAL ANALYSIS

6.1 Health and social development

Access to social facilities plays an important role in local development. The spatial system in Mogalakwena is well established and has developed over many years. However, issues with social facilities are highlighted in the Council's IDP. It is not possible to determine the nature of the needs for schools, clinic, etc. In this assessment the emphasis is on the quantitative aspects or, specifically the access of communities to these services.

Primary health care facilities

The Mogalakwena municipality is serviced by three hospitals, one health centre, 29 clinics and 12 mobile clinics. In terms of walking distance, more than 80% of the population is within 120 minutes from health facilities.

Social development

Social grants play a vital role in reducing poverty and promoting social development. Over the past years government implemented a myriad of poverty alleviation measures with social assistance being the biggest of them all. Mogalakwena Local Municipality has the highest number of people receiving child support grant in the Waterberg District area. However, the following challenges are experienced by SASSA and the Department of Social Development:

- Number of pay points do not have proper infrastructure i.e. water, sanitation, fencing, etc.
- Lack of pay points facilities and office accommodation.

TABLE 39: DISTRIBUTION OF SOCIAL GRANTS PER TYPE

Local Office	Local Office Key	Grant Type		Number of Beneficiaries	Number of Children	Estimated Amount	Number of Grants
Mogalakwena		Old Age Grant		23 765		R47 292 350	23 765
			> 75 Years	10 489		R20 973 230	10 489
		Disability Grant	Permanent disability	4 092		R8 143 080	4 092
			Temporary D.D. disability	1 824		R3 629 760	1 824
		Foster Care Grant			2 194	R2 347 580	2 194
		Grant-In-Aid		8 535		R4 096 800	8 535
		Care Dependency Grant			771	R1 534 290	771
		Child Support Grant			116 408	R55 775 840	116 408
							168 078
		Total		48 705	119 373	R143,792,930	168 078

6.2 Education

Mogalakwena Municipality has a total of 482 various educational facilities. About 94.5% of the population in Mogalakwena is within 30 minutes walking distance to a school. That translates into an average distance of 2.5km. 3.5% of all people in the municipal area are between 30 minutes and 60 minutes from schools and only 1.7% more than 60 minutes.

TABLE 40: NUMBER /CATEGORIES OF SCHOOLS

Circuit Office	Primary School	Secondary School	Combined Schools	FET Colleges	Early Childhood Development Centres	Special Schools	Adult Basic Education and Training Centres
Bakenberg North	21	12	1		23		9
Bakenberg South	19	12			21		3
Mahwelereng	17	11		1	37		6
Mapela	18	13			25		4
Matlalanane	26	19			27		10
Mogalakwena	19	12	1	1	21		6

TABLE 40: NUMBER /CATEGORIES OF SCHOOLS

Circuit Office	Primary School	Secondary School	Combined Schools	FET Colleges	Early Childhood Development Centres	Special Schools	Adult Basic Education and Training Centres
Mokopane	14	12			19	1	5
Potgietersrus	17	5	7		3		4
Total	151	96	9	2	176	1	47

Source: Department of Education

Matric pass rates

TABLE 41: MATRIC PASS RATES

Mogalakwena District	Pass Rate
2017	65.5%
2018	71.6%
2019	68.6%
2020	66.8%
2021	72.0%
2022	78.3%
2023	?

6.3 Education challenges in Mogalakwena

- Poor road conditions and shortages in the provision of scholar transport to ensure access to Schooling.
- Inadequate water and lack of water
- Overcrowding in classrooms
- Dilapidated infrastructure
- Movement/establishment of informal settlements

6.4 Safety and security

There are four police stations located in the municipal area, namely Gilead police station, Mahwelereng police station, Mokopane police station, and Tinmyne police station. The analysis shows that more than 96% of the population is within a 30-minute drive from a police station. The most inaccessible areas overlap with the areas with high conservation potential and are also the most sparsely populated. Crime in the municipality is analysed by grouping the tendencies into the following categories:

- Contact crime
- Contact related crime
- Property crimes
- Other serious crimes, and
- Crimes heavily dependent on police action for detection
- Subcategories of aggravated robbery forming part of aggravated robbery above
- Other crime categories

The table to follow reflects total crimes per precinct for the year 2023:

TABLE 42: CRIME STATISTICS		
Precinct	2023 Annual Statistics	Latest Quarterly Statistics:
Gilead	696	1% increase from Dec 2022 to Mar 2023
Mahwelereng	4064	27% decrease from Dec 2022 to Mar 2023
Mokopane	2059	6% increase from Dec 2022 to Mar 2023
Tinmyne	762	14% decrease from Dec 2022 to Mar 2023
Total	5 674	

6.5 Sports, arts & culture

Current sport and recreational facilities in the Mogalakwena municipality include opportunities for tennis, netball, volleyball, cross-country, soccer, athletics, rugby, and gym. The table below shows formalised sports infrastructure in the various municipal growth points.

TABLE 43: SPORT INFRASTRUCTURE IN THE MUNICIPALITY		
Name	Condition	Facilities offered
Mahwelereng Stadium	Fair	Tennis, Netball, Volleyball, Cross-Country, Soccer, Athletics and Gym
Bakenberg Stadium	Poor	Netball and Soccer
Mapela Stadium	Fair	Netball
Rebone Stadium	Fair	Soccer, Netball and Tennis
TT Tsholo Stadium	Poor	Soccer and Netball
Rugby Club Grands	Very Poor	Rugby

6.6 Libraries

The Municipality manages four fully established community libraries based in Mokopane, Mahwelereng and Makobe (Bakgoma) and Pudiakgopa (Mmahlee) respectively. The Municipality also provides library services to the two satellite areas of Bakenberg and Taueatswala (Babirwa).

The Mogalakwena Municipal Libraries renders information service to the communities and provides reading materials for a variety of purposes, e.g. education and cultural development, self-improvement and recreation. Municipal Libraries also engages in various outreach programs to promote and cultivate a culture of reading within communities.

The following are the core functions:

- Provision of information:

The Reference and Study are frequented by users daily to study do research and access internet service. User groups are tertiary students; pre, primary and high school learners doing research for school projects; persons requiring information to enhance their general knowledge and to improve their personal circumstances. Libraries provide a variety of materials suitable for informal / leisure reading, which improves reading and comprehension skills. The libraries provide books for self-development and cultural development.

- Circulation service

Circulation of books remains an integral part of every library's services. While anyone may read as much as they can, free of charge inside our libraries, a borrower of books must register as a library member (prescribed rules & subject to payment of the relevant fees) before being allowed to borrow library material for home use..

- Provision of study space

Library users are in need of space to study and it is critical that the environment of such space should be conducive and hospitable. The studying environment must be hygienic, must have good lighting levels, good ventilation, etc. There is currently a growing need for study space in libraries and it becomes worse during examination periods.

- Free Wi-Fi

All libraries currently offer free Wi-Fi inside the library ONLY which is limited to aid learners, students and upcoming entrepreneurs with their projects, job applications, virtual job interviews and virtual meetings. A connection is free for one hour per day and is sponsored by the "Conditional Grant for Public Libraries" – Free Wi-Fi is available in all libraries.

- Free Computer training

All municipal libraries have embarked on a journey to offer communities access to digital literacy. The trainings are nondiscriminatory, nonpartisan, inclusive and educational to all members of the community irrespective of age or gender.

- Library Outreach and awareness programs

The municipal libraries continuously conduct outreach programs to schools to inform learners about libraries, assist in establishing reading clubs and provide library orientation for new users /school groups. Municipal libraries support the celebration of National events like South African Library Week (SALW) and National Book Week in order to promote the use of libraries.

- Collection development:

The current book collection can be regarded as stale, outdated and irrelevant. Library collection needs constant replenishment and updating in order to provide the informational and educational needs of the community. Every library should have an up to date, well balanced and representative to give library users the best possible resources that will enable them to excel. Due to escalating publishers' prices our limited budget barely allows for regular stock maintenance.

6.7 Parks and cemeteries

There are open spaces that are managed by the Municipality in urban areas. In some of the parks clearing and de-bushing is not done due to a lack of equipment. The Municipality is responsible for the provision, administration, and maintenance of four cemeteries which are in Mokopane, Acacia, Rebone and Mahwelereng.

The Mahwelereng cemetery is full and was closed mid-February 2021. Following this closure, the Extension 17 cemetery was opened. Renovations should be done to the ablution block which was vandalized.

TABLE 44: ACTIVITIES THAT ARE CONTRIBUTING TO CLIMATE CHANGE REDUCTION

Project Name	Location	Use
Outdoor gym	Mahwelereng	Gym
Production of compost	Parks	Compost for trees
Recycling of glass	Parks	Decor accessories
Recycling of papers	parks	Making sculptures
Recycling of tin	Parks	Planting trees

6.8 Fire & rescue services and disaster management

Disaster Management Act no. 57 of 2002 as amended Act no. 16 of 2015 quoting section 43(3) and 43(4) respectively. Section 43(3) state that a local municipality must establish the capacity for the development and of a co-ordination of a disaster management plan and the implementation of a disaster management function for the

municipality which form part of the disaster management plan as approved by the relevant municipal disaster management function for the municipality which form part of the disaster management centre. Section 43(4) state that a local municipality may establish a disaster management centre in consultation with the relevant district municipality in accordance with the terms set out in services level agreement between the two parties, in alignment with national norms and standard.

Taking into account the size of the area, and the population, as well as the classification of risk within Mogalakwena and comparing with SANS prescribes, it is quite evident that there are gaps in service provision. SABS 090:72 Code of Practice for Community Practice Against fire prescribes that the response time from nearest Fire and Emergency Services should at least be 12 minutes to the scene or within the radius of 50km.

The Mogalakwena Disaster Management center aims to reduce, or avoid the potential losses from hazards, assure prompt and appropriate assistance to victims of disasters and achieve rapid and effective discovery.

6.8.1 Disaster Management Phases

The cyclical nature of disaster management process focuses on the ongoing and continual actions to prevent and manage disaster. The phases of the cycle often overlap and the length of each phase greatly depends on the severity of the disaster.

- Mitigation Minimizing the effects of disaster Vulnerability Assessment
- Prepadness Planning how to respond e.g. Prepadness plan, emergency exercises/training and warning systems
- Response Efforts to minimize the hazards created by disaster e.g. Search and rescue, emergency relief
- Recovery: Returning the community to normal. e.g. Temporary housing, grants and medical care

6.8.2 Disaster Management arrangements

The Municipal Disaster Management are arranged as follows:

6.8.3 Deal with all hazards.

- While most attention is given to the obvious emergencies such as fire and transport accidents, a wide range of hazards could be dealt with using disaster management arrangements and resources. This might include emergencies for which there is little or no experience in the Limpopo Province, such as earthquakes or environmental emergencies.

6.8.4 Be integrated. (Involve all people and relevant agencies).

- The management of emergencies is a shared responsibility involving many people and Organizations in the community. It is not something done by one sector of the community to or for the rest of society, although some Organizations have specialist roles of this kind.
- Private sector Organizations are often involved when their services and resources are needed for prevention, response or recovery activities, or where emergencies affect their buildings, equipment, personnel, suppliers or customers.
- Individual members of the community are also responsible for taking preventative, protective and restorative actions in their own and community's best interests.
- Government departments and Voluntary Organizations are also playing a major role in disaster management.

6.8.5 Be comprehensive (Cover prevention, response and recovery).

- Prevention response and recovery are all important aspects of disaster management, and each should be explicitly addressed in the arrangements.

6.8.6 Potential Disasters within Mogalakwena

The Municipality is susceptible to the following Disasters:

- Influx of Refugees from Foreign Nationals;

- Epidemics;
- Explosions;
- Extreme weather e.g. strong winds, droughts, floods, etc;
- Hazardous material;
- Fire, (veldt fire);
- Transport;
- Power failure (Load Shedding)

6.8.7 Municipal Risk Assessment

According to the risk assessment conducted by the Department of Co-operative Governance, Human Settlements & Traditional Affairs, 2012, Disaster Risk Assessment, the following risks exist within the municipal area.

- Fire 16.61%
- Drought 12.90%
- Epidemics/disease 10.86
- Floods 9.84%
- Aircraft accidents 9.30%
- Hazmat 9.16%
- Agricultural disease 8.49%
- Pollution - water 8.49%
- Dam failure 7.94%
- Deforestation 7.40%

Incidents of fire and disaster attended to during 2021/22 Financial Year:

TABLE 45: INCIDENTS OF FIRE AND DISASTER ATTENDED TO	
Fire	Incidents

Structure	51
Vehicle	23
Grass and rubbish	96
Other	33
TOTAL	203
Disaster	Houses affected
	500

6.8.8 Collaboration with other agents

The municipality collaborates with the following agents to provide an effective service

- Waterberg District Municipality
- District Disaster Management Committee
- Department Of Social Development
- South African Social Security Agency

6.9 Post offices and telecommunications

The telecommunication infrastructure plays an important role in the development of other socio-economic sectors. An effective telecommunication infrastructure that includes universal access is essential to enable the delivery of basic services and the reconstruction and the development of the deprived areas.

TABLE 46: POST OFFICE INFRASTRUCTURE IN MOGALAKWENA

Name of post office	Street address
Bakenberg	Lelema Shopping Centre, Shop 3 Bakenberg
Mahwelereng	Shop 2, Olympic Park Centre, Erf 44, Dududu Madisha Rd, Mahwelereng
Mapela	Main Road Kwakwalata Complex
Mokopane	74 Ruiters Road
Rebone	Steilloop Plaza, Shop no. 07, P.O. Rebone 0671
Sterkrivier	Sterkrivier Farm, P.O. Sterkrivier, 0630
Taueatswala	Babirwa Thusong Centre, P.O. Taueatsoala 0660

Cellular phone network infrastructure challenges

Ga-Masipa, Mahabaneng, and other areas, experience phone network challenges, especially when travelling deep into rural Mogalakwena.

7. CHAPTER SEVEN – LOCAL ECONOMIC DEVELOPMENT

7.1 Description of Municipal Economy

The table provides a breakdown of economic production (measured in gross value added (GVA)) for the Mogalakwena municipality for 2020 (extracted from the Quantec database). It lists all economic activities within the primary, secondary, and tertiary sectors.

According to these figures, the economy is dominated by general government services (20,01%), wholesale and retail trade (18,71%), and business services (16,17%). It can be argued that the high GVA for government services cannot primarily be attributed to a strong government sector, but is rather a reflection of the lack of development of other sectors.

The primary economic sector contributes 12,36% of the municipal economy (of which 2,82% is agriculture, and 9,54% is mining).

This may raise some questions, given that Mogalakwena houses the second largest platinum mine in the world. However, due to the way in which economic production is calculated through GVA to the municipal economy, a significant proportion of the real GVA generated due to mining in the Mogalakwena municipal area, is geographically attributed to the mine's head office and other locations of mining companies. This GVA generated due to local operations is of critical importance as part of the nation's mining industry, with a significant contribution to the national fiscus.

Due to sector specific GVA and employment calculation, the municipal specific figures do not provide an indication of the local value chains, role of mining activity in generating "feet" for local businesses, guesthouses, conference and hotels, tourism industry, nor in relation to local procurement value chains, or informal employment.

Although the mines' social and labour plans are publicly accessible, there is limited information on the real extent of investment in infrastructure, as well as social and economic development, housing, and service delivery in the area. All of these have a significant impact on the local economy.

7.2 Comparative and competitive economic advantages

The TRESS index is used to measure the level of diversification of an area's economy. Ideally the more diversified an economy, the less vulnerable the whole economic system will be to withstand external shocks such as market fluctuations or should one economic sector decline or disappear. A TRESS value of 0 represents a totally diversified economy, whilst a value close to 100 indicates a more concentrated economy.

Mogalakwena's economy is highly concentrated, with a TRESS value of 79. This reflects the high dependency on the three main economic sectors. Although the official contribution of mining to the Mogalakwena GVA is less than 10%, one would argue that the mere size and social impact of the mine make the dependence for livelihoods even more concentrated - yet around mining activities.

There is, furthermore, a strong reliance on the government sector, with high poverty levels indicating the possibility that the population is mainly dependent on government-subsidised grants. Thus, although there is some economic activity in this municipality, it is not enough to 'carry' the operations of the whole municipality. A strong reliance on grants further increases the vulnerability of the Mogalakwena economy.

TABLE 47: TRESS INDEX OF GDPR, 2020 (ECONOMIC PRODUCTION)			
Economic Production (GVA) per Sector in Mogalakwena, 2020			
Industry (SIC Classification)	Sector	GVA at basic prices, 2020 (R millions)	% of overall GVA
Agriculture, forestry, and fishing	Primary	764,66	2,82%
Mining and quarrying	Primary	2583,285	9,54%
Food, beverages, and tobacco	Secondary	879,133	3,25%
Textiles, clothing, and leather goods	Secondary	25,26	0,09%
Wood and paper; publishing and printing	Secondary	70,793	0,26%
Petroleum products, chemicals, rubber, and plastic	Secondary	351,216	1,30%
Other non-metal mineral products	Secondary	195,984	0,72%
Metals, metal products, machinery, and equipment	Secondary	284,062	1,05%
Electrical machinery and apparatus	Secondary	6,259	0,02%
Radio, TV, instruments, watches, and clocks	Secondary	12,87	0,05%

TABLE 47: TRESS INDEX OF GDPR, 2020 (ECONOMIC PRODUCTION)			
Economic Production (GVA) per Sector in Mogalakwena, 2020			
Industry (SIC Classification)	Sector	GVA at basic prices, 2020 (R millions)	% of overall GVA
Transport equipment	Secondary	86,511	0,32%
Furniture; other manufacturing	Secondary	101,314	0,37%
Electricity, gas, and water	Secondary	703,081	2,60%
Construction	Secondary	1315,661	4,86%
Wholesale and retail trade	Tertiary	5067,383	18,71%
Catering and accommodation services	Tertiary	427,61	1,58%
Transport and storage	Tertiary	1283,853	4,74%
Communication	Tertiary	252,01	0,93%
Finance and insurance	Tertiary	1205,685	4,45%
Business services	Tertiary	4380,804	16,17%
General government	Tertiary	5419,453	20,01%
Community, social and personal services	Tertiary	1670,009	6,17%
Total		27086,896	100,00%

7.3 Employment

The unemployment estimates in the municipality vary between 45% and 70% of the economically active population.

When considering the extent of employment per sector as reflected by Quantec, the biggest number of people (23,01%) are employed in the wholesale and retail trade sector. Mokopane is likely to be the main area hosting this sector since it is the predominant town in the municipality.

General government and community services respectively make up 16,67% and 20,12%. More than a third of employment in the municipality relies on these sectors as employers. A heavy reliance on non-productive sectors means that this municipality is vulnerable and requires added sources of funds to make up for the lack of employment to sustain livelihoods.

Given that the mining contribution to the Mogalakwena GVA is almost 10%, the 1% of overall employment is noteworthy, especially in light of the size and impact of the mine on the municipality and its population migration patterns.

TABLE 48: TRESS INDEX OF GDPR, 2020 (EMPLOYMENT)

Employment per Sector in Mogalakwena, 2020			
Industry (SIC Classification)	Sector	Employment 2020 (total number)	% of overall employment
Agriculture, forestry, and fishing	Primary	3 397	6,58%
Mining and quarrying	Primary	520	1,01%
Food, beverages, and tobacco	Secondary	1 321	2,56%
Textiles, clothing, and leather goods	Secondary	140	0,27%
Wood and paper; publishing and printing	Secondary	189	0,37%
Petroleum products, chemicals, rubber, and plastic	Secondary	369	0,71%
Other non-metal mineral products	Secondary	762	1,48%
Metals, metal products, machinery and equipment	Secondary	835	1,62%
Electrical machinery and apparatus	Secondary	24	0,05%
Radio, TV, instruments, watches, and clocks	Secondary	36	0,07%
Transport equipment	Secondary	160	0,31%
Furniture; other manufacturing	Secondary	175	0,34%
Electricity, gas, and water	Secondary	188	0,36%
Construction	Secondary	2 681	5,19%
Wholesale and retail trade	Tertiary	11 881	23,01%
Catering and accommodation services	Tertiary	1 592	3,08%
Transport and storage	Tertiary	1 714	3,32%
Communication	Tertiary	185	0,36%
Finance and insurance	Tertiary	607	1,18%
Business services	Tertiary	5 857	11,35%
General government	Tertiary	8 607	16,67%
Community, social and personal services	Tertiary	10 385	20,12%
Total		51 625	100,00%

7.4 Enabling economic infrastructure

Both community services and infrastructure play a vital role in the development of the local economy of a region. The level of service in both of these categories directly and indirectly affects the ability of a region to attract and retain talented individuals and to compete for business.

The following factors should be considered when accessing the readiness, or enabling environment of an area:

- The quality and extent of hard infrastructure such as road- and rail networks, airports, and harbours.
- The sophistication of local telecommunications, banking and finance services similarly impact on the input and operational costs of doing business.
- The extent to which spatial and land planning policies and documents are flexible to the needs of businesses and the relative ease of following land planning processes, such as rezoning applications.
- The sophistication of the public sector.
- The quantity and quality of available labour and training programmes, in relation to the specific human resource requirements of investors.
- Quality of life factors, such as the supply of housing and personal lifestyle facilities (such as educational, cultural, and recreational services) also have an impact on the attraction of a particular investment.

The Mogalakwena Local Municipality has laid infrastructure for the functional water scheme to accommodate the envisaged bulk water supply from Flag Boshielo Dam to supply various communities, as well as for the anticipated mining developments within the area. The municipality is also in the process of negotiating additional water with relevant role-players to augment the current water supply to operationalize the planned functional scheme. The date of the delivery of the bulk water to the municipality has been shifted to 2025 due to economic conditions in the country.

Electricity infrastructure includes upgrades, electrification, and construction of electricity lines in various villages as well as maintenance of electricity infrastructure across the municipality. A detailed project and budget are highlighted in the municipal IDP. The municipality will also tap electricity supply from Borutho Sub-station to be constructed by Eskom near Sekuruwe village and the anticipated mining companies that will be starting their operations in the near future.

7.5 Local Economic Development Strategy

The Mogalakwena Local Municipality engaged a program to enable Local Economic Development Resilience and Capability Building, for Local Economic Development (LED) structuring and to assist in the process thereto to reach LED Maturity. The drive of the program is dedicated to continuous dedication and participation by LED stakeholders to develop the following overall competencies as a team:

- Develop a shared understanding of sound LED approaches.
- Develop a shared vision of what to do about LED.
- Develop clarity of leadership roles and contributions.
- Planning and overseeing LED projects described in the LED Strategy be formed.
- Creating the enabling environment for LED projects to succeed.
- Facilitating and coordinating the implementation of LED projects.
- Economic skills for developing an economic profile for the local area.
- Monitoring and evaluating LED projects against objectives, deliverables, and outcomes, and take corrective action, and
- Managing stakeholder relationships.
- Managing stakeholder LED expectations.
- Sound procedures for a LED Project Pipeline and project funding readiness.
- Process to establish a Emalahleni Investment and Development Agency.

The purpose of this LED Capacity Building Program is to develop competence of participants in promoting local economic development in their work environments and their individual economic sectors to the benefit of Mogalakwena region's local communities. This is done by developing the knowledge, understanding and skills of participants in learning areas that are critical to effective LED practices. Also providing a structured mentoring program to assist participants to transfer as leadership, learning to their work environments as well as their individual economic sectors.

The aim is to achieve a LED Strategy as a simplified, living document for continuous growth and socio-economic impact and development. Action taken by all stakeholders will unlock an executable document with a confirmed and activated project pipeline necessary for investor participation within Mogalakwena municipal region. It will affect all economic sectors within the region and therefore assist with economic impact and growth, which assist with job creation and surety, as well as more available spent in the area for the vulnerable.

The LED stakeholders were identified as leadership representation from 7 Pillars to form the Mogalakwena LED Forum:

1. Pillar One – Healthy politicians with a passion and heart for local economic development.
2. Pillar Two – Administrators for compliance – both in public and private sector (Legal & Financial)
3. Pillar Three – Business Leadership with a passion and heart for local economic development. Leadership representation from each economic sector identified.
4. Pillar Four – Historically mandated. Leadership from Traditional Authorities who have structured committees in the councils dedicated to local economic development.
5. Pillar Five – Youth leadership, preferable from each of the first four pillars.
6. Pillar Six – Families that is leadership families who has nominated individuals to partake. NGO (Non-Profit) “families”, Faith based “families” and real economic leadership families with private foundations or developmental funds available through asset managers.
7. Pillar Seven – Funders and funding program mandated officials or leadership, e.g. SED (Social Economic Development) local spend available and Social Labour Plans dedications from mining companies.

Benefits of an aligned and capacitated the 7Pillar Leadership for economic impact:

- **Collective Impact:** By fostering trust and alignment, stakeholders can unite their efforts and resources towards a shared goal. This collective impact leads to more coordinated and impactful initiatives that address economic challenges, create opportunities, and drive overall growth.
- **Efficient Decision-making:** Trust and alignment streamline decision-making processes. When stakeholders trust each other's intentions and expertise, they can make decisions more efficiently, reducing bureaucracy and promoting agile responses to economic issues.
- **Stakeholder Engagement:** Building trust and alignment encourages active participation and engagement from all stakeholders. It empowers individuals and organisations to contribute their unique perspectives, knowledge, and resources, fostering a sense of ownership and commitment to shared economic objectives.
- **Long-Term Sustainability:** Trust and alignment promote sustainable economic development. When stakeholders are aligned and trust each other, they are more likely to collaborate on long-term strategies that balance economic growth with social and environmental considerations. This leads to more resilient and inclusive economies.

LED Capacity and Resilience Outcomes

Preparing for partnerships:

It is important to note that local economic development will only be achieved through partnerships between relevant role players from the public and private sectors and civil society. This integrated and dedicated learning environment unlock interaction between passionate people involved in LED-related projects, such as Business Associations and Chambers, Entrepreneurs, Youth, Traditional Authorities, Economic Sector Leadership and Corporate Social Investment (CSI) practitioners. All engaging and aligned to an unlocked shared vision with LED administrators and political leadership.

An alignment tool is activated during this dedicated LED Capacity Building Program, as a LED de-risking strategy. This de-risking strategy is anchored in the identified seven-pillar LED stakeholder leadership for surety and alignment. The secret in partnering lies in knowing where to look for investment opportunity within networks and complement it with excellent ways of exploiting such by means of sound LED principles, harnessed within good LED governance. Therefore, restoring trust is key to societal stability and participation. Business societal role is here to stay. People want more business leadership, not less. Leadership must focus on long-term thinking and investment strategies as a collective addressing key factors like ESG (Environmental, Social & Governance) compliance.

LED Strategy Impact

The concept of LED Forum Stewardship Maturity revolves around effectively measuring the impact of local economic development (LED) strategies in a complex partnership program. This challenge is compounded by difficulties in attributing outcomes and addressing various complexities such as stakeholder engagement, shared narrative development, and change management. To tackle this, a comprehensive set of impact-driven indicators is required.

The approach unfolds in three critical phases:

Phase 1: LED Task Team - Inception Process

Initiated by Local Government LED Officials, and this phase marks the beginning of the LED strategy development process.

Phase 2: Establish an LED Forum - In this stage, the focus is on fostering collaboration and building awareness and understanding among diverse economic sectors. It involves bringing stakeholders from these sectors together to work collectively towards LED goals.

Phase 3: LED Forum Stewardship - This pivotal phase involves developing a shared purpose, vision, communication strategies, and support system metrics for measuring impact. Additionally, it emphasizes the development of essential capabilities related to stakeholder alignment, stewardship leadership, and nurturing a culture that encourages trust and impact. The success of this phase is reflected in the active engagement and cooperation of sectors working together to achieve project impact.

In summary, LED Forum capability building to Stewardship Maturity not only aims to measure the impact of LED strategies but also emphasizes the importance of key capabilities in stakeholder alignment, leadership in stewardship, and a culture conducive to trust and impact. This approach involves selected, aligned, and capable stakeholders who are passionate about LED and are committed to supporting the success of LED strategies, independent of government leadership, with evidence seen in sectors collaborating effectively for project impact.

7.6 Jobs Created Through LED Initiatives

As from 01 July 2023, the municipality was able to create 472 jobs through LED initiatives such as EPWP and implementation of its infrastructure projects as well as waste management projects .

7.7 Economic Analysis SWOT

Key constraints facing the economy of Mogalakwena are:

- Absence of Social Labour Plans in the IDP
- Unable to leverage on competitive/comparative advantages
- Bypassing of N1 negatively impacted the economic activities of Mokopane town
- Water scarcity
- Large area affected by land claims with poor facilitation and management of land restitution initiatives
- High level of unemployment/poverty
- Unskilled labour force mainly amongst the youth, women, and people with disabilities
- Limited local beneficiation through mining activities
- Limited sector/business linkages
- Lack of business support, investment opportunities and investment incentives
- Untapped tourism potential and undeveloped tourist attractions
- Lack of financial resources to develop Makapan World Heritage Site
- Lack of proper signage/ facade of town
- Lack of institutional capacity (linked to service delivery)
- Market entry barriers for emerging entrepreneurs
- No mining strategy
- Lack of support of LED initiatives
- No co-ordination and alignment of activities amongst institutions
- Lack of planning to accommodate mining developments
- Aging infrastructure
- Lack of economic vision

Key strengths of Mogalakwena economy:

- Mokopane is identified as future provincial growth point
- N11 linkages with Botswana/Zimbabwe
- Richly endowed with mineral resources with numerous untapped opportunities
- Mogalakwena area is one of the main production areas of platinum in the Province
- An area of great natural beauty, rich with natural resources
- Part of Internationally recognized Biosphere Reserve
- Makapan Valley World Heritage site
- Vacant industrial space
- Numerous government owned land parcels
- Labour availability
- Strategic location to neighbouring countries and provinces
- Numerous opportunities for agri-processing and mineral beneficiation

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8. CHAPTER EIGHT – FINANCIAL MANAGEMENT AND VIABILITY

8.1 Financial viability

The application of sound financial management principles for the compilation of Mogalakwena Municipality's financial plan is essential and critical to ensure that Mogalakwena Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

8.2 Municipal financial management legislative prescripts

In terms of governing legislation, the municipality is required to develop and implement rates and tariff policies or by-laws to guide the revenue management of the municipality. The following budget-related policies have been approved and adopted by council.

- Unclaimed Deposits Policy
- Accounting Policy
- Cash and Investment Policy
- Virement Policy
- Financial Asset Management Policy
- Stock Management Policy
- Credit Control and Debt Collection Policy
- Indigent Support Policy
- Tariff Policy
- Property Rates Policy
- Writing-Off of Irrecoverable Debt Policy
- Grant in Aid Policy
- Cost Containment Policy
- Funding and Reserve
- Expenditure Management Policy

- Unauthorised Expenditure Policy
- Supply Chain Management Policy
- Fleet Management Policy

8.3 Assessment of municipal financial status

TABLE 49: FINANCIAL POSITION OF MOGALAKWENA MUNICIPALITY					
Description	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Billings to customers	386 538 373	428 901 809	429 414 444	408 447 328	486 212 570
Total operating transfers (Grant + subsidy income)	403 838 848	449 600 000	650 891 898	498 343 913	546 507 465
Total operating expenditure	954 363 492	1 019 019 733	1 031 343 583	1 695 826 877	1 263 493 539
Capital budget spent in year	361 555 139	182 286 600		203 717 482	254 719 737
Council approved capital budget in year	277 416 000	533 457 717	326 343 700	318 906 794	296 239 214
Invoices outstanding					
Total outstanding customer debt as at 30 June 2018, 30 June 2019, 30 June 2020, 30 June 2021 & 30 June 2022	514 159 312	290 840 221	51 267 294	148 728 424	171 481 151
Billed revenue for year	386 538 373	428 901 809	374 647 839	408 447 328	486 212 570
Current assets as at 30 June 2018, 30 June 2019, 30 June 2020, 30 June 2021 & 30 June 2022	583 260 115	518 856 320	670 265 371	556 106 669	645 647 477
Current liabilities as at 30 June 2018, 30 June 2019, 30 June 2020, 30 June 2021 & 30 June 2022	548 006 076	296 490 550	642 090 269	582 009 207	576 521 748
Total revenue	1 233 750 508	1 533 520 139	1 364 150 042	1 319 370 208	1 492 741 702
Revenue from grants	683 189 825	930 575 000	766 566 830	720 427 430	817 098 265
Salaries budget (including benefits)	346 853 951	352 579 869	401 916 374	372 278 448	404 062 099
Total operating budget	885 064 355	954 363 492	1 019 019 733	1 031 343 583	1 263 493 539

8.4 Revenue management: Billing- collection- debt management

The municipality implemented Solar financial system as part of mSCOA (Municipal Standard Chart of Accounts) and the billing is affected through the financial system. The process of mSCOA includes data cleansing of billing information to ensure that accurate bills are issued to consumers.

Outstanding debts as at 30 June 2023 were R161 015 328,00 . The municipality enforces payment for services through the implementation of the debt collection and credit control policy. Although significant effort is being made to increase the collection rate, there is still a persistent culture of non-payment in certain areas of the municipality.

8.5 Expenditure management

The municipality is able to settle creditors' payments within 30 days after receipt of an invoice as required by the MFMA. Internal control measures have been put in place to ensure that there is adherence to this. There is a need to adequately manage the cash flow of the municipality including spending on excessive overtime, fuel costs and unplanned maintenance costs. The municipality has approved a cost containment policy to assist in curbing non-core expenditure.

8.6 Asset and liability management

The asset management unit has been established and is made up of four officials, inclusive of the Divisional Head. Fleet management forms part of the asset management unit. The municipality reviewed its asset management policy, and it was adopted by Council on 31 May 2023.

The municipality updates its asset register annually in line with GRAP standards. There have been challenges to ensure proper asset management. Many of the control deficiencies on assets have been raised by the Auditor General in its audit report for 2022/23. The municipality obtained a qualified audit opinion and asset management was included in the basis for qualification. The municipality disclosed all liability in terms of GRAP using criteria as outline in paragraph 71 to 78 of GRAP one. The liability indicators were self-explanatory in the 2022/23 financial year. The percentages of expenditure categories were well within acceptable norms and indicated good governance of the funds of the municipality.

The municipality made provisions to enable the municipality to be in a position to fulfill its known legal obligations when they become due and payable and as such there is no known reason as to why the municipality will not be able to meet its obligations.

8.7 Outline of revenue sources

TABLE 50: REVENUE SOURCES					
Source	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Property rates	76 923 701	78 819 886	82 366 781	88 000 646	91 416 488
Service charges: water, sanitation, electricity	370 395 218	408 751 496	411 850 578	389 625 572	466 426 679
Refuse removal	16 143 155	20 150 313	17 563 866	18 821 756	19 785 891
Rental of facilities and equipment	1 611 384	1 691 954	1 768 095	9 816 513	1 555 344
Interest earned: external investments	42 138 688	6 265 525	8 547 474	3 192 211	4 884 985
Interest earned: outstanding debtors	3 410 880	41 131 424	42 982 338	63 712 326	71 494 193
Fines	6 470 141	6 793 648	3 492 974	808 325	2 226 380
Licensing and permits	9 837 677	1 636 966	1 710 629	226 121	27 434
Government grants and subsidies – operating	403 838 848	449 600 000	482 723 130	498 343 913	546 507 465
Government grants and subsidies – capital	279 350 977	480 975 000	283 843 700	222 083 517	270 590 800
Other revenue: e.g., Lottery	3 518 278	12 386 788	12 944 200	16 057 785	17 070 486
Gains on disposal of property, plant, and equipment	20 111 561	25 317 139	14 356 277	1 689 153	755 558
Total Revenue	1 233 750 508	1 533 520 139	1 364 150 042	1 312 377 839	1 492 741 702

8.8 Municipal Expenditure Trends

TABLE 51: MUNICIPAL EXPENDITURE TRENDS					
Expenditure	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Capital expenditure	277 416 000	529 935 720	326 343 700	203 717 482	254 719 737
Operations and maintenance expenditure	954 363 492	995 719 733	1 031 343 583	1 695 826 877	1 263 493 539
Total Expenditure	1 231 779 492	1 525 655 453	1 357 687 283	1 899 544 359	1 518 213 276

8.9 Indigent welfare packages for 2024/25

TABLE 52: INDIGENT WELFARE PACKAGES			
Package Compilation for Indigent	22/23 R (VAT included)	23/24 R (VAT included)	24/25 R (VAT included)
Rates – R100 000 Valuation	60.30	63.50	66.61
Refuse (up to 500 m2)	73.75	77.66	125.88
Sewage (up to 500 m2)	40.25	42.38	44.46
Electricity – 50kwh	67.11	79.66	89.77
Water – 6kl	139.20	199.89	167.92
Total indigent package per month	380.61	463.08	494.64

8.10 Municipal Grant Allocations

The Division of Revenue Bill allocations to Mogalakwena Municipality for the 2022/2023 to 2024/2025 financial years are as follows:

TABLE 52: GRANT ALLOCATIONS OVER THE MTREF				
Description	Current Budget	2023/2024	2024/2025	2025/2026
TS_O_M_NRF_Equitable share	535 476 000	574 110 000	612 651 000	620 639 000
TS_O_M_NG_Local Gov Fin MNG Grant	2 100 000	2 100 000	3 518 000	3 518 000
TS_O_M_NG_EPWP Grant	1 161 000	1 151 000	-	-
TS_O_M_NG_MIG Grant	8 986 350	9 803 450	9 847 300	10 310 000
TS_O_M_DM_LIM_DC36_Waterberg Grant	4 653 653	-	-	-
Transfers and subsidies	552 377 003	587 164 450	626 016 300	634 467 000
TS_C_M_NG_MIG Grant	170 740 650	186 265 550	187 098 700	195 890 000
TS_C_M_NG_RBIG Grant	40 000 000	50 000 000	120 000 000	180 000 000

TABLE 52: GRANT ALLOCATIONS OVER THE MTREF				
Description	Current Budget	2023/2024	2024/2025	2025/2026
TS_C_M_NG_INEP Gran5	7 000 000	-	10 000 000	10 448 000
TS_C_M_NG_WSIG Grant	47 640 000	75 333 000	56 893 000	59 432 000
Capital Grants	265 380 650	311 598 550	373 991 700	445 770 000

8.11 Municipal Regulations on a Standard Chart of Accounts (mSCOA)

mSCOA stands for “standard chart of accounts” and provides a uniform and standardized financial transaction classification framework. Essentially this means that mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes and legislative reporting. mSCOA is a “proudly South African” project researched by National Treasury based on municipal practices, reporting outcomes, policy implementation and review, etc.

Multi-dimensional nature of mSCOA

mSCOA is a business reform rather than a mere financial reform and requires multidimensional recording and reporting of every transaction across the following 7 segments: Funding, Function , Item , Project , Costing , Regional, and Municipal Standard Classification.

8.11.1 Background

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (mSCOA. It came into effect in April 2014.) Municipal SCOA provides a uniform and standardized financial transaction classification framework. Essentially this means that mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations apply to all municipalities and municipal entities and indicate its applicability and relevance to each specific municipal environment while accommodating organisational uniqueness and structural differences.

8.11.2 Implementation progress

To date the municipality has met the minimum requirements towards implementation of mSCOA. The following are the key activities done towards implementation of mSCOA:

Project Initiation – Chief Financial Officer

- mSCOA regulations, project documentation, position papers and ICF documentation were read and costing manuals are updated as and when the need is identified.
- Review of the current chart and mSCOA tables were performed.
- mSCOA circulars one up to latest circular were reviewed and discussed with the implementation team.
- An awareness workshop was conducted on 17th and 19th October 2016 for management and workstream members.
- Project management team registered on the FAQ database on behalf of the Municipality.
- A mSCOA Steering Committee and an Implementation Committee were commissioned.

Project Governance – Steering Committee

- mSCOA multi-disciplinary project team was commissioned in October 2016, with latest mSCOA steering committee members being appointed in June 2023.
- The project governance structure and project management office were set up.
- A formal mSCOA project was registered in the municipality with a project sponsor and steering committee.
- Terms of reference were drafted for the municipality's mSCOA project team.
- mSCOA project delivery strategy, including the assignment of responsibilities, Key Performance Indicators (KPIs) and performance targets for the project were developed and provision for regular project monitoring and reporting made.
- A municipal project plan was drafted and adopted.
- Workstreams were established with charters.

- Key human resources were identified.
- Key Project Milestones were identified.
- Capital requirements and budget (such as servers and other ICT Infrastructure) requirement were identified and approved by the Steering Committee.
- Stream leads were identified to cover all fifteen business processes.
- Effect of changes on the system are investigated on an ongoing basis.
- Project organisational/management arrangements (Charter, scope, plan, budget, risks, and issues) were set up.
- A code of ethics was prepared and signed by workstream members.
- Municipal Regulations on mSCOA were tabled in the Municipal Council.
- Council approval was obtained for implementation of mSCOA, proposed governance structures, implementation plan and risk register.
- A progress report for all quarters was tabled and submitted to Council for consideration. Council hasn't sat yet to note the reports.
- Vendor engagement -feedback and integration into the Project Plan were updated and vendors are on board.
- System Migration Plan signed by the Acting Municipal Manager.

The implementation team saw a need to pay special attention to:

- Asset Management – unbundling and recompilation of infrastructure assets to be mSCOA and GRAP compliant.
- HR& Payroll – Review of policies and technical assistance.
- Revenue – Assistance with data cleansing in relation to valuation roll alignment to financial System.
- Verification and recompilation of Movable Assets for financial year 2022/23 to be GRAP and mSCOA compliant.

Challenges with Implementation of mSCOA

- Reporting is still a challenge, particularly errors on cash flow data strings.
- Not all the required sub-systems are procured and/or integrated to the Solar System.

Financial viability Challenges

- IT-related issues
- Non-compliance with legislation and budget related policies
- Demand on service delivery without adequate funding
- Supply chain management (overpricing by SMME's)
- Unproductive personnel/ Outsourcing of services

9. CHAPTER NINE – GOOD GOVERNANCE & PUBLIC PARTICIPATION

9.1 Performance Management System (PMS)

A Municipality's Performance Management System (PMS) is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. In addition, a Municipality's PMS must also facilitate increased accountability, learning, improvement, provide early warning signals and facilitate decision-making. Chapter 6 of the Local Government: Municipal Systems Act makes provision for the establishment of the performance management system in municipalities. The establishment of the performance management system is meant to assist the municipalities to monitor, measure and evaluate its performance against its developmental targets that are set in the IDP.

To ensure that performance management gets implemented at Mogalakwena, the organisational structure made provision for a division that should manage performance. The organisational structure has four positions, and the breakdown of the positions are that of the Divisional Head, and three PMS Officers. All four positions are currently filled and there is no vacancy. The Integrated Development Plan (IDP) outlines how the challenges of sustainable development in a Municipality are to be met through strategic interventions and service delivery over the five-year period. The IDP is developed by the Municipality in conjunction with the community and a credible IDP must be supported by a realistic budget. The IDP is supported by a Municipal Scorecard which sets out the key deliverables over the election period in a log-frame format.

9.2 Introduction

The IDP process of Mogalakwena Municipality has been people driven. Various stakeholders were in a position to identify their needs and their key development priorities. The following stakeholders played an important role in identifying their community needs and development priorities:

- Ward Committees;
- Traditional leaders;
- Taxi organisations;
- Mining sector;
- Business sector;

- Civic Society and community-based organisations i.e., disabled organisations, pensioners associations, Red Cross, etc.
- All government sector departments
- Parastatals;
- Village Development Committees(VDC);
- Council of Churches
- Municipality Youth Council

9.3 Functionality of Municipal Council and Committees

The municipal Council and Mayoral Committee were established guided by Chapters 3 and 4 sections 18 and 79 of the Municipal Structures Act 117 of 1998, respectively. The mayor chairs the Executive Council (EXCO) meetings. There are nine Members of the Mayoral committee are they chair respective Section 80 committees such as: Special Projects, Traffic & Emergency Services, Community Services, Finance, Corporate Support Services, Technical Services, Developmental Services, Electrical Services, Naming Committee, Rules, and the Local Labour Forum.

9.4 The Participation of Traditional Leaders in the Development Agenda of the Municipality

There are nine traditional leaders in the municipality and the relationship between the municipality and the traditional leaders is sound.

TABLE 53: TRADITIONAL LEADERS AND AREAS OF AUTHORITY	
Leader	Area of Authority
1. Kekana LV	Moshate, Madiba, Sekgagapeng, Pholapark, Mitchel, Monama, Masodi, Mokaba, Tshamahansi, Leleso, Sandsloot [Masenya & Mabusela], Malepetleke, Mosesetjane, Masodi, Magongoa, Machikiri, Maroteng & Masehlaneng
2.Langa HM	Danisne, Mashahleng, Molekane, Rooibokfontein, Armoed, Skiming, Seema, Sterkwater [GaPila], Matlou, Chokoe [Mapela], Hans, Parakis, Mamaala, Magope, Fothane, Chaba, Motlhotlo, Sekuruwe, Phafola, Mabusela, Matopa, Mesopotamia, Mosoge, Mahlogo, Mabuela, Ramurulane, Lyden, Lesodi, Raowele [Witrivier], Millenniumpark [Limburg] Mamatlakala, Skilpadskraal, Makekeng , Abbotspoort, Mokurunyane, Mongalo, Dipompong, Matiniki, Galakwena & Mmaletswai.
3.Langa LP	Ditlotswane, Rooiwal, Malokonng, Basogadi/Ramogoshommi, Bakennburg[motong, Mahlaba, Kwenaita, Mautjana,& Mothwatwase], Taolome, Clermont, Goodhope, Pudiakgopa [Malokongkop], Masipa, Kaditshwene, Mabula, Harmansdal,, Marulaneng, Vanwykspan [GaRalenkwane], Bokwidi [Doorfontein], Kromkloof [atahutwane], Rantlakana,, Skulpad, Makekeng, Mohlakaneng, Basterspad, Dikgokgopeng, Lusaka [Nkgoru], Kabeane, Jakkalskuil,. Galakwenasrom [GaMolekoa], Skrikfontein A&B [Magagamatala], Buffelshoek [Madamas], Kgopeng, Mphello, Dipichi, Ramosesane, Raadslid , Nelly, Paulos, Matebeleng, Nkaikwetsa, Masipa, Malapile, Mahabaneng, Mushi, Monare, Chere [Ga-Mongatane], Sepharane, Mathega, Moshuka, Viena, Uitspan, Moepel Farm, Mamatlakala, Lesodi, Marken
4.Lebelo GK	Grasvlei [Ga-Lebelo-Tukakgomo]
5.Lekalakala ME	Teberius
6.Ledwaba MS	Nkidikitlana
7.Tauetsola RR	Ga-Tauetsoala
8.Machaka	Khala, Pollen, Vernietmoeglik & Mattanau
9.Matlala PT	Ham no1, Hlogoyanku, Scirapies, Makobe, Kgotoro [Newtand/Blinkwater], Bavaria [Mathapa], Tenerife, Matjitjileng, Breda, Duren, Monte-christo, Preezburg, Galakwena, Setupulane, Lennes, Sodoma, Uitzicht, Vergenoeg, Galelia, Ga-Tlhako, Tipeng, Thabeleshoba, Segole1 Segole2,Segole3, Senita, Mogalakwena, Galakwenastroom, Ga-Mushi, Magagamatala.

9.5 Structures of Inter-Governmental Relations

Local government does not have the powers and functions over a range of services that communities expect. Such powers sit with the other spheres of government. While planning for such services should be integrated into the IDP, the process is highly dependent on the cooperation, commitment and involvement of provinces and national government in municipal processes. District Municipalities are the core of promoting intergovernmental relations for the better provision of service delivery. The establishment of municipal IGR forums within the district has positive yields but there are still some challenges to accelerate service delivery.

The following forums are held in the municipality in which the municipality participates:

- Waterberg District Municipality IDP Representative Forum
- District IDP Managers Forum
- LED Forum
- Limpopo Development Planning Forum
- Mayor's Forum
- Speaker's Forum
- Municipal Managers' Forum
- CFO's Forum
- Provincial Sanitation Task Team
- District Economic Planning Development Forum
- District and Provincial Energy Forum
- Waterberg Environment Biodiversity Conservation Forum

9.6 Risk Management

9.6.1 Risk Governance

The municipality has developed a risk management policy and risk management strategy to direct the municipality's risk management priorities. Line management is responsible for identifying, evaluating, and managing risks in their respective departments, with technical and operational support provided by the municipality's risk management unit. The risk management unit also maintains the consolidated municipal risk register and reports thereon. The risk register documents both internal and external risks that may impede the achievement of the goals expressed in the IDP and SDBIP and mitigating actions to manage those risks.

9.6.2 Risk Management Committee

The municipality has established a Risk Management Committee to assist the Accounting Officer and the Audit Committee in executing their respective responsibilities concerned with risk management. The Risk Management Committee has four compulsory meetings in each financial year as guided by the Risk Management Committee Charter.

TABLE 54: RISK MANAGEMENT COMMITTEE SCHEDULE 2023/24 FINANCIAL YEAR			
Target Date	Output	Coordinator	Stakeholders
25-Jul-24	Fourth Quarter 2023/24 financial year Risk Management Committee meeting. Review and adoption of risk management reports	Divisional Head: Risk Management	Independent Chairperson Section 56 / 57 Managers. COO Council Representative Divisional Head: Risk Management Risk Management Officer Chief Internal Auditor Divisional Head: PMS CoGHSTA SALGA Provincial Treasury Any other person who may be co-opted to provide specialist skills, advice, and counsel.

TABLE 54: RISK MANAGEMENT COMMITTEE SCHEDULE 2023/24 FINANCIAL YEAR			
Target Date	Output	Coordinator	Stakeholders
22-Oct-24	First quarter 2024/25 financial year Risk Management Committee meeting Review and adoption of risk management reports	Divisional Head: Risk Management	Independent Chairperson Section 56 / 57 Managers. COO Council Representative Divisional Head: Risk Management Risk Management Officer Chief Internal Auditor Divisional Head: PMS CoGHSTA SALGA Provincial Treasury Any other person who may be co-opted to provide specialist skills, advice, and counsel.
28-Jan-25	Second quarter 2024/25 financial year Risk Management Committee meeting Review and adoption of risk management reports	Divisional Head: Risk Management	Independent Chairperson Section 56 / 57 Managers. COO Council Representative Divisional Head: Risk Management Risk Management Officer Chief Internal Auditor Divisional Head: PMS CoGHSTA SALGA Provincial Treasury Any other person who may be co-opted to provide specialist skills, advice, and counsel.

TABLE 54: RISK MANAGEMENT COMMITTEE SCHEDULE 2023/24 FINANCIAL YEAR			
Target Date	Output	Coordinator	Stakeholders
29-Apr-25	Third quarter 2024/25 financial year Risk Management Committee meeting Review and adoption of risk management reports	Divisional Head: Risk Management	Independent Chairperson Section 56 / 57 Managers. COO Council Representative Divisional Head: Risk Management Risk Management Officer Chief Internal Auditor Divisional Head: PMS CoGHSTA SALGA Provincial Treasury Any other person who may be co-opted to provide specialist skills, advice, and counsel.
13-Jun-25	Risk Management Committee meeting. Adoption of the next year's Strategic and Operational plan, project risk registers as well as the Risk Management Implementation Plan, Risk Management Committee Charter, Risk Management Policy and Strategy.	Divisional Head: Risk Management	Independent Chairperson Section 56 / 57 Managers. COO Council Representative Divisional Head: Risk Management Risk Management Officer Chief Internal Auditor Divisional Head: PMS CoGHSTA SALGA Provincial Treasury Any other person who may be co-opted to provide specialist skills, advice, and counsel.

TABLE 54: RISK MANAGEMENT COMMITTEE SCHEDULE 2023/24 FINANCIAL YEAR			
Target Date	Output	Coordinator	Stakeholders
30-Jul-25	Fourth quarter 2024/25 financial year Risk Management Committee meeting Review and adoption of risk management reports	Divisional Head: Risk Management	Independent Chairperson Section 56 / 57 Managers. COO Council Representative Divisional Head: Risk Management Risk Management Officer Chief Internal Auditor Divisional Head: PMS CoGHSTA SALGA Provincial Treasury Any other person who may be co-opted to provide specialist skills, advice, and counsel.

9.7 State of Financial Entities

9.7.1 Municipal Public Accounts Committee (MPAC)

The Municipal Public Accounts Committee (MPAC) consists of 10 members and was established to play an overall oversight role. Members of MPAC are not members of the Mayoral Committee. That in accordance with Section 129 (5) of the Municipal Finance Management Act, Council of Mogalakwena Municipality has adopted the “Guideline for Establishment Municipal Public Accounts Committees” (“Guideline”). The members of the Mogalakwena Municipal Public Accounts Committee (“MPAC”) are consisting of the following Councillors:

TABLE 55: MPAC MEMBERS	
	Name of Councillors:
1.	Cllr. L.K Satege (Chairperson)
2.	Cllr. M.J Gumede
3	Cllr. K.S Ramela
4	Cllr. E Wiid
5	Cllr. R.P Sebatjane
6	Cllr. L.E Matlou
7	Cllr. M.J Boshomane
8	Cllr. L.E Laka
9	Cllr. R.M Boya
10	Cllr. K.S Majadibodu

Members of the Mogalakwena Municipal Public Accounts Committee are guided by the following pieces of legislation to consider and scrutinize the Annual Reports:

- Circular No. 32 of 15 March 2006

The MPAC has been tasked with the responsibility of assessing the annual reports of the Municipality. Council appointed a multi-party Oversight Committee to review the annual report.

9.7.2 Audit Committees

The Performance Audit and Audit Committees play a significant role in assisting the municipality to work towards a clean audit by making recommendations on:

- Financial processes
- Risk processes
- Mid-year performance reports
- Internal audit reports
- Monitoring & evaluation reports and
- Annual reports

The following committees are in place and functional:

- Performance Audit Committee
- Budget Steering Committee (Established on 24 February 2010)
- Disposal Committee (Established on 20 April 2011)
- Risk Management Committee

9.8 State of Community Development Workers (CDWs)

Community Development Workers are deployed in the municipal area to improve community participation and intergovernmental relations.

The following challenges were identified:

- No memorandum of understanding signed between local municipalities and CoGHSTA.

- Limited resources provided to CDWs to execute functions.

9.9 Ward Committee Management

Following the local government elections, ward committees are elected and inducted before they can take over their roles in communities.

9.10 Audit outcomes

All issues raised by the auditor general are being addressed through the action plan.

TABLE 56 : AUDITOR GENERAL'S REPORTS OF MOGALAKWENA MUNICIPALITY

Financial Years	Adverse	Disclaimer	Qualified	Unqualified
2015/16	✓			
2016/17	✓			
2017/18	✓			
2018/19	✓			
2018/19	✓			
2019/20			✓	
2020/21			✓	

9.11 Outline of Municipal Public Participation Programmes

TABLE 57: COMMUNITY PARTICIPATION AREAS

Date and Time	Venue	Expected Wards	Targeted Stakeholders
19 September 2023, 10h00	Rebone Community Hall	Wards 1, 2, 3, 4, 5, 6, and Part of 7	All Councillors (PR and Ward), One ward committee member/secretary, and CDWs
20 September 2023, 10h00	Bakenburg Stadium – Indoor Sports Hall	Ward 7, 8, 9, 10, 11, and Part of 5 (Cleremont) & 15 (Sepharane)	All Councillors (PR and Ward), One ward committee member/secretary, and CDWs
21 September 2023, 10h00	Aboo Tayob Community Hall – Mapela	Ward 13, 14, 17, 18, and Part of 16 (Tinmyne, Sterkwater Ga- Pila, Zaaiplets Farm)	All Councillors (PR and Ward), One ward committee member/secretary, and CDWs
22 September 2023, 10h00	Aboo Tayob Community Hall – Mokopane South	Ward 12, 26, 27, 28, 31 32, and Part 16 (Makapans Valley, Maribashoek, Weenen, Drummonlea, Sterkrivier)	All Councillors (PR and Ward), One ward committee member/secretary, and CDWs

9.12 Good governance and public participation challenges

The following challenges are identified regarding good governance and public participation in Mogalakwena:

- Villages are very far from each other; as a result, ward committee members are not able to co-ordinate their activities easily and effectively.
- Under-funding and lack of resources.
- Lack of street committees and block committees in some areas.
- Transformation of street and blocks committees into societies.
- Non-adherence to the IDP Process Plan timelines.
- Poor attendance of IDP meetings by sector departments.

9.13 Audit

The Municipality has an Internal Audit Unit which consisting of three officials. Internal Audit reports administratively to the Accounting Officer and functionally to the Audit Committee. The Municipality is currently busy with the placement of staff and structure review which will address the challenges faced by the unit.

9.14 Risk Management

The Risk Management Unit comprises of one Divisional Head: Risk Management and two Risk Management Officers.

9.15 Anti-corruption

This is usually dealt with in terms of a fraud hotline and currently the municipality does not have a fraud line.

10. CHAPTER TEN – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

10.1 Introduction

The delivery of services to communities relies highly on institutional capacity and organisational development level of the municipality.

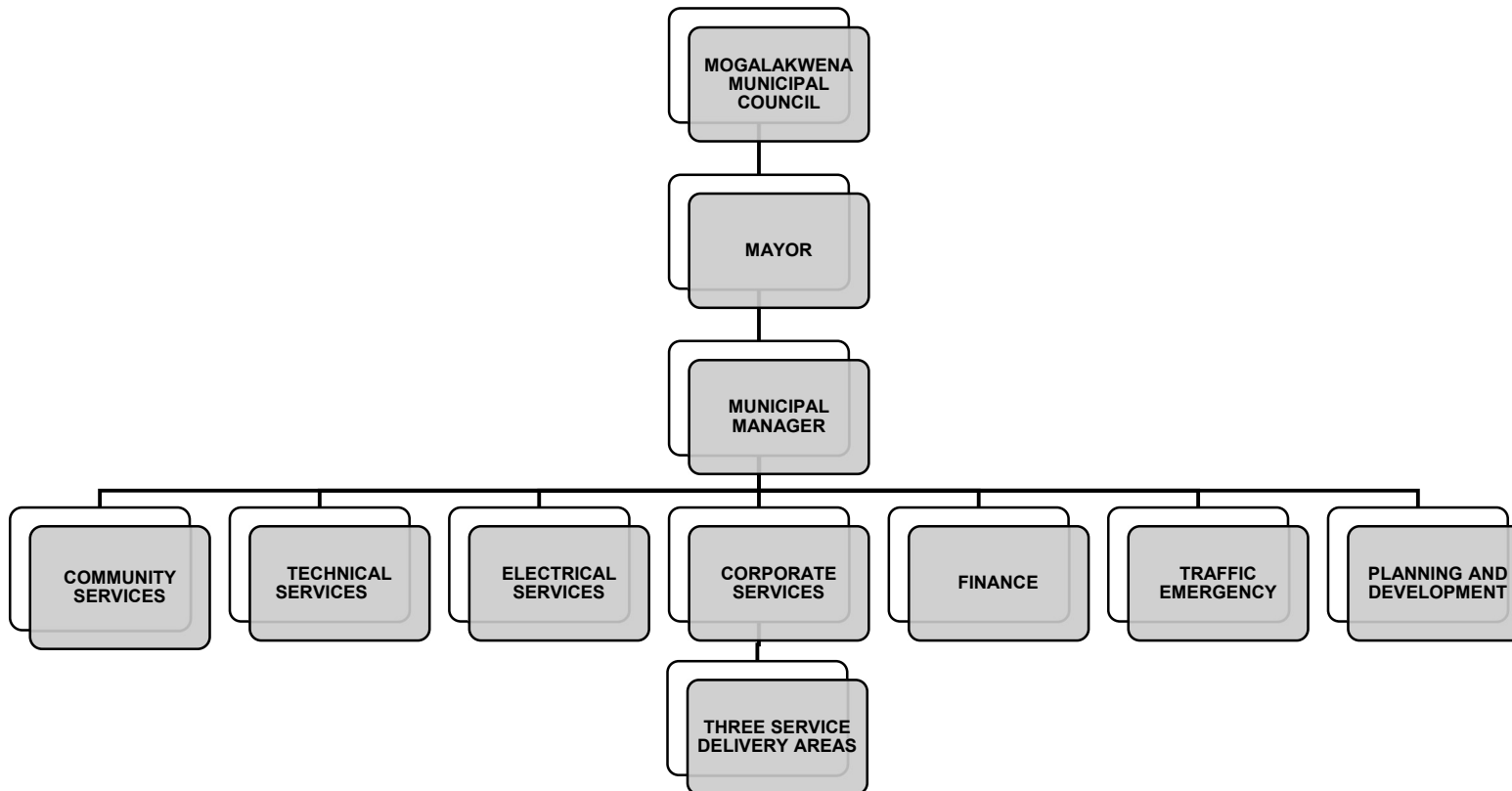


Figure 14: Organogram of Mogalakwena Municipal Council

TABLE 58: INSTITUTIONAL OVERVIEW

Department	Overview	Sub-function
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TABLE 58: INSTITUTIONAL OVERVIEW		
Department	Overview	Sub-function
Municipal Manager	Overall management of the municipality	• Institutional performance management • Internal auditing • Risk management • Communication
Corporate Support Services	Corporate support services play a vital role in the performance and developmental role of the Mogalakwena Municipality as it provides a supportive function to all departments, Council, executive committee, portfolios, councillors, and officials.	• Legal services • Information Technology • Human resources • Council secretariat • Call centre • Support services • Property management
Technical Services	Planning, provision and maintenance of water and sanitation infrastructure, including roads, storm water and building control.	• Water & sanitation • Roads & storm water • Building inspectorate • Operations & maintenance (rural water)
Electrical Services	It provides an effective electrical service to all consumers of the municipality ensuring that all networks are well maintained and that new projects are completed to acceptable standards and within set time frames. It ensures that all communities have access to electricity.	• New projects • Maintenance, metering, and loss control • Public lighting
Traffic and Emergency	Traffic and emergency services is responsible for municipal emergency services, regulate traffic, and licensing services.	• Security • Traffic • Fire • Licenses
Planning and Development Services	Planning and development services is responsible for the development of an integrated development plan that facilitates economic growth, alleviate poverty, and addresses basic needs through an inclusive stakeholder-driven process.	• Integrated development planning (IDP) • Local economic development and tourism • Planning

TABLE 58: INSTITUTIONAL OVERVIEW		
Department	Overview	Sub-function
	It ensures proper control of spatial planning and land use management within the municipal area. It supports in the monitoring of the provision of quality and adequate housing and rural sanitation to the residents of the municipality.	Housing
Finance Department	The Finance section is responsible for ensuring the smooth running of finances, assets, investments, and liabilities of the municipality.	- Budget and treasury - Income - Expenditure - Supply chain management
Community Services	Community services is responsible for municipal waste management, environmental health, parks & recreational and library services.	- Waste management - Parks & recreational services - Library services

TABLE 59: APPROVED ORGANOGRAM							
Department	Code	Total Posts	Filled Posts	Gender		Number of Vacant Posts	Number of Frozen Posts
				Female	Male		
Municipal Manager's Office	MM	48	24	8	16	2	22
Planning & Development Services	MDS	68	38	20	18	14	15
Technical Services	MTS	558	251	77	174	58	249
Community Services	MCD	480	400	168	232	20	60
Traffic & Emergency	MTE	160	78	31	47	19	64
Finance	CFO	107	78	34	44	4	25
Corporate Services	MCS	148	81	48	33	9	50
Electrical Services	MES	187	85	16	69	17	85
Total		1756	1035	402	633	143	578

10.2 Staffing in the Municipality

10.2.1 Filling of critical posts:

TABLE 60: MANAGEMENT OF THE MUNICIPALITY	
Municipal Manager appointed	Yes
Municipal Manager signed performance contracts	Yes
CFO appointed	Yes
CFOs signed performance contracts	Yes
Technical Manager appointed	Yes
Technical Manager signed performance contracts	Yes
Total of section 56 manager posts	7
Total number of Section 56 manager posts filled	7
Total number of Section 56 manager posts vacant	0

10.2.2 Vacancy rate

On 30 June 2023 there were 1 035 positions filled in Mogalakwena Municipality with 143 vacant positions.

10.3 Human Resource Management System

10.3.1 Recruitment policies

The municipality has a reviewed Recruitment and Selection Policy approved by the Council in 2018, draft recruitment policy which is aligned to the staff regulation will be tabled to LLF for finalization.

10.3.2 Skills development

Mogalakwena Municipality annually compiles a Works Skills Plan and submits it to LGSETA as required. Training and skills development is done according to the plan. The municipality also offers bursaries to its employees in terms of a Bursary Policy for personal development.

- Change HRD committee in alignment with Municipal Staff Regulations.
 - Planning Manager
 - Corporate manager
 - PMS Manager
 - HR Manager
 - (Remove Cllr) as per regulation
- Training in alignment with WSP.

10.3.3 Employment equity

The municipality has an approved Employment Equity Plan and endeavors to comply with the plan when appointments are made.

10.3.4 Retention and succession issues

The Retention Strategy was developed and approved by Council in 2023, together with the Succession Policy.

10.3.5 Information communication technology system

Mogalakwena Municipality's IT division is supporting the different business units in using technology as part on realization of Fourth industrial revolution. The unit is currently migration its server to the cloud technology as part of upgrading its ageing infrastructure. The ICT security systems have been upgraded and the municipality is in process to appoint ICT security office to try and mitigate the risk of cyber security. The municipality have upgraded its entire desktop systems. Cllrs were provided with tablets as ways of on improving communication, reduction of cost by hosting virtual meetings.

The following are challenges facing the municipality ICT

- Connectivity to the SDA offices.
- Lack of integrated electronic document management & records system
- Partially integrated systems
- Funding toward the implementation of the ICT strategy

The IT unit is required by the Corporate Governance of ICT Policy Framework (CGICTPF) to develop and maintain an ICT Architecture, consisting mainly of the ICT Strategic Plan (also known as an ICT Strategic Master systems Plan) ICT Implementation Plan, and Operational plan; and those three plans are approved and adopted by Council.

10.3.6 Legal Services

The legal division of the municipality if focused on, inter alia:

Litigation, Policy Development and Review, 3rd Party insurance claims, Debt Collection and Contract Management.

Active Matters	Matters Finalized	Matters held in abeyance
19	24	48 and 30 thereof is conveyancing matters

11. CHAPTER ELEVEN – MUNICIPAL PRIORITIES

11.1 Introduction

Street Committees, VDCs (Village Development Committee) and CDWs (Community Development Workers) were instrumental in the compilation of the needs of the community. The data captured in September 2016 created a basis for the municipality to legitimately prioritise projects. The priorities identified by communities, summarised below, were aggregated. Although this aggregation could serve as an indication of priority, this would not be scientifically accurate, as equal weights have been apportioned to all issues, and the scale of urgency and extent have not been taken into account:

11.2 Priorities from community perspective

TABLE 61: PRIORITIES FROM COMMUNITY PERSPECTIVE				
Priority	Priority issue	Affected Wards	Number Of Votes "X"	Aggregation %
1.	Housing	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32	32	100
2.	Roads & Stormwater	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32	32	100
3.	Water & Sanitation	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32	32	100
4.	Electricity	1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 24, 25, 26, 28, 29, 31, 32	31	96
5.	Crime Prevention, Safety & Security	2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31,	28	88
6.	Health & Welfare	3, 4, 5, 6, 8, 9, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 25, 26, 27, 28, 29, 30, 31	26	81
7.	LED & Unemployment	3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 18, 19, 20, 22, 26, 27, 28, 29, 30, 31, 32	25	78
8.	Community Facilities	3, 5, 8, 9, 10, 11, 12, 13, 14, 15, 16, 18, 19, 20, 21, 22, 23, 25, 26, 27, 28, 29, 30, 32	24	75
9.	Sports, Arts & Culture	3, 4, 5, 6, 7, 8, 9, 12, 13, 14, 15, 16, 18, 22, 23, 25, 26, 28, 29, 30, 31, 32	22	69

TABLE 61: PRIORITIES FROM COMMUNITY PERSPECTIVE				
Priority	Priority issue	Affected Wards	Number Of Votes "X"	Aggregation %
10.	Education	1, 3, 4, 6, 8, 9, 10, 11, 12, 14, 15, 19, 20, 21, 24, 25, 26, 28, 29, 30, 31	21	66
11.	Refuse & Solid Waste Management	3, 9, 10, 11, 12, 13, 14, 15, 17, 18, 20, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32	21	66
12.	Communication	2, 3, 4, 7,9, 10, 11, 13, 14, 15, 16, 19, 21, 23, 26, 29, 31	17	53
13.	Transport	5, 7,8, 9, 15, 16, 18, 19, 20, 21, 24, 26, 28, 29	14	44
14.	Land & Environmental Management	3, 9, 12, 15, 22, 25, 29, 30, 31, 32	10	31
15.	Institutional Arrangements	3, 12, 27, 31	4	13

11.3 Priorities from municipal perspective

1. Water and Sanitation
2. Roads and Stormwater
3. LED and Unemployment
4. Electricity
5. Institutional Arrangements
6. Refuse & Solid Waste Management
7. Land & Environmental Management
8. Housing
9. Crime Prevention, Safety & Security
10. Health & Welfare
11. Communication
12. Education
13. Sports, Arts & Culture
14. Community Facilities
15. Transport

Below is the summarised version of issues raised during the consultation. A comprehensive report is available covering needs per village in every ward of the municipality.

TABLE 62: ISSUES RAISED DURING CONSULTATION

• Tarring of internal streets and taxi routes • Electrification of village extensions • Water reticulation at village extensions • Incomplete projects • Shortage of low cost houses • Installation of additional high mast lights • Construction of stormwater management systems • Construction of traffic satellite office • Funding/Development of Mamatlaka Mountain as a tourism project • Funding for ECD Centre	• Replacement of asbestos pipes • Upgrading of package plants and reservoirs • Upgrading sewer pumps and sewer pipes • Allocation of CWP & EPWP • Renovations of SDA office • Demarcation of sites for residential and business uses • Clinic to operate 24 hours • Installation of network masts • Construction of schools • Construction of social services offices nearby • Scholar transport needed for new extensions of the village • Construction of Satellite police station • Construction of combined school • Allocation of land for graveyard and residential sites • Establishment of community radio station • Land for dumping site	• Construction of clinics/mobile clinic allocation • Construction of additional school blocks • Construction of sports facilities • Construction of community halls • Drilling & equipping of new boreholes • Construction of VIP toilets • Upgrading of district/provincial roads • Installation of steel tanks • Allocation of subsidized bus service • Construction of libraries • Construction of stadiums • Fencing of the village boundary • Allocation of refuse removal services • Construction of a Technical/TVET college • Fencing of grazing camps • Construction of bridges
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12. CHAPTER TWELVE – MUNICIPAL STRATEGIES

12.1 Mogalakwena Municipality Strategic Intent

Strategic intent refers to the purpose that the organisation strives for. These may be expressed in terms of a hierarchy of strategic intent or the framework within which an organisation operates, adopts a predetermined direction, and attempts to achieve its strategic goals. The hierarchy of covers the vision, mission, value system, strategic goals, objectives, outcomes, and targets.

The organisation's strategic intent is most important and focuses on the organisation's plans and objectives in its day-to-day business. It is of critical importance to realise that even if the values and strategies are well designed and enunciated, the success would depend upon their implementation by individuals in the organisation, therefore this is a pivotal factor. In essence the vision and mission statements look into the future more rigorously.

Strategic planning is the process through which the leadership of an organisation envision its future and develops the necessary procedures and operations to achieve that future. The leadership focuses on its organisation and what it should do to improve its performance and is often viewed as a system in which managers go about making, implementing, and controlling important decisions across functions and levels in the organisation. The purpose of strategic planning is to transform the organisation and should be a continuous consulting process that must be tailored to accommodate the climate of an organisation. Strategic planning helps leaders to:

- Create its own organisation's future.
- Improve the standard of living through effective, efficient, and socio-economic service delivery to all citizens of the municipal area.
- Provide a framework and a focus for improvement efforts.
- Build a critical mass; and
- Provide a means for assessing progress.

12.2 SWOT Analysis

The SWOT analysis is a strategic planning tool that is used to discuss and evaluate the Strengths, Weaknesses, Opportunities, and Threats of a particular organisation. It is a situational analysis in which the internal strengths and weaknesses of an organisation and external opportunities and threats faced by it are closely examined to chart a strategy.

Conducting a SWOT during a strategic planning session is advantageous for decision-making and to create an understanding of dependencies between an organisation and its environment. It sets the framework for reviewing the strategy, the position and direction of the organisation and ensures versatile application of possible solutions.

The table below depicts the SWOT for the Mogalakwena Municipality that was reviewed during the Strategic Planning sessions.

TABLE 63: SWOT ANALYSIS			
Strengths	Weaknesses	Opportunities	Threats
• Credible IDP • Water and electricity service authority ability to generate revenue. • Strategic location (N1, N11, R101 and R518 traversing through town) • Payment of department of Transport services • Accommodating Modimolle driver license tests	• Poor financial management - grant reliance, poor revenue collection rate, not spending of grants, and unfunded budget • Outdated organisational structure and non-alignment of roles and responsibilities (Bloated structure / high salary bill) • Lack of relevant skills • Outdated and non-implementation of policies by-laws, sector plans, strategies • Only providing certain (housing, WWTP) services with limited resources • Excessive use of service providers • Aging infrastructure causing a lot of expenditure on maintenance as well as high electricity and water losses	• Availability of minerals/mines – job opportunities, skills development, assessment rates, economic growth • Availability of bulk infrastructure PPP (Flag Boshielo pipeline, Masodi WWTW) • Cordial relationship with Traditional Authorities community involvement • Provincial growth point • Availability of municipal-owned land – future development, building of solar farms • Tourism attractions – Heritage Sites, Waterberg Biosphere • Strategic location of MLM – N11,	• Fraud and corruption • Theft & vandalism of infrastructure • Disruption of service delivery projects by communities • Unemployment [engage in criminal activity for economic survival] • Environmental degradation [illegal dumping] • Load shedding [need for alternative power source] • Stopping of funds/allocation [due to underspending] • Negative audit / credit scoring ratings • Land invasion • Directives due to non-compliance with

TABLE 63: SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
	• Water and wastewater quality • Weak political administrative interface • Unhealthy corporate culture and lack of consequence management • Lack of working resources (plants, equipment, fleet, etc. • Non- implementation of mSCOA • Negative audit opinion • Poor ICT systems • Mismanagement of conditional grants • Misuse of municipal resources • Dysfunctional service delivery areas/offices • Lack of service standards • Illegal connections of water and electricity services • Non-disposal land for investments • Functionality of MPAC and supportive services • Grading of municipality • Poor audit outcome • Poorly maintained internal roads and bush clearing • Corporate identity and poor branding • Archiving of information	R101, R518, N1 • Strategically located in terms of it being a Gateway to Mpumalanga, Gauteng, North West and neighbouring countries (Botswana, Zimbabwe) • Available of infrastructure grants to provide basic services (opportunity) • Land for development owned by municipality (opportunity) • Relationships with mining houses (opportunity or weakness) • Mining municipality (opportunity)	legislation • Climate change • Absence of technology in crime prevention • No- implementation of the ITP Road Master Plan - • Stagnant infrastructure development/ upgrading [Spatial planning] • Mine closures • Poorly maintained district, provincial and national roads • Functional and stable IGR structures • Disease outbreaks • Impact of social ills • Relationships with traditional leadership • Congestion of mining transport on main roads

12.3 Strategic Objectives, Priority Issues and Outcomes

Strategic Objectives are broadly defined objectives that an organisation must achieve to make its strategy succeed. The following Strategic Objectives to be achieved were identified.

Two pillars, namely growth and excellence pillars were identified. The Strategic Goals that contribute to the pillars are divided as follows:

TABLE 64: STRATEGIC OBJECTIVES	
Strategic Goals	Outcomes
• Foster, regulate, maintain, and promote a sustainable environment • Improve quality of lives through social development and the provision of effective community services • Sound and efficient financial management • Create inclusive and well-coordinated investment opportunities for the growth of the economy • Coordinated, rational, regulated, and orderly land development and utilisation • Improve efficiency of municipal infrastructure and provision of basic service • Develop and implement integrated management and governance systems • Ensure all stakeholders within the institution are adequately capacitated and retained	• Improved quality of life and protected natural resources for future generations • Developed community • Sustainable financial viability • Reduced poverty • Optimum utilisation of land • Enhanced and sustainable socio-economic growth • Accountable and good governance – clean audits • Competent and productive workforce

There is an inter-relatedness between these goals because they are developed in line with the four perspectives of the balanced scorecard model (learning and growth, internal processes, financial and customer perspectives). The strategy map below tells the story on how the MLM will become “The Arterial City of Choice”.

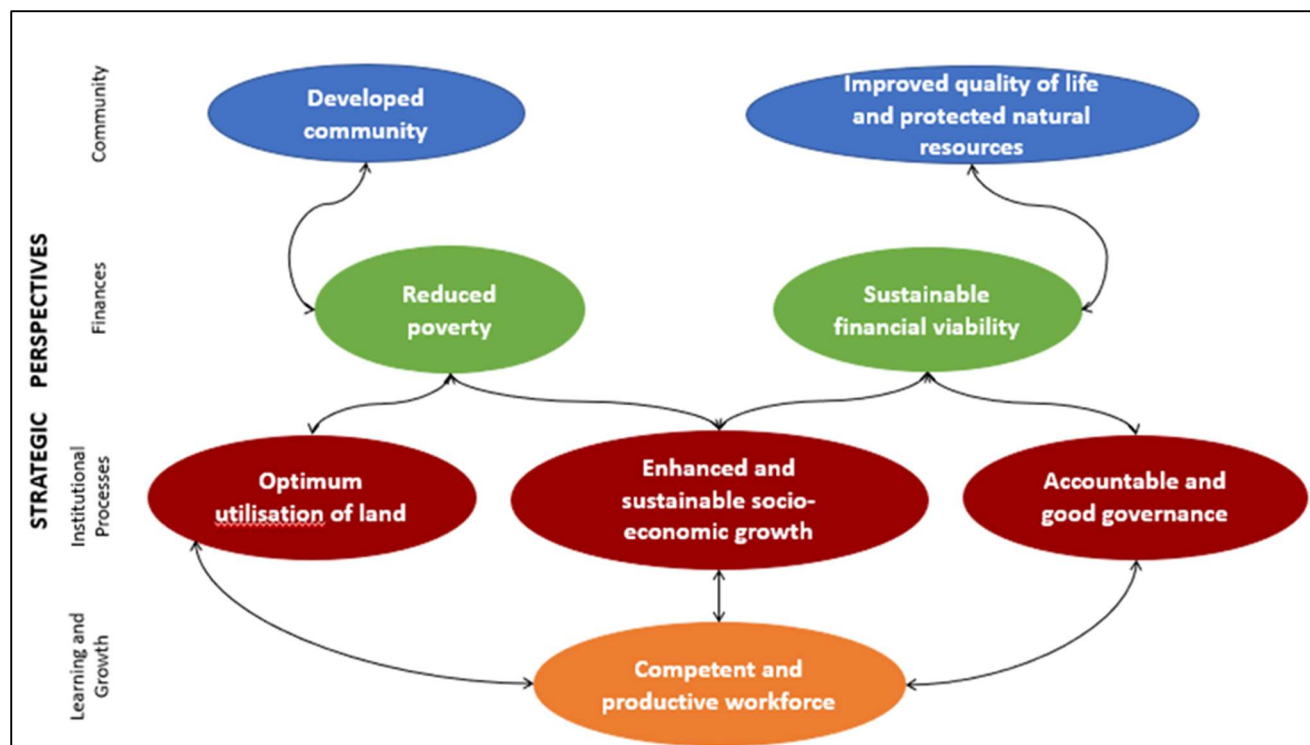


Figure 15: Mogalakwena Local Municipality strategy map

A competent and productive workforce will lay a foundation for transparent and accountable administration. The results of such administration will uphold effective, efficient, and economical provision of services which will in turn create an enabling and conducive environment for an enhanced and sustainable socio-economic growth.

It is noteworthy to know that the municipality owns adequate land for development which can contribute towards reduced poverty as well as sustainable financial viability. Spatial planning and optimum utilisation of land will contribute towards developed communities and developed communities would contribute towards the establishment of the MLM area as a city due to its socio-economic status. This should contribute to the overall improved quality of life of the citizenry as expressed in becoming a city and no longer being a rural, struggling, and dysfunctional municipality. Moreover, being a mining zone makes the protection of the environment for future generations a very important contributing factor. Whereas good environmental protection further compliments quality of life – a life in a city that has all the attributes of being one of the most respected municipalities in Limpopo.

12.4 Strategic alignment

The strategy developed for the Mogalakwena Local Municipality should adhere to, incorporate, and support various strategies and intentions of government both at national and provincial levels. Based on these strategic plans and priorities or objectives, the following tabular matrix indicates how the strategic goals will align to the different objectives and priorities from various spheres of government.

TABLE 65: STRATEGIC ALIGNMENT								
2030 Goals for Sustainable Development	National Outcomes	Outcome 9 Outputs	National Development Plan	MTSF 2019 – 2024 Priorities	Back-to-Basics	Limpopo Dev. Plan Priorities	LG. Electoral Manifesto	Mogalakwena Strategic Goals
Ensure inclusive and quality education for all and promote lifelong learning	1. Quality basic education		Improving quality of education, training, and innovation	Education, skills, and health		Quality basic education	Jobs, education, training, and opportunities for young people	Improve the quality of lives through social development and the provision of effective community services
Achieve gender equality and empower all women and girls	13. A comprehensive, responsive, and sustainable social protection system		Social protection	Social cohesion and safe communities		Inclusive Social Protection System	Promote nation-building and socially cohesive communities	
Promote just, peaceful, and inclusive societies	14. A diverse, socially cohesive society with a common national identity					Social Cohesion		
Make cities inclusive, safe, resilient, and sustainable	3. All people in South Africa are and feel safe.					Building safer communities		
Ensure healthy lives and promote well-being for all	2. A long and healthy life		Quality health care for all	Education, Skills, and Health		Long and Healthy Life		

TABLE 65: STRATEGIC ALIGNMENT

2030 Goals for Sustainable Development	National Outcomes	Outcome 9 Outputs	National Development Plan	MTSF 2019 – 2024 Priorities	Back-to-Basics	Limpopo Dev. Plan Priorities	LG. Electoral Manifesto	Mogalakwena Strategic Goals
at all ages								
Promote inclusive and sustainable economic growth, employment, and decent work for all	4. Decent employment through inclusive growth	Implement the Community work programme and Co-operatives supported	An economy that will create more jobs	Economic transformation and job creation	Putting people and their concerns first	Decent employment through inclusive growth	Develop and strengthen local economies, create jobs, and promote job placements esp. for youth	To create inclusive and well-coordinated investment opportunities for the growth of the economy
End poverty in all its forms everywhere								
End hunger, achieve food security and improved nutrition and promote sustainable agriculture	7. Vibrant, equitable, sustainable rural communities contributing towards food security for all	Deepen democracy through a refined ward committee model.	An inclusive and integrated rural economy	A better Africa and world				
Revitalise the global partnership for sustainable development	11. Create a better South Africa and contribute to a better Africa and a better world	Actions supportive of the human settlement outcomes	Transforming society and uniting the country	Spatial integration, human settlements and local government		Regional integration	Build spatially integrated communities	The optimum utilisation of land
	Comprehensive rural development		Reversing the spatial effect of apartheid			Comprehensive rural development		
	8. Sustainable human settlements and improved quality of household life					Human settlement development		
Ensure access to water and sanitation for all	6. An efficient, competitive, and	Improved access to basic services	Improving infrastructure	Building a capable, ethical,	Delivering municipal	Competitive economic	Improve access to	To improve the quantity and

TABLE 65: STRATEGIC ALIGNMENT								
2030 Goals for Sustainable Development	National Outcomes	Outcome 9 Outputs	National Development Plan	MTSF 2019 – 2024 Priorities	Back-to-Basics	Limpopo Dev. Plan Priorities	LG. Electoral Manifesto	Mogalakwena Strategic Goals
	responsive economic infrastructure network.			and developmental state	services	infrastructure	municipal services	quality of municipal infrastructure and services
Ensure access to affordable, reliable, sustainable, and modern energy for all							Build on achievements made in delivering services	
Build resilient infrastructure, promote sustainable industrialisation, and foster innovation								
Ensure sustainable consumption and production patterns	10. Protect and enhance our environmental assets and natural resources		Transition to a low-carbon economy			Environmental protection	Improve health in urban and rural communities	Foster, regulate, maintain, and promote a sustainable environment
Take urgent action to combat climate change and its impacts								
Conserve and sustainably use the oceans, seas, and marine resources								
Sustainably manage forests, combat desertification, halt and reverse land degradation, halt								

TABLE 65: STRATEGIC ALIGNMENT								
2030 Goals for Sustainable Development	National Outcomes	Outcome 9 Outputs	National Development Plan	MTSF 2019 – 2024 Priorities	Back-to-Basics	Limpopo Dev. Plan Priorities	LG. Electoral Manifesto	Mogalakwena Strategic Goals
biodiversity loss								
Reduce inequality within and among countries	12. An efficient, effective, and development-oriented public service	Single window of co-ordination	Reforming the public service	Building a capable, ethical, and developmental state	Demonstrating good governance and administration	Developmental Local Government	Improve public participation and accountability of councillors	To develop and implement integrated management and governance systems
	9. Responsive, accountable, effective, and efficient local government	Implement a differentiated approach to municipal financing, planning and support	Fighting corruption		Sound financial management and accounting		Intensify fight against fraud and corruption in LG and social fabric crimes in communities	Sound and efficient financial management
	5. A skilled and capable workforce to support an inclusive growth path	Improved municipal financial and administrative capacity			Sound institutional and administrative capabilities	Developmental Public Service	Enhance capacity of local state to deliver on its mandate	To ensure that all stakeholders within the institution are adequately capacitated and retained

12.5 Operational Objectives, Short-, Medium- and Long-Term Strategies

Programmes or Key Focus Areas were identified, which is a combination of priority needs as well as key functions of the municipality and operational objectives. Short-, medium- and long- term strategies were determined and are indicated below:

TABLE 66: KPA 1 – SPATIAL RATIONALE						
Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
Optimum utilisation of land	Housing (Integrated Sustainable Human Settlements)	To be accredited as a housing authority by 2030	Developmental Services	Develop a housing plan	Draft and submit application for accreditation as housing authority	Provide human settlements services
Optimum utilisation of land	Housing (Integrated Sustainable Human Settlements)	To be accredited as a housing authority by 2030	Developmental Services	Identify all beneficiaries and development areas and submit to COGHSTA (in terms of current powers and functions)	Identify all beneficiaries and development areas and submit to COGHSTA (in terms of current powers and functions)	Identify all beneficiaries and development areas and submit to CoGHSTA (in terms of current powers and functions)
Optimum utilisation of land	Spatial Planning	To reduce informal settlements by 2030	Developmental Services	Finalize re-planning of Extension 15 Township Implement subdivision of Extension 14 Township.	Install engineering services in Extension 15 and 14 Finalise installation of engineering services for Extensions 20	Allocate sites in Extension 14, 15 and 20
Optimum utilisation of land	GIS	To link the GIS with the financial system by 2030	Developmental Services	Collaborate with OTP to assess the GIS system software and hardware functionality	Implement recommendations of assessment outcome	Integrate GIS with financial system
Optimum utilisation of land	Spatial Planning	To ensure zero tolerance to new illegal squatting and occupation of land by 2030	Developmental Services	Enforce compliance with Spatial Planning and Land Use Management policies (MSDF, LSDF & LUS)	Enforce compliance with Spatial Planning and Land Use Management policies (MSDF, LSDF & LUS)	Enforce compliance with Spatial Planning and Land Use Management policies (MSDF, LSDF & LUS)
Optimum utilisation of land	Integrated Spatial Development	To ensure that all land development applications are complying with the municipal adopted SDF	Developmental Services	Enforce compliance with Spatial Planning and Land Use Management policies (MSDF, LSDF & LUS)	Enforce compliance with Spatial Planning and Land Use Management policies (MSDF, LSDF & LUS)	Review Spatial Planning and Land Use Management policies (MSDF, LSDF & LUS)

TABLE 66: KPA 1 – SPATIAL RATIONALE						
Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
Optimum utilization of land	Building Inspectorate (Control)	To comply with the National Building Regulations and Building Standard Act 103 Of 1977	Planning and Development	Increase the regularization of built environment by reviewing by - laws	Enforce building control regulations	Maintain medium-term strategy
Optimum utilization of land	Building Inspectorate (Control)	To comply with the National Building Regulations and Building Standard Act 103 Of 1977	Planning and Development	Reduce the timeframe for approval of building plans through weekly plan approval meetings with all departments	Increase law enforcement on building regulation contraventions	Expand building control implementation in the rural areas
Optimum utilization of land	Building Inspectorate (Control)	To comply with the National Building Regulations and Building Standard Act 103 Of 1977	Planning and Development	Unfreeze critical positions identified for servicing the rural communities in terms of the National Building Regulations and Building maintenance	Increase law enforcement on building regulation contraventions	Maintain medium-term strategy
Foster, regulate, maintain, and promote a sustainable environment	Integrated Environmental Management	To conserve critical Biodiversity Areas 1 and 2 where mining activities are prohibited	Developmental Services	Enforce compliance on adopted Environmental Management Plan that will address and improve the state of the environment in the Mogalakwena municipal area	Enforce compliance on adopted Environmental Management Plan that will address and improve the state of the environment in the Mogalakwena municipal area	Review and align the EMP with National and Provincial Policies. Monitor and evaluate the Environmental Management Plan
Foster, regulate, maintain, and promote a sustainable environment	Integrated Environmental Management	To minimize impact of climate change on the environment and exercise control over air pollution as per the prescribed legislation	Developmental Services	Maintain good air quality within the boundaries of Mogalakwena e.g., PM10 and SO2 concentrations by developing AQMP	Enforce compliance on Air Quality Management Plan	Enforce compliance on Air Quality Management Plan
Foster, regulate, maintain, and promote a sustainable environment	Integrated Environmental Management	To develop strategies to respond to climate change adaptation	Developmental Services	Implement Climate change strategy	Prohibit activities that are causing Air Pollution e.g., Incineration	Comply with monitoring and Enforcement of Air Quality Regulations and Policies

TABLE 66: KPA 1 – SPATIAL RATIONALE						
Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
Foster, regulate, maintain, and promote a sustainable environment	Integrated Environmental Management	To continuously monitor compliance with prescribed environmental legislation	Developmental Services	Raise awareness of the climate change adaptation strategy e.g., water conservation and the use of solar power	Develop mechanisms to encourage the use of natural Gas, Recycling and Re-use	Enforce standards that restricts or reduce the pollutants

KPA 1 - Key projects:

PROJECT DESCRIPTIONS	OPERATIONAL FUNDING	CAPITAL FUNDING	GRANT FUNDING
1. Land Audit in all townships by a professional service provider (Vacant and Developed Municipal Sites), including serviced sites (Operational Budget).	R5 Million to be done in phases		
2. Going off-grid on all Municipal Buildings (solar Energy) (Capex).		√	√
3. Appointment of Professional Architecture for designs of all as Built Municipal Structures.	R6 Million		
4. Appointment of an independent professional service provider to assist with monitoring, prevention and demolition (illegal land use and buildings).	To be managed the same way as debt collection.		
5. Formalisation of villages located close to proclaimed townships and Mine relocated villages.			
6. Installation of services for CoGHSTA funded township establishment projects.			Distressed Mining Town Grant
7. Outsourcing of Museum. (Effective utilization / maintenance of Municipal halls)			
8. Maintenance of Municipal Buildings/Facilities (Operational Budget required).	2.5% of Operational Budget		
9. Appointment of professional surveyor for Identification of pegs	R2 Million		
10. Development of Air Quality Plan			Department of Forestry Fishery and Environment
11. Old age homes – viability of these based on tariffs			
12. Licensing to incorporate and facilitate registration of businesses licenses.			

TABLE 67: KPA 2 – BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
Improve efficiency of municipal infrastructure and provision of basic services	Bulk Water Supply	To supply reliable potable water to all villages by 2040	Technical Services	Implement and complete Functional Water Scheme (Phase 1) by March 2026 to affected villages with reticulated basic water as contained in the Water Master Plan	Complete the ORWRDP Phase 2A & 2B of the Mogalakwena Water Master Plan by September 2026. Implement Phases 3 - 4 of the Water Master Plan upon confirmation of the completion date of the ORWRDP Phase 2B Pipeline from Flag Boshielo Dam	Maintain implementation of the remaining Mogalakwena Water Master Plan until 2030 Water Source development and protection (River environmental engineering infrastructure project)
Improve efficiency of municipal infrastructure and provision of basic services	Water – Quality	To obtain 80% Blue Drop status by 2030	Technical Services	Provide resources to enable water care Technicians to be able to adhere to SANS 241 water quality requirements. Fill vacant Water care Technician positions with skilled and experienced personnel by 2024	Discontinue the blending of treated water with untreated ground water and provide basic required treatment to ground water resources contributing to the overall water supply to communities. Continuously treat and test water quality as per SANS 241 requirements	Continuously treat and test water quality as per SANS 241 requirements
Improve efficiency of municipal infrastructure and provision of basic services	Water – O&M	To increase lifespan of water infrastructure to 20 years by 2040	Technical Services	Procure working tools, material for repairs and routine in-house maintenance of water infrastructure. Refurbish and maintain existing water infrastructure system	Refurbish existing water infrastructure system	Maintain medium-term, short-term, and long-term strategy

TABLE 67: KPA 2 – BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
Improve efficiency of municipal infrastructure and provision of basic services	Water – O&M	To decrease water losses from 52% to 25% by 2030	Technical Services	Develop water conservation and demand management plan for the system in the municipality	Expedite the implementation of Phase 2 of the Mogalakwena Water Master Plan for provision of a formalised water supply system which can be easily monitored for maintenance purposes as well as to curb the water losses Implementation of Water Reduction Loss Plan	Maintain medium-term, short-term, and long-term strategy
Improve efficiency of municipal infrastructure and provision of basic services	Water – Reticulation	To implement the reticulation of the remaining Mogalakwena Water Master Plan to all villages by 2040	Technical Services	Compile technical reports for approval by DWS as well as registration of projects to secure funding from all avenues available to the municipality Community engagements	Maintain medium-term, short-term, and long-term strategy	Maintain medium-term, short-term, and long-term strategy
Improve efficiency of municipal infrastructure and provision of basic services	Water – Reticulation	To reticulate all Peri-Urban Areas by 2040	Technical Services	Finalise designs, secure funding and support the Planning and Developmental Services Department in the community engagement processes. Implement reticulation network with pre-paid metres for water	Install water and sewer reticulation systems with pre-paid water metres in all new extensions	Maintain medium-term strategy

TABLE 67: KPA 2 – BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT						
Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
				conservation & demand management and revenue enhancement purposes		
Improve efficiency of municipal infrastructure and provision of basic services	Sanitation - Quality	To obtain 95% Green Drop status compliance by 2030	Technical Services	Develop a maintenance plan for the WWTW infrastructure and provide working tools for maintenance of all WWTW yards. Procure component spares for storage at the Municipality. Develop an onsite workshop / electro-mech with basic tools and equipment at the Mokopane WWTW for in-house maintenance of pumps and other equipment. Revive the Onsite laboratory at Mokopane WWTW for use by water care technicians for operational monitoring purposes of the wastewater treatment process. Fill supervisory positions with skilled and experienced personnel. Continuously treat and test	Continuously treat and test effluent quality	Maintain medium-term strategy

TABLE 67: KPA 2 – BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT						
Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
				effluent quality		
Improve efficiency of municipal infrastructure and provision of basic services	Rural (Non-Water Borne) Sanitation	To provide additional 4000 VIP toilets by 2026	Technical Services	Implement the 3000 VIP Toilets	Secure funding for 1000 VIP, undertake procurement process, and implement projects Maintain mid-term strategy	Maintain short-term strategy
Improve efficiency of municipal infrastructure and provision of basic services	Rural (Non-Water Borne) Sanitation Maintenance	To prolong the lifespan of VIP toilets to more than 10 years	Technical Services	Conduct community awareness campaigns regarding the maintenance of VIP toilets	Procure equipment to assist communities with maintenance of VIP toilets. Maintain VIP toilets regularly to expand the lifespan	Maintain medium-term strategy
Improve efficiency of municipal infrastructure and provision of basic services	Sewer - O&M	To prolong the lifespan of Waste Water Treatment Plants by 2040	Technical Services	Refurbishment of Mokopane Waste Treatment works Capacitate Process Controllers and maintenance teams. Continuously refurbish the WWTW facilities. Maintain the infrastructure as per maintenance plan	Capacitate Process Controllers and maintenance teams. Maintain the infrastructure continuously as per maintenance plan.	Maintain medium-term strategy
Improve efficiency of municipal infrastructure and provision of basic services	Sewer - Treatment Facilities	To increase the Sewer Treatment capacity by additional 10 mega by 2040	Technical Services	Collaborate with the Ivanplats Mine Technical Team to monitor progress on the construction of the Masodi WWTW which is anticipated to be completed by 2023	Decommission the Sekgakgapeng and Masodi oxidation ponds	Expand sewer treatment capacity with additional 5 ML
Improve efficiency of municipal infrastructure	Roads and Storm Water	To maintain 1200km of roads through maintaining	Technical Services	Implementation of roads and stormwater master	Implementation of Roads and Stormwater Master	Review and implement the Roads and Stormwater master plan.

TABLE 67: KPA 2 – BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT						
Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
and provision of basic services		(blading, re-gravelling, and grading of roads) by 2026		plan with priority on implementation of stormwater control systems in communities. Restore activity in all satellites and provide a minimum standard of the required plant, equipment, fleet and human resources by unfreezing and filling of all vacant positions.	Plan recommendations and for maintenance of existing roads	
Improve efficiency of municipal infrastructure and provision of basic services	Roads and Storm Water	To reseal 30km of streets in Mokopane Town by 2026	Technical Services	Develop a roads and stormwater maintenance Plan and conduct routine maintenance of tarred roads.	Reseal streets of Mokopane Town	Reseal streets of Mokopane Town
Improve efficiency of municipal infrastructure and provision of basic services	Roads and Storm Water	To upgrade 15km of roads from gravel to surfaced roads by 2026	Technical Services	Registration, procurement, and implementation of projects of identified roads for upgrade	Upgrade gravel roads to paved roads	Upgrade gravel roads to paved roads
Improve efficiency of municipal infrastructure and provision of basic services	Project Management	To ensure all projects are completed within time, scope, and budget specifications	Technical Services	Capacitate the Project Management Unit	Introduce timeous registration of identified projects and compliance with the approved business plan	Introduce timeous registration of identified projects and compliance with the approved business plan
Improve efficiency of municipal infrastructure and provision of basic services	Project Management	To ensure all projects are completed within time, scope, and budget specifications	Technical Services	Introduce projects Performance Evaluation System for Service providers and PMU	Maintain short-term strategy	Maintain short-term strategy
Improve efficiency of municipal infrastructure and provision of basic	Electricity - Bulk	To upgrade existing electricity network to supply to consumers	Electrical Services	Develop Electricity Master plan (the master plan contains the status quo	Implement action plans indicated in the Electricity Master Plan.	Implement action plans indicated in Electricity Master Plan. Source funding to implement

TABLE 67: KPA 2 – BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
services				and required network upgrading as well as indication of timelines for upgrading) Apply for additional incomer feeder (Eskom)	Source funding to implement master plan. Upgrading of North and South Substation by 2026.	master plan. Development of solar farm infrastructure project through partnership with other stakeholders i.e., sector department and private sector.
Improve efficiency of municipal infrastructure and provision of basic services	Electricity - Loss Control	To decrease electricity loss to a minimum of 20% by 2026	Electrical Services	Installation of split meters Convert convectional meters to prepaid metering	Convert convectional meters to prepaid metering (Split meters)	Repair or replace faulty or tampered metres. Install SMART metering. Convert convectional metres to prepaid metering
Improve efficiency of municipal infrastructure and provision of basic services	Electricity - O&M	Preserve continuity of electricity supply to the consumers	Electrical Services	Refurbish 100 km of overhead networks per year (Rural substations – Bavian, Rooival, and Kliplaat and Belevue) Replacing of 5 km of underground MV cable networks per year. Change open overhead lines to aerial bundle conductors	Maintain short-term strategies	Maintain medium-term strategies
Improve efficiency of municipal infrastructure and provision of basic services	Electrification - Villages	To provide access to electricity to all formalised households in the municipal area by 2026	Electrical Services	Electrify 800 houses per year	Electrify 1500 houses per year	Electrify 1500 houses per year
Improve efficiency of municipal infrastructure and provision of basic	Energy efficiency	To decrease the carbon footprint by the replacement of globes, geysers and air-	Electrical Services	Replace light fittings and globes in municipal buildings and streetlights.	Introduce Solar System for all municipal buildings to reduce carbon foot print	Implement energy saving measures within the municipal buildings i.e. Solar System.

TABLE 67: KPA 2 – BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT						
Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
services		conditioners in municipal building and streetlights with environmentally friendly equipment by 2026		Create awareness campaigns amongst officials and consumers regarding energy efficiency	Replace light fittings and globes in municipal buildings and streetlights	Replace light fittings and globes in municipal buildings and streetlights
Improve efficiency of municipal infrastructure and provision of basic services	Public lighting	To provide public lighting resources to assist in reducing crime through the provision of public lighting by 2030	Electrical Services	Provide public lighting in 4 villages each year through Solar High Mast Lights	Provide public lighting in 4 villages each year through Solar High Mast Lights	Provide public lighting in 4 villages each year through Solar high mast lights
Improve the quality of lives through social development and the provision of effective community services	Library and Information Services	To provide ancillary educational support through the provision of library services to create a learning environment and culture for all sectors of the community	Community Services	Develop library website and social media platforms. Establish advocacy groups. Retrain staff on new innovations	Implement and market the library website and social media platforms. Activate the advocacy group and develop plans. Retrain staff on new innovations	Review the library website and social media platforms. Monitor and evaluate the advocacy group plan. Monitor and evaluate retraining of staff on new innovations
Improve the quality of lives through social development and the provision of effective community services	Library and Information Services	To decentralize Library and Information Service by 2025	Community Services	Develop the Integrated Library and Information Service Plan	Implement the Integrated Library and Information Service Plan	Monitor and Evaluate the Integrated Library and Information Service Plan
Improve the quality of lives through social development and the provision of effective community services	Library and Information Services	To increase equitable and sustainable service that will enhance the lives of communities by 2026	Community Services	Facilitate the establishment of libraries in nodal points. Develop a culture of learning through awareness programmes and partnerships.	Source funding for the building of new libraries through public private partnerships. Establish partnerships with schools and NGOs to enhance development	Expand library service provision through shared access holdings. Monitor and Evaluate partnerships with schools and NGOs to enhance development
Improve the quality of lives through social development and the	Sports, Arts and Culture	To facilitate and provide adequate sports and recreation facilities by 2026	Community Services	Build and maintain facilities. Improve operation and	Mobilise funding for coaching programmes	Facilitate the collaboration between the municipality and Sports federations

TABLE 67: KPA 2 – BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT						
Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
provision of effective community services				maintenance model of the swimming pool		
Foster, regulate, maintain, and promote a sustainable environment	Cemeteries	To identify and develop suitable land for cemeteries by 2026	Community Services	Create awareness on the prevailing legislation and policies on cemeteries	Implement cemetery by-laws within the entire municipal boundaries. Improve operation and maintenance of cemeteries	Conduct environmental impact study for all unregistered cemeteries by 2030
Foster, regulate, maintain, and promote a sustainable environment	Parks and Sidewalks	To establish and maintain parks and recreational facilities in accordance with applicable by-laws and legislation	Community Services	Develop maintenance plan for bush clearing and grass cutting within Mokopane communities	Source funding for tools required	Reduce opportunistic crimes occurring within Mokopane communities by clearing all overgrown vegetation
Foster, regulate, maintain, and promote a sustainable environment	Parks and Sidewalks	To establish recreational facilities for the communities of the municipality	Community Services	Identification of areas to be refurbished in the municipal swimming pool in Mokopane	Source Funding for refurbishing of the swimming pool	Enter into a PPP for management and maintenance of the facility
Foster, regulate, maintain, and promote a sustainable environment	Refuse removal and solid waste disposal	To comply with the NEMWA and increase waste collection in peri-urban and urban areas by 2026	Community Services	Undertake internal and external audit of landfill by 2024. Source funding for Landfill development studies and development of a new waste disposal cell. Build capacity of staff. Develop and implement education and awareness program. Implementation of No Permit No Entry into the municipal landfill	Monitor compliance to legislation. Revive waste separation programme. Continuously build Capacity of staff. Conduct education awareness programmes/campaigns. Implement alternative revenue streams for waste collection	Monitor compliance to legislation. Monitor and Evaluate waste separation at source. Monitor and evaluate educational awareness programmes. Implement alternative revenue streams for waste collection Implementation of waste exchange program through PPP Source funding for development of additional waste disposal cell
Foster, regulate, maintain,	Refuse removal	To extend waste collection	Community	Review operations and	Implement operations and	Expand the service to more areas.

TABLE 67: KPA 2 – BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT						
Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
and promote a sustainable environment	and solid waste disposal	and waste disposal systems that is environmentally compliant in rural areas by 2026	Services	maintenance plans. Identify land for transfer stations at nodal points. Pilot the project. Train identified stakeholders in terms of waste handling Adoption of IWMP by Council and approval of IWMP by MEC by 2025	maintenance plans. Source funding for transfer stations	Review Integrated Waste Management Plan. Establish transfer stations per nodal points Decentralization of garden drop off facilities and diverting of organic waste from the landfill for compost (PPP).
Foster, regulate, maintain, and promote a sustainable environment	Integrated Environmental Management	To conserve critical Biodiversity Areas 1 and 2 where mining activities are prohibited	Developmental Services	Enforce compliance on adopted Environmental Management Plan that will address and improve the state of the environment in the Mogalakwena municipal area	Enforce compliance on adopted Environmental Management Plan that will address and improve the state of the environment in the Mogalakwena municipal area	Review and align the EMP with National and Provincial Policies. Monitor and evaluate the Environmental Management Plan
Foster, regulate, maintain, and promote a sustainable environment	Integrated Environmental Management	To minimize impact of climate change on the environment and exercise control over air pollution as per the prescribed legislation	Developmental Services	Maintain good air quality within the boundaries of Mogalakwena e.g., PM10 and SO2 concentrations by developing AQMP	Enforce compliance on Air Quality Management Plan	Enforce compliance on Air Quality Management Plan
Foster, regulate, maintain, and promote a sustainable environment	Integrated Environmental Management	To develop strategies to respond to climate change adaptation	Developmental Services	Implement Climate change strategy	Prohibit activities that are causing Air Pollution e.g., Incineration	Comply with monitoring and Enforcement of Air Quality Regulations and Policies
Foster, regulate, maintain, and promote a sustainable environment	Integrated Environmental Management	To protect natural water resources, natural environment	Developmental Services	Employment of DFFE EPWP participants to clean rivers, to remove alien invasive plants, and clearing of illegal waste dumps and cleaning of	Employment of DFFE EPWP participants to clean rivers, to remove alien invasive plants, and clearing of illegal waste dumps and cleaning of	Employment of DFFE EPWP participants to clean rivers, to remove alien invasive plants, and clearing of illegal waste dumps and cleaning of open spaces

TABLE 67: KPA 2 – BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT						
Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
				open spaces	open spaces	
Foster, regulate, maintain, and promote a sustainable environment	Integrated Environmental Management	To continuously monitor compliance with prescribed environmental legislation	Developmental Services	Raise awareness of the climate change adaptation strategy e.g., water conservation and the use of solar power	Develop mechanisms to encourage the use of natural Gas, Recycling and Re-use	Enforce standards that restricts or reduce the pollutants
Improve the quality of lives through social development and the provision of effective community services	Disaster Management	To prevent and/or mitigate the risks and/or consequences of disasters by 2030 To maximise preparedness for potential emergencies and disasters, thus optimising the safeguarding of life and property by 2030	Traffic and Emergency Services	Establish a Disaster Management Unit. Develop Disaster Management Plan. Establish disaster management advisory forum. Conduct disaster management awareness campaigns to communities	Implement Disaster Management Plan	Maintain medium-term strategies
Improve the quality of lives through social development and the provision of effective community services	Informal Traders	To maintain zero tolerance to contravention of street trading by-laws by 2023/24	Traffic and Emergency Services	Relocate the street trading function to PDS. Monitor compliance and conduct regular law enforcement	Monitor compliance and conduct regular law enforcement	Maintain medium-term strategies
Improve the quality of lives through social development and the provision of effective community services	Licensing	To continuously ensure licensing applications are processed timeously as per standard operating procedures and increase access to licensing services in all SDAs by 2030	Traffic and Emergency Services	Conduct internal audits to determine compliance. Upgrade Testing Centre	Centralize Licensing function at the Upgraded Testing Centre.	Maintain medium-term strategies
Improve the quality of lives through social development and the	Road safety and traffic control	To reduce fatalities due to road crashes and provide safe road traffic environment	Traffic and Emergency Services	Develop Traffic Management System Provide interim road traffic	Introduce corrective measures to ensure efficiency while elevating	Elevate the strategy to the long-term phase where road traffic management is based on proactive

TABLE 67: KPA 2 – BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
provision of effective community services		by 2030		management functions that seeks to regulate road traffic environment, while developing required skills	the strategy to the medium-term phase to deal with root causes of challenges in the road traffic environment. Ensure improvement on required resources, funding, implementation, and monitoring. Encourage public voluntary compliance with road traffic legislation through road safety education, with law enforcement as punitive measure to discourage non-compliance with legislation	approach where the strategy is supplemented by specialist units to deal with various characteristics of road traffic environment. Encourage and support ownership of road safety by the road user through education, public engagement, and compliance with relevant legislation. Continue with monitoring of the strategy, identify challenges, and implement corrective measures
Improve the quality of lives through social development and the provision of effective community services	Municipal Safety and Security	Continuously ensure safety and security of municipal staff and assets	Traffic and Emergency Services	Commission CCTV (video surveillance system) at municipal facilities Reduce the provision of private security services	Reduce the provision of private security services	Monitor and evaluate CCTV (video surveillance system) at civic centre and ensure that guards are always placed

KPA 2 - Key projects:

- Development of the Disaster Management Plan in line with District Disaster Management Framework.
- Development of non-motorised plan.
- Digitalisation of libraries.
- Develop Integrated Library and Information Service Plan.
- Establish libraries at nodal points.
- Develop Environmental Management Plan.
- Develop Street Trading Management Strategy.
- Construction of sidewalks.
- Develop maintenance plan for cleaning and maintenance of sidewalks.
- Recycling projects (separation).
- Awareness campaigns on waste management.
- Review operators and maintenance plans for refuse removal.
- Implement transfer stations at nodal points.
- Olifantsrivier Water Resource Development Plan - (R-BIG) bulk water provision.
 - Bulk steel pipeline system (Various sizes)
 - Command reservoirs with water treatment plants and secondary bulk pipelines
 - 200 storage tanks at villages
 - uPvc Pipe system
 - Steel storage Tanks (Various sizes)
 - Underground water Exploration
 - Water Treatment Plants (15MI x2)
 - Concrete Reservoirs as Command Storage
- Waste Water Master Plan.
 - 10MI Waste Water Treatment Plant @ Masodi
 - Refurbishment of an existing 9,4MI waste treatment works
 - De-commissioning of Sekgakgapeng and Masodi Oxidation Plants
 - Reconfiguration of the existing pipe system

- Reticulation of Per Urban Areas
- MIG Projects:
 - Upgrading of gravel roads to tarred road (Taxi routes)
 - Development of mini water schemes in various SDA's
 - Installation of pre-paid water meters (Water conservation and management)
 - 5 Water Infrastructure development Projects Funded Through DoRA Grant
 - 15km Tarred Road and Storm water infrastructure Development projects
 - 4000 VIP Sanitation projects
- Operation and Maintenance:
 - Re-graveling of roads in various villages
 - Blading of roads and streets in various villages
 - Patching of potholes, repairs of kerbs and side walks
 - Repair of pumps water systems
 - Water carting to various villages where water system is functional
 - Resealing of roads and streets
- Approval of technical reports and registration of projects with CoGHSTA.
- Review Sewer Maintenance Plan to include non-water borne systems.
- Procurement of equipment.
- Develop Roads Master Plan.
- Change all metres to smart metering.
- Mokopane Regional cemetery.
- Upgrade of Ext 17, Mokopane town and Rebone cemeteries.
- Upgrading of Mokopane Landfill site.
- Renovation of the swimming pool.
- Introduce the communal waste collection method at Phola Park, as a benchmarking project.
- The division will develop the project plan, identify the relevant stakeholders, and outlines the respective roles.
- Public Participation will be conducted for awareness and buy-in of the community.
- Enabling conditions: Funding of the equipment's will be done through PPP, grant funding from Environmental Affairs.

- Enforcement System (i.e., the fixed and mobile digital/radar camera systems at four entrances of the Town – South/North Thabo Mbeki Street (R101); Zebediela Road and N11 entrance).
- Establishment of a Traffic & License Service Centre.
- Information Technology & Computers
- Establishment of an Operation Centre.
- Section 54 Summons Serving.
- Offender Tracing and Call Centre.
- Implementation of Offender flagging on the eNatis.
- Intensifying law enforcement programs.
- Augmenting Revenue Collection.

TABLE 68: KPA 3 - LOCAL ECONOMIC DEVELOPMENT						
Strategic Goal	Programme	Programme Objective	Department	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
Create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development	Developmental Services	Finalise LED strategy and develop implementation plan	Implement and monitor the LED strategy. Conduct feasibility study for establishment of Maula processing plant. Conduct feasibility study for providing infrastructure support at Motse pebbles mine	Implement and monitor the LED strategy
Create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development	Developmental Services	Support SMMEs through capacitating SMMEs on how to access funding, business plan development	Support SMMEs through capacitating SMMEs on how to access funding, business plan development	Support SMMEs through capacitating SMMEs on how to access funding, business plan development
Create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development	Developmental Services	Source funds for the Review of the tourism strategy	Review of the Local tourism strategy	Implementation of the Local tourism strategy
Create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development by 2026	Developmental Services	Coordinate and support the establishment of a local marula processing plant	Coordinate and support the local marula processing plant	Coordinate and support the local marula processing plant

TABLE 68: KPA 3 - LOCAL ECONOMIC DEVELOPMENT						
Strategic Goal	Programme	Programme Objective	Department	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
Create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development	Developmental Services	Promote Mogalakwena as a preferred tourism destination. Tourism destination packages nationally and internationally	Promote Mogalakwena as a preferred tourism destination. Tourism destination packages nationally and internationally	Promote Mogalakwena as a preferred tourism destination. Tourism destination packages nationally and internationally
Create inclusive and well-coordinated investment opportunities for the growth of the economy	Local economic development	To forge partnerships with Private Sector that will create conducive environment for sustainable local economic development	Developmental Services	Disposal of strategic land for business development and implementation of proposed development	Monitor implementation of approved developments	Monitor implementation of proposed developments
Create inclusive and well-coordinated investment opportunities for the growth of the economy	Informal Traders	To maintain zero tolerance to contravention of street trading by-laws by 2023/24	Planning and Development	Relocate the street trading function to PDS. Monitor compliance and conduct regular law enforcement	Monitor compliance and conduct regular law enforcement	Maintain medium-term strategies

KPA 3 - Key projects:

- Develop Mining Strategy
- Infrastructure development for Motse Peebles: Distribution centre x 2 and satellite offices x 2, with offices, septic tank, boundary wall, fencing and borehole drilling. Market study.
- Review LED Strategy
- Design and Construction of hawker's stalls at the bus rank in town
- Feasibility study for Marula Processing Plant

TABLE 69: KPA 4 - FINANCIAL VIABILITY AND MUNICIPAL MANAGEMENT

Strategic Goal	Programme	Programme Objective	Department	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
Sound and efficient financial management	Budget & Reporting	To maintain credible and funded MTREF Budget & timeous submission of legislative reporting requirements	Finance	Proper splitting of functions (Operations) between Budget and Financial Reporting Divisions. Conduct continuous training for officials responsible for compliance matters (mSCOA training). Improved collection rate through implementation of credit controls. Budget a minimum of 10% of operational budget on repairs and maintenance.	Comply with all applicable legislation and policies. Retain the VAT portion claimed on conditional grants to fund reserves (to improve funding status). Manage Cash Flow to build cash reserves.	Sound and efficient financial management
Sound and efficient financial management	Financial Reporting	To ensure the timeous submission of credible Annual Financial Statements (AFS) in each financial year as per legislation	Finance	Prepare GRAP compliant quarterly Interim Financial statements. (In house) Submission of Interim AFS to Internal audit (AI) and Audit committee (AC). Continue with GRAP training. Preparation of final credible Annual Financial Statements (AFS) to AG. (In house). Continue with monthly streeting committee meetings to address AG findings.	Prepare of GRAP compliant monthly financial statements (in-house) Continuing with GRAP training. Obtain an improved Audit opinion from the office of the AG	Sound and efficient financial management
Sound and efficient financial management	Revenue Management	To enhance revenue collection from 80% to	Finance	Develop Revenue Enhancement Strategy.	Maintain and review Revenue Enhancement	Sound and efficient financial management

TABLE 69: KPA 4 - FINANCIAL VIABILITY AND MUNICIPAL MANAGEMENT

Strategic Goal	Programme	Programme Objective	Department	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
		95% by 2026		Replacement of conventional meters with smart prepaid meters. Hand over long outstanding (90 days and more) debtors to debt collectors. Ensure disconnections are executed according to the credit control policy. Improve stakeholder relationship management. Enforce collection from Government Sector through participation in IGR Forums. Produce supplementary valuations; refer MFMA Circular 89 in terms of reconciliation processes and optimizing revenue from property rates. Develop and enforce by-laws through assigning law enforcement municipal team. Develop cost of supply study.	strategy. Maintain 95% Revenue collection. Investigate and re-zone contentious properties and apply cost reflective tariffs. Investigate legality of identified suspect lease agreements with landowners. Integrate the GIS with the Financial system.	
Sound and efficient financial management	Expenditure Management	To maintain compliance with section 65 of the MFMA (Expenditure Management)	Finance	Improve revenue collection rate. Enforcement of procurement plan and budget monitoring. Centralize payments capturing through supply chain management section. Prepare monthly creditors	Comply with Section 65 of the MFMA	Sound and efficient financial management

TABLE 69: KPA 4 - FINANCIAL VIABILITY AND MUNICIPAL MANAGEMENT

Strategic Goal	Programme	Programme Objective	Department	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
				reconciliations. Review the system of expenditure control, including procedures of approvals and authorizations.		
Sound and efficient financial management	Supply Chain Management	To effectively procure goods and services for the municipality in a timely and cost-effective manner in full compliance to legislative requirements	Finance	Prepare monthly quotation and tender register. Review of all tender files by Internal Audit. Build capacity of SCM staff and those who participate in the SCM processes. Develop and enforce adherence to procurement plan. Introduce the Demand Management Plan. Develop SCM Standard Operating Procedure manual. Conduct workshops with SMME's on SCM regulations. Enforce SCM Policy	Maintain short-term strategies	Sound and efficient financial management
Sound and efficient financial management	Asset Management	To manage, maintain and safeguard the municipal asset register as per legislative requirements	Finance	Review and streamline Asset Management organogram to two divisions (Asset Management and Fleet Management). Capacitate existing staff. Procure Asset Management System.	Maintain accurate GRAP Compliant Asset register	Sound and efficient financial management

TABLE 69: KPA 4 - FINANCIAL VIABILITY AND MUNICIPAL MANAGEMENT

Strategic Goal	Programme	Programme Objective	Department	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
				Perform Quarterly Physical Asset verification		
Sound and efficient financial management	Fleet Management	To ensure optimum availability of municipal vehicles in a cost-effective manner	Finance	Determine departmental responsibility for this function. Develop Fleet Management/ Maintenance Plan. Reduce the turnaround time for repairs to one week. Ensure vehicle service cycles are adhered to. Install Fleet tracking monitoring system per vehicle. Review fleet management policy and establish standard operating procedure.	Maintain short-term strategies	Sound and efficient financial management

KPA 4 - Key projects:

- Installation of pre-paid meters – to assist with revenue collection.
- GRAP and mSCOA compliant Asset Management System (With seamless integration to the core system).
- Source of funding – The municipality to apply for grant funding (Municipal Systems Improvement Grant).

TABLE 70: KPA 5 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic Goal	Programme	Programme Objective	Department	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
Ensure all stakeholders within the institution are adequately capacitated and retained	Human Resources	To ensure a fully functional HR Unit by June 2025	Corporate Services	Develop HR Strategy, Review policies and procedures in line with new staff regulations. Resuscitate HR committees. Conduct awareness on all employees on HR policies and procedures	Implement HR Strategy, policies and procedures in line with new staff regulations. Conduct awareness on all employees on HR policies and procedures	Maintain medium-term strategies
Ensure all stakeholders within the institution are adequately capacitated and retained	Organisational Development	To develop and implement organizational structure that is aligned with the IDP and budget	Corporate Services	Review and implement organisational structure in line with the new staff regulations by 30 June 2025	Review and implement organizational structure in line with the new staff regulations by 30 June 2026	Review and implement organizational structure in line with the new staff regulations by 30 June 2027
Ensure all stakeholders within the institution are adequately capacitated and retained	Organisational Development	To implement culture change and coaching programme by 2025	Corporate Services	Define required / desired culture Develop & implement change management plan phase 1 & 2		
Ensure all stakeholders within the institution are adequately capacitated and retained	Recruitment and Selection	To ensure that all budgeted critical positions are filled.	Corporate Services	Recruit adequately skilled & competent personnel by 30 June 2025	Recruit adequately skilled & competent personnel by 30 June 2026	Recruit adequately skilled & competent personnel by 30 June 2027

Ensure all stakeholders within the institution are adequately capacitated and retained	Training and Development	To continuously ensure that staff and councillors are trained and capacitated to fulfil their job responsibilities	Corporate Services	Conduct Skills Audit and conduct placement of employees. Develop, submit (30 April), & Implement Workplace Skills Plan. Submit training reports to LGSETA Budget 1% of personnel budget for training & development Apply for discretionary grant from LGSETA	Develop, submit (30 April), & Implement Workplace Skills Plan. Submit training reports to LGSETA	Develop, submit (30 April), & Implement Workplace Skills Plan. Submit training reports to LGSETA
Ensure all stakeholders within the institution are adequately capacitated and retained	Employment Equity	To ensure continuous compliance with Employment Equity Act	Corporate Services	Review Employment Equity Plan. Implement Employment Equity during recruitment Process. Comply with EE targets with regards to reporting	Implement Employment Equity Plan	Implement Employment Equity Plan
Ensure all stakeholders within the institution are adequately capacitated and retained	Occupational Health and Safety	To mainstream OHS in the workplace	Corporate Services	Establish and implement the OHS Management System. Review & Implementation of OHS policies & plans. Ensure that OHS reports form part of standing items in Executive Management Meeting.	Implementation of OHS policy & plans	Implementation of OHS policy & plans

Ensure all stakeholders within the institution are adequately capacitated and retained	Labour Relations	To ensure fair and equitable labour practices are implemented and compliant with the applicable Labour legislations to improve employer and employee relations	Corporate Services	Conduct quarterly LLF meetings. Conduct refresher workshop training to LLF on the organisational right agreements & Enforce Code of Conduct to all employees. Fast tracking of disciplinary processes	Maintain sound and effective labour practices	Maintain medium-term strategies
To ensure that all stakeholders within the institution are adequately capacitated and retained	PMS	To ensure efficient & productive workforce		Appointment of PMS Development & implementation PMS policy Development of performance agreements & plans Provision of Budget for incentives. Awareness on PMS policy Cascading to lower level 1 st year until level 3 Automation of PMS	Cascading to lower level 2 nd year until level 8	All levels
Develop and implement efficient management and governance systems	Property	To ensure revenue enhancement		Leasing of municipal properties at market related value.	Leasing of municipal properties at market related value.	Leasing of municipal properties at market related value.

Develop and implement efficient management and governance systems	Council secretariat	Provide support to council & its committees		Ensure that Portfolio committees sits monthly. Ensure that EXCO sits monthly. Ensure that Council sits quarterly. Tracking and monitoring of implementation of council resolutions	Ensure that Portfolio committees sits monthly. Ensure that EXCO sits monthly. Ensure that Council sits quarterly. Tracking and monitoring of implementation of council resolutions	Ensure that Portfolio committees sits monthly. Ensure that EXCO sits monthly. Ensure that Council sits quarterly. Tracking and monitoring of implementation of council resolutions
Develop and implement efficient management and governance systems	Information Technology	Provide IT support.		implementation of IT strategy. implementation of IT Continuity plan & Disaster recovery plan	implementation of IT strategy. implementation of IT Continuity plan & Disaster recovery plan	implementation of IT strategy. implementation of IT Continuity plan & Disaster recovery plan
Develop and implement efficient management and governance systems	Legal	Provide legal support Services		Develop litigation reduction strategy	Implementation of litigation reduction strategy	Implementation of litigation reduction strategy
Develop and implement efficient management and governance systems	Legal	Provide legal support Services		Submission of litigation register quarterly	Submission of litigation register	Submission of litigation register

KPA 5 - Key projects:

- Conduct Skills Audit
- Conduct On Job surveys
- Implement Culture Change and Coaching Programme

- Implement Placement policy

TABLE 71: KPA 6 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
Develop and implement efficient management and governance systems	Integrated Planning	Development Planning	To develop a credible IDP for the municipality annually	Comply with the process plan timeframes/ deadlines	Comply with the process plan timeframes/ deadlines. Capacitate all relevant stakeholders in IDP development processes	Comply with the process plan timeframes/ deadlines. Reduce non-adherence to process plan timeframes. Capacitate the personnel and councillors in the IDP process.
Develop and implement efficient management and governance systems	Integrated Planning	Development Planning	To ensure effective cooperation and coordination of role players for the smooth implementation of IDP projects	Facilitate community awareness and establishment of Project Steering Committees. Appoint Community Liaison Officer. Conduct induction of the PSC and CLOs	Facilitate community awareness and establishment of Project Steering Committees. Appoint Community Liaison Officer. Conduct induction of the PSC and CLOs	Facilitate community awareness and establishment of Project Steering Committees. Appoint Community Liaison Officer. Conduct induction of the PSC and CLOs
Develop and implement efficient management and governance systems	Institutional Performance Management	Office of the Municipal Manager	To continuously plan, monitor, report and evaluate the performance of the organization and employees to ensure a productive and accountable organization	Develop a credible, implementable and MSCOA compliant SDBIP. Continuous monitoring of performance information and reports. Conduct performance evaluations/assessments.	Sustain a credible and MSCOA compliant SDBIP. Continuous monitoring of performance information and reports. Conduct performance evaluations/assessment.	Sustain a credible and MSCOA compliant SDBIP. Continuous monitoring of performance reports. Conduct performance evaluations/assessment.
Develop and implement efficient management and governance systems	MPAC Support	Office of the Municipal Manager	To create the culture of accountability and transparency for the benefit of all stakeholders.	Capacitate MPAC Support unit. Conduct oversight on the draft annual report. Investigate the UIFWs.	Conduct oversight on the draft annual report and other reports referred by council. Investigate the UIFWs. Capacitate MPAC members.	Conduct oversight on the draft annual report and other reports referred by council. Investigate the UIFWs. Capacitate MPAC members.

TABLE 71: KPA 6 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
				Capacitate MPAC members. Review the MPAC terms of reference		
Develop and implement efficient management and governance systems	Ward Committees Management	Office of the Municipal Manager	To implement responsive and accountable processes with the community through ward committees.	Capacitate Ward Committee Unit. Review and implement Ward Committee Management Policy. Capacitate ward committee members.	Implement Ward Committee Management Policy. Capacitate ward committee members.	Implement Ward Committee Management Policy. Capacitate ward committee members.
Develop and implement efficient management and governance systems	Public Participation	Office of the Municipal Manager	To implement responsive and accountable processes with the community.	Establish Public Participation Unit Appointment of Public Participation Officer position. Develop and implement a comprehensive public participation policy, plan and strategy. Conduct awareness on use of scarce resources in public participation plan. Re-capacitate ward committee members	Implement public participation policy, plan and strategy. Continuous awareness on the use of scarce resources in public participation plan.	Implement public participation policy, plan and strategy. Continuous awareness on the use of scarce resources in public participation plan.
Develop and implement efficient	Customer/Stakeholder Relationship	Office of the Municipal	To create positive relationships with all	Improve channels of communication internally	Maintain short- term Strategies	Maintain short- term strategies

TABLE 71: KPA 6 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
management and governance systems	Management	Manager	relevant stakeholders through the appropriate management of their expectations and agreed objectives to strengthen participatory governance within the community.	and with the public using all available mediums, alternate media, newspapers etc., Train all employees in the principles of Batho Pele. Establish a Customer Relations Section and Care Desk Facility. Conduct community satisfaction surveys at least every year. Re-evaluate IGR and District Forum functionality. Align municipal Calendar of Events with Provincial Corporate Diary.		
Develop and implement efficient management and governance systems	Municipal Communication	Office of the Municipal Manager	To ensure clear and effective communications both internally and externally.	Capacitate communication unit. Review and implement Communication Strategy, Policy and Plan.	Review and implement Communication Strategy, Policy and Plan. Continuous professional development.	Review and implement Communication Strategy, Policy and Plan.
Develop and implement efficient management and governance	Council Secretariat	Corporate Services	To provide effective and efficient support to Council & its Committees	Implement standing rules and orders with regards to agendas and minutes. Track and monitor the	Implement standing rules and orders with regards to agendas and minutes. Track and monitor the	Implement standing rules and orders with regards to agendas and minutes. Track and monitor the

TABLE 71: KPA 6 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
systems				implementation of council resolutions	implementation of council resolutions	implementation of council resolutions
Develop and implement efficient management and governance systems	Legal	Corporate Services	To provide legal support to all departments and mitigation of legal risks	Develop litigation reduction strategy.	Implementation of Litigation reduction strategy	Implementation of Litigation reduction strategy
Develop and implement efficient management and governance systems	Information Technology	Corporate Services	To integrate computer and network hardware, software which enable users to access, store, transmit, manipulate information	Develop & implement IT strategy. Develop & implement IT Continuity plan & Disaster recovery plan	Implementation of IT Strategy Implement IT continuity plan & DR recovery plan	Maintain short- term strategies
Develop and implement efficient management and governance systems	Records Management	Corporate Services	To maintain and protect the memory/decisions of the municipality in terms of National Archives and Records Services Act and related legislations	Review record management policy. Develop procedure manual	Implementation of records management policy	Implementation of records management policy
Develop and implement efficient management and governance systems	Council Secretariat	Corporate Services	To provide effective and efficient support to Council & its Committees	Implement standing rules and orders with regards to agendas and minutes. Track and monitor the implementation of council resolutions	Implement standing rules and orders with regards to agendas and minutes. Track and monitor the implementation of council resolutions	Implement standing rules and orders with regards to agendas and minutes. Track and monitor the implementation of council resolutions

TABLE 71: KPA 6 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
Develop and implement efficient management and governance systems	Indigent	Office of the Municipal Manager	To ensure that all qualifying indigent beneficiaries are registered to obtain free basic services	Conduct survey and re-validate the indigent register annually. Conduct awareness campaign with respect to indigent benefits	Review and update Indigent register. Implement a rehabilitation programme to assist current indigents to exit and become financially self-sustainable	Maintain medium-term Strategies
Develop and implement efficient management and governance systems	Special Projects	Office of the Municipal Manager	To ensure the continuous smooth running of all council programmes	Implement special programmes/projects. Capacitate the unit	Implement special programmes/projects. Capacitate the unit	Implement special programmes/projects. Capacitate the unit
Develop and implement efficient management and governance systems	Anti-Corruption and Fraud Prevention	Office of the Municipal Manager	To uphold zero tolerant to fraud and corruption.	Review and implement Anti-Fraud and Corruption policies (Plan, strategy). Capacitate Anti-Fraud and Corruption unit. Intensify anti-fraud and corruption campaign. Establish Municipal Anti-fraud and corruption hotline.	Review and implement Anti-Fraud and Corruption policies (Plan, strategy). Capacitate Anti-Fraud and Corruption unit. Monitor Anti-fraud and corruption hotline	Review and implement Anti-Fraud and Corruption policies (Plan, strategy). Capacitate Anti-Fraud and Corruption unit. Continuous monitoring of Anti-fraud and corruption hotline
Develop and implement efficient management and governance systems	Internal Audit	Office of the Municipal Manager	To provide municipality with value adding internal audit assurance and sound oversight function over	Review Internal Audit Manual and Strategy to be in line with Global Internal Audit Standards. Capacitate internal audit	Compliance with Global Internal Audit Standard. Full implementation of the Internal Audit Strategy and Plan.	Compliance with Global Internal Audit Standard. Full implementation of the Internal Audit Strategy and Plan.

TABLE 71: KPA 6 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs)	Medium term strategies (3-4 yrs)	Long term strategies (5 yrs+)
			the governance and financial processes	unit. Implementation of the Internal Audit Plan.		
Develop and implement efficient management and governance systems	Risk Management	Office of the Municipal Manager	To have an ethical and accountable risk-free control environment.	Capacitate Risk Management unit. Conduct awareness campaigns on risk management. Review and implement Risk Management Policies. To improve risk management maturity level.	Capacitate Risk Management unit. Conduct awareness campaigns on risk management. Review and implement Risk Management Policies. To improve risk management maturity level.	Capacitate Risk Management unit. Conduct awareness campaigns on risk management. Review and implement Risk Management Policies. To improve risk management maturity level.

KPA 6 - Key projects:

- Automated Performance Management System.
- Develop ICT Strategy
- Develop Public Participation Strategy.
- Develop Customer Care Policy.
- Develop Service Standard.
- Mapping and alignment of Institutional Processes
- Conducting impact assessments

13. CHAPTER THIRTEEN – REVIEW OF PROJECTS

13.1 Project review

The municipality has 17 projects under the MIG, 11 projects under the WSIG, six projects under RBIG, and one project under INEP.

Progress on the projects is as follows, as of May 2024.

TABLE 72: PROGRESS ON PROJECTS: PRIORITY 1: WATER AND SANITATION (SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG))									
No.	Project Description	MIG Registered Value	Project Value as in 2023/24 IDP	Revised Project Value in 2023/24	Project Status	Expenditure	% of Expenditure	Overall Project Expenditure	% Progress
PRIORITY 1: WATER AND SANITATION									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
MLW S-1	Mogalakwena Household Sanitation – Tenerife, Makekeng, and Ga-Chokoe, Hans, Parkmore, Matjitieng, Lekhureng	R60 968 947.19	R 18 000 000.00	R12 742 716.61	Construction	R 9 991 383.66	91.6%	R 9 991 383.66	84%
MLW S-2	Sefakaola Cluster (Sekgagapeng, Mitchell, Moshate, Maroteng, Masehlaneng, Phola Park, Mountain View, Mohlabaaneng 1 & 2)	R 0.00	R 28 000 000.00	R0.00	Technical report approved by DWS. Fund application for MIG submitted.	R0.00	0%	R0.00	0%
MLW S-3	Piet Se Kop Cluster Reticulation (Morula View, Masodi, Madiba, Mzombane)	R 0.00	R		Technical report submitted to DWS	R0.00	0%	R0.00	0%
MLW S-4	Municipal Buildings Alternative Water Supply	R 0.00	R 12 138 618.00		Revision for Technical report for submission to DWS prior to	R0.00	0%	R0.00	0%

TABLE 72: PROGRESS ON PROJECTS: PRIORITY 1: WATER AND SANITATION (SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG))									
No.	Project Description	MIG Registered Value	Project Value as in 2023/24 IDP	Revised Project Value in 2023/24	Project Status	Expenditure	% of Expenditure	Overall Project Expenditure	% Progress
PRIORITY 1: WATER AND SANITATION									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
					MIG funding application.				
MLW S-5	Pruizen Farm Groundwater	R 16 000 000.00	R 200 000.00	R	Design and permit application	R0.00	0%	R 920 783.91	0%
	Mini Water Scheme 23: Fothane/Mamala/ Parakisi	R 26 573 076.95	R 0.00	R 5 528 429.31	Complete	R 5 000 000.00	88%	R 25 534 596.10	100%
	Moordekoppie Phase 3	R 129 767 077.29	R 0.00	R 2 000 000.00	Site handed over	R 532 711.08	26.6%	R 115 871 107.00	0%
	Jakkalskuil Cluster	R 107 681 871.58	R 0.00	R 1 104 838.00	Complete	R 0.00	96.98%	R 104 427 033.85	100%
	Sekgagapeng/Khala Groundwater	R 5 000 000.00	R 0.00	R 1 071 894.10	Complete	R 950 570.80	100%	R 5 000 000.00	100%
	Mini Water Scheme 13: Diphichi Cluster A	R 77 757 621.99	R 0.00	R 48 509 217.49	Construction	R 48 509 217.49	100%	R 48 509 217.49	47%
	Mini Water Scheme 13: Diphichi Cluster B	R 64 312 311.96	R 0.00	R 31 914 617.90	Construction	R 31 914 617.90	40.25%	R 31 914 617.90	50.3%

TABLE 73: PROGRESS ON PROJECTS: PRIORITY 2: ROADS & STORMWATER (SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG))									
No.	Project Description	MIG Registered Value	Project Value as in 2023/24 IDP	Revised Project Value in 2023/24	Project Status	Expenditure	% of Expenditure	Overall Project Expenditure	% Progress
PRIORITY 2: ROADS & STORMWATER									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
MLR S-1	Mahwelereng Roads & Stormwater Phase 2A	R 48 364 718.16	R 20 196 550.00	R 20 000 000.00	Construction	R 18 840 000.00	94.2%	R 32 383 122.50	70%
MLR S-2	Mahwelereng Roads & Stormwater Phase 2B	R 28 367 632.68	R 17 000 000.00	R 15 000 000.00	Construction	R 11 820 000.00	78.8%	R 15 000 000.00	59%
MLR S-3	Completion of Gyser street (1000 metres) and stormwater channel and two low level bridges from Akasia to Mogalakwena river (2500 metres)				Project renamed and split into 3 for implementation in the 2024/25 FY	R0.00	0%	R0.00	0%
MLR S-4	Completion of Marulaneng roads & stormwater	R 28 700 000.00	R 28 700 000.00	R 15 000 000.00	Construction	R 13 403 363.03	100%	R 13 403 363.03	50.3%
MLR S-5	Completion of Mabusela - Mosoge Roads and Stormwater Reprioritized 2023/24 (Roll Over)	R 20 940 000.00	R 7 120 139.00	R 200 000.00	Procurement and tender	R0.00	7.83%	R 1 640 479.37	0%
	Completion of Molekane Roads and Stormwater	R 28 633 427.11	R 0.00	R 4 806 964.16	Complete	R 3 301 237.58	94.74%	R 27 127 700.50	100%

TABLE 74: PROGRESS ON PROJECTS: PRIORITY 5: INSTITUTIONAL ARRANGEMENTS SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)

No.	Project Description	MIG Registered Value	Project Value as in 2023/24 IDP	Revised Project Value in 2023/24	Project Status	Expenditure	% of Expenditure	Overall Project Expenditure	% Progress
PRIORITY 5: INSTITUTIONAL ARRANGEMENTS									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
MLIA-1	Upgrading of Swimming Pools (Mokopane Town)	R 0.00	R 8 000 000.00	R 0.00	Funding approved for implementation in the 24/25 FY	R0.00	0%	R0.00	0%

TABLE 75: PROGRESS ON PROJECTS: PRIORITY 6: WASTE MANAGEMENT SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)

No.	Project Description	MIG Registered Value	Project Value as in 2023/24 IDP	Revised Project Value in 2023/24	Project Status	Expenditure	% of Expenditure	Overall Project Expenditure	% Progress
PRIORITY 6: WASTE MANAGEMENT									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
MLS W-1	Upgrading & Extension of Mokopane Landfill	R 0.00	R 13 000 000.00	R 0.00	Fund application	R0.00	0%	R0.00	0%
	Transversal Purchase of Waste Special Vehicles	R 31 811 023.61	R 0.00	R 1 602 575.19	Manufacturing of bin lifters	R 0.00	94.96%	R 30 208 448.42	90.00%

TABLE 76: PROGRESS ON PROJECTS: PRIORITY 7: LAND & CEMETERIES : SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)

No.	Project Description	MIG Registered Value	Project Value as in 2023/24 IDP	Revised Project Value in 2023/24	Project Status	Expenditure	% of Expenditure	Overall Project Expenditure	% Progress
PRIORITY 7: LAND & CEMETERIES									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
MLL C-1	Mokopane Regional Cemetery	R 0.00	R 10 000 000.00	R 0.00	Land identification in progress	R0.00	0%	R0.00	0%
MLL C-2	Upgrading of Ext 17, Mokopane, and Rebone Cemeteries	R 0.00	R 6 500 000.00	R 0.00	Land identification progress	R0.00	0%	R0.00	0%

TABLE 77: PROGRESS ON PROJECTS: PRIORITY 9: CRIME PREVENTION, SAFETY & SECURITY SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
No.	Project Description	MIG Registered Value	Project Value as in 2023/24 IDP	Revised Project Value in 2023/24	Project Status	Expenditure	% of Expenditure	Overall Project Expenditure	% Progress
PRIORITY 9: CRIME PREVENTION, SAFETY & SECURITY									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
MLC PS-1	Malepetleke High Mast	R 4 979 141.46	R 3 950 000.00	R 4 979 141.46	Construction	R 2 728 569.52	54.8%	R 2 983 197.64	59.00%
MLC PS-2	Mesopotamia High Mast Lights	R 3 187 568.60	R 1 800 000.00	R 3 187 568.60	Construction	R 1 858 352.49	58.13%	R 1 852 929.34	59.00%

TABLE 78: PROGRESS ON PROJECTS: PRIORITY 1: WATER & SANITATION SOURCE OF FUNDING: REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)					
Project Description	Project Value as in 2023/24 IDP	Project Status/Progress	% Physical Progress	Expenditure to Date	% Expenditure
PRIORITY 1: WATER & SANITATION					
SOURCE OF FUNDING: REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)					
1. Contract 06-2017/18 Construction of 15km of 300ml rising main steel pipeline, 3,1km of reticulation pipelines and 3,5ml/day concrete reservoir for Jakkalskuil Cluster Phase 2 of Mogalakwena Water Master Plan.	R 208 194 000.00	Construction progress at 30%			
1.1 Contract 06-2017/18 – Contract 02-2022/23 Completion of 3.5 ML Concrete Reservoir	R 46 030 000.00	Construction	54.00%	R 14 541 000.00	31.5%
1.2 Contract 06-2017/18 Contract 02-2022/23 Bulk Completion of pumping mains and gravity supply pipelines.	R 162 164 000.00	Construction	8.00%	R 7 316 000.00	4.50%
1.3 Contract 06-2017/18 Completion of Mechanical and Electrical Works.	R 0.00	Planning	0%	R 0.00	0.00%
2. Contract 22-2020/21 Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pumpstation	R 135 526 034,11	Construction progress	90.00%	R 90 361 000.00	66.64%
3. Industrial well field (Sefakaola) WTW, Industrial well field Pipeline to (Sefakaola)	R 32 570 000.00	Construction progress	95.00%	R 22 349 000.00	68.61%
4. Commissioning of phase 1 (Mokopane Town, Mokopane EXT 4,7,19 &20)	R 53 000 000.00	Construction progress	85.00%	R 36 667 000.00	69.00%
5. Refurbishment of 46 Concrete and steel reservoirs at 26 Villages	R 58 000 000.00	Construction progress	90.00%	R 44 642 000.00	76.97%

TABLE 79: PROGRESS ON PROJECTS: PRIORITY 1: WATER & SANITATION SOURCE OF FUNDING: WATER SERVICES INFRASTRUCTURE GRANT (WSIG)					
Project Description	Project Value as in 2023/24 IDP	Project Status/Progress	% Physical Progress	Expenditure to Date	% Expenditure
PRIORITY 1: WATER & SANITATION					
SOURCE OF FUNDING: WATER SERVICES INFRASTRUCTURE GRANT (WSIG)					
1. Mogalakwena source development, storage, and water reticulation: Mogalakwena Water abstraction Silvania Mine - MOG 26 Reprioritized 2023/24 (Roll Over)	R8 000 000.00	Construction progress	76%	R 536 133 .45	6.70%
2. Source Development: Kgotsoro Millenium Park - MOG 29 Reprioritized 2023/24 (Roll Over)	R3 410 000.00	Project reprioritised for 25/26 financial year	0%	R 716 379.16	21.00%
3. Mogalakwena source development, storage, and water reticulation: Ditlotswane, Masipa A and B, Marulaneng, Makekeng, Skilpadskraal, Masodi and Weenen, Hlogo ya nku, Makobe, Nestands, Thabaleshoba, Rebone, Bavaria, Lekhureng - MOG 31	R13 533 000.00	Project not yet registered and reprioritised for the next financial year	0%	R1 910 224.24	14.12%
4. Refurbishment & Upgrade of Sewer Pipelines in Mokopane Town & Peri-Urban (Extension 17, 19 & 20) - MOG 32	R 44 997 679.28	Project sub divided as per 4.1 and 4.2 below			
4.1 Refurbishment & Upgrade of Sewer Pipelines in Mokopane Town & Peri-Urban Phase 1 (Extension 17 and Comprensive School)		Complete	100%	R 5 565 203.66	100%
4.2 Refurbishment & Upgrade of Sewer Pipelines in Mokopane Town & Peri-Urban Phase 2 (Extension 19 & 20) - MOG 32		Construction	75.00%	R 29 438 549.00	65.00%
5. Mogalakwena Rehabilitation of Existing Water		Project sub-divided as per 5.1 and 5.2			

and Sanitation Infrastructure		below			
5.1 Replacement of AC pipes to HDPE pipes in the Peri Urban Areas (Mahwelereng A)	R 47 070 896.17	Contractor Appointed and Site handover	20.00%	R 6 449 667.66	13.00%
5.2 Replacement of AC pipelines to HDPE pipes in the Peri Urban Areas of Mokopane (Thabo Mbeki street to Railway street)	R 45 236 763.93	Construction	15.00%	R 8 749 774.37	19.34%
6. Sekgagapeng Water Source Development and Reticulation	R 39 474 335.99	Construction	10%	R 4 393 573.75	11.13%

13.2 Mogalakwena Multiyear Capital Investment Programme

TABLE 80: MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG): PRIORITY 1: WATER & SANITATION						
#	Project Name	2024/2025FY	2025/2026FY	2026/2027FY	2027/2028FY	2028/2029FY
MLWS-1	Mogalakwena Household Sanitation – Tenerife, Makekeng, GA-Chokoe, Hans, Parkmore, Matjitjileng, and Lekhureng	R 7 257 283.00	R0,00	R0,00	R0,00	R0,00
MLWS-2	Pruizen farm water project	R 5 038 576.00	R 10 040 640.00	R0,00	R0,00	R0,00
MLWS-3	Mini Water Scheme 13: Buffelhoek, Diphici, Grasvlei, Kgopeng; Mphelelo; Ramosesane; Tiberius; Galelia; Vergenoeg Diphici Cluster A	R 29 248 404.00	R0,00	R0,00	R0,00	R0,00
MLWS-4	Mini Water Scheem 13 Phase 2	R 32 397 694.00	R0,00	R0,00	R0,00	R0,00
MLWS-5	Completion of Moordekoppie Mini water scheme Cluster Ph3	R 5 000 000.00	R0,00	R0,00	R0,00	R0,00
MLWS-6	Sefakaola Cluster – Sekgakgapeng, Mitchell, Moshate, Maroteng, Masehlaneng, Phola Park, Mountain View, and Mohlabaneng 1 & 2)	R0,00	R 13 000 000.00	R 15 000 000.00	R 2 000 000.00	R0,00
MLWS-7	Municipal Building Alternative Water Supply (Mahwelereng, Municipal Main Building, Mapela Thusong Centre, Rebone SDA, Babirwa MPCC, Bakenburg Youth Centre, Diphichi Satellite, Nkidikitlana Satellite, Mapela Satellite, Salem Satellite)	R0,00	R6 000 000.00	R 2 000 000.00	R0,00	R0,00
MLWS-8	Mogalakwena Household Sanitation – Phafola, Moshate, Mamaala/Parakis, Sekgoboko & Kgobudi, Daggakraal, and Rietfontein	R0,00	R 42 038 968.00	R0,00	R0,00	R0,00
MLWS-9	Piet Se Kop Cluster Reticulation – Morula View, Masodi, Madiba, and Mzombane	R0,00	R0,00	R 37 950 407.00	R20 000 000.00	R25 000 000.00
MLWS-10	Mogalakwena Household Sanitation – Machikiri, Mphello, Goodhope, Uitspan, Paulos, Raadslid, Makobe, Ga-Mushi, Vergenoeg, and Mothwathwase	R0,00	R0,00	R 22 558 899.09	R0,00	R0,00
MLWS-11	Mogalakwena Household Sanitation	R0,00	R0,00	R0,00	R25 000 000.00	R25 000 000.00
TOTAL WATER		R 78 741 157.00	R 71 079 608.00	R 77 507 306.09	R 47 000 000.00	R 50 000 000.00

TABLE 81: MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG): PRIORITY 2: ROADS & STORMWATER						
#	Project Name	2024/2025FY	2025/2026FY	2026/2027FY	2027/2028FY	2028/2029FY
MLRS-1	Mahwelereng Roads & Stormwater Phase 2A	R 17 854 391.00	R0,00	R0,00	R0,00	R0,00
MLRS-2	Mahwelereng Roads & Stormwater Phase 2B	R 16 541 555.00	R0,00	R0,00	R0,00	R0,00
MLRS-3	Completion of Mabusela - Mosoge Roads and Stormwater Reprioritized 2023/24 (Roll Over)	R 5 000 520.00	R 14 299 000.00	R0,00	R0,00	R0,00
MLRS-4	Completion of Marulaneng taxi route and storm water	R 15 296 937.00	R0,00	R0,00	R0,00	R0,00
MLRS-5	Mshengo RDP Section Roads & Stormwater	R 2 000 000.00	R29 522 250.00	R0,00	R0,00	R0,00
MLRS-6	Completion of Thabang Street Roads & Stormwater	R 5 346 500.00	R0,00	R0,00	R0,00	R0,00
MLRS-7	Completion of Ext 14 to 19 Roads & Stormwater	R 2 000 000.00	R19 265 500.00	R0,00	R0,00	R0,00
MLRS-8	Completion of Hlako/Taueatswala Roads & Stormwater	R0,00	R0,00	R5 000 000.00	R7 500 000.00	R0,00
MLRS-9	Resealing of Peri-Urban and Rural Roads	R0,00	R0,00	R3 000 000.00	R7 000 000.00	R6 000 000.00
MLRS-10	Rebone Roads & Stormwater	R0,00	R0,00	R6 000 000.00	R5 000 000.00	R0,00
MLRS-11	Mahwelereng Roads & Stormwater	R0,00	R0,00	R25 000 000.00	R20 000 000.00	R20 000 000.00
MLRS-12	Tarring of Access Roads to Tribal Offices in Mogalakwena	R0,00	R0,00	R1 000 000.00	R5 000 000.00	R10 000 000.00
MLRS-13	Completion of Moshate Roads & Stormwater	R0,00	R0,00	R0,00	R5 000 000.00	R10 000 000.00
MLRS-14	Completion of Phola Park Roads & Stormwater	R0,00	R0,00	R2 500 000.00	R5 000 000.00	R9 000 000.00
MLRS-15	Completion of Sekgagapeng Roads & Stormwater	R0,00	R0,00	R3 000 000.00	R5 000 000.00	R10 000 000.00
TOTAL ROADS AND STORMWATER		R 64 039 306.00	R 63 086 750.00	R 45 500 00.00	R 59 500 000.00	R65 000 0000.00

TABLE 82: INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG): PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT (LED)						
#	Project Name	2024/2025FY	2025/2026FY	2026/2027FY	2027/2028FY	2028/2029FY
MLU-1	Motse Pebbles small mining. Reprioritized 2023/24 (Roll Over)(Stalled)	R0,00	R0,00	R7 000 000.00	R0,00	R0,00
MLU-2	Mogalakwena Marula Processing Plant	R0,00	R0,00	R10 000 000.00	R0,00	R0,00
TOTAL LOCAL ECONOMIC DEVELOPMENT (LED)		R0,00	R0,00	R17 000 000.00	R0,00	R0,00

TABLE 83: MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG): PRIORITY 5: INSTITUTIONAL ARRANGEMENTS						
#	Project Name	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY	2028/2029FY
MLIA-1	Upgrading of Swimming Pool (Mokopane Town)	R 14 181 440.00	R0,00	R0,00	R0,00	R0,00
MLIA-3	Upgrading of Municipal Hall Buildings	R0,00	R0,00	R8 000 000.00	R0,00	R0,00
TOTAL: INSTITUTIONAL ARRANGEMENTS		R 14 181 440.00	R0,00	R 8 000 000.00	R0,00	R0,00

TABLE 84: MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG): PRIORITY 6: WASTE MANAGEMENT						
#	Project Name	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY	2028/2029FY
MLSW-1	Upgrading & Extension of Mokopane Landfill	R0,00	R5 000 000.00	R32 901 730.00	R0,00	R0,00
MLSW-2	Mogalakwena Satellite Waste Collection Points	R0,00	R0,00	R0,00	R10 000 000.00	R0,00
MLSW-3	Purchase of Plant through Transversal – Waste Removal	R0,00	R0,00	R0,00	R0,00	R10 000 000.00
MLSW-4	Upgrading & Extension of Rebone Landfill	R0,00	R0,00	R0,00	R6 500 000.00	R10 000 000.00
TOTAL WASTE MANAGEMENT		R0.00	R 5 000 0000.00	R 32 901 730.00	R16 500 000.00	R20 000 000.00

TABLE 85: MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG): PRIORITY 7: LAND & CEMETERIES						
#	Project Name	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY	2028/2029FY
MLLC-1	Upgrading of Ext 17, Mokopane & Rebone Cemeteries	R0,00	R0,00	R20 000 000.00	R0,00	R0,00
TOTAL LAND & CEMETRIES		R0,00	R0,00	R 20 000 000.00	R0,00	R0,00

TABLE 86: MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG): PRIORITY 9: CRIME PREVENTION, SAFETY & SECURITY						
#	Project Name	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY	2028/2029FY
MLCPS-1	High Mast Light in Sekgakgapeng	R0,00	R3 000 000.00	R23 874 000.00	R0,00	R0,00
MLCPS-2	High Mast Light in Tshamahanzi/Magongwa	R 8 450 000.00	R18 850 000.00	R0,00	R0.00	R0,00
MLCPS-3	High Mast Light in Masodi/Mzombane	R 7 800 000.00	R18 850 000.00	R0,00	R0.00	R0,00
MLCPS-4	High Mast Light in Magope/Mamaala/Parakisi	R0,00	R0,00	R4 000 000.00	R0.00	R0,00
MLCPS-5	High Mast Light in Ditlotswane	R0,00	R0,00	R3 000 000.00	R0.00	R0,00
MLCPS-6	High Mast Light in Taolome/Goodhope/Cleremont	R0,00	R0,00	R3 000 000.00	R0.00	R0,00
MLCPS-7	High Mast Light in Lelaka/Matlou	R0,00	R0,00	R3 000 000.00	R4 000 000.00	R0,00
MLCPS-8	High Mast Light in Chokwe	R0,00	R0,00	R0,00	R3 000 000.00	R0,00
MLCPS-9	High Mast Light in Ga-Mokaba	R0,00	R0,00	R0,00	R4 000 000.00	R0,00
MLCPS-10	High Mast Light in Sekruwe	R0,00	R0,00	R0,00	R9 000 000.00	R0,00
MLCPS-11	High Mast Light in Mushi	R0,00	R0,00	R0,00	R5 000 000.00	R0,00
MLCPS-12	High Mast Light in Hans	R0,00	R0,00	R0,00	R3 000 000.00	R0,00
MLCPS-13	High Mast Light in Kgobodi/Sekgoboko	R0,00	R0,00	R0,00	R5 000 000.00	R8 000 000.00
MLCPS-14	High Mast Lights in Monare	R0,00	R0,00	R0,00	R4 000 000.00	R0,00
MLCPS-15	High Mast Lights in Mahlogo	R0,00	R0,00	R0,00	R3 700 000.00	R0,00
MLCPS-16	High Mast Lights in Mitchell/Parkmore/Phola Park	R0,00	R0,00	R0,00	R4 000 000.00	R0,00
MLCPS-17	High Mast Lights in Moshate/Maroteng/Masehlaneng.	R0,00	R0,00	R0,00	R0.00	R8 000 000.00
MLCPS-18	High Mast Lights in Ga-Madiba	R0,00	R0,00	R0,00	R6 000 00.00	R0.00
TOTAL CRIME PREVENTION, SAFETY & SECURITY		R 16 250 000.00	R 40 700 000.00	R 36 874 000.00	R 45 300 000.00	R 16 000 000.00
GRAND TOTAL ALL MIG PROJECTS		R 173 413 000.00	R 182 684 700.00	R 199 175 370.00	R168 300 000.00	R151 000 000.00

TABLE 87: REGIONAL BULK INFRASTRUCTURE GRANT FUNDED PROJECTS (RBIG): PRIORITY 1: WATER & SANITATION						
#	Project Name	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY	2028/2029FY
MLWS-11	Contract 06-2017/18 Construction of 15km of 300ml rising main steel pipeline, 3,1km of reticulation pipelines and 3,5ml/day concrete resevoir for Jakkalskuil Cluster Phase 2 of Mogalakwena Water Master Plan.	R69 000 000,00	R60 000 000.00	R0.00	R0,00	R0,00
MLWS-12	Contract 22-2020/21 Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pump station comissioning of phase 1	R20 000 000.00	R20 000 000.00	R0.00	R0,00	R0,00
MLWS-13	Refurbishment & Upgrade of Sewer Pipelines in Mokopane (Extension 17, 19 & 20)	R5 000 000.00	R40 000 000.00	R0.00	R0.00	R0.00
MLWS-14	Danisani Wellfield Bulk Water Development of Water Distribution (SEEMA CLUSTER)	R5 000 000.00	R35 000 000.00	R0.00	R0,00	R0,00
MLWS-15	Commissioning of phase 1	R0.00	R5 000 000.00	R0.00	R0,00	R0,00
MLWS-16	Refurbishment of 58 reservoirs	R16 000 000.00	R0.00	R0.00	R0,00	R0,00
TOTAL: RBIG PROJECTS		R115 000 000.00	R160 000 000.00	R0.00	R0,00	R0,00

TABLE 88: WATER SERVICES INFRASTRUCTURE GRANT FUNDED PROJECTS (WSIG): PRIORITY 1: WATER & SANITATION						
#	Project Name	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY	2028/2029FY
MLWS-17	Mogalakwena source development, storage, and water reticulation: Mogalakwena Water abstraction Silvanina Mine - MOG 26 Reprioritized 2023/24 (Roll Over)	R0,00	R0,00	R0,00	R20 000 000.00	R20 000 000.00
MLWS-18	Source Development: Kgotsoro Millenium Park - MOG 29 Reprioritized 2023/24 (Roll Over)	R0,00	R3 000 000.00	R4 000 000.00	R0,00	R0,00
MLWS-19	Mogalakwena source development, storage, and water reticulation: Ditlotswane, Masipa A and B, Marulaneng, Makekeng, Skilpadskraal, Masodi and Weenen, Hlogo ya nku, Makobe, Nestands, Thabaleshoba, Bavaria, Lekhureng	R0,00	R0,00	R0,00	R3 000 000.00	R3 000 000.00
MLWS-20	Refurbishment & Upgrade of Sewer Pipelines in Mokopane (Extension 17, 19 & 20)	R0,00	R0,00	R0.00	R30 000 000.00	R30 000 000.00
	Sekgagapeng water source development and reticulation.(Roll over)	R10 000 000.00	R10 000 000.00	R0,00	R0,00	R0,00
MLWS-21	Replacement of Asbestos Pipes within Mogalakwena Jurisdiction (Mahwelereng)	R25 000 000.00	R32 000 000.00	R44 000 000.00	R30 000 000.00	R30 000 000.00
MLWS-22	Installation of Telemetry System	R0,00	R0,00	R0,00	R0,00	R3 000 000.00
MLWS-23	Sodoma and Rebone Water Source Development Reticulation	R11 000 000.00	R20 000 000.00	R20 000 000.00	R20 000 000.00	R0,00
MLWS-24	Sewer Reticulation in Masodi	R0,00	R0,00	R0,00	R3 000 000.00	R0,00
MLWS-25	Sewer Reticulation in Sekgagapeng	R0,00	R0,00	R0,00	R3 000 000.00	R3 000 000.00
MLWS-26	Reticulation in Phola Park	R0,00	R7 000 000.00	R10 022 000.00	R13 000 000.00	R10 000 000.00
MLWS-27	Sewer Reticulation in Phola Park	R0,00	R0,00	R0,00	R3 000 000.00	R3 000 000.00
TOTAL: WSIG PROJECTS		R46 000 000.00	R72 000 000.00	R78 000 000.00	R125 000 000.00	R 102 000 000.00

TABLE 89: INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP): PRIORITY 4: ELECTRICITY						
#	Project Name	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY	2028/2029FY
MLE-1	Electrification of Villages: Morula View Village Phase 2	R5 500 000,00	R0,00	R0,00	R0,00	R0,00
MLE-2	Electrification of Makapanes Valley Village	R2 000 000,00	R0,00	R0,00	R0,00	R0,00
MLE-3	Electrification of Armoed	R4 300 000,00	R0,00	R0,00	R0,00	R0,00
MLE-4	Electrification of Tshamahansi Village – Pre Engineering	R588 000,00	R4 400 000,00	R2 030 000.00	R2 000 000,00	R0,00
MLE-5	Electrification of Mesopatamia – Pre Engineering	R294 000,00	R2 496 000,00	R0,00	R0,00	R0,00
MLE-6	Electrification of Ga-Madiba Village– Pre Engineering	R294 000,00	R0,00	R4 200 000.00	R3 000 000,00	R0,00
MLE-7	Electrification of Ditsomane Village	R0,00	R0,00	R0,00	R2 000 000,00	R0,00
TOTAL: INEP PROJECTS		R12 976 000	R6 896 000.00	R6 230 000.00	R7 000 000.00	R0,00

14. CHAPTER FOURTEEN: INTEGRATION

14.1 Introduction

During the integration phase, the sub-programme proposals, which were presented in the preceding phase, have to be harmonised in terms of contents, location, and timing to achieve consolidated programmes for the Municipality.

The major output for Phase 4 is an operational strategy which includes:

- Final project proposals/designs which serve as planning documents and for further feasibility studies;
- Consolidated sector plans and sectoral programmes which have been compiled from sector-specific projects, from sector components of multi-sectoral IDP projects, and from other non-IDP related sectoral activities. The WSDP, ITP and IWMPs have been included under this section;
- A Spatial Development Framework, which proposes a broad spatial development for the municipal area and demonstrates compliance to the Mogalakwena IDP with spatial principles and strategies;
- A Five- year action Programme, which provides a phased overview of projects and annual output targets as a base for monitoring progress and for the formulation of annual business plans;
- An Integrated Poverty Reduction and Gender Equity Programme, which demonstrates compliance to the Mogalakwena IDP with policy guidelines related to poverty and gender-specific monitoring;
- An Integrated Environmental Programme which demonstrates compliance to the IDP with environmental policies and which contributes towards environmental impact monitoring through an awareness of legislative requirements for environmental impact assessment;
- An Integrated Local Economic Development (LED) Programme which provides an overview of measures to promote economic development and employment generation within the Mogalakwena municipal area;
- An Integrated HIV/AIDS Programme which illustrates the extent of the epidemic and the proposed efforts and actions of the municipality to address the problem;
- An Integrated Institutional Programme which spells out the management reforms and organisational arrangements that the municipality intends implementing to achieve the development goals of the IDP;

14.2 Inter-Governmental Relations

Intergovernmental Relations in the South African context relate to the interaction of the different spheres of government. The Constitution declares that government is comprised of national, provincial, and local spheres of government which are distinctive, interdependent, and interrelated. In terms of the Constitution an Act of Parliament must establish or provide structures and institutions to promote and facilitate intergovernmental relations and provide for appropriate mechanisms and procedures to facilitate settlement of Intergovernmental disputes. Intergovernmental relations processes are further developed to facilitate processes of development and cooperation between spheres of government.

14.2.1 Provincial Intergovernmental Structure

The Mogalakwena Municipality participates in the Premiers Inter-Governmental Forum (P-IGF) that is comprised of the Premier as the chair, Members of the Executive Council and all the Mayors supported by their heads of departments and Municipal Managers. Through the P-IGF both the provincial and local sphere of government are able to inform and take decisions on policy and development issues that emanate from national, provincial and local government level. The P-IGF discussed the implementation of the Limpopo Employment Growth Development Plan. Mogalakwena Municipality as a Provincial Growth Point participates in the forum to discuss and integrate development plans between the province and the municipality.

14.2.2 District Intergovernmental Structure

Beside the P-IGF the municipality participates in forums established in the Waterberg District Municipality. The established forums are important for the purpose of integrated development planning and the strengthening of governance processes within the District. The Mogalakwena Municipality participate in the following intergovernmental relations forums:

Mayor's Forum

Mayor's Forum brings together Mayors and Executive Mayors to interact on issues of common interest.

Municipal Manager's Forum and other technical forum

Municipal Manager's Forum seeks to create a platform for all Accounting Officers to share and interact on issues of common interest. Municipal managers attend these meetings.

Speaker's Forum

IDP/PMS Manager's Forum:

This forum is mainly facilitated through the district IDP/PMS Office. The objective of this structure is to bring all the PMS and IDP managers in the district together to share information on common issues.

14.3 Municipal Sector Plans and Status

TABLE 90: MUNICIPAL SECTOR PLANS AND STATUS		
Sector Plan/Strategy	Year developed / reviewed	Support being provided by other spheres (including CoGHSTA), etc.
Community Services		
Integrated Waste Management Plan	2014	
Corporate Support Services		
Employment Equity Plan		
HR Strategy		
Workplace Skills Plan	2022	
Staff Retention Policy	2019	
Transfer and Secondment Policy	2019	
Individual Performance Management Policy	2019	
Safety, Health & Environment (SHE) Policy	2019	
Electrical Services		
Energy Master Plan	Not in place	
Finance Services		
Indigent Policy		
Revenue Enhancement Strategy		
Municipal Manager		
Anti-Corruption Strategy	2021	
Risk Management Strategy	2021	

TABLE 90: MUNICIPAL SECTOR PLANS AND STATUS		
Sector Plan/Strategy	Year developed / reviewed	Support being provided by other spheres (including CoGHSTA), etc.
Performance Management System		
Planning & Development Services		
CBD & Industrial Precinct Plan	Currently under review 2022	
Integrated Transport Plan		
Investment Attraction & Retention Strategy		
LED Strategy	2011	
Land Use Management Scheme	Currently under review 2022	Anglo through CSIR
Public Participation Strategy		
Spatial Development Framework	Currently under review 2022	Anglo through CSIR
Tourism Strategy	2012	
Environmental Management Plan	Currently under review since 2021	
Technical Services		
Municipal Infrastructure Investment Framework	2018/19 not reviewed	
Operations & Maintenance Plan	Due for review	
Roads & Stormwater Master Plan	2015 not reviewed	
Sanitation Master Plan	2018/19 not reviewed	
Wastewater Master Plan	Not in place	
Water Conservation and Demand Management Plan	Not in place	
Water Master Plan	Year Unknown / currently under review	
Underground Water Exploration Plan	N/A	
Traffic & Emergency Services		
Disaster Management Plan	Not in place	

14.4 Projects by Sector Departments & Parastatals

14.4.1 Department of Sports, Arts & Culture

TABLE 91: DEPARTMENT OF SPORT, ARTS AND CULTURE				
Area of Intervention	Project Description	Status	Coordinates	Total Project Cost
Public Library	Upgrading of Babirwa Library	Upgrading of existing libraries	24°10'58.72" S 29° 0'35.21"E	
Public Library	Maintenance of Mahlabathini Public Library	Maintenance of existing libraries	24°00'18.9"S 27°01'59.6"E	

14.4.2 Department of Education

TABLE 92: DEPARTMENT OF EDUCATION					
Area of Intervention	Name of School & EMIS NO.	Project Description	Location:GPS	Project Leader	Budget
Classrooms, Water & Sanitation	Suswe Primary School EMIS NO: 921142249	Construct 10 Classrooms, Small Admin Block, 2 X Grade R Facilities, Septic Tank. Refurbish 27 Enviroloos And 4 Waterborne Toilets, Plush Borehole and Provided 30KL Water Storage Tanks. Demolish 13 Classrooms. Erect Steel Palisade Fence	28,683364 -23,882205	LDPWRI	

14.4.3 Department of Cooperative Governance, Settlements & Traditional Affairs

TABLE 93: COGHSTA – LOW COST HOUSES		
Municipality	Programme	Total Allocation
Mogalakwena	Urban/Rural Housing	262
WARD NO.	VILLAGE/TOWNSHIP	NUMBER OF UNITS
1	TIPENG	10
	SETUPULANE	10
	LENNES	5
2	UITZIGHT	13
4	SIERAPIES	10
	LEKHURENG	5
5	TIBERIUS	10
7	DAGGAKRAAL	10
	DIKGOKGOPHENG	9
8	WYDHOEK	10
	GALAKWENA	10
	RAADSLID	10
9	MABULADIHLARE	10
	HARMANSDAAL	10
10	VANWYKSPAN	10
11	MATLHABA	10
	KWENAITE	10
	MAUTJANA	10
14	KWAKWALATA	10
	MOSOGÉ	10
15	MAKEKENG	10
17	GA- MATLOU	10
18	ARMOEDE	10
22	MASEHLANENG	10

25	MASEHLANENG	10
	MOSHATE	10
29	PHOLA PARK	10
	TOTAL	262

14.4.4 Anglo Platinum Mine – Mogalakwena Complex SLP

TABLE 94: ANGLO – SLP PROJECTS			
No.	Thematic area	Proposed projects	Budget
1	Energy	Installation of solar streetlights	R86,500,000.00
2	Energy	Installation of smart (split prepaid) electrical meters in Mokopane	R13,800,000.00
3	Infrastructure development	Establishment of customer relations management centre in MLM	R19,700,000.00
4	Infrastructure support: safety and security	Supply and delivery of Jetpatcher™ to MLM	R6,300,000.00
5	Infrastructure development	Construction of paving factory in Rebone	R22,500,000.00
6	Water and sanitation	Mogalakwena water provision	R120,700,000.00
7	Education and skills	Whole School Development programme (school infrastructure and capacity building programmes for educators, learners and school leadership)	R28,000,000.66
8	Health and well-being	Health systems strengthening in primary health care facilities and equipping of clinics	R19,000,000.00
9	Infrastructure development	Construction of a Mapela driving and licensing testing station	R32,500,000.00
10	Infrastructure development	Motse Pebbles Small Scale mining facility upgrade	R31,000,000.00
11	Safety and security	Resealing of six streets in Mokopane as part of the Presidential package (roads infrastructure)	R29,400,000.00
12	Infrastructure support: safety and security	Procure and delivery of vacuum jet machine mounted on Toyota 2836 6x4 vehicle or equivalent	R4,870,000.00
13	Infrastructure support: safety and security	Procure and delivery of a 4t Diesel Bowser	R600,000.00
14	Education and skills	Upgrade, refurbishments and extension of Lephadimisha Secondary and Kgwathele Primary schools	R29,300,000.00
15	Infrastructure support: safety and security	Procure and supply specialised yellow plant fleet for road maintenance	R30,800,000.00
Total			R474,970,000.66

15. CHAPTER FIFTEEN: APPROVAL

15.1 Approval of the Final 2024/2025 IDP Review

The Mogalakwena Municipality council adopted the Final 2024/2025 IDP Review during its council sitting held **15 MAY 2024**.

16. ANNEXURE B: SUMMARY OF COMMUNITY NEEDS

Emanating from the community needs per Ward during IDP Consultation meetings, the following issues have been identified as common and cutting across all Wards within Mogalakwena community. The table below will also serve as the basis for prioritisation of community needs against the available resources. The needs are not presented in any order of importance. A comprehensive community needs information is available at the municipal offices upon request.

Summary of Community Needs	Wards affected
Construction of RDP houses/low-cost houses	All Wards
Tarring of gravel roads Paving of internal streets Construction of V-drains/storm water management/ control systems/ Construction of bridges Resealing of streets in town Tarring of district and provincial roads	All Wards
Construction of new reservoirs Water reticulation at extended households Theft of water meters, leading to illegal connections Drilling & equipping of new boreholes Construction of VIP toilets	All Wards
Installation of high mast lights Satellite/mobile police station	2, 3, 4, 5, 6, 7,8, 9, 10, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31,
Wi-Fi access project Installation of network masts/ Towers	2, 3, 4, 7,9, 10, 11, 13, 14, 15, 16, 19, 21, 23, 26, 29, 31
Construction of sporting facilities in rural areas Construction of libraries at schools	3, 4, 5, 6, 7,8, 9, 12, 13, 14, 15, 16, 18, 22, 23, 25, 26, 28, 29, 30, 31, 32
Construction of additional classrooms Construction of new schools	1, 3, 4, 6, 8, 9, 10, 11, 12, 14, 15, 19, 20, 21, 24, 25, 26, 28, 29, 30, 31
Allocation of Poverty/LED projects	3, 4, 5, 6,7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 18, 19, 20, 22, 26, 27, 28, 29, 30, 31, 32

Summary of Community Needs	Wards affected
Renovation of municipal buildings at SDAs Training of ward committees	3, 12, 27, 31
Allocation of subsidized bus services	5, 7, 8, 9, 15, 16, 18, 19, 20, 21, 24, 26, 28, 29
Illegal dumping Refuse removal services in rural areas Inconsistent refuse collection in town and township	3, 9, 10, 11, 12, 13, 14, 15, 17, 18, 20, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32
Clinics not operating 24 hours Construction of new clinics/mobile clinic visits Construction of pension pay-point shelters	3, 4, 5, 6, 8, 9, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 25, 26, 27, 28, 29, 30, 31
Development of new grave yards Development of residential sites Fencing and sanitation at cemeteries	3, 9, 12, 15, 22, 25, 29, 30, 31, 32
Construction and/or renovation of community halls	3, 5, 8, 9, 10, 11, 12, 13, 14, 15, 16, 18, 19, 20, 21, 22, 23, 25, 26, 27, 28, 29, 30, 32
Electrification of extended households LED Street Lights	1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 24, 25, 26, 28, 29, 31, 32



MOGALAKWENA LOCAL MUNICIPALITY

FINAL 2024/25 INTEGRATED DEVELOPMENT PLAN

Website: www.mogalakwena.gov.za

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Emergency numbers: Tel (015) 491 9800

Fax to (015) 457 7120 or (015) 491 9755

Email: callcentre@mogalakwena.gov.za

Hotline Numbers

Presidential Hotline: 17737

Premier's Hotline: 0800 864 729

POSTAL ADDRESS

Box 34

Mokopane

0600



Mogalakwena Local Municipality



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"Thé Arterial City of Choice"