

FINAL 2023/24 INTEGRATED DEVELOPMENT PLAN



MOGALAKWENA LOCAL MUNICIPALITY

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LIST OF ACROMYNS

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(ii)	CSG	Child Support Grant
(iii)	DG	Disability Grant
(iv)	FCG	Foster Child Grant
(v)	OAG	Old Age Grant
(vi)	WVG	War Veteran Grant
(vii)	GIA	Grant in Aid
(viii)	COM	Combination (FCG+CDG)
(ix)	CDW	Community Development Worker
(x)	IDP	Integrated Development Plan
(xi)	MFMA	Local Government: Municipal Finance Management Act, Act 56 of 2003
(xii)	MLM	Mogalakwena Local Municipality
(xiii)	MIG	Municipal infrastructure grant
(xiv)	DCoGHSTA	Department of Cooperative Governance Human Settlement and Traditional Affairs
(xv)	DHS	Department of Human Settlement
(xvi)	DM	Department of Minerals
(xvii)	DE	Department of Energy
(xviii)	DTI	Department of Trade and Industry
(xix)	EXCO	Executive Committee
(xx)	MSA	Local Government: Municipal Systems Act, Act 32 of 2000
(xxi)	PMS	Performance Management System
(xxii)	CBP	Community Based Planning
(xxiii)	KPA	Key Performance Indicator
(xxiv)	LED	Local Economic Development
(xxv)	WDM	Waterberg District Municipality

VISION, MISSION AND VALUES

Vision

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

“To be the leading, sustainable and diversified economic hub focused on community needs”.

During the strategic planning workshop, the existing vision statement was amended to reflect the current and progressive environment and potential of the municipality. The new and proposed vision statement reads as follows:

“The 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 the 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 read 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. The Values were reviewed to include the following:

- 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

I take great pleasure in introducing this Integrated Development Plan (IDP) Review for 2023/2024 financial year. The municipality takes pride in serving communities as an extension of good governance and those decisions taken in the best interests of the masses of our people. This plan is factually coherent on the challenges and achievements of our municipality. The challenges we have are not unique to Mogalakwena Local Municipality and I am confident that with the existing leadership collective wisdom in Council, and the Administration, these challenges are not insurmountable.

It is recognised that continued efforts must be placed on maintaining and improving existing performance in all areas. Every effort must be made to maintain a culture of service delivery and to sustain and enhance sound fiscal and administrative functioning at all cost. We will endeavour to ensure the municipality continues to perform, while providing the community with the required and expected levels of service delivery, local economic development, infrastructure development, fiscal control and sustainable development and good governance in all spheres. Every effort will be made to meet and sustain community needs at all identified levels - as dictated and defined by the constraints of available infrastructure and resources.

As the municipality, it is incumbent upon the political and administrative leadership to provide what may be defined as a vibrant economy that is able to sustain financial independence and growth. In doing the aforesaid, it will be to ensure that both local enterprise and community members are and remain empowered. Thus, creating a community of motivated and capable individuals who are able to contribute towards the growth and sustainability of the community and the environment.

Our modus operandi is firmly guided and driven by the Integrated Development Plan (IDP) which is developed initially as a 5-year plan aligned to the current term of office. This is reviewed and updated annually while taking current resources and detailing annual strategic objectives into account. The strategic objectives and priorities are cascaded into strategic and operational plans of all the departments and related employees scorecards. Consequently, it is to ensure that every effort at all material times is constantly being made to achieve the required targets and desired outcomes.

The everyday struggles of ageing and poor infrastructure coupled by the limited financial resources continue to place strain on the ability of the municipality to improve its service delivery targets. These challenges are reflected within the service delivery initiatives and every effort is being made to improve service delivery performance at every level.

Despite achievements, challenges always abound and to this effect the following will receive particular focus:

- Public participation programmes
- Road & stormwater and electrical maintenance and construction initiatives in order to minimize extensive challenges
- Sustainable roads development and maintenance
- Eradicating /minimizing cases of irregular and fruitless expenditure

- Strengthening of good corporate governance
- Improving the Landfill sites
- Improving recreational facilities
- Implementation of Special Projects/programmes (especially relating to youth)
- Financial viability

Accordingly, the achievement of service delivery targets and deliverables is required to be viewed together with the municipality's financial performance and our ability to comply with a whole suite of municipal legislations. This 2023/24 IDP Review is therefore intended to attest to the collective effort of the Council and municipal administration to progressively address the expectation of our people. As this sphere of local government, we will always be evaluated by our ability to meet the growing needs of our residents through rendering quality services, promoting economic development, fiscal discipline including ensuring that we govern effectively as well as facilitating the growth of our municipality.

One of the most important ingredients of sustainable service delivery is a political stability in the municipality. In order to achieve this all councillors are called upon to put the interests of their constituencies and interests of the municipality above all. Most importantly, it is for political deployees to jealously guard against any negative impact of political conflicts on the service delivery and administration of the municipality.

Imperatively, the municipality will continue to align itself with the National Development Plan Vision 2030 including other national and provincial strategies and policies. The importance of synergising public, private partnership is central in our quest in taking South Africa forward.

CLLR. N.S. TAUEATSOALA
MAYOR

EXECUTIVE SUMMARY BY MUNICIPAL MANAGER

The Municipal Systems Act of 2000, legislate that all municipalities undertake a prescribed process to produce an Integrated Development Plan. The Integrated Development Plan (IDP) is the results of a process through which the Municipality prepares strategic development plans for a five-year period. Section 34 of the Municipal Systems Act (Act 32 of 2000) further says that a Municipal Council must review the its IDP annually. The IDP supersedes all other plans that guide development at local government level, as it is one of the key instruments for local government to arrive at decisions on issues such as municipal budgets, institutional transformation and land management in a consultative, systematic and strategic manner.

In order to comply with section 34 of the Systems Act, a Process Plan was developed which took into account the five phases of the IDP:

- Preparation Phase
- Analysis Phase
- Strategies Phase
- Projects Phase and
- Approval Phase

During the month of April, the municipality conducted extensive community consultative sessions in line with the Process Plan on the proposed 2023/24 IDP; PMS and Budget in order to receive inputs. These inputs shaped the Municipality's priorities in confirming the Vision and Mission thereof.

The IDP and Budget was then successfully approved by Council on 30 May 2023. The programmes and projects in this plan capture the Municipality's commitment to providing reliable and quality basic services and provides the necessary foundation for the municipality to function and prosper i.e. right services at the right time.

I am also proud that our ability to partner effectively with industry, investors, residents and community organisations continues to strengthen.

M.M. MALULEKA
MUNICIPAL MANAGER

1. CHAPTER ONE – THE PLANNING FRAMEWORK

1.1. Introduction

The Integrated Development Plan (IDP) **process** is a process through which the municipalities prepare strategic development plans for a five-year period. The Integrated Development Plan (IDP) is a **product** of the IDP process. 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 necessitates 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 organizational 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 Objects of Local Government as set out in Section 152 of the Constitution

The Constitution of the Republic of South Africa, 1996 stipulates 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 objects of local government are set out in Section 152 of the Constitution.** Accordingly, the objects are –

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

The 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 in different legislations that govern local government. The legislative framework that the IDP is vastly discussed includes the Municipal Systems Act of 2001 and the Municipal Structures Act of 1997. Another piece of legislation which has a tremendous impact on the IDP is the Municipal Finance Management Act 56 of 2003 (MFMA) as it 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 legislations have 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

1.2.2. District Development Model Waterberg District One Plan

(i) Background

On the 26 November 2019, the President launched the District Development Model (DDM) in Lephalale, Waterberg. This was followed by the launch of the DDM Hub and its associated expertise and services by the Minister of Cooperative Governance and Traditional Affairs (CoGTA), Dr Nkosazana Dlamini Zuma on the 5th September 2020. The outcome of the first step in the DDM institutionalization.

Government is using the DDM as a practical method to improve cooperative governance and promote integrated planning, budgeting and implementation on the basis of stakeholder and community involvement, and thereby build a capable and ethical Developmental State with strong local government that can respond to current and future needs and effectively implement national priorities.

The objective of the DDM will be achieved through the One Plan. According to the DDM content guide, the One Plan serves as a strategic framework:

The One Plan is a Strategic Long-Range Framework including 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.

This One Plan as a key instrument of the DDM, it is championed at the highest level by the President and is facilitated by the Minister for Cooperative Governance and Traditional Affairs. The Waterberg One Plan is based on the DDM Theory of Change which postulates six transformation areas (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) to move from the current state of underdevelopment to a desired better future. The Waterberg One Plan aims 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.

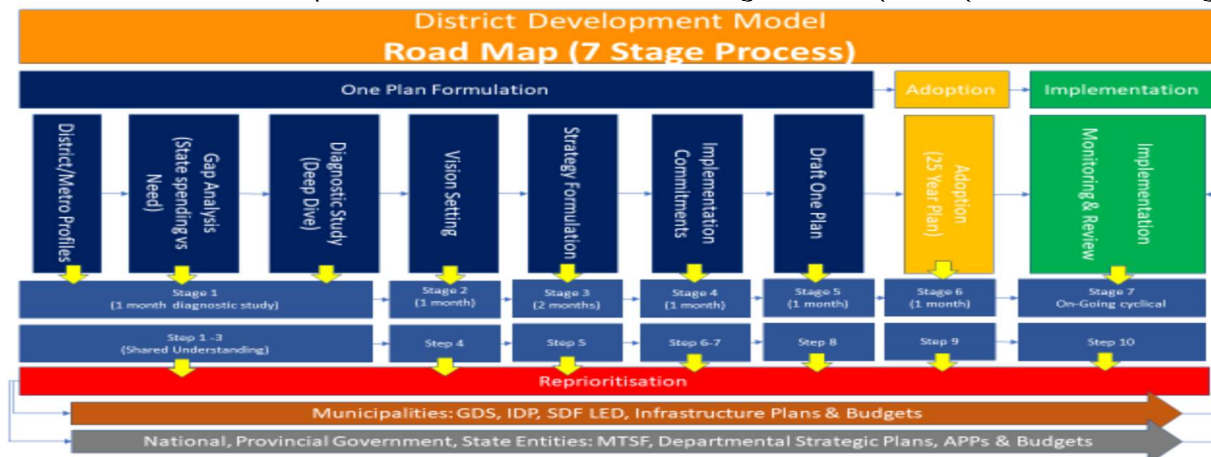
This will result in the Waterberg being a desired investment destination that leverage from its locational advantage with respect to the Gauteng global city region and various international border posts, its global resource competitiveness relating to mineral resources and the unique world heritage site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

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

(ii) The purpose of this Waterberg District One Plan is:

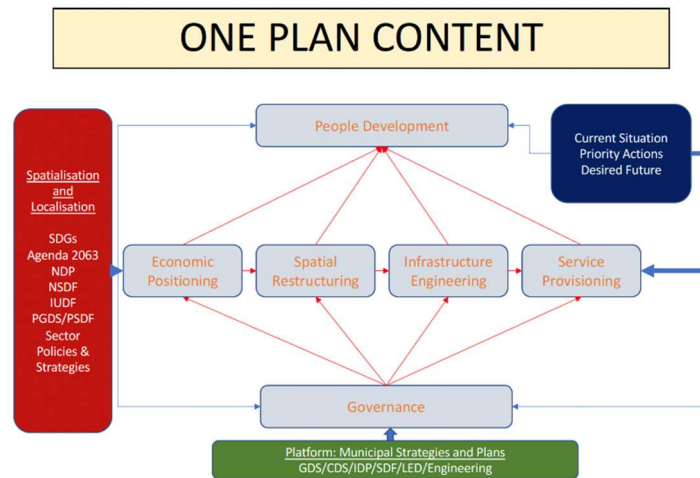
- To give effect to the District Development Model approved by cabinet as a practical method to improve service delivery and development impact in the Waterberg space through integrated planning, collaborative budgeting and focused delivery by all three spheres of government working together with stakeholders and communities;
- To achieve the objectives of the National Development Plan (“NDP”), the National Spatial Development Framework (“NSDF”), the Integrated Urban Development Framework (“IUDF”) 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 and 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 stabilize 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 to which to aspire to. The strategic direction is represented by a set of key strategies and an action plan to start moving towards the realization of the desired future state. In fact, it is a product of a multi-sphere government approach with stakeholders and communities as strategic partners to change the fortunes of the people of Waterberg. Only through collaboration, internalization and a whole-of-society embedding of what needs to be done to tap into the potential of Waterberg – and respond to that – will the One Plan be successful.

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



The One Plan content, catered on the Waterberg Vision 2050, follows the DDM theory of Change and logical framework and is structured in relation to the six DDM Transformation Focal Areas or Goals 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.

One Plan content: Relationship between themes



Vision

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

Figure 2: Vision framework

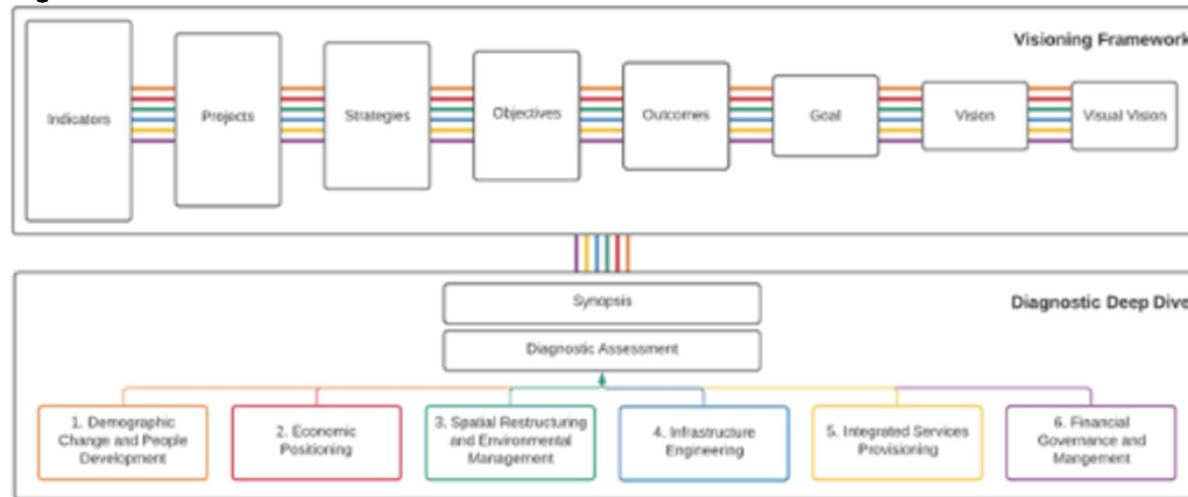


Figure below, highlights the self-reinforcing upliftment and sustainability cycle which indicates the interplay of the 21 strategies and various programmes emanating from the diagnostics. The sequencing is informed by the root causes and vision alignment. There are no one to one strategy and theme relationship. There is a complex interplay of governance, socio, economic, spatial elements that requires a whole system approach rather than a per-theme based approach. The figure shows the inter-relatedness and interdependence relationships of various strategies with the potential to positively reinforce each other.

Figure 3: Self-reinforcing upliftment and sustainability cycle



(iii) One Plan Strategies

The strategic goals below provide direction for all of government and the private sector in order to bring about the desired future in the Waterberg district and achieve the set vision. The strategies for each goal are outlined in this section and these strategies of a competitive nature, as well as strategies related to the operations of public sectors active in the district.

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 optimised 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.

(iv) 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 on Annexure A: List of all projects, as nuances in the detailed project database will shed better light on a detailed level.

1.2.3. 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.

- National Spatial Development Plan and Principles

Those interpretations and conclusions are, however, guided by a number of normative principles that ultimately steer national infrastructure investment and development decisions. 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 identified above, 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.

1.2.4. Medium Term Strategic Framework

One of the primary responsibilities entrusted to the Department of Planning, Monitoring and Evaluation (DPME) is the development of the Medium-term Strategic Framework (MTSF). In his State of the Nation Address on 20 June 2019, President Cyril Ramaphosa announced the seven apex priorities for the term of this administration. These priorities will 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 provides a strategic shift that marks the transition from the fifth administration to the sixth, and takes cognisance of the changes in the strategic direction from the first 25 years of democratic governance. The MTSF 2019-2024 sets out the interventions and targets that we needed to work towards over the five years in the spirit of "Khawuleza". We need to work with urgency to achieve the goals set out in the NDP 2030, noting that we will reach this critical milestone in less than 9 years. The MTSF 2019-2024 acknowledges that, while we have made some progress, fundamental transformation is needed to realise our national priorities. In recognition of the multitudes of challenges confronting our society today, especially women, youth and people with disabilities, the MTSF 2019-2024 emphasised these as cross-cutting focus areas for our developmental vision.

The implementation of the MTSF 2019-2024 was however disrupted by the outbreak of the COVID-19 pandemic and the declaration of a National State of Disaster on the 15 March 2020. Government had to reprioritise its plans and budgets in response to the pandemic, which has 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 R500 billion relief package which was unveiled in the Supplementary Budget on 24 June 2024. The President also launched the Economic Reconstruction and Recovery Plan (ERRP) on 15 October 2020, which sought to restore much needed economic growth and employment. The combination of all these factors has meant that the MTSF 2019-2024 had to be revised to include critical interventions that are part of government's relief and recovery efforts. The Revised MTSF 2019-2024 continues to reflect government's plan of action over the remaining term of the sixth administration.

The Revised MTSF 2019-2024 also prioritises government commitments to prevail over the coronavirus pandemic and to work towards recovery. These commitments were outlined in the 2021 State of the Nation Address and include the following focus areas: First, to defeat the coronavirus pandemic; Second, to accelerate our economic recovery; Third, to implement economic reforms to create sustainable jobs and drive inclusive growth; and finally, to fight corruption and strengthen the capacity of the state. These commitments are included in the Revised MTSF 2019-2024 and will provide the focus for annual plans.

The MTSF 2019–2024 translates the NDP goals and the governing party’s electoral mandate government’s priorities over a five-year period. These apex priorities were announced by the President in July 2019 at the start of the term for the 6th Administration. These apex priorities, which will be achieved through the joint efforts of all government institutions, are as follows:

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

1.2.5. Government Plan of Action

The Programme of Action (PoA) is an annual statement of government's priorities for the year. It aims to outline government's major plans for the year ahead. The PoA is informed by the MTSF, the deliberations of the January Cabinet Lekgotla and the President's State of the Nation Address. Government has identified 10 priority areas. These are to:

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

1.2.6. The New Growth Path

This National Policy framework deals specifically with issues such as creating decent work, reducing inequality and defeating poverty through “a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth”. Of practical consequence to local government, are the specific job drivers that have been identified:

- (i) 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.
- (ii) Targeting more labour absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services.
- (iii) Taking advantage of new opportunities in the knowledge and green economies.
- (iv) Leveraging social capital in the social economy and the public services.
- (v) Fostering rural development and regional integration.
- (vi) As a first step, it is proposed that efforts to support employment creation in the following key sectors should be prioritized:
 - Infrastructure
 - The agricultural value chain
 - The mining value chain
 - The green economy
 - Manufacturing sectors, which are include in IPAP2, and
 - Tourism and certain high-level services

1.2.7. National Development Plan (NDP)

The **National Development Plan (NDP)** aims to eliminate poverty and reduce inequality by 2030. South Africa can realize 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. South Africa has made remarkable progress in the transition from apartheid to democracy.

This transition has been peaceful despite the country's history of violent conflict and dispossession. In nearly every facet of life, advances are being made in building an inclusive society, rolling back the Shadow of history and broadening opportunities for all. South Africa has been able to build the institutions necessary for a democratic and transformative state. The Constitution enshrines a rights-based approach and envisions a prosperous, non-racial, non-sexist democracy that belongs to its entire people.

Healing the wounds of the past and redressing the inequities caused by centuries of racial exclusion are constitutional imperatives. Access to services has been broadened, the economy has been stabilized and a non-racial society has begun to emerge. Millions who were previously excluded have access to education, water, electricity, health care, housing and social security. About 3 million more people are working today than in 1994, the poverty rate has declined and average incomes have grown steadily in real terms.

The diagnostic report from the National Planning Commission identified **9 main challenges** namely:

- Too few people work
- The standard of education for most black learners is of poor quality
- Infrastructure is poorly located, under-maintained and insufficient to foster higher growth
- Spatial patterns exclude the poor from the fruits of development
- The economy is overly and unsustainably resource intensive
- A wide spread disease burden is compounded by a failing public health system
- Public services are uneven and often of poor quality
- Corruption is widespread
- South Africa remains a divided society

Based on the identified challenges the commission developed a National Development Plan that seeks to address the identified challenges by 2030.

- 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

1.2.8. Outcome 9

As part of government performance monitoring and evaluation system, the Medium Term Strategic Framework and government Programme of Action and 12 National outcomes give effect to the policy direction adopted by cabinet. Each outcome has a limited number of measurable outputs with targets.

The 12 outcomes have delivery agreement which in most cases involve all spheres of government and a range of partners outside government. Outcome 9 commits municipalities to deliver services in a responsive, accountable, effective and efficient manner to enhance the livelihoods of communities in a sustainable manner.

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel free;
4. Decent employment through inclusive economic growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive and responsive economic infrastructure network;
7. Vibrant, equitable and sustainable rural communities with food security for all;
8. Sustainable human settlements and improved quality of household life
- 9. 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 to 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.
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to better and safer Africa and World
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

1.2.9. Limpopo Development Plan (LDP)

- The **LDP strives for economic development and transformation** to enable the province to address triple challenges: poverty, inequality and unemployment.
- The main economic agenda of the LDP is to intensify job-creation and enhance the skills base of the province towards supporting socio-economic growth and development in the province.
- The province aims to **diversify** the economy through placing emphasis in manufacturing thus creating value along commodities with competitive advantage within the prioritized economic sectors, in pursuit of addressing losses in employment and promoting sustained job opportunities. (Cluster Value-Chain development)
- Appropriate strategies and policies are in place to guide effective implementation processes

Provincial Goals

The LDP aims to achieve the **four overarching goals**:

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

Provincial Objectives

- Create decent employment through inclusive economic growth and sustainable livelihoods
- Improve the quality of life of citizens
- Prioritize social protection and social investment
- promote vibrant and equitable sustainable rural communities
- Raise the effectiveness and efficiency of a developmental public service
 - Ensure sustainable development

Provincial Targets

The following targets are set to ensure attainment of the provincial goals:

- Limpopo's Growth Trajectory Scenario (Current MTSF) at 3%. (2030 = 5%)
- Increase Matric pass rate from 72% in 2013 to beyond 80% in 2020
- Create 429 000 jobs by 2020
- Reduction of official unemployment rate from 15.9% in 2014 to 14% by 2020. (Expanded unemployment rate from 30.9% in 2014 to less than 33% by 2020)
- Access to basic services (water) from 83% in 2014 to 90% by 2020
- Electricity supply from 83% in 2014 to 90% by 2020
- Sanitation from 43% in 2014 to 50% by 2020
- Reduce HIV Incidence by (50%) by 2020 (busy obtaining figures)
- Life expectancy M = 58.3, F = 62.5 in 2014 to M = 60, F = 65 in 2020
- Inequality (Gini-Coefficient) from 0.61 to 0.50 by 2020
- GGP contribution to GDP – from 7.1% to 9% by 2020

Prioritised Implementation Focus Areas

1. Economic Development and Transformation
2. Infrastructure Development
3. Building a Developmental State
4. Social Cohesion and Transformation
5. High Impact Growth Catalytic Programmes and Anchor Projects

1.2.10. S137 of MFMA, read in conjunction with Section 139 (1) (b) of the Constitution and the Financial Recovery Plan (FRP) which came into being.

- Significant governance, financial and service delivery difficulties.
- Limpopo Provincial Executive instituted a discretionary intervention in terms of S137 of MFMA, read in conjunction with **Section 139 (1)(b)** of the Constitution.
- S139 (1) (b): Provincial Executive **assuming responsibility** for the relevant obligation in a municipality to the extent necessary to-
 - maintain essential national standards for service rendering
 - prevent a Municipal Council from taking unreasonable action that is harmful to the interests of another municipality or to the province as a whole
 - maintain economic unity
- Administrator appointed.
- The first step in the financial recovery process was a diagnostic assessment to determine the reasons for the crises in the municipality's financial and service delivery affairs: Done by Provincial Treasury in consultation with municipality.

1.2.10.1. Financial Recovery Plan Approach

Phase I: Financial Rescue:

- Immediate actions identified to secure the financial position.
- Safeguard funds for operational requirements and address critical and fundamental aspects of the municipal financial health.
- Prioritise six (6) focus areas, namely Funded Budget, Cost Containment, Cash Flow Management, Trading Debtors and Collection Rates, Expenditure Creditor Management and Ring-fencing of Conditional Grants.

Phase II: Stabilisation:

- Largely about improvement of efficiencies and systemic improvements across municipality to ensure best practises are identified and implemented.
- This requires a systematically approach to redesign processes and policies to change the work climate within units and realignment of responsibilities and delegation to enhancement governance and productivity.
- Goal to ensure all structures of municipality are aligned and stable to provide basic required performance to stabilize environment.

Phase III: Sustainability:

- Approach will be guided by outcomes of 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. Exiting will be considered at the end of this phase if acceptable municipal financial health levels have been achieved.

1.3. Key Aspects of the SONA and SOPA

1.3.1. Key Aspects of 2023 State Of Nation Address

The Financial and Fiscal Commission takes an interest in the State of the Nation Address and the budget implications of any announcement in the address. The State of the Nation Address looked at how to improve the living conditions of South Africans. The 2023 SONA focused on four broad themes, namely energy crisis, reducing unemployment, cost of living and crime and corruption.

Energy Crisis

1. The President acknowledged that persistent load shedding is impeding the economy's recovery. It was highlighted that without a reliable electricity supply, businesses cannot grow, assembly lines cannot run, crops cannot be irrigated, and basic services are interrupted. Load shedding means households and supermarkets cannot keep food fresh, the water supply is often disrupted, traffic lights need to be fixed, and streets need to be lit at night. Without a reliable electricity supply, our efforts to grow an inclusive economy that creates jobs and reduces poverty will not succeed.
2. The President announced that National Treasury is finalising a solution to Eskom's R400 billion debt burden that is equitable and fair to all stakeholders, enabling the utility to make necessary investments in maintenance and transmission. The government will support Eskom to secure additional funding to purchase diesel for the rest of the financial year. This should reduce the severity of load shedding as Eskom can use its diesel-run plants when the system is under strain.
3. The President also announced that National Treasury is working on adjustments to the bounce-back loan scheme to help small businesses invest in solar equipment and to allow banks and development finance institutions to borrow directly from the scheme to facilitate the leasing of solar panels to their customers. The design and conditions of the loan scheme should make it easy for small businesses to take up the loan.
4. The energy crisis has prompted the government to look for a viable solution to the crisis in the short and long term. The President announced that Minister of Cooperative Governance and Traditional Affairs Nkosazana Dlamini Zuma had gazetted the declaration of the State of Disaster, which began with immediate effect. Moreover, the president will expand his Cabinet by appointing a minister of electricity to the Presidency. The role of the minister would be to take full responsibility for overseeing all aspects of the electricity crisis response, including the work of the National Energy Crisis Committee.
5. The expansion of the cabinet by establishing a minister of electricity may result in the duplication of duties and coordination challenges. The Department of Public Enterprises and the Department of Energy have functional responsibilities relating to Eskom and energy. The addition of another Minister of electricity will result in duplication if there is no clarity on functional responsibilities.

Reducing Unemployment

1. The challenge of unemployment continues to be persistent and impacting on the youth more than other sections of society. The President highlighted efforts to mobilise greater levels of investment, which is essential to growing the economy and creating jobs. To address the challenge of youth unemployment, the Employment Tax Incentive has been expanded to encourage businesses to hire more young people in large numbers.
2. The Social Employment Fund was recruiting 50,000 participants in its next phase of undertaking work for the common good. The National Youth Service would create 36,000 opportunities through nonprofit and community-based organisations.
3. Labour market interventions may be suitable for addressing supply-sided challenges and preparing job seekers to enter the labour market. Still, their effect will only be limited if there is a corresponding increase in the supply of jobs through improving economic growth. Conventional labour market interventions centring on education, training, and wage subsidies are necessary but are inadequate to address today's youth unemployment challenge.

Cost of Living

1. The rising cost of living is deepening poverty and inequality. The President highlighted that approximately 60 per cent of the budget is allocated to the social wage, providing various forms of support, basic services and assistance to households and individuals to combat poverty and hunger. The President announced that to counter the rising cost of living, we will continue the Social Relief of Distress Grant, which currently reaches around 7.8 million people.
2. Furthermore, the President announced that the existing social grants would be increased to cushion the poor against rising inflation. The Minister of Finance will set out the quantum of the increases in the budget. He further announced that work is underway to develop a mechanism for targeted basic income support for the most vulnerable within our fiscal constraints.
3. A basic income grant comes with many economic and social benefits. It will result in the extension of economic opportunity for the poor, an expansion of human capabilities and a reduction in the burden of poverty, hunger and disease. However, it may also worsen the fiscal position of the country, and thus it requires a balanced approach to designing and implementing a basic income grant.

Crime and corruption

4. Crime and corruption continue to affect South Africa. The President announced the strengthening of the South African Police Service to prevent crime and improve the capacity of the National Prosecuting Authority and courts to ensure perpetrators are brought to justice. It was announced that more than 10,000 new recruits graduated from police academies and a further 10,000 will be recruited and trained this year.
5. Furthermore, the President announced that the government is working towards capacitating the Witness Protection Unit and would introduce amendments to the Protected Disclosures Act and Witness Protection Act to strengthen protections for whistle-blowers. In response to the State Capture Commission and in line with the framework for the professionalisation of the public service, integrity assessments would become a mandatory requirement for recruitment to the public service and entry exams would be introduced.

[1] The R400 billion debt will increase the public debt and debt servicing costs. This will place pressure on fiscal sustainability and the ability to stabilise the debt-to-GDP ratio. The additional funding to purchase diesel will require reprioritising the budget to accommodate the additional funding

[2] In the recent annual submission, the commission recommended that the prerequisite for any measure to fight corruption and move towards support for anti-corruption reforms is consistent political will for good governance and accountability. Political leadership and a commitment to fight corruption should therefore come from the highest office and the top levels of a country's political system, with understanding of accountability

1.3.2. Key Aspects of 2023 State Of Province Address

Premier Chupu Stanley Mathabatha delivered the 2023 Limpopo State of the Province Address at Jake Botes Hall in Polokwane on Thursday. Amongst the issues the Premier touched on was the Musina-Makhado Special Economic Zone, Roads and Infrastructure, crime prevention, Agriculture and many more.

Here are some of the points to take from the Limpopo State of the Province Address speech by Chupu Stanley Mathabatha:

1. Musina-Makhado Special Economic Zone

Last year during this sitting, we reported that we had to urgently start visible work at the Musina-Makhado Special Economic Zone. I am happy to report that after the approval of the Environmental Impact Assessment, construction work in the North-Site has commenced with the laying of bulk infrastructure. The construction of the 14 kilometres internal roads has already created immediate opportunities for work-seekers and local entrepreneurs.

Additional bulk installations, such as water, sewer, electricity, and integrated security infrastructure, will continue in 2023.

It is also worth mentioning that the appeal process, in respect of the Musina-Makhado SEZ South-Site Environmental Impact Assessment was concluded in July 2022. This has paved a way for the completion of the township establishment and the roll-out of the requisite bulk infrastructure services.

Nevertheless, we are aware of the other parties that continue litigating against the development of the Musina-Makhado SEZ. We are confident that, as before, we shall overcome this hurdle.

In the recent past, there has been an outcry about the unavailability of water to support the Musina-Makhado SEZ. We are, however, pleased to announce that the Department of Water and Sanitation has given us an assurance that it will support the project with water on a short, medium- to long-term basis. Among the proposed water sources are ground water, imported water, and the development of new dams in the Vhembe District.

Just last night, I had a fruitful engagement with some of the main investors in the Musina-Makhado SEZ. They welcome the progress we have made so far, and once more assured us of their unwavering support and commitment to this project.

Honourable Members of the House,

Another catalytic project we reported about during the State of the Province Address last year, is the Fetakgomo-Tubatse SEZ. I am delighted to report that the Environmental Impact Assessment was granted. We have since allocated a budget for Fetakgomo-Tubatse SEZ infrastructure development. We are now ready to submit the application for the designation of the Fetakgomo-Tubatse SEZ to the Cabinet.

2. Industrial Parks Revitalisation Programme

We project to create over 6,000 jobs through the implementation of the Industrial Parks Revitalisation Programme in all the five districts of our province. The Critical Infrastructure Programme has approved R49,9 million funding for the Seshego Industrial Park to refurbish the top structures of 11 factories. The plan is to start immediately with construction. We envisage that this construction will be completed in the next financial year.

3. Limpopo Investment Conference

In 2021 we hosted the first Limpopo Investment Conference. Through this initiative, we raised R209 billion worth of investment pledges. To date, more than seven major projects worth more than R50 billion are in the implementation phase.

Anglo-American has committed to advancing the hydrogen economy. Already, it has implemented R40 billion worth of their commitment in Mogalakwena. President Ramaphosa had the opportunity to launch the nuGen Hydrogen Truck in 2022. The development of the nuGen Truck Hydrogen Truck and its successful launch in the mining sector in Limpopo were an important contribution in the global response to climate change, specifically the decarbonisation of energy, transport, and broader industry.

4. Mining Restoration Investment

Mining in our province is a major contributor to our production output. The sector is poised to play an increasing role given our mineral endowments.

It is my pleasure to announce that Mining Restoration Investment has made a significant investment in the mining sector, with a pledge of R700 million towards a chrome and Platinum Group Metal mine in the Thabazimbi area. I am proud to say that the company has already spent R140 million of the productive investment.

Sefateng Chrome Mine is revolutionising chrome mining with its unique underground shaft. They have invested a substantial sum of R1 billion to make this project a reality. This investment has created 350 jobs during the construction phase and provided a long-term source of employment for 600 individuals once production begins.

Last year, we reported to this august house progress regarding the Corridor Mining Resources, which is a shareholder through Limpopo Economic

Development Agency to the Mphahlele Platinum Group Element Mining. In 2023, there will be further drilling to upgrade the resources. The equity partner, Sedibelo, is mobilising R1 billion to operationalise the mine.

Mozweli Engineering, which has pledged R115 billion investment, is paving the way in small-scale nuclear power.

Shekinah Lion and Game Lodge, which made an initial investment of R60 million, is now leading the way in eco-tourism.

Nalane Green Solar Energy Project, which has started implementing their R5 billion investment pledge, is providing a unique, socially responsible approach to energy generation.

The Nkuna City Investment is creating a vibrant, dynamic community that seamlessly integrates business, retail, commercial, industrial, hospitality, institutional, and residential land use. In just the first two phases of the project, it has created over 2,000 temporary jobs and 550 permanent jobs, with an estimated worth of R370 million.

5. Tourism Sector

Tourism is one of the key strategic economic growth-points in our province. Nevertheless, this sector, like other sectors of our economy, has been negatively affected by COVID-19 pandemic. This has led to the Department of Tourism developing a plan to facilitate recovery in the sector. The Limpopo Tourism Agency has made strides in implementing this recovery plan through its marketing efforts.

As a province, we have started regaining momentum in international tourist arrivals. From 0,6 million in 2021, we recorded over 1,5 million visitors in Quarter 3 of 2022. This figure has by far surpassed the 2021 international annual performance. This puts Limpopo back to the top three performing provinces in international tourist arrivals.

In domestic performance, Limpopo had the greatest number of trips originating from the province with 1,53 million trips in 2022, compared to just over 57,000 in 2021. This is a tremendous growth, compared to the previous years.

Limpopo has recorded 1,62 million trips by Province of destination in Quarter 3 of 2022. Again, this puts Limpopo back to the top three performing provinces in domestic trips.

In the same vein, we are delighted at the performance of Hoedspruit Airport. It is reported to be amongst the busiest airports and a major competitor among its peers in the country.

Of the 78,000 passengers that land at that airport, 61,000 of them are European tourists. The airport's ability to fly internationally allows many international travellers to have easy access to the regional routes such as Vilanculo in Mozambique, Maun in Okavango delta Botswana and the Victoria Falls in Zimbabwe.

It is in this context, that I have assigned the MEC for Transport and Community Safety, to work with ACSA, and coordinate a team to ensure development of a workable strategy for repurposing of this airport.

6. Agricultural Sector

In 2022, we reported about several agricultural projects that needed our focused attention so that we ensure food security for our people. The Lebowakgomo Abattoir has received a boost, with an approval of R32 million by the National Empowerment Fund.

We also reported about the interventions we planned to make in supporting the turnaround of the Zebediela Citrus Estate. Our intervention is bearing the fruits. Preparatory work on the development of a comprehensive Master Plan for Zebediela in partnership with Impact Catalyst has started following the conclusion and the signing of a Co-operation Agreement in October 2022.

Thus far, and despite the challenges experienced, mainly financial constraints from lower-than-expected income, the production of oranges is well on course. Preparations for harvesting are underway, scheduled to start later this month. The contribution made through the Social Employment Fund, which is implemented by Impact Catalyst, has managed to create more than 600 jobs.

Notable progress has been made through the Farmer Production Support Units Programme. The building for the Masala Farmer Production Support Unit in Mopani District has been completed. This will benefit no less than 110 farmers producing food on the 2,203 hectares of land.

Since Project Koba-Tlala Production Brigade was initiated in 2022/2023, the South African National Defence Force procured over R1 million worth of fresh produce from the farmers involved. Similarly, 32 collection points have been established to ensure active participation of small-scale farmers close to military establishments.

7. Provincial Roads

In the 2022 State of the Province Address, I made commitments about rehabilitation and upgrading of roads in the province. I can now confirm that those projects have since been completed. They include;

The rehabilitation of 11 kilometres on Road D1589 from Ga-Kgobokanang to Ga-Makgato and De-Vrede in the Capricorn District.

Rehabilitation of 7,3 kilometres on Road D2537 road in Penge in the Sekhukhune District.

The rehabilitation of 9 kilometres on Road D11 from Ga-Mamaila Kolobetona connecting the R81 in the Mopani District is complete. To ensure the entire D11 is in a good condition, we have also appointed another contractor for Phase 3 in November 2022. When Phase 3 is completed, the entire D11 will be in a good condition to ensure that the districts of Mopani and Vhembe are connected.

The rehabilitation of 27 kilometres on Road D3840 from Giyani to Phalaborwa in the Mopani District is at 67 per cent. I can confirm that Phase 1 of the project has been completed. We have recently appointed a contractor for Phase 2.

I would also like to announce that we have made significant progress on the other projects I pronounced on in 2022.

We have completed the construction of bridge 6116 in Makuleke;

We completed rehabilitation of 5 kilometres on Road D3200 Lebaka to Mohlabaeng;

Phase 2 of the rehabilitation of 30 kilometres of Road D4, Elim to Malamulele; has reached practical completion. We have seen that the condition of the road from N1 to Elim is in a dire state. We appointed a contractor to do major rehabilitation on the road.

λ The rehabilitation of flood damaged Road D4240, Maseven in Sekhukhune is at 70 per cent;

λ Phase 1 of the rehabilitation of 40 kilometres on Road D1483, Musina to Pongorwa in Vhembe is complete. We have appointed another contractor for phase 2 who is currently at 75 per cent progress. Upon completion of Phase 2, we will appoint another contractor for phase 3 to ensure the road leading to Mapungubwe Nature Park is in a good condition.

λ We have completed the upgrading of 13 kilometres on Road D2922, D2919 from Keerom to Tshikani.

Madam Speaker,

In the same speech I pronounced on the appointment of contractors by the end of 2022. I would like to give a progress report as well, in this regard:

λ Following the completion of designs for Road D4180, Atok Mine to Ga-Selape to Modimolle in Sekhukhune, the construction work will commence in the next financial year, 2023/2024.

Designs have also been completed for Road D4260, Malope to Phokwane in Sekhukhune and the construction work will commence in the next financial year.

The construction work for D4090, D4093, D4094, D4096 Malimate Roads in Capricorn District will commence in next financial year.

Finally, the construction work for D4199 Apel to Ga-Nkoana to D4190 in Sekhukhune District will commence in the next financial year.

In the same vein, we have prioritised other roads in the province, and, to this end, contractors have been appointed:

Blouberg Hospital to Buffelshoek in Capricorn.

Segole 1 and Segole 2 (Masebe Nature Reserve to N11 Waterval) in Waterberg.

Mavhunga access road in Vhembe.

Tshatshama road in Mopani.

Ga-Ramoshwane, Ga-Rammetlwane, Ga-Ramotlwana in Capricorn.

Thapane access to Nwamitwa in Mopani.

Glencowie to Malaka in Sekhukhune.

Musekwa to Maranikwe in Vhembe, and

The upgrading of the 10 kilometres Road D4109 from Mmamatonya to Road D885 in the Capricorn District.

I would like to further mention that 83 maintenance and rehabilitation projects will be attended to in the province to fix the ailing road network in the 2023/2024 financial year. The current weather is however not doing well as most of the roads infrastructure are damaged and would require further planning. We have to think seriously about improving freight transport.

I am also glad to announce that we have appointed 41 Engineering Consultants to design roads in all five districts of the province. The designs are expected to be completed over a period of twelve months. This forward planning approach will help us ensure that whenever funds are available for construction. We implement them without waiting for designs to be completed.

8. Water provision

Water provisioning is high on the agenda of this government. During the State of the Province Address last year, we presented a detailed report about progress and challenges regarding water supply in Limpopo. Major projects for water resource development will be implemented by the Department of Water and Sanitation. These include the raising of the Tzaneen Dam wall, Olifants River Water Resources Development, Musina-Makhadzo SEZ bulk water supply and Nandoni Water Treatment Works. There is already a plan with timeframes for all these projects. Municipalities who are responsible for reticulation require the bulk resource to complete supply of water to communities.

I am pleased that during our engagement with the Minister of Water and Sanitation, Mr Senzo Mchunu. It was agreed that we must expedite these bulk water infrastructure projects, especially the Nandoni-Nsami Bulk pipeline, Giyani Water Treatment Phase 1, Giyani Water Services, and the Loskop Regional Bulk Water Supply. This we must do without hesitation because the people of Giyani have been waiting for water for a long-time. They must drink water before the end of the financial year. I am happy that Mopani District Municipality did not wait for the pipeline to be completed. They have just appointed contractors to commence with the work of laying infrastructure for reticulation.

Madam Speaker,

Municipal infrastructure development is a key enabler for growth and development. We expect our municipalities to invest more in the development and maintenance of water, sanitation, electricity, and road infrastructure.

In the past years, our municipalities were performing above expectations in Municipal Infrastructure Grant spending. The COVID-19 pandemic impacted the Municipal Infrastructure Grant spending negatively.

Nevertheless, there are still municipalities which have performed well regarding their Municipal Infrastructure Grant. They include, Maruleng Municipality at 91,2 per cent.
Ephraim Mogale Municipality at 80,9 per cent and
Elias Motsoaledi Municipality at 72,1 percent.

This is not mere spending, it is, most importantly, infrastructure development and maintenance, which involves the provision of work as well. It is also worth noting that the Municipal Infrastructure Grant was allocated to other important infrastructure development project besides water: A total of 25 kilometres of local access streets has been added into the provincial road network.
8 community services projects were completed.
The community facilities constructed include community halls, sports facilities, cemeteries, and high mast lights.
One bulk water project was completed in the Capricorn District to benefit 2,745 households.

By the end of the financial year, municipalities had spent R2,8 billion. That amounts to 92,3 percent of the total Municipal Infrastructure Grant allocation. These, of course, are encouraging signs and I therefore call on the municipalities to sustain the momentum.

Madam Speaker,

Underspending and completion of water and sanitation projects remain another challenge in municipalities. We have noted that access to water has declined by 9.4 per cent between 2015 and 2021 (from 78.8 percent to 69.4 per cent). This has mainly been caused by ageing infrastructure, affecting sustainable and reliable water supply, as well as by changes in climatic conditions. However, there was a 4.5 per cent increase in sanitation between 2015 and 2021.

We have since encouraged municipalities that are water service authorities to utilise a portion of their Municipal Infrastructure Grant to refurbish or replace ageing infrastructure.

We shall continue to align all these projects through the Premier's Inter-Governmental Relations Forum so that the District Development Model can shape the way we provide services to our people.

9. Human settlements

Government has since developed a turn-around strategy to address the Human Settlement portfolio which has been of great concern to us because of its performance. The implementation of the strategy is already yielding results and the current level of performance in the delivery of housing units is now at 3,881, excluding the 35 units delivered through the Finance Linked Individual Subsidy Programme.

We envisage that the Human Settlements Development Grant Budget allocation, mainly earmarked to deliver 4,973 housing units in 6,055 sites, will create housing opportunities for 3,150 qualifying job seekers.

10. Education

Today we have another good reason to celebrate. There is no doubt that our journey towards our target of 80 percent Grade 12 pass rate is on track. The Class of 2022 has shown us that it is doable.

Through resilience and dedication, the Grade 12 Class of 2022 has attained 72,1 percent pass rate. This represents a 5,4 per cent improvement from 2021. As the Minister of Education has said, Limpopo is the second most improved province in the country. What a milestone!

Limpopo set a new matric record in 2022. It improved the number of candidates who obtained bachelor passes from over 28,000 (26.7 per cent). In 2021 to approximately 33,000 (29.8 per cent) in 2022.

To team Education under the Honourable MEC Mavhungu Lerule-Ramakhanya and all the stakeholders, Limpopo says thank you once again.

There is no doubt that the intervention plan we adopted at the Education Indaba last year has made a huge impact. We must therefore intensify the implementation of this plan.

Madam Speaker, school infrastructure remains high on the agenda of this government. As it is prerequisite for a conducive learning environment. To this effect the province will build an additional 150 classrooms in the next financial year. This will go a long way towards reducing the classroom backlog at our schools.

On the other hand, we have made great strides in addressing the challenge of schools with inappropriate sanitation facilities. The next phase is to attend those schools that have inadequate sanitation. About 150 of such schools will be provided with additional sanitation facilities over the next Medium-Term Expenditure Framework period.

Honourable Members,

In keeping with the dictates of the Fourth Industrial Revolution and demands of the knowledge economy. The project of providing our learners and educators with appropriate ICT resources is also well on track.

In the previous financial years, we provided Grades 1 and 8 learners in quintile 1 to 3 select schools with tablets and their educators with laptops. There is still a lot of work we need to do to complete the shift. Inclusive of building learning and teaching interactivity on the e-Learning platform and securing digital connectivity across the province.

Similarly, we recognise the critical role that the Early Childhood Development programme plays. Cabinet took a decision to transfer this function to the Department of Education with effect from 1st of April 2022. We have since put in place systems to ensure that 105 000 children aged 0 to 4 years access registered ECD programmes in community-based centres throughout the province.

11. Crime prevention

Last year we also recommitted ourselves to make life very difficult for criminals. Especially those who wish to use Limpopo as a haven for their nefarious activities. This was largely because peace and stability have always been defining features of our province.

However, as of December 2022, the province experienced an increase in various categories of crime. The total number of crime statistics reported at that time was 242, which was an increase from the previous statistics.

There is, however, a notable decrease in reported cases of both sexual offence and attempted sexual offence. This indicates that the province, through SAPS and other partners in the safety and security cluster, are confronting gender-based violence head-on. Whilst noting this provincial decrease. We are concerned that incidents of gender-based violence continue to rise in Thohoyandou, Mankweng, Seshego and Giyani. For us to win the battle against gender-based violence, we need everyone to play their part.

Honourable Members,

Last year, there were numerous inter-sectoral campaigns through face-to-face, print and electronic media in an effort to intensify our fight against crime. All districts held dialogues wherein NGOs, Traditional Leaders, Interdenominational and sector departments participated. This platform has brought about a renewed commitment to fight crime on the part of our people.

12. Sports, arts and culture

Sport, arts and culture are key drivers towards building unity and social cohesion. In the year under review Banyana Banyana won the Women's Africa Cup of Nations 2022. Once again, we congratulate the entire team for having made South Africa proud. That winning team included six players from Limpopo. We could not miss the opportunity of hosting them, welcoming them back to the heartland of Southern Africa, the home of the baobab tree in South Africa, Limpopo.

In the same wavelength, we will not tire from celebrating the achievements of the legendary Vakhegula Vakhegula, a football team from Limpopo comprising grandmothers up to the age 84. They have gained international recognition. Could this be an indicator of where the players in Banyana Banyana from Limpopo come from, socially speaking?

Similarly, Limpopo has seen an increase in football clubs participating in the Premier Soccer League and National First Division. There are seven teams in the two apex leagues from Limpopo Province. This progress has made imperative the development of FIFA-compliant stadia and hospitality sector facilities in our districts.

Honourable Speaker,

Let me also take this opportunity to congratulate the sons and daughters of this province who continue to place Limpopo on the map, especially in the field of arts and culture.

We congratulate our daughter, Ndavi Nokeri, the reigning Miss South Africa who went on to contest for Miss Universe last year. Nokeri hails from Tzaneen and she follows after other illustrious daughters of the soil, former Miss South Africa, Bokang Montjane, former Miss South Africa Shudufhadzo Musida, all from our beautiful province.

We are also excited about our super musicians who continue to wow the world with their storytelling music. When King Monada won the best song of the year with his song 'A ye kuwa' on ThobelaFM, and in the same vein, we saw our national rakgadi, Makhadzi collaborating with King Penny Penny with a powerful song, 'Milandu Bhe', on PhalaphalaFM and Munghana lo Nene FM.

When Idols 18 closed the curtain last year, the whole of South Africa came to a standstill. Thapelo Molomo became the Idols 18 winner. Thapelo Molomo comes from Diratseneng village, in Bakenberg .

On the other hand, we continue to be entertained through wedding songs such as 'Moleta Israel ga a robale' by our very own Pleasure, Ramadimetja Peta.

How can I forget our shining stars Sho Majozi and Master KG. Who also continue to shine and put Limpopo on the map. I am pleased that some of them are my guests of honour in this special sitting today. It is my singular honour and privilege to request Papa Penny and Pleasure Tsa Manyalo to please take a bow.

1.4. Municipal powers and functions

Section 155(1) of the Constitution of the Republic of South Africa, Act No. 108 of 1996 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 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 1: Assessment of powers and functions

Service	Authority for the service	
	Local Municipality	District Municipality
Air pollution	√	
Building regulations	√	
Child care 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 parlours and crematoria	√	√
Cleansing	√	
Control of public nuisance	√	
Control of undertakings that sell liquor to the public	√	
Facilities for the accommodation, care and burial of animals	√	
Fencing and fences	√	
Licensing of dogs	√	

Service	Authority for the service	
	Local Municipality	District Municipality
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	√	

1.5. Priorities Issues from Municipal Perspective

PRIORITY ISSUES
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

1.6. 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 that would guide the planning, drafting, adoption and review of the IDP, Budget and Performance. The Process Plan should have clear and established mechanism, 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 will be 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:

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

Phases and Activities of the IDP /Budget/PMS process Plan

- The table below shows the phases/stages of the IDP Process and Activities entailed for the review of the IDP:

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Preparation phase	Develop draft 2023/2024 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)	20 June – 19 August 2022
	Alignment with WDM framework for IDP	Waterberg District Municipality	MSA No. 32 of 2000 (s27) MFMA No.56 of 2003 (s21)	27 – 29 July 2022
	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MSA No. 32 of 2000 (s28)	27 – 29 July 2022
	Advertise Draft IDP, Budget & PMS Process Plan for public comments	Planning and Development Services	MSA No. 32 of 2000 (s28)	01 – 30 July 2022
	First IDP Steering Committee	Planning and Development Services	MSA No. 32 of 2000 (s 17 and 28)	12 August 2022
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	27 July 2022
	First IDP Representative forum	Planning and Development Services	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	19 August 2022
	First District IDP Representative forum	Waterberg District Municipality	MSA No. 32 of 2000 (s28)	17 August 2022
	Table Draft 2023/2024 IDP, Budget and PMS process plan to council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s28)	30 August 2022
	Give notice to the local community of particulars of the Process Plan	Planning and Development Services	MSA No. 32 of 2000 (s28)	30 August – 13 September 2022

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Analysis phase	Provincial District Engagement Session	CoGHSTA, OTP and Waterberg District Municipality	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	September 2022
	Public engagement/Community Based Planning session	Planning and Development Services	MSA No. 32 of 2000 (s16 and 17)	20 September – 30 September 2022
	Community Consultation Forums on proposed 2023/2024 tariffs, indigent credit, credit control, and free basic services	Finance Services	MFMA No.56 of 2003 (s21 and 24)	10 October 2022 – 28 February 2023
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21 and 24)	27 October 2022
	Second IDP Steering Committee	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 17 and 28)	04 November 2022
	Second IDP Representatives Forum	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	11 November 2022
Strategies phase	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MFMA No.56 of 2003 (s21 and 24)	16 November 2022
	Provincial District Engagement Session	COGHSTA, OTP and WDM	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	November 2022
	Second District IDP Representatives Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21 and 24)	22 November 2022
	Strategic Planning session	Planning and Development Services	MSA No. 32 of 2000 (s 26)	30 November – 02 December 2022
	Consolidation and alignment with national, provincial and district strategies	Planning and Development Services	MSA No. 32 of 2000 (s 26)	22 November – 6 December 2022
Project phase	Project identification	Planning and Development Services	N/A	09 – 13 January 2023
	Task team consultation	Planning and Development Services	N/A	17 – 20 January 2023
	Report on the Mid-Term performance of the SDBIP	Office of the Municipal Manager	MFMA No.56 of 2003 (s72)	25 January 2023
	Table the Draft Annual Report to council	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	24 January 2023

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Project phase	Consolidation and alignment	Planning and Development Services	N/A	24 – 31 January 2023
	Provincial District Engagement Session	COGHSTA, OTP and WDM	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	February 2023
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	09 February 2023
	Make the Annual Report public	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	17 February 2023
	Third IDP Steering Committee	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 17 and 28)	14 February 2023
	Strategic Planning session (Waterberg District Municipality)	Waterberg District Municipality	MSA No. 32 of 2000 (s 26)	27 February – 01 March 2023
	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	08 March 2023
	Third IDP Representative Forum	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	10 March 2023
	Budget Steering Committee for Draft 2023/2024 Budget	Finance	MFMA No.56 of 2003 (s53)	17 March 2023
	Third District IDP Representative Forum	Waterberg District Municipality	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	29 March 2023
	Table Draft 2023/2024 IDP & Budget to Council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s30)	28 March 2023
	Approval of the Oversight Report	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	28 March 2023
	Final alignment with Waterberg District Municipality, Provincial and National Programmes	Planning and Development Services	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	22 March – 11 April 2023
	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	04 – 05 April 2023
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	25 April 2023
	IDP/Budget Roadshows	Mayor and Steering Committee	MFMA No.56 of 2003 (s23) MSA No. 32 of 2000 (s16 and 17)	11 – 28 April 2023
	Screening, alignment and consolidation of inputs from communities	Planning and Development Services	MFMA No.56 of 2003 (s23)	03 – 09 May 2022

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Approval phase	Fourth IDP steering committee	Planning and Development Services	MFMA No.56 of 2003 (s23)	5 May 2023
	Consolidation and alignment	Planning and Development Services	N/A	16 – 18 May 2023
	Fourth IDP Representative Forum	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	12 May 2023
	Budget Steering Committee for Final 2022/2024 Budget	Finance	MFMA No.56 of 2003 (s53)	18 May 2023
	Fourth District IDP Representative Forum	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	22 May 2023
	Table the 2023/2024 IDP & Budget to council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s30)	30 May 2023
	Submission of approved IDP & Budget to CoGHSTA and Provincial Treasury	Office of the Municipal Manager	MSA No. 32 of 2000 (s 32)	23 May – 09 June 2023
	Publish approved 2023/2024 IDP & Budget	Planning and Development Services	MSA No. 32 of 2000 (s25)	01 – 30 June 2023
	Approval of SDBIP	Office of the Municipal Manager	MSA No. 32 of 2000 (s38)	01 – 30 June 2023

1.7. Mechanisms and Procedures for Participation

Functions and context of public participation

Chapter 4 of the Municipal Systems Act, 2000 section 17(2) 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:

- Needs identification;
- Endorsement of appropriateness solutions;
- Community ownership and buy-in; and
- Empowerment.

Mechanisms for participation

The following mechanisms for participation will be utilized:

- **Media**

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

- **Website**

The municipal website (www.mogalakwena.gov.za) will also be utilized 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.

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 will be made to bring additional organizations into the IDP Rep Forum and ensure their continued participation throughout the process. The IDP Representative forum is the structure which institutionalizes and guarantees representative participation in the IDP process.

Members of the Rep Forum includes:

Chairperson : Mayor or nominee

Secretary : Municipal Manager/Manager Planning & Development Services

Members : Exco. Members, Councillors, Traditional Leaders, Ward Committees Representative, Heads of Sector Departments, Private Sector, CBOs, NGOs, Youth, Women, Disabled, Parastatals, Municipal Trade Unions and CDWs.

The forum will be responsible for:

- Represent the interest of their constituents in the IDP process
- Provide an organizational mechanism for discussion ,negotiation and decision making between the stakeholders and the municipality
- Ensure communication between all the stakeholder representatives
- Monitor the performance of the planning and implementation

The IDP Representative forum of Mogalakwena municipality is functional and they are scheduled to meet at each phase of the IDP as adopted in Municipal process plan as adopted by council.

- **Public Consultation Meetings**

1. For the entire review/development of the IDP/Budget/PMS, communities will be consulted during the months of April each financial year directly on soliciting the needs and presenting the draft IDP/Budget of the municipality. This will deepen the participation of the community in the entire process of the IDP/Budget/PMS cycle.
2. Inputs raised and discussed in the Draft IDP/Budget public participation Consultation will be noted by the IDP Unit and taken into consideration when compiling the Final IDP document.

To give effect to the above mentioned requirements the table below depicts various phases and timeframes for the development of the IDP:

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Preparation phase	Develop draft 2023/2024 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)	20 June – 19 August 2022
	Alignment with WDM framework for IDP	Waterberg District Municipality	MSA No. 32 of 2000 (s27) MFMA No.56 of 2003 (s21)	27 – 29 July 2022
	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MSA No. 32 of 2000 (s28)	27 – 29 July 2022
	Advertise Draft IDP, Budget & PMS Process Plan for public comments	Planning and Development Services	MSA No. 32 of 2000 (s28)	01 – 30 July 2022
	First IDP Steering Committee	Planning and Development Services	MSA No. 32 of 2000 (s 17 and 28)	12 August 2022
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	27 July 2022
	First IDP Representative forum	Planning and Development Services	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	19 August 2022
	First District IDP Representative forum	Waterberg District Municipality	MSA No. 32 of 2000 (s28)	17 August 2022
	Table Draft 2023/2024 IDP, Budget and PMS process plan to council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s28)	30 August 2022
	Give notice to the local community of particulars of the Process Plan	Planning and Development Services	MSA No. 32 of 2000 (s28)	30 August – 13 September 2022

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Analysis phase	Provincial District Engagement Session	CoGHSTA, OTP and Waterberg District Municipality	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	September 2022
	Public engagement/Community Based Planning session	Planning and Development Services	MSA No. 32 of 2000 (s16 and 17)	20 September – 30 September 2022
	Community Consultation Forums on proposed 2023/2024 tariffs, indigent credit, credit control, and free basic services	Finance Services	MFMA No.56 of 2003 (s21and 24)	10 October 2022 – 28 February 2023
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	27 October 2022
	Second IDP Steering Committee	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 17 and 28)	04 November 2022
	Second IDP Representatives Forum	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	11 November 2022
Strategies phase	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	16 November 2022
	Provincial District Engagement Session	COGHSTA, OTP and WDM	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	November 2022
	Second District IDP Representatives Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21 and 24)	22 November 2022
	Strategic Planning session	Planning and Development Services	MSA No. 32 of 2000 (s 26)	30 November – 02 December 2022
	Consolidation and alignment with national, provincial and district strategies	Planning and Development Services	MSA No. 32 of 2000 (s 26)	22 November – 6 December 2022
Project phase	Project identification	Planning and Development Services	N/A	09 – 13 January 2023

	Task team consultation	Planning and Development Services	N/A	17 – 20 January 2023
	Report on the Mid-Term performance of the SDBIP	Office of the Municipal Manager	MFMA No.56 of 2003 (s72)	25 January 2023
	Table the Draft Annual Report to council	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	24 January 2023

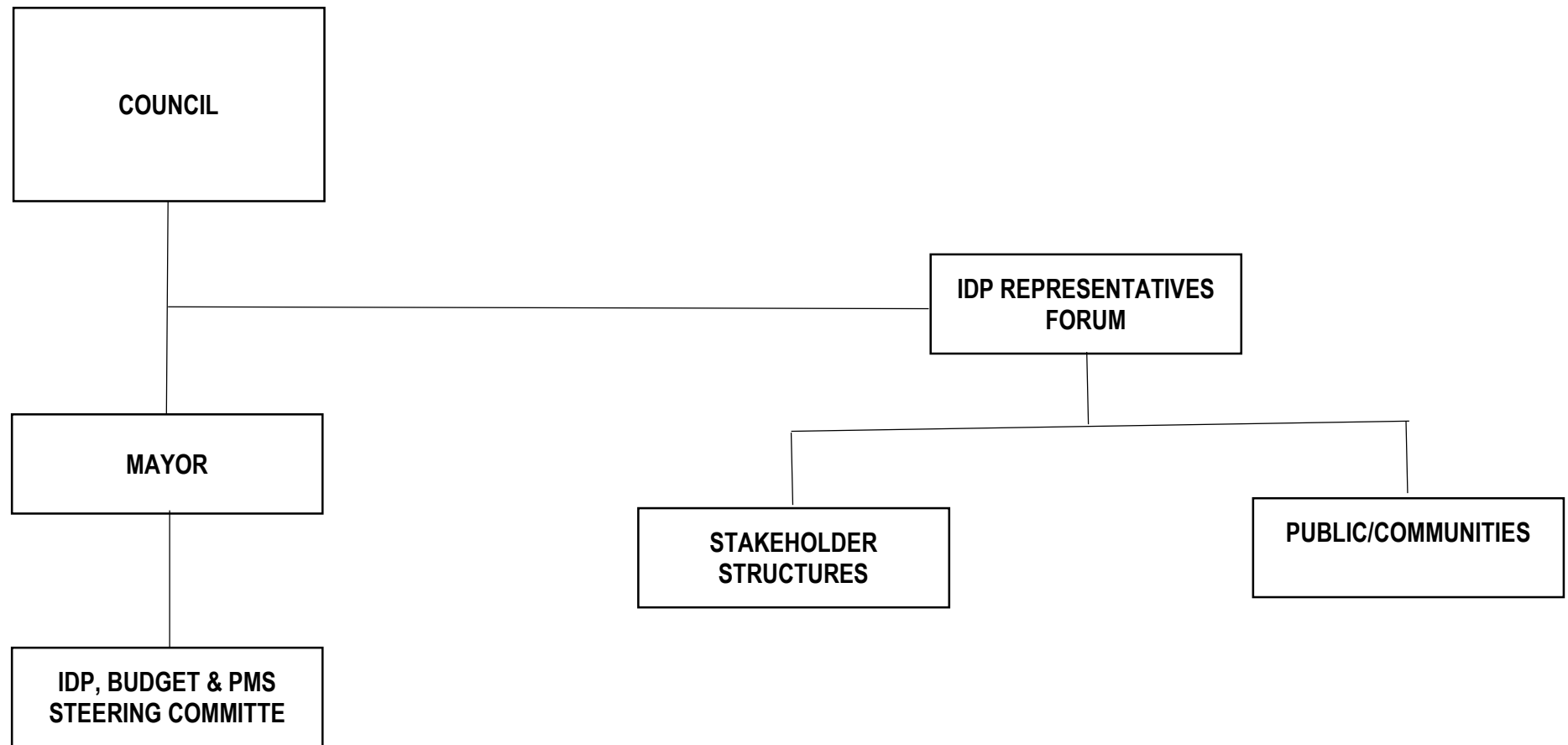
IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Project phase	Consolidation and alignment	Planning and Development Services	N/A	24 – 31 January 2023
	Provincial District Engagement Session	COGHSTA, OTP and WDM	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	February 2023
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	09 February 2023
	Make the Annual Report public	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	17 February 2023
	Third IDP Steering Committee	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 17 and 28)	14 February 2023
	Strategic Planning session (Waterberg District Municipality)	Waterberg District Municipality	MSA No. 32 of 2000 (s 26)	27 February – 01 March 2023
	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	08 March 2023
	Third IDP Representative Forum	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	10 March 2023
	Budget Steering Committee for Draft 2023/2024 Budget	Finance	MFMA No.56 of 2003 (s53)	17 March 2023
	Third District IDP Representative Forum	Waterberg District Municipality	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	29 March 2023

	Table Draft 2023/2024 IDP & Budget to Council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s30)	28 March 2023
	Approval of the Oversight Report	Office of the Municipal Manager	MFMA No.56 of 2003 (s127)	28 March 2023
	Final alignment with Waterberg District Municipality, Provincial and National Programmes	Planning and Development Services	MFMA No.56 of 2003 (s21) MSA No. 32 of 2000 (s29)	22 March – 11 April 2023
	WDM District IDP & PMS Managers Meeting	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	04 – 05 April 2023
	WDM District Municipal Manager's Forum	Waterberg District Municipality	MFMA No.56 of 2003 (s21and 24)	25 April 2023
	IDP/Budget Roadshows	Mayor and Steering Committee	MFMA No.56 of 2003 (s23) MSA No. 32 of 2000 (s16 and 17)	11 – 28 April 2023
	Screening, alignment and consolidation of inputs from communities	Planning and Development Services	MFMA No.56 of 2003 (s23)	03 – 09 May 2023

IDP PHASE	DELIVERABLE	CO-ORDINATING/ RESPONSIBLE DEPARTMENT	LEGISLATIVE REQUIREMENT	TIMEFRAME
Approval phase	Fourth IDP steering committee	Planning and Development Services	MFMA No.56 of 2003 (s23)	5 May 2023
	Consolidation and alignment	Planning and Development Services	N/A	16 – 18 May 2023
	Fourth IDP Representative Forum	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	12 May 2023
	Budget Steering Committee for Final 2022/2024 Budget	Finance	MFMA No.56 of 2003 (s53)	18 May 2023
	Fourth District IDP Representative Forum	Mayor and Municipal Manager	MSA No. 32 of 2000 (s 16, 17 and 28) MFMA No.56 of 2003 (s21)	22 May 2023
	Table the 2023/2024 IDP & Budget to council	Mayor and Municipal Manager	MSA No. 32 of 2000 (s30)	30 May 2023
	Submission of approved IDP & Budget to CoGHSTA and Provincial Treasury	Office of the Municipal Manager	MSA No. 32 of 2000 (s 32)	23 May – 09 June 2023
	Publish approved 2023/2024 IDP & Budget	Planning and Development Services	MSA No. 32 of 2000 (s25)	01 – 30 June 2023
	Approval of SDBIP	Office of the Municipal Manager	MSA No. 32 of 2000 (s38)	01 – 30 June 2023

1.8. Institutional Arrangements to Drive IDP Process

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



The following are the roles and responsibilities of the above Mentioned structures

STAKEHOLDER	ROLES AND RESPONSIBILITIES
Council	<ul style="list-style-type: none"> As the ultimate political decision-making body of the municipality, council must consider, adopt and approve the IDP.
Mayor (Together with Elected EXCO Members)	<ul style="list-style-type: none"> Manage the drafting of the IDP. Assign the responsibility in this regard to the municipal manager. Submit the draft plan to municipal council for adoption. Submit final IDP and Budget to Council for adoption.
Municipal Manager	<ul style="list-style-type: none"> The Municipal Manager is responsible and accountable for implementation of the municipality's IDP and the monitoring of progress with the implementation plan, responsible for advocating the IDP process and nominates persons in charge of different roles.
IDP Unit	<p>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:</p> <ul style="list-style-type: none"> Preparing the Process Plan for the development of the IDP; Day to day management of the IDP process; Ensure involvement of different role-players; Adjustments of 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	<ul style="list-style-type: none"> Assist and support the Municipal Manager and Representative Forum. Information "GAP" identification. Oversee the alignment of the planning process internally.
Ward Committees	<p>Ward Committees are a major link between the municipality and the residents. As such their role is to:</p> <ul style="list-style-type: none"> Ensure communities understand the purpose of the IDP, Budget and Performance management processes. Assist the municipality in prioritizing the ward specific needs. Facilitate public consultation and participation within their wards Provide feedback to their communities on the adopted IDP and Budget.

1.9. MEC Final IDP Assessment Report for 2022/23

According to the CoGTA IDP assessment template or guidelines, 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 IDPs (as a 5-year plan) are included in the SDBIPs (annual operational plans).

The IDP assessment template accentuated six (6) Key Performance Areas (KPA's), namely:

- Spatial Rationale;
- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Good Governance and Public Participation;
- Financial Viability; and
- Municipal Transformation and Organizational Development

The 2022/23 MEC IDP Assessment report is solution-oriented and deliberately focused on IDP Sector Plans. The report methodology and approach are informed by the need to contribute to the constant improvement of IDPs in Limpopo Province.

The approach is informed by the advent of the District Development Model (DDM) and provincial resolution adopted during the IDP/DDM District Engagement session.

The 2022/23 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 Province have met basic requirements of what constitutes a credible IDP as per CoGTA guidelines. 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 Mogalakwena municipality are reflected below:

Municipality	IDP Indicator Outcome	IDP-SDBIP Alignment
Mogalakwena Local Municipality	High	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 the country at large. In addition this section provides information on 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 2011, Mogalakwena Municipality contains over 45% of the Waterberg district's population with a total population of 307 682 and 79 396 households. The Africans are in majority (295 796) and constitute approximately 96% of the total Mogalakwena municipality population. The white population is 9274, coloured population is 403 and the Indian/Asian population is 1646. Just over 53% of the population is females. The population growth rate is estimated at 0.31% in 2011.

Of the 307 682 residents of Mogalakwena Local Municipality, 96,1% are black African, 3% are white, with the other population groups making up the remaining 0,9%. Of those aged 20 years and above, 18,2% completed/have some primary education, 35,6% have secondary education, 21,7% have completed matric, 8,5% have some form of higher education, and 16% have no form of schooling.

According to Census 2011, 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 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.

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 2 : Key population statistics

Key statistics	
Total population	307,682
Young(0-14)	34,3%
Working Age	58,3%
Elderly(65+)	7,4%
Dependency ratio	71,5%
Sex ratio	87,6
Growth rate	0,31% (2001-2011)
Population density	50 persons/km2
Unemployment rate	40,2%
Youth unemployment rate	51,7%
No schooling aged 20+	15,9%
Higher education aged 20+	8,5%
Matric aged 20+	21,7%
Number of households	79,395
Number of Agricultural households	26,089
Average household size	3,8
Female headed households	52,3%
Formal dwellings	93,6%
Flush toilet connected to sewerage	25,8%
Piped water inside dwelling	20,2%
Electricity for lighting	91,8%
Source: Statistics South Africa (Stats SA), Census 2011	

2.3.1. Age and Gender Distribution

Table 3 : Population by racial group and gender

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	137512	95.7%	158285	96.5%	295797	96.1%	43.5%
White	4583	3.2%	4691	2.9%	9274	3.0%	1.4%
Coloured	208	0.1%	195	0.1%	403	0.1%	0.1%
Indians	984	0.7%	661	0.4%	1645	0.5%	0.2%
other	415	0.3%	148	0.1%	563	0.2%	0.1%
Total Population	143702	100%	163980	100%	307682	100%	45%

Source: Statistics South Africa (Stats SA), 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	147791	96.87%	168024	97.27%	315816	97.09%	42.35%
White	3567	2.34%	3654	2.12%	7221	2.22%	0.97%
Coloured	314	0.21%	185	0.11%	499	0.15%	0.07%
Indians	887	0.58%	868	0.50%	1755	0.54%	0.24%
Total Population	152559	100.00%	172731	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 2011, Mogalakwena Municipality contains over 45% of the Waterberg district's population with a total population of **307 682** people and **79 396** 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

Figure 1 show the number of people who had reached each level of education as presented in the Census 2011. 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 have 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 a good trend of more females attaining higher education.

Figure 1: Levels of education

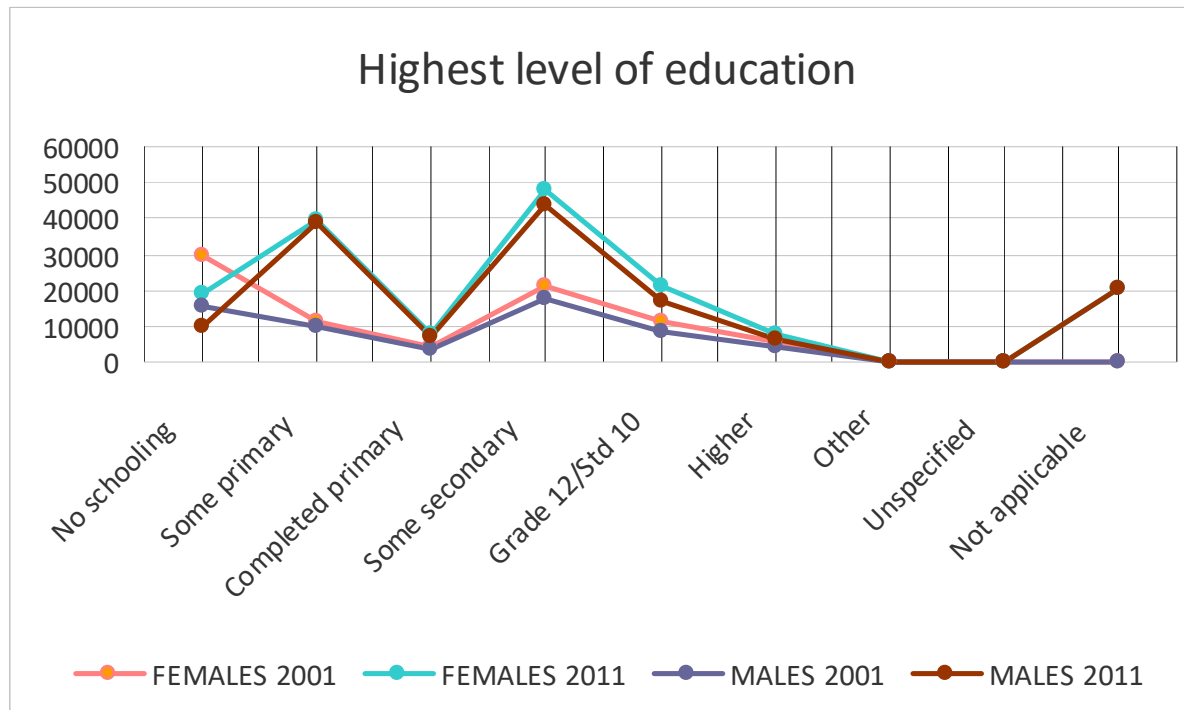


Table 4: Highest Level of Education

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
63208	13636	41648	1701	909	690
Source: Statistics South Africa (Stats SA), Community Survey 2016					

2.3.5. Employment Profile

One of the key social problems facing the Mogalakwena Municipality is poverty. The 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 5: 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

In order to determine the people's living standards 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 distribution of the households per income group in Mogalakwena Municipality is shown. The table reiterates that general education levels are low, as income earned by low-skilled laborers is lower than income earned by highly skilled workers. Since education levels are low, income earned is concentrated in the lower brackets, which suggests that the general population is poor. In addition the table shows that there is a tremendous amount of people who have no income and hence, that poverty is a major problem in the municipal area.

Table 6: 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 below indicates the number of people with disabilities. The majority of the disability relates to physical disability.

Table 7: Number of people with disabilities

TYPE OF DISABILITY	CENSUS 2001	CS 2007
Communication	554	1033
Emotional	2222	2449
Hearing	2743	1193
Intellectual	1566	1012
Multiple disability	1735	128
Physical	3839	3941
Sight	4804	1845
Source: StatsSA census 2001 and Community survey 2007		

3. SPATIAL ANALYSIS

3.1. Description of Municipal Area

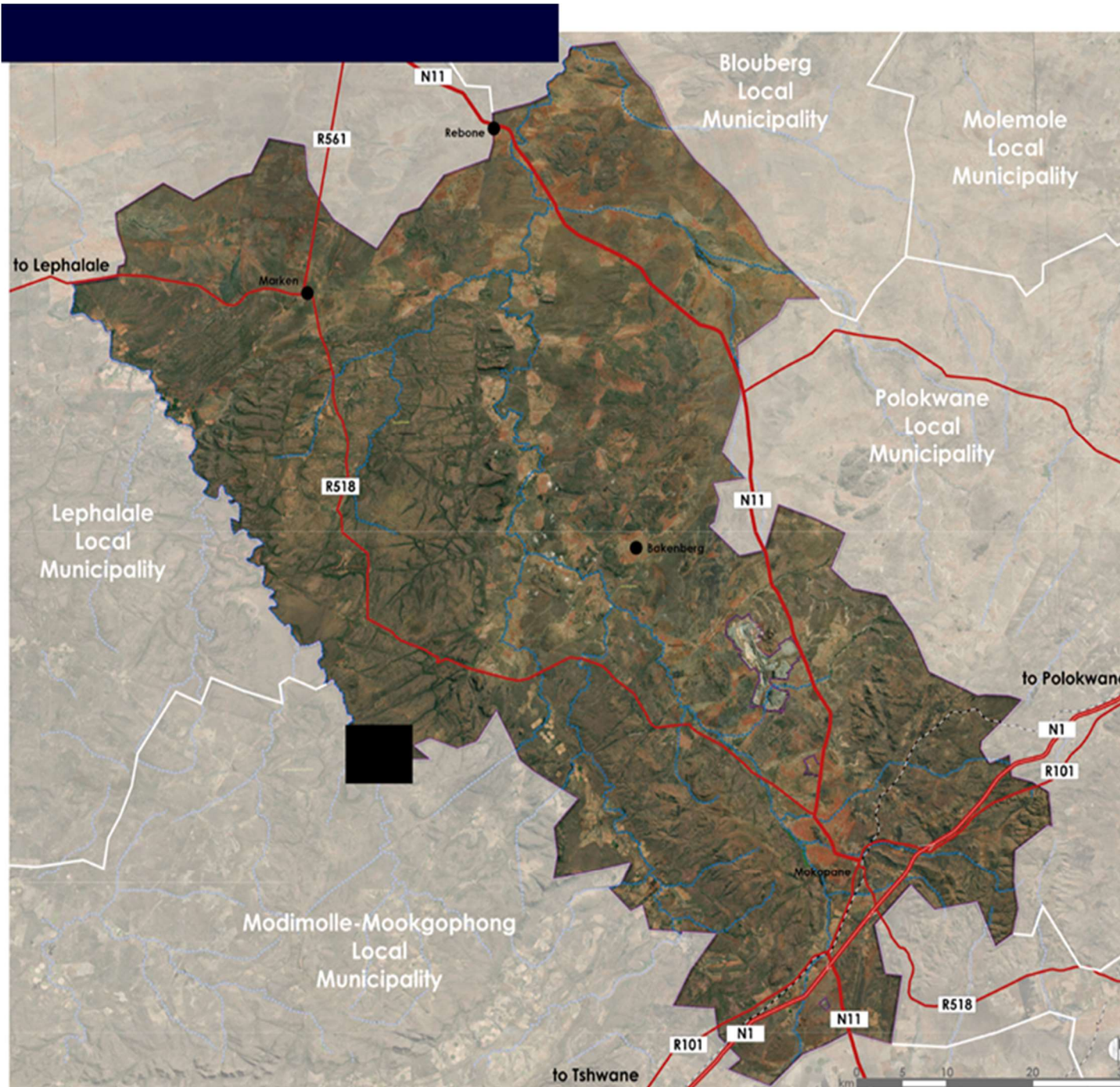
Mogalakwena is one of the five local municipalities in the Waterberg District. The Municipality has a geographical area of 6 200Km² and that constitutes 12% of the total Waterberg District area and has a diverse socio-demographic profile underscored by the spatial and physical diversity reflected in all aspects of local development. The Municipality is located on the N1 from Gauteng to Musina (and Zimbabwe through Beit Bridge) in the Waterberg district in the Limpopo province. 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 continent.

Mogalakwena is identified as part of a national resource region and a critical contributor to the national economy. Mokopane as 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 mountains are strong structural elements that have shaped the development of the municipal area over time, thereby creating a unique setting and identity for the municipality.

Mogalakwena has a well-defined and established development footprint. It consists of 3 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. The N1, N11, and R518, together with the Mogalakwena River and mountains provide very strong structural elements that shaped the development in the municipal area. These structural elements should be considered, along with the rich history and cultural diversity of the area and the physical resource base that predetermined the agricultural and mining activity to get an understanding of patterns that drive development in the municipal area. The map below indicates where Mogalakwena lies in terms of geographical location.



Size 6 170 km²
351 540 people
density 52 people/km²
1 main town - Mokopane
traditional villages 178

SPATIAL STRUCTURING ELEMENTS USED IN THE CONCEPTUAL SPATIAL STRUCTURE OF MOGALAKWENA

The following spatial structuring elements were used:

- Nodes (points/beads): Places where people, transportation routes, and activities come together and intersect. Specifically in the case of community service nodes, 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.
- Routes (lines/strings): 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 5 main clusters of settlements are:

1. Mokopane , Mahwelereng and peri-urban areas

Sekgagapeng, Pholapark, Mitchel, Mountainview, Masehlaneng, Maroteng, Moshate, Masodi, Madiba, Mozombane, Tshamahansi, Magongoa, Mosestjane and Malepetleke

2. Mapela

3. Bakenberg

4. Rebone

5. Marken

3.2. Spatial Rationale

Mogalakwena functions largely as the interface between Waterberg District Municipality and Capricorn District Municipality. Mogalakwena is surrounded by the following local municipalities:

North	<ul style="list-style-type: none">• Lephalale Local Municipality (Largely deep rural areas)
East	<ul style="list-style-type: none">• Blouberg Local Municipality• Polokwane Local Municipality (Strong tribal component directly adjacent to Mogalakwena)• Lepelle Nkumpi Local Municipality
South	<ul style="list-style-type: none">• Mookgopong Local Municipality• Modimolle Local Municipality
West	<ul style="list-style-type: none">• Lephalale Municipality (North West Province)

3.3. Hierarchy of Settlements

The development of a nodal system is dependent on the movement of goods and services. In stimulated movement the gap or distance between supply and demand must be bridged. The overcoming of distance is so basic to development that spatial differentiation cannot develop without movement. For example, if there is demand for a commodity from a household living in remote village and the commodity are available in the business area of a town, supply and demand exist. However, it is of no value if the distance between supply and demand cannot be bridged. Movement is central to nodal development and the extent and ability to generate movement of people, goods and services leads to the ability of geographic centres or nodes to develop and become specialized.

Table 8: Hierarchy of Settlements

SETTLEMENT(S)	HIERACHY
Mokopane (Town) Mahwelereng and the surrounding peri-urban areas Vaaltyn	1st Order Settlements
Bakenberg Tribal Area Rebone Township and the surrounding rural settlements Mapela and the surrounding settlements Marken	2nd Order Settlements
All other villages not specified above	3rd Order Settlements

3.4. 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 Management Scheme (LUMS) form the main or core components.

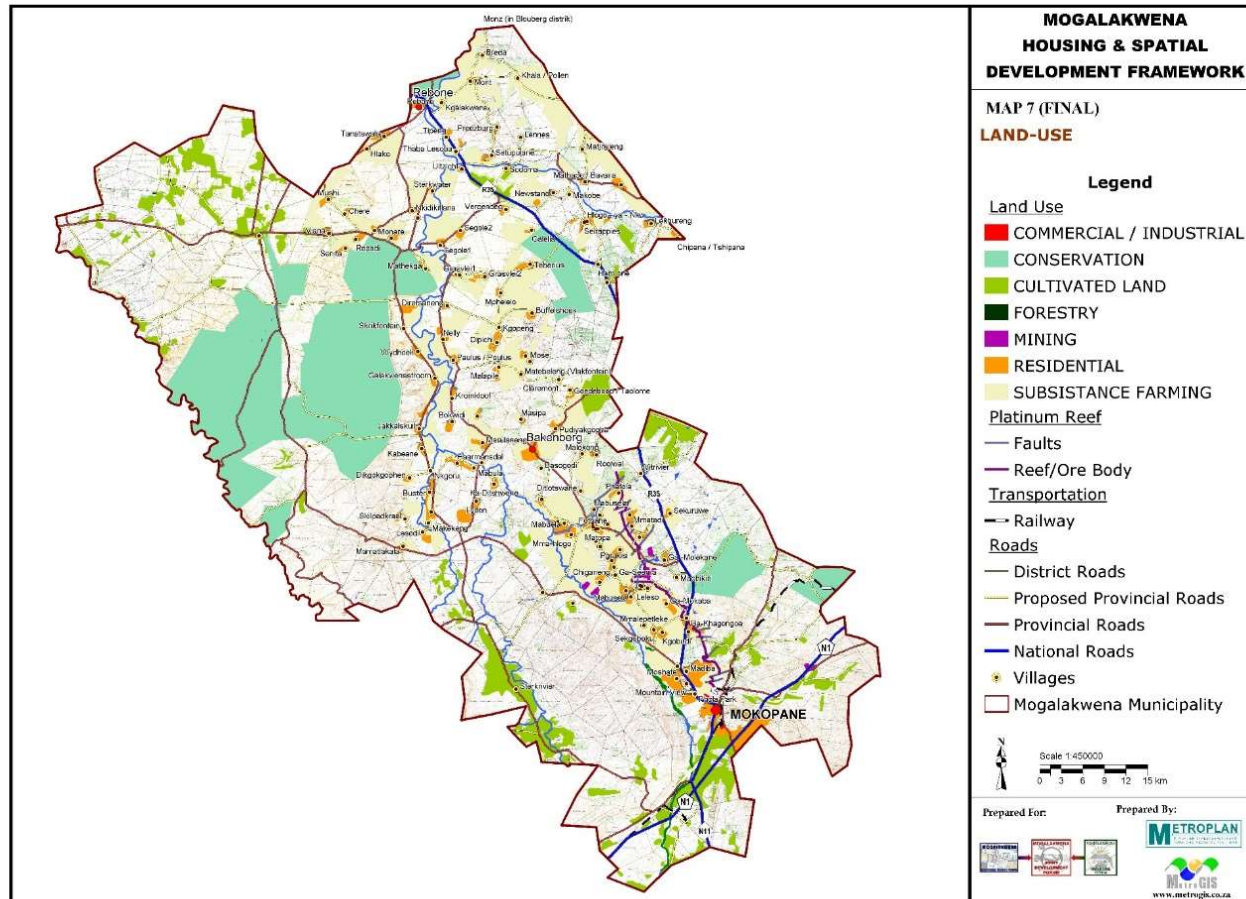
Current land use patterns are largely a reflection of historical processes. The main features are the following:

1. The CBD is well developed and is spreading along the main arterials. The extent to which it is growing along the N11 towards Mahwelereng and beyond is a response to the needs and demand of the middle to lower income areas.
2. There is a clearly defined secondary node in Mahwelereng of which the deciding factor for this significant business development is determined by the extent of the local market and buying power. The latter resulted in the development of the Mahwelereng Shopping Complex and further shopping development is proposed adjacent to the existing complex along the N11 National road. Accessibility will have to be considered in the light of the proposed realignment of the N11.
3. The impact of tribal land on development is evident. The townships falling within the tribal areas are deprived from social and business facilities. This will most likely remain the status quo in the absence of free hold land rights in these areas.
4. The open space system is well developed. The area along the Dorps (Ngwaditse) River, as outlined in the adopted Central Business Development Plan (CBD Plan), has been earmarked for developing a vibrant Public Open Space system which ties together various spatial components of the urban core, the industrial area and the peri-urban areas. However, the current conditions along the river also leave much to be desired. It is recommended that Planning and Development Services, Community Services and Corporate Support Services should advise the Municipal Council to avoid creating smaller parks as they are costly and difficult to maintain. Smaller Public Open Spaces have to be converted or rezoned for other land uses that will assist in enhancing revenue to the municipality which will reduce resources used by the municipality to de-bush. Budget need to be set aside for Dorps River to be developed.
5. The area has two well serviced industrial areas. However, the extent of vacant land in these areas and the period over which they remain vacant is a good indication of general economic growth conditions in the area. However, due to the mining development within Mogalakwena Municipality there is a sign of industrial growth in manufacturing. There is now a need for further expansion on industrial sites. This need could possibly be addressed by providing serviced industrial sites in the formal industrial area. The municipality needs to be proactive in planning for an industrial park that will cater for mining and other industrial developments. There is clear pressure on the fringes of the CBD for more land and the extension of service industries. The current stand sizes and facilities in the industrial area might prevent service industries from settling there.
6. Residential development is particularly problematic in Mogalakwena. There is very low demand for new high income development and that will probably remain the case over the long-term. There is however a high demand for low to middle income housing development. A substantial number of housing units are now required and therefore long term planning for housing development is required. The Council should allow private sector to come on board in order to assist in providing the much needed places for future housing development.

7. Mogalakwena Platinum Mine is currently busy with housing development for its employees and the municipality should consider partnering with the mining houses to provide more land for housing development.
8. National Government has identified Mogalakwena Municipality as a prime mining area and Mokopane as an important mining town for the region and as a result the Housing Development Agency has been appointed to assist the municipality to realize the goal of providing housing and the much needed infrastructure.
9. It is also recommended that the private sector be allowed to provide the much needed developments, be it industrial, business and human settlement while the Municipal Council creates an enabling environment. The municipality must shift the investment risks and holding costs to the private sector.

The demand for low cost housing will remain high. One should also note that a very pro-active approach to housing delivery stimulates the demand for housing through increased migration. The problem however remains that the Council is not responsible for developing low cost housing. An arrangement of delivery rates and priorities will have to be reached with the Provincial Housing Board. The municipality did not qualify for Level 1 accreditation to administer housing

programmes, due to the negative audit outcomes of the past three financial years.



3.5. Land Claim Analysis

A number of land claims have been lodged with Government within the Mogalakwena Municipal area of jurisdiction. However, none of these claims are finalized. It is currently not possible to determine their likely impact on spatial development. There is concern from some quarters that more unsustainable rural settlements might be established as a result of restitution of land rights.

From a spatial development point of view, land claims do not necessarily impact on the type of land use. It, however, do have an impact in delaying development processes. Prospective developers are obliged to seek consent of the respective Land Claims Commissioner prior to undertaking any form of development, that is, either for township establishments or change in land use. Although consultations do not hinder development, they do derail the speed at which development moves.

3.6. Land Availability Analysis

The municipality owns substantial amounts of land that could potentially be used for both residential and industrial development. The CBD is well developed and is spreading along the main arterials. The extent to which it is growing along the N11 towards Mahwelereng is a response to the needs and demand of the lower income areas. There is sufficient land available for business development. 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. In giving effect to implementation of Mokopane's role as a regional center as identified in the SDF 2009, 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 below shows the land owned by the municipality and the envisaged development proposal are indicated in the table underneath.

#	PROPERTY DESCRIPTION	LOCALITY	CURRENT ZONING	ENVISAGED DEVELOPMENT
1	Portion 1 of Erf 93 Akasia+	Corner Dudu Madisha 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 Sekgagapeng	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 Mookgopong along the R101 Road	Agricultural	Mixed use development
4	Piet Potgietersrus Extension 15	Along Dudu Madisha 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 Tayob 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. Verwoed and Dudu Madisha 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 Madisha Drive and Koedoe Street	Predominantly Residential and a few Educational	Mixed use development

3.7. Spatial Challenges and Opportunities

3.7.1. Spatial Challenges

Land Matters

- Illegal occupation of land
- Mushrooming of informal settlements in both urban & rural areas
- Uncoordinated demarcation and allocation of sites in rural areas
- Unavailability of stands in R293 Townships which leads to illegal occupation

Provision of services

- Lack of refuse services in rural areas
- Capacity of services not sufficient to support the new residential developments
- Location of informal traders along N11 and Informal trading restricting movement
- Mixed traffic modes in the CBD
- Ineffective law enforcement for Donkey Carts in the CBD and the surrounding areas

Policy Matters

- Lack of by-laws such as Urban Edge Strategy and Densification Policy
- No Precinct Plans for Municipal Growth Point
- Development not in line with the SDF and Other Policy/By-laws
- Non-compliance with environmental legislation

3.7.2. 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 a substantial amount of land that could be utilised for residential, industrial or business development.
 - The CBD is well developed and is spreading along the main arterials. The extent to which it is growing along the N11 towards Mahwelereng is a response to the needs and demand of the lower income areas.
 - 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.

Road Network

- The municipal area has a road network of approximately 1 205 km, with approximately a third of these roads being surfaced. The road network includes links to both the N1 in the south and the N11 running north-south through the area which makes it the only town where two (2) National roads intersect.
- The N11 serves the eastern border region of the municipality; the R518 fulfils this function along the western part of the municipality.
- SANRAL's is planning on widening 25 km of the N11, which is planned from Mokopane town in a northerly direction and this project will commence soon as SANRAL is in process with public participation processes.

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 availability of platinum resources on the Vaalkop, Turfspruit and Macalakaskop farm is abundant.
- 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. Apart from direct contributions to the national fiscus, indirect contributions to the economy should also be noted. Unfortunately, the reality is that the costs and risks for mining in South Africa and the region is increasing, and prices are volatile globally. Mining is a sector where collaboration with government at national, regional and local level is critical to ensure value add to sustainable local and regional development. This is also critical in Mogalakwena.

SPLUMA (Spatial Planning & Land Use Management Act)

SPLUMA came into operation in July 2015 with the aim of promoting 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 has also repealed the following legislation in entirety;

- 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 like town planning and townships ordinance 15 of 1986, Proclamation R293 of 1962 etc, the act has stipulated in Section 2(2) 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 in way provide a uniform guideline of how land use and land development applications will be dealt with from then going forward.

Prior to SPLUMA, land development and planning were disorganized with various land development processes. This made it difficult to finalize land development applications. SPLUMA is intended 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 SDFs. 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 bylaws known as Mogalakwena Municipality Land Use By-Law, 2016 and is already accepting applications via the SPLUMA. The Land Use Management Scheme, 2008 is also promulgated however it is being reviewed in order to include all the rural areas thus making it a wall to wall land use scheme. The municipality is also in the process of reviewing the old SDF in order to compile a Land Use Scheme Management System that gives effect to the principles of SPLUMA and aligns to the contents of an SDF/LUS as stipulated under Section 21 of the act. The development of these documents is in relation to the operations aspects leading to the implementation of SPLUMA.

4. CHAPTER FOUR – ENVIRONMENTAL ANALYSIS

4.1. 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.

4.1.1. 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.

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

The National Water Act, No. 36 of 1998 ('the National Water Act') recognizes 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 recognize:

- 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.

4.1.3. 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.

4.1.4. 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.

4.1.5. 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.

4.1.6. 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.

4.1.7. 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.

4.2. Biophysical 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 metropolitan and local municipalities, from the **North side** is Lephalale 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 Lephalale 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, characterized 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.

4.3. 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.

4.4. 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 plato's 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.

4.5. 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 *Peltophorumafricanum* 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 atrobunnea*, *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).

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 amphibious*) 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).

4.6. Spatial Environmental Management

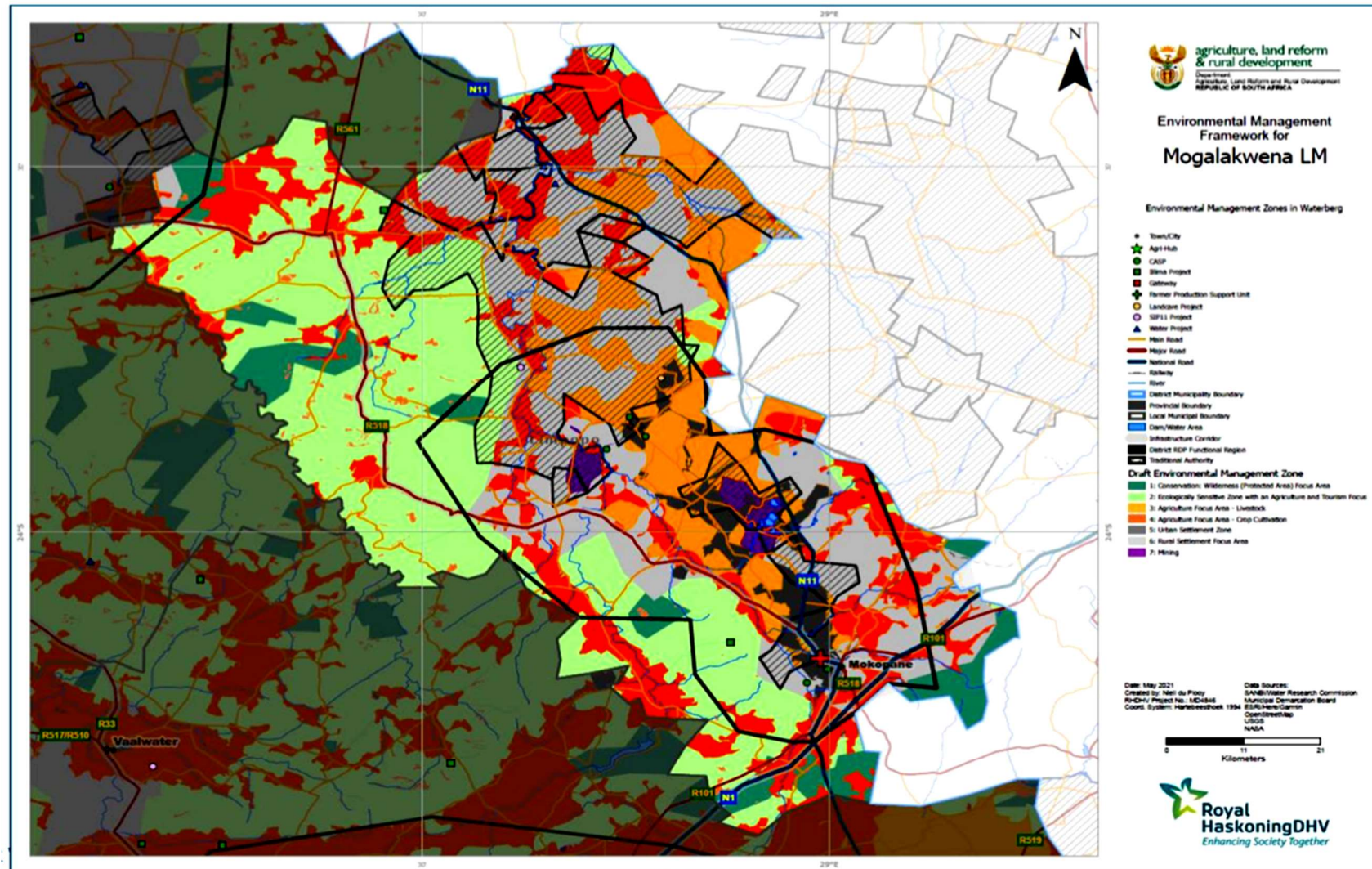
In Mogalakwena Municipal Area the Waterberg Spatial Development Framework (WDM SDF) and Waterberg Environmental Management Framework (WDM EMF) identified functional zones, which consists of a range of features that clearly distinguishes it from the other zones and include the following:

- **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 or 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.

ENVIRONMENTAL MANAGEMENT WITHIN MOGALAKWENA LOCAL MUNICIPALITY

CONSERVATION ZONES - MOGALAKWENA EMF MAP

Appendix A – Environmental Management Zones per Local Authority



4.7. New EMF Conservation MAP

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.

4.7.1. 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.

4.7.2. 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.

4.8. Nature Reserves and Conservancy

4.8.1. Natural Environment Idea to Support Eco-tourism Development

- **Waterberg Biospheres** – 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, namely: Wonderkop (16 100ha), Masebe (4 542ha), Moepel (27 500ha), Witvinger (4 450) and Percy Fyfe (2 985ha).
- **World Heritage Site** - The most important heritage site is Makapansgat / Makapan's Valley

There are a substantial number of proclaimed nature reserves in the municipal area.

Reserve Size	Hectares
Wonderkop	16 100
Masebe	4 542
Moepel	27 500
Witvinger	4 450
Percy Fyfe	2 985

4.9. Agriculture

4.9.1. Agricultural spatial node, has two (2) major zones:

- (i) **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.
- (ii) **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.

4.10. 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.

4.10.1. 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.

4.10.2. 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.

4.10.3. 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.

4.11. Air Quality and Climate Change

4.11.1. 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.

4.11.2. 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, NO_x 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.

4.11.3. 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.

4.11.4. 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

4.12. 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.

4.13. 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 utilized as **environmental stormwater management infrastructure** in order to maintain and optimize 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 recognized 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 **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, reduce 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 1: 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%	<p>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”.</p> <p>Adaptations will be primarily in the conversion of reduced annual rainfalls to reduced annual runoffs which imply</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>The major adaptations will involve water suppliers at all levels of government, including more frequent water rationing.</p>	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 being the main rain season, but probably more important the decrease in autumn rainfall with a dry winter awaiting the DM.	<p>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 and more plant stress days and irrigators because of an increase in the number of irrigation applications necessary for optimum growth.</p> <p>The adaptations listed under projected changes in MAP apply equally to projected seasonal changes, only more severely,</p>	Low
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.	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	High

	<p>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</p>	<p>reduced use of firewood resources among poorer rural communities.</p>	
POTENTIAL EVAPORATION	<p>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</p>	<p>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.</p>	Medium
GROUNDWATER RECHARGE	<p>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</p>	<p>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.</p>	

	thirds of the WDM displaying marked decreases of > 10 mm except again in the central highlands where equally significant increases are shown	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	Low
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	Low

		leachates likely to be of poorer quality, pressure by the irrigation sector for more licenses to irrigate	
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 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	Under historical climatic conditions (1950-1999) mean annual A-pan equivalent potential evaporation ranges from 1 700 mm in the central 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	Medium

	bode well for irrigators, be they abstracting water from dams or from run-of-river.	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	Generally increased yields. In SA the adaptation strategies of conservation practices and crop rotation seem to not only	

	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%	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	<p>Navel oranges: suitable in central highlands – less suitable in future;</p> <p>Valencia oranges: less suitable out of central highlands and more suitable in central highlands of WDM;</p> <p>Grapefruit: gains in the central highlands and south which are currently not very suitable for grapefruit;</p> <p>Lemons: projected suitability gains in the northeast of WDM</p>	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 additional transport costs and energy costs re: storage temperatures	Low
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	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	High

	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	cows when drinking; housing and facility adjustments; shade availability etc. High levels of management response required	
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	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	High

	warmer future conditions and year-round growth, MAR could be reduced considerably more than at present; and they replace prime agricultural land, especially in floodplain areas	become denser with a warmer climate and they would then 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	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	High

	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	industry, housing needs and insulation requirements; possible health implications through higher disease risk	
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 INFRASTRUCTURE DESIGN RE. RAINFALL EVENTS AND PROJECTED CHANGES	From the 1 to the 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 flood	Flood damage, higher insurance; difficult to model extreme events; Should not relax standards or reduce design criteria.	Medium
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	“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	Medium

	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	<p>care should be taken by engineers when designing hydraulic structures there. Extreme events cannot be isolated with great confidence.</p> <p>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</p>	
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.	<p>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.</p> <p>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.</p>	High



4.14. Good Governance

Green municipality for sustainable development

The Municipality participated 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 all competition and held the following positions at a district level.

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

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

Integration phase with strategic objectives

The prioritization 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). As well, to also identify gaps that exist within municipalities and make recommendations on improvements. Interventions across all environment sectors will be detailed in each municipal administrative environmental thematic area.

Availability of Municipal Environmental Organisational Structure

Table 1: Number of Personnel available per environmental thematic area

LM	AVAILABILITY OF ENVIRONMENTAL STRUCTURE	NUMBER OF TOP PERSONNEL	MANAGERS	AQO/AQM	WO/WM	B&C	EIA	CC	EO	ENV C&E	EMI
Mogalakwena	Yes Social Services Structure	5	2	x	✓	✓	✓	✓	✓	✓	0

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

Table 1.1 illustrates that Mogalakwena Local Municipality has partial **environmental related structure** under Social Services Section structure. The structure indicates that few number of personnel in the environmental thematic area, however the existence of an appointed municipal environmental officer make 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. Thabazimbi Local Municipality is required **to prioritize 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.

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.

Municipal Environmental Functions and Personnel

The local municipality have 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 prioritize 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 and a **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. 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 supports 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.

4.15. Recommendation

Thence the national Department of Forestry, Fisheries and the Environment (**DFFE**) and the provincial Department of Limpopo Economic Development Environment and Tourism (**LEDET**) recommends re-engineering of Thabazimbi Local Municipality Social Services structure, in order **to build an Environmental Unit** that will serve the environmental function properly. This approach of Social Services structural re-engineering will 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.

Figure 1: Municipal Environmental Functions – Guided by Legal Protocol

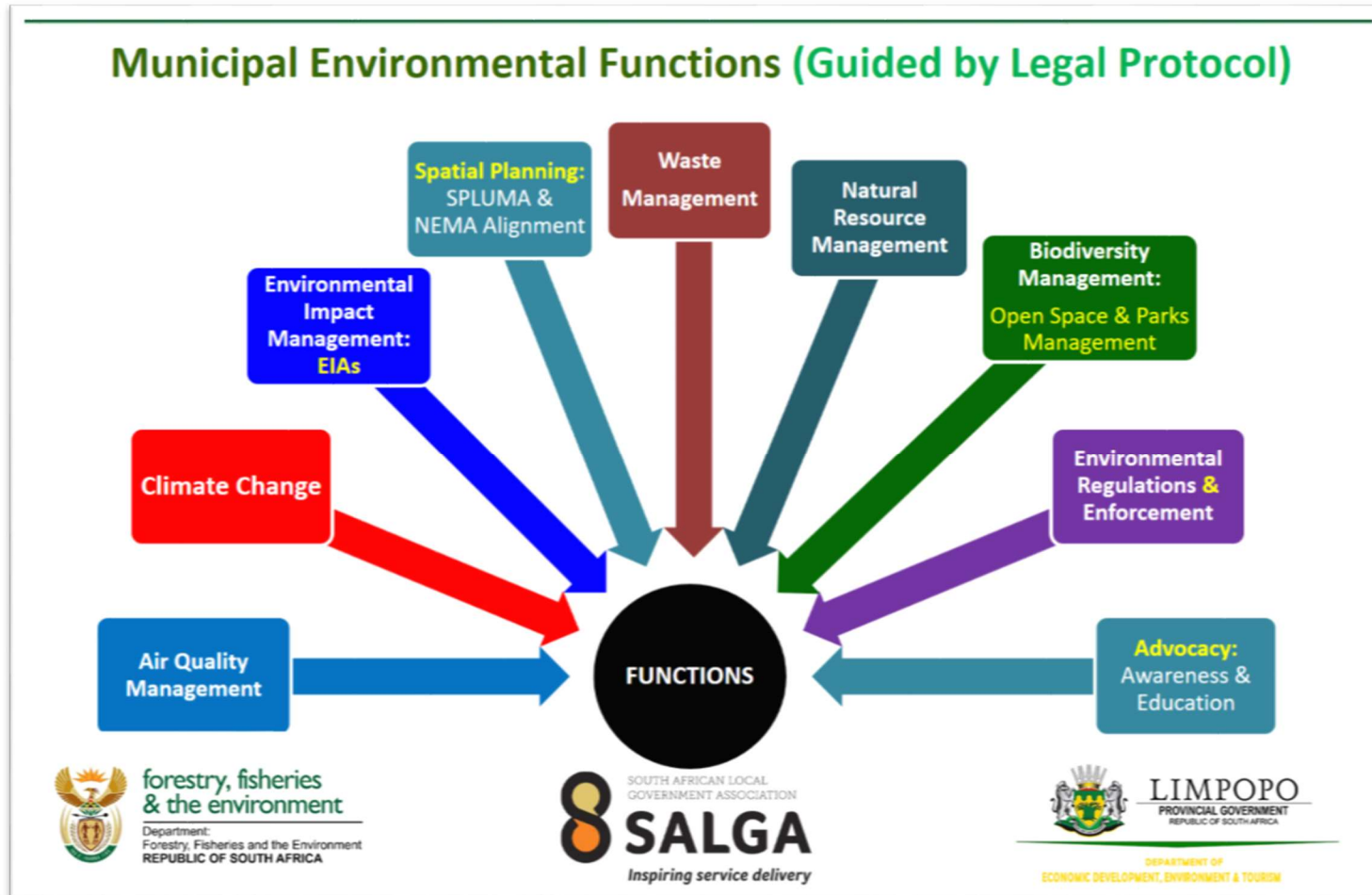
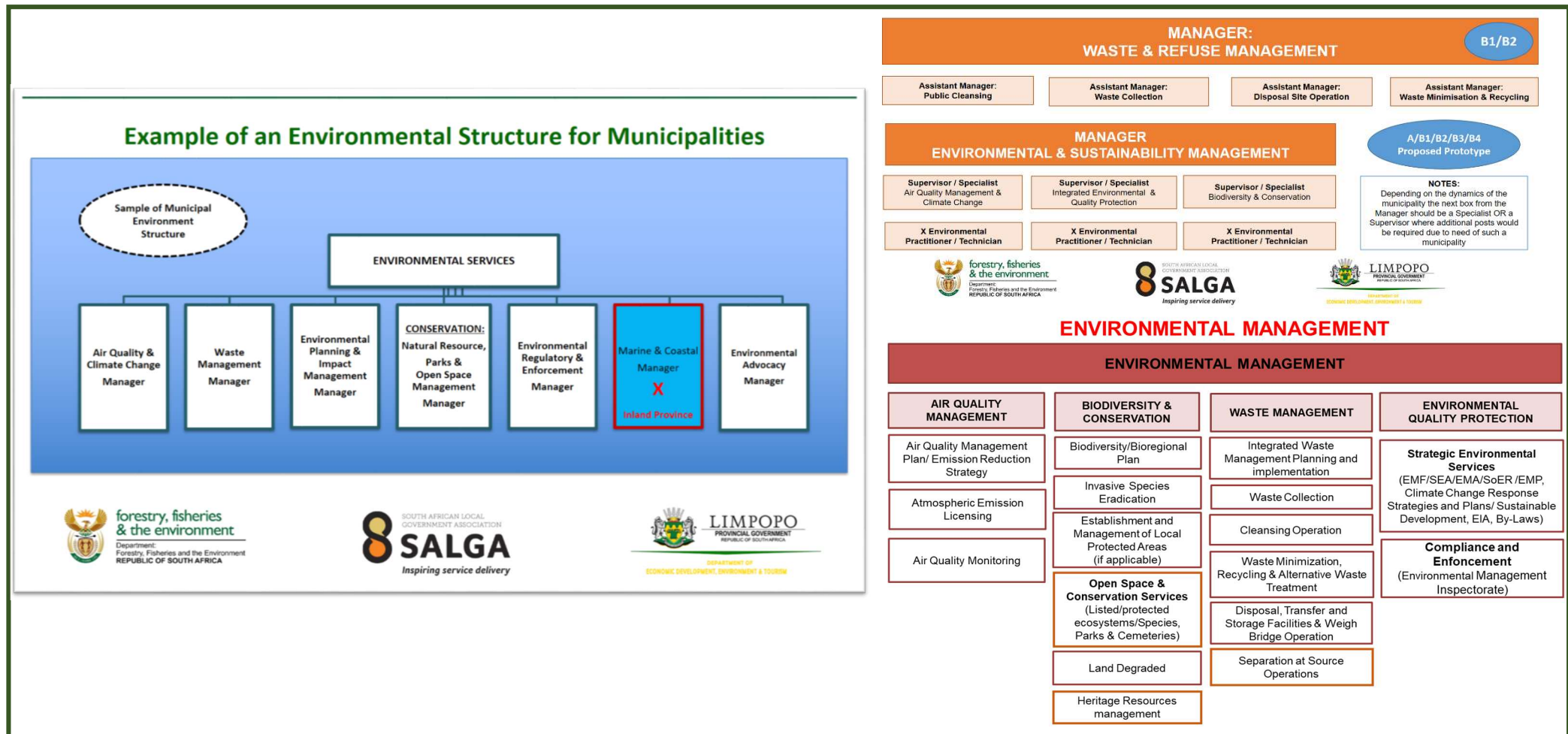


Figure 2: Recommended Environmental Structure under Social Services Section



4.17. Environmental Planning Tools, Forums Programmes and Projects

Table 1: Environmental Planning Tools, Forums, Programmes and Projects

PLANNING TOOLS	FORUMS	SECTOR PROGRAMS	ACTIVE PROJECTS
<ul style="list-style-type: none"> * Mogalakwena IWMP * Mogalakwena Spatial Development Framework: SDF 	<p>Mogalakwena Waste Recycling Forum</p>	<ul style="list-style-type: none"> *LEDET: Waste Cleaning Campaigns *LEDET: Environmental Campaigns 	<ul style="list-style-type: none"> *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.

5. CHAPTER FOUR – BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT

5.1. 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 with the focus on: Ensure, Efficient, Affordable, Economical and Sustainable deliverables.

5.1.1. Water Access and Backlogs

Table 9: Access to Water

Total no. of HH			Piped water inside the yard			Piped water from access point outside the yard			Piped water inside the dwelling			No access to piped water			N/A & Other		
CENSUS		DWA	CENSUS		DWA	CENSUS		DWA	CENSUS		DWA	census		DWA	CENSUS		DWA
2001	2011	2011	2001	2011	2011	2001	2011	2011	2001	2011	2011	2001	2011	2011	2001	2011	2011
70132	79396	80326	20502	33588	10 848	24 431	23289	41390	6 082	16045	28 006	19 111	6473	632	6	0	0
100%	100%	100%	29,23%	42.3%	13,5%%	44,83%	44,83%	51%	8,67%	20%	34.90%	37,25%	8.2%	0.80%	0%	0%	0%

Source: DWA "F10" DWA Limpopo Form F10, Version E, 29 June 2011, WSDP 2010/2011 and StatsSA Census 2001 and 2011.

Table 10: Distance to get main source of Water for drinking

DISTANCE	NUMBER OF HOUSEHOLDS
Less than 200 metres	55376
201-500 metres	38560
501 metres-1 kilometre	10747
More than 1 kilometre	2103
Do not know	607
Not applicable	217807
Unspecified	91
Source: StatsSA census Community survey 2016	

Table 11: Water Backlog (Below basic level of service)

SERVICE	BACKLOG
Water	23 450
Source: Mogalakwena Municipality, Technical Services Department, Water Division	

5.1.2. Water Sources and Catchment Areas

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

Table 12: Water sources and capacity

Source	Capacity
Doorindraai Water Resources System (State-owned)	8-12 Ml/p/d
Uitloop farm (Private owned)	0,5 Ml/p/d/
Weenen/Planknek(Municipal owned)	4 Ml/p/d
Moordrift Borehole	0,5 Ml/p/d
Various Rural Bore-holes	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.

5.1.3. Water Quality – Blue Drop Certification

According to the Constitution of the Republic of South Africa everyone has 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 our people, Department of Water Affairs as the regulator has introduced the monitoring tool for water quality. According to DWA there is certain standard which both potable must meet, to ensure that this is met the department initiated the blue drop certification programme on 11 September 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 99% in 2014 and Mogalakwena local municipality has achieved the below scores 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 resuscitate the BD programme

5.1.4. Drinking water compliance

- Microbiological compliance poses major risk.
- Chemical compliance to be implemented based on monitoring programme developed.
- Risk assessment outstanding for point of use (consumers)
- Operational monitoring at least once per week.
- Water quality expert (technician/scientists) required for DWQ management – uploading of data on BDS.

5.1.5. Challenges pertaining to provision of water

- 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 un-planned 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 Performance.
- Service Level Agreements with WSP's
- Calibration of Bulk Meters.
- Submission of DATA on BDS.
- Electricity loadshedding

5.2. 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 as a municipality, prioritization should be given to 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 13: 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

5.2.1. Sanitation Access and Backlogs

Table 14: Access to sanitation

TOTAL NO OF HOUSEHOLD		Flush toilet (connected to sewerage system)		Flush toilet (with septic tank)		Chemical toilet		Pit toilet with ventilation (VIP)		Pit toilet without ventilation		Bucket toilet		Other		None	
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
70132	79396	14369	20486	1348	1473	428	807	5322	8729	40424	44270	7482	687	755	470	3388	2475

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

Table 15: Rural Sanitation Backlog

	2021/22
Rural Sanitation	22 468

The above table indicates an improvement in the provision of rural Sanitation in the municipality. This implies that there is a need to adopt service levels in respect of basic services and ultimately the development of a comprehensive sanitation plan in order to meet the national target.

5.2.2. Challenges Pertaining to the Provision of Sanitation

- The current implementation model is based on using community builders by programme managers. The model does deliver the desired quantities given the limited budgets available and although it does not necessarily comply with CIDB Act but 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 meeting the objective of sanitation.
- The current funding strategy is also a challenge because we will not meet the target as set by national cabinet.
- There is a need to adopt service levels in respect of basic services and ultimately the development of a comprehensive sanitation plan in order to meet the national target.

5.3. Roads and Storm-water

The municipality has so far developed the Road Master Plan. This Master Plan has not been approved by council, the objective and main purpose of the road and storm water master plan is to first categorize and classify the roads, ensure that roads and storm water infrastructure development is aligned to the Mogalakwena municipal Spatial Development Framework to benefit the area economically in terms of absorbing the potential town growth due to mining companies that are about to settle within our borders to mine different mineral resources found in our area. To attract tourism, grow the economy and create opportunities for business initiatives for local people.

5.3.1. Road and Storm-water Access and Backlogs

Total Network	Gravel roads	Internal Street Streets	Tarred roads
1205km	493km	135km	716km

5.3.2. State of Road and Storm-water

Capital allocations have enabled the resurfacing of 14.5 % of the roads over the past 5 year's .i.e. an average resurfacing rate of once every 24 years. In order 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. In areas such as Moshate, (Peri Urban) and other rural areas where the road infrastructure has had little or no maintenance, major rehabilitation to surfaced roads is being addressed through MIG. A large proportion of the roads are gravel, which in time is being surfaced, or gravel changed to tar. Funding for the upgrading of these roads is also important as maintaining a gravel road to an acceptable standard is very costly and of short duration.

5.3.3. Roads Classification

Table 16: 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

ROAD NUMBER	DESCRIPTION
D192	Tinmine t-junction to entabenvia lyden/marken t junction
D888	Dikgokgopeng to Daggakraal
N11	Mokopane- Marble Hall
D192, D251	Doorendraai dam
R518	Mokopane-Zebediela road
D19	Tibane to Makobe

5.3.4. Challenges Faced by the Municipality in Providing Roads

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

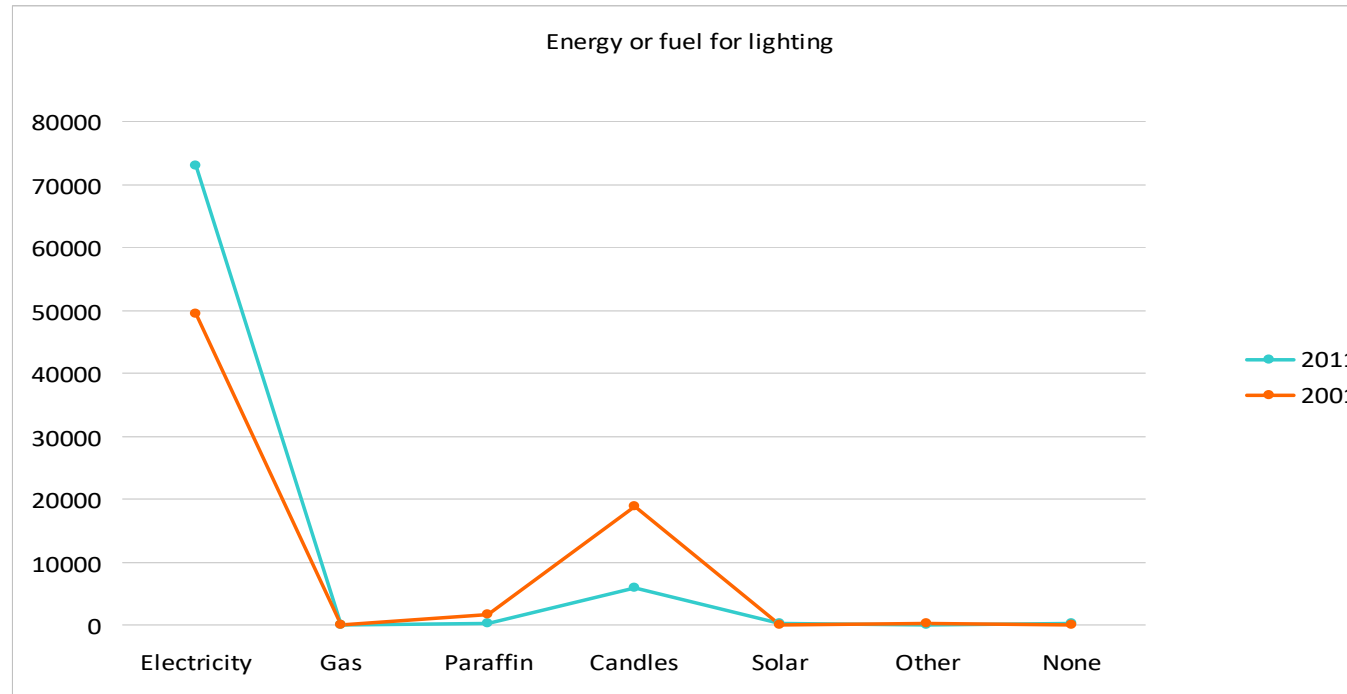
5.4. Energy and Electricity

The municipal area of jurisdiction is serviced by both Eskom and the Municipality. The majority of the rural area is serviced by Eskom while the municipality is licensed to service the area in town and farming areas surrounding town. The municipality services a total area of 2800km². The municipality supplies electricity to almost 15,457 consumers (which includes industrial, commercial, agriculture and residential consumers).

The above is achieved by making use of almost 1200km of 33kV, 11kV and 400V overhead electrical lines and \pm 400km underground cables. We are furthermore making use of 4 major 33kV/11kV substations with a total firm capacity of 90MVA. There are 4 minor 33kV/11kV substations supplying electricity to the almost 2800km² farming area surrounding Mokopane town as far as 10km from Mookgopong in the south west, 50km in a western direction and 30km in a northern direction from Mokopane town.

5.4.1. Electricity Access and Backlogs

Figure 2: Energy Source for Lighting



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

Table 17: Household Access to Electricity

	In-house conventional meter	In-house prepaid meter	Connected to other source which household pays for (e.g. con	Connected to other source which household is not paying for	Generator	Solar home system	Battery	Other	No access to electricity
	17237	95003	241	204	-	32	-	638	9417

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

Table 18: Electricity Backlog

SERVICE	BACKLOG				
	2017/18	2018/19	2019/20	2020/21	2021/22
ELECTRICITY	12 033	13403	8233	9417	12 635

5.4.2. Challenges pertaining to the provision of electricity

- A major challenge to the municipality is the funding of projects, more specifically for maintenance of existing infrastructure.
- The electrification of low cost housing, which mostly occur in the Eskom supply area, of which normally there are not enough capacity on the main feeder lines to the villages.
- Meeting the “electricity for all” targets of National Government can therefore not be met at all times.

5.5. Waste Management

The main objective within the waste management is to ensure the protection of the environment through effective waste management measures. To protect the health and well-being of the people by providing an affordable waste collection services. National Environmental Management: Waste Act, 2008 [Act No 59 of 2008] gives municipality the executive authority to deliver waste management services, including waste removal, waste storage and waste disposal services. The Municipality has two general landfill sites which are both licensed as per the waste management governing legislations.

5.5.1. Waste Management Facilities

Mogalakwena Local Municipality has two permitted landfill sites located at Rebone and Potgietersrus (Mokopane) as stated below:

5.5.1.1. Rebone Landfill

The Rebone Landfill site was classified as G: S: B- and receives only general waste from Rebone Township which consists of 1500 households and local businesses. The site is 100km north of Mokopane, and licenced under permit number 12/9/11/P74. The site has a fence, gate, guardhouse, and signage boards at the gate entrance.

5.5.1.2. Potgietersrus (Mokopane) Landfill

Potgietersrus landfill site (known as Mokopane landfill) is classified as G: M: B-, located 4 km south east of Mokopane Town and is about 118 250 m². The permit has been issued in 1994 during 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.

5.5.2. 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 6000 m³ of waste volumes monthly from various sources i.e. domestic, commercial and industrial and the remaining life span is approximately 4 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 4 years as per the report compiled by Environmental and Sustainability Solutions cc in 2021.

5.5.3. Waste Management Access and Backlogs

The number of households whose refuse is removed by local authority weekly has increased from 16.9% in Census 2001 to 26.8% in Census 2011, while those households whose refuse was removed less frequently than once a week declined from 0.8% to 0.4% during the reference period. 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. Finally, there was 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 households.

Table 19: Access to Refuse Removal Services

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
70132	79396	11839	21286	610	347	789	996	50114	50256	6775	6101	6	410
Source: Statistics South Africa (Stats SA), Census 2001 and 2011													
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	
15921		11479		10331		336		191321		7384		5223	
Source: Statistics South Africa (Stats SA), Community Survey 2016													

5.5.4. State of refuse removal in urban and rural settlements

Waste collection is done in the three service delivery areas which are Rebone, Mahwelereng and Mokopane. The service in rural areas is partly done with the exception of Armoede and Rooibokfontein which emanated as a result of relocation by the mine (Anglo Platinum). 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 also the commercial and industrial premises on a daily basis. General waste collection in the municipality is collected from domestic or households sources.

5.5.5. Challenges with regard to refuse disposal and removal

- 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

5.6. Provision of Free Basic Services

Free basic municipal services are services provided at no charge by the Government to poor households. These services are provided by municipalities and 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 finalized 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 is 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 respect of assistance to and providing basic service levels to indigent households in the **2021/2022** financial year.

The above includes assistance in burying the poorest of the poor in the municipal area by provision of graves, and the prices of the graves are **R1 223.70 and R873.40** in Mokopane and Mahwelereng respectively and the graves are free for registered indigents

Package Compilation for Indigent	22/23 R (Vat included)	23/24 R (Vat included)
Rates – R100 000 Valuation	60.30	63.50
Refuse (up to 500 m2)	73.75	77.66
Sewage (up to 500 m2)	40.25	42.38
Electricity – 50kwh	67.11	79.66
Water – 6kl	139.20	199.89
Total indigent package per month	380.61	463.08

5.7. Public Transport

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

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

5.8. Modes of transport

Mogalakwena has a total road distance of **1 205km** of which only **14.5 %** are surfaced. However, most of the roads in the proclaimed towns are surfaced but are not necessarily in a good condition. The Municipality Mode of Transport is mixed and the dominant mode of transport includes:

- Bus and Taxi
- Private Cars
- Donkey Carts
- Bicycles & Walking

5.8.1. 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 Steilooop/ 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

5.8.2. Taxi/bus facilities

Municipality		Total number of Taxi routes	
Mogalakwena		64	
Total Number of bus terminals	Total number of formal terminals		Total number of informal bus terminals
4	1		3

5.8.3. Transport challenges

- Due to the fact that 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 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.
- Implementation of integrated transport plan.

6. CHAPTER SIX– INTEGRATED HUMAN SETTLEMENTS

6.1. Legislative Framework

The following acts/legislations regulate all matters relating to housing in our country:

Legislation	Summary/Scope of Legislation
Constitution of the Republic of South Africa, Act 106 of 1996, Chapter 2, section 26(1)	<ul style="list-style-type: none"> Everyone has the right to have access to adequate housing
Housing White Paper, 1994	<ul style="list-style-type: none"> To provide a framework for future provision of sustainable housing in the country
Housing Act no 107 of 1997	<ul style="list-style-type: none"> To provide for the facilitation of a sustainable housing development process; For this purpose to lay down general principles applicable to housing development in all spheres of government, To define the function of national, provincial and local governments in respect of housing development; To 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

6.2. 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, beneficiaries and monitoring the construction process.

The current organogram has a Planning and Development Services Department, comprising of Town Planning, Local Economic Development, Integrated Development Planning and Housing.

The Housing functions are 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 Corporative Governance
 - All housing initiatives are implemented with the support of CoGHSTA and HDA
 - Private sector initiatives are also supported and encouraged

6.3. 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

6.4. Housing Consumer Educations

- Housing Consumer Education was conducted to all wards which allocated for 2020/2021 financial year. The total beneficiaries target was **457**
- No Housing Consumer Education training was provided to beneficiaries after construction for 2020/2021 financial year due to lockdown restriction

6.5. Housing Backlogs

- Municipality housing backlog is standing at **thirty-three thousand three hundred and thirty-six (33 336)** pending the review of beneficiaries from 2021 to date.
- Middle income backlog is standing at **seven thousand two hundred and twelve (7212)**

6.6. The state of housing in the municipality

- **21 301** units build to date and the backlog still stand at **33 336** according to municipal housing database.
- **201** units allocated for 2021/2022 financial year. **111** units have been built and completed already.
- The MEC of CoGHSTA allocated **108** units during 2022/23 Financial Year. **4** units are pending for confirmation
- Deep Space that was appointed to build **82** units for 2021/2022 financial year, built **24** units and completed however the contractor surrendered 58 units to CoGHSTA due to time frame of the contract that was given to him
- One contractor Kwenabel Trading was appointed to build **36** units for 2021/2022 financial year. The houses have been built and completed
- Two (2) contractors appointed to unblock blocked projects during 2021/2022 Financial Year
- **111** units for blocked project allocated Mamondo Development and Construction. The houses have been built and completed already
- **32** units for blocked project allocated Mothikeni Investment (PTY) LTD. The houses have been built and completed already
- **58** units that was surrender by Deep Space to CoGHSTA have been distributed and allocated to Mamondo Development and Construction with **23** units and Mothikeni Investment (PTY) LTD allocated **35** units.
- Three (3) contractors has been appointed to build **108** units for 2022/2023 financial year. **3** houses have been built and completed

Table 20: Main dwelling types

House or brick/concrete block structure on a separate stand or yard or on a farm	Traditional dwelling/hut/structure made of traditional materials	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	House/flat/room in backyard	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	Room/flatlet on a property or larger dwelling/servants quarters/granny flat	Caravan/tent	Other	Unspecified	Not applicable
377280	4106	2032	376	1815	477	2684	8107	6557	481	115	1081	1094	5679

Table 21: 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	11338	43393	13014	49806	14884	56964	16781	64224	18931	72453	20921	80069
Mountain View	Urban	451	1963	474	2064	498	2169	523	2280	550	2396	578	2518
Madiba	Urban	2102	9158	2209	9625	2321	10114	2439	10629	2563	11170	2694	11739
Maruteng	Urban	1549	5927	1629	6234	1713	6556	1802	6896	1895	7253	1993	7629
Masehlaneng	Urban	981	4274	1031	4492	1083	4720	1138	4961	1196	5213	1257	5479
Moshate	Urban	1565	5989	1646	6300	1731	6626	1821	6969	1915	7330	2014	7710
Mahwelereng	Urban	7891	30201	8141	31157	8391	32114	8811	33720	9230	35325	10069	38537
Sekgakgapeng & Phola Park	Urban	4186	16021	4403	16851	4631	17724	4871	18642	5123	19607	5388	20622
Masodi	Urban	2440	10631	2564	11172	2694	11741	2831	12338	2976	12966	3127	13626
Mzumbana	Rural	1264	5687	1395	6279	1541	6933	1701	7654	1878	8451	2073	9330

Table 22: 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 Steilooop (Opposite Rebone)	Low cost and Middle Income	+ 211 Ha

6.7. Challenges pertaining to provision of housing

- Allocation of houses from the department versus the demand of the municipality does not meet the Municipality 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.
- VIP toilets provided to beneficiaries do not comply with Dept. of Water and Sanitation and Dept. of Human Settlements standards.
- The last upgrading houses were built in 2008/2009 F/Y, so this is challenge for communities staying around town and Mahwelereng because at the moment houses are built in rural villages.
- The Municipality does not have Integrated Human Settlement Plan or Housing Plan for future planning.
- The Municipality does not have Allocation Committee

7. CHAPTER SEVEN – SOCIAL ANALYSIS

7.1. 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. The next map shows the general distribution of these facilities throughout the municipal area.

7.1.1. Primary health care facilities

The Mogalakwena municipality is serviced by **3 Hospitals, 1 Health Centre, 29 Clinics** and **12 Mobile Clinics**. Walking distance to hospitals and clinics:
- More than 80% of the population is within 120 minutes from health facilities.

7.1.2. 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 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 23: 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 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

7.2. 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 24: 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
1. Bakenberg North	21	12	1		23		9
2. Bakenberg South	19	12			21		3
3. Mahwelereng	17	11		1	37		6
4. Mapela	18	13			25		4
5. Matlalanane	26	19			27		10
6. Mogalakwena	19	12	1	1	21		6
7. Mokopane	14	12			19	1	5
8. Potgietersrus	17	5	7		3		4
Total	151	96	9	2	176	1	47
Source: Department of Education							

7.2.1. Matric pass rates

Table 25: Matric Pass Rates

Mogalakwena District	Pass Rate
2012	54.8%
2013	68.6%
2014	67.9%
2015	58.9%
2016	66.1%
2017	65.5%
2018	71.6%
2019	68.6%
2020	66.8%
2021	72.0%
2022	78.3%

7.2.2. Education Challenges

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

7.3. Safety and Security

The Municipal area consists of 4 police stations, namely **Gilead Police Station**, **Mahwelereng Police Station**, **Mokopane Police Station**, and **Tinmyne Police Station**. Driving time from police stations: - The analysis shows that more than 96% of the population is within a 30 minute drive from a police station. The most inaccessible areas coincide with the areas with high conservation potential and also the most sparsely populated areas.

The crime situation of Mogalakwena Municipality is facilitated by grouping the crime tendencies into the following category:

- 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 below reflects total crimes per precinct for the year 2023:

Table 26: 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	2023	14% decrease from Dec 2022 to Mar 2023
Total	8842	

7.4. Sports, arts & culture

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

7.4.1. Sports facilities in the municipality

Table 27: Sport Infrastructure

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

7.4.2. Libraries

The Municipality manages **three (3)** fully established community libraries based in Mokopane, Mahwelereng and Makobe (Bakgoma) respectively. The Municipality also provides the library services to the two satellite areas Bakenberg and Tauetswala (Babirwa)

7.5. Parks and Cemeteries

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

As Mahwelereng cemetery is full and was closed mid-February 2021. Extension 17 cemetery was then opened after the closure of Mahwelereng cemetery. Renovations to the ablution block which were vandalized must be done

Table 28: Activities that are contributing into 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 sculpture
Recycling of tin	Parks	Planting Trees

7.6. Fire & Rescue Services and Disaster Management

Mogalakwena Municipality does not have a Disaster Unit. The local municipality must establish a Disaster Management Unit as per Amended Section 43 of Disaster Management Act 57 Of 2002.

7.6.1. Municipal Risk Assessment

According to the Department of Co-operative Governance, Human Settlements & Traditional Affair, 2012, Disaster Risk Assessment, the following risks exist within the municipal area, done by Waterberg District Municipality:

- Fire 16.61%
- Drought 12.90%
- Epidemics/Disease 10.86
- Floods 9.84%
- Aircraft Accidents 9.30%
- Hazmat 9.16%
- Agric Disease 8.49%
- Pollution - Water 8.49%
- Dam Failure 7.94%
- Deforestation 7.40%

7.6.2. Incidents of Fire Attended During 2021/22 Financial Year

- | | |
|---------------------|------------|
| ○ Structure | 51 |
| ○ Vehicle | 23 |
| ○ Grass and rubbish | 96 |
| ○ Other | 33 |
| ○ TOTAL | 203 |

7.6.3. Incidents of Disaster Attended During 2021/22 Financial Year

- House affected **500**

7.7. Post Offices and Telecommunications

The telecommunication infrastructure plays an important role in the development of other socioeconomic 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.

7.7.1. Number of Post Office in Mogalakwena Local Municipality

Table 29: 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 Ruiter Road
REBONE	Steiloo Plaza, Shop no. 07, P.O.Rebone 0671
STERKRIVIER	Sterkrivier Farm,P.O.Sterkrivier, 0630
TAUEATSWALA	Babirwa Thusong Centre, P.O.TAUEATSOALA 0660

7.7.2. Cellular Phone Network Infrastructure Challenges

There are areas in the municipality which experience network infrastructure challenges, areas such as Ga-Masipa, Mahabaneng, and many others, especially when travelling deep into rural Mogalakwena.

8. CHAPTER EIGHT – LOCAL ECONOMIC DEVELOPMENT

8.1. 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), listing all economic sectors 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 high GVA for government services is not as much a situation of a strong government sector as it reflects the lack of development of other sectors.

As indicated in the table, 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 (see Section 1.1). 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 (see Section 1.1).

Unfortunately 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 in the local economy.

8.2. Comparative and Competitive Economic Advantages

To measure the level of diversification of an area's economy the TRESS index is used. Ideally the more diversified an economy, the less vulnerable the whole economic system will be in case of external shocks such as market fluctuations, or should one economic sector declines or disappears. 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 of the population being 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. Being reliant on grants further increases the vulnerability of the Mogalakwena economy.

Table 30: Tress Index of GDPR, 2020

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%
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%

8.3. 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%) is employed in the Wholesale and retail trade sector. Mokopane is likely to be 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 this 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 31: Tress Index of GDPR, 2020

EMPLOYMENT PER SECTOR IN MOGALAKWENA, 2020			
Industry (SIC Classification)	Sector	Employment # (total number)	% of overall employment
Agriculture, forestry and fishing	Primary	3397	6,58%
Mining and quarrying	Primary	520	1,01%
Food, beverages and tobacco	Secondary	1321	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	2681	5,19%
Wholesale and retail trade	Tertiary	11881	23,01%
Catering and accommodation services	Tertiary	1592	3,08%
Transport and storage	Tertiary	1714	3,32%
Communication	Tertiary	185	0,36%
Finance and insurance	Tertiary	607	1,18%
Business services	Tertiary	5857	11,35%
General government	Tertiary	8607	16,67%
Community, social and personal services	Tertiary	10385	20,12%
TOTAL		51625	100,00%

8.4. 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 affect the ability of a region to attract and retain talented individuals and to compete for business.

The following factors should be taken into account 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 harbors.
- ☐ 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 in order 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 condition 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 is highlighted in the municipal IDP. The municipality will also tap electricity supply from Borutho Sub-station to be constructed by Eskom near Sekuruwe village in 2017 and the anticipated mining companies that will be starting their operations in the near future.

8.5. 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 in terms
- ☐ 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:

- ☐ Mokopane 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 Agro-processing and mineral beneficiation

9. CHAPTER NINE – FINANCIAL MANAGEMENT AND VIABILITY

9.1. 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.

9.2. Municipal Financial Management Legislative Prescripts

In terms of governing legislation, the municipality is required to develop and implement rates and tariff policies or bylaws 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

9.3. Assessment of Municipal Financial Status

Table 32: Financial position of Mogalakwena Municipality

DESCRIPTION	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Billings to customers	306 679 269	386 538 373	428 901 809	429 414 444	408 447 328
Total operating transfers (Grant + Subsidy income)	385 151 881	403 838 848	449 600 000	650 891 898	498 343 913
Total operating expenditure	885 064 355	954 363 492	1 019 019 733	1 031 343 583	1 695 826 877
Capital budget spent in year	320 137 180	361 555 139	182 286 600		203 717 482
Council approved capital budget in year	486 147 170	277 416 000	533 457 717	326 343 700	318 906 794
Invoices Outstanding					
Total outstanding customer debt as at 30 June 2018, 30 June 2019, 30 June 2020, 30 June 2021 and 30 June 2022	480 380 046	514 159 312	290 840 221	51 267 294	148 728 424
Billed revenue for year	306 679 269	386 538 373	428 901 809	374 647 839	408 447 328
Current assets as at 30 June 2018, 30 June 2019, 30 June 2020, 30 June 2021 and 30 June 2022	503 272 665	583 260 115	518 856 320	670 265 371	556 106 669
Current liabilities as at 30 June 2018, 30 June 2019, 30 June 2020, 30 June 2021 and 30 June 2022	370 227 533	548 006 076	296 490 550	642 090 269	582 009 207
Total revenue	1 253 518 353	1 233 750 508	1 533 520 139	1 364 150 042	1 319 370 208
Revenue from grants	753 605 880	683 189 825	930 575 000	766 566 830	720 427 430
Salaries budget (including benefits)	287 993 866	346 853 951	352 579 869	401 916 374	372 278 448
Total operating budget	885 064 355	954 363 492	1 019 019 733	1 031 343 583	1 695 826 877

9.4. Revenue Management: Billing- Collection- Debt Management

The municipality implemented Solar financial system as part of mSCOA and the billing is effected 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 2022** were **R148 728 424.00**, 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.

9.5. 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.

9.6. Asset and Liability Management

The asset management unit has been established and is made up of 4 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 2021.

The municipality updates its asset register annually in line with GRAP standards. There have been challenges with regards to ensuring proper asset management. Many of the control deficiencies on assets have been raised by the Auditor General in their audit report for 2020/21. The municipality obtained a qualified audit opinion and Asset Management was included in the basis for qualification.

The municipality disclosed all liability in term of GRAP using criteria as outline in paragraph 71 to 78 of GRAP one. The liability indicators were self-explanatory in 2020/2021 financial year. The percentages of expenditure categories were well within acceptable norms and indicate good governance of the funds of the municipality.

The municipality made provisions in order 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.

9.7. Outline of Revenue Sources

Revenue Source	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Property rates	73 200 641	76 923 701	78 819 886	82 366 781	88 000 646
Service charges: Water, Sanitation, Electricity	338 945 104	370 395 218	408 751 496	411 850 578	389 625 572
Refuse removal	15 056 061	16 143 155	20 150 313	17 563 866	18 821 756
Rental of facilities and equipment	1 215 243	1 611 384	1 691 954	1 768 095	9 816 513
Interest earned: external investments	39 017 305	42 138 688	6 265 525	8 547 474	3 192 211
Interest earned: outstanding debtors	3 149 162	3 410 880	41 131 424	42 982 338	63 712 326
Fines	5 830 782	6 470 141	6 793 648	3 492 974	808 325
Licensing and permits	27 765	9 837 677	1 636 966	1 710 629	226 121
Government grants and subsidies – operating	385 151 881	403 838 848	449 600 000	482 723 130	498 343 913
Government grants and subsidies – capital	368 453 999	279 350 977	480 975 000	283 843 700	222 083 517
Other revenue: e.g. Lottery	14 717 310	3 518 278	12 386 788	12 944 200	16 057 785
Gains on disposal of property, plant and equipment	8 753 100	20 111 561	25 317 139	14 356 277	1 689 153
Total Revenue	1 253 518 353	1 233 750 508	1 533 520 139	1 364 150 042	1 312 377 839

9.8. Municipal Expenditure Trends

Expenditure	2017/2018	2018/2019	2019/20	2020/2021	2021/2022
Capital expenditure	486 147 170	277 416 000	529 935 720	326 343 700	203 717 482
Operations and maintenance expenditure	885 064 354	954 363 492	995 719 733	1 031 343 583	1 695 826 877
Total Expenditure	1 371 211 524	1 231 779 492	1 525 655 453	1 357 687 283	1 899 544 359

9.9. Indigent welfare packages for 2023/24:

Package Compilation for Indigent	22/23 R (Vat included)	23/24 R (Vat included)
Rates – R100 000 Valuation	60.30	63.50
Refuse (up to 500 m2)	73.75	77.66
Sewage (up to 500 m2)	40.25	42.38
Electricity – 50kwh	67.11	79.66
Water – 6kl	139.20	199.89
Total indigent package per month	380.61	463.08

9.10. Municipal Grant Allocations

The Division of Revenue Bill allocations to Mogalakwena Municipality for the 2022/2023 to 2025/2026 financial years are as follows:

Grant allocations over the MTREF

Description	Current Budget	23/24 Budget	24/25 Budget	25/26 Budget
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
TS_C_M_NG_INEP GRANT	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

9.11. 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.

9.11.1. mSCOA is multi-dimensional in nature

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.

9.11.2. Background

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 gazette the Municipal Regulations on Standard Chart of Accounts (mSCOA) into effect on 22 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 organizational uniqueness and structural differences.

9.11.3. 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:

Listed below are the deliverables that have been performed during the project.

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 has been performed.
- mSCOA circulars one to six have been 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 was outsourced to Akhile Management and Consulting (Pty) Ltd and they were closely working with the Project Champion.
- 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.
- The project governance structure and project management office was 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 (KPI's) 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 workstream members signed these.
- 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.
- Tabled a progress report, for the all quarters has been submitted to Council for consideration. Council hasn't sat yet to note the reports
- Vendor Engagement - Feedback and Integration into the Project Plan has been updated and vendors are on board.
- System Migration Plan signed by the Acting Municipal Manager.
- The implementation team saw a need to pay a 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 Venus System.
 - Verification and recompilation of Movable Assets for financial year 2016/17, to be GRAP and mSCOA compliant.

Challenges with Implementation of mSCOA

- There are still officials who show little interest in the project and this affects its speedy execution
- Reporting is still a challenge, particularly errors on cash flow data strings
- The steering committee is not fully functional since implementation of mSCOA
- Not all the required sub-systems are procured and/or integrated to the Solar System.

9.11.4. Financial Viability Challenges

- IT related issues
- Declining collection rate
- Limited revenue sources
- Inaccurate indigent register
- Over-charging on services rendered by suppliers
- Noncompliance 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

10. CHAPTER TEN: GOOD GOVERNANCE & PUBLIC PARTICIPATION

10.1. 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.

In order to ensure that performance management gets implemented at Mogalakwena, the organizational structure made provision of a Division that should manage performance. The organizational structure has four (4) positions and the breakdown of the positions are that of the Divisional Head, and three PMS Officers. All the four (4) 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.

10.2. Introduction

The IDP process of Mogalakwena Municipality has been people driven. Various stakeholders were in the 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 Organizations;
- 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

10.3. 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. Members of the Mayoral committee are nine (9) in number and 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 Local Labour Forum.

10.4. The Participation of Traditional Leaders in the Development Agenda of the Municipality

There are 09(nine) traditional leaders in the municipality and the relationship between the municipality and the traditional leaders is sound.

Table 33: 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, Mashahlang, Molekane, Rooibokfontein, Armoed, Skimming, Seema, Sterkwater [GaPila], Matlou, Chokoe [Mapela], Hans, Parakis, Mamaala, Magope, Fothane, Chaba, Motlhotlo, Sekuruwe, Phafola, Mabusela, Matopa, Mesopotamia, Mosoge, Mahlogo, Mabuela, Ramurulane, Lyden, Lesodi, Raowe [Witrevier], Milleniumpark [Limburg] Mamatlakala, Skilpadskraal, Makekeng, Abbotspoort, Mokurunyane, Mongalo, Dipompong, Matiniki, Galakwena & Mmaletswai.
3. Langa LP	Ditlotswane, Rooiwal, Malokonng, Basogadi/Ramogoshommi, Bakennburg [motong, Mahlaba, Kwenait, Mautjana, & Mothwatwase], Taolome, Clermont, Goodhope, Pudiakgopa [Malokongkop], Masipa, Kaditshwene, Mabula, Harmansdal, Marulaneng, Vanwykspan [GARalenkwane], Bokwidi [Doorfontein], Kromkloof [atahutlwane], Rantlakana, Skulpad, Makekeng, Mohlakaneng, Basterspad, Dikgokgopeng, Lusaka [Nkgoru], Kabeane, Jakkalskui, 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, Matjitieng, Breda, Duren, Montechristo, Preezburg, Galakwena, Setupulane, Lennes, Sodoma, Uitzicht, Vergenoeg, Galelia, Ga-Tlhako, Tipeng, Thabeleshoba, Segole1 Segole2, Segole3, Senita, Mogalakwena, Galakwenastroom, Ga-Mushi, Magagamatala.

10.5. Structures of Inter-Governmental Relations

Local government does not have the powers and functions over a range of services that communities expect. These 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 better provision of service delivery. The establishment of municipal IGR forums within the district has positive yields but still with some challenges to accelerate service delivery

10.6. The following Fora takes place in the municipality and the municipality partakes in:

- Waterberg District Municipality IDP Representatives 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

10.7. Risk Management

10.7.1. Risk Governance

The municipality has developed a risk management policy and risk management strategy to direct the municipality's risk management priorities. Line management are 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.

10.7.2. 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.

10.7.3. Risk Management Committee Schedule

RISK MANAGEMENT COMMITTEE SCHEDULE 2023/24 FINANCIAL YEAR			
Target Date	Output	Coordinator	Stakeholders
24-Jun-24	<p>Risk Management Committee meeting.</p> <p>Adoption of the next year's Strategic, Operational, project risk registers as well as the Risk Management Implementation Plan, risk management committee charter, Risk Management Policy and Strategy.</p>	Divisional Head : Risk Management	<ul style="list-style-type: none"> •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.

31-Jul-23	<p>Fourth Quarter 2022/23 financial year Risk Management Committee meeting.</p> <p>Review and adoption of risk management reports</p>	Divisional Head : Risk Management	<ul style="list-style-type: none"> •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.
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26-Oct-23	<p>First quarter 2023/24 financial year Risk Management Committee meeting</p> <p>Review and adoption of risk management reports</p>	Divisional Head : Risk Management	<ul style="list-style-type: none"> •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.
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27-Jan-24	<p>Second quarter 2023/24 financial year Risk Management Committee meeting</p> <p>Review and adoption of risk management reports</p>	Divisional Head : Risk Management	<ul style="list-style-type: none"> •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.
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28-Apr-24	<p>Third quarter 2023/24 financial year Risk Management Committee meeting</p> <p>Review and adoption of risk management reports</p>	Divisional Head : Risk Management	<ul style="list-style-type: none"> •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.
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24-Jun-24	<p>Risk Management Committee meeting.</p> <p>Adoption of the next year's Strategic, Operational, project risk registers as well as the Risk Management Implementation Plan, risk management committee charter, Risk Management Policy and Strategy.</p>	Divisional Head : Risk Management	<ul style="list-style-type: none"> •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.
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28-Jul-24	<p>Fourth quarter 2023/24 financial year Risk Management Committee meeting</p> <p>Review and adoption of risk management reports</p>	Divisional Head : Risk Management	<ul style="list-style-type: none"> •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.
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10.8. State of Financial Entities

10.8.1. Municipal Public Accounts Committee (MPAC)

The **Municipal Public Accounts Committee (MPAC)** of 10 members was established to play an overall oversight role. It should also be mentioned that members of MPAC are not Mayoral Committee members.

10.8.2. Audit Committees

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

1. Financial processes
2. Risk processes
3. Mid-year performance reports
4. Internal Audit reports
5. Monitoring & Evaluation reports and
6. Annual reports

The following committees are in place and functional:

1. Performance Audit Committee
2. Budget Steering Committee (Established on 24 February 2010)
3. Disposal Committee (Established on 20 April 2011)
4. Risk Management Committee.

10.9. State of Community Development Workers (CDWs)

To improve community participation and intergovernmental relations (25 appointed and 2 deceased) CDWs are deployed in the Municipal area.

There are identified challenges of the existence of CDWs in local municipalities.

The following challenges were identified:

- No memorandum of understanding signed between local municipalities and CoGHSTA
- Limited resources provided to CDWs to execute functions

10.10. Ward Committee Management

Since after the local governance elections, ward committees are being elected and will be inducted before they can take over their roles in communities.

10.11. Audit Outcomes

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

Table 34 : 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				

Outline of Municipal Public Participation Programmes

Table 35: Community Participation Areas

DATE & TIME	VENUE	EXPECTED WARDS	TARGETED STAKEHOLDERS
20 September 2022, 10h00	Bakenberg Community Hall	Wards 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 and Part of 4(Claremont) & 15(Sepharane)	All Councillors (PR and Ward), One ward committee member/secretary, and CDWs
21 September 2022, 10 h00	Aboo Tayob Community Hall Mapela	Ward 13,14,17,18 and Part of 16(Tinmyne, Sterkwater Ga-Pila, Zaaiplets Farm) & 23	All Councillors (PR and Ward), One ward committee member/secretary, and CDWs
22 September 2022, 10h00	Aboo Tayob Community Hall – Mokopane North	Ward 19, 20, 21, 22, 23, 24, 25, 30 and Part of 29(Phola Park)	All Councillors (PR and Ward), One ward committee member/secretary, and CDWs
23 September 2022, 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

10.13.

Good Governance and Public Participation Challenges

- 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.

Audit

- The Municipality has an Internal Audit Unit which comprises 3 officials. Internal Audit reports administratively to the Accounting Officer and functionally to the Audit Committee. Municipality is currently busy with the placement of staff and structure review which will address the challenges faced by the unit.

Risk Management

- Risk Management Unit comprises of one (1) Divisional Head Risk Management and two (2) Risk Management Officers

Anti-Corruption

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

11. CHAPTER ELEVEN: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

11.1. Introduction

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

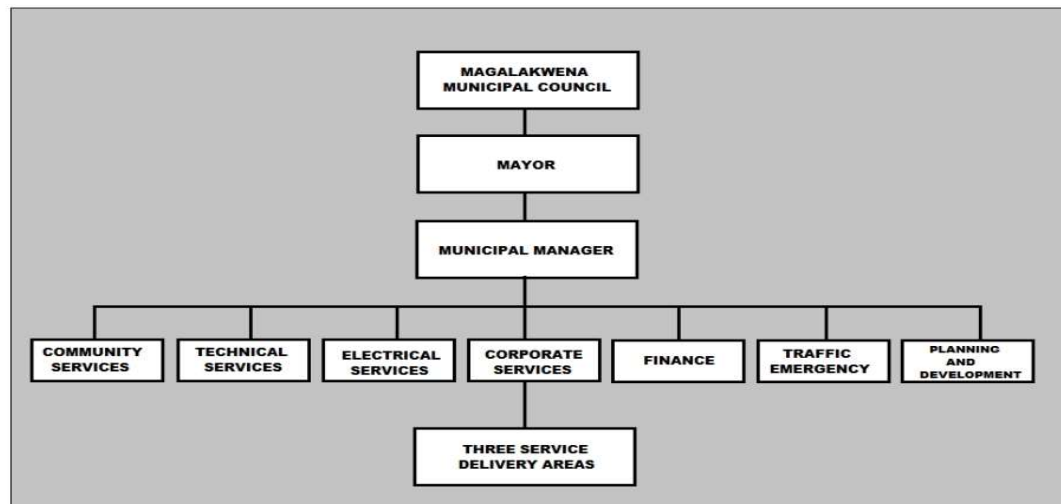


Table 36: Institutional Overview

DEPARTMENT	OVERVIEW	SUB-FUNCTIONS
MUNICIPAL MANAGER	Overall management of the municipality	<ul style="list-style-type: none"> • Institutional performance management • Internal auditing • Risk management • Communication
CORPORATE SUPPORT SERVICES	Corporate support services plays a vital role in the performance and developmental role of Mogalakwena Municipality as it provides a supportive function to all departments, council, executive committee, portfolios, councillors and officials.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Water & sanitation • Roads & storm water • Building inspectorate • Operations & maintenance (Rural Water)
ELECTRICAL SERVICES	<p>To provide an effective electrical service to all consumers of the municipality ensuring that all networks are well maintained and that new projects are being completed to acceptable standards and within set time frames.</p> <p>To further ensure that all communities have access to electricity.</p>	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Security • Traffic • Fire • Licenses
PLANNING AND DEVELOPMENT SERVICES	Planning and development services is responsible for developing an integrated development plan that facilitates economic growth, alleviate poverty and addresses basic needs through an inclusive stakeholder-driven process and further ensures proper control of spatial planning and	<ul style="list-style-type: none"> • Integrated development planning (IDP)

DEPARTMENT	OVERVIEW	SUB-FUNCTIONS
	land use management within the municipal area. It finally provides support in the monitoring of the provision of quality and adequate housing and rural sanitation to the residents of the municipality.	<ul style="list-style-type: none"> Local economic development and tourism Planning Housing
FINANCE DEPARTMENT	Finance section is responsible for ensuring the smooth running of finances, assets, investments and liabilities of the municipality.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Waste management Parks & recreational services Library services

Table 37: Approved Organogram

Department	Code	Total Posts	Filled Posts	Gender		Number of Vacant Posts	Number of Frozen Posts
				Female	Male		
Municipal Manager's Office	MM	35	24	8	16	1	4
Planning & Development Services	MDS	59	38	20	18	13	21
Technical Services	MTS	532	252	75	170	73	127
Community Services	MCD	356	401	152	218	34	59
Traffic & Emergency	MTE	165	80	31	48	28	64
Finance	CFO	97	76	34	43	10	13
Corporate Services	MCS	82	81	48	33	11	4
Electrical Services	MES	113	85	16	68	13	14
Total		1439	1037	384	614	183	306

11.2. Staffing in the Municipality

11.2.1. Filling of critical Posts

Table 38: 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	No
Technical Manager signed Performance Contracts	No
Total of section 56 Managers posts	7
Total number of Section 56 managers posts filled	4
Total number of Section 56 managers posts vacant	3

11.2.2. Vacancy Rate

At 30 June 2022 there were 1061 positions filled in Mogalakwena Municipality with 159 vacant positions.

11.3. Human Resource Management System

11.3.1. Recruitment Policies

The municipality has a reviewed Recruitment and Selection Policy approval by Council.

11.3.2. 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.

11.3.3. Employment Equity

The municipality has an approved Employment Equity Plan and when appointments are made, it is endeavored to comply with the plan.

11.3.4. Retention and Succession Issues

A Scarce Skills & Retention Policy as well as a Staff Succession Planning Policy have been developed and approved by Council.

11.3.5. Information Communication Technology System

Mogalakwena Municipality's IT division is governed by the following policies: Firewall, Email Acceptable, Internet Acceptable , Data back-up, IT Disaster Recovery, Data Centre, Change Management, IT Governance, Password, Strategic Information Systems Plan, Master System Plan and IT Security Policies.

12. CHAPTER TWELVE: MUNICIPAL PRIORITIES

12.1. Introduction

Street Committees, VDC's (Village Development Committee) and CDW's (Community Development Workers) were instrumental in ensuring the compilation of the needs of the community. The data captured in September 2022 creates a basis for the municipality to legitimately prioritize projects. The community perspective priorities which have been summarized below, have been aggregated and 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:

12.1.1. Priorities from Community Perspective

PRIORITY NUMBER	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
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

12.1.2. Priorities from Municipal Perspective

PRIORITY ISSUES
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 summarized version of issues raised during the consultation, a comprehensive report is available covering needs per village in every ward of the municipality.

<ul style="list-style-type: none"> ■ Tarring of gravel roads ■ Construction of RDP houses/low cost houses ■ Construction of VIP toilets ■ Installation of high mast lights ■ Paving of internal streets ■ Construction of V-drains/storm water management/ control systems ■ Construction of bridges ■ LED Street Lights ■ Wi-Fi access project ■ Construction and/or renovation of community halls 	<ul style="list-style-type: none"> ■ Resealing of streets in town ■ Drilling & equipping of new boreholes ■ Electrification of extended households ■ Construction of pension pay-point shelters ■ Fencing and sanitation at cemeteries ■ Construction of new reservoirs ■ Water reticulation at extended households ■ Construction of new clinics/mobile clinic visits ■ Development of residential sites ■ Installation of network masts/ Towers ■ Development of new grave yards ■ Inconsistent refuse collection in town and township ■ Clinics not operating 24 hours 	<ul style="list-style-type: none"> ■ Refuse removal services in rural areas ■ Satellite/mobile police station ■ Construction of sporting facilities in rural areas ■ Construction of libraries at schools ■ Construction of additional classrooms ■ Construction of new schools ■ Allocation of Poverty/LED projects ■ Installation of prepaid electricity meters ■ Theft of water meters, leading to illegal connections ■ Renovation of municipal buildings at SDAs ■ Tarring of district and provincial roads ■ Allocation of subsidized bus services ■ Training of ward committees ■ Illegal dumping
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13.1. 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 organization envision its future and develops the necessary procedures and operations to achieve that future. The leadership focuses on its organization 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 organization. The purpose of strategic planning is to transform the organization and should be a continuous consulting process that must be tailored to accommodate the climate of an organization. Strategic planning helps leaders to:

- Create its own organization'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.

13.2. 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 organization 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 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

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ■ Credible IDP ■ Water and electricity service authority-ability to generate revenue ■ Strategic location (N1, N11, R101 and R518 transversing through town) ■ Payment of department of Transport services ■ Accommodating Modimolle Driver Licence tests 	<ul style="list-style-type: none"> ■ 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 loss ■ Water and Wastewater quality ■ Weak political administrative interface ■ Unhealthy corporate culture and lack of consequence management 	<ul style="list-style-type: none"> ■ 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 Tribal Authority, and Communities 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, R101, R518, N1 ■ Strategically located in terms of it being a Gateway to Mpumalanga, Gauteng, Northwest and 	<ul style="list-style-type: none"> ■ 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 noncompliance with legislation ■ Climate change ■ Absence of technology in crime prevention

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> ■ 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 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 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> ■ Non implementation of the ITP Weakness Road Master Plan - either develop or implement) weakness ■ 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

13.3. Strategic Objectives, Priority Issues and Outcomes

Strategic Objectives are broadly defined objectives that an organization must achieve to make its strategy succeed. Based upon the abovementioned identified Institutional Priority Issues, the Strategic Objectives to be achieved were identified.

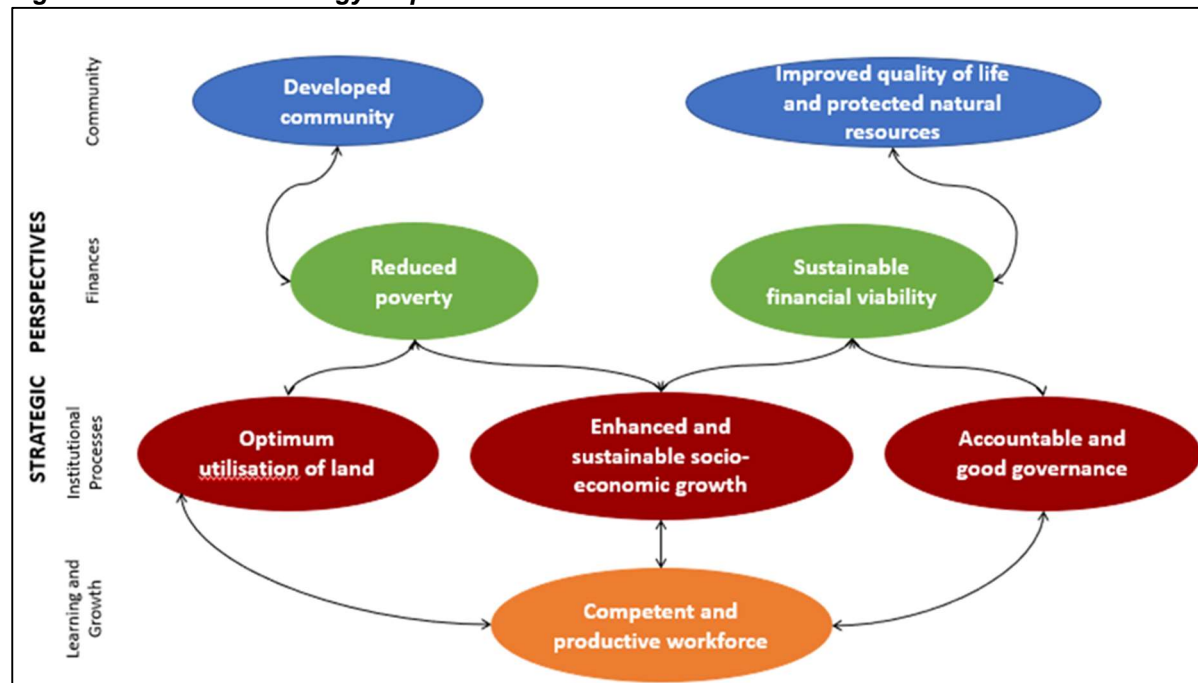
Table 39: Strategic objectives

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

STRATEGIC GOALS	OUTCOMES
<ul style="list-style-type: none">■ Foster, regulate, maintain, and promote a sustainable environment■ Improve the 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 utilization■ 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	<ul style="list-style-type: none">■ 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 “Thé Arterial City of Choice”.

Figure 3: The MLM Strategy Map



A competent and productive workforce will lay a foundation for a 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 utilization 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 the Limpopo Province.

13.4. Strategic Alignment

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

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			All people are safe		
Ensure healthy lives and promote well-being for all at all ages	2. A long and healthy life		Quality health care for all	Education, Skills and Health		Long and Healthy Life		
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	To create inclusive and well-coordinated investment opportunities for
End poverty in all its forms everywhere								

2030 GOALS FOR SUSTAINABLE DEVELOPMENT	NATIONAL OUTCOMES	OUTCOME 9	NATIONAL DEVELOPMENT PLAN	MTSF 2019 – 2024 PRIORITIES	BACK TO BASICS	LIMPOPO DEV. PLAN PRIORITIES	LG ELECTORAL MANIFESTO	MOGALAKWENA STRATEGIC GOALS
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			job placements esp. for youth	the growth of the economy
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 responsive economic infrastructure network.	Improved access to Basic Services	Improving infrastructure	Building a capable, ethical and developmental state	Delivering municipal services	Competitive economic infrastructure	Improve access to municipal services	To improve the quantity and 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								

2030 GOALS FOR SUSTAINABLE DEVELOPMENT	NATIONAL OUTCOMES	OUTCOME OUTPUTS 9	NATIONAL DEVELOPMENT PLAN	MTSF 2019 – 2024 PRIORITIES	BACK TO BASICS	LIMPOPO DEV. PLAN PRIORITIES	LG ELECTORAL MANIFESTO	MOGALAKWENA STRATEGIC GOALS
Ensure sustainable consumption and production patterns 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 biodiversity loss	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
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	To ensure that all stakeholders within the institution are

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
							deliver on its mandate	adequately capacitated and retained

13.5. 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:

13.5.1. 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 housing backlog 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)

Key Projects: -

- Housing backlog – FLISP (Finance Linked Individual Subsidy Projects) housing program in Extension 15, it is included in the municipal development areas submitted to HDA/CoGHSTA.
- The property measures approximately 35.3 h
- The township establishment to be presented to the District Municipal Planning Tribunal, comprising of 371 erven (These include 344 single residential, 2 Residential 3 erven (potential social housing projects) and various mixed uses, i.e., business, municipal, educational, and etc.
- Funding option: Mining Towns Grants.

13.5.2. KPA 2: Basic Service Delivery and 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
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	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

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 70% to 25% by 2030	Technical Services	Develop water conservation and demand management plan for the system in the Rural areas of 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	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 with CoGHSTA to secure MIG funding	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 conservation & demand management and revenue enhancement purposes	Install water and sewer reticulation systems with pre-paid water metres in all new extensions	Maintain medium-term strategy

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	Sanitation - Quality	To obtain 95% Green Drop status by 2030	Technical Services	<p>Develop a maintenance plan for the WWTW infrastructure and provide working tools for maintenance of all WWTW yards.</p> <p>Procure component spares for storage at the Municipality.</p> <p>Develop an onsite workshop with basic tools and equipment at the Mokopane WWTW for in-house maintenance of pumps and other equipment.</p> <p>Revive the Onsite laboratory at Mokopane WWTW for use by water care technicians for operational monitoring purposes of the wastewater treatment process.</p> <p>Fill supervisory positions with skilled and experienced personnel.</p> <p>Continuously treat and test effluent quality</p>	Continuously treat and test effluent quality	Maintain medium-term strategy
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	Secure funds, undertake procurement process, and implement projects	Maintain short-term strategy	Maintain short-term strategy

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	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	Unfreeze and fill critical positions with skilled and experienced personnel. 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 and provision of basic services	Roads and Storm Water	To maintain 1200km of roads through maintaining (blading, re-gravelling, and grading of roads) by 2026	Technical Services	Implementation of roads and stormwater master 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,	Implementation of Roads and Stormwater Master Plan recommendations and for maintenance of existing roads	Review and implement the Roads and Stormwater master plan.

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
				fleet and human resources by unfreezing and filling of all vacant positions.		
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 tar 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 services	Building Inspectorate (Control)	To comply with the National Building Regulations and Building Standard Act 103 Of 1977	Technical Services	Increase the regularisation of built environment by reviewing by - laws	Enforce building control regulations	Maintain medium-term strategy
Improve efficiency of municipal infrastructure and provision of basic services	Building Inspectorate (Control)	To comply with the National Building Regulations and Building Standard Act 103 Of 1977	Technical Services	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
Improve efficiency of municipal infrastructure	Building Inspectorate (Control)	To comply with the National Building Regulations and	Technical Services	Unfreeze critical positions identified for servicing the rural communities in terms	Increase law enforcement on building regulation contraventions	Maintain medium-term strategy

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		Building Standard Act 103 Of 1977		of the National Building Regulations and Building maintenance		
Improve efficiency of municipal infrastructure and provision of basic services	Electricity - Bulk	To upgrade an existing electricity network to supply 50MVA to consumers by 2026	Electrical Services	Update Electricity Master plan (the master plan contains the status quo and required network upgrading as well as indication of timelines for upgrading)	Implement action plans indicated in the Electricity Master Plan. Source funding to implement master plan. Establish 20MVA substation on the eastern side of the Mokopane Town by 2026.	Implement action plans indicated in Electricity Master Plan. Source funding to implement master plan. Replace radio system, create a control room for the Electrical department and provide electronic devices for issuing and report back on job instructions
Improve efficiency of municipal infrastructure and provision of basic services	Electricity - Loss Control	To decrease electricity loss to a minimum of 9% by 2026	Electrical Services	Audit 500 metres per year and repair or replace faulty or tampered meters. Investigate the installation of SMART metering. Convert convectional meters to prepaid metering	Audit 500 metres per year and repair or replace faulty or tampered meters. Install SMART metering. Convert convectional meters to prepaid metering	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	To uphold stable supply of electricity to consumers with minimum of 99% power failures by 2026	Electrical Services	Refurbish 100 km of overhead networks per year. 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	Electrification - Villages	To provide access to electricity to all formalised	Electrical Services	Electrify 800 houses per year	Electrify 1500 houses per year	Electrify 1500 houses per year

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		households in the municipal area by 2026				
Improve efficiency of municipal infrastructure and provision of basic services	Energy efficiency	To decrease the carbon footprint by the replacement of globes, geysers and air-conditioners in municipal building and streetlights with environmentally friendly equipment by 2026	Electrical Services	Replace light fittings and globes in municipal buildings and streetlights. Create awareness campaigns amongst officials and consumers regarding energy efficiency	Replace municipal geysers with solar geysers and coordinate replacement of consumer electrical geysers with solar geysers and energy efficient air conditioners. Replace light fittings and globes in municipal buildings and streetlights	Implement energy saving measures within the municipal buildings. 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	Provide public lighting in 4 villages each year	Provide public lighting in 4 villages each year
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 2024	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	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	Source funding for the building of new libraries through public private partnerships.	Expand library service provision through shared access holdings. Monitor and Evaluate

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				awareness programmes and partnerships.	Establish partnerships with schools and NGOs to enhance development	partnerships with schools and NGOs to enhance development
Improve the quality of lives through social development and the provision of effective community services	Sports, Arts and Culture	To facilitate and provide adequate sports and recreation facilities by 2026	Community Services	Build and maintain facilities. Improve operation and maintenance model of the swimming pool	Mobilise funding for coaching programmes	Facilitate the collaboration between the municipality and Sports federations
Foster, regulate, maintain, and promote a sustainable environment	Cemeteries	To identify and develop suitable land for cemeteries by when 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 efficiency 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
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. Build capacity of staff. Develop and implement educational and awareness programmes. Investigate alternative revenue stream e.g., communities that bring refuse to landfill site	Monitor compliance to legislation. Revive waste separation programme. Continuously build Capacity of staff. Conduct educational 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

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	Refuse removal and solid waste disposal	To extend waste collection and waste disposal systems that is environmentally compliant in rural areas by 2026	Community Services	Review operations and maintenance plans. Identify land for transfer stations at nodal points. Pilot the project. Train identified stakeholders in terms of waste handling	Implement operations and maintenance plans. Source funding for transfer stations	Expand the service to more areas. Review Integrated Waste Management Plan. Establish transfer stations per nodal points
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 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

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
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 provision of effective community services	Road safety and traffic control	To reduce fatalities due to road crashes and provide safe road traffic environment by 2030	Traffic and Emergency Services	Develop Traffic Management System Provide interim road traffic management functions that seeks to regulate road traffic environment, while developing required skills	Introduce corrective measures to ensure efficiency while elevating 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	Elevate the strategy to the long-term phase where road traffic management is based on proactive approach where the strategy is supplemented by specialist units to deal with various characteristics of road traffic environment. Encourage and support

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
					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	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 civic centre by end 2023. 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

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.
- 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.
- 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.
- Fleet for road maintenance
- Solar streetlighting installation (8 villages and Mapela Clinics); and retrofit of energy saving lighting and smart metering in town; refurbishment of electrical main supply lines
- Construction of Mapela driving and licensing testing station and customer relations management system.
- Resealing of roads in Mokopane town
- Road construction at Lindela 7.4km, Mozombane 7.8km, Ga-Mokaba 9.2km and Ga-Magongwa 4.6 km
- Jet Patcher & Establishment of paving factory at Rebone
- Vacuum Jet Machine (truck and bakkie)
- Diesel Bowser 4ton
- Develop Climate change strategy
- Alien plants removal
- Construction of solar power plant

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
Create inclusive and well-coordinated investment	Local economic development	To forge partnerships with Private Sector that will create conducive	Developmental Services	Promote Mogalakwena as a preferred tourism destination.	Promote Mogalakwena as a preferred tourism destination.	Promote Mogalakwena as a preferred tourism destination.

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
opportunities for the growth of the economy		environment for sustainable local economic development		Tourism destination packages nationally and internationally	Tourism destination packages nationally and internationally	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	Finalize the development of a Mall and Motorcity	Construct a Mall and Motorcity	Construct a Mall and Motorcity

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
- Upgrade and refurbishment of Information Centre and Museum
- Resuscitation of Kadikgathlo Stone Crushing
- Infrastructure development for Scrappies Stone crushing
- Upgrading of tourism reception at Makapan's Velley World Heritage Site
- Infrastructure development for Incubation Centre
- Infrastructure development for Limburg Citrus Farm
- Makapan's Heritage Route
- Bophelo ke Semphekgo Infrastructure and support
- Lafata project support
- Development of Hawkers strategy
- Development of Agricultural strategy
- Participation in international and national events, i.e. African travel show, Tourism indaba, World tourism market, LED symposium, Mining indaba, SACCI

13.5.3. 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	Review and streamline Budget and Reporting division to two divisions (Budget and Financial Reporting). Conduct training for officials responsible for compliance matters (mSCOA training). Retain the VAT portion claimed on conditional grants to fund reserves (to improve funding status) Manage Cash Flow to build cash reserves	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 Bi-Annual Financial statements. Prepare GRAP compliant Annual Financial Statements. Build capacity of staff (obtain skills from consultants to prepare GRAP compliant AFS in-house). Continue with GRAP training	Prepare of GRAP compliant Bi-Annual Financial statements (un-house) Prepare GRAP compliant Annual Financial Statements (in-house). Continuing with GRAP training. Obtain an improved Audit opinion from the office of the AG	Sound and efficient financial 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	Revenue Management	To enhance revenue collection from 65% to 90% by 2026	Finance	<p>Develop Revenue Enhancement Strategy. Minimum 5% increase in the current collection rate (baseline is 65%).</p> <p>Hand over long outstanding (90 days and more) debtors to debt collectors.</p> <p>Ensure disconnections are executed according to the credit control policy.</p> <p>Improve stakeholder relationship management.</p> <p>Implement billing process for villages willing to pay for waste collection services.</p> <p>Enforce collection from municipal employees and Councillors by implementing clause 15 of credit control and debt collection policy.</p> <p>Enforce collection from Government Sector through participation in IGR Forums</p> <p>Produce supplementary valuations; refer MFMA Circular 89 in terms of</p>	<p>Maintain and review Revenue Enhancement strategy.</p> <p>Uphold 85% Revenue collection.</p> <p>Hand over long outstanding (90 days and more) debtors to debt collectors.</p> <p>Investigate and re-zone contentious properties to apply correct rate and tax tariffs.</p> <p>Investigate legality of identified suspect lease agreements with landowners.</p> <p>Integrate the GIS with the Financial system.</p> <p>Implement billing process for villages willing to pay for waste collection services</p>	Sound and efficient financial management

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
				reconciliation processes and optimizing revenue from property rates. Enforce by-laws through assigning law enforcement municipal team (bi-annually). Conduct VAT Review as a source of revenue contribution		
Sound and efficient financial management	Expenditure Management	To maintain compliance with section 65 of the MFMA (Expenditure Management)	Finance	Train personnel in optimal usage of the financial system. Review the system of expenditure control, including procedures of approvals and authorisations.	Comply with Section 65 of the MFMA	Sound and efficient financial management
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	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.	Maintain short-term strategies	Sound and efficient financial management

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
				Conduct workshops with SMME's on SCM regulations. Enforce SCM Policy		
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. Perform Quarterly Physical Asset verification	Maintain accurate GRAP Compliant Asset register	Sound and efficient financial management
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.	Maintain short-term strategies	Sound and efficient financial management

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
				Review fleet management policy and procedure manual		

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).

13.5.4. 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 2023	Corporate Services	Develop HR Strategy, policies and procedures in line with new staff regulations. Resuscitate HR committees. Socialize all employees on HR policies and procedures	Implement HR Strategy, policies and procedures in line with new staff regulations. Socialize 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 2024	Review and implement organizational 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
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 2024 Review recruitment policy in line with municipal staff regulations. Conduct vetting of new employees	Recruit adequately skilled & competent personnel by 30 June 2025	Recruit adequately skilled & competent personnel by 30 June 2026
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. Appoint Skill Development Facilitator	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

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
				Develop, submit (30 April), & Implement Workplace Skills Plan. Submit training reports to LGSETA Develop policies in line with the new staff regulations	Implementation of policies in line with the new staff regulations	Implementation of policies in line with the new staff regulations
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	Appoint OHS Officer. 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. Resuscitate OHS Committees	Implementation of OHS policy & plans	Implementation of OHS policy & plans
Ensure all stakeholders within the institution are	Labour Relations	To ensure fair and equitable labour practices are implemented and compliant with the applicable Labour	Corporate Services	Resuscitate Local Labour Relations Forum. Conduct monthly LLF meetings.	Maintain sound and effective labour practices	Maintain medium-term strategies

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)
adequately capacitated and retained		legislations to improve employer and employee relations		Conduct refresher workshop training to LLF on the organisational right agreements training & Enforce Code of Conduct to all employees. Fast tracking of disciplinary processes		
Ensure all stakeholders within the institution are adequately capacitated and retained	Human Resources	To ensure a fully functional HR Unit by June 2023	Corporate Services	Develop HR Strategy, policies and procedures in line with new staff regulations. Resuscitate HR committees. Socialize all employees on HR policies and procedures	Implement HR Strategy, policies and procedures in line with new staff regulations. Socialize 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 regulation by 30 June 2024.	Review and implement organizational structure in line with the new staff regulation by 30 June 2025.	Review and implement organizational structure in line with the new staff regulation by 30 June 2026.
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 2024 Review recruitment policy in line with municipal staff regulations. Conduct vetting of new employees	Recruit adequately skilled & competent personnel by 30 June 2025	Recruit adequately skilled & competent personnel by 30 June 2026

Strategic Goal	Programme	Programme Objective	Department	Short-Term Strategies (1-2 yrs.)	Medium-Term Strategies (3-4 yrs.)	Long-Term Strategies (5 yrs.+)

Key Projects:

- To conduct skill audit for all Municipal Officials and Councillors.
- Conduct placement of staff.
- Conduct training to address skills gap in line with minimum competency regulations.
- ICT Strategy and infrastructure
- Technical training for electricians, artisans and plumbers

13.5.5. KPA 6: Good Governance and Public Participation

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
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 in the daily administration of the municipality for the benefit of all stakeholders as per the	Establish MPAC Support unit. Conduct oversight on the draft annual report. Investigate the UIFWs. Capacitate MPAC members.	Conduct oversight on the draft annual report and other reports referred by council. Investigate the UIFWs. Capacitate MPAC.	Conduct oversight on the draft annual report and other reports referred by council. Investigate the UIFWs. Capacitate MPAC

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
			National Development Plan	Review the MPAC terms of reference		
Develop and implement efficient management and governance systems	Public participation (ward committees)	Office of the Municipal Manager	To implement responsive and accountable processes with the community	Establish public participation unit. Develop and implement a comprehensive public participation strategy. Develop monitoring tool to ensure functionality of ward committees. Conduct awareness on use of scarce resources in public participation plan	Implement Public Participation Strategy. Monitor and capacitate ward committees	Review and implement Public. Develop Participation Strategy Monitor and capacitate ward committees
Develop and implement efficient management and governance systems	Customer/Stakeholder Relationship Management	Office of the Municipal Manager	To create positive relationships with all relevant stakeholders through the appropriate management of their expectations and agreed objectives to strengthen participatory governance within the community	Improve channels of communication internally 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.	Maintain short- term Strategies	Maintain short- term strategies

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
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 by 2027	Capacitate communication unit. Establish/appointment of IGR unit/official. Develop communication strategy	Implement communication strategy. Educate and capacitate personnel	Review and implement communication strategy
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
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.	Implement standing rules and orders with regards to agendas and minutes.	Implement standing rules and orders with regards to agendas and minutes.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
				Track and monitor the implementation of council resolutions	Track and monitor the implementation of council resolutions	Track and monitor the implementation of council resolutions
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 have an ethical and accountable control environment by 2027	Review and implement Anti-Fraud and Corruption policies (Plan, strategy). Capacitate Anti-Fraud and Corruption unit personnel. 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 personnel	Review and implement Anti-Fraud and Corruption policies (Plan, strategy). Capacitate Anti-Fraud and Corruption unit personnel
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 the governance and financial processes	Review Internal Audit Manual and Strategy. Capacitate internal audit unit with additional staff. Implementation of the Internal Audit Plan.	Full implementation of the Internal Audit Strategy and Plan.	Full implementation of the Internal Audit Strategy and Plan.

Strategic Goal	Programme	Department	Programme Objective	Short term strategies (1-2 yrs.)	Medium term strategies (3-4)	Long term strategies (5yrs+)
Develop and implement efficient management and governance systems	Risk Management	Office of the Municipal Manager	To uphold a risk management system at optimized maturity level that shall build a corporate environment that is zero tolerant to fraud and corruption by 2026	Train the risk committee members and departmental risk champions. Conduct awareness campaigns on risk management activities.	Develop business continuity plan. Develop Consequence management procedure manual (With legal services)	Maintain short/medium-term strategies

Key Projects:

- Ward Committee Monitoring Tool
- Cascading of Performance Management
- Automated Performance Management System
- Resuscitate “I” Community Projects
- Review Risk Management Plan
- Develop ICT Strategy
- Review ICT Policy
- Review and gazette By-laws
- Awareness campaigns on by-laws and policies
- Develop Communication Strategy
- Develop Public Participation Strategy
- Develop Customer Care Policy
- Develop Service Standard

14. CHAPTER FOURTEEN: PROJECTS REVIEW

14.1. Project review

The municipality has seventeen (17) projects under MIG, eleven (11) projects under WSIG, six (6) projects under RBIG, and one (1) project under INEP. The projects progress as at 13 February 2023 are as follows:

No.	Project Description	MIG Registered Value	Project Value as in 2022/23 IDP	Revised Project Value in 2022/23	Project Status	Expenditure	% of Expenditure	Overall Project Expenditure	% Progress
PRIORITY 1: WATER AND SANITATION									
SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)									
1.	JAKKALSKUIL CLUSTER : (Mini WATER Scheme: Lesodi; Mamatlakala; Skilpadkraal, Basterspad, Makekeng, Rantlakane, Wydhoek, Galakwenastroom, Lusaka, Harmansdal, Mabula, Mabuladihlare, Dikgokgopeng, Lyden, Kaditshwene, Kabeane, Jakkalskuil)	R 107 223 554	R 47 851 577	R 28 211 351.30	Construction	R 21 757 484.20	77.12%	R 88 823 883.31	89,33%
2.	Mini Water Scheme 22: Moordkoppie water scheme; Witrivier, and Millenium Park PHASE 3B	R 129 767 077,29	R 46 817 896	R 53 763 042.20	Construction	R 29 996 359	50.71%	R 92 237 789.51	75%

3.	Fothane Mini Water Scheme 23 (Phase 2)	R 26 573 076.95	R 11 923 427	R 11 923 427	BAC	R 891 411.13	7.48%	R 16 317 541.03	0%
4.	Bakenburg Central Phase 2	R 11 550 000	R 1 805 096	R 2 305 096.00	BAC	0	0%	R 9 750 703.97	0%
5.	Sekgagapeng & Khala Groundwater	R 5 000 000.00	R 3 000 000	R 5 000 000,00	BAC	R 355 472.51	7.11%	R 613 593.67	0%
6.	Pruizen Farm Water	R 15 000 000.00	R 15 000 000	R 15 348 735,00	BAC	0	0%	R 651 265.61	0%
7.	Covid-19 Moshate/Marut/Maseh	R 12 987 128.63		R 225 051.57	Completed	R 225 051.57	100%	12,984,073.01	100%
8.	Covid-19 Mzombane 7 Mile	R 7 132 463.58		R 433 715.64	Completed	R 433 715.64	100%	R 7 132 463.58	100%
9.	Mapela Sports Stadium			R 866 234.00	Completed	R 866 234.00	100%	R 25 882 871.73	100%
10.	Purchase of Waste plant trucks various	R 30 208 448		R 30 208 448		R 1 587 771.16	5.25%	R 1 587 771.16	5.25%

No.	Project Description	MIG Registered Value	Project Value as in 2022/23 IDP	Revised Project Value in 2022/23	Project Status	Expenditure	% of Expenditure	Overall Project Expenditure	% Progress
	PRIORITY 2: ROADS & STORMWATER								
	SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)								
1.	Completion Molekene Roads and Stormwater	R 28 663 285,00	R 15 947 250	R 13 947 250.00	Construction	R 9 887 336.15	48%	R 13 848 301.59	54%
2.	Completion of Mabusela/Masoge roads and Stormwater	Contractor appointed with more than MIG Approved Funds.	R 10 000 000	R0.00	Legal			R 1 640 479.37	0%
3.	Mahlogo Roads & Stormwater	21 500 000,00	R 5 242 655	R 5 242 655	Construction	R 760 000	15.90%	R 17 168 604.28	10%

No.	Project Description	MIG Registered Value	Project Value as in 2022/23 IDP	Revised Project Value in 2021/22	Project Status	Expenditure	% of Expenditure	Overall Project Expenditure	% Progress
	PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT (LED)								
	SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)								
1.	Motse Pebbles Small Mining	R7 000 000.00	R 6 500 000	R 7 000 000	BAC	0%	0%	R 476 275.52	0%

No.	Project Description	MIG Registered Value	Project Value as in 2022/23 IDP	Revised Project Value in 2021/22	Project Status	Expenditure	% of Expenditure	Overall Project Expenditure	% Progress
	PRIORITY 9: CRIME PREVENTION, SAFETY & SECURITY								
	SOURCE: MUNICIPAL INFRASTRUCTURE GRANT (MIG)								
1.	High Mast Light in Mesopotamia	R 1 800 000	R 1 800 000	R 1 800 000	BAC.	0	0%	0	0%
2.	High Mast Light in Malepetleke	R 3 950 000	R 3 950 000	R 3 950 000	BAC.	0	0%	0	0%

3.	High Mast Light in Mosoge	R 902 750	R 902 750	R 902 750	BAC.	0	0%	0	0%
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Project Description	Project Value as in 2022/23 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 resevoir for Jakkalskuil Cluster Phase 2 of Mogalakwena Water Master Plan.	R 0.00	Contractor Terminated, Budget allocated to Commissioning of Phase 1	45%	R 67,921,208.78	40%
2. Contract 22-2020/21 Construction of 5,8ml/day Kroomkloof Water Treatment Works and highlift Pumpstation	R 31 000 000	Construction	24%	R33 455 659.27	29%
3. Industrial well field (Sefakaola) WTW, Industrial well field Pipeline to (Sefakaola)	R 2 000 000	Construction	77%	R27 487 108.24	72%
4. Danisani Wellfield Bulk Water and Phase 1 functional Olifants	R 2 000 000	Not yet started	0%	0	0%
5. Comissioning of phase 1	R 5 000 000.00	Design (New Project)		R 4 612 153.40	2%
6. Refurbishment of community Reservoirs		New Project	0%	0	0%

Project Description	Project Value as in 2022/23 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 Pruizen Farm and Sylvania Mine - MOG 26	R 5 000 000	BAC	0%	249,783.45	3.12%
2. Mogalakwena source development, storage, and water reticulation: Madiba, Hlogo ya nku, Makobe, Kgotsoro/Nestands, Thabaleshoba, Rebone, Bavaria, Lekhureng, Mzombane, Masipa and ,Piet Se Kop Cluster - MOG 31	R 4 000 000	Construction	25%	R 2 137 112.97	53.42%
3. Refurbishment & Upgrade of Sewer Pipelines in Mokopane Town & Peri-Urban (Extension 17, 19 & 20) - MOG 32	R 3 702 874	Construction	95%	R 6 280 076.57	89%
4. Bakenburg Mini Water Scheme - MOG 27	R 13 000 000	Site Establishment	14%	R 1 259 040.13	2.70%
5. Taolome Mini Water Scheme - MOG 28	R 13 988 040	Construction	15.1%	R 1 797 435.13	13.82%
6. Source Development: Kgotsoro Millenium Park - MOG 29	R 4 000 000	BAC	5%	R 716 379.16	23.88%
7. Dredging of Oxidation Ponds- MOG 30	R 1 564 288	Construction	91%	R 11 403 691.74	

8. Refurbishment of Oxidation Ponds MOG 18	R1 344 373	Construction	92.2%	R 3 655 627.98	
9. Ga-Pila Sterkwater Wellfield MOG 21	R 407 108	Practical Completion	95%	R 6 506 907.26	
10. Dev Water Collection Points Water Tankering MOG 22	R 547 217	Practical Completion	95%	R 5 852 783.16	
11. Development Water Services in Segole MOG 24	R 86 100	Construction	95%	R 4 413 900	

Project Description	Project Value as in 2022/23 IDP	Project Status/Progress	% Physical Progress	Expenditure to Date	% Expenditure
PRIORITY 4: ELECTRICITY					
SOURCE OF FUNDING: INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)					
Electrification of Villages: Armoed/Rooibok 100 Connections Lyden 100 Connections Machikiri 100 Connections Marulaneng 50 Connections	R 7 000 000	Design Stage	10%	R 325 000.00	4%

14.2. Mogalakwena Multiyear Capital Investment Programme

MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG)						
PRIORITY 1: WATER & SANITATION						
	Project Name	2023/2024FY	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY
1.	Mogalakwena Household Sanitation – Tenerife, Daggakraal, Rietfontein, Makekeng, and Ga-Chokoe	R18 000 000	R9 055 543	R23 000 000	R36 000 000	R0
2.	Sefakaola Cluster – Reticulation (Sekgagapeng, Mitchell, Moshate, Maroteng, Masehlaneng, Phola Park, Mountain View, Mohlabaaneng 1 & 2)	R28 000 000	R25 000 000	R37 000 000	R10 000 000	R0
3.	Piet Se Kop Cluster Reticulation (Morula View, Masodi, Madiba, Mzombane)	R11 660 243	R5 000 000	R5 000 000	R10 000 000	R0
4.	Municipal Building Alternative Water Supply (Tayob, Van Rensburg, Mahwelereng, Mokopane Landfill, Municipal Main Building, Mapela Thusong Centre, Rebone SDA, Babirwa MPCC, Bakenburg Youth Centre, Diphichi Satellite, Nkidikitlana Satellite, Mapela Satellite, Salem Satellite)	R14 660 243	R0	R0	R0	R0
5.	Pruizen Farm Groundwater	R2 000 000	R0	R0	R0	R0
6.	Mini Water Scheme 13: Buffelhoek; Diphichi; Grasvlei; Kgopeng; Mphelelo; Ramosesane; Tiberius; Galelia; Vergenoeg (Diphichi Cluster)	R0	R37 850 200	R25 000 000	R27 500 000	R0
TOTAL WATER		R74 296 111	R76 905 743	R90 000 000	R83 500 000	R0

MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG)						
PRIORITY 2: ROADS & STORMWATER						
#	Project Name	2023/2024FY	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY
1.	Mahwelereng Roads & Stormwater Phase 2A	R20 196 550	R15 000 000	R700 000	R8 700 000	R0
2.	Mahwelereng Roads & Stormwater Phase 2B	R17 000 000	R15 000 000	R0	R0	R0
3.	Completion of Gyser street (1000 metres) and stormwater channel and two low level bridges from Akasia to Mogakawena river (2500 metres).	R10 000 000	R0	R0	R0	R0
4.	Completion of Mabusela - Mosoge Roads and Stormwater Reprioritized 2023/24 (Roll Over)	R7 120 139	R0	R0	R0	R0
5.	Completion of Marulaneng Roads & Stormwater	R16 326 350	R8 000 000	R5 673 650	R0	R0
6.	Completion of Mahwelereng Section D streets for 3000 metres, about 10 internal streets at Mshongo\ and Completion of Thabang street for 600metres (Ext 17)	R0	R16 326 350	R18 690 000	R4 983 650	R0
7.	Extension 20 Stormwater	R0	R0	R5 000 000	R20 000 000	R0
8.	Completion of Hlako/Taueaswala Roads & Stormwater	R0	R0	R20 000 000	R10 000 000	R0
9.	Tarring of Access Roads to Tribal Offices in Mogalakwena	R0	R0	R0	R0	R15 000 000
10.	Completion of Extension 14 Roads & Stormwater	R0	R0	R0	R0	R5 000 000
11.	Completion of Extension 19 Roads & Stormwater	R0	R0	R0	R0	R5 000 000
12.	Completion of Extension 20 Roads & Stormwater	R0	R0	R0	R0	R5 000 000
13.	Completion of Extension 17 Roads & Stormwater	R0	R0	R0	R0	R5 000 000
14.	Completion of Moshate Roads & Stormwater	R0	R0	R0	R0	R5 000 000
15.	Completion of Phola Park Roads & Stormwater	R0	R0	R0	R0	R5 000 000
16.	Completion of Sekgakgapeng Roads & Stormwater	R0	R0	R0	R0	R5 000 000
TOTAL ROADS AND STORMWATER		R70 643 039	R54 326 350	R50 063 650	R49 357 300	R50 000 000

MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG)						
PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT (LED)						
#	Project Name	2023/2024FY	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY
1.	Motse Pebbles small mining. Reprioritized 2023/24 (Roll Over)	R0	R2 000 000	R0	R7 000 000	R0
2.	Mogalakwena Marula Processing Plant	R0	R0	R0	R15 000 000	R0
3.	Renovation of Tourism Reception at Makapans Valley WHS	R0	R0	R0	R0	R4 500 000
TOTAL LOCAL ECONOMIC DEVELOPMENT (LED)		R0	R2 000 000	R0	R22 000 000	R4 500 000

MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG)						
PRIORITY 5: INSTITUTIONAL ARRANGEMENTS						
#	Project Name	2023/2024FY	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY
1.	Upgrading of Swimming Pool (Mokopane Town)	R8 000 000	R0	R0	R20 000 000	R0
2.	Upgrading of Municipal Halls Buildings – Mosesetjane, Galakwena, Mahwelereng	R0	R22 540 257	R0	R0	R0
3.	Upgrading and Digitalization of 5 Libraries (Makobe, Mokopane, Mahwelereng, Bakernburg, Babirwa & Pudiakgopa)	R0	R0	R0	R25 000 000	R0
TOTAL ISTITUTIONAL ARRANGEMENT		R8 000 000	R22 540 257	R0	R45 000 000	R0

MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG)						
PRIORITY 6: WASTE MANAGEMENT						
#	Project Name	2023/2024FY	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY
1.	Upgrading & Extension of Mokopane Landfill	R13 000 000	R0	R 5 000 000	R0	R0
2.	Mogalakwena Satellite Waste Collection Points	R0	R 10 000 000	R 10 000 000	R0	R0
3.	Purchase of Plant through Transversal – Waste Removal	R0	R0	R 20 000 000	R 20 000 000	R0
4.	Wash bay facility (landfill sites)	R0	R0	R0	R0	R 5 000 000
5.	Erection of high mast light and CCTV cameras and Potgietersrus and Rebone landfill	R0	R0	R0	R0	R 500 000
6.	Construction of laundry services and change rooms for employees	R0	R0	R0	R0	R 4 000 000
7.	Construction of ablution facility, change rooms and kitchen for Rebone landfill and water connection	R0	R0	R0	R0	R 1 500 000
8.	Diversion of organic waste from the landfill through drop off facilities	R0	R0	R0	R0	R 4 000 000
TOTAL WASTE MANAGEMENT		R13 000 000	R10 000 000	R35 000 000	R20 000 000	R 15 000 000

MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG)						
PRIORITY 7 LAND & CEMETRIES						
#	Project Name	2023/2024FY	2024/2025FY	2025/2026FY	2006/2027FY	2027/28FY
1.	Mokopane Regional Cemetery	R10 000 000	R0	R0	R0	R0
2.	Upgrading of Ext 17, Mokopane and Rebone Cemeteries	R6 500 000	R0	R0	R0	R0
3.	Refurbishment of Akasia cemetery (change rooms, store room, and guard room)	R0	R0	R0	R0	R 500 000
4.	Refurbishment of Mahwelereng cemetery (ablution facilities, change rooms, site office, guardroom, palisade fencing repair, access control gates x3, solar high mast light and CCTV)	R0	R0	R0	R0	R 3 000 000
5.	Ext17 cemetery(refurbishment of palisade fencing, CCTV and solar high mast light, ablution facility, guard house, 2x Access gates, office, change rooms, kitchen, wall of remembrance, and electrification)	R0	R0	R0	R0	R 2 000 000
6.	Mokopane cemetery (extension of cemetery, ablution facilities, office, change rooms, kitchen, 1x access gates, new erection of palisade fencing, 1x guard house)	R0	R0	R0	R0	R 2 000 000
7.	Rebone cemeteries (drilling of borehole, pump installation with solar, ablution facilities, office change rooms, kitchen, 1x access gates, new erection of palisade fencing, 1x guardhouse, extension of cemeteries, solar high mast light and CCTV)	R0	R0	R0	R0	R 1 000 000
TOTAL LAND & CEMETRIES		R 16 500 000	R0	R0	R0	R 8 500 000

MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS (MIG)						
PRIORITY 9: CRIME PREVENTION, SAFETY & SECURITY						
#	Project Name	2023/2024FY	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY
1.	Malepetleke High Mast Lights Reprioritized 2023/24 (Roll Over)	R3 950 000	R0	R0	R0	R0
2.	Mesopotamia High Mast Lights Reprioritized 2023/24 (Roll Over)	R1 800 000	R0	R0	R0	R0
3.	Mosoge High Mast Lights Reprioritized 2023/24 (Roll Over)	R902 750	R0	R0	R0	R0
4.	High Mast Light in Sekgakgapeng	R3 000 000	R0	R4 000 000	R0	R0
5.	High Mast Light in Tshamahanzi/Magongwa	R3 000 000	R0	R0	R0	R0
6.	High Mast Light in Masodi/Mzombane	R3 000 000	R0	R3 000 000	R 2 000 000	R0
7.	High Mast Light in Magope/Mamaala/Parakisi	R4 000 000	R0	R0	R0	R0
8.	High Mast Light in Kwakwalata	R500 000	R0	R0	R0	R0
9.	High Mast Light in Ditlotswane	R0	R3 000 000	R0	R 4 000 000	R0
10.	High Mast Light in Taolome/Goodhope/Cleremont	R0	R3 000 000	R0	R0	R0
11.	High Mast Light in Lelaka/Matlou	R0	R4 000 000	R0	R0	R0
12.	High Mast Light in Chokwe	R0	R3 000 000	R0	R0	R0
13.	High Mast Light in Ga-Mokaba	R0	R0	R0	R 2 500 000	R0
14.	High Mast Light in Sekruwe	R0	R0	R4 000 000	R 2 500 000	R0
15.	High Mast Light in Mushi	R0	R0	R2 500 000	R 2 500 000	R0
16.	High Mast Light in Hans	R0	R0	R 3 000 000	R0	R0
17.	High Mast Light in kgobodi/mosesetjane	R0	R0	R2 000 000	R 2 000 000	R0
18.	High Mast Lights in Monare	R0	R0	R0	R0	R4 000 000
19.	High Mast Lights in Mahlogo	R0	R0	R0	R0	R3 000 000
20.	High Mast Lights in Mitchell/Parkmore/Phola Park	R0	R0	R0	R0	R4 000 000
21.	High Mast Lights in Moshate/Maroteng/Masehlaneng.	R0	R0	R0	R0	R8 000 000
22.	High Mast Lights in Ga-Madiba	R0	R0	R0	R0	R6 000 000
TOTAL CRIM PREVENTION, SAFETY & SECURITY		R20 152 750	R13 000 000	R18 500 000	R15 500 000	R25 000 000
GRAND TOTAL ALL MIG PROJECTS		R202 592 200	R178 772 350	R193 563 650	R229 683 650	R93 000 000

REGIONAL BULK INFRASTRUCTURE GRANT FUNDED PROJECTS (RBIG)						
PRIORITY 1: WATER & SANITATION						
#	Project Name	2023/2024FY	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY
1.	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.	R9 000 000	R20 000 000	R20 000 000	R30 000 000	R0
2.	Contract 22-2020/21 Construction of 5,8ml/day Kroomkloof Water Treatment Works and high lift Pump station comissioning of phase 1	R10 000 000	R20 000 000	R20 000 000	R9 000 000	R0
3.	Industrial well field Sefakaola WTW, Industrial well field Pipeline to (Sefakaola)	R11 000 000	R24 000 000	R0	R0	R0
4.	Danisani Wellfield Bulk Water Development of Water Distribution (SEEMA CLUSTER)	R0	R10 000 000	R50 000 000	R37 000 000	R0
5.	Commissioning of phase 1 (Mokopane Town, Mokopane Ext 14, 17, 19 & 20)	R10 000 000	R30 000 000	R5 000 000	R40 710 225	R0
6.	Refurbishment of 58 reservoirs (Basterpad, Bokwidi, Dikgokgopeng, Galakwenastroom, Harmansdal, Jakkalskuil , Kabeane Kaditshwene Kromkloof , Lesodi , Leyden, Lusaka-Ngoru, Mabuladihlare, Makekeng, Malapile , Mamatlakala Marulaneng, Matebeleng, Nellie, Paulos, Rantlakane, Skilpadskraal, Skrikfontein, Van Wykspan, Vlakfontein 1 & 2 Wydhoek)	R10 000 000	R16 000 000	R85 000 000	R40 710 225	R0
TOTAL RBIG PROJECTS		R50 000 000	R120 000 000	R180 000 000	R154 420 450	R0

WATER SERVICES INFRASTRUCTURE GRANT FUNDED PROJECTS (WSIG)						
PRIORITY 1: WATER & SANITATION						
#	Project Name	2023/2024FY	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY
1.	Mogalakwena source development, storage, and water reticulation: Mogalakwena Water abstraction Pruizen Farm and Sylvania Mine - MOG 26 Reprioritized 2023/24 (Roll Over)	R 8 000 000	R0	R0	R0	R0
2.	Source Development: Kgotsoro Millenium Park - MOG 29 Reprioritized 2023/24 (Roll Over)	R 3 410 000	R0	R0	R0	R0
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	R 13 533 000	R0	R0	R0	R0
4.	Refurbishment & Upgrade of Sewer Pipelines in Mokopane Town & Peri-Urban (Extension 17, 19 & 20) - MOG 32	R 30 800 000	R0	R0	R0	R0
5.	Mogalakwena Rehabilitation of Existing Water and Sanitation Infrastructure	R19 590 000	R5 000 0000	R10 000 000	R29 000 000	R0
6.	Replacement, Construction and Refurbishment of Bulk Water Meters, Various Valves and Chambers	R0	R5 000 000	R10 000 000	R10 000 000	R0
7.	Replacement of Asbestos Pipes within Mogalakwena Jurisdiction Area Peri-Urban and Urban	R0	R15 000 000	R10 000 000	R30 000 000	R0
8.	Installation of Telemetry System	R0	R3 000 000	R0	R2 000 000	R0
9.	Sodoma and Rebone Water Source Development Reticulation	R0	R10 000 000	R10 000 000	R20 000 000	R0
10.	Sewer Reticulation in Masodi	R0	R3 000 000	R6 000 000	R64 000 000	R0
11.	Sewer Reticulation in Sekgagapeng	R0	R3 000 000	R6 000 000	R64 000 000	R0
12.	Sewer Reticulation in Phola Park	R0	R12 893 000	R7 432 000	R0	R0
TOTAL WSIG PROJECTS		R75 333 000	R56 893 000	R59 432 000	R219 000 000	R0

INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME FUNDED PROJECTS (INEP)						
PRIORITY 4: ELECTRICITY						
#	Project Name	2023/2024FY	2024/2025FY	2025/2026FY	2026/2027FY	2027/28FY
1.	Electrification of Villages: Morula View, Ga-pila and Ga-Mokaba	R 0.00	R 0.00	R 10 000 000	R 10 448 000	R15 000 000
TOTAL INEP PROJECTS		R 0.00	R 0.00	R 10 000 000	R 10 448 000	R15 000 000

15. CHAPTER FOURTEEN: INTEGRATION

15.1. Introduction

During the Integration phase, sub – programme proposals, which were presented in the preceding phase, have to be harmonized in terms of contents, location and timing in order to achieve consolidated programmes for the municipality.

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

- i. Final project proposals/designs which serve as planning documents and for further feasibility studies;
- ii. 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 IWMP'S have been included under this section;
- iii. A Spatial Development Framework, which proposes a broad spatial development for the municipal area and demonstrates compliance of the Mogalakwena IDP with spatial principles and strategies;
- iv. A Five Year Action Programme, which provides a phased overview of projects and annual output targets as a base for monitoring progress and for formulation of annual business plans;
- v. An Integrated Poverty Reduction and Gender Equity Programme, which demonstrates compliance of the Mogalakwena IDP with policy guidelines related to poverty and gender specific monitoring;
- vi. an Integrated Environmental Programme which demonstrates compliance of the IDP with environmental policies and contributes towards environmental impact monitoring through an awareness of legislative requirements for environmental impact assessment;
- vii. 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;
- viii. 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;
- ix. An Integrated Institutional Programme which spells out the management reforms and organizational arrangements the municipality intends implementing in order to achieve the development goals of the IDP;

15.2. Inter-Governmental Relations

Intergovernmental Relations in South African context concern 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. According to the Constitution of the Republic of South Africa, Act, No.108 of 1996, Section 41 (2), 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.

15.2.1. Provincial Intergovernmental Structure

Mogalakwena Municipality participates in the Premiers Inter – Governmental Forum (P-IGF) that is comprised of the Premier as the chair and 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.

15.2.2. District Intergovernmental Structure

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

- **Mayor Forum**

Mayors Forum seeks to bring together Mayors and Executive Mayors to interact on common interest issues as well.

- **Municipal Manager Forum and other Technical forum**

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

- **Speaker's Forum**

- **IDP/PMS Managers Forum:**

Mainly facilitated through district IDP/PMS Office, the aim of this structure is to bring all the PMS and IDP Managers in the district together to share common issues.

15.2.3. Municipal Sector Plans and Status

Sector Plan/Strategy	Year developed / reviewed	Support being provided by other spheres (including COGHSTA), etc
Community Services		
1. Integrated Waste Management Plan	2014, in review	LEDET appointed PSP to review IWMP.
Corporate Support Services		
1. Employment Equity Plan		
2. HR Strategy		
3. Workplace Skills Plan	2022	
4. Staff Retention Policy	2019	
5. Transfer and Secondment Policy	2019	
6. Individual Performance Management Policy	2019	
7. Safety, Health & Environment(SHE) Policy	2019	
Electrical Services		
1. Energy Master Plan	NOT IN PLACE	
Finance Services		
1. Indigent Policy		
2. Revenue Enhancement Strategy		
Municipal Manager		
1. Anti-Corruption Strategy	2021	
2. Risk Management Strategy	2021	
3. Performance Management System		
Planning & Development Services		
1. CBD & Industrial Precinct Plan	Currently under review 2022	
2. Integrated Transport Plan		
3. Investment Attraction & Retention Strategy		

4. LED Strategy	2011	
5. Land Use Management Scheme	Currently under review 2022	Anglo through CSIR
6. Public Participation Strategy		
7. Spatial Development Framework	Currently under review 2022	Anglo through CSIR
8. Tourism Strategy	2012	
9. Environmental Management Plan	Currently under review since 2021	
Technical Services		
1. Municipal Infrastructure Investment Framework	2018/19 Not reviewed	
2. Operations & Maintenance Plan	Due for review	
3. Roads & Stormwater Master Plan	2015 Not reviewed	
4. Sanitation Master Plan	2018/19 Not reviewed	
5. Waste Water Master Plan	NOT IN PLACE	
6. Water Conservation and Demand Management Plan	NOT IN PLACE	
7. Water Master Plan	Year Unknown / currently under review	
8. Underground Water Exploration Plan	N/A	
Traffic & Emergency Services		
9. Disaster Management Plan	NOT IN PLACE	

15.3. Projects by Sector Departments & Parastatals

15.3.1. CoGHSTA – Low Cost Houses

Municipality	Programme	Total	Budget	Remarks
Mogalakwena	Urban/Rural Housing	501	68 755 824	Current (400), Roll/Over (101)
	Services	116	6 380 000	
	Title Deeds	26	31 434	
WARD NO.	VILLAGE/TOWNSHIP	NUMBER OF UNITS		
1	THABALESHOBA	20		
5	MPHELLO	15		
6	GA- CHERE	15		
	GA- MUSHI	15		
	VIANNA	15		
7	UITSPANNING	4		
8	MATHEKGA	15		
	MOSHUKA	15		
9	KABEANE	20		
13	SEKURUWE	15		
18	MACHIKIRI	18		
	MOLEKANE	18		
19	SANDLOOT- MABUSELA	15		
5	CLARMONT	15		
9	BOKWIDI	20		
10	PUDIAKGOPA	20		
	GOODHOPE	10		
	TAOLOME	10		
	MASIPA	20		

11	MALOKONGKOP	15	
	DITLOTSWANE	15	
13	PHAFOLA	20	
14	MAHLOGO	15	
15	MABUELA	20	
	RAMORULANE	20	
TOTAL		400	

15.3.2. CoGHSTA – INFORMAL SETTLEMENTS UPGRADING (Township Establishment)

MUNICIPALITY	AREA	ALLOCATION
Mogalakwena Local Municipality	Fourie/Kruger	R539 191,00
Mogalakwena Local Municipality	Mogalakwena Ext 20	R3 851 375,00

15.3.3. Limpopo Department of Public Works, Roads and Infrastructure

Name of programme/project	Brief description of project	Sector (Water, sanitation, electricity, roads, transport, tourism, mining, agriculture, social development, etc.)	Project budget (Approved funding – R'million)	Municipal area where project is being implemented	GIS Coordinates	Spatial impact of project (Indicate towns, villages, wards, etc. that will benefit from project)	Intended socioeconomic impacts (Indicate the number of jobs to be created/ Number of households that will benefit/ etc.)	Project start date	Project start date
Construction of Bakone Traditional Council Office	Construction of traditional council office, guard house and the fence	Building Infrastructure	R7.97m	Mogalakwena		Makobe	Estimated at 20	June 2022	June 2024
Construction of Bakenberg Traditional Council Office	Construction of traditional council office, guard house and the fence	Building Infrastructure	R15m	Mogalakwena		Bakenberg	Estimated at 20	June 2023	July 2024
LDPWRI-ROADS 20122	Household Routine Maintenance	Building Infrastructure	Rate Based Contract	Mogalakwena	24.1809 S 29.0139 E	Various villages	Improved infrastructure Skills transfer Poverty alleviation 53	September 2022	Muti Year

15.3.4. Limpopo Economic Development, Environment and Tourism

Name of programme/project	Brief description of project	Sector (Water, sanitation, electricity, roads, transport, tourism, mining, agriculture, social development, etc.)	Project budget (Approved funding – R'million)	Municipal area where project is being implemented	GIS Coordinates	Spatial impact of project (Indicate towns, villages, wards, etc. that will benefit from project)	Intended socioeconomic impacts (Indicate the number of jobs to be created/ Number of households that will benefit/ etc.)	Project start date	Project start date
Infrastructure (Department of Forestry and Fisheries and Environmental Affairs)	15km galvanised fence, alterations and renovations of chalets, Restaurant building, store room, laundry room, braai area, hostel block, conference hall, upgrading of swimming pool, construction of new buildings: 20 staff accommodation units, one reserve manager's house gate house and administration buildings. Upgrading of infrastructure such as mechanical reticulation, electrical reticulation and upgrading of water reticulation at Masebe NR	Tourism	R45m	Mogalakwena	23°38'33.1"S 28°34'29.8"E	Magagamatala, Kadichuene, and Bakenberg Ward 8		01 March 2023	01 March 2024

Infrastructure (National Department of Tourism)	Refurbishment of ablution facilities, Upgrading of water infrastructure, Maintenance of office at the gate, Reinstallation of signage, Replacement of burnt broadwalks at Makapans Valley WHS	Tourism	R2.5m	Mogalakwena		Weenen		01 January 2023	30 June 2023
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15.3.5. Department of Sport, Arts and Culture

Department of Sport, Arts and Culture: Existing Libraries Maintained

Capital and Maintenance of Projects		Municipality		Coordinates		Period		Project cost vs Expenditure to date		Budget over MTEF period		
Project Name	Project Description	Local Municipality	Status	Latitude	Longitude	Starting date	End date	Total Project Cost	Actual Exp. 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26
Bakenburg	Maintenance and repairs		Maintena nce of existing libraries			1 April 2023	31 March 2024	-	-	R989 000 00		

15.3.6. Roads Agency Limpopo (RAL)

15.3.6.1. Upgrading projects under implementation 2023/24

PROJECT NAME (RAL)	PROJECT DESCRIPTION	ROAD NUMBER/S	FUNDING SOURCE	CONTRACTORS BUDGET (R)	EXPENDITURE TO DATE (R)	PROJECT STATUS	PHYSICAL PROGRESS	COMMENTS
T1046	Segole 1 & Segole 2 (Masebe Nature Reserve to N11 Waterval)	D3561	EQS	100 000 000.00	0.00	Construction	0%	Site handed over 09 May 2023

15.3.6.2. Upgrading projects under designs 2023/24

PROJECT DESCRIPTION	ROAD NUMBER/S	FUNDING SOURCE	CONSULTANTS BUDGET (R)	PROJECT STATUS	DESIGN PROGRESS
N11 via Monte Christo	D3575	EQS	11 770 602.72	Planning and Design	33%
Mamehlaba to Ga-Mathapo	D19	EQS	10 731 484.93	Planning and Design	33%

15.3.6.3. Preventative Maintenance projects under implementation 2023/24

PROJECT NAME (RAL)	PROJECT DESCRIPTION	ROAD NUMBER/S	FUNDING SOURCE	CONTRACTORS BUDGET (R)	EXPENDITURE TO DATE (R)	PROJECT STATUS	PHYSICAL PROGRESS	COMMENTS
T970A	Mosetjana to Mapela	D3500	PRMG	19 999 000.00	4 546 006.90	Construction	21%	In progress
T1255	From R101 Waterval to R18 Marken	D192	PRMG	96 450 000.00	30 943 268.39	Construction	40%	In progress

15.3.6.4. Preventative Maintenance projects under designs 2023/24

PROJECT NAME (RAL)	PROJECT DESCRIPTION	ROAD NUMBER/S	FUNDING SOURCE	CONSULTANTS BUDGET (R)	PROJECT STATUS	DESIGN PROGRESS
T1059	From R101 Mokopane to Makapan Valley	D1435	PRMG	2 095 353.47	Planning and Design	100%
T1158	Marken to Baltimore	D1554	PRMG	7 432 096.42	Planning and Design	100%
T1159	Basterspad	D3521	PRMG	4 521 423.64	Planning and Design	100%
T1160	Sepharane	D3507	PRMG	4 086 861.64	Planning and Design	100%

15.3.6.5. Regravelling projects 2023/24

PROJECT NAME (RAL)	PROJECT DESCRIPTION	ROAD NUMBER/S	PROJECT BUDGET (R)
T1336	Regravelling of road D3550 in the Mogalakwena Local Municipality	D3550	8 000 000.00

