



NORTHAM

ZONDEREINDE



SOCIAL LABOUR PLAN 2021 - 2025

LP 30/51/2/2/36 AND LP 30/5/1/2/237 MRC

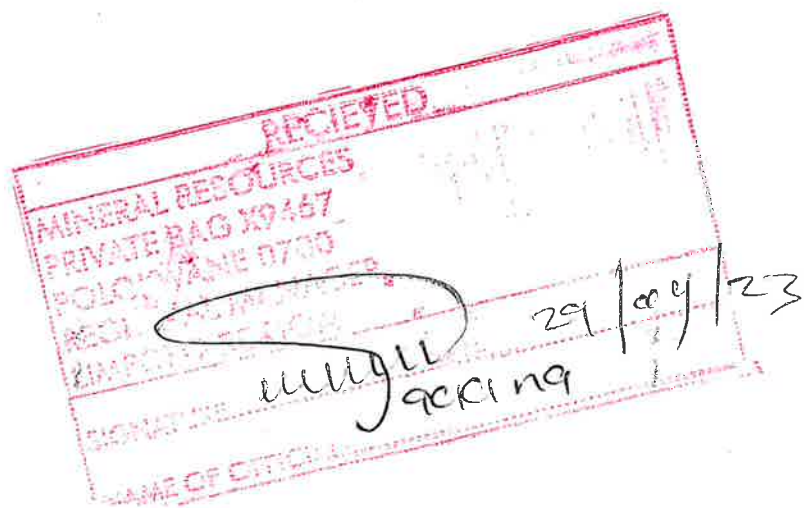
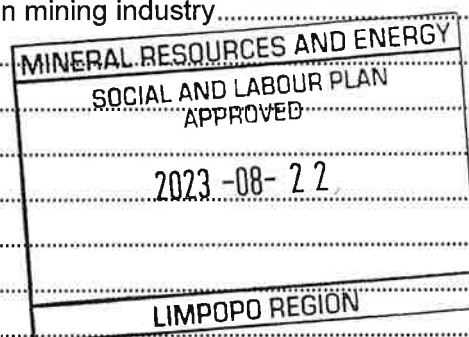




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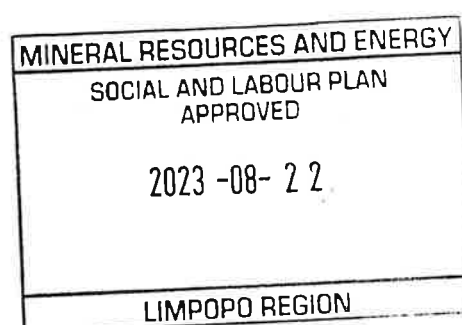


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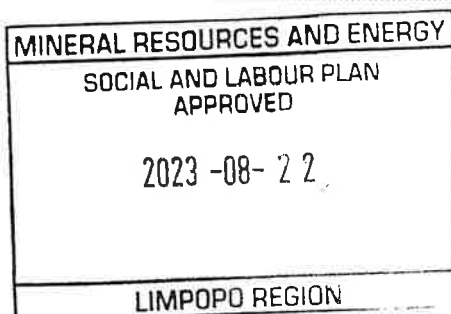
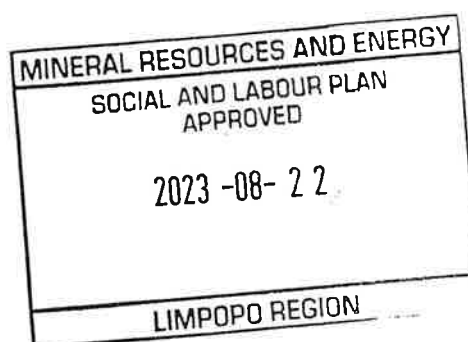


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Abbreviations

ABET	Adult Basic Education and Training
AET	Adult Education and Training
AIDS	Acquired Immune Deficiency Syndrome
AMCU	Association of Mineworkers and Construction Union
ATR	Annual Training Report
BEE	Black Economic Empowerment
B-BBEE	Broad Based Black Economic Empowerment
BWO	Black Woman Owned
CoGTA	Cooperative Governance and Traditional Affairs
CSI	Corporate Social Investment
CPI	Consumer Price Index
DCoG	Department of Cooperative Governance
DMRE	Department of Minerals Resources and Energy
DBE	Department of Basic Education
DEL	Department of Employment and Labour
DDM	District Development Model
DTI	Department of Trade and Industry
ECD	Early Childhood Development
EAP	Economically Active Populations
EE	Employment Equity
EIA	Environmental Impact Assessments
ESOP	Employee Share Ownership Plan/Scheme
ETI	Employment Tax Incentive
FET	Further Education and Training
FY	Financial Year
GDP	Gross Domestic Product
GEAR	Growth, Employment and Redistribution
GET	General Education and Training Band
GHS	General House-hold Survey
HDP	Historically Disadvantaged Persons
HET	Higher Education and Training Band
HIV	Human Immuno-Deficiency Virus
HRD	Human Resource Development
IDP	Individual Development Plan
IES	Income and Expenditure Survey
ILO	International Labour Organization
IMF	International Monetary Fund
JV	Joint Venture
LED	Local Economic Development
LoM	Life of Mine
LP	Limpopo Province
LRA	Labour Relations Act
MC/Mining Charter	Broad Based Black Socio-Economic Empowerment Charter Mining
MP	Mpumalanga Province
MPRDA	Mineral and Petroleum Resources Development Act

MKLM	Moses Kotane Local Municipality
MQA	Mining Qualifications Authority
NHI	Nation Health Insurance
NDP	National Development Plan 2030
NORTHAM	Northam Platinum Limited
NGO	Non-Governmental Organisation
NQF	National Qualification Framework
NUM	National Union of Mine Workers (South Africa)
NMW	National Minimum Wage
NW	North West Province
PGDP	Provincial Growth Development Plan
RDP	Reconstruction and Development Programme
SAQA	South African Qualification Authority
SARB	South African Reserve Bank
SARS	South African Revenue Services
SASSA	South Africa social Security Agency
SETA	Sector Education and Training Authority
SMME	Small, micro, and medium enterprises
SOLIDARITY	Solidarity Trade Union
STANDARD	Housing and Living Conditions Standard
Stats SA	Statistics South Africa
QCTO	Quality Council for Trades and Occupations
TLM	Thabazimbi Local Municipality
YES	Youth Employment Service
UASA	United Association of South Africa
Umalusi	Education Quality Body for General and Further Education
WHO	World Health Organisation
WSP	Workplace Skills Plan



INTRODUCTION

The primary objective of The Mineral and Petroleum Resources Development Act, 2002, (Act No. 28 of 2002) (MPRDA) is to provide for the transformation of the mining and minerals industry for the benefit of all South Africans. In order to ensure effective transformation in this regard, the Act requires the submission of the Social Labour Plan as a pre-requisite for the granting of mining or production rights.

It requires the mining industry to implement the following elements: Ownership, Mineral Beneficiation, Procurement, Supplier and Enterprise Development, Human Resources Development, Mine Community Development, Employment Equity, Principles for Housing and Living Conditions Standard.

The requirements as enunciated in the above elements are aimed at promoting employment and advancement of the social and economic welfare of all South Africans while ensuring economic growth, socio-economic development and competitiveness of the mining industry. To this effect the Department deemed it appropriate to provide clear guidelines for the provision of certainty on the spirit and letter of the Social Labour Plan.

Location of the Mine

The Zondereinde mine is an established, fully developed, conventional, long-life operation which mines UG2 and Merensky ore and produces approximately 300 000 oz of refined 4E PGMs from own operations annually. The mine is located on the northern end of the western limb of the Bushveld Complex near the town of Thabazimbi. The mine is located in the Limpopo Province within the Thabazimbi Local Municipality, approximately 40 km south of Thabazimbi, 15k m north of Northam and 100 km north of Rustenburg.

In December 2017, Northam acquired the ground adjacent to Zondereinde's western boundary from Anglo American Platinum Limited. The Western extension acquisition provides access to additional Merensky and UG2 reef and extends the life of mine (LoM) to beyond 30 years.

Zondereinde has been producing PGMs since the 1990s. Northam Platinum's primary products are the three main PGMs: platinum, palladium and rhodium. The primary consumers of platinum, palladium and rhodium are the motor-manufacturing and jewellery industries. Other industrial uses range from chemical and electrical applications, to glass manufacture. In the automotive sector, PGMs are used in exhaust systems, specifically auto catalysts, helping reduce noxious and greenhouse gases released into the atmosphere. Platinum jewellery has grown in popularity, specifically in parts of Asia. The mine location is on the western limb of the Bushveld Complex as indicated on Figure 2

Zondereinde Mine undertake through regular consultation with its Future Forum, to update key stakeholders in attendance on the progress against the targets and commitment set in this Social and Labour Plan, and is committed to the intent of the transformation objectives of the Mining Charter and the industry at large.

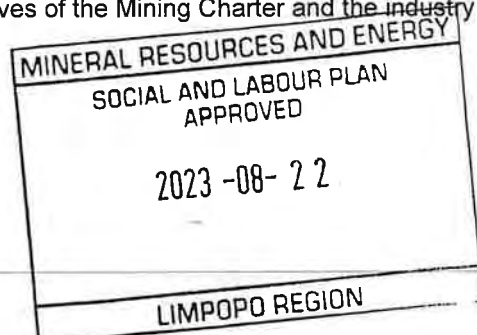


FIGURE 1A: NORTHAM ZONDEREINDE MINING OPERATIONS – MAP OF THE LOCAL AREA

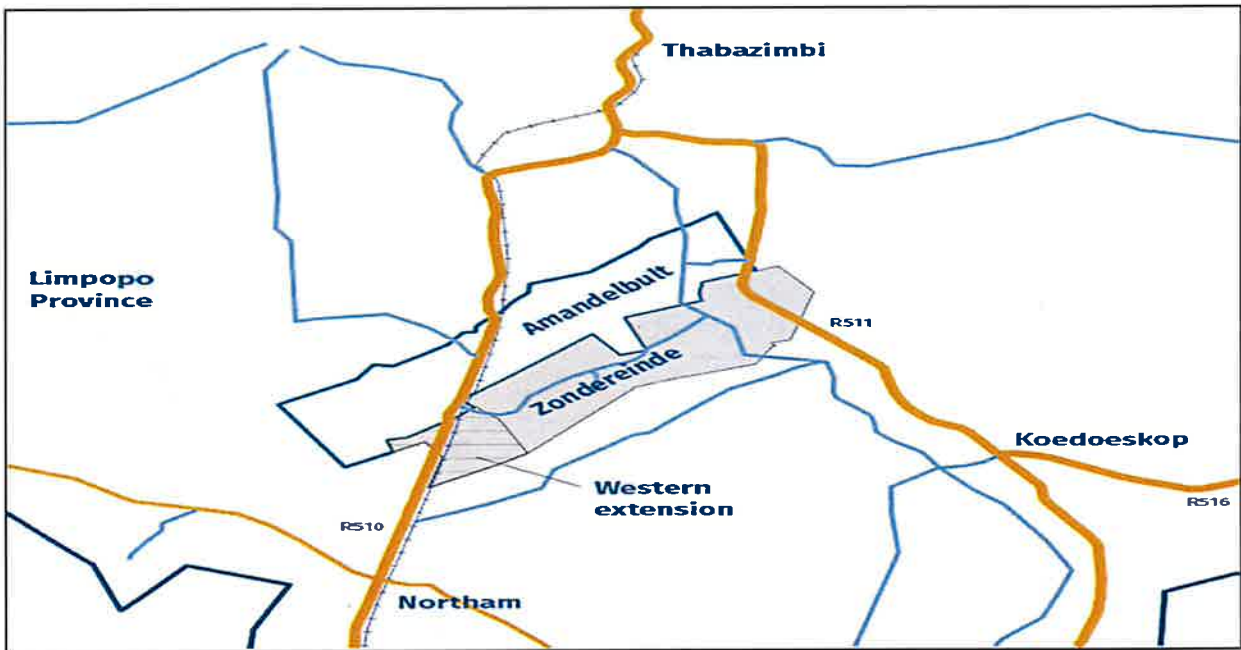
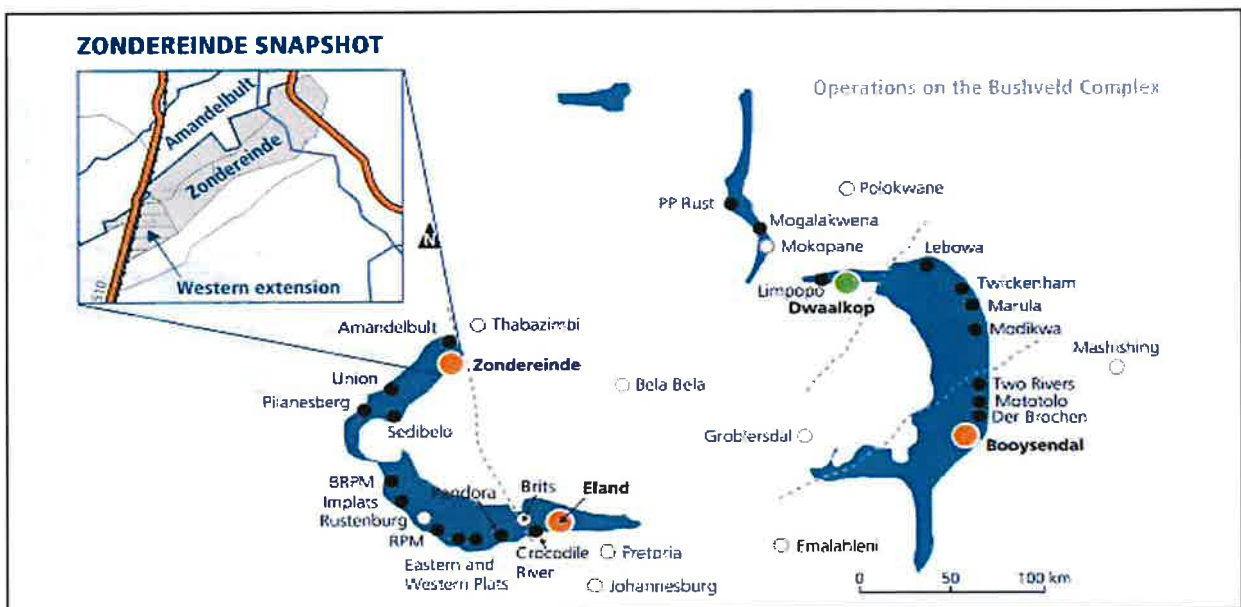


FIGURE 2 : NORTHAM ZONDEREINDE MINING OPERATIONS – SNAPSHOT OF MINE IN BUSHVELD



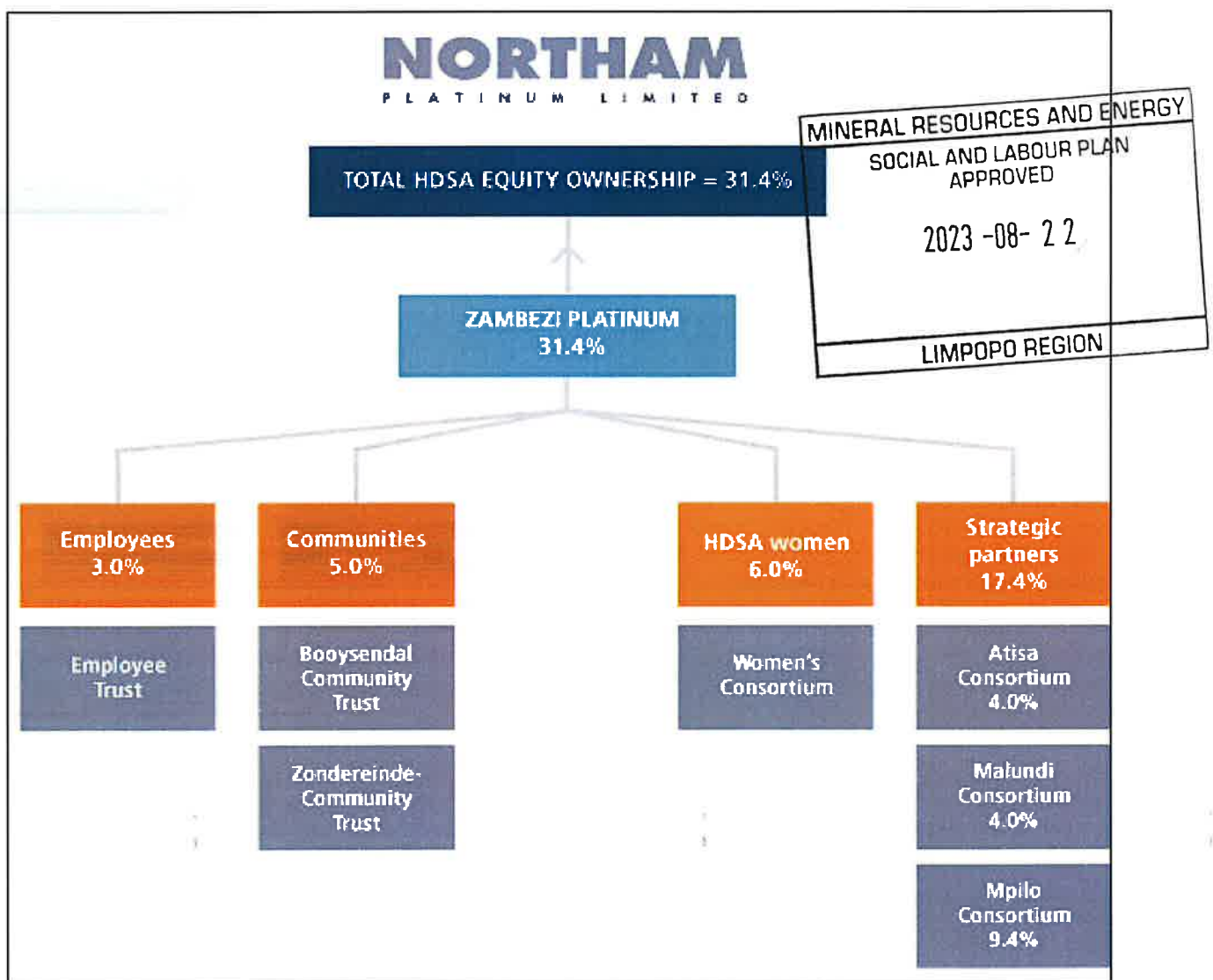
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Ownership of the Zondereinde Mine

Northam Platinum Limited (Northam) is an independent, fully empowered, mid-tier, integrated PGM producer with three primary operating assets, Zondereinde, Booyesendal and Eland platinum group metal (PGM) mines in South African Bushveld Complex. Historically disadvantaged South African (HDSA) ownership levels in the company are pegged at 31.4% following the conclusion of a black economic empowerment (BEE) transaction with a special purpose BEE vehicle known as Zambezi Platinum (RF) Limited (Zambezi or Zambezi Platinum).

Zambezi Platinum comprises a range of HDSA stakeholders including an employee trust, two community trusts, a women's group and a core of strategic partners. Together they hold a 31.4% stake in Northam, with a 10-year lock-in period for the participants from May 2015.

FIGURE 3: NORTHAM PLATINUM LTD HDSA EQUITY OWNERSHIP



SECTION 1: SYNOPSIS

1.1 Company Details

Name of the company	Northam Platinum Limited
Name of mine or production operations	Northam Platinum Zondereinde
Physical address of the mining operations	Farm Zondereinde 384kQ and 386KQ, District of Thabazimbi Limpopo Province
Postal address	P.O. Box 441 Thabazimbi 0380
Telephone number	+27 14 784 3000
Fax number	+27 14 785 0126
Location of mine or production operation	Farm Zondereinde 384kQ and 386KQ, District of Thabazimbi Limpopo Province
Commodity	- PGMs (platinum, palladium, rhodium, iridium, ruthenium, osmium) - Gold and Silver - Associated base metals (Copper, Nickel, Cobalt) - Chrome
Life of mine	30 years
Financial Year	30 th June
Reporting year	30 th June each year
Responsible person	General Manager
Geographic origin of employees (mine community and labour sending areas.)	Polokwane Local Municipality (Limpopo) Waterberg District Municipality (Limpopo) Thabazimbi Local Municipality (Limpopo) Rustenburg Local Municipality (North West) Moses Kotane Local Municipality (North West) OR Tambo District Municipality (Eastern Cape) DR Ruth Mompoti District (North West)

Vision

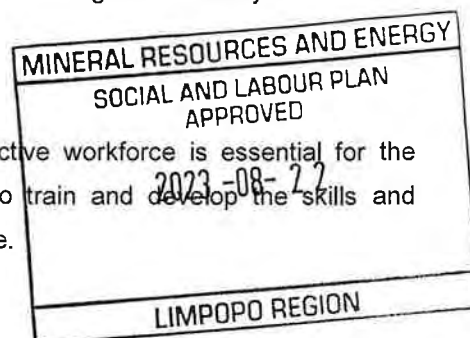
Our vision is to grow the business into a long-life, major producer of PGMs and doing this safely and efficiently while continuously moving down the cost curve.

How We Create Value

Northam creates value for shareholders, employees and communities in many ways including increasing production and sales, increasing earnings and growth, through taxes and royalties, transformation, salaries and wages, training and development, housing and accommodation and investing in community.

Our Commitment to Health and Safety

People are vital to our business, and a skilled, engaged and productive workforce is essential for the achievement of our strategic objectives. Programmes are in place to train and develop the skills and capabilities of our employees and to ensure a safe and healthy workforce.



Size and Breakdown of Employees

Northam Zondereinde had, at 31 December 2019, a total workforce of 9 534 employees (including 3 272 contractors). The detailed breakdown of the origins of the employees (excluding contractors) is contained in Table 1.

(Please note that the number of employees reflected in Annexure 1 differs from that contained in the Form Q as the information is sourced at different times from Northam's system).

TABLE 1: BREAKDOWN OF EMPLOYEES AS AT 31 DECEMBER 2019

Country of Origin	Province	Zondereinde Total
SOUTH AFRICA	GAUTENG	568
	EASTERN CAPE	880
	NORTH WEST	1 433
	FREE STATE	149
	KWAZULU NATAL	78
	LIMPOPO	1 471
	MPUMALANGA	80
	NORTHERN CAPE	78
	WESTERN CAPE	8
Sub Total		4 745
SADC COUNTRIES	LESOTHO	631
	MOZAMBIQUE	576
	BOTSWANA	185
	SWAZILAND	271
	ZIMBABWE	1
Sub Total		1 664
OTHER COUNTRIES		1
Sub Total		1
Total		1 665
Total *		6 410

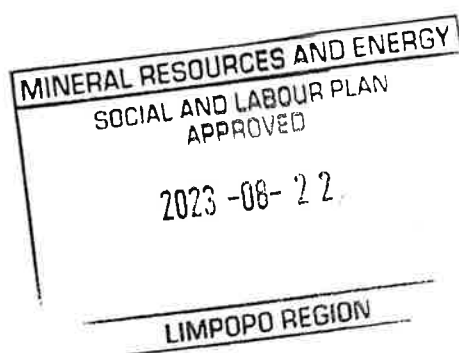
Exclude Contractors

1.2 Labour Sending Areas

The Zondereinde Mine is located in the Waterberg District Municipality area, and the table below reflects the area from which the majority of the workforce has been sourced. The labour-sending area in the context of a mine community is described as the municipality from which more than 10% of the mine's workforce is sourced and for the areas outside the mine community is where more than 6% of the mine's workforce is sourced from the district municipality.

TABLE 2: NUMBER OF EMPLOYEES AS PER MUNICIPALITY

Municipal Area	Cities/Town/Villages	Numbers	%
Thabazimbi Local Municipality	Thabazimbi	902	14,07%
Moses Kotane Local Municipality	Mogwase	614	10%
KSD Local Municipality – OR Tambo District	Mthatha	71	1,12%
Port St Johns Local Municipality – OR Tambo District	Port St Johns	23	0,36%
Mhlonto Local Municipality – OR Tambo District	Qumbu, Tsolo	19	0,29%
Nyandeni Local Municipality – OR Tambo District	Libode	208	3,25%
Ingquza Local Municipality – OR Tambo District	Lusikisiki	205	3,19%
Other areas in RSA		4368	68,15%



SECTION 2: HUMAN RESOURCE DEVELOPMENT

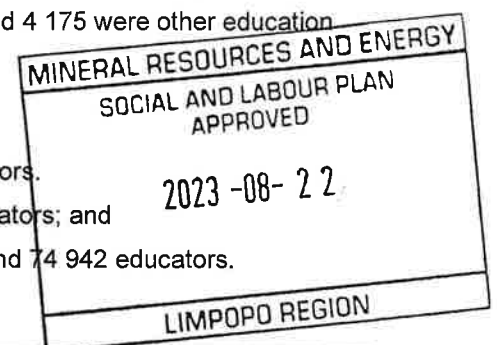


2.1 South African Education System Overview

The drive for human resources development emanates from the historic background of our country, therefore, it is absolutely important for Zondereinde to understand the education challenges in South Africa based on research conducted by reputable institutions in order to be able to deploy its resources where they will contribute to a meaningful impact. The information below indicates the education system status from national level to district level for clear identification of constraints and where relief may be offered.

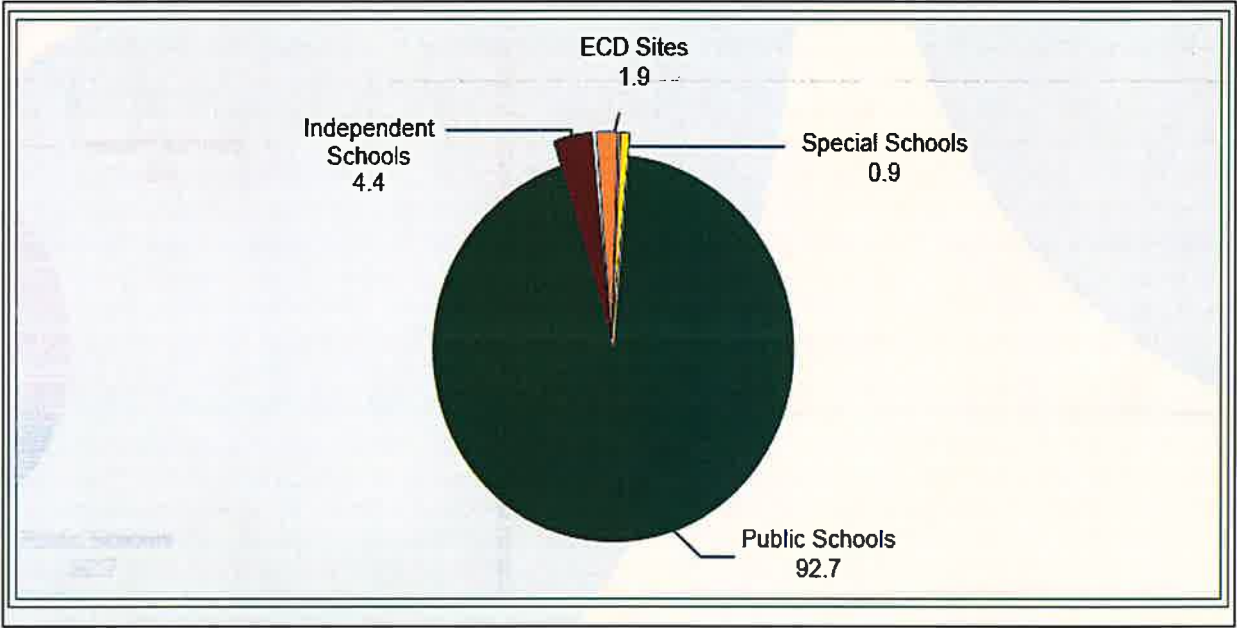
The centrefold shows that, in South Africa in 2016, there were 25 574 established public and registered independent education institutions. Of these, 25 574 were ordinary schools and 4 175 were other education institutions—namely, ECD centres and special schools.

- The figure of 25 574 for ordinary schools comprised the following:
 - 14 795 primary schools, with 6 929 834 learners and 203 139 educators.
 - 6 186 secondary schools, with 3 989 236 learners and 140 532 educators; and
 - 4 593 combined and intermediate schools, with 2 013 465 learners and 74 942 educators.



The figure shows that, of the 13 307 830 learners and students enrolled in all sectors of the basic education system in 2016, 12 342 283 (92.7%) were in ordinary public schools and 590 282 (4.4%) were in ordinary independent schools. Of the learners in other institutions, 255 862 (1.9%) were in ECD centres and 119 403 (0.9%) were in special schools.

FIGURE 4: 2016 PERCENTAGE DISTRIBUTION OF LEARNERS IN THE EDUCATION SYSTEM



In summary, there were 13 307 830 learners and students in the basic education system, who attended 29 749 education institutions and were served by 440 151 educators.

Ordinary public and independent school

This section reports on the number of schools, Learners and Educators in ordinary public and independent schools. Approximately 99.9% of open ordinary schools submitted the survey forms, and imputation was done to establish a data set of 100%. The figures in this publication are final after the preliminary figures that appeared in the Department’s report School Realities 2016 were updated.

MINERAL RESOURCES AND ENERGY

SOCIAL AND LABOUR PLAN
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2.1.1 Basic School Data

TABLE 3: NUMBER OF LEARNERS, EDUCATORS AND SCHOOLS IN THE ORDINARY PUBLIC SCHOOL SECTOR, BY PROVINCE, IN 2016

Province	Learners	Educators	Schools
Eastern Cape	1 898 723	58 372	5 468
Free State	671 712	22 465	1 214
Gauteng	2 048 558	63 092	2 083
KwaZulu-Natal	2 808 207	84 810	5 895
Limpopo	1 706 725	51 650	3 867
Mpumalanga	1 046 234	34 034	1 725
Northern Cape	287 435	8 841	544
North West	811 340	24 876	1 472
Western Cape	1 063 349	33 254	1 450
South Africa	12 342 283	381 394	23 718

Source: 2016 SNAP Survey.

TABLE 4: NUMBER OF LEARNERS, EDUCATORS AND SCHOOLS IN THE ORDINARY INDEPENDENT SCHOOL SECTOR, BY PROVINCE, IN 2016

Province	Learners	Educators	Schools
Eastern Cape	62 824	3 257	208
Free State	16 637	1 058	68
Gauteng	278 026	18 986	730
KwaZulu-Natal	69 337	4 989	247
Limpopo	58 830	2 768	151
Mpumalanga	28 118	370	122
Northern Cape	4 080	295	30
North West	19 207	1 232	63
Western Cape	53 223	4 264	237
South Africa	590 282	37 219	1 856

Source: 2016 SNAP Survey.

The tables above reflect, respectively, the number of ordinary public and ordinary independent schools with their learner and educator numbers, in 2016, while Table below combines the information of those two tables.

TABLE 5: NUMBER OF LEARNERS, EDUCATORS AND SCHOOLS, AND LEARNER-EDUCATOR RATIO (LER), LEARNER-SCHOOL RATIO (LSR) AND EDUCATOR-SCHOOL RATIO (ESR) IN THE ORDINARY PUBLIC AND INDEPENDENT SCHOOL SECTOR, BY PROVINCE, IN 2016

Province	Learners		Educators		Schools		Indicators		
	Number	As % of National Total	Number	As % of National Total	Number	As % of National Total	LER	LSR	ESR
Eastern Cape	1 961 547	15.2	61 629	14.7	5 676	22.2	31.8	346	10.9
Free State	688 349	5.3	23 523	5.6	1 282	5.0	29.3	537	18.3
Gauteng	2 326 584	18.0	82 078	19.6	2 813	11.0	28.3	827	29.2
KwaZulu-Natal	2 877 544	22.3	89 799	21.5	6 142	24.0	32.0	469	14.6
Limpopo	1 765 555	13.7	54 418	13.0	4 018	15.7	32.4	439	13.5
Mpumalanga	1 074 352	8.3	34 404	8.2	1 847	7.2	31.2	582	18.6
Northern Cape	292 595	2.3	9 136	2.2	574	2.2	32.0	509	15.9
North West	829 467	6.4	26 108	6.2	1 534	6.0	31.8	541	17.0
Western Cape	1 116 572	8.6	37 518	9.0	1 687	6.6	29.8	662	22.2
South Africa	12 932 565	100.0	418 613	100.0	25 574	100.0	30.9	506	16.4

Source: 2016 SNAP Survey.

2.1.2 Challenges Faced by the Youth Relating to Education and Employment

"The single most important investment any country can make is in its people." **NATIONAL DEVELOPMENT PLAN 2030.**

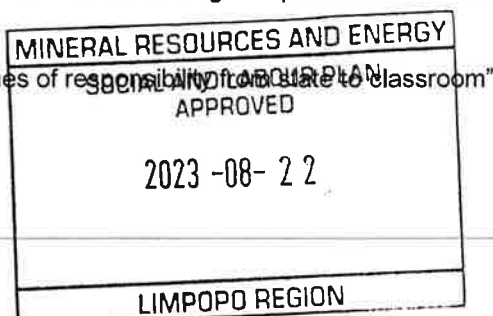
Explorations of skills within the South African workforce over the last 20 years using data from: 1994 October Household survey and 2014 Quarterly Household survey. The South African workforce has shifted in terms of skills levels as follows:

The number of skilled workers increased from 1,8 to 3,8 million since 1994 (108%). The number of semi-skilled workers increased from 4,2 million to 7 million (66%). The number of low-skilled workers increased from 2,9 million to 4,3 million (49%). In 1994, 21 out of 100 workers in South Africa were skilled, almost half were semi-skilled and 32 out of 100 worked in lower-skilled occupations. The percentage of workers in skilled occupations increased in all age and all race groups, except for black Africans aged 25-34 which decreased.

In every province, young discouraged work-seekers account for a larger share of the working age population.

The National Development Plan sees skills development as critical:

- South Africa has set itself the goals of eradicating poverty, reducing inequality, growing the economy by an average of 5,4% and cutting the unemployment rate to 6% by 2030. Education, training and innovation are critical to the attainment of these goals" (NDP: 296-7).
- NDP enabling milestone: "ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup" (NDP: 34)
- NDP critical action: "an education accountability chain, with lines of responsibility from State to Classroom" (NDP:34).

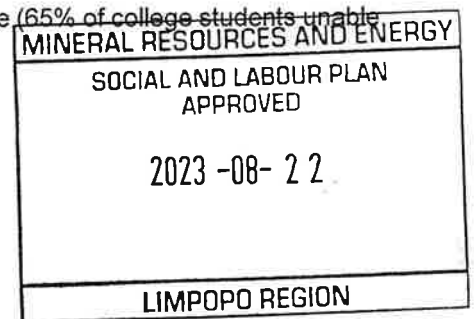


- Improving the quality of education outcomes throughout the education system (is) one of the highest priorities over the next 18 years, and beyond" (NDP:133).

South Africa faces a low growth, middle income trap, characterised by: weak competition for goods and services, high unemployment, low savings and poor skills profile. The quality of education for most black children is poor. By the end of Grade 12, South Africa has lost half of every cohort entering the schooling system which wastes human potential and harms life-chances of our youth.

Inadequate education system – findings from the NDP:

- The post-school system is not well designed to meet the skills development needs of youth.
- The performance of universities is uneven
- Further education and training (FET): too small, poor output, not effective (65% of college students unable to find work experience).
- Problems with sectoral education and training authorities (SETAs):
 - Poor governance.
 - Inadequate human resources.
 - No proper monitoring and evaluation.
 - No accurate records of beneficiaries and impact.
 - No linkages with the post-school sector.



Our skills development is not optimal due to closure of teacher training colleges, inappropriate merging of educational institutions, outcomes-based education, weak administration (e.g. delivery of schoolbooks), firms not willing to invest in training of employees and one other being the role of parents.

Weak GDP data since 2008 further support the NDP's findings that a broad programme of reform needs to be implemented, with skills development as one of its key features.

Employment growth has been completely inadequate to reduce youth unemployment, further raising the level of urgency with which skills development should be treated.

Sources:

Statistics South Africa NDP 1994: October Household Survey & 2014: Quarterly Labour Force Survey

2.1.3 Problems Experienced in Public Schools by Learners

The table below shows some of the main problems experienced by learners in public schools per province during the 2018 school year. Nationally, classes that were considered too large (3.3%), a lack of books (2.8%), and high fees (2.6%) were singled out as the most important problems. These were followed by bad facilities (2.1%) and lack of teachers (1.6%).

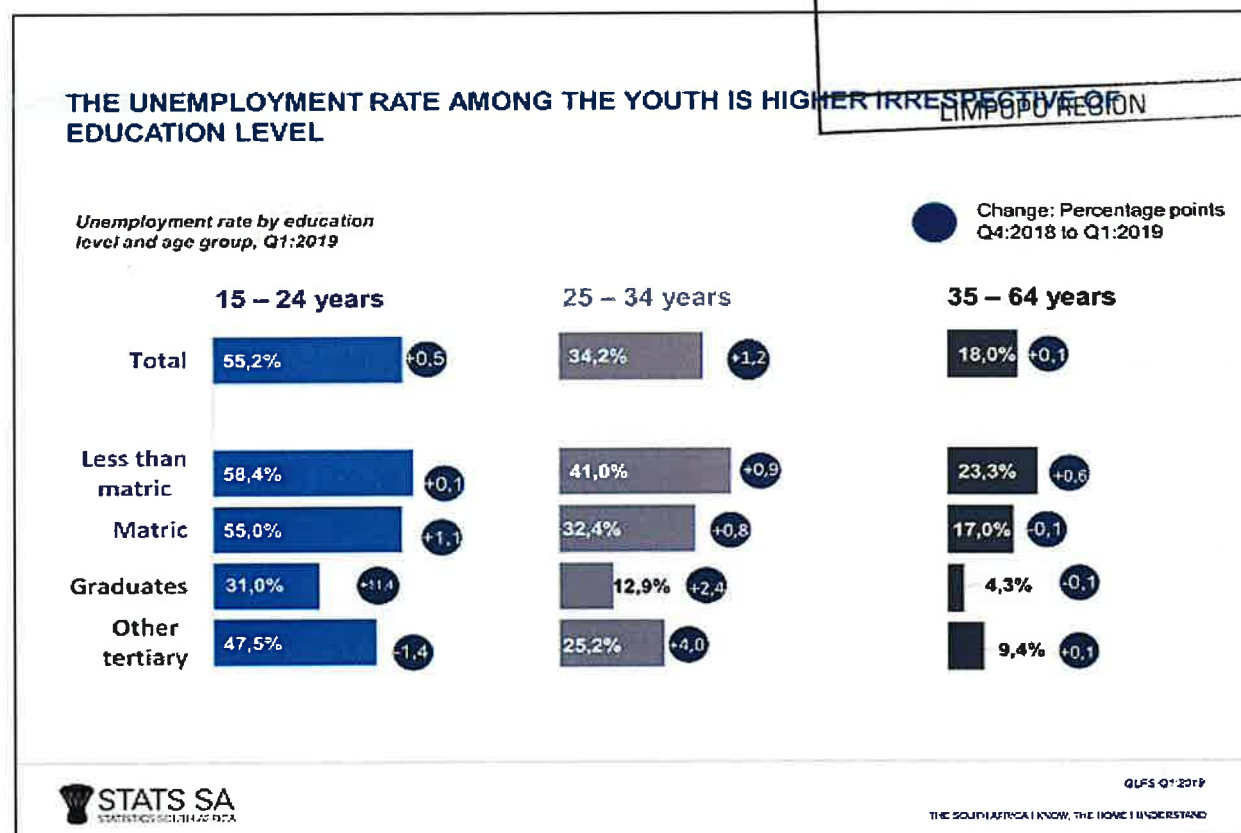
TABLE 6: PROBLEMS EXPERIENCED IN PUBLIC SCHOOL BY PROVINCE – PERCENTAGE (SOURCE: GHS 2018 STATISTIC SOUTH AFRICA)

Problems experienced in public school	Province (Per cent)									
	WC	EC	NC	FS	KZN	NW	GP	MP	LP	SA
Lack of books	3,2	1,8	2,1	3,0	3,7	2,3	2,9	4,1	1,4	2,8
Classes too large	6,7	1,2	1,2	1,8	3,1	5,6	3,6	4,3	2,2	3,3
Fees too high	5,5	2,2	1,2	1,9	1,7	2,4	4,5	2,4	0,5	2,6
Facilities bad	3,8	1,6	1,0	2,4	1,9	2,8	2,1	2,5	0,9	2,1
Lack of teachers	3,2	3,5	1,4	0,6	0,8	1,5	1,5	1,1	0,5	1,6
Teachers absenteeism	2,2	0,7	1,3	0,6	0,6	1,7	2,3	0,5	0,7	1,2
Poor quality of teaching	2,8	0,4	1,2	0,5	0,9	1,2	1,9	1,6	0,6	1,2
Teachers striking	1,9	0,1	0,5	0,3	0,5	0,9	1,2	0,5	0,4	0,7

2.1.4 Youth Unemployment Rate Higher Irrespective of Level of Education

In Q1 2019, Statistics South Africa released the latest unemployment numbers obtained from their quarterly labour force survey. This showed that youth unemployment was highest irrespective of their level of education compared to older citizens in South Africa. The interns and cadetship programmes run by the mine may play a noticeable role in terms of preparing the youth for job opportunities in the open market. The image below shows the unemployment rate for youths (bars to the far left per level of education) and compares the respective unemployment rates per level of education with that of other age groups). The comparison with other age groups that are older is an indication that skills and experience acquired give an older age group the competitive advantage in employment.

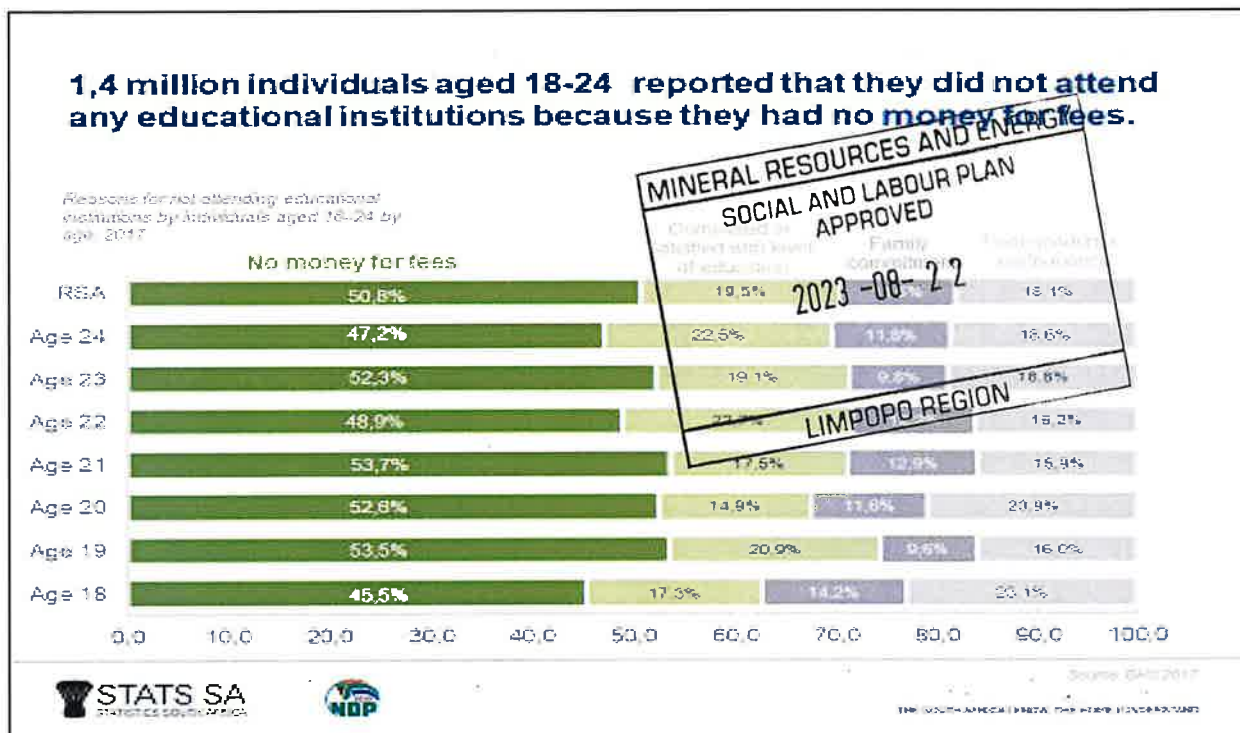
FIGURE 5: UNEMPLOYMENT RATE BY AGE GROUP



2.1.5 Funding Issues Faced by Students in South Africa

According to Statistics South Africa report released on Higher Education and Skills in South Africa on 22 April 2019, more than half (or 51%) of youth aged 18–24 claimed that they did not have the financial means to pay for their tuition. Furthermore, 18% of those aged 18–24 who were not attending educational institutions indicated that their poor academic performance prevented them from participating.

FIGURE 6: REASONS FOR NOT ATTENDING EDUCATIONAL INSTITUTIONS



The report, which uses data from the General Household Survey (GHS) 2017, indicates that only 33,8% of youth aged 18–24 were attending educational institutions. Among those, 22,2% were attending school while 11,6% were attending post-school educational institutions.

Students' educational support provided by the mine should be identifying those in need who qualify to further their studies and thereby creating a talent pool for future recruitment.

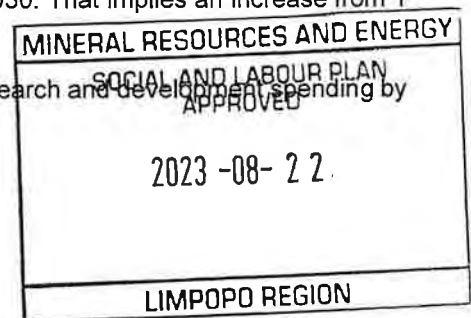
2.2 NATIONAL DEVELOPMENT PLAN 2030 (NDP 2030) - HRD

Northam Zondereinde mine strategy on Human Resource Development will attempt to align with NDP 2030, Chapter 9 (Improving Education, Training, and Innovation)

2.2.1 Improving education, training, and innovation

2.2.2 Objectives – as per NDP 2030

- Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations. Dedicated resources should be channelled towards ensuring that all children are well cared for from an early age and receive appropriate emotional, cognitive and physical development.
- All children should have at least 2 years of pre-school education.
- About 90 percent of learners in grades 3, 6 and 9 must achieve 50 percent or more in the annual national assessments in literacy, maths and science.
- Between 80 – 90 percent of learners should complete 12 years of schooling and or vocational education with at least 80 percent successfully passing the exit exams.
- Eradicate infrastructure backlogs and ensure that all schools meet the minimum standards by 2016.
- Expand the college system with a focus on improving quality. Better quality will build confidence in the college sector and attract more learners. The recommended participation rate of 25 percent would accommodate about 1.25 million enrolments.
- Provide 1 million learning opportunities through Community Education and Training Centres
- Increase the number of students eligible to study towards maths and science-based degrees to 450 000 by 2030.
- Increase the percentage of PhD qualified staff in the higher education sector from the current 34 percent to over 75 percent by 2030.
- Produce more than 100 doctoral graduates per million per year by 2030. That implies an increase from 1 420 in 2010 to well over 5 000 a year.
- Expand science, technology and innovation outputs by increasing research and development spending by government and through encouraging industry to do so.



2.2.3 Actions Required – as per NDP 2030

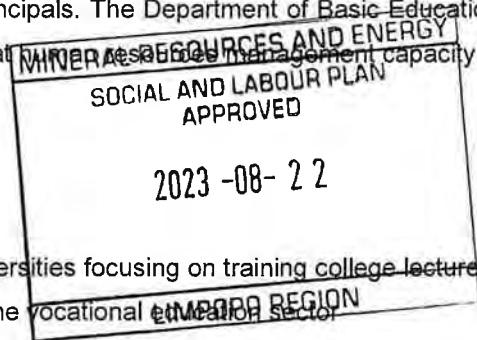
Early Childhood Development:

- Design and implement a nutrition programme for pregnant women and young children, followed by a childhood development and care programme for all children under the age of 3.
- Increase state funding and support to ensure universal access to two years of early childhood development exposure before grade 1.
- Strengthen coordination between departments, as well as the private and non-profit sectors. Focus should be on routine day-to-day coordination between units of departments that do similar work.

Schooling:

- The interests of all stakeholders should be aligned to support the common goal of achieving good educational outcomes that are responsive to community needs and economic development. Educational institutions should be provided with the capacity to implement policy. Where capacity is lacking, this should be addressed as an urgent priority. Teachers should be recognised for their efforts and professionalism. Teaching should be a highly valued profession.
- Introduce incentive schemes linked to the annual national assessments to reward schools for consistent improvements.

- Top performing schools in the public and private sectors must be recognised as national assets. They should be supported and not saddled with unnecessary burdens.
- Strengthen and expand Funza Lushaka and ensure that graduates of the programme are immediately absorbed into schools. It should not be left to graduates to find placements in schools.
- Investigate introducing professional certification. Newly qualified teachers would need to demonstrate certain competencies before they are employed in schools, and after that they would be offered preliminary or probationary certification, to be finalised based on demonstrated competence. The professional certification of all teachers would need to be renewed periodically.
- Change the appointment process to ensure that competent individuals are attracted to become school principals.
 - Candidates should undergo a competency assessment to determine their suitability and identify the areas in which they would need development and support.
 - Eliminate union influence in promoting or appointing principals. The Department of Basic Education and provincial departments of education must ensure that human resources management capacity is improved, and recruitment undertaken correctly.
 - Implement an entry level qualification for principals.



Further Education and Training.

- Support the development of specialised programmes in universities focusing on training college lecturers and provide funding for universities to conduct research on the vocational education sector.
- Build the capacity of FET institutions to become the preferred institutions for vocational education and training. Learners should be able to choose the vocational pathway before completing Grade 12. Expand the geographical spread of FET institutions.
- Build a strong relationship between the college sector and industry. SETAs have a crucial role in building relationships between education institutions and the employers.

Higher Education

- Implement a National Programme to develop the Next Generation of Academics for South African Higher Education.
- Complete the construction of two new universities in Mpumalanga and the Northern Cape; new medical schools in Limpopo and a number of academic hospitals; expand the infrastructure of existing institutions and allow all universities to use of distance education to reach more learners.
- Provide an option of a four-year university degree, combined with bridging courses and more support for universities to help students from disadvantaged backgrounds.
- Provide all students who qualify for the National Student Financial Aid Scheme with access to full funding through loans and bursaries to cover the costs of tuition, books, accommodation and other living expenses. Students who do not qualify should have access to bank loans, backed by state sureties. Both the National Student Financial Aid Scheme and bank loans should be recovered through arrangements with the South African Revenue Service. Service linked scholarships should be available in areas such as nursing, teaching and social work.
- Relax immigration requirements for highly skilled science and mathematics teachers, technicians and researchers. All graduates from foreign countries should be granted 7-year work permits

2.3.1 Thabazimbi Local Municipality

Thabazimbi Local Municipality is located in Waterberg District Municipality, the south-western part of Limpopo Province and has Botswana as its national neighbour.

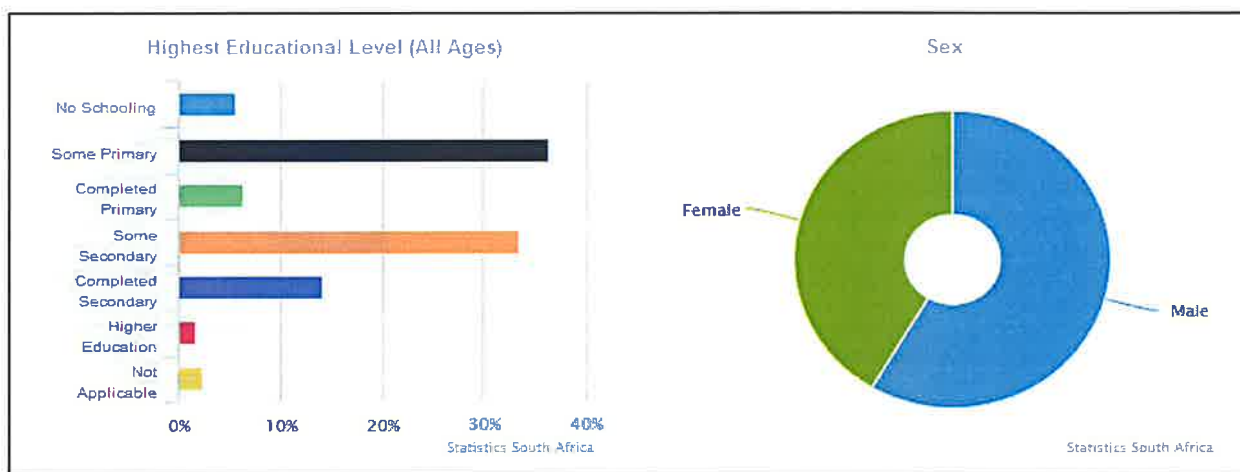
Quick facts as per Statistics South Africa 2011:

Population size: 85 234, 84.3% black African, 14.4% are white with other population groups making up the remaining 1.3%.

Amongst those aged 20 years and above, 26.1% have completed matric, 8.2% have some form of higher education and 8.8% have no form of schooling.

Growth rate: 2, 63% annual

FIGURE 7: THABAZIMBI LOCAL MUNICIPALITY EDUCATION STATS – (SOURCE: STATISTICS SA 2011)



2.3.2 Moses Kotane Local Municipality – Major Labour Sending Area

Moses Kotane Local Municipality is located in the Bojanala Platinum District Municipality, North West Province of South Africa.

Population size: 242 554, 98,3% black African, 0,8% are white with other population groups making up the remaining 0,9%.

Amongst those aged 20 years and older, 9,3% have no schooling, 17,1% have some primary school education, 35,3% have some secondary education, 27,4% have completed matric, and 5,3% have some form of higher education.

Growth rate: 0, 22 % annual.

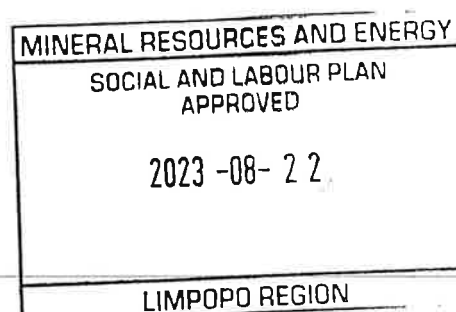
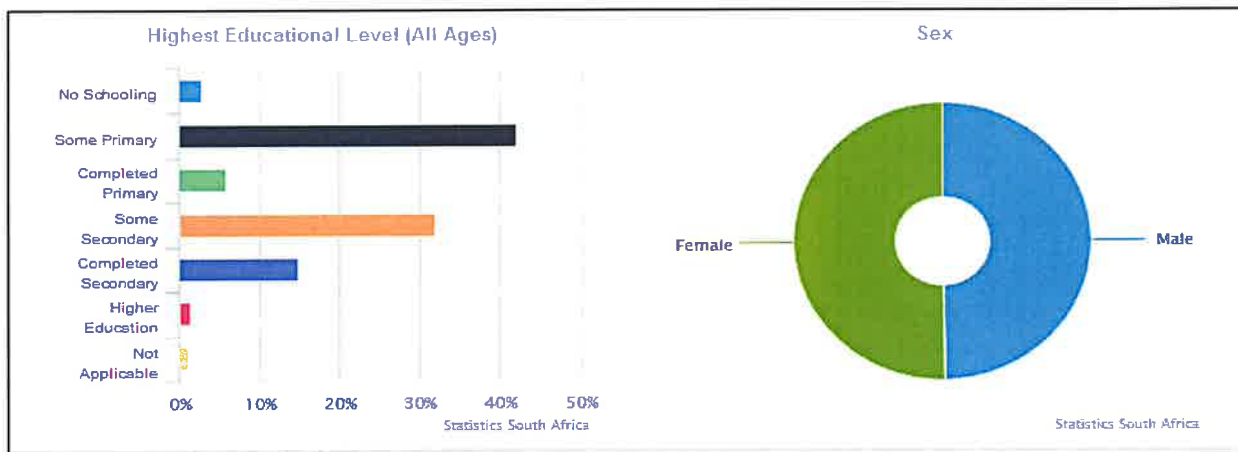
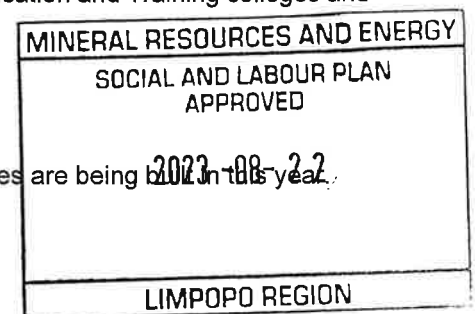


FIGURE 8: MOSES KOTANE LOCAL MUNICIPALITY EDUCATION STATS – (SOURCE: STATISTICS SA 2011)



2.3.3 “According To President Cyril Ramaphosa Public State Of The Nation Address 2020”:

- 2, 4 million children are in Early Childhood Development and Pre-school
- 81% of learners passed matric in 2019
- 720 000 students received state funding at Technical and Vocational Education and Training colleges and University in 2019.
- 550 schools provide various technical vocational specialisations.
- 67 schools are currently piloting the occupational stream.
- 9 new Technical and Vocational Education and Training college campuses are being built in this year.
- 200 schools are to receive coding and robotics in Grade R to 3 by 2022.
- 10 is the age of children to be able to read for meaning.



2.4 NORTHAM ZONDEREINDE OPERATIONS

The primary objective of the human resource development programme is to ensure the availability of mining and operation specific skills and competencies of the workforce and skilling of employees for portable skills utilizable by the employees outside the mining industry.

The absence of much needed skills within the South African economy has created a social and business imperative to drive education and skills training. As rights holder we will continue to play an important role in developing employees and communities.

Zondereinde's contribution is invested in developing essential skills such as science, technology, engineering, mathematics, literacy and numeracy skills, as well as apprenticeships, bursaries, and artisans and graduate training programmes (as can be seen by our projected propose target tables below). Furthermore, our training is offered to employees and community members that are not employees of the mine.

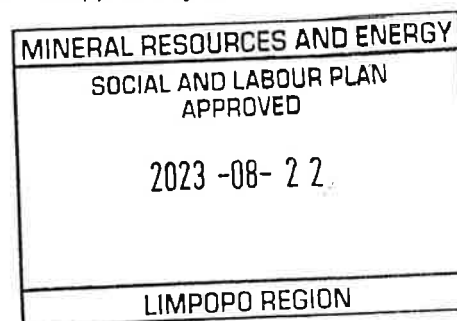
2.5 Compliance with Skills Development Legislation

Applicants who, by law have to register with SETA must provide the following:

Name of SETA	Mining Qualification Authority
Registration number with the relevant SETA	L350713709
Has your company appointed a Skills Development Facilitator, provide Name	Mr. Mokgubi Phasha
To which institute have you submitted your workplace skills plan	MQA

The Skills Development Plan outlines how employees will be offered the opportunity to:

- Become functionally literate and numerate
- Participate in learnership
- Participate in skills programme
- Acquire portable skills
- Participate in various other training initiatives



The plan includes a range of initiatives from AET program through to postgraduate education. These programmes will be consistent with the requirements of National Qualification Framework (NQF) and Mining Qualification Authority (MQA).

The purpose of the Skills Development Plan is to assess and formally record the current levels of skills and education level of all employees and use this as base for future skills development plans. These plans address the current skills and competency gaps at mine and also have special focus on the training needs of HDSA, the fast-tracking of individuals within the talent pool and various career path development and mentoring programmes.

Skills development at Zondereinde takes place at the various company- wide training centres. All training centres have development practitioners, training staff and ISO certification and MQA accreditation, ensuring training provided meets national standards.

The Skills Development Plan complies with skills development legislation and includes the regular submission of Workplace Skills Plan (WSP) and Annual Training Report (ATR).

The table (Form Q) below provides an indication of the number and educational level of both the employees and contract employees.

TABLE 7: FORM Q- ZONDEREINDE EMPLOYEES

Band	NQF Level	Planned as per envisaged organogram	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	257	3	0	80	50	2	0	37	340	89
		Grade 0/ Pre	87	0	0	0	3	0	0	0	176	4
		Grade 1/ Sub A	√									
		Grade 2/ Sub B	√									
		Grade 3/ Std. 1/ ABET 1	95	0	0	0	2	0	0	0	165	3
		Grade 4/ Std. 2	√									
		Grade 5/ Std. 3/ ABET 2	197	0	0	0	1	0	0	0	520	3
		Grade 6/ Std. 4	√									
		Grade 7/ Std. 5/ ABET 3	366	0	0	1	13	0	0	1	728	27
		Grade 8/ Std. 6	√									
		Grade 9/ Std. 7/ ABET 4	224	2	0	4	20	0	0	0	442	32
Further Education and Training (FET)	2	Grade 10/ Std. 8/ N1	229	0	0	18	29	0	0	4	318	37
	3	Grade 11/ Std. 9/ N2	575	0	0	4	118	0	0	1	765	129
	4	Grade 12/ Std. 10/ N3	1336	15	0	189	354	2	0	15	1692	397
Higher Education and Training (HET)	5	Higher Certificate and advanced	93	1	0	17	23	0	0	4	115	27
	6	Diploma and Advanced Certificate	89	0	0	13	62	0	0	4	105	68
	7	Bachelor's Degree and Advanced Diplomas	20	0	0	2	13	0	0	2	24	16
	8	Honours Degree, Postgraduate Diploma and Professional Qualification	6	0	0	2	7	0	0	3	8	10
	9	Master's Degree	3	0	0	1	2	0	0	0	4	2
	10	Doctoral Degree										
		TOTAL	3577	21	0	331	697	4	0	71	5567	847

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TABLE 8.1: FORM Q- CONTRACTORS

Band	NQF Level	Planned as per envisaged organogram	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	3	0	0	0	0	0	0	0	3	0
		Grade 0/ Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1/ Sub A	0	0	0	0	0	0	0	0	0	0
		Grade 2/ Sub B	20	0	0	0	0	0	0	0	20	0
		Grade 3/ Std. 1/ ABET 1	29	0	0	0	0	0	0	0	29	0
		Grade 4/ Std. 2	29		0	0	0	0	0	0	29	0
		Grade 5/ Std. 3/ ABET 2	11	0	0	0	0	0	0	0	11	0
		Grade 6/ Std. 4	32	0	0	0	0	0	0	0	32	0
		Grade 7/ Std. 5/ ABET 3	25	0	0	0	0	0	0	0	25	0
		Grade 8/ Std. 6	34	0	0	0		0	0	0	34	0
		Grade 9/ Std. 7/ ABET 4	30	0	0	0	0	0	0	0	30	0
Further Education and Training (FET)	2	Grade 10/ Std. 8/ N1	239	0	0	0	1	0	0	0	239	1
	3	Grade 11/ Std. 9/ N2	178	1	0	5	5	0	0	0	184	5
	4	Grade 12/ Std. 10/ N3	519	2	0	42	29	0	0	2	563	31
Higher Education and Training (HET)	5	Higher Certificate and advanced	37	1	0	5	1	0	0	1	43	2
	6	Diploma and Advanced Certificate	8	1	0	1	1	0	0	0	10	1
	7	Bachelor's Degree and Advanced Diplomas	2	0	0	1	0	0	0	0	3	0
	8	Honours Degree, Postgraduate Diploma and Professional Qualification	3	0	0	0	0	0	0	0	3	0
	9	Master's Degree	0	0	0	0	0	0	0	0	0	0
	10	Doctoral Degree	0	0	0	0	0	0	0	0	0	0
		TOTAL	1199	5	0	54	37	0	0	3	1258	40

MINERAL RESOURCES AND ENERGY
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2.6 PROPOSED AND PROJECTED HRD TARGETS FOR NEXT GENERATION SLP: FY- 2021 – 2025

2.6.1 Cadetships – this program is intended to address the problem of unemployment in our immediate and labour sending area

The cadetship programme is a training programme that will be focusing on the training of unemployed youths in the requisite accredited skills programmes or job specific training (i.e. Rock Drill Operator, Winch Operator, Loco Driver, Artisan Assistant, Metallurgical Assistant, etc.) that will increase their chances of employability in the mining industry. The skills programme which will be occupationally directed or giving a person the requisite skills in an occupation may be in core mining, engineering (artisan assistants or metallurgy (minerals processing)).

TABLE 9: CADETSHIP PROGRAMME PROJECTED PARTICIPATION

TYPE OF LEARNING PROGRAMME	2020 -2021	2021-2022	2022-2023	2023-2024	2024-2025	TOTAL
CADETSHIP						
Mining / Metallurgy / Engineering New Intake	82	106	110	114	117	529
Continuations	NO CONTINUATIONS					
Total	82	106	110	114	117	529
Budget	R2,460,000.00	R3,180,000.00	R3,300,000.00	R3,400,000.00	R3,510,000.00	R15,850,000.00

Core business training

Core business training needs are identified based on both the workforce planning requirements as well the scarce and critical skills priorities identified by the Mining Qualifications Authority (MQA). Specific emphasis is placed on legal and skills training where individuals are assisted in remaining legally compliant in respect of their training and development requirements.

Northam has prioritized a diversity management training program which will be initiated in early 2017, as well as team building session focusing on transforming teams and being more efficient in functioning as a team.

Area specific training will also be prioritized to develop key skills in the support services area. Supervisory competence and capability is one of the key focus areas of development to ensure competent supervisors. This area will focus on building supervisor's skills and capabilities in order to enable them to thrive in overseeing technical and people management requirements of their vocation.

Scheduling of training will be achieved as part of the overall labour management process and priority will be given to production safety needs.

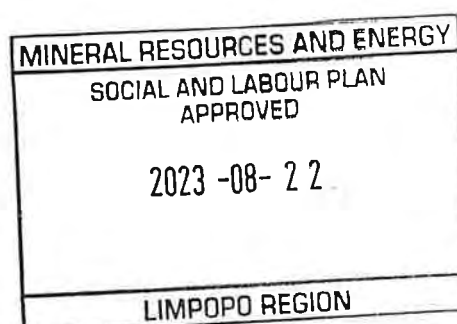


TABLE 10: CORE BUSINESS TRAINING

TYPE OF LEARNING PROGRAMME	2020 -2021	2021-2022	2022-2023	2023-2024	2024-2025	TOTAL
CORE BUSINESS TRAINING						
Legal	550	600	650	700	750	3250
Internal Training	10000	10500	11000	11500	12000	55000
Skills Development	50	75	100	125	150	500
Core Business Training Continuations	NO CONTINUATIONS					
TOTAL	10600	11100	11650	12200	12750	58300
BUDGET	R24,500,000.00	R26,875,000.00	R29,950,000.00	R32,200,000.00	R34,985,000.00	R148,505,000.00

2.6.2 Mining career progression development

In support of career progression at the lower levels in the core mining discipline, employees would be planned for progression training in line with their career path with personal development plans put in place for those identified for development. This kind of interventions would ensure such employees are able to apply for or be appointed or even relieve as part of development in higher level positions which may become available.

TABLE 11: MINING CAREER PROGRESSION DEVELOPMENT

TYPE OF LEARNING PROGRAMME	2020 -2021	2021-2022	2022-2023	2023-2024	2024-2025	TOTAL
MINING CAREER PROGRESSION DEVELOPMENT						
RDO Development, Cleaning Specialist, Loco and Loader, Blasting Assistant, Team Leader Development New Intakes	100	100	100	100	100	500
Mining Career Development Continuations	NO CONTINUATIONS					
TOTAL	100	100	100	100	100	500
BUDGET	R856,000.00	R856,000.00	R856,000.00	R856,000.00	R856,000.00	R 4,280,000.00

2.6.3 Adult education and training - AET

It is important to note that the number of learners taken from AET Level 1 will be progressed into the next AET levels thus promoting career progression and enabling their chances of progressing into NVQ Level 2 learnerships in the future as part of personal development and career progression.

Adult Education Training will also be extended to communities as part of improving literacy levels

TABLE 12: AET 18.1 (Employees)

TYPE OF LEARNING PROGRAMME	2020 -2021	2021-2022	2022-2023	2023-2024	2024-2025	TOTAL
ADULT EDUCATION AND TRAINING						
Pre	14	19	19	19	19	90
AET Level 1	14	19	19	19	19	90
AET Level 2	14	19	19	19	19	90
AET Level 3	14	19	19	19	19	90
AET Level 4	13	15	18	18	18	82
AET Levels 1-4 Continuations	NO CONTINUATIONS					
Total	69	79	93	93	95	429
Budget	R4,500,000.00	R4,750,000.00	R5,000,000.00	R5,250,000.00	R5,500,000.00	R25,000,000.00

TABLE 13: AET 18.2 (COMMUNITIES)

TYPE OF LEARNING PROGRAMME	2020 -2021	2021-2022	2022-2023	2023-2024	2024-2025	TOTAL
ADULT EDUCATION AND TRAINING						
AET Level 1	10	10	10	10	10	50
AET Level 2	10	10	10	10	10	50
AET Level 3	10	10	10	10	10	50
AET Level 4	10	10	10	10	10	50
AET Levels 1-4 Continuations	NO CONTINUATIONS					
Total	40	40	40	40	40	200
Budget	R2,000,000.00	R2,000,000.00	R2,000,000.00	R2,000,000.00	R2,000,000.00	R10,000,000.00

2.6.4 Learnerships

Learnership will be provided for Artisan Development (i.e. Electrician, Boilermaker, Fitter, Rigger and Instrument Technician) and Non-artisan (i.e. Rock breaker / Blasting certificate, Minerals Processing, Mining Technical Support in Geology/Survey and Sampling).

Table 14: LEARNERSHIPS

TYPE OF LEARNING PROGRAMME	2020 -2021		2021-2022		2022-2023		2023-2024		2024-2025		TOTAL
ARTISAN & NON-ARTISAN LEARNERSHIPS	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	
New Intake	13	2	12	8	14	12	14	15	18	16	124
Continuations	36	14	48	16	44	24	24	12	36	25	279
Total	49	16	60	24	58	36	38	27	24	41	373
Budget	R12,225,000.00		R13,558,000.00		R15,998,000.00		R17,968,000.00		R20,558,384.00		R80,307,384.00

2.6.5 Post-trade test completion exposure

The programme is aimed at providing post trade test exposure in the engineering department for the relevant trade for employed learners and contractors' learners who were not working in engineering prior they entered into the engineering artisan development programme. Furthermore, the programme will benefit unemployed learners who successfully completed their trade-test. The programme would run for a period of **six months** with a contract entered into. At the end of the programme (6 months) the contract will be terminated. In the case of permanently employed learners such learners will go back to their old jobs and in the case of contractor learners they will go back to their respective employers, and in the case of unemployed learners their employment contract with the company will be terminated. It should be noted that the intention of the programme is to provide exposure into engineering and not to create expectation into absorption into engineering department unless there are positions and company employment and recruitment procedures are followed.



TABLE 15: POST TRADE TEST COMPLETION EXPOSURE

Trade	2020 -2021	2021-2022	2022-2023	2023-2024	2024-2025	TOTAL
Electrician, Boilermaker, Fitter, Instrument Mechanician, Rigger New Intake	6	2	2	2	2	14
Continuations	NO CONTINUATIONS					
Total	6	2	2	2	2	14
Budget	R504,000.00	R168,000.00	R168,000.00	R168,000.00	R168,000.00	R1,176,000.00

2.6.5 Internships

The intake is focusing on a minimum of one year and a maximum of two years of on-the-job learning exposure with a formal training programme followed. Internship opportunities shall be made for employees and unemployed.

Internship programme shall include both learners/graduates from universities, universities of technology or TVET colleges who would have completed a minimum of a National Diploma.

Furthermore, it is important to also note that in some instances, the beneficiaries of the internship programme would include those requiring Work Integrated Learning (WIL) or Experiential Learning or Practical Training or P1-P2 from both universities of technology and or TVET College who as a result of the qualification design from the institution of higher learning, require the student to spend usually a minimum of one (1) (Universities of technology) year and one year six month to twenty four months (18 -24 months) for TVET College as part of the curriculum which must be supervised in the workplace with a formal programme in order for such a student to meet the requirement to obtain a qualification and graduate.

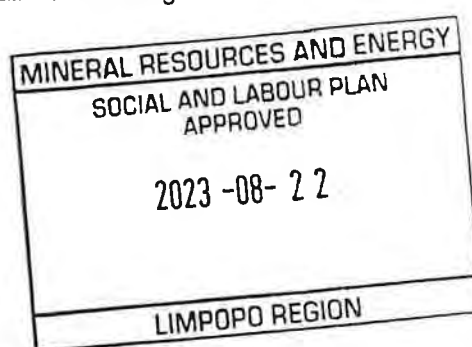


TABLE 15: INTERNSHIPS

TYPE OF LEARNING PROGRAMME	2020 -2021		2021-2022		2022-2023		2023-2024		2024-2025		TOTAL
INTERNSHIPS	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	
Mining Engineering / Minerals Survey / Geology / Safety Management / Occupational Hygiene / Environmental Management / Electrical Engineering / Mechanical Engineering / Metallurgical Engineering / Chemical Engineering / Financial Management / Procurement / Human Resources Management / Communications – New Intakes	3	7	1	9	2	13	2	18	3	22	80
Continuations	35		0		0		0		0		35
Total	45		10		15		20		25		115
Budget	R3,740,000.00		R2,620,000.00		R2,460,000.00		R3,240,000.00		R4,080,000.00		R16,140,000.00

2.6.6 Vacation work

This type of an intervention is aimed in the main, to provide workplace learning which is curriculum aligned to their specific courses for students from higher institutions of learning in order to allow them an opportunity to complete specific studies. Our bursars whose programmes also requires of them to complete a vacation work programme would also be benefit.

TABLE 16: VACATION WORK

TYPE OF LEARNING PROGRAMME	2020 -2021	2021-2022	2022-2023	2023-2024	2024-2025	TOTAL
VACATION WORK						
Disciplines will be based on the request received from students New	14	14	14	14	14	70
Continuations	NO CONTINUATIONS					
Total	14	14	14	14	14	70
Budget	R658,600.00	R658,600.00	R658,600.00	R658,600.00	R658,600.00	R3,293,000.00



2.6.7 Bursaries (Employed & Unemployed)

Targeting local communities by means of awarding more bursaries for learners from schools in the communities affected by our business. The employees would also benefit from the bursaries in the form of education assistance when they study programmes in line with their career paths thus supporting career progression and studying academic learning programmes with higher education institutions (Universities, Universities of Technology, TVET Colleges – this includes short certificates, national diplomas, Higher Diplomas, Degrees up-to PhD). Focus is on distance and part-time delivery model for employees.

TABLE 17: BURSARIES

TYPE OF LEARNING PROGRAMME	2020 -2021		2021-2022		2022-2023		2023-2024		2024-2025		Total
BURSARIES	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	
Mining Engineering / Minerals Survey / Geology / Safety Management / Occupational Hygiene / Environmental Management / Electrical Engineering / Mechanical Engineering / Metallurgical Engineering / Chemical Engineering / Financial Management / Procurement / Human Resources Management / Communications – New Intakes	6	12	16	12	16	14	20	14	24	16	150
Continuations	12	8	8	23	14	30	12	24	16	30	177
Total	38		59		74		70		86		327
Budget	R3,767,200.00		R4,360,000.00		R4,360,000.00		R5,080,000.00		R5,800,000.00		R 23,367,200.00

2.6.8 Supervisory and Management Development Training

Supervisory and management development programmes will focus on interventions that develops employees for supervisory and management development levels. Some of the employees are operating at supervisory and management level position due to the nature of their positions and technical certificate they possess. Therefore, these types of programmes are there to enhance their supervisory and management acumen.

In addition, the company will look into other technical leadership programmes which support career progression (i.e. Engineering Foreman Development, Engineering Supervisor Development, Mining Production Supervisor, Mine Overseer, Mine Manager, Engineer in Training/Junior Engineer, Metallurgical Supervisor and Leadership Development, Mine Manager Certificate of competence)this includes soft-skills training based on university courses in supervisory and management development as well as training provider courses and also includes technical supervisory courses (i.e. Mining Production Supervisor and Engineering Foreman).

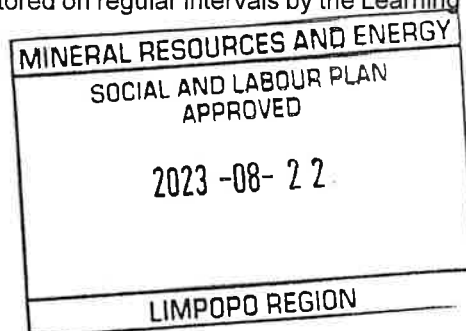
TABLE 18: SUPERVISORY AND MANAGEMENT DEVELOPMENT TRAINING PROGRAMME

TYPE OF LEARNING PROGRAMME	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	TOTAL
SUPERVISORY & MANAGEMENT DEVELOPMENT						
Supervisory and Management Development (SDP, JMP, MDP, SMDP, Executive Development Programme, etc.) including - Engineering Foreman Development, Metallurgy Supervisory Development, Mining Production Supervisor Development, Mine Overseer Development New Intakes	30	30	30	30	30	150
Continuations	NO CONTINUATION					
Budget	R2,350,000.00	R3,750,000.00	R3,128,208.00	R3,353,208.00	R3,500,000.00	R16,263,416.00

2.6.9 Coaching and Mentorship Plan

This includes the number of people who will benefit from coaching and mentorship as per the operational mentorship and coaching philosophy and approach. Team building methodologies and approach may also be deployed as part of coaching.

In terms of formal mentorship relationships, a focus will be on employees in the operational talent pool and succession plan which would be monitored on regular intervals by the Learning and Development Department.



MENTORSHIP

A mentorship contract between the mentor and the mentee will be signed. Mentors and mentees shall be required to have formal sessions to discuss development areas and progress to agreed interventions on stipulated time intervals.

TABLE 19: COACHING AND MENTORSHIP PLAN

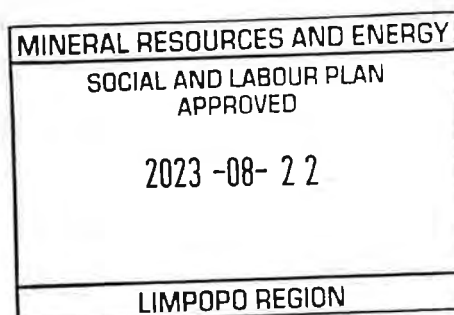
MENTORING PROGRAMME	CAREER DELIVERABLES	DURATION	TARGET		GENDER	
			HDSA	NON-HDSA	MALE	FEMALE
Mining Production Shift Supervisor Development	Training of employees in miner/stoper positions to become qualified Production Supervisors and eligible for appointment in such roles.	1 year	19	7	10	16
Engineering Foreman Development	Training of employees in Artisan occupations to become qualified Production Supervisors and eligible for appointment in such roles	1 year	10	2	4	8
Engineering Supervisor Development	Development of identified employees in Engineering Supervisory development	1 Year	3	1	2	2
Mine Overseer Development	Development of current shift supervisors to obtain a mine overseer certificate thus making them eligible for appointment as Mine Overseer	2 Years	4	2	2	4
Mine Managers Development	Development and assisting employees to obtain a mine managers certificate	3 years	3	1	2	2

2.6.10 Portable/Alternative Skills

Portable skills will be provided as part of alternative skills for employees in the case of unavoidable job loss such as operational requirements of the business (i.e. retrenchments) and those who are medically incapacitated and are about to be medically boarded. Additionally, portable skills would be provided to the local community members in order to encourage some form of self-employment and creating some form of income based on skills attained.

The following list of portable skills will be offered:

- Welding
- Electrical
- Building
- Brick making
- Carpentry
- Plumbing
- Upholstery



- Computer literacy
- Driving license
- Culinary Skills (baking, cook, Chef)
- Agricultural Skills
- Solar Installation and service
- Panel beating / Spray painting
- Nail Technology
- Jewellery manufacturing



TABLE 20: PORTABLE SKILLS

TYPE OF LEARNING PROGRAMME	2020 -2021		2021-2022		2022-2023		2023-2024		2024-2025		TOTAL
PORTABLE SKILLS	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	
Types of skills to be chosen on implementation New Intakes	15	35	15	35	15	35	15	35	15	35	250
Continuations	NO CONTINUATIONS										
Total	50		50		50		50		50		250
Budget	R625,000.00		R625,000.00		R625,000.00		R625,000.00		R625,000.00		R3,125,000.00

2.6.11 Job Specific Seminars, Conferences, Workshops and CIPD Points

These kinds of interventions are implemented and supported as they add to personal development and contribute to performance improvements and being abreast with developments in the sector or discipline and or profession.

TABLE 21: SEMINARS, CONFERENCES, WORKSHOP AND CIPD

JOB SPECIFIC SEMINARS / CONFERENCES / WORKSHOPS / CIPD WORKSHOPS	2020 -2021	2021-2022	2022-2023	2023-2024	2024-2025	TOTAL
Intervention to be specified during time of attendance New Intakes	30	30	30	30	30	150
Continuations	NO CONTINUATIONS					
Total	30	30	30	30	30	150
Budget	R150,000.00	R150,000.00	R150,000.00	R150,000.00	R150,000.00	R750,000.00

2.6.12 Employment Equity, Diversity, and Inclusion

This type of intervention is aimed at providing employees with the necessary training and intervention facilitated through workshop settings. All interventions around this theme would be around ensuring diversity and inclusion in support of the company's diversity and inclusion framework.

TABLE 22: EMPLOYMENT EQUITY, DIVERSITY AND INCLUSION

EMPLOYMENT EQUITY DIVERSITY AND INCLUSION	2020 -2021	2021-2022	2022-2023	2023-2024	2024-2025	TOTAL
Diversity and Inclusion training New Intakes	100	100	100	100	100	500
Continuations	NO CONTINUATIONS					
Total	100	100	100	100	100	500
Budget	R220,000.00	R250,000.00	R275,000.00	R300,000.00	R398,000.00	R 1,443,000.00

2.6.13 Maths & Science support

The objective of the project is to support grade 10, 11 and 12 learners with Mathematics and Physical Science extracurricular classes targeting schools within Thabazimbi local Municipality and part of Moses Kotane. The programme may also investigate benefitting educators who are responsible for teaching the above highlighted subjects. The number of learners will depend on the collaboration agreement between the Provincial Departments of Education and the mine.

2.6.13 Higher education and training institution support – Waterberg TVET College (Thabazimbi Campus)

In accordance with the imperatives and goals of the National Skills Development Plan (NSDP) 4.2 – “*Linking Education and the Workplace*” - the Ministry of Higher Education Training Science and Technology encourages a situation where workplaces and education are streamlined.

Furthermore, this intervention supports *the growth of the public college institutional type as a key provider of skills required for socio-economic development*. It is against such a background and in support of the country's education and training imperatives and plans that a support is put in place in order to provide support to the institution in order to ensure quality of education and technical training provision.

The company shall enter a memorandum of understanding with the college for the period of the SLP. The goal is to ensure that the organization provides support as follows:

- Funding for capacity building of the Engineering Workshops,
- Placement of TVET technical learners to obtain technical experience (which may include trade certificates),
- Placement of students for work experience; and

- Where possible, assist with general capacity development of the college staff with training interventions which may be running on the mine and are applicable to the working environment of the college.

2.7 CAREER PROGRESSION PLAN

In order to meet the requirements of Regulation 46 (b) (ii) of the Human Resource Development Plan, the following endeavours have been made and committed to by the company to ensure clarity and ease of implementation:

Career development matrices of each discipline (inclusive of minimum entry requirements and timeframes)

Career development matrices are developed in accordance with the role profiles and job descriptions of available positions at the operation per discipline. The matrices are developed with a depiction of the lowest level in each department to the highest levels with the requisite fundamental requirements for one to suitable for appointment in each role.

The manner, in which the matrices are depicted, clearly shows the entry level at the minimum requirements and the next level which an employee would potentially grow to internally. This flow of each career development matrix would furthermore serve as a guide to the operation in terms of what career development interventions should be put in place for further personal development.

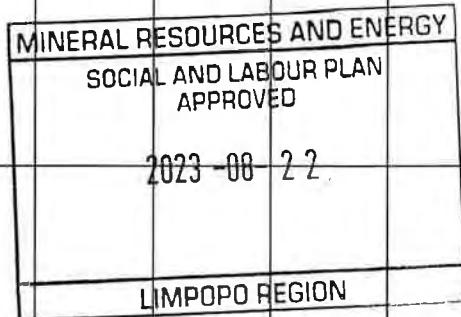
It is important to note that the matrices may not necessarily present all other development programmes needed and as such, career discussion panels, career planning meetings and individual development planning of employees would augment the additional required interventions.

The organisation shall from time to time undertake a skills audit project in order to identify further training needs which may arise as a result of the change in technology, legislation and jobs. The career management at the mine will link with other Human Resources Development activities such as succession management, mentorship programmes and coaching, managing talent pool and employment equity.

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Career Progression (Path) plan

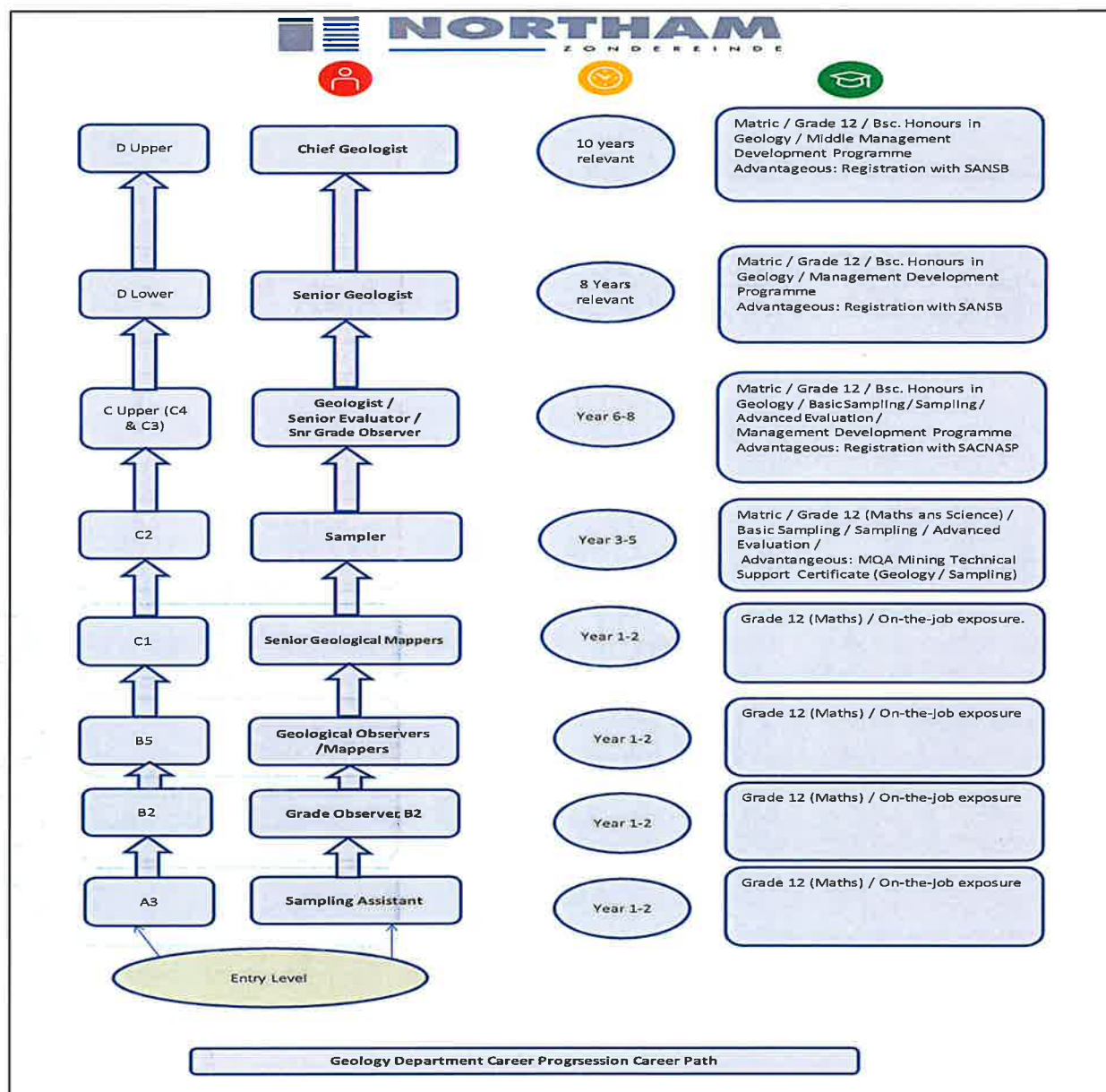
Training programmes within career progression path	Core mining occupations	Position starting from	Current training interventions	Target position working towards	Year 1	Year 2	Year 3	Year 4	Year 5
					No of identified employees	No of identified employees	No of identified employees	No of identified employees	No of identified employees
Mining Production Shift Supervisor Development	Shift Boss / Supervisor	Miner	Shift Boss Training course Coaching and Mentoring Supervisory Skills Legal Liability	Shift Boss / Supervisor	5	5	5	5	5
Mine Overseer Development	Mine Overseer / Captain	Shift Supervisor / Miner	Mine Overseer Development Coaching and Mentoring Supervisory Skills Legal Liability	Mine Overseer	1	2	1	1	1
Mining Manager Development	Section OR Underground Manager, Production Manager OR Mine Manager	Miner / Shift Supervisor / Mine Overseer	Mine Managers Development Coaching and Mentoring Supervisory Skills Legal Liability	Section Manager	1	2	1	0	0
Engineering Foreman Development	Engineering Foreman	Artisan	Engineering Foreman Training course Coaching and Mentoring Supervisory Skills Legal Liability	Engineering Foreman	2	3	3	2	2



Training programmes within career progression path	Core mining occupations	Position starting from	Current training interventions	Target position working towards	Year 1	Year 2	Year 3	Year 4	Year 5
					No of identified employees	No of identified employees	No of identified employees	No of identified employees	No of identified employees
Engineering Supervisor Development	Engineering Supervisor	Engineering Foreman / Artisan	Engineering Supervisor Training course Coaching and Mentoring Supervisory Skills Legal Liability	Engineering Supervisor	0	4	0	0	0
Junior Engineer Development	Engineer	Internship / Artisan / Foreman / Engineering Supervisor	Engineer in training programme Coaching and Mentoring Legal Liability Supervisory Skills, etc.		0	2	0	2	0
Senior Metallurgist Exposure and Development Programme	Senior Metallurgist	Junior Metallurgist	Senior Metallurgist Position Exposure Relieving Metallurgist Management Development Programme Coaching and Mentoring		0	1	0	2	0

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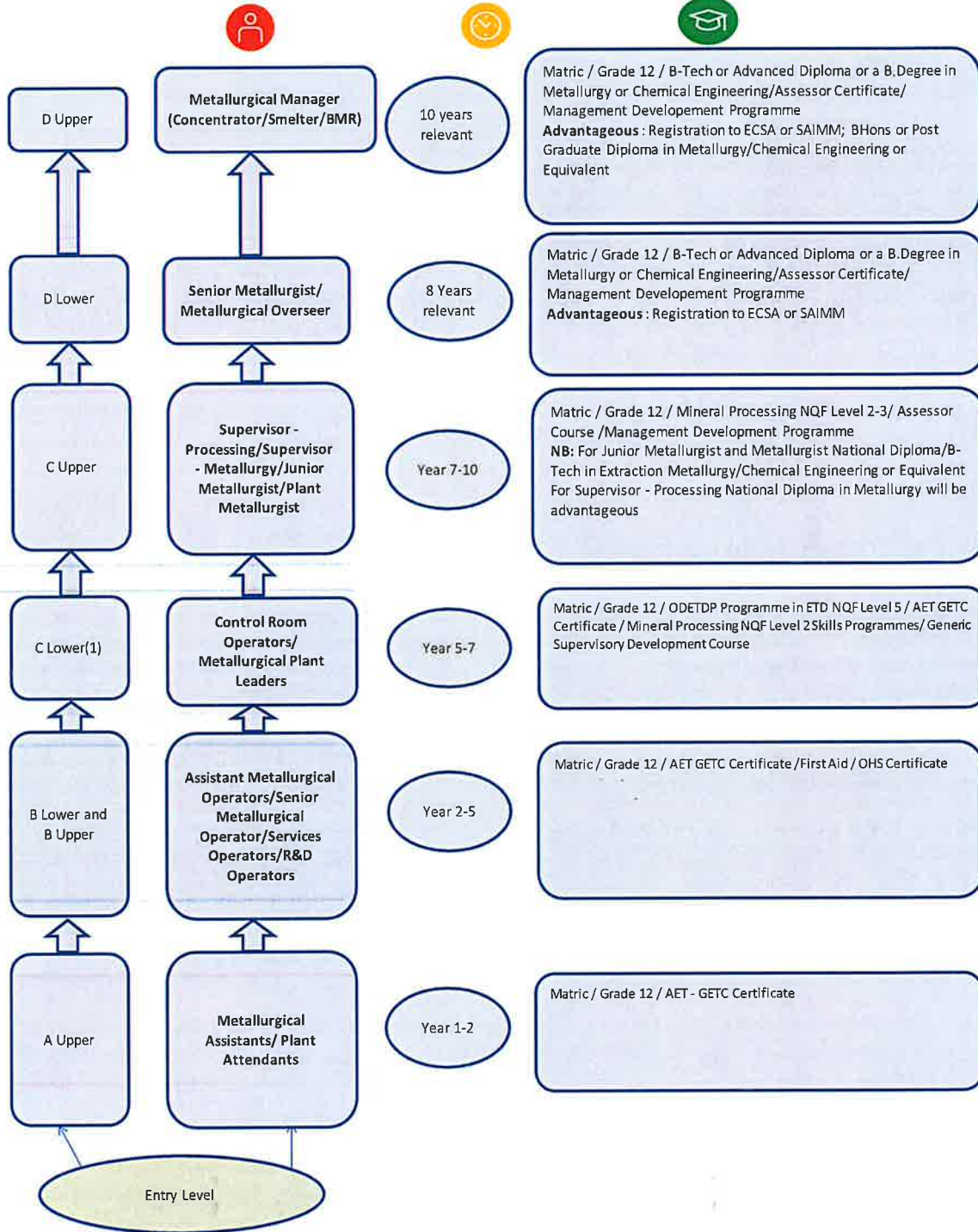
2.8 Departmental Training Matrices



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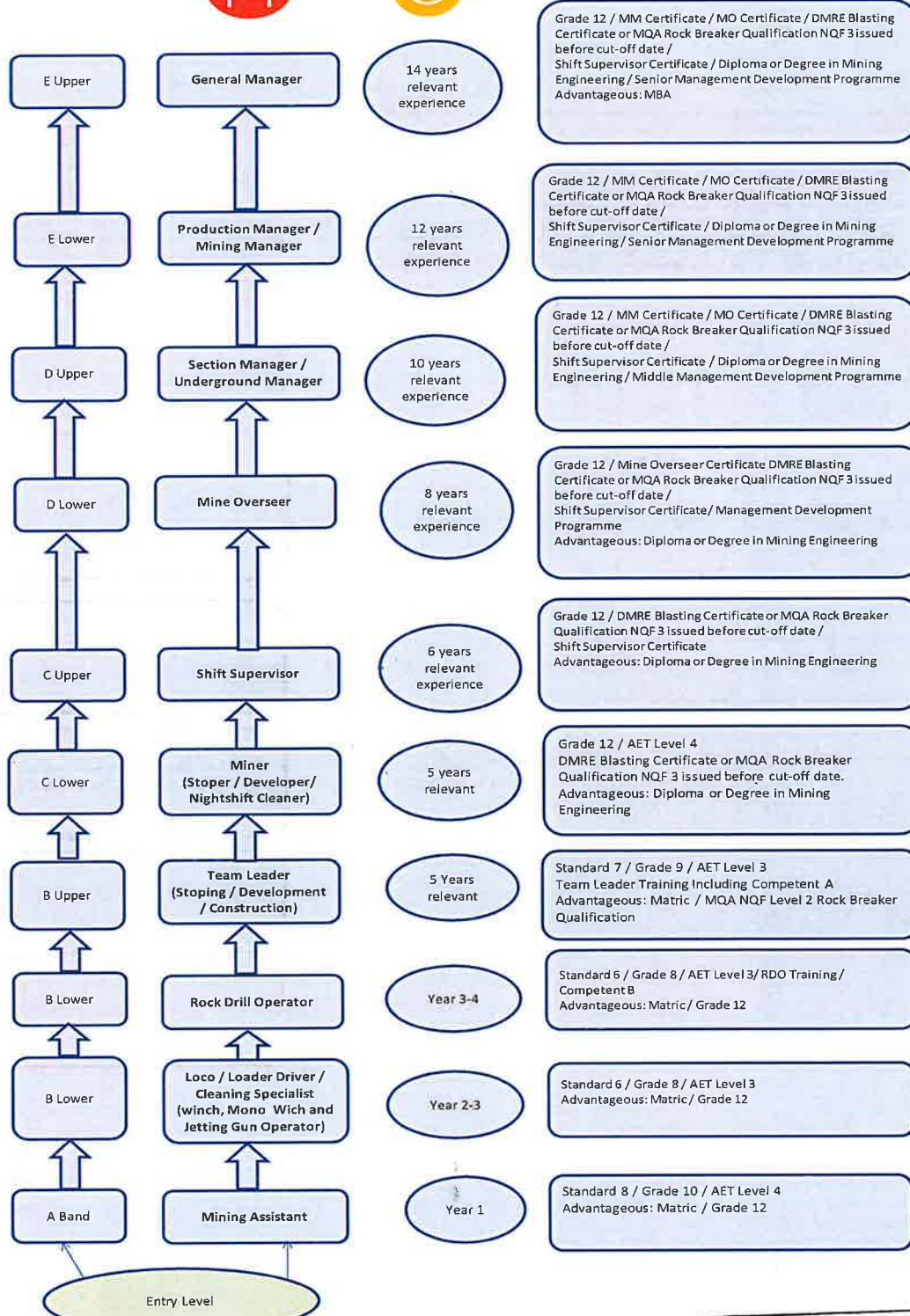
Learning and Development and Transformation Department Career Progression Career Path

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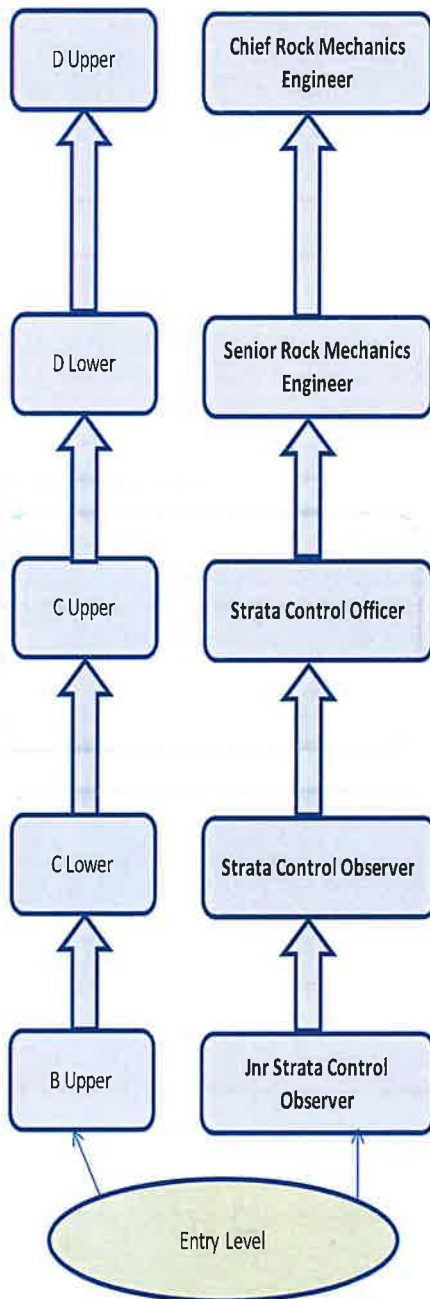
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10 years
relevant

Matric / Grade 12 / Minerals Council Rock
Mechanic Certificate

Advantageous: Degree in Mining Engineering or
Geology (Relevant B.Sc. / B.Eng. Degree)

8 Years
relevant

Matric / Grade 12 / Minerals Council Rock
Mechanic Certificate

Advantageous: Degree in Mining Engineering or
Geology (Relevant B.Sc. / B.Eng. Degree)

Year 6-8

Matric / Grade 12 / Minerals Council Strata
Control Certificate / MQA NQF Level 4 Strata
Control Certificate

Advantageous: Degree in Mining Engineering or
Geology (Relevant B.Sc. / B.Eng. Degree)

Year 3-5

Matric / Grade 12 (Maths and Physical Science) /
MQA Rock Breaker Level 2

Year 1-2

Matric / Grade 12 (Maths and Physical Science)
Comp B and Comp A MQA Certificate
Advantageous

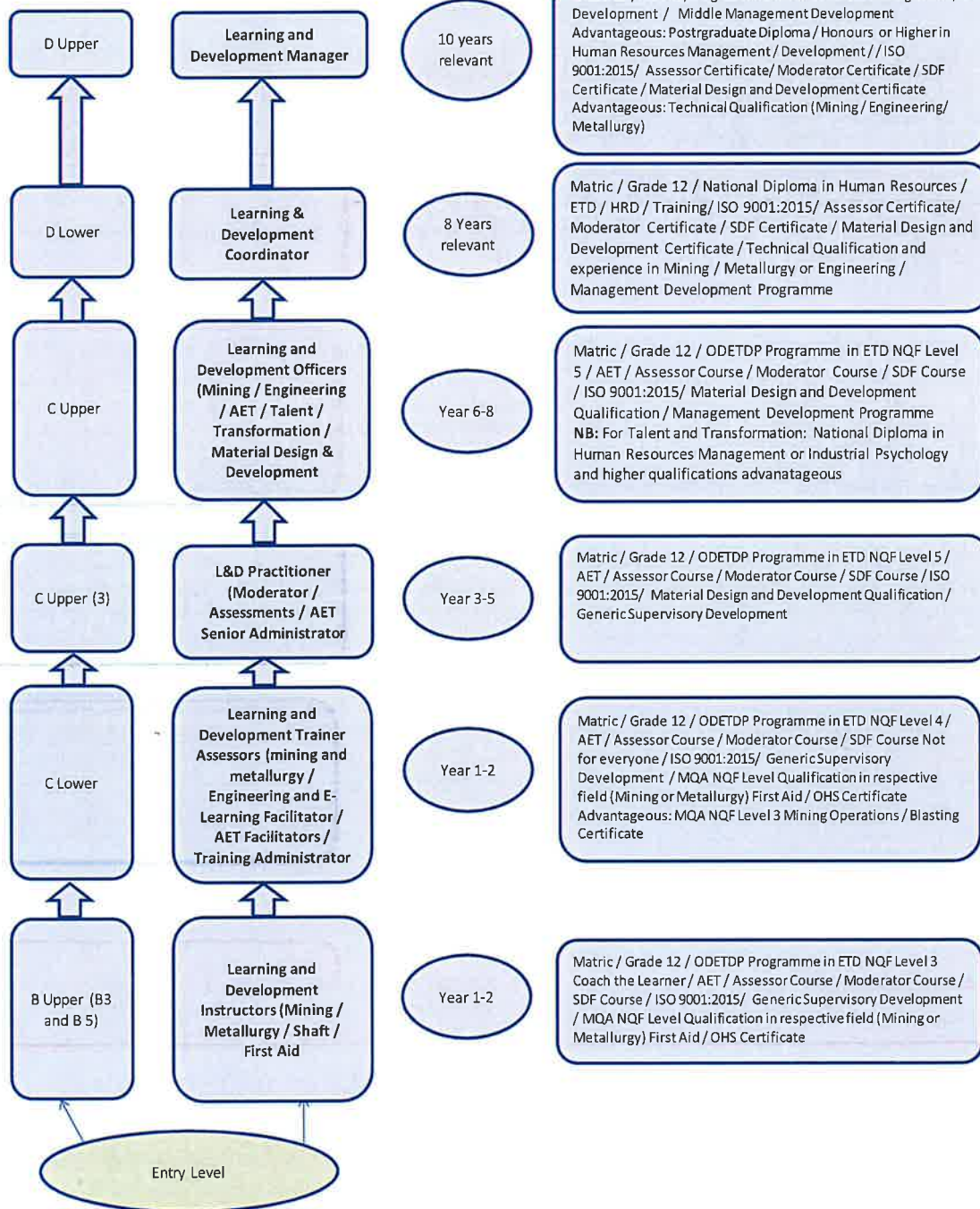
Rock Mechanics Department (RMD) / Rock Engineering Career Path

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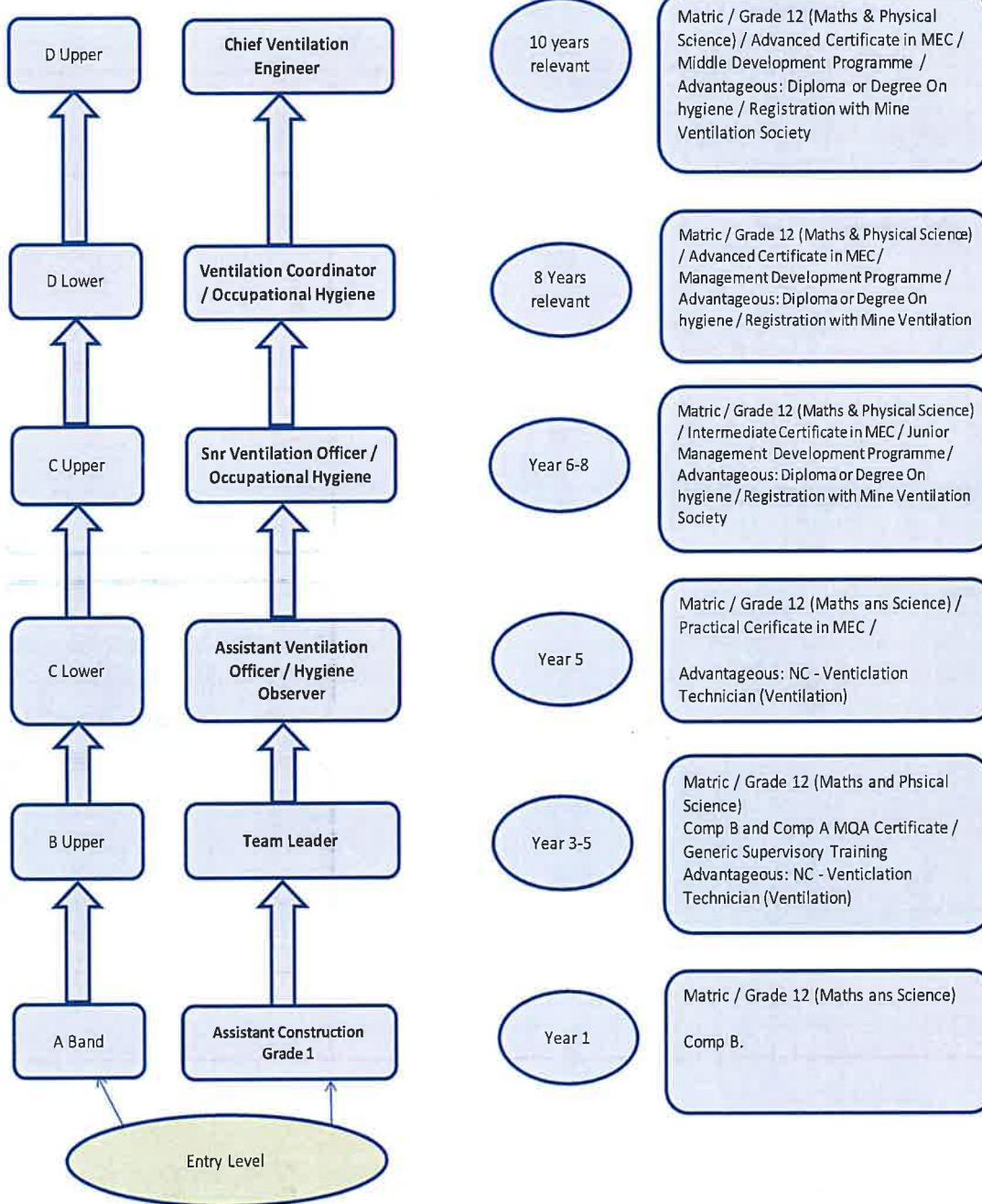


Learning and Development and Transformation Department Career Progression Career Path

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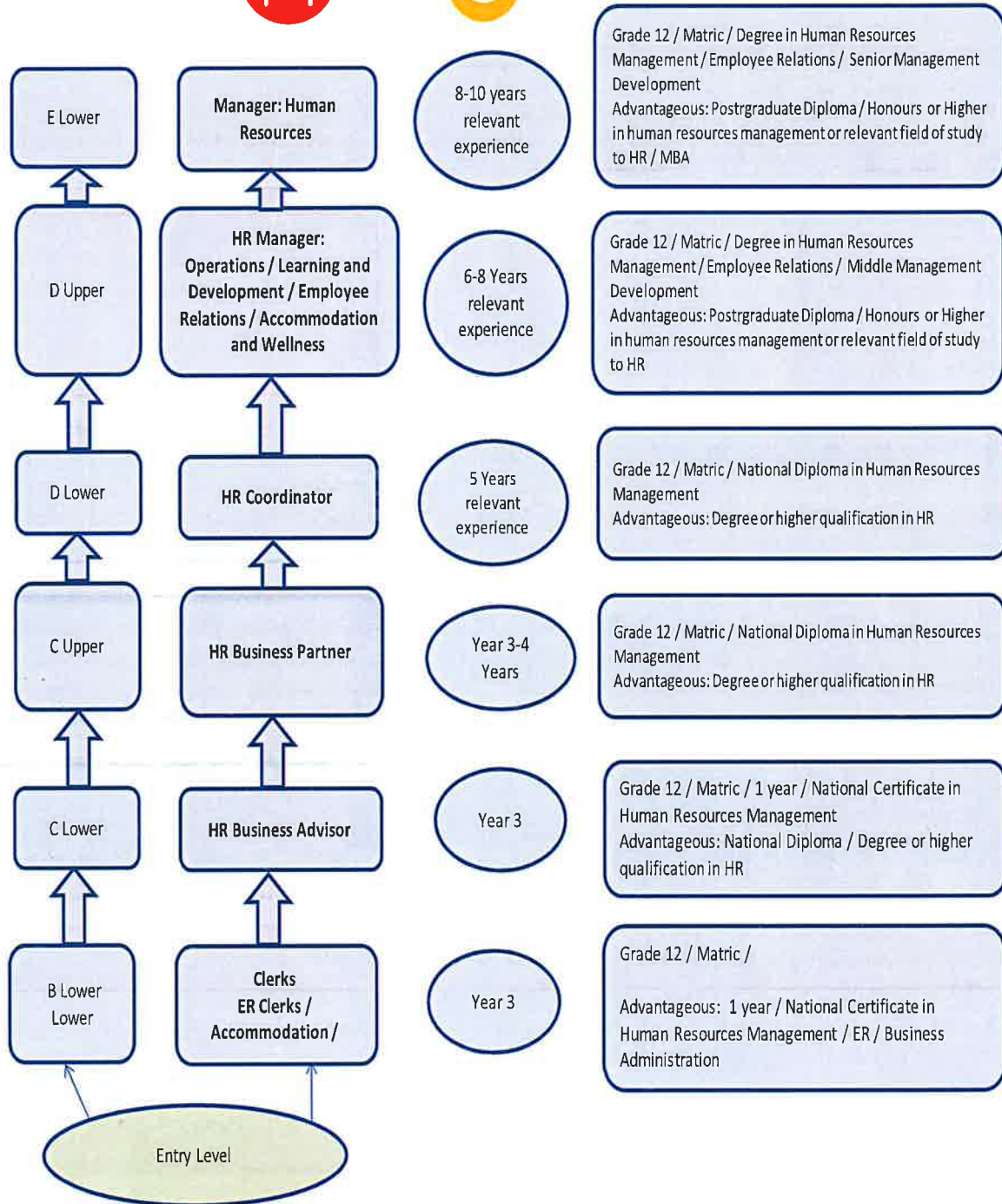


Ventilation Occupational Hygiene and Environmental Department Career Progression Career Path

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Human Resources Department Career Development Progression Path

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2.9 Develop Individual Development Plans for Employees

The development of employees cannot happen in isolation. Therefore, the organisation shall take deliberate steps to plan for the development of its employees through ensuring the following:

- Each department shall compile a training matrix which depicts the entire training and qualifications requirement per employee and identifying gaps.
- Identified training gaps would therefore be planned in the Individual Development Plan or departmental training plan which must be approved by the HOD and shall be administered centrally for implementation by the Learning and Development Centre.

NB: It is important to note that some development plans may be for a minimum period and a maximum period depending on the complexities of the skills gaps and training needs identified and whether there is a fast-tracking requirement or normal development.

Identify a talent pool to be fast tracked in line with the needs of the organisation

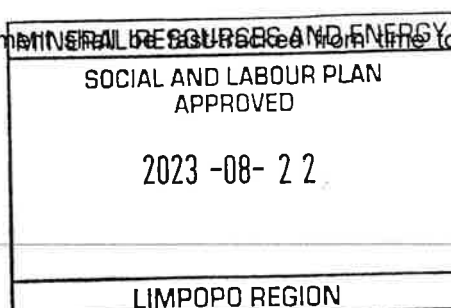
The organisation shall establish an operational talent pool which would in the main take into consideration the following:

- Employment Equity targets, Mining Charter III goals and informed by the economical active population (EAP) principles as applied by the company informed by the latest publication of the EAP from time to time.
- The talent pool shall ensure representation of HDSA more especially women in core and technical positions in order to prepare them for growth and potential appointment into such positions if they become vacant. The objectives of the talent pool as has been defined for all includes, people management, succession management, performance management, career management and meeting employment equity targets.

The organisation in deciding on the beneficiaries of the talent pool, shall consider positions that are not representative of the HDSA without prejudice to the other group of employees.

- Employees in the talent pool shall undergo a formal and compulsory career discussion panels annually with their HODs and the Learning and Development Centre as the administrator to document career discussion taking place and to establish the level of readiness. The outcome of the career discussion panel shall be a documented training plan with meeting minutes.

- Employees in the talent pool's career development shall be fast tracked from time to time depending on availability of positions.



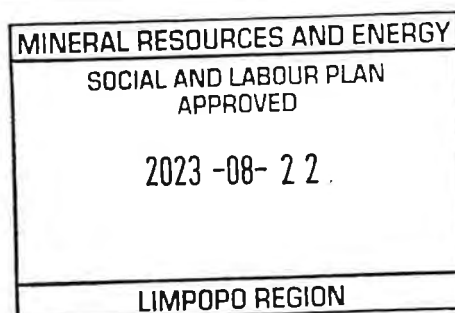
- The talent pool will cover employees of all races and gender, however, where an appointment must be made in a vacant position, the organisation shall take into account the employment equity and representation of women in core positions as well as consideration of people living with disabilities.

The talent pool figure will change based on changes in employee numbers and the continuous reviews of the talent pool size as new and high performing employees are identified.

2.10 FINANCIAL PROVISION FOR HRD

TABLE 23: FINANCIAL PROVISION FOR HRD

NO	LEARNING PROGRAMME / INTERVENTION	AMOUNT
1	Cadetships	R15,850,000.00
2	Adult Education and Training (AET)	R35,000,000.00
3	Mining Career Progression	R4,280,000.00
4	Core Business Training	R148,505,000.00
5	Learnership (Artisan Development and Non-Artisan)	R80,307,384.00
6	Post-trade test completion exposure	R1,176,000.00
7	Internships	R16,140,000.00
8	Vacation Work	R3,293,000.00
9	Bursaries	R23,367,416.00
10	Supervisory and Management Development	R16,263,416.00
11	Coaching and Mentorship	R500,000.00
12	Portable Skills	R3,125,000.00
13	Seminars / Conferences / Workshops / CIPD points	R750,000.00
14	Employment Equity, Diversity, and Inclusion	R1,443,000.00
15	Mathematics and Physical Science Support for Grade 10-12	R7 500 000.00
16	Construction of Artisan Development Trade Test Centre and Equipping	R5 000 000.00
17	Technical and Vocational Education and Training College Support (Focusing on Waterberg TVET College – Thabazimbi Campus)	R7 500 000.00
Total		R370 000 000.00



2.12 EMPLOYMENT EQUITY PLAN



2.12.1 Employment equity profiles and goals

The holder of a mining right shall submit a five-year Employment Equity plan for approval by the Regulator.

The plan shall contain modalities for progressive realization of Mining Charter, employment equity targets.

To determine the degree of under-representation of people from designated groups in various occupational categories and levels, Zondereinde has conducted a workplace profile analysis comparing its diversity profile against active the economic active population of South Africa and the Region in which it operates.

The Employment Equity Act requires that a designated employer must, as part of its Employment Equity Plan, determine designated groups (including persons with disabilities) within each occupational category of workforce. The category will form a framework of this plan.

The table below represent the current employment equity staff profile according to gender and race at 30 June 2020.

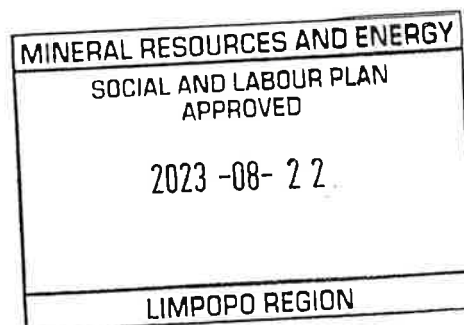


TABLE 24: SNAPSHOT OF THE CURRENT WORKFORCE PROFILE BY OCCUPATIONAL LEVELS – 30 JUNE 2020

ELEMENT	ELEMENT DESCRIPTION	COMPLIANCE TARGET (%)					HDP TOTAL	WEIGHT (%)
EMPLOYMENT EQUITY	BOARD							
		Black	Indian	Coloured	White	Foreign Nationals		
	Total no of Directors		MINERAL RESOURCES AND ENERGY SOCIAL AND LABOUR PLAN APPROVED 2023-08-22					2%
	Total representation							2%
	Female Representation							
	EXECUTIVE MANAGEMENT							
		Black	Indian	Coloured	White	Foreign Nationals		
	Total no of employees	1	0	0	2	1	2	50%
	Total representation	1	0	0	2	1		
	Female representation	0	0	0	1	0		
	SENIOR MANAGEMENT							
		Black	Indian	Coloured	White	Foreign Nationals		
	Total number of employees	5	0	2	8	0	8	53,33%
	Total representation	5	0	2	8	0		
	Female representation	1	0	0	1	0		
	MIDDLE MANAGEMENT							
		Black	Indian	Coloured	White	Foreign Nationals		
	Total number of employees	38	0	1	29	2	46	65,71%

E M P L O Y M E N T E Q U I T Y	Total representation	38	0	1	29			
	Female representation	7	0	0	7			
	JUNIOR MANAGEMENT							
		Black	Indians	Coloured	White	Foreign Nationals		
	Total number of employees	436	0	12	257		447	62,96%
	Total representation	436	0	12	257			
	Female representation	69	0	1	29			
	EMPLOYEES WITH DISABILITIES							
		Black	Indian	Coloured	White	Foreign Nationals		
	Total no of employees	0	0	0	0	0		2%
	Total representation	0	0	0	0	0		
	Female representation	0	0	0	0	0		
	TOTAL PERMANENT							
	Total no of employees	4287	0	27	420	1675	4379	68.40%

MINERAL RESOURCES AND ENERGY
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LIMPOPO REGION



SECTION 3: MINE COMMUNITY DEVELOPMENT (MCD) 2

3.1 Introduction

The legislative system that provides for the socio-economic development of mining communities in South Africa has been under significant scrutiny in recent times. Various instances of conflict between mining communities and mining companies, of which the Marikana Massacre of 2012 is certainly the most noteworthy, show that mining communities expect mining companies to contribute more to the improvement of their living conditions.

The relationship between mining communities and mining companies are exposed to the various socio-economic challenges that other sectors of the South African economy currently face. However, a conceptual approach to the legislative system in the mining industry specifically may show the unique challenges the industry faces when it comes to the development of mining communities.

A conceptual approach requires asking whether the way in which the legislative system is framed and the rhetoric it promotes do not create expectations with mining communities that cannot be met by mining companies, because mining communities are not accurately depicted in the legislative system.

The legislative system promotes "mine community development" by means of a complex interaction between various pieces of legislation and policy guidelines. At the centre of this interaction, are the definitions of "community" and "mine community". These definitions have been amended quite a few times since the enactment of the legislative system, attesting to the difficulty for the law to capture "community".

The latest iterations of the definitions are criticised for their ambiguity, causing uncertainty as to who should benefit from mine community development. There is a conceptual problem when catering for communities, and not individuals, in a development paradigm, posing challenges for accurately defining "community". It is not argued that community development should not be promoted, but a possible reason for why mine community development is not successful is proposed. The South African mining legislative system will be considered in parallel with relevant international legal instruments.

The legislative system promotes the development and empowerment of mining communities by means of a complex interaction between various pieces of legislation and policy guidelines. At the centre of this interaction, are the definitions of "community" and "mine community" provided for in the Mineral and Petroleum Resources Development Act ("MPRDA") and the Mining Charter.

These definitions have been amended quite a few times since the enactment of the legislative system, attesting to the difficulty for the law to capture "community" and causing uncertainty as to who should benefit from mine community development. This paper proposes that there is a conceptual problem when catering for communities, and not individuals, in a development paradigm.

The problem creates challenges for accurately defining "community" as the beneficiary of development initiatives. It is not argued that community development should not be promoted, but a possible reason for why mine community development is not successful is proposed. To illustrate the conceptual problem, the first

issue to be considered is the kind of commonality that is being recognised by the law when development is orientated towards a specific community.

The South African mining legislative system is considered in parallel with certain international legal instruments in section 3. The legislative system provides for a "community" referring to a group of persons sharing custom, tradition and ethnicity ("traditional communities"), but the provisions pertaining to socio-economic development in the South African mining context specifically focus on groups of persons sharing the effects of the mining company's activities.

In this regard, a "mine community", is also recognised, and is synonymous with poverty, marginality and exclusion from the formal economy. Thus, it seems as if the law acknowledges a type of community with the purpose of preserving it. However, the law also acknowledges a type of community that requires intervention or transformation. The effect of acknowledging the different kinds of commonalities is considered, and it is asked whether this differentiation perpetuates exclusion or requires unattainable inclusion.

In the following section, a brief description is provided of the neoliberal origins of certain development policies in South Africa that are relevant for the development of mining communities. Broad-Based Black Economic Empowerment, mine community development in terms of the legislative system and the mining industry and the notion of integrated development plans are considered to the extent applicable to mine community development.

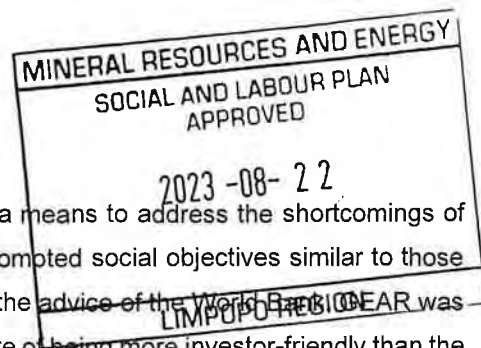
3.2 Development and empowerment in the South African mining industry

The "new" South Africa came into being in a context that was preoccupied with globalisation and neo liberalism. Commentators have noted that during the transition negotiations in the early 1990s, the African National Congress maintained a nationalist approach, firmly behind the ideals of the Freedom Charter, which followed a somewhat leftist approach.

Post-1994, however, there was a shift to a more neoliberal or free market capitalist policymaking, showing an attempt to retain investor and business confidence in a changing economic and political landscape. 15 Policies, aimed at the transformation of the South African economy and the development of its people that were created during South Africa's transition period, are often critiqued for following guidelines of institutions such as the World Bank (which is synonymous with the "idea of development").

The criticism holds that policymakers abandoned ideals to promote radical (leftist) redistributive policies since the Reconstruction and Development Programme ("RDP"), the Growth Employment and Redistribution ("GEAR") and even black economic empowerment ("BEE"), are regarded as promoting a neo liberalist agenda. BEE plays a significant role in mine community development, as is explained below.

As the "blueprint for transformation in South Africa, the initial versions of the RDP were in many instances critical of the global neoliberal path set for the South African economy. These sentiments did however not find their way into the RDP White Paper issued by the Government of National Unity ("GNU") elected in terms of the first democratic elections in 1994.



The GNU was often criticised for “talking left” but “acting right”. As a means to address the shortcomings of the RDP, the GEAR strategy was adopted in 1996. The strategy promoted social objectives similar to those promoted by the RDP, but the drafters of GEAR relied heavily upon the advice of the World Bank. GEAR was regarded as a local implementation of Washington consensus. In spite of being more investor-friendly than the RDP, the GEAR strategy was not successful in achieving its goals.

The RDP base document, together with the Freedom Charter, provided for the founding objectives and values of black economic empowerment (“BEE”) or broad-based black economic empowerment (“B-BBEE”). Initially, BEE was introduced in South Africa to de-racialise business ownership, but eventually transformed into a broader approach, hence renamed as broad-based black economic empowerment, aimed at benefitting previously disadvantaged black persons at different levels of the economy. As is explained below, the Mining Charter, which provides for the development of mining communities, also promotes B-BBEE.

The report in which B-BBEE is conceptualised configures “disempowerment” (the ill to be cured by BEE/B-BBEE) in terms of development rhetoric by promoting empowerment as a means to achieve sustainable development and to disrupt “the cycle of underdevelopment”, specifically in rural areas. The problem identified is low economic growth and poverty to be addressed by means of neoliberal initiatives such as increased investment and growth. It can, therefore, be argued that B-BBEE promotes a neoliberalist development agenda. Given the South African mining industry’s complicity in apartheid; the mining industry has been one of the cardinal targets of the larger drive for transformation in post-apartheid corporate South Africa.

The MPRDA places significant emphasis on the B-BBEE in the mining industry. Section 100(2) of the MPRDA provides for the creation of the Mining Charter to provide for the historically disadvantaged South Africans to participate in and benefit from the mining industry. Primarily, broad-based economic empowerment as provided for in the MPRDA focuses on addressing past and present discrimination against historically disadvantaged persons and the transformation of the minerals and petroleum industry.

Transformation includes the socio-economic development of mining communities and labour sending areas from the benefits arising from the mining activities. The Mining Charter describes mine community development as the meaningful contribution to community development. A mining company must identify the mine community’s developmental needs through consultation and these needs must be included in the mining company’s approved social and labour plan (“SLP”). For a mining company to comply with “mine community development” in terms of the Mining Charter it must implement all of its commitments in terms of the SLP during a specific financial year. In addition to the obligations created in the Mining Charter, the MPRDA compels a mining company to create an SLP, which also focuses on mining communities.

The objectives of the SLP, as provided for in the regulations to the MPRDA, are quite ambitious. The SLP is a means of compelling the holder of a mining right to contribute towards the social and economic development of the mining area and will thus affect the mining community. In addition to contributing to the transformation of the mining industry, the SLP also aims to provide employment opportunities and improve the social and economic welfare of all South Africans.

The SLP of a mining company must also be aligned with the integrated development plan (“IDP”) of the local government authority, the municipality, governing the relevant mining area. The Constitution of the Republic

of South Africa in Section 152(1) determines that municipalities must promote the socio-economic development of the areas they govern.

The Local Government Municipal Systems Act gives effect to this constitutional obligation as it provides for every municipality to promote integrated development planning. The IDP is essentially a spatial planning tool, but municipal planning must be slanted towards achieving development. The IDP serves as a point of coordination for plans and development proposals for a specific municipality. A mining community residing and a mining company operating in the area governed by a municipality must be included in the process of creating and implementing the IDP.

The drafting of the IDP should take place only once the actual level of development of the municipal area has been determined. The incorporation of integrated development planning into South African legislation is the result of influences of the World Bank and other international development agencies on the first democratic government of South Africa.

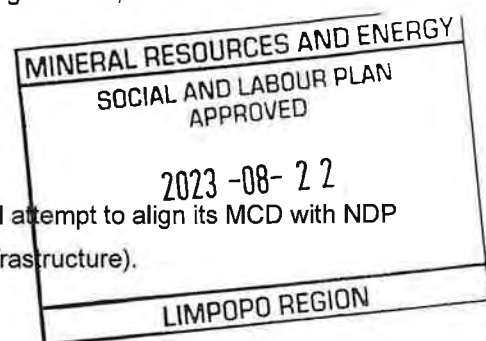
The MPRDA and the Consultation Guidelines define “community” as the sharing of land and custom. Thus, in certain instances, “community” can be regarded as a traditional community in terms of the Traditional Leadership and Governance Framework Act, as discussed below. “Community” in this instance will also be interpreted as a “cultural, religious or linguistic community” for the purposes of Section 31 of the Constitution. In addition to shared culture, religion or language, a common interest in land also constitutes a commonality acknowledged by the law in this instance. Here, the link with the international law conception of an indigenous community can be observed.

The development projects to be promoted in terms of the Mining Charter and provided for in the SLP of a mining company must be aligned with the Integrated Development Plan (“IDP”) applicable to the municipal area in which the mining communities are situated. The Local Government: Municipal Systems Act in terms whereof the IDP is created defines “local community” to include the persons residing in the municipality, the ratepayers of the municipality, organisations involved in the local affairs of the municipality, and visitors of the municipality that make use of the municipal services provided.

The aim of the IDP is to overcome the legacy of apartheid planning and the impact that it has on the poor. The link between “local community” and shared poverty is therefore visible. Due to its geographical location and poverty, the “host community” and “mine community” acknowledged by the MPRDA and the Mining Charter will form part of the “local community” for the purposes of the IDP. However, it is quite evident that “local community” in this instance differs significantly from a cultural, religious or linguistic community envisaged in the Constitution, or “community” as provided for in the MPRDA and Mining Charter, which communities are often regarded as traditional communities.

3.3 NATIONAL DEVELOPMENT PLAN 2030

Northam Zondereinde Mine strategy on Mine Community Development will attempt to align its MCD with NDP 2030, Chapter 3 (economy and employment) and Chapter 4 (economic infrastructure).



3.3.1 Economy and Development

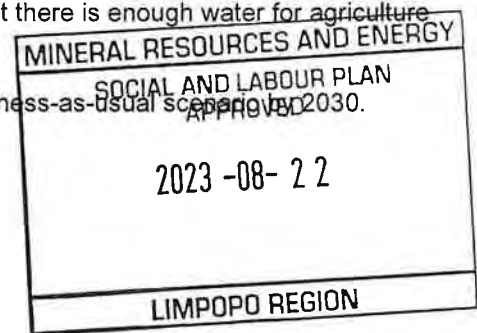
3.3.1.1 Objectives – as per NDP 2030

- The unemployment rate should fall from 24.9 percent in June 2012 to 14 percent by 2020 and to 6 percent by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.
- The proportion of adults working should increase from 41 percent to 61 percent.
- The proportion of adults in rural areas who are working should rise from 29 percent to 40 percent.
- The labour force participation rate should rise from 54 percent to 65 percent.
- Gross Domestic Product (GDP) should increase by 2.7 times in real terms, requiring average annual GDP growth of 5.4 percent over the period. GDP per capita should increase from about from about R50 000 per person in 2010 to R110 000 per person in 2030 in constant prices.
- The proportion of national income earned by the bottom 40 percent should rise from about 6 percent today to 10 percent in 2030.
- Broaden ownership of assets to historically disadvantaged groups.
 - Exports (as measured in volume terms) should grow by 6 percent a year to 2030 with non-traditional exports growing by 10 percent a year. Increase national savings from 16 percent of GDP to 25 percent. The level of gross fixed capital formation should rise from 17 percent to 30 percent, with public sector fixed investment rising to 10 percent of GDP by 2030.
 - Public employment programmes should reach 1 million by 2015 and 2 million people by 2030.

3.3.1.2 Actions Required – as per NDP 2030

- Reduce the cost of living for poor households and costs of doing business through microeconomic reforms.
- Develop proposals for an acceptable minimum standard of living and proposals on how to achieve this over time.
- Remove the most pressing constraints on growth, investment and job creation, including energy generation and distribution, urban planning etc.
- Position South Africa to attract offshore business services, and build on the advantage provided by its telecommunications, banking and retail firms operating in other countries.
- Increase the benefit to the country of our mineral resources by:
 - Giving clear certainty over property rights (the right to mine)
 - Increasing rail, water, and energy infrastructure
 - Structure a taxation regime that is fair, equitable and predictable and that recognises the non-renewable nature of mineral resources.
- Broaden the expanded public works programme to cover 2 million fulltime equivalent jobs by 2020.
- Offer a tax incentive to employers to reduce the initial cost of hiring young labour market entrants. Facilitate agreement between employers and unions on entry-level wages.
- Give a subsidy to the placement sector to identify, prepare and place matric graduates into jobs.
- Business and labour to develop their own proposals to reduce youth unemployment.

- Adopt a more open immigration approach to expand supply of high-level skills.
- Adopt an approach to handling probationary periods that reflects the intention of probation.
- Simplifies dismissal procedures for non-performance or misconduct, especially for smaller firms.
- Strengthen dispute resolutions mechanisms in the labour market with a view to reducing tension and violence.
- Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water.
- Reduce water demand in urban areas to 15 percent below the business-as-usual scenario by 2030.



3.3.2 Economic infrastructure

3.3.2.1 Objectives – as per NDP 2030

- The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user-friendly, less environmentally damaging, cheaper and integrated or seamless
- Durban port capacity should increase from 3 million containers a year to 20 million by 2040.
- Competitively priced and widely available broadband.
- The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest.
- The country would need an additional 29 000 MW of electricity by 2030. About 10 900 MW of existing capacity is to be retired, implying new build of more than 40 000 MW.
- At least 20 000 MW of this capacity should come from renewable sources
- Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water.
- Reduce water demand in urban areas to 15 percent below the business-as-usual scenario by 2030.
- The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user-friendly, less environmentally damaging, cheaper and integrated or seamless
- Durban port capacity should increase from 3 million containers a year to 20 million by 2040.
- Competitively priced and widely available broadband.

3.3.2.2 Actions – as per NDP 2030

Coal

- Ensure domestic security of coal supply for existing power stations through industry compact, more comprehensive coal field planning and opening up the Waterberg for coal mining.
- Invest in a new heavy-haul rail corridor to the Waterberg coal field, upgrade the central basin coal network and expand export capacity in the line to Richards Bay.

Gas

- Enable exploratory drilling to identify economically recoverable coal seam and shale gas reserves, while environmental investigations will continue to ascertain whether sustainable exploitation of these resources

is possible. If gas reserves are proven and environmental concerns alleviated, then development of these resources and gas-to-power projects should be fast-tracked.

- Incorporate a greater share of gas in the energy mix, both through importing liquefied natural gas and if reserves prove commercial, using shale gas. Develop infrastructure for the import of liquefied natural gas, mainly for power production, over the short to medium term.

Electricity

- Move to less carbon-intensive electricity production through procuring at least 20 000 MW of renewable energy, increased hydro-imports from the region and increased demand-side measures, including solar water heating.
- Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator and accelerated procurement of independent power producers.
- Ring-fence the electricity distribution businesses of the 12 largest municipalities (which account for 80 percent of supply), resolve maintenance and refurbishment backlogs and develop a financing plan, alongside investment in human capital.
- Revise national electrification plan and ensure 90 percent grid access by 2030 (with balance met through off-grid technologies).

Liquid fuels

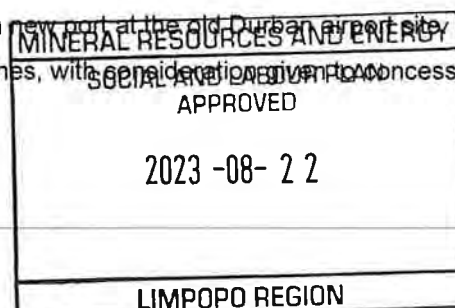
- Upgrade fuel refineries to ensure they meet new fuel quality standards and insist on larger strategic fuel stocks to ensure security of supply.
- Continue to import refined fuels, ensuring that the growing deficit in petroleum products is met, and defer decision on a new refinery to 2017.

Water resources

- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- Complete phase 2 of the Lesotho Highlands water project by 2020.
- Timely development of several new water schemes to supply urban and industrial centres, new irrigation systems in the Umzimvubu river basin and Makhathini Flats, and a national water conservation programme to improve water use and efficiency
- Create regional water and wastewater utilities and expand mandates of the existing water boards (between 2012 and 2017).

Transport

- Consolidate and selectively expand transport and logistics infrastructure, with key focus areas being:
- Upgrading the Durban-Gauteng freight corridor, including a new port at the old Durban airport site
- Expanding capacity of the coal, iron ore and manganese lines, with consideration given to concessioning parts of this network.



- Building the N2 road through the Eastern Cape. Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by enhanced links with road-based services.

Information and communications infrastructure

- Establishing a national, regional, and municipal fibre-optic network to provide the backbone for broadband access; driven by private investment, complemented by public funds required to meet social objectives.
- Change the regulatory framework to ensure that Internet broadband capacity improves, prices fall significantly, and access improves.

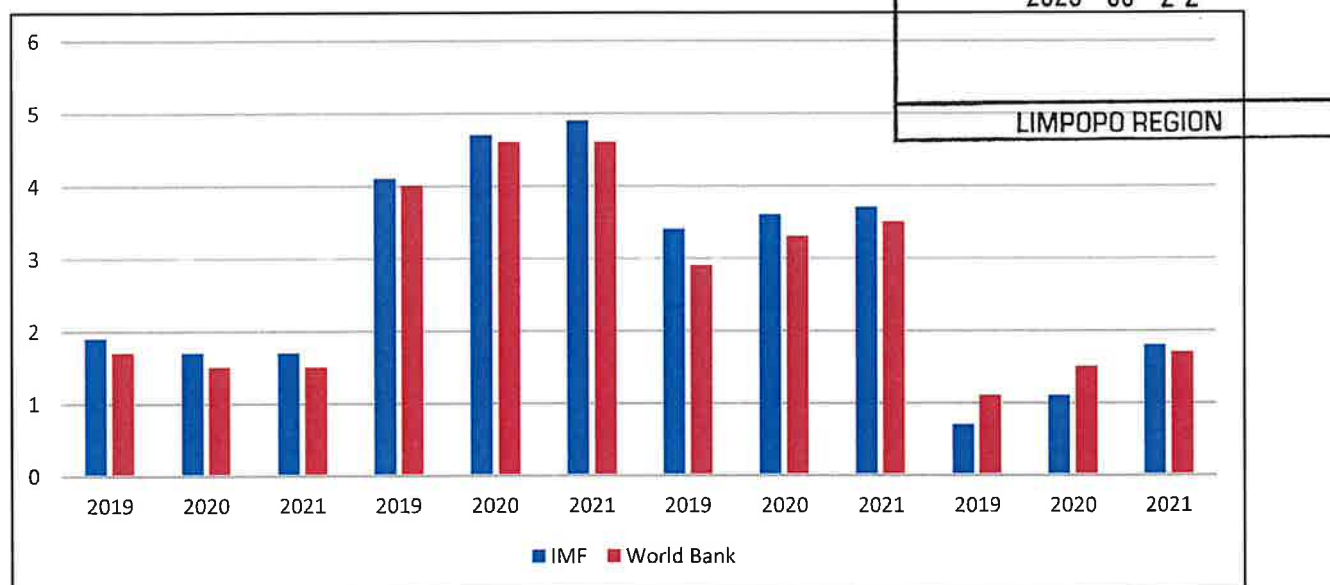
3.4 LOCAL ECONOMIC DEVELOPMENT: EXTERNAL ENVIRONMENT ANALYSIS

3.4.1 Macro socio-economic environment

2019 has seen pessimism pervade the global economic outlook amidst a general slowing of growth and an escalation of trade and political tensions between the world's largest economies. According to the World Bank's Global Economic Prospects, global growth is expected to slow to 2.5% in 2019. By 2021 it might creep as high as 2.8%.

Since early 2018 business and market sentiments have been repeatedly buffeted by a sequence of US tariff actions, and retaliation by trading partners. There was some brief optimism following the June G20 summit that the US and China would resolve their differences but rising political tensions and the disruptions in Hong Kong since have done little to sooth the market's growing anxiety. Any final resolution to the "trade war" is still elusive, and the generalised global disruption is further exacerbated by the prolonged uncertainty surrounding Brexit.

FIGURE 9: GDP GROWTH FORECASTS 2019-2021

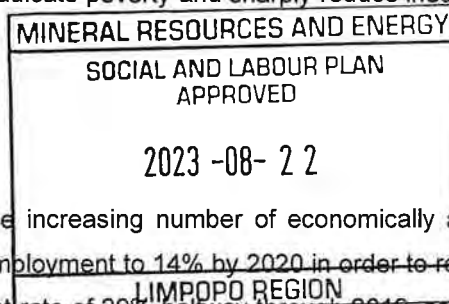


Advanced Economies	Emerging Markets & Developing Economies	Sub-Saharan Africa	South Africa
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Growth in South Africa was expected to continue to be subdued, picking up from 1.1% in 2019 to 1.5% in 2020 and then up to 1.7% in 2021. This forecast is a "best case scenario" assuming less policy uncertainty, reforms to improve the business environment and a plan to restructure the debt generating SCCs. Even if these prerequisites are met, the projected upside GDP growth until 2021 remains well short of the trajectory required by the National Development Plan to reduce unemployment, eradicate poverty and sharply reduce inequality by 2030.

3.4.2 Reducing Unemployment

The economy has not grown at a sufficient rate to absorb the increasing number of economically active members of the population. The NDP anticipated reducing unemployment to 14% by 2020 in order to remain on track to hit the 6% target in 2030. An average unemployment rate of 20% halfway through 2019, coupled with weaker than expected growth both locally and globally makes the attainment of the 2020 goal all but impossible.



3.4.3 Eradicating Poverty

Of serious concern is the fact that 2030 projections by the World Bank see extreme poverty reducing to almost zero across the rest of the world, whilst continuing to rise in sub-Saharan Africa. As the figure below shows, forecasts suggest that by 2030, nine out of ten extreme poor will reside in the region.

Close to 2.3 million South Africans escaped extreme poverty between 2005 and 2015, and the national poverty rate fell from 51 to 40% during this period. However, despite some improvements at the bottom end of the poverty scale (R664 per person per month).

In 2015 approximately half (49.2%) of the adult population were still living below the upper-bound poverty line (UBPL)s, which was last defined as R1 227 per person per month (in April 2019 prices). The provinces with the highest headcount of adult poverty were Limpopo (67.5%), Eastern Cape (67.3%), KwaZulu-Natal (60.7%) and North West (59.6%), Gauteng and Western Cape had the lowest proportion of adults living in poverty at 29.3% and 33.2% respectively.

3.4.4 Reducing Inequality

Wealth inequality in the country is unusually high and has been growing. Analysis based on data from four rounds of wealth surveys carried out by UNISA between 2008 and 2015 suggests that the top one percent of households hold 70.9% of the wealth. The bottom 60 percent have just 7%. A prominent factor influencing wealth inequality is the ownership of financial assets. For the wealthy, financial assets constitute 75% of total assets, where for the poor that figure is 36%.

Sources:

Unisa/Stats SA 2008 & 2015 Income and expenditure survey, history of poverty line in SA,
 Stats SA - Living condition survey 2014/2015,
 Stats SA 2008 – measuring poverty in South Africa
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 Census 2001 – Quest for nodal development report
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 The World Bank – SA economic update #8, fiscal policy and redistribution in an unequal society. Equality of opportunity 2015
 Van der Berg, S (2014) inequality, poverty and prospects for redistribution
 African Development Bank (2011) the middle of pyramid, dynamics of middle class in Africa
 2012 NDP 2030, The World Bank, IBRD-IDA World Bank Group, Department of Planning, Monitoring & Evaluation in RSA
 – overcoming poverty & inequality in South Africa.

3.5 Limpopo Provincial Government

As visualised in the National Development Plan 2030, the province through Limpopo Development Plan (LPD) has reflected their own steps in an ongoing journey to eliminate poverty, reduce inequality, improve infrastructure, and quality of life of their citizens.

The Limpopo Development Plan:

- Strives for economic development and transformation to enable the province to address the triple challenges of poverty, inequality, and unemployment.
- To intensify job-creation and enhance the skills base of the province towards supporting socio-economic growth and development in the province.
- Aims to diversify the economy through placing emphasis on mining and manufacturing thus creating value along commodities with competitive advantage within the prioritised economic sectors, in pursuit of addressing losses in employment and promoting sustainable job opportunities (Cluster Value-Chain development).

The priorities for implementation focus on the following areas, economic development and transformation, infrastructure development, building a developmental state, social cohesion, and transformation.

3.5.1 Reducing Unemployment

The issues related to the labour market has been identified as key in the South African economy. Since the middle 1990s the South African economy has been plagued by an average national unemployment rate of more than 20,0 percent (based on the narrow definition of unemployment), if the broader definition of unemployment is used, the unemployment rate is closer to 40,0 percent

The unemployment rate in Limpopo increased from 19,3 percent in quarter 4 in 2016 to 19,6 percent in the same quarter in 2017. This slight increase in the unemployment rate is seen in the increase in the actual number of unemployed people from 337 thousand to 346 thousand. The increase in unemployment highlights the issues that still needs to be addressed in terms of creating employment.

The first issue is to increase the labour force participation and absorption rates in the provincial economy. In the third quarter of 2017 the labour force participation rate was 48,6 percent and absorption rate was 39,3 percent in the province. More than 2 million people were deemed not to be economically active and 377 thousand job seekers deemed to be discouraged and not actively looking for work. The effort to create jobs in the provincial economy should focus on the promotion of the labour absorbing industries.

A major challenge in this regard is the capital-intensive nature of mining as a sector which limits the potential to create more jobs. The mines should also commit to employ local labourers in the mines. The biggest contributors to job creation in the province are Community services and Trade, who combined contribute 46 percent of the jobs. Despite the fact that agriculture is only contributing about 3 percent to the local economy in terms of production, it is contributing 10 percent of the jobs. It can also be concluded that the mining sector is very capital intensive. Although mining contributed 27 percent to GDP in 2016, the sector only contributed 6 percent of the jobs. Sekhukhune district had the highest level of unemployment in the province in 2016 at 30,8 percent, while Waterberg only had an unemployment rate 13,0 percent at the same period.

Although the mining development potential presents valuable growth, cluster promotion and employment opportunities within the Province, it is just as important to promote diversification and multi-skilling of the workforce, in order to mitigate the risks of shocks associated with commodity price dips and mine closure.

3.5.2 Eradicating Poverty

Limpopo has a population of approximately 5,8 million which represent 10,2 percent of national population (the fifth largest in the country after Gauteng).

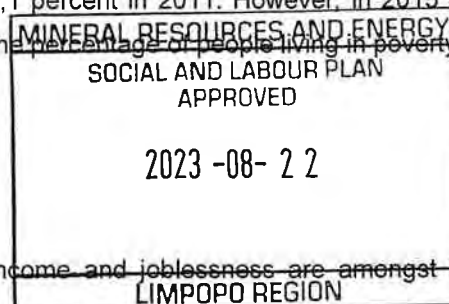
According to Statistics SA, an individual's educational level is closely related to poverty. Statistics SA's data showed that 79,2 percent of individuals with no formal education were poor, compared to only 8,4 percent of individuals who had a post matric qualification in 2015. The percentage of people living in poverty (Upper Bound Poverty Line) decreased from 82,4 percent in 2006 to 70,1 percent in 2011. However, in 2015 the percentage grew to 72,4 percent. Despite the declines over time, the percentage of people living in poverty in Limpopo is still extremely high.

3.5.3 Reducing Inequality

Low economic growth, low levels of education, low levels of income and joblessness are amongst the contributors of income inequality.

The UN recommend a series of targeted policy approaches to reduce income inequality in Africa:

- Improving distribution of human capital development (particularly secondary education) to positively affect inequality.
- Increasing direct taxation and efficiency of tax administration, as well as increasing well-targeted social expenditures.



- Enhancing productivity in the agricultural sector, which is seen as key to reallocating labour to other sectors of the economy and reducing rural poverty, rural poverty gaps and income inequality; and
- Implementing structural transformation.

Poverty, unemployment, and income inequality are consequences of a myriad of issues varying from: low economic growth, limited access to higher learning education and petty wage levels. It therefore implies that for the province to reverse the triple challenges of unemployment, poverty, and inequality the province should implement progressive economic transformation policies that are inclusive and ensure accelerated economic growth that is job creation.

Sources

Stats SA 2016 – Poverty Report

Stats SA 2017 - poverty trends

Limpopo Development Plan 2015-2019

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3.6 Waterberg District Municipality

The Waterberg District Municipality is located in the south western part of Limpopo, which is South Africa's most Northern Province. The district was formed in 2000 and is one of the five District Municipalities in the Limpopo Province. The district borders and shares boundaries with the North West and Gauteng provinces as well as Sekhukhune and Capricorn District Municipalities.

The economy of the Waterberg DM is largely dominated by three (3) sectors, namely, mining, tourism and agriculture. In 2018, the Waterberg's formal economic growth (GDP) contracted to an annual growth rate of -0,57%, which is significantly lower than the 0,22% per annum GDP growth of Limpopo Province and the 0,79% per annum growth of South Africa in 2018. The greatest contributor to Waterberg's Gross Value Add (GVA) is mining with 56%, followed by community services with 12% and Trade with 9%.

The district is one of the major mining regions in South Africa with platinum, iron ore, coal and diamonds as the main resources. Importantly, the district, houses 40% of the national coal reserves. Other minerals in the district include chrome, platinum, nickel, tin, tungsten, palladium, and iron. The district also houses the fourth largest power station (Medupi) in the world and the largest remaining known coal reserves in South Africa.

According to the Department of Mineral Resources, there is a total of forty-seven (47) mining licenses issued by the Department. Of the 47 issued licences, twenty are operational mines and twenty-seven (27) mines are non-operational due to various reasons including the companies that are under care and maintenance, lack of funding, appeals, and water use licences.

The district is also covered by large commercial agricultural land mainly used for game farming. The total current agricultural production area for the Waterberg District is 4,3 million hectares which is 8,51% of the provincial agricultural area. Although between 2008 and 2018 agricultural sector experienced the highest

growth with an average growth rate of 21,6%, its level of economic importance declined and its contributions to employment and growth diminished. The growth of the sector was driven by added attention to game farming and farm based eco-tourism.

The land in the district is suited for livestock production as well as cotton, sunflower, tobacco, and soya bean production. Vegetables that are mainly produced include tomatoes, potatoes, cabbages, and butternut. The land remains one of the biggest constraints towards development in the district, with 380 of the 539 lodged land claims settled. In support of land acquisition, the Department of Rural Development and Land reform acquired 176 farms amounting to a total of 91 899 hectares. Of the 1 836 beneficiaries of the programme land acquisition programme in Waterberg, 713 were women, 379 were youth and 4 were disabled. The land uses of the purchased farms is mainly livestock, crop production and game farming.

The Waterberg's comparative advantage in tourism is based on its unique bushveld landscapes, rich biodiversity, culture, and heritage attributes. With an abundance of privately owned game reserves, the District plays a critical role in the game industry. The wildlife industry is growing by 9,6% annually and 70% of the income comes from hunting. Consumer hunting increased by 35% since 2013 and now generates R8,6 billion annually in SA. Limpopo remains the number one hunting destination with 51% of the hunting community coming from Gauteng. The strategic location and abundance of privately owned game farms in the Waterberg contributes to the competitive advantage of the Waterberg region in the Safari and Hunting sector. The Waterberg Biosphere Reserve is internationally recognised under the UNESCO and Biosphere Reserve programme.

With regards to education, the Waterberg TVET College and the Lephalale FET College are the only public institutions of higher education and training with enrolments of 4 191 and 2 612 students, respectively. These institutions offer studies in agriculture, business management, engineering, hospitality, and ICT. In addition, the institutions also offer a range of artisan courses including bricklaying, welding, boiler making and end user computing. There is also one private institution which was registered in 2017. The district does not have any community colleges, but there are 74 Community Learning Centres (CLCs), supported by Sector Education Training Authorities (SETAs) with a total of 2 090 students enrolled. Encouragingly, Murray & Roberts is training hundreds of artisans at the Tliahlong training centre in partnership with the college and the Manufacturing, Engineering and Related Services Sector Education and Training Authority. Siemens has supported this centre with significant capital investment. The National Skills Fund (NSF) is currently funding a total of 1 090 beneficiaries in the Waterberg District, at a total cost of R108 228 115 (for the total duration of the programmes), for workplace learning programmes, in the form of learnerships, internships and apprenticeships. In terms of poverty, Waterberg District has a South African Multidimensional Poverty Index (SAMPI) head count poverty of 9%, which is an increase of 6,5% from 2011. Waterberg together with Capricorn has consistently been the most unequal district in the province, with a Gini coefficient of 0,609. Inequality is also displayed by its Human Development Index (HDI) of 0,62 compared to Limpopo's 0,59. As a consequence, the district has a total number of 284 472 social grant beneficiaries, 202 175 of the Child Support Grant and 55 240 recipients of the old age grant. Given the high number of social grants recipients, initiatives such as cooperatives for single mothers which can act as suppliers to key government and corporate programmes to address poverty should be established and supported.

The Auditor General's report 2020 shows that 43% of municipalities received an unqualified audit outcome, with only 11% of them receiving no findings. 28 of the municipalities did not submit their reports on time. 91% of municipalities did not comply with legislation, pointing to a lapse in oversight and the lack of controls particularly as it relates to supply chain management and procurement. This is also at the core of the mismanagement of resources related to the fight against COVID-19 which has seen the state pay up to 5 times the value in certain products, especially the Personal Protective Equipment.

These matters of mismanagement highlight long-standing challenges that have not been addressed in the local sphere. As part of seeking to address these, over the past year the various provinces placed 46 municipalities under section 139. Although 26 of these municipalities received unqualified audits, the challenges particularly as it relates to service delivery persist. The administrations of 16 of these municipalities failed to submit their reports on time. The government cannot hope to get different results by doing the same thing over and over again.

Therefore, these challenges call for the strengthening of oversight structures and a more active role by the various legislative houses including the National Council of Provinces. The business of local government is everybody's business. As envisaged by section 154 of the Constitution: "the national government and provincial governments, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions".

This requires a developmental local government which is geared towards providing a democratic and accountable government to local communities which according to the White Paper on Local Government must maximise social and economic growth, whilst integrating and coordinating development in the various localities.

Unfortunately, over the past 20 years democratic local government has not adequately fulfilled its developmental role, especially as it relates to economic development. This has largely been because of the horizontal and vertical silos which have defined all spheres of governance and departments.

By emphasizing on the delivery of basic services and other key 'deliverables' the state has created a double-edged sword. On the one hand the 25 Year Review of Democracy shows advancement in key areas especially as it relates to social and human development. However, it also shows a snail's pace advancement in relation to the economic outcomes, particularly as it relates to decent work and the transformation of ownership patterns of the economy.

This despite the Reconstruction and Development Programme envisaging that the delivery of basic services would be an engine by which our local and national economies would be transformed. The overemphasis on delivery has also eroded community participation thus disempowering communities. This is a far cry from what the White Paper on Local Government had envisioned wherein it had seen



"Local government [as] the sphere of government that interacts closest with communities, is responsible for the services and infrastructure so essential to our people's well-being and is tasked with ensuring growth and development of communities in a manner that enhances community participation and accountability. This has also created the growing distance between government and the people. The distance has also partially been propelled by inappropriate relations between politicians, business, and the administration, and these have favoured individuals and were not to the benefit of society.

To address these and facilitate for better coordination and integration the government, therefore, adopted the District Development Model (DDM). The DDM seeks to strengthen the local sphere of governance, moving us away from silo planning, budgeting and implementation. The DDM enables us to pursue socio-economic and spatial transformation through a more tangible common vision for development of the country. By adopting a long-term view and interconnecting the local economies the government will, be able to reimagine a better community, district, and nation. They are able to transcend the current limitations by capitalising on the endowment structure – what each district has.

By identifying these in every district and metro, government will therefore be enabled to locate the district's competitive advantage and utilise it for shared growth and prosperity. By purposefully linking local economies with district and national economies government can massify, optimise and transform the structure of the economy. This will require that government also pay particular attention to the participation of women and youth, by amongst others reskilling them and paying attention to them accessing financing and credit.

All these will require a developmental and appropriately capacitated local government. To this end, government are employing skilled people to the District Hubs so that they may avail shared skills where local municipalities may lack. The Hubs form part of the district's capacity and will link the localities to provinces and national departments. Thus, the DDM Hubs will serve as a functional network of support and a facilitation system for Intergovernmental Planning in relation to a specific district space. The Hubs will also house critical and scarce skills such as engineers, planners, ICT specialists and administrators, to the districts and local municipalities. In September 2020, government has introduced these professionals to the community of Waterberg.

Together with eThekweni and OR Tambo these three pilot sites will impact on over 10% of the population, the majority of whom are the poorest in our country. The ownership and management structure of these economies are a microcosm of South Africa. With the rich mineral and flora resources of Waterberg the majority of the land is owned by a handful of white males. Despite its captivating wild coast which is abundant with potential, only 15% of the people in OR Tambo are employed and the overwhelming majority of 65% live in poverty, the majority of whom are women who constitute 53% of the population. eThekweni displays the apartheid spatial planning patterns with the majority living far from work thus spending close to 20% of their income on transport, whereas the international norm is less than 10% of income.

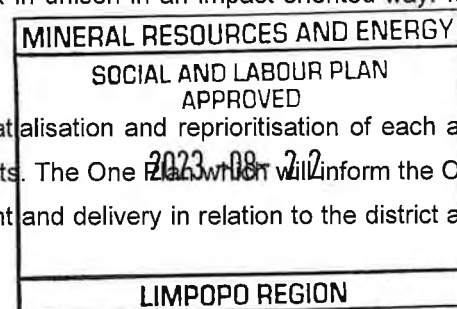
Government will therefore use the DDM to reimagine the future of all 44 Districts and the 8 metros, starting with profiling the localities. This will allow government to ensure that we have a common understanding of the challenges and opportunities confronting these areas. The government have now completed the profiles of all the 52 districts. This means we are now at a point where we have a good understanding of the major

development issues in all our districts. This was a critical step in the process of the implementation of the District Development Model because we now know what we need to do to improve the quality of the lives of our people.

This understanding will guide government on how we approach and package capacity building programmes and delivery interventions to drive the development agenda. They will be able to harness the inherent potentials and opportunities in these spaces. In this regard, the Model offers the greatest opportunity for reorganising government programmes and budgets.

The President has also assigned all Ministers and Deputy Ministers to districts and metros across the country. Ministers and Deputy Ministers have already started engaging with their allocated districts. The provinces have also allocated MECs to districts and their technical teams supporting this process. This is an important step towards the realisation of the dream of working together across the three spheres of government in one district. The District Development Model is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It is an all of Government and Society Approach with a method by which all three spheres of government and state entities work in unison in an impact-oriented way. It is changing the way government functions.

The District Development Model is implemented through the spatialisation and reprioritisation of each and every department, state entity and municipality's plans and budgets. The One Plan which will inform the One Budget is an intergovernmental strategic framework for investment and delivery in relation to the district and metropolitan spaces.



The DDM embodies an approach by which the three spheres of government and state entities work in unison, in an impact-oriented way. The District Development Model is all about how we work together as one government in all our district and metropolitan spaces, even if each sphere, sector or entity has its distinct, interrelated and interdependent constitutional powers, functions and responsibilities. In this case working together means planning, budgeting and implementing as one, while we hold each other accountable along the process.

The approach also looks to society-wide contributions so as to crowd in investments in a locality. To that end, we must formulate delivery partnerships to implement the model. Already we are working with various institutions including the DBSA, the CSIR, the Public-Private Growth Initiative (PPGI), and various other corporates, cooperatives and civil society organisations. Role of traditional leaders will also need to be strengthened, as these institutions are often closer to the people, particularly in the rural setting.

All these partnerships set government on the right path towards One Plan and One Budget for all our districts. In undertaking this planning and budgeting government must pay particular attention to Gender Responsive Budgeting, so that we may be able to address gender inequality in our society.

The government have to move beyond just delivering outputs like houses or schools and individual services but build more functional and liveable villages, towns and cities. They need to also make sure that, they are

investing in the right places and in line with demographic trends and communal aspirations. This is only way that we can overcome the legacy of apartheid spatial geography that continues to undermine efforts at social and economic inclusion. To assist government have utilised their constitutional obligations and the White Paper on Local Government.

So far these have provided them with solutions. However, implementation has shown certain inadequacies which they hope will be strengthened by the DDM. The model aims to allow for more specific service delivery and budget considerations 'at a district-level'. Under the model, all three spheres of government coordinate and integrate development plans and budgets while also mobilising the capacity and resources of government and civil society, including business, labour and community, in pursuit of inclusive growth and job creation.

The President in the 2019 Presidency Budget Speech (2019) identified the "pattern of operating in silos" as a challenge which led to "lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult". The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality, and employment. The President further called for the rolling out of "a new integrated district-based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities."

The District Development Model has been approved by government structures, including Cabinet. The model will be piloted in two Districts and a Metro that have elements of Rural, Mining and 2023-24 OR Tambo; Waterberg; Ethekewini".

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2023-24 OR Tambo; Waterberg; Ethekewini"
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A new integrated planning model for Cooperative Governance

- The District/Metro spaces offer the appropriate scale and arena for intergovernmental planning coordination.
- The District Model provides both an Institutional Approach and Territorial Approach (geographical space) focus.
- The 44 Districts and 8 Metros are developmental spaces (IGR Impact Zones) can be the strategic alignment platforms for all three spheres of government where One Plan for each space guides and directs all strategic investments and projects for transparent accountability.
- The District Model aims to address service delivery challenges and speed up service delivery and economic development, including job creation.
- All the 52 Plans will harmonise IDPs and create interrelated, interdependent as well as independent development hubs supported by comprehensive detailed plans.

The new District Development Model is anchored in the current government legislations and policies

- The new District Development Model brings to action the Khawuleza approach which is a call for accelerated service delivery.

- Under this model, district municipalities will be properly supported and adequately resourced to speed up service delivery.
- The Model takes forward key government plans and reinforces the existing policies geared to ensuring service delivery.
- The new model contributes to the achievements of the seven Apex Priorities announced by the President in the SONA.
- The model signals a shift from using more 139 (1) to section 154 of the constitution emphasizing closer support to Local Government by both National and Provincial spheres.
- The new model brings to life the realization of the ideal for Cooperative Governance

Development will be pursued through single and integrated plans per district.

- The district-driven development model is directed at turning plans into action and ensuring proper project management and tracking.
- District Development Model will be pursued through single and integrated plans per district which will be further synchronised with Integrated Development Plans in municipalities.
- The plans will elaborate the key transformation processes required to achieve long-term strategic goals and a desired future in each of the 44 districts and eight metros.
- Each district plan will outline the role of each sphere of government, prioritising the following:
- Managing urbanisation, growth and development.
- Supporting local economic drivers.
- Accelerating land release and land development.
- Investing in infrastructure for integrated human settlement, economic activity and the provision of basic services; and
- Addressing service delivery in municipalities.

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The plan is an inter and intra governmental society-wide Social Compact

- The model prioritises social partnerships and collaboration with all sectors of society and communities in addressing service bottlenecks.
- The model aims to strengthen community participation and advocates for cohesive communities.
- The model places communities at the heart of service delivery and mobilising citizens and civil society to support the implementation of long-term plans that outline how best to improve the lives.
- It will have considerable impact if members of the community become active participants and make use of the available opportunity to do things differently with the new model.
- More importantly, citizens who have burning issues will be responded to immediately by municipalities.

A more efficient government is our priority

- The National Development Plan set course towards a developmental state motivated by 25 years of democracy experience. In realising vision 2030 we require collaboration between all sections of society and strong leadership by government.

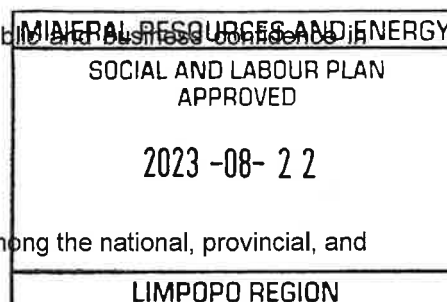
- If we are to address the triple challenges of poverty, inequality and unemployment we need a state that is capable of playing a transformative and developmental role.
- This requires well run and effectively coordinated state institutions staffed by skilled public servants who are committed to the public good and capable of delivering consistently high-quality services for all South Africans.
- This model aims to overcome barriers to service delivery in government and create capacity to meet increasing expectations.
- It will help government reverse the decline in state capacity and restructure service delivery so it best serves our citizens.

The District Development Model will stimulate economic growth and benefit local entrepreneurs.

- The District Development Model is expected to develop, support and promote local entrepreneurs through prioritising local procurement of services and goods.
- Municipalities will be assisted to create an enabling environment for economic development and provide regulatory certainty in line with Back to Basic pillar of LED.
- By providing policy and regulatory certainty, municipalities will build public and business confidence in municipalities as places to live, work and invest.

The much-needed resources will be channelled to realise the plan

- As the model seeks to secure maximum coordination and cooperation among the national, provincial, and local spheres of government.
- The coordination will require that with effect from the 2020/21 Budget cycle - that national budgets and programmes be spatially referenced across the 44 districts and 8 Metros.
- Provincial government budgets and programmes will be spatially referenced to districts and metros in the respective provinces.
- Municipalities will express the needs and aspirations of communities in integrated development plans for the 44 districts and 8 Metros.



Reducing unemployment, eradicating poverty, and inequalities

The development of SMME's in municipalities has been undertaken within the policy framework of B-BEE, LEGDP and the National Cooperative Development Strategy. SMME development must be focused within the competitive and comparative industries that are found in the municipal area. This is achieved by tapping in the value chain of the industries. The Waterberg economic status has placed it at high level of competitiveness in the Limpopo Province. While the municipality is a region still plagued with high levels of poverty and unemployment it has substantial opportunities for cooperative development in mining, agriculture and tourism. The cooperative development is implemented in the context of developing SMMEs and the two are overlapping. According to LIBSA there are 124 cooperatives in Waterberg. Their activities range mainly from catering to farming. They do not take advantage of other economic sectors mainly because of funding.

Critical challenges of developing SMMEs and Cooperatives in the municipal area are limited opening of opportunities by the existing industries to communities owned by private people, lack of information, lack on entrepreneurship skills, lack of facilities and infrastructure. Education and training levels of SMMEs to understand and tap into the small business development opportunities within the area is still inadequate.

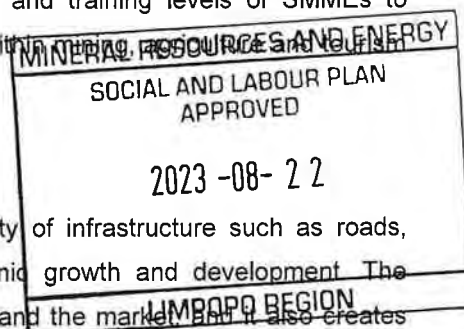
Infrastructure Investment

Infrastructure is a very important part of any economy. The availability of infrastructure such as roads, telecommunications, railways, water, and airports can create economic growth and development. The existence of this infrastructure improves linkages between the supplier and the market. It also creates employment. Economic development depends on the availability and capacity of the economic infrastructure which is found in an area. The Spatial Development is critical in identifying areas which are of economic potential.

According to NSDP, government should deliberately engage itself in development spending. It further says that fixed investment should be both economic and social in order to support, sustain and stimulate sustainable economic and social development. Challenges of project coordination between the district municipality, local municipalities, and sector departments.

SECOND ECONOMY – CWP, LEARNERSHIPS Over the years

Waterberg District Municipality emerged as a strong partner in the implementation of projects through labour intensive methods aligned to the Extended Public Works Programme. The main objective of EPWP is to create jobs while providing skills in order to alleviate poverty within the areas where projects are implemented. The programme entails utilising public sector budget to advance the objectives as set out by the National Department of Public Works. For the past 5 years 469 jobs were created on projects ranging from roads, paving, sewer, water etc. There are competing needs of addressing communities' social needs through the provision of basic services and developing the local economy of the area. The provision of basic needs in addressing the second economy challenges plays a limited role as most of the projects implemented have a short-term life span. In the case where it can absorb the unemployed and those who are not absorbed by the economic growth potential of the area it is only a limited number. The processes of taking advantage of the economic industries that exist in the municipal area can be realised when the developed infrastructure and local economic development industries are developed in such a manner that they have spin off to adjacent communities. The economic investment experienced in Lephalale brings about economic spin off that will benefit the local communities immensely. It is therefore important that the District look holistically at how the provision of basic integrated infrastructure in the area promotes and complements economic development of the area. Strategies of acquiring strategic land and developing the local skill to enhance economic development must be developed and implemented. The Second Economy is characterised by high unemployment and lack of skills mainly among the youth, women, and people with disabilities. Despite the most progressive policy development, many of the people are poor and unemployed. It is mainly informal, marginalised, unskilled economy, populated by those who are unemployed in the formal sector. These are caught in a poverty trap, unable to benefit in the growth in the first economy; and difficult to assist.



The Waterberg area is characterised by economic industries that have the potential of absorbing the second economy population. The skills development strategy of Waterberg District shows that a number of scarce skills which can help the local economy to develop are:

- Jobs created through LED initiatives:
- Community Work Programme
- Tourism Safety Monitors Learnership district wide
- NARYSEC district wide:
- Youth Employment Services (YES) Project

Sources:

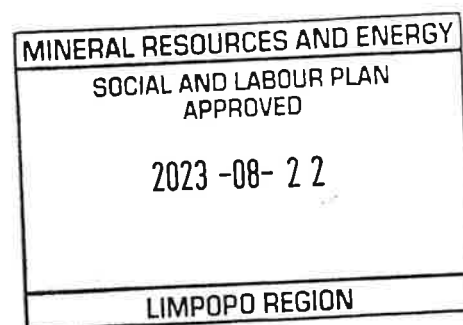
Stats SA Poverty Report 2017

IHS Global Insight

Limpopo Community Survey 2017

Waterberg District Municipality IDP 2019/2020

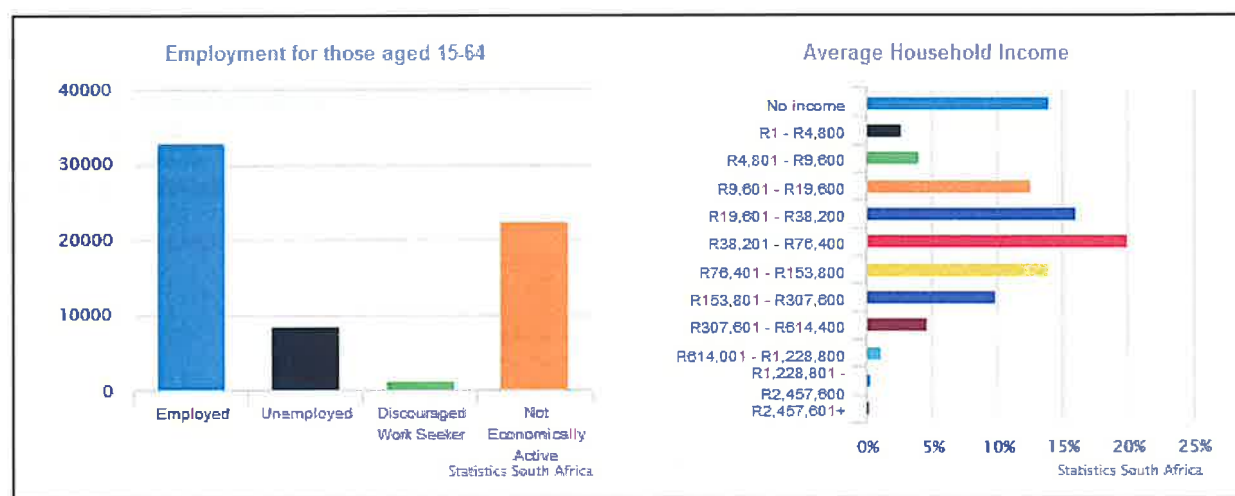
<https://www.gov.za/ts/node/800710>



3.7 THABAZIMBI LOCAL MUNICIPALITY

The unemployment rate (20, 6%) and the youth unemployment rate (26,9%) is the lowest in the district. The mining industry is a major source of employment. Agricultural activities include cattle, poultry and game while mining activities includes iron and platinum.

FIGURE 10: THABAZIMBI LOCAL MUNICIPALITY EMPLOYMENT



3.7.1 Thabazimbi Local Municipality employment stats below – (source: statistics SA 2011)

TABLE 25: THABAZIMBI LOCAL MUNICIPALITY EMPLOYMENT STATISTICS

Employment Status	Number
Employed	32 918

Unemployed	8 562
Discouraged Work Seeker	1 236
Not Economically Active	22 438

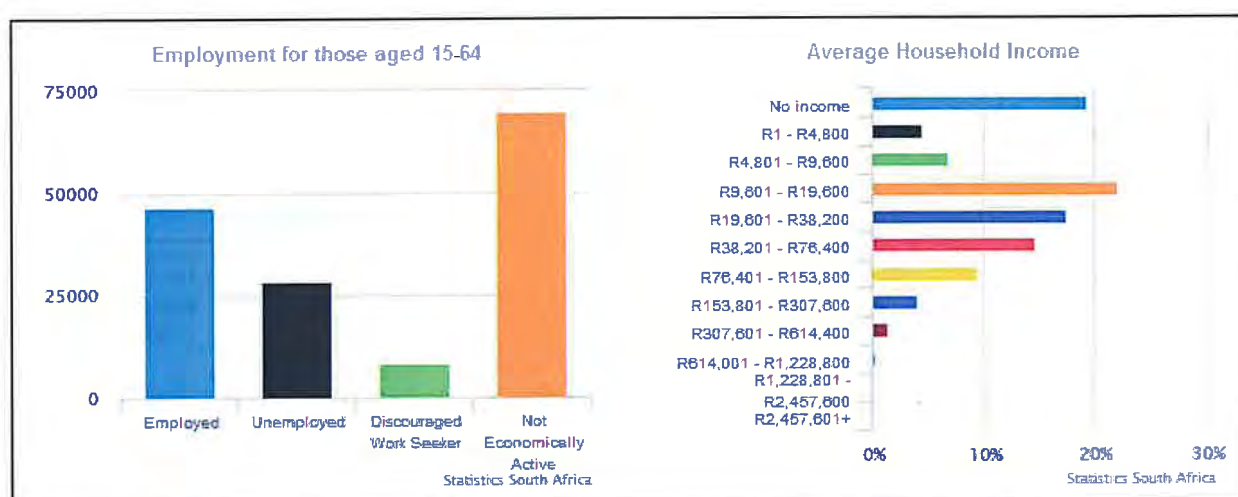
3.8 MOSES KOTANE LOCAL MUNICIPALITY – major labour sending area

37, 9%, Unemployment rate.

There are 74 744 people in the municipality who are economically active (employed or unemployed but looking for work) and of these 37, 9% are unemployed.

Almost half (47, 4%) of the economically active youth (15-34 years) in the municipality are unemployed.

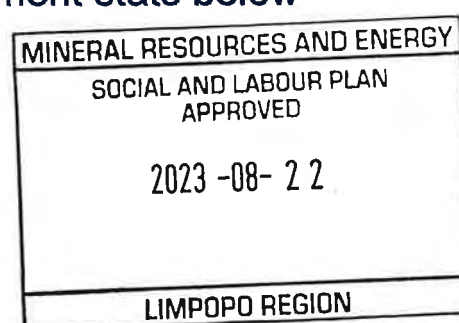
FIGURE 11: MOSES KOTANE LOCAL MUNICIPALITY EMPLOYMENT STATISTICS



3.8.1 Moses Kotane Local Municipality employment stats below (source: statistics SA 2011)

TABLE 26: MOSES KOTANE LOCAL MUNICIPALITY UNEMPLOYMENT STATISTICS

Employment Status	Number
Employed	46 416
Unemployed	28 328
Discouraged Work Seeker	8 369
Not Economically Active	69 859



3.9 Northam Zondereinde Mine

The surrounding mine communities (Northam Ward, Thabazimbi, Regorogile, Smashblock, Koedoeskop, Jabulane and Matikiring) are integral to mine development. Many of these community members, directly and indirectly, devote their lives to the success of mining operations.

Mining forms part of the larger ecosystem, it is thus critical for Zondereinde to contribute to the socio-economic wellbeing of their ecosystem, especially their surrounding and host communities.

The social and labour plan has become even more integral to MCD and highlights the importance of targeted development with proper processes, procedures and consultations. Furthermore, assessments of community development need, international best practices, and consultative process with key stakeholders is required. This will assist us in delivering projects that meet the needs of our mine and labour sending area.

3.10 LOCAL ECONOMIC DEVELOPMENT PROJECTS

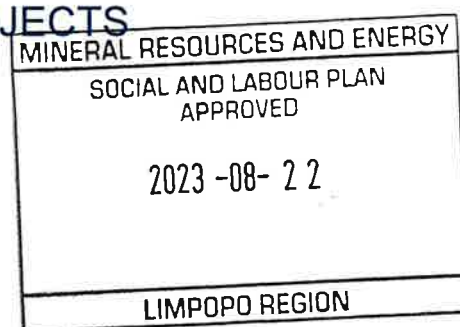
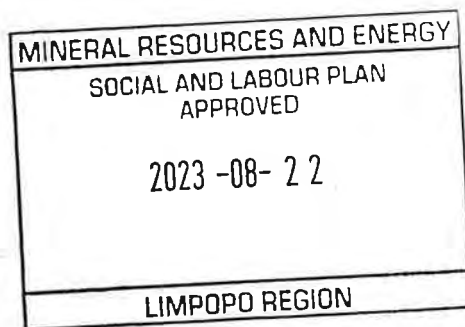


TABLE 27: LOCAL ECONOMIC DEVELOPMENT PROJECTS

Project Name	Pre-Paid Water Meters installation			Classification	Income Generation		
Background	In recent years, Thabazimbi Local Municipality has been put under administration, due to its inability to meet the financial obligations. The root cause of the inability being non-payment of services by residents. The service delivery issues in the municipality adversely affected the municipality's ability to deliver water to the residents. In order to reduce the risk of human rights infringements, and permanently eradicate the stoppage of water supply to residents, pre- paid water meters will be rolled out to all of Northam town. Northam Zondereinde has done a pilot project for Prepaid water meters in parts of Northam in SLP 2. The municipality, as part of their IDP projects, wants to roll out pre-paid meters to Northam ext. 2, 6, 7, Hellen Park and Northam CBD.						
Geographical Location of Project	District Municipality: Waterberg District Municipality	Local Municipality: Thabazimbi Local Municipality	Village Name: Northam	Project Start Date: 2021		Project End Date: 2022	
Output	Key Performance Area: Water Consumption	Key Performance Indicator Pre-Paid water meters Installed in Ext 2,6,7 , Hellen Park and CBD	Responsible entity (inclusive of all role players) Northam Zondereinde Thabazimbi Local Municipality	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget R10,5 million
Classification of Jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	10	2	2	3	3	10	The number may vary when according to the requirements of the project
The projected completion date of the project is 31 July 2022. The maintenance, collection of revenue and sustainability of the prepaid meters will be handed over to Thabazimbi Local Municipality.							

Project Name	Upgrade of Thabazimbi Land Fill Site			Classification	Infrastructure		
Background	Thabazimbi Local Municipality has as part of their IDP projects, identified the need to improve service delivery, specifically with respect to the removal of and safe disposal of refuse. The upgrade of the landfill site will include Construction of site office, weighbridge, ablution facilities and some rehabilitation work.						
Geographical Location of Project	District Municipality:	Local Municipality:	Village Name:	Project Start Date:		Project End Date:	
	Waterberg District Municipality	Thabazimbi Local Municipality	Regorogile	2023		2024	
Output	Key Performance Area:	Key Performance Indicator	Responsible entity (inclusive of all role players)	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget
	Construction of site office, weighbridge, ablution facilities. Demarcations and rehabilitation work	Land fill site upgraded	Northam Zondereinde Thabazimbi Local Municipality				R12,5 million
Classification of Jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	8	2	4	1	1	8	The number may vary when according to the requirements of the project
Long Term					2	2	
The projected completion date of the project is 31 July 2024. The maintenance of the package plant will be handed over to Thabazimbi Local Municipality. It is projected that a minimum 2 long term jobs will be created indirectly by TLM for the maintenance and upkeep of the plant.							



Project Name	Paving of Internal Roads at Northam Ext. 2			Classification	Infrastructure		
Background	Road infrastructure in Northam is in a dilapidated state. This results in numerous accessibility challenges for residents and business alike. The improvement in roads infrastructure is one of the local and district municipality's priorities. The project will cover 8km of road, inclusive of storm water drainage in Northam extension 2. Thabazimbi Local Municipality will guide Northam Zondereinde on the specific streets prior to implementation.						
Geographical Location of Project	District Municipality:	Local Municipality:	Village Name:	Project Start Date:		Project End Date:	
	Waterberg District Municipality	Thabazimbi Local Municipality	Northam Extension 2	2024		2025	
Output	Key Performance Area:	Key Performance Indicator	Responsible entity (inclusive of all role players)	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget
	Roads Infrastructure	Internal Roads Paved	Northam Zondereinde Thabazimbi Local Municipality				R25 million
Classification of Jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	25	5	10	5	5	25	The number may vary when according to the requirements of the project
Projected end date is June 2025							



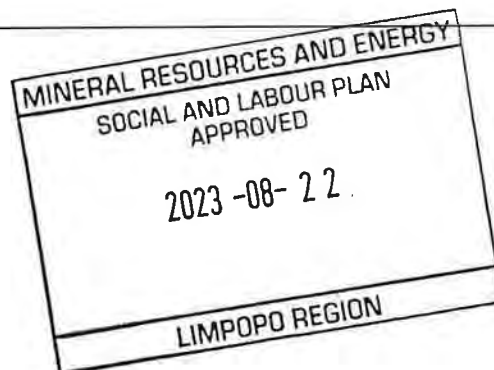
Project Name		Rebuild/repair of Elandskuil bridge and surfacing of Road D2358		Classification		Infrastructure Development		
Background		The bridge on Elandskuil Road, across the Crocodile River has collapsed, posing a risk for motorists and community at large. Northam plan to upgrade/repair the bridge and tar the road. This will address also traffic flowing from the R511 and assist children of farm workers with access to schools. Northam will fully fund the project,						
Geographical Location of Project		District Municipality:	Local Municipality:	Village Name:	Project Start Date:		Project End Date:	
		Waterberg District Municipality	Thabazimbi Local Municipality	Koedoeskop	2022		2025	
Output		Key Performance Area:	Key Performance Indicator	Responsible entity (inclusive of all role players)	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget
		Road Infrastructure	Improved Road infrastructure Bridge fixed	Northam Zondereinde Roads Agency of Limpopo Thabazimbi Local Municipality				R49 million
Classification of Jobs		No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term			5	5	8	12	30	
Project Completion date – June 2025								



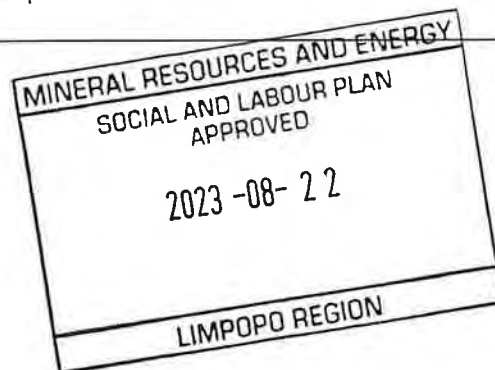
Project Name	Infrastructure Upgrade at St Patrick's SSS, which includes classrooms and ablution facilities			Classification	Education – Labour sending schools Infrastructure		
Background	Due to the rationalisation program, the classrooms in the school, particularly grades 8 and 9 are extremely overcrowded. The school also had inadequate ablution facilities and no running water. The project seeks to address the challenge and help foster a conducive learning environment for learners and educators						
Geographical Location of Project	District Municipality: O.R. Tambo	Local Municipality: Ngqeleni Local Municipality	Village Name: Libode	Project Start Date: 2023		Project End Date: 2024	
Output	Key Performance Area: School Infrastructure provided.	Key Performance Indicator Provision of Classrooms and ablution facilities	Responsible entity (inclusive of all role players) Northam Zondereinde EC-DoE Ngqeleni Local Municipality	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget R5 million
Classification of Jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	8			4	4	8	The number may vary when according to the requirements of the project
Projected Completion date is June 2024							



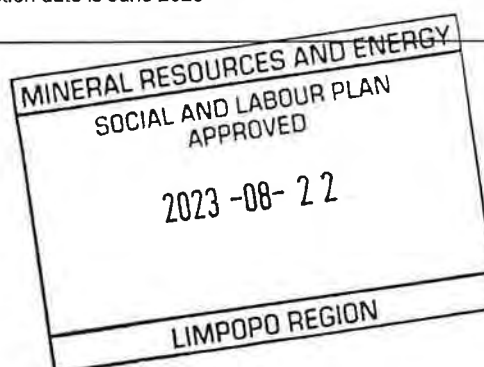
Project Name	Infrastructure Upgrade at Caguba SSS, which includes classrooms and ablution facilities			Classification	Education – Labour sending schools Infrastructure		
Background	Due to the rationalisation program, the classrooms in the school, particularly grades 8 and 9 are extremely overcrowded. The school also had inadequate ablution facilities and no running water. The school infrastructure is in a dilapidated shape The project seeks to address the challenge and help foster a conducive learning environment for learners and educators						
Geographical Location of Project	District Municipality: O.R. Tambo	Local Municipality: Nqeleni Local Municipality	Village Name: Libode	Project Start Date: 2023		Project End Date: 2024	
Output	Key Performance Area: School Infrastructure provided	Key Performance Indicator Provision of Classrooms and ablution facilities	Responsible entity (inclusive of all role players) Northam Zondereinde EC-DoE Port St Johns Local Municipality	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget R2,25 million
Classification of Jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	8			4	4	8	The number may vary when according to the requirements of the project
Medium Term							
Projected Completion date is June 2024							



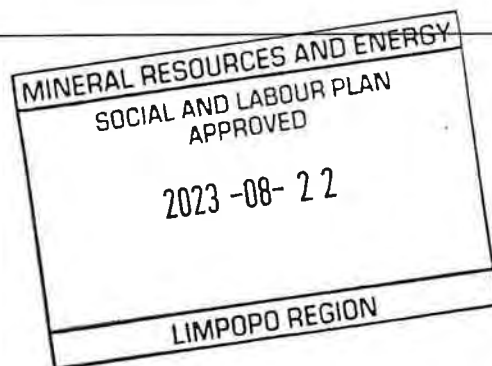
Project Name	Deo-Gloria Primary School Infrastructure			Classification	Infrastructure Development		
Background	The unavailability of School Infrastructure in Thabazimbi is a great challenge. Learners are over-crowded in classes. The current grade 1 classes at Deo-Gloria are housed in temporary structures which are in a dilapidated condition. This situation is also exasperated by the fact that it is the only Primary School in the Township of Regorogile 1						
Geographical Location of Project	District Municipality: Waterberg District Municipality	Local Municipality: Thabazimbi Local Municipality	Village Name: Regorogile	Project Start Date: 2022		Project End Date: 2023	
Output	Key Performance Area: School Infrastructure development	Key Performance Indicator 3 grade 1 classes, ablution facilities and fencing erected	Responsible entity (inclusive of all role players) Northam Zondereinde Limpopo Department of Education	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget R8 million
Classification of Jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	15	2	3	4	6	15	
Projected Completion date is June 2023							



Project Name	Upgrade of Chrome Mine School			Classification	Infrastructure Development		
Background	Vandalism of schools is a major challenge to the DoE in recent times. This is in addition to other improvements made to the school. There is a need for additional ablution facilities and security, to ensure that all school property is preserved and that all investments can last for generations						
Geographical Location of Project	District Municipality: Waterberg District municipality	Local Municipality: Thabazimbi Local Municipality	Village Name: Koedoeskop	Project Start Date: 2022		Project End Date: 2023	
Output	Key Performance Area: School fencing, ablution facilities and furniture	Key Performance Indicator Improved Security and ablutions	Responsible entity (inclusive of all role players) Northam Zondereinde Limpopo DoE	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget R6.5million
Classification of Jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	7			3	4	7	
Projected Completion date is June 2023							



Project Name	Renovation and extension of Baphalane Health Care Centre			Classification	Infrastructure Development		
Background	Moses Kotane Local Municipality largely services rural villages with under developed infrastructure. The development of infrastructure is therefore critical to the municipality and the communities. Baphalane services 4 surrounding villages. Their health care infrastructure is currently inadequate and very dilapidated.						
Geographical Location of Project	District Municipality: Bojanala District Municipality	Local Municipality: Moses Kotane Local Municipality	Village Name: Ramokokastad	Project Start Date: 2022		Project End Date: 2024	
Output	Key Performance Area: Renovation and construction of Baphalane Clinic	Key Performance Indicator Baphalane Clinic extended and renovated	Responsible entity (inclusive of all role players) Northam Zondereinde Moses Kotane Local Municipality Department of Health - NW	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget R7 million
Classification of Jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	12			6	8	12	
Projected Completion date is June 2024							



Project Name	Construction of the Welgeval Primary Health Care Centre			Classification	Infrastructure Development		
Background	Moses Kotane Local Municipality largely services rural villages with underdeveloped infrastructure. The development of infrastructure is therefore critical to the municipality and the communities. A health care Centre in Welgeval is submitted as one of the critical IDP projects in Moses Kotane. The clinic would service Welgeval, Dikweipi, parts of Moruleng and Sandfontein in the Bakgatla-ba-Kgafela area.						
Geographical Location of Project	District Municipality:	Local Municipality:	Village Name:	Project Start Date:		Project End Date:	
	Bojanala District Municipality	Moses Kotane Local Municipality	Welgeval	2023		2024	
Output	Key Performance Area:	Key Performance Indicator	Responsible entity (inclusive of all role players)	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget
	Construction of Primary Health Care Centre	Primary Health Care Centre Constructed	Northam Zondereinde Moses Kotane Local Municipality Department of health - NW				R18 million
Classification of Jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	12			6	8	12	
Projected Completion date is June 2024							

3.11 SUMMARY OF LOCAL ECONOMIC DEVELOPMENT PROJECTS

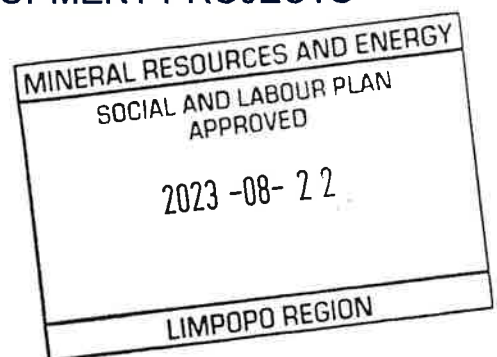
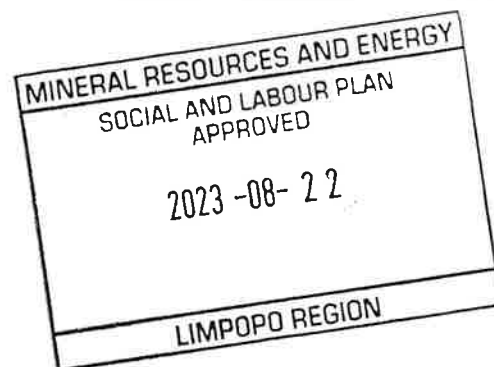


Table 28: 24 MINE COMMUNITY DEVELOPMENT PROJECTS

PROJECT NAME & TYPE	2020 - 2021	2021-2022	2022-2023	2023-2024	2024-2025	TOTAL
Infrastructure Initiatives						R126, 000, 000
Deo -Gloria Primary School Infrastructure	R2,000, 000	R1,000, 000	R2,500, 000	R2,500,000		R8, 000, 000
Chrome Mine School Upgrade	R1,500, 000	R5,000, 000				R6,500, 000
Upgrade of Thabazimbi Landfill Site			R6,000, 000	R6,500,000		R12,500, 000
Paving of Internal Roads at Northam ext. 2				R12, 500,000	R12,500, 000	R25, 000, 000
Rebuild / repair of Elandskuil bridge and surfacing of Road D2358		R12,250,000	R12,250,000	R12,250,000	R12,250,000	R49,000,000
Renovation and extension of Baphalane Health Care Centre			R7,000,00			R7,000,000
Construction of the Welgeval Primary Health Care Centre				R15,000,000	R3,000,000	R18,000,000
Income Generating						R10 500,000
Pre-Paid water meters for Northam	R10,500,000					R10,500,000
Education (incl. infrastructure development) Labour sending schools (OR Tambo District Municipality)						R10,000,000
St Patricks SSS, Libode				5 000 000		R5 000 000
Caguba SSS – Port St Johns			2 500 000	2 500 000		R5,000,000
TOTALS	R14 000,000	R20,500,000	R33,000,000	R46,000,000	R27,000,000	R141,500,000



SECTION 4: HOUSING & LIVING CONDITIONS STANDARDS

4.1 State of housing / human settlement in South Africa

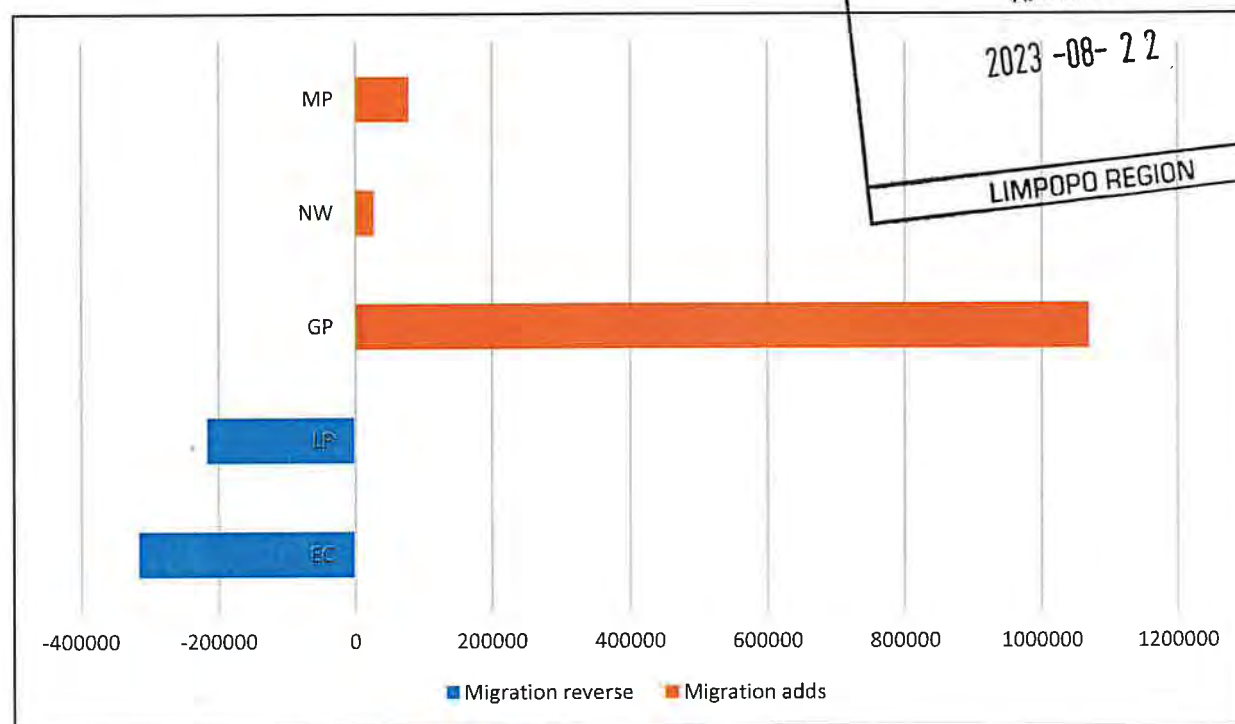
4.1.2 Population growth & Migration

Statistics South Africa estimated the 2019 mid-year population at 58,78 million. Of that total 37,6 million (63,9%) are under 35 years old indicating that future demand for housing, infrastructure and services is only likely to increase.

With approximately 15,2 million people, Gauteng is home to the largest share of the country's total population, at 25,8%. KwaZulu-Natal has the second largest population with an estimated 11,3 million people, or 19,2%. Northern Cape is the province with the smallest population with 1,26 million people or 2,2%.

In the period 2016-2021, net international migration to South Africa is estimated at over one million. Gauteng has absorbed 47,5% of that number and the Western Cape 11,6%.

FIGURE 12: NET INTERNATIONAL MIGRATION TO SOUTH AFRICA



Of the 5.8 million people currently residing in Limpopo, a majority 5.4 million (93.1%) were born in the province. About 400 000 of Limpopo residents were born elsewhere in the country and outside South Africa. Of those born outside the province, a large number was born outside of South Africa (133 811), followed by those who were born in Gauteng (105 994), Mpumalanga (78 596), and North West (27 508). Between 2011 and 2016, Limpopo experienced a net-migration of -1.2 million, which was a result of 1.6 million people immigrating from the province and 389 151 moving to the province from elsewhere.

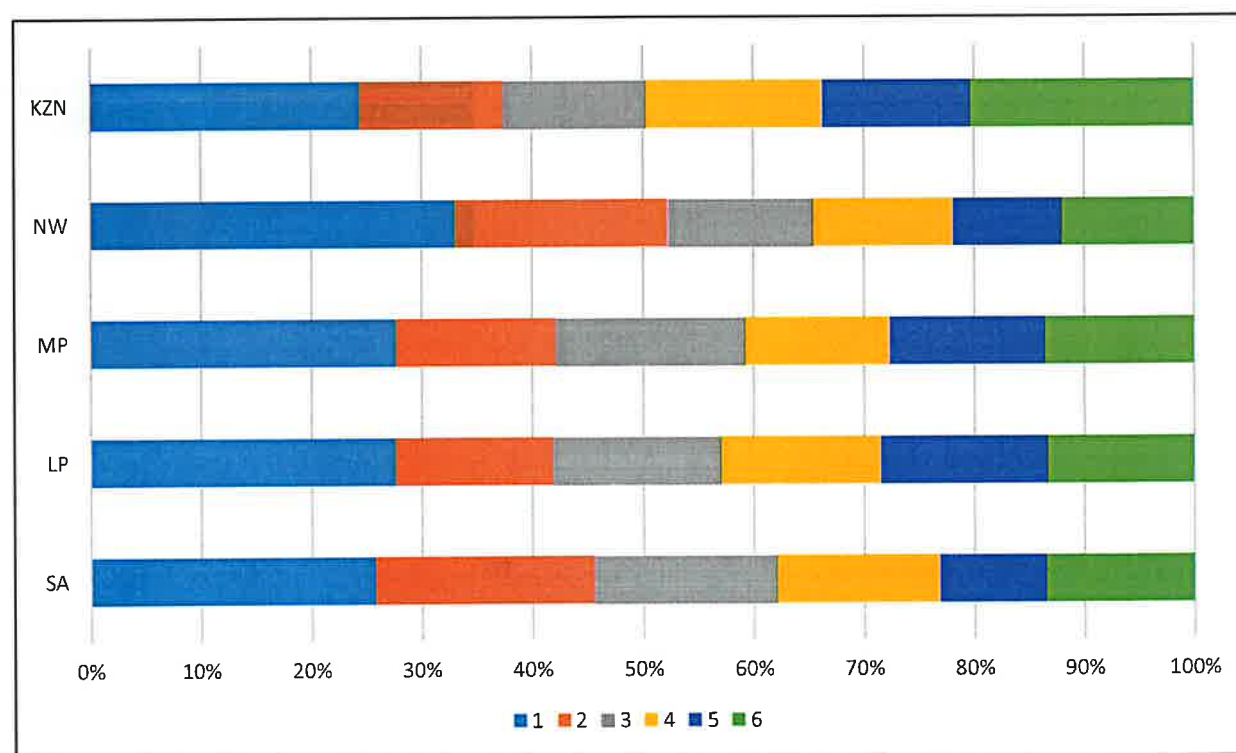
It is estimated that the number of households in the country has increased from 11.2 million in 2002 to 16.7 million in 2018. Nationally, overall household growth of 472 000 was estimated between 2017 and 2018. Over a third of that growth (175 000) was in Gauteng, where approximately one-fifth of households lived in informal settlements.

Poverty is consistently higher among South Africans living in rural areas than for those in urban areas, with the gap between rural and urban poverty rates averaging around 40 percentage points. This is a significant factor driving people to leave their rural homes to seek work in the cities. However, increasing numbers of these in-migrants find themselves living in informal settlements.

Between 2002 and 2017, the percentage of households that lived in the formal dwellings and whose dwellings were fully owned showed similar percentage, while the percentage of partially owned dwellings declined from 15.3% to 8.8%. About 13.1% of households had "other" forms of tenure arrangements in 2017.

Figure below illustrates that 20.3% of households in KZN have 6 or more persons living in the household, while almost 33% of households in the NW province are single person households followed by Limpopo and Mpumalanga at 28%. Many of the provinces, however, have 1 and 2 member households, with an average of 25.7% single member households and 19.8% 2 person households in the country. The implication is that the policy reform process must support the provision of smaller-sizes social housing units in provinces where the majority live in 1 and 2 households.

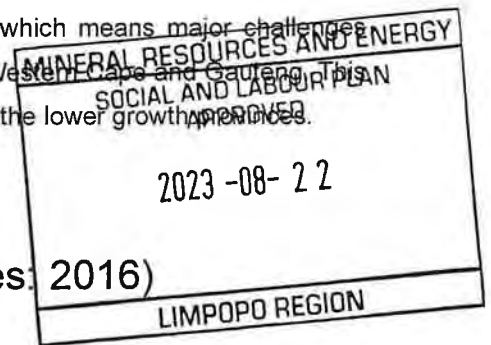
FIGURE 13: HOUSEHOLD SIZE BY PROVINCE, 2018



The percentage of households that received some form of government housing subsidy has progressively increased from 5,6% in 2002 to 13,6% in 2018, with a slightly higher percentage of female-headed households

(17,4%) than male-headed households (11,0%). This aligns with government policies that give preference to households headed by individuals from vulnerable groups, including females and individuals with disabilities.

Patterns of in-migration are unlikely to change much in the term ahead, which means major challenges providing suitable serviced housing in and around the cities of North West, Western Cape and Gauteng. This does not, however, mean a reduced demand for affordable social housing in the lower growth provinces.



Housing Communities In Mining (SAHRC Studies: 2016)

Mining towns are profoundly characterised by wide scale informal settlements without access to adequate services and mining communities have to endure poor living conditions

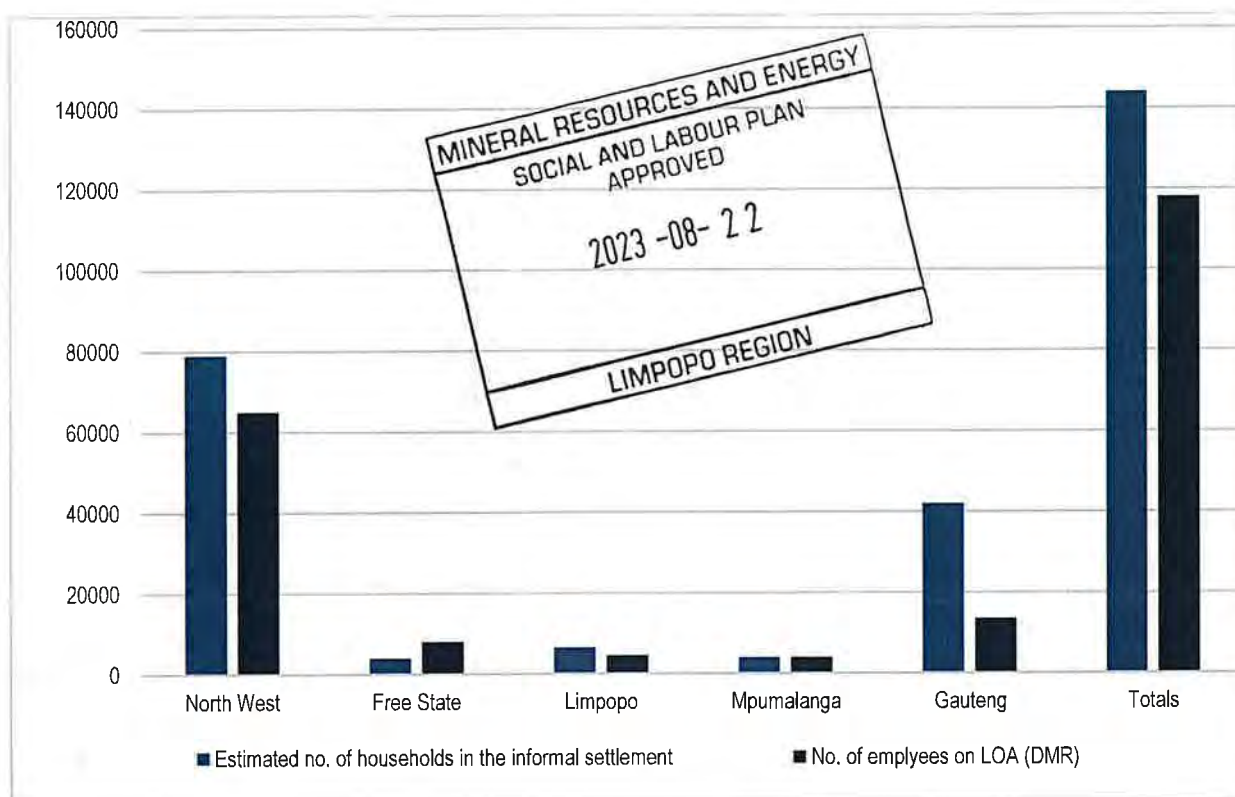
SAHRC Mining communities report on housing: 13-14 September, 26 and 28 September, 3 November 2016.

The Commission notes various challenges related to housing in mining affected communities, including failure to plan for and integrate migrant labourers and to provide such workers with decent housing, the failure to conduct integrated and sustainable human settlement planning, and the absence of adequate funding options and housing opportunities.

The mining industry in South Africa has largely been characterised as a compound- and migrant-based system, with domestic and foreign migration of workers to mining areas. Historically, migrant labourers were easily exploited and were housed in large compounds which were often crowded. Such exploitation resulted in atrocious living conditions. Miners were also separated from their families, resulting in the breakdown of family structures. Today, access to adequate housing is a socio-economic right, and is directly linked to the realisation of other rights, including access to basic services, health and an environment not harmful to a person's wellbeing, privacy and dignity. Furthermore, this right has implications for family unity, the ability to access employment opportunities and social cohesion through successful integration into a broader community. Despite the significance of housing, the Commission's National Hearing did not engage with the issue at length and the evaluation provided herein is not, therefore, comprehensive.

The establishment of mines contributes significantly to population growth as a result of an influx of migrants. Whereas South Africa's population between 2002 and 2011 grew by approximately 16%, the population growth along the Platinum Belt in Rustenburg and Madibeng, for example, grew by 40% over the same period, with the population in Rustenburg increasing from 300 000 to around 1 million. The rapid influx places an incredible strain on municipal planning and on the ability of municipalities to deliver basic services. Insufficient housing gives rise to the development of informal settlements, whereas old and aging bulk infrastructure is unable to cater for increased need. As a result, many people live in deplorable and unsafe conditions without access to basic services. Many miners and surrounding communities live in housing made up predominantly of shacks, with no lighting or electricity, no refuse collection and oftentimes, no water connection or adequate sanitation facilities.

FIGURE 14: ALIGNMENT OF NDHS AND DMR INFORMATION ON INFORMAL SETTLEMENTS AND HOUSING OPTIONS PROVIDED BY MINING COMPANIES AS AT 31 MARCH 2015



Source: DPME Submission taken from Department of Minerals Resources & National Department of Human Settlements, 2015.

While some mine workers are provided with accommodation in hostels, these are only available to a small number of employees and are not always able to accommodate families. As a result, many workers opt to receive a living-out allowance (LOA) in addition to their regular salary. Through a study conducted in mining towns prioritised under the Special Presidential Package (SPP), the DPME and DHS identified a link between the number of households in informal settlements and the number of mine workers receiving a living-out allowance (approximate 40% correlation), as reflected in the table below.

The findings highlight the fact that the LOA is often amalgamated into the overall gross salary received and is not always used for its intended purpose. Although the prevalence of the system of LOA is problematic, the Commission has noted that this frequently forms part of labour negotiations. The removal of the LOA or amendment to the current system will therefore be complex and likely be received with significant opposition. Ultimately, an attempt to address the current housing and living conditions crises faced by mine workers through the provision of a LOA is unfeasible. More work will need to be done to fully engage with the issues and consequences of the current system. The 2004 Mining Charter outlined the obligation of mining companies to “establish measures for improving the standard of housing, including the upgrading of hostels, conversion of hostels to family units and the promotion of home ownership options for mine employees”. The revised version of the Charter, released in 2010, outlined more specific obligations to:

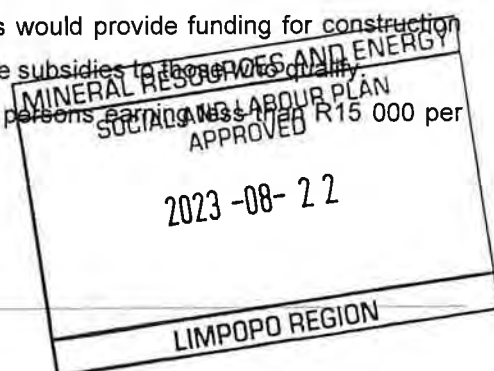
- Convert or upgrade hostels into family units by end of 2014.
- Attain the occupancy rate of one person per room by the end of 2014; and
- Facilitate home ownership options for all mine employees in consultation with organised labour by the end of 2014.

In addition, the Housing and Living Conditions Standard for the Minerals Industry was promulgated in 2009 with the view to providing guidelines to foster suitable housing and living conditions for mine workers. The 2015 Mining Charter Assessment Report highlighted the fact that, overall, only 55% of mining companies had reached the target in relation to the reduction of occupancy or the conversion of hostels into family units. Although the 2017 version of the Mining Charter reiterates the call for license holders to improve the standards of housing and living conditions for mine workers, it no longer contains specific or measurable targets. Instead, it repeats the requirement for compliance with the Housing and Living Conditions Standard. Some progress has been made in moving away from the compound system through the upgrading of existing compounds and to provide for better conditions and to accommodate families, while additional housing options have also been established by some mining companies. However, this only applies to a minority of mine workers and is insufficient to provide for the vast majority who are either unable to access adequate housing provided for by the mine, or have opted to live outside compounds in order to receive an additional LOA.

Schedule 4 of the Constitution provides for the functions that the different spheres of government are responsible for. Notwithstanding housing being listed as a function of National and Provincial Governments, the management of the implementation of housing projects has become the responsibility of municipalities. As a result, local government is responsible for the planning of integrated and sustainable development, including the provision of adequate housing and basic service delivery. These plans are given effect to through spatial development frameworks and IDPs, which are also aligned to regional and national master spatial development frameworks. However, municipalities face various challenges, including the following:

- Planning is generally done on the anticipated population growth rate of 1,5% per year. The establishment of mines contributes to expedited growth rates beyond the 1,5%, without adequate notice or resources to enable municipalities to plan effectively.
- There is currently no basis for the coordination of housing delivery and the development and implementation of SLPs, and there is further no alignment to the policies of other departments. For example, policies and strategies of the Department of Labour (DoL) should be integrated to address challenges of employment migration, and the practices and impacts of living-out allowances, amongst other things. The delivery of housing opportunities by mining companies must be adequately aligned to Spatial Transformation Plans and Human Settlement Strategies in the prioritised mining towns, as well as to IDPs of municipalities. According to the DHS, this is one of the main challenges in the current system. Municipalities must accordingly ensure that housing-related plans, policies, and strategies are readily available to mining companies before the commencement of mining operations.
- The co-existence of local government with Traditional Councils may, at times, give rise to disputes over the allocation and management of land. Traditional Councils have in the past allocated land to communities for housing developments despite the fact that such portions of land have not been identified and/or prioritised for human settlements by the municipality. These sites are often poorly positioned for infrastructure development and may remain un-serviced as a result.
- Vast portions of land that are used for the development of human settlements are privately owned.
- Severe capacity constraints and inadequate skills contribute towards the lack of integrated settlement planning, the lack of alignment between pipelining of projects, project funding and implementation, as well as the technical inability to adequately allocate and expend funds from the municipal infrastructure grant.
- Overall, there is often a lack of integration of mine worker housing with the broader community.

- Mining companies bear a constitutional obligation not to diminish existing access to adequate housing that may be enjoyed by communities before a mine is established. To the extent that mining companies fail to adequately consult with local government and thereby align SLPs with IDPs in order to cater for mining-related influx of labour, existing access to adequate housing may be jeopardised through the exacerbation of housing backlogs. In such instances, mining companies may be held accountable for the violation of the negative duty imposed on all persons to refrain from interfering with existing access to socio-economic rights. In addition to providing access to decent housing for mine workers, existing access to adequate housing that precedes the establishment of a mining operation must thus be prioritised by both mining companies and relevant local government authorities. Most government interventions that aim to provide housing-related funding do not apply to mine workers specifically. The Finance Linked Individual Subsidy Programme (FLISP), Social Housing and SLPs are the only interventions directly relevant for addressing market failure in mining towns. Nevertheless, the vast majority of mine workers do not qualify for State assisted housing as a result of the following:
 - Most earn above the threshold which disqualifies them from accessing Breaking New Ground (BNG) and Reconstruction and Development Programme (RDP) houses, as well as Community Residential Units (CRU) and Social Housing rental units.
 - High levels of indebtedness of mine workers, which is a common phenomenon, also disqualify them from accessing the FLISP. Apart from inaccessible State housing options, there is a general lack of housing products to match middle to lower income bands. Rental housing options are either insufficient in number to meet demand, or alternatively, unaffordable for mine workers. These gaps consequently contribute to the mushrooming of informal settlements and backyard dwellers and the absence of security of tenure. A number of options are currently being explored to address the shortage of appropriate housing options, including but not necessarily limited to the following:
 - Some mining companies have incorporated the provision of housing as part of their SLP projects. As outlined above, these are not always aligned to broader housing plans. For example, one mining company provided a number of houses to community members whose names were submitted by communities themselves. While aimed at community-driven development, the identification of beneficiaries outside of the model of prioritisation used by government or without objective criteria exposes the system to potential abuse or nepotism on the part of dominant factions within communities.
 - As part of the Special Presidential Package, a Mine Worker Housing Framework is being developed by the DPME and piloted in the Marikana Extension 2 integrated human settlement project.
 - A number of employer-assisted housing models are being developed in partnership with development financial institutions and mining companies.
 - Multiple public-private partnership funding models are being explored.
 - The DHS encourages mining companies to develop rental housing stock for employees who do not wish to purchase houses. In this regard, mining companies would provide funding for construction while the State and the DHS would be in a position to provide subsidies to those who qualify.
 - Social Housing Rental Units are currently only available to persons earning less than R15 000 per month to enable mine workers to access the rental units.



The DPME is also considering a waiver of the CRU policy. The DHS, on the other hand, does not support the establishment of a special housing assistance dispensation for mine workers. It is of the view that mining companies should provide support to their employees to meet their own housing needs, which is linked to addressing issues of indebtedness and credit worthiness as a common characteristic amongst mine workers.

- Government has also provided funding to municipalities for holistic development-oriented programmes for the creation of sustainable and integrated human settlements. In mining areas, it will often consist of the provision of serviced stands at cost or market value depending on income level, but funding will need to be obtained through mortgage loans.
- The DHS has established a Human Settlements Programme for Mining Towns, where the plan is to fast-track existing planned project pipelines in the 22 prioritised mining towns. In addition to this, there has been a development of Human Settlement Transformation Strategies and Plans for each mining town, together with initiatives aimed at the mobilisation of partnerships and local capacity building. R2,1 billion was ring-fenced by Government in 2013/14 alone to upgrade informal settlements in the 15 initially prioritised mining towns.

The responsibility for monitoring the implementation of housing obligations within the mining industry currently rests with the DMR. However, this reinforces a silo-based approach, rather than addressing housing from a coordinated perspective. The DHS has therefore suggested that the DMR establish an inter-departmental monitoring team that will define human settlement indicators and develop a dashboard for measuring and reporting on performance, where DHS would also assist in monitoring the implementation of SLP housing programmes. The Commission is supportive of this approach, noting the need for a system based on integrated solutions to human settlements in mining-affected areas. However, improved monitoring must be accompanied by stringent enforcement of SLPs by the DMR. The DHS further submitted that projects that form part of the current IDPs are “not catalytic enough to drive transformation in mining towns”, and there is a need to break from traditional models of housing opportunities.

The Commission accordingly finds that the failure by mining companies, in close consultation with local government, to adequately address anticipated levels of migration and population growth in initial assessments undertaken during mining licence applications; the failure by the DMR to take this information into account when authorising mining rights; and the further failure by mining companies to adequately include local government in the planning phase of SLPs, directly contribute to inadequate planning and budgeting for housing at the local level. As a result, housing-related infrastructure including water and sanitation, electricity and roads is likewise jeopardised. Where a failure to integrate housing-related planning interferes with existing access to adequate housing, this constitutes a violation of the negative duty imposed by section 26(1) of the Constitution on all persons, including mining companies, to refrain from impeding existing access to adequate housing.

Sources:

Tendele Coal Comments on SAHRC Provisional Report: National Hearing on the Underlying Socio-economic Challenges of Mining-affected Communities in South Africa (January 2018).

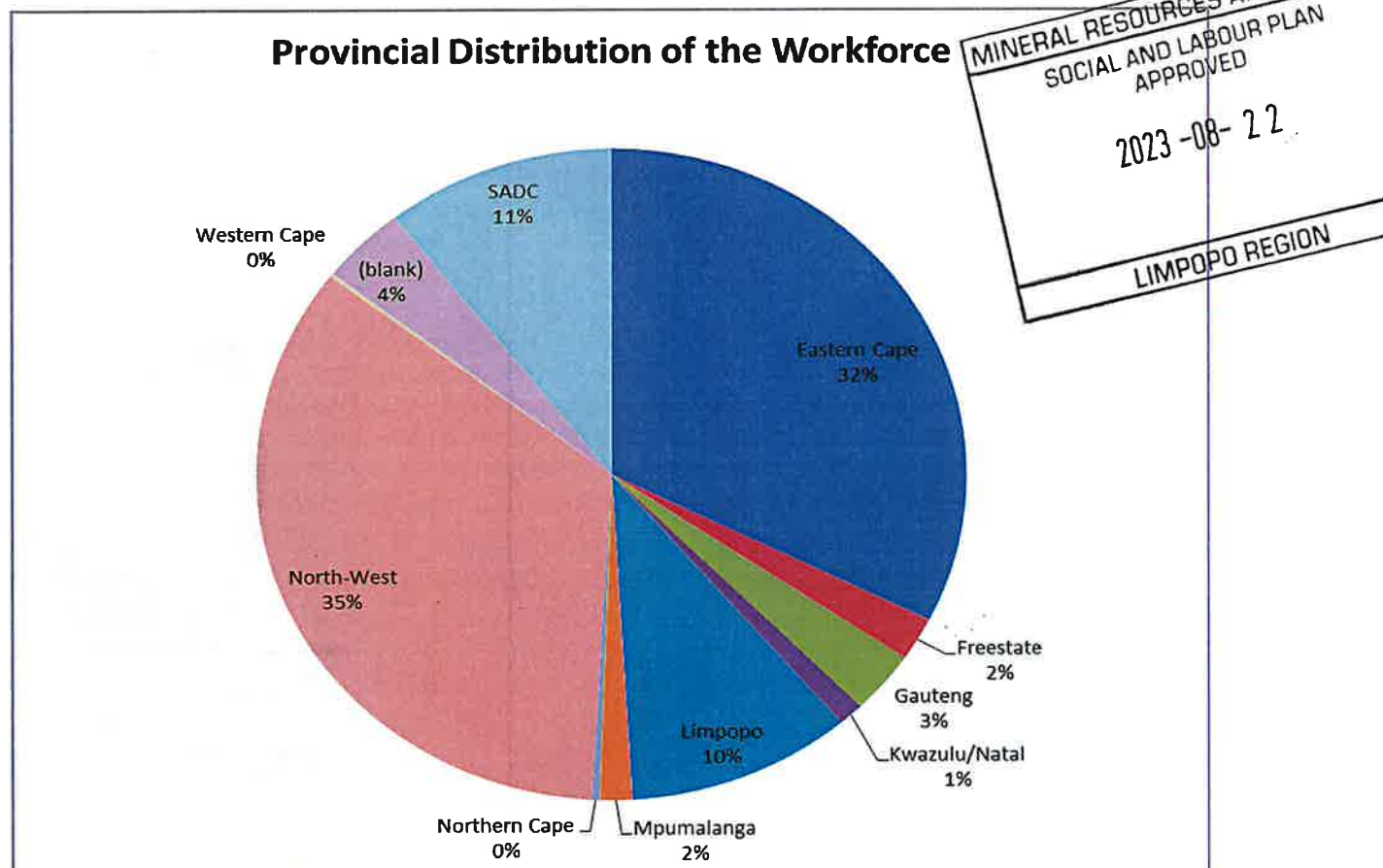
42 DHS Response to the South African Human Rights Commission for the National Investigative Hearing on the Underlying Socio-Economic Challenges in Mining Affected Communities in South Africa (23 August 2016) 30.

Provincial distribution

The demographic analysis of the mine's workforce shows that 10% of the workforce come from the Limpopo Province and 35% from the North West Province. The mine is situated in Limpopo Province.

The provincial distribution of the workforce is depicted below:

FIGURE 15: PROVINCIAL DISTRIBUTION OF THE WORKFORCE



Municipal distribution

The Amandelbult Section labour complement is 16 427, of which 14 172 are permanent employees and 2 255 are contractor employees as per the 2015 baseline. These employees are sourced from 140 local municipalities across the country's nine provinces (including employees from SADC countries). Of these municipalities, only three contribute more than 10% of the mine's labour.

As discussed above, there are two definitions of significance regarding labour-sending areas:

- Major labour-sending areas within the mine community are defined as those municipalities from which more than 10% of the mine's workforce is sourced; and
- Major rural labour-sending areas are those municipalities from which more than 5% of the mine's workforce is sourced.

Reference: SLP- Anglo American Platinum studies, Amandelbult Section 2019

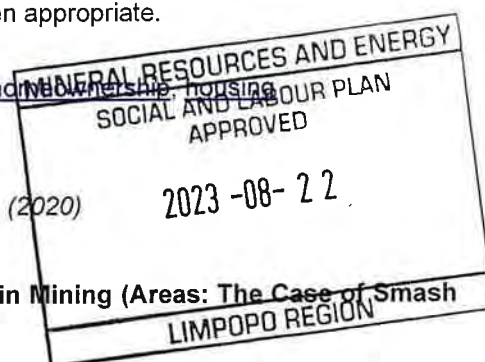
Housing policy in mining towns: issues of race and risk in South Africa

Mining has had much to do with the pattern of housing in South Africa today. Under apartheid, the mines housed black mineworkers, classed as migrants, in high-density compounds, while giving white mineworkers company houses. Changes came with the demise of apartheid and the rise of neoliberalism and globalisation. The post-apartheid government emphasised ownership and permanence for mineworkers. This paper critically reviews post-apartheid government policy for mine housing in South Africa. Mining companies privatised mineworkers' housing, devolving the long-term risks to households. Among the results have been deterioration of houses, lack of a coherent rental-housing strategy, ownership that could lock households into declining mining settlements, an influx of contract workers for whom the mining companies are no longer responsible for providing housing, lack of capacity to manage mining towns and unwanted houses if a mine closes. To date, policy responses to the problems of mine housing have not been appropriate.

Keywords: Mine housing, mine settlements, apartheid, compounds, home ownership, housing, permanence, rental housing

Reference:

Housing studies, published online by Jan Cloete and Lochner Marais (2020)



An Appropriate Management Strategy for Informal Settlements in Mining (Areas: The Case of Smash block, Thabazimbi)

Mining Unions and the Accommodation of Miners.

Mining Unions were weak during the apartheid era. However, unions have found space in the democratic dispensation in post-1994 South Africa. As a matter of fact, unions have been in partnership with the governing political party, the ANC, and this has bestowed immense powers to unions. Thus, the National Union of Mineworker (NUM), and lately the Solidarity Union, have effectively pushed for not only improved remuneration but better working conditions as well. In this section the focus is on mine unions and the accommodation for mineworkers. The living out allowance (LOA) was established to offer mine employees the choice of not residing in hostels (Amnesty International: 2016), as already noted above. While the LOA had noble intentions, this section analyses the LOA and the consequences of the LOA for mineworkers and the rise of unintended social issues. The literature also shows the amount of LOA offered by different mining companies and companies contracted to mining industries, for example Lonmin mine and the Northern Platinum Mine, which is based in Northam.

Reference: A thesis Submitted in Fulfilment of the degree of Masters Built Environment Housing to the Faculty of Engineering and Built Environment of the University of Witwatersrand, Johannesburg by student: Phathutshedzo Siebe, Supervisor: Associate Professor Sarah Charlton, August 2017

4.1.3 Housing Quintiles

Service Norms and Standards (National Housing) Quintiles (Source: Thabazimbi Local Municipality Draft Integrated IDP 2019/2020)

- Quintiles 1-2: RDP Housing must be 45-50m (Household qualifying should earn less than R3 500 per month).

- Quintiles 4-5: Gap market (Middle income) Housing (earn R7 000 to R22 000 per month – 50/50 payment.
- Quintiles 3-4: Social Housing/Family units (Flats) Household income R3 500 to R7 500 (renting for maintenance) managed by Residential committee.
- Quintiles 1-2: Community residential unit (CRU) income R800 to R3 500 (renting for maintenance) managed by Residential committee.

Reference: GHS Series Volume VII: Housing from a human settlement perspective. In-depth analysis of General Household Survey (2002 – 2014) and Census (1996 -2011) Stats SA data.

The number of households living in formal dwellings across the country has increased from 76% in 2002 to 80% in 2014 which signifies that the formalisation of housing arrangements in the country surpassed household growth. The progress on access to formal housing in the case of RDP and state subsidised housing can be traced in the Free State whereas Limpopo had relatively little growth in access to RDP/state-subsidised housing. However, the report indicates that the percentage of households in Limpopo living in formal houses increased from 82% to 94% between 2002 and 2014.

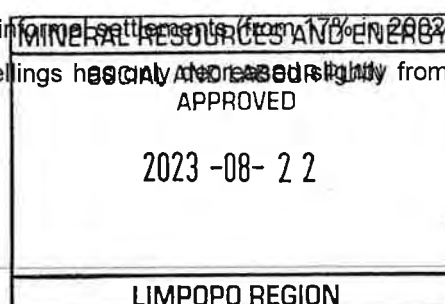
The GHS Series Volume VII report looks at housing within the broader context of the settlements in which they are located and ideas around the concept of adequate housing which includes security of tenure and access to basic services amongst other dimensions.

The rate of housing provisioning of RDP/state-subsidised dwellings has surpassed that of the private sector between 2009 and 2014, given that the proportion of RDP/state-subsidised dwellings of all formal stock has increased during that period (from 16,8% to 19,1%). The quintile distribution of households living in RDP and non-RDP formal dwellings shows a clear distinction between the two groups in that more than 50% of the no-RDP formal dwellings inhabitants are from quintiles 4 and 5 and more than 80% of the inhabitants of RDP formal dwellings were in income quintiles 1 to 3.

The inadequacy of housing, especially amongst poor and vulnerable households, regularly comes under the spotlight during service delivery protests and was also a burning issue in the aftermath of the Marikana protests and massacre. Effective urban planning and service delivery is dependent on a better understanding of the flows of people and population growth in particularly urban centres.

This is particularly important in the light of the fact that migrant households are more likely to live in informal settlements than non-migrant households. Gauteng had the most gains in terms of lifetime migrants between 2002 and 2011 (10,9%), followed by Western Cape with 9,4%. African males aged 25-29 were most likely to migrate.

In the Breaking New Ground plan (BNG), the progressive eradication of informal settlements is set as an overt target and the results of the study point towards mixed outcomes in this respect. Even though there has been a decrease in the urban population of South Africa living in informal settlements (from 17% in 2002 to 11% in 2014), the percentage of households living in informal dwellings has only increased slightly from 13,6% to 13,1% during the same time period.



The difference can be attributed to increases in households living in informal dwellings in the backyards of other dwelling types. In 2014 North West (21%) and Gauteng (19%) had the highest proportion of households still living in informal settlements, while the former (45,1%) also had the biggest percentage increase of its urban population living in informal settlements in general. The biggest declines in the percentage of the urban population living in informal settlements during the reference period were found in Limpopo (-75,5%), Mpumalanga (-63%) and Free State (-44%).

From a municipal perspective, Gauteng (81,8%) and Free State (80,0%) had the biggest proportion of municipalities where more than 5% of the dwellings consist of backyard informal dwellings. In Western Cape, 44% of municipalities were affected and 38,9% of local municipalities in North West were affected. These same provinces also carry the heaviest load in terms of the actual levels of informal dwellings in the backyard. Increases in these kinds of dwellings between 2001 and 2011 ranged from Swaziland with a 4,2-percentage point increase to Nketoana in Free State with an 8,4-percentage point increase. Free State had four municipalities amongst the top ten with increases, followed by Western Cape with two.

Most municipalities that experienced a contraction in the percentage of backyard dwellings were areas that were affected by a reduction in either mining or manufacturing activities during the reference period. Thus, the decreases may have as much to do with better provisioning by the local municipality than with a reduction in economic opportunities and, per implication, demand for housing by migrant workers.

The report indicates that there was a general decline in home ownership rates between 2001 and 2011, however, ownership rates increased in Free State and Eastern Cape. The biggest decline was found in Gauteng at 7,6 percentage points and the age group 20-34 years was most affected.

Factors such as the introduction of the Credit Control Act during the second half of the reference period, the world economic crises as well as the greater availability of rental stock for low-income households in large urban centres may have contributed to this. According to the GHS report, rental of formal dwellings increased from 20% to 22% between 2002 and 2014, whilst rental of informal dwellings nearly doubled from 19% to 36% during the same reference period.

As the most populous province Gauteng contributed 29% to the overall household population in South Africa. In all population groups, except whites, limited migratory movement takes place after the age of 55 years.

In addition to breaking apartheid spatial patterns, increased security of tenure as well as the formalisation and general improvement in adequacy of housing has been one of the goals of housing related policies. Economic pressures on home owners have continued well beyond 2008, as the percentage of households across all income groups who feel that they have problems with the affordability of housing increased from 50,7% to 70,1% between 2009 and 2014. About two-thirds of households in the poorest quintile spent more than 50% of their income on their rent/mortgage costs.

Putting the value of the dwellings occupied by South African households under consideration, stark differences between population groups begin to emerge. More than half of South African households headed by the black Africans lived in dwellings that were valued at less than R50 000, whereas most households headed by Indians/Asians and whites lived in properties valued at R400 000 or more. In terms of the number of rooms in

dwelling and per implication size there has been a shift between 2002 and 2014 towards more rooms in formal dwellings and changes from multiple rooms in informal housing to 1 to 2 rooms.

Some relationship has been found between household income status and the kind of dwelling occupied especially in relation to traditional dwellings. The latter were most likely to be occupied by quintile 1 and 2 households, while quintile 5 (wealthiest quintile) households were most likely to live in formal dwellings. Informal dwellings were generally occupied by an even spread of households between quintiles 1 and 4.

One of the major objectives of the GHS is to collect information from households regarding their access to a range of basic services as well as their general living conditions. In this regard, this section presents selected findings over the period 2002 to 2018. The analyses will focus on the type of dwellings in which South African households live and the extent of use of state-subsidised housing as well as the perceived quality thereof.

4.1.4 Housing types & Ownership

Using Stats SA definition of household and a dwelling unit, household can be categorised as:

- *Very formal dwellings*: Structures build according to approved plans with running water and flush toilets within the dwelling
- *Formal dwellings*: Structures build according to approved plans but without running water or without flush toilet within the dwelling.
- *Informal dwellings*: Shacks, or shanties in informal settlements, serviced stands or proclaimed townships, as well as shacks in the backyards of other dwelling types.
- *Traditional dwellings*: Structures made of clay, mud, rocks, reeds, or other locally available material
- *Other dwelling units*: Tents, ships, caravans, etc.

The characteristics of the dwellings in which households live and their access to various services and facilities provide an important indication of the well-being of household members. It is widely recognised that shelter satisfies a basic human need for physical security and comfort.

FIGURE 16: PERCENTAGE OF HOUSEHOLDS THAT LIVED IN FORMAL, INFORMAL AND TRADITIONAL DWELLINGS BY PROVINCE, 2018

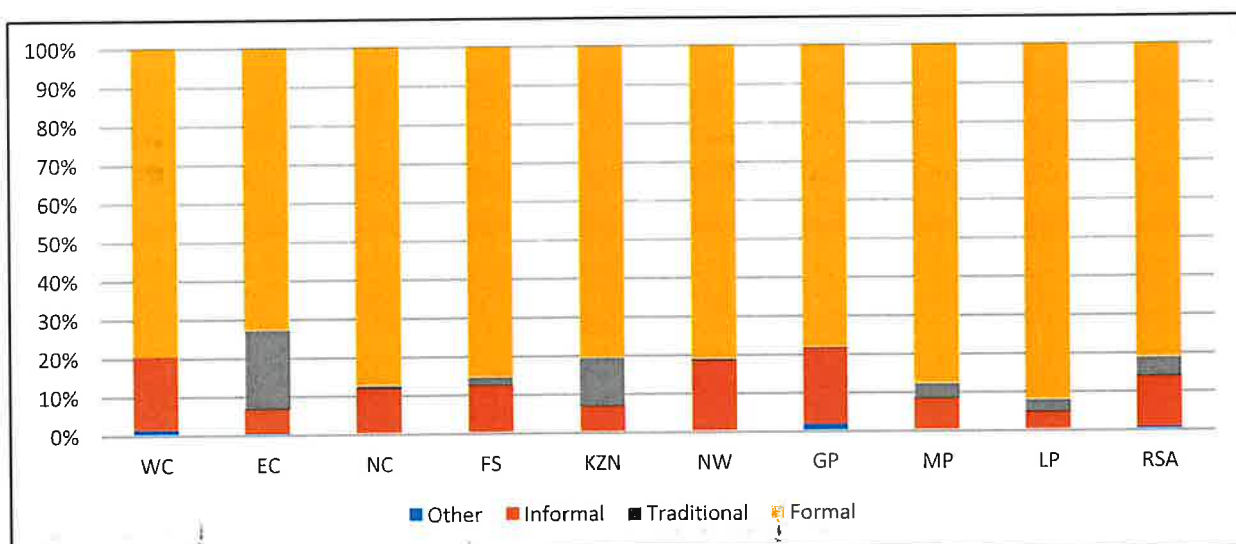


TABLE 29: TYPES OF HOUSEHOLD BY PROVINCE

	WC	EC	NC	FS	KZN	NW	GP	MP	LP	RSA
▪ Other	1,4	0,5	0,2	0,1	0,2	0,0	1,9	0,0	0,0	0,8
▪ Informal	19,0	6,3	11,7	12,4	6,7	18,6	19,8	8,4	4,9	13,1
▪ Traditional	0,0	20,5	0,7	2,2	12,6	0,5	0,2	3,9	2,2	5,0
▪ Formal	79,6	72,8	87,3	85,2	80,5	80,9	78,2	87,7	93,0	81,1

Slightly over eight-tenths (81,1%) of South African households lived in formal dwellings in 2017, followed by 13,6% lived in informal dwellings and 5,5% in the traditional dwellings. The highest percentages of household that lived in the formal dwellings were observed in Limpopo (91,7%), Mpumalanga (86,9%) and Northern Cape (86,0%). Approximately one-fifth of households lived in informal dwellings in North West (19,9) and Gauteng (19,8%). It was also found that 41,2% of households living in informal dwellings are renting.

FIGURE 17: PERCENTAGE OF DWELLING UNITS BY TENURE STATUS AND PROVINCE, 2018

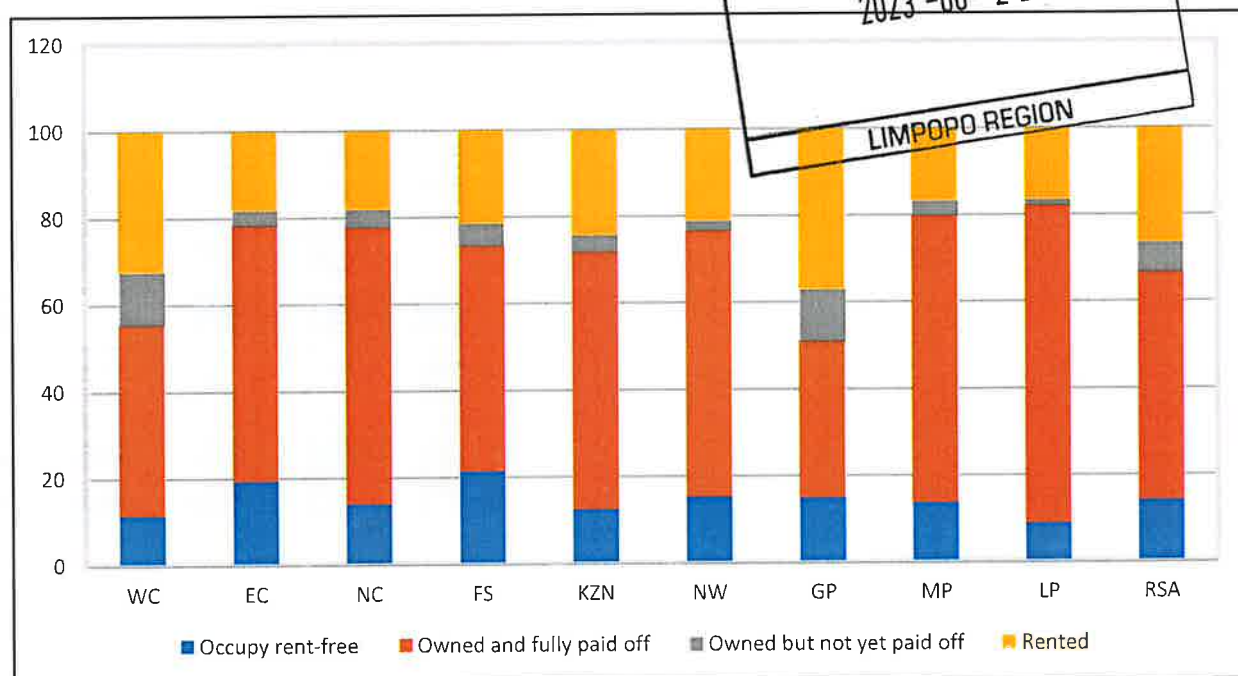


TABLE 21: HOME OCCUPATION BY PROVINCE

	WC	EC	NC	FS	KZN	NW	GP	MP	LP	RSA
Occupied rent-free	11,4	19,3	13,9	21,3	12,5	15,3	14,8	13,7	8,9	14,2
Owned and fully paid off	44,0	59,0	63,8	52,0	59,3	61,2	36,1	66,0	73,2	52,5
Owned but not yet paid off	12,2	3,4	4,2	5,2	3,9	2,3	12,0	3,4	1,3	6,8
Rented	32,5	18,4	18,1	21,6	24,2	21,3	37,1	16,9	16,5	26,50

Table 28, Shows that households that lived in rented dwellings were most common in Gauteng (37,1%) and Western Cape (32,5%) and least common in Limpopo (16,5%), Mpumalanga (16,9%) and Northern Cape

(18,1%). By comparison, the largest percentage of households that lived in dwellings that were either paid off or being occupied rent-free were found in Limpopo (82,1%) and eastern Cape (78,3%) while the smallest percentage were observed in Gauteng (50,9%) and Western Cape (55,4%).

According to SA stats GHS (General Household Survey) 2017, 13,6% of South African households were living in "RDP) or state-subsidised dwellings. Some residents have however, raised concern about the quality of subsidised houses and 10,2% said that the walls were weak while 90,9% regarded the dwellings roof as weak or very weak.

FIGURE 18: GRAPH OF HOUSEHOLDS THAT SAID THAT THEIR 'RDP' OR STATE-SUBSIDISED HOUSE HAD WEAK OR VERY WEAK WALLS AND/OR ROOF BY PROVINCE, 2017

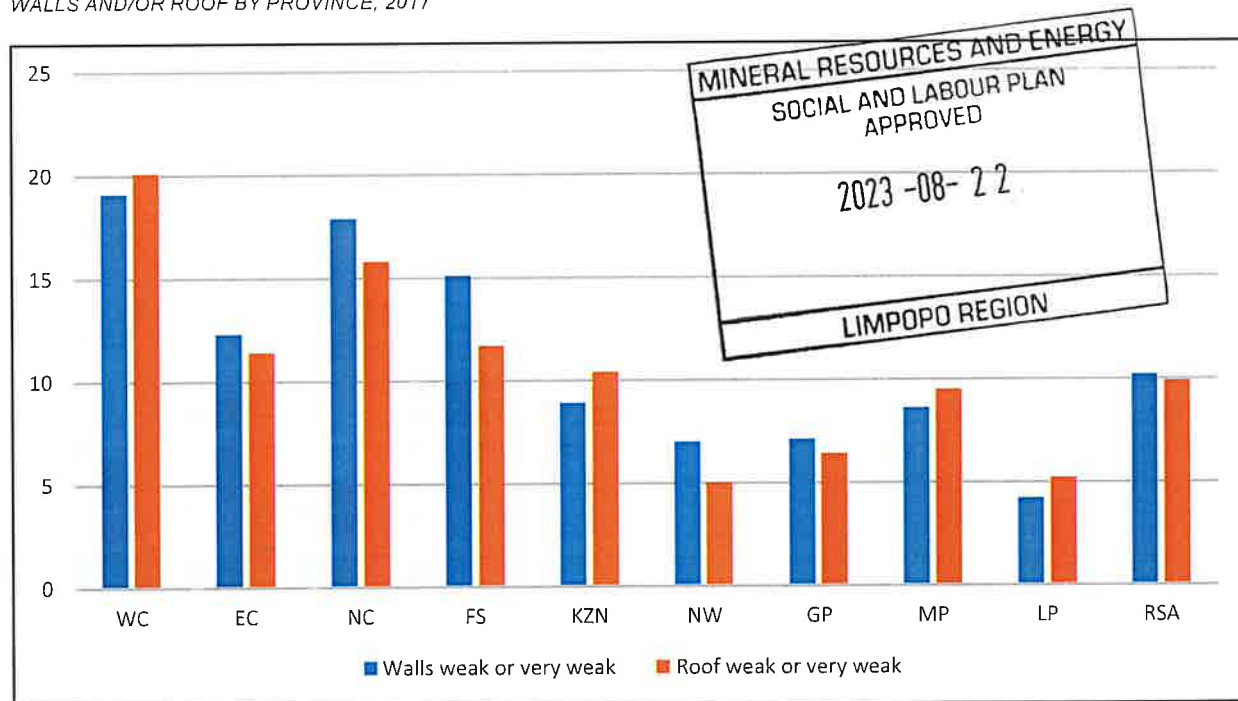


TABLE 31: PROBLEMS REPORTED BY PROVINCE

	WC	EC	NC	FS	KZN	NW	GP	MP	LP	RSA
Walls weak or very weak	19,1	12,3	17,9	15,1	8,9	7,0	7,1	8,6	4,2	10,2
Roof weak or very weak	20,1	11,4	15,8	11,7	10,4	5,0	6,4	9,5	5,2	9,9

As a result of the concerns raised by community groups about the quality of state-provided housing, a number of questions were included in the GHS questionnaires to facilitate an analysis of the extent of problems experienced by households with the construction of these dwellings.

Respondents were asked to indicate whether the walls and roofs of their dwellings were: very good, good, needed minor repairs, weak, or very weak. Table 29 shows that 10,2% of households with subsidised dwellings reported weak or very weak walls while 9,9% reported weak or very weak roofs. Responses vary across

provinces. Households in Western Cape, Northern Cape, Free State and Eastern Cape were least satisfied with the quality of walls and roofs, while those in Limpopo complained least about the state of their dwellings' walls (4,2%) and roofs (5,2%).

4.1.5 Dwelling & Services

TABLE 32: TENURE STATUS OF HOUSEHOLDS, BY PROVINCE, 2018 (STATS SA)

Province	Thousands								Total
	Rented	Rented from other	Owned, but not yet paid off to bank/financial institution	Owned, but not yet paid off to private lender	Owned and fully paid off	Occupied rent-free	Other	Do not know	
Western Cape	510	87	214	9	809	210	32	6	1877
Eastern Cape	281	27	51	6	990	325	3	*	1685
Northern Cape	56	6	13	*	216	47	3	*	342
Free State	187	6	30	17	466	191	4	*	901
KwaZulu-Natal	640	57	93	20	1 709	361	14	10	2905
North West	239	18	23	4	739	185	*	*	1210
Gauteng	1 694	75	512	60	1 724	706	97	16	4884
Mpumalanga	196	19	42	*	843	175	11	*	1289
Limpopo	241	19	11	10	1 149	140	9	*	1579
South Africa	4 044	313	989	128	8 645	2 340	173	38	16 671

*Due to rounding, numbers do not necessarily add up to totals.

Values based on three or less unweighted cases are considered too small to provide accurate estimates, and values are therefore replaced by asterisks.

4.2 Alignment with national development plan, vision 2030

Northam Platinum housing or living conditions strategy seeks to align with Chapter 8 - Transforming Human Settlements and the National Space Economy. The key alignment considerations of Chapter 8 of the NDP are as follows:

- To entrench spatial patterns across all geographic scales that exacerbate social inequality and economic inefficiency.
- We must take account of the unique needs and potentials of different rural and urban areas in the context of emerging development corridors in the Southern African sub-region.

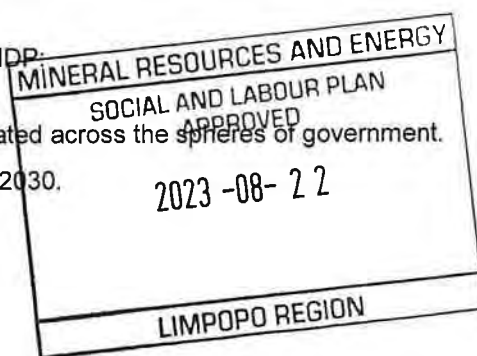
- The State will review its housing policies to better realise constitutional housing rights, ensure that the delivery of housing is to be used to restructure towns and cities and strengthen the livelihood prospects of households.
- Active citizenship in the field of spatial development will be supported and incentivised through a range of interventions, including property funded, citizen-led neighbourhood vision and planning processes and the introduction of social compacts from neighbourhood to city level.
- Planning in South Africa will be guided by a set of normative principles to create spaces that are liveable, equitable, sustainable, resilient and efficient, and support economic opportunities and social cohesion
- South Africa will develop a national spatial framework and resolve the current deficiencies with the local system of integrated development planning and progressively develop the governance and administrative capability to undertake planning at all scales.
- South Africa's NDP 2030 has faced some significant headwinds in the last few years and forecasts for the period directly ahead are less than optimistic. Taking both IMF and World Bank projections into account, growth in sub-Saharan Africa is expected at between 2,9 and 3,4% in 2019 and 3,3 and 3,6% in 2020 but these figures are inflated mainly by strong performances by many countries with economies less reliant on resources offsetting the lacklustre expansion of the region's largest, resource intensive economies.

4.2.1 Sector plans

As indicated the overarching plan in terms of spatial planning in both the government and the private sector is the National Development Plan, Vision 2030. In this regard the spatial development plans of Bojanala Platinum District Municipality and the constituent local municipalities of Kgetlengrivier, Madibeng, Moretele, Moses Kotane and Rustenburg will align to goals of the NDP with regard to spatial planning and Human settlement.

The municipal SDFs will be guided by the following objectives of the NDP:

- To build a strong and efficient spatial planning system, well integrated across the spheres of government.
- Upgrade all informal settlements on suitable, well located land by 2030.
- Ensure that more people are living closer to their places of work.
- To provide better quality of public transport.
- To create more jobs in or close to dense, urban townships.



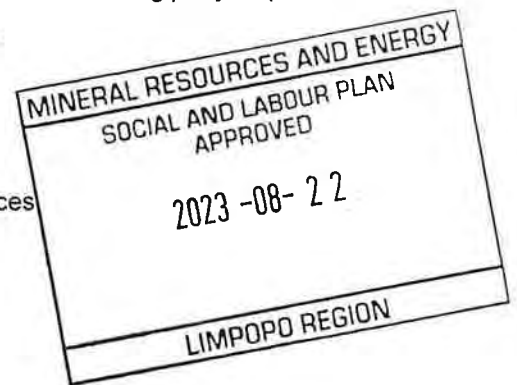
The NDP also want to contribute towards inclusive rural economy which should be characterised by job creation in agriculture and agri-processing.

The District Municipality will contribute towards the realisation of this national objectives by coordinating and leading planning by local municipalities, sector departments and the private sector. The provincial strategy of the RRR approach and its five concretes will also work towards the realisation of this objectives.

4.2.2 Medium-term planning priorities of the 6th administration

Seven medium-term priorities have been derived from the electoral mandate of the ruling party as pronounced by the President in the State of the Nation Address (SONA) in June 2019:

- Economic transformation and job creation
- Education, skills and health
- Consolidating the social wage through reliable and quality basic services
- Spatial integration, human settlements and local government
- Social cohesion and safe communities
- A capable, ethical and developmental State
- A better Africa and the world



4.2.3 Medium term strategic framework (MTSF) priority 4

Following the adoption of the NDP, cabinet decided in 2013 that the 2014-2019 MTSF should form the first five-year implementation phase of the NDP and mandated work to begin to align the of National and Provincial departments, municipalities and public entities with the NDP vision and goals.

Spatial integration, Human Settlements and local Government. Government is committed to improving access to housing and basic services including the provision of 1,5 million housing opportunities, the upgrading of informal settlement and joint project with the private sector to provide housing in the gap market.

MTSF Priority 4 highlights the following strategic intent of Social Housing Programme in S.A

Liveable neighbourhoods:

- Liveable neighbourhoods lead to better quality of life
- The purpose is to be used in Priority Housing Development Areas
- Nodal development to be used in Priority Housing Development Areas
- The intent of nodes is to generate within the existing urban structure focal points characterised by multi-functionality, a relatively high density and a public transit and walking orientation
- Prioritise security of tenure and investment in public spaces as a key transformational strategy
- Utilise Integrated Residential Development Programme to achieve mixed-use and dense settlements informed.

Adequate housing:

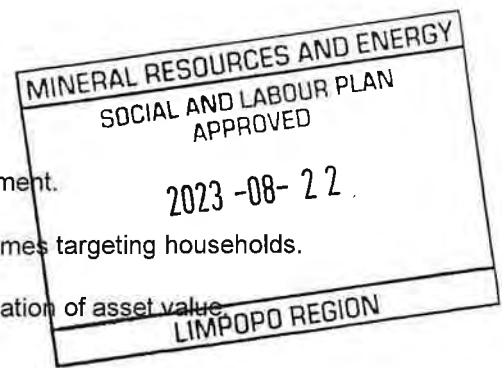
The objective is to develop a range of strategies that enhance the ability of people to access adequate, quality and affordable housing for rental and homeownership.

The Department of Human Settlements has identified strategic implementation pillars to aid the achievement of the priorities.

The Department of Human Settlement Pillars are:

- Develop liveable neighbourhood through various programmes.

- Ensure access to well-located land for Human settlement Development.
- Provide access to adequate housing through the range of programmes targeting households.
- Develop functional residential property market to support the realization of asset value.



4.2 Government housing types

The government houses people using the following: *(Source: Group up Staff: Updated 21 May 2019)*

- Government subsidy housing (RDP housing): These are houses that have been built by the government and are given to low income families, Government Subsidy houses are owned, not rented by beneficiary.
- Community Residential Units and Housing Programme (CRU): These housing programmes is also aimed for households who earn less than R3 500 per month. CRU housing units are for rent and not for sale. This project is aimed at refurbishing inner city buildings and hostels.
- Gap Housing: These are for individuals who earn more than R3 500 but less than R22 00 per month (a minimum to qualify for a home loan from a bank), there are some state driven housing initiatives which apply for you, such as Financed Linked Individual Subsidy Programme (FLISP). FLISP helps people who qualify for a home loan to buy a house for the first time.
- Social Housing Programme (SHP): Municipalities and provincial governments can subsidise companies to develop new housing projects, if some of the houses are rented as affordable housing. This makes the building and planning of the projects cheaper, which makes rent lower.

4.3.1 Affordable rental housing demand trends & factors (FFC)

The Financial and Fiscal Commission (FFC) undertook a comprehensive study in 2014 titled Understanding Housing Demand in South Africa. Using a sophisticated housing demand model, the FFC determined that demand for housing will be the greatest in urban areas (CBD and intermediate suburbs) and that rental accommodation would be the most desired and appropriate form of housing. Significantly, the study also showed that there has been a shift from freestanding houses to housing in flats and townhouses in terms of preferred housing typology.

The FFC housing-demand model also examined the typology that would predominate by 2030 in the various locations in accordance with the findings that an increasing number of households would prefer to live in the CBD and intermediate suburbs, the model predicted that the number of flats and townhouses will increase by 14% and 4% respectively between 2011 and 2030. The model also predicted that in the same period, houses on separate stands will decrease by 8%.

In examining the South African housing mortgage (bond) market, Eighty20 (2015) found that unsurprisingly, product penetration differs significantly by segment for various products. Mortgages are more common higher up the income pyramid. For households who earn R30 000 per month or more, 72 percent of them hold a

mortgage. For households earning between R3 500 and R10 000, however a mere 2 percent of them hold a mortgage. Clearly, access to housing finance for ownership for this income group is extremely limited.

The growth in demand for rental housing in South Africa has been remarkable. In the ten years between the 2001 and 2011 censuses, the proportion of South Africans who rented their homes increased from 19 percent to 25 percent, an absolute growth of over 30% in the number of households who rent. In urban areas, this figure increased from 26 percent in 32 percent (Census 2001 and 2011 data). Clearly, demand for affordable rental is greatly outstripping supply.

The very high demand for social housing is reflected in the low average vacancy levels in SHI-managed stock. The nine largest SHIs reflect vacancy rates of between 0,3 to 2,4% and vacated units are filled very quickly from pre-populated waiting lists (DPME.2016). Demand for affordable rental from low to middle-income households in South Africa continues to grow particularly in major metropolitan centres.

The slow economic growth of South Africa's economy, coupled with the rapidly expanding and largely urban-bound young-adult population, will contribute to a decrease in demand for ownership and further increase demand for affordable rental.

The implications for human settlement policy are absolutely clear. The demand for well-located, rental housing affordable to lower to middle-income households has increased dramatically since 2001 and is predicted to continue to increase in the coming fifteen years. This makes an extremely strong case for a well-resourced social housing sector responding to this demand caused through rapidly changing demographics by producing quality, well located rental housing.

4.3.2 Accommodation & living conditions (Human settlements) in Thabazimbi Municipality & Moses Kotane Municipality (Municipal IDP 2019/2020)

4.4 Thabazimbi municipal profile

Thabazimbi Municipality is located in the South-western part of the Limpopo Province and has Botswana as its national neighbour and two (2) hour drive from Tshwane. Thabazimbi is known as "mountain of iron" which is the Tswana name for this peaceful productive town, referring to the highly lucrative iron ore reef first discovered in the Municipality in 1919. The Municipality has Marakele National Park, which is a subsidiary of National Parks Board, and in the same standard as the Kruger National Park and Mapungubwe. The game lodges scattered around the area help to promote the issue of environmental sustainability.

It was mined since the 1930s when iron and steel production started. The town was proclaimed in 1953. Today Arcelor Mittal Steel (Arcelor Mittal South Africa) in Vanderbijlpark still draw much of their raw material from Thabazimbi Kumba Iron Ore mine. Apart from Iron Ore the Thabazimbi Municipality is surrounded by Platinum producing areas such as: Northam Platinum mine, Anglo, i.e. Amandelbult and Swartklip mines. Other minerals produced in the area include Andalusite, which is mined by Rhino Mine, and limestone for the production of

cement by Pretoria Portland Cement (PPC). Boundaries of Thabazimbi Municipality include areas such as: Thabazimbi, Northam, Leeupoort, Rooiberg and Dwaalboom.

The Municipal area falls within the Waterberg District Municipal area, very peaceful place to live in and malaria free. The size of the Municipal area is 986 264, 85 ha. Thabazimbi Municipality has demonstrated to be one of the sectors in depicting tremendous growth and will continue to do so. Given the potential to grasp opportunities within these sectors is therefore paramount. The mining sector has huge potential to absorb lot of skills within the municipality. There is also a need to establish mining opportunities in the small-scale mining sector. We believe however, that in partnership with relevant stakeholders, we can leverage our society to tap into this Major sector of the economy.

Thabazimbi is absolutely one of the country's most sought after tourism attraction points wherein tourists can be granted harmonious moment. Agriculture has also proven, in addition to mining, to be the strong economic sector in our municipality. Agricultural commodities produced wheat, beans and maize. We are growing our economy is not isolation; however, our goals are seamlessly aligned within those Limpopo Economic Growth and Development Plan in Limpopo. The alignment will ensure that our growth trajectory bears fruits and that we address the objective of poverty eradication through job creation and business opportunity stimulation.

With regard to public participation, Thabazimbi municipality has made significant progress in terms of the development of the organs of participatory democracy such as Ward Committees and IDP fora. Population growth in Thabazimbi in 2011 was 85 234 and in 2016 was 96 232 showing a 12,9% population increase.

The regional and national water and human settlement planning process considers population dynamics as a key input in the projection of housing and water demands. With the mining towns, both natural increase and migration play a role in the robust growth of the population. Hence, according to Stats SA, Thabazimbi had a population intercensal growth rate of 0,028% for the period 2011-2016. Thabazimbi population for the year 2016 (Community Survey) was 96 232. The projections reveal that population in the year 2 025 is estimated at 122 590. Looking at 10year intervals, the population of Thabazimbi is estimated at 158 927 in the year 2035, figure 19 below.

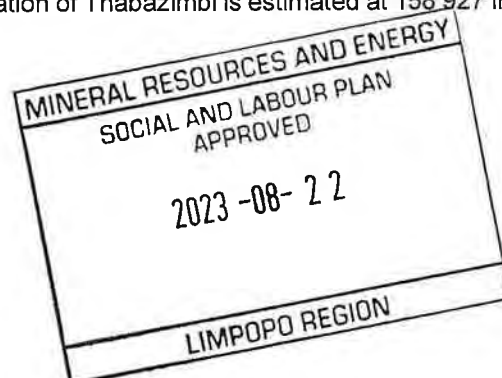
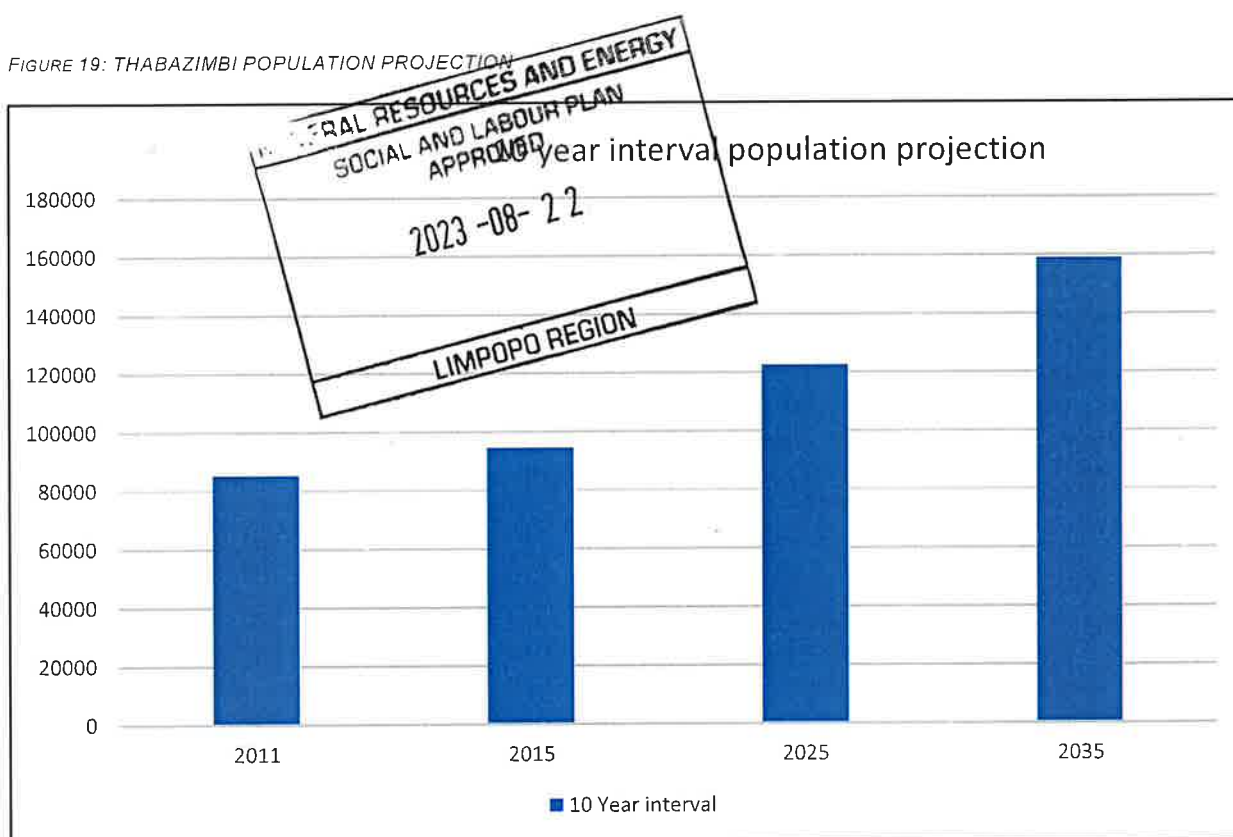


FIGURE 19: THABAZIMBI POPULATION PROJECTION



4.4.1 Thabazimbi housing / human settlement

Thabazimbi Local Municipality is faced with challenges with regard to land to accommodate growth of the settlement, in particular the nodal points within the municipality for the long-term development of the municipality. The Council has mandated the Management to start with the processes of Municipal Land Audit and possibility of the acquisition of land for housing role players. This was done after preliminary analysis by the municipality revealed that the available municipal land will not be able to accommodate the current backlog and future housing demand in the medium to long term.

Thabazimbi Municipality has a housing backlog of 3 500 as per the previous IDPs. The Municipality has Housing Strategy, which was developed through the assistance of Mining Houses.

4.5 WATERBERG DISTRICT MUNICIPALITY 2019/2020 IDP

TABLE 33: WATERBERG DISTRICT MUNICIPALITY INFORMAL SETTLEMENTS

Municipality	Number of informal settlements
Bela-Bela	7
Modimolle-Mokgophong	7
Mogalakwena	1
Lephalale	3
Thabazimbi	10
Total	28

TABLE 22: WATERBERG DISTRICT MUNICIPALITY – HOUSES COMPLETED SINCE 1994

Municipality	Units Allocated	Completed Houses	Difference	Housing Demand
Thabazimbi	2 130	1 649	481	10 035
Modimolle-Mokgophong	8 944	8 926	18	856
Lephalale	6 201	5 546	655	6 812
Bela-Bela	1 950	1 941	9	5 046
Mogalakwena	8 733	8 181	552	3 636
Total	27 958	26 243	1 715	26 385

4.5.1 State of housing

Lack of land in the municipality affected 2 079 low income households and 1 500 middle income households to get subsidies from CoGHSTA housing scheme.

Department of Public Works donated erven 1 221 and 1 370 to the municipality to cater for middle income households (9A waiting transfer process of these erven). More land needed to be acquired to address the housing backlog. Housing Strategy is in place.

4.5.2 Bojanala district municipality

The total number of households within Bojanala platinum District Municipality increased at an average annual rate of 3,63% from 2006 to 2016, which is higher than the annual increase of 1,97% in the number of households in South Africa. With high in-migration into the region, the number of households increases, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in formal dwellings, as the provision of household infrastructure usually takes time to deliver

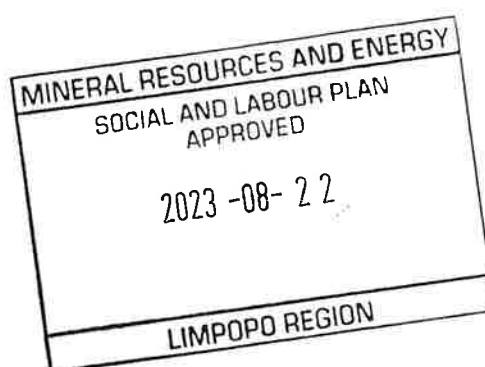


FIGURE 20: HOUSEHOLD BY DWELLING UNIT TYPE – BOJANALA PLATINUM, NORTH WEST AND NATIONAL TOTAL (2016) PERCENTAGE (SOURCE: HIS MARKIT REGIONAL EXPLORER VERSION 1277)

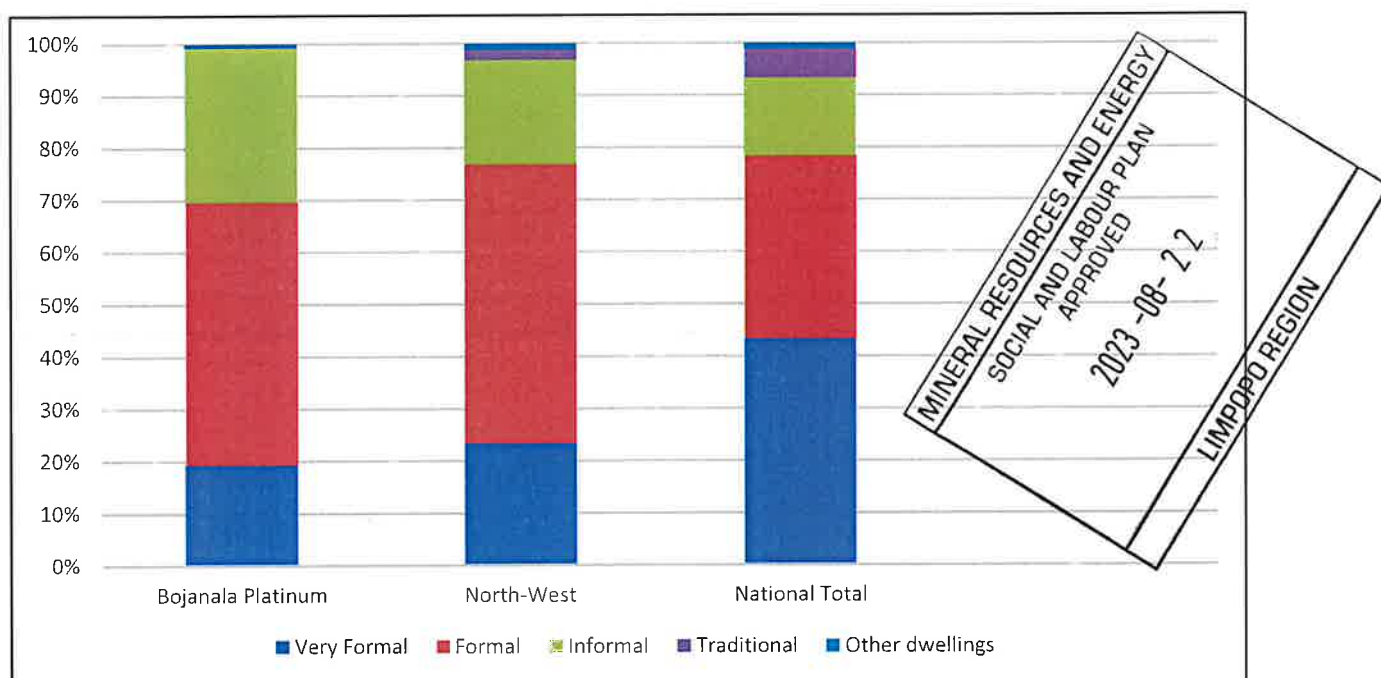


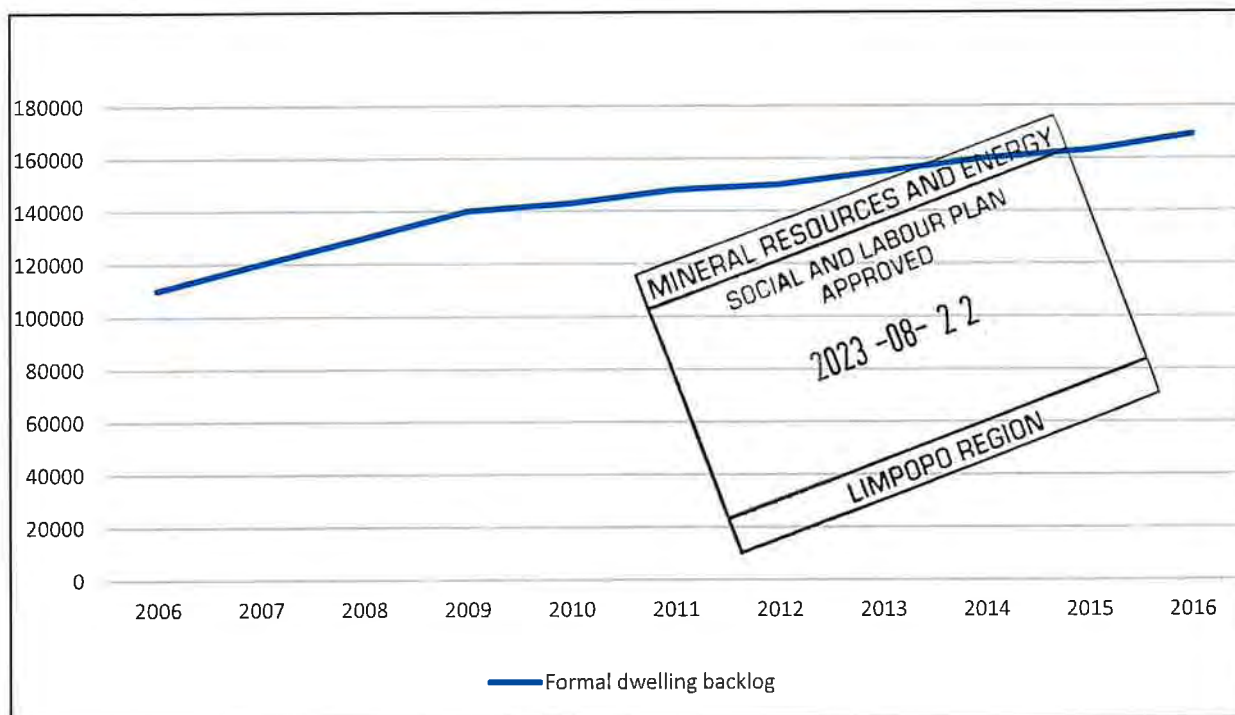
Figure 20 above shows that Bojanala District Municipality had a total number of 106 000 (19,24% of total households) very formal units, a total of 275 000 (50,05% of total households) formal dwelling units and a total number of 162 000 (29,45% of total households) informal dwelling units.

TABLE 23: HOUSEHOLD BY DWELLING UNIT TYPE – MORETELE, MADIBENG, RUSTENBURG, KGETLENGRIVIER AND MOSES KOTANE LOCAL MUNICIPALITIES, (2016) NUMBER (SOURCE: HIS MARKIT REGIONAL EXPLORER VERSION 1277)

Municipality	Very formal	Formal	Informal	Traditional	Other dwelling type	Total
Moretele	745	44 700	7 140	659	108	53 300
Madibeng	28 700	81 200	68 700	855	912	180 000
Rustenburg	65 200	86 900	68 800	795	2 020	224 000
Katlengrivier	4 7760	7 010	4 940	51	141	16 900
Moses Kotane	6 350	55 500	12 400	868	503	75 600
Total Bojanala Platinum	105 799	275 207	161 964	3 229	3 685	549 883

Table above shows that the region within Bojanala Platinum District Municipality with the highest number of very formal dwelling units is the Rustenburg Local municipality with 65 200 or a share of 61,67% of the total very formal dwellings. The region with the lowest number of very formal dwelling units is the Moretele Local municipality with a total of 745 or a share of 0,70% of the total very formal units within the Bojanala Platinum District Municipality.

FIGURE 21: FORMAL DWELLING BACKLOG – NUMBER OF HOUSEHOLDS NOT LIVING IN FORMAL DWELLING – BOJANALA PLATINUM DISTRICT MUNICIPALITY, (2006-2016) NUMBER OF HOUSEHOLDS. (SOURCE: HIS MARKIT REGIONAL EXPLORER VERSION 1277)



When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2006 the number of households not living in formal dwelling was 110 000 within the Bojanala Platinum District Municipality. From 2006 this number increased annually at 4,42% to 169 000 in 2016.

The total number of households within Bojanala Platinum district municipality increased at an average annual rate of 3,63% from 2006 to 2016, which is higher than the annual increase of 1,97% in the number of households in South Africa. With high in-migration into the region, the number of households increased, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in formal dwelling, as the provision of households takes time to deliver.

4.5.3 Household type by sanitation

Sanitation can be divided into specific types of sanitation of which the household has access. We use the following categories:

- No toilet: No access to any of the toilet systems explained below.
- Bucket System: A top structure with a seat over a bucket. The bucket is periodically removed, and the contents disposed of. (NB: This system is widely used but poses health risks to collectors, most authorities are actively attempting to discontinue the use of this system in their local regions).
- Pit Toilet: A top structure over a pit.
- Ventilation Improved Pit (VIP): A pit toilet but with a fly screen and vented by pipe. Depending on soil conditions, the pit may be lined.

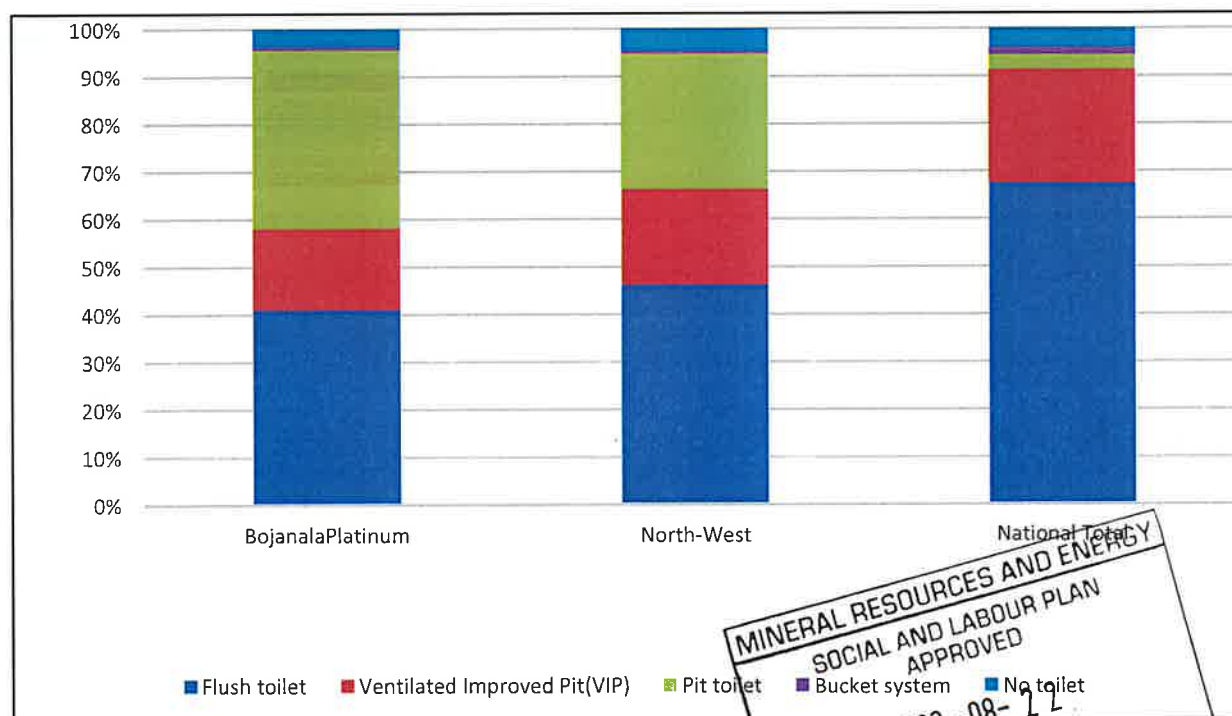
- Flush Toilet: Waste is flushed into an enclosed tank, thus preventing the waste flowing into the surrounding environment. The tank needs to be emptied periodically or the contents pumped elsewhere.

TABLE 24: HOUSEHOLD BY DWELLING UNIT TYPE – MORETELE, MADIBENG, RUSTENBURG, KGETLENGRIVIER AND MOSES KOTANE LOCAL MUNICIPALITIES, (2016) NUMBER (SOURCE: HIS MARKIT REGIONAL EXPLORER VERSION 1277)

Local Municipality	Flush toilet	Ventilated Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Moretele	2 980	21 900	27 200	482	774	53 300
Madibeng	64 700	21 100	85 100	1 640	7 760	180 000
Rustenburg	133 000	27 800	53 600	1 310	7 870	224 000
Kgetlengrivier	12 900	878	1 210	289	1 650	16 900
Moses Kotane	11 600	22 200	38 900	572	2 380	75 600
Total Bojanala Platinum	225 202	93 925	206 025	4 291	20 442	549 883

Bojanala Platinum District Municipality had a total number of 225 000 flush toilets (40,95% of total household), 93 900 Ventilated Improved Pit (VIP) toilets (17,08% of total households) and 206 000 Pit toilets (37,47% of total households)

FIGURE 22: HOUSE BY TYPE OF TOILET BOJANALA PLATINUM, NORTH WEST AND NATIONAL TOTAL (2006-2016) PERCENTAGE (SOURCE: HIS MARKIT REGIONAL EXPLORER VERSION 1277)



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4.6 NORTHAM'S HOUSING

Employees' living conditions remain a key priority for Northam. The company's accommodation and housing strategy promotes home ownership as the preferred sustainable tenure option while acknowledging that rental units and company accommodation will also be required.

Northam sees its role as that of a facilitator, creating opportunities for employees and using its financial and other resources to secure decent, safe and affordable accommodation.

4.6.1 Housing projects

A professional in-house project management team manages all projects. Developments focus on family units of two- and three-bedroom houses, in safe environments with all necessary amenities such as schools and shops close by.

Zondereinde started with the second home ownership development in Northam town, called Lesedi Village. Land has been secured and township establishment has been done at a total cost of R7,6 million.

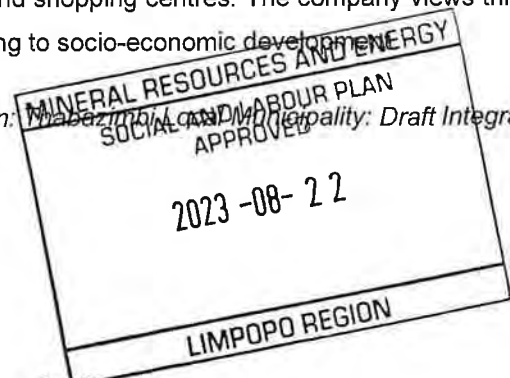
4.6.2 Financial assistance to employees: Homeowners bond cover & interest free home loans

Northam promotes home ownership by assisting qualifying employees and contractors to procure homes, through the provision of technical advice, administration services, bond originating services and financial assistance.

The company assists qualifying employees with Homeowner Bond Cover (HOBC). Northam further allows for a partial interest free home loan, based on the sales price and limited to prescribed ceiling prices. These loans are repayable over a maximum period of 20 years through payroll deductions and a second bond is registered over the property in favour of the lender.

Northam strives to ensure that all employees have the opportunity to live in decent accommodation with access to amenities such as medical facilities, schools, transport, and shopping centres. The company views this as essential to building sustainable communities and contributing to socio-economic development.

Reference: Current Housing Needs, Demands and Provision: Masekimphele Local Municipality: Draft Integrated Development Plan 2019/2020



4.7 Future plans

Northam endeavours to continue supporting procurement of family homes in the open market, company housing developments and company owned stock, based on employee demand.

TABLE 25: PROJECTED HOUSING BUDGET

	BUDGET (ZAR)						
	BP 21	BP22	BP 23	BP 24	BP 25	TOTAL	
	R30,390,86	R38,153,30	R40,706,03	R24,368,98		R133,619,18	
Project Total	3	6	1	1	-	1	(EXCL LAND)

SECTION 5: PROCESS PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT



5.1 Measures to ameliorate the impact of downscaling and retrenchment

FIGURE 23: ESTABLISHMENT OF FORUM



5.2 Establishment of the future forum

The Northam Platinum Limited Future Forum ("the **Future Forum**") is established pursuant to Section 23 of the Mineral and Petroleum Resources Development Act, 28 of 2002 ("**MPRDA**"), Regulation 46(d) of the

MPRDA Regulations and the October 2010 Department of Mineral Resources Guideline to the Submission of a Social and Labour Plan ("SLP Guideline").

The parties to the Future Forum are Northam Platinum Limited ("**Northam**") management ("**Management**") and Northam employees ("**Employees**").

Representatives

Management shall be represented on the Future Forum by representatives to be appointed by Northam. Employees shall be represented by the registered trade unions who are representative of the majority of employees employed at Northam ("majority trade union") and who are sufficiently representative of employees employed at Northam. The terms "*sufficiently representative*" and "*majority trade union*" shall be interpreted in accordance with the provisions of the Labour Relations Act, 66 of 1995 ("LRA"). Currently the majority trade union is the National Union of Mineworkers and the sufficiently representative trade unions are the United Association of South Africa and Solidarity. The Employees shall be represented by a maximum of five representatives. The majority trade union shall be entitled to appoint three representatives. Each sufficiently representative trade union shall be entitled to appoint one representative. In the event that a sufficiently representative trade union loses its sufficient representation its representatives shall be removed from the Future Forum. In the event that the majority trade union loses its majority status, but remains sufficiently representative, it shall only be entitled to appoint one representative and its other representatives will be removed as representatives on the Future Forum. Management shall be represented by the same number of representatives that the Employees are represented by.

Meetings

The Future Forum shall meet twice annually, or more frequently, if required. A quorum of the Future Forum shall be a minimum of:

- Two Management representatives and
- Two Employee representatives.

Chairperson

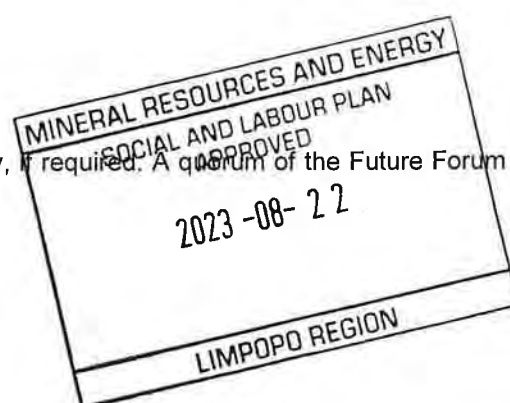
The Future Forum shall be chaired by either a Management representative or an Employee representative on a rotational basis. The chair shall be nominated by the representatives on the Future Forum.

Secretary

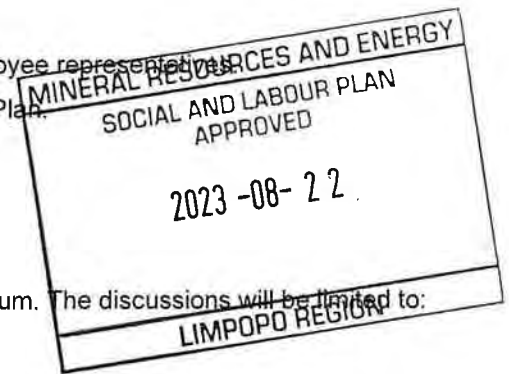
The Secretary of the Future Forum shall be a nominated by both Parties and shall be responsible for fairly arranging all meetings, recording minutes, and communicating all relevant information to the Parties.

Objectives of the Future Forum

The objectives of the Future Forum are to:



- Promote on-going discussions between Employees and Management about the future of the Northam mine.
- Look ahead to identify problems, challenges, and possible solutions with regard to productivity and employment.
- Develop turnaround and redeployment strategies to help reduce job losses and to improve business sustainability.
- Implement strategies agreed upon by both Management and Employee representatives.
- Monitor the implementation of all aspects of the Social and labour Plan.



Scope of the Future Forum:

The future forum is a consultative forum, and not a decision-making forum. The discussions will be limited to:

- SLP monitoring
- Possible retrenchments and down scaling (should the need arise)
- Consultations on turn around strategies pertaining to down scaling and SLP non-compliance
- Any other labour issues not within the scope of the forum will not be discussed at the forum
- A set agenda must be set, which will guide the discussion of the future forum to ensure that the forum's discussions are kept within the scope of the forum.

5.3 Compliance with legislative requirements to avoid job losses

In terms of S189 and 189A of the Labour Relations Act (including S189 (3) correspondence to labour unions), Northam Platinum is required to consult with employees with regard to contemplated retrenchment, and attempt to reach consensus on appropriate measures to avoid the dismissals, to minimise the number of dismissals, to change the timing of the dismissals, and to mitigate the adverse effects of the dismissals.

Northam Platinum is obligated to comply with Section S52 of the Minerals Act notification to Minerals and Mining Development Board where retrenchment 500 employees or 10 per cent of the labour force (whichever is the lesser) is contemplated in a 12 month period, or where prevailing economic conditions cause the profit to revenue ratio of the mine to be less than six per cent for a continuous period of six months. Northam Platinum is lastly obligated to comply with Basic Conditions of Employment Act.

5.4 Alternative solutions to create job security where job losses cannot be avoided

Northam Platinum is already committed to avoid job losses, and in fact has planned for growth in the near future through the expansion plans at Zondereinde and the new smelter plant being established at a cost in the region of R850 million which with it brings increased job opportunities. This said, and due to the cyclical nature of the minerals and resources industry, which has witnessed a lengthened down-turn, circumstances exist where job losses cannot be avoided, Northam Platinum will seek adequate ways to ameliorate the impact on affected employees.

A variety of alternatives to retrenchment to be considered by conducting a cost benefit analysis (CBA) prior to embarking on a retrenchment process. A CBA involves comparing the total expected direct and indirect cost/risk of retrenching employees against the commercial viability and practicality of implementing alternative measures to termination of employment, in order to establish whether the benefit of other alternative measures outweigh the cost/risk of retrenchment, and by how much

Alternative measures that can be considered include:

- Layoffs: the temporary suspension of a contract of employment because of an employer deciding to reduce his or her operations as a result of a shortage of orders, a temporary decline in the market, or other factors over which the employees have no control.
- Voluntary retrenchment: Employees who wish to be 'retrenched' voluntarily may be permitted to leave with severance benefits.
- Early retirement: Employees who have attained, or who will have attained normal retirement age at the date of proposed retrenchment may be retired in terms of the rules of the employer's retirement fund
- Hiring freeze: This is probably the least painful method of avoiding large-scale retrenchment.

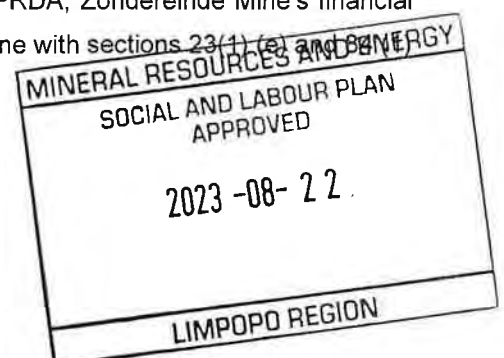
To ameliorate the impact of job losses, the following alternatives are considered:

- Identifying and considering training interventions to lessen the impact of unemployment and to encourage self-employment, specifically through portable skills training.
- Assisting employees with counselling to lessen the impact on affected employees and help facilitate understanding their future goals and establish how to plan for their retirement and post life of mine.
- Interactions with neighbouring mines and other local community businesses to assess possible opportunities for employees that might be retrenched.
- Enabling and advising employees on registration with the Department of Labour through the Employment Services of South Africa (ESSA) initiative.

In the event of possible retrenchments, the Section 189 process will be followed and the structures in place will be utilised.

SECTION 6: FINANCIAL PROVISION

In order to meet requirements of Regulation 46 (e) (i), (ii), (iii) of the MPRDA, Zondereinde Mine's financial provision will cater for all components of the Social and Labour Plan (in line with sections 23(1)(a) and 23(1)(g)).



Provisions for the Social Labour Plan 2021 – 2025 are indicated in the table below:

TABLE 26: PROVISIONS OF THE SOCIAL LABOUR PLAN 2021 - 2025

DESCRIPTION	TIME PERIOD				
ITEM	2021	2022	2023	2024	2025
HUMAN RESOURCE DEVELOPMENT	R74,000,000	R74,000,000	R74,000,000	R74,000,000	R74,000,000
MINE COMMUNITY DEVELOPMENT	R14,000,000	R20,500,000	R33,000,000	R46,000,000	R27,000,000
HOUSING AND LIVING CONDITIONS	R30,390,863	R38,153,306	R40,706,031	R24,368,981	-
MANAGEMENT OF DOWNSCALING	R1, 500 000	R2,000,000	R2,500,000	R3,000,000	-
TOTAL	R119,890,863	R129,653,306	R140,206,031	R147,368,981	R101,000,000

