

## 1. FOREWORD BY THE EXECUTIVE MAYOR

The year 2010 is a watershed in the history of the Republic of South Africa. We do not only host the most favorite sport on earth but also begin to earnestly prepare for the local government elections. The term of the current council is coming to an end. It is proper to make a critical analysis of the performance of Waterberg District in particular and the local municipalities in Waterberg area in general.

In the history annals of Waterberg, it will be recorded that as a municipality we had been able to obtain an unqualified audit opinion for three consecutive years which is a befitting performance for our status as the Ambassador of Operation Clean Audit which was granted to us by the Minister of Corporate Governance and Traditional Affairs on 15 July 2009.

For the past four years running, Waterberg District Municipality was also able to produce a highly credible IDP document as the MEC: Local Government & Housing assessed municipalities over the years. This must be acknowledged as a sterling work because this work was and is not outsourced.

The review of the IDP is underpinned by public participation. Amongst others, public participation is important to municipalities because of the following reasons:

- It facilitates access to information about local conditions, needs, desires and attitudes which assist municipalities to adopt informed and implementable plans.
- It provides the community with the opportunity to express their views on matters that affect them directly.
- It democratizes the planning process in particular and political management in general.
- It is an important means of involving and educating various stakeholders on processes.

Given the above reasons, the involvement of the community in the review process is legislated and cannot be compromised. As a district municipality our being the theatre of planning and the master of co-ordination depends on the strength of public participation at our disposal.

In our relentless attempts to better the quality of lives of our people we remain committed to pushing the frontiers of poverty and development backwards by:

- Strengthening our intergovernmental relations processes.
- Promoting integrated planning among the organs of state
- Continuing to develop a district wide performance management system by including those municipalities which are currently not participating in the project.
- Continuing to deepen local democracy by involving the public

To keep the term of office of the current council in a proper perspective and to fairly evaluate the performance of council against its vision, we chose to remain with the vision and mission statements which were adopted in 2007. This analysis will serve as firm foundation upon which the new council should build its new vision in 2011.

The development of the 2010/11 IDP was unique in the sense that it was underpinned by Municipal Turn Around Strategy, which needs the commitment and resources that should enable municipalities to turn the situation of poor service delivery around. In 2010/11 it is not only important to defend the highly credible IDP of Waterberg District Municipality but also take its implementation to new heights.



**L E P Gwangwa**  
**Executive Mayor**

## 1. Powers and functions of Waterberg District Municipality:

POWERS AND FUNCTIONS	RESPONSIBLE DEPARTMENT
Integrated Development Planning for the district municipality as a whole.	Municipal Manager's Office
Solid waste disposal sites, in so far it relates to the determination of a waste disposal strategy, regulation of waste disposal and the establishment, operation, and control of waste disposal sites, bulk waste transfer facility and waste disposal facilities for more than one local municipality in the district.	Social and Community Services
Municipal roads which form an integral part of road transport system for the district area as a whole.	Infrastructure and Development
Municipal Health Services	Social and Community Services
Fire fighting services serving the area of the district as a whole which includes planning, co-ordination and regulation of fire services, specialized fire fighting services such as mountain, veld and chemical services, training of fire fighters and co-ordination of the standardization of infrastructure, vehicles, equipment and procedures.	Municipal Manager's Office
Promotion of local tourism for the area of the district municipality.	Planning & Economic Development
Establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.	Planning & Economic Development
Establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.	Planning & Economic Development

According to 2006/2007 IDP, the under-mentioned are some of opportunities which WDM uniquely derives from its comparative and competitive advantages:

- Eco-tourism in all six local municipalities.
- Cultural eco-tourism.
- Feedlot and abattoir.
- Horticulture
- Mining development

## **2. SECTION A: EXECUTIVE SUMMARY**

Waterberg District is geographically located on the Western part of the Limpopo Province - one of the peaceful and prosperous provinces of South Africa. To borrow the words of Taylor et al Waterberg is a captivating and magical part of South Africa. In a sense it is both a very old yet a very new place. It is also a place of contrast in a way. The Waterberg is about to be one of the biggest contiguous conservation area in the country, hosting large population of big game, important prehistoric and historic sites, natural physical beauty and miles and miles of unspoilt wilderness.

As a municipality with a Mayoral Executive System, Waterberg District Municipality consists of six local municipalities which are in themselves tourist destinations of choice namely, Bela-Bela, Lephalale, Modimolle, Mogalakwena, Mookgophong and Thabazimbi. Waterberg District Municipality shares its five border control with Botswana namely Groblersbrug, Stockpoort, Derdepoort, Zanzibar and Platjan. It is strategically located in sharing its borders with the Capricorn District Municipality on the North and Sekhukhune District Municipality in the East. The Southwestern boundary abuts the Northwest while the Gauteng Province lies on the Southern eastern side.

Waterberg District Municipality is part of the developmental local government agenda and therefore is involved in a struggle against the chief evils of development namely poverty, unemployment, underdevelopment, service delivery backlogs. In the same breathe it must be mentioned that most of the local municipalities have made a serious dent of service delivery. Besides providing free basic services, all the local municipalities have provided less than average of 50% of basic services to communities. There is however a problem of ageing and full capacity networks of water, sewer and electricity. The challenge of extending services to the remotest village is still perennial.

Both the social infrastructure and economic infrastructure indicators show that much must still be done to improve the quality of life of the people of Waterberg. Communities are still experiencing a high rate of unemployment, high levels of illiteracy, high levels of HIV/AIDS and related problems to name but few.

### **Constitutionally, the objects of local government are:**

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

Waterberg district municipality is endowed with natural resources that give it a competitive advantage in agriculture, tourism and mining. All the municipalities in the District are tourist attractions and mining is a strong resource, which is mainly found around Mogalakwena, Lephalale & Thabazimbi

Municipalities. The erection of the power station of Medupi and Sasol Plant in Lephalale is the main economic development boom.

### **MUNICIPAL TURNAROUND STRATEGY**

The National Local Government Indaba adopted the national report and furthermore resolved that each Municipality, in consultation with other spheres, should develop its Turn-Around Strategy.

.Provincial Steering Committee established includes the COGTA, Office of the Premier, Department of Local Government and Housing, Provincial Treasury, SALGA and representatives from each District Municipality. In executing the MTAS, the Provincial Process Plan has been developed and aligned with MTAS/ IDP process.

Lephalale was identified for the pilot session, and other sessions were held in all Local Municipalities by the 30<sup>th</sup> March 2010. Waterberg District Municipality's session was on the 20<sup>th</sup> April 2010 and consolidated the Local MTAS into the district-wide Turnaround Strategy.

The Municipal Turnaround Strategies (MTAS) should be included as part of the IDP's Executive Summary for 2010/2011 Financial Year. All Municipalities should ensure integration of IDP/Budget/ MTAS as follows:-

- adopt their IDP and Budget, including MTAS, by the end of May 2010.
- ensure alignment of Budget with MTAS priorities
- adopt their Service Delivery Budget Implementation Plans by the end of June 2010.
- Full roll-out of MTAS implementation plan commences with the new 2010/11 financial year

This implementation plan should become a standing item on the Governance and Administration Cluster, Provincial Planning Forum and the Premier-IGR Forum on a quarterly basis.

### 3. REVIEW PROCESS SCHEDULE

#### IGR structures consultative meetings

Date of meeting	Items discussed	Outputs
23 September 2009	District Planning Forum	Inputs into analysis phase
01 October 2009	Adoption of process and Framework	Public notice
14 October 2009	District Municipal Managers Forum	Inputs into analysis phase
16 October 2009	District Planning Forum	Turnaround Strategy
07 December 2009	Strategic Session	Integration of IDP & Budget/Sector Departments
3 & 4 December 2009	Provincial Planning	Sector Departments Projects
23 February 2010	District Planning Forum	Sector Departments Projects
23 February 2010	District Municipal Managers Forum	Update on IDP
20 April 2010	District MTAS	District – wide MTAS
20 May 2010	District Municipal Managers Forum	IDP Assessment Report

#### IDP Representative Forum and Road shows

Date of meeting	Items discussed	Outputs
13 October 2009	IDP Technical Steering Committee meeting	Inputs into analysis phase
28 October 2009	IDP Steering Committee	Inputs into Analysis Phase
25 November 2009	IDP REP FORUM	Inputs into analysis Phase
22 January 2010	IDP Technical Meeting	Inputs into strategies Phase
08 March 2010	IDP Steering Committee	Inputs into Strategies & Project Phases
09 March 2010	IDP REP FORUM	Inputs into Strategies and Projects Phases.
31 March 2010	Tabling of draft IDP & SDBIP	Approval of draft IDP and SDBIP
12 - 23 April 2010	IDP Roadshows	Inputs into draft IDP & SDBIP
31 May 2010	Tabling of final IDP	Approval of IDP
28 June 2010	Approval of SDBIP	Approval of SDBIP

### 4. STRATEGIC OBJECTIVES

The District wide Objectives are integrated with the Medium Terms Strategic Framework (MTSF) and the recent Limpopo Employment Growth and Development Plan (LEGDP).

- To empower the community and instill a sense of ownership of development.
- To ensure optimal use of space economy.
- To improve the financial viability of the municipalities.
- To develop and implement integrated management and governance systems.
- To attract and retain best human capital.

## SECTION B: SITUATIONAL ANALYSIS

### 1. SOCIAL OVERVIEW

#### 1.1 DEMOGRAPHICS

The majority of the people in Waterberg District are the Africans and translates to 95% of the whole population. Just like in the Province, the majority of this figure, is the Youth (between 18 and 35 yrs). It means that there is a need to develop programmes for young people and also to fight their unemployment.

Given the fact that Waterberg is predominantly agricultural, the need to extend services to the communities cannot be taken for granted. Because of the sample nature of the Community Survey, the 1996 IDP survey made a projection of 638 460 people which is more realistic than 540 449 of the Community Survey which was conducted in 2007.

Waterberg District Municipality makes 11, 6% of the Limpopo population of 5, 2 million .The largest number of people are found in Mogalakwena Local Municipality whilst the fewest live in Mookgophong Local Municipality. The Africans are in the majority as the table below shows.

Table1. POPULATION STATISTICS

	<b>African</b>	<b>Whites</b>	<b>Coloureds</b>	<b>Indians</b>
Bela-Bela	47, 366	7, 409	1, 021	54
Lephalale	75, 353	4, 774	12	3
Modimolle	43,305	8,554	264	481
Mogalakwena	315, 352	11,969	118	3,206
Mookgophong	13,124	3,569	30	94
Thabazimbi	45,948	13,708	285	103
<b>Grand Total</b>	<b>540,449</b>	<b>49,984</b>	<b>1,730</b>	<b>3,941</b>

Source: Statistics South Africa Community Survey: 2007

#### 1.2 HIV/AIDS PREVALENCE

The HIV/AIDS prevalence levels in Waterberg have been the highest since 2004 when compared with other districts in the Province. There are 8 accredited hospitals which can deal with the pandemic of HIV/AIDS in the district. To be more specific 33 mobile clinics and 53 clinics conduct voluntary counseling and testing.

The prevalence is recorded the highest among the youth of 18 and 35 years of age who are sexually active. To be more specific, 33 % of the young people between the ages of 25 to 29

years are infected is a trend which is obtaining in Waterberg as well. The trend is that younger women are more vulnerable to HIV/AIDs more than male counters. HIV antenatal sero-prevalence and TB incidence are driven by HIV infections all over the local municipalities. The messages around HIV will continue to be integral of the municipal calendar events.

**Table 2: HIV ZERO PREVALENCES (Pregnant women)**

Years	05/06	07/08	08/09	09/10
Prevalence	28,5%	27,5%	25,6%	24,3%

Just like in the past four years, the hotspots are Lephalale and Thabazimbi probably because of the mines that exist there. In trying to deal with the scourge, District Municipality has launched HIV/AIDS councils in all the six local municipalities.

The challenges around HIV/AIDS are varied and manifold. They inter alia include shortages of counselors, lack of funds to implement HIV/AIDS programmes, uncontrollable infections among the youth, increase in orphans, lack of support and commitment to HIV /AIDs, immorality and social stigmas.

### 1.3 POVERTY

The levels of poverty in Waterberg are high and worse in villages and farm areas. The fact that Waterberg has around 206 villages makes it predominantly a rural district which is troubled by unemployment. The human development index (HDI) is sticking around 0, 5% which means the level of human development is average since a level of 1 % is difficult to achieve. 73% of the people receive minimum living level(MLL) as espoused in the National Spatial Development Perspective of less than R1 000.

#### HUMAN POVERTY INDEX

RANK		VALUE	PROBABILITY OF BIRTH OF NOT SURVIVING TO AGE OF 40	ADULT LITERACY RATE	CHILDREN UNDER WEIGHT FOR AGE	PEOPLE UNDER 2 INCOME POVERTY LINE
		%				
55	121	23,5	31,7	17,6	24,1	34,1

Compared to the other developing countries RSA was ranked 55 out of 108 countries. To the rest, both developing and developed countries, it is ranked 121 out of 177 countries. According to UN it can be inferred that SA has got a Medium Human Development. Limpopo Province and Waterberg District have even a Lower Medium Development because of the majority of unemployed people living in villages.

The majority of families therefore depend on social grants which have proven to have unintended consequences for the young females. Despite the development which takes place in Lephalale, according to global insight, the highest percentage of people who live in poverty are from Lephalale.

The issue of poverty has a negative influence of the provision of basic services by the local municipalities. It means that many cannot pay or receive such services which are very constitutional. It also calls upon the municipalities to provide free basic services and update their indigent registers.

#### **1.4 CRIME**

The levels of crime are generally low in Waterberg. The Medium Term and Expenditure Framework and LEGDP have identified fighting crime and corruption as one of its strategic goals in next five years. The most common crimes which are committed in Waterberg across the six local municipalities range from assault GBH, theft, robbery, and domestic violence in all the local municipalities.

Municipalities should mobilize communities to combat crime by participating in Community Safety Fora and street committees. The combined efforts of all stakeholders including the traditional leaders and faith based organizations can strengthen efforts to combat crime and corruption and also monitor the functionality of the criminal justice system on the local level.

Projects such as, Moral Regeneration Movement, Safety and Security Summits and campaigns such as Activism against children and women abuse can be used to educate the community around matters of safety and good citizenship behavior.

Various strategies can be employed to fight and prevent crime in Waterberg. Municipalities should encourage community members to be actively involved in community policing forums. The possible causes of crime inter alia are unemployment, poverty, lack of visible policing, alcohol and drug abuse, lack of recreation facilities that make the youth to misdirect their energies towards criminal activities, moral degeneration and a break down of families.

#### **1.5 EDUCATION**

Education is seen as the most important tool of human development hence National Government has prioritized education as one of its five strategic objectives for the next coming five years. The performance of grade 12 in 2009 was around 39%. This poor performance was mainly caused by the transition to the National Curriculum Statement and poor culture of learning and teaching. Poor performance is still rife among township schools whilst the former model school schools are still excelling. The shortage of good educators in Mathematics and Physical Science is still an issue. Failure to master these subjects will live many learners with a shortage of skills which central in the 21st century economic development.

The Waterberg FET and Lephalale FET will have to align their curriculae to the economic needs of the district which are mainly agriculture, mining and tourism. More the global transition to a low carbon and sustainable economy may create green job opportunities and other forms of renewable energy to the institutions of learning in Limpopo. The implications are that even schools and FETs should be responsive to the economic needs of the district in particular and the province in general.

## **1.6 SPECIAL GROUPS**

The most vulnerable group in the society is elderly, women, children, People with Disabilities, and the Youth. These people are still struggling with issues of inequality, poverty and unemployment. Their economic empowerment which was supposed to be spearheaded by the local municipalities still leaves much to be desired. In middle management positions and top management positions, there are few women who are appointed. The highest rate of unemployment is found among the youth.

The target of 4% of appointing people with disabilities is far from being achieved. In all the local municipalities, very few of them are appointed let alone in management positions. Many municipal buildings are not user friendly to people with disabilities. The unfair discrimination against the special groups is deep seated and has to be challenged.

## **2. SPATIAL RATIONALE**

It is required of a municipality to have full understanding of its space economy in order to develop to its full potential. It is generally agreed that development issues have spatial dimensions. In other words development does not take place in vacuum, it happens within a particular space. Waterberg District Municipality has reviewed its Spatial Development Framework (SDF) in 2008/2009. In reviewing its SDF due diligence was given to the SDF of the Province. The SDF assists Municipalities in guiding infrastructure investment and shows where the services may be provided according to the potential of the area. The SDF can be used to create socially, economically viable and sustainable human settlements.

### **2.1 Settlement Patterns**

The total area of the Waterberg District Municipality is approximately 4951882.km. The municipal area consists mainly of commercial farms, game farming, rural settlements and small towns. Approximately 0, 43% of the total area is used for settlement purposes (i.e. towns and villages) of which 69% of all the settlements (i.e. towns and villages) in the Waterberg District Municipality area are located within Mogalakwena Local Municipality. The largest settlement consists of 5 000 people whilst the smallest has less than 1000 people. The low population densities have serious implications to improve the levels of service

provision to the communities as cost associated with respect to the provision of service infrastructure is very high.

The spatial patterns differ from municipality to municipality whereby the urban areas (Mokopane, Mookgophong, Modimolle, Lephalale, Thabazimbi and Bela- Bela) dominate the district urban settlement pattern. Apart from these dominant urban centres, the district is characterized by a number of smaller towns that function as sub-regional service centres.

The Spatial Development Framework of the Limpopo Province classifies the towns and villages in First, Second and Third Order Settlements to accommodate development and investment. It identifies Lephalale, Thabazimbi and Mookgalakwa as Provincial Growth Points.

The District Spatial Development Framework divides the settlements into the following 1st order (one nodal point), 2nd order (5 nodal points) and 3<sup>rd</sup> order (4 nodal points).

**Table 2: Growth points**

<b>Nodes</b>	<b>Settlement</b>	<b>Growth and development prospects</b>
1 <sup>st</sup> order node	Mokopane/ Mahwelereng	<ul style="list-style-type: none"> <li>• Largest regional service centre in the Waterberg District area.</li> <li>• Strength lying in the secondary and tertiary sectors.</li> <li>• Good mining prospects in future that will strengthen diversity and ability to develop role of key service centre.</li> </ul>
2 <sup>nd</sup> order nodes	Bela –Bela Modimolle Mookgophong Thabazimbi Lephalale	<p>The nodes in the municipal area are represented by five other well established towns. Each node has unique characteristics that define different roles for each in the development of the municipal are.</p> <ul style="list-style-type: none"> <li>• Bela- Bela is strongest agricultural area in the Waterberg and shows a comparative advantage as strong services sector both in the national and provincial economies. It is also a large scale tourism activities and the hub of tourism outside the proclaimed nature reserves and the Waterberg Biosphere.</li> <li>• Modimolle is the focus of strong agriculture activities and has a clear services centre role in the Waterberg. It has the potential of to develop more as a tourism support centre and a gateway to the heart of Waterberg Biosphere.</li> </ul>

Nodes	Settlement	Growth and development prospects
		<ul style="list-style-type: none"> <li>• Mookgophong is primarily a service centre supporting strong agricultural hinterland and existing mining activities in close proximity to the town.</li> <li>• Thabazimbi is dominated by a single sector; mining.</li> <li>• Lephalale has the prospects of a growing mining and electricity sector in the immediate vicinity of the town</li> </ul>
3 <sup>rd</sup> order nodes	Northam Vaalwater Bakenberg, Rebone and Beauty/GaSeleka	<p>The nodes play an important roles as regional service centres with distinct long term development potential and roles in the development of the municipal area.</p> <ul style="list-style-type: none"> <li>• Northam is sustained around the local mining activities in the area. The future role of the node will increase in importance as mining activities shifts from iron ore to platinum</li> <li>• Vaalwater was initially developed as service centre for local farms. It is in the beneficial position to develop as hub of the Waterberg Biosphere</li> <li>• Bakenberg, Rebone and Beauty/GaSeleka are very low municipal service points. The emphasis should be on creating opportunities for establishing regional community services.</li> </ul>

It implies that the development of the space economy of the municipal area according to the nodes can be delayed since not all municipalities have adopted the Spatial Development Framework. To date, four municipalities namely: Bela –Bela, Mogalakwena, Lephalale and Thabazimbi have adopted their SDF’s while Modimolle and Mookgophong are in the process of developing the plans.

Provision of houses is basic human rights that communities are entitled to. There is still an enormous demand for houses within the District area. The demand for houses is mostly found in Lephalale, Mogalakwena and Thabazimbi. In these municipalities there is an immense mining activity that is taking place and contributes to influx of labourers and other business activities to the municipal area.

**Table 3: Housing demand**

Municipality	Backyard rental	Rural	Gap market	Social	CRU	Project Linked	BNG/ IRDP	Total Backlog
Bela- Bela			400			1100	250	2750
Lephalale	6 300	3 801	660	2 546	7 000	450		20 575
Modimolle		3 000	700					3 700
Mogalakwena	3 080	22 101			60	1 200		26 441
Mokgophong								1500
Thabazimbi	910	5 762	970	1 970		4250		13 862
<b>Grand total</b>								<b>68 828</b>

**(Municipal IDP Housing Chapters, 2007)**

With established towns and townships within the municipal area, there are sprawling informal settlements that are found adjacent to the nodes, especially where there are mining economic activities.

The existence of the informal settlements within the municipal area extends the service delivery backlogs in municipalities. In Thabazimbi municipality the one informal settlement is found in a privately owned land and is comprised of 1700 households without basic services.

**Table 4: Informal settlements**

MUNICIPALITY	NUMBER OF INFORMAL SETTLEMENT
Bela-Bela	2
Modimolle	3
Mogalakwena	4
Mookgophong	2
Lephalale	3
Thabazimbi	6

## 2.2 Land Use management

Waterberg District Municipality covers an area of 4 951 882 hectares of land. The land is characterized by five forms of settlements. The settlements found are town, townships, villages, informal settlements and farms. There are 168 villages in Mogalakwena and 38 in Lephalale municipalities which make the district to be predominantly rural.

The land use patterns resemble a natural zonation with the mining sector/industry mainly concentrated on the periphery of the district whilst tourism and game farming activities take place at the central area. Commercial activities occur mainly within the transition areas and adjacent areas of the biosphere reserve.

The land is mainly used for conservation, crop farming, game farming, mining and small portion is used for settlement. The municipalities are still relying on town planning and

township ordinance 15 of 1986 and old town planning schemes because the Land Use Management Bill is still to be enacted. Rural areas municipalities that have traditional authorities in their jurisdiction have to involve the traditional authorities in the process as some of the land is in their trust. It is therefore very critical that relations are forged by the municipalities and traditional authorities.

The promulgation of the Land Use Management Schemes is not complete. Bela- Bela Municipality has promulgated its scheme whilst Thabazimbi, Lephalale, and Mogalakwena have started the promulgation phase. Mookgophong and Modimolle are in the process of developing the land use management schemes.

### 2.3 Land Reform and Land Tenure

Land is not equally distributed in Waterberg. Land reform issues within Waterberg District Municipal area complex. There are challenges with regard to land access, land tenure, land restitution [Land claims] and land administration. Numerous land claims have been lodged with the Land Restitution Commission in the past.

There are land claim backlogs in all municipalities. Approximately 252 342 ha representing 40.80% of the total local municipal area of Mogalakwena is subjected to land claim. It is followed by Lephalale with 179163 ha representing approximately 179 163ha representing 9.14% of the municipal area, which is subject to land claim. The number of land claims in the other 4 municipalities is substantially less, with Mookgophong (40 243ha) representing 9.42% of the total municipal area.

From a spatial point of view land ownership does not necessarily determine the preferred use of land. The exception are, as is the case with tribal land , where uses are restructured through restricted ownership practices, and where land restitution leads to commercially productive land becoming unproductive. The land restitution process can restrict investment and economic activity over the short and medium term but should not have an impact on the long term use of land.

**Table 5: Outstanding land claims**

Local municipality	No. of properties	Rural	Urban	Further research
Mogalakwena	275	R(275)		8 Gazetted
				267 Research
Thabazimbi	31	R(31)		30 Research
				1 Gazetted
Lephalale		R(100)	U (2)	97 Research

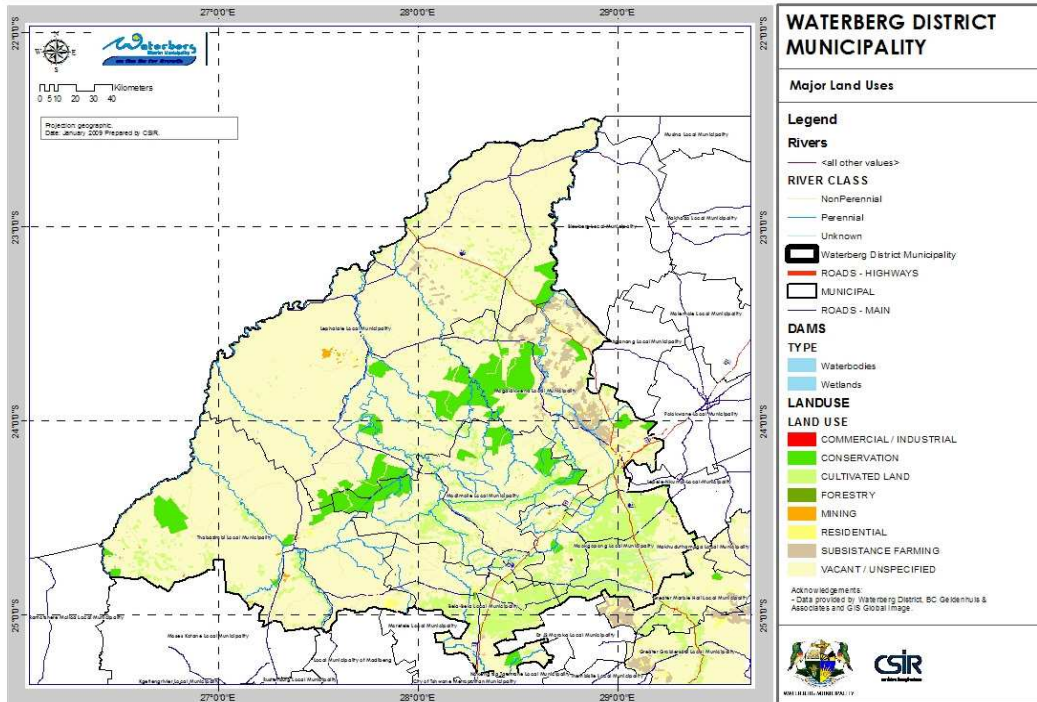
Local municipality	No. of properties	Rural	Urban	Further research
	102			5 Gazetted
Modimolle	54	R(52)	U (2)	49 Research
				3 Gazetted
Mookgophong	55	R (55)		52 Research
				3 Gazetted

Source: Outstanding land claims in Waterberg District Municipality: Land Affairs

The redistribution of land is an ongoing process which is determined by the supply and demand of land. The management of the process and the capacity building of the beneficiaries to utilize the land are critical to uplift both the social and economic being of the claimants of the land.

The key challenge for the district in the land reform process is to deal effectively with the injustices of land dispossession, equitable distribution of ownership, reduction of poverty and economic growth, tenure security as well as a system of land management which will support sustainable land use patterns.

To deal with sustainability of agricultural land, the Waterberg District municipality has developed the agricultural land use policy to promote sustainable agricultural land use. In recent times the District has experienced an upsurge in terms of applications, illegal subdivisions and enquiries for conversion and change of farm land use from traditional agricultural uses to non-traditional farm uses such as game farming, golf courses, holiday accommodation et cetera. The agricultural land is subdivided into unproductive or uneconomic land portions without proper assessment of the cost and benefits affecting the district's productive land for agricultural development and impacting negatively on the social, aesthetic and environmental quality of the local area. Map below is agricultural land use map.



## Spatial rationale issues and challenges

- Delayed restitution of land.
- Inadequate land for development.
- Poor planning in rural areas due to poor implementation of land use management scheme.
- Illegal subdivision of agricultural land.
- Inadequate strategies for biosphere management.
- Poor community participation on land use planning.
- Inadequate staff compliment to deal with spatial and land use management.
- Dismantling of racial settlement in municipalities.
- Delays in transfer of land
- Shortage of planning skills

## 3. ENVIRONMENTAL ANALYSIS

### 3.1 Water Sources

Water is one of the scarcest resources in Waterberg. It is common knowledge that the availability of water resources has an impact on development in general. There are 8 main dams and 80 boreholes and 15 wetlands.

The Limpopo Province including the Waterberg District area has limited water sources. Water sources in the municipality are mainly from surface water and groundwater. The following are current sources of water found in the district area:

Table 6; Water sources

Municipality	Source	
	Surface water	Groundwater
Bela-Bela	<ul style="list-style-type: none"> <li>• Warmbath Dam</li> <li>• Platrivier Dam</li> <li>• Pipeline from Klipdrift purification works(Magalies Water)</li> </ul>	Four boreholes
Modimolle	<ul style="list-style-type: none"> <li>• Donkerpoort Dam</li> <li>• Pipeline from Klipdrift purification works(Magalies Water)</li> </ul>	<ul style="list-style-type: none"> <li>• Perdelaagte borehole</li> <li>• Mabaleng borehole</li> <li>• Mabatlane borehole</li> </ul>
Mogalakwena	Sterkrivier Dam (Lepelle Northern Water)	<ul style="list-style-type: none"> <li>• Planknek (21 boreholes)</li> <li>• Uitloop Water Beligging (1borehole)</li> <li>• Mapela Regional Water Scheme (25 boreholes)</li> <li>• Bakenberg Regional Water scheme (40 boreholes)</li> <li>• Nkidikitlana Regional Water Scheme (15 boreholes)</li> <li>• Salem Regional Water Scheme (12 boreholes)</li> </ul>
Mookgophong	Welgevonden Dam	<ul style="list-style-type: none"> <li>• Nyl Valley field (4)</li> <li>• Roedtan/Thusong field (6)</li> <li>• Tin mine</li> </ul>
Lephalale	Mogol Dam	80 boreholes
Thabazimbi	Vaalkop Dam (Magalies Water)	<ul style="list-style-type: none"> <li>• B Seven (1 borehole)</li> <li>• Groep Five &amp; Twelve (5 boreholes)</li> <li>• Leeupoort (2 Boreholes)</li> <li>• Rooiberg (3 boreholes)</li> </ul>

The most prominent rivers in the district are: Mokolo; Limpopo; Lephalale; Mogalakwena; Sterk; Olifants and Nyl. Waters from these rivers are mainly used for irrigation and human consumption. The main catchment areas in Waterberg are Mokolo, Lephalale and Mogalakwena. Phase 2 of the pipeline of the flag Boshielo dam to Prussein in Mokopane.

The blue drop test organized by DWAA in 2009 shows that water quality in all municipalities is still a problem. There is also a huge risk of polluting underground water. Waterborne and pathogens cause diseases such as cholera, typhoid and amoebic infections which require municipalities to intervene whenever communities are suffering.

According to the Limpopo Employment, Growth and Growth Plan (LEGDP), Mokolo and Crocodile River Augmentation can unlock economic development in the form of the petro-chemical cluster in Lephalale. Enough industrial water will be needed by Matimba power station, Medupe power station, and Sasol plant in Steenbokpan and Grootegeluk coal mine. The Olifants River Water Resources Development (De Hoop Dam) when completed, it can provide domestic water and industrial water to Mogalakwena Municipality.

**CHALLENGES:**

- Insufficient provision and maintenance of services
- Water backlogs
- Insufficient funding
- Water losses

**3.2 Cultural and Heritage sites**

Waterberg is rich in both physical and cultural heritage. The Waterberg mountain ranges are recorded in the art centre of South Africa. The caves of the mountains of Waterberg abound with rock paintings of the Khoisan which is part of early Stone Age and prehistory. Over and above, the Makapans Valley is associated with wars of resistance between the Voortrekkers and the Ndebeles. This valley is renowned as World Heritage site of the Cradle of human kind. Waterberg is also rich in Voortekker history and the concentration camp and has the oldest church building. Lapalala and Touchstone have been declared the South African National Heritage sites whilst the Nylsvlei is an internally recognized wetland.

**3.3 Biodiversity**

Ecosystems and habitat destruction in Waterberg and elsewhere are caused by agricultural, urban development activities and pollution. Not only is wildlife affected negatively but also many species of beneficial plants- of which tree-cycad is an example.

Waterberg is a habitat for small and large animals. There various kinds of birds, reptiles, amphibians and insects. There are special bird species such Blue cranes, Cape Vulture, Denham's Bastard, Korrie bastard, Black Crowned Night Heron, White Backed Vulture, Cape Vultures & Barrows Korhaan etc. Crocodiles and Hippos are still found in the perennial

rivers. Mauritius thorn, black wattle, lantana, Blackwood, patula pine, jacaranda and queen of the night.

There are various types of plants in Waterberg. The most aggressive alien invaders are Mauritius thorn, black wattle, lantana, patula, jacaranda and queen of the night. The protected indigenous plants are the marula, baobab, white syrinde, serisophilum although there many species of plants in Waterberg, the one which deserves special mention is the Special indigenous cycad which is found mainly in Mookgohong. This cycad is very expensive mainly because human medicine is derived from it.

Big five reserves in Waterberg are Welgevonden, Shambala, Touchstone, Entabeni, Shilanti and Rhinolands. Endangered animal species are Roan and Sabie antelope, Tsessebe, Black Rhinoceros, disease free buffalo and lion.

Conversion of commercial into game farming - benefit from the biological diversity. Lapalala wilderness school – produced 47 000 learners. Lapalala is one of the most popular wilderness destination in Northern South Africa. The Waterberg Nature Conservation covers 150 000 hectares of privately owned land. Special species projects – disease free buffalo, roan antelope, and zebra. Marakele National Park and Shambalala are also leading in nature conversation. Sensitive ecological areas are the wetlands, grasslands and other areas of high biodiversity value.

### **3.4 Topograpghy**

Large areas of the Waterberg tourist region are covered with Bushveld habitats, also known as the Savanna Biome, consisting of tall grasses and low trees, most of them deciduous, fine-leaved and thorny. The region provides examples of the dense shrub land with large trees and shrubs that include Umbrella Thorn, Marula, Mopane and Baobab.

Pod-bearing trees and shrubs with cluster of small, golden-bearing flowers characterize the extensive acacia family that occurs in the Bushveld habitat.

Waterberg consists of nickel, iron, tin and other metals which gave rise to the mining industry in the region. The geographical wonders of the area attract many tourists from all parts of the world. This was evident in 2001 when the United Nations Education, Scientific and cultural

organization awarded the Waterberg Savanna Biosphere Reserve, international status as the first savanna biosphere reserve in Southern Africa.

Waterberg District Municipality is the largest of the five districts in Limpopo province. The result is that the natural environment constitutes a diverse and complex mosaic. It links the eastern, wetter part, from the Lowveld to the central more arid part of the country. The location of the district is also important if the transport routes to the neighboring countries Botswana, Namibia, Zambia, Malawi and Zimbabwe are taken into consideration. Limpopo province covers a total of 123 910 km<sup>2</sup> (13 948 418ha), which represents 10.2% of South Africa

### 3.5 Climatic change

The decade 1999 to 2009 is regarded as the warmest of them all by Intergovernmental Panel Climate change of the United Nations. South Africa in general and Waterberg in particular is also contributing to global warming. The greenhouse effect is expected to precipitate a rate of warming which is unprecedented globally. In Waterberg the results of climatic come in the form of high levels of heat (Lephalale & Mogalakwena) persistent drought, and accumulation of carbon dioxide in the atmosphere will affect land use. Climatic change will also affect Waterberg with major consequences for food production, water availability, human health, migration pressures and regional instability South Africa is one of the signatories of Agenda 21, Sustainable Environmental Management and also attended Copenhagen internal Conference.

### 3.6 Air quality

Air quality legislation comprises primary standards which protect human health and secondary standards which protect property, vegetation, climate and aesthetic values. The development of new industries that increase air pollution through the emission of gases in the atmosphere should be managed. The construction of the new power station in Lephalale requires that the industries should comply with air quality standards. In Waterberg, the air quality hot spots are Lephalale, Mogalakwena and Thabazimbi.

#### Air Quality

Municipality	Industrial emission	Domestic fuel during	Vehicle omissions	PM10	S02	No2
Lephalale	95.9%	19.1%	24.1%	86.2%	95.4%	94.3%
Bela - Bela	0.0%	4.8%	17.0%	0.4%	0.02%	1.0%

Municipality	Industrial emission	Domestic fuel during	Vehicle omissions	PM10	S02	No2
Mookgophong	0.0%	3.5%	6.1%	0.2%	0.01%	0.3%
Thabazimbi	3.6%	10.9%	28.1%	0.8%	4.5%	1.6%
Mogalakwena	0.4%	52.0%	13.2%	11.7%	0.05%	2.2%
Modimolle	0.0%	9.6%	11.4%	0.6%	1.8%	0.6%

**SOURCE: Air Quality Management Plan**

Within the municipal area the challenges that are found include air quality, solid and hazardous wastes, the endangerment of biological diversity and degradation of the land caused by overgrazing and deforestation. The impact of the latter mostly affects the ozone and a consequence is global warming.

The following table depicts environmental challenges in the Waterberg area:

Issue	Detail
Sanitation	<ul style="list-style-type: none"> <li>• Mogalakwena ,Lephalale and Thabazimbi have inadequate sanitation systems</li> <li>• Modimolle and Bela- Bela experience a lot of overflowing sewage due to aged infrastructure</li> </ul>
Harvesting of firewood	<ul style="list-style-type: none"> <li>• Modimolle experiences high usage of firewood for cooking and heating</li> </ul>
Issue	Detail
Water quality	<ul style="list-style-type: none"> <li>• Most of the rural communities rely on borehole s / bulk storage for water provision.</li> <li>• Mining and industrial activities might affect the underground water quality especially in Lephalale and Mogalakwena.</li> <li>• The aged /old infrastructure has a negative impact on the quality of water especially the chemical content. This usually happens in Bela- Bela and Modimolle</li> </ul>
Air Quality Management	<ul style="list-style-type: none"> <li>• Lephalale local municipality is the major source of industrial emissions, contributing to approximately 96% of emissions in the District. Matimba Power station and Grootegeeluk Coal Mine are the main contributing sources in this Municipality.</li> <li>• Thabazimbi and Lephalale are the main contributors to vehicle emissions, contributing 28% and 24% respectively..</li> <li>• Mogalakwena is the largest contributor to domestic fuel burning emissions in the District, contributing to approximately 52% of emissions.</li> </ul>

### **3.7 Waterberg Savanna Biosphere**

This biosphere was formed in 1996 with a view of maximizing conservation, sustainable development and social upliftment. It allowed local communities to participate in issues of development and conservation.

On 23 March 2001 – UNESCO officially proclaimed the Waterberg Savanna Biosphere area as the first Savanna Biosphere Reserve in Southern Africa. A reserve should be community driven and be assisted by government agencies. Since then it has become one of the tourist attraction sites in Waterberg.

Core areas of the biosphere are the Marekele National Park, Masebe National Reserve, Moepel Farms, Wonderkop National Reserve and Mokolo Dam Nature Reserve. Buffer zones are Lapalala, Welgevonden, Kwalata, Entabeni, Shambalala and Touchstones. Nyslvlei may be added as one of the zones of the biosphere. WDM is currently busy with meander route in the biosphere. Water and land should be used wisely to protect the ecosystem.

### **3.8 Waste management**

The municipality developed the Integrated Waste management Plan as required by legislation and the determined by its powers and functions. The municipality is allocated the function of solid waste disposal sites. The function involve determination of waste disposal strategy, regulation of waste disposal and the establishment, operation, and control of waste disposal sites, bulk waste transfer facility and waste disposal facilities.

In implementing its function the municipality has a role to ensure that waste management systems are in place in all its local municipalities. General waste collection in the District Municipality is domestic, commercial, industrial and institutional. Currently most of the waste is collected from households, followed by commercial industries. There is no district solid waste in Waterberg. Most of the landfill sites are also unlicensed.

#### **3.8.1 Refuse removal**

Waterberg District has a challenge of providing refuse removal services to the communities. The local municipalities are experiencing challenges of offering the service.

### Provisions of refuse removal services

Municipality	RDP refuse removal (actual number of households)	Refuse removal (%)	RDP refuse removal backlog(% within municipality)	RDP as % of district total	RDP refuse removal % of province total
Waterberg District	62818	39	60.9	100	9.9
Bela- Bela	10994	76.9	23	3.3	0.3
Modimolle	8980	56.7	43.2	6.9	0.6
Mookgophong	4542	59.1	40.8	3.1	0.3
Mogalakwena	17416	23.1	76.8	59.1	5.8
Lephalale	6325	26.6	73.3	17.7	1.7

Source: Community Survey 2007

Only 39% of the households in the Waterberg District Municipality have access to acceptable refuse removal service levels. Bela- Bela has the highest percentage of households with access to refuse removal services(76.9%).It is followed by Thabazimbi ,60.9%.Mogalakwena has the lowest percentage of households with access to refuse removal services at 23.1%.The municipality also has the refuse removal backlog at 76.8%, contributing 59.1% of the District backlog and 5.8 of the Provincial backlog. The municipality with the smallest refuse removal backlog is Bela- Bela, with refuse removal backlog of 23% which contribute 3.3% to the District backlog and 0.3% to the Provincial backlog. The District municipality contributes 9.9% to the Provincial refuse removal backlog.

### Refuse removal status quo

#### Bela- Bela

Settlements that receive municipal waste collection are Bela- Bela and Pienaarsrivier. Generally the municipality provides waste management fairly in their jurisdiction.

#### Modimolle

The Municipality has two land fill sites in Mabatlane and Modimolle/Phagameng .The Modimolle/Phagameng landfill site has 320 000m<sup>3</sup> and the total general waste collected is 840 000 m<sup>3</sup> per year. Currently there is a need to relocate the Modimolle Town Land fill site as there is a township development process undertaken in extension 10.

The refuse dumps existing in the municipal area have reached their life span capacity. This brings a challenge as there is no land to construct a new land fill site in the municipality.

## **Mogalakwena**

General waste collection in the municipality is found from domestic or households. Settlements that receive municipal waste collection are Mokopane, Mahwelereng and Rebone. The municipality like all municipalities in the Waterberg District Municipality does not provide the service in rural areas. In mining areas, the latter provide the service.

## **Mookgophong**

Settlements that receive regular waste collection services in the Mookgophong Municipality are in the urban areas of Naboomspruit, Mookgophong, Roedtan and Thusang. Other areas in the municipal jurisdiction utilize the informal dumping sites, communal dump, own refuse dump and have no refuse disposal means.

Generally there is waste collection in all municipalities as indicated in the Waste management Plan of the District municipality. There is a need of improving the rate of collecting waste as the settlements in the municipalities are growing. It is important that the District municipality including the local municipalities improve the waste management as collection of waste management does not only improve the environment of the community. It also forms as a base for employment creation and revenue generation for the municipalities.

## **Thabazimbi**

Settlements that receive municipal waste collection services are Thabazimbi, Regorogile, Rooiberg, Northam and Leeupoort. Other settlements in the municipality in the remote rural areas do receive the service. In mining areas, the mines collect the waste for the settlements near their jurisdiction.

## **Lephalale**

Generally waste collected is domestic or household waste mostly in urban areas especially in town. Like other municipalities the provision of the service in rural areas is limited. Communities depend on backyard dumping sites and communal sites.

**Table: Landfill sites**

<b>Municipality</b>	<b>Number of landfill sites</b>	<b>Permitted sites</b>
Bela- Bela	2	2
Lephalale	3	2
Modimolle	2	2
Mogalakwena	3	1
Mookgophong	1	1
Thabazimbi	4	2
<b>Grand total</b>	<b>15</b>	<b>11</b>

## **Waste management challenges**

In general, the residents, businesses and institutions are main producers of municipal solid waste. Some of the waste is hazardous and require special handling to protect humans and the environment. These hazardous wastes include pesticides, petrochemicals, medical wastes and heavy metals. Unfortunately most of landfills are unlicensed, and are located within the leaching distances of both human beings and plants nor are they recycled. The municipalities are not strong in controlling both solid and hazardous wastes.

- Limited number of disposal sites to cover the all communities in municipal areas.
- The geographic area is large and it comprised of mostly rural areas, with scattered villages with low population densities and poor quality roads.
- Increased residential development in urban areas often without concurrent increase in resources.
- Illegal dumping areas both in urban and rural settlements.
- Most dumping sites have reached their capacity levels.
- Limited financial resources to establish new dumping sites.
- Refuse removal service is not up to the required standards.

## **4 BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT**

The level of service render to communities is at 80% average according to the recent Community Survey.

### **4.1 Water and sanitation**

Waterberg District Municipal is not a Water Services Authority. Provision of water and sanitation is undertaken at the local municipalities. For the past fifteen years WDM and the local municipalities have provided water and sanitation and met milestones as compared to the set standards of provision of basic water and sanitation to the communities. However there are service backlogs that must be addressed.

### Basic water provision

Municipality	RDP water services levels (actual number of households)	HH with RDP water service level (%)	RDP water backlog(% within municipality)	RDP as % of district total	RDP Water backlog as % of province total
Waterberg District	141263	87.2	12.1	100	9.7
Bela- Bela	12449	87.1	12.8	9.4	0.9
Modimolle	15086	95.3	4.6	3.8	0.3
Mookgophong	5860	76.3	23.6	9.3	0.9
Mogalakwena	65547	87	12.9	50.1	4.9
Lephalale	20352	85.7	14.2	17.4	1.7
Thabazimbi	21969	92	7.9	9.7	0.9

Community Survey 2007

### Provision of sanitation facilities

Municipality	RDP water services levels (actual number of households)	HH with RDP sanitation service level (%)	RDP sanitation backlog(% within municipality)	RDP as % of district total	RDP sanitation backlog as % of province total
Waterberg District	152340	94.7	5.2	100	5.5
Bela- Bela	13446	94	5.9	10	0.5
Modimolle	14844	93.7	6.2	11.7	0.6
Mookgophong	7108	92.6	7.3	6.7	0.3
Mogalakwena	71925	95.5	4.4	40.4	2.2
Lephalale	22290	93.8	6.1	17.3	0.9
Thabazimbi	22727	95.2	4.7	13.6	0.7

Community Survey 2007

WDM has high water service levels at 87.8% of the households receiving RDP water services. Modimolle has the highest water services levels at 95.3% while Mookgophong has the lowest RDP water services in the district at 76.3%. Generally all the local municipalities in the district have high RDP water service levels.

In relation to the district and provincial backlog, Mogalakwena has the largest water backlog, contributing 50.1 % to the district backlog and 4.9% to the Provincial backlog. Lephalale is next

contributing 17.4% to the District backlog and 1.7% to the Provincial backlog. Modimolle has the smallest RDP water backlog and contribute 3.8% to the District backlog and 0.3% to the Provincial backlog. It is followed by Mokgophong contribution 9.3% to the District backlog and 0.9% to the Provincial backlog; Bela-Bela contributing 9.4% to the district backlog is 0.9% to the Provincial backlog. With the exception of Mogalakwena all the local municipalities have low RDP water backlog.

The community survey of 2007 indicates that Mokgophong has the lowest sanitation level in the district. 92.6% of the households have access to sanitation. The average access to sanitation in the District is high. The statistics show that 94.7% of the households in the District have access to sanitation. Mogalakwena has the highest sanitation levels in the district, 95.5% of the households have access to sanitation. It is followed by Thabazimbi, 95.2%; Bela-Bela, 94%; Lephalale, 93.8% and Modimolle, 93.7%.

The District Municipality accounts 5.5% of the Provincial RDP sanitation backlog. Mokgophong has the largest RDP sanitation backlog, with a backlog of 7.3%. This account for 6.7% of the District backlog and 0.3% of the Provincial backlog. Mogalakwena has the lowest RDP sanitation backlog 4.4% with 40.4% of the District backlog and 2.2% of the Provincial backlog.

## **4.2 Electricity**

The electricity backlog of Waterberg District municipality is minimal as compared to those of other District Municipalities. Provision of electricity is bestowed with Eskom as provider in rural areas of the municipality. In towns, Bela- Bela, Mokgophong, Mogalakwena, Roedtan, Lephalale electrification process is the power and function of the local municipalities.

In areas where municipality has the function of providing electricity the sub-stations have reached maximum capacity to cater for new townships. The energy crisis faced by the municipalities is detrimental to provision of basic services and growing the local economy of municipalities.

In areas where municipality has the function of providing electricity, the sub-stations have reached maximum capacity to cater for new townships. The energy crisis faced by the municipalities hampers the provision of basic services and growth of the local economy in municipalities.

The development of the coal, energy and petrochemical cluster in Lephalale will not only eradicate the District electricity backlog but also there will be improvement of the provision of electricity in the Province and the whole country.

**Table : Provision of electricity**

<b>Municipality</b>	<b>RDP water services levels (actual number of households)</b>	<b>HH with RDP electricity service level (%)</b>	<b>RDP electricity backlog(% within municipality)</b>	<b>RDP as % of district total</b>	<b>RDP electricity backlog as % of province total</b>
Waterberg District	135595	84.3	15.6	100	10.9
Bela- Bela	11308	79.1	20.8	11.8	1.3
Modimolle	12112	76.5	23.4	14.7	1.6
Mookgophong	6064	79	20.9	6.4	0.7
Mogalakwena	69005	91.6	8.3	25.1	2.7
Lephalale	20305	85.5	14.4	13.6	1.5
Thabazimbi	16802	70.3	29.6	28.1	3

The Community Survey of 2007 statistics indicates that 84.3% of the households in the District have access to electricity. Mogalakwena has the highest percentage of households with access to electricity as 91.6% of the households have access to electricity. It is followed by Lephalale at 85.5%; Bela-Bela, 79.1%; Mookgophong at 79% and Modimolle at 76.5%.Thabazimbi has the lowest percentage of households that have access to electricity.

Thabazimbi has the largest electricity backlog of 29.6%and it contributes 28.1% to the District backlog and 1.6% to the Provincial backlog. It is followed by Modimolle, 23.4% which contribute 14.7% to the District backlog and 1.6% to the Provincial backlog. The District municipality as a whole contributes 10.9% to the Provincial backlog.

**CHALLENGES:**

- Aged electricity infrastructure
- Illegal connections

**4.3 Provision of free basic services**

Legislation provides that municipalities must provide free basic services to the communities. It further requires that municipalities develop indigent policies to subsidies identified community members.

The current status quo is that all municipalities within the District have approved indigent registers. However, the implementation of the policy varies in all municipalities. Local municipalities are challenged by with the implementation of indigent policies due to lack of adequate staff in the budget and treasury, inadequate billing systems and lack of water meters in rural areas.

Outlined below is the status quo of provision of free basic services in municipalities.

**Table : Number of indigents receiving free basic services**

Municipality	Water		Electricity		Sewerage and sanitation		Solid management waste	
	2007	2008	2007	2008	2007	2008	2007	2008
Bela- Bela	7 000	14 290	3 732	7 000	3 732	3 732	3 732	3732
Modimolle	11 118	3 036	11 118	3 036	11 118	3 036	11 118	3 036
Lephalale	15 078	9 958	0	2 525	13 842	19 690	4 894	976
Mogalakwena	10 000	69 527	4 686	68 205	53 609	3 227	2 084	3 227
Mokgophong	6 094	6 929	5 823	8 620	2 560	1 129	2 560	1 129
Thabazimbi	2 552	2 579	2 552	2 579	2 552	2 579	2 552	2 579

**STATSA, 2009(none financial statistics)**

**Table : Number of consumer unit benefiting from indigent policy**

Municipality	Beneficiaries							
	Water		Electricity		Sewerage and sanitation		Solid management waste	
	2007	2008	2007	2008	2007	2008	2007	2008
Bela- Bela	3 732	3 732	3 732	3 732	3 732	3 732	3 732	3 732
Modimolle	4 413	3 036	4 413	3 036	4 413	3 036	4 413	3 036
Lephalale	13 920	976	0	976	13 842	976	4 894	976
Mogalakwena	2 084	3 227	2 084	3 227	2 084	3 227	2 084	3 227
Mokgophong	2 560	1 129	0	1 129	0	1 129	0	1 129
Thabazimbi	2 597	2 597	2 552	2 579	2 552	2 579	2 552	2 579

**STATSA, 2009(none financial statistics)**

#### **CHALLENGES : SERVICE DELIVERY**

- Lack of water resource.
- Lack of bulk infrastructure (water, electricity, sanitation).
- Aging infrastructure in older towns.
- Inadequate budgeting for O&M.
- Overflowing of sewer plants
- Utilisation of unlicensed Landfill Sites.
- Sector planning is not coordinated and aligned to the municipal planning processes.
- Inadequate (capital) Funding for all infrastructure/service delivery,
- Inadequate institutional capacity to respond to service delivery opportunities.
- Inadequate intergovernmental integration and support
- Poor water quality.

#### **4.4 Roads and transport**

Roads in the WDM are adequately connected with National, Provincial, and District Roads. The primary route network includes the N1, N11, R518, R572, R33, R510, R516, and the R101. However, there is no direct route connecting the Limpopo Province and the North West Province. There is concern on the rapidly degrading of many roads due to the

increasing economic activities in the District (increase in heavy vehicles with mining materials), and a lack of maintenance and rehabilitation.

In addition to the above roads, the local access roads are gravel and predominantly utilised by buses and taxis. The condition of these roads is below standard. They require upgrading, improved storm water management, lighting, parking, and other road furniture. There are also internal village streets and these are generally in a bad state. Once the major roads have undergone general upgrading, attention can be given to the upgrading the minor roads.

The WDM provides a budget in the IDP for roads but it is not based on a road prioritisation plan and management system.

There is no pavement management data, traffic data, etc. to prioritise the upgrading of roads. However, the Road Agency Limpopo, South African National Roads Agency Limited, Limpopo in Motion, Limpopo 2020 Infrastructure Study, Public Transport Plan, and correspondence with the Transport Forum realised a list of roads that should be prioritised.

**CHALLENGES: ROADS**

- Poor conditions of roads, R33

**4.5 Corridors**

In the interest of regional development, the Province has initiated the Spatial Development Initiatives to attract infrastructure and business investments in economically potential areas. Corridors are spatial areas that offer advantages to mining, manufacturing and other businesses. The most important development corridor is the East-West and Rustenburg SDI which are closer to Waterberg.

Within the WDM area, there are a number of corridors found in Lephalale and Mokgalakwena. Within the municipal areas there are business investment in the sector of platinum and coal mining. The business investments that exist within the area require investment on road infrastructure as there will be increase on activities.

Table: Corridors in WDM

Local Municipality	Town	Corridor	Corridor Length
Lephalale	Kopanang	R561 Setateng to Kopanang	40km
		R572 Rietfontein Route to Kopanang	60km

Local Municipality	Town	Corridor	Corridor Length
		Marapong to Kopanang	27km
	Modimolle, Mabatlane & Lephale	R33 – connects Modimolle and Lephale with N1	
Mogalakwena	Mokopane	N11 Tshamahansi to Mokopane	25km
Mogalakwena	Mokopane	Mahwelereng to Mokopane	14km
Mogalakwena	Mokopane	R518 Mmalepeteke to Mokopane	25km

The SDI has not only the domestic spatial element but also a South African Development Community (SADC). According to LEGDP, the most attractive form of investment in this context would be the Foreign Direct Investment (FDI). The marketing of the Province and the district may attract foreign investors to come and build a social and economic infrastructure.

#### 4.6 Transport

Car ownership within the District area is low and commuters depend on public transportation. Further, mobility of communities is a serious concern. Table describes the modes of travel in the WDM. The majority of the population with WDM walk and mostly use public transport services (bus and taxi operations).

**Table :Mode of travelling**

Municipality	Total number of Taxi routes
Bela –Bela	13
Lephale	12
Modimolle	8
Mogalakwena	64
Mookgophong	2
Thabazimbi	41
Total	140

Source: Waterberg District Municipality: 2007

**Table : Bus services**

<b>Municipality</b>	<b>Total Number of bus terminals</b>	<b>Total number of formal terminals</b>	<b>Total number of informal bus terminals</b>
Bela- Bela	1	0	1
Lephalale	3	2	1
Modimolle	1	0	1
Mogalakwena	4	1	3
Mookgophong	0	0	0
Thabazimbi	0	0	0
<b>Total</b>	<b>9</b>	<b>3</b>	<b>6</b>

Source: Waterberg District Municipality: 2007

**Other modes of transport found in the District are:**

Train transport – the rail service in WDM, serves only the long distance passengers, with the available infrastructure (rail stations in Pienaarsrivier, Bela – Bela, Modimolle, Mookgophong and Mokopane) which is relatively in good conditions and currently, Mokopane and Mookgophong are the main stations serving mainline passengers.

**Transport challenges**

1. Poor access roads
2. Recapitalisation of unroadworthy taxis
3. Accidents
4. Lack of transport facilities
5. Conflicts among taxi owners

**5. LOCAL ECONOMIC DEVELOPMENT (ECONOMIC ANALYSIS)**

**5.1 Status quo and Overview**

Economic growth and development is an important part of every region within South Africa. It creates employment and an improvement in living standards for the people to ultimately become active participants in the economy. In order to foster and promote economic growth and development, municipalities develop local economic development strategies to systematically create measures for growth.

The Waterberg District is one of the major mining regions within South Africa of which platinum, iron ore, coal and diamonds are mined. The District is also home to a world

renowned Biosphere. The Biosphere reserve is an area of 414 000 ha and includes various ingenious fauna and flora. The fertile soil has also lead to a competitive advantage in the agricultural sector and opportunities within this sector still needs to be used to its full potential. The area has variety of natural resources has the potential to create countless opportunities for the local population to encourage entrepreneurship and economic development.

The Limpopo Employment Growth and Development Strategy identifies the Waterberg District within the meat production, coal, energy and petrochemicals, platinum, tourism cluster. Depicting the local economy of the municipal area based on the LED Strategy of the municipality, the Waterberg has both comparative and competitive advantages in agriculture, mining and tourism. The tourism comparative advantage is almost evenly distributed in all the six local municipalities.

### **5.1.1 Mining**

The mining industry in the municipal area contributes to the economic development of the District and Province. Waterberg area is the largest production area of platinum in the Province. Mining of coal and petroleum development in Lephalale has increased demand for the commodity for electricity generation. The coal resource in the Waterberg field is estimated at 76 billion tons, which is more than 40% of the national coal reserve. There is also mining of cement and iron in the municipal area.

The Waterberg area host 70% platinum reserves in Limpopo Province followed by the Sekhukhune District. The platinum mining activity is found in Mokgalakwena and Thabazimbi.

Amandabult and Union section in Thabazimbi have 130 million tons of proven ore reserves between them and the current mining rate is approximately 6 million tons per year between them. Potgieterus Platinum has proven reserves of 280 million tons and its current extraction rate is 57 million tons per year.

The municipal area still has the potential of expanding mining activities; currently PPRust Mine is to further expand production to an additional 230,000 ounce of platinum.

The Kumba Iron Ore in Thabazimbi is reaching its lifespan while the existence of the town is dominated by mining activities and government services. It is anticipated that the mine will close by 2013.

The coal, energy and petrochemical cluster within which the Waterberg District municipality falls in the Limpopo Provincial Development Strategy is important for the development of the Nation, Province and region. The development of the cluster in Lephalale is in the second phase of constructing Medupi Power Station which is expected to deliver electricity to the country by 2013. This requires doubling of Grootegeluk (Exxaro) mine and its beneficiation plant by 2012. A petrochemical production facility in Lephalale is under consideration to utilize the chemical grade material.

The construction of Medupi Power station, the expansion of Grootegeluk and petrochemical production facility will require expansion of accommodation both the mix of single and family units in Lephalale and adjacent municipalities. The development has an impact also on municipal services; including infrastructure and social services.

PROJECT NAME	PRE INVESTMENT ACTION	LOCATION	DESCRIPTION
PPL Mine	Done	Overysel 815 LR Vaalkop 819 LR (Mokopane)	Expansion of the existing open pit mine
Amandelbult	Done	Northam	Expansion of existing mine
Grootegeluk Colliery	Feasibility study Ongoing	Lephalale	Mining of additional reserves
Coal Liquefying Project	Feasibility study	Waterberg coalfields (Lephalale)	Establishment of a plant for the production of carbon chemicals from coal
Platreef Project	Feasibility study	Drenthe 778 LR Awaitrivier 777 LR (Mokopane)	Re-evaluation and mining of platinum resources (PGM)
Vanadis Project	Done	Molendraai (Mapela)	Extraction of vanadium bearing magnetite deposits
Haaspan Granite	Feasibility study	Haaspan (Bakenberg)	Granite mining
Matlala Stone Crushers	Done	Bakenberg and Matlala region	Production of stone aggregates from dolerite boulders
Buffalo Fluorspar Project	Done	Mookgopong	Mining of Fluorspar mineral
Modimolle Silica	Done	Modimolle	Mining of silica sand and establishment of a beneficiation plant for silica products
Rooiberg Tin Project	Feasibility study	Rooiberg	Re-evaluation of the old Tin deposits

## 5.1.2 Agriculture

Waterberg District contributes almost 30% of the Limpopo Province agricultural activity, agriculture contributes over 4% of the District GGP and it employs around 21% of the labour force of the District.

Although named the Waterberg the district is actually classified as a semi-arid area with poor water resources. For crop farmers there have been dramatic changes in many commodity prices leading to changes in cropping patterns. Crops such as cotton, tobacco, maize and sorghum have been badly affected by low international prices and over production and plantings have been reduced significantly, often with negative financial and employment implications. Alternative crops like sunflower, wheat, soya beans, groundnuts and paprika are all internationally traded commodities and thus sensitive to the rand/dollar exchange rate.

These crops therefore are limited substitutes. Lucerne appears to have some potential, especially with the movement towards game ranching, although demand is sensitive to seasonal conditions. Potato production also has some potential although entry is constrained by high input costs. In general there is little cropping that takes place without some form of irrigation. With demand on water resources increasing consistently crop farmers are going to have to examine their returns on the use of water in future.

The cattle and game industry is undergoing significant transformation. Lead by water constraints, areas previously under dry land and irrigation are being consolidated and converted for extensive livestock production. Similarly other former cultivated land and livestock grazing is being converted to game ranching and eco-tourism. Even within the game ranching industry owners are diversifying into lodges and eco-tourism. This general trend has been encouraged by the establishment and development of the Waterberg Biosphere. This trend is expected to continue.

Municipality	Crop	Fruit	Vegetables	LIVESTOCK; POULTRY & PIGGERY
Bela – Bela Modimolle Mookgophong	Cotton Maize Millet Tobacco Paprika Sorghum Lucerne Cowpeas	Citrus (oranges) Peaches Table Grapes	Potatoes Tomatoes Cabbage Carrots Onions Curcubits (the pumpkin type)	Brahman, Nguni, senglen, Tuli, Bonsmara, Drakensberg and Summwntaller. <b>Sheep:</b> Dorper, Damara and Van Rooyen. <b>Goats:</b> Boer goats, <b>Poultry:</b> New Hemisphere white leghorns Austrolopers,

Municipality	Crop	Fruit	Vegetables	LIVESTOCK; POULTRY & PIGGERY
	Groundnuts Wheat Jug beans Chinabeans Sunflower			Potchefstroom Kokoes, Black leghorns. <b>Piggery:</b> Large white, Minnesota and Landras
Lephalale	Ground nut Cotton Millet Tobacco Paprika Sorghum Lucerne Cowpeas Groundnuts Wheat Jug beans Chinabeans Sunflower	Citrus Peaches -Table Grapes	Potatoes Tomatoes Cabbage Carrots Onions Curcubits (the pumpkin type)	<b>Cattle:</b> Zebu type Afrikaner, Brahman, Nguni, Senglen, Tuli, Bosmara and Drakensberger. <b>Sheep:</b> Dorper, Damara and Van Rooyen. <b>Piggery:</b> Large white, Minnesota and Landras <b>Poultry:</b> New Hemisphere white leghorns Austrolopers, Potchefstroom Kokoes, Black leghorns.
	Peanuts Maize, Sorghum and Babala. Sunflower, Wheat, Sorghum Cotton. Tobacco	Citrus (oranges)	Baltimore: Potatoes, Orions, Tomatoes, Melons, Pumpkinbeet, Carrots Onions potatoes	The whole area has the capacity for cattle and game farming, with beef/cattle dominance in the Mapela/ Bakenberg area and Robone/ Baltimore having the potential for goat farming. The most dominant breed is the Bonsmara.
Thabazimbi	Soya Maize Manna  Tobacco Paprika, Cow Peas Sorghum Lucerne Groundnuts Wheat Jug beans Sunflower	Potatoes Tomatoes Cabbage  Carrots Onions Curcubits and Spinach	Citrus Peaches TableGrapes  Potatoes Tomatoes Cabbage  Carrots Onions Curcubits and Spinach	<b>Cattle:</b> Afrikaner, Brahman, Nguni, Simmentaller, Senglen, Tuli, Bonsmara and, Van Rooyen. <b>Goats:</b> Boer goats. Poultry: New Hemisphere, White leghorns, Australops, Potchefstroom Kokoes, Black Leg Horns. <b>Piggery:</b> Large white, Minnesota and Landras.

#### PERCENTAGE USAGE OF LAND

LAND USE	HECTORES IN TOTAL	PERCENTAGE %
Commercial/ Industrial	622.51	0.01
Conservation	324468.01	6.57
Cultivated land	607946.98	12.29
Forestry	1138.49	0.02

LAND USE	HECTORES IN TOTAL	PERCENTAGE %
Mining	7658.89	0.15
Residential	26615.43	0.54
Subsistence Farming	90503.98	1.83
Vacant /unspecified	3886598.09	78.58
<b>TOTAL</b>	<b>4946052</b>	<b>100.00</b>

WDM: Land policy & sustainable utilisation of farmland

In addressing some of the challenges identified in the **Agricultural Sector Strategy 2001**, recommends strategic interventions: *Comprehensive Agriculture Support Programme* (CASP) aims to enhance the provision of support services to promote and facilitate agricultural development targeting the beneficiaries of the land and agrarian reforms in Redistribution, Restitution and Food Security

The **Land Redistribution for Agricultural Development** (LRAD) programme in the District is being implemented successfully between the intergovernmental relation of Waterberg District Municipality, Department of Agriculture, and Department of Land Affairs, Land Bank and other organised agricultural groups and commercial banks.

The District's contribution in Red Meat Cluster is massive and there is a 5- year plan in the value chain of the red meat cluster from rearing an animal to a wholesale market. The Waterberg District abattoir is being upgraded to cater for the slaughtering of the livestock for the market.

The **Land Restitution** programme in the District is also successful in terms of plans envisaged by the economic cluster of Departments of Economic Development, Environment and Tourism, Department of Agriculture, Department of Land Affairs and Regional Land Claims Commission and Waterberg District Municipality e.g. the Moepel Farms, (13 farms) - and the District support the Community Property Associations (CPAs) in economic cluster development of eco-tourism and agriculture.

The policy goal of the *Integrated Food Security Strategy* (IFSS) is to reduce the number of food-insecure households by half by 2015.

The **Food Security** programme in the District is successful in farming communities' projects of broilers chickens, vegetable production and small scale livestock. The flagship projects in the District which are Nkidikitlana Abattoir (Mogalakwena), Lephalale Agriculture Corridor

Development project and Goat Co-operatives in Modimolle, Mogalakwena and Mookgophong.

The broad challenges of agriculture development is to involve emerging farmers in the agricultural sector and how to expand the activities as the district area is mostly rural with agricultural potential .

### **5.1.3 Tourism**

The area of Waterberg is also blessed with rich history and cultural heritage resources that have potential for tourism. The Waterberg tourism sites include the following:

- Waterberg Biosphere Reserve- received its international status in March 2001 and now forms part of the World Network of biosphere reserves, registered with UNESCO. The Waterberg Biosphere Reserve is the first “ savannah” biosphere reserve registered in Southern Africa;
- The Makapan Caves (Valley) - is a site for one of the most dramatic incidents in the long and fascinating local history near Mokopane town in the Mogalakwena Local municipality. This cooking pot reached a boiling point between the Voortrekkers and the local Ndebeles. The Voortrekkers, which by the 1850s were already well established as far as Schoemansdal near Soutpansberg, used the local area as a thoroughfare. The Makapan Valley was declared as one of the first National Heritage Sites of the new united nation- an act supported by all local communities. In fact, current Chief Mokopane made contributions towards the development of the site as a cultural shrine and tourism icon. The application for the World Heritage Status has been approved by UNESCO.
- Nylsvley Wetland- is a registered Ramsar site (Ramsar is the international convention for the protection of wetlands). More than 400 bird species have been recorded on the 16 000ha wetland extending some 70 kilometers between the towns of Modimolle and Mokopane. The heart of the Nylsvley wetland is in the Nylsvley Nature Reserve with five modern bird hides providing perfect view and photo opportunities.

Hot Spring Water- the strong mineral springs with a flow of 220 000 litres of water per hour with a temperature of 52 degrees Celsius gave rise to the establishment of Bela-Bela (Warmbaths). The town`s progress was to a large extent due to the hot water and their healing qualities. The water from the springs is rich with sodium chloride, calcium carbonate

and other salts are, amongst others, beneficial to persons suffering from rheumatic ailments. About 400 000 people visit the beautiful swimming baths of the springs annually, mainly during winter months when the climate is pleasant.

The current tourism sites are of significance for the development of the local economy. However there is a challenge that communities in the area do not participate and take the tourism competitive advantage. It is therefore important that the municipality engage in partnership with private sector to ensure that the local environment is conducive to the business environment and participation of the communities.

Black Economic Empowerment and transformation of the tourism industry is limited in the WDM. A large proportion of the tourism businesses in the region are driven by the traditional market, although gradually there is a growing interest in the tourism industry from previously disadvantaged individuals (PDI's).

Despite a growing interest in the sector from PDI's, transformation within the WDM is likely to be a challenge in moving forward. A large proportion of products in the region are family owned and run businesses and owners are therefore unlikely to be willing to provide equity ownership to "outsiders", whether they are BEE or not.

#### **5.1.4 SMME Development**

The development of SMME's in municipalities must be undertaken within the policy framework of BBEE, 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 development of cooperative is implemented in the context of developing SMME 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, spirit of entrepreneurship and lack of SMME development in the district area.

Municipality	Number of cooperatives	Cooperative industry focus
Bela-Bela	2	Agriculture & manufacturing
Lephalale	49	Agriculture, catering
Mokgalakwena	41	Agriculture, trade, finance ,manufacturing
Mookgophong	5	Agriculture , catering, manufacturing
Modimolle	14	Agriculture, catering
Thabazimbi	8	Catering , manufacturing

WDM, Cooperative Strategy, 2006

Aside from great mining, agriculture and tourism opportunities, the Waterberg District must take advantage of inviting potential local businesses into producer cooperatives as means to promote manufacturing, job creation and economic empowerment in the rural areas.

Critical challenges of developing SMME's 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 and ineffectiveness of WEDA. Education and training levels of SMME's to understand and tap into the small business development within the mining, agriculture and tourism is still inadequate.

### 5.1.5 Second Economy

The second economy is characterized 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 people who 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 has 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 rare.

Sector	Scarce Skill	Baseline	Required	Variance
Mining	Artisan [mining, electricity]	89	120	31
	Mining Technician	10	90	80%
	Machine Operators	54	140	86

Sector	Scarce Skill	Baseline	Required	Variance
	Excavator	100	210	110
	Engineering Manager	2	10	8
Tourism	Tourism Marketing	20	200	180
	Tour Guides	690	1 200	510
	Tourism Information Presenters	50	300	250
	Travelling & gallery	20	120	100
Agriculture	Agriculture Engineering	2	12	10
	Veterinary Medicines	8	45	37
	Meat Processors	18	240	222
	Horticulturists	1	180	179

Source: Waterberg District Municipality: 2007

Over the years Waterberg District Municipality emerged as a strong partner in the implementation of projects through labour intensive methods aligned to 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 utilizing 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 realized when the developed infrastructure and local economic development industries are developed in the manner 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 to look holistically on 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.

### **5.1.6 Infrastructure Investment**

Economic development depends on the availability and capacity of the economic infrastructure which is found in a particular. 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.

In 2007, Department of Local Government and Housing appointed a service provide to develop an Investment Management Framework. In the light of the LEGDP, the Province will focus on development of specific mining related skills and beneficiation cluster. The developments in Lephalale and other municipalities should encourage the district municipality to ensure that it takes a stake of R14 billion which will be available in the form of the Limpopo Accelerated Strategic Capital Expenditure and Localisation Initiative (LASCELLI).

Local municipalities are under a lot of pressure to provide bulk services to communities because of lack of funds. It might be necessary to involve the private sector and still ensure that development is geared towards achieving the objectives of a developmental state.

#### **Key issues and challenges to develop Local Economic Development**

With the mining, tourism and agriculture developments within the district area there are still local economic development that still needs to be addressed to develop the local economy. The following are the key challenges:

- **Limited Community involvement**

The mining processes brings development challenges especially housing development as communities have to be relocated and there is a need for new township establishment processes that must provide integrated sustainable human settlements.

The processes of relocating communities to new areas have to be considered as there is immense outcry from the communities about the impact of the process. It is therefore important to involve communities through the intergovernmental relation processes that also involve the private sector to improve the process

There is limited community participation of communities in the value chain of the mining, agriculture and tourism. The industries and land within the municipality is still controlled by limited number of individuals.

- **Inadequate education and training**

There are established SMME's and cooperatives within the municipal area with limited education and training in mining, agriculture and tourism.

- **Inadequate Water supply to cater for communities and investment initiatives**

Currently the municipalities of Lephalale and Mokgalakwena have limited water sources to cater for both communities and mining industries. The expansion of PPRust Mine and coal, energy and petrochemical cluster in Lephalale requires development of water infrastructure to cater for the developments.

### **Roads**

The conditions of roads where mining activities are taking place, especially the R33 between Lephalale and Modimolle are currently the busiest road in the District area. It has reached a level of collapsing as there is a volume of traffic between the two towns.

- **Spatial planning and land use management impediments**

The mining and tourism development in the municipal area requires spatial and land use management. Municipalities within the Waterberg do not have adequate development and town planners. There are delays to deal with development and town planning applications as municipalities are not adequately staffed.

- **Inadequate LED personnel in local municipalities**

Only Mokgalakwena municipality is adequately staffed with personnel to deal with local economic development. Other local municipalities still have a limited number of staff to deal with economic issues.

- No common understanding of LED
- Non availability of LED strategy to guide the municipality's economic growth and development;
- Insufficient funds for the LED unit;
- Inadequate LED staff capacity – 5 vacant posts out of 11 approved posts

## **6. FINANCIAL MANAGEMENT AND VIABILITY (FINANCIAL ANALYSIS)**

### **6.1 Status quo and Overview**

Financial management and viability of a municipality is core to the development of communities in a sustainable manner by providing municipal services. Within the Waterberg

District financial management and viability of municipalities is fair with some challenges that must be addressed to accelerate service delivery.

The institutional capacity of municipalities of Budget and Treasury Offices is inadequate with Modimolle, Thabazimbi, Bela-Bela and Mookgophong mostly affected. From 2007/2008 to date year the local municipalities have experienced very high staff turnover of CFO's and other BTO staff.

### **6.1.1 Revenue Sources**

With powers and functions allocated to local municipalities for providing basic services such as water and sanitation, electricity and refuse removal, there are sources of revenue for local municipalities.

All municipalities are generating revenue from water, electricity and property rates. It is important to note that revenue is mostly generated from towns and townships with limitations in the rural areas. The process is still inadequate due to ineffective billing systems and inadequate indigent registers.

The implementation of property rates is still an inadequately tapped revenue source. The implementing MPRA is coupled by the following challenges:

- Limited collection in rural areas where the custodianship of land is in the ownership of traditional leaders mainly in Mokgalakwena and Lephale municipality.
- Limited collection in farming areas which are representative of more than 60% of the District area.
- Insufficient community participation strategies to communicate with identified stakeholders
- Inadequate financial management systems inclusive of billing systems and capacity of budget and treasury offices.

A disconcerting debtor of municipalities is other spheres of government especially the Provincial Sphere of government.

To address the challenge of generating revenue within the District, Mokgalakwena has developed the revenue enhancement strategy while Mookgophong still has a draft. Other local municipalities are still struggling with the development of the strategies; this is inclusive

of the District municipality. The latter is in the process of developing donor funding for the whole district area with limited successes.

Currently the District municipality relies on the following grants – Equitable Share, Finance Management Grant, Municipal Systems Improvement Grant and Health Grant - to execute its powers and functions. Smaller once off grants were also received in the previous financial year for the implementation of IDP projects from LG SETA and LIBSA. The municipality also has a very small portion of revenue being generated by the abattoir.

### **6.1.2 Audit Report**

The performance of municipalities is measured in financial and non-financial terms. The performance of municipalities to achieve good audit reports is dependent on number of factors that include internal control systems namely; Budget, IDP, SDBIP, PMS and compliance to GRAP Standards.

For the past years the Auditor General's audit function was mostly focused on financial information with limited focus on non-financial information that also determines the extent that municipalities are delivering services in an efficient, effective and economic manner. Past outcomes on the audit reports was thus based on the fair presentation information disclosed in the municipality's financial statements and not on the performance of the municipality. For the past two years performance information has been audited, but this did not affect the outcome of the audit report.

The current status quo of audit reports in the district has been shadowed by disclaimer and adverse audit reports. Factors that have led to negative audit outcomes relate to capacity of Budget and Treasury Offices' ability to achieve the Minimum Competence Requirements and National Treasury standards, poor record management and lack of a proper audit trail, vacant CFOs' posts, regular reconciliations, inadequate financial management systems and ensuring asset registers are GRAP compliant.

Although the district municipality has been receiving unqualified audit reports, the challenge is at the local municipality level & how as the district can assist in rectifying the matter. The following is the depiction of the Auditor General reports for the past two financial years:

Table: Audit reports

Municipality	2006/2007	2007/2008	2008/2009
Bela-Bela	Disclaimer	Qualified	Qualified
Modimolle	Disclaimer	Disclaimer	Qualified
Lephalale	Adverse	Disclaimer	Disclaimer
Mokgalakwena	Adverse	Unqualified	Qualified
Mookgophong	Disclaimer	Disclaimer	Disclaimer
Thabazimbi	Disclaimer	Disclaimer	Disclaimer
Waterberg	Unqualified	Unqualified	Unqualified

Proper financial systems, procedures and policies have enabled the district to sustain the unqualified reports it has garnered over the last two years. There is, however, a need to develop a revenue generation strategy and to focus even more on the viability part of this KPA as engendered in the National Key Performance Indicators.

The capital expenditure at the end of 08/09 was at 48, 96% which means that less than half of the IDP capital projects were implemented. The percentage of roll over project is 66, 63%. In the new financial year, this will mean that the strategies in Supply Chain Management and Project Management skills should be improved to ensure that the capital projects are implemented effectively.

According to King 111 Report the municipalities and other organizations will have to follow the apply or explain approach in which case the municipalities should inform its stakeholders that it has complied with the King 111 report and where it did not comply, it must fully explain to the stakeholders. The capacity of the internal and audit committees will be challenged to manage the combined assurance model of risk management, information technology, governance and internal financial controls. The same should also be extended to performance management.

### 6.1.3 Supply Chain Management

Supply chain management is one of the core components of financial management and viability. Municipalities are mostly dependent on service providers for provision of services. The management of the procurement processes requires utilisation of strict financial management controls in the budget and treasury office as the procurement process is not fully centralized.

The implementation of supply chain management processes that include demand, acquisition, logistics, and disposal and performance management are difficult to implement

as there is an inadequate staff complement to deal with the process. Poor planning and project management, including adherence to the SDBIP, compromise the processes of delivering services timeously in an effective and efficient manner to ensure value for money.

One of the key factors that daunt municipalities in obtaining unqualified audit reports is non-compliant and incomplete asset registers. Municipalities are still battling to compile GRAP compliant asset registers. Some of the main challenges include unbundling and componentizing assets, especially infrastructure assets, impairment testing, assigning and reviewing residual values and annual review of useful life spans.

The accurate measurement of water levels to determine stock values is also a major challenge and methods to determine these values are costly.

## **6.2 IMPLEMENTATION OF FINANCIAL MANAGEMENT POLICIES**

The following policies were reviewed by the District municipality during the past financial year:

- Supply Chain Management
- Asset management
- Petty Cash
- Investments & Cash management
- Catering
- Debt Collection & Credit Control

### **Key Issues and Challenges**

Achieving maximum capacity on sound financial management and viability cannot be achieved overnight as there is infrastructure, institutional and financial challenges that municipalities are facing.

### **Challenges include:**

- Ageing infrastructure in towns
- The District Municipality is 100% dependent on Government grants
- Insufficient financial resources to provide water, electricity, sanitation, solid waste, sports & community facilities
- Inadequate billing systems

- Inadequate indigent registers
- Limited capacity to repay loans at normal interests rates by some municipalities
- Inadequate staffing of budget and treasury offices and high turnover of CFO's
- Inadequate project management and supply chain management systems
  
- Financial management: most municipalities under financial distress
- Challenges with knowledge and information management (no IT and finance backup systems).
- Problems with financial systems especially billing.
- None implementation of revenue enhancement strategies
- Lack of asset management plans
- Lack of funds for capital expenditure to support the economic growth of the area
- Large indigents base
- Municipalities have high levels of debt: None payment of services by government, private business and the community
- Debt collection in previously black townships is a challenge
- Inadequate skills base in the budget and treasury unit.
- Ineffective Internal Audit unit and audit committee
- Non implementation of risk and anti-corruption strategies
- Negative audit opinions: 08/09 FY; 1 UQ, 3 Q and 3 D
- Increase in debt

**7. INSTITUTIONAL AND ORGANISATIONAL DEVELOPMENT (INSTITUTIONAL ANALYSIS)**

**7.1 Background and overview**

The delivery of services to the communities relies highly on the institutional and organisational development level of the municipality. As a Category C municipality, the Waterberg District municipality plays a coordination role of provision of services, integrated development planning, provision of bulk infrastructure as stipulated in the Municipal Structure Act of 1998.

The District Municipality has fifteen powers and functions conferred to it through section 84 sub-sections 1 of the Local Government Municipal Structures Act.

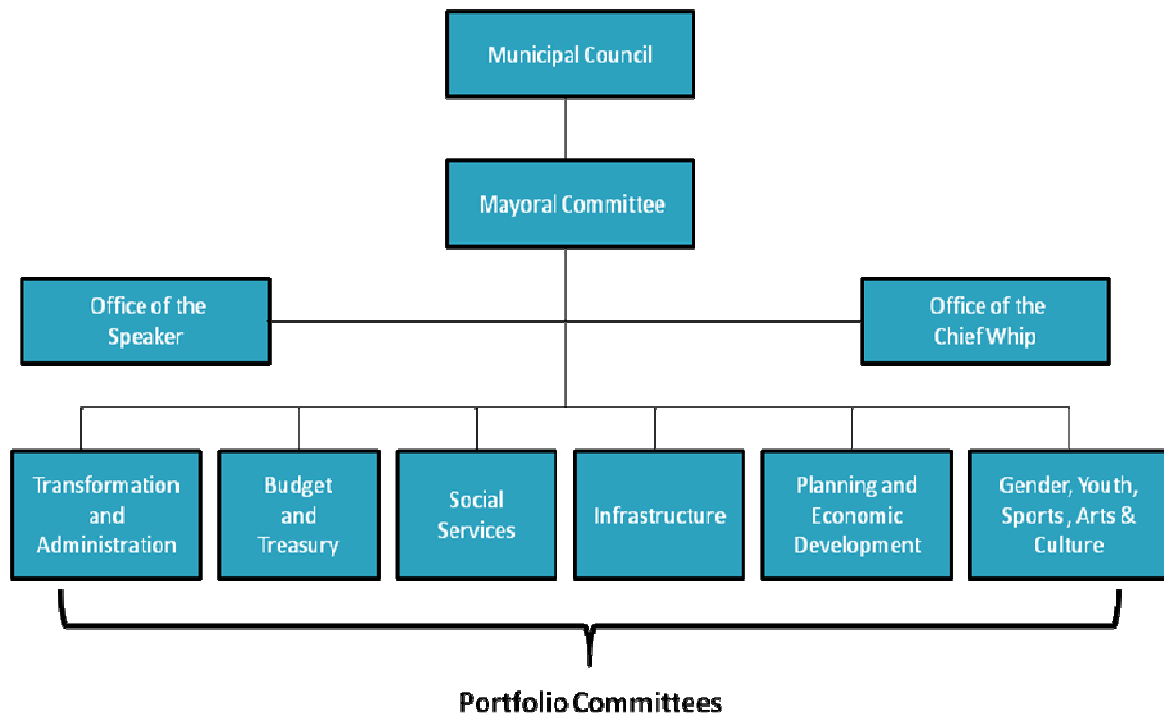
**It is however not performing the following functions it is suppose to implement, namely:**

<b>Powers and Function</b>	<b>Challenges for none performance</b>
Bulk supply of electricity	Awaiting the finalization of REDS
Bulk supply of water	This function is performed by local municipalities.
Bulk sewage purification works and main sewage disposal	Limited financial resources to implement

<b>Powers and Function</b>	<b>Challenges for none performance</b>
Municipal airport	There is no airport in the district
Fresh produce market	There is no fresh produce market in the district.
municipal roads,	awaiting for the national classification of road networks
establishment, conduct and control of cemeteries and crematoria	Limited financial resources to implement and function performed by local municipalities

The implementation of the development mandate is compromised mainly by limited financial and human resources capacity, unavailability of institutional plan, limited options to retain skilled and technical staff members and limited implementation of section 78 processes to transfer powers and functions.

To implement the powers and functions of the municipality, there are oversight committees established to ensure accountability and transparency of municipal processes. The political oversight role of council is performed by Council functionaries that are established in terms of the Municipal Structure Act. Existing portfolio committees are outlined as:



### 7.1.1 DEVELOPMENT OF BY-LAWS AND POLICIES

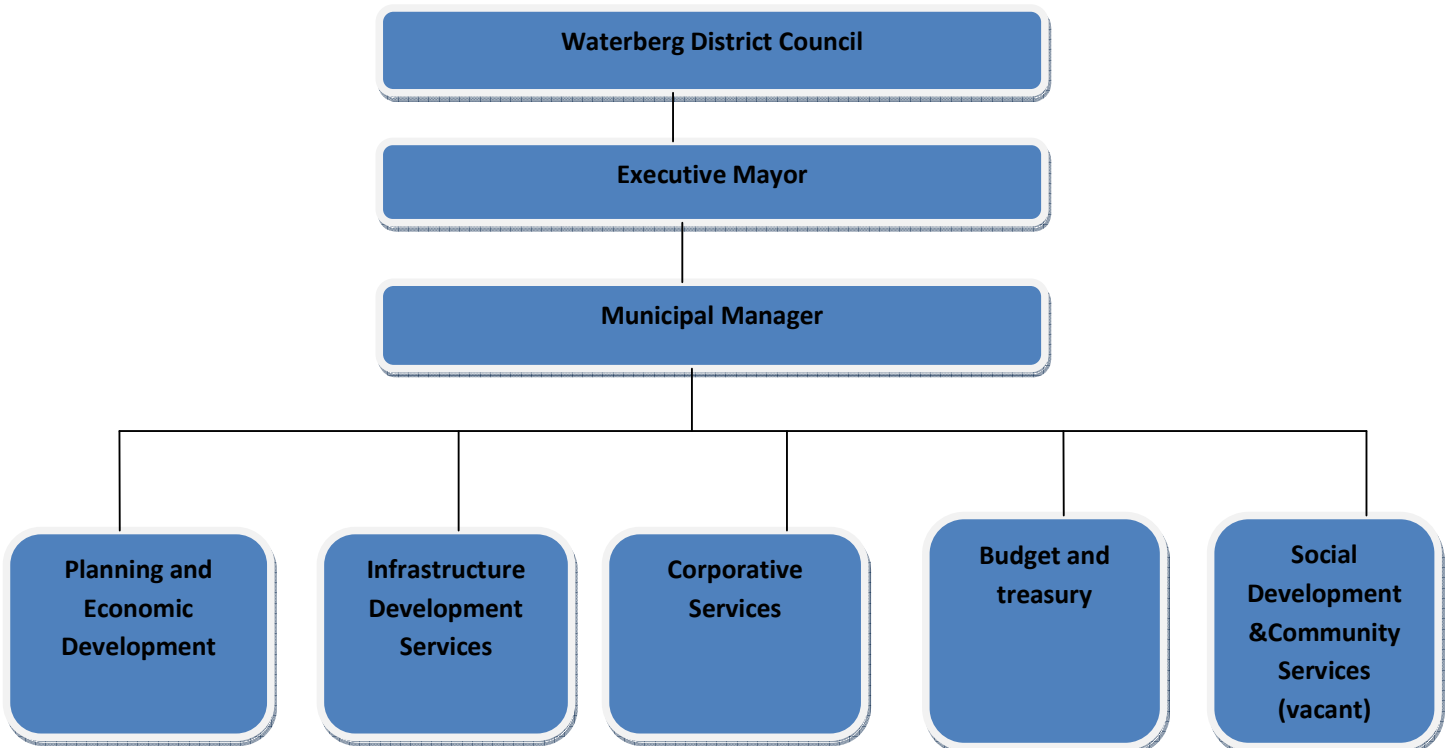
Progressive by-laws and policies have the potential to create a conducive environment for sound administration, social development and economic development. WDM has developed 11 municipal by-laws which have been taken through a process of public participation in November 2008. The by-laws that are developed relate municipal health and fire fighting. To date the by-laws are not implemented as the municipality is still awaiting the processes of promulgation. The delayed process of promulgation of the by-laws has detrimental consequences to the implementation of powers and functions and service delivery to the communities.

### 7.1.2 INSTITUTIONAL CAPACITY TO IMPLEMENT THE IDP

The municipality is undertaking processes of developing an institutional study. The process of developing an institutional plan will address how best the municipality must execute its powers and functions aligned to the IDP with the resources that are at the disposal of the municipality.

The organisational structure of the Waterberg District Municipality was adopted in 2007. Its organizational structure is comprised of six departments. In the six departments that exist there are 05 section 57 managers with one post still vacant (MEMO). To date the municipality has filled other positions with the exception of 23 posts that are still vacant.

#### DEPICTION OF THE ORGANISATIONAL STRUCTURE



Level of employment	Number of employees	%
Senior Manager including Municipal Manager	04	3.64
Middle Managers	16	14.55
Technical /Professional Staff	38	34.55
Other staff (clerical, labourers etc	52	47.27

### Municipal staff compliment

Due to the challenge of none alignment of the organizational structure and the powers and functions of the municipality it is important that the municipality address the issue and also take into account the financial constraints experienced. The redesign of the organization structure will also take into account the transferred staff from the department of Health for municipal health services and fire fighting services.

### 7.1.3 EMPLOYMENT EQUITY

The employment equity plan intends to achieve equity in the workplace, in order to make the municipal workforce more representative and ensuring fair and equitable employment practices for employees. Furthermore, it intends to create an organisational culture that is no- discriminatory, values diversity and legitimizes the input of employees. The employment equity plan of the Waterberg District municipality is implemented without failure. During the 2009/2010 financial year two positions were filled with female candidates, one at managerial level.

Occupational Categories											TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Legislators, senior officials and managers	12	0	1	4	0	0	2	1	0	0	20
Professionals	10	0	0	13	0	0	0	5	0	0	28
Technicians and associate professionals	1	0	0	0	0	0	0	0	0	0	1
Clerks	12	0	0	20	0	0	3	1	0	0	36

<i>Occupational categories</i>	A	C	I	A	C	I	W	W	Male	Female	TOTAL
Plant and machine operators and assemblers	2	0	0	0	0	0	0	0	0	0	2
Elementary occupations	7	0	0	4	0	0	0	0	0	0	11
<i>TOTAL PERMANENT</i>	44	0	1	41	0	0	5	7	0	0	98
Non – permanent employees	4	0	0	8	0	0	0	0	0	0	12
GRAND TOTAL	48	0	1	49	0	0	5	7	0	0	110

**Source: WDM, 2009 (arranged per Occupational Categories)**

**\*Note: A=Africans, C=Coloureds, I=Indians and W=Whites**

#### **STATUS QUO AT MANAGERIAL LEVEL**

**Note: A=Africans, C=Coloureds, I=Indians and W=Whites**

GENDER	HEAD COUNT	%
MALE	14	70
FEMALE	06	30

#### **ORGANISATIONAL LEVEL**

GENDER	HEAD COUNT	%
MALE	56	50.91
FEMALE	54	49.09

#### **CHALLENGES:**

- Appointment of people with disabilities in general
- Appointment of women in middle management

- Accessibility of buildings to people with disabilities
- Meeting Employment Equity Targets.
- Convening Employment Equity Forum Meetings.

#### **7.1.4 SKILLS DEVELOPMENT**

The WDM develops the Workplace Skills Plan a WSP on annual basis under the leadership of the Corporate Service Manager. Accordingly a training needs analysis is done in April and certain training requirements are prioritized in the form of WSP. On a quarterly basis, a training report is submitted to LGSETA which is used to trace the implementation of the WSP. The training includes the development of not only lower placed employees but also senior managers, Councillors and Traditional Leaders. In particular Councillor training needs relate to interpretation of statutes, financial statements, communication skills, Legislation and project management.

The current skills audit process will have to consider new issues of green economy, critical skills inter alia, contract management, risk management, auditing, Information and mining related skill which are fundamental in implementing the IDP. The processes of developing skill in the municipality are aligned to the IDP priorities and objectives to enhance the performance of the IDP. The forms of training that is offered in the organization include training and workshops with accredited services providers and bursaries are offered.

Implementation of the skills development plan is compromised by the limited resources to achieve the objective of the plan.

#### **CHALLENGES:**

##### **INSTITUTIONAL & GOOD GOVERNANCE**

- Non alignment of organisational structures to the municipal powers and functions/bloated organisational structure.
- Unfunded critical vacancies.
- Inadequate institutional capacity due to lack of resources to fund the organisational structure
- Lack of service delivery by – laws and implementation
- Public participation and imbizo's not done
- None –existence of PMS system in other municipalities, Bela Bela and Mookgophong

- Ineffective IGR and intra –municipal relations to respond to good governance and organisational transformation.
- Inadequate oversight by Council on the administration
- Non functionality of portfolio committees in other municipalities
- Lack of ICT Unit
- Lack of capacity of staff and high turnover
- Poor record keeping of documents

## **8. COMMUNITY PARTICIPATION AND GOOD GOVERNANCE (STAKEHOLDER & COMMUNITY ANALYSIS)**

### **8.1 Background and overview**

Developmental local government requires municipalities to promote community participation and good governance. Building blocks of good governance are participation, accountability, predictability and transparency.

In promoting a culture of good governance in providing services municipalities are required establish functionaries and mechanisms that promote community participation and good governance.

#### **8.1.1 COMMUNITY PARTICIPATION**

The Municipal Structure Act requires municipalities to establish ward committees as agents of communities. The purpose of establishing ward communities is to bridge the gap between communities and municipalities. Within the Waterberg District municipality all local municipalities have established ward committees. However there are challenges of the functionality of the structures. All municipalities utilize deferring mechanism to monitor the functionality of the ward committees.

There are 74 ward committees in the District area. **Table: Ward Committee**

<b>Municipality</b>	<b>Number of Ward</b>	<b>Number of Ward Committees</b>	<b>Functionality</b>
Bela-Bela	08	80 Members	Functional
Modimolle	08	80 Members	Functional

Municipality	Number of Ward	Number of Ward Committees	Functionality
Lephalale	12	120 Members	Functional
Mokgalakwena	32	320 Members	Functional
Mookgophong	04	40 Members	Functional
Thabazimbi	10	100 Members	Induction process

**Critical challenges identified for the functionality of ward committees are:**

- Differing stipends offered by all local municipality
- Level of training of ward committees on their roles and functions

Other strategies to ensure community participation in the process of development can be found in all municipalities. These include community participation during the IDP compilation process, conducting imbizo's for community inputs. The processes are limited to community consultation and involvement during the IDP process, development of bylaws and project implementation. The development of municipal newsletters to form part of community participation is still limited.

In the 2008/2009 financial year out of the seven municipalities including the District only Mokgalakwena is on quarterly basis producing newsletters. The involvement and empowerment of communities in monitoring and evaluating development are not yet discovered and instilled in all municipalities.

To improve community participation and intergovernmental relation to provide services to the communities, 68 CDW's are deployed in the District area. The role of traditional leadership in a rural area like Waterberg cannot be taken for granted. They take part in development of the IDP. They can promote indigenous knowledge that can assist municipalities to sustainable and disaster management and perform customary law roles that are consistent with the Constitution.

There are identified challenges of the existence of CDW's in local municipalities. The following challenges are identified:

- No memorandum of understanding signed between local municipalities and Department of Local government and Housing
- Limited resources provided to CDW's to execute functions

Participation of women, children, youth and people affected by HIV/AIDS is still limited to the establishment of forums dealing with the group specific issues. Accommodation of the designated groups in basic service delivery and infrastructure provision, local economic development and municipal financial viability is not explored to empower the groups.

There are 12 traditional authorities in the District Municipality. Recognition and involvement of the traditional leaders in matters of local government yield cooperative governance between the three recognized institutions. Traditional authorities both in Mokgalakwena, Lephalale and Bela-Bela municipalities play a role in development of communities. The role of the authorities' in development is mostly profound in mobilizing communities and allocation of land for residents and development. However there are challenges as consultative and involvement processes of allocating land in accordance to the LUMS have not yet yielded planned settlements with basic infrastructure in the rural areas.

The participation of the designated groups (disabled, elderly, youth and women) in the processes of development and implementation is still limited. Currently municipalities have established forums for participation of the designated groups. Their participation in development processes of the IDP is not visibly entrenched to add value of changing the lives of the designated groups.

The involvement and empowerment of communities in areas where there are mining activities poses challenges especially with community relocation processes. Mokgalakwena Municipality currently faced with a challenge of relocation processes in Mohlotlo, Ga-Pila and Tshamahansi. There are dispute lodged by the communities about the relocation processes that are undertaken by mining companies while the municipality has a limited role to play in the processes. The relocation processes of communities have an impact on the relationship between the communities, mining company and the municipality.

The development of King 111 in September 2009 will also influence corporate governance of municipalities. The internal audits and audit commitments should accommodate some of the changes which the new report proposed.

### **8.1.2 INTERGOVERNMENTAL RELATINS (IGR)**

Local government does not have the powers and functions over a range of services that communities expect. These sit with the other spheres of government .While planning for such services should be integrated into the IDP, The process is highly dependent on the

cooperation, commitment and involvement of provinces and national government in municipal processes.

District Municipalities are the core of promoting intergovernmental relations for better provision of service delivery. The establishment of municipal IGR forums within the district has positive yields but still with some challenges to accelerate service delivery.

**Identified issues and challenges include:**

- Limited participation of other spheres of government in municipal planning processes
- Inadequate linkage of different priorities of other spheres of government by municipalities and vice versa
- Inadequate participation of District municipality in sector department strategic planning session to influence priorities to address service delivery challenges

**8.1.3 PERFORMANCE MANAGEMENT SYSTEM**

The measurement of the outcome of integrated development planning at local government can be realized when municipalities establishes performance management systems that are integrated and seamless to the IDP.

Performance management system is developed for the purpose improving the public service (i.e. through increased economy, efficiency and effectiveness in service delivery) and to reinforce accountability, so that organisations are clearly held to account for the resource they use, and the outcomes achieved. At local government the system is consists of developing the IDP aligned to the budget, development of SDBIP, reporting, assessment, performance auditing, appraisal and community participation in monitoring performance.

**Table: In year Institutional Performance Monitoring**

Municipality	SDBIP (2009/2010)	2008/2009 performance reviews done	Section 72 Mid- year budget and performance report tabled to Council (2008/2009)	Appraisals (2008/2009)	EXCO quarterly performance review held with section 57 managers (2008/2009)
Waterberg	Yes	Yes	No	No performance reward paid for 2008/2009	No
Bela-Bela	Yes	Yes	No ,only midyear budget		Yes
Modimolle	Yes	No	Yes		No
Lephalale	Yes	Yes	Yes		No
Mokgalakwena	Yes	No	No		No
Mookgophong	Yes	Yes	Yes		Yes
Thabazimbi	Yes	Yes	Yes		Yes

There are consecutive steps taken by municipalities to develop performance management system. The development of the system is still at an infancy level as municipalities are still struggling to develop a system that entrench good governance to improve service delivery. The performance assessment is still conducted at top management level with the limitation of cascading the system to all individual employees.

**KEY ISSUES AND CHALLENGES**

- Inadequate baseline information to monitor progress for implementation of IDP
- Limited involvement of communities to monitor the performance of municipalities.
- Performance management is not cascaded to all municipal employees. It is limited to top management.

## **9. INTERNAL AUDIT**

It is a requirement by the Municipal Finance Management Act of 2003 that municipalities establish internal audit units and audit and performance Audit committees. Both the Audit and Performance Audit Committee are established in terms of the MFMA and Performance Regulation of 2001. In the main the members are 3 external people and senior management. The external members provide independent specialist advice on financial performance, efficiency, effectiveness and compliance with legislation, and performance management.

All local municipalities including the District have Audit Committees which consist of at least three persons with appropriate experience of whom the majority are not in the employ of the municipality and meet at least four times a year as is required by section 166(4). There are all necessary approved internal audit and audit committee charter in place. Risk assessments are being conducted every year with the assistance of Department of Local Government and Housing. Some municipalities have no mechanism in place to respond or deal with issues raised by the Auditor General in the audit report as required by section 166(2)(c). All municipalities during the past financial year did not include the Audit Committee Report in the Annual Reports.

### **Other prevailing challenges:**

- Inadequate capacity of municipalities to deal with internal audit issues
- Lack of internal and external assessments to assess internal audit activities
- Inadequate synergy between Council and both the Audit and Performance Audit Committee
- Limited achievement on compliance with key issues of legislation, the MFMA, MSA and other regulations and policies
- Limited link between the municipality's performance and performance of employees

### **9.1 ANTI-FRAUD AND CORRUPTION**

Policy implementation is challenged by fraud and corruption brought by both internal and external clients of municipal institutions. To address the challenges of fraud and corruption in municipalities, it is a requirement that municipalities develop the anti-fraud and corruption strategies and risk management strategies.

Within the District only Mogalakwena only municipality has an anti-fraud hotline while the District is in the process of developing a district wide anti-fraud and corruption hotline.

## 10. SWOT ANALYSIS

### Internal Strength and weaknesses

Flowing from the first and the second strategic sessions, the stakeholders identified a number of factors which may assist or hamper the achievement of the strategic objectives of the district.

INTERNAL STRENGTHS	INTERNAL WEAKNESSES
<ul style="list-style-type: none"> <li>✚ Approve and renew organisational structure annually</li> <li>✚ Performance reviews – Midyear ,annually and quarterly</li> <li>✚ Most of ward committees are functional</li> <li>✚ IGR Structures established and functional</li> <li>✚ Committed to public participation</li> <li>✚ SDFs in all LMs except Mookgophong</li> <li>✚ LUMS in all LMs</li> <li>✚ Appointed town planners</li> <li>✚ PMUs established in all LMs</li> <li>✚ Reduction of in service delivery backlogs</li> <li>✚ Provision of free basic services to indigents</li> <li>✚ Developed LED Strategies</li> <li>✚ Ability to identify economic potentials</li> <li>✚ Municipalities are relatively viable</li> <li>✚ Improvement in budget expenditure</li> <li>✚ Financial policies/strategies available</li> <li>✚ Establishment of Audit &amp; Performance Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>✚ High staff turnover(seconded to other municipalities)</li> <li>✚ Lack of commitment from staff</li> <li>✚ Capacity – lack of manpower</li> <li>✚ Loopholes in policy development</li> <li>✚ Lack of collective public participation by DM with respective LMs.</li> <li>✚ Departments and municipalities working in silo's</li> <li>✚ Poor audit reports</li> <li>✚ Inability to absorb abnormal electricity tariff increases</li> <li>✚ Lack of liaison with mining , tourism and agriculture sectors</li> <li>✚ Poor road infrastructure</li> <li>✚ Insufficient poverty alleviation projects</li> <li>✚ Lack of appointment of local service providers</li> <li>✚ Lack of skills development of communities &amp; enterprise development</li> <li>✚ Lack of revenue enhancement strategy/Donor funding strategy</li> <li>✚ Poor financial management – lack of skilled staff</li> <li>✚ Poor monitoring of implementation of strategic goals</li> <li>✚ Established LED Officials</li> </ul>

### External Opportunities and threats

EXTERNAL OPPORTUNITIES	EXTERNAL NEGATIVES (THREATS)
<ul style="list-style-type: none"> <li>➤ Proximity to Gauteng</li> <li>➤ Malaria free district</li> <li>➤ Tourist destination</li> <li>➤ Mining</li> <li>➤ Tapping into funds, assets and skills of mines</li> <li>➤ 2010 Soccer World cup spins off and plans for life after 2010</li> </ul>	<ul style="list-style-type: none"> <li>➤ High skilled staff turnover</li> <li>➤ Limited lifespan of mines</li> <li>➤ Potential strain on development</li> <li>➤ Uncertainty of budget for planning – SDR levies replacement</li> <li>➤ Environmental impact from new coal mining development (timely communication by developers)</li> </ul>

	<p style="text-align: center;"><b>EXTERNAL NEGATIVES (THREATS)</b></p> <ul style="list-style-type: none"> <li>➤ Inadequate National and Provincial alignment and integration</li> <li>➤ Disjointed allocation of powers and functions for District Municipality and need for electricity reticulation and distribution function to be allocated to all local municipalities for their whole area of jurisdiction</li> <li>➤ Because District Municipality is not water service authority, does not qualify for MIG Funding for roads</li> <li>➤ Classification of roads</li> <li>➤ Equitable share allocations still based upon 2001 statistics</li> <li>➤ Inadequate spin offs for local communities from mining, tourism and agriculture.</li> <li>➤ Global economic meltdown</li> </ul>
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### District wide –priorities

Priority NO	Bela-Bela	Lephalale	Modimolle	Mogalakwena	Mookgophong	Thabazimbi	Waterberg
1	Roads & Storm water	Water & Sanitation	Water & Sanitation	Water & sanitation	Water & Sanitation	Water & Sanitation	Municipal Health
2	Electricity	Housing	Electricity	Roads & Storm water	Roads & Storm water	Land & Housing	Disaster Management
3	Water & Sanitation	Roads & Storm water	Municipal Transformation & organisational development	Local economic development	Electricity	Electricity	Fire Fighting
4	Land, Housing & Infrastructure	Electricity	Development of PMS	Institutional arrangements	Economic Development	Local Economic Development	Local Economic Development

<b>Priority NO</b>	<b>Bela-Bela</b>	<b>Lephalale</b>	<b>Modimolle</b>	<b>Mogalakwena</b>	<b>Mookgophong</b>	<b>Thabazimbi</b>	<b>Waterberg</b>
5	Local Economic Development	Local Economic Development	Municipal Financial Viability	Electricity	Solid waste and Environment	Trasport,Roads & Storm water	Roads & Storm water
6	Good Governance	Land Development	Good governance	Solid waste and environmental management	Health and Welfare	Institutional Development	Municipal Support
7	Sports, Arts & culture	Education& Training		Land & Cemeteries		Waste management, Health & environment	Municipal abattoir
8	Safety & Security	Environmental Management & Solid Waste		Housing		Community Participation & Communication	Community participation
9	Prevention of HIV/AIDS	Health & Social Development		Crime prevention, safety and security		Disaster Management	Land
10	Municipal Financial Viability	Sports, Arts & Culture		Education		Social Development	Transport
11	Municipal Transformation & organizational Development	Safety & Security		Health and Social Development		Safety & Security	Safety and Security
12		Public Transport		Community Facilities		Sport ,Art & Culture	Water and sanitation
13				Sports. Arts and culture			Sanitation
14				Communication			Sports, Arts and culture
15				Transport			

In general the past four years, the IDP document consistently received a high credibility rate when assessed by the MEC: Local Government and Housing. The credibility of the local municipality was ranging from a low credibility to a medium credibility over the last four years. The implementation of capital projects of the IDP was not up to standard. A common feature in most of the municipalities was the recurrence of roll over projects and inability to spend fully the capital budget.

### **SECTION C: VISION STATEMENT**

Waterberg..... the cradle for rural growth and development.

### **SECTION D: MISSION STATEMENT**

To provide a municipal governance framework that ensures that sustainable service delivery towards a better life for all.

### **VALUES**

Productivity

Commitment

Excellence

Integrity

Transparency

Accountability

Courtesy

## SECTION E: STRATEGIC OBJECTIVES

The strategic objectives of Waterberg District are as follows:

- To empower the community and instill sense of ownership of development
- To improve financial viability.
- To effectively manage and safeguard assets & for optimal utilization of council assets.
- To ensure optimal utilization of space economy (potential).
- To centralize developmental planning and implementation.
- To resource manage infrastructure and services for access and mobility.
- To develop & implement integrated management & governance systems.
- To attract, develop and retain best human capital.

## SECTION F: DEVELOPMENT STRATEGIES

The strategies which are crafted in this phase are derived from the Analysis phase. Most of the pains/ problems and challenges identified through the SWOT Analysis are to be mitigated in the form strategies. Strategies are specific course of action which are undertaken to achieve the above mentioned strategic objectives. Strategies should be politically correct, technically workable, legally and morally defensible.

### F.1. District wide strategies/Strategic Scorecard

Perspective	Strategic objective	Objective result	Key performance indicators	Target 2010/11	Target 2011/12	Target 2012/13	Target 2013/14	Target 2014/ 15
Community	To empower the community and instill a sense of ownership	Community wellbeing	% of indigents registered	65%	80%	100%	100%	100%
			% of people participating in sports	30%	60%	75%	78%	80%
			Rand value of property loss due to disasters	0%	0%	0%	0%	0%
	To facilitate the review of powers and functions to obtain self sustainability of the municipalities		Number of new powers and functions transferred	0%	0%	0%	0%	0%
			% increase in revenue due to transfer of powers and functions	0%	0%	0%	0%	0%
	To improve financial viability		% increase in investor funding	3%	4%	4%	5%	5%
	To effectively manage asset for safeguarding & optimal utilization of council assets		% variance for FAR (Fixed Asset Register)	5%	5%	5%	5%	5%
			% FAR write offs	5%	5%	5%	5%	5%
			% asset register update	70%	75%	80%	90%	100%

Perspective	Strategic objective	Objective result	Key performance indicators	Target 2010/11	Target 2011/12	Target 2012/13	Target 2013/14	Target 2014/ 15
	To ensure optimal utilization of space economy (potential )		No job opportunities created  # of jobs created through LED including capital projects	2000 per LM's / annum	2000 per LM's / annum	2000 per LM's/ annum	2000 per LM's / annum	2000 per LM's / annum
			% of unemployment	80%	70%	60%	50%	40%
	To resource manage infrastructure and service for access and mobility		% of households having access to basic level of electricity	60%	70%	80%	90%	100%
			% of households having access to basic level of water	60%	70%	80%	90%	100%
			% of households having access to basic level of sanitation	60%	70%	80%	90%	100%
			% of households having access to basic level of solid waste removal	60%	70%	80%	90%	100%
			% of indigent receiving free basic services water	50%	60%	70%	90%	100%
			% of indigent receiving free basic services sanitation	50%	60%	70%	90%	100%
			% of indigent receiving free basic services electricity	50%	60%	70%	90%	100%
			% of indigent receiving free basic services solid waste removal	50%	60%	70%	90%	100%
	To resource manage infrastructure and service for access and mobility		% of households having access to basic level of electricity	60%	70%	80%	90%	100%
			% of households having access to basic level of water	60%	70%	80%	90%	100%
			% of households having access to basic level of sanitation	60%	70%	80%	90%	100%

Perspective	Strategic Objective	Objective result	Key performance indicators	Target 2010/11	Target 2011/12	Target 2012/13	Target 2013/14	Target 2014/15
			% of households having access to basic level of solid waste removal	60%	70%	80%	90%	100%
			% of indigent receiving free basic services water	50%	60%	70%	90%	100%
			% of indigent receiving free basic services sanitation	50%	60%	70%	90%	100%
			% of indigent receiving free basic services electricity	50%	60%	70%	90%	100%
	To develop & implement integrated management & governance systems		Number of disclaimers	0%	0%	0%	0%	0%
			% of tenders conforming to MFMA	100%	100%	100%	100%	100%
			R value fruitless expenses	0%	0%	0%	0%	0%
	To attract , develop and retain best human capital		% of vacant positions filled	75%	80%	85%	90%	95%
			% of identified skill Gaps filled	40%	60%	70%	80%	100%
			# of people from employment equity groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	80%	90%	100%	100%	100%
			% of municipality's budget actually spent on implementing its workplace skills plan	70%	80%	90%	100%	100%
			% of employee voluntary turnover rate(excluding death, pension and dismissals)	12%	9%	5%	4%	3%

**STRATEGIC SCORECARD:**

Per-spective	Strategic Objective	Objective Results	Strategic Indicator	Target 2010 / 2011	Target 2011 / 2012	Target 2012 / 2013	Target 2013 / 2014	Target 2014 / 2015	Strategic Projects / Initiatives
COMMUNITY SATISFACTION PERSPECTIVE	To empower the community and instill sense of ownership of development	Community satisfaction and well-being	% client satisfaction rating	60%	70%	80%	80%	80%	Annual Customer Satisfaction Survey
			# Izimbizo campaigns and special programmes held	65%	80%	100%	100%	100%	
FINANCIAL PERSPECTIVE	Improving financial viability	Investor confidence	Percentage increase in investor funding (R-value of Investments Funding Received / R-value of Total Revenue as %)	3%	4%	4%	5%	5%	Revenue Enhancement / Donor Funding Strategy
			% grant dependency	80%	75%	70%	65%	60%	
	To ensure optimal utilisation of space economy (potential)	Decrease in unemployment and rational development	# jobs created through municipality's LED initiatives including capital projects (60000 for District over 5 years)	40	40	40	40	40	Lephalale Corridor (Farming)
INSTITUTIONAL PROCESSES PERSPECTIVE	Centralised developmental planning and implementation	Integrated and aligned development	No of credible IDPs	5	6	7	7	7	Develop a CBD development master plan for all 6 local municipalities
			Percentage WDM IDP projects completed	80%	90%	100%	100%	100%	
	Resource manage infrastructure and service for access and mobility	Increased access to services	% Capital budget actually spent on capital projects identified for financial year i.t.o. IDP	60%	80%	90%	100%	100%	Establish a Water and Sanitation (FBS) forum Establish a Water and Sanitation (FBS) forum
To develop & implement integrated management & governance systems	Good governance - clean audits	# unqualified / clean audit	1	1	1	1	1	Implementation of IFMS	
LEARNING AND GROWTH PERSPECTIVE	To attract, develop and retain best human capital	Productive workforce	Percentage of vacant positions filled	85%	90%	95%	96%	100%	Development of a programme to recognise excellence
			Percentage of identified skill Gaps filled	40%(20/50=40%)	60%(30/50=60%)	70%(35/50=70%)	80%(40/50=80%)	100%(50/50=100%)	
			# people from employment equity groups employed in the three highest levels of management in	35%	40%	40%	40%	40%	

Per-spective	Strategic Objective	Objective Results	Strategic Indicator	Target 2010 / 2011	Target 2011 / 2012	Target 2012 / 2013	Target 2013 / 2014	Target 2014 / 2015	Strategic Projects / Initiatives
			compliance with the municipality's approved employment equity plan						
			Percentage employee voluntary turnover rate (exclude death, pension and dismissals)	8%	4%	4%	4%	4%	

## F.2. LOCALISED GUIDELINES

Strategies of Waterberg District should and are aligned to the National and Provincial imperatives in the form of the MTEF and Limpopo Economic Growth and Development Plan (LEGP) and the District-wide Turnaround Strategy (DTAS) and other imposing sector plans.

### Localised Spatial Analysis and Rationale Guidelines

National imperatives and frameworks MTSF	Provincial imperatives and frameworks(LEGDP)	Localised imperatives and frameworks/sector plans(WDM)	LGTAS
Sustainable resource management and use		-Optimal utilisation of space economy and centralized planning by : -Environmental management programmes - Implement SDF Projects	Ensure sustainability of resource management and use

### 1. Localised Basic Services Guidelines

National imperatives and frameworks	Provincial imperatives and frameworks	Localised imperatives and frameworks/sector plans	LGTAS
Strengthen the skills and human resource base (adequate basic services)	Improve the quality of life and services through skills development, reliable health care, alert policing and social grants	- Investment in infrastructure. - Increase accessibility to basic services & free basic services.	Ensure that municipalities meet basic needs of community

## 2. Localised Institutional and organizational development

National imperatives and frameworks	Provincial imperatives and frameworks	Localised imperatives and frameworks /sector plans	LGTAS
Building a developmental state including improving the capacity and efficacy of the state.	Raise the effectiveness and efficiency of developmental space by organizational restructuring, recruitment , targeted training and building the culture of service and responsibility	Attract and retain best human capital through : <ul style="list-style-type: none"> <li>- Training and development programmes</li> <li>- Measuring return on investment</li> <li>- Implementation of district wide performance management system</li> <li>- monitoring and evaluation</li> </ul>	Improve functionality performance, and professionalism in municipalities

## 3. Localised LED Guidelines

National imperatives and frameworks	Provincial imperatives and frameworks	Localised imperatives and frameworks /sector plans	LGTAS
Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	Create decent work and sustainable livelihoods through industrial cluster promotion, infrastructure construction and national development programmes	<b>Improve financial viability through:</b> <ul style="list-style-type: none"> <li>- SMME development</li> <li>- Investment in infrastructure</li> <li>- Implementation of BBBEE</li> <li>- Skills development</li> <li>- Progressive policies</li> <li>- EPWP &amp; Capital projects</li> </ul>	

## 4. Localised Financial Management and Viability Guidelines

National imperatives and frameworks	Provincial imperatives and frameworks	Localised imperatives and frameworks /sector plans	LGTAS
Intensify the fight against crime and corruption	High priority challenges: regional cooperation, sustainable development, informal economy and innovation	<ul style="list-style-type: none"> <li>- Clean audits</li> <li>- Develop financial strategy</li> <li>- Increase revenue</li> </ul>	Build clean responsive and accountable Government

## 5. Localised Public Participation and Good Governance Guidelines

National strategic priority	Provincial imperatives and frameworks	Localised imperatives and frameworks /sector plans	LGTAS
Build cohesive caring and sustainable communities  Improve the health profile of all South Africans  Programme to build economic and social infrastructure	<b>Improve quality of life of citizens through effective education, reliable health care, alert policing, comfortable housing, social grants, and sport through emphasis on their own participation</b>	-Empower community and instill sense of ownership of development through: <ul style="list-style-type: none"> <li>• Implementation of public participation strategy, Local &amp; District Imbizo's</li> <li>• Anti – corruption strategy, Anti Child &amp; women abuse campaign HIV/AIDS Councils</li> </ul> <b>Poverty alleviation measures</b> <ul style="list-style-type: none"> <li>- Gender equality (special projects)</li> <li>- Youth development agency</li> </ul>	<b>Strengthen partnerships between local government , communities and civil society</b>

## SECTION F . 3: OPERATIONAL STRATEGIES

### F.3.1. KPA 1: SPATIAL RATIONALE

Perspective	Strategic Objective	Code	Strategies	Performance Indicator	Challenge	Programme
Internal processes	To ensure optimal utilization of space economy	SR 1	Facilitation of land claims	# of land claims finalised	Unequal land distribution	Land restitution
		SR2	Promulgation of Land Use Schemes	# of land schemes promulgated	Improper land use management	Land use management
		SR3	Implementation of Air quality Management Programme	# of air quality licence issued	Air pollution	Air quality management
		SR4	Promulgation and implementation of Agricultural Use policy	Appointment of air quality officer  Agricultural land use policy implemented and training of staff.	Illegal sub-division of Agricultural land	Agricultural Land Use Policy
		SR 4	Rehabilitation of landfill sites	# of licensed landfill sites	Illegal dumping Health hazards	Waste Management
		SR 5	Implementation of Environmental management campaigns	# of environmental management reports submitted  #of campaigns conducted	Poor environmental management	Environmental management
	To centralize developmental planning & development	SR6	Optimal use of IGR structures  Internal assessment of IDP  Improve integrated planning  Co-ordination of sector plans	% of IGR structures resolutions implemented # of IDPs assessment  # of district planning forum meetings attended  # of sector departments inputs into IDP sector plans	Poor attendance by local some municipalities and some sector departments   Weak sector plans	Integrated planning

### F.3.2. KPA 2 : BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Perspective	Strategic Objective	code	strategies	Performance Indicator	Challenge	Programme
Community	-To resource manage infrastructure and services for access & mobility.	BS 1	Infrastructure investment Implementation of PPP Lobby review of MIG Formula Implementation of Free basic policies	-% households having access to basic level of: 1. electricity. 2. water. 3. sanitation 4. solid waste removal  -% indigent receiving free basic services – 1. Water 2. Sanitation 3. Electricity 4. Solid waste removals	Ageing infrastructure	Infrastructure development
	To empower community and instill a sense of ownership of development	BS2	Capacity building  Resource management  Implementation of Information management and communication systems	% of trained volunteers placed  Number of firefighting equipment purchased  Number of ICT disasters reported responded to	Lack of resources	Disaster Management /Fire fighting
Internal processes	To resource manage infrastructure and services for access and mobility	BS3	Development and implementation of contract management policy  Development and implementation of service standards	% of projects implemented on time and within budget  % of service standards implemented	Roll over projects  Poor quality of service	Project management  Batho Pele

### F.3.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

Perspective	Strategic Objective	code	Strategies	Performance Indicator	Challenge	Programme
Learning & Growth	To ensure optimal utilization of space economy	LED 1	-Development of SMME's - Creation of decent jobs	# of jobs opportunities created . # of jobs created through LED progress & capital projects  % decrease in unemployment	Unemployment	Employment creation
		LED 3	Investment in economic infrastructure through PPPs	# of PPP entered into	Shortage of economic infrastructure	Infrastructure Investment

Perspective	Strategic Objective	code	Strategies	Performance Indicator	Challenge	Programme
		LED 4	Creating environment conducive to local business	# of policies favourable to local suppliers/ buyers	Lack of empowerment of local businesses	BBBEE
		LED5	Advocating Beneficiation Clusters and Cluster Value Proposition	% of business that participate in beneficiation clusters	Barriers in investment	LMMBI
		LED6	Creation of green jobs	# of people trained in green economy	Lack of skills for green economy	Skills Development

#### F.3.4. KPA 4: FINANCIAL MANAGEMENT AND VIABILITY

Perspective	Strategic Objective	code	strategies	Performance Indicator	Challenge	Programme
Finances	To improve financial viability of municipality	FMV 1	Improvement in debt management  Implementation of Contract management  Proper costing & budgeting of projects Implementation of SDBIP	- % increase in investor funding - % of debt coverage - % of outstanding service debtors to revenue - % of cost coverage % of capital works budget spent	Poor debt collection  Roll over projects	Budget & expenditure management  SCM
			Monitoring implementation of financial policies/strategies	Number of policy deviation reported	Poor implementation of financial policies	Monitoring & Evaluation
		FMV 2	Implementation of BBBEE	# of local business empowered	Poor implementation of BBBEE	SCM
		FVM3	Proper asset management	# of assets registered on name of WDM	Unregistered assets	Regular update of asset register

### F.3.5 KPA 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Learning & Growth	Strategic Objective	code	strategies	Performance Indicator	Challenges	Programme
	To attract , develop and retain best human capital  Review of powers and functions	TOD 1	Attraction & retention of appropriate skills	-% of vacant position filled -% of identified skill Gaps filled -# of people from employment equity groups employed in the three highest levels of management -% of municipality's budget actually spent on implementing its workplace skills plan	Retention and attraction of scarce skills	Recruitment & Retention  Employment Equity  Training & development
		TOD2	Effective implementation of WSP  Implementation of an equitable Reward Systems	-% of employee voluntary turnover rate  % of implementation of employee recognition policy		

### F 3.6 KPA 6 : COMMUNITY PARTICIPATION AND GOOD GOVERNANCE

Development challenge	Strategic Objective	code	strategies	Performance Indicator	Challenge	Programme
	To empower community and instill a sense of ownership of development	<b>CPGG 1</b>	Provision of support to local municipalities	-% of municipalities which participate in disaster management advisory forum. # of disasters responded to within 5 days -R- value property loss due to disaster	Lack of resources	Disaster Management
		CPGG2	Development of service standards Proper use of Suggestion boxes Programme		Lack of responsiveness  Dysfunctional culture	Client relations management
		CPGG 3	Optimized utilization of resources			
	To develop & implement integrated management & governance systems	CPGG 4	Good governance – clean audits	-# of disclaimers -% of tenders conforming to MFMA requirements - R value fruitless expenses		

Development challenge	Strategic Objective	code	strategies	Performance Indicator	Challenge	Programme
		CPGG 5	Implementation of Anti – corruption strategy	# of corruption cases reported to SAPS		Anti-corruption and fraud
		CPGG 6	Implementation of King 111 Report	% of King111 proposals implemented		Good Governance
		CPGG 7	Promotion of indigenous knowledge			

#### F.4. STRATEGY MAP

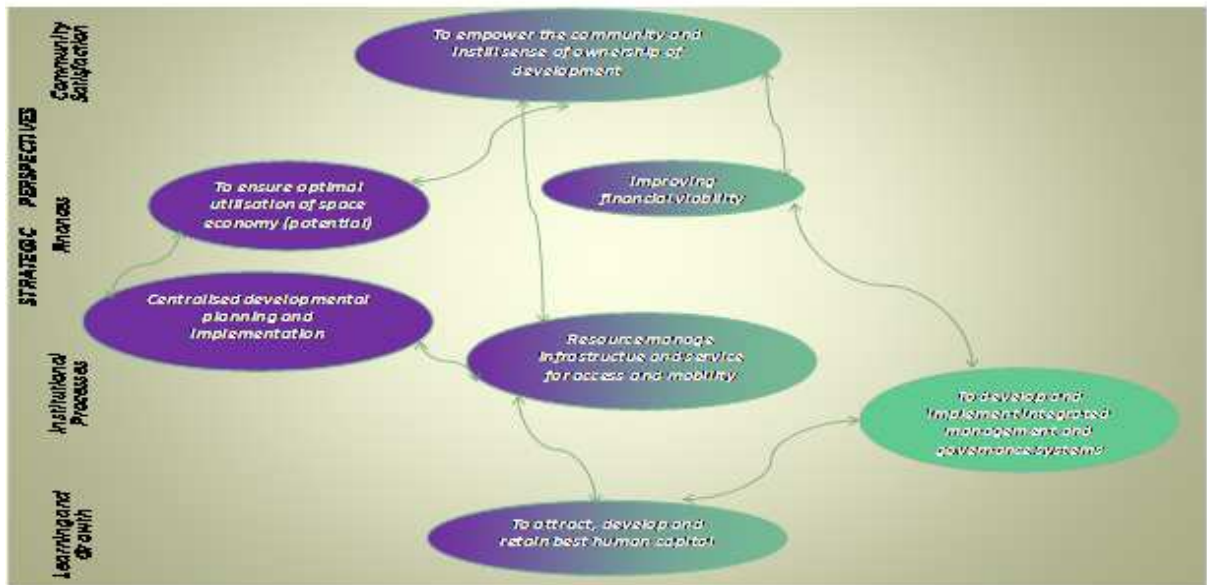
A strategy map is a picture of the strategy of the municipality. It depicts the objectives in support of the strategy in terms of different perspectives, namely the learning and growth perspective, institutional processes perspective, the financial and the community satisfaction perspective. These perspectives are based upon the Balanced Scorecard Methodology. The Balanced Scorecard approach to strategic management was developed in the early 1990's by Drs. Robert Kaplan and David Norton.

Strategy formulation acts as the integration activity to merge strategy and operational planning. The following are the most important benefits of developing a strategy map:

- It offers a differentiated customer value proposition;
- It focuses on the most important institutional processes that need to be addressed;
- It combines a growth strategy as well as an excellence strategy to be sustainable;
- It creates a foundation to be innovative;
- It focuses on both the tangible as well as intangible aspects; and
- It forces upon change- to do things differently.

The strategy map leads to the development of scorecards at different levels that will be used as the measurement and management tool to ensure achievement of the vision, mission and objectives of the strategy. In this way the district municipality can ascertain whether it has made any progress towards attainment of its strategies and the objectives.

A diagrammatical presentation of the strategic map is provided below.



The strategy map as shown above identifies the objectives that the Waterberg District Municipality will aim to achieve. The strategy map clearly indicates the two different strategies - growth and excellence – through the colours used for the different strategic objectives (purple indicates the Growth Strategy and green indicates the Excellence Strategy). A combination of these colours means that those objectives are focussing upon both growth and development.

## SECTION G: Project Phase

The projects which have been identified in this phase relate to the other phases and were confirmed in the strategic session of the municipality. It is important that projects are completely linked to the budget and are monitored through a Service Delivery and Budget Implementation Plan (SDBIP).

### G.1. Waterberg District Municipality's projects

Priority	Strategic project name	Location	Funder	2010/11 R	2011/12 R	2012/13 R	Total Budget	PROJECTED Budget MTAS
1.Municipal Health & Environmental Management	Waste Management - Development of landfill sites	TLM,MOD M	WDM	1 000 000	-	-	1 000 000	
	Air Quality-Review of integrated waste Management Plan and Environmental management Plan	District-wide	WDM	1000 000	-	-	1 000 000	
	Training of green scorpions	District – wide	WDM	50 000	50 000	60 000	160 000	
	Arbor Day Programme	District – wide	WDM & DoA	10 000	10 000	15 000	35 000	
	Working for Water Programme	District-wide	WDM	50 000	50 000	60 000	160 000	
2.Disaster management	Incident management system	District-wide	WDM	380 000	-	-	380 000	
	Disaster Risk awareness Programme		WDM	75 000	-	-	75 000	
	Early warning System for floodlines		WDM	760 000	-	-	760 000	
	Disaster Risk Management Toll Free number & promotional signage		WDM	500 000	-	-	500 000	
	Information management, communication & dissemination system		WDM	1 000 000	-	-	1 000 000	
	Risk reduction measures for drought		WDM	440 000	-	-	440 000	

Priority	Strategic project name	Location	Funder	2010/11 R	2011/12 R	2012/13 R	Total Budget	PROJECTED Budget MTAS
	Bela Bela Skids Units&Equipment for main fire station, Mashakhane, Pienaarsriver & Rapotokwane		WDM	1 031 200	-	-	1 031 200	
	Lephalale Disaster Centre Hydraulic Generator & Equipment		WDM	431 900	-	-	431 900	
	Groblersburg Port of Entry/Tom Burke satellite Fire Station Water Trailer & equipment		WDM	166 500	-	-	166 500	
	Steenbokpan & Bulgerivier Satellite Fire Station Water Trailer & Equipment		WDM	67 400	-	-	67 400	
	Villages/Witpoort Fire Station Equipment		WDM	8 700	-	-	8 700	
	Mogalakwena Multipurpose fire engine & equipment for Rebone		WDM	1 000 000	-	-	1 000 000	
	Mogalakwena new rescue pumper		WDM	4 100 000	-	-	4 100 000	
	Mookgophong Equipment		WDM	204 500	-	-	204 500	
	WDM Purchase of 4 spare BA Cylinders		WDM	10 000	-	-	10 000	
	Thabazimbi Fire Engine 4x4 I LDV, Water tank & equipment for 3 stations		WDM	800 000	-	-	800 000	
3.Fire Fighting	Upgrading of existing volunteers to full time fire fighters(Phase 2)	District-wide	WDM	100 000	100 000	100 000	300 000	
4.Local Economic Development	Co-ordination of district wide LED	District-wide	WDM	50 000	55 000	60 000	165 000	1M
	Tourism Development	District wide	WDM	500 000	1 000 000	750 000	2 250 000	

	<b>Strategic project name</b>	<b>Location</b>	<b>Funder</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>Total Budget</b>	<b>PROJECTED Budget MTAS</b>
				<b>R</b>	<b>R</b>	<b>R</b>		
	Waterberg Biosphere Meander Reserve		WDM	200 000	230 000	230 000	660 000	
	WEDA	District - Wide	WDM & IDT	1 500 000	1 500 000	1500 000	4 500 000	1 M
5.Municipal Roads & Storm water  Bulk water supply	Paving – Internal Bus Routes	Bela Bela	WDM /EPWP	4 875 000	-	-	4 875 000	3 Billion
6.Municipal Support & Institutional Development	Performance management system (PMS)	District-wide	WDM &DBSA	1000 000	-	-	1 000 000	3M
	Integrated Finance Management System IFMS (rebudget)	District-wide	WDM	6 086 945	1 000 000	-	2 000 000	
	Procurement of moveable assets	WDM	WDM	500 000	-	-	500 000	
	IT Disaster Recovery Plan	District-wide	WDM	1 800 000	-	-	1 800 000	
	VOIP	WDM	WDM	200 000	-	-	200 000	
	GIS	WDM	WDM	1000 000	-	-	1 000 000	
	Lephalale Turnaround strategy(LLM)	LLM	WDM	1000 000	-	-	1 000 000	
	Financial Strategy		WDM& FMG	500 000	-	-	500 000	
	Promulgation of by-laws		MSIG	500 000	-	-	500 000	
	Review funding model							10 M
7.Abattoir	Extension of abattoir (re-budget)			2 934 048	-	-	2 934 048	
8.Community Participation & Good Governance	Development of Public Participation strategy and Production of newsletter	District-wide	WDM	400 000	400 000	400 000	1 200 000	
	Public Participation(IDP)	District wide	WDM	400 000	-	-	400 000	
	Batho Pele Celebration	District wide	WDM	200 000	200 000	200 000	600 000	

Strategic project name	Location	Funder	2010/11 R	2011/12 R	2012/13 R	Total Budget	PROJECTED Budget MTAS
Learning & Sharing(twinning agreement)	WDM	WDM	150 000	160 000	170 00	480 000	
Public Participation policies and plans							1M
Anti Fraud Hotline	District-wide	WDM	150 000	150 000	-	300 000	15 000 000
Production of diaries & desktop calendars	WDM	WDM	20 000	-	-	20 000	
Celebration of International Aids day and candle lighting	District-wide	WDM	100 000	100 000	100 000	300 000	
Co-ordination of HIV/AIDS Councils	District-wide	WDM	30 000	40 000	50 000	120 000	
16 days of activism against child and women abuse	District-wide	WDM	100 000	100 000	100 000	300 000	
Women in Business Summit	District-wide	WDM	100 000	100 000	100 000	300 000	
Elderly People's Day	District-wide	WDM	50 000	55 000	60 000	165 000	
Youth Indaba	District-wide	WDM	150 000	150 000	150 000	450 000	
Youth Day	District-wide	WDM	150 000	150 000	150 000	450 000	
Conference for PWDs	District-wide	WDM	120 000	120 000	120 000	360 000	
Capacity building Programme	District-wide	WDM	50 000	55 000	60 000	165 000	
Co-ordination of PWDs	District-wide	WDM	50 000	55 000	60 000	165 000	
Municipal Local Elections & Service Delivery Imbizo	District-wide	WDM	1000 000	-	-	1000 000	

	Strategic project name	Location	Funder	2010/11 R	2011/12 R	2012/13 R	Total Budget	PROJECTED Budget MTAS
9. Land	Land audit	District wide	WDM	1000 000	1 000 000	1000 000	3 000 000	
	CBD Development Plan & Implementation	BBLM, MODLM, MOGLM	WDM	500 000 500 000 500 000	500 000 500 000 500 000	-	100 000 100 000 100 000	
	Formalization of informal settlements							4M
10. Transport	Arrive Alive campaign	MODLM	WDM	75 000	75 000	75 000	225 000	
	Review – WDM Integrated Transport Plan	District-wide	WDM	150 000	-	-	150 000	
11. Safety & Security	Implementation of Safety & Security Summit	District-wide	WDM	100 000	100 000	100 000	300 000	
	Security cameras( Bela Bel2)a Phase	BBLM	WDM	400 000	-	-	400 000	
12. Sports, Arts & culture	Executive Mayoral Soccer Development Tournament – community members	District wide	WDM	300 000	300 000	300 000	900 000	
	Women in Sports District Tournament – National Women's month	District-wide	WDM	100 000	100 000	100 000	300 000	
	District Cultural Festival			100 000	100 000	100 000	300 000	
	Co ordination of Moral Regeneration & District Moral Regeneration Summit	District wide	WDM	100 000	100 000	100 000	300 000	
13. Electricity	Voltage increase	District - wide	WDM	1 000 000	-	-	1 000 000	
	Upgrade of Modimolle Local Municipality Substation		WDM	2 000 000	1 000 000	-	3 000 000	

## G.2. SECTOR DEPARTMENT PROJECTS

### SOCIAL DEVELOPMENT

MUNICIPALITY	PROJECT	LOCATION	2010/11	2011/12	2012/13
MOGALAKWENA	1 X Drop in centre 1 X unit staff accommodation 1 x social development office 1 x satellite office		R9 000 000	R9 000 000 R3 300 000	R7 000 000 R3 000 000
LEPHALALE	1 x social development office 1 X unit staff accommodation 1 X CBR 1 X Drop in centre		R 7 000 000 R 3 300 000 R11 300 000		R9 000 000
MOOKGOPHONG	1 X Industrial CUM Reform School Complex (Provincial Project) 1 x social development office		R186 000 000	R7 000 000	
BELA - BELA	1 X CBR		-	R11 300 000	-
MODIMOLLE	1 X VEP Shelter		R18 000 000	-	-

### DEPARTMENT OF EDUCATION

MUNICIPALITY	PROJECT	LOCATION	2010/11	2011/12	2012/13
<b>LEPHALALE</b>	New - permanent	Lephalale sec. school	R12 720 000	R22 472 000	R10 719 000
	New - permanent	Lephalale primary school	R12 720 000	R22 472 000	R10 719 000
	New - permanent	Morukhukung primary	R2 495 000	-	-
	New - permanent	Lerekhureng combined school	R 7 982 000	-	-
	New - permanent	Ralehumane primary school	R822 000 000	-	-
	Upgrading and additions	Matshwara sec. school	3 180 000	R13 483 000	R14 292 000
	Upgrading and additions	Kopano ke maatla pre - school	-	R1 264 000	R447 000
	Maintenance and repairs	Bosveld primary school	R278 000	-	-
	Maintenance and repairs	Hoerskool ellisras	R268 000	-	-
	Maintenance and repairs	Laerskool Ellisras	R210 000	-	-
	Rehabilitation and refurbishment	Kitty primary school	00	-	-
	Rehabilitation and refurbishment	Sedibeng school for the deaf	-	-	R14 292 000
<b>MOOKGOPHONG</b>	New permanent	Mookgophong	R12 720 000	R13 483 000	R1 386 000
	Maintenance and repairs	Hoerskool Hans Strijdom	R218 000	-	-

MUNICIPALITY	PROJECT	LOCATION	2010/11	2011/12	2012/13
	Maintenance and repairs	Laerskool Tuinplaas	R129 000	-	-
	Maintenance and repairs	Laerskool Bysonderheid	R347 000	-	-
<b>MOOKGOPHONG</b>	Maintenance and repairs	Laerskool Naboomspruit	R2 424 000	-	-
<b>MODIMOLLE</b>	New - permanent	Lekkerbreek primary school	R9 003 000	-	-
	New - permanent	Maokeng primary school	00	-	-
	Upgrading and additions	Ratladi intermediate	-	R1 601 000	To be closed
	Maintenance & repairs	Hoerskool Nylstroom	R229 000	-	-
	Maintenance & repairs	Laerskool Nylstroom	R263 000	-	-
	Rehabilitation and refurbishment	Susan Strijdom Skool	-	-	R15 516 000
<b>MOGALAKWENA</b>	Rehabilitation and refurbishment	Mabopa – abo- mpuwa primary	-	-	R6 551 000
	Rehabilitation and refurbishment	Moshira primary school	00	-	-
	Rehabilitation and refurbishment	Moshira primary school	00	-	-
	Rehabilitation and refurbishment	Tselapedi primary school	00	-	-
	Rehabilitation and refurbishment	Mabopa – abo- mpuwa primary	-	-	R6 551 000
<b>MOGALAKWENA</b>	Rehabilitation and refurbishment	Moshira primary school	00	-	-
	Rehabilitation and refurbishment	Tselapedi primary school	00	-	-
<b>THABAZIMBI</b>	Rehabilitation and refurbishment	Steendal primary school	00	-	-
	Rehabilitation and refurbishment	Aganang pre school	00	-	-
	Maintenance & repairs	Laerskool van Wyks kraal	R347 000	-	-

#### DEPARTMENT OF PUBLIC WORKS

MUNICIPALITY	PROJECT	2010/11	2011/12	2012/13
6 Local Municipalities	Renovation of 18 Departmental Houses	R800 000	-	-
1. Modimolle 2. Lephallale	Renovation of office blocks	R900 000	-	-
1. Thabazimbi 2. Mogalakwena	Construction of palisade fence	R200 000 R200 000	-	-
6 Local Municipalities	Energy saving devices replacement of bulbs in offices	R100 000	-	-

**LIMPOPO BUSINESS SUPPORT AGENCY**

MUNICIPALITY	PROJECT	PROGRAMME	2010/11	2011/12	2012/13
WATERBERG	Establishment of training centres in Waterberg	Technical training	R15 000 000	-	-
	Acquisition of fleet	Corporate services	R5 000 000	-	-

**ESKOM – WATERBERG**

MUNICIPALITY	PROJECT	PROGRAMME	2010/11	2011/12	2012/13
Mogalakwena	Preesburg	LIM367	R1 000 000	-	-
Mogalakwena	Thabaleshoba	LIM367	R1 000 000	-	-
Mogalakwena	Tshamahansi	LIM367	R2 500 000	-	-
Mogalakwena	Uitzicht	LIM367	R1 000 000	-	-

**DEPARTMENT OF ROADS AND TRANSPORT (RAL)**

MUNICIPALITY	PROJECT	PROGRAMME	2010/11	2011/12	2012/13
Modimolle /Lephalale	Maintenance and rehabilitation	Modimolle / mabatlane (P84/1)	R50 000 000	-	-
Bela – Bela	Maintenance	Bela – Bela – Koedoeskop (P21/1/P85/1)	R30 000 000	-	-
Mookgophong / Bela - Bela	Maintenance	Settlers – Marble Hall (P85/2)	R9 000 000	-	-
Bela – Bela	Maintenance	Bela - Bela – Hammanskraal (P1/3)	R25 000 000	-	-
Mogalakwena/ Lephalale	Rehabilitation	Marken – Baltimore (D1554)	R7 000 000	-	-
Bela- Bela	Maintenance	Codrington – Settlers (D936)	R9 000 000	-	-
Mookgophong	Maintenance	Tuinplaas (D2756)	R6 000 000	-	-
Mogalakwena	Maintenance (GundoLashu)	Kgopung – Makekeng (D192)	R4 550 000	-	-
Modimolle	Maintenance	Melkrivier (D972/ D579)	R6 000 000	-	-
Bela - Bela	Maintenance	Pienaarsrivier – Rust de Winter (D626)	R9 000 000	-	-

## DEPARTMENT OF ROADS AND TRANSPORT

MUNICIPALITY	PROJECT	PROGRAMME	2010/11	2011/12	2012/13
Lephalale	Regravelling	Lephalale (D3102 )	R93 600	-	-
	Regravelling	Lephalale (D3114)	R192 400	-	-
	Regravelling	Lephalale (D1347)	R2 150 870	-	-
	Regravelling	Lephalale (D1371)	R2 614 560	-	-
	Regravelling	Lephalale (D2775)	R621 980	-	-
	Regravelling	Lephalale (D2774)	R827 750	-	-
	Regravelling	Lephalale (D3534)	R724 870	-	-
	Pipes		R149 123.10	-	-

### SECTION H: Integration phase

Integration in the reviewing runs throughout the various phases of the Integrated Development Plan. A vertical and horizontal alignment of strategies, projects and KPAs across the phases of the IDP have been given attention. They find their cohesive expression in the Service Delivery and Budget Implementation Plan.

The priorities and challenges which manifested in trends and patterns were identified in the first phase of the IDP. The challenges were eventually translated into strategies and projects.

Although the new format does not mention anything about integration, it can be inferred that integration takes place in the form of the various sector plans which are considered when crafting strategies and identifying projects which the municipality will eventually execute.

Because of the fact that WDM does not provide water and sanitation and electricity services, some of the usually important sector plans will not be included in this IDP. Waterberg District has developed and implemented some of the following sector plans.

No	Sector plan / strategy	Status
1	Spatial Development Framework	Available
2	Disaster Management Plan	Available
3	Integrated Transport Plan	Available & to be reviewed in 2010/11
4	Local Economic Development Strategies	Available

<b>No</b>	<b>Sector plan / strategy</b>	<b>Status</b>
5	Communication Strategy	Available
6	Public participation Strategy	Not available
7	Finance Strategy	Not available
8	Performance Management Framework	Available
9	Service Delivery and Budget Implementation Plan	Draft (2010//11)
10	Institutional Plan	Draft Plan
11	Organisational Structure	Available – to be reviewed in 2010/11
12	Draft 2010/11 Budget	Available
13.	Workplace Skills Plan	Available
14.	Road Master Plan	Available – to be reviewed in mid-term
15.	Record Management Strategy	Available
16.	HR Strategy	Available
17.	Waste Management Plan	Available
18.	Risk Management Plan	Available
19.	Anti - Corruption	Available
20.	Financial Plan	Not available
21.	Capital Investment Plan	Available
22.	Tourism Development Strategy	Available
23.	Environmental Management Plan	Available
24.	HIV /aids Plan	Not available
25.	Air Quality	To be developed
26.	Health Plan	Not available
27.	Social Crime Prevention Strategy	Not available
28.	Poverty alleviation Plan	Not available
29.	Gender Equity Plan	Not available
30.	Electricity Savings Plan	Not available
31.	5 year Capital Plan	Not available