

Waterberg District Municipality

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DRAFT 2011/12 IDP



SECTION A: EXECUTIVE SUMMARY

Analysis Overview

Waterberg District is geographically located on the Western part of the Limpopo Province - one of the peaceful and prosperous provinces of South Africa. The District municipality shares its five border control posts with Botswana namely Groblersbrug, Stockpoort, Derdepoort, Zanzibar and Platjan. Within the Province, it shares its borders with the Capricorn District Municipality to the North and the Sekhukhune District Municipality to the East, the South- Western boundary of the district the Northwest Province whilst on the South-Eastern boundary lays the Gauteng Province.

The **Waterberg District Municipality's** area of jurisdiction is made up of six local municipalities, as follows:

- **Mogalakwena Municipality**, comprising the town of Mokopane, Mahwelereng and Rebone Townships, and a number of rural settlements;
- **Modimolle Municipality**, comprising the town of Modimolle , Mabatlane, Alma, and surrounding rural areas;
- **Mookgophong Municipality**, comprising the town Mookgophong, Roedtan- Thusang Townships and Mookgophong Township with surrounding game farms and luxury safari lodges;
- **Lephalale Municipality**, comprising the town of Lephalale, Marapong township and surrounding rural areas;
- **Thabazimbi Municipality**, comprising the town of Thabazimbi, Regorogile township and surrounding rural areas;
- **Bela-Bela Municipality**, comprising the town of Bela Bela, and surrounding rural areas.

IDP Review Process Overview

Integrated Development Planning is a process through which a municipality and other role players combine a blueprint outlining how services will be rolled out to the community. The IDP process is when a municipality prepares five-year strategic development plan which will then serve as a principal planning instrument for service delivery. Waterberg District Municipality has developed its five-year IDP, i.e. 2007/08 to 2011/12. Provisions from Municipal Systems Act require such IDP to be reviewed annually. It is within this background that as a district we have engaged in the process of reviewing our 2008/09 in order to inform the 2009/10 budget and also align with other programmes and projects from sector departments. The district is obliged to review its IDP in order to inform the 2009/10 budget. It is also advisable to always refer to the original document of 2007/08 to 2011/12 when reading this reviewed document.

Institutional Arrangements for the IDP Process and implementation

It is the primary responsibility of Council, its Councillors, officials and staff to ensure that integrated planning is undertaken. The Waterberg District Council is responsible for the approval of the IDP for the district and the responsibility cannot be delegated. Clear accountability and management of the IDP process belongs to the municipality and thus, should be owned and controlled by the municipality. Councillors, senior officials, local municipalities, sector departments and parastatals, civil society and trade unions, amongst others, have distinct roles to play during integrated development planning processes.

The Executive Mayor is responsible for driving the whole IDP process in Waterberg. He provides leadership in the development and reviews of the IDP. The day-to-day management of the IDP process has been delegated to the Office of the Municipal Manager who consistently chairs the IDP Steering committee. The IDP Manager deals with coordination of the day-to-day issues relating to the IDP. These include adherence to IDP Framework and Process plan, coordination of stakeholders, support to Local municipalities and documentation of the IDP (plan). He further chairs the IDP Technical committee which forms the link between District and Local municipalities in terms of IDP. The IDP Steering Committee is a technical working team of dedicated senior management officials, who together with the Municipal Manager and/or the IDP Manager must ensure a smooth compilation and implementation of the IDP.

The IDP Steering Committee compiles the IDP document through consultation with various sets of information and direct their output to the IDP Representative Forum via Portfolio Committee on Strategy, Planning and IDP, for debates and further inputs and refinement of the plan. The Portfolio Committee provides political support to the entire IDP process. The municipality has established three development Clusters and their technical committees to deal with district-wide intergovernmental (alignment) issues in the IDP implementation, i.e. Economic Cluster, Social and Infrastructure and Governance and Administration. The IDP Technical Committee comprises of IDP Managers/ Coordinators of all municipalities in the district and the middle managers of the District municipality. It is envisaged the structure will culminate into District Development Planning Forum, embracing representatives of sector Departments and State-owned enterprises.

The IDP Representative Forum is the structure that provides a platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders and government entities which provide support. The profile of representatives in the structure requires the Executive Mayor or his delegate to chair the meetings and control the debates. The selection of members to the IDP Rep. Forum also ensures geographical, social and functional representation. The output of the IDP process should be understood by all stakeholders and have public buy-in. The final output (IDP document) is submitted to the Mayoral Committee for ratification and then to Council for approval.

Assessment of Powers and Functions

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:

Key: APT – Authority to Perform PFM – Powers Performed by Municipality ESP – External Service Provider S78 – Section 78 Process in terms of System Act Complete SDA – Service Delivery Agreement in Place					
Functions of the municipality according to the Constitution, the Municipal Structures Act and Systems Act	APT	PFM	ESP or Other Sphere of Govt.	S78	SDA
Air pollution	Yes	Yes	No	Yes	No
Bulk supply of Electricity	Yes	No	Yes	No	No
Bulk Water Supply	Yes	Yes	Yes	Yes	Yes
Bulk sewage purification and main sewage disposal	Yes	Yes	Yes	Yes	No
Cemeteries and Crematoria	Yes	Yes	No	No	No
Municipal roads	Yes	Yes	No	No	No
Education	No	No	No	No	No
Fire-Fighting Services	Yes	Yes	Yes	Yes	Yes
Local Economic Development	Yes	Yes	No	No	No
Municipal Abattoir	Yes	Yes	No	Yes	No
Municipal Airports	Yes	No	No	No	No
Municipal Health Services	Yes	Yes	No	No	Yes
Municipal Public Transport Planning	Yes	Yes	No	No	No

Municipal Public Works	Yes	Yes	No	No	No
Municipal Planning	Yes	Yes	No	No	No
Safety and Security	No	No	Yes	No	No
Social Development	No	No	Yes	No	No
Sports, Arts and Culture	No	No	Yes	No	No
Refuse removal, refuse dumps and solid waste	Yes	Yes	Yes	No	No

SECTION B: SITUATIONAL ANALYSIS

1 INTRODUCTION

This chapter provides a detailed summary of the District Municipality's situational analysis.

1.1 2010/11 IDP MECs Assessment

1.1.1 Credibility of the IDPs

	2009/10	2010/11
Waterberg District	High	High
Mookgopong	Medium	Medium
Modimolle	Medium	High
Mogalakwena	Medium	High
Bela-Bela	Medium	High
Lephalale	Medium	Medium
Thabazimbi	Medium	High

1.1.2 Key issues worth noting from the MECs assessment

- All municipalities adopted their IDP/MTAS/Budgets (100%);
- Projects of sector departments are reflected in municipal IDPs;
- IDP/MTAS alignment determined although some not factored or streamlined into IDPs;
- Lack of synergy between IDP/MTAS and SDBIPs in most municipalities;

- District Engagement Sessions convened in all districts;

1.2 Municipal Turnaround Strategy(MTAS)

1.2.1 Introduction

The strategy is a culmination of national assessment of the state of local government across the country commissioned by the Minister for COGTA(August 2009). Following the consolidation of the National State of Local Government Report a framework for the turnaround of municipalities was presented at the National Indaba held on 21-22 October 2009. The Report identified critical challenges facing local government and subsequent advocate for the need for a change- popular as turnaround strategy.

The method to conduct the assessment of the state of municipalities was based on the quantitative and qualitative survey of the performance of the municipalities during the 2007/08 and 2006/07 financial years respectively. A collaborative process was followed whereby the provincial department of local government and housing, senior officials from COGTA, SALGA as well as the district municipalities constituted the district-based team that conducted the assessment of the state of municipalities.

The assessment team amongst others coordinated the review of the municipal performance documents for the financial years under-review and provided municipalities with the opportunity to give oral presentation on the state of municipalities.

1.2.2 Current Situation

All municipalities in the district have MTAS in place which they quarterly report on to the provincial department of local government and housing and to the district as well, as a the implementation plan has become a standing item on the Governance and Administration Cluster, Provincial Planning Forum and the Premier-IGR Forum on a quarterly basis.

1.3 Demographic Overview

Population

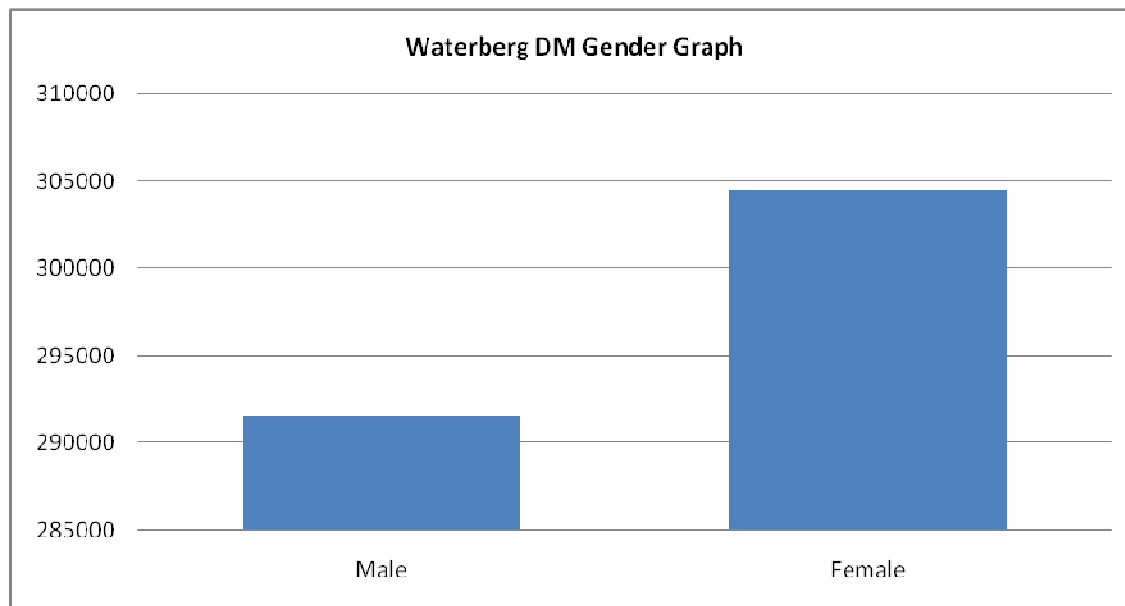
According to Statistics South Africa (Community Survey, 2007), the population of the Waterberg District was about **622,734** in 2007. The population is unevenly distributed among the eight Local Municipalities, and it makes up to 11.6% of the Limpopo population of 5.2 million persons.

The majority of the Waterberg District population reside within the Mogalakwena LM (55.47%), followed by Lephalale LM (13.44%), Thabazimbi LM (10.07%), and Bela-Bela LM (9.37%). The two Local Municipalities with the smallest percentages of the Waterberg District population are Modimolle LM (8.82%) and Mookgophong LM (2.82%).

Table 1: Population Group, WDM, 2007

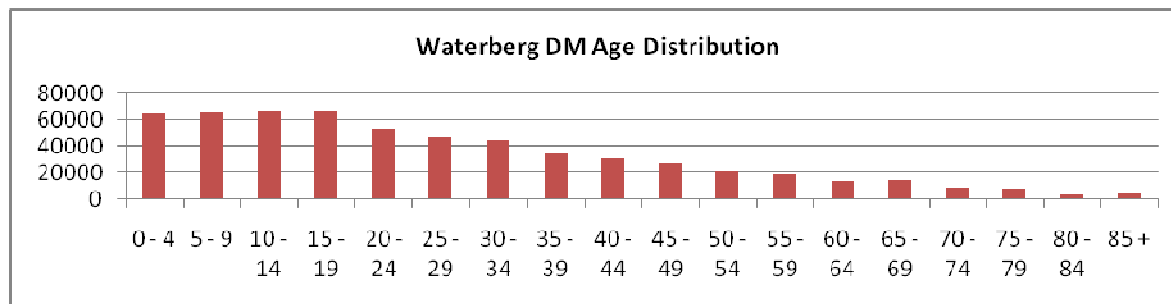
	Black	Coloureds	Indian/Asian	White	Totals
Thabazimbi LM	45947	283	103	13703	60036
Lephalale LM	75352	9	0	4780	80141
Mookgophong LM	13123	21	98	3578	16820
Modimolle LM	43309	260	481	8552	52602
Bela-Bela LM	47365	1025	50	7404	55844
Mogalakwena LM	315355	119	3200	11970	330644
Waterberg DM	540451	1717	3932	49987	596087

Source: Stats SA Community Survey, 2007



Source: Stats SA Community Survey, 2007

In terms of gender, the Waterberg District has a fairly equal distribution as measured in the 2007 Community Survey, at 46.5% male and 53.5% female.



Source: Stats SA Community Survey, 2007

In terms of the age structure, 60.86% of the Waterberg District population in 2007 fell within the economically active population (EAP) range. 39.14% of the population (such as children and the elderly) is dependent on the economically active population for their subsistence.

2 **KPA 1: SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT**

2.1 Free Basic Services: Water, Sanitation, Electricity & Refuse Removal

Free basic municipal services are services provided at no charge by the Government to poor households. The services currently include water and electricity. These services are provided by municipalities and include a minimum amount of electricity, water and sanitation that is sufficient to cater for the basic needs of a poor household. However, policies regulating the provision of basic sanitation and refuse removal are yet to be finalised by the relevant sector departments of Water Affairs and Environmental Affairs.

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 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 number of households benefiting from free basic services in municipalities.

Table 2: Provision of Free Basic Services, WDM, 2009 /10

Municipality	Water		Electricity		Sewerage and sanitation		Solid waste management	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
Bela- Bela LM	3500	2304	3500	2304	3500	2304	3500	2304
Modimolle LM	2000	-	2143	-	477	-	212	-
Lephalale LM	7898	-	5114	-	-	-	-	-
Mogalakwena LM	69879	69892	68326	68915	2992	2682	2992	2682
Mookgophong LM	3861	1579	3861	1472	3861	1579	3861	1579
Thabazimbi LM	2597	2597	2552	2579	2552	2579	2552	2579

2.2 Water Provision

Water is life – it is the most important resource to encourage both social and economic development within communities.

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

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.

Table 3: Water Sources within WDM

Municipality	Source	
	Surface water	Groundwater
Bela-Bela LM	Warmbath Dam Platrivier Dam Pipeline from Klipdrift purification works(Magalies)	Four boreholes
Modimolle LM	Donkerpoort Dam Pipeline from Klipdrift purification works(Magalies Water)	Perdelaagte borehole in Modimolle Mabaleng borehole Mabatlane borehole
Mogalakwena LM	Sterkrivier Dam (Lepelle Northern Water)	Planknek (21 boreholes) Uitloop Water Beligging (1borehole) Mapela Regional Water Scheme (25 boreholes) Bakenberg Regional Water scheme (40 boreholes) Nkidikitlana Regional Water Scheme (15 boreholes) Salem Regional Water Scheme (12 boreholes)
Mookgophong LM	Welgevonden Dam	Nyl Valley field (4) Roedtan/Thusong field (6) Tin mine
Lephalale LM	Mogolo Dam	132 boreholes
Thabazimbi LM	Vaalkop Dam (Magalies Water)	B Seven (1 borehole) Groep Five & Twelve (5 boreholes) Leeupoort (2 Boreholes) Rooiberg (3 boreholes)

Table 4: Service levels - Water Provision

	Piped water inside the dwelling	Piped water inside the yard	Piped water from access point outside the yard	Borehole	Spring	Dam/ pool	River/ stream	Water vendor	Rain water tank	Other
Bela-Bela	8 911	2 462	1 078	1 264	0	34	0	57	70	417
Modimolle	6 566	6 982	1 539	439	0	160	33	37	0	70
Mookgophong	3 343	2 285	231	1 756	0	10	18	0	2	28
Mogalakwena	18 824	15 625	31 097	7 034	161	711	396	1 356	49	60
Lephalale	7 350	2 787	10 214	3 095	0	66	166	66	0	0
Thabazimbi	10 624	6 280	5 064	868	0	44	0	953	0	38

Source: StatsSA, Community Survey, 2007

Table 5: Households Below Basic Level of Service/Backlogs - Water Provision

	Households Below Basic Level of Service/Backlogs	Households Below Basic Level of Service/Backlogs as a Percentage
Bela-Bela	580	4.1%
Modimolle	1,425	4.5%
Mookgophong	58	0.8%
Mogalakwena	2,734	3.6%
Lephalale	6,304	18.9%
Thabazimbi	2,590	2.2%

Source: COGTA, Basic Services Publication, (2009 Municipal Source)

Comment:

The Waterberg District Municipality has high RDP water services levels, 87.8% of the households receive RDP water services. Modimolle has the highest RDP water services levels (95.3%). Mookgophong has the lowest RDP water service levels in the district (76.3%), and this can be attributed to its mostly rural nature. All the local municipalities in the district have generally high RDP water services levels.

In relation to the district and provincial backlogs, 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 contributes only 3.8% to the district backlog and 0.3% to the provincial backlog. It is followed by Mookgophong, contributing 9.3% to the district backlog and 0.9% to the provincial backlog; and Bela-Bela contributing 9.4% to the district backlog and 0.9% to the provincial backlog. With the exception of Mogalakwena all the local municipalities in the district have low RDP water backlogs.

2.3 Provision of Sanitation

Sanitation is about dignity. The availability of sanitation facilities not only improves the dignity of people, but also promotes their health. Areas without proper sanitation systems give rise to water borne diseases like cholera, diarrhoea, typhoid, etc. it is therefore important that as a municipality, prioritization should be given to this service, particularly taking into account the backlog and the national target.

Table 6: Service levels - Sanitation Facilities

Municipality	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Dry toilet facility	Pit toilet with ventilation	Pit toilet without ventilation	Chemical toilet	Bucket toilet System	None
Bela-Bela	10,939	524	92	56	1835	25	0	820
Modimolle	9 780	315	980	155	3 614	136	34	813
Mookgophong	5 247	554	118	230	961	50	0	515
Mogalakwena	17 796	1 811	3 555	6 985	41 780	0	0	3 388
Lephalale	7 210	655	1 445	1 236	11 745	0	0	1 455
Thabazimbi	16 646	99	772	135	5 076	44	0	1 100

Source: StatsSA Community Survey 2007

Table 7: Households Below Basic Level of Service/Backlogs – Sanitation Facilities

	Households Below Basic Level of Service/Backlogs	Households Below Basic Level of Service/Backlogs as a Percentage
Bela-Bela	2,656	18.6%
Modimolle	1,425	4.5%
Mookgophong	1,476	19.2%
Mogalakwena	45,168	60.0%
Lephalale	8,251	24.7%
Thabazimbi	23,211	20.0%

Source: COGTA, Basic Services Publication, (2009 Municipal Source)

Comment:

The Community Survey of 2007 indicates that Mookgophong has the lowest RDP sanitation levels in the district. 92.6% of the households have access to sanitation. The average access to sanitation in the Waterberg District Municipality is high. The statistics show that 94.7% of the households in the Waterberg District Municipality have access to sanitation. Mogalakwena has the highest RDP sanitation service levels in the district, 95.5% of the households have access to sanitation. It's followed by Thabazimbi, (95.2%); Bela-Bela, (94%); Lephalale, (93.8%); and Modimolle, (93.7%).

The Waterberg District Municipality accounts for 5.5% of the provincial RDP sanitation backlog. Mookgophong has the largest RDP sanitation backlog, with a backlog of 7.3%. This accounts 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.

2.4 Electricity Provision

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, Mookgophong, 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.

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 8: Service levels - Energy Source for Lighting

Municipality	Electricity	Gas	Paraffin	Candles	Solar	Other
Bela- Bela	11 308	0	409	2 550	0	24
Modimolle	12 111	28	313	3 374	0	0
Mookgophong	6 063	0	77	1 402	25	106
Mogalakwena	69 004	63	647	5 437	59	102
Lephalale	20 305	7	311	3 029	64	29
Thabazimbi	16 802	44	1 959	4 908	33	126

Source: StatsSA Community Survey 2007

Table 9: Households Below Basic Level of Service/Backlogs – Electricity

	Households Below Basic Level of Service/Backlogs	Households Below Basic Level of Service/Backlogs as a Percentage
Bela-Bela	4,214	31.0%
Modimolle	4,114	36.7%
Mookgophong	2,371	30.8%
Mogalakwena	652	0.9%
Lephalale	6,104	23.6%
Thabazimbi	12,143	54.2%

Source: COGTA, Basic Services Publication, (DME 2008)

Comment:

The Community Survey of 2007 statistics indicates that 84.3% of the households in the Waterberg District Municipality 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's followed by Lephalale, (85.5%); Bela-Bela, (79.1%); Mookgophong (79%) and Modimolle, (76.5%). Thabazimbi has the lowest percentage of households that have access to electricity (70.3%).

Thabazimbi has the largest electricity backlog of 29.6% and it contributes 28.1% to the district backlog and 3% to the provincial backlog. It's followed by Modimolle, (23.4%), which contributes 14.7% to the district backlog and 1.6% to the provincial backlog. The Waterberg District Municipality as a whole contributes 10.9% to the provincial backlog.

2.5 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.

Table 10: Service levels – Refuse Removal

Municipality	Removed by local authority/private company at least once a week	Removed by local authority/private company at less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
Bela- Bela	10,883	112	73	2645	554	24
Modimolle	8 743	238	173	6 082	591	0
Mookgophong	4 499	43	70	2 627	433	0
Mogalakwena	16 977	441	529	43 513	13 793	61
Lephalale	6 126	199	178	17 175	66	0
Thabazimbi	11 393	3 166	551	6 533	2 229	0

Source: Stats SA Community Survey 2007

Table 11: Households Below Basic Level of Service/Backlogs – Refuse Removal

	Households Below Basic Level of Service/Backlogs	Households Below Basic Level of Service/Backlogs as a Percentage
Bela-Bela	3,408	23.8%
Modimolle	7,084	44.8%
Mookgophong	3,173	41.4%
Mogalakwena	58,337	77.5%
Lephalale	17,618	74.2%
Thabazimbi	12,479	52.3%

Source: COGTA, Basic Services Publication, 2009

Comment:

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's followed by Thabazimbi, (60.9%). Mogalakwena has the lowest percentage of households with access to refuse removal services (23.1%). The municipality also has the largest refuse removal backlog (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 a refuse removal backlog of 23%, which contributes 3.3% to the district backlog and 0.3% to the provincial backlog. The Waterberg District Municipality contributes 9.9% to the provincial refuse removal backlog. With the exception of Bela-Bela the Waterberg District Municipality generally has a large refuse removal backlog.

2.6 Service Delivery & Infrastructure Development Challenges

Municipality	Water	Sanitation	Electricity	Refuse Removal
Thabazimbi	Ageing infrastructure	- Ageing infrastructure - Informal settlements use pit latrines that poses health risks	- Coping with the challenge of the electricity reform process - Upgrading electricity supply to meet the demand and development of business operations. - Ensuring access to free basic electricity in communities. - Propagate, register and supply all deserving beneficiaries. - Limited number of vending stations. - Lack of finance for ring fencing process. - Approximately 94 households are without electricity.	None
Bela-Bela	The quality of drinking water provided through boreholes within Rapotokwane was also considered unsatisfactory since this water is salty in taste.	Sanitation was not raised as a serious concern, nevertheless the municipality has a responsibility to eradicate the existing backlog which is estimated at approximately 1 300 households (Rapotokwane and informal settlements)	Lack of access to electricity by some of the households within Rapotokwane and informal settlements (i.e. "JZ" and Tsakani). The total energy backlogs amounts to approximately 1 300 households.	There is only one (1) dumping site which serving the entire Bela – Bela. There are no dumping sites at Pienaarsrivier, Radium and Rapotokwane.
Modimolle	Dilapidated engineering infrastructure	Insufficient capacity of sewer plant and electricity to accommodate current and future developments	There is a need for additional capacity of 20MVA in Modimolle Town and 10 MVA in Vaalwater to enable further development	The Vaalwater land fill site is compromised by the encroachment of Leseding Extension 2 and new Extension 3 development and Modimolle is compromised by the new Extension 10 development
Mookgophong	- Ageing infrastructure stifles development and service delivery - Culture of non payment of	1127 household are without formal sanitation.	Insufficient bulk water and electrical supply	- Illegal dumping - Inadequate records are maintained of the quantities and types of waste collected and

	local communities. • Access to and the available of bulk water services is a serious challenge.			disposed • Waste collection services are not provided to any rural, large number of resorts, lodges, game farms and agriculture • Illegal refuse not collected regularly due to lack of transport. • No programmes to educate the community about the effect on dumping as well as littering on the environment. • No waste management plan, as well as the environmental plan for the Municipality
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Municipality	Water	Sanitation	Electricity	Refuse Removal
Mogalakwena	• Dependency on borehole water leads to undesirable levels of tankering. • Insufficient bulk potable water supply – moratorium on development. • Dilapidated water and sewer infrastructure. • Insufficient revenue and budget for operations and maintenance of water schemes, partly due to non-payment. • Lack of technical staff.	• Existing waste water treatment plant is at 98% capacity. • Dysfunctional Envirolloo toilets in Mholotlo. • Makapans Valley settlement without toilets due to its world heritage site status. • Dilapidated water and sewer infrastructure.	• Lack of bulk supply in the municipal supply area. • Non-electrification of extensions. • Maintenance and upgrading of existing infrastructure.	• Land fill site in town is operating at full capacity. • Unable to cope with collection in new extensions. • Obsolete machinery and equipment. • No provision of waste services in rural settlements.
Lephalale	• The Mokolo River catchment in which the Mokolo Dam is located is currently in deficit with very little potential for development of the available resources in the catchment area. • Non availability of surface water resources for rural villages of Lephalale. • Poor borehole yields and unacceptable groundwater potential and quality (class 3 or 4). • The bulk water services in the urban areas of Lephalale are approaching full utilization. • Water supply backlog; Household with <RDP LOS: 6304 (22.5%). • Illegal connections. • 92% of water infrastructure in the Municipality is over 20 years old. • 16% of the water service system has been identified as being poor	• There is a need to redesign the existing sewer networks in Ellisras and Onverwacht to reduce the number of the current pump stations. • The present 3.25ML/d capacity Wastewater Treatment works has no spare capacity. An additional capacity of 10ML/d is required to meet current and future demand. • The theoretical 300kl/d volume of sewerage discharge to the oxidation ponds in Marapong has been exceeded. A capacity of 4.5 ML will be required by 2026. • The majority of the waterborne sanitation infrastructure in the Municipality is over 20 years old (94%). • Approximately 15% of the sanitation network has been identified as being in a poor to very poor condition. These assets will have experienced significant deterioration and may be experiencing	• The Waterberg substation which is responsible for the overall supply of electricity for the Municipality has no spare capacity available. • The existing Feeder lines from Waterberg substation to Lephalale main substation will not be able to support the current load of Lephalale with a single circuit in operation. • The bulk supply at Lephalale main substation will not be adequate to handle the current load in the event one transformer fails.	• There is no registered solid waste disposal site in the rural parts of Lephalale. • The lack of solid waste management programme is leading to pollution, environmental damage and the risk of disease. • There is a need for a new waste disposal site in the Municipality as the capacity for the current landfill site will only be sufficient for the waste from the south western area (wards 1to 5) until 2012 for compacted waste. • There are no public drop-off facilities, garden site or recycling drop-off sites of any sort available to the general public.

	to very poor condition. These assets may be experiencing impairment in functionality. • Water assets with current replacement value of R17.2 million have a remaining useful life of less than 5 years. • Future expansions for power generation as well as the coal requirement for such development require additional volume of water which cannot be supplied from the resources within the Mokolo Water Management Area.	impairment in functionality and will require renewal or upgrading.		
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3 ROADS INFRASTRUCTURE AND TRASPORT

3.1 Roads Infrastructure

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.

3.2 Transport

Car ownership within the District area is low and commuters depend on public transportation. Further, mobility of communities is a serious concern. The table below describes the modes of travel in the WDM. The majority of the population within Waterberg District Municipality walk, and mostly use public transport services (bus and taxi operations). There is a total of **140** taxi routes covering the entire district, 3 formal taxi/bus ranks, and 6 informal taxi/bus ranks.

Table 8: Mode of travelling

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

Table 9: Service levels - Bus services

Municipality	Total Number of bus terminals	Total number of formal terminals	Total number of informal bus terminals
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
Total	9	3	6

Other modes of transport found in the District are:

Rail 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.

3.3 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 Mogalakwena. There are also areas within the Municipalities where 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 10: Corridors in WDM

Local Municipality	Town	Corridor	Corridor Length
Lephalale	Kopanang	R561 Setateng to Kopanang	40km
		R572 Rietfontein Route to Kopanang	60km
		Marapong to Kopanang	27km
	Modimolle, Mabatlane & Lephalale	R33 – connects Modimolle and Lephalale with N1	
Mogalakwena	Mokopane	N11 Tshamahansi to Mokopane	25km
	Mokopane	Mahwelereng to Mokopane	14km
	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.

Roads Infrastructure and Transport Challenges

Poor condition of roads.
 Recapitalization of unroadworthy taxis.
 Accidents.
 Poor storm water drainage systems
 Lack of transport facilities.
 Conflicts among taxi owners.
 Inadequate public transport facilities such as taxi ranks in local municipalities.
 Lack of shelters and ablution facilities.
 Heavy vehicles damaging roads in the local municipalities.
 Lack of parking areas in the municipal CBDs.
 Lack of pedestrian walk-ways in CBDs.
 Lack of funds for some locals to develop Road Infrastructure Strategies.

4 HOUSING

4.1 Introduction

The right to adequate housing is enshrined in the Constitution (Act 108 of 1996) and it states that everyone has the right to have access to adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realization of this right. Housing is the competency of National government. All housing challenges and programmes are governed by the Housing Act 1997 (Act No.107 of 1997). The Housing Act is the supreme housing law in the country, repealing all other housing legislation that come before it. The National Housing Code is developed in line with the housing act.

4.2 Housing Types – Main Dwelling

Table 12: Waterberg District Municipality, Housing – Type of Main Dwelling

Municipality	House or brick structure on a separate stand or yard	Traditional dwelling /hut/structure made of traditional materials	Flat in block of flats	Town/ cluster/ semi-detached house (simplex: duplex: triplex)	House/flat/ room in back yard	Informal dwelling /shack in back yard	Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	Room/flatlet not in back yard but on a shared property	Caravan or tent	Private ship/boat	Workers' hostel(bed/room)	Other
Bela- Bela	7 632	41	617	691	1 007	1 775	1 417	678	0	0	408	25
Lephalale	16 466	1 072	122	66	314	798	1 685	965	0	0	2 235	21
Modimolle	8 657	395	98	140	152	675	3 518	1 883	24	0	251	34
Mogalakwena	67 460	1 932	28	566	513	2 566	1 404	405	54	0	321	64
Mookgophong	5 190	132	169	0	513	413	346	327	15	0	516	52
Thabazimbi	11 531	1 899	115	46	183	47	4 146	319	0	0	5 536	48

Source: Stats SA Community Survey 2007

4.3 Housing Demand/Backlog

Table 12: Waterberg District Municipality Housing Backlog

Municipality	Backyard rental	Rural	Gap market	Social	CRU	Project Linked	BNG/ IRDP	Total Backlog
Bela- Bela			400			1100	250	2750
Lephalale	6300	3801	660	2546	7000	450		20575
Modimolle		3000	700					3700
Mogalakwena	3080	22101			60	1 200		26441
Mookgophong	500	0					1000	1500
Thabazimbi	910	5762	970	1970		4250		13862
Grand total								68 828

4.4 Informal Settlements

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 activities.

The existence of the informal settlements within the municipal area extends the service delivery backlogs in municipalities. In Thabazimbi municipality one informal settlement, Jabulane is found on a privately owned land and is comprised of 288 households without basic services; the land is in process of being transferred to the municipality by the owner.

Table 13: Informal settlements in Waterberg District Municipality

Municipality	Number of Informal Settlement(s)
Bela-Bela	2
Modimolle	3
Mogalakwena	4
Mookgophong	2
Lephalale	3
Thabazimbi	6

5 ENVIRONMENTAL ANALYSIS

5.1 Climate

Set against the Waterberg Mountains, the town has an almost perfect climate, with a very high sunshine index. Temperatures range between the cooler temperatures of the Waterberg and the hotter climate of the Springbok Flats. The climate of the Waterberg District varies. The northern and western regions of the area experience a hot and semi-arid climate. The southern and eastern regions are more humid and slightly cooler.

5.2 Rainfall

The municipal area falls within the summer rainfall region of Limpopo, with the rainy season lasting from November to March. The average rainfall is 600-650mm with the highest measurements occurs in January and December.

The area south-east of the Waterberg formation as well as the Waterberg formation itself receiving more rainfall than the surrounding area. Thabazimbi receives the lowest rainfall of the recorded weather stations in the EMF area. Summer temperatures for the area are generally very warm, while winter temperatures are mild to cool.

5.3 Topology

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.

5.4 Rivers & Mountains

Waterberg District derives its name from the Waterberg Mountains and was given by the indigenous people of the area because of the many water streams flowing down the mountain slopes. The Waterberg Mountain Range forming a central mountain plateau occupies the central part of the District. It is linked to the Sebetiela Mountains in the southeastern part of the District, which in turn is link to the Great Escarpment of the Drakensberg Mountain Range by the Strydpoort Mountains. The Rooiberg Mountains are located in the southwestern part of the District. The rivers flowing in the District drain in a north-westerly direction to the Limpopo River that has a direct influence on South Africa's neighbouring countries.

The following rivers are the most prominent in the District:

- Mokolo;
- Limpopo;
- Lephalale;

- Mogalakwena;
- Sterk;
- Olifants and
- Nyl

Rivers are, and will always be areas where people congregate and have the highest impact. These impacts take place over a considerable period of time. Rivers are described as environmental arteries and when damaged, dramatic environmental catastrophes result, having a ripple effect on other environments. Waters from these rivers are mainly used for irrigation and human consumption. The main catchment areas in Waterberg are Mokolo, Lephalale and Mogalakwena.

5.5 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.

Table 16 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%
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: WDM 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.

Table 17 Environmental Challenges in WDM

Issue	Detail
Sanitation	• Mogalakwena ,Lephalale and Thabazimbi have inadequate sanitation systems • Modimolle and Bela- Bela experience a lot of overflowing sewage due to aged infrastructure
Harvesting of firewood	• Modimolle experiences high usage of firewood for cooking and heating
Water quality	• Most of the rural communities rely on borehole s / bulk storage for water provision. • Mining and industrial activities might affect the underground water quality especially in Lephalale and Mogalakwena. • 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
Air Quality Management	• Lephalale local municipality is the major source of industrial emissions, contributing to approximately 96% of emissions in the District.Matimba Power station and Grootegeluk Coal Mine are the main contributing sources in this Municipality. • Thabazimbi and Lephalale are the main contributors to vehicle emissions, contributing 28% and 24% respectively.. • Mogalakwena is the largest contributor to domestic fuel burning emissions in the District, contributing to approximately 52% of emissions.

5.6 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.

5.6.1 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.

Table 18 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
Thabazimbi	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: StatsSA 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.

Waste Collection Methodology

i. Bela- Bela

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

ii. Modimolle

The Municipality has two land fill sites in Mabatlane and Modimolle/Phagameng .The Modimolle/Phagameng landfill site has 320 000m³ and the total general waste collected is 840 000 m³ 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.

iii. 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.

iv. 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.

v. 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.

vi. 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.

Table19 Landfill sites

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

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.

6 DISASTER MANAGEMENT AND MUNICIPAL HEALTH

6.1 Disaster Management

Disaster Management arrangements are designed to:

- **Deal with all hazards.** While most attention is given to the obvious emergencies such as fire and transport accidents, a wide range of hazards could be dealt with using disaster management arrangements and resources. This might include emergencies for which there is little or no experience in the Limpopo Province, such as earthquakes or environmental emergencies.
- **Be integrated.** (Involve all people and relevant agencies). The management of emergencies is a shared responsibility involving many people and organizations in the community. It is not something done by one sector of the community to or for the rest of society, although some organizations have specialist roles of this kind, viz;
 - **Private sector organizations** are often involved when their services and resources are needed for prevention, response or recovery activities, or where emergencies affect their buildings, equipment, personnel, suppliers or customers.
 - **Individual members** of the community are also responsible for taking preventative, protective and restorative actions in their own and community's best interests.
 - **Government departments** and **Voluntary Organizations** are also playing a major role in disaster management.
- **Be comprehensive.** (Cover prevention, response and recovery). Prevention response and recovery are all important aspects of disaster management, and each should be explicitly addressed in the arrangements.

The following possible disasters were identified:

- Refugees;
- Epidemics;
- Explosions;
- Extreme weather e.g. strong winds, droughts, floods, etc;
- Hazardous material;
- Aircraft crashes;
- Fire, (veldt fire);
- Transport;

- Power; and
- Nuclear waste.

6.2 Municipal Health

The Municipal Health Services Unit is entrusted in terms of the National Health Act, 2003 (Act No. 61 of 2003), with the following functions:

- Water quality monitoring
- Food control
- Waste management
- Health surveillance of premises
- Surveillance and prevention of communicable diseases, excluding immunization
- Vector Control
- Environmental Pollution control
- Disposal of the dead

This is one of the core functions of the Waterberg District Municipality (ADM) in terms of Section 32 of the Act.

7 COMMUNITY FACILITIES & SOCIAL ANALYSIS

7.1 Education facilities & learner transport

Table, Number and type of schools

NAME OF MUNICIPALITY	PRIMARY SCHOOLS		COMBINED SCHOOLS		SECONDARY SCHOOLS		GRAND TOTALS	
	Schools	Learners	Schools	Learners	Schools	Learners	Schools	Learners
Bela-Bela	17	7691	5	338	1	181	23	8210
Lephalale	53	16,576	5	1135	1	586	59	18,279
Modimolle	20	10,397	2	41	3	1329	25	12,143
Mogalakwena	143	101,030	10	2003	15	3644	168	106,677
Mookgophong	8	3469	4	573	-	-	12	4042
Thabazimbi	28	6707	5	676	3	2679	36	10,062

Critical challenges

- Demarcation of Circuits not in line with municipal boundaries.
- Infrastructure such as roads and water are a challenge in providing education to all.
- When RDP houses are constructed, consideration is not given to nearby education facilities

Table, Learner transport

NAME OF MUNICIPALITY	TOTAL LEARNERS TRANSPORTED	TOTAL NUMBER OF ROUTES
Bela-Bela	241	10
Lephalale	128	26
Modimolle	896	22
Mogalakwena	1099	38
Mookgophong	174	34
Thabazimbi	1025	38
TOTALS	3563	141

Critical challenges

- Poor condition of the routes
- The use of unroadworthy vehicles by some of the service providers.

7.2 Health & social development facilities

Table, District health facilities

SUB DISTRICT	HOSPITALS	CLINICS	MOBILES	COMMUNITY HEALTH CENTRES
Bela-Bela	1	4	2	
Lephalale	2	6	7	
Modimolle	1 *1 specialized	4	4	
Mogalakwena	3	28	10	
Mookgophong	-	3	2	1
Thabazimbi	1	9	4	
Waterberg District	9	54	29	1

Table, District social facilities

FACILITIES FOR OLDER PERSONS RUN BY NGOs BUT FUNDED BY GOVERNMENT		
NAME OF MUNICIPALITY	FACILITY	PLACE
Waterberg	Rusoord Waterberg Lewensberg Piet Potgieter Monument	Bela-Bela Modimolle Mookgopong Mokopane
FACILITIES FOR DISABILITIES		

Waterberg	Reamogetswe Day Care Centre Zamakhule Center For The Disabled	Bela-Bela Moshate
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7.3 Safety & security

Table, Availability of police stations

Location	Level of service
Bela-Bela	Bela-Bela (Warmbath) Town – Main station Pienaarsriver – Main station Rus de Winter – Main station
Lephalale	Lephalale
Modimolle	Modimolle (Nylstroom) Town – Main station Vaalwater – Main station Alma – Main station
Mogalakwena	Gilead – Main station Mahwelereng – Main station Mokopane – Main station Tinmyne – Main station
Mookgophong	Naboomspruit – Main station Tuinplaas – Main station Roedtan – Main station

Thabazimbi	Thabazimbi – Main station Rooiberg – Main station Cumberland – Main station Hoopdal – Main station Dwaalboom – Main station Northam – Main station
Waterberg Total	20 Police Stations

7.4 Sports facilities

NAME OF MUNICIPALITY	FACILITY			PLACE
	FACILITY	TYPE/QUANTITY	REMARKS	
Bela-Bela	• Netball courts • Volleyball courts • Basketball courts • Tennis courts • SUNFA stadium • Bela Bela High stadium • Moloto Str.		• The sporting amenities indicated on the column for facilities are the only sporting code facilities available at the municipal level and they is a lot of pressure they encounter due to overuse as a result the facilities are deteriorating very quickly. • The condition on the football grounds (stadium) is not satisfactory. The parks do not have the ablution facilities and lights.	

	Stadium • Rus de Winter and Rapotokwane sports ground			
Lephalale	• Soccer field	• 2 x Enclosed		• Shongoane and Thabo-Mbeki
Modimolle	• 25 sport facilities (30,696 households are located within a 2 km radius)			
Mogalakwena	• Tennis • Tennis • Squash • Jukskei • Rugby • Cricket • Soccer • Soccer • Softball • Netball • Tennis			• Mokopane (van van Rensburg hall) • Mokopane • Van Van Rensburg hall • Mokopane • Mokopane • Mokopane • Mokopane • Mahwelereng • Mokopane • Mahwelereng • Mahwelereng

	• Athletics • Cross-country • Soccer • Soccer • Netball • Tennis • Soccer • Tennis • Netball • Multi-purpose court • Multi-purpose court • Basketball • Soccer • Soccer • Netball • Practice Soccer • Netball			• Mahwelereng • Mahwelereng • Mahwelereng • Bakenberg • Rebone • Rebone • Rebone • Bavaria • Bavaria • Bavaria • Mapela • Mapela • Mahwelereng • Mapela • Mosesetjana • Mosesetjana • NylPark • NylPark • Mokopane
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	- Swimming pool - Soccer			Fourie Str(near railway station)
Mookgophong	- Golf course - Bowling - Tennis courts - Squash courts - Gymnasium - Yoke-pin club - Netball court - Local stadium - Volley ball court - Stadium	9-Hole 1 6 2 1 28 1 1 1 1	- Good condition - New clubhouse - Very active - Very active - Own club house	- Fanie Ferreira Sport Centre - Mookgophong Township - Thusang Township
Thabazimbi	- Sports grounds 1 Kumba ground - School Sport Facilities 1 Sports ground 1 School Sport Facility		2 Municipal grounds that include rugby, cricket, bowls, squash, jukskei, basket ball, tennis - Swimming pool, gym - Frikkie Meyer Secondary school - Thabazimbi Primary school - Poor condition, includes soccer, tennis, basket ball	- THABAZIMBI - REGOROGILE - IPELEGENG - BEN ALBERTS NATURE RESERVE - NORTHAM - SWARTKLIP

	• 1 Sports ground • Golf Course • 18 holes golf course • Sport Facilities • 1 Soccer field • hole Golf course • 1 Soccer field • hole Golf Course • 2 Sport Facilities • 1 Sports ground • Driving Range (golf course)		• Mabogo - Pedi Secondary school • Kumba Resources (ISCOR) provides soccer, tennis, athletics facilities • Good Condition • 1 Comprehensive Secondary School • I Northam Primary School • 1 Community Sport Ground • Good Condition • Good Condition • Tennis court, netball court and soccer fields need to be upgraded. • Good Condition	• AMANDELBULT/ • RETABILE • DWAALBOOM • GROENVLEI SECONDARY SCHOOL • LEEUPOORT
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8 **KPA 2: LOCAL ECONOMIC DEVELOPMENT**

8.1 **Introduction**

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.

8.2 **Key Economic Statistics**

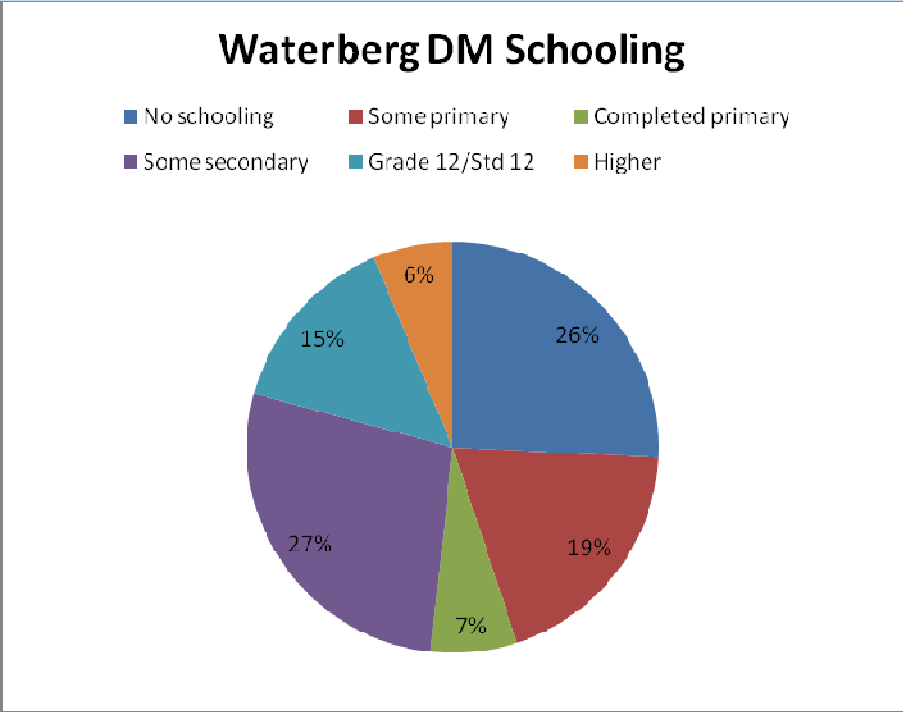
Poverty & inequality

Table 20, Municipal Income Categories

Municipality	No income	R1 - R400	R401 - R800	R801 - R1 600	R1 601 - R3 200	R3 201 - R6 400	R6 401 - R12 800	R12 801 - R25 600	R25 601 - R51 200	R51 201 - R102 400	R102 401 - R204 800	R204 801 or more	Response not given	Institutions
Thabazimbi	23 291	4 722	2 191	6 079	6 732	8 157	3 641	1 901	1 048	238	210	0	998	835
Lephalale	30 684	20 859	6 324	12 889	1 422	2 411	2 136	637	300	65	0	0	1 491	925
Mookgophong	6 106	1 648	1 354	3 052	1 269	994	581	357	123	124	24	4	908	276
Modimolle	16 119	9 591	5 392	8 916	2 546	2 164	1 777	645	393	253	116	0	1 695	3 003
Bela-Bela	21 508	11 400	4 111	8 675	3 747	1 582	1 736	490	58	25	74	0	1 589	847

Mogalakwena	146 682	89 382	21 294	44 157	8 642	6 746	6 538	1 771	175	149	85	328	2 483	2 222
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Graph , Municipal Schooling Level



8.3 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.

Table 20 Mining Activities in WDM

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
Grootgeluk 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

8.4 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.

Table 21 Agricultural Activities in WDM

Municipality	Crop	Fruit	Vegetables	LIVESTOCK; POULTRY & PIGGERY
Bela – Bela Modimolle Mookgophong	Cotton Maize Millet Tobacco Paprika Sorghum Lucerne Cowpeas Groundnuts Wheat Jug beans	Citrus (oranges) Peaches Table Grapes	Potatoes Tomatoes Cabbage Carrots Onions Cucurbits (the pumpkin type)	Brahman, Nguni, senglen, Tuli, Bonsmara, Drakensberg and Summwtaller. Sheep: Dorper, Damara and Van Rooyen. Goats: Boer goats, Poultry: New Hemisphere white leghorns Austrolopers, Potchefstroom Kokoes, Black leghorns. Piggery: Large white,

Municipality	Crop	Fruit	Vegetables	LIVESTOCK; POULTRY & PIGGERY
	Chinabeans Sunflower			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)	Cattle: Zebu type Afrikaner, Brahman, Nguni, Senglen, Tuli, Bosmara and Drakensberger. Sheep: Dorper, Damara and Van Rooyen. Piggery: Large white, Minnesota and Landras Poultry: 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	Potatoes Tomatoes Cabbage Carrots Onions Curcubits and Spinach	Citrus Peaches TableGrapes Potatoes Tomatoes Cabbage Carrots Onions Curcubits and Spinach	Cattle: Afrikaner, Brahman, Nguni, Simmentaller, Senglen, Tuli, Bonsmara and, Van Rooyen. Goats: Boer goats. Poultry: New Hemisphere, White leghorns, Australops, Potchefstroom Kokoes, Black Leg Horns. Piggery: Large white,

Municipality	Crop	Fruit	Vegetables	LIVESTOCK; POULTRY & PIGGERY
	Jug beans Sunflower			Minnesota and Landras.

Table 22 Percentage of Land Usage

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
Mining	7658.89	0.15
Residential	26615.43	0.54
Subsistence Farming	90503.98	1.83
Vacant /unspecified	3886598.09	78.58
TOTAL	4946052	100.00

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 .

8.5 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.
- The newest addition to Waterberg’s principal attractions, a 400km Waterberg Meander. The Waterberg Meander guides visitors through the vast scenic wilderness of the Waterberg Biosphere Reserve and surrounds. It showcases prime tourist attractions within the area and exposes a series of community linked projects and provides a rich informative self-drive tour of historical, geological, cultural and environmental sites along the route. The project has benefitted a number of communities owned tourism business in terms of training and infrastructure.
- 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.

8.6 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.

LIBSA has planned to enrol 55 SMME willing to participate in the Business Incubation programme for 2010/11. Only 44 applications have been approved. It has also compiled 97 business profiles for SMMEs. Below is a table of the Waterberg District SMME profile:

Table 23: Percentage of Land Usage

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.

8.7 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 Localization 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.

Local Economic Development key issues and challenges

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

9 **KPA 3: FINANCIAL VIABILITY & MANAGEMENT**

9.1 **Introduction**

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

9.1.1 **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 Mogalakwena and Lephalale 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, Mogalakwena 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. The Donor Funding Strategy has been approved by WDM

Council and has been rolled out to Local Municipalities for approval and implementation. Training on the Strategy was given to Local Municipalities at the District CFO Forum in October 2010. Specifications for a district wide Financial Strategy is currently being developed by WDM.

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, DBSA and LIBSA. The municipality also has a very small portion of revenue being generated by the abattoir, but this is not sufficient to fund the expenditure of the abattoir which is thus currently operating at a loss.

9.1.2 Audited reports

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 three years performance information has been audited, but this did not affect the outcome of the audit report up until 2009/2010.

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 CFO posts, irregular reconciliations, inadequate financial management systems and failure ensuring asset registers are GRAP compliant. There has though been a significant improvement in the 2009/2010 financial year.

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 23 Auditor General's Reports per Municipality

Municipality	2006/2007	2007/2008	2008/2009	2009/2010
Bela-Bela	Disclaimer	Qualified	Qualified	Qualified
Modimolle	Disclaimer	Disclaimer	Qualified	Qualified
Lephalale	Adverse	Disclaimer	Disclaimer	Qualified
Mokgalakwena	Adverse	Unqualified	Qualified	Qualified
Mookgophong	Disclaimer	Disclaimer	Disclaimer	Disclaimer
Thabazimbi	Disclaimer	Disclaimer	Disclaimer	Unqualified
Waterberg	Unqualified	Unqualified	Unqualified	Unqualified

Proper financial systems, procedures and policies have enabled the district to sustain the unqualified reports it has garnered over the last four 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. As mentioned before, specifications for a district wide Financial Strategy is currently being developed by WDM.

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%. The capital expenditure at the end of 2009/2010 was at 66%. The percentage of roll over project at the end of 2009/2010 was 89%. There was thus a significant improvement in the 2009/2010 financial year, due to, amongst other, improved contract management and performance management. In the new financial year, the strategies in Supply Chain Management and Project Management skills should still be improved to ensure that the capital projects are implemented effectively.

According to King III 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 III 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.

9.1.3 Financial policies, strategies & systems

SYSTEM/POLICY/STRATEGY	AVAILABILITY (YES/NO)	COMMENTS
Asset management policy	YES	Reviewed in 2010. Fully GRAP compliant
Credit control & debt collection policy	YES	Only in relation to abattoir & other small debtors, no services for the district
Supply chain management policy	YES	Reviewed in 2010. Fully SCM compliant
Investment policy	YES	Compliant with Investment Regulations
Petty cash policy	YES	Reviewed in 2010. Fully SCM compliant
Virement policy	YES	Developed & approved in 2010 in line with MBRR requirements

Financial viability & management challenges

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 interest 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, lack of full integration & GRAP 17 compliance

Non-implementation of revenue enhancement strategies

Lack of GRAP compliant 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: Non-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 ; 09/10 - 1 UQ, 5 Q and 1 D

Increase in debt

Lack of or ineffective Risk Committees

Asset Registers are not fully GRAP compliant and challenges in implementing the exemptions granted in Directive 4.

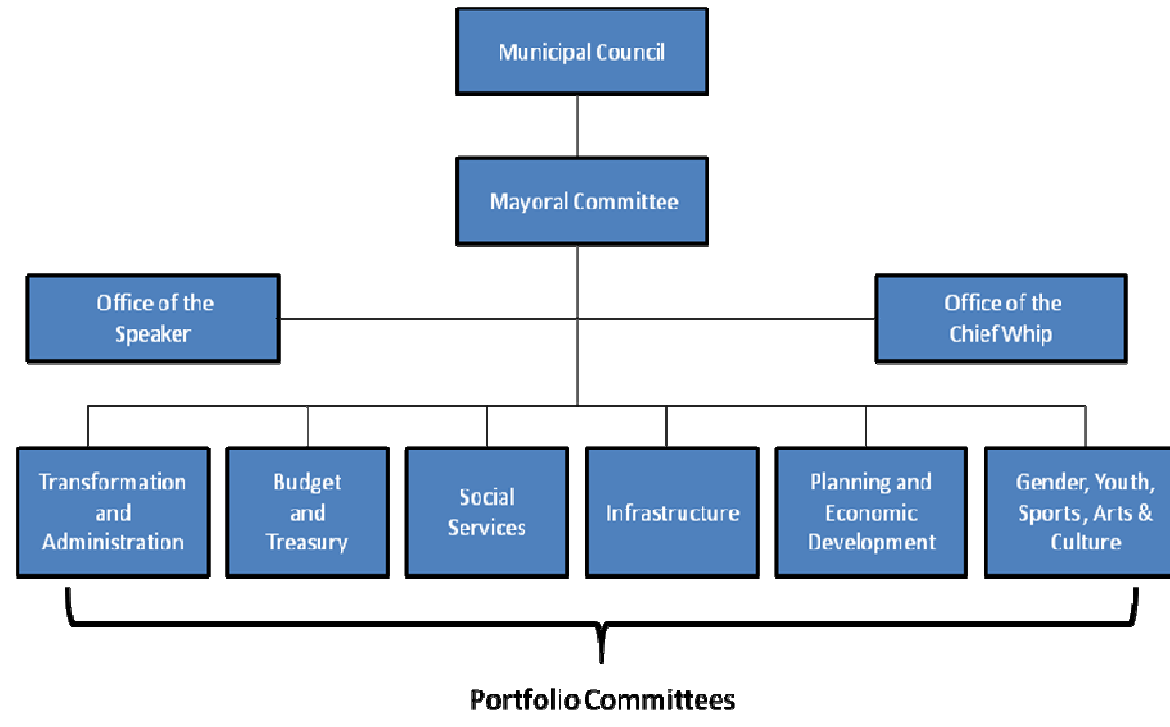
10 KPA 4: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

10.1 Introduction

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 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:

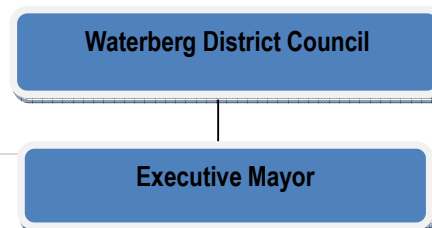


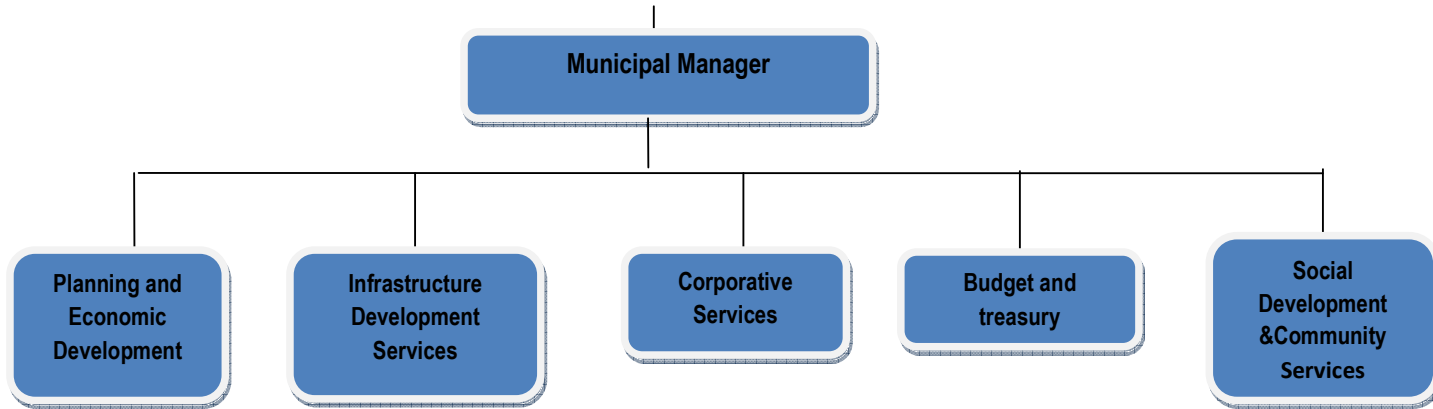
10.2 Institutional capacity to implement the IDP

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. 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 Managers including Municipal Manager	05	5
Middle Managers	28	22
Technical /Professional Staff	32	25
Other staff (clerical, labourers,etc)	60	48

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.

10.3 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. During the 2009/2010 financial year two positions were filled with female candidates, one at managerial level.

Occupational Levels	Male				Female				DISABLED		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1

Senior management	2		1		1			1			5
Professionally qualified and experienced specialists and mid-management	14			3	9			2			28
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13			2	17						32
Semi-skilled and discretionary decision making	9				13			3		1	26
Unskilled and defined decision making	15				18						33
TOTAL PERMANENT	54		1	5	59			6			125
Temporary employees					1						1
GRAND TOTAL	54		1	5	59			6		1	126

Source: WDM, 2009 (arranged per Occupational Categories) *Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Status Quo at Managerial Level

GENDER	HEAD COUNT	%
MALE	14	70
FEMALE	06	30

Organizational Level

GENDER	HEAD COUNT	%
MALE	56	50.91
FEMALE	54	49.09

10.4 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 objectives of the plan.

Institutional and Organizational Development Challenges

Appointment of people with disabilities in general, although one has been appointed.

Appointment of women in middle management

Accessibility of buildings to people with disabilities

Meeting Employment Equity Targets.

Convening Employment Equity Forum Meetings.

Non alignment of organizational structures to the municipal powers and functions/bloated organizational 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

Ineffective IGR and intra –municipal relations to respond to good governance and organizational transformation.

Inadequate oversight by Council on the administration

Non functionality of portfolio committees in other municipalities

Lack of capacity of staff

High staff turnover

Poor record keeping of documents

10.5 S.W.O.T Analysis

SWOT analysis is a strategic planning tool used to discuss and evaluate the Strengths, Weaknesses, Opportunities and Threats in the municipality. It identifies the internal and external factors that influence the strategic intent which assist the municipality to better align itself with existing conditions so as to maximise its ability to function optimally.

The SWOT Analysis provides a better understanding of internal and external environmental influences on the municipality, enabling it to effectively plan for the future and make strategic decisions based on this analysis. The information which is developed through the analysis will help to bring opportunities to the fore. Resources can be more effectively allocated when a thorough understanding of the factors affecting the municipality are taken into account as well as factors that are hindering the municipality are discovered and addressed.

The Waterberg District Municipality's institutional SWOT analysis that was determined follows:

Strengths	Weaknesses
• IGR/Technical structures functioning • Support to locals - IDP, Disaster Management, Internal Audit, PMS for 4 local municipalities • Positive work ethic • Compliance with minimum competency requirements • Effective internal controls & policies • Complete & accurate financial recordkeeping • Compliance to legislation e.g. Abattoir hygiene rating • Customer satisfaction (clients retained and new clients) • Job creation & sustainability • Successful marketing of the district (Signage, Indaba get away show) • Optimisation of gains through minimal resource • Communication Strategy developed and implemented	• Insufficient support and coordination amongst internal line departments • Staffing in internal audit insufficient • Level of understanding of IDP by some officials • Current financial system not fully compliant & integrated - critical areas being GRAP & SCM • Poor contract management • Poor submission of business plans for funding • Ineffective implementation of plans to empower people with disabilities • Security (electronic security - Abattoir) • Inability to tap into tourism levy • Abattoir is running at a loss • Annual declaration of interest by councillors • Communication unit not established

• Successful coordination of events and activities • Learning and sharing programmes • Project management skills • Ability to work as a team • Suitable staff component and adequately qualified personnel • Fulfilling coordination role • Compliance with national programmes (EPWP) • Adequately qualified personnel • Municipal Health Services is one of the sustainable services in the district • HR Policies reviewed annually • No outsourcing disciplinary hearings and ability to conduct own disciplinary hearings • Good EAP in place • Established District forums • Compliance to National targets on Employment Equity • Effective communication strategy in place • Other stakeholders regard WDM as an important partner in service delivery	• Insufficient budget allocation to mobilise the community participation • Ineffective implementation of signed agreements • Limited internal funding • Turnaround time on delivering projects • Lack of co-ordinated programmes for equitable distribution of economic benefits deriving out of mining • Lack of co-ordination of different forums mainly Agriculture and Tourism • Transport policy hampers service delivery • Inadequate office space and equipment • Poor attendance of cluster meetings • Retention of staff with scarce skills • Organisational structure not talking to the IDP • Late delivery of council agendas • Sustainable Municipal Health Services
Opportunities	Threats
• Increased revenue base through appointed donor funder • Malaria free area • Operationalisation of WEDA • Leverage on Agriculture and Tourism as continuous economic opportunities	• Staff turnover • Shortage of skilled labour • Retention of staff with critical skills • Implementation of GRAP 17 identification of residuals, review of lifespan & impairment testing at

• Destination of choice in terms of tourism (Adventure and tourism) • Partnerships with sector role players • Collaboration with the stakeholders during major events / disasters	each year end • Co-ordination of budget control and expenditure management throughout other departments • Review of powers & functions of DM's • Condition of access roads - complaints by business people • Water shortages in district • Loss of potential sponsors because of non functionality of WEDA • Insufficient directional signage • Insufficient external funding • Sector departments implement projects without WDM involvement • Limited powers to provide service to communities • Inherited projects from other departments • Roads classification • Termination of Government grant / subsidy (3yr) for EHP • Cross cutting services (similar services rendered by provincial departments) • Personification of EHP by criminals • Business community perceive municipal health services as a local municipality service and hamper the services of EHP's • Inadequate external understanding of functions of MHS • Quality assurance on training provided • Crime (on municipal assets) • Co-operation by some local municipalities
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	• Inconsistent attendance of IGR structures meetings by sector departments and local municipalities • Poor participation and interest in tourism and agricultural issues by stakeholders i.e. Local municipalities
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It was also indicated that the following matters should be attended to in order to create opportunities in the future:

- Capacity building towards IDP
- Developing accredited training academy for fire fighting services e.g. Youth development, income generation and continuous training development
- Building strong relations with locals and sector departments
- Establishment of shared service IFMS for entire district
- Maximisation of income of abattoir (buying cattle, refrigerated delivery truck to small butcheries)
- Speed up service delivery
- Involvement of stakeholders
- Benchmarking
- Capacity building to locals
- Centralised PMU for District and locals
- Improve communication and coordination with the stakeholders

At the conclusion of the WDM institutional strategic planning session, the following key institutional focuses or quick wins to be attended to institutionally during 2011-2012 were identified:

- Change Management Interventions
- Restructuring WDM Organisational Structure
- Employee Performance Management roll-out to all employees or at least cascading performance agreements to divisional managers

11 KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION

11.1 Introduction

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 to establish functionaries and mechanisms that promote community participation and good governance.

11.1.1 Community participation

11.1.1.1 Ward committees

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.

Municipality	Number of Wards	Number of Ward Committees	Functionality
Bela-Bela	08	80 Members	Functional
Modimolle	08	80 Members	Functional
Lephalale	12	120 Members	Functional
Mokgalakwena	32	320 Members	Functional
Mookgophong	04	40 Members	Functional
Thabazimbi	10	100 Members	Induction process

11.1.1.2 Community development workers(CDWs)

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.

11.1.1.3 Traditional leaders

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.

11.1.1.4 Special groups

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.

11.1.1.5 Other participation systems/methods

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.

The involvement and empowerment of communities in areas where there are mining activities poses challenges especially with community relocation processes. Mogalakwena Municipality currently faced with a challenge of relocation processes in Mochotlo, 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.

11.1.1.6 Inter-governmental relations (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.

Community Participation Challenges

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

No memorandum of understanding signed between local municipalities and Department of Local government and Housing

Limited resources provided to CDW's to execute functions

Differing stipends offered by all local municipality

Level of training of ward committees on their roles and functions

11.1.2 Good governance

11.1.2.1 Performance management system (PMS)

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.

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.

11.1.2.2 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.

11.1.2.3 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.

Good Governance 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.

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

12 KPA 6: SPATIAL RATIONALE

12.1 Introduction

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.

12.1.1 Settlement Patterns

The total area of the Waterberg District Municipality is approximately 4,951,882 ha. 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 Mokgalakwena 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 3rd order (4 nodal points).

Table 14: Waterberg District Municipality Growth Points

Nodes	Settlement	Growth and development prospects
1 st order node	Mokopane/ Mahwelereng	• Largest regional service centre in the Waterberg District area. • Strength lying in the secondary and tertiary sectors. • Good mining prospects in future that will strengthen diversity and ability to develop role of key service centre.
2 nd order nodes	Bela –Bela Modimolle Mookgophong Thabazimbi Lephalale	• 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. • 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. • Mookgophong is primarily a service centre supporting strong agricultural hinterland and existing mining activities in close proximity to the town. • Thabazimbi is dominated by a single sector; mining. • Lephalale has the prospects of a growing mining and electricity sector in the immediate vicinity of the town
3 rd order nodes	Northam Vaalwater Bakenberg, Rebone and Beauty/GaSeleka	• 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 • Vaalwater was initially developed as service centre for local farms. It is in the beneficial position to develop as hub of the Waterberg Biosphere • Bakenberg, Rebone and Beauty/GaSeleka are very low municipal service points. The emphasis should be on creating opportunities for establishing regional community services.

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 SDF's, Mookgophong is awaiting adoption by council and Modimolle is in the process of developing the plan.

12.1.2 Land Use Management

Waterberg District Municipality covers an area of 4,951,882 hectares. 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 in 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.

12.1.3 Land Reform and Land Tenure

Land is not equally distributed in Waterberg. Land reform issues within Waterberg District Municipal area are 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 hectares representing 40.80% of the total local municipal area of Mogalakwena is subjected to land claim. It is followed by Lephalale with 179,163 hectares representing approximately 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 40,243 hectares 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 15: Outstanding land claims

Local municipality	No. of properties	Rural	Urban	Status of Claim
Mogalakwena	275	R(275)		8 Gazetted
				267 Research
Thabazimbi	31	R(31)		30 Research
				1 Gazetted
Lephalale	102	R(100)	U (2)	97 Research
				5 Gazetted
Modimolle	54	R(52)	U (2)	49 Research
				3 Gazetted
Mookgophong	55	R (55)		52 Research
				3 Gazetted

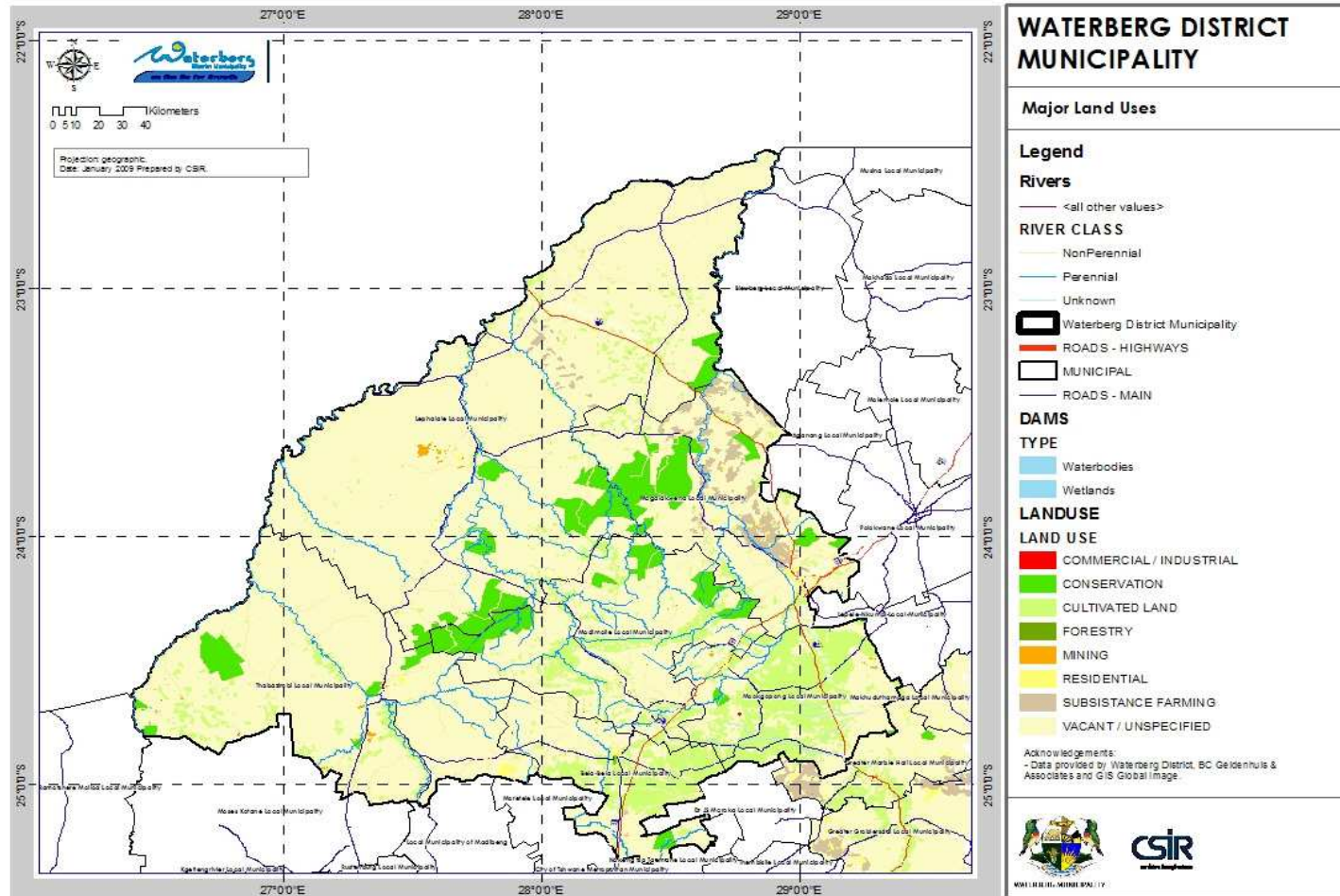
Source: Outstanding land claims in Waterberg District Municipality: Land Affairs

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 sustainably 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, etc. 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

Major 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

13 DISTRICT PRIORITIES

Priority NO	Bela-Bela	Lephalale	Modimolle	Mogalakwena	Mookgo-phong	Thabazimbi	Waterberg
1	Roads and Stormwater	Water and Sanitation	Electricity	Water & sanitation	Water and Sanitation	Water and Sanitation	Municipal Health
2	Electricity	Housing	Crime Prevention, Security & Safety	Roads & stormwater	Roads and Storm water	Land and Housing	Disaster Management
3	Water, Saination & Refuse Removal	Roads and Storm Water	Land and Cemeteries	Local economic development & unemployment	Electricity	Electricity	Fire Fighting
4	Land, Housing and Infrastructure	Electricity	Roads & Storm Water	Institutional arrangements	Land , Housing and Cemetery	Local Economic Development	Local Economic Development
5	Local Economic Development	Local Economic Development	LED & Unemployment	Electricity	Unemployment & Economic Development	Transport, Roads and Storm water	Roads & Storm water
6	Good Governance	Land Development	Water & Sanitation	Solid waste & environmental management	Clean Audit	Institutional Development and Financial Viability	Municipal Support
7	Sports, Arts, Culture,	Education and	Housing	Land & cemeteries	Good governance	WasteManagement,	Municipal

	Recreational Facilities and Cemeteries	Training			and public accountability	Health and Environment	abattoir
8	Safety and Security	Environmental Waste Management	Health & Welfare	Housing	Institutional Development	Community Participation and Communication	Community participation
9	Health (prevention of HIV/ AIDS and Other Life – Threatening Diseases) and Social Development	Health and Social Development	Community Facilities	Crime prevention, safety & security	Solid Waste	Disaster Management	Land
10	Education	Sport Arts and Culture	Communications	Education	Health and Welfare	Social Development	Transport
11	Municipal Financial Viability	Safety and Security	Transport & Traffic Control	Health & social development	Safety and Security	Safety and Security	Safety and Security
12	Municipal Transformation and Institutional Development	Public Transport	Finance Services (Indigents, New Connections & Billing System)	Community facilities	Education	Sport, Art & Culture	Water and sanitation

13			Institutional Arrangements	Sports, arts & culture			Sanitation
14			Education	Communication			Sports, Arts and culture
15			Sports Arts & Culture Solid Waste & Environmental Management	Transport			

STRATEGIES PHASE

SECTION C: VISION

1 INTRODUCTION

A vision statement is the picture of an organisation in the future; it is the organisation's inspiration and the framework for all strategic planning. The vision statement answers the question "Where do we want to go?" When creating a vision statement, dreams and hopes for the organisation is articulated, it reminds the organisation of what it is trying to build. It focuses on the organisation's picture of the future.

Considering the opportunities that present themselves, with the view of the new developments in the Waterberg District area, the review of the Vision of Waterberg District Municipality has been proposed during the previous year District Wide Strategic session and was raised again this year. As this strategic plan focuses on the future of the Waterberg District area, it was the general opinion of the group represented that the time has come to set a new 'picture of the future' for Waterberg area as Waterberg District has matured over the last few years and the focus has shifted from purely focussing on rural development to energy generation and eco-tourism and the benefits for all the communities that stem from these two focus areas.

The focus on being the energy hub in Southern Africa emanates from the fact that it is a national vision to create the first city since the inception of the democratic government in Lephalale. This will have considerable impact on infrastructure development and economic growth within the whole district area. Therefore it is imperative that effective district wide planning takes place and that cohesion amongst the district and local municipalities takes effect.

Furthermore, the locality of Waterberg District in close proximity to Gauteng, neighbouring Botswana and Zimbabwe in close proximity to Mozambique as well as the climate, tourist attractions such as Biosphere, Makapans Valley, Nylsvlei, Marakele National Park and also the fact that Waterberg area is malaria free, creates excellent opportunities for maximising on beneficiation from and promotion of eco-tourism in the whole area. Based upon the abovementioned opportunities, the following new vision for Waterberg District Municipality has been proposed:

"To be the energy hub and eco-tourism destination in Southern Africa"

SECTION D: MISSION

1 INTRODUCTION

A mission statement is a brief description of an organisation's fundamental purpose. It answers the question: "Why do we exist?" It articulates the organisation's purpose for both those in the organisation and for the public. In the review of the mission statement of Waterberg District Municipality, the first consideration was the objects of local government as stipulated in Section 152 of the Constitution: Democratic and accountable governance; sustainable services; social and economic development; safe and healthy environment; and community involvement. The second consideration was the provisions of the Systems Act that are to: "provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that is affordable to all." The third consideration was the powers and functions of the Waterberg District Municipality. The areas of focus in the review of the mission statement were: provision of strategic direction, sustainable services, good governance and partnerships. The following revised mission statement was proposed:

"To provide strategic direction and sustainable services through good governance and partnerships"

Values are qualities that are considered the principles that an organisation stand for, they represent an organisation's highest priorities and deeply held driving forces, it represents how the organisation will value its customers, suppliers and internal stakeholders. The values of Waterberg District Municipality were reviewed and minor changes were proposed. In implementing the above mission, the Waterberg District Municipality subscribes to the following values:

- Commitment
- Productivity
- Excellence
- Integrity
- Transparency
- Accountability

- Courtesy

1.1 Guiding Policies and Legislations

This section constitutes the alignment between the national objectives (Millennium Development Goals); Limpopo Employment Growth and Development Plan[LEGDP], National Spatial Development Perspective (NSDP) principles and the Accelerated and Shared Growth Initiative of South Africa [ASGISA] principles, Five National Key Performance Areas for Local Government, and the municipal strategic priorities; it further reflects on the state of the nation address [SONA]; and the state of the province address [SOPA].

1.1.1 Table 1: Millennium Development Goals

GOAL 1: ERADICATE EXTREME POVERTY AND HUNGER	
TARGET	INDICATOR
<i>Target 1:</i> Halve, between 1990 and 2015, the proportion of people whose income is less than US\$1 a day.	• Proportion of the population below US\$ 1 a day • Poverty gap ratio (incidence, times, depth of poverty) • Share of poorest quintile in national consumption
<i>Target 2:</i> Halve, between 1990 and 2015, the proportion of people who suffer from hunger.	• prevalence of underweight children (under five years) • Proportion of the population below minimum level of dietary consumption
GOAL 2: ARCHIVE UNIVERSAL PRIMARY EDUCATION	
<i>Target 3:</i> Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.	• Net enrolment rate in primary education • Proportion of pupils starting Grade 1 who reach Grade 7 • Literacy rate of 15- to 24-year-olds
GOAL 3: PROMOTE GENDER EQUALITY AND EMPOWER WOMEN	
<i>Target 4:</i> Eliminate gender disparity in primary and secondary education	• Ratio of boys to girls in primary, secondary and tertiary education

preferably by 2005 and in all levels of education no later than 2015.	• Ratio of literate females to males among 15- to 24-year olds • Share of women in wage employment in the non-agricultural sector • Proportion of seats held by women in the national parliament
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GOAL 4: REDUCE CHILD MORTALITY	
<i>Target 5:</i> Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate.	• Under-five mortality rate • Infant mortality rate • Proportion of one-year-old children immunised against measles
GOAL 5: IMPROVE MATERNAL HEALTH	
<i>Target 6:</i> Reduce by three-quarters, between 1990 and 2015, the maternal mortality rate.	• Maternal mortality ratio • Proportion of births attended by skilled health personnel

GOAL 6: COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES	
TARGET	INDICATOR
<i>Target 7:</i> Have halted by 2015, and begin to reverse the spread of HIV and AIDS.	• HIV prevalence among 15- to 24-year-old pregnant women • Contraceptive prevalence rate • Number of children orphaned by HIV and AIDS
<i>Target 8:</i> Have halted by 2015, and begin to reverse the incidence of malaria and other major diseases.	• Prevalence and death rates associated with malaria • Proportion of the population in malaria-risk areas using effective malaria prevention and treatment measures

	• Prevalence and death rates associated with tuberculosis • Proportion of tuberculosis cases detected and cured • under directly observed treatment, short-course (DOTS)
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GOAL 7: ENSURE ENVIRONMENT SUSTAINABILITY	
<i>Target 9:</i> Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.	• Change in land area covered by forest • Land area protected to maintain biological diversity • GDP per unit of energy use • Carbon dioxide emissions (per capita)
<i>Target 10:</i> Halve, by 2015, the proportion of people without sustainable access to safe drinking water.	• Proportion of the population with sustainable access to an improved water source
<i>Target 11:</i> Have achieved, by 2020, a significant improvement in the lives of at least 100 million slum dwellers.	• Proportion of the population with access to improved sanitation • Proportion of the population with access to secure tenure
GOAL 8: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT	
<i>Target 12:</i> Develop further an open, rule-based, predictable, non-discriminatory trading and financial system (includes commitment to good governance, development and poverty reduction – both nationally and internationally).	• Target and indicators are not presently being measured in South Africa
<i>Target 13:</i> Address the special needs of the least developed countries.	• Official development assistance (ODA)
<i>Target 14:</i> Address the special needs of landlocked countries and small island developing states.	• Target and indicators do not apply to South Africa
<i>Target 15:</i> Deal comprehensively with debt problems of developing countries through national and international measures in order to make debt sustainable in the long run.	• Debt service as a percentage of exports of goods and services

<i>Target 16:</i> In cooperation with developing countries, develop and implement strategies for decent and productive work for youth.	• Unemployment rate of 15 – 24 year olds, by each sex and in total
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GOAL 8: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT Cont...	
TARGET	INDICATOR
<i>Target 17:</i> In cooperation with pharmaceutical companies, provide access to affordable drugs in developing countries.	• Measurement of target not available for South Africa (free primary health care for all)
<i>Target 18:</i> In cooperation with the private sector, make available the benefits of new technologies, especially information and communications.	• Telephone lines and cellular subscribers • Personal computers in use per 100 of the population

1.1.2 Five Principles of the NSDP

Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key;

Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy health and educational facilities) wherever they reside;

Beyond the constitutional obligation identified in Principle 2 above, Government spending on fixed investment, should be focused on localities of economic growth and/or economic potential in order to:

- ◆ gear up private sector investment
- ◆ stimulate sustainable economic activities
- ◆ create long-term employment opportunities

Efforts to address past and current social inequalities should focus on people not places

- ◆ In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities
- ◆ In localities with low development potential, Government spending should focus on providing social transfers, human resource development and labour market intelligence which would enable people to become more mobile and migrate to localities that are more likely to provide sustainable employment or other economic opportunities

In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres.

- ◆ Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy

1.1.3 Reflections from the State of the Nation Address, 11 February 2011

While many South Africans celebrate the delivery of houses, electricity or water, there are yet many others who are still waiting. The legacy of decades of apartheid underdevelopment and colonial oppression cannot be undone in only 17 years. But we are forging ahead, determined to achieve our mission of building a better life for all. And we are doing so with the help of our people. We appreciate the feedback they continue to give us.

Indeed, we agree service delivery should move faster.

Our interactive government also obtains information from direct contact with our people. In the past year we have visited many villages, townships and suburbs. Their message is consistent. They appreciate progress made, request faster delivery and state their commitment to work with government to achieve more. Given the work that must still be done, we decided in 2009 to focus on five priorities. These are education, health, rural development and agrarian reform, taking forward the fight against crime and creating decent work. We have done well on these priorities.

However, we are concerned that unemployment and poverty persist despite the economic growth experienced in the past 10 years. To address these concerns, we have declared 2011 a year of job creation through meaningful economic transformation and inclusive growth. We have introduced a New Growth Path that will guide our work in achieving these goals, working within the premise that the creation of decent work is at the centre of our economic policies.

We urge every sector and every business entity, regardless of size, to focus on job creation. Every contribution counts in this national effort. I will provide just a broad outline of our programme of action in this address.

Ministers will announce their jobs targets and more specific details per sector, in their forthcoming Budget Vote Speeches. All government departments will align their programmes with the job creation imperative. The provincial and local government spheres have also been requested to do the same.

The programmes of State Owned Enterprises and development finance institutions should also be more strongly aligned to the job creation agenda.

Research has indicated that we can create jobs in six priority areas. These are infrastructure development, agriculture, mining and beneficiation, manufacturing, the green economy and tourism.

We cannot create these jobs alone. We have to work with business, labour and the community constituencies. Experience shows that we succeed when we work together.

One key example is the work done by the Presidential Framework Response to the International Economic Crisis team, comprising government, business, labour and community sectors.

Amongst the key achievements of the team, South Africa introduced its first ever training layoff scheme to provide alternatives to retrenchments. Another intervention included financial support for firms in distress, which saved about seven thousand jobs. We thank the team for their sterling work, and look forward to ongoing collaboration.

While looking to the private sector in particular to help us create most of the jobs, government will certainly play its part. We are pleased to announce the establishment of a jobs fund of 9 billion rand over the next three years to finance new job-creation initiatives. In addition, the Industrial Development Corporation has set aside R10 billion over the next five years for investment in such economic activities with a high jobs potential.

1.1.4 Strategic Objectives of the Limpopo Employment Growth and Development Plan

These strategic priorities have been articulated in broad terms in the Premier's State of the Province Address on 11 June 2009; and they are:

Ensuring more inclusive economic growth, decent work and sustainable livelihoods:

The main objective with regard to this priority is to respond appropriately, promptly and effectively so that growth in decent employment and improvements in income security are reinforced, and investment sustained to build up provincial economic capability and improve industrial competitiveness. This has to be conducted in an environment of a stable macro-economy which provides conditions for higher rates of investment and creation of decent jobs.

Economic and social infrastructure:

In the period ahead government will continue with the infrastructure investment programme aimed at expanding and improving social and economic infrastructure to increase access, quality and reliability of public services and to support economic activities while also considering environmental sustainability and pursuing maximum employment impact. The aim is to ensure sustained investment growth over the medium-term so as to achieve the target of a fixed investment ratio above 25% of GDP by 2014. Such projects will be spatially-referenced, planned for and implemented in an integrated manner. In addition, we will continue with programmes to provide and maintain health, education, library, sporting, recreation and other social infrastructure.

Rural development, food security and land reform:

Approximately 40% of the households in Limpopo live in areas that are characterized by extreme poverty and underdevelopment. Recognizing the diversity of our rural areas, the overall objective is to develop and implement a comprehensive strategy of rural development that will be aimed at improving the quality of life of rural households, enhancing the country's food security through a broader base of agricultural production, and exploiting the varied economic potential that each region of the country enjoys.

Access to quality education:

Education has enjoyed the largest share of the national budget throughout the past 15 years. This significant investment in building human capital and capabilities has gradually improved the country's human resource and skills base. However, progress has not been optimal and the achievements have not taken place at the required scale. The objective is to focus on skills and education system towards the delivery of quality outcomes. The focus will be on, amongst others, learner outcomes, early childhood development (ECD), improving schools management and M&E systems and supporting and developing a high quality teaching profession.

Improved health care:

In the current MTSF period the aim is to transform the public health system so as to reduce inequalities in the health system, improve quality of care and public facilities, boost human resources and step up the fight against HIV and AIDS, TB and other communicable diseases as well as lifestyle and other causes of illhealth and mortality. The plan includes the phasing in of a National Health Insurance system over the next 5 years

and increasing institutional capacities to deliver system functions and initiate major structural reforms to improve the management of health services at all levels of healthcare delivery, including particularly hospitals.

Fighting crime and corruption:

Government is determined to curb levels of crime and corruption. Contact crimes, crimes against women and children and organized crime remain a key focus, and so is the combating of corruption.

Cohesive and sustainable communities:

Social cohesion is important if we are to achieve developmental success. However, inequalities of condition and opportunity and weaknesses with regard to a sense of being part of a common enterprise, is placing severe stress and strain on social cohesion. In this MTSF period, we aim to meet our target of halving poverty and unemployment by 2014 and, in conjunction with other priorities, to strengthen human capabilities, promote shared values and social solidarity and strive to reduce overall inequality.

Creation of a better Africa and a better world:

Over the medium term, the main goal with respect to this priority is to ensure that our foreign relations contribute to the creation of an environment conducive to economic growth and development domestically, within Africa and in other developing countries. Implementing NEPAD, promoting SADC regional integration, strengthening South-South relations and pursuing a developmental and investment-orientated approach to engagements with the North, are key aspects related to this priority.

Sustainable resource management and use:

Like the rest of the world, the provincial economy is vulnerable to the impacts of climate change, biodiversity loss and diminishing water resources. Interventions will include, amongst others, diversification of the energy mix in pursuit of renewable energy alternatives and the promotion of energy efficiency, enforcing a zero tolerance approach to illegal and unsustainable exploitation of resources, supporting local and sustainable food production, and promoting sustainable water use and preserving the quality of drinking water.

A developmental state including improvement of public services:

In the previous mandate period, government committed itself to improving the capacity of the state for growth and development. This remains a priority. Whilst progress has been made, the province continues to face significant challenges in transforming the system of governance. Challenges include capacity gaps in local government; poor quality of public services; declining trust and confidence in public institutions and weak planning capacity across the three spheres of government. As the province strives to overcome these hurdles, the long term goal is to build an effective and accountable state as well as fostering active citizenship.

The Premier announced the reconfiguration of the provincial Executive Council cluster committees to reflect the needs of our priorities in the next five years. The new clusters are: social cluster, economic cluster; security cluster; infrastructure cluster; and governance and administration cluster.

1.1.5 Reflections from the State of the Province Address, 18 February 2011

In the past year, we have dedicated a reasonable amount of focus and energy to the process of capacitating and strengthening municipalities to be real institutions of service delivery that meet the expectations of our people. At this point in time, every municipality has a clear Turn-Around Strategy which unambiguously articulates the mandate and the programme of action of the municipality as guided by its respective needs and circumstances.

We will continue with the work of building a responsive, accountable, effective and efficient local government system that is self sustainable and able to make a significant contribution to the course of ameliorating the living conditions of our people. We are making great progress in ensuring that municipalities are equipped with qualified, competent and dedicated personnel at the technical and strategic level of the administration. We cannot afford to repeat the mistakes of employing people based on reasons other than qualification, competence and passion to build an administration that complies with all legal regulations whilst making a significant change to and in the lives of the masses of our people. It is important to emphasise that we are not going to compromise in this regard.

Although we might not have increased the number of clean audit reports in municipalities, we are encouraged by the improvements made in our reports, and this serves as a motivation in our quest to meet the objectives of our 2014 Clean Audit Campaign. We would like to congratulate eight of our municipalities and eight of our departments for obtaining clean audit reports during the 2009/10 financial year. We would also like to send a special message of congratulations to the Legislature for also receiving a clean audit. This puts the Legislature in a strong position to lead from the front. We have an obligation to build an administrative system that is accountable and effective in offering and delivering services to our people.

The provision of water, sanitation and electricity cannot be deferred. During the current financial year, we have managed to provide water and electricity to more than one million people. And more than seven hundred thousand households received sanitation facilities. It is important to indicate that we will never rest until every household has water, sanitation and electricity.

1.1.6 Local Government Turnaround Strategy (LGTAS) on the 2nd of December 2009

- ◆ Ensure that municipalities **meet basic needs** of communities. This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs;
- ◆ Build **clean, responsive and accountable** local government. Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities;
- ◆ Improve **functionality, performance and professionalism** in municipalities. Ensure that the core administrative and institutional systems are in place and are operational to improve performance;
- ◆ Improve **national and provincial policy, support and oversight to local government**; and

- ◆ Strengthen **partnerships** between local government, communities and civil society. Ensure that communities and other development partners are mobilized to partner with municipalities in service delivery and development.

1.1.7 Five National Key Performance Areas for Local Government

- ◆ Municipal Transformation and Institutional (Capacity) Development;
- ◆ Improving Basic Service Delivery and Infrastructure Investment;
- ◆ Improve Local Economic Development;
- ◆ Improvement of Financial Viability and Financial Management; and
- ◆ Strengthening Good Governance, Community Participation and Ward Committee Systems.

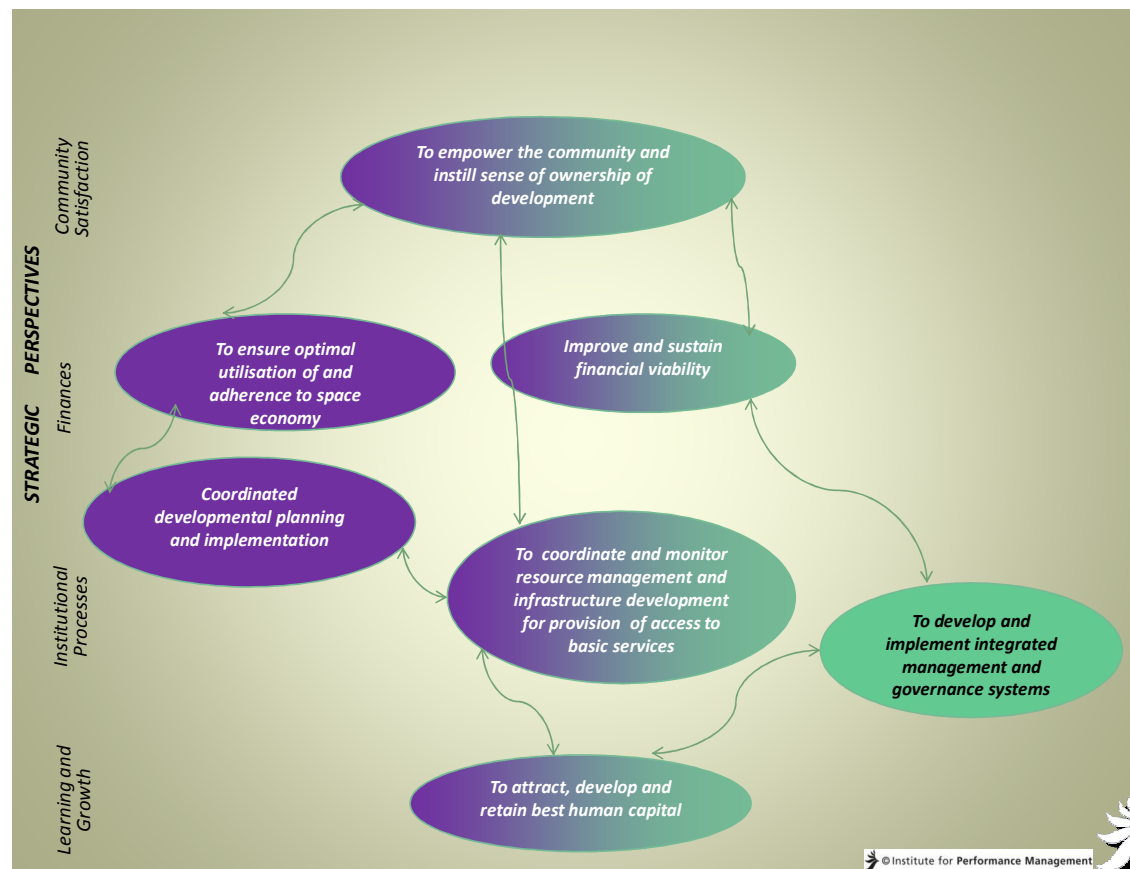
1.1.8 Waterberg District Municipality's Strategic Objectives

- ◆ To empower the community and instil sense of ownership of development
- ◆ To ensure optimal utilisation of and adherence to space economy
- ◆ Improve and sustain financial viability
- ◆ To coordinate and monitor infrastructure development for the provision and access to basic services
- ◆ Coordinated developmental planning and implementation
- ◆ To develop and implement integrated management and governance systems
- ◆ To attract, develop and retain best human capital

SECTION E: STRATEGIC GOALS

2 INTRODUCTION

Strategic Objectives can be defined as the broad goals an organisation must achieve to make its strategy succeed. In considering the current reality of the Waterberg district area, the focus areas, the vision, mission and values of the district municipality, the strategic objectives were reviewed and minor changes were proposed. Descriptive details of the revised strategic objectives as outlined in the strategy map above follows:



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.

2.1 STRATEGIC OPBJECTIVES

As foundation, the focus of the Learning and Growth perspective will be on:

- *To attract, develop and retain best human capital* - This is a basic need that requires the district to focus effort and resources on programmes and projects that will address high staff turnover rate and shortage of skills. It will also enable the District Municipality to more effectively focus on the 'bigger picture' and to achieve its ambitions.

The best human capital will enable the Municipality to be better equipped and capacitated and thereby improve the institutional processes through:

- *Centralised developmental planning and implementation* - In order for the District Municipality to achieve its vision, it needs to think ahead and even beyond its borders. It will need to keep its eye firmly on its vision, especially to align its planning with their eye on the new developments in the Lephalale municipal area, which will impact on all surrounding municipalities and continuously measure its programmes and projects against whether they contribute to future growth and achievement of the "bigger picture" envisaged for the area.
- *To coordinate and monitor infrastructure development for provision of access to basic services* - In order to become an effective and efficient area, urgent attention needs to be paid to the provision of services (as per the constitutional requirements) to improve the accessibility of basic services to all members within the district area. Waterberg District Municipality's main function is the coordination and monitoring of basic services within it area. Waterberg District has scarce water resources, therefore special attention should be given to the conservation and management of water resources. The impact of the Lephalale developments on the transport network should be focussed upon.
- *To develop and implement integrated management and governance systems* - To improve effectiveness and efficiency, standardised policies and procedures need to be established throughout the district area. This will lead to open and transparent decision-making and sound governance practices throughout the district area. Strong emphasis is placed upon the effective management, safe guarding and optimal utilisation of municipal assets. Focus should be placed upon the devolution and clarification of powers and functions in order to enable the District Municipality to fully perform their coordination functions and to create cohesion amongst the district and local municipalities. Considerable efforts are required in improving on cooperation amongst municipalities and sector departments within the established structures.

Improved effectiveness and efficiency within the District Municipality will advance the utilisation and allocation of financial resources:

- *Improve and sustain financial viability* - Municipalities within the district area need to improve their financial viability positions to ensure optimal utilisation and sustainability of financial resources. The enhancement of revenue combined with the reduction of outstanding debtors should provide a platform for the municipalities to move from.
- *To ensure optimal utilisation of and adherence to space economy* - As a result of the new developments within the district area, special emphasis should be placed on local economic development and initiatives to create decent jobs, while considering the life span of mines in the district area and the impact of new developments on the environment and other economic sectors. Special efforts should be embarked upon to ensure beneficiation for the community from mining, agriculture and tourism. Focus should be given to fast tracking the kick-starting and implementation of the Waterberg Economic Development Agency (WEDA).

The Improved financial viability and optimal utilisation of space economy to grow the economy and facilitate creation of decent jobs, will lead to community satisfaction and well-being:

- *To empower the community and instil sense of ownership of development* - The main focus will be on the upliftment of the socio economic status of the communities within the district area and to involve them in informed decision making.

2.2 STRATEGIC ALIGNMENT

Ten strategic priority areas which are aligned to the Vision 2014 have been identified by national government within the MTSF to create a platform for the future development of South Africa as a whole. Based on these priority areas, the CoGTA has identified their own priority areas that will guide national, local and provincial governance. CoGTA has also developed the Local Government Turnaround Strategy (LGTAS) and identified five Strategic Objectives in addressing the cause and effect of challenges within local government. The Limpopo Province has identified strategic objectives aligned to these priorities in their Limpopo Employment Development and Growth Plan (LEGDP). Waterberg District Municipality has identified their strategic objectives in response to the strategies identified by the national and provincial government. Municipal programmes are translated to these objectives and subsequently to national and provincial strategic priorities and objectives.

The matrix below indicates the relation between the strategic objectives of Waterberg District Municipality and the national and provincial priority areas:

STRATEGIC ALIGNMENT:

MTSF	COGTA	LGTAS	LEGDP	OUTCOME 9	WATERBERG
Improve the health profile of society	Fostering Development Partnerships, Social Cohesion and community mobilisation	Strengthen partnerships between local government, communities and civil society	Access to quality education Improved health care	Deepen democracy through a refined ward committee model	To empower the community and instil sense of ownership of development
Build cohesive, caring and sustainable communities			Fighting crime and corruption		
Massive programme to build economic and social infrastructure			Cohesive and sustainable communities		
Speeding up growth and transforming the economy to create decent work and sustainable livelihoods			Ensuring more inclusive economic growth, decent work and sustainable livelihoods	Implement the community work programme and cooperatives supported	To ensure optimal utilisation of and adherence to space economy
			Economic and social infrastructure		
Building of a developmental state including improving of public services and strengthening democratic	Accelerating Service Delivery and supporting the	Improve functionality, performance and professionalism in municipalities	Sustainable resource management and use	Improve municipal financial capacity	Improve and sustain financial viability
				Implement a differentiated approach to municipal financing,	

MTSF	COGTA	LGTAS	LEGDP	OUTCOME 9	WATERBERG
institutions	vulnerable			planning and support	
		Ensure that municipalities meet basic needs of communities		Improved access to basic services	To coordinate and monitor infrastructure development for provision of access to basic services
Comprehensive rural development strategy linked to land and agrarian reform and food security	Building the Developmental State in Provincial and Local Government that is efficient, effective and responsive		Rural development, food security and land reform	Actions supportive of human settlement outcomes	Coordinated developmental planning and implementation
			Creation of a better Africa and a better world		
			A developmental state including improvement of public services		
Intensify the fight against crime and corruption	Strengthen Accountability and Clean Government	Improve national and provincial policy, support and oversight to local government		Single Window of coordination	To develop and implement integrated management and governance systems
		Build clean, responsive and accountable local government			
Pursuing African advancement and enhanced international cooperation	Improving the Developmental Capability of the Institution of Traditional Leadership			Improve administrative capacity	To attract, develop and retain best human capital
Strengthen skills and human resource base					
Sustainable Resource Management and use					

2.3 SUMMARY OF KPAs AND STRATEGIC OBJECTIVES

Key Performance Area	Strategic Objectives
Municipal Transformation and Organisational Development	• To attract, develop and retain best human capital
Basic Service Delivery	• To coordinate and monitor infrastructure development for provision of access to basic services
Local Economic Development	• To ensure optimal utilisation of and adherence to space economy
Municipal Financial Viability and Management	• Improve and sustain financial viability
Good Governance and Public Participation	• To develop and implement integrated management and governance systems • To empower the community and instil sense of ownership of development
Spatial Rationale	• Coordinated developmental planning and implementation

2.4 STRATEGIES

The following short, medium and long term strategies were developed per strategic objective:

Objectives	Programme	Short Term Strategies	Medium Term Strategies	Long Term Strategies
To empower the community and instil sense of ownership of development	Public Participation	Development / review public participation/ communication strategy. Develop Programmes for public participation	Implementation, monitoring and evaluation of strategy and programme	Implementation, monitoring and evaluation of strategy and programme
	Stake holder training	Develop training programmes and allocate budget	Implementation of training programmes	Implementation of training programmes
	Outreach programme	Develop / review communication strategies and outreach programmes for Izimbizo, community meetings, mayoral road shows, special projects, etc. Coordinate monthly and quarterly community consultative meeting	Implementation of outreach programmes	Monitoring & Evaluation of outreach programmes
	Special programmes	Establish focused special programme unit	Establishment of designated sections e.g disabilities etc.	Monitoring and evaluation on focused special programmes
	Service delivery awareness	Develop communication strategy and customer satisfaction survey	Implementation of communication strategy and customer satisfaction survey	Monitoring and evaluation of communication strategy
To ensure optimal utilisation of and adherence to space economy	Beneficiation from developments	Development of District LED strategy in consultation with local municipalities.	Integration & implementation of LED strategy with other municipalities.	Monitoring and evaluation of the strategy.
		Develop & implement a database of unemployed people in the whole district.	Review and assess the effectiveness of the database.	Monitoring, evaluate and maintain the database.
		Conducting a skills audit database district wide.	Implement the skills audit recommendations.	Monitoring and evaluation.

Objectives	Programme	Short Term Strategies	Medium Term Strategies	Long Term Strategies
		Identify SMME training needs.	Develop and implement SMME training plan.	Monitor and evaluate the plan.
	Beneficiation from Tourism, mining & Agriculture	Development & integration of LED Strategies.	Implementation of LED Strategies. Establishment of co-operatives and community structures.	Monitoring and evaluation of such strategies.
	Spatial development	Implementation of approved SDF's	Review of SDF's	Implementation, monitoring, enforce SDF
Improve and sustain financial viability	Revenue generation	Develop incentive oriented revenue generated campaigns strategies.	Developing and implementation of the district wide donor funding strategies.	Continued monitoring and assessment of the donor funding strategies. Review of funding model
		Submission of business plans on donor funding strategies.	Prioritization of the business plans submitted.	Monitoring on implementation of the business plans submitted
		Review, implementation & enforcement of credit control and debt management policies.	Continued monitoring & adherence on the credit control policies	Continued monitoring & adherence on the credit control policies
Improve and sustain financial viability	Functionality of supply chain procedures	Establishment of Supply Chain Unit & bid committees.	Establishment of centralised unit with 6 key elements of SCM (demand, acquisition, logistics, disposal, performance and risk management).	Assess the functionality & effectiveness of the units.

Objectives	Programme	Short Term Strategies	Medium Term Strategies	Long Term Strategies
		Training of Supply Chain officials	Coaching and mentoring of identified SCM officials.	Develop retention strategies for the SCM officials.
		Development of SCM policy and procedures	Continued review of SCM Policy	Continued review of SCM Policy
		Development of SCM strategic plan template	Implement the strategic plan	Monitor and evaluate the plan.
To coordinate and monitor infrastructure development for the provision and access to basic services	Basic Services	Development of a standardised reporting model on the provision of basic services	Implementation and monitoring of a standardised reporting model on the provision of basic services	Sustaining and maintaining the reporting model on the provision of basic services
	Bulk Infrastructure	Consolidated data on the existing bulk infrastructure within the district	Commissioning of feasibility studies on existing bulk infrastructure	Coordination of the bulk infrastructure programme by district
	Upgrading and maintenance of infrastructure	Consolidated data on the existing infrastructure within the district	Intervention in sourcing of funds for upgrading and maintenance of infrastructure	Facilitation and coordination of the upgrading and maintenance of infrastructure
	Green Economy	Development of policies to support the green economy	Implementation and monitoring of the policies	Maintain and review of policies
	Housing	Analyse and develop housing framework (district)	Implementation by locals and monitored by district	Implementation by locals and monitored by district
Coordinated developmental planning and implementation	Integrated Planning	Development of a coordinated inter -municipal process plan	Develop credible and implementable IDP's	Sustain and maintain the developed credible model (IDP)
	Availability of land	Facilitate feedback on land audit (district)	Review spatial development framework and action plans (district and locals)	Implementation and enforcement of spatial development framework

Objectives	Programme	Short Term Strategies	Medium Term Strategies	Long Term Strategies
To develop and implement integrated management and governance systems	Transfer of assets	Arrange for an audit of assets. Transfer of identified assets to relevant municipalities	Transfer of Assets	Complete Property Register per Lm (district – wide)
	Monitoring and Evaluation	Regular reporting on indicators and projects. Implementation of performance management system and risk management. Benchmarking amongst municipalities	Regular reporting on indicators and projects. Implementation of performance management system. Benchmarking amongst municipalities	Regular reporting on indicators and projects. Implementation of performance management system. Benchmarking amongst municipalities
	Risk Management	Implement and monitor risk management	Implement and monitor risk management	Implement and monitor risk management
	Cooperation amongst spheres of government	Clarify roles and responsibilities through IGR structures. Development /review of IGR protocols	Implementation of the IGR protocols	Implementation of the IGR protocols. Review Powers and functions
	Unfunded Mandates	Clarify the powers and functions through meetings and workshops	Development of a framework	Implementation of the adopted framework
	Co-funding / partnerships	Development of bankable business plans	Development of SLA's and MOU's	Signing of Agreements and implementation
	United District	Cooperation and participation in district structures	Cooperation and participation in district structures	Cooperation and participation in district structures
To attract, develop and retain best human capital	Capacity of key staff	Conduct skills audit	Development of Workplace Skills Plan	Implementation, monitoring and evaluation of the WSP
	Retention of key staff	Development / review of policy on staff retention	Adoption and implementation of the retention policy	Monitoring, review and evaluation of the staff retention policy

SECTION E: PROJECTS

1 INTRODUCTION

This chapter will reflect what activities/ projects the Waterberg District Municipality will implement in the 2011/12 financial year to deliver on the (6) six IDP clusters and goals. The implementation plan reflects how the line departments will work together as a collective to live the vision of “To be the energy hub and eco-tourism destination in Southern Africa”. The participation and involvement of local municipalities, sector departments and other stakeholders are evident for the successful implementation of the Eden district’s projects in 2011/12.

Note: The projects listed are subject to the Draft Budget approval for 2011/12 in March 2011

2011/12 IDP PROJECTS

PROJECT NAME	Dpt	Capital/ Operating	Capital	Operating	12/13	13/14	Funding source
Municipal Environmental Health & Environmental Management							
Review Air Quality Management Plan	SDCS	Operating		300 000	-	-	WDM
Dispersion modelling	SDCS	Operating		250 000	-	-	WDM
Establishment of Modimolle landfill site	SDCS	Capital	1 750 000	-	-	-	WDM
Training of Green Scorpions	SDCS	Operating		50 000	-	-	WDM
Arbor Day Programme	SDCS	Operating		10 000	10 000	10 000	WDM
Working for Water Programme	SDCS	Operating		50 000	50 000	50 000	WDM
			1 750 000	660 000	60 000	60 000	

PROJECT NAME	Dpt	Capital/ Operating	Capital	Operating	12/13	13/14	Funding source
Disaster Management							
Purchase of Fire Engine for high rise buildings (5seater/double cab) - LDC	Disaster	Capital	3 800 000		-	-	WDM
Purchase of structural/aircraft water tanker - LDC	Disaster	Capital	-		-	-	WDM
Purchase of Hazmat Trailer (Hazardous Materials Trailer) - LDC	Disaster	Capital	350 000		-	-	WDM
Villages/Witpoort Fire Station Equipment - mobile office & sleeping quarters - LLM	Disaster	Capital	150 000		-	-	WDM
Fire Station Standby Generator Refurbishment - Mog	Disaster	Capital	100 000				WDM
Refurbishment of Toyota Dyna for training - Mog	Disaster	Capital	100 000				WDM
Refurbishment of Unimog Fire Engine - Mog	Disaster	Capital	300 000				WDM
Mogalakwena Equipment	Disaster	Capital	1 300 000		-	-	WDM
Thabazimbi Equipment	Disaster	Capital	650 000		-	-	WDM
Thabazimbi Hazardous Materials Trailer	Disaster	Capital	350 000		-	-	WDM
Thabazimbi 10,000 litre Water Tank	Disaster	Capital	800 000		-	-	WDM
Mookgophong - repair of Toyota Landcruiser plus new equipment	Disaster	Capital	400 000		-	-	WDM
Bela Bela - Medium Pumper vehicle	Disaster	Capital	1 600 000		-	-	WDM
Bela Bela Equipment	Disaster	Capital	250 000		-	-	WDM
Modimolle - Medium Double Cab Rapid Intervention Vehicle	Disaster	Capital	1 200 000		-	-	WDM
Modimolle Equipment	Disaster	Capital	250 000		-	-	WDM
			11 600 000	-	-	-	

PROJECT NAME	Dpt	Capital/ Operating	Capital	Operating	12/13	13/14	Funding source
Local Economic Development & Tourism							
Co-ordination of district wide LED	PED	Operating		50 000	50 000	50 000	WDM
Tourism	PED	Operating		600 000	500 000	500 000	WDM
Waterberg Biosphere Meander Reserve	PED	Operating		100 000	-	-	WDM
WEDA	PED	Operating		1 500 000	1 500 000	1 500 000	WDM
Vaalwater Beautification (project Wildlife Study)	PED	Operating		500 000	-	-	WDM
Bela Bela Flea Market	PED	Operating		250 000	-	-	WDM
			-	3 000 000	2 050 000	2 050 000	
Municipal Roads & Stormwater							
Thabazimbi Northam Township street paving	ID	Operating		2 500 000	-	-	WDM
Mookgophong Township street paving	ID	Operating		2 500 000	-	-	WDM
Completion of Modimolle Ring Road				2 200 000			
Completion of Bela Bela Street Paving				1 500 000			
Completion of Khutsong Street in Mahwelereng (Phase 2)	ID	Operating		1 500 000	-	-	WDM
			-	10 200 000	-	-	
Municipal Support & Institutional Development							
PMS	CSSS	Operating		1 662 000	-	-	WDM
IFMS	CSSS	Capital	1 500 000		1 000 000	-	WDM
Procurement of movable assets	CSSS	Capital	700 000		-	-	WDM
Procurement of IT equipment	CSSS	Capital	953 000		-	-	WDM
Fleet Management System	CSSS	Capital	1 000 000		-	-	WDM
District Wide VPN Network	CSSS	Capital	1 700 000		-	-	WDM
Procurement of Diesel Generator	CSSS	Capital	500 000		-	-	WDM
			6 353 000	1 662 000	1 000 000	-	

PROJECT NAME	Dpt	Capital/ Operating	Capital	Operating	12/13	13/14	Funding source
Community Participation & Good Governance							
Communication	EMO	Operating		450 000	150 000	150 000	WDM
District Public Participation - EMO	EMO	Operating		1 000 000	1 000 000	1 000 000	WDM
District Public Participation - IDP	MM	Operating		400 000	350 000	350 000	WDM
Learning & sharing (twinning agreement)	EMO	Operating		100 000	-	-	WDM
Anti-fraud helpline	MM	Operating		150 000	150 000	-	WDM
Production of Diaries for Cllrs & Traditional Leaders	EMO	Operating		30 000	-	-	WDM
Celebration of Internal Aids Day	EMO	Operating		150 000	100 000	100 000	WDM
National Women's Month Celebration & Women in Sports Tournament	EMO	Operating		250 000	100 000	100 000	WDM
Youth Month	EMO	Operating		200 000	100 000	100 000	WDM
District conference for people with disabilities	EMO	Operating		200 000	100 000	100 000	WDM
IT Audit	MM	Operating		500 000	-	-	WDM
			-	3 430 000	2 050 000	1 900 000	

PROJECT NAME	Dpt	Capital/ Operating	Capital	Operating	12/13	13/14	Funding source
Land							
CBD Development Plan & implementation (Mookgophong & Thabazimbi)	PED	Operating		1 000 000	500 000	-	WDM
			-	1 000 000	500 000	-	
Transport							
Coordination of Transport	PED	Operating		100 000	-	-	WDM
			-	100 000	-	-	
Safety & Security							
Establishment & Coordination of Safety & Security Forum	EMO	Operating		75 000	-	-	WDM
			-	75 000	-	-	
Sports, Arts & Culture							
Executive Mayor's Marathon	EMO	Operating		300 000	200 000	200 000	WDM
OR Tambo Games	EMO	Operating		400 000	-	-	WDM
District Cultural Festival	EMO	Operating		100 000	-	-	WDM
Coordination of Moral Regeneration	EMO	Operating		100 000	100 000	100 000	WDM
			-	900 000	300 000	300 000	
Electricity							
Upgrade of electricity sub station Modimolle	ID	Operating		1 000 000	-		WDM
Upgrade of electricity sub station Mogalakwena	ID	Operating		2 000 000	-	-	WDM
			-	3 000 000	-	-	
			19 703 000	24 027 000	5 960 000	4 310 000	