

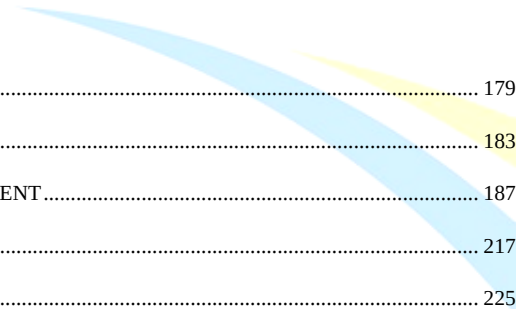
2018/19 DRAFT INTEGRATED DEVELOPMENT PLAN

"To be the energy hub and ecotourism destination in Southern Africa"



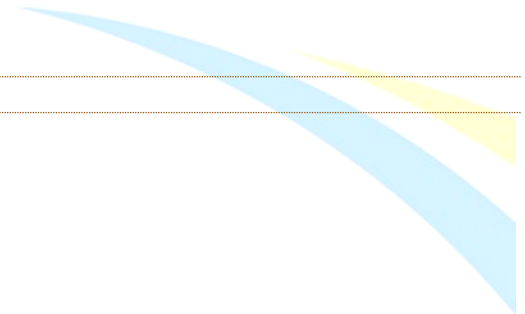
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1. ABBREVIATIONS AND ACRONYMS

IDP	Integrated Development Plan
WDM	Waterberg District municipality
NDP	National Development plan
LDP	Limpopo Development Plan
PGDS	Provincial Growth and Development Strategy
NSDP	National Spatial Development Perspective
CoGHSTA	Department of Cooperative Governance Human Settlement and Traditional Affairs
MFMA	Municipal Finance Management Act, No 56 of 2003
MTEF	Medium term Expenditure framework
MTSF	Medium Term Strategic Framework
MDGs	Millennium Development Goals
SDBIP	Service Delivery Budget Implementation Plan
PMS	Performance Management System
ITP	Integrated Transport Plan
EMP	Environmental Management Plan
WSDP	Water Services Development Plan
WSP	Water Services Provider
MSA	Municipal Systems Act, No 32 of 2000
SIP	Strategic Infrastructure Project
NGO	Non-Governmental Organization
CBO	Community Based Organization
ToR	Terms of Reference
PPP	Public Private Partnership
SMME	Small, Medium and Macro Enterprises
LM	Local Municipality
CPI	Consumer Price Index
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
EPWP	Expanded Public Works Programme
DWAS	Department of Water Affairs and Sanitation
CIP	Comprehensive Investment Plan
B2B	Back to Basics



2. VISION, MISSION, VALUES AND SLOGAN

VISION : In line with the National Development Plan, the strategic vision of the Waterberg District Municipality was revised during the strategic planning session.

The **Vision** of Waterberg District Municipality is:

“To be the best energy hub and ecotourism destination in Southern Africa”

MISSION: The strategic **Missions** speak about what the purpose of the Waterberg District Municipality is. The Mission is:

“To invest in a constituency of talented human capital who are motivated and innovative to build a sustainable economy in the field of energy, minerals and eco-tourism for the benefit of all our communities.”

VALUES: Values are deeply rooted principles or standards which are universally accepted among the Employees, Councillors and Community members of a municipality and which explicitly guide what they believe, their attitude toward service delivery, and ultimately, how they behave.

The values that drive the attitudes and behavior of politicians and administration of the Waterberg District Municipality are confirmed as:

➤ Honesty	➤ Accountability
➤ Respect	➤ Accessibility
➤ Fairness	➤ Effectiveness
➤ Integrity	➤ Ubuntu

SLOGAN: Considering all the developmental growth needs and opportunities in the district the slogan of Waterberg District Municipality, remains very relevant, and it is therefore proposed that the slogan remains the same. The slogan of Waterberg District Municipality is:



3. FOREWORD THE EXECUTIVE MAYOR

The Integrated Develop Planning is a mandatory and over arching process run collectively by all role players within the municipality to achieve developmental objectives of local government.

Developmental Local Government has an obligation to provide basic services through an interaction between numerous stakeholders within the municipal area. It is through this collective interaction commonly known as the “The Theatre of planning” that we intend to address service delivery challenges facing the municipality and our communities.

As we enter the fifth term of office for local government, we reflected on progress made by the municipality to date in addressing our developmental backlogs, and evaluated our strategic approach to ensure that we are still on track to achieve our vision. We are proud to announce that our IDP is now the strategic driver of both our budget and Performance Management System.

This IDP document is thus a direct result of yet another extensive consultative process. It is an expression of the general interest of our people and a mirror that reflects the holistic wishes of the Waterberg District electorates.

Whilst this document is a legal council adopted manifesto of the Waterberg District Municipality, it is at the same time a flexible and dynamic living document to be used in structuring our debates and engagements with council if we are to deepen democracy and governance in the district.

We must acknowledge with appreciation the efforts and contribution of our councillors, staff, communities and all stakeholders involved in ensuring that we produce a legitimate credible IDP. We are confident that current council will adopt and implement this IDP in an endeavour to fulfil our declared commitment to better the lives of the community of Waterberg.

We are indeed on the go for growth!!

CLLR S.M. MATABOGE
EXECUTIVE MAYOR



4. THE PLANNING PROCESS

4.1 INTRODUCTION

The Integrated Development Planning (IDP) is a process through which Municipalities prepare strategic development plans for a five-year period. An IDP is one of the key tools for Local Government to cope with its developmental role and seeks to arrive at decisions on issues such as Municipal budgets, land management, promotion of local economic development, and institutional transformation in a consultative, systematic and strategic manner.

According to the Municipal Systems Act (MSA) of 2000, all municipalities have to undertake a process to produce IDP's. As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local government level. The budget is the annual plan in rands and cents that sets out the amounts each Department can spend on specific pre-determined items. The legislation governing the drawing up of the budget is the Municipal Finance Management Act (No. 56 of 2003). The relevant Sections of the Act setting out the different timeframes are as follows:

Section 21(1)(b) – The Mayor must at least 10 months before the start of the budget year 1 September table in the Council a time schedule outlining key deadlines for:-

- (i) The preparation, tabling and approval of the annual budget;
- (ii) The annual review of:-

The integrated development plan in terms of section 34 of the Systems Act and

The budget related policies

- (iii) The tabling and adoption of any amendments to the integrated development plan and the budget related policies.

Section 16(2) – The Mayor must table the annual budget at a Council meeting at least 90 days before the start of the budget year (1 April).

Section 24(1) – The Council must at least 30 days before the start of the budget year (1 June) consider approval of the annual budget.

Section 24(2) (a) – The annual budget must be approved before the start of the budget year (1 July).

The Municipal Finance Management Act provides for an adjustment budget which is a review of the current budget and would normally take place mid-way through the budget cycle i.e. December or January.



4.2 THE FRAMEWORK PLAN

The function of the Framework plan is to ensure that the process of the district IDP and local IDP's are mutually linked and can inform each other ensuring co-operative governance as contained in section 41 of the Constitution. The Framework Plan is a co-ordination tool for the district to ensure that interrelated parallel planning processes within the district are coordinated to obtain maximum benefit for the district as a whole.

Various processes within the IDP should be smoothly interlinked to ensure optimal effectiveness as well as ensure this agreement on joint time frameworks that need to be reached between the various local municipalities and the district municipality.

- The District Municipality is in charge of the Framework Plan, which has to be agreed upon by all local municipalities and will be used by the local municipalities in finalising their Process Plans.
- The District Municipality will, through inter-municipal IDP Management Committee (MC) monitor the compliance of the actual IDP process of all municipalities with the Framework Plan. This will ensure that the District Municipality will be in a position to undertake corrective action in time if a Local Municipality fail to adhere to the Framework Plan and the timeframes contained therein.
- Each Local Municipality will, however, be responsible for monitoring its own process plan and ensure that the Framework Plan is being followed as agreed.
- (Bela-Bela Local Municipality(LIM366), Lephalale Local Municipality(LIM362), Modimolle-Mookgophong (368) Local Municipality(LIM365), Mogalakwena Local Municipality(LIM367), Thabazimbi Local Municipality(LIM361). **(Each municipality has an IDP Manager to steer the local IDP process within that municipality.)**

FRAMEWORK PROGRAMME

This process is dynamic and could be adapted to accommodate the consultation process which is circumstantial of nature. The total programme spans over an expected ten (10) month period and has been categorised as:

- Phase 0 – Preparation
- Phase 1 – Analysis
- Phase 2 – Strategies
- Phase 3 – Projects
- Phase 4 – Integration
- Phase 5 – Approval

MECHANISMS AND PROCEDURES FOR ALIGNMENT AND PARTICIPATION



The existing IDP Representative Forum will continue to be used as a mechanism for community and stakeholder participation. IDP representative forum meetings will be held four times per financial year at the District level, but however local municipalities ward conferences, consultation, imbizos, and representative forums will be used by both District and local municipalities to deepen community and stakeholder participation.

a. Mechanisms and procedures for alignment

Alignment is at two levels, horizontal and vertical. Largely the two levels influence each other. Though one can be done independent from each other, if this is done, a clear picture of what is happening will not be achieved. The strategy that we are going to follow applies to both horizontal alignments between the District and Local Municipalities, and vertical, between the municipalities, the province and the national departments and parastatals.

b. Management of alignment.

For both alignment types, horizontal and vertical, the main responsibility lies with the District Municipality. The role of the IDP Manager at the District level is of utmost importance. IDP unit and external facilitators could be used to support the alignment process. However, the provincial department of local government and office of the Premier play an important role as co-ordinator to ensure alignment above District level and between districts and departments within the Province.

c. Functions and context for public participation

Four major functions can be aligned with the public participation process namely:

- Needs orientation;
- Appropriateness of solutions;
- Community ownership;
- Empowerment;
- Performance Monitoring

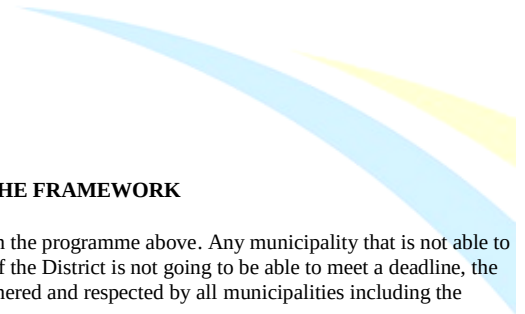
In the preparation of the IDP/Budget/PMS, the public participation process has to be institutionalised in order to ensure all residents have an equal right to participate.

d. Mechanisms for participation

- IDP/Budget/PMS Representatives Forum (RF), Imbizos / Roadshows
- Various Fora



- Media
- Information Booklets



PRINCIPLES FOR MONITORING OF THE PROCESS PLAN AND AMENDMENT OF THE FRAMEWORK

It is expected of the District and all the local municipalities to adhere to the timeframes as set out in the programme above. Any municipality that is not able to meet the deadline should timeously report to the IDP Manager at the District. At the same length, if the District is not going to be able to meet a deadline, the IDP Manager should inform the municipalities on time. This is the principle that should also be adhered and respected by all municipalities including the district.

In terms of monitoring, municipalities would be expected to submit and make a presentation to the District Management Committee (MC) which is comprised of all the IDP managers within the District. That is, the IDP managers of Modimolle-Mookgophong, Bela-Bela, , Mogalakwena, Thabazimbi, and Lephalale municipalities. The DMC will hold its meeting as per the above schedule.

ROLES & RESPONSIBILITIES

The District Municipality will confirm information of the role players in the IDP/Budget/PMS Process by removing/adding to the list of stakeholders from the database established in the previous IDP/Budget/PMS Processes. A significant change will relate to details of Councillors and some of the officials. The organizational structures that were utilized during the IDP preparation and previous review processes will be revived for the purpose of this IDP/Budget/PMS Process.

The main roles and responsibilities allocated to each of the role players is set out in the following table:

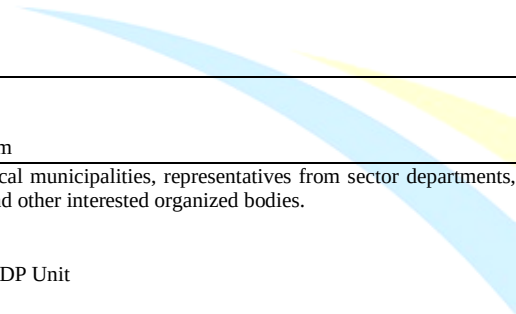
Executive Mayor	➤ Manage the drafting of the IDP; ➤ Assign responsibilities in this regard to the Municipal Manager; ➤ Submit the draft Framework Plan and Process Plan to the Council for adoption; ➤ Submit the draft IDP to the Council for adoption and approval; ➤ Preparation of Framework Plan; ➤ Preparation of the Process Plan;
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Municipal Manager	➤ Day-to-day management and coordination of the IDP process in terms of time, resources and people, and ensuring; ➤ The involvement of all relevant role-players, especially officials; ➤ That the timeframes are being adhered to; ➤ That the planning process is horizontally and vertically aligned and complies with national and provincial requirements; ➤ That conditions for participation are provided; and ➤ That the outcomes are documented. ➤ Chairing the IDP Steering Committee;
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Chairing the IDP Steering Committee:

IDP Steering Committee	The IDP Steering Committee comprises of a technical working team of dedicated officials who support the Municipal Manager /Strategic Manager to ensure a smooth planning process. The Municipal Manager is responsible for the process but often delegates functions to the officials that form part of the Steering Committee. Chairperson: Municipal Manager Secretariat: The secretariat for this function is provided by the IDP Members: Heads of Departments (HODs) ➤ The IDP Steering Committee is responsible for the following: ➤ The IDP Steering Committee comprises of a technical working team of dedicated officials who support the Municipal Manager /Strategic Manager to ensure a smooth planning process. The Municipal Manager is responsible for the process but often delegates functions to the officials that form part of the Steering Committee. Chairperson: Municipal Manager Secretariat: The secretariat for this function is provided by the IDP Members: Heads of Departments (HODs)
IDP Steering Committee	The IDP Steering Committee is responsible for the following: ➤ Commission research studies; ➤ Consider and comment on: ➤ Inputs from subcommittee(s), cluster teams; ➤ Inputs from provincial sector departments and support providers. ➤ Process, summarise and draft outputs;



	➤ Make recommendations to the Representative Forum; ➤ Prepare, facilitate and minute meetings ➤ Prepare and submit reports to the IDP Representative Forum
IDP Representative Forum	The IDP Representative Forum comprises of WDM and its local municipalities, representatives from sector departments, parastatal bodies, NGOs, business people, traditional leaders, and other interested organized bodies. Chairperson: The Executive Mayor or a nominee Secretariat The secretariat for this function is provided by the IDP Unit Membership:
District IDP Management Committee(MC)	Invitations are submitted to the same members as the previous year, including the representatives of the consultative for a Monitor, evaluate progress & provide feedback. ➤ Provide technical guidance to IDP process at district level. ➤ Ensure and maintain Alignment. ➤ Standardise the planning process. ➤ Recommends corrective measures
Social, Institutional & Transformation and Infrastructure & LED Clusters, Climate change Committee	➤ Ensure both vertical and horizontal alignment ➤ Integrated planning and implementation co-ordination
Government Departments	➤ Provide data and information. ➤ Budget guidelines. ➤ Alignment of budgets with the IDP



4.3 POLICIES AND LEGISLATIVE FRAMEWORKS

BINDING LEGISLATION, POLICIES AND PLANNING REQUIREMENTS AT NATIONAL AND PROVINCIAL LEVEL

NATIONAL LEGISLATION

- The Constitution of the Republic of South Africa, (Act 108 of 1996)

LOCAL GOVERNMENT

- Local Government: Transition Act Second Amendment Act, (Act 97 of 1996)
- Local Government: Municipal Demarcation Act, (Act 27 of 1998)
- Local Government: Municipal Structures Act, (Act 117 of 1998) and its amendments.
- Local Government: Municipal Systems Act, (Act 32 of 2000)
- Local Government: Municipal Finance Management Act, (Act 56 of 2003)
- Local Government: Property Rates Act, (Act 6 of 2004)
- Intergovernmental Relations Framework Act, (Act 13 of 2005)
- Promotion of Access to Information Act (Act 2 of 2000)
- White paper on local government, 1998
- Towards a policy on integrated development planning, 1998
- White paper on municipal service partnership, 2000
- Policy framework on municipal international relations, 1999

FINANCE

- Division of Revenue Act (Act 1 of 2007)
- Public Finance Management Act (Act 2 of 1999)

LAND AND AGRICULTURE

- Development Facilitation Act, (Act 67 of 1995)
- Land use management Bill, 2001
- White paper on South African land reform, 1997
- Green paper on Development and Planning, 1997
- White paper on Agriculture, 1995
- Communal Land Rights Act, (Act 11 of 2004)





TRANSPORT

- National Land Transport Bill, 1999
- National Land Transport Transitional Act, 1999
- Moving South Africa, September 1998
- Moving South Africa, the Action Agenda, 1999
- White paper on National Transport Policy, 1996

HOUSING

- Housing Act, (Act 107 of 1997)

WATER AFFAIRS AND FORESTRY

- Water Services Act, (Act 108 of 1997)
- National Water Act, (Act 36 of 1998)
- National Water Amendment Act, (Act 45 of 1999)
- White Paper in Water Supply and Sanitation, 1994
- White Paper on a National Water Policy for South Africa, 1997

PROVINCIAL POLICIES

- Limpopo Employment Growth and Development Plan
- Limpopo Spatial Rationale

NATIONAL POLICIES

- Reconstruction and development programme (RDP), 1994
- Growth, Employment and Redistribution (GEAR); 1996
- Urban Development Framework, 1997
- Rural Development Framework, 1996
- Accelerated and Shared Growth Initiatives for South Africa (ASGISA **Natural environment**)
- Environmental Conservation Act, (Act 73 of 1989)
- National Environmental Management Act, (Act 107 of 1998)



- National Environmental Management: Air Quality Act, (Act 39 of 2004)
- National Environmental Management: Protected Areas Act, (Act 57 of 2003)
- National Environmental Management Biodiversity Act, (Act 10 of 2004)
- White paper on integrated Pollution and Waste Management, 2000
- White paper on the Conservation and Sustainable use of South Africa's Biological Diversity, 1997
- White Paper on an Environmental Policy for South Africa, 1998
- National Forest Act (1998)

TOURISM

- White Paper on the Development and Promotion of Tourism, 1996 Tourism in Gear, 1997

POLICY AND LEGISLATIVE FRAMEWORK

IDP is a management tool for assisting municipalities in achieving their developmental mandates. Every municipality is required by law to develop and adopt its IDP through the legal framework provided. The following pieces of legislations outline the development and implementation of the IDP.

A.1. CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA (Act 108 of 1996)

Section 151 of the Constitution, states that developmental local government should make provision for a democratic and accountable government for communities. It also encourages municipalities to ensure the provision of services to communities in a sustained manner in order to promote social and economic development.

Local government must promote a safe and healthy environment and encourage community involvement in matters of local government such as municipal transport, municipal health services, municipal roads, and municipal parks and recreation. Section 152 of the Constitution says that local government should provide democratic and accountable government for local communities. It should ensure the provision of services to communities in a sustainable manner, promote a safe and healthy environment as well as encourage the involvement of communities and community organizations in matters of local government. Section 153 of the Constitution states that each municipality should structure and manage its administration, budgeting, and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community. Municipalities should participate in national and provincial programmes and infrastructure development programmes. Section 153 of the Constitution also encourages municipalities to involve communities in their affairs.

A.2. WHITE PAPER ON TRANSFORMING PUBLIC SERVICE DELIVERY (BATHO PELE WHITE PAPER OF 1997)

The paper flows from the White Paper on the Transformation on Public Service (1995). In terms of the White Paper, transforming service delivery is identified as one of government's priority areas. The White Paper is primarily about how public services are provided, and specifically about the efficiency and effectiveness of the way in which services are delivered. It "seeks to introduce a fresh approach to service delivery, an approach which puts pressure on systems, procedures, attitudes and behaviour within the Public Service and reorients them in the customer's favour, an approach which puts the people first". The introduction of the concept of Batho Pele, which means putting people first, provides the following eight service delivery principles in an attempt to ensure that the people, as customers to the public institutions, come first.

FURTHERMORE, THE ADOPTION OF THE CONCEPT "CUSTOMER" IMPLIES:

- Listening to their views and taking account of them in making decisions about what services are to be provided;
- Treating them with consideration and respect;
- Making sure that the promised level and quality of services is always of the highest standard; and
- Responding swiftly and sympathetically when standards of service fall below the promised standard.

In giving effect to the notion of treating the recipients of government services as customers, the White Paper articulates that public sector, including the local government sphere, should be governed by the following ethos (principles):

Consultation: citizens should be consulted about the level and quality of the public service they receive and wherever possible, should be given a choice about the services that are offered;

Service Standards: Citizens should be told what level and quality of public services they would receive so that they are aware of what to expect;

Access: All citizens should have equal access to the services to which they are entitled;

Courtesy: Citizens should be treated with courtesy and consideration; Information: Citizens should be given full, accurate information about the public services that are entitled to receive;

Openness and transparency: Citizens should be told how the national and provincial departments are run, how much they cost, who is in charge;

Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy, when complaints are made, citizens should receive a sympathetic, positive response;

Value for money: Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

A.3. WHITE PAPER ON LOCAL GOVERNMENT (1998)

The White Paper on Local Government (1998) paper views that Integrated Development Planning as a way of achieving developmental government. The Integrated Development Planning intends to:

- Align scarce resources around agreed policy objectives;
- Ensure integration between sectors with local government;
- Enable alignment between provincial and local government and
- Ensure transparent interaction between municipalities and residents, making local government accountable (RSA, 1998, 18).

The paper establishes a basis for developmental local government, in which, “local government is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”. It also encourages public consultation on policy formulation and in the monitoring and evaluation of decision – making and implementation.

A.4. MUNICIPAL SYSTEMS ACT (Act 32 of 2000, as amended)

The Act regulates the IDP. It requires the municipality to undertake developmentally oriented planning so as to ensure that it strives to achieve the objectives of local government set out in Section 152 and 153 of the Constitution. Section 25 (1) requires the Municipal Council, within a prescribed period after the start of its elected term, to adopt a single, inclusive and strategic plan for the development of the municipality which:

- Links, integrates, co – ordinates and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budgets must be based;
- Complies with the provisions of Chapter 5, and
- Is compatible with the national and provincial department plans and planning requirements binding on the municipality in terms of legislation.

Section 26 of the Act further outlines the core components of the integrated development plan of a municipality. It requires the integrated development plan of the municipality to reflect:

The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;

An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;

The council's development priorities and objectives for its elected term;

The council's development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the municipality in terms of the legislations;

The council's development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the municipality in terms of the legislations;

A spatial development framework which must include the provision of basic guidelines for a land use management system of the municipality;

The council's operational strategies;

Applicable disaster management plan;

A financial plan, which must include budget project for at least the next three years, and

The key performance indicators and performance targets determined in terms of section 41.

A.5. MUNICIPAL FINANCE MANAGEMENT ACT (ACT 56 OF 2003)

The Municipal Finance Management Act (56 of 2003) was promulgated to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government. The Act provides a mandatory provision that relate to financial and performance management. Section 2 of the Act stipulates that the object is to secure sound and sustainable management of the financial affairs of the local government institutions to which this Act applies by establishing norms and standards for:

Ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of municipalities and municipal entities;

The management of revenues, expenditures, assets and liabilities and the handling of financial dealings, budgetary and financial planning processes;

- The coordination of those processes with those of the other spheres of government,
- Borrowing;
- Supply chain management; and
- Other financial matters.

Waterberg District Municipality's involvement in the budget process is to ensure compliance with the provision of the Municipal Finance Management Act. It is crucial that the IDP review process facilitate community participation, provide ward level information, encourage discussion on priorities and provide an opportunity for feedback.

THE MAIN STRATEGIC OUTPUTS OF THE BUDGET REFORM ARE TO ENSURE:

- Modernizing financial management and improving accountability;
- Multi – year budgeting;
- Deepening and improving the budget preparation process, by involving the political leadership and community;
- Ensuring that the IDP and budgets are linked, and that the IDP takes account of budgetary resources, and contain proper capital and maintenance plans;
- Improving the in – year implementation of the budget; and
- Improving the auditing and performance reporting after the financial year has ended.

A.6. TRADITIONAL LEADERSHIP AND GOVERNANCE FRAMEWORK AMENDMENT ACT (ACT 41 of 2003)

This Act makes clear the role of the traditional leadership in the democratic and co – operative governance. The Act envisages an active involvement of the traditional leadership in the formulation and the implementation of the integrated development plans. Section 4 of the Act provides for the establishment of traditional councils that should:

Support municipalities in the identification of community needs;

Facilitate the involvement of the traditional community in the development or amendment of the integrated development plan of a municipality in whose area that community resides;

Participate in the development of policy and legislation at the local level; and

Promote the ideals of co – operative governance, integrated development planning, sustainable development and service delivery to promote indigenous knowledge systems for sustainable development and disaster management.

Section 5 (2) of the Act affirms that any partnership between a municipality and a traditional council must:

- a. Be based on the principles of mutual respect and recognition of the status and roles of the respective parties; and
- b. Be guided by and based on the principles of co – operative governance.

One village resides in traditional authority governed area. To this effect, Bela Bela Municipality has involved the traditional leader in both the IDP review process and any other developmental matter involving their areas of governance.

A.7. INTER – GOVERNMENTAL RELATIONS FRAMEWORK ACT (ACT 13 of 2005)

The Act is a response to the limited successes in the alignment efforts among the three spheres of government. The Act creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of “cooperative governance”. It provides for the obligation of all spheres to participate in the planning processes of the municipality and in turn allow their own planning processes to be influenced by the municipal IDP’s. Municipal IDPs are regarded as important planning frameworks to integrate both the national and provincial programme in specific local area. The municipality is participating in the district – planning forum, district – municipal managers’ forum, district – mayors forum and as well as in the Premier’s Intergovernmental Forum. The participation is aimed at ensuring proper alignment and coordination of local, district and provincial plans. The Act establishes structures and processes that enhance inter – governmental planning and monitoring processes for local, provincial and national spheres of governance.

A.8. PERFORMANCE MANAGEMENT SYSTEM

A municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance, planning, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role – players.

It is critical that political leadership, managers and staff be involved to ensure that the municipality embraces the IDP and its implementation – which is performance management in practice. Implementing the processes and systems needed to operationalise the IDP will determine the ultimate success of the municipality. The following needs to be taken into consideration when starting to implement the IDP:

Plan for performance by clarifying objectives and outputs to be achieved;

- Clarify performance expectations by setting standards and targets for each indicator to assess and evaluate performance in practice;
- Monitor, measure, assess and evaluate performance, and
- Link strategic priorities, goals and objectives agreed in the IDP by:
- Enabling staff to understand how their job contributes to the aforementioned;
- Ensuring resources are directed and used in efficient, effective and economic ways by each person in the municipality;
- Including communities and other stakeholders; decision – making, monitoring and evaluation;
- Learning from experience and use it to continuously improve what's achieved, and maintaining transparency and accountability and promoting good governance articulated in the Batho Pele principles.

5. STATES OF THE NATION ADDRESS 2018

It is a great honour and privilege to deliver this State of the Nation Address.

This Address should have been delivered last week, but was delayed so that we could properly manage issues of political transition. I wish to thank Honourable Members and the people of South Africa for their patience and forbearance. I also wish to extend a word of gratitude to former President Jacob Zuma for the manner in which he approached this difficult and sensitive process. I wish to thank him for his service to the nation during his two terms as President of the Republic, during which the country made significant progress in several areas of development. In just over 150 days from now, the peoples of the world will unite in celebrating the 100th anniversary of the birth of Nelson Rolihlahla Mandela.

It is a day on which we, as South Africans, will remember the life of one of the most remarkable leaders this country and this continent – and indeed, the world – has known. We will recount Madiba's long walk to freedom, his wisdom, his unfailing humility, his abiding compassion and his essential integrity. We have dedicated this year to his memory and we will devote our every action, every effort, every utterance to the realisation of his vision of a democratic, just and equitable society. Guided by his example, we will use this year to reinforce our commitment to ethical behaviour and ethical leadership. In celebrating the centenary of Nelson Mandela we are not merely honouring the past, we are building the future.

We are continuing the long walk he began, to build a society in which all may be free, in which all may be equal before the law and in which all may share in the wealth of our land and have a better life. We are building a country where a person's prospects are determined by their own initiative and hard work, and not by the colour of their skin, place of birth, gender, language or income of their parents. This year, we also celebrate the centenary of another giant of our struggle, Albertina Nontsikelelo Sisulu.

Through her remarkable life and outstanding contribution, she defined what it means to be a freedom fighter, a leader and a diligent and disciplined servant of the people. Through her leadership, she embodied the fundamental link between national liberation and gender emancipation. As we mark her centenary, we reaffirm that no liberation can be complete and no nation can be free until its women are free. We honour this son and this daughter of the African soil in a year of change, in a year of renewal, in a year of hope. We honour them not only in word, but, more importantly, in direct action towards the achievement of their shared vision of a better society. We should honour Madiba by putting behind us the era of discord, disunity and disillusionment. We should put behind us the era of diminishing trust in public institutions and weakened confidence in leaders. We should put all the negativity that has dogged our country behind us because a new dawn is upon us. It is a new dawn that is inspired by our collective memory of Nelson Mandela and the changes that are unfolding.

As we rid our minds of all negativity, we should reaffirm our belief that South Africa belongs to all who live in it. For though we are a diverse people, we are one nation. There are 57 million of us, each with different histories, languages, cultures, experiences, views and interests. Yet we are bound together by a common destiny. For this, we owe much to our forbearers – people like Pixley ka Seme, Charlotte Maxeke and Chief Albert Luthuli – who understood the necessity of the unity and harmony of all the people of this great land.

We are a nation at one. We are one people, committed to work together to find jobs for our youth; to build factories and roads, houses and clinics; to prepare our children for a world of change and progress; to build cities and towns where families may be safe, productive and content. We are determined to build a society defined by decency and integrity, that does not tolerate the plunder of public resources, nor the theft by corporate criminals of the hard-earned savings of ordinary people. While there are many issues on which we may differ, on these fundamental matters, we are at one. We know that there is still a lot that divides us. We remain a highly unequal society, in which poverty and prosperity are still defined by race and gender. We have been given the responsibility to build a new nation, to confront the injustices of the past and the inequalities of the present. We are called upon to do so under difficult conditions.

The state we are in as a nation is that while poverty declined significantly following the democratic breakthrough of 1994, we have seen reverses in recent years. Poverty levels rose in 2015, unemployment has gone up and inequality has persisted. For several years our economy has not grown at the pace needed to create enough jobs or lift our people out of poverty. Public finances have been constrained, limiting the ability of government to expand its investment in economic and social development. Despite these challenging conditions, we have managed – working together – to achieve progress in improving the lives of our people. Even under conditions of weak growth, our economy has created jobs, but not at the pace required to absorb new entrants into the labour market.

This means that as we pursue higher levels of economic growth and investment, we need to take additional measures to reduce poverty and meet the needs of the unemployed. Since the start of the current Parliament, our public employment programmes have created more than 3.2 million work opportunities. In the

context of widespread unemployment, they continue to provide much needed income, work experience and training. We have taken measures to reduce the cost of living, especially for the poor. Government's free basic services programme currently supports more than 3.5 million indigent households. More than 17 million social grants are paid each month, benefiting nearly a third of the population. We know, however, that if we are to break the cycle of poverty, we need to educate the children of the poor.

We have insisted that this should start in early childhood. Today we have nearly a million children in early childhood development facilities. We are seeing improvements in the outcomes of our basic education system. The matric pass rate increased from 60.6 percent in 2009 to 75.1 percent last year. There are currently almost a million students enrolled in higher education, up from just over 500,000 in 1994.

As we enter a new era, we are determined to build on these achievements, confront the challenges we face and accelerate progress in building a more prosperous and equitable society. We have seen a moderate recovery in our economy and a broader, sustained recovery in the global economy. Commodity prices have improved, the stock market has risen, the rand has strengthened and there are early indications that investor confidence is on the rise. We have taken decisive measures to address concerns about political instability and are committed to ensure policy certainty and consistency. There is a greater sense of optimism among our people. Our people are hopeful about the future. Business confidence among South African Companies has improved and foreign investors are looking anew at opportunities in our country.

Some financial institutions have identified South Africa as one of the hot emerging markets for 2018. Our task, as South Africans, is to seize this moment of hope and renewal, and to work together to ensure that it makes a meaningful difference in the lives of our people. This year, we will be initiating measures to set the country on a new path of growth, employment and transformation.

We will do this by getting social partners in our country to collaborate in building a social compact on which we will create drivers of economic recovery. We have to build further on the collaboration with business and labour to restore confidence and prevent an investment downgrade. Tough decisions have to be made to close our fiscal gap, stabilise our debt and restore our state-owned enterprises to health. At the centre of our national agenda in 2018 is the creation of jobs, especially for the youth. We are going to embark on a number of measures to address the unemployment challenge. One of the initiatives will be to convene a Jobs Summit within the next few months to align the efforts of every sector and every stakeholder behind the imperative of job creation. The summit will look at what we need to do to ensure our economy grows and becomes more productive, that companies invest on a far greater scale, that workers are better equipped, and that our economic infrastructure is expanded.

We will expect this summit to come up with practical solutions and initiatives that will be implemented immediately. We will make a major push this year to encourage significant new investment in our economy. To this end, we will organise an Investment Conference in the next three months, targeting both domestic and international investors, to market the compelling investment opportunities to be found in our country. We are going to address the decline over many years of our manufacturing capacity, which has deeply affected employment and exports.

We will seek to re-industrialise on a scale and at a pace that draws millions of job seekers into the economy. We are going to promote greater investment in key manufacturing sectors through the strategic use of incentives and other measures. To further stimulate manufacturing, we will forge ahead with the localisation programme, through which products like textile, clothing, furniture, rail rolling stock and water meters are designated for local procurement. We have already spent more than R57 billion on locally-produced goods that may have been imported from other countries.

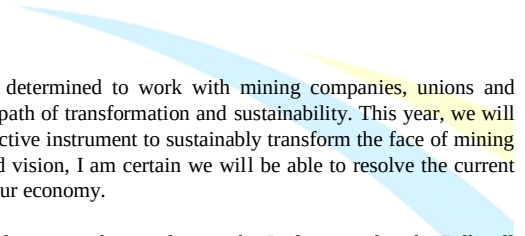
Special economic zones remain important instruments we will use to attract strategic foreign and domestic direct investment and build targeted industrial capabilities and establish new industrial hubs. The process of industrialisation must be underpinned by transformation. Through measures like preferential procurement and the black industrialists programme, we are developing a new generation of black and women producers that are able to build enterprises of significant scale and capability. We will improve our capacity to support black professionals, deal decisively with companies that resist transformation, use competition policy to open markets up to new black entrants, and invest in the development of businesses in townships and rural areas. Radical economic transformation requires that we fundamentally improve the position of black women and communities in the economy, ensuring that they are owners, managers, producers and financiers.

Our most grave and most pressing challenge is youth unemployment. It is therefore a matter of great urgency that we draw young people in far greater numbers into productive economic activity.

Young South Africans will be moved to the centre of our economic agenda. They are already forming a greater proportion of the labour force on our infrastructure projects and are the primary beneficiaries of programmes such as the installation of solar water heaters and the war on leaks. We continue to draw young people in far greater numbers into productive economic activity through programmes such as the Employment Tax Incentive. Working in partnership with business, organised labour and community representatives, we are creating opportunities for young people to be exposed to the world of work through internships, apprenticeships, mentorship and entrepreneurship. Next month, we will launch the Youth Employment Service initiative, which will place unemployed youth in paid internships in companies across the economy.

Together with our partners in business, we have agreed to create a million such internships in the next three years. If we are to respond effectively to the needs of youth, it is essential that young people articulate their views and are able to engage with government at the highest level. I will therefore be establishing a Youth Working Group that is representative of all young South Africans to ensure that our policies and programmes advance their interests. Infrastructure investment is key to our efforts to grow the economy, create jobs, empower small businesses and provide services to our people.

We have invested heavily in new roads, power stations, schools and other infrastructure. As some of our projects are taking time to get off the ground and to enhance our efforts, I will assemble a team to speed up implementation of new projects, particularly water projects, health facilities and road maintenance. We have learnt some valuable lessons from our experience in building all the new infrastructure, which will inform our way ahead. We will focus on improvements in our budget and monitoring systems, improve the integration of projects and build a broad compact on infrastructure with business and organised labour. Mining is another area that has massive unrealised potential for growth and job creation is mining.



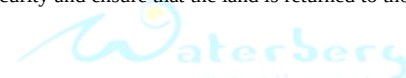
We need to see mining as a sunrise industry. With the revival in commodity prices, we are determined to work with mining companies, unions and communities to grow the sector, attract new investment, create jobs and set the industry on a new path of transformation and sustainability. This year, we will intensify engagements with all stakeholders on the Mining Charter to ensure that it is truly an effective instrument to sustainably transform the face of mining in South Africa. By working together, in a genuine partnership, underscored by trust and a shared vision, I am certain we will be able to resolve the current impasse and agree on a Charter that both accelerates transformation and grows this vital sector of our economy.

Processing of the MPRDA Amendment Bill through both houses of parliament is at an advanced stage, with an indication by Parliament that the Bill will reasonably be finalised during the first quarter of 2018. The Bill, once enacted into law, will entrench existing regulatory certainty, provide for security of tenure and advance the socio-economic interests of all South Africans. We are extremely concerned about the rise in mining fatalities last year. We call on mining companies to work together with all stakeholders to ensure that mine accidents are dramatically reduced. One mining fatality is one too many. Ultimately, the growth of our economy will be sustained by small businesses, as is the case in many countries. It is our shared responsibility to grow this vital sector of the economy.

We will work with our social partners to build a small business support ecosystem that assists, nourishes and promotes entrepreneurs. Government will honour its undertaking to set aside at least 30 percent of public procurement to SMMEs, cooperatives and township and rural enterprises. We will continue to invest in small business incubation. We encourage business to do the same. The establishment through the CEOs Initiative of a small business fund – which currently stands at R1.5 billion – is an outstanding example of the role that the private sector can play. Government is finalising a small business and innovation fund targeted at start-ups. We will reduce the regulatory barriers for small businesses. We are also working to expand economic opportunities for people with disabilities.

Among other things, the Small Enterprise Finance Agency – SEFA – has launched a scheme to develop and fund entrepreneurs with disabilities called the Amavulandlela Funding Scheme. Agriculture presents one of the greatest opportunities to significantly grow our economy and create jobs. Agriculture made the largest contribution, by a significant margin, to the improved growth of our economy in the second and third quarters of 2017.

This year, we will take decisive action to realise the enormous economic potential of agriculture. We will accelerate our land redistribution programme not only to redress a grave historical injustice, but also to bring more producers into the agricultural sector and to make more land available for cultivation. We will pursue a comprehensive approach that makes effective use of all the mechanisms at our disposal. Guided by the resolutions of the 54th National Conference of the governing party, this approach will include the expropriation of land without compensation. We are determined that expropriation without compensation should be implemented in a way that increases agricultural production, improves food security and ensure that the land is returned to those from whom it was taken under colonialism and apartheid.



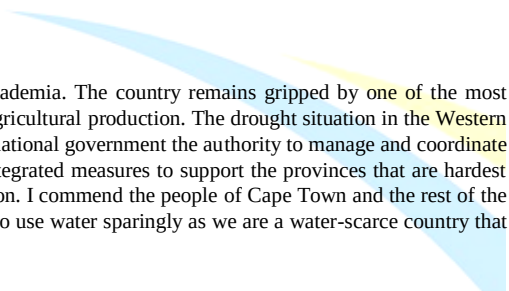
Government will undertake a process of consultation to determine the modalities of the implementation of this resolution. We make a special call to financial institutions to be our partners in mobilising resources to accelerate the land redistribution programme as increased investment will be needed in this sector. Tourism is another area which provides our country with incredible opportunities to, quite literally, shine.

Tourism currently sustains 700,000 direct jobs and is performing better than most other growth sectors. There is no reason why it can't double in size. We have the most beautiful country the world and the most hospitable people. This year, we will enhance support for destination marketing in key tourism markets and take further measures to reduce regulatory barriers and develop emerging tourism businesses. We call on all South Africans to open their homes and their hearts to the world.

Our prosperity as a nation depends on our ability to take full advantage rapid technological change. This means that we urgently need to develop our capabilities in the areas of science, technology and innovation. We will soon establish a Digital Industrial Revolution Commission, which will include the private sector and civil society, to ensure that our country is in a position to seize the opportunities and manage the challenges of rapid advances in information and communication technology. The drive towards the digital industrial revolution will be underpinned by the availability of efficient networks. We will finalise our engagements with the telecommunications industry and other stakeholders to ensure that the allocation of spectrum reduces barriers to entry, promotes competition and reduces the cost to consumers. South Africa has acceded to the Tripartite Free Trade Area agreement, which brings together SADC, COMESA and the East African Community.

The free trade area will combine markets of 26 countries with a population of nearly 625 million. It will open market access opportunities for South African export products, contribute to job creation and the growth of South Africa's industrial sector. Negotiations towards the Continental Free Trade Agreement are progressing at a brisk pace, and it is expected that the framework agreement could be concluded soon. South Africa will this year take over the chair of the BRICS group of countries, and will give priority to the promotion of value-added trade and intra-BRICS investment into productive sectors. On the 1st of May this year, we will introduce the first national minimum wage in South Africa. This historic achievement – a realisation of one of the demands of the Freedom Charter – is expected to increase the earnings of more than six million working South Africans and improve the living conditions of households across the country.

The introduction of a national minimum wage was made possible by the determination of all social partners to reduce wage inequality while maintaining economic growth and employment creation. It stands as another example of what is possible when South Africans engage in meaningful dialogue to resolve differences and confront challenges. To ensure greater coherence and consistency in the implementation of economic policy – and to ensure that we are better equipped to respond to changing economic circumstances – I will be appointing a Presidential Economic Advisory Council.



It will draw on the expertise and capabilities that reside in labour, business, civil society and academia. The country remains gripped by one of the most devastating droughts in a century, which has severely impacted our economy, social services and agricultural production. The drought situation in the Western Cape, Eastern Cape and Northern Cape has been elevated to a national state of disaster. This gives national government the authority to manage and coordinate our response nationally with support from all provinces. This will ensure that we also heighten integrated measures to support the provinces that are hardest hit. We are looking at activating the necessary extraordinary measures permitted under the legislation. I commend the people of Cape Town and the rest of the Western Cape for diligently observing water saving measures. We call on everyone in the country to use water sparingly as we are a water-scarce country that relies on this vital resource to realise our development aspirations.

On 16 December last year, former President Jacob Zuma announced that government would be phasing in fully subsidised free higher education and training for poor and working class South Africans over a five-year period. Starting this year, free higher education and training will be available to first year students from households with a gross combined annual income of up to R350,000. The Minister of Higher Education and Training will lead the implementation of this policy, while the Minister of Finance will clarify all aspects of the financing of the scheme during his Budget Speech next week. In addition to promoting social justice, an investment of this scale in higher education is expected to contribute to greater economic growth, reduce poverty, reduce inequality, enhance earnings and increase the competitiveness of our economy.

Government will continue to invest in expanding access to quality basic education and improving the outcomes of our public schools. The Funza Lushaka Bursary programme plans to award 39,500 bursaries for Initial Teacher Education over the next three years. In an historic first, from the beginning of this year, all public schools have begun offering an African language. Also significant is the implementation of the first National Senior Certificate examination on South African Sign Language, which will be offered to deaf learners at the end of 2018. The Accelerated Schools Infrastructure Delivery Initiative programme continues to deliver modern facilities to schools in rural and underprivileged urban areas across the country, with at least 187 schools being complete to date.

The programme will complete all outstanding projects by the end of the next financial year. Social grants remain a vital lifeline for millions of our people living in poverty. We will urgently take decisive steps to comply with the all directions of the Constitutional Court.

I want to personally allay fears of any disruption to the efficient delivery of this critical service, and will take action to ensure no person in government is undermining implementation deadlines set by the court. We will finalise work on a permanent public sector-led hybrid model, which will allow a set of public and private sector service providers to offer beneficiaries maximum choice, access and convenience. This year, we will take the next critical steps to eliminate HIV from our midst. By scaling up our testing and treating campaign, we will initiate an additional two million people on antiretroviral treatment by December 2020.

We will also need to confront lifestyles diseases such as high blood pressure, diabetes, cancers and cardiovascular diseases. In the next three months we will launch a huge cancer campaign similar to the HIV counselling and testing campaign. This will also involve the private sector as we need to mobilise all resources to fight this disease. The time has now arrived to finally implement universal health coverage through the National Health Insurance.

The NHI Bill is now ready to be processed through government and will be submitted to Parliament in the next few weeks. Certain NHI projects targeting the most vulnerable people in society will commence in April this year. In improving the quality of life of all South Africans, we must intensify our efforts to tackle crime and build safer communities. During the course of this year, the Community Policing Strategy will be implemented, with the aim of gaining the trust of the community and to secure their full involvement in the fight against crime.

The introduction of a Youth Crime Prevention Strategy will empower and support young people to be self-sufficient and become involved in crime fighting initiatives. A key focus this year will be the distribution of resources to police station level. This will include personnel and other resources, to restore capacity and experience at the level at which crime is most effectively combated. In recognising the critical role that NGOs and community-based organisation play in tackling poverty, inequality and related social problems, we will convene a Social Sector Summit during the course of this year.

Among other things, this Summit should seek to improve the interface between the state and civil society and address the challenges that NGOs and CBOs face. Growth, development and transformation depend on a strong and capable state. It is critical that the structure and size of the state is optimally suited to meet the needs of the people and ensure the most efficient allocation of public resources. We will therefore initiate a process to review the configuration, number and size of national government departments.

Many of our state owned enterprises are experiencing severe financial, operation and governance challenges, which has impacted on the performance of the economy and placed pressure on the fiscus. We will intervene decisively to stabilise and revitalise state owned enterprises.

The recent action we have taken at Eskom to strengthen governance, root out corruption and restore its financial position is just the beginning. Government will take further measures to ensure that all state owned companies fulfil their economic and developmental mandates. We will need to confront the reality that the challenges at some of our SOEs are structural – that they do not have a sufficient revenue stream to fund their operational costs. These SOEs cannot borrow their way out of their financial difficulties, and we will therefore undertake a process of consultation with all stakeholders to review the funding model of SOEs and other measures. We will change the way that boards are appointed so that only people with expertise, experience and integrity serve in these vital positions. We will remove board members from any role in procurement and work with the Auditor-General to strengthen external audit processes.

As we address challenges in specific companies, work will continue on the broad architecture of the state owned enterprises sector to achieve better coordination, oversight and sustainability. This is the year in which we will turn the tide of corruption in our public institutions. The criminal justice institutions have been taking initiatives that will enable us to deal effectively with corruption. The commission of inquiry into state capture headed by the Deputy Chief Justice, Judge Raymond Zondo, is expected to commence its work shortly.

The Commission is critical to ensuring that the extent and nature of state capture is established, that confidence in public institutions is restored and that those responsible for any wrongdoing are identified. The Commission should not displace the regular work of the country's law enforcement agencies in investigating and prosecuting any and all acts of corruption.

Amasela aba imali ka Rhlumente mawabanjwe. We must fight corruption, fraud and collusion in the private sector with the same purpose and intensity. We must remember that every time someone receives a bribe there is someone who is prepared to pay it. We will make sure that we deal with both in an effective manner. We urge professional bodies and regulatory authorities to take action against members who are found to have acted improperly and unethically. This requires that we strengthen law enforcement institutions and that we shield them from external interference or manipulation. We will urgently attend to the leadership issues at the National Prosecuting Authority to ensure that this critical institution is stabilised and able to perform its mandate unhindered.

We will also take steps to stabilise and strengthen vital institutions like the South African Revenue Service. We must understand that tax morality is dependent on an implicit contract between taxpayers and government that state spending provides value for money and is free from corruption. At the request of the Minister of Finance, I will shortly appoint a Commission of Inquiry into Tax Administration and Governance of SARS, to ensure that we restore the credibility of the Service and strengthen its capacity to meet its revenue targets. Our state employs one million public servants. The majority of them serve our people with diligence and commitment. We applaud them for the excellent work they do. However, we know the challenges that our people face when they interact with the state.

In too many cases, they often get poor service or no service at all. We want our public servants to adhere to the principle of Batho Pele, of putting our people first. We are determined that everyone in public service should undertake their responsibilities with efficiency, diligence and integrity. We want to instil a new discipline, to do things correctly, to do them completely and to do them timeously. We call on all public servants to become agents for change. During the course of the next few months, I will visit every national department to engage with the senior leadership to ensure that the work of government is effectively aligned. I will also find time to meet with provincial and local government leaders to ensure that the state, in its entirety, responds to the pressing needs of our people.

Our country has entered a period of change. While change can produce uncertainty, even anxiety, it also offers great opportunities for renewal and revitalisation, and for progress. Together we are going to make history. We have done it before and we will do it again – bonded by our common love for our country, resolute in our determination to overcome the challenges that lie ahead and convinced that by working together we will build the fair and just and decent society to which Nelson Mandela dedicated his life.

As I conclude, allow me to recall the words of the late great Bra Hugh Masekela. In his song, 'Thuma Mina', he anticipated a day of renewal, of new beginnings.

He sang:



“I wanna be there when the people start to turn it around

When they triumph over poverty

I wanna be there when the people win the battle against AIDS

I wanna lend a hand

I wanna be there for the alcoholic

I wanna be there for the drug addict

I wanna be there for the victims of violence and abuse

I wanna lend a hand

Send me.”

We are at a moment in the history of our nation when the people, through their determination, have started to turn the country around. We can envisage the triumph over poverty, we can see the end of the battle against AIDS. Now is the time to lend a hand.

Now is the time for each of us to say ‘send me’. Now is the time for all of us to work together, in honour of Nelson Mandela, to build a new, better South Africa for all.

I thank you



6. STATES OF THE PROVINCE ADDRESS 2018

I am honored and most privileged to report on what we are doing as government, the challenges we are encountering and the plans we have put in place to improve the conditions of living of our people. We are doing this during the year that marks the 100th anniversary of the birth of one of the greatest leaders this country, the continent and the world have ever known, President Nelson Rolihlahla Mandela.

In his own words, President Nelson Mandela directed us that for as long as poverty, injustice and gross inequality persist in our world, none of us should rest. We must indeed never rest until our people are free from poverty, inequality, and are enjoying equal access to opportunities. In his honour and memory we must continue our relentless fight against corruption because Nelson Mandela hated corruption. We must continue promoting unity, peace and social cohesion because Nelson Mandela was himself an embodiment of unity, peace and cohesion.

The year 2018 also marks the centenary of the birth of Mama Albertina Sisulu. Mama Sisulu was a prominent leader of the ANC, the ANC Women's League, Federation of South African Women and the United Democratic Front. She was an epitome of selfless service to the people. In defence of her legacy, we must use this year to redouble our efforts to advance the total socio-economic emancipation of the women of our country. Last Saturday, we laid to rest the mortal remains of one of the finest literary giants this province and the country have ever seen. Mme Aletta Matshidiso Motimele left us after a short illness. A teacher by profession, Mme Matshidiso Motimele wrote 23 books and countless radio dramas for the SABC in her lifetime.

In 2016 during the Annual Mapungubwe Arts Festival, our government bestowed on her a Lifetime Achievement Award. The following year in 2017, she was bestowed with a similar award by the South African Literary Awards for her contribution to the Sepedi literature and culture. The dark cloud has indeed befallen us. On Sunday we woke up to the sad news of the passing on of Comrade Teenage Monama. As a soldier of uMkhonto we Sizwe, Monama played a major role in the fight for freedom and democracy in our country. He passes on at a time when people of his calibre are needed to help reconstruct and develop our country.

We extend heartfelt condolences to the Monama family, MKMVA, SACP and the entire mass democratic movement for the loss of this outstanding revolutionary. May we please rise and observe a moment of silence in honour and memory of these giants. May their souls rest in peace! Today, I am particularly pleased to welcome two of my special guests to this auspicious occasion of the opening of our Provincial Legislature.

I am welcoming great Limpopians who continue to fly the flag of our beautiful province high. My first guest is a recipient of the Limpopo Premier's Bursary award. She is a young girl who, despite living with disabilities and coming from a very poor family background, has never wavered in her determination to better her life. Please join me in welcoming Ms Virginia Kedibone Mokoena who is seated in the public gallery. My second guest is a young doctor – not just a

doctor but he is the only certified nephrologist in Polokwane Provincial Hospital with one of the biggest renal care units in the country. Please join me in welcoming Dr Phetho Mangena who is also a Lecturer at the University of Limpopo's Medical School.

Our fight against the persisting and deep-seated triple challenge of poverty, unemployment and inequality starts with the improvement of the quality and the outcomes of our education system. Perhaps before we could go any further, we should commend the National Government for the recent announcement of free higher education for poor households. This announcement demonstrates, yet again, the commitment of the ANC-led government to live-up to the dictate of the Freedom Charter that the doors of learning and culture must be opened to all.

Our children should indeed be able to access education, including higher education, regardless of their family backgrounds. The days of education being an exclusive commodity and preserve for the privileged few. It is our firm belief that early childhood education plays an important role in the overall and holistic development of a child. Last year, we reported that the number of children who were enrolled in Grade R in public schools was 123 356. Today the number of children enjoying access to Grade R in public schools has increased to 127 000.

We have also increased the number of our public Grade R classes from the current 2 325 to 2 441 schools. We are also intensifying advocacy to ensure that all 5 year olds are enrolled for Grade R in public Primary Schools. In the same vein, we are training 26 041 ECD practitioners at NQF level 4. In addition, 200 more Practitioners will be enrolled for NQF level 6 in a three year programme at the University of the North-West. Our commitment to broaden our teacher development programmes is on course. In the 2017/18 Financial Year we managed to train over 190 educators through the Continuous Professional Teacher Development Programme. We have also trained 53 Curriculum Advisors in Maths, Science and Technology through the Continuous Professional Development Centre. An additional 1 141 educators were trained in Numeracy and Mathematics teaching strategies and content delivery.

In the 2018/19 Financial Year, we are going to provide special training to 540 Educators in Mathematics, Science and Commercial Subjects. This will be supplemented by the training of 85 Curriculum Advisors in Mathematics, Science and Commercial Subjects. We will also train 2 175 Educators in content and methodology in Mathematics, Numeracy and languages. Our commitment to provide scholar transport for those learners whose nearest schools are 5 kilometres or more, away from their homes is unwavering. In 2017 alone we provided scholar transport to 255 schools across the province. This year we are increasing the number of schools which will benefit from scholar transport to 380.

The School Nutrition Programme also plays an important role in ensuring the improvement of learner attendance and contributing towards effective learning. This year, almost 3 800 schools will benefit from the provisioning of meals as per the National Schools Nutrition Programme. In this regard, we will contract over 10 500 food handlers that will be supplemented by an additional 145 school-based monitors. School infrastructure also plays a significant supportive role to the quality of our education.

To that effect, we will build on the work we have done both last year and in the previous years. Our work will include the building of new classrooms, new schools and the refurbishment and maintenance of existing infrastructure. The MEC for Education will give the details in his Budget Vote next month. We will also be expanding the connection of potable water and decent sanitation facilities to more schools.

This year, we will:

- Connect 134 schools with drinking water and decent sanitation facilities
- We will build 400 new classrooms, 100 specialist rooms, 9 new schools and 50 Grade R classrooms; and also,
- Renovate 100 schools.

The No-fee-School policy remains one of the most progressive policy interventions by the ANC-led government. This year in Limpopo alone, 41 459 more learners will benefit from this No-Fee-School policy. This will take the overall number of benefitting children to almost 1.7 million learners. There is no doubt that we are well on track in realising the ideals of our forebears by opening the doors of learning and culture in our country.

This focused investment in the education of our children, and the specific attention we are giving to this important sector is beginning to bear fruits. In the past two years, we came to this august House with heavy hearts to report about the sharp decline in our Grade 12 pass rate. We also made commitments that we would turn the situation around with the view to improve our Grade 12 results. Our collective efforts have indeed have brought an improvement in our matric results. Early this year we announced an increase in Grade 12 results from 62.6% in 2016 to 65.6% in 2017 – an increase of 3.2%.

I am, therefore, confident that if we can all put our hands on deck, we can build on this improvement towards our main target of an 80% pass rate. We must all, therefore, as educators, learners and parents alike be involved. It is said that a reading nation is a winning nation. It is for this reason that we have channelled invested our efforts and resources towards providing our communities with access to library services. During the year under review, we have provided the communities of Eldorado, Rooiberg and Ramokgopa with brand new libraries.

We are currently in a process of finalising the construction of libraries for Phokwane, Maphalle, Zamani and Mahlabathini villages. The good news is that over 90% of our libraries are well equipped with ICT infrastructure to enhance the reading and learning experience. In the next financial year we plan to commence with the construction of new libraries at Mavalani, Seleteng, Runnymede and Dumela villages. We will also equip 7 more libraries with ICT connection. Today, a significant number of our people enjoy access to opportunities and basic services such as potable drinking water, decent sanitation, houses and electricity. This is due to the work that is taking place in our various municipalities.

It is against this background that we are paying much attention to strengthening the capacity of our municipalities. Our work in this regard includes addressing the challenges of financial management, infrastructure delivery, institutional capacity, public participation and good governance in all our municipalities.

Our efforts have indeed begun to bear fruits in that through Municipal Infrastructure Grant alone, we have managed to:

- Provide additional 75 491 households with portable drinking water;
- We have connected 2 167 more households to decent sanitation facilities;
- We have provided an additional 135 559 households with access to refuse removal; and most importantly
- We have electrified an additional 15 620 households;

Our government is continuing with the programme to provide decent housing for the needy and the poor. However, our concern is the slow pace at which we are moving. In this financial year, we only managed to build just over 700 new housing units. We have managed to rectify over 300 houses which had structural defects.

Nevertheless, we are happy to announce that, during the same year, we delivered over 1 700 sites to those who can afford and are willing to build their own houses. We commit to increase this number to 2 841 by the end of this financial year. We can no longer afford to return allocated budget whilst our people continue to be homeless.

In this regard, I have directed the MEC of CoGHSTA to develop and implement a turn-around plan to ensure that our capacity to deliver even more houses is enhanced. The MEC will elaborate more on this plan in his budget vote next month.

We need to strengthen the spending of our Municipal Infrastructure Grant. It is worth noting that there has been a quantitative increase in the number of municipalities that have, as expected, spent over the 50% threshold by December 2017.

Our view is that there is a strong relationship between adequate MIG spending and proper planning. By this time last year, only 9 municipalities had spent over the 50% threshold. Today, the number of municipalities that managed to spend more than 50% has increased from 9 to 13. By December 2017 our top performing municipalities when it comes to MIG spending were as follows:

Ephraim Mogale, Bela-Bela, Blouberg, Fetakgomo, Makhado, Greater Letaba, Elias Motsoaledi, Greater Tzaneen Makhuduthamakga, Maruleng, Thulamela, Greater Giyani and Lephalale.

I commend these municipalities for the job well done. Last year, I convened several Special Inter-Governmental Forums with the leadership of our municipalities to find ways to improve on the audit outcomes. Part of the issues we have raised with the leadership of our municipalities relate to the same matters that have been raised by the Auditor General.

These issues include:

- The need for the municipal leadership to create a culture of honesty, ethical business practices and good governance.
- The need for proper record-keeping to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reports; and
- The need to instill basic controls to ensure the processing of transactions in an accurate, complete and timely manner.

The current water challenges experienced in other parts of the country, particularly the dire water situation in the City of Cape Town should open our eyes. The culture of reckless consumption and wastage of water must come to an end. The fact of the matter is that ours is a water scarce country. If, as Limpopo, we do not review our water consumption patterns, we will wake up tomorrow to find ourselves without water. Currently, a number of our dams in the province are below the 60% mark. These include Luphephe, Nzhelele, Middle-Letaba, Nsami, Tzaneen, Modjadji, Glen Alpine and Flag Boshielo dam. Whilst we urge individual users such as our domestic users, to conserve water, the agricultural and the mining sectors should also begin to take practical steps to save water. In this regard, municipalities should take a lead in providing direction and guidelines.

In October we will convene a Provincial Water and Sanitation Summit. This Summit will review progress made on the implementation of the Resolutions of the last Summit. Allow me to take this opportunity to congratulate our newly elected members of the Limpopo House of Traditional Leaders, under the leadership of Kgoshi Malesela Dikgale and Hosi Pheni Cyprian Ngove as the Provincial Chairperson.

We look forward to yet another fruitful working relationship with the House of Traditional Leaders. A number of developmental projects in our province enjoys support of our traditional leaders. It is because of this cordial relationship that Limpopo continues to deliver incident-free initiation school seasons, year-in and year-out.

We are also excited that, with the support of our traditional leaders, the Limpopo Spatial Planning and Land Use Management Bill (SPLUMA) is nearing its adoption stage. This Bill has been submitted to the legislature and we still call for your final inputs. I am also happy to report to our traditional leaders and the people of Limpopo in general that the Kgatla Commission which was tasked to deal with traditional leadership disputes has since completed its job. I would like, therefore, to thank Prof Kgatla and her team for the job well done.

We will be working with the Provincial House of Traditional Leaders and all affected leaders to deal with any other outstanding matter, including the findings and recommendations of the Commission. The provincial economy is predominantly driven by the mining and commodity services sectors that contribute 27.6% and 23.8%, respectively. They are followed by Trade and Finance that contribute 15.3% and 14.6%, respectively. On the other hand, the Agriculture, Manufacturing and Construction sectors have the lowest contribution towards provincial GDP at 2.4%, 3.3% and 3.3%, respectively.

Even in the face of tough international and national economic climate, our provincial economy remains resilient. According to Statistics South Africa's Labour Force Survey, the number of employed persons increased in six of the nine provinces between Quarter 2: 2017 and Quarter 3: 2017. Limpopo recorded the largest employment gains with 62 000 new jobs created. During this same period, Limpopo reduced unemployment by 1.7%.

Sadly, this upward growth momentum could not be maintained in Quarter 4 of 2017. Five of the nine provinces, including Limpopo, recorded significant job losses in the last Quarter of 2017. According to StatsSA, Limpopo was the second biggest loser, with 35 000 jobs lost. This is largely attributed to the decline in the mining and trade sectors. Despite the unfavorable growth outlook, Limpopo and the Western Cape are the provinces with the lowest unemployment rate in the country. According to StatsSA, Limpopo's unemployment rate is at 19.6% whilst the Western Cape is at 19.5%. We commit ourselves to work harder to recapture the lost jobs and create even more other jobs for our people. We will do this by ensuring that agriculture, manufacturing, tourism and the construction sector contribute optimally to the provincial GDP.

The Provincial Government is a strategic role player in the economy of the Province. Government procurement should therefore assist in addressing the inherited triple challenges of unemployment, poverty and inequality. It is in this context that we are finalising the Limpopo Procurement Strategy. The main thrust of the Strategy is to stimulate Local Economic Development.

The Strategy will focus on the need to empower young people, women and people living with disabilities. Last year I announced that the national Cabinet had positively considered our application and approved Musina-Makhado as a Special Economic Zone (SEZ). Since then a lot of work has gone into making the idea of an SEZ in Musina-Makhado a living entity which will boost the economy and create jobs. We are in the process of finalising the appointment of the SEZ Board. This will be followed by the recruitment and appointment of technical staff to support and implement the SEZ projects. Currently, an amount of R147 million has been set aside to support the roll-out of basic infrastructure in the receiving SEZ municipalities of Musina and Makhado. We are basically at

the tail-end of our planning phase of this mega initiative. The receiving municipalities are called upon to enhance their capacity around water infrastructure, energy and town planning.

In the light of this development, the two municipalities should start investing in the development of appropriate skills; particularly amongst the local youth. Mining is an important sector of the Limpopo provincial economy, contributing 28% of the GDP. The sector has improved in its productivity in the second and third quarter of 2017. Although the sector is a major contributor to the provincial GDP, its impact in terms of job creation is relatively low. This sector is responsible for almost 15 000 of the overall number of jobs lost in the 4th quarter of 2017.

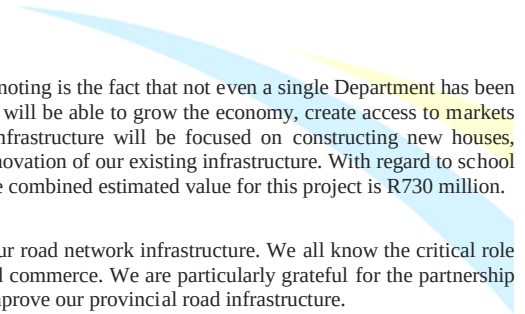
Another area of great concern to this government is the rise in illegal mining activities. Government has subsequently established a Mining Working Group to deal with these challenges. To date, we have been able to:

- Arrest approximately 60 suspects in Sekhukhune associated with these illegal mining activities; and
- Adopted a developmental package to ensure a comprehensive provision of basic services and skills development in the mining communities.

We also welcome the decision by President Ramaphosa to review the Mining Charter which was already litigated against by various stakeholders. We, therefore, believe that a win-win solution will be found soon. The resolution of this matter will help us to attract investment into the provincial economy. As the Province, we shall strengthen our partnership with the mining houses and organised labour in advancing a thriving economy.

Driven by the desire for strengthening relations with the People's Republic of China, the Limpopo Province has entered into Memorandums of Understanding with the Province of Henan. The focus of these MOUs is in the fields of mining, agriculture, tourism and human resource development. I have directed the Director General of the Province to develop an implementation plan that will assist in the realisation of the letter and spirit of these MOUs. I will also personally be visiting the Hubei Province in China later in the year to sign an MOU.

Next week I will also lead a provincial delegation to the Republic of Namibia to conclude an MoU with four Namibian Regions of Ohangwena, Oshana, Oshikoto and Omusati. This is in line with our commitment to strengthen regional integration within SADC. Our efforts to grow the economy and provide the much-needed jobs for our people cannot succeed without a targeted support to the Small, Medium and Micro Enterprises (SMMEs) and cooperatives. Part of our support to small business and cooperatives is to ensure that their invoices to all spheres of government are paid on time and without undue delay. This is also in line with the Minister of Finance's pronouncement in his budget appropriation Bill two days ago.



By December last year, the rate of compliance to pay invoices within 30 days was at 96%. Worth noting is the fact that not even a single Department has been found to be less than 90% of compliance. Through quality and adequate infrastructure rollout, we will be able to grow the economy, create access to markets and create the much needed jobs for our people. For the year ahead, our delivery of social infrastructure will be focused on constructing new houses, healthcare, education and bulk-water facilities. We will also continue with the maintenance and renovation of our existing infrastructure. With regard to school infrastructure, starting from March this year, we will be renovating 62 storm-damaged schools. The combined estimated value for this project is R730 million.

Last year we made a commitment to continue with the programme of improving and expanding our road network infrastructure. We all know the critical role that our road infrastructure plays in sectors of our economy such as tourism, agriculture, trade and commerce. We are particularly grateful for the partnership with South African National Road Agency Limited (SANRAL) which continues to significantly improve our provincial road infrastructure.

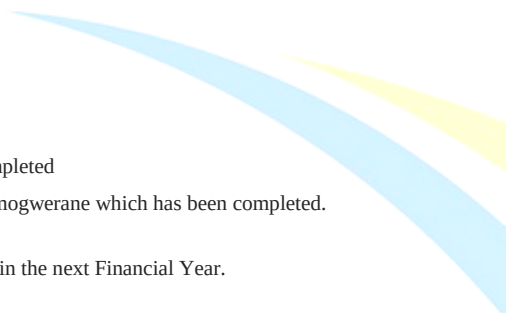
About six months ago, SANRAL completed and officially opened the much anticipated three Botlokwa bridges across the N1 freeway. The completed Botlokwa bridge project will go a long way in saving lives, alleviating traffic congestions on the N1 and revitalising the local economy around Botlokwa. The two other major road projects by SANRAL around Musina will also go a long way in supporting the development of our Musina-Makhado SEZ. These projects include the re-routing of the N1 at Musina near the northern border with Zimbabwe and a new single carriageway road on the western side of the Musina CBD.

In the same vein, SANRAL has also invested an amount of R640 million on the new Polokwane Ring Road as a measure to manage traffic congestion and improve safety around the City of Polokwane. Following the completion of the state-of-the-art bypass into ZCC Moria, we have commenced discussion with SANRAL for another bypass that will alleviate traffic congestion into the St. Egenas church. In the next few weeks I will be meeting with the CEO of SANRAL and the leadership of the church to finalise the matter.

Through the Road Agency Limpopo (RAL), we continue to construct new roads and rehabilitate existing ones. In this regard, I am happy to report that in this current Financial Year we have commenced with construction of a number of roads. These include:

- Construction of the road from Morebeng to Sekgosese;
- The road from Settlers to Witlaagte which is almost at 40%
- The road from Apel to Ga-Nkwana;
- The road Moletji Moshate to Magodi which is at above 96% of completion;
- The Ga-Phasha, Mampuru, Tukagomo to Makgabane road which is 90% complete;



- 
- The road from Babangu to Noblehoek to Maphalle is over 70% towards completion.
 - The road from Makuya to Masisi which is above 60%
 - The road from Matsakale, Altein to Shangani Kruger National Park which has been completed
 - The road from Mmotwaneng/Legolaneng, Mohlalaotoane, Moeding, and Seithing to Ramogwerane which has been completed.

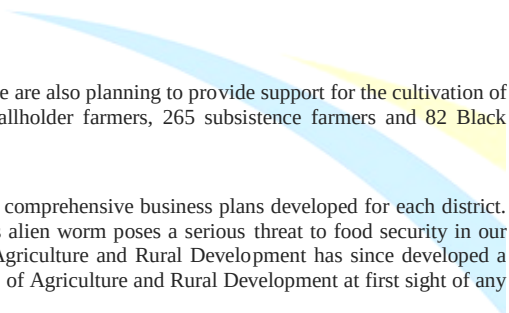
All the road projects from the 2017/18 Financial Year which were not completed will be completed in the next Financial Year.

In addition, we will commence construction of the following road projects:

- The R523 road to Alldays;
- The road from Lemondkop to Olifantshoek;
- The road from Nkowankowa to Deerpark;
- The road from Senwabarwana to Indermark;
- The road from Tompi Seleka to Mogaladi to Phokwane;
- The road from Riba Cross to Ga-Riba village; and
- The road from Marulaneng to Ga-Maila to Mphanama to Ga-Nchabeleng
- The road from Mmamatonya to Mehlaeng.

With regard to health infrastructure, we have set aside an amount of almost R250 million to improve our healthcare infrastructure across the province. These projects will include Alternative Backup Systems at 38 clinics, 4 new laundry facilities, a clinic, and EMS facilities. We will also spend R32 million on the construction of the Molemole Agricultural Offices. Construction on this project is expected to commence by May this year. As a measure to support early childhood learning, we will be maintaining 211 Early Childhood Development facilities across the Province at a value of R20 million.

As part of our programme to ensure food security through our Fetsa Tlala initiative, we continue to provide comprehensive agricultural support to smallholder farmers. In this Financial Year, we have supported about 2 750 households with production inputs in the form of seeds, seedlings and compost for subsistence farming. As part of our continued efforts to enhance household food security, we have cultivated over 460 000 hectares of land. For the year ahead, we target



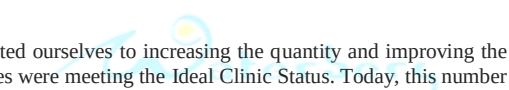
to support at least 6 000 households with production inputs to enable them to have food security. We are also planning to provide support for the cultivation of at least 20 000 hectares on communal and land reform projects. A total number of 2 843 smallholder farmers, 265 subsistence farmers and 82 Black commercial farmers are targeted to benefit from government support through a conditional grant.

This year we will also be establishing the Farmer Support Units in all the districts in line with the comprehensive business plans developed for each district. The resurgence of the Fall Army Worm has seen all our five districts being greatly affected. This alien worm poses a serious threat to food security in our Province. In an effort to mitigate the further negative effects of this worm, the Department of Agriculture and Rural Development has since developed a mitigation strategy. I, therefore, urge all farmers in the Province to be in touch with the Department of Agriculture and Rural Development at first sight of any strange worms on their farms.

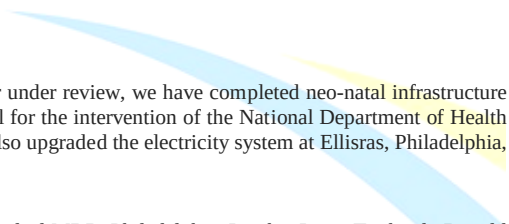
The tourism sector continues to play a significant role in the growth and development of our provincial economy. Limpopo remains a leading province in the country with regard to domestic tourism, increasing from 5.6 million in 2015 to 8.3 million in 2016. This represents a massive increase of 2.7 million. One of the tourism offerings that add great value to the industry is the Annual Marula Festival. Last year this Festival attracted over 20 000 people and injected well over R45 million into the provincial economy. It is within this context that we invite all of you to be part of this year's Marula Festival which will be taking place on the 3rd of March 2018 in Phalaborwa.

Whilst the situation is pleasing, the challenge for us as a Province is to do more to attract greater number of foreign tourists. The MEC for LEDET is therefore directed to develop a tourism strategy to address this challenge. Last year I announced that Limpopo Connexion, which is a subsidiary of LEDA, was to begin with a rollout of broadband infrastructure across the Province. Today I am able to report that the first phase of the rollout of the broadband telecommunication network infrastructure has commenced. The construction of the data centre, which is the provincial ICT nerve centre, has already been completed. The broadband technology will provide a unique opportunity for the people of Limpopo to become active participants in the knowledge economy.

This programme will mostly benefit SMMEs, Cooperatives, the youth, research institutions and the creative industry. It will further enhance productivity, both in the public and the private sector. Our government is committed to providing quality healthcare services that is accessible, comprehensive, integrated, affordable and sustainable. Limpopo, like the rest of the country is faced with an enormous burden of diseases. Our objective is to continue on the path to reduce communicable diseases such as HIV and Tuberculosis, wage a relentless fight against lifestyle non-communicable diseases such as high blood pressure and diabetes.



We are also focused on reducing maternal, neonatal and child deaths. We have, therefore, committed ourselves to increasing the quantity and improving the quality of our healthcare facilities. This time, last year, we reported that 77 of our healthcare facilities were meeting the Ideal Clinic Status. Today, this number has increased from 77 to 115. Even more pleasing is the fact that 56 of our Primary Healthcare Facilities operate on 24 hour basis. I am also happy to report



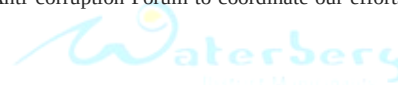
that almost 270 of our Public Health Facilities have access to broadband connectivity. For the year under review, we have completed neo-natal infrastructure projects at Tshildzini, Pietersburg, Mokopane, Nkhensani and Elim Hospitals. We are also grateful for the intervention of the National Department of Health which assisted us to deliver 4 clinics at Thengwe, Magwedzha, Mulenzhe and Makonde. We have also upgraded the electricity system at Ellisras, Philadelphia, Pietersburg, St. Ritas and WF Knobel Hospitals.

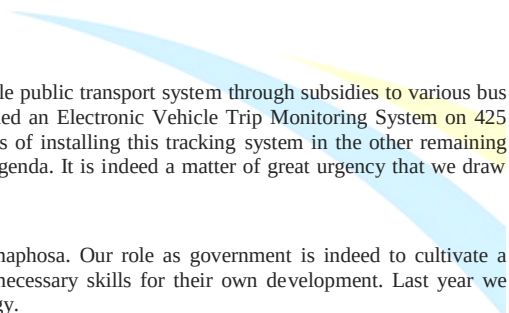
We have further completed the rehabilitation of laundries at Witpoort, Ellisras, Mokopane, FH Odendaal MDR, Philadelphia, Letaba, Louis Trichardt, Donald Fraser, Messina and St Ritas Hospitals. In this Financial Year, we shall complete new clinics at Sekuruwe, Sterspruit, Pienaarsrivier, Schoongezicht and Mamushi. This year, we are also looking forward to complete the Thabazimbi Hospital Mortuary. We will also complete the Out-Patient Departments at Matlala, Philadelphia and Dr. CN Phatudi Hospitals. Our fight against HIV and related opportunistic infections is well on course. We have managed to bring down the maternal HIV vertical transmission from 1.2% of last year to 0.96% this year. The good news is that the number of our patients who remain on Anti-Retroviral Treatment has increased from 305 421 in 2016/17 to 315 098 in 2017/18.

Going forward, we will be strengthening our HIV testing and TB screening programmes. However, we are calling on our people to continue with the practice of the ABC message of abstaining, being faithful or condomising. Last year we announced our intention to refurbish the Limpopo Traffic College to a state-of-the-art facility. We are happy to announce that construction of this college is expected to commence in August at an estimated value of R53 million.

We are confident that the completion of this facility will go a long way in supporting our efforts to ensure our roads are safe and reliable at all times. During the 2017 Festive Season, Limpopo managed to record the highest reduction in the number of road fatalities. We have managed this massive reduction, despite the fact that our roads are amongst the busiest in the country during the Festive Seasons. We salute our road users, Traffic Officers, and all law enforcement officers for this achievement. Let us continue to ensure that Arrive Alive remains our daily responsibility. The Province is also working very hard when it comes to the fight against crime in general. Our Province dominated the recently held SAPS National Excellence Award. On this score, I wish to take this opportunity and salute those of our men and women in blue who represented us well in these awards.

We salute those officers who always go beyond the call of duty to make our Province a true home of safety, peace and tranquility. As President Ramaphosa reminded us, and I quote ‘we should fight corruption, fraud and collusion in the private sector with the same purpose and intensity. We must remember that every time someone receives a bribe there is someone who is prepared to pay it’. Provincial departments, the SOEs and municipalities are directed to ensure that all outstanding investigations related to corruption and maladministration are concluded without any further delay. Consequence management should be implemented without fear or favour. In this regard, we commit ourselves to strengthen the Limpopo Anti-corruption Forum to coordinate our efforts against corruption.





The government continues to play a significant role in providing an efficient, reliable and affordable public transport system through subsidies to various bus companies. As we speak, 925 buses on our roads are subsidised by government. We have installed an Electronic Vehicle Trip Monitoring System on 425 subsidised buses to ensure that government gets value for money. Currently we are in the process of installing this tracking system in the other remaining buses. As President Ramaphosa said, our young people should be at the centre of our economic agenda. It is indeed a matter of great urgency that we draw young people in far greater numbers into productive activity.

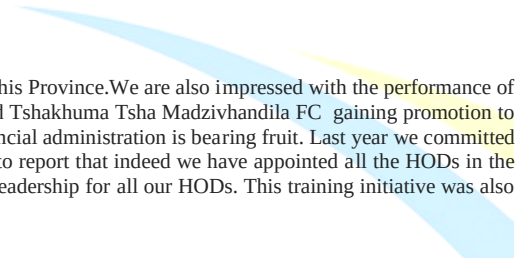
Throughout our work, we will be guided by these wise words of guidance from President Ramaphosa. Our role as government is indeed to cultivate a supportive environment for our young people to be educated, trained and to be equipped with necessary skills for their own development. Last year we committed to the young people of our Province to develop the Limpopo Youth Development Strategy.

Today, I can report that following the months of consultation with various youth formations across the province, we now have the Limpopo Youth Development Strategy. Departments and municipalities, therefore, are directed to develop clear and workable implementation plans to support the Strategy. The MEC for Education is further directed to conclude a roll-out plan on the provision of sanitary towels to schools. Indeed as President Tambo said “...a country that does not value its youth does not deserve its future. During 2017/18 Financial Year, we placed over 2 300 young people on internship and Learnership programmes. This has helped to equip them with the necessary experience required by the job market. A significant number of these young people have since been absorbed permanently by both the government and the private sector.

Through the support of Construction SETA (CETA), we have used an amount of R17 million to train 420 young people in artisanship. In partnership with the Manufacturing and Engineering SETA (MerSETA), we are currently recruiting 170 young people. This programme is funded to a tune of R19.9 million. Last year we offered bursaries to over 1000 young people. This is in line with our efforts to make education accessible to education. We are also doing well on the commitment to avail sporting opportunities to our youth. Last year over 12 300 learners participated in school sport competitions. This year we plan to increase the number of learners participating in active school sport to at least 14 900. These learners will participate in School Sport Programme at district, provincial and national levels during winter, autumn and summer school championship games.

In a bid to help support and nurture our young talent, we will provide over 860 schools, clubs and hubs with supporting equipment and the requisite attire. To complement these efforts, we will also provide the necessary capacity building training for the coaches, technical officials and team managers. Let me take this opportunity to commend our two teams in the Premier League, Baroka FC and Polokwane City, for making us proud. We are looking forward to securing a spot in the Top 8. Tomorrow afternoon, the much anticipated Limpopo derby, between these two teams will take place at Peter Mokaba Stadium. Ke dira boipiletšo go barati le bathekgi ba kgwele ya maoto gore etlang ka makatanamane gotla go thekga dihlopha tše tša rena.





The continued stay of these teams in the PSL is largely dependent on our support as the people of this Province. We are also impressed with the performance of our teams in the National First Division. We are looking forward to seeing Black Leopards FC and Tshakhuma Tsha Madzivhandila FC gaining promotion to the PSL in the next season. Our commitment to building a responsive, efficient and effective provincial administration is bearing fruit. Last year we committed that we would move swiftly to appoint HODs for the Provincial Departments. Today I am happy to report that indeed we have appointed all the HODs in the provincial administration. We have also intensified training on the ethos of good governance and leadership for all our HODs. This training initiative was also extended to all Members of the Executive Council (MECs).

We have equally emphasised the importance of having a harmonious working relationship between the employer and the employees. We could not have achieved our developmental mandate without active participation of the working people. It is in this context that we will continue our interaction with organised labour. If the improvement in the audit outcomes is anything to go by, the result of the work we are doing in this regard is becoming visible. We are proud to report that both the Provincial Treasury and the Limpopo Gambling Board received clean audit opinions in the last audit cycle. In the same vein, Road Agency Limpopo has improved from qualified to unqualified audit opinion. Most notable is the improvement from the Department of Education. For the first time in 10 years the Department has improved from disclaimer to qualified audit opinion. We have now closed the chapter of disclaimer audit opinions in the Provincial Administration.

In his own words, the Auditor General, had this to say about the performance of the provincial administration: The improvements in Limpopo can be attributed to the political leadership taking accountability and discharging oversight responsibility through robust discussions and interrogation of reports submitted by administrative leadership. The AG went further to say that: The level of commitment demonstrated by the political and administrative leadership in improving audit outcomes is commendable. Notwithstanding these improvements, we urge all Departments and municipalities to strive towards achieving clean audits.

The dictates of good governance also require a constant and dynamic relationship between government and the people. It is in this context that we urge municipalities to strengthen public participation avenues such as the Ward Committees, IDP Representative Forums and Mayoral outreach programmes. Communities are also urged to utilise these forums to voice out their service delivery concerns and to make inputs with regard to issues of development. In an effort to strengthen the interaction between communities and government, we will be reviewing the impact of the Exco Outreach Programme.

The Independent Electoral Commission is on a campaign to ensure an accurate and credible voters' roll. This is in preparation for the forthcoming 2019 General Elections. We, therefore, call on all our people to go out and confirm their physical addresses at their voting stations. This exercise is scheduled for the weekend of 10th to the 11th of March, 2018.

As I conclude, I want to borrow from Alfred Lord Tennyson's poem, Ulysses:





Come my friends,

‘Tis not too late to seek a newer world.

Push off, and sitting well in order smite

The sounding furrows; for my purpose holds

To sail beyond the sunset, and the baths

Of all the western stars, until I die.

It may be that the gulfs will wash us down;

It may be we shall touch the Happy isles,

And see the great Achilles, whom we knew.

Lastly, let me borrow from another outstanding son-of-the-soil, the former President of the ANC, Josia Gumede when he said: “I have seen the new Jerusalem”

I, therefore, implore on you to join us as we march to this New Jerusalem. I thank you!



7. POWERS AND FUNCTIONS OF THE DISTRICT MUNICIPALITY

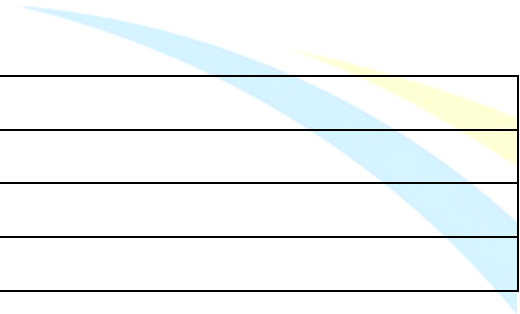
Powers and functions of Waterberg District Municipality conferred to it through section 84 sub-section 1 of the Local Government Municipal Structures Act:

POWERS AND FUNCTIONS	RESPONSIBLE DEPARTMENT
➤ Integrated Development, Planning for the district municipality as a whole.	Municipal Manager's Office
➤ Refuse dumps and solid waste.	Social Development & Community Services
➤ Cemeteries and crematoria.	Social Development & Community Services
➤ Municipal Health Services	Social Development & Community Services
➤ Firefighting services	Social Development & Community Services
➤ Air Quality	Social Development & Community Services
➤ Municipal roads which form an integral part of road transport system for the district area as a whole	Infrastructure and Development
➤ Bulk water supply	Infrastructure and Development
➤ Bulk supply of electricity	Infrastructure and Development
➤ Municipal Abattoir	Planning & Economic Development
➤ Promotion of local tourism for the area of the district municipality.	Planning & Economic Development

➤ Municipal transport planning	Planning & Economic Development
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8. MUNICIPAL PRIORITY ISSUES

NO.	PRIORITY
1	Municipal Health & Environmental Management
2	Air Quality
3	Firefighting Services
4	Disaster Management
5	Abattoir
6	Local Economic Development & Tourism
7	Community Participation and Good Governance
8	Financial Viability
9	Municipal Roads & Storm Water
10	Municipal Support & Institutional Development



11	Sports, Arts and Culture
12	Water & Sanitation
13	Electricity
14	Transport

9. IDP PROCESS PLAN

Waterberg District Municipality adopted a 2017/18 IDP Framework and Process Plan, which informed all 6 Local Municipality's Process Plans and was adopted by both the Local Municipalities and the District Municipal Council.

The main purpose of the Process Plan is to integrate all the processes and activities, institutional arrangements and time frames of the various sector departments, NGOs, Parastatals, etc. The Process Plan will guide the municipality in terms of Legislative requirements and the timeframes thereof.

Process Plan should:

- Guide decision making in respect of service delivery and public sector investment.
- Inform budgets and Service Delivery Programs of various government departments and service agencies.
- Coordinate the activities of various service delivery agencies within Waterberg District Municipality.



2018/19 IDP, PMS AND BUDGET FRAMEWORK PROCESS PLAN

ACTION PROGRAMME

WDM – **RED** DISTRICT & LOCALS – **YELLOW** PROVINCE – **GREEN**

QUARTER 1: Implementation, Monitoring, Review and Confirmation of Development Priority Issues		Responsibility	JULY				AUG				SEPT			
Integrated Development Planning	2017/18 IDP Framework/Process plan	MM												
	Council Approval & Advertisement of the IDP & Budget Process	MM												
	Constitution of the IDP Structures: 1st IDP Ref Forum	MM												
	Analysis, Drafting, Proposals and Confirmation of New Development Issues	MM												
	Public participation – Local Municipalities jointly with District Municipality													
	Completion of Draft Analysis – Locals and District													
	Provincial – District – wide analysis phase													
	District Planning Forum													

[illegible]

QUARTER 2 : Review, Propose and Confirm Objectives, Strategies and Projects		Responsibility	OCT				NOV				DEC			
Performance Management Systems	Review Purpose and Confirm Objectives & Strategies	MM												
	Prepare Draft IDP elements to include into the Draft Provincial 3 year MTEF's.	MM												
	Provide project / priority inputs into the Provincial MTEF process (workshops / meetings/bi-laterals, etc)	MM												
	2ND IDP RF to Review IDP documentation: Municipal identified aspects (i.e. Objectives, Strategies and Projects) + climate change.	MM												
	Provincial District Wide Strategies Phase	MM												
	District planning Forum	PED												
	Strategic planning session	MM												
Annual Budget	Monthly financial report for Sept including expenditure on staff benefits and results of cash flow for 1st quarter	CFO												
	Report of the Executive Mayor on implementation of Budget and Financial state of the Municipality	CFO												
	Monthly Financial Report for October	CFO												
	AG to complete audit within 3 months of revising financial statements	CFO												

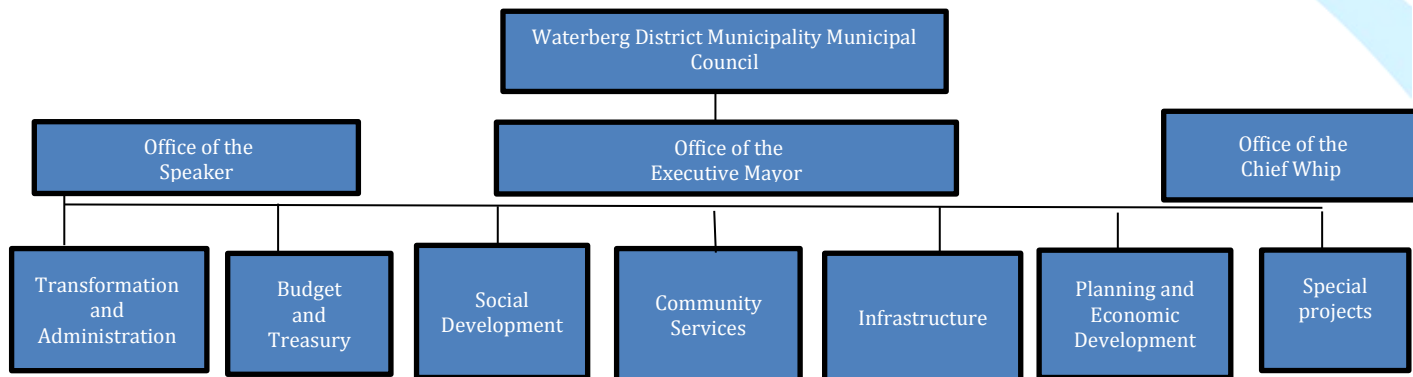
QUARTER 2: Review, Propose and Confirm Objectives, Strategies and Projects		Responsibility	OCT				NOV				DEC			
Performance Management Systems	Quarterly meeting of the Performance Audit Committee	MM												
	First Quarter Performance Reports finalized and ready for Assessments	MM												
	1st Quarter PMS Audit Report to MM and Performance Audit Committee	MM												
	Prepare annual performance report	MM												
	Compile half yearly assessments of Municipality's performance against performance of objectives	MM												
	Performance assessment													
	Draft annual report													
	Analysis of Draft SDBIP													
QUARTER 3 : Review, Propose and Confirm Objectives, Strategies and Projects		Responsibility	JAN				FEB				MAR			
Integrated Development Planning	Input IDP Review Projects (alignment of IDP Review) to the Municipal Budgeting process – ensure alignment.	MM												
	Adoption of the 2017/18 First Draft IDP:	MM												

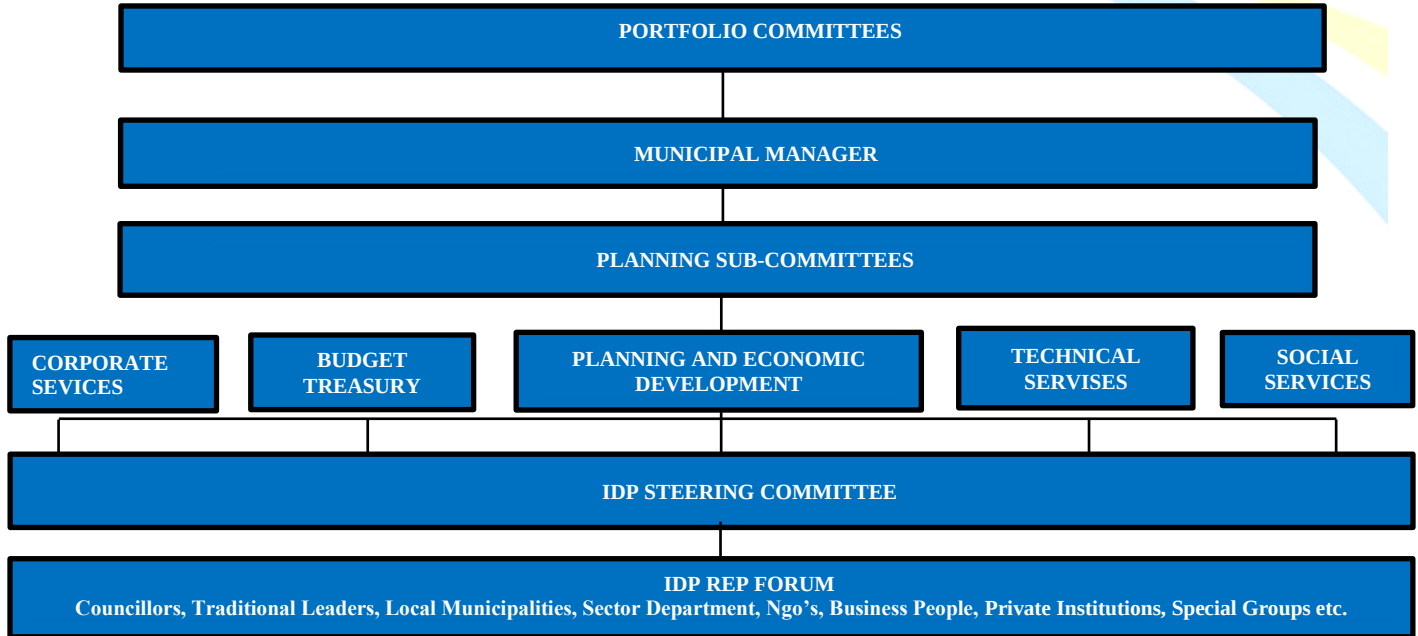
	District Municipality	MM													
	Local Municipality	MM													
	3rd IDP Representative Forum to Consider Draft IDP, and consolidated inputs from Provincial and National Departments	MM													
	Public Participation – Locals & District	MM													
	Provincial District Wide Session – Project phase	MM													
Annual Budget	Monthly financial report for Dec including expenditure on staff benefits and results of cashflow for 2nd quarter	MM													
	Executive Mayor finalize and table the Draft Budget inclusive of the adjustment Budget and submit to Council for approval	CFO													
	Executive Mayor Table Annual Report, audited Financial Statements, Audit Report and comments thereon to Council.	CFO													
	Publicize the Annual Report in terms of section 127(5) of the MFMA.	CFO													
	Monthly Financial Report for Jan 2017	CFO													
	Monthly Financial Report for February 2017	CFO													

Performance Management Systems	QUARTER 3: Review, Propose and Confirm Objectives, Strategies and Projects	Responsibility	Jan				Feb				Mar			
	Alignment with the Draft IDP	CFO												
	2nd Quarter Performance Reports finalized and ready for Assessments	MM												
	2nd Quarter PMS Audit Report to MM and Performance Audit Committee	MM												
	Undertake Midyear Performance assessments against targets, indicators and Budget implementation plan	MM												
	Submit Draft Annual Report to AG, Provincial Treasury and Department of Co-operative Governance and Traditional Affairs (COGTA)	MM												
	Council considers and adopts oversight report on 2016/17 Annual Report (Minutes to AG, Provincial Treasury and COGTA)	MM												
	Adjustment of SDBIP													
	Tabling of Adjustments of 16/17 SDBIP													
Annual Budget	QUARTER 3: Review, Propose and Confirm Objectives, Strategies and Projects	Responsibility	APRIL				MAY				JUNE			
	Ensure IDP, Budget and PMS alignment	MM												

10. INSTITUTIONAL ARRANGEMENT

B. 1 MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT





11. SITUATIONAL ANALYSIS

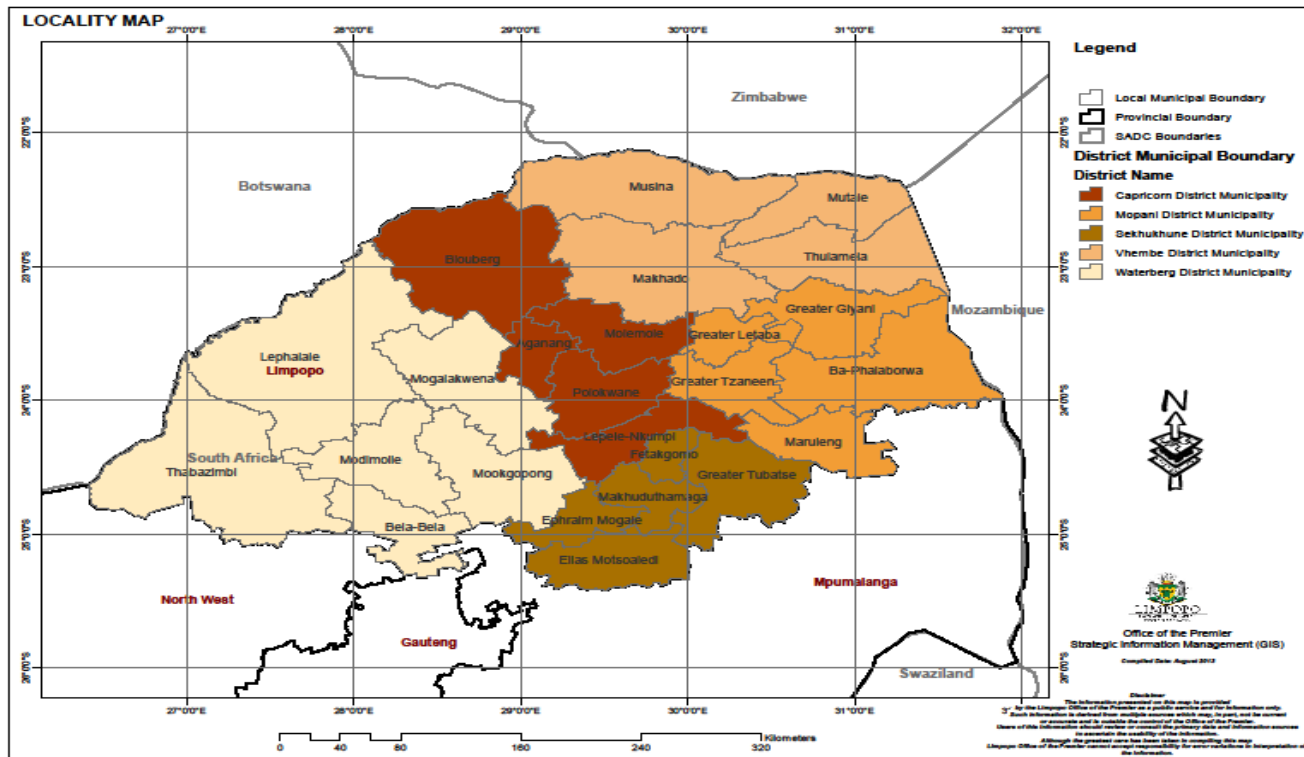
11.1 DESCRIPTION OF MUNICIPAL AREA

The Waterberg District is located within the south western part of the Limpopo Province. It is adjacent to the South African border with Botswana to the west and is bordered by the North West, Gauteng and Mpumalanga provinces to the south. Limpopo's Sekhukhune and Capricorn District Municipalities border the WDM to the east. District Land size 45 110 km²

Land is made of the following settlements:

- ☐ Towns,
- ☐ Townships,
- ☐ Villages,
- ☐ Informal Settlements
- ☐ Farms.







The MDB has re-determined the municipal boundaries of Modimolle Local Municipality and Mookgopong Local Municipality by amalgamating their municipal areas, with a view to optimize financial viability.



Waterberg DM: IDP Analysis
Local Municipalities

Prepared by Bergent Goldenhops
Date & time: 30 November 2016 - 11:43



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Mapable (Pty) Ltd

Demographic overview of Waterberg District Municipality



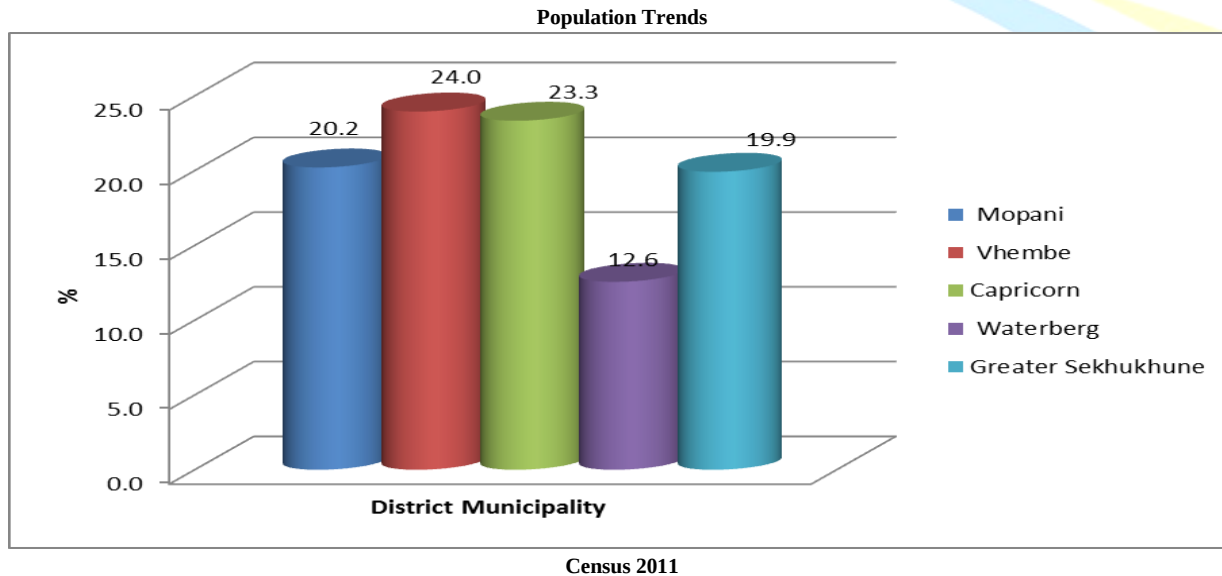
12. DEMOGRAPHICS

Demographic overview of Waterberg District Municipality

Population and percentage per Municipality

Local Municipalities	2011	Population decrease/increase %	2016	Population decrease/ increase %
Thabazimbi	85 234	30.1 increase	96232	12.9%
Lephalale	115 767	35.8 increase	136626	18.0%
Modimolle- Mookgophong	104 153	3.2 increase	107698	6.5%
		0.7 decrease		
Bela-Bela	66 500	27.6 increase	76296	14.7%
Mogalakwena	307 682	3.1 increase	328905	6.9%
Waterberg	679 336		745757	9.8%





LOCAL MUNICIPALITIES	2011	POPULATION DECREASE/INCREASE %	2016	POPULATION DECREASE/INCREASE %
Thabazimbi	85 234	30.1 increase	96232	12.9%
Lephalale	115 767	35.8 increase	136626	18.0%
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Mogalakwena	307 682	27.6 increase	328905	6.9%
Waterberg	679 336	3.1 increase	745757	9.8%

Population per Race

District	Black African	Coloured	Indian or Asian	White	Other	Total
DC36: Waterberg	619889	3298	2929	51362	1858	679336

AGE DISTRIBUTION BY LOCAL MUNICIPALITY AND GENDER

Age	Thabazimbi		Lephalale		Modimolle- Mookgophong		Bela-Bela		Mogalakwena		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	GRAND TOTAL
0 - 4	4 018	4 071	6 043	5 849	6 065	6 030	3 501	3 455	19 520	19 669	39 147	39 074	78 221
5-9	2 695	2 610	4 740	4 724	4 723	4 668	3 000	3 058	17 004	16 747	32 162	31 807	63 969
10-14	2 327	2 293	4 574	4 411	4 450	4 342	2 843	2 808	16 762	15 942	30 956	29 796	60 752
15 - 19	2 543	2 481	5 157	4 903	4 634	4 182	2 957	2 777	18 674	17 566	33 965	31 909	65 874

20 - 24	5 424	3 807	8 604	6 385	5 926	5 101	3 696	3 126	14 354	14 724	38 004	33 143	71 147
25 - 29	7 338	4 467	8 956	5 721	5 940	4 938	3 610	3 097	10 892	12 344	36 736	30 567	67 303
30 - 34	6 318	3 578	6 399	4 135	4 557	3 913	2 927	2 379	8 456	9 534	28 657	23 539	52 196
35 - 39	5 003	2 977	4 556	3 526	3 767	3 678	2 323	2 290	7 106	9 353	22 755	21 824	44 579
40 - 44	3 641	2 578	3 350	2 806	2 919	3 087	2 025	1 955	5 824	7 774	17 759	18 200	35 959
45 - 49	3 674	2 203	2 991	2 688	2 469	2 749	1 655	1 838	5 501	7 887	16 290	17 365	33 655
50 - 54	3 045	1 627	2 532	2 032	2 012	1 992	1 424	1 507	4 645	6 577	13 658	13 735	27 393
55 - 59	1 945	1 043	1 836	1 636	1 590	1 713	1 101	1 255	3 960	5 836	10 432	11 483	21 915
60 - 64	830	631	1 240	1 238	1 248	1 361	968	970	3 425	4 932	7 711	9 132	16 843
65 - 69	448	398	604	869	989	1 121	703	735	2 486	4 159	5 230	7 282	12 512
70 - 74	297	239	548	745	798	945	434	612	2 417	4 169	4 494	6 710	11 204
75 - 79	142	160	303	585	471	618	302	423	1 196	2 769	2 414	4 555	6 969
80-84	101	114	196	380	288	394	177	264	813	2 187	1 575	3 339	4 914
85+	87	80	192	315	171	307	108	199	668	1 811	1 226	2 712	3 938
	49 876	35 357	62 821	52 948	53 017	51 139	33 754	32 748	143 703	163 980	343 171	336 172	679 343

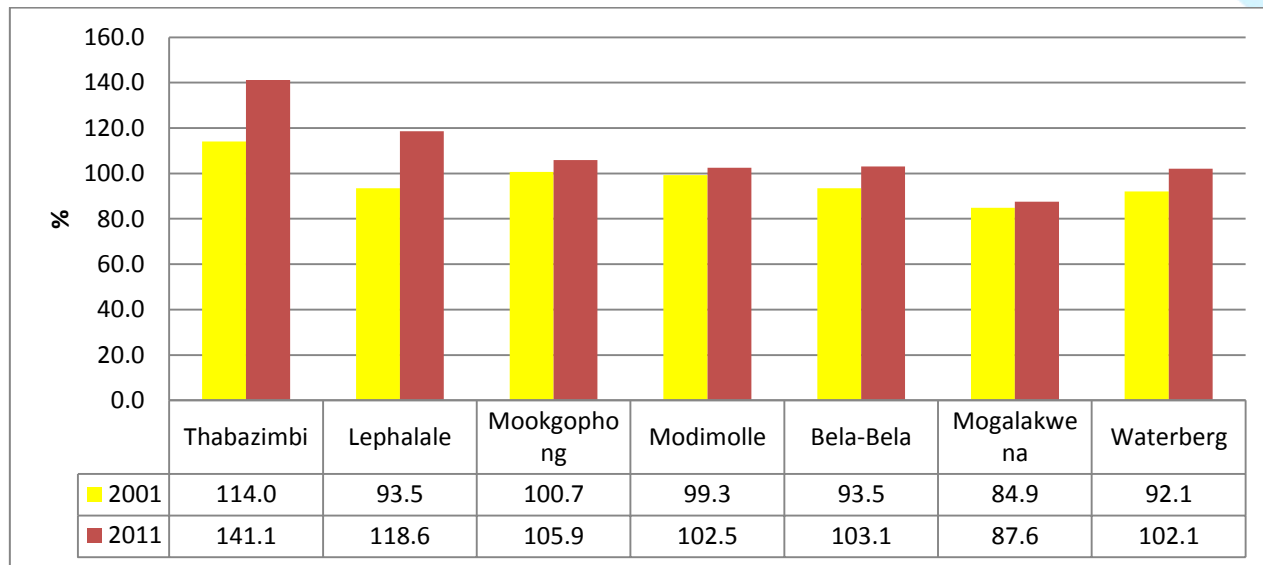
STATS SA 2011

Male and Female



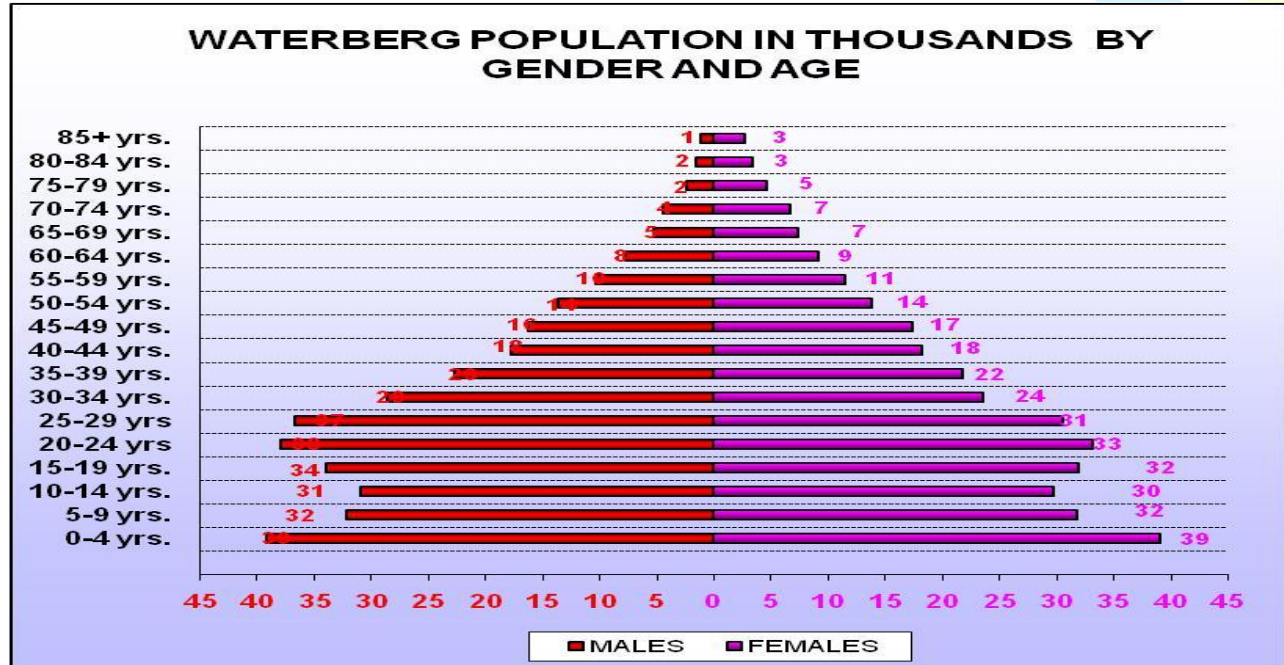
In the Waterberg, there is currently a fraction more males than females, because of the presence of job opportunities that attract men from other areas in the country and outside. Thabazimbi taking the lead followed by Lephalale, this is because of impact of the mines in Thabazimbi as well as Medupi Power Station and coal mines in Lephalale.

SEX RATIO (MALES PER 100 FEMALES)

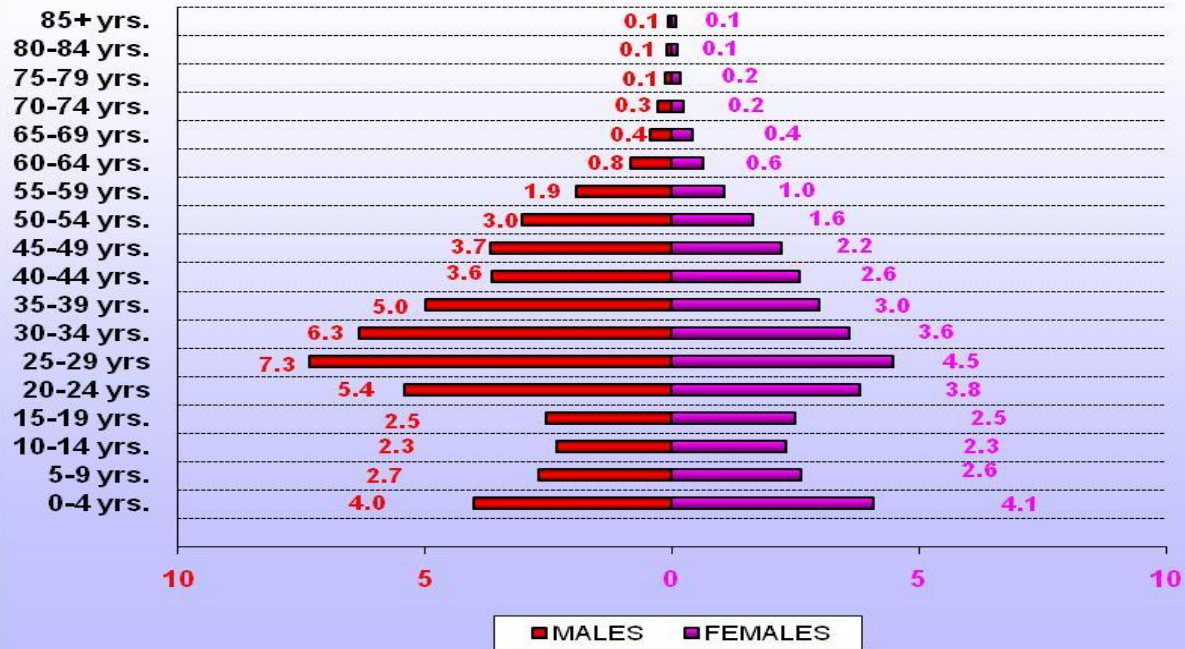


SOURCE: Census 2011

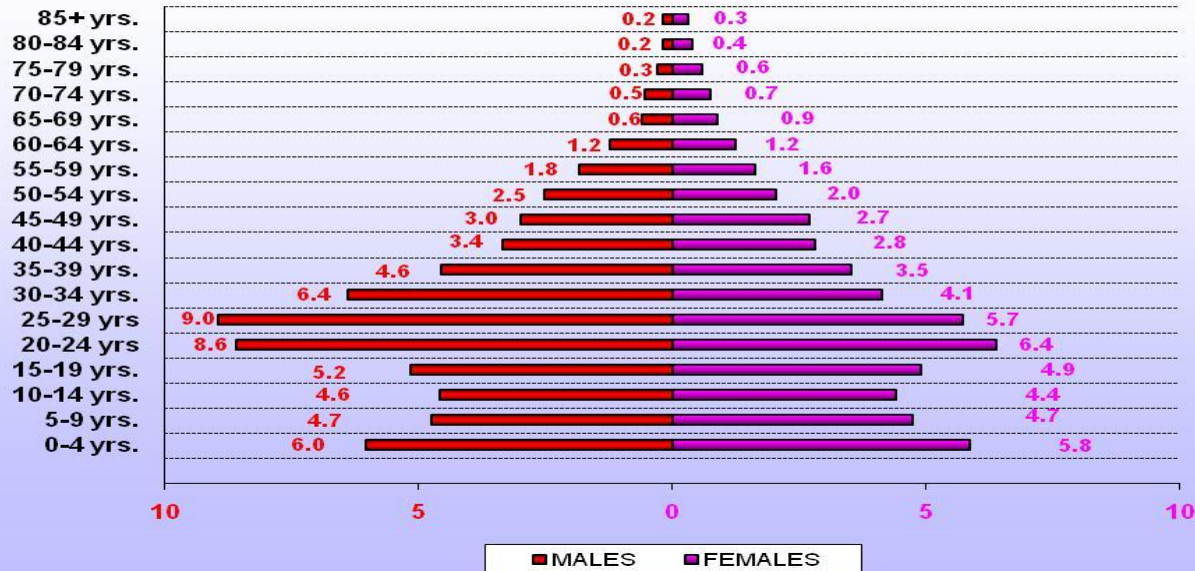




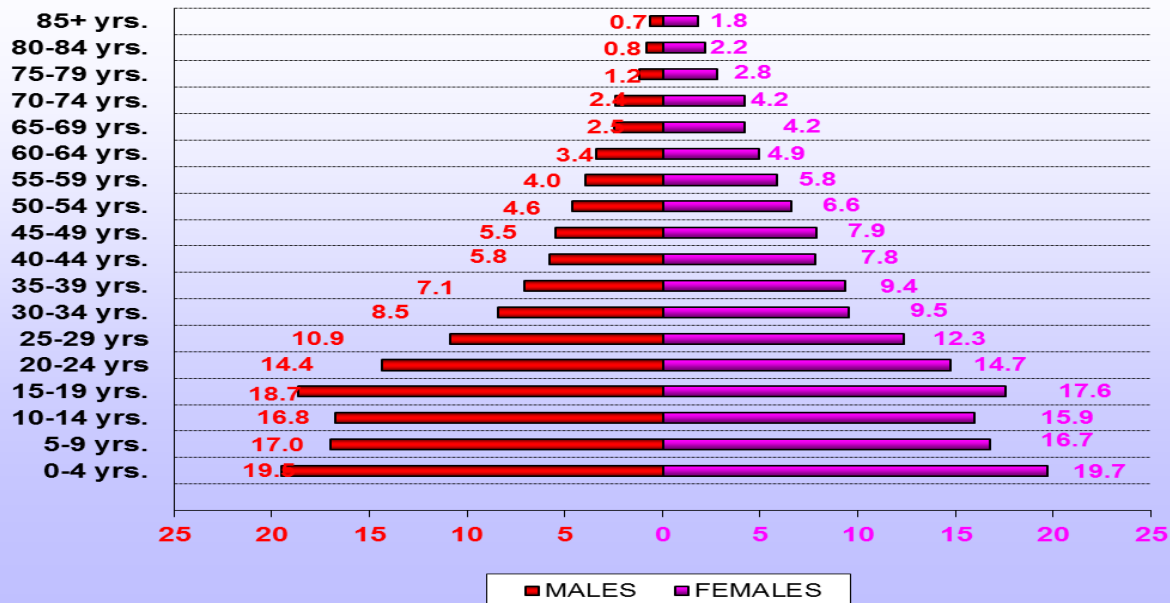
THABAZIMBI POPULATION IN THOUSANDS BY GENDER AND AGE



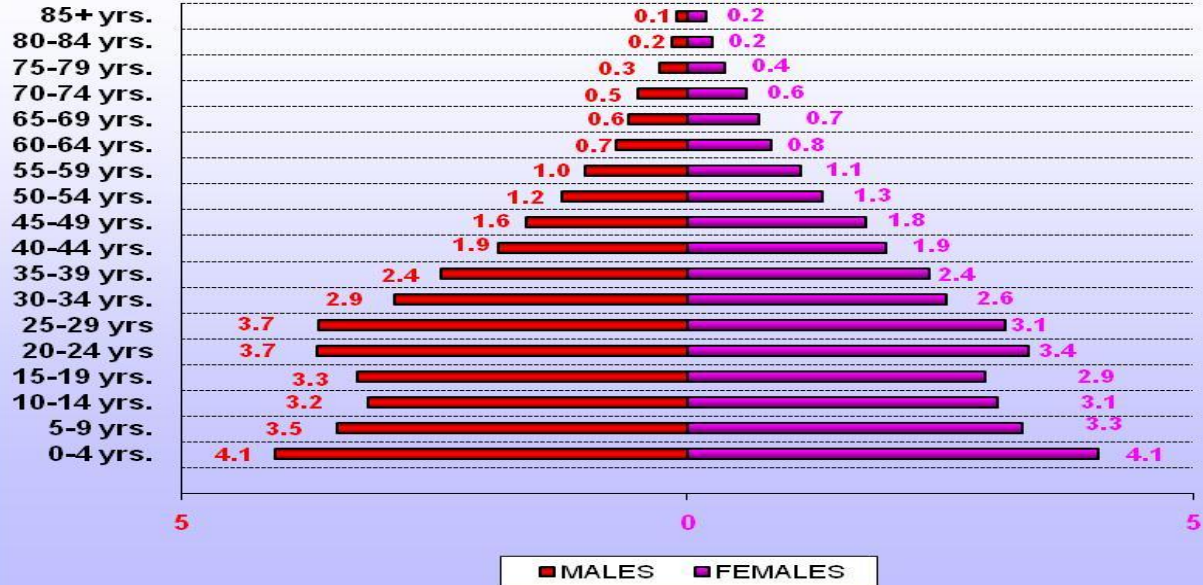
LEPHALALE POPULATION IN THOUSANDS BY GENDER AND AGE



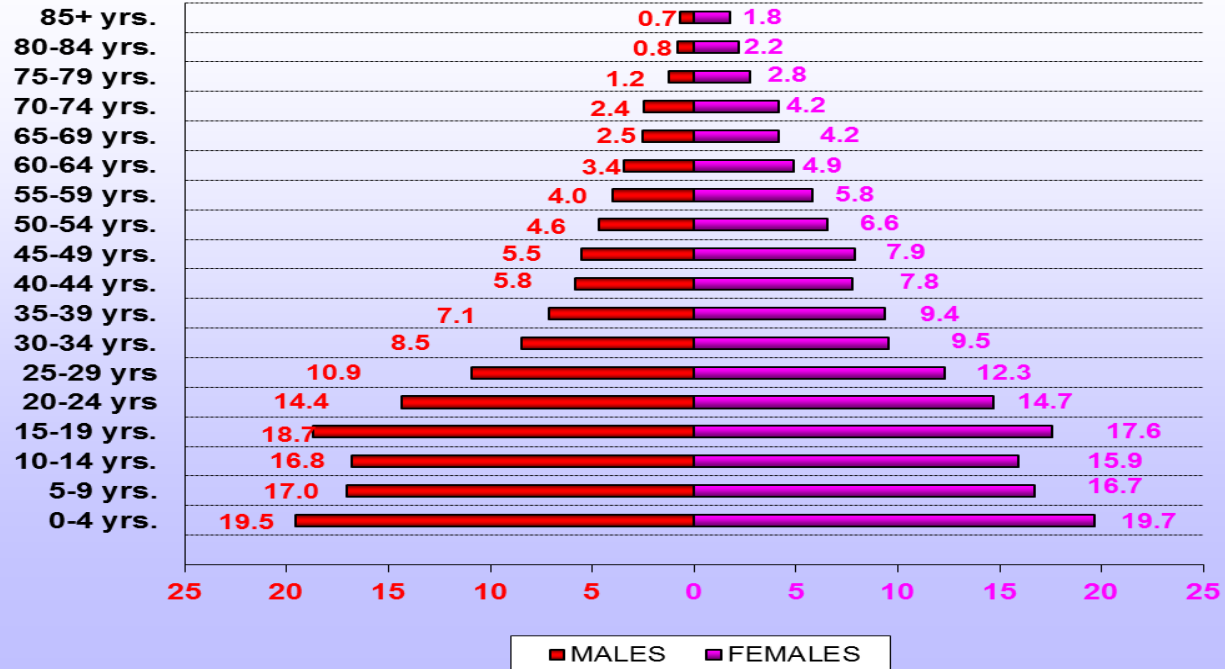
MOOKGOPHONG POPULATION IN THOUSANDS BY GENDER AND AGE



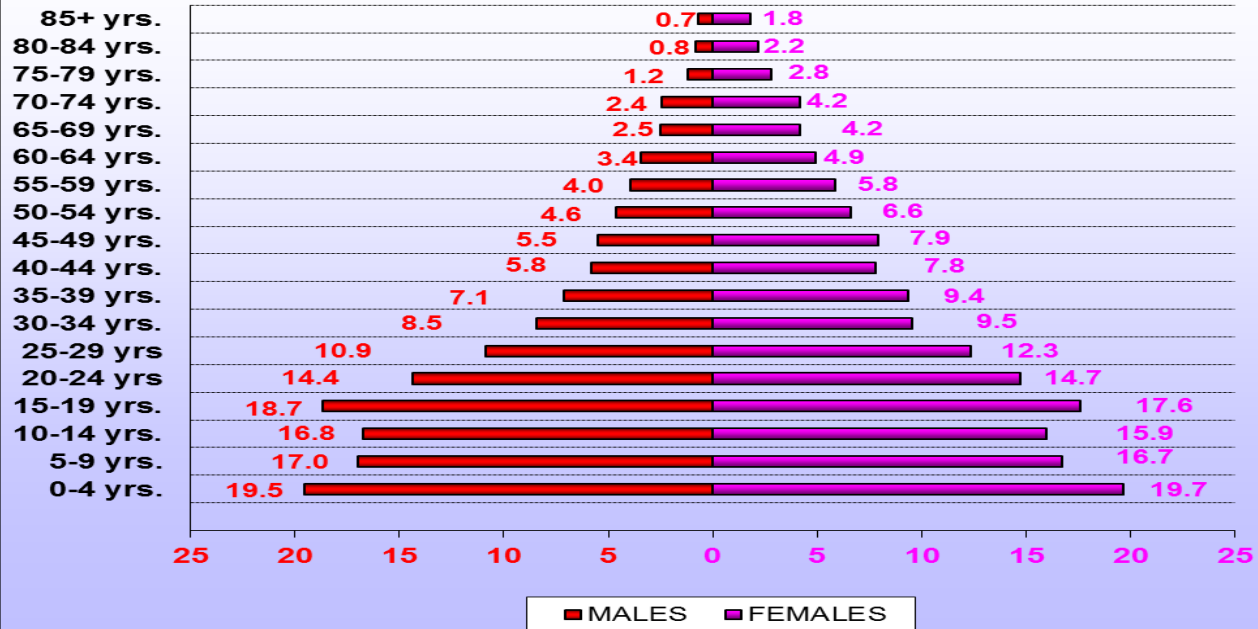
MODIMOLLE POPULATION IN THOUSANDS BY GENDER AND AGE



BELABELA POPULATION IN THOUSANDS BY GENDER AND AGE

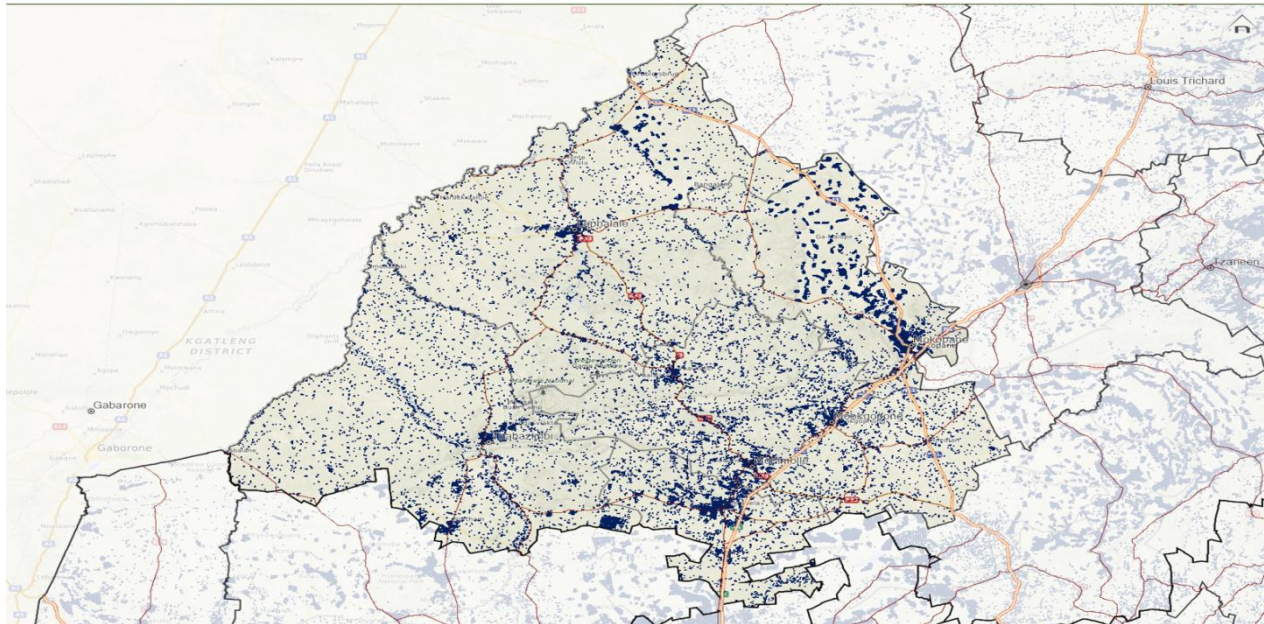


MOGALAKWENA POPULATION IN THOUSANDS BY GENDER AND AGE



Census 2011

POPULATION DISTRIBUTION



Waterberg DM: IDP Analysis
Population distribution 2015

Prepared by: Burgert Gidenhoyi
Date & time: 01 December 2016 - 10:52



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MapAble (Pty) Ltd

EMPLOYMENT PROFILE

POPULATION OF THE WORKING AGE (15-65) BY EMPLOYMENT STATUS AND MUNICIPALITY						
	Thabazimbi	Lephalale	Modimolle-Mookgophong	Bela-Bela	Mogalakwena	Total
Employed	32 918	35 327	31 805	20 720	47 038	167 808
Unemployed	8 562	10 100	9 339	6 002	31 609	65 612
Discouraged work-seeker	1 236	1 565	2 330	1 057	10 072	16 260
Other not economically active	22 438	33 699	24 302	16 099	90 644	187 182
Total	65 154	80 691	67 776	43 878	179 363	436 862
Unemployment rates	20.6%	22.2%	45.70%	22.5%	40.2%	28.1%

Source: Census 2011

UNEMPLOYMENT RATES

	Thabazimbi	Lephalale	Modimolle-Mookgophong	Bela-Bela	Mogalakwena	Total
Unemployed	8 562	10 100	9 339	6 002	31 609	65 612
Discouraged work-seeker	1 236	1 565	2 330	1 057	10 072	16 260
UNEMPLOYMENT RATES	20.6%	22.2%	45.70%	22.5%	40.2%	28.1%

Source: Census 2011



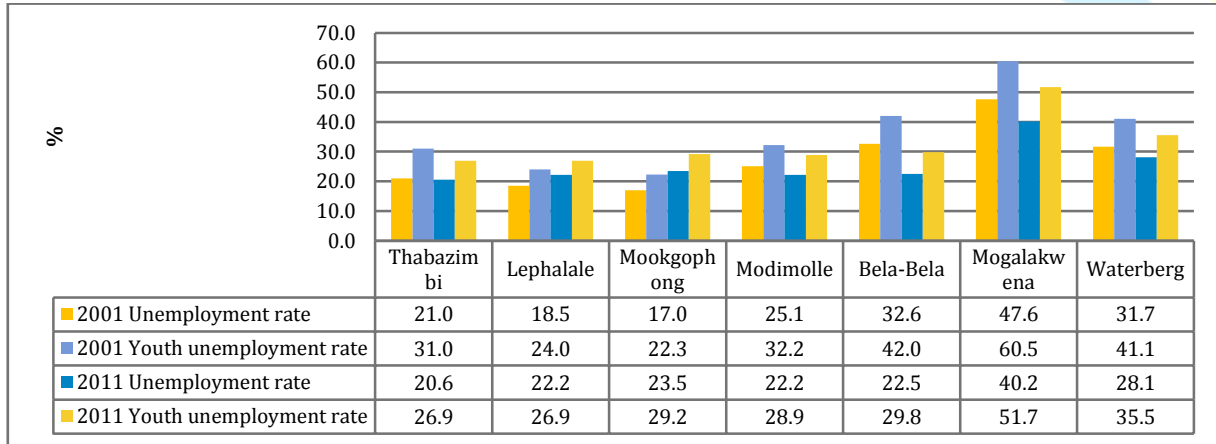


	Male				Female				Grand
	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Total
Thabazimbi	23458	3782	487	12034	9460	4780	748	10404	65153
Lephalale	23065	4352	628	17575	12262	5748	937	16124	80691
Modimolle-Mookgophong	19079	4148	1005	10830	12726	5192	1325	13471	67776
Bela-Bela	12114	2759	429	7384	8606	3244	627	8715	43878
Mogalakwena	25679	13777	4133	39248	21359	17832	5940	51396	179363
Grand Total	103395	28816	6683	87071	64414	36796	9577	100110	436861

Source: Stats SA Community Survey, 2011



LABOUR MARKET



Census 2011

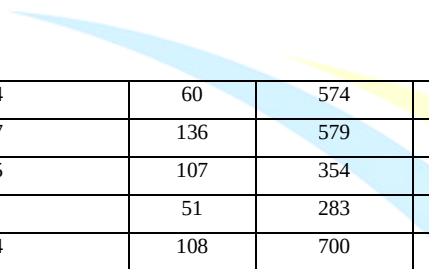
INCOME LEVELS - WATERBERG POPULATION BY INCOME							
	Thabazimbi	Lephalale	Modimolle-Mookgophong	Bela-Bela	Mogalakwena	District	Total
No income	3 518	3 745	1 145	1 828	2 320	12 223	24 779
R 1 - R 4800	686	958	320	566	556	4 124	7 210
R 4801 - R 600	1 027	1 876	665	1 275	1 030	8 406	14 279
R 9601 - R9 600	3 165	4 876	2 415	3 292	3 522	18 303	35 573
R 19 601 -R8 200	4 048	6 046	2 465	4 149	4 430	17 572	38 710
R 38 201 - R 76 400	5 021	4 608	1 409	2 796	2 798	8 074	24 706

R 76 401 - R 153 800	3 517	3 354	748	1 815	1 657	5 043	16 134
R 153 801 - R 307 600	2 474	2 358	451	1 158	1 083	3 501	11 025
R 307 601 - R 614 400	1 160	1 417	208	460	460	1 541	5 246

Census 2011

EDUCATION PROFILE

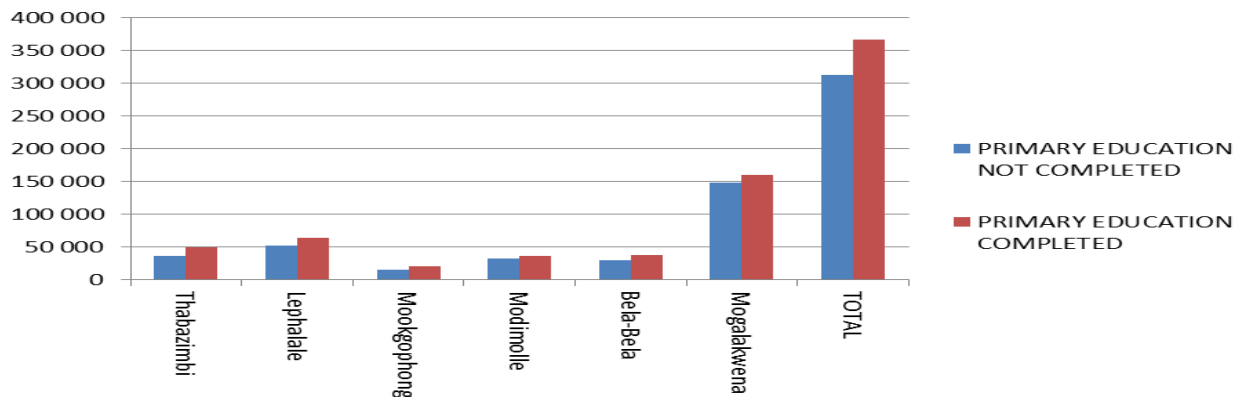
POPULATION OF WATERBERG BY MUNICIPALITY AND HIGHEST EDUCATION LEVEL						
	Thabazimbi	Lephalale	Modimolle-Mookgophong	Bela-Bela	Mogalakwena	Total
Gade 0	1 639	3 203	2 612	1 806	12 017	21 277
Grade 1 / Sub A	1 730	3 140	3 340	1 902	9 666	19 778
Grade 2 / Sub B	1 887	3 048	3 258	1 850	9 780	19 823
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	2 202	3 352	3 614	2 034	10 764	21 966
Grade 4 / Std 2	2 493	3 814	4 230	2 238	11 726	24 500
Grade 5 / Std 3/ABET 2	2 826	4 001	4 324	2 438	12 007	25 596
Grade 6 / Std 4	2 975	3 889	4 420	2 649	12 473	26 405
Grade 7 / Std 5/ ABET 3	4 464	5 558	8 276	3 293	14 994	34 546
Grade 8 / Std 6 / Form 1	5 309	6 464	7 492	4 794	20 128	44 188
Grade 9 / Std 7 / Form 2/ ABET 4	4 707	6 502	6 150	3 537	19 553	40 450
Grade 10 / Std 8 / Form 3	7 039	9 137	7 860	4 827	25 045	53 908
Grade 11 / Std 9 / Form 4	6 925	9 843	7 668	5 529	25 628	55 592
Grade 12 / Std 10 / Form 5	15 067	16 706	14 942	11 211	38 044	95 969
NTC I / N1/ NIC/ V Level 2	156	452	135	70	598	1 410



NTC II / N2/ NIC/ V Level 3	212	540	124	60	574	1 510
NTC III /N3/ NIC/ V Level 4	301	718	207	136	579	1 942
N4 / NTC 4	242	643	135	107	354	1 480
N5 /NTC 5	124	518	75	51	283	1 050
N6 / NTC 6	217	766	224	108	700	2 015
Certificate with less than Grade 12 / Std 10	86	185	103	65	254	693
Diploma with less than Grade 12 / Std 10	162	191	175	92	294	914
Certificate with Grade 12 / Std 10	806	918	709	461	1 997	4 890
Diploma with Grade 12 / Std 10	1 033	1 296	999	866	3 311	7 506
Higher Diploma	677	1 230	1 180	935	2 811	6 832
Post Higher Diploma Masters; Doctoral Diploma	104	216	179	114	405	1 019
Bachelors Degree	471	796	750	554	1 576	4 147
Bachelors Degree and Post graduate Diploma	220	327	296	209	651	1 703
Honours degree	247	332	311	222	972	2 083
Higher Degree Masters / PhD	135	227	202	149	411	1 123
Other	156	204	150	165	473	1 149
No schooling	5 919	7 431	8 532	4 604	28 706	55 192
Unspecified	-	-	--	-	-	-
Not applicable	14 701	20 120	13 524	9 425	40 908	98 679
Grand Total	85 234	115 767	104 153	66 500	307 682	679 336

Census 2011

POPULATION OF WATERBERG NOT COMPLETING AND COMPLETING PRIMARY EDUCATION



POPULATION OF WATERBERG NOT COMPLETING AND COMPLETING PRIMARY EDUCATION

	Thabazimbi	Lephalale	Modimolle-Mookgophong	Bela-Bela	Mogalakwena	Total
Primary Education not completed	36 372	51 998	15 269	32 585	28 946	148 047
Primary Education completed	48 860	63 769	20 372	35 931	37 555	159 635
Total	85 232	115 767	35 641	68 516	66 501	307 682

PEOPLE WITH DISABILITIES						
	Thabazimbi	Lephalale	Modimolle-Mookgophong	Belabela	Mogalakwena	Waterberg
No difficulty	70 464	96 565	91 797	57 301	273 353	589480
Some difficulty	1 740	2 313	2 709	1 658	8 375	16795
A lot of difficulty	231	344	437	243	1 303	1255
Cannot do at all	176	258	209	99	597	1339
Do not know	103	107	233	38	722	1203
Cannot yet be determined	2 880	4 516	4 520	2 559	14 875	29350
Unspecified	2 983	3 420	2 783	2 114	6 716	15033
Not applicable	6 657	8 245	1 465	2 488	1 741	20596
TOTAL	85 234	115 768	104 153	66 500	307 682	679 337

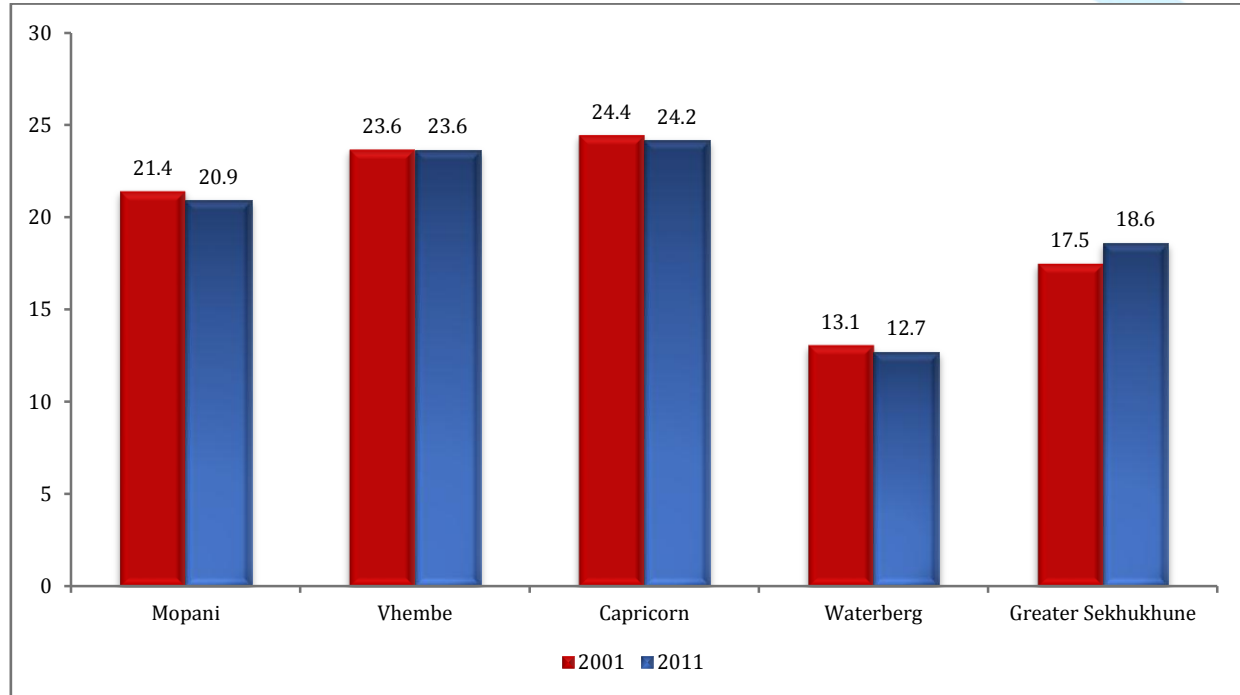
Source: Statistics South Africa, Census 2011

POPULATION OF WATERBERG BY LOCAL MUNICIPALITY AND WALKING AND CLIMBING STAIRS DISABILITY STATUS					
PERSONS USING WHEEL CHAIRS IN WATERBERG BY MUNICIPALITY					
Thabazimbi	Lephalale	Modimolle-Mookgophong	Belabela	Mogalakwena	TOTAL
1 880	1 645	1 943	1 309	4 270	1 047

Source: Statistics South Africa, Census 2011



PERCENTAGE DISTRIBUTION OF HOUSEHOLDS



Census 2011



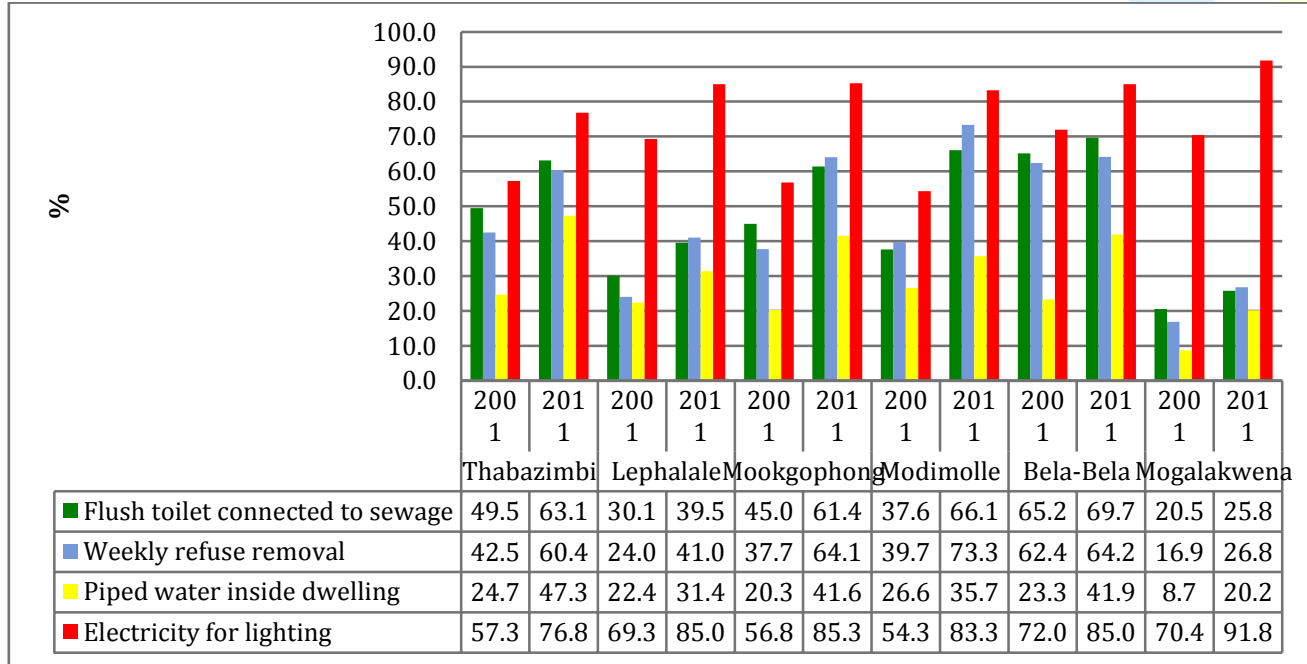
HOUSEHOLD DYNAMICS

	Census 2001		Census 2011	
	Households	Ave HH size	Households	Ave HH size
Thabazimbi	20 734	2.6	25 080	3.4
Lephalale	20 277	3.5	29 880	3.9
Mookgophong	7 561	3.2	9 918	3.6
Modimolle	16 964	3.5	17 525	3.9
Bela-Bela	12 335	3.7	18 068	3.7
Mogalakwena	68 011	4.3	79 395	3.9
Waterberg	145 883	3.7	179 866	3.8

Census 2011



HOUSEHOLD SERVICES



Census 2011



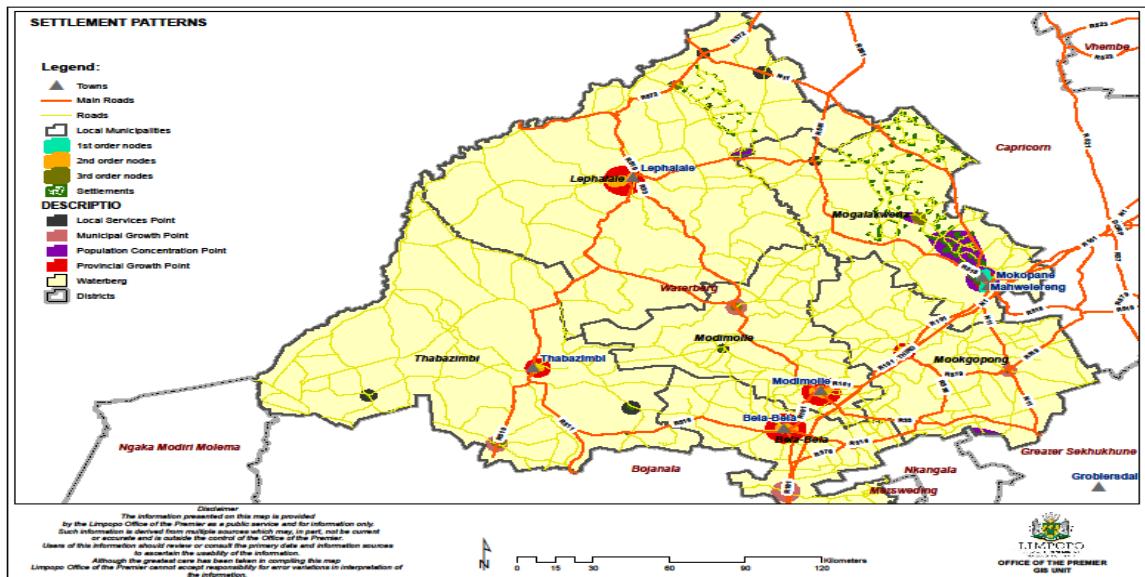
BELA BELA

2011		2016	
Total HH	HH Size	Total HH	HH Size
18 068	3.7	21 354	3.6
Poverty			
2011		2016	
Poverty Headcount	Intensity of poverty	Poverty Headcount	Intensity of poverty
25%	41.9%	22.8%	44.4%

13. KPA 1 – SPATIAL RATIONALE

13.1 SPATIAL ANALYSIS

AMENDMENTS TO MUNICIPAL BOUNDARIES - The only amendments to municipal boundaries as proposed by the Demarcation Board is a portion of Mogalakwena to the north of the R518 now forming part of Lephalele.



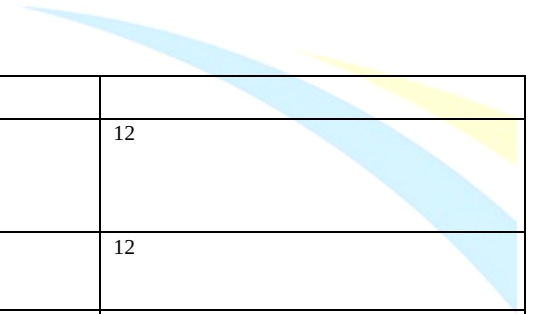
SETTLEMENT PATTERNS AND DEVELOPMENT

MAJOR TOWNS/SETTLEMENTS

TOWN/SETTLEMENT	BRIEF HISTORY
Mokopane	It was established by the Voortrekker leader Hendrik Potgieter in 1852 and named Vredenburg as symbol of reconciliation between himself and the other Voortrekker leader, Andries Pretorius. Due to continuous skirmishes between the early settlers and the local tribes as well as the heavy toll malaria had on the people, the town was evacuated and only re-established in 1890. It was awarded municipal status 1939. The name was changed again in 2002 to Mokopane after the Ndebele chief who moved to the Waterberg area in the nineteenth century.
Mookgophong	Was established in 1886 as a halfway house between Pretoria and Polokwane. It served as a trading post until 1907 when it was proclaimed as a town.
Modimolle	Was established by a group of pioneers known as the Jerusalem Trekkers who believed they have reach the Nile and had been close to the Holy Land. The river flowed north and the koppie (Modimolle) looked like a pyramid. The town was established in 1866.
Bela Bela	Tshwana people settled in the 1860 around the warm water springs. The town was established in 1882 and it got municipal status in 1932.
Thabazimbi	Was established only in 1953 after iron ore discovered was discovered in 1919. The ore deposits were bought for Iscor and the town established for the employees.
Lephalale	It is the youngest town in the WDM area. It was established in 1960 and got municipal status only in 1986.

DISTRIBUTION OF SETTLEMENTS WITHIN THE DISTRICT

Municipality	No of settlement	No. of wards
Bela Bela	7 Farms & Small holding	9
Modimolle-Mookgophong :	33	14
Mogalakwena	178 villages 2 Townships	32



	1 Town	
Lephalale	38 villages 1 Town 2 Township	12
Thabazimbi	1 Town 1 Township	12
Total for District	216 Villages 6 Towns 11 Townships	79

SPATIAL CHALLENGES & OPPORTUNITIES

- Illegal occupation of land (Informal Settlements)
- Poor quality of RDP houses.
- Formalisation of informal settlements
- Poor understanding of Spatial Planning issues (Spatial Development Frameworks, Land Use Management System, and Integrated Development Plans).
- 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.
- 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.
- Delay in settling outstanding land claims can create a risk to investors.
- Mushrooming of informal Settlements in towns and townships.



SPATIAL IMPLICATIONS

- Deliberate measures to dismantle racial settlement patterns.
- CBD to incorporate into IDP for implementation.

HIERARCHY OF SETTLEMENT / GROWTH POINTS AREAS

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.

Nodes	Provincial	District	Municipal
1st order node Growth Points (focus on growth within Local municipalities but have little influence on district and its other locals).	Mokopane/Lephalale	Modimolle -Mookgophong Thabazimbi Bela Bela	Modimolle –Mookgophong/ Tbz -Northam/ Leph –Thabo Mbeki/Witpoort Lepurupurung/ Mogalakwena - Mmotong/Bakenburg
2nd order nodes Population concentration points (provide services to local and surrounding communities)	Mog – rebone, Mabusela Bela- Pienaarsrivier Modimolle -Mookgophong- Mabatlane/Vaalwater Lephalale – Setateng,Ga-Seleka,Abbotspoort		
3rd order nodes local service points(provide services to dispersed surrounding rural population)	Modimolle –Mookgophong - Radium Bela Bela- Radium,Settlers,Rapotokwane,Vingerkraal,Rust de Winter, Leph – Marnitz,Tom Burke, Tbz – Leeupoort, Koedoeskop, Dwaalboom Modimolle -Mookgophong – Mabaleng Mog – Matlou, Marken		

LAND USE COMPOSITION - LAND USE MANAGEMENT SCHEMES AND SDFS (WDM SDF).

MUNICIPALITY	LAND USE SCHEME	IMPLEMENTED	SDF
Bela Bela	Proclaimed land use scheme is in place	Implemented	Available
Modimolle	Proclaimed land use scheme	Implemented	Available
Mogalakwena	Proclaimed land use scheme	Implemented	Available
Mookgophong	Proclaimed land use scheme	Not implemented	Available
Lephalale	Proclaimed land use scheme	Not implemented	Available
Thabazimbi	Proclaimed land use scheme	Not implemented	Available
WDM	N/A	N/A	N/A

The settlement patterns in the Waterberg District have been developed based on the following forces:

- Townships.
- Local Service points.
- Towns.
- The rural nature of large parts of the district.

NB: These have created a number of small settlements with no clear hierarchy based on size.

AREAS OF NATIONAL IMPORTANCE

There are three elements of national importance within the Waterberg District.

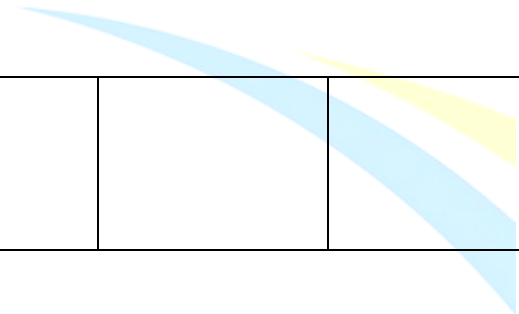
The Medupi Power Station that will supplement existing power generation and is of critical importance to ensure sufficient energy capacity for the entire country over the long term;

The Waterberg coal fields located adjacent to Medupi, as identified by the National Development Plan; and a heavy haul corridor from the Lephalale area to the south.

Land Claims & Illegal occupation of land: Land claims and land restitution is a very important albeit a contentious issue. However, from a spatial planning point of view land ownership does not necessarily determine the preferred use of land. The exceptions 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 the land.

WDM SETTLED LAND CLAIMS

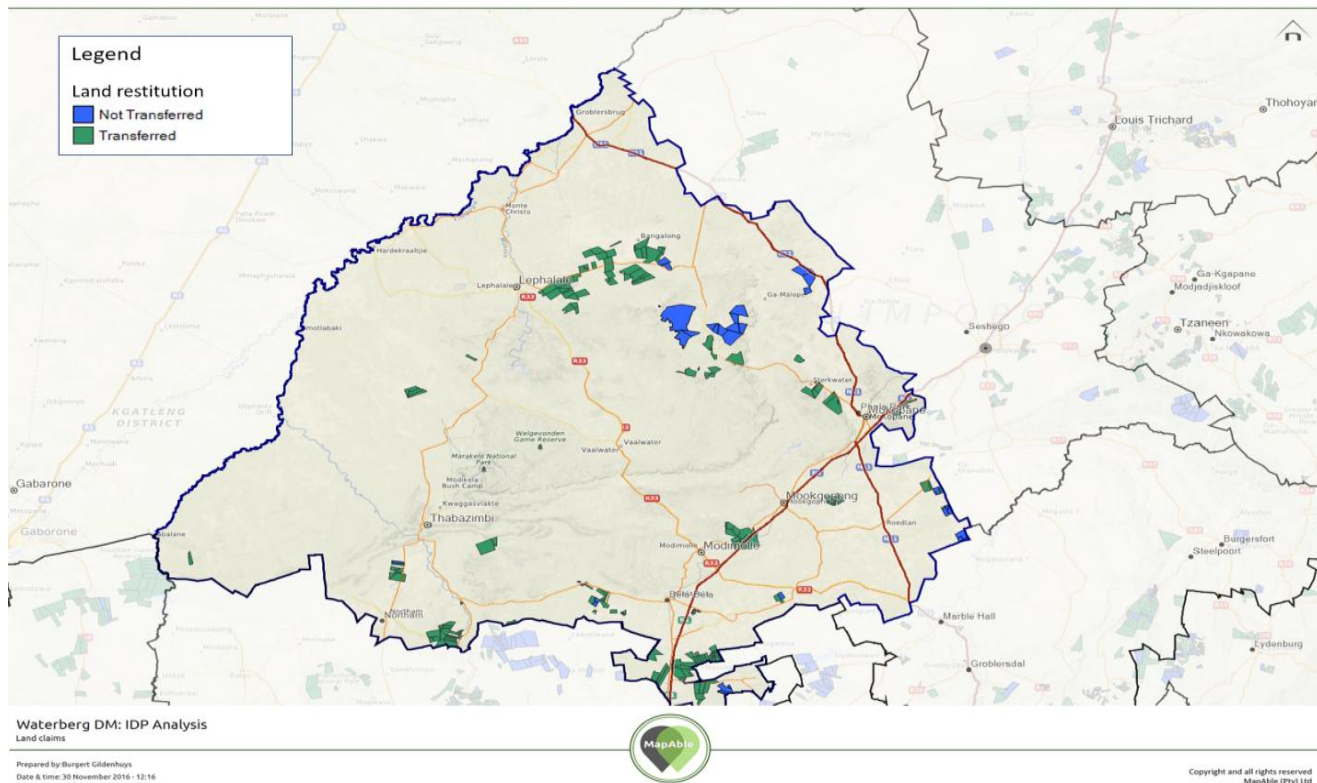
PROJECT NAME	PROPERTIES RESTORED	TOTAL AREA(ha)	NO. OF HOUSEHOLDS
Moretele (pienansrevier) phase 1, 2 & 3	Vaalboschblt 66 JR Ptn 1& 13	1,966	111
Lethakaneng (phase 1, 2 & 3)	Turffontein 499KR Ptn 24, 25, & 39. Phase 2 ptn 17, 19 23, 29, 32, 34 and 35 (152. 6582) ptn 18, 20, 32 and 33 of farm Turfontein 499	305	95
Mawela family	Farm Gruispan 16 JR	1,392	37
Bela Bela (phase 1 & 2)	ptn 2, 4, 5 and ptn 8 of Olieventein 475 KR, R/E of Olieventein 562 KR, ptn 3, 31 and R/E of ptn 34 of the farm Rietspruit 527 KQ and ptn 1 of Zandspruit 472 KR (Phase 1) Ptn 11, 14, 16, 20, 21, 22, R/E of ptn 24, 25 & 38 of the farm Rietspruit 527 KR R/E of ptn 9 & 10 of the form Zoete-inval 484 KR Ptn 4 of the Farm Aliwal 486 KR	6,724	90
Ga Mashong Matlala (phase 1 to 3)	Haakdoringfontein 85 JR: R/E Ptn 1, 2, 3 4, 6, 7, Kameelrevier 77 JR: Ptn 2, 4, 5, 6, 7, 8, 13 Kliprand 76 JR: R/E Ptn 1, 2, 3, 7, 8, 9, 13, 15, 17, Elandsoewer 707 JR, Uityvlugt 709 JR Apiesdoring78 JR, Kumnandi 67 JR	6, 042	174
Nosiyeje/'Maurine Patience	R/E of Ptn 21, 22, 32, 33, 34, and 35 of the farm Buiskop	62	0
	R/E of ptn 4 of Middelkopje 33 JR, ptn 11, 5, 6, 7 R/E of ptn 8 of Middelkopje 33 JR ptn 12, 13, 14, R/E of De Kuil 28 JR, Turflaagte 35 JR Ptn 5 of Turflaagte 35 JR	8,217 59	0



	R/E of Palmietgat 34 JR R/E of ptn 3 of Palmietgat 34 JR Ptn 4 of Turflaagte 35 JR Ptn 1 of Granspan 37 JR R/E OF Kalkheuvel 73 JR Ptn 1 of Vaalbosch 38 JR Ptn 1, 2, & 3 of the farm Turflaagte 35 JR		
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WDM Settled Land Claims



ILLEGAL OCCUPATION OF LAND

Waterberg District Municipality Informal Settlements

Municipality	Number of Informal Settlement(s)
Bela-Bela	7
Modimolle-Mookgophong	7
Mogalakwena	1
Lephalale	3
Thabazimbi	10

Informal Settlements in WDM

SETTLEMENT	ESTIMATE NO. OF HOUSEHOLDS	COMMENTS
Jacob Zuma	500	The area is not habitable due to flood lines challenges. To be relocated and accommodated at Ext 9
Proposed Ext 9 Township)	400	To be formalised at Ext 9.
Spa Park(Kope Waye)	100	To be formalised at proposed Extensions of Spa Park (Portions of the farm Roodepoort) being earmarked for purchase by the Dept.(DLGH).
Vingerkraal	200	The area has no enough water sources to sustain a formal township and this has been confirmed by specialist studies. To be relocated to proposed Extension 1 at Masakhane / Radium and other Areas within the Municipality (proposed Extensions at Spa Park).



Eersbewoon	80	The area is too small and isolated to warrant formalization, and may not be sustainable in terms of Spatial Planning principles. To be relocated to other Townships Extensions within Bela Bela
Mookgophong Has 4 Informal Settlements In Wards 1, 3 & 4	900	
	400	
	10	
Marapong	2000	
Mamojela Part (Public Works)	600	
Steenbokpan	600	

Strategically Located Land in WDM

PROPERTY DESCRIPTION/ERF	SIZE	COMMENTS/REMARKS
ERF 1067 Warmbarth Ext 5 (Park)	2.6239 HA	Council resolved on the development of the area for Housing as part of the then Proposed ABSA/ DLGH project.
Remainder of Portion 25 Of Hatbad 465KR	42HA	Council resolved on the development of the area for Housing as part of the then Proposed ABSA/ DLGH project. Part of the area is not developable due to rocky outcrops.
Remainder of 655 Warmbaths	13HA	Council resolved on the development of the area for middle income, and it is located closer to the CBD. Potential BNG project.

Remainder of Wilgegend 17JR(Masakhane)	197Ha of which over 100 ha is still undeveloped/planned and may be available for future development.	The land is currently owned by Waterberg but is in the process of being transferred to the municipality. The municipality has earmarked the area for expansion of Masakhane Settlement as well as accommodation of a Cemetery and Land-fill site.
Mookgophong Ext 8		
Mookgophong Hostels		
Thusang Ext 1		
Mookgophong Ext 4 & Siclebos Farm		
Naboomspruit 348kr		

Types of Dwelling
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
Room/flatlet not in back yard but on shared property
Caravan or tent
Private ship/boat
Not applicable (collective living quarters)

Waterberg District Municipality 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.

13.2 ENVIRONMENTAL ANALYSIS

Environmental Legislative Framework

There are a number of regulation, policies, acts and treaties that are meant at the protection, preservation and conservation of our natural resources.

Below is a summary of the legislative framework of the state.

The Constitution

Section 24 of the Constitution of South Africa Act 108 of 1996 provides that everyone has the right to an environment that is not harmful to their health or well-being and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that:

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

The National Environmental Management Act

The National Environmental Management Act, No. 107 of 1998 (NEMA) came into operation on the 1st January 1999. It is the flagship environmental statute of South Africa. NEMA's primary purpose is to provide for co-operative environmental governance by establishing principles for decision-making on all matters affecting the environment. NEMA also establishes procedures and institutions that will promote public participation in environmental management.

Chapter 1 of NEMA stipulates Environmental Management must place people and their needs at the forefront of its concern, and serve the physical, psychological, developmental, cultural and social interest equitably. It also advocates that development must be socially, environmentally and economically sustainable.

The principles enshrined in NEMA guide the interpretation, administration and implementation of the environment in South Africa. These principles serve as a framework within which environmental management must take place. They include amongst others, sustainable development and the 'polluters pay' principle.

Sustainable Development

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

Polluter Pays Principle

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

The National Water Act

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

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

National Environmental Management: Waste Act.

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

National Environmental Management: Biodiversity Act.

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

National Environmental Management: Air Quality Act.



The Air Quality Act regulates air quality in order to protect the environment. It provides reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development while promoting justifiable economic and social development. The Act further provides for national norms and standards regulating air quality monitoring, management and control by all spheres of government. It also provides for specific air quality measures.

Biophysical Environment

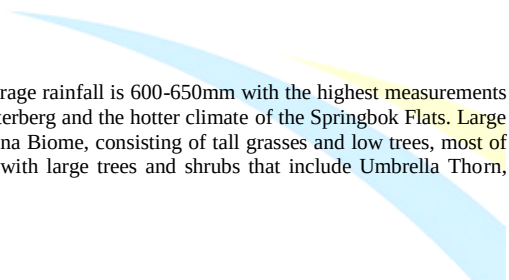
Most of the study area falls within the Central Bushveld Bioregion, which falls within the Savanna Biome. There are also small patches of vegetation that fall within the Mesic Highveld Grassland Bioregion, which falls within the Grassland Biome. Patches of Azonal vegetation is also found within the area. Lowveld Riverine Forest, Springbokvlakte Thornveld, Central Sandy Bushveld, Makhado Sweet Bushveld and Subtropical Salt Pans are the vegetation types of most concern for conservation. There are 43 mammal species of conservation concern that occur in the study area. Thirteen of these species are threatened with extinction and are on the Red List.

Three centres of endemism occur near the eastern boundary of the Waterberg District. A small part of the Wolkberg Centre of Endemism occurs within the EMF study area. Conservation of this unique vegetation is important. There are a number of protected areas within the Waterberg District, including Marakele National Park, Entabeni Nature Reserve, Dnyala Nature Reserve and recognised by UNESCO. The presence of the Biosphere Reserve in the study area provides an opportunity to promote biodiversity conservation at the same time as advancing eco-tourism in the study area.

The Waterberg District's natural vegetation has experienced degradation in some areas. This includes urbanisation cultivation or mining. Severe over-grazing is problematic. Biodiversity hotspots and conservation priorities in the study area should be preserved before transformation leads to the loss of the entire area. The ecological sensitivity of the area was determined using a number of factors, including vegetation types, the presence of rivers, streams, drainage lines and wetlands, presence of steep slopes or mountains and the potential presence of various plant and animal species of conservation concern. This history of the Waterberg District extends as far back as the Stone Age and is diverse. The history was greatly influenced by natural phenomena and features of the area. Some important cultural and historical features of the area include rock paintings and stone tools of San hunters and Khoe Khoe herders, Bambata clay pottery, and also ruins of Langa Ndebele settlements. The Waterberg District has a rich cultural history also, with various tribes that inhabited the area, as well as the colonial settlements. The interaction between the colonial Voortrekers and local tribes in the area are of importance especially at sites such as the Makapan's Caves.

Climate, Rainfall and Topology

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. The mean circulation of the atmosphere over southern Africa is anticyclonic throughout the year. Air circulations have implications for the dispersion of air pollution, and are influenced by a variety of factors. The main source of information for the atmospheric conditions and wind was taken from the Waterberg District Municipality's Air Quality Management Plan. No measurable evidence of global warming or climate change can be deduced from the information,



due to significant natural fluctuations. The rainy season lasting from November to March. The average rainfall is 600-650mm with the highest measurements occurs in January and December. Temperatures range between the cooler temperatures of the Waterberg and the hotter climate of the Springbok Flats. 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.

Geology, Landscape and Soil

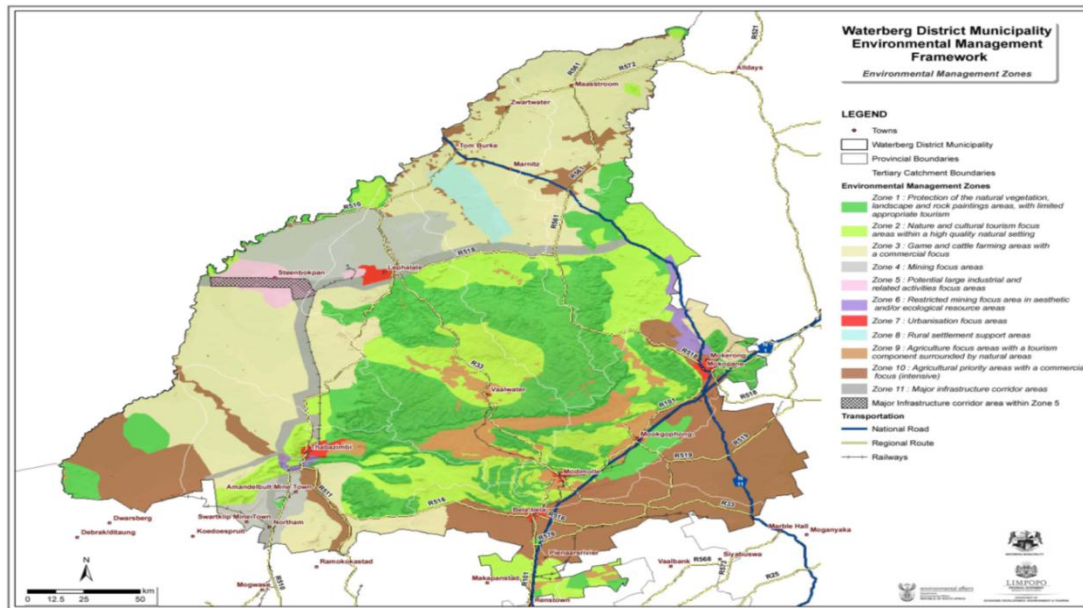
The simplified geology of the Waterberg District can be classified into five distinct geology types, namely the Transvaal Super Group, Karoo Super Group, Waterberg Group, Bushveld Igneous Complex, and the Archaean Granite/Gneiss and Swazian Complex. The Karoo Super Group contains coal deposits while Bushveld Igneous Complex harbours important sources of platinum and chromium. The Waterberg Group contains no minerals of economic value. The Transvaal Super Group has iron ore deposits. The lithology of the area shows that there are 26 dominant rock types occurring in the Waterberg District. All of which are described. The landscape of the Waterberg District is a unique feature that distinguishes it from any other place in South Africa. There are four main landscape features in the Waterberg District, namely the Waterberg Plateau, the Transvaal Plateau Basin, the Pietersburg Plain and the Limpopo Depression.

The character of the Waterberg Escarpment is an important feature of the area. It is an asset that should be protected. Similarly the wide open bushveld plains of the Limpopo Penepplain represent a special South African bushveld character. This character is one of the key selling points that the tourism sector employs in their marketing strategy.

Steep slopes have been identified in the EMF as they are inherently sensitive to change. The soil of the area is diverse. Major soil associations have been identified. These include weakly developed soils on mountainous catchments, uplands and rocky areas, dystrophic, red and yellow, freely draining sandy soils, and plinthic upland duplex and par duplex soils on undulating middleveld, rugged terrain.

The agricultural potential of the area is intimately associated with topographical, pedological (soil) and climate determinants. Rainfall distribution is also an important factor in determining the agricultural potential.





Global Warming and Climate Change Impact on South Africa.

Climate change is a change of the general weather conditions of which the most significant is an increase in temperature of the earth's surface. Besides an increase in average temperature, climate change also causes significant changes in rainfall patterns, and an increase in extreme weather events, giving rise to floods and droughts. Climate change is a Global issue however the impacts of changing weather patterns will be felt most likely at local level and municipalities need to ensure that they can adapt to projected changes.

In the light of global environmental change, can we confidently claim to manage the environment as we always did in the past? The challenge for municipalities is not to predict the future, but to approach the future with the right tools and the right information. Rising CO₂ emission has a detrimental effect on socio economic situation within global communities, with the developing and poor countries being the hardest hit. Some of the visible impacts are severe drought and water scarcity, forest degradation and overgrazing.

critical actions to reduce climate change and greenhouse gas emissions can best be undertaken locally and municipality as a sphere of government have an obligation to manage resources as efficiently as possible in the interest of the citizens. Failure to do so may have far reaching implications. South Africa's vulnerability to climate change has direct influence on the following: -

- Increased water stress – significant decrease in water availability in many areas.
- Agricultural production and food security – failing crop yield in many areas

Impact of climate change on human health – large proportion of South African population has low resilience to extreme climate events (poverty, high disease burden, inadequate housing infrastructure and location).

Climate change impact will intensify the forces, which for decades have constrained or obstructed progress towards sustainable developments in many parts of our country. It has the potential and can strongly be linked to negative impact on sustainable development. These can effectively lead to the following impact on sustainable development: -

- Curb economic growth and development
 - Undermine efforts to combat poverty
 - Hamper efforts to attain Millennium Development Goals
 - Threatens to erode the entire community in a specific area
-
- Lephalale has been declared a hot spot by the national minister and this observation has far reaching implications for the municipality in terms of greenhouse gas emission which does not portray a good picture. The municipality should compile baseline information on climate change events possibly dating back approximately thirty years ago. These data will provide information and assist with regard to future planning tools to combat escalation of the situation. Road transport is responsible for 24.1% of total transport emission in the Waterberg district municipality while industrial emission amount to 95.9% and this put
 - Lephalale as the biggest polluter in the district as indicated in the table below. The increased number of vehicular mode of transport in Lephalale as a result of ensuing development has not only impacted on our roads infrastructure but also increased greenhouse gas emission immensely. Mobility provides access to goods, employment, commercial and social services, access to friends, relatives, communities and leisure. It also provides access to raw material, employees, suppliers, customers and consumers.
 - Lephalale requires more transport relative to its development trajectory than any other municipality in Waterberg District. This is because the economy is spatially 'challenged' besides being on the countryside. The sparsely distributed rural settlements which are not functionally linked and the fragmented nature of current urban development found in Lephalale between Marapong, Onverwacht and town will always enhance the need for transport.

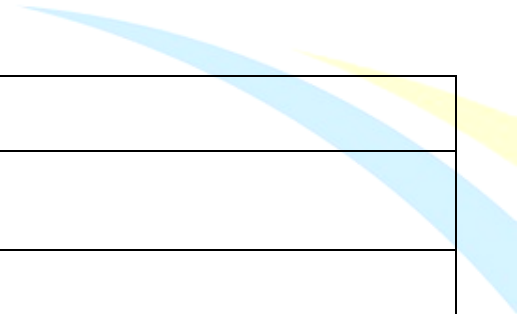
Cities throughout South Africa face mobility challenge of increasing traffic, chronic congestion, air and noise pollution and increased traffic accidents against a background of climate change and the need to reduce our carbon consumption. The challenge for these cities is to alter the balance of priorities from motorised vehicles to more sustainable and active modes. The traditional approach to dealing with increased transport demand has been to provide additional road space by means of new expansive road infrastructure. This approach has not delivered the expected benefits, however, and new approach to tackling current transport problems is required.

Inspired by the principles of sustainability, an alternative and low-carbon footprint approach focuses on the demand side. One new approach, known as A-S-I (from Avoid/Reduce, Shift/Maintain, Improve) seeks to achieve significant greenhouse gas emission reduction, reduced energy consumption and less congestion, with the final objective to create more liveable cities. The municipality in an endeavour to provide sustainable transport should also be seen as an ultimate goal to which we need to move ‘greening’ transport along the way, but simultaneously our lack of reliable public transport can allow us to ‘leapfrog’ to new and better technologies and systems.

Key Climate Change Issues / Risks in Locals

Waterberg Municipalities in Limpopo	Issues relating to Climate Change
Waterberg District	1. Mining 2. Deforestation 3. Governance 4. Veld fires
Modimolle-Mookgophong	Modimolle 1. Governance 2. Waste management 3. Alien invasive species 4. SDF – no environmental sensitive areas – new developments allowed in wetlands 5. Housing in flood planes or landfill sites Mookgophong 6. Waste management 7. Governance 8. Deforestation 9. Alien species invasion





Bela – Bela	1. Governance 2. Waste management 3. Deforestation
Lephalale	1. Air pollution – mining 2. Ground water availability 3. Deforestation 4. Governance
Thabazimbi	1. Mining 2. Waste management 3. Governance
Mogalakwena	1. Mining 2. Alien Invasion 3. Deforestation

WATER RESOURCES AND 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 south-eastern 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 south-western 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.

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.

The Waterberg District Municipality Air Quality Management Plan, completed in June 2009 was used as the main source of information. The Air Quality Management Plan compiled an emissions inventory for the Waterberg District. This was compiled for air pollution sources where information was available or where emission factors could be applied to quantify emissions. Pollution sources include power generation; mining, industrial emissions, domestic fuel burning, vehicle emissions, agricultural activities, biomass burning, waste treatment & disposal, and dust from various sources.

Currently, the air quality of the Waterberg District is fair, but with future development set to happen in the area, it is expected that air pollution will increase.

- **Air pollution:** 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
- **Water pollution: Blue Drop Score per Municipality** (*Water Services Authority*)



WDM Air Quality Management Plan

Air Quality in WDM 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%		
Modimolle- Mookgophong	0.0%	25.6%	17.5%	0.8%	1.811%	0.9%		
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%		

AIR QUALITY MANAGEMENT TOOLS

Emissions inventory Database

The data base has been developed and completed during 2012/13 financial year.

For effective air quality management and control, an accurate, electronic emissions inventory of point, non-point and mobile sources needs to be established. Comprehensive emissions inventory include information on sources parameters (source location, stack height, stack diameter, exist gas velocity, exit temperature) and associated pollutant emission rates. An emission inventory serves the following functions:

- Providing spatially resolved source strength data on each pollutant for dispersion modelling.
- Predict environmental impacts
- Helping in urban and regional planning
- Supporting the design of monitoring network
- Contributing a basis for evaluating trends
- Assisting in the formulation of air quality management policies

Challenges

- The developed data base is not electronic and comprehensive



- Electronic data base is of vital as the information on sources changes regularly, so if data base is
- Hard copy it is difficult to update it when the source changes

Dispersion Modelling Software

Atmospheric dispersion modelling forms an integral component of air quality management and planning. Air Quality models are used to establish a relationship between emissions and air quality. Dispersion models require the input of data which include:

- Meteorological conditions such as wind speed and direction, the amount of atmospheric turbulence, ambient air temperature and the height to the bottom of any inversion layers in the upper atmosphere.
- Emission parameters such as source location and height stack diameter, exit gas temperature and velocity.
- Terrain elevations at the source and surrounding regions.
- Location, height and width of any obstruction (for each source e.g. buildings) Dispersion modelling is typically used to determine compliance with ambient air quality guidelines or standards.

Challenge

Waterberg District Municipality does not possess Air Quality Management monitoring equipment's and infrastructure such as Monitoring Stations. All the equipment and infrastructure is the asset of the National Department of Environmental Affairs and operated by private service providers.

Ambient Air Quality Monitoring

An ambient air quality management system consists of various hardware, software, communication systems as well as activities related to on-going maintenance and calibration of the system. Continuous ambient air quality monitoring requires among other thing : a set of trace gas analysers housed in the a secure shelter, meteorological equipment, data communication and acquisition system, as well as various other mechanical, civil and electrical structures such as inlet manifold, fencing, concrete plinth, air conditioner, uninterrupted power supply and safety devices such as a lighting conductor.

Transition to Low Carbon - Economy

NDP stresses the transition of low carbon economy as one of the major issues that needs to be budgeted for carbon reduction and programmes to be in place. It is also targeting on decline for greenhouse gas emissions, and that by 2030 economy-wide carbon price should be entrenched (zero emission building standards). Installation of solar waste heaters is also a recommendation.



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 involves 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.

Agriculture & Forestry

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.

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.

World Heritage Sites, Natural Water Bodies & Wetlands

The Waterberg District host internationally renowned tourist attractions that can be used as draw cards to attract more tourists in the area:

- **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 Valley World Heritage Site** - is a site for one of the most dramatic incidents in the long and fascinating local history near Mokopane town in the Mogalakwena Local municipality. This cooking pot reached a boiling point between the Voortrekkers and the local Ndebeles. The Voortrekkers, which by the 1850s were already well established as far as Schoemansdal near Soutpansberg, used the local area as a thoroughfare. The Makapan Valley was declared as one of the first National Heritage Sites of the new united nation-an act supported by all local communities. In fact, current Chief

Mokopane made contributions towards the development of the site as a cultural shrine and tourism icon. The application for the World Heritage Status has been approved by UNESCO.

- **Nylsvley Wetland**- is a registered Ramsar site (Ramsar is the international convention for the protection of wetlands). More than 400 bird species have been recorded on the 16 000ha wetland extending some 70 kilometers between the towns of Modimolle, Mokgopong 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.
- **Marakele National Park** – located in the northeast of Thabazimbi, this park is undoubtedly one of the greatest wilderness areas of South Africa, the park has become a place of sanctuary’ for an impressive variety of wildlife due to its location in the transitional zone between the dry wester and moister eastern regions of South Africa.
- **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.

FLOODING ACROSS THE WATERBERG DISTRICT

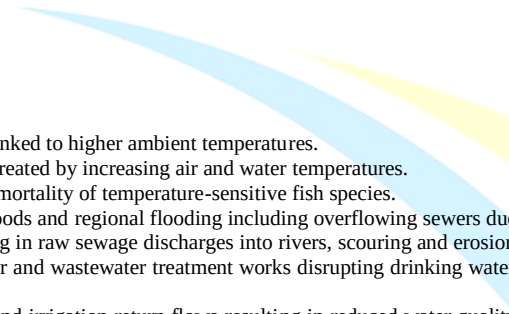
Affected Areas

Lephalale LM is worse affected by floods as a result of **overflowing Mokolo and Phalala Rivers** and the following are their vulnerable communities: - Thabo-Mbeki Township 177 victims, Mamojela Park informal settlement ±3000 people are being evacuated, Mogol farming communities along D171 route and Beska bridge, Mokuruanyane, Kauletsi, Martinique, Abbotspoort, Shongoane 1-3 and Ga-Seleka;

- Thabazimbi LM is affected at Jabulani informal settlement due to the **mining dam eruption** due to heavy rains that over flooded the capacity of dam;
- **Koedoeskop Bridge water level increasing** flood in Thabazimbi,
- **Crocodile river is constantly rising** and overflowing,
- Modimolle- **Mabaleng Alma Sand river constantly rising** and overflowing,
- Bela-Bela town flooded after affected by **Bela-Bela Township, Klein Kariba & Thaba Monate Dam eruption** flooded R101 (with lots of potholes) route until in town where the Railway station, Industrial area and some businesses were under the water,
- **Pienaarivier rising** and overflowing;
- Mogalakwena **Sterkwater** river overflow flooded houses at Mahwelereng and school children were assisted by WDM rescue team to crossover stream water,

WATER SOURCES IN MUNICIPALITIES		
Municipality	Surface Water Source	Groundwater
Bela-Bela LM	Warmbath Dam Platrivier Dam Pipeline from Klipdrift purification works (Magalies)	Four boreholes
Modimolle- Mookgophong LM	Modimolle Donkerpoort Dam Pipeline from Klipdrift purification works (Magalies Water) Mookgophong LM Welgevonden Dam/ Frekkiegeyser Dam	Perdelaagte borehole in Modimolle Mabaleng borehole Mabatlane borehole 12 boreholes (Mookgophong & Naboomspruit) 4 boreholes (Roedtan)
Mogalakwena LM	Doorindraai Water Resources System (Private owned)	Sefakaola Water Supply Scheme – (41 boreholes) Glen Alpine Water Supply Scheme – (34 Bore holes) Mapela Regional Water Scheme (45 boreholes) Bakenberg Regional Water scheme (51 boreholes) Nkidikitlana Regional Water Scheme (45 boreholes) Salem Regional Water Scheme (42 boreholes) Uitloop farm (Private owned) Weenen / Planknek
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)





WATER QUALITY-RELATED IMPACTS

- Less irrigation and drinking water could be available due to increasing water temperatures linked to higher ambient temperatures.
- Favourable conditions for the incubation and transmission of water-borne diseases may be created by increasing air and water temperatures.
- Increased fish mortality due to reduced oxygen concentrations in aquatic environments and mortality of temperature-sensitive fish species.
- Human health and ecosystem impacts, associated with increased rainfall intensities, flash floods and regional flooding including overflowing sewers due to sewage pipes blocked with washed-off debris, damage to sewerage infrastructure resulting in raw sewage discharges into rivers, scouring and erosion of urban streams, increased sediment and pollutant overflow and damage to low lying water and wastewater treatment works disrupting drinking water supplies.
- Increased periods of drought mean less water is available to dilute wastewater discharges and irrigation return flows resulting in reduced water quality and associated downstream health risks to aquatic ecosystems

WATER CHALLENGES

- Inadequate bulk water supply
- Ageing infrastructure
- Poor quality of drinking water
- Inadequate bulk water supply
- Inadequate funding
- Illegal connections, theft and vandalism

IMPLICATIONS

- Loss of revenue
- Inability to reach/achieve MDG targets
- Impedes on possible investors in the District

RECOMMENDATIONS

- Upgrading of water supply
- MIG Funding outsourced from DWA for projects to upgrade water supply.



ENVIRONMENTAL CHALLENGES IN WATERBERG DISTRICT ISSUES	DETAILS
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	• Mogalakwena and 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.
Mining	• LIM 368 local municipality is the major source of eco-tourism economic activities, mainly contributing source of green economic implementation in the Municipality. • Mining Prospecting Applications are a serious threat/challenge in the Biosphere Reserve Area.

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. From July 2013 to March 2014 the following incidents have been experienced district wide.

- Chemical Spills and Hazardous - HAZMAT incidents = 1
- Acid Mining Drainage in all 3 Local Municipalities that have Mining Activities = 3 LM's (Lephalale, Mogalakwena, Thabazimbi)



- Accidents - Motor vehicle accidents(MVA) = **359**
- Veld fires - Grass/Veld fires = **201**

WDM Eco-Tourism and Green Economy

The area of Waterberg is blessed in natural resources that attract ecological tourism and green economy. The type of economic sector within the Waterberg jurisdiction is very extensive within the Modimolle-Mookgophong Area. Eco-Tourism, agriculture, wildlife economy and other natural resource based economies are more intensive in the Modimolle-Mookgophong jurisdiction than in any other local municipality within Waterberg District.

HOW TO DEAL WITH DISASTER

- Be integrated. (Involve all people and relevant agencies). viz;
- Private sector organizations
- Individual members of the community
- 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.

MUNICIPAL HEALTH

The functions:

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

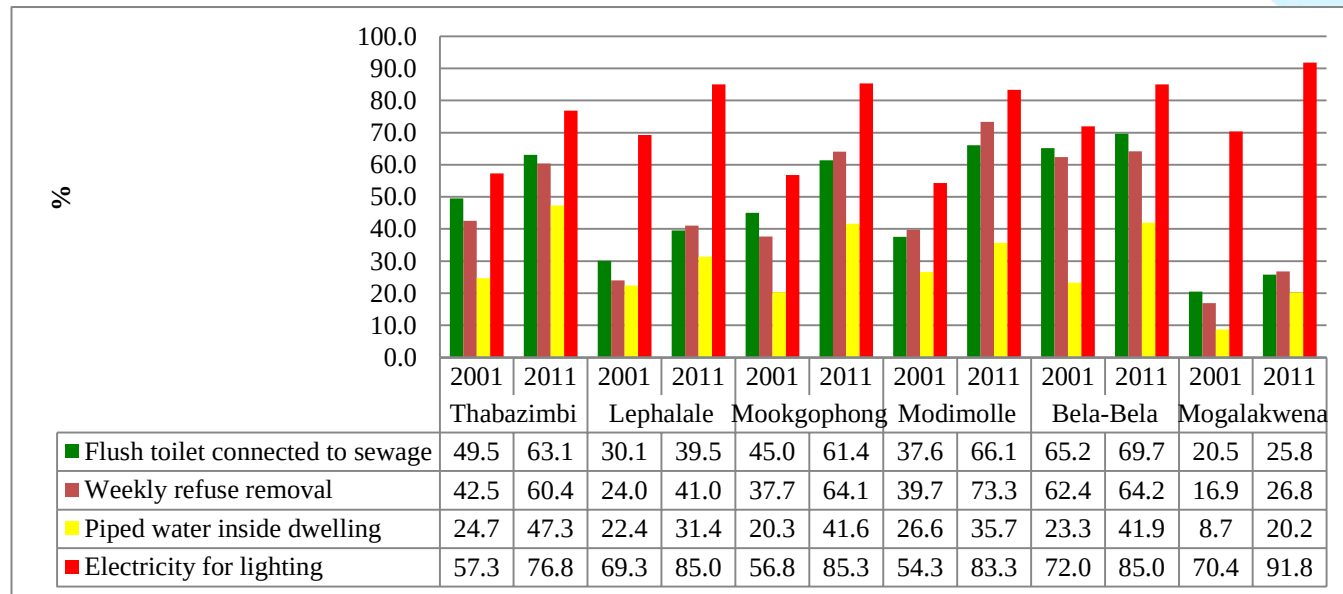
Environmental Challenges in Waterberg District



ISSUES	DETAILS
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	• Mogalakwena and 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 Grootegeeluk 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.

14. KPA2 – BASIC SERVICE AND DELIVERY

HOUSEHOLD SERVICES



STATS SA 2011



14.1 WATER AND SANITATION

Water

Waterberg Green Drop Compliance

Compliance per municipality

Summary - February 2018

Filter by: Public - Municipal Selected Period : Feb 2018

General Information			Monitoring Compliance [%]			Microbiological Compliance [%]			Physical Compliance [%]			Chemical Compliance [%]		
Water Services Authority	Number of Works	Works Submitted	Jan 2018	Feb 2018	12 Months	Jan 2018	Feb 2018	12 Months	Jan 2018	Feb 2018	12 Months	Jan 2018	Feb 2018	12 Months
<u>Bela-Bela - LIM366</u>	3	<u>0</u>	0.00	0.00	14.17	0.00	0.00	2.78	0.00	0.00	8.57	0.00	0.00	9.03
<u>Lephalale - LIM362</u>	3	<u>0</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>Modimolle/ Mookgophong - LIM368</u>	4	<u>0</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>Mogalakwena - LIM367</u>	3	<u>0</u>	0.00	0.00	1.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.17
<u>Thabazimbi - LIM361</u>	3	<u>0</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Compliance per systems

Compliance Summary - February 2018

Filter by: Public - Municipal Selected Period : Feb 2018

General Information			Monitoring Compliance [%]			Microbiological Compliance [%]			Physical Compliance [%]			Chemical Compliance [%]		
Works Name	Work s Id	Works Submitte d	Jan 2018	Feb 201 8	12 Mon ths	Jan 2018	Feb 2018	12 Month s	Jan 2018	Feb 2018	12 Months	Jan 2018	Feb 2018	12 Months
<i>Piensaarsrivier WwTW</i>	868	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Warmbath WWTW	1165	N/A	0.00	0.00	14.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Radium	1355	N/A	0.00	0.00	27.83	0.00	0.00	100.00	0.00	0.00	76.92	0.00	0.00	81.25
Zongesien WWTW	1223	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Paarl WWTW	829	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Witpoort WWTW	1201	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Naboomspruit WWTW	742	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



Thusanang Ponds WWTW	1062	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Vaalwater WWTW	1123	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Modimolle WWTW	677	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Mokopane WWTW	687	N/A	0.00	0.00	5.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00
Rebone Ponds	1359	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Mosodi	1365	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rooiberg WWTW	943	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Thabazimbi WWTW	1052	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Northam oxidation ponds	781	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The '12 Months' column reflects the Average compliance calculated as a percentage [%] over the past year, from the 'Selected Date'.



COMPLIANCE PER WATER SUPPLY SYSTEM (MICROBIOLOGICAL)

Systems	Submissions		Samples	Sites	Compliance %			
	Institution	Systems			Analysis	Fail	%	
Bela Bela/Magalies water supply system	1/1	1/1	77	74	122	5	95.9%	
Radium borehole water system	1/1	1/1	26	24	42	2	95.2%	
Rapotokwane Borehole system	0/1	0/1	0	0	0	0	Unknown	
Lephalale LM/ Matimba WTP - Reticulation System	1/1	1/1	20	14	36	0	99.9%	
Lephalale LM/ Zeeland WTP - Reticulation System	1/1	1/1	27	18	48	0	99.9%	
Mokurunyane Regional Water Supply Scheme	0/1	0/1	0	0	0	0	Unknown	
Seleka Water Supply Scheme	0/1	0/1	0	0	0	0	Unknown	

Shongoane Water Supply Scheme	0/1	0/1	0	0	0	0	Unknown	
Witpoort Water Supply Scheme	0/1	0/1	0	0	0	0	Unknown	
LIM 365 : Mabaleng Res(Borehole)	0/1	0/1	0	0	0	0	Unknown	
LIM 365: Mabatlane Res(Borehole)	0/1	0/1	0	0	0	0	Unknown	
LIM 365: Modimolle/Magalies Water Supply	0/1	0/1	0	0	0	0	Unknown	
Roedtan borehole System	0/1	0/1	0	0	0	0	Unknown	
Welgewonden Water Works	0/1	0/1	0	0	0	0	Unknown	
Mokopane/Mahwelereng	1/1	1/1	149	148	149	9	94.0%	
Mokopane Supply System	0/1	0/1	0	0	0	0	Unknown	
Leeupoort Water Supply	0/1	0/1	0	0	0	0	Unknown	
Northam Water Supply	0/1	0/1	0	0	0	0	Unknown	
Rooiberg Water Supply	0/1	0/1	0	0	0	0	Unknown	
Schilpadnest Water Supply	0/1	0/1	0	0	0	0	Unknown	
Greater Thabazimbi/Magalies	0/1	0/1	0	0	0	0	Unknown	

CHEMICAL COMPLIANCE

Systems	Submissions		Samples	Sites	Compliance %			
	Institution	Systems			Analysis	Fail	%	
Bela Bela/Magalies water supply system	1/1	1/1	75	74	238	0	99.9%	
Radium borehole water system	1/1	1/1	25	24	80	36	95.2%	
Rapotokwane Borehole system	0/1	0/1	0	0	0	0	Unknown	
Lephalale LM/ Matimba WTP - Reticulation System	0/1	0/1	0	0	0	0	Unknown	
Lephalale LM/ Zeeland WTP - Reticulation System	0/1	0/1	0	0	0	0	Unknown	
Mokurunyane Regional Water Supply Scheme	0/1	0/1	0	0	0	0	Unknown	
Seleka Water Supply Scheme	0/1	0/1	0	0	0	0	Unknown	
Shongoane Water Supply Scheme	0/1	0/1	0	0	0	0	Unknown	

Witpoort Water Supply Scheme	0/1	0/1	0	0	0	0	Unknown	
LIM 365 : Mabaleng Res(Borehole)	0/1	0/1	0	0	0	0	Unknown	

LIM 365: Mabatlane Res(Borehole)	0/1	0/1	0	0	0	0	Unknown	
LIM 365: Modimolle/Magalies Water Supply	0/1	0/1	0	0	0	0	Unknown	
Roedtan borehole System	0/1	0/1	0	0	0	0	Unknown	
Welgewonden Water Works	0/1	0/1	0	0	0	0	Unknown	
Mokopane/Mahwelereng	0/1	0/1	0	0	0	0	Unknown	
Mokopane Supply System	0/1	0/1	0	0	0	0	Unknown	
Leeupoort Water Supply	0/1	0/1	0	0	0	0	Unknown	
Northam Water Supply	0/1	0/1	0	0	0	0	Unknown	
Rooiberg Water Supply	0/1	0/1	0	0	0	0	Unknown	

Schilpadnest Water Supply	0/1	0/1	0	0	0	0	Unknown	
Greater Thabazimbi/Magalies	0/1	0/1	0	0	0	0	Unknown	

0 - 95% =
Water Backlogs



95 – 97% =

97 – 99% =



99 – 100% =



Municipality	Total number of Households	Number of households served	Backlog Remaining households
BELA BELA LM:	14 900	14 900	0
MODIMOLLE (LIM 368)	19 804	18 654	5 181
MOGALAKWENA LM	75 313		3 229
LIM368	9 147	7 930	1 217
LEPHALALE LM	27 950	21 644	6 104
THABAZIMBI LM	23 872	23 776	96
WATERBERG DISTRICT	170 986		15 872



MODIMOLLE

Backlogs-Water Provision

Municipality	Households Below Level of Service/Backlogs	Households Below Level of Service/Backlogs as a Percentage
Modimolle-Mookgophong Local Municipality	930	4,7%

Source: Stats SA 2011

MOGALAKWENA

MOGALAKWENA SERVICE	BACKLOG
Water	6 632

Source: DWA and WSDP

BELA BELA

TYPE OF HOUSEHOLDS	NUMBER OF HOUSEHOLDS
Suburb	1 360
Townships	7 539
Village	5 177
Indigent	2 535
TOTAL	16 611
Informal settlements	3 327 not receiving waste services (backlog)



Water Sources

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	Doorindraai Water Resources System (Private owned)	Sefakaola Water Supply Scheme – (41 boreholes) Glen Alpine Water Supply Scheme – (34 Bore holes) Mapela Regional Water Scheme (45 boreholes) Bakenberg Regional Water scheme (51 boreholes) Nkidikitlana Regional Water Scheme (45 boreholes) Salem Regional Water Scheme (42 boreholes) Uitloop farm (Private owned) Weenen / Planknek
Mookgophong LM	Welgevonden Dam/ Frekkiegeyser Dam	12 boreholes(Mookgophong & Naboomspruit) 4 boreholes (Roedtan)
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)

CLIMATE CHANGE WATER QUALITY-RELATED IMPACTS

- Less irrigation and drinking water could be available due to increasing water temperatures linked to higher ambient temperatures.
- Favourable conditions for the incubation and transmission of water-borne diseases may be created by increasing air and water temperatures.
- Increased fish mortality due to reduced oxygen concentrations in aquatic environments and mortality of temperature-sensitive fish species.
- Human health and ecosystem impacts, associated with increased rainfall intensities, flash floods and regional flooding including overflowing sewers due to sewage pipes blocked with washed-off debris, damage to sewerage infrastructure resulting in raw sewage discharges into rivers, scouring and erosion

of urban streams, increased sediment and pollutant overflow and damage to low lying water and wastewater treatment works disrupting drinking water supplies.

- Increased periods of drought mean less water is available to dilute wastewater discharges and irrigation return flows resulting in reduced water quality and associated downstream health risks to aquatic ecosystems.

Water Challenges

- Inadequate bulk water supply
- Ageing infrastructure
- Poor quality of drinking water
- Inadequate bulk water supply
- Inadequate funding
- Illegal connections, theft and vandalism

IMPLICATIONS

- Loss of revenue
- Inability to reach/achieve MDG targets
- Impedes on possible investors in the District

Recommendations

- Upgrading of water supply
- Funding outsourced from DWA for projects to upgrade water supply.



14.2 SANITATION

Provision of Sanitation

House Holds per Municipality	No Sanitation Infrastructure	Sanitation Above RDP	Sanitation At and Above RDP	Sanitation At RDP	Sanitation Below RDP
Thabazimbi	1963	16701	18956	2253	3266
Lephalale	2139	15721	17486	1763	7530
Modimolle-Mookgophong	2727	19912	21499	1587	10387
Bela-Bela	0	13180	13197	17	0
Mogalakwena	3506	41677	52274	10596	21043

DWS: National

PROVISION OF SANITATION

Municipality	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other	Total
Waterberg	7 136	78 369	7 681	1 824	17 860	62 430	1 822	2 743	179 866
Thabazimbi	1 585	15 814	1 225	172	646	4 605	198	835	25 080

Lephalale	1 589	11 803	1 631	386	7 198	6 785	186	302	29 880
Mookgophong-Modimolle	51053	17672	1682	123	756	4825	429	903	27443
Bela-Bela	434	12 595	1 671	336	531	1 945	322	233	18 068
Mogalakwena	2 475	20 486	1 473	807	8 729	44 270	687	470	79 395
TOTAL	14 272	156 739	15 363	3 648	35 720	124 860	3 644	5 486	359 732

DWS: National

Sanitation Backlog

LM Name	Total Households	Total Below RDP Water Households	Backlog if Infrastructure failures are included	HH Served 1994 to 2013	HH with access to RDP and above Water
Bela-Bela	18 305	-	1 772	2 981	18 305
Lephalale	30 272	-	3 078	11 952	30 272
Modimolle- Mookgophong	27 802	2 250	2 451	14 709	25 552
Mogalakwena	80 437	1 490	11 445	42 270	78 947
Thabazimbi	25 408	2 220	4 493	12 143	23 188
	182 224	5 960	23 239	84 055	176 264

DWS: National

Sanitation Challenges

- Ageing infrastructure
- Inadequate bulk water supply
- Inadequate funding

Implications

- Loss of revenue
- Inability to reach/achieve MDG targets
- Impedes on possible investors in the District

Recommendations

- Upgrading of water supply
- Funding outsourced from DWA for projects to upgrade water supply.

Provision of Free Basic Water and relevant information in relation to Water, Sanitation and Electricity.

MOGALAKWENA MUNICIPALITY

Number of consumer units receiving free basic services

Municipality	Water	Electricity	Sewerage and sanitation	Solid waste management
Mogalakwena	3321	3321	3321	3321

Number of consumer units receiving free basic services

Municipality	Water	Electricity	Sewerage and sanitation	Solid waste management
Mogalakwena	4 541	4 541	4 541	4 541

Number of consumer units benefiting from indigent policy

Municipality	Beneficiaries							
	Water		Electricity		Sewerage and sanitation		Solid waste management	
	2016	2017	2016	2017	2016	2017	2016	2017
Mogalakwena	2130	3321	2130	3321	2130	3321	2130	3321

Modimolle -Mookgophong Municipality

Free Basic Services of Indigent Households for 2017/2018

TYPE OF FBS	NO OF HH	UNIT
Water	1 026	10KL
Electricity	1 026	50 Units
Sewer	1 026	Basic charge
Refuse Removal	1 026	Basic Charge

Source: Budget and Treasury

Modimolle-Mookgophong Municipality (Provision of Free Basic Services)

Provision of Free Basic Services 2017/2018

Solid Waste Management		Percentage
2016/2017	2017/2018	
0 Beneficiaries	0	0

Electricity-Provision of Free Basic Services 2017/2018

Electricity	
2017/2018	2017/2018
2 224 Beneficiaries	R1 206 892.00

Provision of Free Basic Services 2016/2017

Water		Sewerage and Sanitation	
2017/2018	2017/2018	2017/2018	2018/2019
5 500 Beneficiaries	R255 189.00	R5 500.00	R 1 777 286.00

Source: MLM

LEPHALALE

Households with free basic water

FREE BASIC WATER									
STATS SA Census 2011		MUNICIPAL SOURCE							
Total HH	Total indigents HH	Total HH	Total indigents HH	Variance (Census vs. Municipal)	Total indigent HH served	Total indigent HH served as %	Other HH served	Total HH served	Total HH served as %
29,880	14,944	28,359	5,522	9,422	7,898	84%	9,872	17,488	97,9%

Free basic services

NUMBER OF HOUSEHOLDS PROVIDED WITH FREE BASIC SERVICES					
Water	Sewerage and Sanitation	Electricity	Refuse Removal	Total households	Total H/H served as %
14 102	565	3 429	14 102	29 880	47.2%

Energy or fuel for cooking, heating and lighting.

	2001			2011		
	Cooking	Heating	Lighting	Cooking	Heating	Lighting
Electricity	9174	10515	16904	18046	18059	25398
Gas	369	195	67	927	262	34
Paraffin	1598	1139	525	2202	1401	164
Candles	-	-	6683	-	-	4143
Wood	12929	11837	-	8600	6258	-
Coal	114	137	-	18	20	-
Animal dung	49	40	-	11	15	-
Solar	71	43	46	17	142	77
Other	79	477	159	25	1	-
Number of households with no electrical connections/backlog 4482 (15%)						

Source: Statssa 2011

BELA BELA

Free Basic Services: Water, Sanitation, Energy and Refuse Removal
Indigent Summary, 2016/17



INDIGENT SUMMARY 2016/2017

Amount of Subsidies to Indigents per service

Month 2016/20 17	Water		Refuse		Rates		Electricity		Sewerage		Prepaid Electricity		Total
Total	2845	1 949 165	3363	1 477 984	1647	302 151	15	21 557	3326	1 384 073	3307	4 361 797	9 496 728

Source: Bela-Bela Municipality,

14.3 ENERGY AND ELECTRICITY

Electricity Backlogs

Municipality	Total HHs	Number of HHs with Access	Total backlog
BelaBela	14 900	14 291	609
Lephalale	27 950	21 846	6 104
Modimolle-Mookgophong	28 951	25 345	3 606
Mogalakwena	75 313	68 636	6 677
Thabazimbi	23 872	18 026	5 846
Districtwide	170 986	148 144	22 842

NB: 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.

‘Energy usage for heating, cooking & lighting - (% H/H (265 289) using energy types)

MODIMOLLE-MOOKGOPHONG

Energy Source for Lighting

Municipality	Electricity	Gas	Paraffin	Candles	Solar	Other
Modimolle	14 602	15	83	2 755	39	32

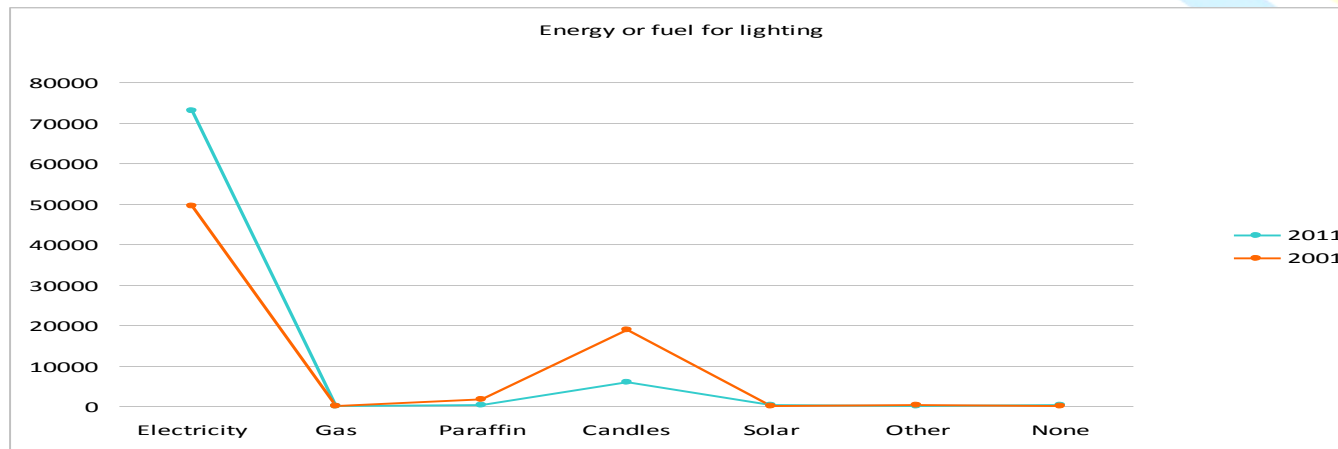
Source: Stats SA 2011

Energy Source for Cooking

Municipality	Electricity	Gas	Paraffin	Wood	Coal	Solar	Other
Modimolle Municipality	13 065	698	1 256	2 419	26	31	6

Source: Stats SA 2011

MOGALAKWENA Energy Source for Lighting



Source: StatsSA Census 2001 and 2011



LEPHALALE

Energy or fuel for cooking, heating and lighting & backlog.

	2001			2011		
	Cooking	Heating	Lighting	Cooking	Heating	Lighting
Electricity	9174	10515	16904	18046	18059	25398
Gas	369	195	67	927	262	34
Paraffin	1598	1139	525	2202	1401	164
Candles	-	-	6683	-	-	4143
Wood	12929	11837	-	8600	6258	-
Coal	114	137	-	18	20	-
Animal dung	49	40	-	11	15	-
Solar	71	43	46	17	142	77
Other	79	477	159	25	1	-
Number of households with no electrical connections/backlog 4482 (15%)						

Source: Statssa 2011



BELA BELA

ACCESS TO ELECTRICITY

Total no. of HH			Electricity			Gas			Paraffin			Candles			Solar			Other		
2001	2007	2011	2001	2007	2011	2001	2007	2011	2001	2007	2011	2001	2007	2011	2001	2007	2011	2001	2007	2011
12336	14293	18068	8879	11308	14504	17	0	0	232	409	130	3144	2550	1200	24	0	0	38	24	13

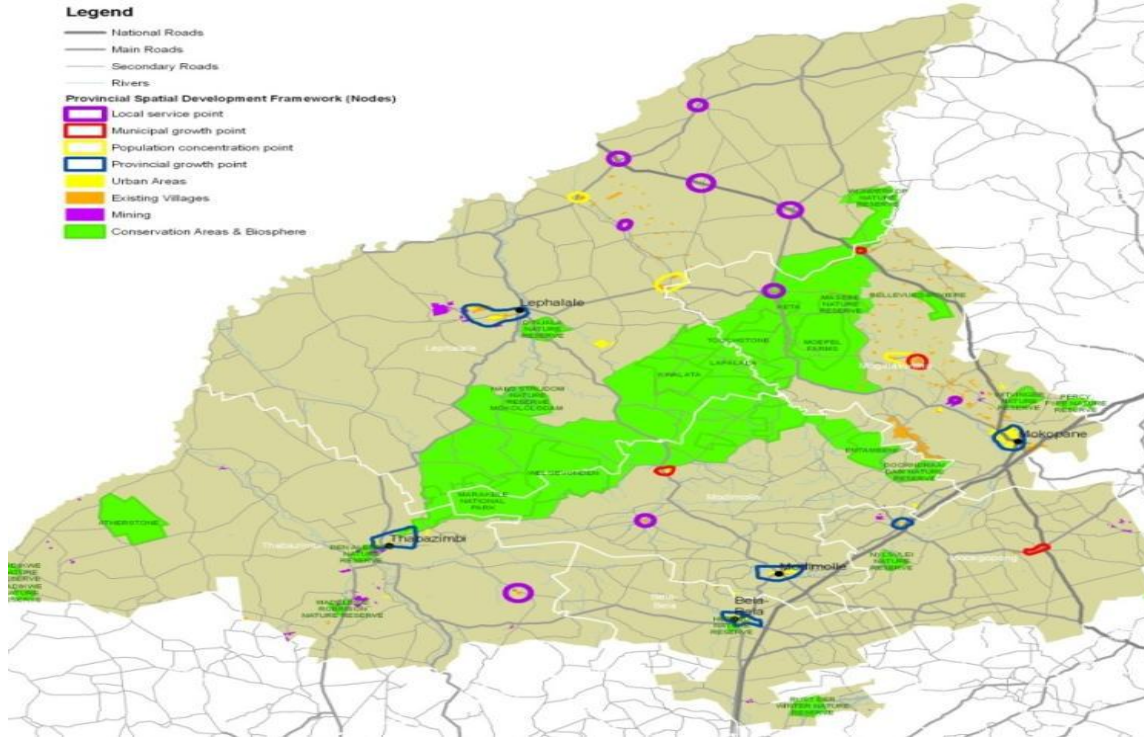
Source: Census 2001, Community Survey 2007 & Census 2011

Challenges Pertaining to Provision of Electricity

- Funding
- Poor infrastructure

14.4 ROADS AND STORM WATER

Municipal Roads and Storm Water Infrastructure



State of Municipal Roads

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. WDM has a total road distance of 21 938km of which only 16% or 3 555km are surfaced. However, most of the roads in the proclaimed towns are surfaced but are not necessarily in a good condition. Unpaved roads in rural towns and most of the district roads are in a relatively good condition. One should note the fact that there are a number of road building and surfacing projects in progress. This will improve accessibility and mobility of people in general.

WDM Road Length & Surface

PAVED			UNPAVED		TOTAL	
Municipality	Km	%	Km	%	Km	%
Thabazimbi	573	23%	1916	77%	2490	100%
Modimolle -Mookgophong	816	32%	4347	84%	5164	100%
Lephalale	944	16%	4976	84%	5920	100%
Bela Bela	434	22%	1572	78%	2006	100%
Mogalakwena	787	12%	5571	88%	6357	100%

Total	3555	16%	18383	84%	21938	100%
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Waterberg District Municipality Integrated Transport Plan

CLASSIFICATION OF ROADS NETWORK
WDM Major Roads in District Growth Points

Description	Municipality
N11 to modimolle to Vaalwater to Lephalale	Modimolle -Mookgophong, Lephalale
Pienaarsrivier, Rapotokwane	Bela Bela
Mookgophong to Welgevonden to Alma to Rankispaas to Marekele Nature Reserve to Thabazimbi	Modimolle- Mookgophong, Thabazimbi
Groenvley to Mashismali to Rooipan to Grootvlei	Lephalale
Bulgerrivier to Wolwefontein to Sterkfontein to Rooipan to Grootvlei	Lephalale
Rietspruit to Rooiber mine to Marekele to Matlabatsi	Bela Bela, Thabazimbi, Lephalale
Dwaalboom to Derdepoort Border post	Thabazimbi
Koedoeskop to Northam to Dwaalboom (PPC)	Thabazimbi
Bela Bela to Alma	Bela Bela,



CLASSIFICATION OF ROADS NETWORK

Public Transport Corridors in WDM

Source: Waterberg District Municipality Integrated Transport Plan

Local Mun.	Town	Route
Lephalale	Kopanang	R561 Setateng to Kopanong
		R572 Rietfontein Route to Kopanong
		Marapong to Kopanong
Mogalakwena	Mokopane	N11 Tshamahansi to Mokopane
	Mokopane	Mahwelereng to Mokopane
	Mokopane	R518 Mmalepetleke to Mokopane

RAIL FACILITIES:

- There is a rail line passing through Mookgophong to Zebediela and from Modimolle to Mookgophong.
- The second line runs from Mookgophong to Mogalakwena.
- From Gauteng via Bela Bela, Modimolle, Mookgophong, Mogalakwena to Mussina.
- Private/ Industrial rail network

Roads and Storm Water Backlog

Backlogs on roads and storm water and any other relevant information regarding roads and Storm water.

Bela-Bela	Lephalale	Modimolle (LIM368)	Mogalakwena	Mookgophong(LIM368)	Thabazimbi
722.54km	1388.1km	1013.5km	1035. 2km	680.49km	1139.43km
TOTAL: GRAVELLE ROADS: 5 979.26 KM			TARRED ROADS: 1853.58KM		



14.5 WASTE MANAGEMENT

The municipality developed the Integrated Waste Management Plan which allocated the function of solid waste disposal sites. The function involves: 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.

State of refuse removal in Urban and Rural Settlements.

According to Stats SA 2011, only 39% of the households in the Waterberg District Municipality have access to acceptable refuse removal service levels. Modimolle has the highest percentage of households with access to refuse removal services (73.3). It is followed by Bela Bela ,69.7 and Mookgophong 64.1%. Thabazimbi 60.4% and Lephalale 41.0%. Mogalakwena has the lowest percentage of households with access to refuse removal services at 26.8%.

Waste Collection Methodology

Bela- Bela

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

Modimolle

The Municipality has two land fill sites in Mabatlane and Modimolle/Phagameng. The Modimolle/Phagameng landfill site has 320 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 xtension 10. The refuse dumps existing in the municipal area have reached their life span capacity. This brings a challenge as there is no land to construct a new land fill site in the municipality.

Mogalakwena

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

Mookgophong

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

Generally there is waste collection in all municipalities as indicated in the Waste management Plan of the District municipality. There is a need of improving the rate of collecting waste as the settlements in the municipalities are growing. It is important that the District municipality including the local municipalities

improve the waste management as collection of waste management does not only improve the environment of the community. It also forms as a base for employment creation and revenue generation for the municipalities.

Thabazimbi

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

Lephalale

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

REFUSE REMOVAL BACKLOG

MODIMOLLE

Refuse Removal Backlogs

Municipality	Households below basic Level of service/Backlogs	Households Below Basic Level of Service/Backlogs as a Percentage
Modimolle Local Municipality	7 084	44.8%

Source: Stats SA Community Survey 2016

BELA BELA: NUMBER OF HOUSEHOLDS IN RECIEIVING WASTE COLLECTION AS DEFINED BY THE WASTE COLLECTION SERVICE STANDARDS, MUNICIPAL DATA

TYPE OF HOUSEHOLDS	NUMBER OF HOUSEHOLDS
Suburb	1 360
Townships	7 539
Village	5 177
Indigent	2 535
TOTAL	16 611
Informal settlements	327 no receiving waster services (backlog)

Challenges with regard to Refuse disposal and any other relevant information regarding Waste Management

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.

14.6 LANDFILL SITES IN WDM

Municipality	Number of landfill sites	Permitted sites
Bela- Bela	1	1
Lephalale	4	3
Modimolle- Mookgophong	3	3
Mogalakwena	3	2
Thabazimbi	4	3
Grand total	15	12

Modes of Transport

Car ownership within the District area is low and commuters depend on public transport. Further, the mobility of communities is a serious concern. The majority of the population within the WDM walks and mostly use public transport services (bus and taxi operations). According to previous surveys, Taxis emerged as the most utilised public transport service in the district.

Taxi Facilities

Within Waterberg District Municipality, there are several factors determining the nature, the distance, and utilisation of routes and operational methods of the taxi industry. Among other factors is the location of towns and villages, dominant economic activities in the area and employment status within Waterberg District Municipality. As a result of these factors, operation of the taxi industry in certain areas and the type of service provided are irregular – i.e. use is sometimes made of certain routes as a result of demand and the pavement conditions of the road. In mining areas such as Northam and Thabazimbi for example, certain routes particularly the long distance routes are provided on certain Fridays, month-end and long-weekends.

On the basis of the survey conducted, 140 taxi routes were identified in the Waterberg District Municipality. The table below provides the number of routes per Local Municipality and its surface conditions.

Taxi Routes in WDM

Local Municipality	Total Number of Routes
Bela-Bela	13
Modimolle-Mookgophong	10
Mogalakwena	64
Lephalale	12
Thabazimbi	41
TOTAL	140

Bus operations

Bus companies and sole proprietors who operate small fleets were contacted. Although some operators have operating permits, their services are by and large unscheduled. A combination of questionnaire and request for information was used to capture the bus information. Operators who could provide the following information were requested to do so:

- List of routes;
- Timetables;
- Vehicle registration numbers;
- Passenger statistics; and
- Tariff information.

Questionnaires for individual operators, similar to the ones discussed above, were used for other operators. This was for operations that were in the main unscheduled. The road conditions are generally very poor, especially in the rural areas. Most villages in the Mogalakwena and Lephalale Local Municipalities are not accessible during wet weather. Such road conditions are a significant factor on the operating life of the rolling stock, operating costs, and level of service to the passenger.

Bus Terminals in WDM

Local Municipality	Total Number of Bus Terminals	Total Number of Formal Bus Terminals	Total Number of Informal Bus Terminals
Bela-Bela	1	0	1
Modimolle-Mookgophong	1	0	1
Mogalakwena	4	1	3
Lephalale	3	2	1
Thabazimbi	0	0	0
Total	9	3	6

Waterberg District Municipality's CPTR

Rail operations

At present, no commuter rail transport services are in operation in the Waterberg District Municipality. The whole rail network in the Province is owned by Transnet Freight Rail formerly known as Spoornet, serving only long distance passengers. The infrastructure is in relatively good condition and the rail stations in Mogalakwena, Modimolle, Bela-Bela and Pienaarsrivier are the main stations serving mainline passengers. The following lines cover the district:

- Modimolle - Mabatlane line. The line from Modimolle to Mabatlane covers a distance of 74 kilometres. This railway line had been traditionally used for the transportation of agricultural produce. Utilising the line for tourism should be considered more especially that there has been some interest expressed in the past to operate a steam train;
- Mookgophong - Zebediela line. The line from Mookgophong to Zebediela covers a distance of 84 kilometres and was used in the transportation of agricultural produce and citrus fruit such as oranges. In addition, passengers were often transported over weekends by special trains from Johannesburg;
- Northam - Thabazimbi and Lephalale line;
- Northam to Thabazimbi is a distance of more or less 46 kilometres. There are mining shafts near the following halts and stations:
- Northam; Tussenin; Chromedale; and Thabazimbi.

Light delivery vehicles

LDVs are generally used as public transport in all areas of Waterberg District Municipality, especially in remote rural areas and farming areas, such as GaSeleka and Steilloop. LDVs may be used as means of transport for scholars, but they have been rejected in some municipalities within the Waterberg District Municipality, particularly in Mogalakwena. The concern has been that, in terms of an accident, it looks very ugly. The option was to subsidise scholars who use either taxis or buses. However, LDVs may be used for conveying agricultural produce, not people.

Non-monitored transport

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

Metered taxi operations

Metered taxi operations have been identified as one of the significant operations in some municipalities such as Mogalakwena, particularly because of their complementary role they could play in providing transport during awkward hours. Trains from Gauteng and the surroundings drop people very early in the morning and late in the evenings. As a result, other unofficial transport providers take advantage and rob poor passengers who are stranded at that time. They either pay unreasonable amounts or they do not reach their destinations. Other Municipalities reject such operations, particularly in Thabazimbi. More information still needs to be gathered on meter taxi operations for inclusion in this report.

Transportation of Learners

At present, there is official public transport system for learners available in certain municipalities which include Modimolle, Lephalale, Bela-Bela and Thabazimbi local municipalities. Urban learners rely on foot or by public transport, private transport, private school buses or privately arranged special transport to go to school.

What came out consistently in relation to learner transport is that:

Transport for learners should be affordable and subsidised;

Public transport be made accessible to enable learners reach the educational institution on time;

Non-motorised transport for learners be implemented;

They rejected LDVs as means of transport for learners; and

Reduce the distance learners have to walk to and from school provide safe, reliable and affordable transport for learners.

TRANSPORT FOR PEOPLE WITH DISABILITIES

From our observation; the current public transport system in WDM does not seem to be user-friendly for disabled persons. The general lack of public transport infrastructure in the area is the main reason for this problem. It may even be stated that there are basically no public transport facilities available for disabled persons in the area.

The following are the specific principles and objectives that have to be achieved as part of the development of a strategy for addressing the needs of persons with disabilities:

- Proper information systems and communication structures (before and during the journey);
- Specialist transport services (e.g. dial-a-ride type services);
- The design of vehicles/rolling stock so as to allow for people with disabilities (special and normal vehicles);
- Special care during the design of public transport facilities, including ablution facilities;
- Ensuring access to public transport facilities and vehicles for the mobility impaired; and
- Creating institutional and financial opportunities.

Transport challenges and any other relevant information regarding Public Transport

- Poor access roads;
- Recapitalisation of roadworthy taxis;
- Accidents;
- Lack of transport facilities; and
- Conflicts among taxi owners.

14.8 SOCIAL ANALYSIS/ SERVICES

HOUSING

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.



State of Housing in the Municipality

Type of Dwelling	Census 2001	CS 2007
House or brick structure on a separate stand or yard	103 725	116 939
Traditional dwelling/hut/structure made of traditional materials	11 048	5 470
Flat in block of flats	1 169	1 149
Town/cluster/semi-detached house (simplex; duplex; triplex)	941	1 509
House/flat/room in back yard	4 501	2 682
Informal dwelling/shack in back yard	6 559	6 274
Informal dwelling/shack NOT in back yard	18 642	12 516
Room/flatlet not in back yard but on shared property	1 374	4 576
Caravan or tent	567	94
Private ship/boat	24	0
Not applicable (collective living quarters)	19 687	9 510
Total	168 237	160 719

Housing Backlog

WDM housing Demand/Backlog

Municipality	Backyard rental	Rural	Gap market	Social	CRU	Project Linked	BNG/ IRDP	Total Backlog
Bela- Bela	N/A	N/A	400	N/A	N/A	1100	250	2750
Lephalale	6300	3801	660	2546	7000	450	N/A	20575
Modimolle -Mookgophong	500	3000	700	N/A	N/A	N/A	1000	5200
Mogalakwena	3080	22101	N/A	N/A	60	1 200	N/A	26441
Thabazimbi	910	5762	970	1970	N/A	4250	N/A	13862
Grand total								68 828

Challenges pertaining to Housing Provision and other relevant information in Relation to Housing.

- Poor quality of RDP houses.
- Inadequate land for development.
-

14.9 EDUCATION

Number of Public Schools per Phase, Municipality and District

# Public Schools per Phase, Municipality and District	No of Circuit	No of Combine	No of Primary	No of Secondary	No of LSEN	Total
Thabazimbi	02	06	12	06	01	
Bela Bela	01	03	13	06	01	22
Lephalale	03	12	48	29	01	93
Modimolle Mookgophong	03	06	28	09	01	47
Mogalakwena	09	12	148	98	01	268



Learner: Educator Ratio in Public Ordinary Schools

Municipality	Learners	Educators	Ratio
Bela Bela	13707	395	34.7
Lephalale	34692	1066	32.5
Modimolle -Mookgophong	26 129	841	62.2
Mogalakwena	89542	2915	30.7
Thabazimbi	11477	368	31.2

Service Backlog at Education Institution-Lephalale Municipality

No of schools	No of classrooms	Water needs %		Sanitation needs	Electricity needs
94	1146	Water available	No water available	Backlog	Backlog
Total no of learners	Total of teachers	40%	60%	43%	24%
26869	1290				

Challenges regarding Education and any other relevant information regarding Education.

- Poor road conditions and provision of Scholar Transport to ensure access to schooling
- Inadequate or lack of water
- Illiteracy rate in the District
- Some disabled learners are kept at home.
- Movement/established Informal Settlements



- Mismanagement of Funds
- Demarcation of circuit not in line with municipal boundaries.
- Partnership between locals, private sector and FET's on skills development
- Overcrowding in classrooms.
- Increased teenage pregnancy.

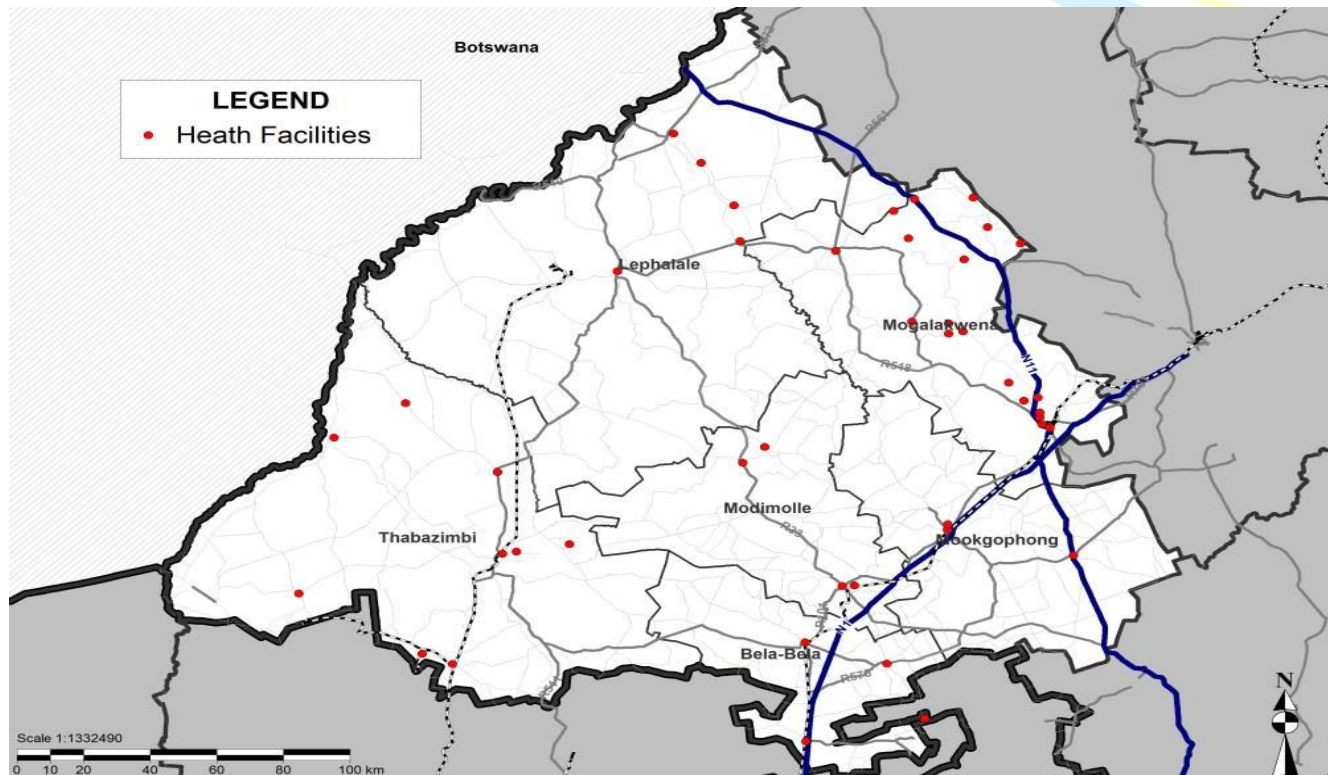
14.10 HEALTH AND SOCIAL DEVELOPMENT

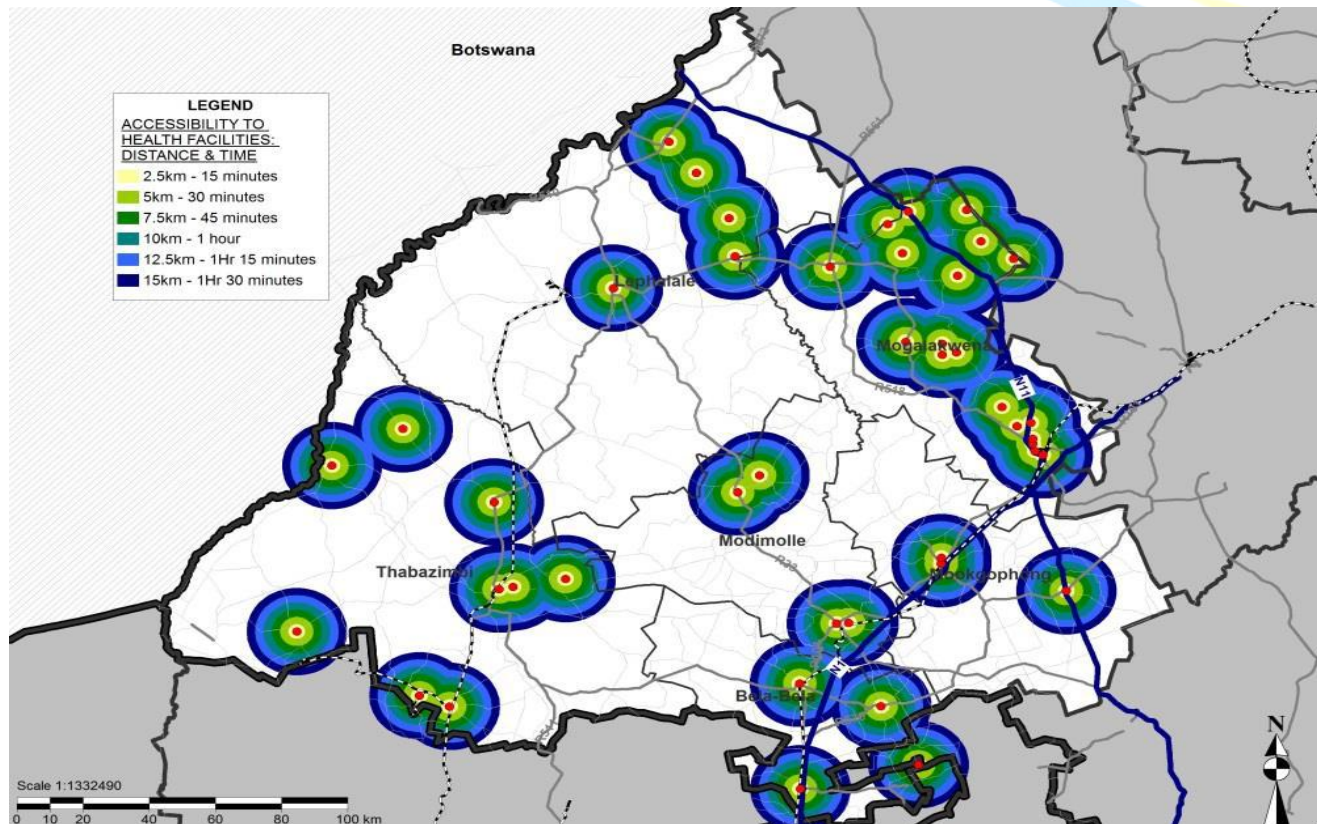
HEALTH

Number of Health Facilities within the Municipality.

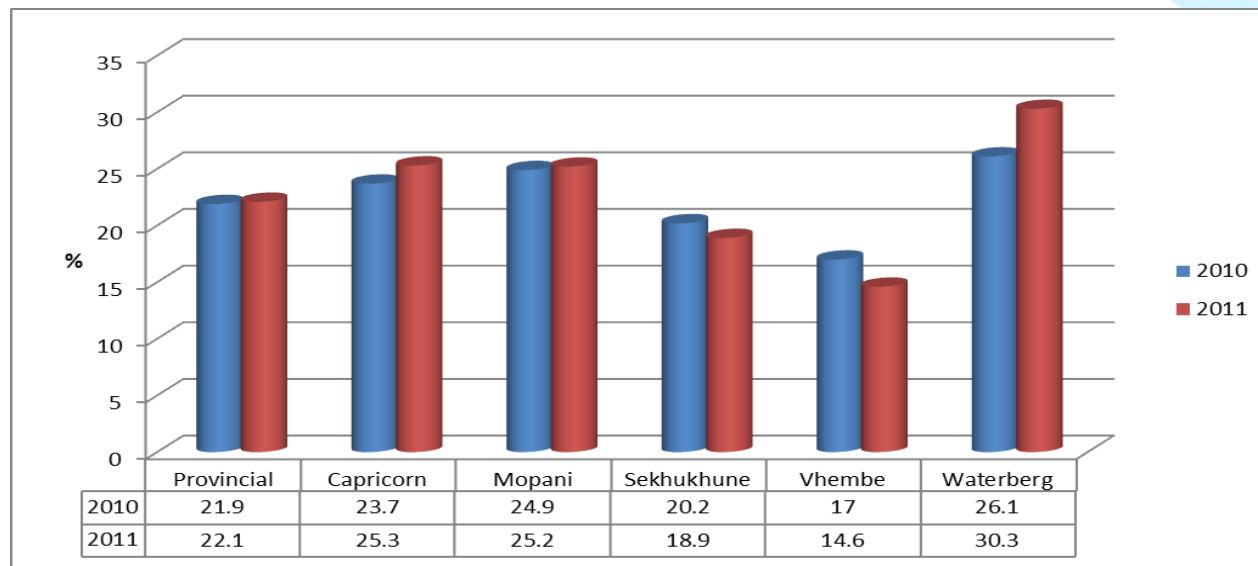
	HOSPITALS	CLINICS	MOBILE CLINICS	COMMUNITY HEALTH CENTRES
Bela-Bela	1, 1(PRIVATE)	4	2	-
Lephalale	2 1(PRIVATE)	7	7	-
Modimolle - Mookgophong	1 1 (SPECIALISED)	7	6	1
Mogalakwena	3	29	13	-
Thabazimbi	1	10	4	-
Waterberg District	11	57	29	1







State of Prevalence of range of Diseases including HIV and AIDS and any other relevant Information in relation to Health and Social Development.



STATS SA 2011

NB: Waterberg district is at 30.3% HIV zero prevalence rate (Highest in Limpopo Province)



EMS (STATIONS)

Bela Bela	2 (Bela Bela, Pienaarsrivier)
Lephalale	2 (Lephalale, Witpoort)
Modimolle-Mookgophong	2 (Modimolle , Mabatlane) 1 (Mookgophong)
Mogalakwena	3 (Mokopane, George Masebe, Thabaleshoba)
Thabazimbi	2 (Thabazimbi, Northam)
Waterberg district	12

Source: Department of Health Waterberg District

QUALITY HEALTH CARE FOR ALL

This is one of the targets for the National Development Plan 2030 vision.

- A District based approach will assist in making sure that there is quality health care for all the people in the community.
- There must be improved management, better trained health professionals, better patient information systems and focus on maternal & infant health care.

DOMINANT TRENDS ON HEALTH ISSUES

There is deterioration of population growth due to high level of HIV/AIDS related mortality, which makes population growth rate slowing, birth rate declining and life expectancy increasing.

MORTALITY

SA is affected by 4 epidemics: i.e. HIV/AIDS, Injury (both accidental and non-accident), infectious diseases e.g. TB, diarrhea & pneumonia etc, growing lifestyle diseases e.g diabetes, obesity etc.

Strategic Health Services Challenges

- High rate of teenage pregnancy
- Ineffective HIV/AIDS awareness campaigns
- Ineffective TB awareness campaigns
- Ineffective health inspectors
- Some people in the community are not covered by the km radius to the hospitals and Clinics
- Partners e.g Eskom, PPL mine and Exxaro promising to build clinics + _ 2yrs no progress e.g sekuruwe, Rietfontein, Molekane, Machikiri
- Funds delaying the completion of projects

IMPLICATIONS

- An application of a 5-km radius from each clinic suggests that a number of settlements are not well provided with health facilities.
- Most rural villages are located quite far from the health facilities i.e. beyond the (20) twenty kilometers of reach from hospitals and beyond five kilometers from clinics.
- The need for the provision of either mobile or immovable clinics would need to be determined within these settlements.

14.11 SOCIAL DEVELOPMENT

FACILITIES FOR OLDER PERSONS RUN BY NGOs BUT FUNDED BY GOVERNMENT		
NAME OF MUNICIPALITY	FACILITY	LOCATION
Waterberg	Rusoord Waterberg Lewensberg Piet Potgieter Monument	Bela-Bela Modimolle Mookgophong Mokopane
FACILITIES FOR DISABILITIES		
Waterberg	Reamogetswe Day Care Centre Zamakuhle Center for The Disabled	Bela-Bela Moshate



CHILD CARE

Municipality	Child care & protection services	# of existing ECD Sites	Child protection Organisations	Foster care Grant Beneficiaries	Foster care grant children	Target # of children to be placed in foster care
Bela Bela	2	25	1	423	647	60
Modimolle- Mookgophong	2	48	1	568	889	140
Mogalakwena	-	115	2	1 241	1 756	376
Lephalale	-	49	1	507	769	164
Thabazimbi	1	24	1	258	401	60
Waterberg	5	261	6	2 997	4 462	800

Social Development Challenges

- Lack of submission of death certificates to SASSA for system updates.
- Need to educate the youth about teenage pregnancy, STI's and HIV/AIDS.
- Child support is high and of great concern.

14.12 SAFETY AND SECURITY

The Number of Police Stations in the Municipality

Availability of Police Stations



Location	Level of service
Bela-Bela (3)	Bela-Bela (Warmbath) Town – Main station Pienaarsriver – Main station Rus de Winter – Main station
Lephalale (6)	Lephalale – Main Station Thabo Mbeki – Main Station Tom Burke – Main Station Villa Nora – Main Station Shongoane – Main Station Belg Rivier – Main Station
Modimolle- Mookgophong (6)	Modimolle (Nylstroom) Town – Main station Vaalwater – Main station Alma – Main station Naboomspruit – Main station Tuinplaas – Main station Roedtan – Main station
Mogalakwena (4)	Gilead – Main station Mahwelereng – Main station Mokopane – Main station Tinmyne – Main station
Thabazimbi (6)	Thabazimbi – Main station Rooiberg – Main station Cumberland – Main station Hoopdal – Main station Dwaalboom – Main station Northam – Main station
Waterberg Total	25 Police Stations



Shortage /Backlogs of Safety and Security Facilities & Challenges

- Not identified by the department
- The DSSL prepared to assist municipalities in safety and security sector planning

Safety and Security Challenges

- Monitoring of proper utilization of licenses and permits issued to liquor sellers.
- Illegal operation of unlicensed sheebens and taverns.
- Access to certain crime scenes due to bad conditions of roads and lights.
- Domestic violence (women and child abuse).
- Crime awareness and substance abuse.
- Urgent municipal by-laws.

Crime Category Status Er Cluster

Type of Crime	Crime reported	Top 10 worse Police station precincts	Rating
Contact Crime 2015 - 2016			
Murder	21 – 32 increased	Mahwelereng	4
Sexual Offenses	158 – 147 decreased	Mahwelereng	4
Attempted Murder	21 – 20 decreased	Mahwelereng	3
Assault GBH	546 – 527 decreased	Mahwelereng	4

Common Assault	264 – 335 increased	Mahwelereng	4
Common Robbery	147 – 155 increased	Mahwelereng	4
Robbery with aggravating circumstances	158 – 164 increased	Mahwelereng	10

TYPES OF CRIMES IDENTIFIED

Department of Safety, Security and Liaison Limpopo 2011

- **Related to Robbery:** Carjacking, Truck hijacking, Cash in transit robbery, Bank robbery and robbery in business and at residential premises.
- **Contact Crimes:** crimes against person-Murder, total sexual offences, assault, and robbery.
- **Contact Related:** Arson and malicious damage.
- **Property Related:** Burglary, Theft.
- **Crime Detected as result of Police Action:** Illegal possession of fire arms and ammo, driving under influence of alcohol or drugs.
- **Other Serious Crimes:** All theft not classified elsewhere, Commercial crimes, shoplifting.

FIRE AND RESCUE SERVICES AND DISASTER AND RISK MANAGEMENT

CHALLENGES

- Lack of Financial support;
- Lack of Reserves or stockpiling of long lasting equipment/relief resources;
- Lack of Skilled personnel & Disaster Risk Management Units OR Insufficient personnel;
- Lack of Integrated Two-Way Communication System across the Waterberg District;
- Lack of Participation & commitment of Sector Depts. to Disaster Risk Management;
- Lack of Awareness campaigns & Community Participation; and
- Lack of Administrative cohesion at the District and Local level (i.e. third sphere of Government).



Challenges and Plans

SDCS: FIRE SERVICES	
CHALLENGES	PLAN
Serious staff shortage throughout the district	To have minimum of 25 Fire personnel per each local municipality by 2019/20 financial year to address minimum staffing level as required by National Fire Codes, To make budget provision for new posts to address the problem.
Shortage of Fire Stations in Mookgophong and Thabazimbi, Fire Engines are parked under the trees which expose them to theft, Fire personnel do not have a place to stay or work in.	For WDM to negotiate donation of land to build fire stations in Mookgophong and Thabazimbi, Negotiate buying/renting the existing ones.
None compliance to Fire Operations and Fire Safety Legislations and Codes in terms of response and fire safety	To establish efficient Fire Safety section to address all fire safety challenges, To appoint competent personnel, To train existing staff members,
Lack of supervision to fire personnel. Non implementation of Fire Service Tariffs	To relocate all fire fighters from Local Municipalities to the District by 2016, so as to get proper supervision and training.
Fire related issues not properly addressed.	Relevant Fire Professionals given an opportunity to handle fire fighting issues

14.13 POST OFFICE AND TELECOMMUNICATION SERVICES

The Modimolle-Mookgophong Local Municipality has three post offices and four retail postal agencies. The current postal services are strategically well located and sufficient for the existing demand within the municipality. These facilities must receive regular maintenance to ensure that the facility stays in usable condition.

Bela Bela: 3 post office in town, Township, Radium and in Pienaarsrivier.

Mogalakwena: 7 post office: Bakenburg, Mahwelereng, Mapela, Rebene, Sterkrivier and Taueatswala



Challenges

- A need for more post offices in the other areas
- Adherence to the norms and standards
- Delivery in the rural areas

14.14 SPORTS, ART & CULTURE INCLUDING LIBRARIES

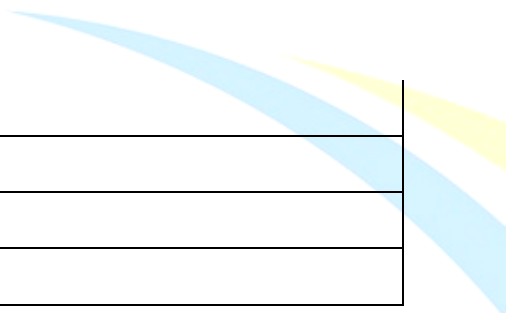
MODIMOLLE-MOOKGOPHONG - Municipal Halls and Parks

Modimolle-Mookgophong Municipality	Number
Community Halls	5
Sports Facilities	25
Municipal Parks	18

Source: MLM

MOGALAKWENA – Sport Infrastructure

NAME	CONDITION	FACILITIES OFFERED
Mahwelereng Stadium	Fair-Good	Tennis, Netball, Volleyball, Cross-Country, Soccer, Athletics and Gym
Bakenberg Stadium	Poor	Netball and Soccer
Mapela Stadium	Fair	Netball



Rebone Stadium	Poor	Soccer, Netball and Tennis
TT Tsholo Stadium	Good	Soccer and Netball
Rugby Club Grands	Poor	Rugby
Mosesetjana Stadium	Poor-Bad	Soccer

MODIMOLLE-MOOKGOPHONG

PARKS	FACILITIES AT THE PARK	MOOKGOPHONG TOWN	THUSANG	MOOKGOPHONG TOWNSHIP
Park at Modimolle entrance	Open park			
Mokopane entrance	Open park	1 Golf course	1 Stadiums	1 Stadiums
Golfpark entrance	Open park		1 Tennis court facility	Net ball court
Lapa Municipal park	Swimming pool		1 Volleyball court	1 Volleyball court
Main Municipal building	Open park			
Vodacom park in ext3	Children playing equipment			
Roedtan Municipal building	Open park			
Thusang next to community hall	Open park			

Source: Mookgophong social and community services,



LEPHALALE - SPORTS FACILITIES

Sports facilities in both Onverwacht and Marapong are privately owned. Mogol sport centre and Marapong stadium are the two facilities which are available to the community in the urban area. There are public parks with children playing equipment in the urban areas. Some of these parks are maintained although the standard in Marapong is lower as compared to the one in Onverwacht and town. There are only two parks and the third is nearing completion in the entire rural villages although the majority of the population resides in those settlements. There are two enclosed sports field at Ga-Monyeki village and Thabo-Mbeki Township which cater for sporting activities for the community in rural areas. These facilities have been erected some years ago but their standard is not satisfactory.

The third facility was erected at Ga-Seleka village but has since collapsed before it could even be opened to the public. The enclosed sports field in Thabo-Mbeki has been closed to the community as the ablution has been vandalized but nevertheless it is been utilized without permission.

BELA BELA

Location	Facilities	Constraints and Challenges
Bela Bela Township	➤ Bela Bela Community Hall i.e. Performing Arts and Culture. ➤ Sporting amenities i.e. Netball, Volleyball, Basket Ball and Tennis Court. ➤ SUNFA “stadium” ➤ Moloto Str “stadium” ➤ Bela Bela High Stadium ➤ Three Community Park ➤ 1 Cemetery facilities ➤ 1 library	➤ The Hall is multi – functional because it is also booked for special events and it is not always readily available for sports, arts, culture and recreational activities. ➤ 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 long distance travelled by individuals who stay in the remote parts of the township. ➤ The condition on the football grounds (stadium) is not satisfactory. The parks do not have the ablution facilities and lights.
Bela Bela Town	➤ Jinnah Community Hall ➤ Spa Park Community Hall ➤ 1 library	➤ Lack of sports Facilities
Pienaarsriver	➤ Community Hall/Park	➤ Lack of Facilities
Masakhane	➤ 1 Cemetery facilities	➤ Lack of facilities

Rus de Winter and Rapotokwane	➤ Community Hall ➤ Sport Ground ➤ 1 library	➤ These facilities are only located within Rapotokwane.
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DISTRICT WIDE LIBRARY INFRASTRUCTURES

NAME OF DISTRICT & LMs	BASELINE/STATUS QUO
Bela-Bela LM	1 library
Lephalale LM	3 libraries
Modimolle LM	2 libraries
Mookgophong LM	2 libraries
Mokgalakwena LM	4 libraries
Thabazimbi LM	2 libraries

Challenges

Provision of Libraries as per norms and standards

IMPLICATIONS

- Training to be intensified on oversight structures
- Proceed with Districtwide shared services approach
- Provision of one Library per 10 000 Household



15. KPA 3 – LOCAL ECONOMIC DEVELOPMENT

Local Economic Development is an approach to sustainable economic development that encourages local communities, public and private sector to work together to stimulate local economic activities that will result in an improvement in the quality of life for all.

LED aims to increase standards of living, create more and better jobs, advance skills and build sustained development for the future. It is a practical understanding of what the local area does well and what it has to offer, where its weaknesses and gaps lie as well as where threats and opportunities exist considering the needs of the local area. The main focus is enhancing competitiveness, increasing sustainable growth and ensures that growth is inclusive.

Waterberg District Municipality's economy is characterised by three active sectors, namely Mining, Tourism and Agriculture. The 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 internationally renowned icons such as the Biosphere Reserve. The fertile soil lead to a competitive advantage in the agricultural sector and opportunities within this sector still needs to be take advantage of to their full potential, agro-processing, agri-tourism. The area has variety of natural resources, and has the potential to create countless opportunities for the local population to encourage entrepreneurship and economic development.

In support of the above statements the Presidential Infrastructure co-ordination commission (PICC) was inaugurated in September 2001, bringing in key Ministers, Premiers and Mayors for the first time into a joint forum to promote infrastructure co-ordination and decision making. Resulting from the PICC work plans for future projects and infrastructure initiatives from state owned enterprise, national, provincial and local departments have been clustered, sequenced and prioritised into 18 strategic integrated projects (SIPs). Together these SIPs unlock the economic development and maximise the returns on investment in the form of increased jobs, growth and economic potential. This will be a continuous process creating a pipeline of projects into the future that gives substance to the long term NDP, and certainty to South Africa's Development.

The Waterberg District Municipality's LED strategy will be realigning its plans with SIP 1, as indicated below.

SIP 1: Unlocking the northern mineral belt with Waterberg as the catalyst

- Unlock mineral resources.
- Rail, water pipelines, energy generation and transmission infrastructure.
- Thousands of direct jobs across the areas unlocked.
- Urban development in Waterberg - first major post-apartheid new urban centre will be a “green” development project.
- Rail capacity to Mpumalanga and Richards Bay.

- Shift from road to rail in Mpumalanga.
- Logistics corridor to connect Mpumalanga and Gauteng.

Primary Mineral Reserves	
Coal	18 bn tons
Chromite	5,5 tons
Platinum	6 323 tons
Palladium	3 611 tons

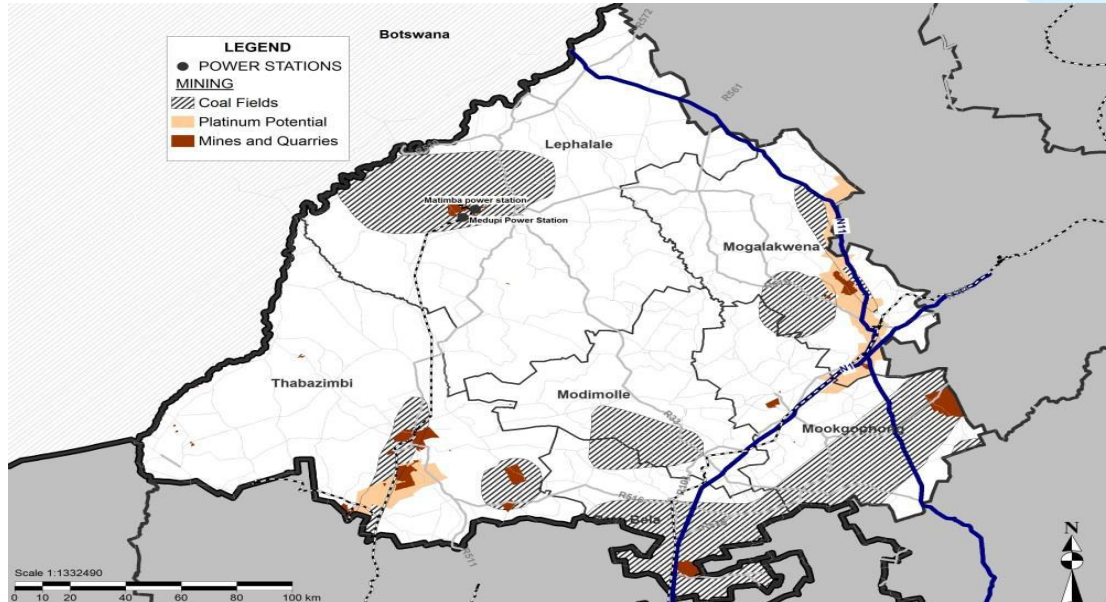
There is a functioning Business Development Forum which provides a good platform for the district municipality, local municipalities, sector departments and the private sector to interact and align economic development programmes to ensure synergy and have a greater impact. Some local municipalities have functioning LED and tourism clusters, namely Mogalakwena, Thabazimbi and Lephalale municipalities.

15.1 KEY SECTORS CONTRIBUTING TOWARDS THE ECONOMY OF THE MUNICIPALITY,

- Mining
- Agriculture
- Tourism
- Manufacturing

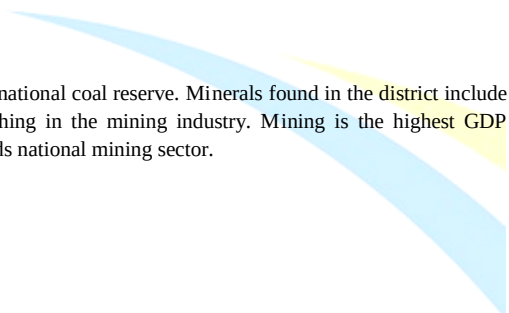


MINING



- Mining activities are around Mokopane, Lephalale, and Northam-Thabazimbi.
- Mining creates job opportunities within the District.
- The Medupi Power Station which is built by Eskom near Lephalale have influence on the future development of the region.

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. Minerals found in the district include chrome, platinum, nickel, tin, tungsten, coal, iron and many other metals that saw area flourishing in the mining industry. Mining is the highest GDP contributor in the district by 47, 4%, and Waterberg is the district which contributes the most towards national mining sector.

Developmental Potential

- Beneficiation
- Mining – Tourism
- Platinum Corridor
- Mining logistics hub

AGRICULTURE

Agriculture is a sector which many people rely on for employment. Major crops in the district include cotton, sunflower, tobacco, and soya beans. The district is predominantly rural with virgin fertile soil and good climate presenting a competitive advantage in the agricultural sector and opportunities which still needs to be realized to their full potential.

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.

Development Potential

- Game farming
- Agro-Processing
- Meat & Horticulture Cluster
- Agro-Tourism

Extensive livestock production (**beef, sheep and goats**) is the largest enterprise within the sector and is best suited to the greater portion of the Waterberg District area. Significant agricultural enterprises include: **milk production, game, citrus, hydroponics, irrigated vegetable production, poultry, grapes etc.**

TOURISM

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

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

Hot Spring Water- the strong mineral springs with a flow of 220 000 litres of water per hour with a temperature of 52 degrees Celsius gave rise to the establishment of Bela-Bela (Warmbaths). The town`s progress was to a large extent due to the hot water and their healing qualities. The water from the springs is rich with sodium chloride, calcium carbonate and other salts are, amongst others, beneficial to persons suffering from rheumatic ailments. About 400 000 people visit the beautiful swimming baths of the springs annually, mainly during winter months when the climate is pleasant.

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

WDM, Local Municipalities and Limpopo Tourism and Parks established Local Tourism Associations to have a link between government and the industry; however, the existence of the associations is threatened by lack of resources. A Tourism development and implementation plan is in place to guide the development and promotion of tourism and to position Waterberg as a preferred tourist destination. 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.

Development Potential

- Tourism Transport Operators
- Tour Operators
- Business Tourism
- Theme parks / recreational facilities

MANUFACTURING

The following are manufactured:

- Bricks
- Steel
- Wood carving
- Dried fruits and juice production etc.



15.2 COMPETATIVE AND COMPARATIVE ECONOMIC ADVANTAGE

Comparative Advantages of Destination Waterberg:	Tourism investment opportunities	Agricultural investment opportunities:	Mining Investment Opportunities
Stable social environment. Availability of basic services infrastructure: health services, water and energy Readily available skilled and quality labour force (FET Colleges, Agricultural College in close proximity) Unspoiled Bushveld and existing tourism infrastructure Mineral resources Natural resources The Waterberg Biosphere Reserve – eco-tourism Lephalale Developments Proximity to the commercial capital – Gauteng	Hotels – to even up the supply of lodges and to cater for the business market Conferencing facilities in Lephalale to cater for the new business market Theme parks Recreational facilities Night life Agri-Tourism	Agri-Tourism , Agro Processing – i.e. Marula processing Organic Farming, Aquaculture	Coal deposits, Coal liquification Platinum belt in Mogalakwena and Thabazimbi area

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.

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 of entrepreneurship skills, lack of facilities and infrastructure. 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.

Infrastructure Investment

Infrastructure is a very important part of any economy. The availability of infrastructure such as roads, telecommunications, railways, water and airports can in itself create economic growth and development. The existence of these infrastructures improves linkages between the supplier and the market and it also creates employment.

Economic development depends on the availability and capacity of the economic infrastructure which is found in a particular area. The Spatial Development is critical in identifying areas which are of economic potential. According to NSDP, government should deliberately engage itself in development spending. It further says that fixed investment should be both economic and social in order to support, sustain and stimulate sustainable economic and social development.

15.3 CHALLENGES

- Poor project coordination between the district municipality, local municipalities and sector departments
- Budget constraints hindering project implementation
- Insufficient economic development personnel at local municipalities

SECOND ECONOMY – CWP, LEARNERSHIPS

Over the years, Waterberg District Municipality emerged as a strong partner in the implementation of projects through labour intensive methods aligned to Extended Public Works Programme. The main objective of EPWP is to create jobs while providing skills in order to alleviate poverty within the areas where projects are implemented. The programme entails utilizing public sector budget to advance the objectives as set out by the National Department of Public Works. For the past 5 years 469 jobs were created on projects ranging from roads, paving, sewer, water etc. There are competing needs of addressing communities social needs through the provision of basic services and developing the local economy of the area. The provision of basic needs in addressing the second economy challenges plays a limited role as most of the projects implemented have a short term life span. In the case where it can absorb the unemployed and those who are not absorbed by the economic growth potential of the area it is only a limited number.

The processes of taking advantage of the economic industries that exist in the municipal area can be realized when the developed infrastructure and local economic development industries are developed in the manner they have spin off to adjacent communities. The economic investment experienced in Lephalale brings about economic spin off that will benefit the local communities immensely. It is therefore important that the District to look holistically on how the provision of basic integrated infrastructure in the area promotes and complements economic development of the area. Strategies of acquiring strategic land and developing the local skill to enhance economic development must be developed and implemented.

The Second Economy is characterized by high unemployment and lack of skills mainly among the youth, women and people with disabilities. Despite the most progressive policy development, many of the people are poor and unemployed. It is mainly informal, marginalized, unskilled economy, populated by those who are unemployed in the formal sector. These are people who are caught in a poverty trap, unable to benefit in the growth in the first economy; and difficult to assist.

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

Jobs created through LED initiatives:

- Community Work Programme
- Tourism Safety Monitors Learnership district wide
- NARYSEC district wide:
- Youth Environment Services(YES) Project

Sector	Scarce Skill	Baseline	Required	Variance
Mining	Artisan [mining, electricity]	89	120	31
	Mining Technician	10	90	80%
	Machine Operators	54	140	86
	Excavator	100	210	110
	Engineering Manager	2	10	8
Tourism	Tourism Marketing	20	200	180
	Tour Guides	690	1 200	510
	Tourism Information Presenters	50	300	250
	Travelling & gallery	20	120	100
Agriculture	Agriculture Engineering	2	12	10
	Veterinary Medicines	8	45	37
	Meat Processors	18	240	222
	Horticulturists	1	180	179

Source: Waterberg District Municipality



CHALLENGES

- Compliance by local municipalities to update their registers.

OPPORTUNITIES

- Monitoring of registers will assist in creating proper jobs as per skills required.
- Local community citizens will benefit in job created.

WEDA PROGRAMMING MODEL (Core business)

BUSINESS DEVELOPMENT SERVICES:

- Financial Support Services:
- Grant access linkages, credit extension, business planning support, venture capital facilitation.
- Non-Financial Services:
- Business and technical trainings, product development linkages, market access support, technology transfer support, information linkages, business incubation support, post-funding support, compliance support, business mentorship.

INVESTMENT PROMOTION & STRATEGIC PROJECTS:

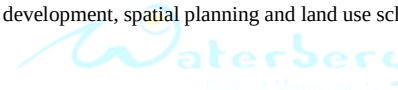
- Investment Promotion:
- Trade missions, marketing investment opportunities, facilitate bilateral trade agreements, export linkages, facilitate joint venture deals, investment retention support.

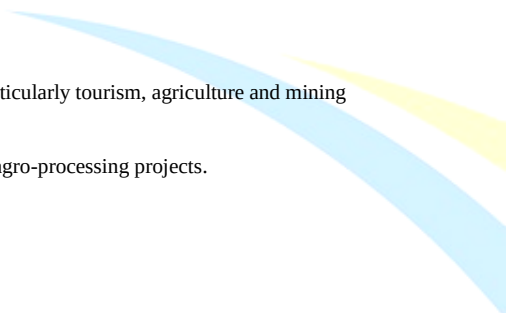
Strategic Projects:

- Infrastructural development linkages, beneficiation and value addition support, business rescue and turnaround services.
- Promote conducive business environment for investment in municipalities through infrastructure development, spatial planning and land use schemes.

TARGETING STRATEGY

The following sectors will be targeted:



- 
- Small to medium scale enterprises trading in high-growth sectors of the district economy; particularly tourism, agriculture and mining
 - Cooperatives operating in high-growth sectors of the district economy;
 - Locally-based Medium to Large scale businesses and industries;
 - International investors with strategic interests in high-rewarding manufacturing, mining and agro-processing projects.

PRIORITY TARGET SECTORS

Priority target sectors are categorized into first and second tier nodes:

- First tier priority sectors:
- Mining and ore beneficiation sub-sectors;
- tourism and related sub-sectors;
- Agriculture and agro-processing sub-sectors;
- Industrial & Investment Development

Second tier priority sectors:

- Small to Medium Scale sector; (Cooperative sector; Informal trading; Community services sector)
- Manufacturing and value-addition sector;
- Green and knowledge economy sectors.
- Transport and logistics
- Institution development



16. KPA – 4 FINANCIAL MANAGEMENT & VIABILITY

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.

16.1 REVENUE MANAGEMENT & BILLING

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 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.
- Limited collection in farming areas which are representative of more than 60% of the District area.
- A large amount of debtors of municipalities is other spheres of government especially the Provincial Sphere of government.

The district municipality has limited possibilities for revenue due to reduced powers and functions and therefore we are fully dependent on national grants. Currently the District municipality relies on the following grants – Equitable Share, Finance Management Grant, Municipal Systems Improvement Grant, EPWP Incentive Grant and Rural Road Asset Management Grant - to execute its powers and functions. A very small portion of our revenue is attributable to interest received on investments, abattoir income and other income. The district municipality developed a donor funding strategy and appointed a donor funder for the whole district area but this was unsuccessful in prior years.

The district municipality does not have a billing system as we are not a service authority and therefore only have minor billings on abattoir slaughtering accounts. Munsoft Integrated Financial System implemented at Waterberg District Municipality, Modimolle Local Municipality, Bela Bela Local Municipality and Thabazimbi Local Municipality does however have a functional billing system.

16.2 EXPENDITURE & CASHFLOW MANAGEMENT

The equitable share formula has been reviewed, but has not been beneficial to WDM for the coming medium term. Our cash flows are increasing by less than our fixed operating expenditure is increasing, mostly due to personnel related expenditure increasing by more than inflation. This has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the municipality's finances. Waterberg District Municipality thus has to

implement increased austerity measures in the 14/15 IDP and Budget due to the current revenue resources becoming insufficient to fully fund the operational requirements of the municipality. The equitable share is no longer sufficient to fund the operating expenditure of the municipality.

The shortfalls in every year on the operating budget are funded from the opening balance accumulated surplus but these funds are also being rapidly depleted. This is a major cause for concern as the indication is that we will continuously be short on the budget in future as our revenue is fixed per grants and majority of our operating expenditure is salary related which often increases by more than the CPI or relevant equitable share percentage increase. The accumulated surpluses from previous years would, as per the state of affairs currently, only be able to fund the annual operating shortfalls for this new MTREF, after which surpluses will also be depleted. This will also have a detrimental effect on the IDP as surpluses which were previously allocated to the IDP will now have to be used to fund operating shortfalls, thereby decreasing the IDP amount for projects significantly.

Property, plant and equipment is utilised to render services and for administrative support. WDM does not have infrastructure assets as we do not provide basic services other than Environmental Health and Disaster Management. The only revenue-generating asset of WDM is the Abattoir, but which is currently running at an operating loss. Surplus funds are invested in banking institutions for periods ranging from call accounts up to 6 months with the majority being invested in 60 or 90 day investments.

FINANCIAL POLICIES, STRATEGIES & SYSTEMS

SYSTEM/POLICY/STRATEGY	AVAILABILITY (YES/NO)
Asset management policy	YES
Credit control & debt collection policy	YES
Supply chain management policy	YES
Banking & Investment policy	YES
Petty cash policy	YES
Virement policy	YES
Catering policy	YES
Tariff policy	N/A
Indigent policy	N/A
Rates policy	N/A

Waterberg District Municipality does not have a Tariff Policy or Indigent Policy or Rates Policy as we are not a basic service authority and therefore have no billings. The immaterial tariffs we do have related to the Abattoir and Fire Fighting Services. All other policies listed above are reviewed annually, complies with relevant legislation and are implemented effectively.

16.3 AUDITED STATEMENTS

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.

The Auditor General's audit function was mostly focused on financial information with additional focus on non-financial information that also determines the extent that municipalities are delivering services in an efficient, effective and economic manner, but an audit opinion is not yet issued on non-financial information. 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.

The current status quo of audit reports in the district has been shadowed by disclaimer, qualified and unqualified audit reports. Factors that have led to negative audit outcomes relate to capacity of Budget and Treasury Offices, poor record management and lack of a proper audit trail, outstanding reconciliations, inadequate financial management systems, difficulty in ensuring asset registers are GRAP compliant.

MEASURES TAKEN IN ADDRESSING THE AUDIT REPORT.

To address issues raised by the Auditor General

The systems are in place and the policies implemented. The Risk register also assist the municipality address issues of risk. Office of the municipal manager, audit unit, has a plan in place to assist the municipality in dealing with issues raised. The CFO forum needs to be effective in assisting the local municipalities to improve their financial status.

COMMITTEES IN THE SUPPLY CHAIN MANAGEMENT

- **BSC** – Bid Specification Committee
- **BAC**- Bid adjudication Committee
- **BEC**- Bid Evaluation Committee



16.4 FINANCIAL MANAGEMENT & VIABILITY: KEY ISSUES & CHALLENGES

- Ageing infrastructure in towns
- The District Municipality is almost 100% dependent on Government grants
- Insufficient financial resources to provide water, electricity, sanitation, solid waste, sports & community facilities
- Inadequate indigent registers
- Limited capacity to repay loans at normal interests' rates by some municipalities
- Inadequate staffing of budget and treasury offices and high turnover of CFO's
- Inadequate project management and supply chain management systems
- Inadequate costing and specifications of budgeted projects
- Many municipalities are under financial distress
- Challenges with knowledge and information management.
- Inaccurate data on billing systems resulting in incomplete or inaccurate billing and bad debts.
- None implementation of revenue enhancement strategies
- Lack of funds for capital expenditure to support the economic growth of the area
- Large indigents base
- Municipalities have high levels of debt: None payment of services by government, private business and the community
- Debt collection in previously black townships is a challenge.
- Inadequate skills base in the budget and treasury unit.
- Ineffective Internal Audit unit and audit committee
- Non-implementation of risk and anti-corruption strategies
- Although there is improvement, there are still negative audit opinions
- Increase in debt
- Difficulty in identifying related parties in SCM procurement transactions
- Implementation of residual values and lifespans of assets while complying with MFMA & related legislations as well as GRAP standards and resolution of inconsistencies between the two.
- Classification of roads between district and local municipalities and RAL in terms of the lack of implementation of the 2004 gazette assigning responsibilities to municipalities.
- Calculation of possible contingent liability on the future implementation of the SALGA Wage Curve Agreement in the absence of Final Outcome Reports for municipalities.
- Implementation of MSCOA(READINESS)



17. KPA 5 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

17.1 RELATIONSHIP WITH TRADITIONAL LEADERSHIP

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 Mogalakwena, Lephalale and Bela-Bela municipalities play a role in development of communities. They have a representative who has occupied an office in the District Municipality. There is a good communication within the District Municipality and the Traditional leaders. The role of the authorities' in development is mostly profound in mobilizing communities and allocation of land for residents and development. However there are challenges as consultative and involvement processes of allocating land in accordance to the LUMS have not yet yielded planned settlements with basic infrastructure in the rural areas. The District Municipality has managed to establish the District Traditional Health Practitioners Committee in line with the Traditional Health Practitioners Act No 22 of 2007. Their role is to coordinate activities of the Health Practitioners and ensure that they practice according to the four recognized practices, thus Diviner, Herbalist, Traditional Birth attendant and Traditional Surgeon. They will also be working closely with the departments to promote public health and ensure the quality of health services within the traditional health practice.

17.2 FUNCTIONALITY OF WARD COMMITTEES AND CDW / & (3) AVAILABILITY AND FUNCTIONALITY OF MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

	District	BELABELA	LIM368	MOGALAKWENA	LEPHALALE	THABAZIMBI
Political Management Team functionality	▪ PMT forum functional. ▪ MPAC ESTABLISHED and functional however continuous capacitation still required.					
Number of established ward committees.	79	9	14	32	12	12
Number of functional wards committees.	79	0	13	32	12	12

Staff in speakers office (supporting public participation)	11 incl 4 for district	0	3	3	1	0 Ward & Public Participation Co-ordinator advertised)
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17.3 INTERGOVERNMENTAL 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.

The following Fora takes place in the District:

- Mayor's Forum, Municipal Managers' Forum, CFO's Forum, Technical Forum, District Economic Planning Development Forum, IDP Managers Forum, ICT Forum, IDP REP Forum, M & E Forum, Communications Forum, District Tourism Forum, Occupational Health & Safety, Internal Auditors Forum, Internal Audit, Risk Management Forum, Traditional House, Skills Development Forum.

Active Environmental Forums in the Waterberg District:

- **WATERBERG ENVIRONMENT AND BIODIVERSITY CONSERVATION FORUM: WEBC FORUM**
- **WATERBERG AIR QUALITY FORUM: WAQF**
- **WATERBERG IMPLEMENTATION TASK TEAM: WITT (LINKED TO AIR QUALITY MANAGEMENT PLAN)**
- **WATERBERG WASTE WORKING GROUP: WWWG**
- **WATERBERG SOCIAL SERVICES FORUM: WSSF**

NB: All these FORUMs / Structures sit Quarterly (4 x per annum)

The following are also district wide council /committees:



- Disability, youth, older persons, aids council early childhood development (jointly with Department of Education), sports and arts council, Moral regeneration, and domestic workers.

Inter-Governmental Relations issues and challenges include:

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

17.4 AUDIT, ANTI-CORRUPTION AND RISK MANAGEMENT COMMITTEES

Risk management units and committees have been established in all local municipalities.

17.5 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 Treasury and COGHSTA. There are mechanisms in place to respond or deal with issues raised by the Auditor General in the audit report as required by section 166(2) (c).

Internal Audit Key Issues and Challenges

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

The following are available: Internal Audit & Audit Committee

- internal Audit units and audit committees established district wide

Anti-fraud and corruption

- All municipalities have developed the anti-fraud and corruption strategies and risk management strategies.

17.6 AUDIT OPINION

Municipality	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/2017
Bela-Bela	Disclaimer	Adverse	Qualified	Unqualified	Unqualified	Unqualified	Qualified
Modimolle	Adverse	Disclaimer	Adverse	Disclaimer	Qualified	Qualified	Pending
Lephalale	Qualified	Qualified	Qualified	Unqualified	Unqualified	unqualified	Unqualified
Mogalakwena	Unqualified	Unqualified	Qualified	Unqualified	Disclaimer	Disclaimer	Oustanding
Mookgophong	Qualified	Qualified	Qualified	Qualified	Qualified	Qualified	Pending
Thabazimbi	Unqualified	Disclaimer	Disclaimer	Adverse	Disclaimer	Disclaimer	Pending
Waterberg	Clean	Clean	Qualified	Unqualified	Unqualified	Unqualified	Qualified

ENVIRONMENT

The Local Municipalities are institution of the South African government and are fully required by the constitution to practice good governance in utilising public finance for infrastructural development and to create employment for the disadvantaged through properly executing programs such as EPWP (public works funding program). Environmental Protection and Infrastructure Programmes (EPIP) is a national department of environmental affairs funding program

that enhance and promote green economy in local municipal areas. Promotion of green developments by developing and implementing municipal sector plans such as Integrated Development Plan's, Climate Change Mitigation and Adaptation Strategies; that will encourage and enhance green economy, environmental considerate infrastructural developments and environmental educational awareness paired with environmental skills development for green future building is highly required in Waterberg District local municipalities for betterment and improvement of service delivery in local municipal areas.

18. KPA – 6 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

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

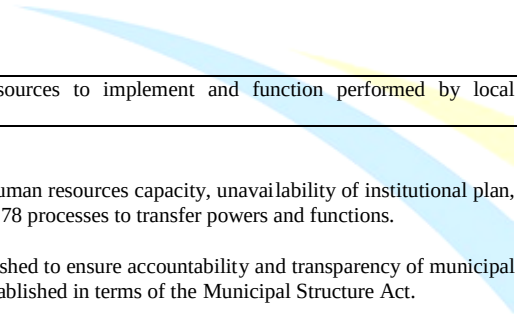
The District Municipality has fifteen powers and functions conferred to it through section 84 sub-sections 1 of the Local Government Municipal Structures Act.

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	ATP	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

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

Powers and Function	Challenges for none performance
Bulk supply of electricity	Awaiting the finalization of REDS
Bulk supply of water	This function is performed by local municipalities.
Bulk sewage purification works and main sewage disposal	Limited financial resources to implement
Municipal airport	There is no airport in the district
Fresh produce market	There is no fresh produce market in the district.
Municipal roads	Awaiting for the national classification of road networks



Establishment, conduct and control of cemeteries and crematoria	Limited financial resources to implement and function performed by local municipalities
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The implementation of the development mandate is comprised 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.

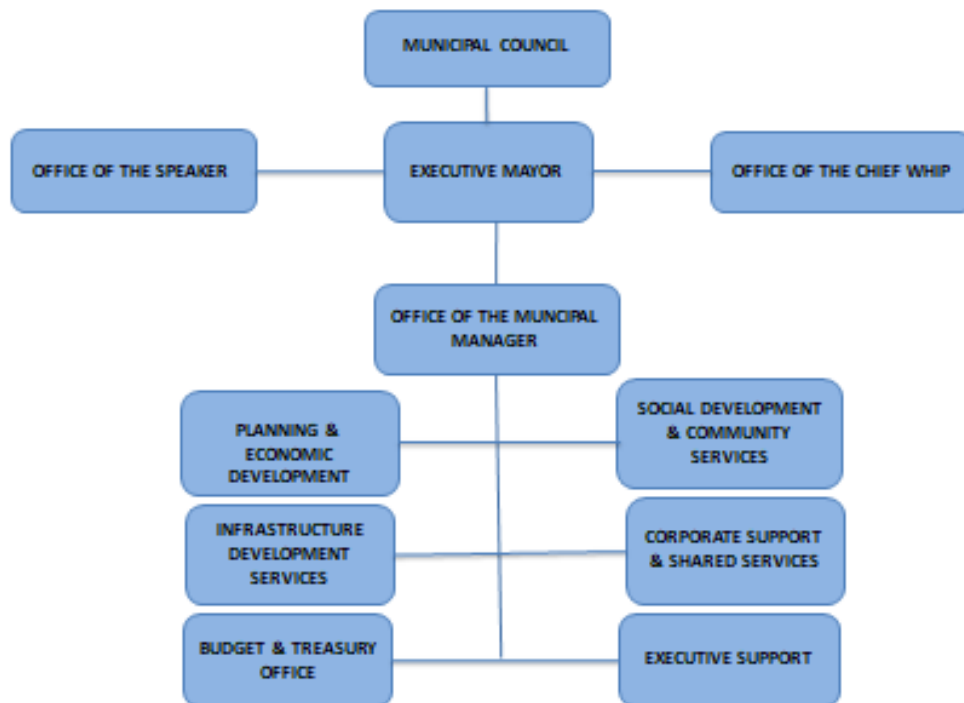
To implement the powers and functions of the municipality, there are oversight committees established to ensure accountability and transparency of municipal processes. The political oversight role of council is performed by Council functionaries that are established in terms of the Municipal Structure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

18.1 INSTITUTIONAL STRUCTURE – POLITICAL AND ADMISTRATIVE

It the organizational structure is comprised of seven departments

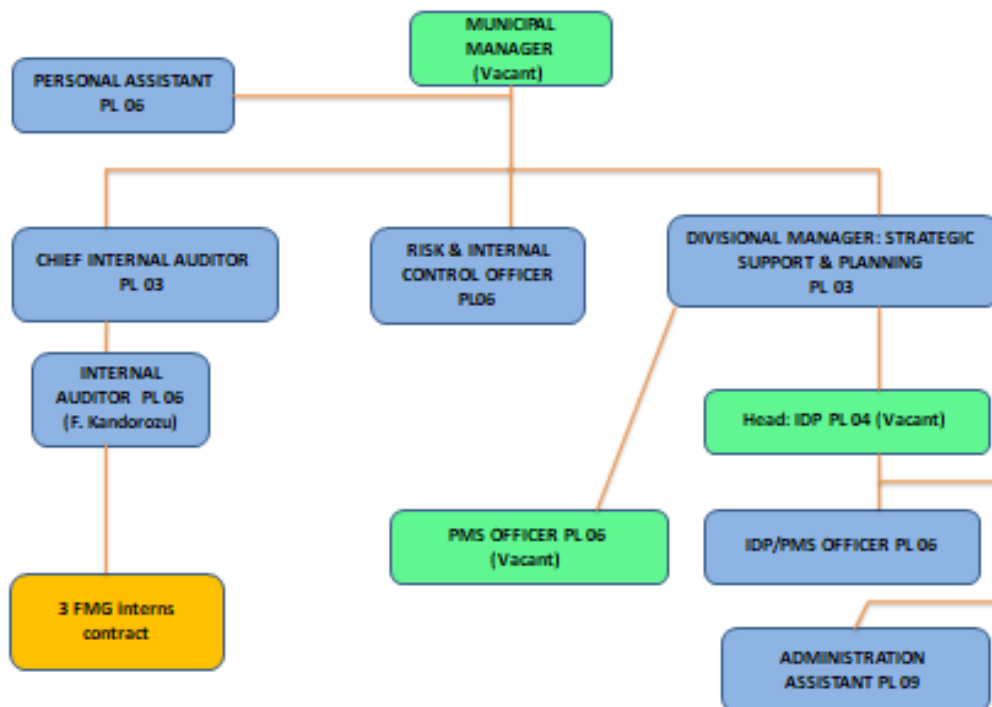


ORGANISATIONAL STRUCTURE REVIEWED 29 MARCH 2012



WDM ORGANOGRAM REVIEWED 29 MARCH
2012 (A047/2012)

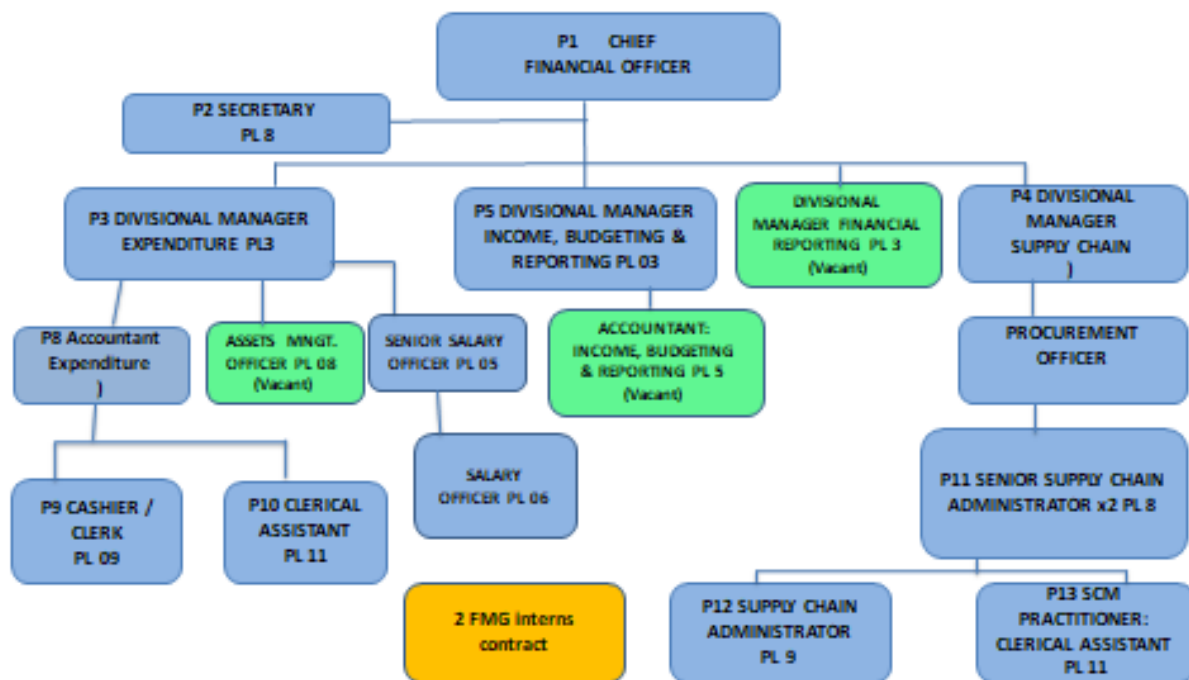
OFFICE OF THE MUNICIPAL MANAGER

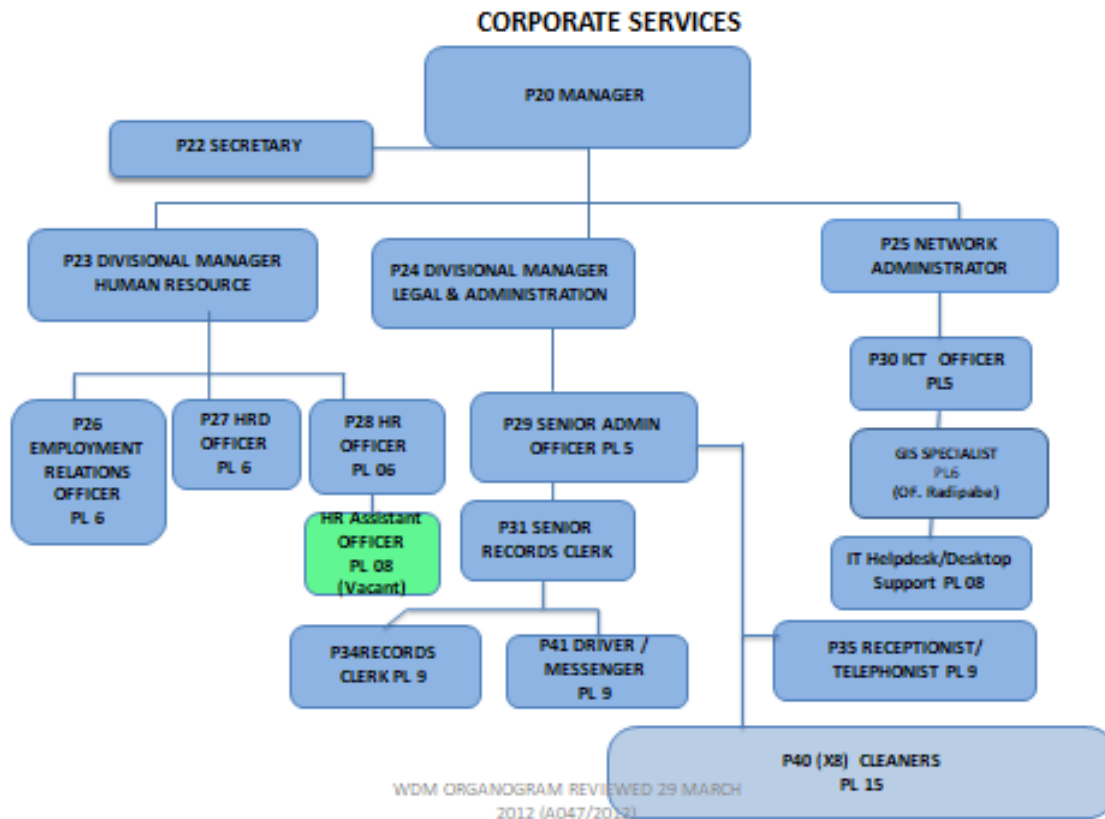


WDM ORGANOGRAM REVIEWED 29 MARCH
2012 (A047/2012)

Strengthening Financial Management, Accountability, and Transparency in the City of Johannesburg

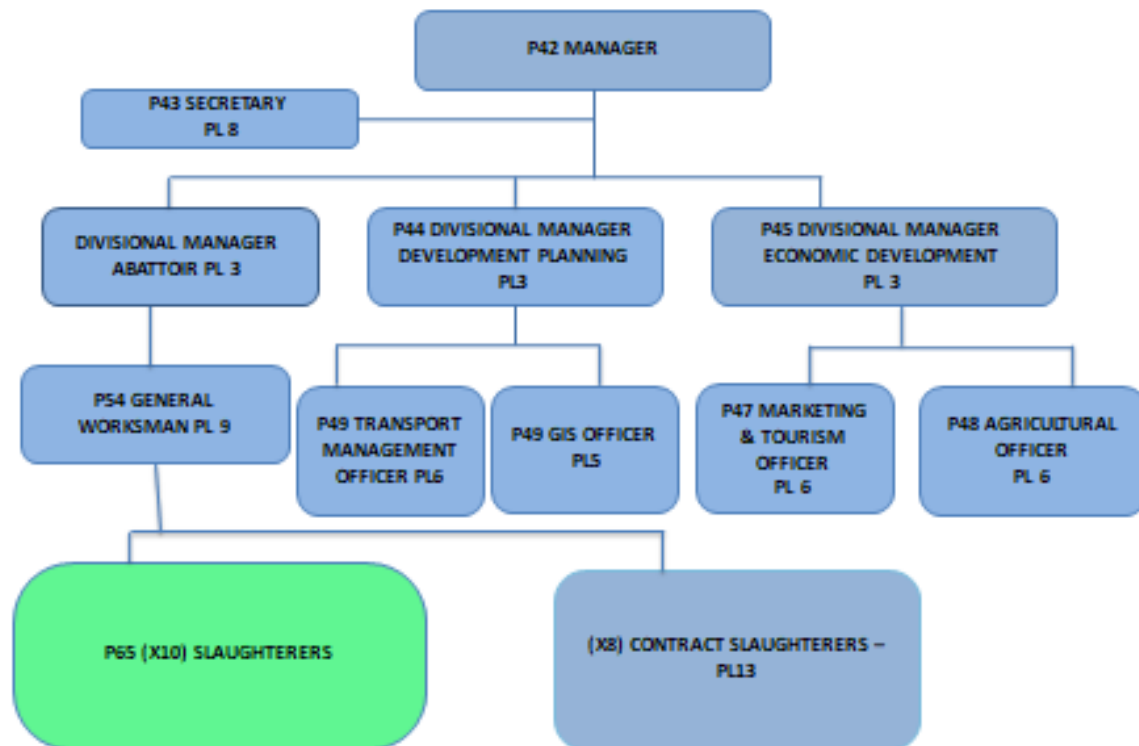
BUDGET AND TREASURY OFFICE



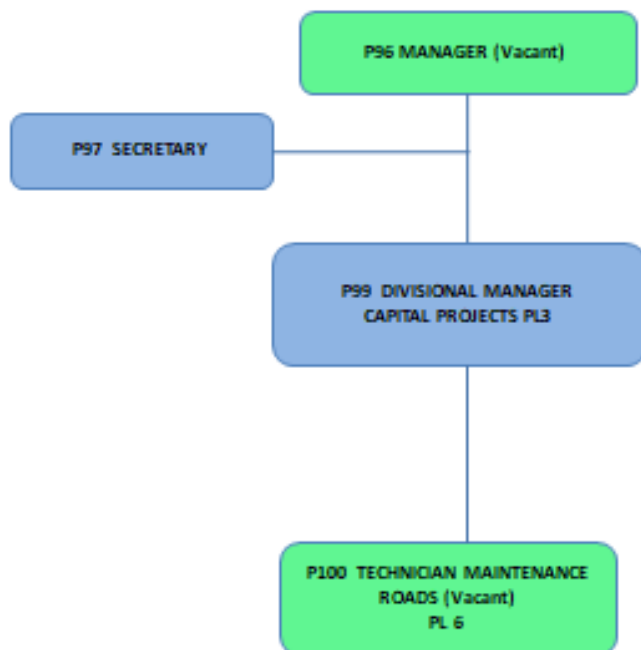


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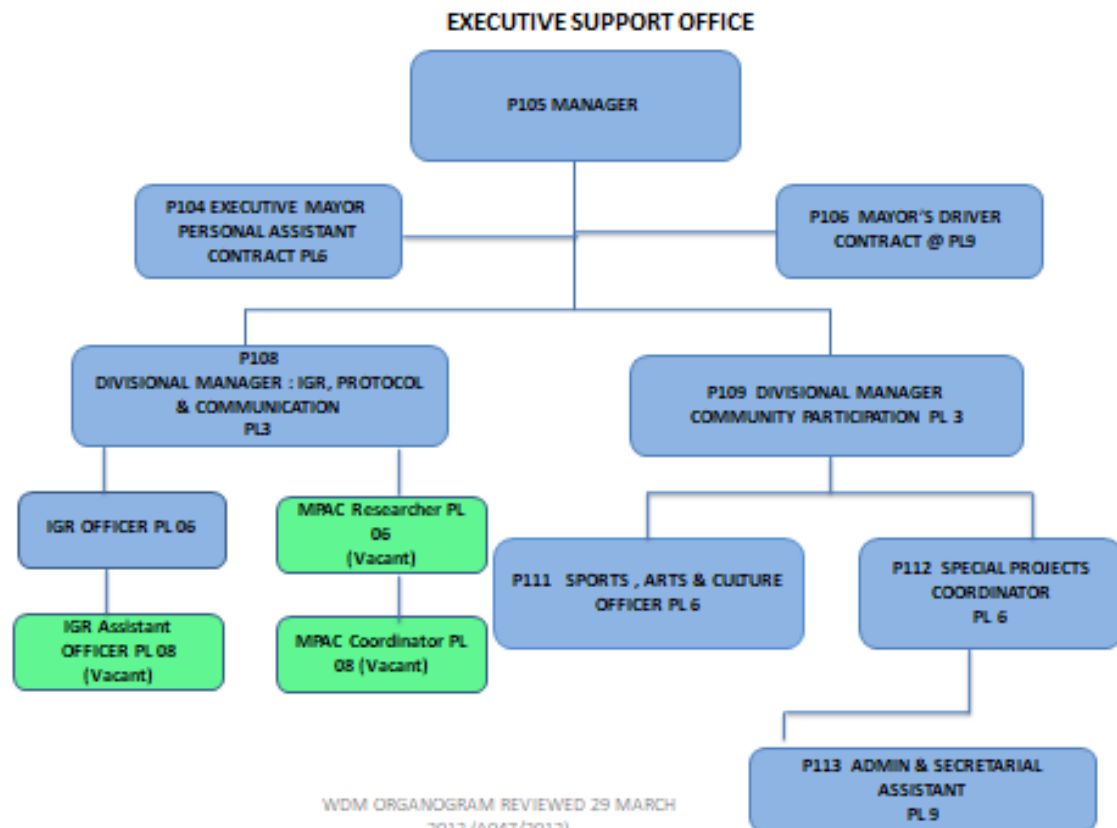
PLANNING & ECONOMIC DEVELOPMENT



INFRASTRUCTURE DEVELOPMENT

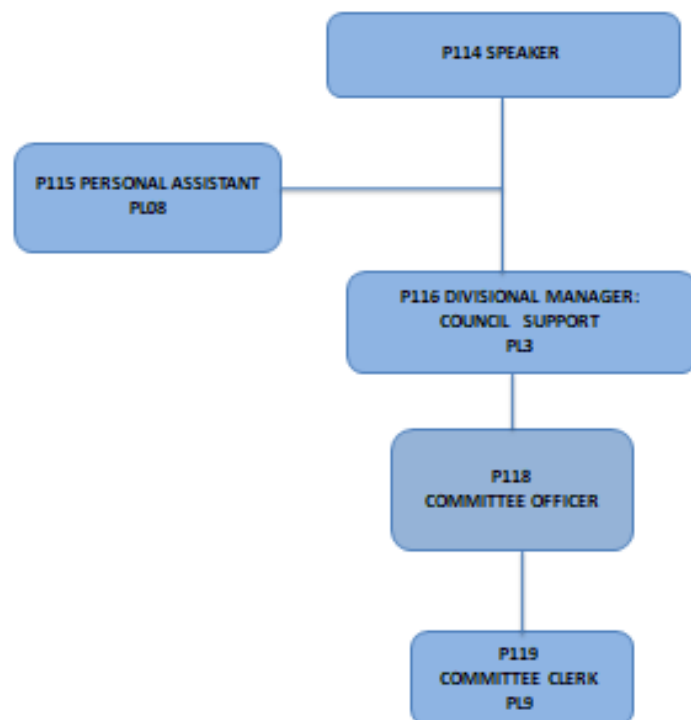


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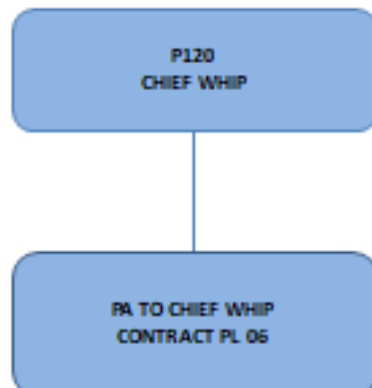
WDM ORGANOGRAM REVIEWED 29 MARCH
2012 (A047/2012)

OFFICE OF THE SPEAKER

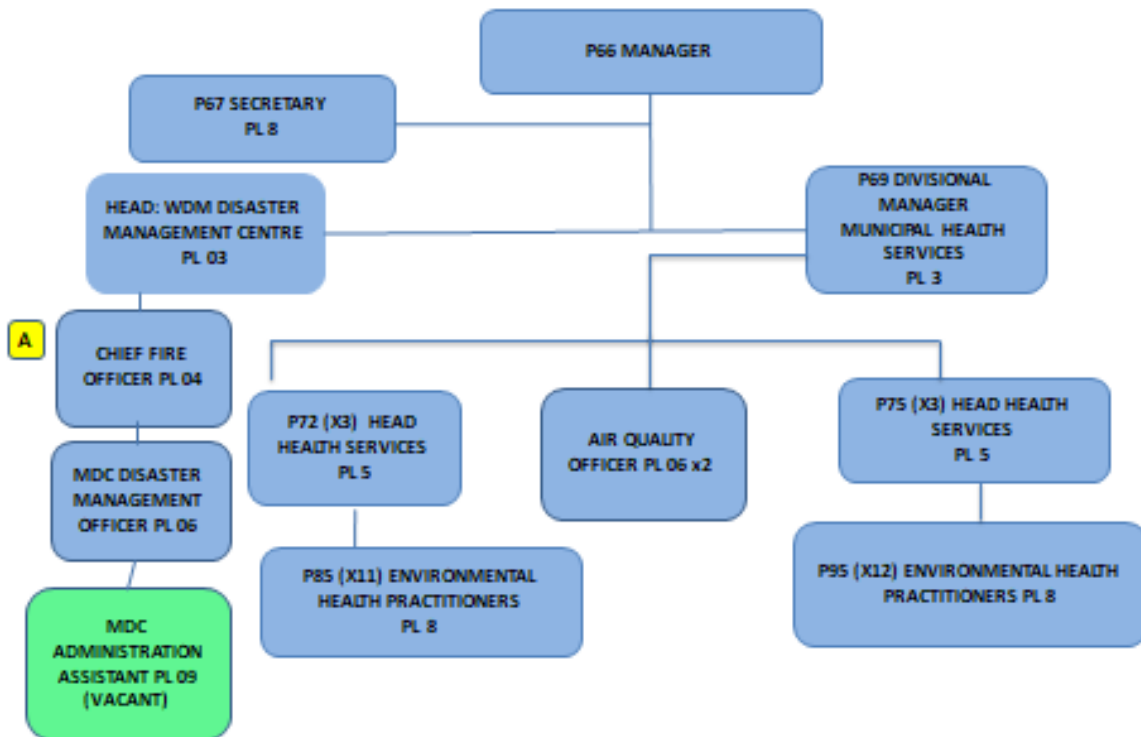


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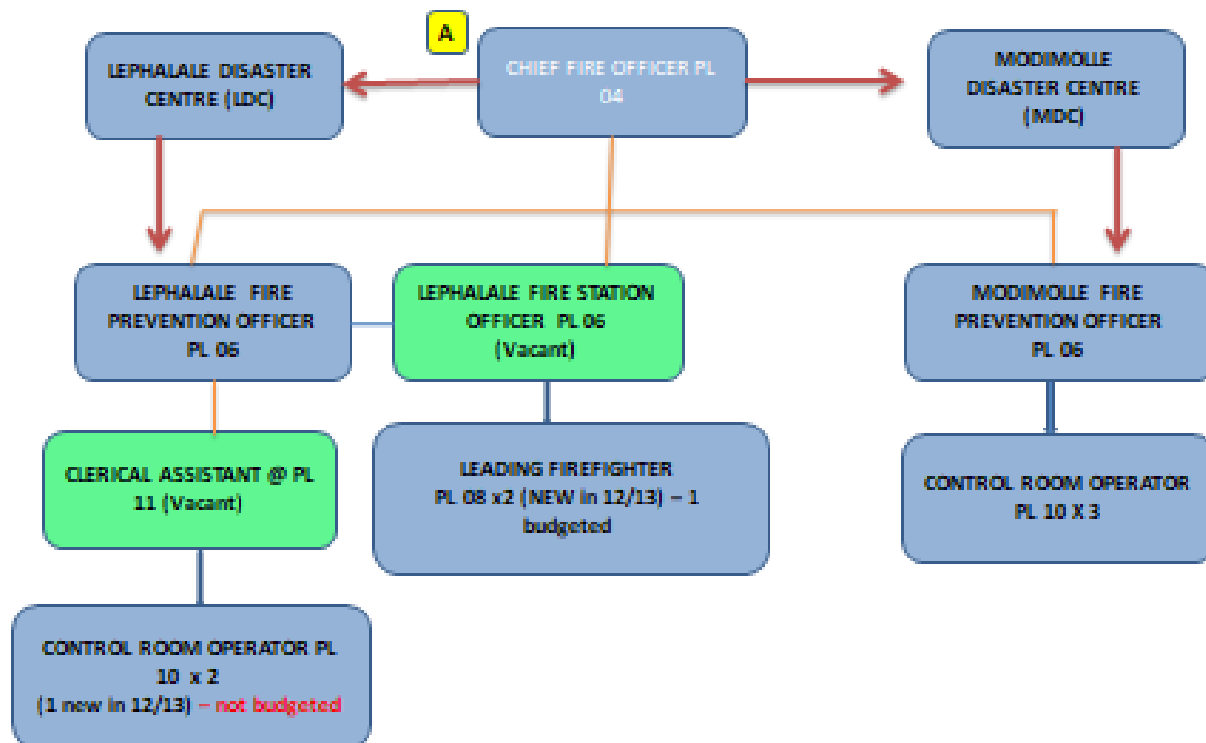
OFFICE OF THE CHIEF WHIP

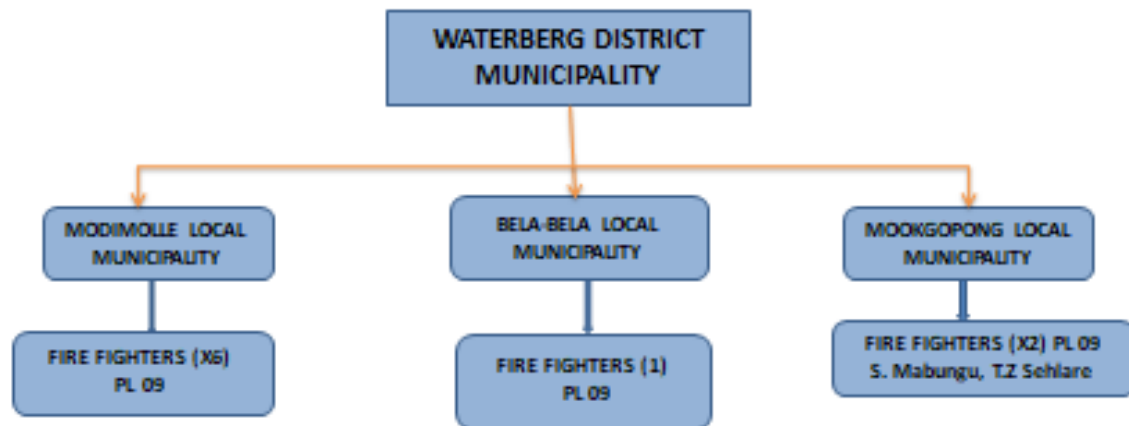


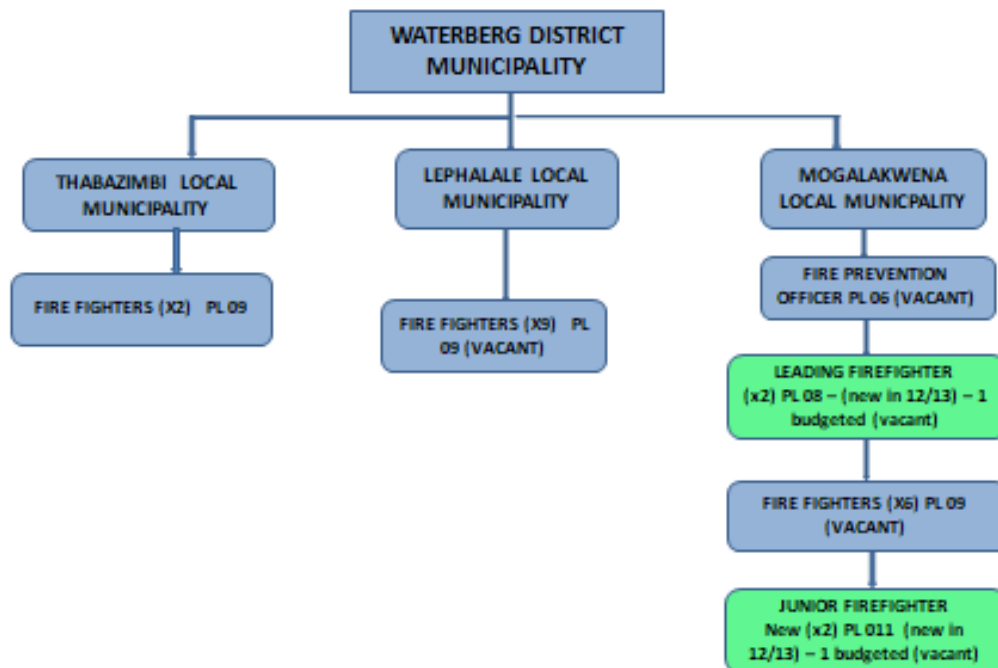
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES



WDM ORGANOGRAM REVIEWED 29 MARCH
2012 (A047/2012)







WDM ORGANOGRAM REVIEWED 29
MARCH 2012 (A047/2012)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0										1
Senior management	2				1						3
Professionally qualified and experienced specialists and mid-management	14			3	10			2			28
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	16			2	22						40
Semi-skilled and discretionary decision making	10				15			3			28
Unskilled and defined decision making	12				15	2					30
TOTAL PERMANENT	55			5	65	2		5			132
Temporary employees											
GRAND TOTAL	55	0	0	5	65	2	0	5	0	0	132



MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

WATERBERG DISTRICT MUNICIPALITY COUNCIL

Office of the Speaker		Office of the Executive Mayor			Office of the Chief Whip	
MUNICIPAL MANAGER						
PORTFOLIO COMMITTEES						
Transformation & Administration	Budget & Treasury	Social Development	Community Services	Infrastructure	Planning and Economic Development	Special Projects
IDP STEERING COMMITTEE						
PLANNING SUB-COMMITTEES						
Corporate Services	BTO	Planning and Economic Development			Technical Services	Social Services
IDP REP. FORUM						
Councilors, traditional leaders, local municipalities, sector departments, NGOs, business people, private institutions , special groups etc						

18.2 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 of 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.

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.

Organisational Performance Management System

Waterberg District Municipality has established its automated Performance Management System in 2009 with the Service Provider, Institute for Performance Management. WDM has a Balanced Score Card. The components of a Performance Management as envisaged by section 41 of the Municipal System Act, are in existence such as:

- Key Performance Indicators
- Measurable Performance Targets
- Monitoring of Performance
- Performance Assessments
- Regular Reporting
- Performance Agreements
- Performance Auditing

Service Delivery and Budget Implementation Plan is used as the monitoring and management tool which implement an IDP. The SDBIP has **35 KPIs** excluding the new B2B indicators, which are spread over the seven departments of the municipality. A performance framework and policy have been reviewed to accommodate changes precipitated by the legislation.

Individual Performance Management System

Section 54 and 57 Section Managers sign Performance Agreements within one month of their employment. To hold them accountable they also develop their Performance Plans in line with the SDBIP, which they review on a quarterly basis.

Those who perform outstandingly preceded by the approval of Oversight Report are entitled to performance bonuses, on condition such bonuses were budgeted for the same financial year.

Performance Management System (PMS) Key Issues and Challenges:



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

18.3 SKILLS DEVELOPMENT

On an annual basis, the Waterberg District Municipality develops the Workplace Skills Plan and Annual Training Report, which the training committee must endorse for Council to approve before sending to LGSETA on or before 30 June. Up to date we have timeously submitted the WSP to LGSETA. On a quarterly basis, a training report is submitted to LGSETA which is used to monitor the implementation of the WSP. The training includes the development of not only lower placed employees but also senior managers, Councillors and Traditional Leaders.

The types of training interventions that are offered in the municipality are amongst others in-house training, on-the job training, workshops etc. with accredited services providers. The Municipality also encourages employee self-development by offering conditional grant (bursaries). We have employees who has managed through the conditional grant to achieve their under and post graduates qualifications.

TRAINING NEEDS IDENTIFIED

Division	Training identified
Infrastructure Development	• GCC contract admin and quality control • Pavement rehabilitation and maintenance • Storm water drainage • GIS • Routine road maintenance • Roadwork traffic management • Gravel road design construction and maintenance • Non-motorized planning and design • Design and construction of surfaced low volume roads
Social Services	• Professional Ethics: Environmental Health • SAMTRAC • Food Safety and Quality

	• Solid Waste Management • Occupational Health and Hygiene • Environmental Management
Corporate Support and Shared Services	• Supervisory Skills • Charging Disciplinary Hearings • Engagement through performance management • Integrating Training Needs Analysis and Assessment and Evaluation • Managing Stress and Improving Productivity • Computer Training • Organizational Development • Absenteeism and Sick leave abuse
Office of the Municipal Manager	• Audit courses • Risk Management Courses • PMS Courses • IDP courses • Leadership and Management Courses
BTO	• SCM Courses
Executive Support	• Councilors Training • Basic Computer training • Roles and responsibilities of a councilor • Leadership skills • MPAC and MFMP • IDP Skills for councilor • LED Skills For Councillors • Women in leadership • Protocol and etiquette • Anti-corruption strategy • Strategic Management • Gender Mainstreaming
Planning and Economic Development	• LED short courses • ABET

18.4 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 organizational culture that is not discriminatory, values diversity and legitimizes the input of employees. The employment equity plan and the numerical targets of the Waterberg District Municipality is implemented, in terms of the Act with the only challenge being that of recruiting people with disability.

EMPLOYMENT EQUITY CHALLENGES

- Appointment of people with disabilities in general
- Accessibility of buildings to people with disabilities

18.5 SUCCESSION PLAN AND RETENTION PLAN

Succession and Retention plan are still lacking.

INSTITUTIONAL & ORGANIZATIONAL DEVELOPMENT CHALLENGES

- Inadequate institutional capacity due to lack of resources to fund the organizational structure
- Lack of service delivery by – laws and implementation
- Office space



18.6 INSTITUTIONAL SWOT AND 2018/19 WISHLIST PROJECTS/PROGRAMMES

STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREADS

CORPORATE SUPPORT AND SHARED SERVICES

Internal Factors	STRENGTHS	WEAKNESSES
	Reviewed HR Policies. (Annually).	Deficiency in implementation of some policies
	Annual review and approval of organisational structure	Conducting full situational analysis
	• Manageable and reliable Network infrastructure. • Growing need of new technology. • Reliable in-house technical support	• Constantly behind with new/updated technology • Repeatedly or quickest change in technology (Equipment, software, telecoms) • Restrictions of technical new upgrade due to lack of funds. • Increase of unplanned IT equipment procurement, due to unforeseen circumstances. • Insufficient bandwidth to accommodate the growing technology users needs • Constant down time of remote connection due to natural forces eg storms. • Intensive increase of annual software licencing prices. • Malfunction of network due to outdated infrastructure. • Technology components become obsolete quickly. • Products and services, specifically ICT related • Products and services are costly. • Municipalities still see the cost of ICT as a primary barrier to ICT adoption.

External Factors	OPPORTUNITIES	THREATS
	Functional structure aligned to the municipal mandate and IDP	Service delivery will be negatively affected and that will lead to service delivery protest. Municipality will have personnel with duplicates functions.
	Improved staff morale, alleviate absenteeism and improved productivity	Low staff morale will lead to low productivity / performance and increased absenteeism.
	• Growth in the business sector and municipalities by increased usage • of technology. • Local economic enhancement. • Leverage latest emerging technologies (Wifi, Mobile,VoIP) to the benefit of the Communities. • Ability to attract more investors in Waterberg district. • Use the strengths of the Waterberg district • such as increased Internet access and increased • use of mobile phones, to the benefit of the • District communities	

EXECUTIVE SUPPORT

STRENGTHS	WEAKNESSES
• Political stability in council • Enhanced community participation • Promotion of social cohesion • Functional council and its committees • Tracking of council resolution • Credible District Wide Communication Strategy	• Internal Communication policy not in place • Lack of integrated planning • Dysfunctional IGR structures • Dysfunctional Special Programme structures • Establishment and functionality of ward committees • Oversight role (MPAC) • Public Participation Strategy not in place • No Staff Retention Policy
OPPORTUNITIES	THREATS
• Venturing into partnerships with business sector • Enhanced stakeholder engagements • Twinning Agreements • Mobilization of resources from business sector	• Retention of skilled personnel • Community protests • Budgetary constraints • Negative publicity • Non compliance

SOCIAL DEVELOPMENT AND COMMUNITY SERVICES

Internal Factors	STRENGTHS	WEAKNESSES
	- Promulgation of AQMP for priority Areas(Waterberg Bojanala) 3x Operating Ambient Air Quality Stations- Lephalale, Thabazimbi and Mokopane 4 Environmental Management Inspectors (Green Scorpions) trained - to inspect non-compliance to NEMA and other specific Environmental legislations - Vehicle Replacement policy and Maintenance Contract underway - MHS and Fire Services SOPs and Operational guide completed - Supervision of fire service from 3 local municipalities to WDM.	- Lack of infrastructure -Fire Engines are parked under the trees in some LM e.g Thabazimbi - None compliance to Fire Operations and Fire Safety Legislations and Codes in terms of response. - Some landfills (unlicensed) are located within the short distances of both human beings and plants - Some municipalities are unable to control both solid and hazardous wastes - Most dumping sites have reached their capacity levels and environment is polluted- communicable diseases. - Mining industries threatening air pollution - Late submission of claims by Locals (TBZ & Mogalakwena-no submission)
External Factors	OPPORTUNITIES	THREATS
	- By-laws developed (MHS & Air Quality and Waste Management) - Establishment of Regional Landfill Site - Establishment of Fire Services Reservist Force	- High level of air pollutants to communities (Exposed) - Rapid growth of industries- unable to cope as a municipality - Increases burning of domestic fuel and emissions. - New development enhances migration of job seekers & causes population growth- - Unavailability of Land

OFFICE OF THE MUNICIPAL MANAGER

STRENGTHS	WEAKNESSES
• Performance reviews-quarterly, midyear and annually. • IDP/PMS Forum Functional. • Highly credible IDP aligning with SDBIP. • Timely submission of strategic documents to National and Provincial Government.(legislative compliance) • Functional Audit and Performance Committee. • Functional Risk Management Committee. • Development of risk based audit plan aligned to IDP objectives and municipal risk profile. • Achievement of a clean audit in the department	• Cascading of PMS to lower levels. • Financial Capacity. • Lack of independent internal & external assessment to review internal audit activities. • Assistance to other local municipalities still a challenge in terms of compliance matters
OPPORTUNITIES	THREATS
• Good working relations with 3 spheres of government. • Improvement on corporate governance to achieve service delivery objectives. • Added value to achieve a good audit opinion.	• Retention of staff members. • Interpretation of statutes • Incapacity to fully cover municipality risk profile scope to reduce risk exposure to achieve service delivery objectives.

PLANNING ECONOMIC AND DEVELOPMENT

Internal Factors	STRENGTHS	WEAKNESSES
	Strategic development documents in place (LED strategy, SDF, ITP)	Budget constraints limiting implementation
	Established Economic Development Agency	Poor implementation of spatial planning and land use management policies
	Functional forums in place	Lack of relevant instruments to measure district economic development & growth
	A preferred training institution for Learners in Abattoir Sector by Red Meat Association & Department of Agriculture	Shortage of Staff at Abattoir

External Factors	OPPORTUNITIES	THREATS
	Investment opportunities in all the active economic sectors	Uncoordinated approach of investor attraction programmes
	The expanded and viability Abattoir	Failure to provide budget for DMPT by LM's threatens the functionality of DMPT
	Active economic sectors Agriculture, Tourism & Mining	Illegal occupation of Land
		Inadequate benefits for local communities in mining, tourism and agriculture

BUDGET AND TREASURY OFFICE

Internal Factors (Attributes of the organization)	STRENGTHS	WEAKNESSES
	Limited use of consultants for AFS and Budgets Highly trained and motivated staff Efficient Financial Systems for procurement and reporting SCM • Effective SCM Policy and Procedures • Functional bid committees Expenditure • Low personnel turnover • Effective budget controls Budgeting & Reporting • Alignment of Budget, IDP and SDBIP	Impending budget shortfall in 2017/18 and very little funds available for 2017/18 IDP – operational expenditure exceeds operational income from grants SCM • Inadequate costing and specifications of budgeted projects resulting in delayed SCM processes* • Non adherence to SCM procedures, timelines and procurement plans Expenditure • Compulsory implementation of mSCOA • Dependent of other departments to approve invoices before payment Income • No collection of revenue due to lack of income generating services units. Budget & Reporting • Compulsory implementation of mSCOA

EXTERNAL <i>(Attributes of the environment)</i> <i>Not directly dealing with community, except for tenders and abattoir clients, as we don't have basic services / billing</i>	OPPORTUNITIES	THREATS
	SCM - Large number of credible suppliers in the market which encourages competition - CSD - Improved understanding of tender processes by bidders Income - Flip Abattoir model - Funding for Fire fighting & Health Services - WEDA to source income for WDM	District Municipality is 95% dependent on Government grants SCM - Overregulation of SCM processes by National Treasury and Government that delays appointment of service providers - Difficulty in identifying related party transaction in SCM procurement transaction - Under/ over pricing by service providers which delays project implementation Expenditure - Post office strikes cause the invoices to be late or missing. Income - Unfunded mandates e.g. Fire Fighting, Health Services. - Abattoir operations - currently running at a deficit

INFRASTRUCTURE DEVELOPMENT

Internal Factors	STRENGTHS	WEAKNESSES
	Co-ordination of District MIG forum and functional	Non-functionality of District EPWP forum
	EPWP policy developed and adopted	Unavailability of district Infrastructure Development master plans
	Support to the LMs with the reduction of service delivery backlogs	

External Factors	OPPORTUNITIES	THREATS
	Accessibility of MIG funding	The municipality not water service authority nor provider
	Accessibility of Roads Infrastructure grant	Unavailability of funding
	Creation of work opportunities for local communities through EPWP programme	

19. STRATEGIC PHASE

19.1 STRATEGIC OBJECTIVES OF WATERBERG DISTRICT MUNICIPALITY

KPA	Strategies objectives
Basic Service Delivery	To coordinate and monitor social and infrastructure development for the provision and access to services.
Spatial Rationale	To coordinating spatial transformation.
Financial Management & Viability	To effectively manage finances and resource mobilisation.
Local Economic Development	To create a conducive environment for radical economic development.

Good Governance & Public Participation	To develop and implement integrated management & governance systems
Transformation & Organisational Development	To attract, develop and retain ethical and best human capital

19.2 STRATEGIC OBJECTIVES OF WEDA

- To improve the global competitiveness of the district's resource based economy by promoting strategic beneficiation and value-addition programmes.”
- To bolster the district's FDI account by marketing the district's immutable investment opportunities to regional and international investment blocks;
- To advance the value-creation and job absorbing potential of the local SMME sector;
- “To develop WEDA's institutional governance, programme implementation and stakeholder coordination capabilities;
- To harness and channel public and private capital towards advancing the district's strategic infrastructural development profile;
- To build the district's human capital assets in order to strengthen its service delivery machinery

19.3 DEVELOPMENTAL STRATEGIES AND STRATEGIC ALIGNMENT

It is a requirement that in developing a municipal integrated development plan, its strategies must be aligned to those of other spheres of government. In the language of the IDP, it is about horizontal and vertical alignment.

NDP/MTSF	LDP	WDM OBJECTIVES
Sustainable human settlements and improved quality of household life (NDP Chapter 8)	OUTCOME 8: Human Settlement Development: Limpopo will create functionally integrated, balanced and vibrant urban settlement through usage of all spatial planning instruments	Enforcement of SPLUMA and Implementation of spatial planning and land use policies i.e. SDF, LUMS, EMF etc.





Protect and enhance our environmental assets and natural resources (NDP Chapter 5)	OUTCOME 10: Environmental Protection: Limpopo to transit to an environmentally sustainable, climate change resilient, low carbon economy and just society will be well under way	Implementation of Environmental Management Plan , ICLEI LAB Wetland Programmes- Rehabilitation of wetlands, land care management, Waterberg Biosphere Management Plan
Create a better South Africa, a better Africa and a better world (NDP Chapter 7)	OUTCOME 11: Regional Integration: Collaborate with developed economies [neighbouring countries or across Provinces] for increased access to markets and resources by various industrial sectors in the province	Benchmarking, best practices, investing in Waterberg: inward and outward missions, export awareness programmes, market access linkages

NDP/MTSF	LDP	B2B	WDM OBJECTIVES
An efficient, competitive and responsive economic infrastructure network (NDP Chapter 4)	OUTCOME 6: Competitive Economic Infrastructure: Limpopo needs to invest in a network of economic infrastructure designed to support medium and long term economic objectives. The focus should be on road network, rail network, ICT Broadband, energy, bulk water infrastructure	Delivering Basic Services	Development of infrastructure plan to guide on implementation of infrastructure projects to address the backlogs



A long and healthy life for all (NDP Chapter 10)	OUTCOME 2: Long and Healthy Life: Limpopo must provide primary health care to reduce mortality rates, filling of critical posts and enhancing health information systems	Putting people first. Delivering Municipal services – (basic services)	Some of the causes of deaths in Waterberg- diarrhoeal diseases (in children), poor sanitation conditions, unsafe water, etc
			Outbreak of diseases is also a concern- hence Environmental Health – Water quality monitoring, food safety & control. First line of defence against communicable diseases-control & monitor, prevent further occurrences MHS- Strengthening health System effectively Empowering of communities through awareness campaign
Protect and enhance our environmental assets and natural resources (NDP Chapter 5)	OUTCOME 10: Environmental Protection: Limpopo to transit to an environmentally sustainable, climate change resilient, low carbon economy and just society will be well under way	Putting people first. Delivering Municipal services – (basic services)	WDM due to the various mining industries, is a producer of greenhouse gases. Environmental challenges to be addressed in the 3 identified hotspots. WDMAQMP-emission inventory compiled for monitoring Integrated Waste Management Plan - will guide in monitoring of waste management system in the locals

NDP/MTSF	LDP	WDM OBJECTIVES
Decent employment through inclusive economic growth (NDP Chapter 3)	OUTCOME 4: Decent employment through inclusive growth: Dealing with challenges of unemployment, inequality and creating a more inclusive society. Implementation of the NGP and IPAP, Limpopo Industrial Master Plan, Green Economy Plan to create jobs and grow the economy	Jobs created through local economic development initiatives: Implementation of the District LED Strategy, Sustainability of Business Development Forum, continued implementation of the CWP Programme and EPWP, ICLEI LAB Wetlands Programme, implementation of Agri-park, sustainability of SPP.
Vibrant, equitable, sustainable rural communities contributing to food security for all (NDP Chapter 6)	OUTCOME 7: Comprehensive Rural Development: Limpopo will have rural areas which are spatially, socially and economically integrated and where there is potential for economic growth, food security and jobs as a result of agrarian transformation and infrastructure development	Job Creation & Food security: implementation of the Agri-park Programme, Capacity Building Programmes for Emerging Farmers and Land reform

NDP/MTSF	LDP	B2B	WDM OBJECTIVES
Responsive, accountable, effective and efficient local government system (NDP Chapter 13)	OUTCOME 9: Developmental Local Government: Limpopo will enforce a developmental local government that is accountable, focused on citizen's priorities and capable of delivering high quality services consistently and sustainably through cooperative governance	Sound Institutional and Administrative capabilities	To effectively manage and improve financial sustainability A clean , accountable , transparent , responsive, effective and efficient Municipal financial management system
An efficient, effective and development oriented public service (NDP Chapter 13)	OUTCOME 12: Developmental Public Service: Need for well run and effectively coordinated provincial institutions with skilled public servants who are committed and capable of delivering high quality services.	Sound Institutional and Administrative capabilities	Developmental Public Service: Need for well run and effectively coordinated municipalities with skilled public servants who are committed and capable of delivering high quality services
A long and healthy life for all (NDP Chapter 10)	OUTCOME 2: Long and Healthy Life: Limpopo must provide primary health care to reduce mortality rates, filling of critical posts and enhancing health information systems	Delivering Municipal Services	Quality Health Care for all: The district must ensure provision of quality health care for all within its jurisdiction Advocate the application of 5km radius in terms of providing health care services
All people in South Africa are and feel safe (NDP Chapters 12 and 14)	OUTCOME 3: All People are Safe: People living in Limpopo must feel safe at home, at school, at work and enjoy community life without fear.	Putting people first	Community safety: Municipalities in Waterberg District to conduct safety audits and develop community safety plan



NDP/MTSF	LDP	B2B	WDM OBJECTIVES
Responsive, accountable, effective and efficient local government system (NDP Chapter 13)	OUTCOME 9: Developmental Local Government: Limpopo will enforce a developmental local government that is accountable, focused on citizen's priorities and capable of delivering high quality services consistently and sustainably through cooperative governance.	Ensuring Good governance	To develop & implement integrated management & governance system
An efficient, effective and development oriented public service (NDP Chapter 13)	OUTCOME 12: Developmental Public Service: Need for well run and effectively coordinated provincial institutions with skilled public servants who are committed and capable of delivering high quality services	Putting people first	To empower the community and instill the sense of ownership for development

NDP/MTSF	LDP	B2B	WDM OBJECTIVES
Decent employment through inclusive economic growth (NDP Chapter 3)	OUTCOME 4: Decent employment through inclusive growth: Dealing with challenges of unemployment, inequality and creating a more inclusive society. Implementation of the NGP and IPAP, Limpopo Industrial Master Plan, Green Economy Plan to create jobs and grow the economy.	Building capable local government	To develop attract and retain best human capital



Skilled and capable workforce to support an inclusive growth path (NDP Chapter 9)	OUTCOME 5: Skilled and Capable workforce: Limpopo will have access to education and training of the highest quality. The education, training and innovation systems should produce highly skilled labour force. R&D should be expanded.	Building a capable local government.	To develop attract and retain best human capital
Responsive, accountable, effective and efficient local government system (NDP Chapter 13)	OUTCOME 9: Developmental Local Government: Limpopo will enforce a developmental local government that is accountable, focused on citizen's priorities and capable of delivering high quality services consistently and sustainably through cooperative governance.	Good governance	To develop and implement integrated management and governance system

20. FIVE YEAR DISTRICT WIDE STRATEGIC OUTCOMES & TARGETS

DEVELOPMENTAL PRIORITY	STRATEGIC OBJECTIVE	KPA	STRATEGIC OUTCOME	PERFORMANCE INDICATORS	BASE-LINE	2017/18	2018/19	2019/2020	2020/2021	2021/2022
Integrated planning	To facilitate access and transform land and rural tourism development	SR	Alignment	Number of highly rated IDPs	7	7	7	7	7	7
				Percentage of Alignment of Budget & IDP	100%	100%	100%	100%	100%	100%
				Percentage of SDF & land Use Management system developed & approved in line with the SPLUMA	100%	100%	100%	100%	100%	100%
Bulk infrastructure	To coordinate and monitor infrastructure development for provision and access to services	BSD	Quality service delivery	Percentage of households with access to basic level of water	94%	95%	96%	96%	96%	96%
				Percentage of households with access to electricity	87%	88%	89%	90%	90%	90%
				Percentage of households with access to solid waste	48%	50%	50%	50%	60	65%
				Percentage of households with access to basic level of sanitation	86%	88%	90%	90%	90%	90%
				Number of municipalities which achieved	1	4	6	7	7	7

				blue drop status						
				Number of municipalities which achieved green drop status	1	4	6	7	7	7
				Percentage of electricity saved	4%	10%	10%	10%	10%	10%
Project management				Percentage of municipalities' budget actually spent of capital projects	50%	65%	70%	80%	80%	80%
			Quality service delivery	Percentage of municipality's budget spent on maintenance of infrastructure	4%	5%	5%	5%	5%	5%
				Number of Jobs created through LED initiatives	538	700	750	800	900	1000
				Percentage of LED strategy aligned to the Provincial & National LED strategy/framework	100%	100%	100%	100%	100%	100%
				Number of Jobs created through EPWP	320	400	500	600	700	800
				Number of green projects initiated	0	6	6	6	6	6
				Number of cooperatives supported	60	70	80	90	100	120
Financial	To	FVM	Improved	Number of	2	4	5	6	7	7

Management	effectively manage finances and improve financial sustainability		revenue	municipalities whose debt collection exceeds 80%						
				Percentage of cost coverage	28%	100%	100%	100%	100%	100%
			Expenditure management	Percentage of Operating budget variance in terms of SDBIP	9%	10%	10%	10%	10%	10%
				Percentage of Capital budget variance in terms of SDBIP	8%	10%	10%	10%	10%	10%
		FVM	Budget and reporting	Percentage of Adjustments budget submitted within timeframe	100%	100%	100%	100%	100%	100%
				Percentage of Timeous submission of Annual Financial Statements	100%	100%	100%	100%	100%	100%
		FVM	Management	Number of municipalities which participate in an integrated financial system	2	3	5	7	7	7
Community awareness		GGPP	Improved Community involvement	Number of functional ward committees	70	79	79	79	79	79

				Number of municipalities which convene community feedback meetings	7	7	7	7	7	7
Clean audit	To develop and implement integrated management and governance systems	GGPP	Auditing	Number of municipalities with clean audit outcome	1	3	7	7	7	7
Good Governance	To develop and implement integrated management and governance systems	GGPP	Adherence to legislative requirements	Percentage of Submission of Annual Performance Report (Sec 46 MSA) by 31 August	100%	100%	100%	100%	100%	100%
				Percentage of Submission of Annual Report (Sec 121 MFMA) & adopted	100%	100%	100%	100%	100%	100%
				Percentage of Approved SDBIP aligned with the IDP & Budget	100%	100%	100%	100%	100%	100%
			Governance	Number of municipalities with functional Municipal Public Accounts	7	7	7	7	7	7

				Committees						
				Number of council meetings held	4	4	4	4	4	4
Municipal Health	To preserve and protect natural resources and promote public health	BSD	Sustainable livelihoods	Number of municipalities with licensed landfill sites	15	8	8	8	8	8
				Percentage of budget spent on maintenance of infrastructure	2%	5%	5%	5%	5%	5%
Environmental management				Number of Environmental management plans reviewed	1	1	1	1	1	1
Competency development	To attract, develop and retain ethical and best human capital	TOD	HRM	Number of people from EE groups employed in the three highest levels of management in compliance with EE plan	80%	95%	95%	95%	95%	95%
				Percentage of a municipality's budget actually spent on implementing its workplace skills plan	2%	2%	2%	2%	2%	2%
				Number of municipalities which consistently implement HIV/AIDS	0	7	7	7	7	7

				workplace strategy						
				Percentage of Approved and funded Organogram aligned with the IDP	100%	100%	100%	100%	100%	100%
Clean audit		GGPP	Institutional excellence	Number of municipalities with clean audit	1	3	7	7	7	7
				Number of municipalities with effective Audit Committees	7	7	7	7	7	7
Intergovernmental relations	To develop and implement integrated and governance systems	GGPP		Number of municipalities which attend DIGF meetings	7	7	7	7	7	7
				Number of municipalities employing a credible performance system	4	3	5	6	7	7

21. 2018/2019 INSTITUTIONAL PERFORMANCE SCORE CARD

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Q1	Target Q2	Target Q3	Target Q4	Annual Target 2018-19	Annual Target 2019-20	Annual Target 2020-21	Evidence
1.	Spatial rationale	To coordinate spatial transformation	Integrated Planning	% Highly rated IDP	100%	25% Approval of process plan	50% Analyses phase	75% Strategic phase	100% Projects & integration phase	100%	100%	100%	CoG HSTA IDP report
2.	Spatial rationale	To coordinate spatial transformation	Integrated Planning	% of IDP adopted by council by 31 May 2016	100%	N/A	N/A	50% Draft 31 March 2016	100% Final 31 May 2016	100%	100%	100%	Council resolution
3.	Spatial rationale	To coordinate spatial transformation	Integrated Planning	% of SDF & land use management system developed & approved in line with the SPLUMA	100%	N/A	N/A	N/A	100%	100%	100%	100%	SDF, LUMS & SPLUMA



	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Q1	Target Q2	Target Q3	Target Q4	Annual Target 2018-19	Annual Target 2019-20	Annual Target 2020-21	Evidence
4.	Basic service delivery	To coordinate and monitor social and infrastructure development for the provision and access to services.	Municipal health	% food outlets issued with certificates of compliance (for outlets that comply with set standard)	100%	100%	100%	100%	100%	100%	100%	100%	Certificates
5.	Basic service delivery	To coordinate and monitor social and infrastructure development for the provision and access to services.	Municipal health	# of permitted land fill site monitored	8	2	4	6	8	8	8	8	Reports

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Q1	Target Q2	Target Q3	Target Q4	Annual Target 2018-19	Annual Target 2019-20	Annual Target 2020-21	Evidence
6.	Financial management and viability	To effectively manage finances and resource mobilisation.	Expenditure Management	% Operating budget variance in terms of SDBIP	8.1%	10%	10%	10%	10%	10%	10%	10%	Annexure B Financial Report
7.	Financial management and viability	To effectively manage finances and resource mobilisation.	Expenditure Management	% Capital budget variance in terms of SDBIP	54%	10%	10%	10%	10%	10%	10%	10%	Annexure C Financial report
8.	Local Economic Development	To create a conducive environment for radical economic development.	Job creation	% of LED forums resolutions implemented	100%	100%	100%	100%	100%	100%	100%	100%	LED resolution register
9.	Local Economic Development	To create a conducive environment for radical economic	Job creation	# of jobs created through EPWP	15	5	8	12	15	15	30	45	EPWP Reports

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Q1	Target Q2	Target Q3	Target Q4	Annual Target 2018-19	Annual Target 2019-20	Annual Target 2020-21	Evidence
		development.											
10.	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Monitoring and Evaluation	% of Submission of Annual Performance Report (sec 46 MSA) by 31 August 2015.	100%	100%	N/A	N/A	N/A	100%	100%	100%	Submission letter
11.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% of AG - Audit outcome	100%	N/A	100%	N/A	N/A	100%	100%	100%	Audit opinion
12.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Average % AG material audit queries resolved	100%	N/A	20%	60%	100%	100%	100%	100%	Audit action plan

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Q1	Target Q2	Target Q3	Target Q4	Annual Target 2018-19	Annual Target 2019-20	Annual Target 2020-21	Evidence
13.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% Identified risk resolved within timeframes as specified in risk plan	100%	25%	50%	75%	100%	100%	100%	100%	Risk register
14.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% of internal audit findings resolved	85%	25%	50%	75%	100%	100%	100%	100%	Internal audit action plan
15.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% of Audit Committee recommendations implemented	100%	100%	100%	100%	100%	100%	100%	100%	Audit Committee recommendations
16.	Good Governance and Public Participation	To develop and implement integrated management and	Governance	% Council resolutions implemented within timeframes	100%	100%	100%	100%	100%	100%	100%	100%	Council resolutions implemented

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Q1	Target Q2	Target Q3	Target Q4	Annual Target 2018-19	Annual Target 2019-20	Annual Target 2020-21	Evidence
		governance systems											emented register
17.	Good Governance and Public Participation	To develop and implement integrated management and governance	Public Participation	# of IDP Representative Forum meetings convened	4	1 Approval process plan	2 Analysis phase	3 Tabling of Draft 2016/17 IDP	4 Approval Of final 16/17 IDP	4	4	4	Invitations, Agenda, minutes & attendance register
18.	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	% of MPAC resolutions implemented	100%	100%	100%	100%	100%	100%	100%	100%	Resolution register
19.	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Oversight report approved by council by 31 march	1	N/A	N/A	1	N/A	1	1	1	Council resolution

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Q1	Target Q2	Target Q3	Target Q4	Annual Target 2018-19	Annual Target 2019-20	Annual Target 2020-21	Evidence
20.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	# of Senior Management with signed Performance Agreements	7	7	N/A	N/A	N/A	7	7	7	Agreements
21.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	# of officials capacitated in terms of workplace skills	21	10	20	30	40	40	40	40	Report
22.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	# of internship & learnership opportunities created	4	4	N/A	N/A	N/A	4	4	4	Report
23.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Organisational Development	% of approved SDBIP aligned with the IDP & Budget	100%	N/A	N/A	50% Draft	100% Approval	100%	100%	100%	Approved SDBIP

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Q1	Target Q2	Target Q3	Target Q4	Annual Target 2018-19	Annual Target 2019-20	Annual Target 2020-21	Evidence
24.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	# of Annual Performance evaluation conducted	1	N/A	N/A	N/A	1	1	1	1	Attendance register
25.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	% of Annual report (sec 121) adopted & submitted to MEC by 31 March 2016	100%	N/A	N/A	100% Approval of final 2014/15 AR	N/A	100%	100%	100%	Council resolution & submission letter

22. PROJECT PHASE

22.1 WATERBERG DISTRICT 18/19 PROJECTS

PROJ NO	PROJECT NAME	PROJ YEAR	Operating	Capital	2017/18 Roll Over	2018/19 IDP	2019/20 IDP	2020/21 IDP	Total Budget
1	Municipal Environmental Health & Environmental Management								
New	Ambient Air Quality Monitoring Station			2,500,000	-	350,000	-	-	350,000
New	Stack Monitoring Equipment			300,000	-	-	-	-	-
New	Tents x 80			700,000	-	-	-	-	-
New	Blankets x 2 000		400,000		-	-	-	-	-
			400,000	3,500,000	-	350,000	-	-	350,000
2	Disaster Management: Fire Fighting								
New	Lephalale Medium Pumper x 2			8,000,000	-	-	-	-	-
New	Fire Prevention Vehicles x 6			1,600,000	-	-	-	-	-
New	Renovation of Bela-Bela Fire Station			1,900,000	-	-	-	-	-
New	Fire Pump			410,000	-	-	-	-	-

New	Major Pump			6,000,000	-	-	-	-	-
			-	17,910,000	-	-	-	-	-
3	Local Economic Development & Tourism								
UE054	Coordination of SPLUMA	2019	6,000,000		-	-			
UE047	Farmers Flea Market	2019	85,000		-	85,000			
UE048	SMME Development	2019	60,000		-	60,000			
UE038	Tourism Indaba	2019	300,000		-	300,000			
New	Development of Functional GIS	2019	200,000		-	-			-
New	Review of SDF	2019	600,000		-	-			-
New	District-wide Geo-Spatial Planning and Local Economic Development	2019	200,000		-	-			-
			7,445,000	-	-	445,000	-	-	-
4	Roads & Storm Water								
RS044	Road Asset Management System	2019	2,129,000		-	2,129,000	2,231,000	2,358,000	6,718,000
SA034	EPWP Project	2019	1,000,000		-	1,000,000	-	-	1,000,000

			3,129,000	-	-	3,129,000	2,231,000	2,358,000	7,718,000
5	Municipal Support & Institutional Development								
IN021	IT Equipments	2019		1,000,000	-	316,000			316,000
IN017	Council Pool Cars x 3	2019		2,000,000	-	-			-
IN019	Work Study	2019			-	-			-
IN048	Job Evaluation	2019			-	-			-
IN050	Municipal Systems Improvement Grant	2019	-		-	-	-	1,000,000	1,000,000
IN050	Local Government Financial Management Grant	2019	1,000,000		-	1,000,000	1,000,000	1,000,000	3,000,000
New	Fleet Management System	2019	1,000,000		-	250,000	-	-	250,000
New	Organisational Structure Review	2019	1,000,000		-	-			-
New	Performance Management System	2019	600,000		-	150,000			150,000
New	ICT Strategy	2019	500,000	2,500,000	-	150,000			150,000
New	WDM Website	2019	100,000	-	-	100,000			100,000
New	Disaster Recovery Centre	2019	-	1,500,000	-	-			-
New	Exchange Software Upgrade	2019	-	300,000	-	100,000			100,000

			4,200,000	7,300,000	-	2,066,000	1,000,000	2,000,000	5,066,000
6	COMMUNITY PARTICIPATION & GOOD GOVERNANCE								
CO011	District IDP Public Participation Programme - Executive Mayor	2019	1,600,000			1,600,000	-	-	1,600,000
CO012	District IDP Strategic Planning Programme - Municipal Manager	2019	320,000			320,000	-	-	320,000
CO037	Training of Ward Committees	2019	200,000			200,000	-	-	200,000
			2,120,000	-	-	2,120,000	-	-	2,120,000
			17,294,000	28,710,000	-	8,110,000	3,231,000	4,358,000	15,254,000
	Capital IDP Projects					666,000			
	Operating IDP Projects					7,444,000			

23. 17/18 SECTOR DEPARTMENTS PROJECTS

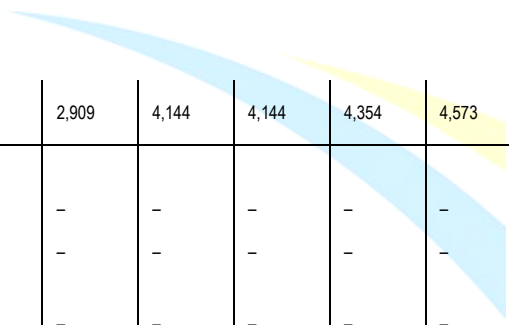
24. WATERBERG –BUDGET SUMMARY

DC36 Waterberg - Table A1 Budget Summary

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands										
<u>Financial Performance</u>										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	1,966	1,966	1,966	1,966	2,070	2,182	2,302
Investment revenue	-	-	-	7,795	9,795	9,795	9,795	10,311	10,827	11,345
Transfers recognised - operational	-	-	-	123,388	123,388	123,388	123,388	125,986	132,521	138,437
Other own revenue	-	-	-	32	32	32	32	34	35	38
Total Revenue (excluding capital transfers and contributions)	-	-	-	133,181	135,181	135,181	135,181	138,401	145,566	152,122
Employee costs	-	-	-	90,832	87,903	87,903	87,903	99,400	104,785	111,178
Remuneration of councillors	-	-	-	7,841	7,841	7,841	7,841	8,654	9,204	9,797
Depreciation & asset impairment										

	-	-	-	8,691	8,691	8,691	8,691	7,425	7,294	7,154
Finance charges	-	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-	-
Transfers and grants	-	-	-	3,000	3,000	3,000	3,000	-	-	-
Other expenditure	-	-	-	51,364	56,293	56,293	56,293	49,684	43,349	44,275
Total Expenditure	-	-	-	161,728	163,728	163,728	163,728	165,163	164,631	172,403
Surplus/(Deficit)	-	-	-	(28,547)	(28,547)	(28,547)	(28,547)	(26,762)	(19,066)	(20,282)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	-	-	-	(28,547)	(28,547)	(28,547)	(28,547)	(26,762)	(19,066)	(20,282)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	-	-	-	(28,547)	(28,547)	(28,547)	(28,547)	(26,762)	(19,066)	(20,282)
<u>Capital expenditure & funds sources</u>										
Capital expenditure	-	-	-	300	1,150	1,150	1,150	666	-	-
Transfers recognised - capital	-	-	-	300	1,150	1,150	1,150	666	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-	-
Total sources of capital funds	-	-	-	300	1,150	1,150	1,150	666	-	-

<u>Financial position</u>										
Total current assets	-	-	-	66,806	66,806	66,806	66,806	107,630	98,139	95,643
Total non current assets	-	-	-	44,447	44,447	44,447	44,447	49,093	47,993	46,893
Total current liabilities	-	-	-	13,922	13,922	13,922	13,922	12,863	11,863	10,863
Total non current liabilities	-	-	-	25,403	25,403	25,403	25,403	25,653	24,753	23,783
Community wealth/Equity	-	-	-	71,928	71,928	71,928	71,928	118,207	109,516	107,890
<u>Cash flows</u>										
Net cash from (used) operating	-	-	-	(15,792)	(15,792)	(15,792)	(15,792)	(15,659)	(8,000)	(9,249)
Net cash from (used) investing	-	-	-	-	-	-	-	-	-	-
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	-	-	-	115,177	115,177	115,177	115,177	115,310	107,310	98,061
<u>Cash backing/surplus reconciliation</u>										
Cash and investments available	-	-	-	64,659	64,659	64,659	64,659	106,000	96,000	93,000
Application of cash and investments	-	-	-	10,900	10,900	10,900	10,900	11,348	9,838	8,333
Balance - surplus (shortfall)	-	-	-	53,759	53,759	53,759	53,759	94,652	86,162	84,667
<u>Asset management</u>										
Asset register summary (WDV)	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	8,691	8,691	8,691	7,425	7,425	7,294	7,154
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-	-



Repairs and Maintenance	-	-	-	2,909	2,909	2,909	4,144	4,144	4,354	4,573
<u>Free services</u>										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
<u>Households below minimum service level</u>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

25. INTERGRATION PHASE

Integration takes place in the form of the various sector plans which are considered when crafting strategies and identifying projects which the municipality will eventually execute.

STATUS OF SECTOR PLANS

FOCUS	YEAR OF REVIEW	YEAR ADOPTED BY COUNCIL
Spatial Development Framework	In place and adopted by council.	Adopted 2017
Disaster Management Plan	2015/2016 review/update (as it is done bi-annually.)	Under review
District Integrated Transport Plans	2013/14 (Five Years)	2014
Local Economic Development Strategy	In place and adopted by council. Reviewed in 2014.	2014/15
Communication Strategy	In place and adopted by council.	
Public participation Strategy	Awaiting consolidation of inputs and approval by council	
Finance Strategy	Addressed in Finance Chapter of IDP (locals should have their own), IDP not found lacking so due to already strained funds available for IDP, this is not a priority project. Finance Strategy should include Revenue Enhancement Strategy, but we are fully dependent on grants.	2017/18

Performance Management Framework	Reviewed 2018/19 FY.	2018/19
PMS	No electronic system manually captured.	
Service Delivery and Budget Implementation Plan	Reviewed together with IDP & Budget 18/19 FY.	May 2018
Organisational Structure	Reviewed 2015	2015
Draft 2018/19 Budget	Review, together with IDP 18/19FY.	May 2018
Workplace Skills Plan	17/18 WSP in review process and will be submitted to LGSETA by the 30 April 2018.	Annually
Road Master Plan - infrastructure Investment framework	The municipality does not have the plan	
Record Management Plan	-	
HRM&D Strategy	In place.	2014
Waste Management Plan	Reviewed and submitted to LEDET for approval by MEC.	
Fraud Risk Management Strategy -Whistle blow policy -Fraud Respond plan -Code of conduct of municipal employees and	Reviewed (every financial year).	Reviewed annually

council		
Financial Plan	The 18/19 Budget is the WDM financial plan (incl. MTREF).	May 2018
Capital Investment Plan	In place.	
Tourism Development Strategy	LED strategy in place (incorporates all the sectors).	Reviewed 2014
Agricultural Strategy		
Environmental Management Plan	Reviewed and submitted to LEDET for approval by MEC.	
HIV /Aids Plan	In place.	
Air Quality Management Plan	Management plan and Emission Inventory Completed.	
Health Plan	-	
Social Crime Prevention Strategy	-	
Risk management Strategy	Reviewed.	Reviewed annually
IDP	Reviewed	May 2018
Sport Arts & Culture	-	

NB: All these Sector Plans are accessible at WDM and can be made available on request.

26. APPROVAL PHASE

Draft 18/19 IDP document was noted by Council on 28 March 2018.

