

2022-23 INTEGRATED DEVELOPMENT PLAN

2021-2026



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



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ABBREVIATIONS AND ACRONYMS

IDPIntegrated Development Plan
WDMWaterberg District municipality
NDPNational Development plan
LDPLLimpopo Development Plan
GPNPCGreen Paper on National Planning Commission
GOAGuide to Outcome Approach
IGRInter – Governmental Relations Framework
PFMAPublic Finance Management Act 1 of 1999
NPFNational Planning Framework
RDPReconstruction and Development Programme
LGDPLocal Government Development Program
SPLUMASpatial Planning and Land Use Management Act
SDFSpatial Development Framework
PGDSProvincial Growth and Development Strategy
NSDPNational Spatial Development Perspective
CoGHSTADepartment of Cooperative Governance Human Settlement and Traditional Affairs
MFMAMunicipal Finance Management Act, No 56 of 2003
MTEFMedium term Expenditure framework
MTSFMedium Term Strategic Framework
MDGsMillennium Development Goals
SDBIPService Delivery Budget Implementation Plan
PMSPerformance Management System
ITPIntegrated Transport Plan
EMPEnvironmental Management Plan
WSDPWater Services Development Plan
WSPWater Services Provider
MSAMunicipal Systems Act, No 32 of 2000
SIPStrategic Infrastructure Project
NGONon-Governmental Organization
CBOCommunity Based Organization
ToRTerms of Reference
PPPPublic Private Partnership
SMMESmall, Medium and Macro Enterprises
LMLLocal Municipality
CPIConsumer Price Index
KPAKey Performance Area
KPIKey Performance Indicator
LEDLocal Economic Development
EPWPExpanded Public Works Programme
DWASDepartment of Water Affairs and Sanitation
CIPComprehensive Investment Plan
B2BBack to Basics



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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 behaviour of politicians and administration of the Waterberg District Municipality are confirmed as:

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



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FOREWORD BY THE EXECUTIVE MAYOR

The purpose of the IDP is to map out the core issues that affect our people and to collectively agree on the manner in which each one of those aspirations are going to be addressed.

In this context the IDP has to be construed and applied. In the preceding financial year, numerous achievements in the implementation of the District Development Model as introduced by the President were realised. The intergovernmental relations was able to strengthen which led to private sectors committing and investing more resources to catalytic projects identified within the district.

We can mention in the same vein that whilst there is immense progress which also led to the crafting and adoption of the One Plan by Council, more work still lays ahead in terms of addressing all the needs and expectations of the District Development Model.

Government departments both provincial and national are still encouraged to come on board in a bid to avoid fragmented planning and implementation of projects and programmes.

It is critically important to acknowledge our consciousness towards the fact that it cannot be business as usual; our people have waited so long for us to be developmental in our quest to provide services. This is the reason why our proposed Budget and IDP are structured in such a way that will turn around our business models to be in consistent with the national guidelines to ensure hastening of service delivery to our communities.

It is worth-noting that the Waterberg District Municipality obtained a Clean Audit for the 2020/21 financial year, which is a clear indication of absolute compliance, dedication, commitment, hard work and team spirit displayed by both the administration and political leadership. Special thanks to the Municipal Manager, Chief Financial Officer, Management team, staff and our predecessor council for once again putting Waterberg on the map.

The IDP we presenting this year is a result of yet another extensive consultative processes by all stakeholders in local government. It is yet a result of the high level Strategic Planning Session which turned as a theatre of planning and gave effect to the developmental needs and strategies to address same.

We are committed to the District Development Model as the Waterberg District Municipality and very optimistic that with its implementation, our priorities will consistently be addressed in line with the municipality`s five years vision.

CLLR S.M. MATABOGE
EXECUTIVE MAYOR



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EXECUTIVE SUMMARY OF MUNICIPAL MANAGER

Waterberg District Municipality (WDM) as a category C municipality comprises of five local municipalities which is Bela-Bela, Lephalale, Thabazimbi, Mogalakwena and Modimolle-Mookgophong. 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. Informed by its powers and functions, it cannot provide basic services but it coordinates support in line with section 88(2) of the municipal system act to its local's municipalities. Within its scope of powers and functions WDM provide disaster management and firefighting services.

The draft of the 2022/2023 was initiated through the adoption of IDP framework /process plan which served as blueprint for the development and review of the Integrated Development Plan. The IDP is deliberately called the principal strategy since all scarce resources should be used to implement it successfully. The IDP is a management tool to assist municipalities in achieving their developmental objectives and fulfil its mandates as per section 152 of the constitution of the Republic of South Africa.

The development of IDP cannot be creditable if it excludes public participation and from the beginning, the involvement of various stakeholders was given the deserving attention. The complexity of the developmental issues demands that the various stakeholders should not only identify challenges but also make concerted efforts in addressing those challenges collectively. To coordinate the inputs at the IDP Reqs forums this convened to give the stakeholders an opportunity to find their interests in the IDP document of the municipalities. The three spheres of government must not only deliberate and adopt the Integrated approach towards development but also inform one another of programme in the interests of corporative governance.

Over the past the past five years IDP documents of the district municipality was honoured with a highly credible rated label which label must be defended at all costs. A helping hand was even extended to all local Municipalities evidence by the fact that all Local Municipalities including Waterberg District Municipalities, their IDP was rated high and aligns for 2020/2021 MEC IDP assessment and is only District together with Sekhukhune that achieved 100%. This makes them to be the best District in the province items of IDP Compilation and this milestone achievement must be defended and sustained.

On 26 November 2019, the President launches District Development model at Lephalale local Municipality which known as KHAULEZA. The primary Objective of this model is to address the silos in planning and improve the coherence and impact of government service delivery with focus on 44 District and 8 Metros around in the country. The Waterberg District Municipality was identified as the one of the pilot Municipality together with OR Tambo District Municipality because of its mining activities and opportunities. This model will refocused planning at the level of District and strengthen the corporative governance between National, Provincial and Local Government through **ONE DISTRICT, ONE PLAN, ONE BUDGET AND ONE APPROACH**.

It's been one year since the introduction of the DDM and the District has tabled the ONE PLAN on 27 May 2021 for the approval. The One Plan is an intergovernmental plan that outlines a common vision and desired future outcomes in our District space. It sets out a long term strategic framework (25-30 years) to guide investment and service delivery in our District, this One Plan will bring together all spheres of government, the private sector and civil society required them to both agree on a long term vision for Waterberg. The Waterberg HUB has been established to facilitate intergovernmental join planning and providing a functional network of support as key institutional mechanism to operationalize DDM which is aimed at improving Cooperative Governance and building a capable, Ethical developmental state.

As Waterberg District Municipality we have observed positive respond by National, provincial and private companies in responding to the Presidents call to extend their hands to respond to DDM by investing in our Municipality through infrastructure Development and capacity development. We further observed the high level of appetite in the affairs of the local government by private sector and civil society attending WDM strategic planning as they for 2021-2022 IDP documents. The Organization such PPIG, NBI and DBSA contributed by ensuring that we secure number speakers most specially specialist to share the best practice in implementing the DDM.

Having regard to all these, WDM still remain a tourist destination of choice and IDP as the bible of the Municipality, all the sundry are expected to roll their sleeves and stop at nothing to implement the 2022/2023 IDP successfully. The target for successful implementation lies between 80% and 100% and is achievable through consistent performance of senior Managers, Municipal Manager and entire staff component and the relevant stakeholders.



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CHAPTER 1: THE PLANNING FRAMEWORK

1.1 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.

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 Local Municipality(LIM368), 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

OVERVIEW

Municipal Systems Act 32 of 2000(4, 5), requires the IDP review process to involve an intensive and structured public and stakeholder's participation process. The aspect of public participation has been entrenched in the constitution and chapter 4 of the Municipal Systems Act as a legislative requirement. Participation by interested parties ensures that IDP addresses real issues that are experienced by communities within the local municipality.

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, imbizo's, and Representative Forum will be used by both District and Local Municipalities to deepen community and stakeholder participation.

In consideration of the magnitude and severity of the COVID-19 pandemic, Cabinet in its special Cabinet meeting held on 15 March 2020, resolved to declare a National State of Disaster, which was duly declared under Government Gazette No 43096. This was followed by the National Address by the President of the Republic of South Africa, during which address the President announced extra ordinary measures to curb and contain the spread of the virus. On the 18 March 2020, The Minister of COGTA issued Regulations in terms of Section 27(2) of the Disaster Management Act, 2002 (Act No. 57 of 2002) (hereafter referred to as the COVID-19 Regulations) regarding the steps necessary to prevent an escalation of the disaster or to alleviate, contain and minimize the effects of the disaster. On the 23 March 2020 the President of the Republic announced an escalation of the measures to combat COVI-19, which include an initial 21 Day Lockdown which was also extended with further 2 weeks.

Due to the regulations highlighted above the dates on the Framework/Process Plan may not be held as scheduled. Other mechanisms such as Social media platforms and Website will be used as a form of consultation.

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. The alignment that is mentioned in here between Municipalities on the one hand involves ensuring that their planning activities and processes are co-ordinated and addressed jointly.

On the other hand, alignment between Local Government and other spheres of government as well as Parastatals or service providers ensures that the IDP is in line with National and Provincial Policies and Strategies so that it is considered for the allocation of departmental budgets and conditional grants. The District IDP should reflect the Integrated Planning in its IDP in which both Locals and Sector Departments' plans find an aligned expression in the document.

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.

Mechanisms for participation

i. IDP/Budget/PMS Representatives Forum (RF)

This Forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the Representatives Forum (RF) and ensure their continued participation throughout the process. The Representatives Forum will meet as indicated in the attached programme.

- The first RF meeting will involve a presentation of the Process Plan as well as a Gap analysis identifying areas to be addressed in the IDP/Budget Process.
- The other two RF workshops will be held to provide feedback on the IDP/Budget/PMS Process as well as to acquire input from RF members on the Sector Plans and draft Budget.
- Ad-hoc RF meetings will be called as and when needed to inform the PMS Implementation process ie. Setting of targets etc.
- Inputs will be invited via the various Ward Committee meetings and Traditional Authority meetings in conjunction with the respective Local Municipality.

ii. Imbizos / Roadshows

This is an initiative that was undertaken during the consultation process of the draft Waterberg IDP and Budget (2020/21), whereby the Mayor and Municipal Officials at the District and Local Municipal level met with residents in the municipality to present and discuss the draft IDPs and Budgets of the District and Local Municipality. These meetings are widely publicised via the media and will be continued during the preparation process, held jointly (the District joining the Local Municipalities) in every public session for support and integration purpose.

Various For a

This is an ongoing consultative process and involves the assimilation of issues raised at the various Fora established at the District and Local level which range from Water Forums, Summits to Community Based meetings.

Media

Local newspapers will be used to inform the community of the progress with the IDP/Budget/PMS process. A notice will be submitted to the local newspaper on the initiation and completion of the IDP/Budget/PMS process inviting stakeholder participation and inviting comments on the Draft Plan.

Information Booklets

At the completion of each of the Sector Plans, as well as the IDP/Budget/PMS, an information booklet will be prepared in the two dominant languages, namely Northern Sotho and English and consist of a summary of the IDP/Budget/PMS. The members of the Representative Forum, Officials and Councillors will be given copies of these information booklets and will assist in the distribution of the booklets. This should include some training on the content of the booklets to make them more meaningful to the general public. Waterberg District Municipality has included Braille in order to accommodate the people living with disability (blind) to have access to the IDP document.

Virtual Platforms and Social Media

Facebook, Twitter, Instagram and Whatsapp, Zoom and Microsoft teams

Virtual Platform

Due to the Covid-19 pandemic, sessions might held in a Hybrid form or total virtually, depending of the alert level at which the event is taking place .

Website

Waterberg District Municipality and Local Municipal Website

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 (DMC) which is comprised of all the IDP Managers within the District. That is, the IDP managers of Bela-Bela, Modimolle-Mookgophong, Mogalakwena, Thabazimbi, and Lephalale Local Municipalities. The DMC will hold its meeting as per the above schedule.

If it is clear that more than half of the municipalities are not going to be able to meet the set deadlines as per the above schedule, the DMC will decide on whether to change or amend the Framework to suite the circumstances. Furthermore, a Municipality may request that the Framework be amended. The DMC will deliberate on such request and make a decision. However, the due date for final approval by Municipal Councils will not be compromised.

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;
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

1.2 LEGISLATIVE BACKGROUND AND POLICY IMPERATIVES

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)



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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

A. 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 frame work 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)



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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 operationalize 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.

1.3 DISTRICT DEVELOPMENT MODEL WATERBERG DISTRICT ONE PLAN

Background

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

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

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

The One Plan is a Strategic Long-Range Framework including short, medium and long-term objectives/interventions to guide all state and private investment within the district and metropolitan areas. It is not a detailed or comprehensive plan covering the full range of departmental and municipal responsibilities.

This One Plan as a key instrument of the DDM, it is championed at the highest level by the President and is facilitated by the Minister for Cooperative Governance and Traditional Affairs. The Waterberg One Plan is based on the DDM Theory of Change which postulates six transformation areas (1. Demographic change and people development, 2. Economic Positioning, 3. Spatial Restructuring and Environmental Sustainability, 4. Infrastructure Engineering, 5. Integrated Services Provisioning, and 6. Governance and Management) to move from the current state of underdevelopment to a desired better future. The Waterberg One Plan aims to ignite the self-reinforcing sustainability cycle of the district by establishing Waterberg as a well-managed district that enables a participative, investment-friendly and diversified economy.

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

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

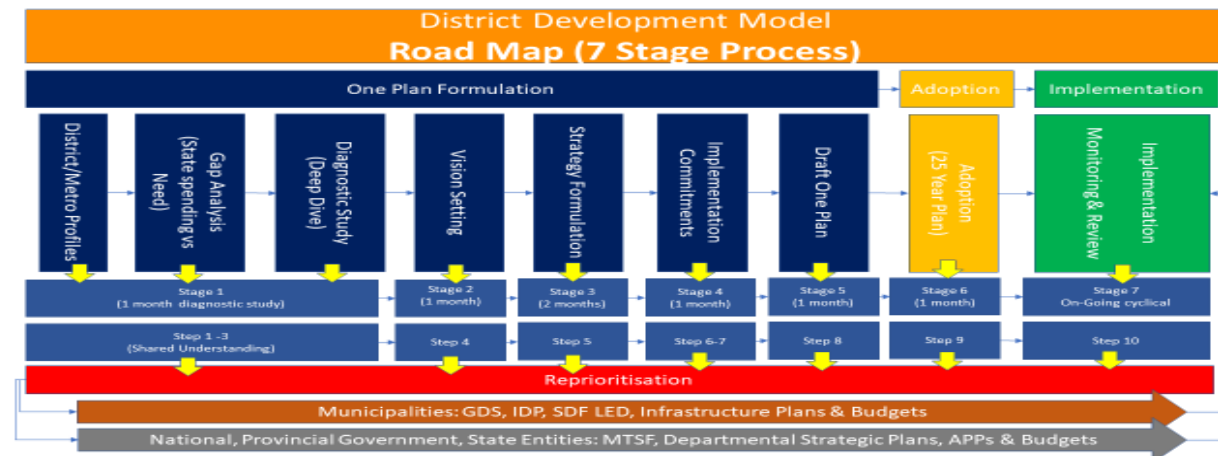
The purpose of this Waterberg District One Plan is:

- i. To give effect to the District Development Model approved by cabinet as a practical method to improve service delivery and development impact in the Waterberg space through integrated planning, collaborative budgeting and focused delivery by all three spheres of government working together with stakeholders and communities;
- ii. To achieve the objectives of the National Development Plan (“NDP”), the National Spatial Development Framework (“NSDF”), the Integrated Urban Development Framework (“IUDF”) and other key national provincial and local socio-economic and spatial development policies;
- iii. To jointly and coherently as all government and stakeholders develop a common vision and approach in addressing the current and future development needs and challenges and key priorities of the Waterberg district space;

- iv. To restructure the Waterberg economy from a focus on primary activities such as mining and agriculture to secondary and tertiary activities which include manufacturing and downstream beneficiation opportunities;
- v. To create an environment which is conducive for investment;
- vi. To stabilize governance and financial management practices in the Waterberg district;
- vii. To capacitate people, in particular the vulnerable groups such as women, youth and the disabled through skills redevelopment and development to meaningfully participate in the economy; and
- viii. To focus on infrastructure planning, maintenance and expansion.

The Waterberg One Plan provides multiple spheres of government, stakeholders, communities, and investors with a strategic direction unique to the district in moving from the current situation to the desired future to which to aspire to. The strategic direction is represented by a set of key strategies and an action plan to start moving towards the realization of the desired future state. In fact, it is a product of a multi-sphere government approach with stakeholders and communities as strategic partners to change the fortunes of the people of Waterberg. Only through collaboration, internalization and a whole-of-society embedding of what needs to be done to tap into the potential of Waterberg – and respond to that – will the One Plan be successful.

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



The One Plan content, catered on the Waterberg Vision 2050, follows the DDM theory of Change and logical framework and is structured in relation to the six DDM Transformation Focal Areas or Goals to ignite the self-reinforcing sustainability cycle of the district by establishing Waterberg as a well-managed district that enables a participative, investment-friendly and diversified economy.



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One Plan content: Relationship between themes

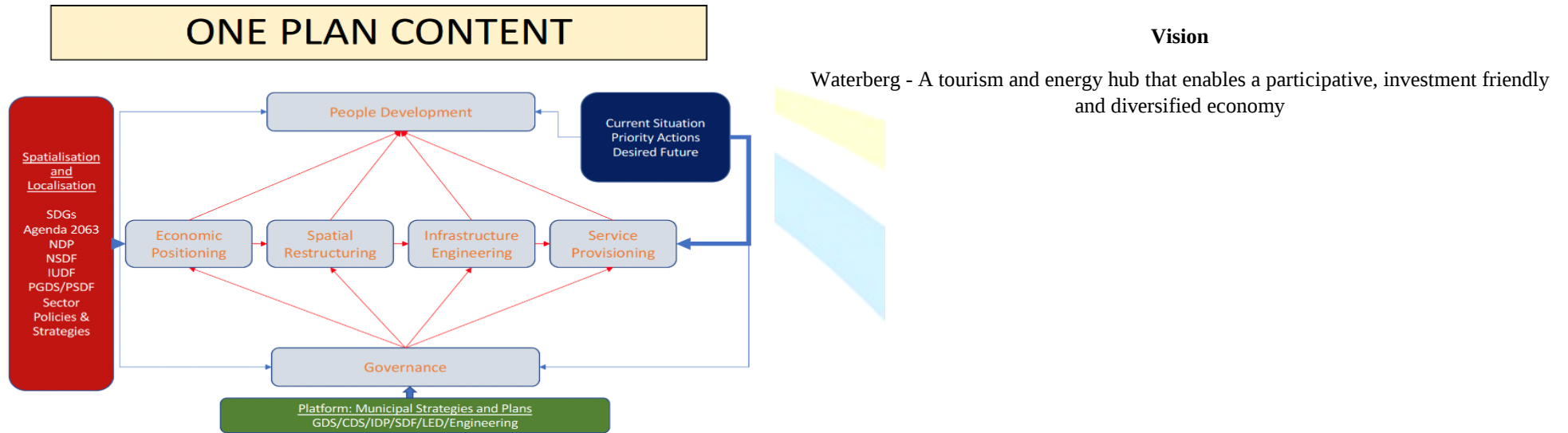
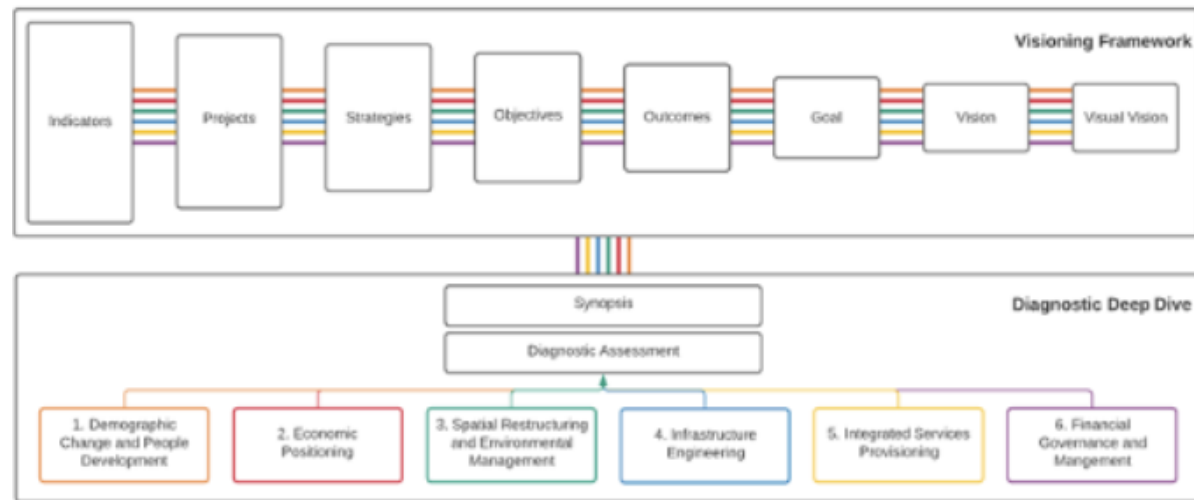


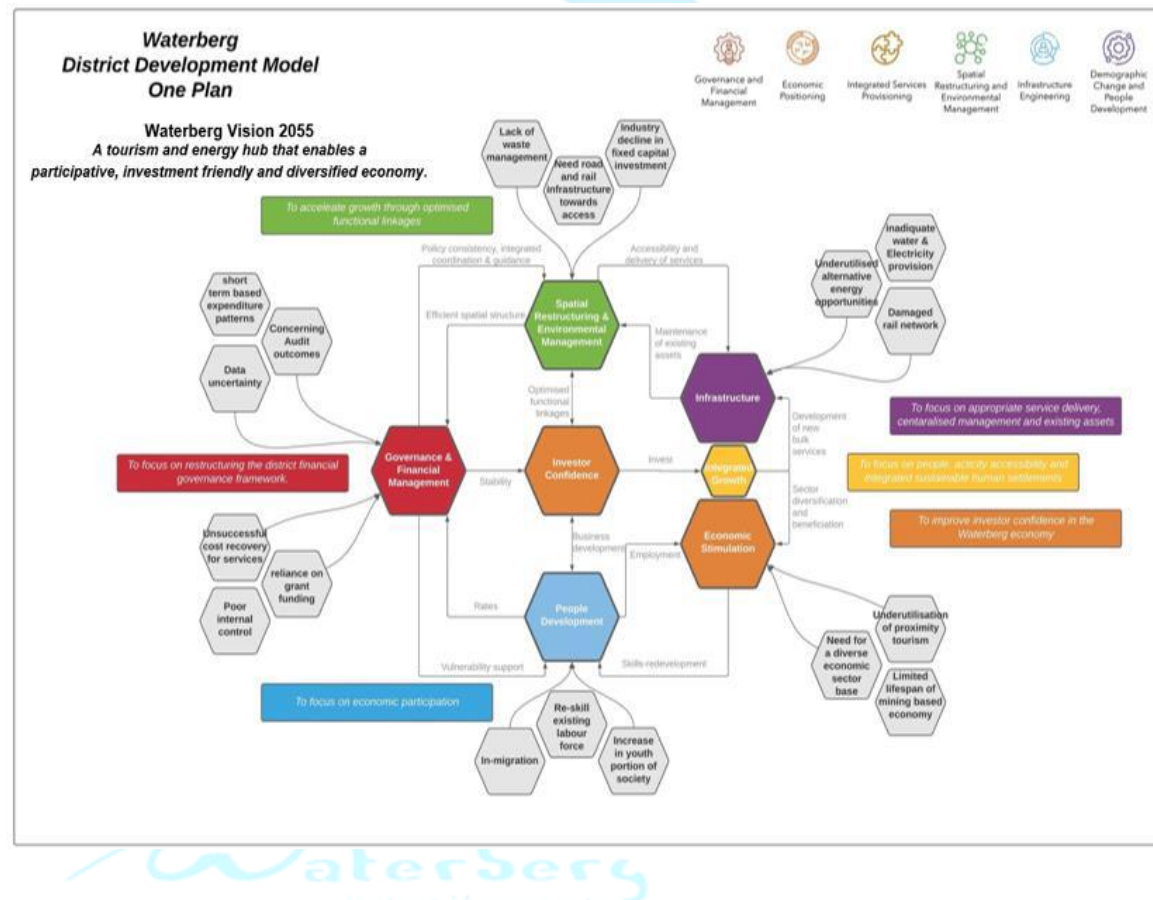
Figure 2: Vision framework



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

Figure : Self-reinforcing upliftment and sustainability cycle



One Plan Strategies

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

One Plan Strategic Goals

DDM Focal Area	Strategic Goal
Demographic change and People Development	To focus on economic participation
Economic Positioning	Improve investor confidence in the Waterberg economy
Spatial Restructuring and Environmental	Accelerate growth through optimised functional linkages between activities
Infrastructure Engineering	Focus on appropriate service delivery, centralised management, and existing asset maintenance.
Integrated Service Provisioning	Focus on people, activity accessibility and integrated sustainable human settlements.
Governance and Financial Management	Focus on restructuring the district financial governance framework.

1.4 TABLE 1: POWERS AND FUNCTIONS OF THE DISTRICT MUNICIPALITY

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
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

1.5 TABLE 2: MUNICIPAL PRIORITIES

NO.	PRIORITY
1	Municipal Health & Environmental Management
2	Air Quality
3	Fire fighting 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

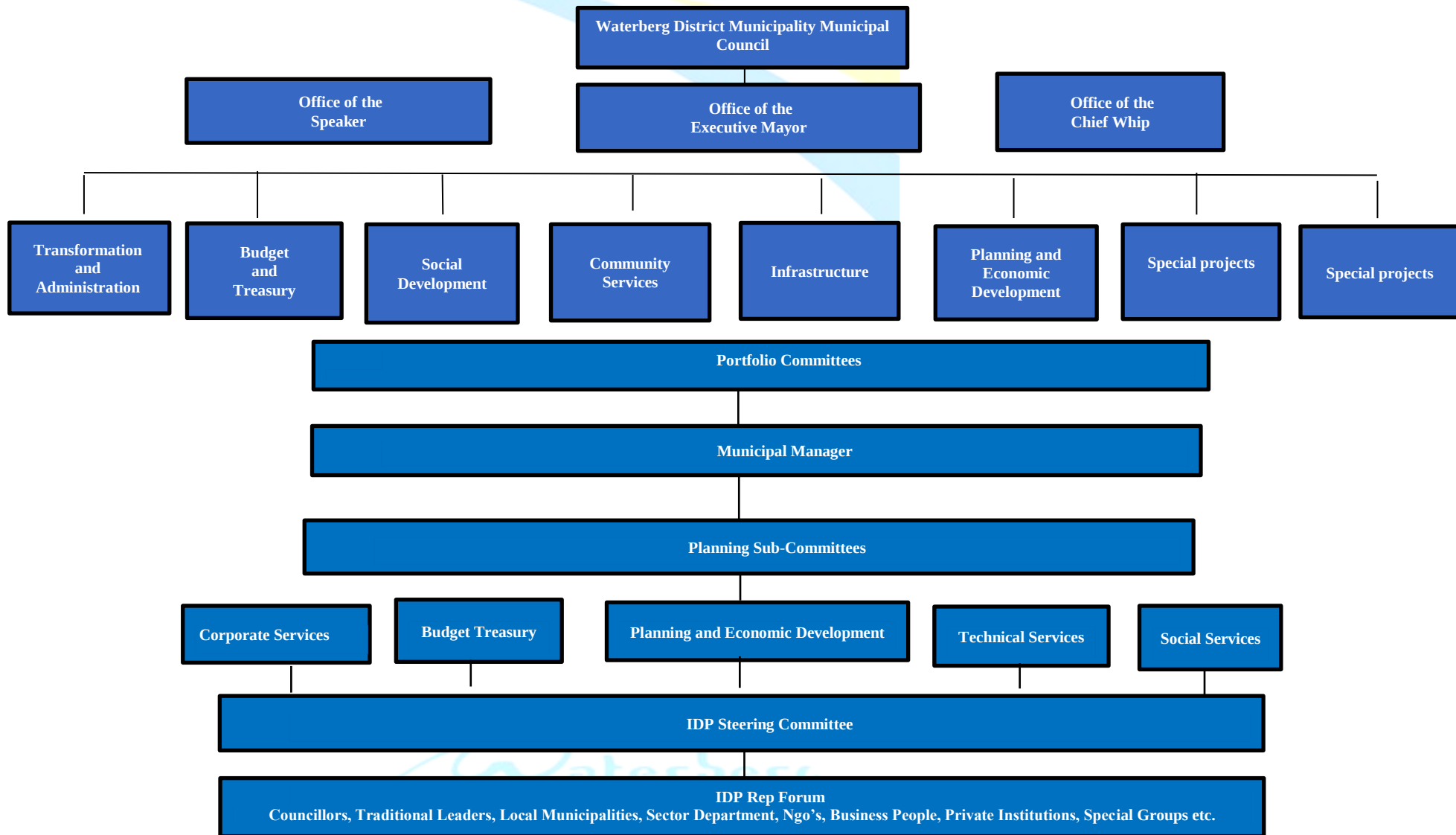


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1.6 INSTITUTIONAL ARRANGEMENT

MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT



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1.7 PROCESS OVERVIEW

Waterberg District Municipality adopted a 2022/23 IDP Review Framework and Process Plan, which informed all 5 local municipality's process plans and it was adopted by the 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 Framework /Process Plan was adopted by Council on the 25 August 2021. 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.



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2022/2023 ACTION PROGRAMME

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

Activity		Respon sibility	JULY				AUG				SEPT			
QUARTER 1: Implementation, Monitoring, Review and Confirmation of Development Priority Issues			1	2	3	4	1	2	3	4	1	2	3	4
Integrated Development Planning	Assess 2021/22 IDP Process/Content	MM												
	Council Approval & Advertisement of the IDP & Budget Process	MM												
	Constitution of the IDP Structures: 1 st IDP Ref Forum - Process Plan	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													
Annual Budget	Monthly Financial Reports for June including expenditure on staff benefits and results of cash flow	CFO												
	Accounting Officer to submit annual financial statements	CFO												
	Monthly Financial Report for July	CFO												
	Monthly Financial Report for August	CFO												

Performance Management Systems	Finalize the Fourth Quarter Performance Report	MM												
	Performance Audit Committee validates the reports prior to assessments by the Assessment Panel	MM												
	Prepare Performance Agreements and Performance Assessment schedule for Section 56 Managers by 31 July	MM												
	Review of the PMS by the Audit Committee	AC												
	Accounting Officer submit the Annual Performance Report													
	AG audit process unfolding	AG/M M												
Activity		Respon sibility	OCT				NOV				DEC			
QUARTER 2 : Review, Propose and Confirm Objectives, Strategies and Projects			1	2	3	4	1	2	3	4	1	2	3	4
Integrated Development Planning	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												
	2 ND 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	MM & 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 September	CFO												
	AG to complete audit within 3 months of revising financial statements in November	CFO												
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												
	Performance assessment	MM												
	Draft annual report	MM												
	Analysis of Draft SDBIP	MM												
	Prepare 1st Quarter Assessment	MM												
Activity		Respo nsibilit y	JAN				FEB				MAR			
QUARTER 3 : Review, Propose and Confirm Objectives, Strategies and Projects														
ed Develop ment Plannin	Input IDP Review Projects (alignment of IDP Review) to the Municipal Budgeting process – ensure alignment.	MM												

	Adoption of the 2022/23 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 cash flow 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 2022	CFO													
	Monthly Financial Report for February 2022	CFO													
Performance Management Systems	QUARTER 3: Review, Propose and Confirm Objectives, Strategies and Projects Alignment with the Draft IDP	Responsibility	Jan				Feb				Mar				
	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 2020/21 Annual Report (Minutes to AG, Provincial Treasury and COGTA)	MM												
	Adjustment of SDBIP													
	Tabling of Adjustments of 21/22 SDBIP													
	Compile half yearly assessments of Municipality's performance against performance of objectives	MM												
Annual Budget	QUARTER 3: Review, Propose and Confirm Objectives, Strategies and Projects	Responsibility	Jan				Feb				Mar			
	Ensure IDP, Budget and PMS alignment	MM												
	Submit Draft IDP to Coghsta	MM												
Integrated Development Planning	Activity	Responsibility	APRIL				MAY				JUNE			
	QUARTER 4: Review, Propose and Confirm Objectives, Strategies and Projects		1	2	3	4	1	2	3	4	1	2	3	4
	Ensure IDP, Budget and PMS alignment	MM												
	Submit Draft IDP to CoGHSTA	MM												
	4th IDP RF	MM												
	Annual review of PMS and submission of Annual Performance Report	MM												
	21 Days advertisement for public comments													
	Executive Mayor table Final IDP before Council for approval	MM												
	Submit a copy of the Final IDP 10 days upon approval by Council to the MEC of CoGHSTA	MM												

TABLE 3: 2022/2023 WATERBERG DISTRICT MUNICIPALITY YEAR PLANNER

NO.	SPECIAL COUNCIL MEETING DATE	TIME	ORDINARY COUNCIL MEETING DATE	TIME
1.	25 August 2021	12h00	30 September 2021	12h00
2.	27 January 2022, Mid-year and Annual Reports		09 December 2021	
3.	24 February 2022, Adjustment Budget/SDBIP		31 March 2022, Draft Budget/IDP and Final Annual Report	
4.			26 May 2022 Final IDP	

NO.	MAYORAL COMMITTEE MEETINGS DATE	TIME	PORTFOLIO COMMITTEE MEETINGS	TIME
1.	09 September 2021	11h00	26 – 31 August 2021	10h00 & 12h00
2.	25 November 2021		09 - 12 November 2021	
3.	10 March 2021		08-11 February 2022	
4.	19 May 2022		03 - 06 May 2022	

NO.	MPAC MEETINGS	TIME	IGR MEETINGS	TIME
1.	15 September 2021	11h00	19 August 2021	10h00
2.	24 November 2021		30 November 2021	

3.	16 March 2022		10 February 2022	
4.	11 May 2022		21 April 2022	11h00

NO.	MANAGEMENT MEETINGS	MUNICIPAL MANAGER 'S FORUM	TIME
1.	16 August 2021 – Portfolio Items	06 August 2021	10h00
2.	01 November 2021 – Portfolio Items	23 November 2021	
3.	31 January 2022 – portfolio items	03 February 2022	
4.	19 April 2022 – portfolio items	14 April 2022	11h00

NO.	AUDIT COMMITTEE	TIME	AIDS COUNCIL	TIME
1.	17 August 2021		05 August 2021	11h00
2.	20 August 2021- Special meeting		04 November 2021	
3.	17 September 2021	11h00	04 February 2022	
4.	26 November 2021	14h00	13 May 2022 @ 14h00	14h00



TABLE 4: MEETINGS SCHEDULES FOR THE DISTRICT IDP PUBLIC PARTICIPATION STRUCTURES.

IDP AND PMS MANAGEMENT COMMITTEE MEETINGS

NO.	DATE	TIME	VENUE
1.	22 July 2021	10H00	To be confirmed (District-wide)
2.	10 November 2021	10H00	To be confirmed (District-wide)
3.	15 February 2022	10H00	To be confirmed (District-wide)
4.	12-13 April 2022	10H00	To be confirmed (District-wide)

IDP STEERING

NB!! IDP steering committee meetings will be held before representatives' forum (sector departments to be part of the 2nd and 3rd Steering Committee meetings)

Each Municipality will decide on the dates of the meeting.

Section 30 of the Municipal Systems Act 32 of 2000 gives direction on the composition of the IDP Steering Committee.

IDP REPRESENTATIVE FORUM

NO.	MUNICIPALITY	1 ST REP FORUM	2 ND REP FORUM	3 RD REP FORUM	4 TH REP FORUM
1.	Bela Bela	20 August 2021	05 October 2021	18 March 2022	05 May 2022
2.	Thabazimbi	25 August 2021	24 November 2021	15 March 2022	17 May 2022

3.	Lephalale	27 August 2021	29 October 2021	16 March 2022	18 May 2022
4.	Mogalakwena	20 August 2021	22 October 2021	11 March 2022	19 May 2022
5.	Modimolle-Mookgophong	18 August 2021	13 October 2021	17 March 2022	12 May 2022
6.	Waterberg District	19 August 2021	28 October 2021	20 March 2022	20 May 2022

STRATEGIC PLANNING SESSION

MUNICIPALITY	DATE
Lephalale	03-05 February 2022
Mogalakwena	17-19 November 2021
Thabazimbi	23-25 February 2022
Bela Bela	01-03 December 2021
Modimolle-Mookgophong	08-09 November 2021
Waterberg District	02-04 March 2022

PUBLIC PARTICIPATION

MUNICIPALITY	DATES	DATES
Bela-Bela	01-16 September 2021	05-30 April 2022

Modimolle-Mookgophong	01-30 September 2021	01-30 April 2022
Lephalale	01-30 September 2021	10-30 April 2022
Mogalakwena	16September – 04 October 2021	05-30 April 2022
Thabazimbi	11 October-25 November 2021	01-30 April 2022
Waterberg	JOINTLY WITH THE LOCALS	

RISK MANAGEMENT COMMITTEE MEETINGS

DATES
October 2021
January 2022
April 2022

BUDGET	
Midyear Budget & Performance Assessment	Budget & Benchmarking Assessment
Feb – March 2022	April – May 2022

A.COST ESTIMATES

ACTIVITY	BUDGETED COST
Costs of Workshops and Meetings (Rep Forum or Steering Committee, W/shops Co-ordinating meetings and Task team meetings)	

Costs for printing and stationery	R348 322.68
Advertisements	
District – wide IDP Internal assessment	
Strategic Planning Session	
Total	

PROVINCIAL DISTRICT ENGAGEMENT SESSIONS

No.	DATE	TIME	VENUE
1.	14-15 September 2021 (Analysis Phase)	10H00	To be confirmed by Office of the Premier. (District-wide)
2.	18-19 November 2021 (Strategies Phase)	10H00	
3.	10 Feb 2022 (Project Phase)	10H00	

DISTRICT DEVELOPMENT PLANNING FORUM

DATE	TIME	VENUE
22 September 2021	10h00	To be confirmed
11-12 November 2021		
10 March 2022		
10 May 2022		

PROVINCIAL DEVELOPMENT PLANNING FORUM

No.	DATE	TIME	VENUE
1.	27 September 2021	10h00	To be confirmed by Office of the Premier.
2.	10 December 2021	10h00	To be confirmed by Office of the Premier.
3.	12 March 2022	10h00	To be confirmed by Office of the Premier.

The way forward is for all Municipalities to prepare Process Plans in conjunction with the District Framework Plan and set out the following:

HOW the planning process will unfold per Municipality;
WHAT actions are required;
WHO will be responsible for implementing these actions;
WHEN will the action have to be implemented; and
WHAT will the actions COST?

The achievement of an aligned IDP process depends on the co-operation of all Municipalities in order to achieve their developmental objectives in a spirit of co-operative governance.

TABLE 5: SUMARRY OF COMMUNITY NEEDS FOR ALL LOCAL MUNICIPALITY

SPATIAL RATIONAL Land Housing
BASIC SERVICES Electricity Water Refuse removal Sanitation Roads



1.8 TABLE 6: BASIS FOR IDP REVIEW PROCESS

1.8.1 MEC IDP ASSESSMENT FINDINGS - STATUS QUO - IDP RATINGS

MUNICIPALITY	2017/18	2018/19	2019/20	2020/21
Waterberg District	High	High	High	High
Bela Bela	Medium	High	High	High
Mogalakwena	Medium	High	High	High
Thabazimbi	Medium	High	High	High
Modimolle-Mookgophong	Medium	High	High	High
Lephalale	Medium	High	High	High

1.8.2 STATES OF THE NATION ADDRESS 2022

Key Government Priorities/Tasks	Summary
Defeat the coronavirus pandemic	Over the past two years has taken the lives of tens of thousands of South Africans, put two million people out of work and brought misery to families. We now have two South African companies – Aspen and Biovac – with contracts to produce COVID-19 vaccines. Two additional vaccine projects have also been announced. In addition, we have full local production capability for ventilators, hand sanitizers, medical-grade face masks and gloves and therapeutic drugs and anesthetics. We have administered 30 million doses of COVID-19 vaccines. Consequently, nearly 42% of all adults and 60% of everyone over 50 is fully vaccinated. We are now ready to enter a new phase in our management of the pandemic. It is our intention to end the national state of disaster as soon as we have finalized other measures under the National Health Act and other legislation to contain the pandemic. Nearly all restrictions on economic and social activity have already been lifted. Vaccines have proven to be the best defence we have against illness and death from COVID-19.

Key Government Priorities/Tasks	Summary
	Since COVID-19 reached our shores, we have endured successive waves of infection, the emergence of new variants and the devastating cost of nearly 100,000 recorded COVID-19 deaths. The past two years, we have taken unprecedented actions to strengthen our health system, build laboratory capacity and prevent infections. We have administered 30 million doses of COVID-19 vaccines. Consequently, nearly 42% of all adults and 60% of everyone over 50 is fully vaccinated. We are now ready to enter a new phase in our management of the pandemic. Since the onset of COVID-19, the Social Relief of Distress Grant has provided support to more than 10 million unemployed people who were most vulnerable to the impact of the pandemic. Even as the country was suffering the devastation of the COVID-19 pandemic, companies and individuals were conspiring with public officials to defraud the government of billions of rands in COVID-related contracts. As soon as evidence emerged of this corruption we acted. We withdrew certain emergency procurement regulations, set up a fusion centre that brought together various law enforcement agencies, published the details of all COVID-related contracts online and instituted the most extensive investigation that the Special Investigating Unit has undertaken since its formation. In December, the SIU submitted its final report on its investigation into COVID-related contracts. As the COVID-19 pandemic has starkly demonstrated, a nation's health is inextricably linked with its economic progress and social development. We will therefore continue with the work underway to ensure universal health coverage for everyone in South Africa, regardless of their ability to pay.
Accelerating our economic recovery	This year, for the first time since the dawn of our democracy, the State of the Nation Address is not being delivered in the Chamber of the National Assembly. As we entered this new year, a huge fire engulfed the seat of our democracy. That we are gathered together in the Cape Town City Hall instead of the National Assembly Chamber reflects the extraordinary circumstances of this time. It reflects the determination of the Presiding Officers of Parliament and indeed all the members of our two Houses that the work of this democratic institution should continue without interruption. The fire in Parliament reminded us of the destruction, violence and looting that we witnessed in parts of the country in July last year, of the more than 300 lives lost and many more livelihoods ruined. As the social partners – government, labour, business and communities – we are working to determine the actions we will take together to build such a consensus. We have begun discussions on what trade-offs are needed and what contribution we will each need to make. We have given ourselves 100 days to finalise a comprehensive social compact to grow our economy, create jobs and combat hunger. This work will build on the foundation of the Economic Reconstruction and Recovery Plan, which remains our common programme to rebuild the economy. We remain focused on the priorities we identified in the State of the Nation Address last year: - overcoming the COVID-19 pandemic, - a massive rollout of infrastructure,

Key Government Priorities/Tasks	Summary
	- a substantial increase in local production, - an employment stimulus to create jobs and support livelihoods, - the rapid expansion of our energy generation capacity The nation owes a great debt of gratitude to the dedicated health care workers and other frontline staff who put their health and their lives at risk to care for the ill and vulnerable during this pandemic. Within weeks of the first reported infection in our country, the establishment of the Solidarity Fund, with the goal of uniting the country in the fight against the pandemic. In a wave of generosity that swept the country, the Fund raised R3.4 billion from more than 300,000 individuals and 3,000 companies and foundations. More than 400 individuals and 100 companies volunteered their time and services. The Fund has played a pivotal role in supporting the national health response and alleviating the humanitarian crisis. The Solidarity Fund and the great many that came together in countless other initiatives to support those affected by the pandemic.
Implementing economic reforms to create sustainable jobs and drive inclusive growth	State-owned enterprises play a vital role in our economy. From water and roads, to energy and ports, to defence and aviation, these strategic assets are necessary to keep our country running. It is essential that we reverse their decline, and position them to contribute positively. We have therefore embarked on several immediate measures to restore these companies to health, at the same time as we undertake far-reaching reforms that will make our SOEs more efficient, competitive, accountable and sustainable. The Presidential SOE Council, which I appointed in 2020, has recommended that government adopt a centralised shareholder model for its key commercial state-owned companies. This would separate the state's ownership functions from its policy-making and regulatory functions, minimise the scope for political interference, introduce greater professionalism and manage state assets in a way that protect shareholder value. As part of this, preparatory work has begun for the establishment of a state-owned Holding Company to house strategic SOEs and to exercise coordinated shareholder oversight. To ensure that state-owned enterprises are effectively fulfilling their responsibilities, the Presidential SOE Council is preparing recommendations on state-owned entities to be retained, consolidated or disposed of. Any recommendations would be subject to extensive consultation with all stakeholders. We are taking steps to safeguard our democracy, protect our economic infrastructure and build safer communities for all. Our third priority intervention is an employment stimulus to create jobs and support livelihoods. The largest numbers of jobs will be

Key Government Priorities/Tasks	Summary
	created by the private sector in a number of industries as the economy recovers. We continue to work in a social compact with the private sector to create a more conducive environment for them to be able to create jobs. Our compact with the private sector is underpinned by a clear commitment to grow our economy and to create jobs. However, the public sector has a responsibility to stimulate job creation; both through its policies and through direct job creation opportunities. The Presidential Employment Stimulus is one of the most significant expansions of public and social employment in South Africa's history. By the end of January 2021, over 430 000 opportunities were already supported through the stimulus. A further 180 000 opportunities are currently in the recruitment process. These opportunities are in areas like education, arts and culture, global business services, early childhood development (ECD), and small-scale and subsistence farming. It involves environmental programs such as the clearing of alien trees, wetland rehabilitation, fire prevention, and cleaning and greening across all municipalities. These programs are about real lives and real livelihoods. Nearly half a million people are now receiving an income, developing new skills and contributing to their community and the country's economy. We will continue to support employment for as long as it is necessary while the labour market recovers, even as we work to promote stronger and more resilient growth in the private sector. In the SoNA last year, in response to the huge challenge our country faces of youth unemployment, I announced that the National Youth Development Agency and the Department of Small Business Development would provide grant funding and business support to 1 000 young entrepreneurs within 100 days. While the programme had to be put on hold due to the coronavirus restrictions, it nevertheless managed to reach its target of 1 000 businesses by International Youth Day on 12 August 2020. This provides a firm foundation for our efforts to support 15 000 start-ups by 2024. Last year, we said we would establish the National Pathway Management Network to provide support and opportunities to young people across the country. I want to encourage every young South African to join the more than 1,2 million people who are already in the network, and take their next steps to a better future. Many hardships our people had to experience last year, schooling disruption placed a huge burden on learners, teachers and families, despite this, they persevered. It is our priority for this year to regain lost time and improve educational outcomes, from the early years through to high school and post-school education and training. The fourth priority intervention of the Economic Reconstruction and Recovery Plan is to rapidly expand energy generation capacity. Restoring Eskom to operational and financial health and accelerating its restructuring process is central to this objective.

Key Government Priorities/Tasks	Summary
	Eskom has been restructured into three separate entities: Generation transmission and Distribution. This will lay the foundations for an efficient, modern and competitive energy system. Eskom is making substantial progress with its intensive maintenance and operational excellence programs to improve the reliability of its coal fleet. We are working closely with Eskom on proposals to improve its financial position, manage its debt and reduce its dependence on the fiscus. This requires a review of the tariff path to ensure that it reflects all reasonable costs and measures to resolve the problem of municipal debt. In December 2020, government and its social partners signed the historic Eskom Social Compact, which outlines the necessary actions we must take, collectively and as individual constituencies, to meet the country's energy needs now and into the future. Over the last year, we have taken action to urgently and substantially increase generation capacity in addition to what Eskom generates: The Department of Mineral Resources and Energy will soon be announcing the successful bids for 2 000 megawatts (MW) of emergency power. The necessary regulations have been amended and the requirements clarified for municipalities to buy power from independent power producers. Systems are being put in place to support qualifying municipalities. Government will soon be initiating the procurement of an additional 11 800 MW of power from renewable energy, natural gas, battery storage and coal in line with the Integrated Resource Plan 2019. Despite this work, Eskom estimates that, without additional capacity, there will be an electricity supply shortfall of between 4 000 and 6 000 MW over the next five years, as old coal-fired power stations reach their end of life. As part of the measures to address this shortfall, we will in the coming weeks issue a request for proposals for 2 600 MW from wind and solar energy as part of Bid Window 5. This will be followed by another bid window in August 2021. Recent analysis suggests that easing the licensing requirements for new embedded generation projects could unlock up to 5 000 MW of additional capacity and help to ease the impact of load shedding. We will therefore amend Schedule 2 of the Electricity Regulation Act, 2006 (Act 4 of 2006) within the next three months to increase the licensing threshold for embedded generation. This will include consultation among key stakeholders on the level at which the new threshold should be set and the finalization of the necessary enabling frameworks. Eskom has already started work to expedite its commercial and technical processes to allow this additional capacity onto the grid without undue delay. As we mobilize all of the resources at our disposal to support economic recovery, we cannot lose sight of the threat that climate change poses to our environmental health, socioeconomic development and economic growth.

Key Government Priorities/Tasks	Summary
	We are, therefore, working to fulfil our commitments under the United Nations Framework Convention on Climate Change and its Paris Agreement which include the reduction of greenhouse gas emissions. Eskom, our largest greenhouse gas emitter, has committed in principle to net zero emission by 2050 and to increase its renewable capacity. Eskom will be looking to partner with investors to repurpose and repower part of its coal fleet. This will be done in a way that stimulates investment, local economic activity and local manufacturing, as part of a just transition. Our work on climate change will be guided by the Presidential Coordinating Commission on Climate Change, which is meeting for the first time this month. The commission will work on a plan for a just transition to a low-carbon economy and climate resilient society. We will not achieve higher rates of growth and employment if we do not implement structural economic reforms. These reforms are necessary to reduce costs and barriers to entry, increase competition, stimulate new investment and create space for new entrants in the market. This work is being driven through Operation Vulindlela, which involves a team in the National Treasury and the President's office. Operation Vulindlela is focusing on reforms in the electricity, water, telecommunications and transport sectors, as well as reforms to our visa and immigration regime. The completion of digital migration is vital to our ability to effectively harness the enormous opportunities presented by technological change. After many delays, we will begin the phased switch-off of our analogue television transmitters from next month. It is anticipated that this process, which will be done province-by-province, will be completed by the end of March 2022. The process for the licensing of high-demand spectrum is at an advanced stage. We hope that the ongoing litigation on the licensing matter will provide legal certainty and will not unduly delay the spectrum auction process. In the water sector, we are working through Operation Vulindlela to ensure that water license applications are finalised within the revised timeframe of 90 days; and to revive the Green Drop and Blue Drop programmes to strengthen water quality monitoring. We will finalise and implement the revised Raw Water Pricing Strategy, and accelerate the establishment of a national water resources infrastructure agency. Our ability to compete in global markets depends on the efficiency of our ports and rail network. We are repositioning Durban as a hub port for the Southern Hemisphere and developing Ngqura as the container terminal of choice. The rail corridor from Gauteng is being extended to enable the export of vehicles through Port Elizabeth. These are crucial steps to move freight from road to rail and increase the competitiveness of the rail system. Work is underway with the relevant departments to reform

Key Government Priorities/Tasks	Summary
	our visa and immigration regime to attract skills and grow the tourism sector. As international travel starts to recover in the wake of COVID-19, we will undertake a full rollout of eVisas to visitors from China, India, Nigeria, Kenya and 10 other countries. The revised list of critical skills will be published for public comment by the Department of Home Affairs, within one week, to ensure that the final version reflects the skills needed by the economy. The momentum that Operation Vulindlela has already built, and the support that it has received across government, shows that we are serious about reform. We will continue to work relentlessly and without pause to create a more modern, efficient and competitive economy that is more open to all South Africans. To support our reform process, the Presidential State-Owned Enterprises (SOEs) Council has outlined a clear set of reforms that will enable these vital public companies to fulfil their mandate for growth and development. Overarching legislation for state-owned companies will be tabled in Cabinet this financial year and in Parliament in the next the financial year. A centralised SOE model is being implemented this financial year, which will ensure a standardised governance, financial management and operational performance framework for all SOEs. The mandates of all SOEs are being re-evaluated to ensure that they are responsive to the country's needs and the implementation of the National Development Plan. In the midst of the economic damage caused by COVID-19, South Africa's agricultural sector has performed remarkably well. In 2020, we became the world's second-largest exporter of citrus, with strong export growth in wine, maize, nuts, deciduous fruit and sugar cane. The favorable weather conditions in 2020 and the beginning of 2021 mean that agriculture is likely to grow in the near term. This provides an opportunity for further public-private partnership in agriculture to promote transformation and ensure sustainable growth. It is an opportunity to accelerate land redistribution through a variety of instruments such as land restitution and expropriation of land in order to boost agricultural output. To date, government has redistributed over five million hectares (ha) of land, totalling around 5 500 farms, to more than 300 000 beneficiaries. This is in addition to the land restitution process, which has benefited over two million land claimants and resulted in the transfer of around 2,7 million ha. We are also pursuing programs to assist smallholder and emerging farmers with market access, to develop skills across the entire agricultural value chain and increase the number of commercial black farmers. During the course of the next financial year, we will establish a land and agrarian reform agency to fast-track land reform. The Public Service is at the coalface of government, and lack of professionalism does not just impact service delivery; it also dents public

Key Government Priorities/Tasks	Summary
	confidence. Advancing honesty, ethics and integrity in the Public Service is critical if we are to build a capable state. Through the National School of Government, we continue to roll out courses and training programs for government officials from entry level to senior management and the Executive. In October last year, I signed off on ministerial performance agreements with all Ministers, which have now been published online. This will enhance accountability and focused performance by members of the Executive. We remain on course to build a capable and professional civil service that delivers on its mandate and is accountable to the South African people. We are proceeding with our efforts to strengthen the local government infrastructure and accelerate service delivery through the District Development Model. The model brings all three spheres of government to focus on key priorities and implementation of critical high impact projects. Working with both public and private sector partners, government is implementing a range of measures to support municipalities to address inadequate and inconsistent service delivery in areas such as water provision, infrastructure building and maintenance. We are focusing on the appointment of properly qualified officials at a local level to ensure effective management and provision of services. As we prepare for local government elections, which are due to take place this year, we will need to adjust to the conditions forced upon us by COVID-19 to ensure that the people of this country can determine who represents them at this crucial level of government.
Fight Corruption and Strengthen the state	The first two parts of the report make it plain that there was indeed 'state capture'. This means that public institutions and state-owned enterprises were infiltrated by a criminal network intent on looting public money for private gain. The reports have detailed the devastating effects of this criminal activity on SAA, Transnet, Denel, South African Revenue Service and Government Communications. State capture had a direct and very concrete negative impact on the lives of all South Africans, but especially the poorest and most vulnerable members of our society. It has weakened the ability of the state to deliver services and to meet the expectations and constitutional rights of people. We must now do everything in our power to ensure that it never happens again. My responsibility is to ensure that the Commission report is properly and carefully considered and then acted upon. By no later than 30 June, I will present a plan of action in response to the Commission's recommendations. We will, as the Commission's first report recommends, strengthen the system to protect whistle-blowers, who are a vital safeguard in the fight against corruption and who take huge personal risk in reporting wrong-doing. We are doing a detailed review of all applicable legislation and a comparative study of other jurisdictions to strengthen whistle-blower protection. The relevant law enforcement agencies are taking the necessary steps to address the immediate concern about the safety of whistle-blowers. Many individuals and companies that the Commission has found were responsible for state capture must now be held to account. The National Prosecuting Authority will carry out the further investigations that the Commission has recommended, and that it will bring the members of the criminal network that infiltrated government and captured the state swiftly to justice.

Key Government Priorities/Tasks	Summary
	The Investigating Directorate in the NPA is now poised to deliver on its crucial mandate, and a dedicated team has been established to pursue these cases. The President will be appointing a new head of the Investigating Directorate following the departure of Adv Hermione Cronje from that position. An amendment to the State Capture Commission regulations in June 2020, empowered the sharing of information between the Commission and law enforcement agencies. This amendment also permitted the employment of the State Capture Commission personnel by law enforcement agencies. These empowering provisions have geared the Investigating Directorate to more effectively pursue the investigations emanating from the Commission. We have gratefully acknowledged the offer of support from the private sector to assist in providing those skills which we lack in government to enable investigation and prosecution of crime. To ensure that the prosecuting authority remains true to its constitutional obligation and to ensure transparency, we are developing a framework for private sector cooperation that will be managed through National Treasury. There are also discussions underway with the Judiciary for the creation of special court rolls for state capture and corruption cases. While we have taken decisive steps to end the era of state capture, we know that the fight against corruption is far from over. The country was suffering the devastation of the COVID-19 pandemic, companies and individuals were conspiring with public officials to defraud the government of billions of rands in COVID-related contracts. The Presidency withdrew certain emergency procurement regulations, set up a fusion centre that brought together various law enforcement agencies, published the details of all COVID-related contracts online and instituted the most extensive investigation that the Special Investigating Unit has undertaken since its formation. In December, the SIU submitted its final report on its investigation into COVID-19 related contracts. As a result, 45 matters, with a combined value of R2.1 billion, have been enrolled with the Special Tribunal. The SIU has referred 224 government officials for disciplinary action and referred 386 cases for possible prosecution to the NPA. The Presidency has set up mechanisms to monitor implementation of the recommendations of the SIU and ensure that government departments and entities act against those who have violated regulations and broken the law. The fight against corruption will take on a new intensity thanks to the outcomes of the State Capture Commission, the strengthening of law enforcement agencies and the implementation of new anti-corruption practices in the public service. We released the report of the expert panel into the civil unrest in July last year. The report paints a deeply disturbing picture of the capabilities of our security services and the structures that exist to coordinate their work. The report concludes that government's initial handling of the July 2021 events was inept, police operational planning was poor, there was poor coordination between the state security and intelligence services, and police are not always embedded in the communities they serve.

Key Government Priorities/Tasks	Summary
	The expert panel said that if the violence has exposed anything it was the poverty and inequality that is the root cause of the desperation of the people of South Africa. The expert panel found that Cabinet must take overall responsibility for the events of the July 2021..

1.8.3 STATES OF THE PROVINCE ADDRESS 2022

Key Government Priorities/Tasks	Summary
On Economy	In that context, as Limpopo, we have completed the roll out of a requisite infrastructure, comprising a Data Centre, Network Operating Control Centre and Contact Centre. A total of 52 sites have been connected to the network, using both fibre and satellite technologies. The establishment of the Limpopo Science and Technology Park, which is a visionary and catalytic project to transform our provincial economy, is well underway. Once completed, it will be a major driver of the Province's competitiveness. Through the Limpopo Economic Development Agency (LEDA), we managed to provide incubation support to over 100 SMMEs with over 60 per cent youth-owned enterprises. In the process, we were able to create 279 employment opportunities benefitting youth, women and people living with disabilities. In addition, we were able to provide similar developmental support to 100 co-operatives, thirty-two of these cooperatives are youth owned. This tailored support to co-operatives assisted to sustain around 690 employment opportunities. We are proud to announce that we have assisted around 77 youth-owned enterprises to access development finance. Development finance is a necessary start-up assistance that most emerging businesses need. Mining is one of the strategic economic competitive edge of our province. It is in this context that, through a partnership between Corridor Mining Resources and Sefateng Chrome Mine, we have embarked on the development of the underground mine. Once fully operational, this mining project will contribute to the economic development and empowerment of the surrounding communities and the province at large. When it reaches full operational stage, the mine will be able to produce thirty thousand (30 000) tons of chrome ore a month, creating around 500 direct jobs. Through Corridor Mining Resources, we are also in the process of finalising the second phase of public participation, that will help towards the finalization of the application of the mining rights for Tshepong Chrome Mine. In this regard, we have completed a bankable Feasibility Study and the results are positive. This means that there is enough chrome ore that can be mined for a period of six to seven years, through the underground mine system. Indeed, these are good news for the people of Limpopo. During our recently convened Mining and Energy Conference, a resolution was adopted that all the mines that were placed under care and maintenance in our province, should be reopened for production.

Key Government Priorities/Tasks	Summary
	Following the conference, in December 2021 the joint venture partners in Bokoni Platinum Mine, Atlatsa Resources and Anglo-American Platinum, announced that they have entered into a sales agreement with African Rainbow Minerals (ARM). This transaction is still subject to regulatory approval. We expect the process to be completed this year, creating around 3, 000 jobs. Dilokong Mine already has new owners, who have commissioned an independent study towards opening production operation. We hope to see the mine reopened and operating to full capacity, creating the much-needed jobs. De Beers continues to invest in the province and because of this investment the life of its mining operations in Musina is extended to the year 2046. That is 24 years from now. As part of our strategy to ignite the broiler production and processing industry in Limpopo, we are now finalizing signing a lease agreement to operate the Lebowakgomo Chicken Abattoir. I can confirm that this state-of-the-art abattoir will finally start operating around June this year. This facility will open doors for aspirant and existing broiler producers in the Province. It is expected that the opening of this abattoir will create around 500 jobs through the entire value chain. The facility will itself create 150 permanent jobs. With regard to Tshivhase Mukumbani Tea Estates, we are looking into the possibility of replacing tea with a more viable and profitable commodity that will sustain the project and restore jobs for local communities. We have previously spoken about the resilience that we witnessed in the tourism industry in the past two years. Tourism in Limpopo contributed to economic growth and employment. As we are well aware, COVID-19 impacted negatively on the tourism sector. The Tourism Sector Recovery Plan, which is incorporated into the Limpopo Socio-Economic Reconstruction and Recovery Plan, has facilitated implementation of key projects aimed at achieving recovery in the tourism sector. We are looking forward to the sector benefitting from the easing of COVID-19 restriction and reaching population immunity through mass vaccination. The Limpopo Tourism Agency will continue leveraging on major events and partnerships such as the international golf event Limpopo Championship and the DSTV Premier League. These events have in the past and even now continue to profile Limpopo as a great tourism and sporting destination.
On Local Government	In this regard, I want to thank all the stakeholders, including the Independent Electoral Commission in the province, the police, Traditional Leaders and School Governing Bodies for their contribution. I also want to take this opportunity to commend all the political parties and independent candidates who participated in this election. Your participation is important for the growth of our democracy. I have already reminded our newly elected councillors that their election to different councils is not a party-political achievement or a personal achievement, but an invitation to serve the people of Limpopo. Our councillors have been elected to ensure that the people have clean drinking water; They have been elected to ensure that municipal finances are managed prudently and are accounted for;

Key Government Priorities/Tasks	Summary
	They have been elected to ensure that there is regular refuse removal in our communities; The mandate of our councillors is also to ensure that our municipalities stimulate local economic growth so that jobs and other opportunities are created. As the provincial government, we are working closely with the South African Local Government Association, (SALGA), to implement the municipal Back-to-Basics approach. In line with this approach, we expect municipalities to: ▪ Put people and their concerns first and ensure constant contact with communities through effective public participation platforms; ▪ Create conditions for decent living by consistently delivering municipal services of the right quality and standard; ▪ We expect our municipalities to be well governed and demonstrate good governance, cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability, and; ▪ Ensure sound financial management and accounting, and prudently manage resources. Our municipalities are also expected to play a leading role in executing the District Development Model which is being championed by President Cyril Ramaphosa. We are saying this because every single development that takes place in this country, does so on a municipal space. There is no development that can happen outside of a municipal space. Municipal infrastructure development is a key driver for growth and development and a critical enabler for economic growth. The development of infrastructure, particularly infrastructure at a municipal level, contributes significantly to human development, poverty reduction, and the attainment of the development goals as captured in the Limpopo Development Plan and the National Development Plan. Our municipalities are expected to invest more in the development and maintenance of water, sanitation, electricity, and road infrastructure. It is for this reason that we continue to support and monitor how our municipalities perform on their spending of the Municipal Infrastructure Grant (MIG). As you know, the MIG aims to eradicate municipal infrastructure backlogs in poor communities to ensure the provision of basic services. In the past years, our municipalities have been performing above expectations with regard to their MIG spending, however, since the advent of Covid-19, MIG spending has been negatively impacted. By December of 2021, our municipalities had spent just over 41 per cent of their MIG allocation. This was against a mid-year target of 54 per cent. It is however, worth noting that there are municipalities which have performed well with regard to their MIG spending. These municipalities are: • Capricorn District Municipality at 55.1 per cent; • Elias Motsoaledi Municipality at 56.1 per cent; • Blouberg Local Municipality at 63.1 per cent; • Maruleng Local Municipality at 63.8 per cent; • Makhado Local Municipality at 66.5 per cent;

Key Government Priorities/Tasks	Summary
	• Collins Chabane Local Municipality at 92.1 per cent, and; • Greater Tzaneen at 94.1 per cent. We cannot overemphasise the significance of spending on infrastructure grant as this is directly linked to service delivery, particularly the delivery of basic services such as water, electricity and sanitation. One of our standing commitments has been to ensure that our municipalities are well governed and that finances are properly accounted for. We continue to work with our municipalities to ensure good corporate governance in that important sphere of government. The recent municipal audit outcomes show that the governance and the financial management of our municipalities is improving. We have come a long way since the days of adverse and disclaimer audit opinions. The latest audit results by the Auditor General shows an improved picture. Out of the 19 municipalities whose audits have been completed, 14 have received unqualified audit opinions, with only four being qualified, and one clean audit. In this regard, I would like to congratulate the Waterberg District Municipality for achieving a Clean Audit for the 2020/2021 Financial Year. The audit process is still going on for Mopani District Municipality, Sekhukhune District Municipality, Fetakgomo-Tubatse Local Municipality, Greater Giyani Local Municipality, Mogalakwena Local Municipality, Lephalale Local Municipality, Bela-Bela Local Municipality and Polokwane Local Municipality.
Roads	The upgrading of 32km on roads D3232, D15 and D3150 from Morebeng to Sekgosese; is at 93 per cent; During the 2022/2023 Financial Year and the 2023/2024 Financial Year, we will commence construction work on some of the following roads: ▪ D4180 Atok Mine to Ga-Selepe to Modimolle in Sekhukhune; ▪ D3278 Blouberg Hospital to Buffelshoek in Capricorn; ▪ D3561 Segole 1 & Segole 2 (Masebe Nature Reserve to N11 Waterval) in Waterberg; ▪ D4260 Malope to Phokwane in Sekhukhune; ▪ D3669 Mavhunga access road in Vhembe; ▪ D3734 Tshatshama road in Mopani; ▪ D4090, D4093, D4094, D4096 Malimate Roads in Capricorn; ▪ D4199 Apel to Ga-Nkoana to D4190 in Sekhukhune; ▪ D3436, D3428, D5007 Ga-Ramoshwane, Ga-Rammetlwane, Ga-Ramotlwana in Capricorn; ▪ D3248 Thapane access to Namitwa in Mopani; ▪ D4283 Glencowie to Malaka in Sekhukhune; ▪ D3671 Musekwa to Maranikwe in Vhembe, and;

Key Government Priorities/Tasks	Summary
	▪ The upgrading of the 10 kilometers road D4109 from Mmamatonya to road D885 in the Capricorn District. Currently the engineer has completed the designs and ready to hand them over, as soon as RAL has appointed a contractor. The complementary relationship between quality road infrastructure and reliable public transport system cannot be overemphasised. It is with this in mind that we are continuing with the implementation of the Great North Transport (GNT)'s Turnaround Strategy. This strategy is aimed at repositioning GNT as the most reliable, affordable and sustainable public transport entity for the people of Limpopo. A vast majority of the people of Limpopo depend on GNT buses to commute daily to various destinations and for various reasons. During the year under review, we have approved additional recapitalisation amount of R216.5 million to support GNT's financial and operational recovery
Education	The relationship between quality outcomes and a supportive schooling environment is inseparable. It is for this reason that we are proceeding to deliver on our commitment to build high quality school infrastructure. In this regard, I am able to report that: • Construction work is progressing well at the Alldays Primary School in Blouberg, progress on the project is at 54 per cent completion stage; • Construction work is at 55 per cent for Leduma Mahume Primary School in Phokwane; • Progress on the construction of Marude Primary School in Thulamela Municipality at 30 per cent; • Construction is also proceeding well at Gidela Primary School in Giyani, Naledi ya Meso Secondary school in Dikgalaopeng and Mahlagaume Primary School in Bothashoek. All these projects are expected to be completed in the 2022/23 Financial Year. On Agriculture For a rural province such as ours, which is blessed with abundance of arable lands, agriculture has to play a leading role in the growth and development of our economy and ultimately, in creating more jobs for our people. Our plan for the revitalisation of agriculture and agro-processing value chain is anchored on four objectives which include the task to: ▪ Increase production through revitalisation and expansion of key commodities; ▪ Ensuring the transformation of the agricultural sector through the promotion and support of Black producers in key commodity industries; ▪ Increasing the participation of black producers in the domestic and export markets, and; ▪ Broadening and increasing the participation of black producers in the agricultural value chain. Last year we spoke about the programme of the revitalization of irrigation schemes, as part of our task to increase agricultural production and improve food security, we have since made meaningful progress in this regard. The Mogalatšane Irrigation Scheme has planted over 80 hectares of cotton and 30 hectares of dry beans in 2020/21 planting season. The 2020/21 production season created 50 seasonal jobs.

Key Government Priorities/Tasks	Summary
	With regard to our commitment to develop value chains in respect of grain and cotton in Sekhukhune, vegetables in Mopani, red meat in Waterberg, and potatoes in Capricorn, I am able to report that: - Red meat farmers on Tweefontein communal land under Mogalakwena red meat cluster, were assisted with livestock infrastructure, which include fencing, animal handling facilities and water source development; - Immerpan farmers under Modimolle-Mookgopong red meat cluster, operating on a total 5,415 hectares received support to address the water problem on the farms. The support included water abstraction system and reservoirs, reticulation lines across the farms, and a multi-purpose facility for the storage of animal production inputs; - The Witpoort Farmer Production Support Unit is expected to expand the support for these red meat farmers. The Farmer Production Support Unit will provide a cluster of services which include, livestock auction facilities, mechanisation services and training centre for the farmers; - We have completed phases 4 & 5 of infrastructure support for vegetable farmers in the Gravelotte, Selwane and Prisca cluster under Ba-Pahalaborwa Municipality; - Masala Farmer Production Support Unit is currently at 90% completion, and it is expected to provide services to the farmers in this cluster and surrounding areas. The service relates to production inputs, mechanisation, value adding, training, marketing and technical advice, and; - In Capricorn District we have provided support to four potato farming projects to support agricultural production and job creation.
Covid19 Vaccination	The more pleasing news is that with regard to the age population of 60 and above, we have managed to fully vaccinate 68 per cent of that vulnerable group. I need to commend the municipalities of Thabazimbi, Molemole and Letaba who have done extremely well with regard to the task of vaccination. Letaba has recorded 69 per cent full vaccination, followed by Molemole at 75 per cent and with Thabazimbi leading at 81 per cent. Except for the three, all other municipalities have equally performed well, averaging from 50 per cent to 67 per cent. The worst performers are Collins Chabane at 36 per cent, Fetakgomo-Tubatse at 39 per cent and Ephraim Mogale at 41 per cent. I want to challenge leaders in these municipalities, from political leaders, religious leaders, traditional leaders and business leaders, to work together in driving the vaccination message. There is no better defence against Covid-19 other than being fully vaccinated. We have since expanded our vaccination program to the Primary Healthcare Centres. In this regard, we have 200 Primary Healthcare Centres which are offering COVID-19 vaccination on daily basis. It is because of our aggressive vaccination campaign that we have managed to reduce COVID-19 mortality rate and admissions in our facilities. This has helped to lessen the impact of Covid-19 in our facilities and on our provincial economy. I call on those who are not yet vaccinated

Key Government Priorities/Tasks	Summary
	to go out and take their jobs. Evidence has proven that vaccines save lives.
Building Capable and Ethical State	When this government was inaugurated, I promised the people of Limpopo that we were to embark on an important journey of building a capable, ethical and developmental state. In this regard, we committed to fight against corruption in government, wastage and mismanagement of public resources. We also committed to fight against inefficiencies and red tapes in the system. We believe that a capable, ethical and developmental state will enable us to realise the developmental objectives contained in the Limpopo Development Plan. When we are called upon to act against corruption, maladministration and mismanagement, we do so without fear or favour, we do so without regard to a person's social standing or status in government or in society. Recently, the Special Investigating Unit, the SIU, has released a report relating to the probe on the allegations of misuse of COVID-19 funds across all spheres of government, including in our province. We commend the SIU for the work done in exposing corruption, maladministration and mismanagement of public resources. I also wish to commend all whistle-blowers across our provincial government departments who sounded the alarm and provided information to the SIU investigators. We commend you for your patriotism. I agree with President Ramaphosa when he said "The submission of the final report is an important step in our fight against corruption in the public and private sectors, and against maladministration". For our part as Limpopo Provincial Government, we are committing to the full implementation of the recommendation made in the SIU Report. In this regard, we will work with the National Prosecuting Authority to support all envisaged prosecutions of wrongdoers. We will support the Asset Forfeiture Unit in their mandated task of recovering every single cent which was stolen from our government. We will ensure all recommended disciplinary proceedings take place swiftly and without undue delays. No one will be shielded from accountability and resultant consequences. The theft or misuse of public resources is a cancer that we are committed to uprooting. Like I always say, we are winning the fight against corruption, fraud and maladministration. Our fight against the toxic mix is serious, and we will never be deterred. Limpopo Provincial Government is committed to promoting better accountability, prudent and effective utilisation of public resources. We are committed to enhance the performance of government departments and institutions, for better and improved service for the residents

Key Government Priorities/Tasks	Summary
	of Limpopo. We made a vivid commitment to the people of Limpopo to continuously improve the financial performance of our Provincial Government. Evidence is showing that we are living up to this commitment. The financial performance of our government is improving for the better. In her own words, the Auditor General said this about some of our departments and entities: “A culture of basic accounting disciplines embedded at the provincial treasury, the Office of the Premier, the provincial department of transport and community safety and the Limpopo Gambling Board enabled them to sustain their clean outcomes. We also commend the provincial treasury, which achieved a clean audit outcome for the fifth consecutive year.” It is against the above mentioned background that, we have adopted special measures, including the sharing of best practices, and targeted support, to assist the Limpopo Economic Development Agency, the Department of Health, Department of Education and Gateway Airports Authority Limited to improve their audit outcomes. Honourable Members We need to recognise the role played by military veterans in our struggle for freedom and democracy. In honouring their sacrifices, I have established the Inter-Ministerial Task Team to deal with the plight and welfare of Military Veterans. We have already had fruitful engagements with various organisations representing military veterans. The Provincial Government is finalising a plan aimed at programmes that would uplift and enhance the living conditions of our military veterans.
Gender Base Violence	Limpopo is known and revered across the country and beyond for being a peaceful province. We are indeed a province of peace, stability and tranquillity. It is our goal as government that no one in this province should walk in fear of violence or any form of criminality. Working with the South African Police Service, and our community policing structures, we continue to make life unbearable for criminals. Our particular attention is focussed on Gender Based Violence. Gender Based Violence has reached unprecedented levels of brutality and barbarism. Perpetrators of this violence are becoming more vicious with each day that passes. We have seen women being killed in their homes, women are killed on the street, women are victimised at workplaces and women are even killed at police stations while reporting Gender Based Violence incidences. We simply cannot afford to fold our arms and watch as women of our country become endangered species. I am inviting all sectors of our society, from the religious community, traditional leadership, NGOs, political parties and everyone, to join hands with government in confronting this vicious monster called Gender Based Violence. This is a fight we cannot afford to lose. There is also a strong relationship between violence and substance abuse. The fight against the abuse of alcohol and drugs is also a fight for a peaceful and orderly society. 47 This war will be taken to those who proliferate drugs in our communities. Working with the SAPS, we will continue to hunt those who

Key Government Priorities/Tasks	Summary
	manufacture and distribute these deadly substances to our children. We have seen what drugs such as nyaope have done to our children, we cannot continue to watch this episode unfold as if we are helpless. We will fight back and we will fight hard. Limpopo will rise to live up to the promise of our constitution, the promise of equity and equality, the promise of social security, the promise of dignity and indeed, the promise of prosperity.

1.9 TABLE 7: STRATEGIC PERFORMANCE OVERVIEW

ANNUAL REPORT

2020/21 ORGANISATIONAL PERFORMANCE SCORE - CARD

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Responsible Department	Baseline 2019/20	Annual Target 2020-2021	Actual Performance	Variance	Remarks	Remedial Action	Evidence
	Spatial rationale	To coordinate spatial transformation	Integrated Planning	Number of Highly rated IDP	OMM	1/1 IDP rated high	1X highly rated IDP attained by 30 June 2021	1/1 IDP rated high	0	2021/22 IDP rated high by the MEC of local Government in the Province.	None	CoGHSTA IDP Analysis report
	Spatial rationale	To coordinate spatial transformation	Integrated Planning	Number of IDP (s) Approved by council by 31 May 2021	OMM	1/1	1X 2021/22-2025/26 IDP Approved by 30 June 2021	1/1	0	The Final IDP and Budget were adopted by council 27 May 2021	None	Approved 2021/22-2025/26 Approved IDP with Council resolution



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on the Go for Growth

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Responsible Department	Baseline 2019/20	Annual Target 2020-2021	Actual Performance	Variance	Remarks	Remedial Action	Evidence
	Spatial rationale	To facilitate access and transform land and rural tourism development	Integrated planning	Number of DMPT Meeting held	PED	4/3	4 X DMPT Meeting held by 30 June 2021	10/4 meetings held	+6	Tribunals were held on the 3/09/2020 16-17/09/2020 Q2- 11/12/2020 Q3-23 /02/2021, 16/03/2021,31/03 /2021 Q4-29 &30 April 2021, 6 May 2021, 2 & 3 June 2021, 24 & 25 June 2021.	None	10X Set of Invitation Agenda Minutes Attendance register
	Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	Number of Food outlets issued with certificate of compliance	SDCS	94/70	80 X Food outlets issued with certificate of compliance by 30 June 2021	97/80	+17	97/80 certificates of acceptability issued for the quarter	None	97 X Set of Signed copies of certificates
	Basic service delivery	To coordinate and monitor social and infrastructure development for the	Municipal health	Number of permitted land fill site monitored	SDCS	8/8	9 X Permitted land fill site monitored by 30 June 2021	9/9	0	9/9 landfill sites monitored for the year 2020/21	None	36 X 4 Sets of Reports on Permitted land fill site monitored & Schedule of permitted landfill site monitoring sessions

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	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Responsible Department	Baseline 2019/20	Annual Target 2020-2021	Actual Performance	Variance	Remarks	Remedial Action	Evidence
		provision and access to services.										
	Basic delivery service	To coordinate and monitor infrastructure development for the provision and access to service	Disaster Management	Number of Disaster Management stakeholder consultative meetings held	SDCS	new	8 X Disaster Management stakeholder consultative meetings held by 30 June 2021	24/8	+16	3/07/2020 10/07/2020 17/07/2020 24/07/2020 31/07/2020 07/08/2020 14/08/2020 21/08/2020 28/08/2020 4/09/2020 18/09/2020 Q2 02/10/2020 16/10/2020 13/11/2020 27/11/2020 Q3 08/01/2021 22/01/2021 05/02/2021 19/02/2021 Q4 16/04/2021 30/04/2021 14/05/2021 28/05/2021 25/06/2021	None	24 X Set of Invitation Agenda Minutes Attendance register & Schedule of Meetings



	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Responsible Department	Baseline 2019/20	Annual Target 2020-2021	Actual Performance	Variance	Remarks	Remedial Action	Evidence
	Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to	Fire fighting	Number of Fire-fighting reports submitted by local municipalities	SDCS	new	20 X Fire-fighting reports submitted by local municipalities by 30 June 2021	20/20	0	All 20/20 report submitted by local municipalities for the year 2020/21	None	20 X Set of Fire-fighting Quarterly reports
	Financial management and viability	To effectively manage finances and resource mobilisation.	Expenditure Management	Percentage of Operating budget variance in terms of SDBIP	ALL	20,31%	≤10% of Operating budget variance attained by 30 June 2021	10%	0%	10% Opex variance	None	Annexure B Financial Report
	Financial management and viability	To effectively manage finances and resource mobilisation.	Expenditure Management	Percentage Capital budget variance in terms of SDBIP	ALL	17.63%	≤10% of Capital budget variance attained by 30 June 2021	53%	43%	53% -10%=43% 53% Variance 47% Total Expenditure	Improve the adherence to the Procurement Plan	Annexure C Financial report
	Financial management and viability	To effectively manage finances and resource	Reporting	Number of section 71 MFMA report submitted within timeframe	BTO	12/12	12 X 71 MFMA report submitted within 10 working	12/12 Reports submitted	0	12/12 s71 report submitted to National Treasury from 1 July 2020 to 30 June 2021	None	12 X Set of Submission letters or email & Schedule of MFMA 71

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Responsible Department	Baseline 2019/20	Annual Target 2020-2021	Actual Performance	Variance	Remarks	Remedial Action	Evidence
		mobilisation.					days of start of the each Month					Submission Schedule
	Local Economic Development	To create a conducive environment for radical economic development.	Economic development	Number LED forum meeting held	PED	3/3	4 X LED forum meeting held by 30 June 2021	4/4	0	4/4meeting held 08/10/2020 11/02/2021 23-24/02/2021 30/06/2021	None	4 X Set of Attendance register, Agenda, Minutes and invitations
	Local Economic Development	To create a conducive environment for radical economic development.	Economic development	Percentage of LED Forums resolutions implemented	PED	100% 5/5	100% LED forums resolutions implemented by 30 June 2021	100% 10/10	0%	All 10/10 resolution implemented	None	LED Forum(s) resolution register
	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Monitoring and Evaluation	Number of section 72 Report (s)- Mid-year Budget and performance Assessment Report submitted	OMM	1/1 25/01/2020	1 X (MFMA S72 Report) Mid-year Budget and performance Assessment Report submitted by 25 January 2021	1/1 22/01/2021	0	The 2020/21 Mid-year Performance Assessment Report submitted to NT, PT and CoGHSTA on the 22/01/2021	None	Submission letters to NT/PT & EM with acknowledgment letters & A Copy of Mid-year Budget and performance Assessment Report



	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Responsible Department	Baseline 2019/20	Annual Target 2020-2021	Actual Performance	Variance	Remarks	Remedial Action	Evidence
	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Monitoring and Evaluation	Number of Submission of Annual Performance Report (APR) and AFS .	OMM	1/1	1X APR and AFS submitted to AGSA by 31 August 2020.	1/1 30/10/2020	0	The 2019/20 APR submitted to AGSA on the 30/10/2020	None	1 X Copy of Submission letter with acknowledgment
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	AG -Audit outcome/Opinion	ALL	Unqualified	Unqualified sustained by 31 March 2021	1/1 Unqualified	0	The Audit Report was issued 10 April 2021	None	Audit Report
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage AG material audit queries resolved	ALL	100% 32/32	100% of Prior Year material audit queries resolved by 30 June 2021	100% 28/28	0%	All 28/28 AG Queries resolved	None	2019/20 Post Audit action plan
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage Identified risk resolved within timeframes as specified in risk plan	ALL	45% 4/9	100% of Identified risk resolved within timeframes as specified in risk plan by 30 June 2021	70% 7/10	30%	The effectiveness of mitigating risk controls is stable	Quarterly assessment scheduled for September 2021.	Risk register

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Responsible Department	Baseline 2019/20	Annual Target 2020-2021	Actual Performance	Variance	Remarks	Remedial Action	Evidence
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of internal audit findings resolved	ALL	75% 21/28	100% of internal audit findings resolved by 30 June 2021	84% 26/31	16%	The 5 outstanding	The 5 outstanding will be resolved in the first quarter of 2021/22	Internal audit action plan
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Number of Audit committee meetings held	OMM	4/4	4 X Audit committee meetings held by 30 June 2021	6/4	+2	Meeting held 13/08/2020 28/10/2020 23/11/2020 16/03/2021 30/03/2021 11/05/2021	None	6 X Set of Minutes and Attendance register with the Schedule of Meetings
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of Audit Committee recommendations implemented	ALL	64% 11/17	100% of Audit Committee recommendations implemented by 30 June 2021	79% 22/28	21%	6 outstanding resolution will concluded in the next AC meeting	Disaster Recovery Plan and detailed investment register will be tabled in the next AC meeting	Audit Committee recommendations Register
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage Council resolutions implemented within timeframes	ALL	87% 31/36	100% Council resolutions implemented by 30 June 2021	29% 5/17	71%	5/17 Resolutions implemented	Management has resolved some of the resolution has to be rescinded due to financial constraints	Council resolutions implemented register

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Responsible Department	Baseline 2019/20	Annual Target 2020-2021	Actual Performance	Variance	Remarks	Remedial Action	Evidence
	Good Governance and Public Participation	To develop and implement integrated management and governance	Public Participation	Number of IDP Representative Forum meetings convened	OMM	3/3	4 X IDP Representative Forum meetings convened by 30 June 2021	3/4	1	The 1 st IDP Rep Forum was not held due to Covid-19 17/11/2020 19/03/2021 24/05/2021	Notice issued to invite comments on the 2021/22 IDP Process Plan 14 August 2020.	3 X Set of Invitations, Agenda, minutes & attendance register with Schedule of the meetings
	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Percentage of MPAC resolutions implemented	ALL	100% 14/14	100% MPAC resolutions implemented by 30 June 2021	100% 12/12	0%	12/12 Resolutions implemented	None	MPAC Resolution register
	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Number of 2019/20 Oversight report(s) approved by council	OMM	1/1	1 X 2019/20 Oversight report(s) approved by council by 31 March 2021	1/1 27/05/2021	0	1/1 MPAC oversight report on the 2019/20 AR approved by council without reservation	None	Council resolution with 2019/20 Oversight Report
	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	Number of Senior Management with signed Performance Agreements	OMM	6/6	6 X Senior Management with signed Performance Agreements by 31 July 2020	6/6	0	6/6 Senior Management signed the 2020/21 Annual performance Agreement	None	6 X Copies of Signed Performance Agreements



	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Responsible Department	Baseline 2019/20	Annual Target 2020-2021	Actual Performance	Variance	Remarks	Remedial Action	Evidence
	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Capacity building and Training (HRD)	Number of officials and Councillors capacitated in terms of the workplace skills plan (WSP)	CSSS	45/30	25 X Officials and Councillors capacitated in terms of the workplace skills plan by end June 2021	31/25	+6	31/25 Officials and Councilors capacitated	None	Copies of the Attendance registers and Schedule of training activities attended
	Transformation and Organisational Development	To Improve, attract, develop and retain best human capital	Occupational Health and Safety	Number of OHS Committee meetings held	CSSS	4/4	4 X OHS Committee meetings held by 30 June 2021	4/4	0	Meeting held 02/09/2020 28/10/2020 26/03/2021 23/06/2021	None	4 X Set of Attendance registers with Schedule of the Meetings
	Transformation and Organisational Development	To improve Administration and Governance Capacity	Information and Communication Technology	Number of ICT Steering Committee Meeting Held	CSSS	4/4	4 X ICT Steering Committee Meeting Held by 30 June 2021	4/4	0	ICT meeting held 23/09/2020 13/01/2021 12/04/2021 21/07/2021	None	4 X Set of Attendance registers with Schedule of the Meetings
	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Organisational Development	Number of approved 2021/22 SDBIP by the Executive Mayor	OMM	100% 07/07/2020	1 X 2021/22 SDBIP Approved by the EM by the 28 June 2021	1/1 11/06/2021	0	2021/22 SDBIP Approved by the executive Mayor 11 June 2021	None	Copy of the Approved 2021/22 SDBIP



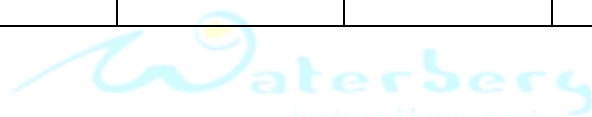
	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Responsible Department	Baseline 2019/20	Annual Target 2020-2021	Actual Performance	Variance	Remarks	Remedial Action	Evidence
	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	Number of 2020/21 Annual Performance evaluation conducted	OMM	1/1	1X 2020/21 Annual Performance evaluation conducted by 30 June 2021	0/1	1	The Final 19/20 Annual Report approved 27 May 2021	The evaluations are scheduled for 08-10 September 2021	Attendance register and Schedule of 2020/21 Annual Performance Evaluations
	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	Number of Annual report (sec 121) adopted & submitted to MEC	OMM	100% approved 26 March 2020	1 X Annual Report (sec 121) adopted & submitted to MEC by 31 March 2021	1/1 04/06/2021	0	The Draft AR was tabled 30 April 2021 and approved 27 May 2021- Submitted to the MEC 4 June 2021	None	Council resolution & submission letter
	Transformation and Organisational Development	To improve Administration and Governance Capacity	Legal Services	Number of litigation reports compiled and submitted to council	CSSS	4/4	4 X litigation reports compiled and submitted to council by 30 June 2021	4/4	0	Report submitted to council 28/08/2020 06/12/2020 30/03/2021 27/05/2021	None	4 X Set of Litigation Reports with Council Resolution
	Transformation and Organisational Development	To improve Administration and Governance Capacity	Human Resource Management	Number of LLF meetings held by end June 2021	CSSS	5/4	4 X LLF meetings held by end June 2021	4/4	0	Meeting held 11/09/2020 20/11/2020 23/03/2021 26/05/2021	None	4 X Set of Attendance register Minutes



1.10 TABLE 8: PROVISION OF BASIC SERVICES

PROVISION OF BASIC SERVICE AS PER THE MUNICIPAL STRUCTURE ACT 119 OF 1998

Powers	Authority	Municipality	Waterberg District	Bela- Bela	Lephalale	Modimolle- Mookgophong	Mogalakwena	Thabazimbi
Municipal Public works only in respect of the needs of municipalities in the discharge of their responsibility to administer functions specially assigned to them under this constitution or any other Law	Schedule 4part B	Both District & locals	Y	Y	Y	Y	Y	Y
Municipal Public Transport	Schedule 4part B	Both	N	N	N	N	N	N
Municipal Roads	Schedule 5part B	Both	N	Y	Y	Y	Y	Y
Refuse removal, refuse dumps, solid waste disposal	Schedule 5part B	Both	N	Y	Y	Y	Y	Y
Water and Sanitation services limited to potable water supply systems and Domestic waste-water and sewage disposal system	Schedule 4part B	District	N	Y	Y	Y	Y (bulk)	Y
Electricity and Gas reticulation	Schedule 5part B	District	N	Y	Y	Y	Y	Y
Cleansing	Schedule 5part B	Locals	N	Y	Y	Y	Y	Y
Storm water management systems in built-up areas	Schedule 4part B	Locals	N	Y	Y	Y	Y	Y
Street lighting	Schedule 5part B	Locals	N	Y	Y	Y	Y	Y
Traffic and parking	Schedule 5part B	Locals	N	Y	Y	Y	Y	Y
Housing	Schedule 4part A	Possible	N	Y Accredited	N	N	N	N



CHAPTER 2: MUNICIPAL PROFILE

2.1 DESCRIPTION OF MUNICIPAL AREA

The Waterberg District Municipality is a Category C municipality located in the South Western part of Limpopo Province, which is South Africa's most Northern Province. The district was formed in 2000 and is one of the five District Municipalities in the Limpopo Province. The district is strategically located in sharing its borders with Capricorn District Municipality in the north and Sekhukhune District Municipality in the east. The south-western boundary abuts the Northwest, while the Gauteng Province lies on the south-eastern side.

The municipality is the biggest district in the province, making up just more than a third of its geographical area. It shares its five-border control points with Botswana, namely Groblersbrug, Stockpoort, Derdepoort, Zanzibar and Platjan.

The largely rural district is made-up of five local municipalities, namely; Bela-Bela LM, Lephalale LM, Modimolle-Mookgopong LM, Mogalakwena LM, and Thabazimbi LM. The District is also made-up of 80 wards, 6 towns, 11 townships, 216 villages, and 30 informal settlements. In addition, the district has 11 Traditional Councils with about 47% of the district's population living in traditional authority areas making up about 7.3% of the landmass of the district.

Waterberg District Municipality is home to 757 000 people which is 1.3% of South Africa's total population. Between 2008 and 2018, the population growth averaged 1.27% per annum, which was just below the growth rate of the province and South Africa at 1.3% and 1.57%, respectively. Lephalale LM experienced the largest increase in population in the district, with an average annual growth rate of 2.87% between 2008 and 2018, while Modimolle/Mookgopong LM experienced an average annual decline of 0.38% in the same period. The high population growth rates in Lephalale can be attributed to the growth of the mining and energy sectors, whereas decline in the Modimolle-Mookgopong can be attributed to the dearth in opportunities as result of lesser traffic on the R101.

The Waterberg District Municipal Area comprises of approximately 44,913 km², with the Density of approximately 15 km²

Some of the towns includes:

Modimolle (formally known as Nystroom);

Mookgopkong (formally known as Naboomspruit);

Mokopane (formally known as Potgietersrus);

Mabatlane (formally known as Vaalwater);

Bela-Bela (formally known as Warmbaths)

Lephalale(formally known as Ellisras)

Thabazimbi (Zulu name meaning "Mountain of iron");

Pienaarsrivier

Amandelbult (Mining town within the Thabazimbi municipal jurisdiction)

Its racial persona consist of the following:

African: 91%

Coloured: 0.5%



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Indian/ Asian: 0.4%
White: 7.6%

The languages comprises of the following:

Northern Sotho (Sepedi): 56.4%
Setswana: 11.5%
Tsonga: 8.3%
Afrikaans: 7.7%
And other multi-lingual: 16.1%

Geographically:

The Waterberg District Municipality contains most of the Waterberg Biosphere which falls under UNESCO (United Nations Educational, Scientific and Cultural Organisation), designated as a Biosphere Reserve with the area of 654,033 hectares

The district is one of the first regions in the north to host a Biosphere Reserve by UNESCO

Its ecosystem may be characterised as a dry deciduous forest or Bushveld

Main Economic Sectors:

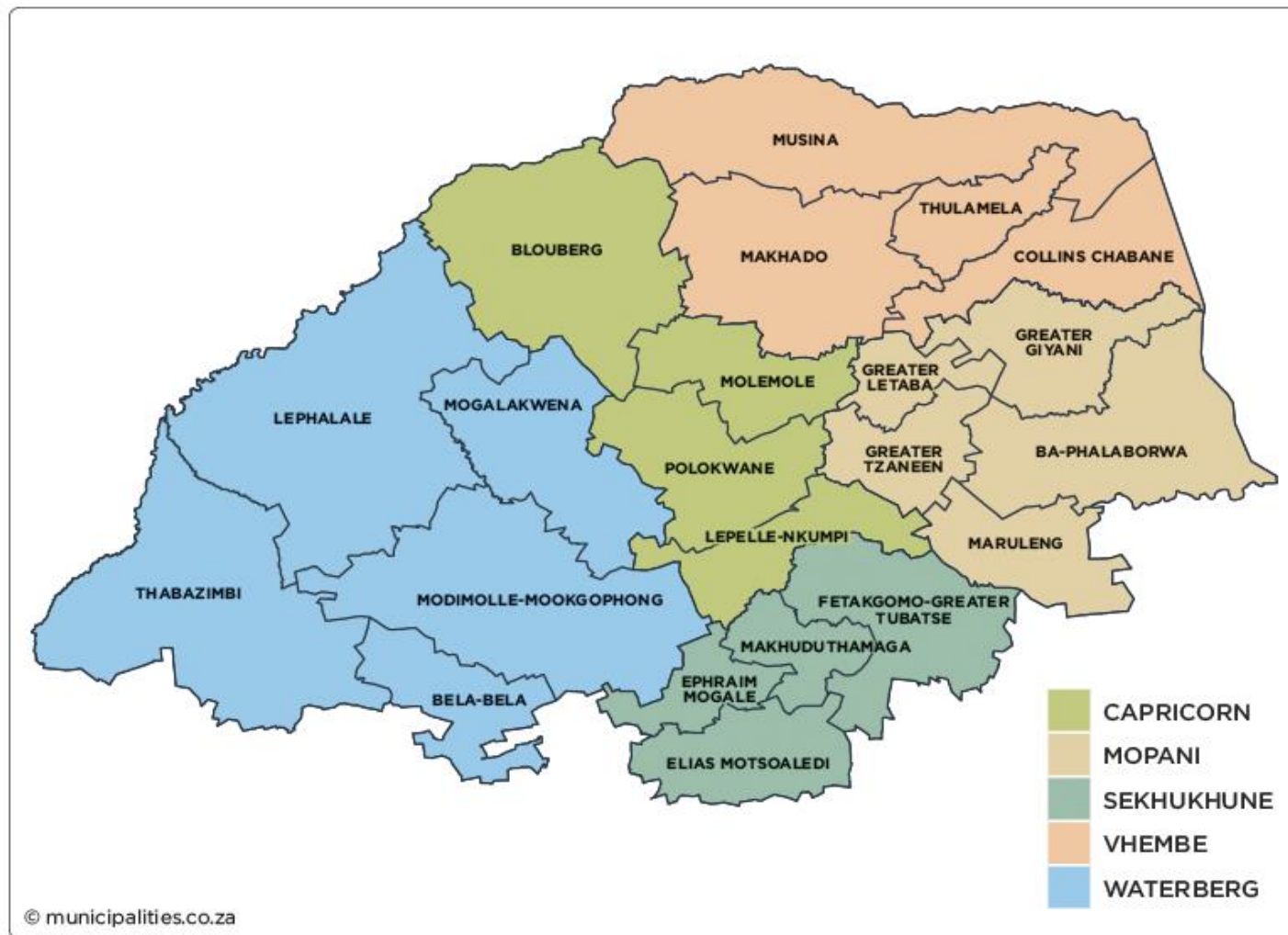
Mining, agriculture, tourism. greatest contributor to Waterberg's Gross Value Add (GVA) to the district being 56%. Other contributing sectors include community services (12%); finance (8%); trade (8%); transport (4%); manufacturing (3%); electricity (3%); agriculture (3%); and construction (2%).



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Map 1: Waterberg as located within the Province

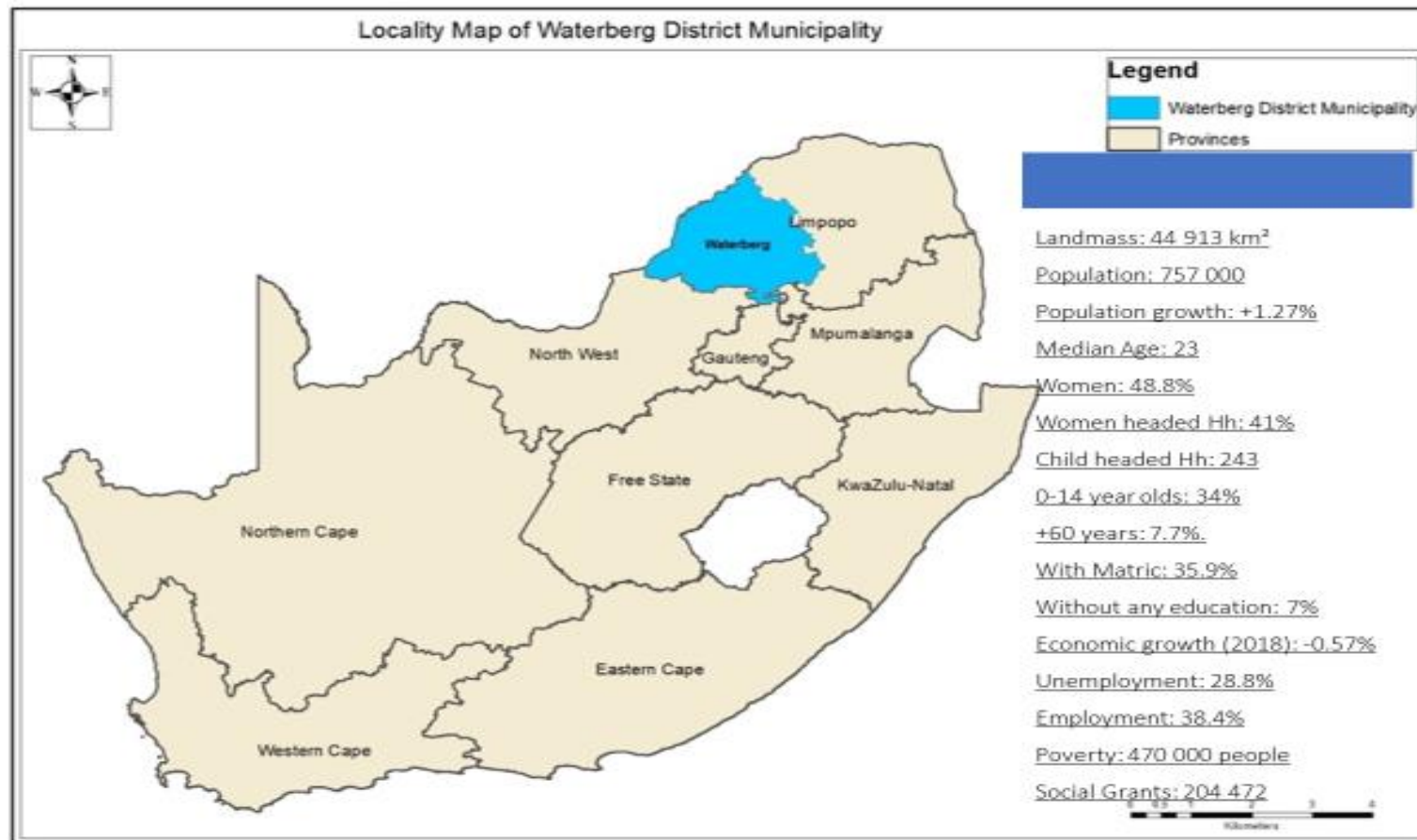


Location of Waterberg within the Limpopo province geographical map

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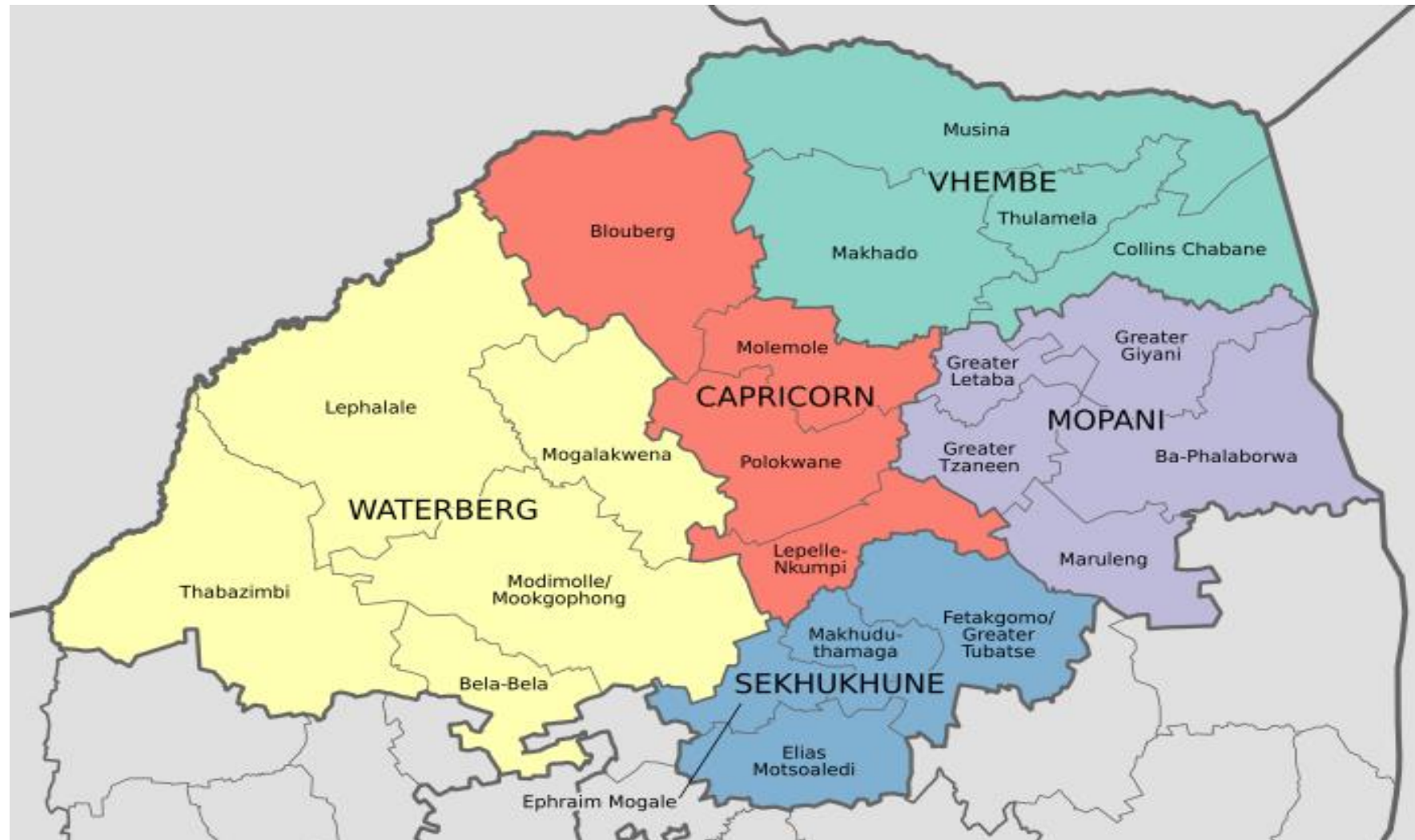
Map 2: Locality Map of Waterberg



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Map 3: Geographical Map

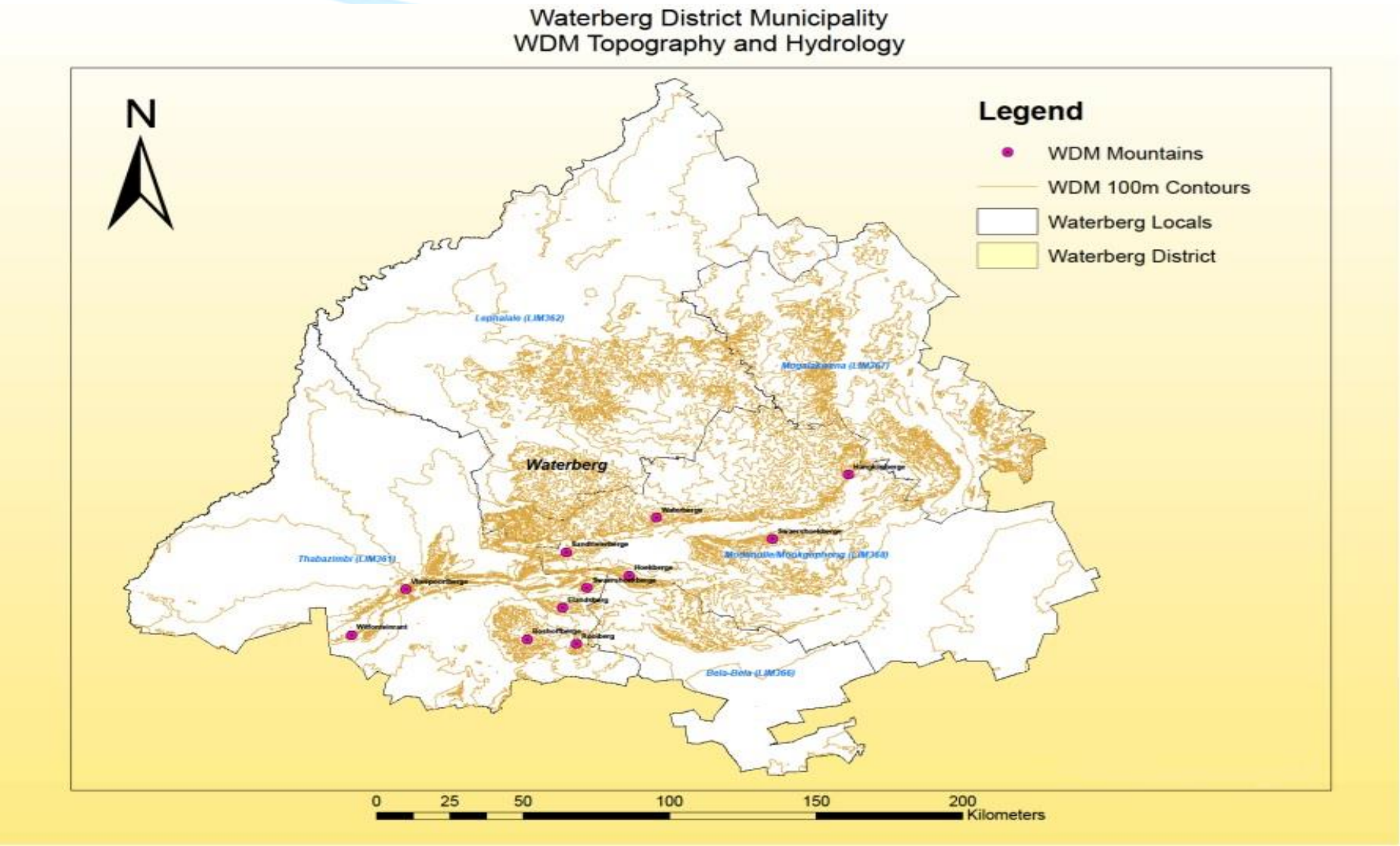



GEOGRAPHIC LOCATION MAP

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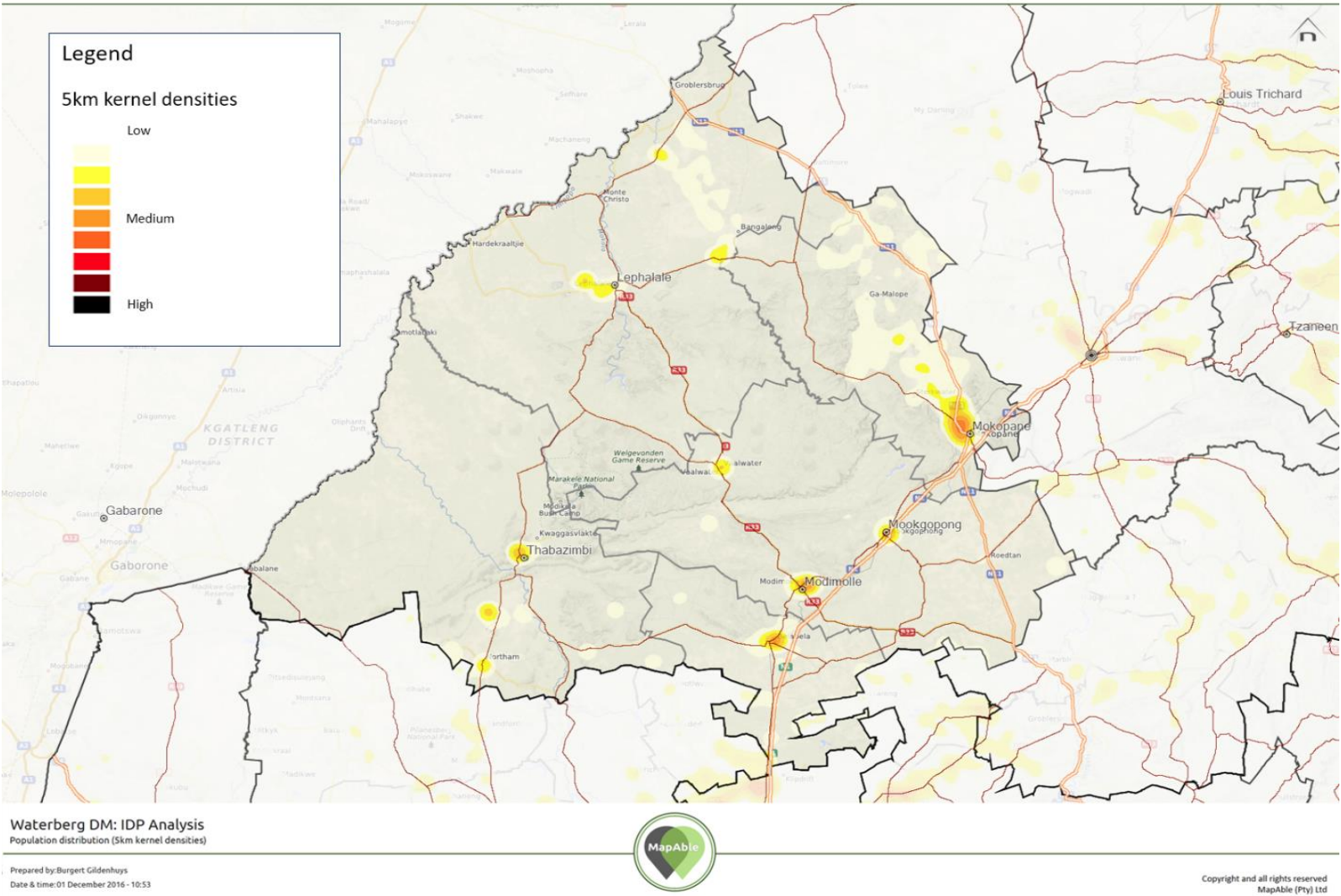
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Map 4: WDM Topography and Hydrology



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Map 5: Population distribution



2.2 DEMOGRAPHIC PROFILE

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest.

In this section, an overview is provided of the demography of the Waterberg District Municipality and all its neighbouring regions, the Limpopo Province and South Africa as a whole.

POPULATION

Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

TABLE 9: POPULATION SIZE

Local Municipalities	Municipal Wards	Population size	Households Size	Male	Female
Bela Bela	09	45001	11675	22428	22575
Modimolle- Mookgophong	14	114513	114513	53535	60978
Lephalale	12	115 766	29880	62811	52948
Thabazimbi	12	85 234	25 080	49 877	35 357
Mogalakwena	32	307 683	79 396	143 702	163 980

THERE ARE MANY FEMALE IN WATERBERG THAN MALE, MOGALAKWENA WITH HIGHEST, FOLLOWED BY MODIMOLLE-MOKGOPHONG BUT THABAZIMBI AND LEPHALALE HAVE MORE MALES THAN FEMALES.



TABLE 10: POPULATION TRENDS 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%
Bela-Bela	66 500	0.7 decrease	76296	14.7%
Mogalakwena	307 682	27.6 increase	328905	6.9%
Waterberg	679 336	3.1 increase	745757	9.8%

LEPHALALE AND THABAZIMBI RECORDED MORE INCREASE OF POPULATION IN 2011 BUT DECREASE IN 2016.

TABLE 11: POPULATION PER RACE

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

TABLE 12: POPULATION AGE GROUP

Age	Thabazimbi	Lephalale	Bela-Bela	Mogalakwena	Modimolle-Mookgopong	Waterberg
00-04	9865	16442	9471	48845	13767	98390

05-09	7220	11977	8267	44324	12333	84121
10-14	6310	11939	7403	36727	11816	74195
15-19	7305	11906	5904	30040	9103	64258
20-24	8647	15308	6602	27313	8298	66168
25-29	11323	18376	7007	23831	10207	70744
30-34	11512	13229	5922	19055	8138	57856
35-39	8554	9983	4780	15231	6782	45330
40-44	6252	7376	4097	14415	5988	38128
45-49	5790	6856	3967	12891	5262	34766
50-54	5215	5213	3619	11902	3903	29852
55-59	4032	4006	3020	10137	3247	24442
60-64	2104	2849	2203	8960	3281	19397
65-69	993	1765	1471	7152	1740	13121
70-74	550	1233	1143	6004	1721	10651
75-79	348	900	757	4263	1118	7386
80-84	136	482	442	2052	671	3783
85+	74	399	220	2149	324	3166
	96230	140239	76295	325291	107699	745754

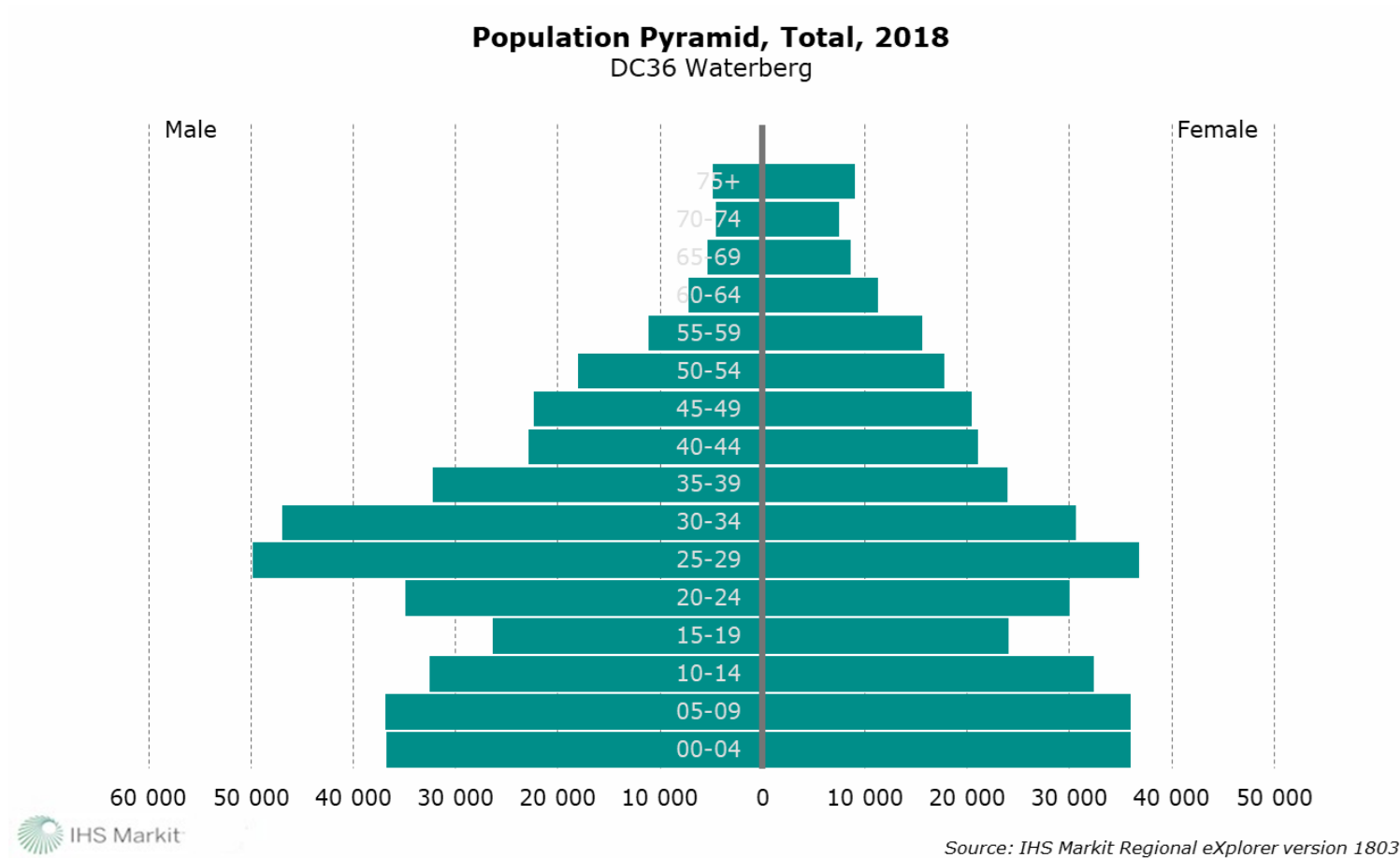
Waterberg recorded more population from 00-04 and 05-09 as compare to other age group but followed by population between 10-14 and 25-29 groups.



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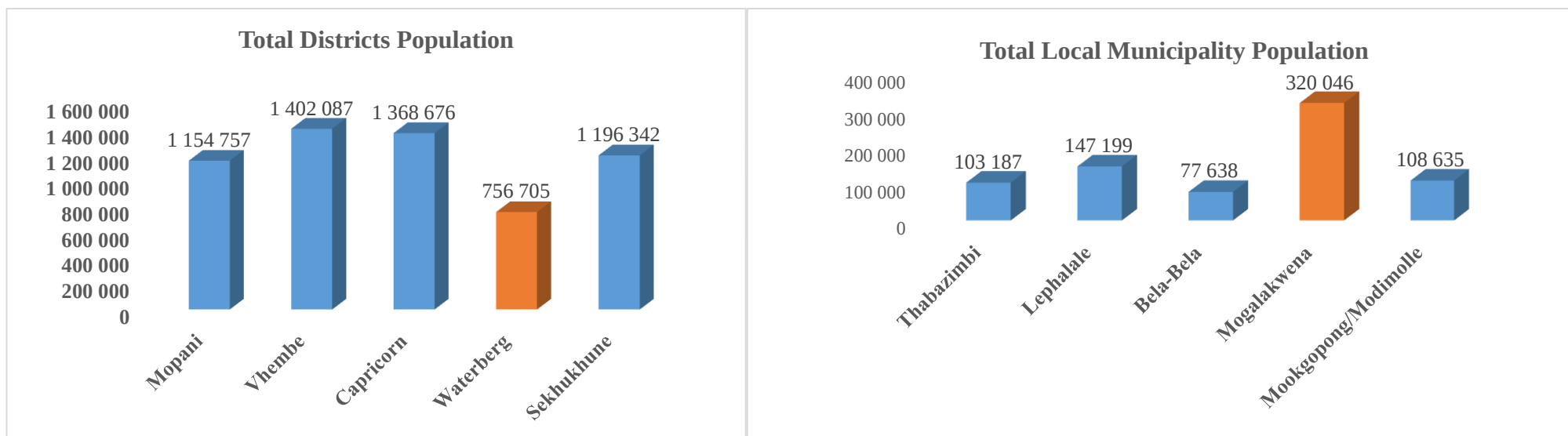
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DISTRICT AND LOCAL MUNICIPALITY POPULATION



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In terms of its share of the total population of the Limpopo Province, Waterberg was slightly larger in 2018 at 12.9% compared to what it was in 2008 at 12.5%. When looking at the average annual growth rate, Waterberg ranked second relative to its peers in terms of growth with an average annual growth rate of 1.3% between 2008 and 2018.

TABLE 13: AGE DISTRIBUTION BY LOCAL MUNICIPALITY AND GENDER

Age	Thabazimbi		Lephalale		Modimolle- Mookgopong		Bela-Bela		Mogalakwena		Total		
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	GRAND TOTAL
0 - 4	4,839	5,025	8,216	7,633	6,955	6,812	4,725	4,746	25,000	24,439	49,736	48,655	98,391
5-9	3,269	3,952	5,684	5,809	6,148	6,185	3,996	4,271	22,203	22,606	41,299	42,822	84,121
10-14	3,648	2,662	5,752	5,740	5,957	5,859	3,860	3,544	19,142	18,032	38,359	35,836	74,195
15 - 19	4,235	3,070	6,426	5,169	4,647	4,456	3,079	2,825	14,809	15,542	33,195	31,063	64,258
20 - 24	5,533	3,114	8,215	6,729	4,636	3,662	3,423	3,179	13,258	14,419	35,065	31,104	66,169

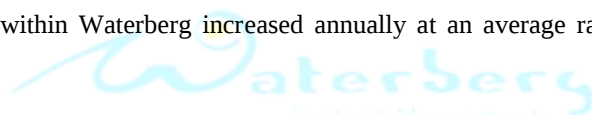
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25 - 29	6,882	4,441	11,774	6,179	5,332	4,875	3,684	3,323	11,292	12,961	38,964	31,779	70,743
30 - 34	7,239	4,273	7,734	5,227	3,964	4,174	3,299	2,624	9,024	10,300	31,259	26,597	57,856
35 - 39	5,613	2,941	5,742	4,045	3,532	3,250	2,397	2,383	7,138	8,290	24,422	20,909	45,331
40 - 44	3,880	2,372	4,377	2,828	2,820	3,168	2,066	2,031	6,372	8,214	19,515	18,614	38,129
45 - 49	3,695	2,095	4,154	2,630	2,552	2,710	2,232	1,735	5,358	7,607	17,991	16,776	34,767
50 - 54	3,410	1,805	2,964	2,166	2,039	1,864	1,823	1,796	5,425	6,560	15,661	14,191	29,852
55 - 59	2,826	1,206	2,209	1,729	1,731	1,515	1,538	1,482	4,326	5,879	12,631	11,811	24,442
60 - 64	1,126	978	1,471	1,330	1,591	1,690	1,069	1,133	3,673	5,334	8,931	10,466	19,397
65 - 69	579	413	811	893	972	768	716	755	2,905	4,308	5,984	7,137	13,121
70 - 74	163	387	399	821	648	1,073	383	760	2,192	3,825	3,784	6,867	10,651
75 - 79	259	89	294	596	501	617	348	410	1,220	3,052	2,622	4,764	7,386
80-84	31	105	170	312	252	419	200	242	590	1,462	1,242	2,541	3,783
85+	32	43	136	263	116	208	122	97	426	1,723	832	2,334	3,166
	57,259	38,973	76,528	60,098	54,393	53,305	38,961	37,335	154,352	174,553	381,493	364,265	745,758

EMPLOYMENT AND UNEMPLOYMENT

EMPLOYMENT

Total employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. In 2018, Waterberg employed 201 000 people which is 15.19% of the total employment in Limpopo Province (1.32 million) and 1.25% of total employment in South Africa (16.1 million). Employment within Waterberg increased annually at an average rate of 3.22% from 2008 to 2018. The Waterberg District Municipality average annual



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employment growth rate of 3.22% exceeds the average annual labour force growth rate of 2.66%, resulting in unemployment decreasing from 25.61% in 2008 to 17.54% in 2018 in the district municipality.

The economic sectors that recorded the largest number of employment in 2018 were the trade sector with 45 000 employed people or 22.4% of total employment in the district municipality. The community services sector with 36 100 people or 17.9% employs the second highest number of people relative to the rest of the sectors. The electricity sector with 1 980 (1.0%) is the sector that employs the least number of people in Waterberg District Municipality, followed by the transport sector with 5 980 (3.0%) people employed. The number of formally employed people in Waterberg District Municipality counted 149 000 in 2018, which is about 74.07% of total employment, while the number of people employed in the informal sector counted 52 100 or 25.93% of the total employment. Informal employment in Waterberg increased from 35 200 in 2008 to an estimated 52 100 in 2018.

UNEMPLOYMENT

In 2018, there were a total number of 42 200 people unemployed in Waterberg, which is a decrease of -5 200 from 47 400 in 2008. The total number of unemployed people within Waterberg constitutes 12.65% of the total number of unemployed people in Limpopo Province. The Waterberg District Municipality experienced an average annual decrease of -1.16% in the number of unemployed people, which is lower than that of the Limpopo Province, which had an average annual decrease in unemployment of -1.20%.

When comparing the unemployment rate among local municipalities within Waterberg District Municipality, Mogalakwena Local Municipality has indicated the highest unemployment rate of 22.2%, which has decreased from 31.3% in 2008. The Lephalale Local Municipality had the lowest unemployment rate of 11.6% in 2018, which decreased from 17.8% in 2008.

LABOUR

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

TABLE 14: 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 2016

Municipality	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

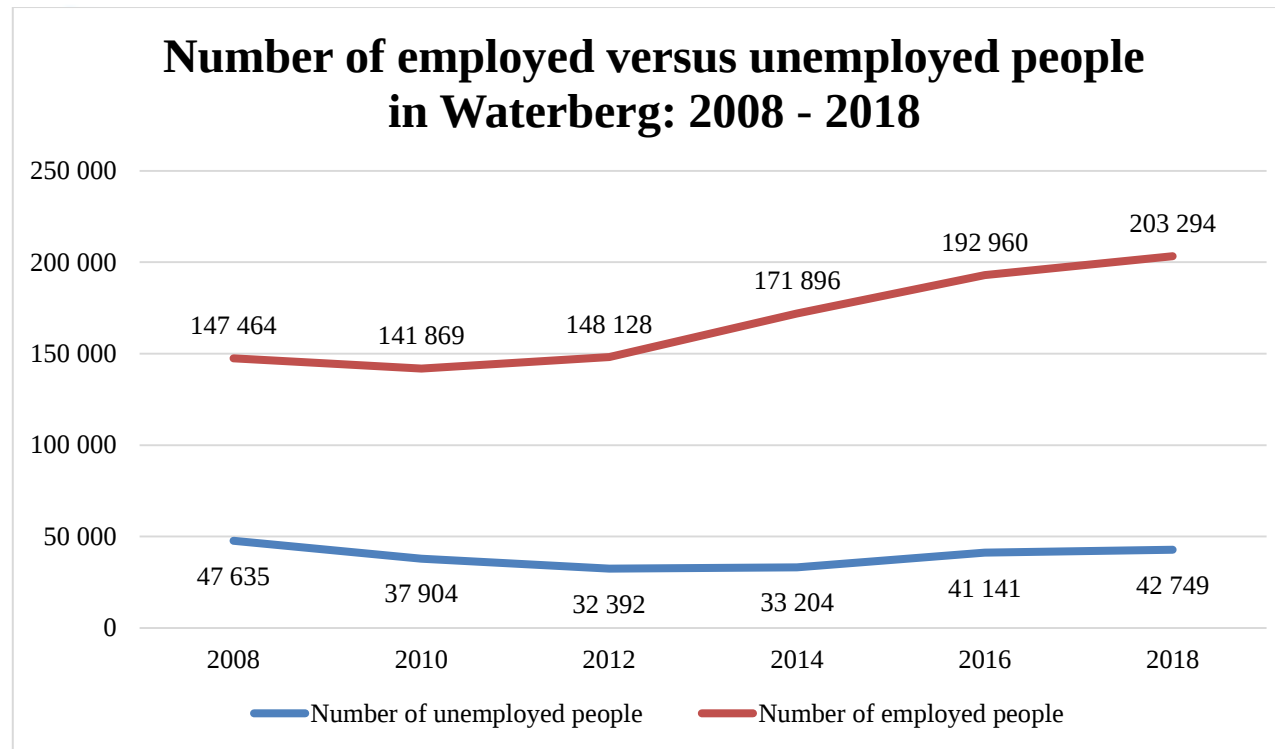
Source: Stats SA Community Survey, 2016



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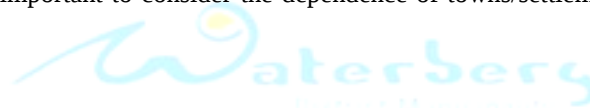
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NUMBER OF EMPLOYEES VS UNEMPLOYED (HIS MARKIT REGIONAL EXPLORER 1800)



With regard to economic sectors contribution to employment in the region, mining contributes 33% of employment, followed by trade (17%), personal services (12.5%), government (10%), agriculture (7.1%), finance (6.1%), construction (5.8), manufacturing (4.4%), transport (2.6%) and utilities (0.4%).

In general, over the period 2008 to 2018 there has been a rise in employment in parts of the district, notably in Lephalale, Thabazimbi, Bela-Bela and Makopane. However, there has been a decline in employment in smaller towns/settlements. It will therefore critical to undertake sector specific analysis in order to determine factors that are contributing to the decline of employment in these areas. It will also be important to consider the dependence of towns/settlements on single economic sectors. Growth in Lephalale, for example, is linked largely to mining/energy, which also indicates a risk.



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TABLE 15: WORKING AGE POPULATION IN WATERBERG 2009 AND 2019 [NUMBER]

AGE	WATERBERG	
	2009	2019
15-19	66,400	51,000
20-24	75,000	63,500
25-29	66,200	85,100
30-34	53,100	80,100
35-39	50,100	59,000
40-44	40,100	44,200
45-49	32,000	43,600
50-54	25,000	37,000
55-59	19,200	27,700
60-64	15,500	19,000
Total	443,000	510,000

Source: IHS Markit Regional eXplorer version 2070

The working age population in Waterberg in 2019 was 510 000, increasing at an average annual rate of 1.43% since 2009.

The graph below combines all the facets of the labour force in the Waterberg District Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.



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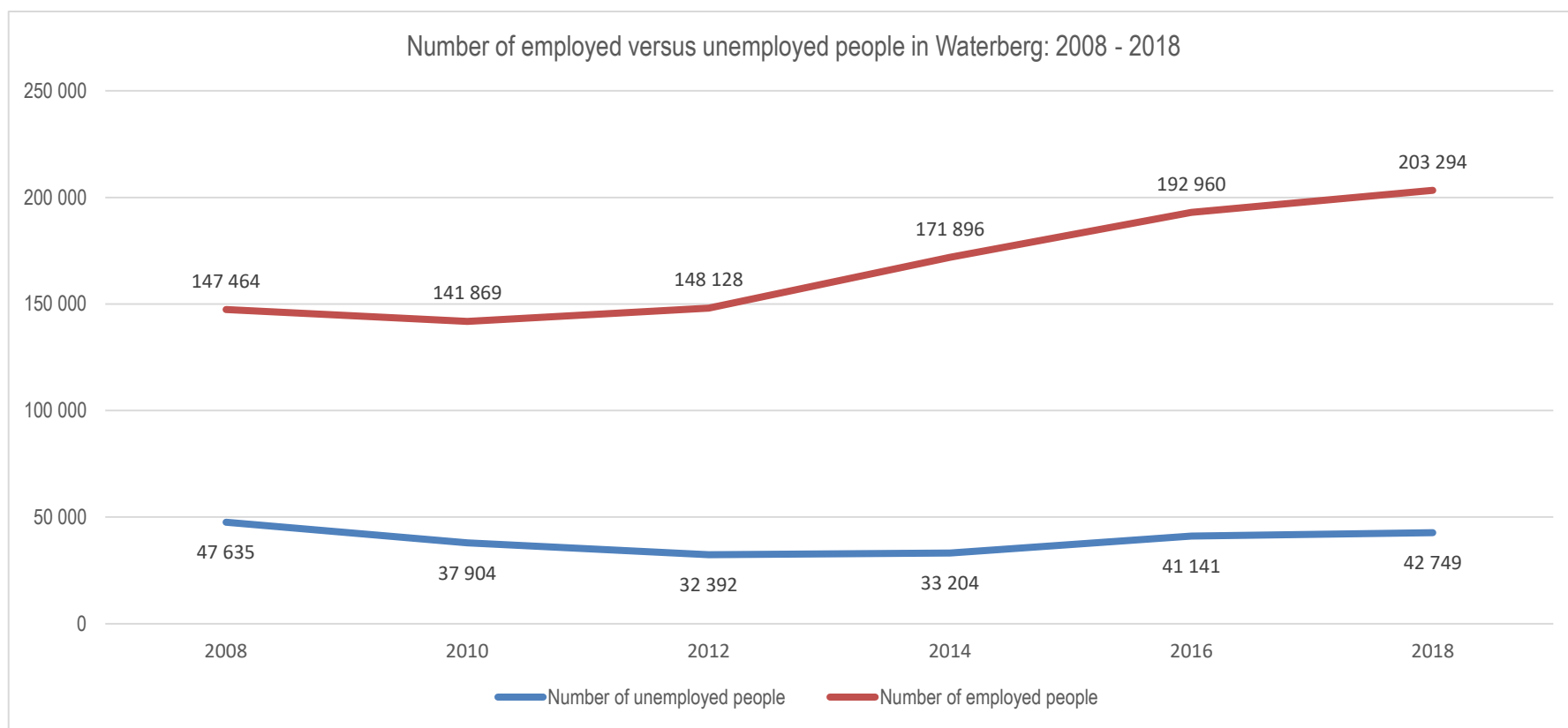


TABLE 16: WATERBERG POPULATION BY INCOME LEVELS

	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

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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 2016

DISABILITY PREVALENCE

According to the Census 2011 and Community Survey 2016, disability prevalence in Limpopo is 6,4%, with the coloured population recording the highest disability prevalence in the Waterberg District Municipality at 13,6%.

TABLE17: 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 2016



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TABLE18: TOTAL POPULATION OF WATERBERG, LIMPOPO AND NATIONAL 2009-2019 [NUMBERS PERCENTAGE]

YEAR	WATERBERG	LIMPOPO	NATIONAL	WATERBERG AS % OF PROVINCE	WATERBERG AS % OF NATIONAL
2009	677,000	5,390,000	50,300,000	12.6%	1.35%
2010	684,000	5,430,000	51,100,000	12.6%	1.34%
2011	692,000	5,470,000	52,000,000	12.7%	1.33%
2012	700,000	5,510,000	52,900,000	12.7%	1.32%
2013	709,000	5,550,000	53,700,000	12.8%	1.32%
2014	718,000	5,610,000	54,600,000	12.8%	1.31%
2015	727,000	5,660,000	55,500,000	12.8%	1.31%
2016	737,000	5,720,000	56,400,000	12.9%	1.31%
2017	746,000	5,780,000	57,200,000	12.9%	1.30%
2018	754,000	5,830,000	58,100,000	12.9%	1.30%
2019	762,000	5,880,000	59,000,000	12.9%	1.29%
Average Annual growth					
2009-2019	1.18%	0.89%	1.61%		

Source: IHS Markit Regional eXplorer version 2070

With 762 000 people, the Waterberg District Municipality housed 1.3% of South Africa's total population in 2019. Between 2009 and 2019 the population growth averaged 1.18% per annum which is slightly lower than the growth rate of South Africa as a whole (1.61%). Compared to Limpopo's average annual growth rate (0.89%), the growth rate in Waterberg's population at 1.18% was slightly higher than that of the province.



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TABLE 19: TOTAL POPULATION - LOCAL MUNICIPALITIES OF WATERBERG DISTRICT MUNICIPALITY, 2009, 2014 AND 2019 [NUMBERS PERCENTAGE]

	2009	2014	2019	Average Annual growth
Thabazimbi	83,000	95,400	106,000	2.43%
Lephalale	114,000	133,000	148,000	2.64%
Bela-Bela	64,700	72,700	79,200	2.05%
Mogalakwena	306,000	310,000	320,000	0.46%
Mookgopong/Modimolle	110,000	107,000	109,000	-0.08%
Waterberg	677,016	718,104	761,546	1.18%

Source: IHS Markit Regional eXplorer version 2070

The Lephalale Local Municipality increased the most, in terms of population, with an average annual growth rate of 2.6%, the Thabazimbi Local Municipality had the second highest growth in terms of its population, with an average annual growth rate of 2.4%. The Mookgopong/Modimolle Local Municipality had the lowest average annual growth rate of -0.08% relative to the other within the Waterberg District Municipality.

POPULATION PROJECTIONS

Based on the present age-gender structure and the present fertility, mortality and migration rates, Waterberg's population is projected to grow at an average annual rate of 0.8% from 762 000 in 2019 to 794 000 in 2024.



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TABLE 20: POPULATION PROJECTIONS - WATERBERG, LIMPOPO AND NATIONAL TOTAL, 2019-2024 [NUMBERS PERCENTAGE]

	Waterberg	Limpopo	National Total	Waterberg as % of province	Waterberg as % of national
2019	762,000	5,880,000	59,000,000	12.9%	1.29%
2020	769,000	5,930,000	59,800,000	13.0%	1.29%
2021	775,000	5,980,000	60,600,000	13.0%	1.28%
2022	782,000	6,030,000	61,500,000	13.0%	1.27%
2023	788,000	6,080,000	62,300,000	13.0%	1.27%
2024	794,000	6,130,000	63,100,000	13.0%	1.26%
Average Annual growth					
2019-2024	0.85%	0.82%	1.35%		

Source: IHS Markit Regional eXplorer version 2070

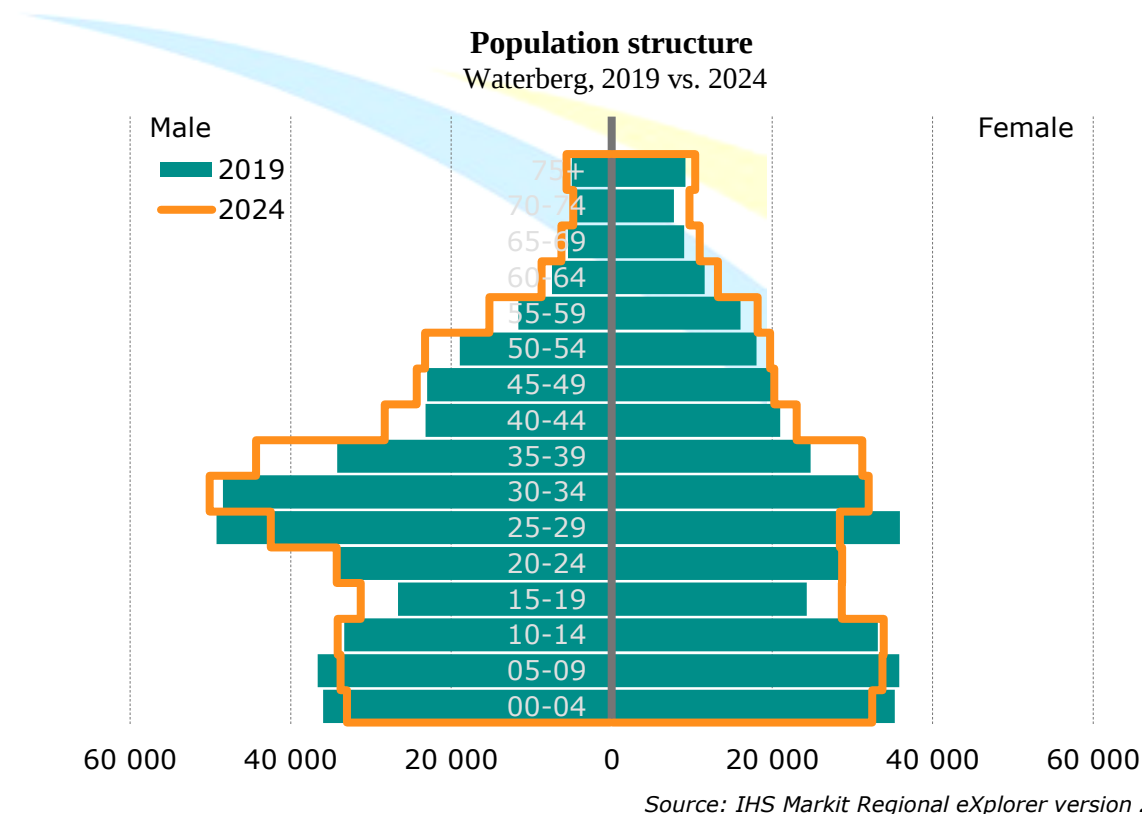
The population projection of Waterberg District Municipality shows an estimated average annual growth rate of 0.8% between 2019 and 2024. The average annual growth rate in the population over the forecasted period for Limpopo Province and South Africa is 0.8% and 1.3% respectively. The Limpopo Province is estimated to have average growth rate of 0.8% which is lower than the Waterberg District Municipality. The South Africa as a whole is estimated to have an average annual growth rate of 1.3% which is higher than that of Waterberg's growth rate.



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POPULATION PYRAMID - WATERBERG DISTRICT MUNICIPALITY 2019 VS. 2024 [PERCENTAGE]



The population pyramid reflects a projected change in the structure of the population from 2019 and 2024. The differences can be explained as follows:

In 2019, there is a significantly larger share of young working age people between 20 and 34 (30.0%), compared to what is estimated in 2024 (27.2%). This age category of young working age population will decrease over time.

The fertility rate in 2024 is estimated to be slightly higher compared to that experienced in 2019.

The share of children between the ages of 0 to 14 years is projected to be significant smaller (25.3%) in 2024 when compared to 2019 (27.6%).



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In 2019, the female population for the 20 to 34 years age group amounts to 12.7% of the total female population while the male population group for the same age amounts to 17.3% of the total male population. In 2024, the male working age population at 16.0% still exceeds that of the female population working age population at 11.2%, although both are at a lower level compared to 2019.

Waterberg District Municipality's male/female split in population was 109.5 males per 100 females in 2019. The Waterberg District Municipality has significantly more males (52.28%) relative to South Africa (48.96%), and what is typically seen in a stable population. This is usually because of physical labour intensive industries such as mining. In total there were 363 000 (47.72%) females and 398 000 (52.28%) males. This is different from the Limpopo Province as a whole where the female population counted 3.1 million which constitutes 52.71% of the total population of 5.88 million.

TABLE 21: POPULATION BY POPULATION GROUP, GENDER AND AGE - WATERBERG DISTRICT MUNICIPALITY, 2019 [NUMBER]

Age	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	33,500	34,000	1,480	1,600	200	203	104	143
05-09	34,200	34,700	1,490	1,620	97	203	102	83
10-14	31,600	31,600	1,350	1,500	133	122	111	93
15-19	22,900	25,200	1,150	1,110	109	166	127	120
20-24	27,400	32,300	1,420	1,510	258	301	139	244
25-29	34,100	46,900	1,390	1,650	274	352	107	341
30-34	29,700	46,000	1,570	1,680	237	392	88	378
35-39	23,100	31,900	1,400	1,580	166	347	151	369
40-44	19,400	21,100	1,360	1,610	108	176	98	274
45-49	18,900	21,200	1,510	1,470	108	169	106	175
50-54	16,500	17,300	1,410	1,380	109	156	69	137
55-59	14,500	10,000	1,500	1,400	74	100	33	95
60-64	9,880	5,750	1,600	1,550	69	93	55	52
65-69	7,200	4,040	1,730	1,340	39	48	56	30
70-74	6,140	3,160	1,550	1,450	25	12	50	29
75+	6,670	3,100	2,500	1,840	13	8	23	35
Total	336,000	368,000	24,400	24,300	2,020	2,850	1,420	2,600

In 2019, the Waterberg District Municipality's population consisted of 92.44% African (704 000), 6.39% White (48 700), 0.64% Coloured (4 870) and 0.53% Asian (4 020) people.

The largest share of population is within the young working age (25-44 years) age category with a total number of 268 000 or 35.2% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 27.6%, followed by the older working age (45-64 years) age category with 127 000 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 41 100 people, as reflected in the population pyramids below.

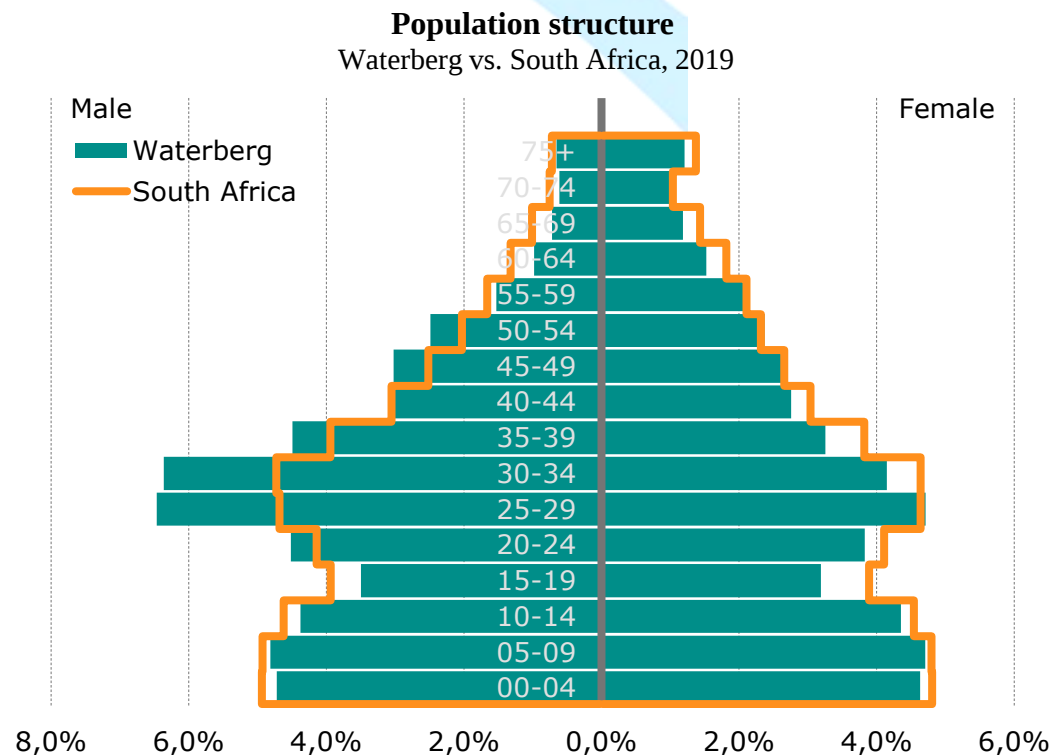
Source: IHS Markit Regional eXplorer version 2070

POPULATION PYRAMIDS

A population pyramid is a graphic representation of the population categorised by gender and age, for a specific year and region. The horizontal axis depicts the share of people, where the male population is charted on the left-hand side and the female population on the right-hand side of the vertical axis. The vertical axis is divided in 5-year age categories.

With the African population group representing 92.4% of the Waterberg District Municipality's total population, the overall population pyramid for the region will mostly reflect that of the African population group. The chart below compares Waterberg's population structure of 2019 to that of South Africa.

POPULATION PYRAMID - WATERBERG DISTRICT MUNICIPALITY VS. SOUTH AFRICA, 2019 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 2070

By comparing the population pyramid of the Waterberg District Municipality with the national age structure, the most significant differences are:

There is a significantly larger share of young working age people - aged 20 to 34 (30.0%) - in Waterberg, compared to the national picture (26.9%).

The area appears to be a migrant receiving area, with many of people migrating into Waterberg, either from abroad, or from the more rural areas in the country looking for better opportunities.

Fertility in Waterberg is slightly higher compared to South Africa as a whole.

Spatial policies changed since 1994.

The share of children between the ages of 0 to 14 years is significant smaller (27.6%) in Waterberg compared to South Africa (28.6%). Demand for expenditure on schooling as percentage of total budget within Waterberg District Municipality will therefore be lower than that of South Africa.

NUMBER OF HOUSEHOLDS BY POPULATION GROUP

A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. An individual is considered part of a household if he/she spends at least four nights a week within the household. To categorise a household according to population group, the population group to which the head of the household belongs, is used.

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2019, the Waterberg District Municipality comprised of 221 000 households. This equates to an average annual growth rate of 1.76% in the number of households from 2009 to 2019. With an average annual growth rate of 1.18% in the total population, the average household size in the Waterberg District Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2009 decreased from approximately 3.6 individuals per household to 3.4 persons per household in 2019.

TABLE 22: NUMBER OF HOUSEHOLDS - WATERBERG, LIMPOPO AND NATIONAL TOTAL, 2009-2019 [NUMBER PERCENTAGE]

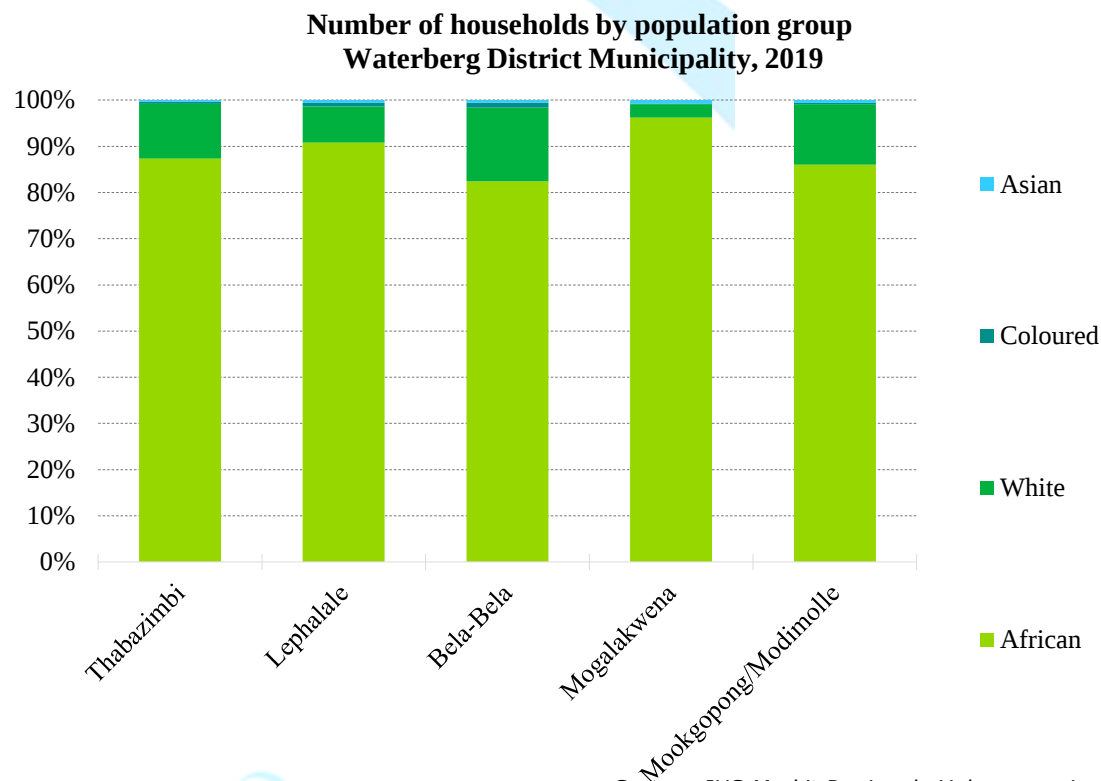
Year	Waterberg	Limpopo	National Total	Waterberg as % of province	Waterberg as % of national
2009	186,000	1,370,000	13,900,000	13.6%	1.34%
2010	187,000	1,380,000	14,100,000	13.5%	1.33%
2011	188,000	1,400,000	14,400,000	13.4%	1.31%
2012	191,000	1,420,000	14,700,000	13.4%	1.30%
2013	195,000	1,450,000	15,000,000	13.5%	1.30%
2014	198,000	1,470,000	15,300,000	13.5%	1.30%
2015	206,000	1,520,000	15,700,000	13.5%	1.31%
2016	211,000	1,560,000	16,100,000	13.6%	1.31%
2017	215,000	1,580,000	16,400,000	13.6%	1.31%
2018	218,000	1,610,000	16,700,000	13.6%	1.31%
2019	221,000	1,620,000	17,000,000	13.6%	1.30%
Average Annual growth					
2009-2019	1.76%	1.71%	2.06%		

Source: IHS Markit Regional eXplorer version 2070

Relative to the province, the Waterberg District Municipality had a higher average annual growth rate of 1.76% from 2009 to 2019. In contrast, the South Africa had a total of 17 million households, with a growth rate of 2.06%, thus growing at a higher rate than the Waterberg.

The composition of the households by population group consists of 90.7% which is ascribed to the African population group with the largest amount of households by population group. The White population group had a total composition of 8.3% (ranking second). The Asian population group had a total composition of 0.6% of the total households. The smallest population group by households is the Coloured population group with only 0.4% in 2019.

NUMBER OF HOUSEHOLDS BY POPULATION GROUP - LOCAL MUNICIPALITIES OF WATERBERG DISTRICT MUNICIPALITY, 2019 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 2070



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The growth in the number of African headed households was on average 1.83% per annum between 2009 and 2019, which translates in the number of households increasing by 33 200 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2009 and 2019 at 4.50%. The average annual growth rate in the number of households for all the other population groups has increased with 1.74%.

TABLE 23: NUMBER OF HIV+ PEOPLE - WATERBERG, LIMPOPO AND NATIONAL TOTAL, 2009-2019 [NUMBER AND PERCENTAGE]

Year	Waterberg	Limpopo	National Total	Waterberg as % of province	Waterberg as % of national
2009	55,600	423,000	6,190,000	13.2%	0.90%
2010	57,000	432,000	6,340,000	13.2%	0.90%
2011	58,500	442,000	6,520,000	13.2%	0.90%
2012	59,900	452,000	6,680,000	13.3%	0.90%
2013	61,200	460,000	6,820,000	13.3%	0.90%
2014	62,400	469,000	6,960,000	13.3%	0.90%
2015	63,600	478,000	7,110,000	13.3%	0.90%
2016	64,700	486,000	7,250,000	13.3%	0.89%
2017	65,900	495,000	7,420,000	13.3%	0.89%
2018	67,100	504,000	7,600,000	13.3%	0.88%
2019	68,200	513,000	7,780,000	13.3%	0.88%
Average Annual growth					
2009-2019	2.06%	1.95%	2.32%		

Source: IHS Markit Regional eXplorer version 2070

HIV+ and AIDS estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

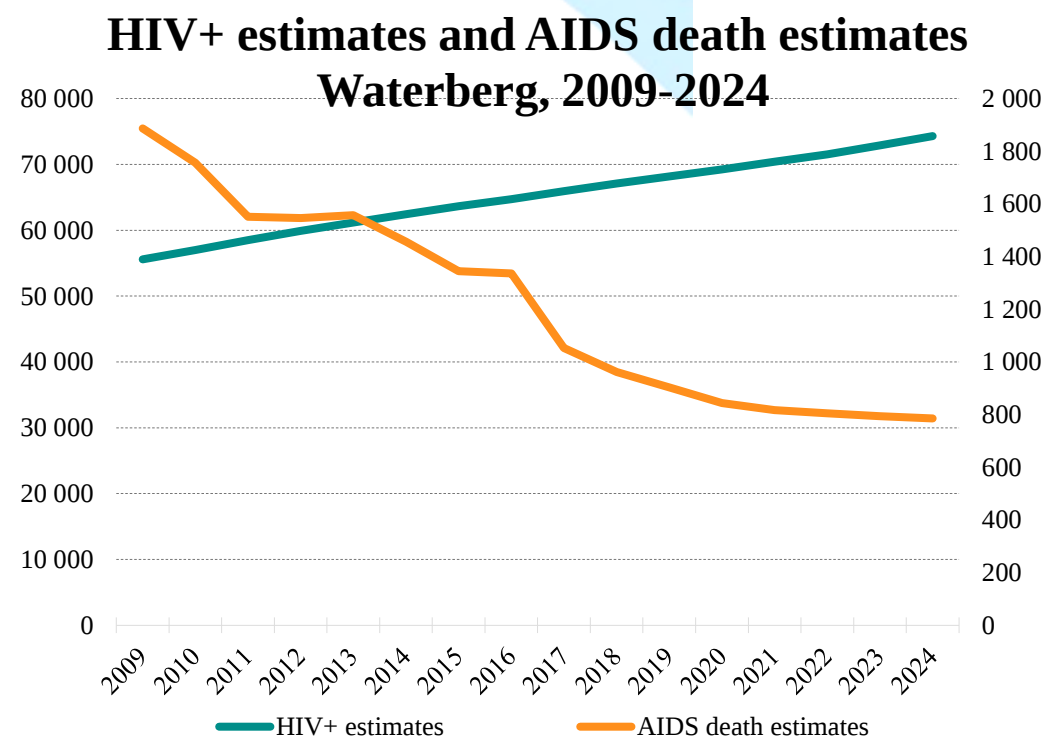
HIV+ and AIDS estimates are defined as follows:

The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. IHS slightly adjusted the provincial ASSA-2008 data to more accurately reflect the national HIV Prevalence rate per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.

In 2019, 68 200 people in the Waterberg District Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.06% since 2009, and in 2019 represented 8.95% of the district municipality's total population. The Limpopo Province had an average annual growth rate of 1.95% from 2009 to 2019 in the number of people infected with HIV, which is lower than that of the Waterberg District Municipality. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2009 to 2019 with an average annual growth rate of 2.32%.

The lifespan of people that are HIV+ could be prolonged with modern ARV treatments. In the absence of any treatment, people diagnosed with HIV can live for 10 years and longer before they reach the final AIDS stage of the disease.

AIDS profile and forecast - Waterberg District Municipality, 2009-2024 [numbers]



Source: IHS Markit Regional eXplorer version 2070



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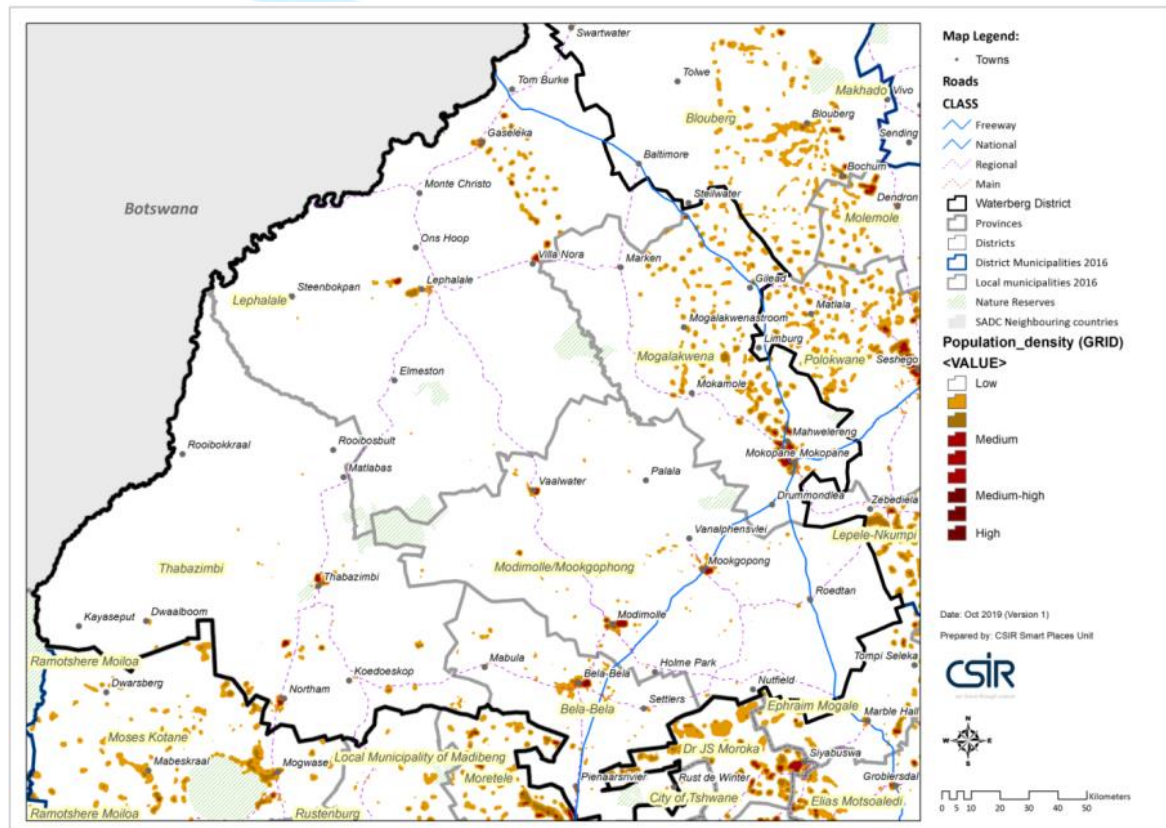
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Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 1890 in 2009 and 903 for 2019. This number denotes an decrease from 2009 to 2019 with a high average annual rate of -7.10% (or -984 people). For the year 2019, they represented 0.12% of the total population of the entire district municipality.



Map 6: Population distribution/ density

Notes:



This region is dualistic when considering population settlement as depicted in Figure 5. For the most part this region is sparsely settled with most residents living in Rural centres and small towns. This is due to the use of land for commercial agriculture, game farming and conservation. More dense scattered settlement is found along the northern fringe of the region – dominated by mostly traditional settlements.

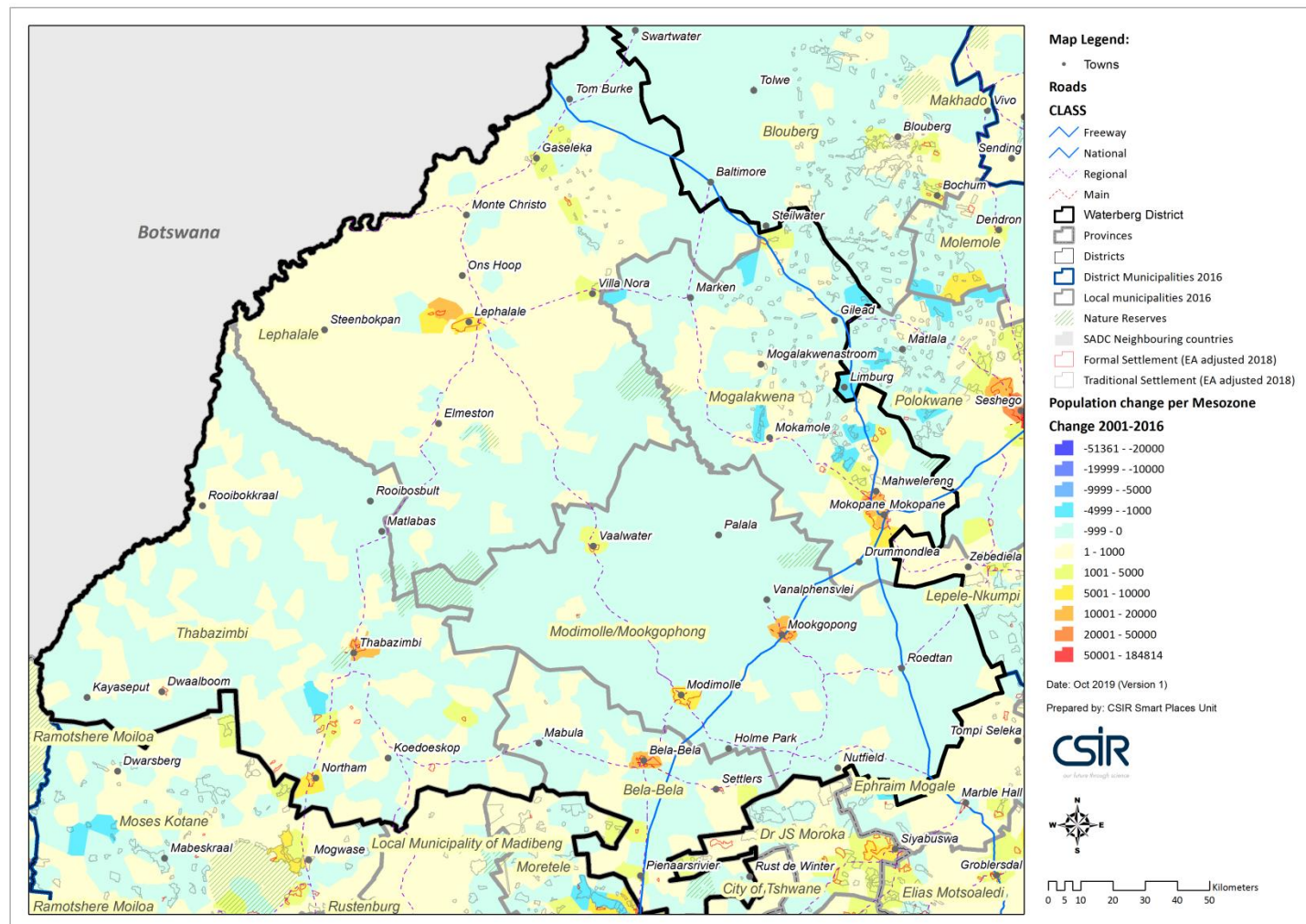
Settlement services are more easily provided in formal towns. Rural settlement areas require a different approach. In the NSDF Small towns has been identified to form focus areas for service provision.



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Map 7: Population Change:



Notes:

Figure 6 indicates population change using the mesozones for the period 2001-2016. A number of trends can be observed: Rural population in the southern parts of the district has decreased. Similarly in the north-Eastern portion of the district (bordering the Polokwane district) reflects a decline in some of the rural settlements. In contrast the larger centres show population growth. See places such as Lephalale, Mokopane, Mook-gopong, Modimille, Bela-Bela and Thabazimbi. These reflect the national trend of urbanisation as inhabitants seek to be closer to employment possibilities and services.



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TABLE 24: COVID 19 RELIEVE UNEMPLOYMENT RATE

MOGALAKWENA MUNICIPALITY

Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
BAKENBERG	922000	Old Age Grant	6 699		R12 661 110	6 699
			> 75 Years	3 680	R7 028 800	3 680
		Disability Grant	Permanent Disability	1 095	R2 069 550	1 095
			Temporary Disability	328	R619 920	328
		Foster Care Grant		857	R899 850	857
		Grant-In-Aid	1 518		R698 280	1 518
		Care Dependency Grant		161	R304 290	161
		Child Support Grant	(< 1 Year)	1 590	R731 400	1 590
			(1 Year)	1 860	R855 600	1 860
			(2 Years)	1 963	R902 980	1 963
			(3 Years)	1 947	R895 620	1 947
			(4 Years)	1 974	R908 040	1 974
			(5 Years)	1 917	R881 820	1 917
			(6 Years)	2 195	R1 009 700	2 195
			(7 Years)	2 105	R968 300	2 105
			(8 Years)	2 015	R926 900	2 015
			(9 Years)	1 814	R834 440	1 814
			(10 Years)	1 810	R832 600	1 810
			(11 Years)	1 620	R745 200	1 620
			(12 Years)	1 672	R769 120	1 672
			(13 Years)	1 614	R742 440	1 614
			(14 Years)	1 640	R754 400	1 640
			(15 Years)	1 556	R715 760	1 556
			(16 Years)	1 440	R662 400	1 440
			(17 Years)	1 200	R552 000	1 200
		Total	13 320	32 950	R38 970 520	46 270

Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
NKIDIKITLANA	929000	Old Age Grant	4 166		R7 873 740	4 166
		> 75 Years	2 143		R4 093 130	2 143
		Disability Grant	613		R1 158 570	613
		Permanent Disability	153		R289 170	153
		Temporary Disability				
		Foster Care Grant		612	R642 600	612
		Grant-In-Aid	1 726		R793 960	1 726
		Care Dependency Grant		93	R175 770	93
		Child Support Grant				
		(< 1 Year)		1 176	R540 960	1 176
		(1 Year)		1 383	R636 180	1 383
		(2 Years)		1 372	R631 120	1 372
		(3 Years)		1 346	R619 160	1 346
		(4 Years)		1 329	R611 340	1 329
		(5 Years)		1 290	R593 400	1 290
		(6 Years)		1 377	R633 420	1 377
		(7 Years)		1 345	R618 700	1 345
		(8 Years)		1 338	R615 480	1 338
		(9 Years)		1 327	R610 420	1 327
		(10 Years)		1 234	R567 640	1 234
		(11 Years)		1 214	R558 440	1 214
		(12 Years)		1 201	R552 460	1 201
		(13 Years)		1 136	R522 560	1 136
		(14 Years)		1 122	R516 120	1 122
		(15 Years)		1 082	R497 720	1 082
		(16 Years)		970	R446 200	970
		(17 Years)		826	R379 960	826
		Total	8 801	22 773	R25 178 220	31 574



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Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
MOKERONG	926000	Old Age Grant	7 759		R14 664 510	7 759
		> 75 Years	3 911		R7 470 010	3 911
		Disability Grant	2 231		R4 216 590	2 231
		Permanent Disability	820		R1 549 800	820
		Temporary Disability				
		Foster Care Grant		908	R953 400	908
		Grant-In-Aid	1 397		R642 620	1 397
		Care Dependency Grant		310	R585 900	310
		Child Support Grant				
		(< 1 Year)		1 963	R902 980	1 963
		(1 Year)		2 686	R1 235 560	2 686
		(2 Years)		2 610	R1 200 600	2 610
		(3 Years)		2 352	R1 081 920	2 352
		(4 Years)		2 153	R990 380	2 153
		(5 Years)		2 001	R920 460	2 001
		(6 Years)		2 194	R1 009 240	2 194
		(7 Years)		2 228	R1 024 880	2 228
		(8 Years)		2 660	R1 223 600	2 660
		(9 Years)		2 839	R1 305 940	2 839
		(10 Years)		2 622	R1 206 120	2 622
		(11 Years)		2 562	R1 178 520	2 562
		(12 Years)		2 392	R1 100 320	2 392
		(13 Years)		2 383	R1 096 180	2 383
		(14 Years)		2 407	R1 107 220	2 407
		(15 Years)		2 237	R1 029 020	2 237
		(16 Years)		1 986	R913 560	1 986
		(17 Years)		1 642	R755 320	1 642
		Total	16 118	43 135	R49 364 650	59 253



Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
MOKOPANE	927000	Old Age Grant	4 075		R7 701 750	4 075
		> 75 Years	1 099		R2 099 090	1 099
		Disability Grant	546		R1 031 940	546
		Permanent Disability	233		R440 370	233
		Temporary Disability				
		Foster Care Grant		260	R273 000	260
		Grant-In-Aid	504		R231 840	504
		Care Dependency Grant		92	R173 880	92
		Child Support Grant	(< 1 Year)	1 023	R470 580	1 023
			(1 Year)	1 127	R518 420	1 127
			(2 Years)	1 266	R582 360	1 266
			(3 Years)	1 242	R571 320	1 242
			(4 Years)	1 297	R596 620	1 297
			(5 Years)	1 394	R641 240	1 394
			(6 Years)	1 334	R613 640	1 334
			(7 Years)	1 544	R710 240	1 544
			(8 Years)	1 040	R478 400	1 040
			(9 Years)	1 041	R478 860	1 041
			(10 Years)	994	R457 240	994
			(11 Years)	938	R431 480	938
			(12 Years)	959	R441 140	959
			(13 Years)	900	R414 000	900
			(14 Years)	902	R414 920	902
			(15 Years)	862	R396 520	862
			(16 Years)	763	R350 980	763
			(17 Years)	588	R270 480	588
		Total	6 457	19 566	R20 790 310	26 023



MODIMOLLE-MOOKGOPHONG

Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
MODIMOLLE	925000	Old Age Grant	3 777		R7 138 530	3 777
		> 75 Years	1 383		R2 641 530	1 383
		Disability Grant	1 394		R2 634 660	1 394
		Permanent Disability	279		R527 310	279
		Temporary Disability				
		Foster Care Grant		541	R568 050	541
		Grant-In-Aid	561		R258 060	561
		Care Dependency Grant		267	R504 630	267
		Child Support Grant				
		(< 1 Year)		1 226	R563 960	1 226
		(1 Year)		1 391	R639 860	1 391
		(2 Years)		1 274	R586 040	1 274
		(3 Years)		1 303	R599 380	1 303
		(4 Years)		1 368	R629 280	1 368
		(5 Years)		1 373	R631 580	1 373
		(6 Years)		1 371	R630 660	1 371
		(7 Years)		1 366	R628 360	1 366
		(8 Years)		1 251	R575 460	1 251
		(9 Years)		1 315	R604 900	1 315
		(10 Years)		1 271	R584 660	1 271
		(11 Years)		1 186	R545 560	1 186
		(12 Years)		1 250	R575 000	1 250
		(13 Years)		1 216	R559 360	1 216
		(14 Years)		1 256	R577 760	1 256
		(15 Years)		1 174	R540 040	1 174
		(16 Years)		1 118	R514 280	1 118
		(17 Years)		841	R386 860	841
		Total	7 394	23 358	R24 645 770	30 752

Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
MOOKGOPONG	928000	Old Age Grant	1 742		R3 292 380	1 742
		> 75 Years	755		R1 442 050	755
		Disability Grant	380		R718 200	380
		Permanent Disability	199		R376 110	199
		Temporary Disability				
		Foster Care Grant		337	R353 850	337
		Grant-In-Aid	406		R186 760	406
		Care Dependency Grant		64	R120 960	64
		Child Support Grant				
		(< 1 Year)		455	R209 300	455
		(1 Year)		491	R225 860	491
		(2 Years)		536	R246 560	536
		(3 Years)		496	R228 160	496
		(4 Years)		432	R198 720	432
		(5 Years)		451	R207 460	451
		(6 Years)		470	R216 200	470
		(7 Years)		479	R220 340	479
		(8 Years)		486	R223 560	486
		(9 Years)		493	R226 780	493
		(10 Years)		460	R211 600	460
		(11 Years)		454	R208 840	454
		(12 Years)		468	R215 280	468
		(13 Years)		466	R214 360	466
		(14 Years)		458	R210 680	458
		(15 Years)		387	R178 020	387
		(16 Years)		352	R161 920	352
		(17 Years)		286	R131 560	286
		Total	3 482	8 521	R10 225 510	12 003



BELA BELA

Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
BELABELA	923000	Old Age Grant	3 347		R6 325 830	3 347
		> 75 Years	1 163		R2 221 330	1 163
		Disability Grant	1 178		R2 226 420	1 178
		Permanent Disability	172		R325 080	172
		Temporary Disability				
		Foster Care Grant		314	R329 700	314
		Grant-In-Aid	384		R176 640	384
		Care Dependency Grant		198	R374 220	198
		Child Support Grant		910	R418 600	910
		(< 1 Year)		1 029	R473 340	1 029
		(1 Year)		1 089	R500 940	1 089
		(2 Years)		997	R458 620	997
		(3 Years)		981	R451 260	981
		(4 Years)		992	R456 320	992
		(5 Years)		1 061	R488 060	1 061
		(6 Years)		1 108	R509 680	1 108
		(7 Years)		1 098	R505 080	1 098
		(8 Years)		1 044	R480 240	1 044
		(9 Years)		1 034	R475 640	1 034
		(10 Years)		969	R445 740	969
		(11 Years)		1 048	R482 080	1 048
		(12 Years)		955	R439 300	955
		(13 Years)		988	R454 480	988
		(14 Years)		939	R431 940	939
		(15 Years)		865	R397 900	865
		(16 Years)		695	R319 700	695
		(17 Years)				
		Total	6 244	18 314	R20 168 140	24 558

THABAZIMBI

Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
THABAZIMBI	921200	Old Age Grant	2 941		R5 558 490	2 941
		> 75 Years	694		R1 325 540	694
		Disability Grant	580		R1 096 200	580
		Permanent Disability	580			
		Temporary Disability	95		R179 550	95
		Foster Care Grant		437	R458 850	437
		Grant-In-Aid	76		R34 960	76
		Care Dependency Grant		123	R232 470	123
		Child Support Grant				
		(< 1 Year)		604	R277 840	604
		(1 Year)		809	R372 140	809
		(2 Years)		824	R379 040	824
		(3 Years)		753	R346 380	753
		(4 Years)		705	R324 300	705
		(5 Years)		736	R338 560	736
		(6 Years)		815	R374 900	815
		(7 Years)		815	R374 900	815
		(8 Years)		746	R343 160	746
		(9 Years)		775	R356 500	775
		(10 Years)		732	R336 720	732
		(11 Years)		710	R326 600	710
		(12 Years)		723	R332 580	723
		(13 Years)		656	R301 760	656
		(14 Years)		586	R269 560	586
		(15 Years)		651	R299 460	651
		(16 Years)		542	R249 320	542
		(17 Years)		502	R230 920	502
		Total	4 386	13 244	R14 720 700	17 630

Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
WITPOORT	921300	Old Age Grant	3 018		R5 704 020	3 018
		> 75 Years	1 251		R2 389 410	1 251
		Disability Grant	740		R1 398 600	740
		Temporary Disability	279		R527 310	279
		Foster Care Grant		515	R540 750	515
		Grant-In-Aid	526		R241 960	526
		Care Dependency Grant		132	R249 480	132
		Child Support Grant		1 308	R601 680	1 308
		(< 1 Year)		1 527	R702 420	1 527
		(1 Year)		1 406	R646 760	1 406
		(2 Years)		1 294	R595 240	1 294
		(3 Years)		1 206	R554 760	1 206
		(4 Years)		1 186	R545 560	1 186
		(5 Years)		1 287	R592 020	1 287
		(6 Years)		1 254	R576 840	1 254
		(7 Years)		1 204	R553 840	1 204
		(8 Years)		1 202	R552 920	1 202
		(9 Years)		1 056	R485 760	1 056
		(10 Years)		1 067	R490 820	1 067
		(11 Years)		1 023	R470 580	1 023
		(12 Years)		926	R425 960	926
		(13 Years)		962	R442 520	962
		(14 Years)		878	R403 880	878
		(15 Years)		822	R378 120	822
		(16 Years)		678	R311 880	678
		(17 Years)				
		Total	5 814	20 933	R20 383 090	26 747

LEPHALALE

Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
LEPHALALE	924000	Old Age Grant	2 388		R4 513 320	2 388
		> 75 Years	812		R1 550 920	812
		Disability Grant	738		R1 394 820	738
		Permanent Disability	144		R272 160	144
		Temporary Disability				
		Foster Care Grant		251	R263 550	251
		Grant-In-Aid	285		R131 100	285
		Care Dependency Grant		165	R311 850	165
		Child Support Grant				
		(< 1 Year)		709	R326 140	709
		(1 Year)		960	R441 600	960
		(2 Years)		904	R415 840	904
		(3 Years)		891	R409 860	891
		(4 Years)		856	R393 760	856
		(5 Years)		879	R404 340	879
		(6 Years)		1 008	R463 680	1 008
		(7 Years)		952	R437 920	952
		(8 Years)		945	R434 700	945
		(9 Years)		911	R419 060	911
		(10 Years)		889	R408 940	889
		(11 Years)		847	R389 620	847
		(12 Years)		904	R415 840	904
		(13 Years)		836	R384 560	836
		(14 Years)		841	R386 860	841
		(15 Years)		805	R370 300	805
		(16 Years)		788	R362 480	788
		(17 Years)		613	R281 980	613
		Total	4 367	15 954	R15 585 200	20 321

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TABLE 25: PAYMENT STATISTIC FOR SPECIAL COVID 19 SRD APRIL 2021

MUNICIPALITY	OFFICE NAME	APRIL 2021
Mogalakwena	Bakenburg	597
	Bakone	552
	Mokopane	1801
	Mahwelereng	1286
	Mapela	780
	Rebone	734
	Taueatswala	216
Bela Bela	Bela Bela	1421
	Mabatlane	680
	Pienaarsrevier	288
	Swartklip	539
	Settlers	585
Modimolle-Mookgophong	Modimolle	1037
	Mookgophong	783
	Roedtan	1050
Thabazimbi	Northam	7
	Thabazimbi	388
	Chromite	893
Lephalale	Onverwacht	636
	Seleka	349
	Lephalale	553
	Tom Burke	414
	Enkelbelt	426
	Tibedi	93
	Zonderheinde	385
	TOTAL	16493



Grant Type		Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
Old Age Grant		39 912		R75 433 680	39 912
	> 75 Years	16 891		R32 261 810	16 891
Disability Grant	Permanent Disability	9 495		R17 945 550	9 495
	Temporary Disability	2 702		R5 106 780	2 702
Foster Care Grant			5 032	R5 283 600	5 032
Grant-In-Aid		7 383		R3 396 180	7 383
Care Dependency Grant			1 605	R3 033 450	1 605
Child Support Grant	(< 1 Year)		10 964	R5 043 440	10 964
	(1 Year)		13 263	R6 100 980	13 263
	(2 Years)		13 244	R6 092 240	13 244
	(3 Years)		12 621	R5 805 660	12 621
	(4 Years)		12 301	R5 658 460	12 301
	(5 Years)		12 219	R5 620 740	12 219
	(6 Years)		13 112	R6 031 520	13 112
	(7 Years)		13 196	R6 070 160	13 196
	(8 Years)		12 783	R5 880 180	12 783
	(9 Years)		12 761	R5 870 060	12 761
	(10 Years)		12 102	R5 566 920	12 102
	(11 Years)		11 567	R5 320 820	11 567
	(12 Years)		11 640	R5 354 400	11 640
	(13 Years)		11 088	R5 100 480	11 088
	(14 Years)		11 162	R5 134 520	11 162
	(15 Years)		10 571	R4 862 660	10 571
	(16 Years)		9 646	R4 437 160	9 646
	(17 Years)		7 871	R3 620 660	7 871
Grand Total		76 383	218 748	R240 032 110	295 131

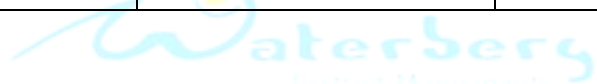


TABLE 26: POPULATION OF WATERBERG BY LOCAL MUNICIPALITY WALKING AND CLIMBING STAIRS DISABILITY STATUS

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 2016



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CHAPTER 3: SITUATIONAL ANALYSIS

3.1 SPATIAL RATIONALE

Map 8: Spatial Structure



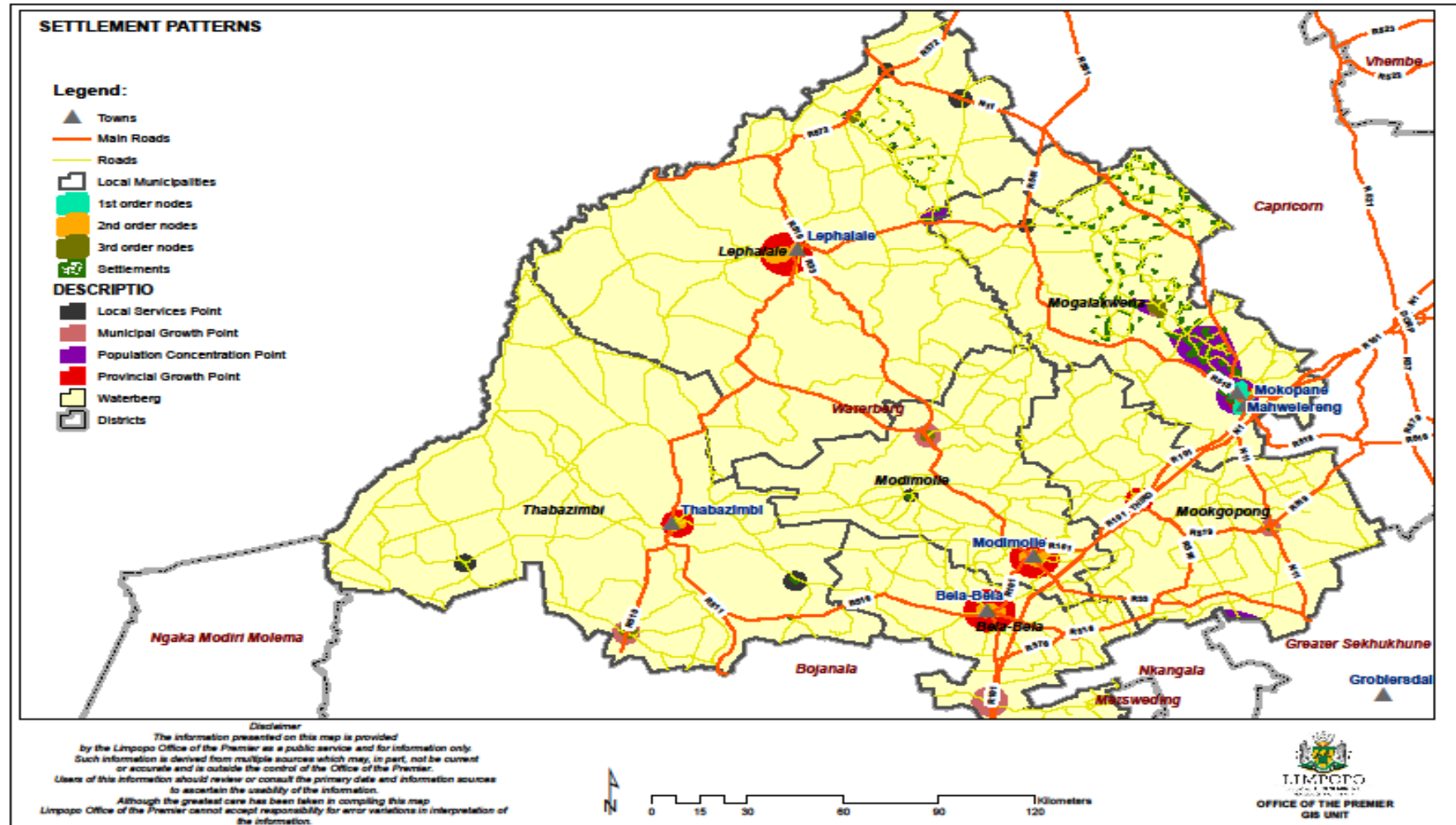
Geographical Map of the District

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Map 9: Settlement Patterns/Hierarchy of Settlement

SETTLEMENT PATTERNS/HIERARCHY OF SETTLEMENTS



SETTLEMENT PATTERNS AND DEVELOPMENT

TABLE 26: MAJOR TOWNS/SETTLEMENTS

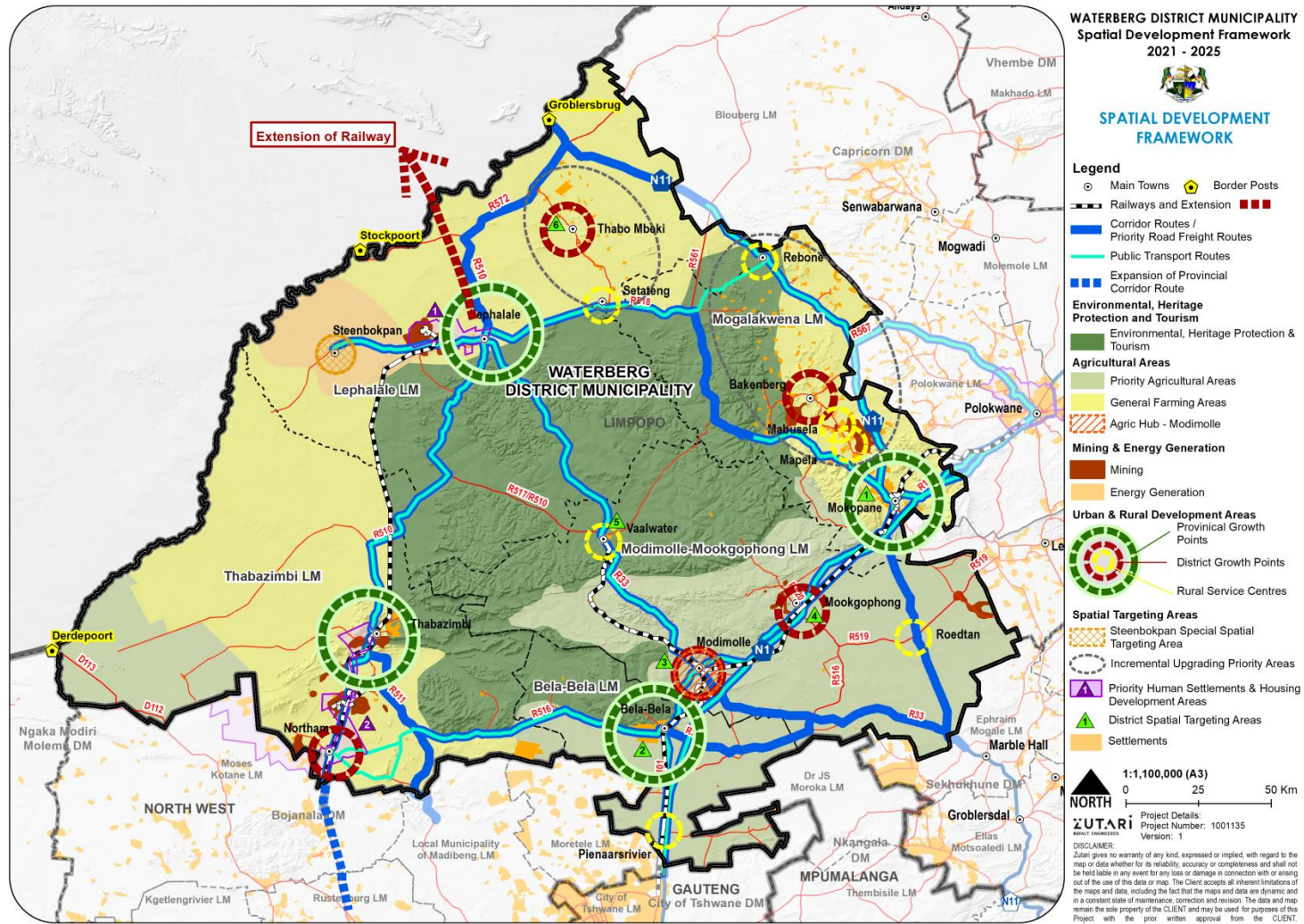
TOWN/SETTLEMENT	BRIEF HISTORY
Mokopane	It was established by the Voortrekker leader Hendrik Potgieter in 1852 and named Vredenburg as symbol of reconciliation between himself and the other Voortrekker leader, Andries Pretorius. Due to continuous skirmishes between the early settlers and the local tribes 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.

TABLE 27: 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 1 Town	32
Lephalale	38 villages 1 Town 2 Township	12
Thabazimbi	1 Town 1 Township	12
Total for District	216 Villages 6 Towns 11 Townships	79

Map 10: 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.



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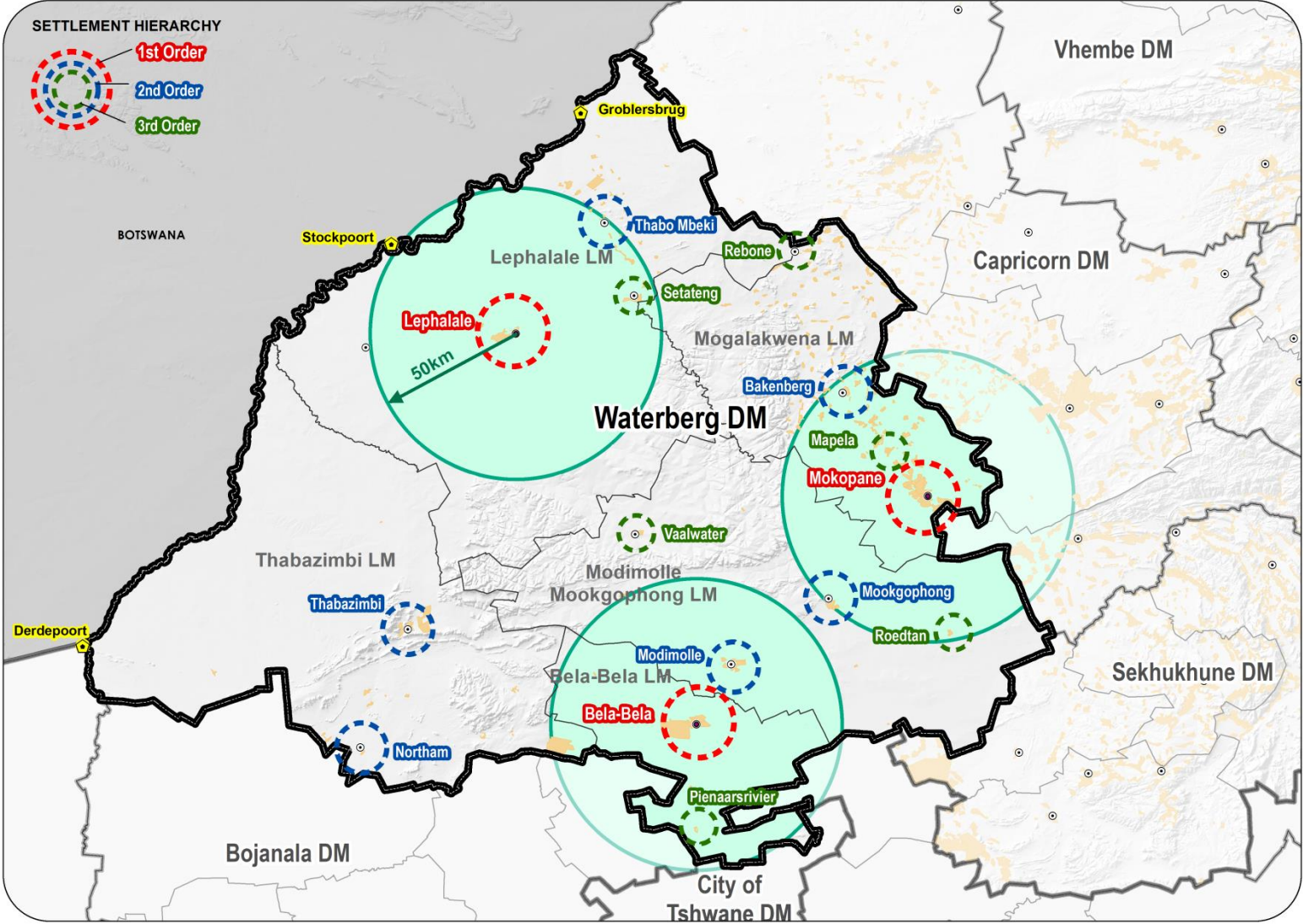
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TABLE 28: HIERARCHY OF SETTLEMENT / GROWTH POINTS AREAS

Nodes	Settlements	Est. 2016 pop	%total pop
1st order (small to medium towns)	Bela-Bela Lephalale & Marapong Mokopane & Mahwelereng	48,814 36,901 67,628	
Sub-total 1st order		153,343	19.9%
2nd order (small towns)	Thabazimbi & Regorogile Northam Modimolle & Phagameng Mookgophong Bakenberg Thabo Mbeki	32,731 13,696 46,328 23,874 9,148 4,949	
Sub-total 2nd order		130,726	17.0%
3rd order (small towns and isolated regional service centres)	Roedtan & Thusang Pienaarsrivier Mabatlane (Vaalwater) Setateng Rebone Ga-mabusela	1,510 2,868 4,823 10,484 6,137 3,863	
Sub-total 3rd order		29,685	3.8%
4th order (villages)	e.g Abbotspoort & Makaunyane; Ga-Seleka; Tshamahansi; Masodi; Vingerkraal		
Sub-total 4th order		329,569	42.9%
5th order (remote villages)	e.g Tom Burke; Marnitz; Madibaneng; Radium		
Sub-total 5th order		22,913	2.9%
Other	Farm, working towns, prisons, etc Informal settlements	81,475 20,367	
Sub-total other		101,842	13.2%
Total		768,078	



Map 11: Hierarchy of Settlement / Growth Points Areas



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TABLE 29: 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-Mookgophong	land use scheme due for Review	Implemented	On Review Process
Mogalakwena	land use scheme not yet proclaimed	Not Implemented	On Review Process
Lephalale	Proclaimed land use scheme	Implemented	Available
Thabazimbi	Proclaimed land use scheme	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.



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TABLE 30: 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
Letlhakaneng (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 Turffontein 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, Uitvlugt 709 JR Apiesdoring78 JR, Kumnandi 67 JR	6, 042	174
Nosijeje/'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 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	8,217 59	0



Map 12: WDM Settled Land claims

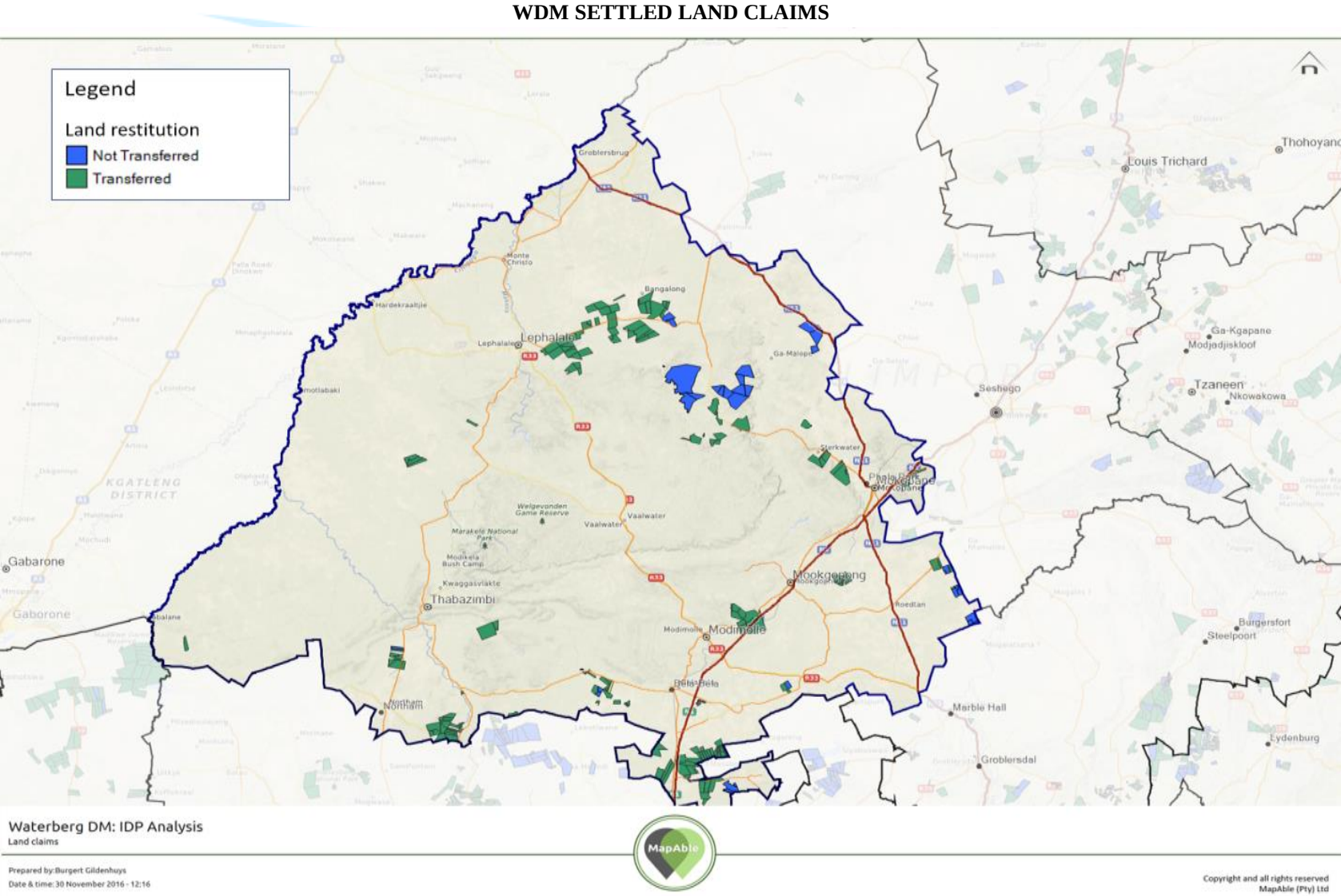


TABLE 31: ILLEGAL OCCUPATION OF LAND**Waterberg District Informal Settlements per Local Municipality**

Municipality	Number of Informal Settlement(s)
Bela-Bela	7
Modimolle-Mookgophong	9
Mogalakwena	1
Lephalale	3
Thabazimbi	10

TABLE 32: INFORMAL SETTLEMENTS IN WATERBERG

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	



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Map 13: Informal Settlement Map

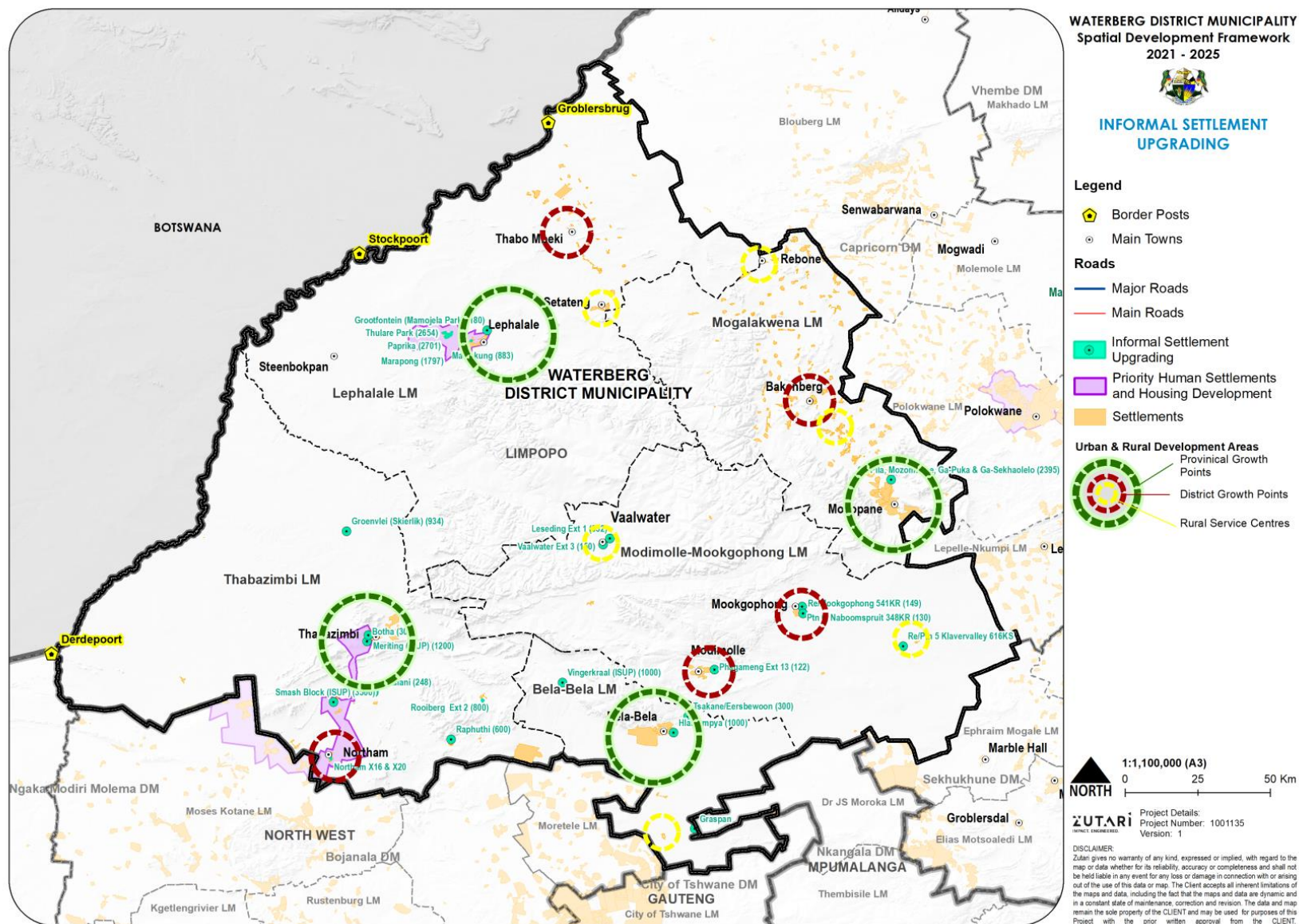


TABLE 33: STRATEGICALLY LOCATED LAND IN WDM

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		



TABLE 34: NUMBER OF LANDFILL SITES PERMITTED AND UNLICENSED PER LOCAL MUNICIPALITY

MUNICIPALITY	NUMBER OF LANDFILL SITES	PERMITTED SITES	UNLICENSED/ (Rehabilitation and closure lincense)
Bela Bela	1	1	0
Lephalela	2	2	0
Modimolle-Mookgophong	3	2	1 (Rehabilitation and Closure License)
Mogalakwena	1	2	0
Thabazimbi	2	2	3 (Rehabilitation and Closure License)
Total	12	8	3

TABLE 35: 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)

LAND

Land remains one of the biggest constraints towards development in the district, the province and the country. The Department of Rural Development and Land Reform, is slowly changing the landscape in the agricultural sector by acquiring land and allocating it to the previously disadvantaged groups for productive utilisation. Waterberg district's share of the provincial land claim's lodge is 7.64%. In the district, 539 land claims were lodged from inception of the programme to date.

TABLE 36: LODGED CLAIMS

Province	District Breakdown		Total Outstanding Claims as at Total outstanding as at 21 June 2019
	District Municipality	No of claims lodged	
LP	Capricorn	1447	7219
	Mopani	768	
	Sekhukhune	1897	
	Vhembe	2568	
	Waterberg	539	



TABLE 37: RESTITUTION PROGRAMME

Thus far, 380 of the 539 (translating to 70.5%) of the land claims lodged were settled.

District	No of claims settled	H/H	Beneficiaries	Hectors	Financial Compensation Paid	Land Restoration	Grants	Total
Waterberg	380	9371	32903	222559,85	R 77m	R 1,2bn	R 28m	R 1,3bn

Waterberg district has 159 outstanding land claims which is approximately 30%.

TABLE 38: OUTSTANDING CLAIMS

District Breakdown		Total Outstanding Claims as at May 2019
District Municipality	No of Claim Forms Outstanding	
Capricorn	185	1561
Mopani	162	
Sekhukhune	791	
Vhembe	264	
Waterberg	159	

Land Acquisition

The Department of Rural Development and Land Reform acquired 176 farms since the programme inception until August 2019. The land use of the purchased farms is mainly for livestock, crop production and game farming.

TABLE 39: LAND ACQUISITION AS AT AUGUST 2019

District	Farms	Ha	Beneficiaries	Female	Households	Youth	Disabled
Capricorn	100	54436	5085	328	2802	112	17

Mopani	112	19139	2558	417	1879	304	4
Sekhukhune	16	7472	2037	18	490	71	12
Vhembe	16	13637	137	14	112	7	0
Waterberg	176	91899	1836	713	835	379	4
Total	420	186574	11653	1490	6118	873	37

LAND DEVELOPMENT SUPPORT

One of the key objectives of the department is to promote sustainable rural livelihoods. The department's focus on food security and rural livelihood to address social policy question resulted in support to 10 projects on one hectare one household programme since the inception of the programme until Dec 2018.

TABLE 40: ONE HOUSEHOLD ONE HECTARE PROGRAMME

District	ONE HOUSEHOLD ONE HECTARE SINCE INCEPTION OF THE PROGRAMME 2016/17 TO END OF DEC 2018						
	Number of projects	Hectares	Beneficiaries	Female	House Holds	Youth	Disabled
Capricorn	10	619	619	393	619	55	0
Mopani	10	477	477	175	477	60	04
Sekhukhune	10	782	782	372	782	74	12
Vhembe	12	880	880	409	880	11	0
Waterberg	10	471	471	199	471	48	06
TOTALS	52	3229	3229	1548	3229	248	22

RECAPITALIZATION AND DEVELOPMENT PROGRAMME

As part of farmer settlement support and recapitalization of land reform 87 projects (which is 33.3% of the provincial projects) benefited from the Department of Rural Development and Land Reform with production infrastructure. This infrastructure support includes amongst others intensive production system (tunnels), irrigation systems, Machinery and Equipment benefitting 603 previously disadvantaged groups.

TABLE 41: RECAPITALIZATION AND DEVELOPMENT PROGRAMME

District	RECAPITALIZATION AND DEVELOPMENT PROGRAMME SINCE INCEPTION 2009/10 TO END OF DEC 2018						
	Number of projects	Hectares	Beneficiaries	Female	House Holds	Youth	Disabled
Capricorn	46	27273	751	308	46	73	5
Mopani	56	15278	610	259	56	61	5
Sekhukhune	41	21309	915	389	41	75	5
Vhembe	31	18376	1013	437	31	92	5
Waterberg	87	28375	603	249	87	57	7
TOTALS	261	110611	3892	1633	261	358	27

The department through its PLAS programme focuses primarily on the poor and is based on the State proactively purchasing land with high agricultural potential. The department then select beneficiaries who can lease the land with the option to purchase it. The department has leased land to 61 farms on a 30-year period and 67 farms are in the pipeline.



TABLE 42: SIGNING OF PLAS LEASES

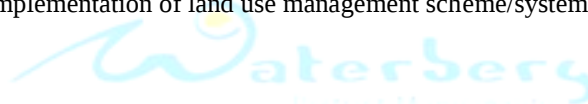
DISTRICT MUNICIPALITY	NO. OF LEASES TO BE SIGNED	30-YEAR LEASES SIGNED
Capricorn	37	35
Mopani	24	21
Sekhukhune	5	5
Vhembe	7	7
Waterberg	67	61
Total	140	129

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.

SPATIAL CHALLENGES & OPPORTUNITIES

The SPLUM-Bylaw needs to be revised and customised.
 Formalization of informal settlements to inform spatial hierarchy.
 Weak spatial planning and governance.
 Pressure on housing and basic services.
 Fragmented nature of current urban development.
 Lack of Municipal land for development.
 Illegal land use activities on agricultural land.
 Poor planning in rural areas due to lack of implementation of land use management scheme/system.
 Illegal occupation of land/ land invasion.
 Dysfunctional spatial patterns.



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SPATIAL IMPLICATIONS

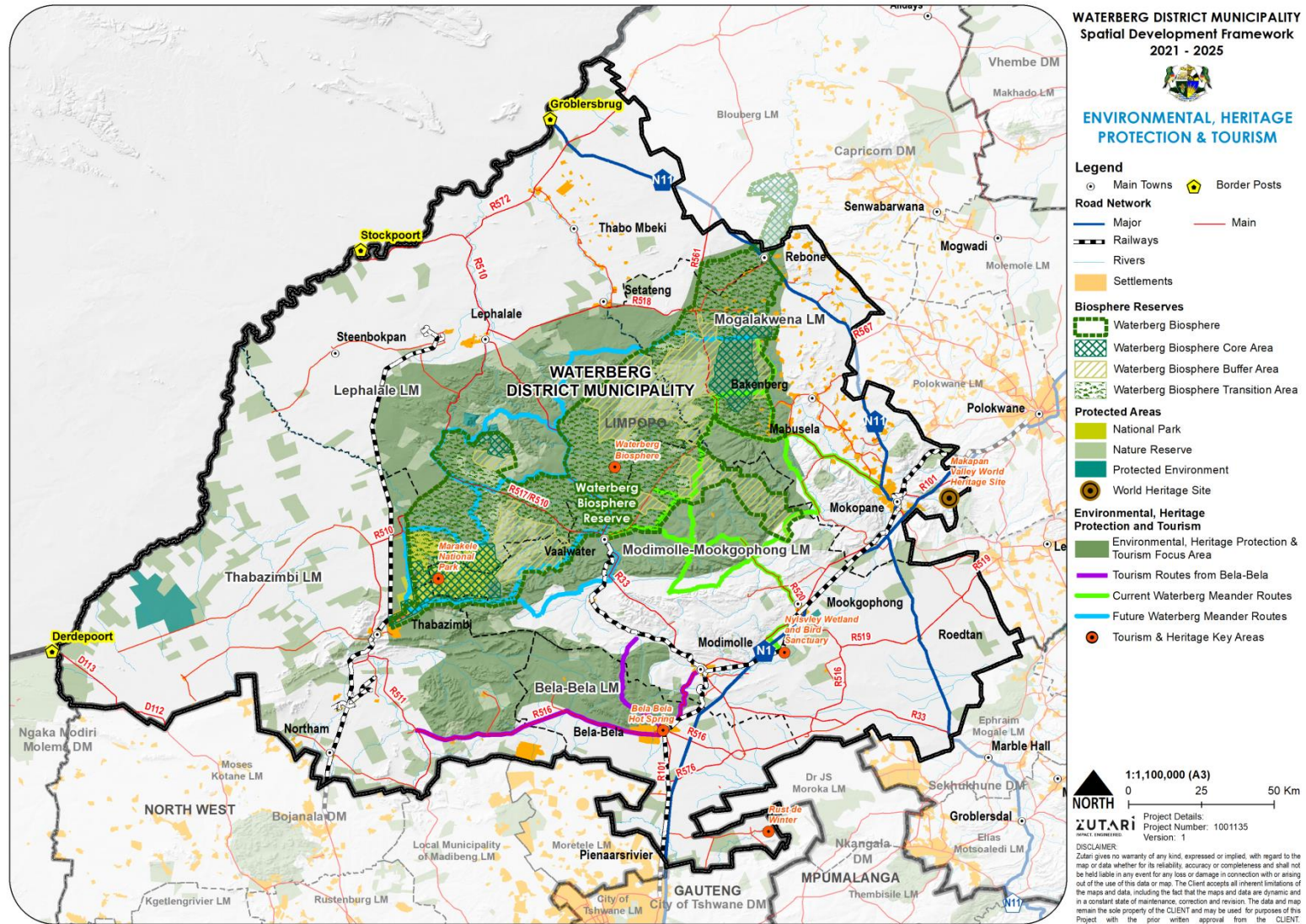
Deliberate measures to dismantle racial settlement patterns.
CBD to incorporate into IDP for implementation.



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Map 14: Environmental Analysis



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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.



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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 **Waterberg Region** falls within the **Central Bushveld Bioregion**, which falls within the **Savannah 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 Waterberg as per the Waterberg Environmental Management Framework. Conservation of this unique vegetation is important.

The Waterberg District **conservation history** extends as far back as the Stone Age and is highly 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 Voortrekkers and local tribes in the area are of importance especially at sites such as the Makapan's Caves.

There are a **number of protected areas** within the Waterberg District, including a SANPARKS National Park, Ramsar Wetland, World Heritage Site, public and private Nature Reserves recognised by UNESCO. The presence of the **Waterberg Biosphere Reserve** in the Waterberg Region provides an opportunity to promote **biodiversity conservation** at the same time as advancing **eco-tourism and green economy**. Eco-Tourism, Agriculture, Wildlife Economy and other natural resource based economies are more intensive in the Waterberg Biosphere Reserve area. The Waterberg District host internationally renowned tourist attractions that can be used to attract more tourists and investors 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.

Nylsvlei 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 kilometres between the towns of Modimolle, Mookgophong and Mokopane. The heart of the Nylsvlei wetland is in the Nylsvlei Nature Reserve with five modern bird hides providing perfect view and photo opportunities.

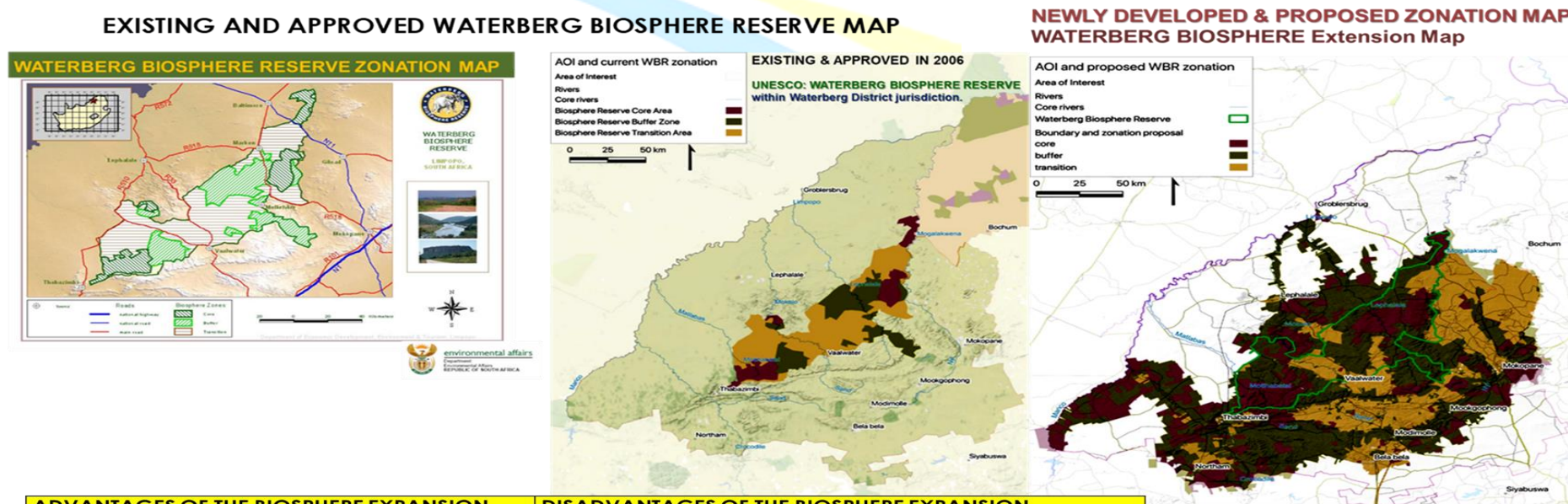
Marakele National Park – a South African National Park (SANPARK) located in the northeast of Thabazimbi, this park is undoubtedly one of the greatest wilderness areas of South Africa, the park has become a ‘place of sanctuary’ for an impressive variety of wildlife due to its location in the transitional 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.

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 conservation 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, the scenic landscape and the potential presence of various plant and animal species of conservation concern. Ecological sensitivity is categorised in the Waterberg Environmental Management Framework through a descriptive map of the Waterberg Environmental Management Zones. The **Waterberg District Municipality Environmental Management Framework (WDM - EMF)**, is a mandated document for implementation of the National Environmental Management Act in local municipalities of the Waterberg District jurisdiction as designed by the National Department of Forestry, Fisheries and the Environment as a municipal tool that **guides biodiversity conservation and eco-tourism development** in the district. The WDM –

EMF was reviewed in 2020/21 Financial Year by WDM under Inter-Governmental Relations principles in partnership with Sector Departments, the Public and the Private Sector. The Waterberg Biosphere Reserve Map was developed by US-AID and the Waterberg Biosphere Reserve Institute.

Map 15: Waterberg Biosphere Reserve Map

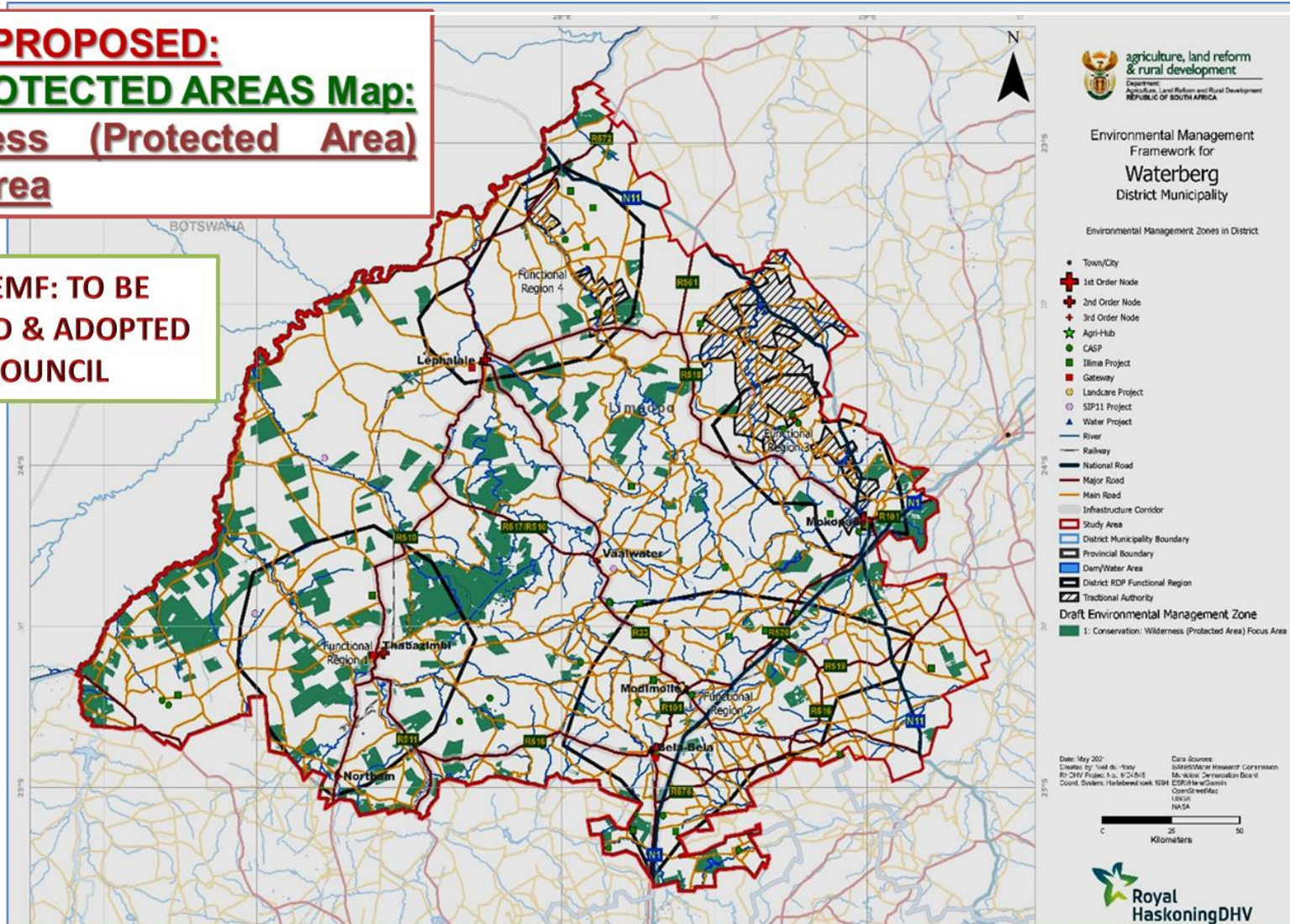


ADVANTAGES OF THE BIOSPHERE EXPANSION	DISADVANTAGES OF THE BIOSPHERE EXPANSION
WDM is expected to comment, authorize and adopt the New Biosphere Extension Map.	*Land areas that are not included in the WBR zonation map, will be highly & most impacted by climate change.
INCLUSION OF MAKAPAN'S VALLEY: *World Heritage Site & *NYLSVLEI WETLAND in totality / as a whole.	*Exclusion of Lephalale LM Biodiversity within Traditional Authorities Land (Villages).
	*Exclusion of Matlabas River upper Catchment Corridor within Thabazimbi LM.
	*The Newly Additional CORE Zones/Areas are NOT REGISTERED NEMA PROTECTED AREAS.
	*Newly additional Areas under Core & Buffer Zones are solitary Private Land Parcels.
	**Core Zones (Red Colour): No land claims permitted / No development permitted
	**Buffer Zones (Green Colour): Land will be extremely expensive for a basic investment: - Highly Costly for developers, for investors, for land restitution and for general WDM citizens in Local Municipal jurisdictions.
	*Conservation, Preservation and Protection of more Private Land.

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**NEWLY PROPOSED:
EMF PROTECTED AREAS Map:
Wilderness (Protected Area)
Focus Area**

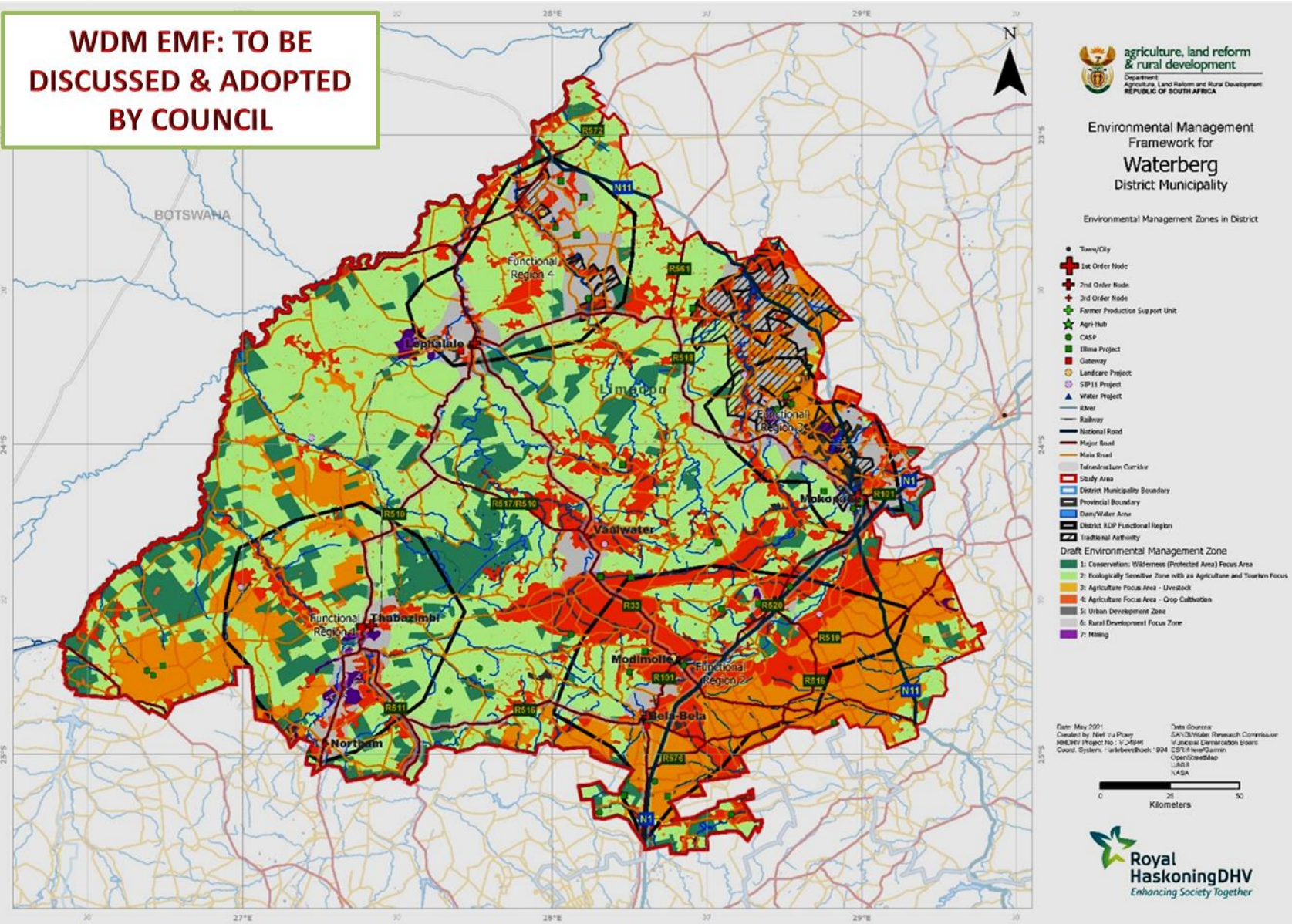
**WDM EMF: TO BE
DISCUSSED & ADOPTED
BY COUNCIL**



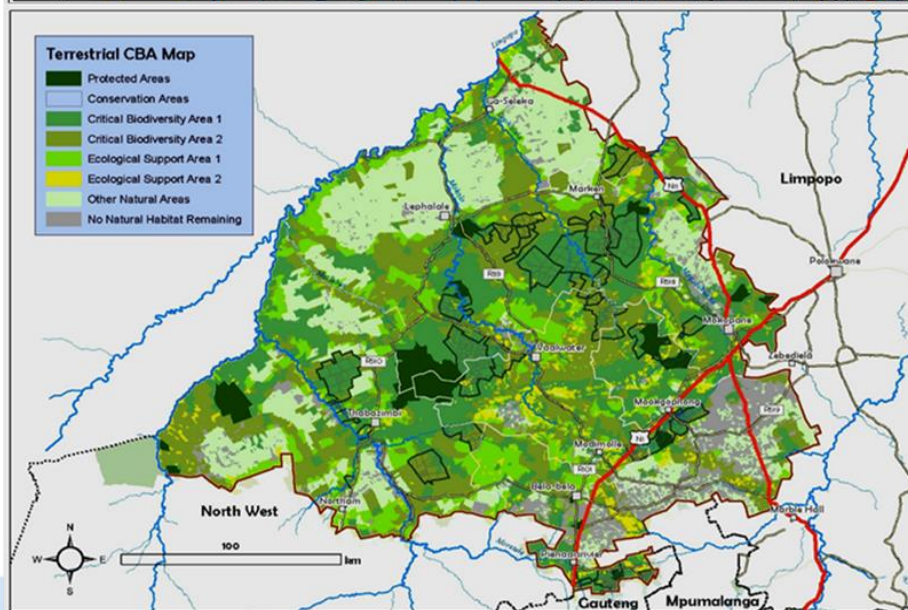
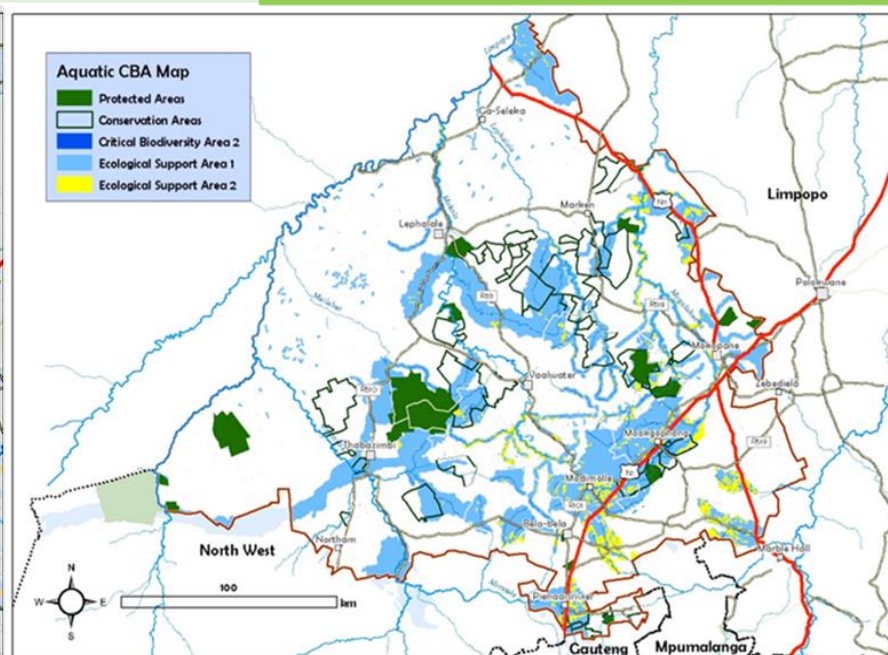
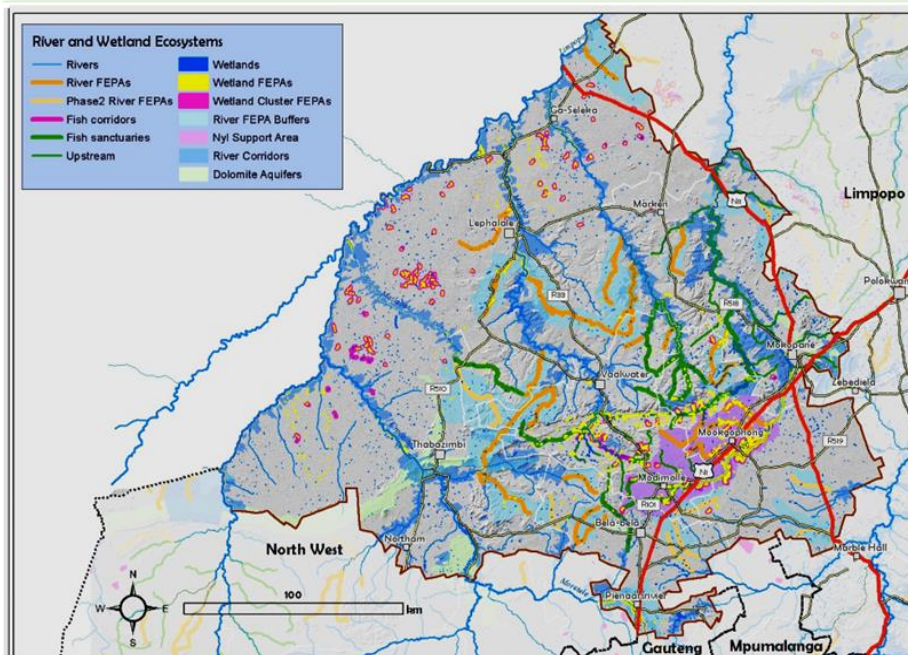
*****All newly additional land parcels in this Map are not yet formally registered as Protected Areas by DFFE under NEMPA Act. The newly proposed protected areas map will be later Registered in the NEMPA Act register of DFFE only after the WDM-EMF Official Council Adoption (with a formally issued Council Resolution). NB: Only 14 Protected Areas are registered by DFFE in the above Map.**

(Bio-Regional Conservation Map illustrate all DFFE registered Protected Areas)

NEWLY DEVELOPED & PROPOSED: WDM-EMF CONSERVATION MAP (with newly proposed Protected Areas)



LEDET Gazetted: Waterberg District Bioregional Plan – Relevant Maps



The Bioregional Plan was developed and gazetted by LEDET in 2018. In accord with Spatial Environmental Planning, the Plan is still relevant and under implementation as an Environmental Planning Tool.

CLIMATE CHANGE

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 in the Waterberg region is within the timeframe of 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. Waterberg District Municipality has a **Climate Change Strategy** that was developed in **2018/2019 Financial Year**. Below is a **graphic summary of the Climate Change Strategy**.

KEY CLIMATE CHANGE ISSUES / RISKS IN THE WATERBERG REGION	
Waterberg Municipalities in Limpopo	Issues relating to Climate Change
Waterberg District	1. Growing Mining Developments 2. Air Quality Issues due to severe Atmospheric / Air Pollution 3. Mismanagement and Contamination of the Waterberg Catchment Management Zone 4. Deforestation and Veld Fires 5. Degradation of Biodiversity due to land and water pollution 6. Poor Governance 7. Floods
Modimolle-Mookgophong	1. Poor Governance 2. Mismanagement of Natural Water Resources (construction of private illegal dams, diversion of natural streams for private use, uncontrolled / non-eradication of hydro alien invasive species) 3. Non-compliance with Waste Management Act 4. Infestation of Alien invasive species that is <u>not</u> controlled or eradicated 5. Deforestation and Veld Fires (high in Farm Areas) 6. Outdated SDF – new developments allowed in environmental sensitive areas 7. Non-compliance with Environmental Impact Management (Housing in wetlands or landfill sites)
Bela-Bela	1. Poor Governance 2. Non-compliance with Waste Management Act 3. Deforestation and Veld Fires (high in Rural and Farm Areas) 4. Floods
Lephalale	1. Air, Land and Water pollution due to Mining activities 2. Poor ground water quality and quantities due to low water table in the aquifers 3. Deforestation and Veld Fires (high in Rural Areas) 4. Poor Governance 5. Floods
Thabazimbi	1. Air, Land and Water pollution due to Mining activities 2. Non-compliance with Waste Management Act 3. Poor Governance
Mogalakwena	1. Air, Land and Water pollution due to Mining activities 2. Infestation of Alien invasive species that is <u>not</u> controlled or eradicated 3. Deforestation and Veld Fires (high in Rural Areas) 4. Floods

CLIMATE CHANGE

WATERBERG VULNERABILITY AND RISK ASSESSMENT:

- **Hot/Semi-Arid climate with Extreme Hot Temperatures:**
- Severe Drought, Decrease of Underground Water and Wild Veld Fires
- Surface-water Evaporation (e.g. rivers),
- Heat-wave result to Death of Animals & Humans
- **Increase of Summer Rainfalls:**
- Floods, Biodiversity Loss, Water Pollution and Disease Outbreaks
- **Extreme Cold Weathers:**
- Loss of Agricultural Crops and Animals

GOOD GOVERNANCE:

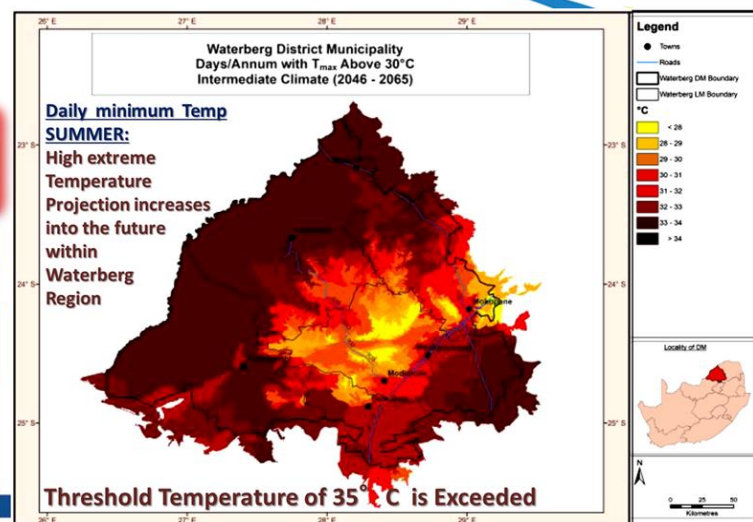
- **Reporting & Mainstreaming:**
- WDM Climate Change Strategy

MINES & QUARRIES without processing facilities and activities are Regulated through DUST MANAGEMENT COMPLIANCE Process.

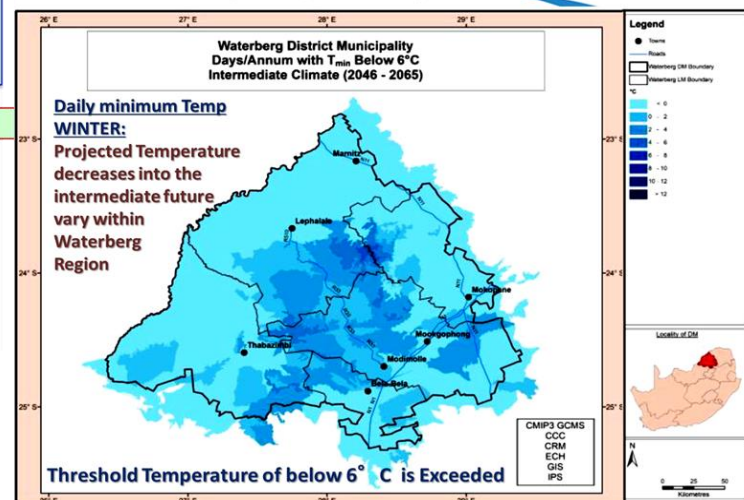
WDM DISASTER MANAGEMENT FRAMEWORK & PLAN: Address Identified DISASTER Risks

- DFFE & DALRRD will assist WDM in Implementation of the Strategy
- **Atmospheric Emission Licensing Process for Industries and Mines:**
- Will regulate compliance and help with reduction of air pollution
- **Municipal Health Services Monitors Disease Outbreaks**
- Monitoring of Water Quality through LAB Tests

CLIMATE CHANGE Map – Temperature Projections: 2046 to 2065



CLIMATE CHANGE Map – Temperature Projections: 2046 to 2065



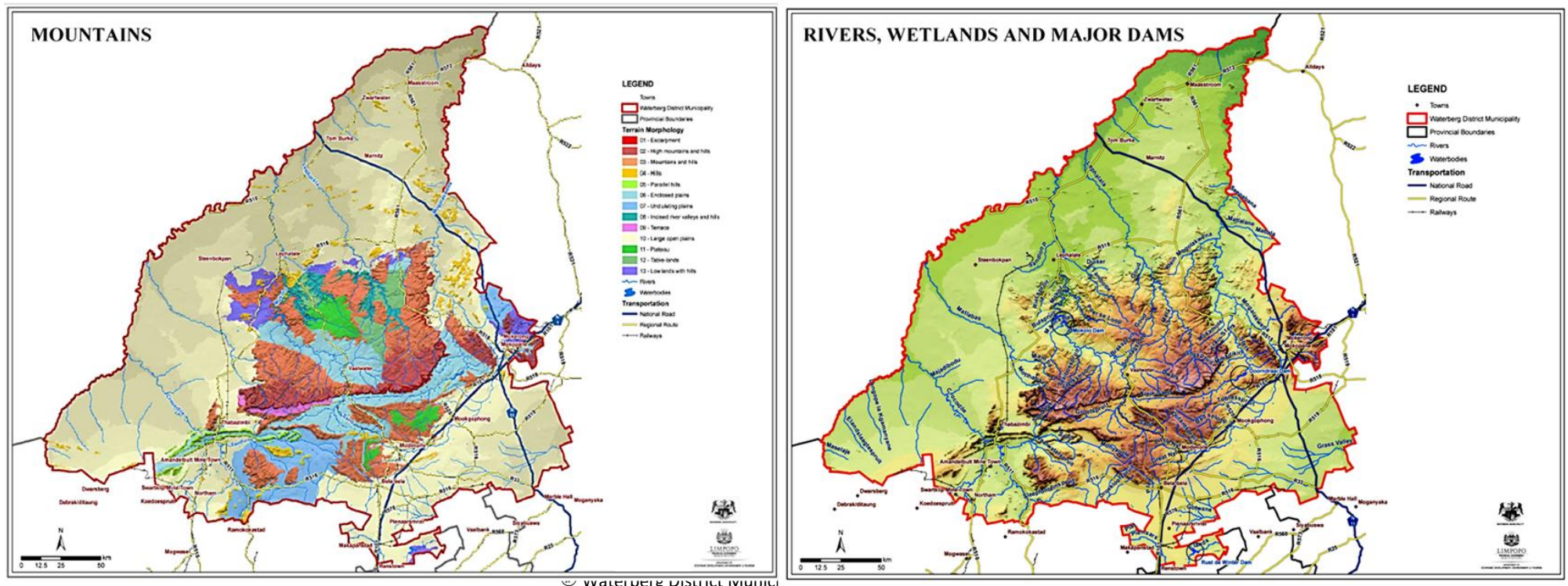
MOUNTAINS AND WATER RESOURCES

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:

Limpopo River; Lephalala River; Mokolo River; Mogalakwena River; Sterk River; Oliphant's River and Nyl River

Rivers are and will always be areas where people congregate and have the highest impact, rivers support livelihoods and economies. 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.



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.

River Flooding due to disturbed or destroyed Wetlands ecosystems.

Flooding in the Waterberg Region

The most affected areas with flooding in the Waterberg Region are the following areas:

* Lephalale Local Municipal area 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 mainly 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 annual increase** create floods in Thabazimbi.
- **Crocodile river is constantly rising** and overflowing due to floods during high rainy seasons.

- Modimolle- **Mabaleng Alma Sand River constantly rising** and overflowing due to floods during high rainy seasons.

- 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.

WATER SOURCES IN MUNICIPALITIES			
Municipality	Surface Water Source	Groundwater	
Bela-Bela LM	Warmbath Dam Platrivier Dam Pipeline from Klipdrift purification works (Magalies Water Servitude Line)	Farm Boreholes	
Modimolle-Mookgophong	Modimolle Donkerpoort Dam Pipeline from Klipdrift purification works (Magalies Water Servitude Line) Mookgophong LM Welgevonden Dam / Frekkiegeyser Dam (Private Owned)	Perdelaagte borehole in Modimolle Mabaleng borehole Mabatlane borehole +12 boreholes(Mookgophong & Naboomspruit) +4 boreholes (Roedtan)	
Mogalakwena LM	Doorindraai Water Resources System (Private Owned)	Sefakaola Rural Water Supply Scheme – (+41 boreholes) Glen Alpine Rural Water Supply Scheme – (+34 Bore holes) Mapela Regional Rural Water Scheme (+45 boreholes) Bakenberg Regional Rural Water scheme (+51 boreholes) Nkidikitlana Regional Rural Water Scheme (+45 boreholes) Salem Regional Rural Water Scheme (+42 boreholes) Uitloop Farm (Private Owned boreholes) Weenen / Planknek (Private Owned boreholes)	
Lephalale LM	Mogolo Dam	Rural Water Supply Scheme – (+132 boreholes)	
Thabazimbi LM	Vaalkop Dam (Magalies Water Servitude Line)	B Seven (+1 borehole) Groep Five & Twelve (5 boreholes) Leeupoort (+2 Boreholes) Roelberg (+3 boreholes)	TOWNSHIPS WATER SUPPLY SCHEME

Pienaarivier rising and overflowing due to floods during high rainy seasons. • Mogalakwena **Sterkwater** river overflow due to floods during high rainy seasons; flooding township houses.

Waterberg Water Challenges

Inadequate bulk water supply.

Ageing infrastructure.

Poor quality of drinking water.

Inadequate bulk water supply.

Inadequate funding and accumulative debts.

Illegal connections, theft and vandalism.

Municipal Sanitation – Water Waste Treatment Works infrastructure that are dysfunctional, Agricultural pesticides and Mining pollutants directly contaminates natural water resources (surface and underground water systems) rivers and aquifers which are the main contributors of Waterberg Water Catchments that nourish dams with portable water.

Over extraction of underground water in rural villages and farms.

Implications

Loss of revenue due to irregular systematic collection of water tariffs.

Inability to reach/achieve Municipal Service Delivery targets.

Impedes on possible investors in the District.

Recommendations

Waterberg Water Catchment Management.

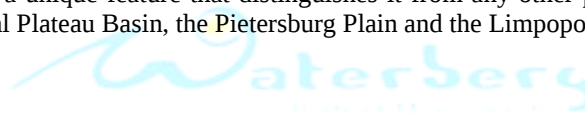
Upgrading of water and sanitation supply will eliminate pollution of natural water resources.

Close monitoring of Municipal Infrastructure Grant Funding outsourced from the Department of Water and Sanitation for projects to upgrade water and sanitation supply.

GEOLOGY, TOPOLOGY, 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.



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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 Peneplain 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 paraduplex 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.

AGRICULTURE AND 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, eco-tourism and eco-estates.

The general trend of tourism economy mention above has been encouraged by the establishment and development of the Waterberg Biosphere. This trend is expected to continue in enhancement and advancing of Waterberg tourism economy and conservation. 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**. The Waterberg Region forestry, vegetation and terrain type is rare, indigenous and endemic to Waterberg; hence the region attracts various tourists ranging from scholars for research to nature explorers for wild adventure.

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 due to mining and industrial activities in the areas and less conservation zones for carbon control basins.

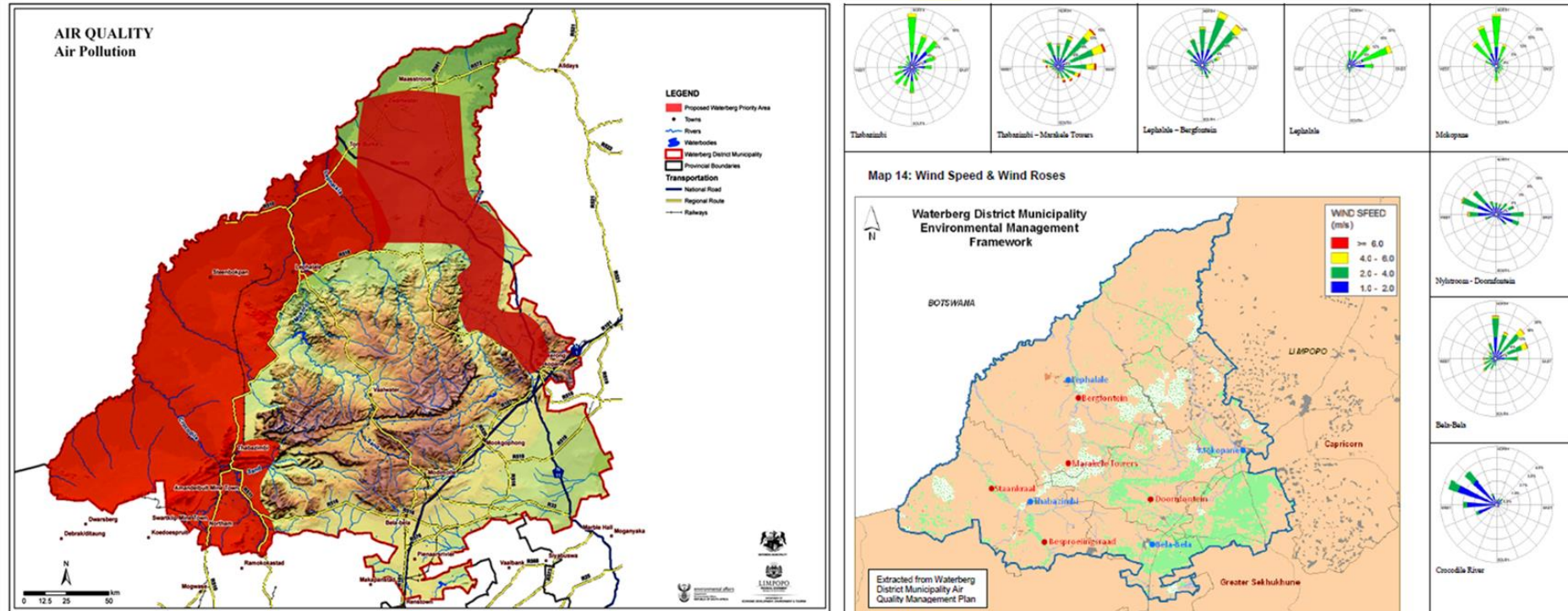
AQMP: The Waterberg District Municipality Air Quality Management Plan, completed in June 2009 was used as the main source of information. The Air Quality Management Plan compiled an emissions inventory for the Waterberg District. This was compiled for air pollution sources where information was available or where emission factors could be applied to

AIR QUALITY IN WDM: LOCAL MUNICIPALITY	INDUSTRIAL EMISSION	DOMESTIC FUEL	VEHICLE OMISSIONS	PM10	S02	NO2	WATERBERG Air Quality Management Plan
Lephalale	95.9%	19.1%	24.1%	86.2%	95.4%	94.3%	
Mogalakwena	0.4%	52.0%	13.2%	11.7%	0.05%	2.2%	
Thabazimbi	3.6%	10.9%	28.1%	0.8%	4.5%	1.6%	
Modimolle	0.0%	9.6%	11.4%	0.6%	1.8%	0.6%	
Mookgophong	0.0%	3.5%	6.1%	0.2%	0.01%	0.3%	
<u>Bela - Bela</u>	0.0%	4.8%	17.0%	0.4%	0.02%	1.0%	

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. The AQMP is outdated, and requires review process.

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 district municipal area, challenges that are found resulting to air pollution include emission of atmospheric pollutants due to active industrial emissions both in mining sites and industrial processing plants, burning of solid and hazardous wastes due to non-compliance, endangerment of biological diversity and land degradation caused by overgrazing and deforestation. The impact of the latter mostly affects depletion of the ozone layer and a consequence is **global warming and climate change**.



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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 includes 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 such as 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 things: a set of trace gas analysers housed in 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

The National Development Plan emphasizes that transition of low carbon economy is one of the major issues that needs to be budgeted for carbon reduction projects and programmes for implementation.

The NDP also targets decline of greenhouse gas emissions, and that by 2030 economy-wide carbon price should be entrenched (zero emission building standards). Installation of solar waste heaters and prioritization of renewable energy sources from household level to high commercial and industrial developments is encouraged for establishment of green building standards in the Waterberg development.

WASTE MANAGEMENT

The Waterberg District Municipality developed the Integrated Waste Management Plan as required by legislation, determined by its powers and functions. The district municipality plays a role of supporting local municipalities that directly render waste services to local municipal communities as allocated through mandatory grant funding and function of solid waste disposal sites. The function involves determination of waste disposal strategy, regulation of waste disposal, establishment of waste management mechanisms (such as recycling), operations and control of waste disposal sites, bulk waste transfer facility and waste disposal facilities.

In implementing its support administration function, the Waterberg District 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. To date; there is no regional district solid waste facility in Waterberg and most of the local landfill sites are non-compliant towards the issued authorised waste management licences, and some waste sites are unauthorised dumping sites. Concerning proper waste management; waste separation at source, reuse, reduce and recycling of waste balancing with construction of recycling facilities is less prioritised by Waterberg Local Municipalities.



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WASTE MANAGEMENT

LANDFILL SITES IN WDM

MUNICIPALITY / PER TOWN	NUMBER OF LANDFILL SITES	PERMITTED SITES	UNLICENSED / (Rehabilitation and Closure License)
Bela- Bela	1	1	0
Lephalale	1	1	0
Modimolle	3	2	1 (Rehabilitation and Closure License)
Mookgophong	1	1	0
Mogalakwena	2	2	0
Thabazimbi	4	3	1 (Rehabilitation and Closure License)
Grand total	12	10	2

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STATUS QUO OF WASTE MANAGEMENT IN LOCAL MUNICIPALITIES

In all Waterberg District Local Municipalities waste management is a funded mandate and a major challenge for local municipalities that render the service. Waste challenges in Local Municipalities of the Waterberg District range from:

Human behaviour patterns that result to people illegally dumping waste, littering and burning general waste in open spaces.

Waste overflowing in municipal skip bins due to unsystematic collection or no collection of waste by local municipalities.

Licensed Waste Disposal Facilities that are not complying in accordance with the authorised waste licence conditions.

About 99,9% of operational Waste Disposal Sites / Landfill Sites in Waterberg Local Municipalities are full to capacity and most of the sites are issued with authorised closure and rehabilitation licence by the Provincial LEDET administration.

Waste Management is not applied as per National DFFE National Environmental Management Waste Act (NEMWA).

Waste Minimisation is not prioritised by local municipalities in Waterberg District.

Budgetary constraints in local municipalities is a great deterrent in implementing recycling processes and establishment of built recycling infrastructure

National Treasury waste management grant is meant for basic waste management services such as general waste collection, purchasing of new waste trucks or maintenance of existing waste trucks, manage daily landfill site processes and mainly for payment of municipal waste personnel salaries. Thence the challenges in the waste management sector within local municipalities.

TABLE 43: ENVIRONMENTAL STRUCTURES IN WATERBERG DISTRICT MUNICIPALITY

DESCRIPTION	ORGANISATION	Year of Establishment	Active / Not Active	Meetings Per Annum	Responsible Departments
Waterberg Environment and Biodiversity Conservation Forum (WEBC Forum) and Climate Change Committee	Waterberg District Municipality	2014	Active	4	WDM / DFFE / LEDET
Waterberg Local Economic Development Forum	Waterberg District Municipality	2010	Active	4	WDM / DFFE / LEDET
Waterberg Implementation Task Team: WDM-ITT Air Quality Management Plan	Waterberg District Municipality	2016	Active	4	WDM / DFFE / LEDET
BELA-BELA TOURISM ASSOCIATION (Established by Land Owners)	Bela-Bela Local Municipality	2012	Active	4	WDM / DFFE / LEDET
MODIMOLLE – MOOKGOPHONG TOURISM ASSOCIATION (Established by Land Owners)	Modimolle/Mookgophong Local Municipality	2017	Active	4	WDM / DFFE / LEDET

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MOGALAKWENA RECYCLING FORUM	Mogalakwena Local Municipality	2018	Active	4	WDM / DFFE / LEDET
LEPHALALE DEVELOPMENT FORUM	Lephalale Local Municipality	2015	Active	4	WDM / DFFE / LEDET
Thabazimbi Environmental Management Steering Committee	Thabazimbi Local Municipality	2018	Active	4	WDM / DFFE / LEDET

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. Stakeholder Engagement is conducted through formation of municipal environmental and conservation based public and private structures.

3.2 BASIC SERVICE AND DELIVERY

3.2.1 WATER ANALYSIS

TABLE 44: WATER RESOURCE DEVELOPMENT PROGRAMME

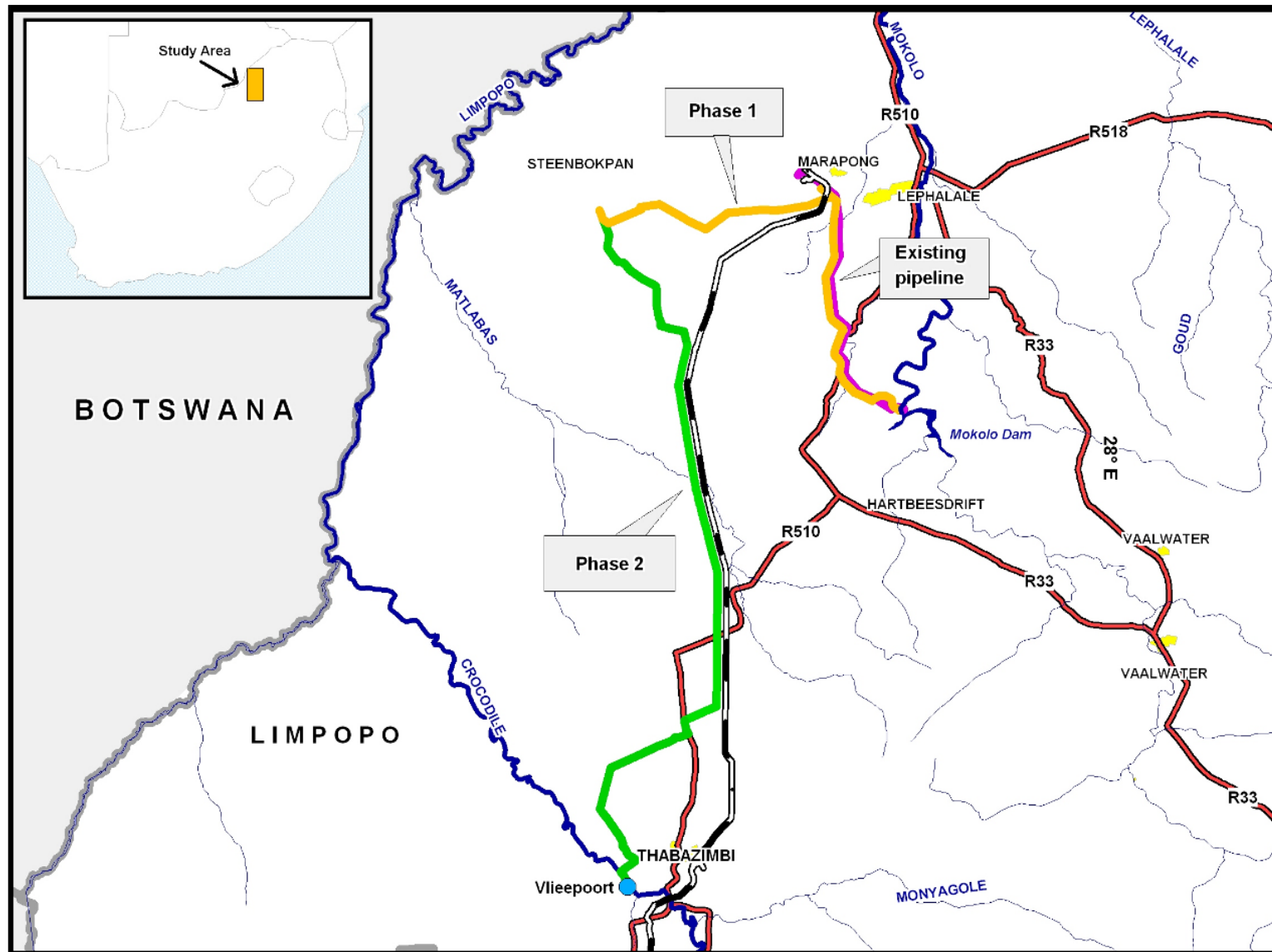
Water Resource (WR) System	Current Prioritized Water Resource Development Option and Estimated Date of Water Delivery		
	2020 - 2030	2031 - 2040	2041 – 2050
Crocodile West River System	Mokolo Crocodile (West) Water Augmentation Project (MCWAP) by 2027 (R15 Billion)	Re-Use of Effluent	Re-Use of Effluent
Olifants River System	Olifants Water Resource Development Project (ORWRDP) Phases 2B (R6.6 Billion)	Re-Use of Effluent	Olifants Dam (Possibly Rooipoort Dam)

TABLE 45: LEVELS OF DAMS IN LIMPOPO FALLING IN THE LIMPOPO WMA 1
(17 February 2020)

Station Number	Dam	River	Date:				
			2020/02/17				
			Gauge Plate (M)	Capacity in %	Discharge in Cumecs (m ³ /s)	Full Supply (M)	Rain (mm)
A4R001	Mokolo	Mokolo	36,079	70,25	0,000	41,84	0,00
A6R001	Doorndraai	Sterk	8,230	12,91		18,96	0,00



Map 16: mokolo and crocodile river (west) water augmentation project – locality and phasing



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Critical Bulk Water Supply Systems

TABLE 46: WATER SOURCES IN MUNICIPALITIES

WATER SOURCES IN MUNICIPALITIES			
Municipality	Surface Water Source	Groundwater	
Bela Bela	Warmth Dam Platrivier Dam Pipe from Klipdrift purification works (Magalies Water Servitude Line)	Farm Boreholes	
Modimolle-Mookgophong	Modimolle Donkerpoort Dam Pipeline from Klipdrift purification works (Magalies Water Servitude Line) Mookgophong Welgevonden Dam / Frekkiegeyser Dam (Private Owned)	Perdelaagte borehole in Modimolle Mabaleng borehole Mabatlane borehole +12 boreholes(Mookgophong & Naboomspruit) +4 boreholes (Roedtan)	
Mogalakwena	Doorindraai Water Resources System (Private Owned)	Sefakaola Rural Water Supply Scheme – (+41 boreholes) Glen Alpine Rural Water Supply Scheme – (+34 Boreholes) Mapela Regional Rural Water Scheme – (+45 boreholes) Bakenburg Regional Rural Water Scheme – (+51 boreholes) Nkidikitlana Regional Rural Water Scheme – (+45 boreholes) Salem Regional Rural Water Scheme – (+42 boreholes) Uitloop Farm (Private Owned boreholes) Weenen / Planknek (Private Owned boreholes)	
Lephalale	Mogolo Dam	Rural Water Supply Scheme – (+132 boreholes)	
Thabazimbi	Vaalkop Dam (Magalies Water Servitude line)	B Seven (+1 borehole) Groep Five & Twelve (5 boreholes) Leeupoort (+2 boreholes) Rooiberg (+3 boreholes)	TOWNSHIP WATER SUPPLY SCHEME

Local Municipality	Scheme	WTW	Source	Village/ settlement	Population	Capacity Ml/d		Scheme Performance %	Supply Period	
						Design	Output		Less 24h	24h
WATERBERG DM										
Modimolle / Mookgophong	Mookgophong	Welgevonden	Welgevonden dam	2	39 059	5.2	2	38 (S)	2	-
	Modimolle	Donkerpoort	Donkerpoort Dam	2	86 289	10	4	40 (S)	2	-
Mogalakwena	Doorndraai		Doorndraai Dam	2	299 636	12	6	50 (S)	2	-
TOTAL				6	424 984	27.2	12	50%		

TABLE 47: ACCESS TO WATER PER MUNICIPALITY

	2011			2016			% increase		
MUNICIPALITY	ACCESS TO PIPED WATER	NO ACCESS TO PIPED WATER	NUMBER OF HH	ACCESS TO PIPED WATER	NO ACCESS TO PIPED WATER	NUMBER OF HH	ACCESS TO PIPED WATER	NO ACCESS TO PIPED WATER	NUMBER OF HH
THABAZIMBI	23,530	1,550	25,080	24,163	11,300	35,463	3%	629%	41%
LEPHALALE	29,080	799	29,879	30,778	11,295	42,073	6%	1314%	41%
MODIMOLLE- MOOKGOPHONG	26,544	899	27,443	22,627	6,350	28,977	-22%	1407%	11%
BELA-BELA	17,482	586	18,068	17,057	4,297	21,354	-2%	633%	18%
MOGALAKWENA	72,922	6,473	79,395	56,028	27,576	83,604	-23%	326%	5%
WATERBERG	169,559	10,308	179,867	150,653	60,819	211,472	-11%	490%	18%

Source: Stats SA 2016

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

TABLE 48: WATER BACKLOG PER MUNICIPALITY

MUNICIPALITY	TOTAL NUMBER OF HOUSEHOLDS	NUMBER OF HOUSEHOLDS SERVED	BACKLOG REMAINING HOUSEHOLDS
Bela Bela	14 900	14 900	0
Modimolle	19 804	18 654	5 181
Mogalakwena	75 313	72 084	3 229
Modimolle-Mookgophong	9 147	7 930	1 217
Lephalale	27 950	21 644	6 104
Thabazimbi	23 872	23 776	96
Waterberg District	170 986	158 988	15 872

Source: Stats SA 2016

WATERBERG WATER CHALLENGES

Inadequate bulk water supply.

Ageing infrastructure.

Poor quality of drinking water.

Inadequate bulk water supply.

Inadequate funding and accumulative debts.

Illegal connections, theft and vandalism.

Municipal Sanitation – Water Waste Treatment Works infrastructure that are dysfunctional, Agricultural pesticides and Mining pollutants directly contaminates natural water resources (surface and underground water systems) rivers and aquifers which are the main contributors of Waterberg Water Catchments that nourish dams with portable water.

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Over extraction of underground water in rural villages and farms.

IMPLICATIONS

Loss of revenue due to irregular systematic collection of water tariffs.

Inability to reach/achieve Municipal Service Delivery targets.

Impedes on possible investors in the District.

RECOMMENDATIONS

Waterberg Water Catchment Management.

Upgrading of water and sanitation supply will eliminate pollution of natural water resources.

Close monitoring of Municipal Infrastructure Grant Funding outsourced from the Department of Water and Sanitation for projects to upgrade water and sanitation supply.

3.2.2 SANITATION ANALYSIS

TABLE 49: ACCESS TO SANITATION PER MUNICIPALITY

MUNICIPALITY	2011		2016		% increase	
	FLUSH/CHEMICAL TOILET	OTHER	FLUSH/CHEMICAL TOILET	OTHER	FLUSH/CHEMICAL TOILET	OTHER
Thabazimbi	17,211	7,869	23,175	12,287	35%	56%
Lephalale	13,820	16,060	21,059	21,014	52%	31%
Modimolle-Mookgophong	19,476	7,966	20,624	8,353	10%	11%
Bela-Bela	14,602	3,466	19,017	2,337	30%	-33%
Mogalakwena	22,765	56,631	26,086	57,518	15%	2%
Waterberg	87,874	91,992	109,961	101,510	25%	10%

Source: Stats SA 2016

TABLE 50: FREE BASIC SERVICES



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MODIMOLLE-MOOKGOPHONG MUNICIPALITY**INDIGENT SUMMARY****Amount of Subsidies to Indigents per service**

Municipality	Water	Electricity	Sewerage and sanitation	Solid waste management
Modimolle-Mookgophong	0	0	0	1 420

Source: MODIMOLLE -MOOKGOPHONG Budget and Treasury

MOGALAKWENA**INDIGENT SUMMARY****Amount of Subsidies to Indigents per service**

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

Source: MOGALAKWENA Budget and Treasury

LEPHALALE**INDIGENT SUMMARY****Amount of Subsidies to Indigents per service****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%

Source: LEPHALALE Budget and Treasury



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BELA BELA

INDIGENT SUMMARY													
Amount of Subsidies to Indigents per service													
Month 2016/2017	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 Budget and Treasury

THABAZIMBI

INDIGENT SUMMARY						
Amount of Subsidies to Indigents per service						
Water	Sewerage and Sanitation		Electricity	Refuse Removal		Total H/H served as %
0	0		0	0		0

Source: Thabazimbi Budget and Treasury

MUNICIPALITY ON SERVICE DELIVERY BACKLOGS

Municipality	Water	Sanitation	Electricity	Refuse removal
Bela-Bela	2.64%	12%	12%	22.2%
Lephalale	3.21%	12.15%	6.2%	6.2%
Modimolle-Mookgopong	8.2%	4.28%	7.62%	79.2%
Mogalakwena	25%	25%	17%	59%
Thabazimbi	27%	34%	31%	33%
Waterberg (Average)	13%	15.7%	10.5%	52%

SANITATION BACKLOG PER MUNICIPALITY

Municipality	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
Waterberg	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



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3.2.3 ENERGY AND ELECTRICITY

TABLE 51: ENERGY FOR COOKING, HEATING AND LIGHTING FOR WATERBERG MUNICIPALITY

	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: Stats SA 2016.



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OTHER SOURCE OF ENERGY PER MUNICIPALITY

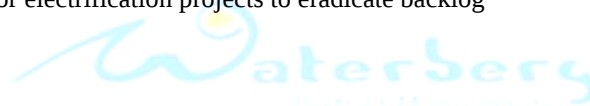
MODIMOLLE-MOOKGOPHONG MUNICIPALITY

TABLE 52: TYPES OF ENERGY SOURCES USED BY HOUSEHOLD

Household location	Solar energy	Gas	Electricity	Firewood
Mookgophong township	0%	5%	70%	25%
Roedtan	1%	2%	93%	4%
Thusang	0%	0%	60%	40%
Naboomspruit town	2%	15%	83%	0%
Tuinplaas	0%	0%	70%	30%
Crecy	0%	0%	70%	30%
Euphoria Golf estate	5%	7%	88%	0%
Constantia	2%	15%	83%	0%
Die Oog	2%	15%	83%	0%

Electricity Challenges

Illegal connection
 Upgrading electricity supply in Mookgophong
 No energy master plan
 Ageing infrastructure
 Faulty meters
 Copper theft
 Insufficient funds to upgrade network and for electrification projects to eradicate backlog
 Increased number of informal settlements



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TABLE 53: ACCESS TO ELECTRICITY

MUNICIPALITY	CONNECTED TO ELECTRICITY	OTHER
Thabazimbi	35,462	9,581
Lephalale	36,651	7,817
Modimolle-Mookgophong	27,173	3,937
Bela-Bela	18,695	2,730
Mogalakwena	79,096	4,543
Total	182,863	28,608

Source: Stats SA 2016

Challenges pertaining to the provision of Electricity

A major challenge to the municipality is the funding of projects, more specifically for maintenance of existing infrastructure.

The electrification of low cost housing, which mostly occur in the Eskom supply area, of which normally there are not enough capacity on the main feeder lines to the villages.

Meeting the “electricity for all” targets of National Government can therefore not be met at all times.

MOGALAKWENA MUNICIPALITY

TABLE 54: HOUSEHOLD ACCESS TO ELECTRICITY

	In-house conventional meter	In-house prepaid meter	Connected to other source which household pays for (e.g. con	Connected to other source which household is not paying for	Generator	Solar home system	Battery	Other	No access to electricity
	17144	292756	241	204	-	32	-	638	14275

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



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TABLE 55: ELECTRIFICATION BACKLOG PER MUNICIPALITY

Local Municipality	Connection Backlog
Thabazimbi	8422
Lephalale	1898
Bela-Bela	3653
Mogalakwena	12033
Modimolle-Mookgopong	6000
Total	32 006

Source: Eskom



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3.2.4 ROADS AND STORM WATER

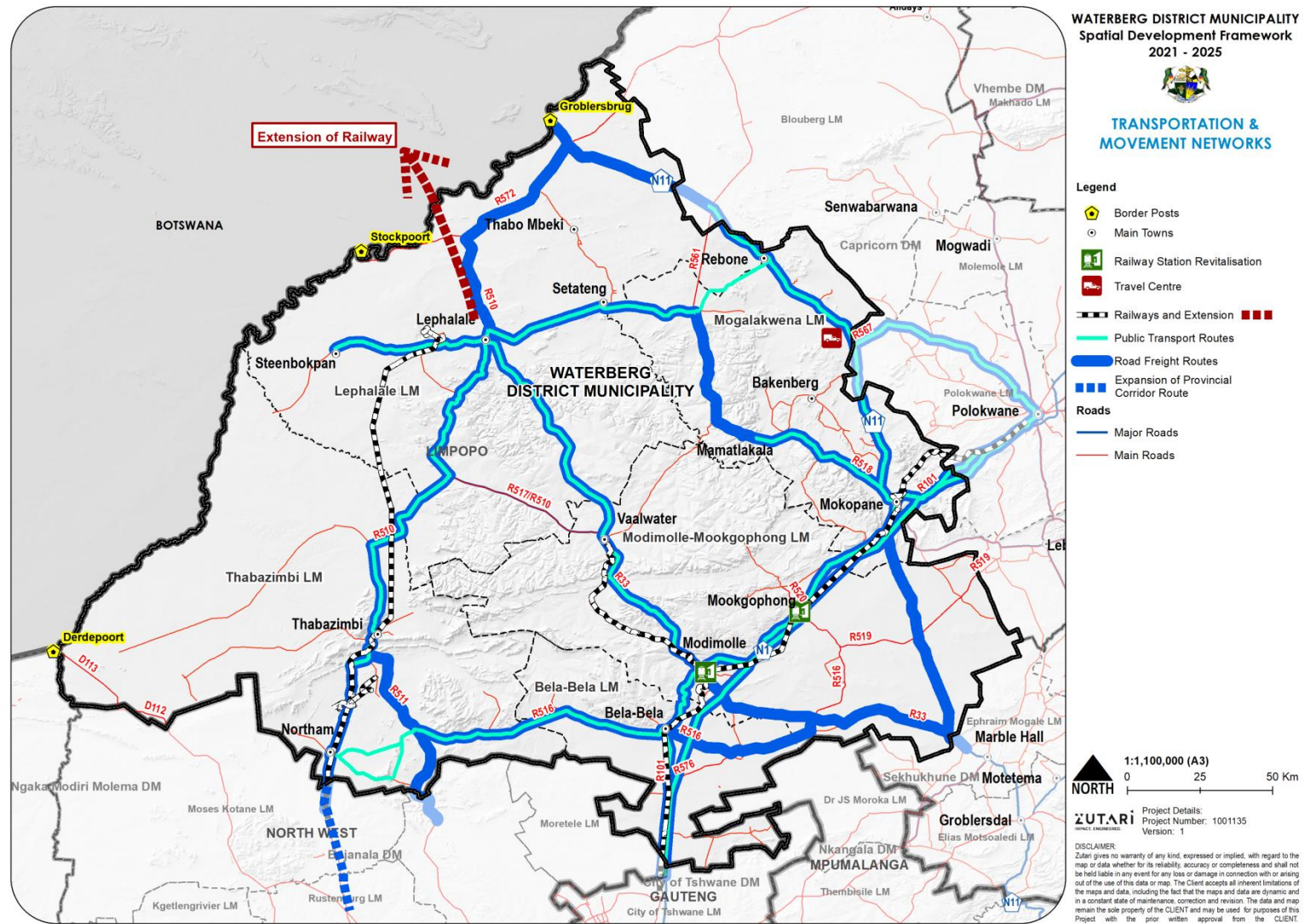
TABLE 56: ROAD LENGTH AND SURFACE

Municipality	Paved		Unpaved		Total	
	Km	%	Km	%	Km	%
Thabazimbi	573	23%	1916	77%	2490	100%
Modimolle -Mookgopong	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%

N.B: Waterberg District Municipality has a total road distance of 21 938 Km of which only 16% or 3 555 Km are surfaced and the local access roads are gravel and predominantly utilised by buses and taxis. The conditions of these roads is below standard, they require upgrading



Map 17: Classification of Roads Network



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TABLE 57: WDM MAJOR ROADS IN DISTRICT GROWTH POINTS

Description	Municipality
R33 to modimolle to Vaalwater to Lephalale	Mookgophong, Modimolle , Lephalale
R101 Pienaarsrivier, Rapotokwane	Bela-Bela
mookgophong to Welgevonden to Alma to Rankispaas to Marekele Nature Reserve to Thabazimbi	Mookgophong, Modimolle, 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

TABLE 58: ROUTES CLASSIFICATION IN THE MUNICIPALITY

Routes	Description	Powers and functions	Economy related issues
N1	Classified as a freeway, including the Kranskop & Zebediela toll gate.	SANRAL	Gateway to Limpopo Province and the rest of Africa and access to Gauteng Province.
P1/3	Classified as a main route, alternative route to the North.	DISTRICT	Access route for tourists in the Warmbaths-Modimolle area.
P55/1	Classified as an arterial route and situated in the Modimolle & Mookgophong Municipalities.	RAL	Access route to Modimolle and the rest of Waterberg District Municipality.
P1/5	Links the Modimolle road with the N1 on the northern side and is mainly situated in Modimolle	SANRAL	Links Modimolle as well as large part of WDM with the N1 on the northern side.
P1/25	Classified as a national route and situated on the southwestern side of Mokopane.	RAL	Gateway to the north and situated between Mookgophong and Mokopane.

TABLE 59: BACKLOGS ON ROADS, STORM WATER AND ANY OTHER RELEVANT INFORMATION REGARDING ROADS AND STORM WATER.

Bela-Bela	Lephalale	Modimolle-Mookgophong	Mogalakwena	Thabazimbi
722.54km	1388.1km	1013.5km	1035. 2km	1139.43km

NB: Waterberg District Municipality has a total road distance of 21 938 Km of which only 16% or 3 555 Km are surfaced and the local access roads are gravel and predominantly utilised by buses and taxis. The conditions of these roads are below standard, they require upgrading.

ROADS AND STORM WATER CHALLENGES

- **Poor access roads**

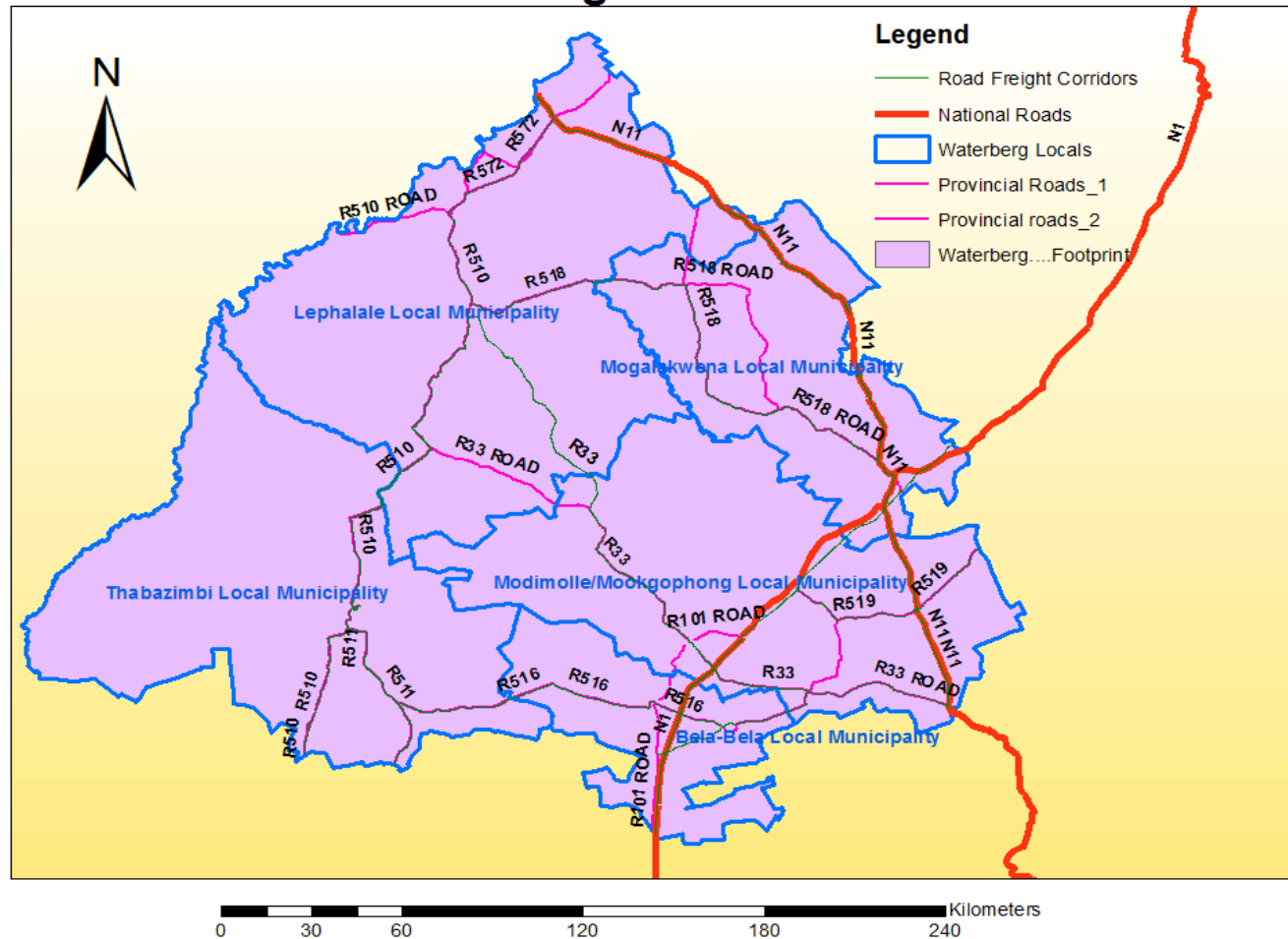


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Map 18: Road Freight Corridors

Waterberg District Municipality Road Freight Corridors



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3.2.5 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-Mookgophong

The Municipality has two land fill sites in Mabatlane and Modimolle/Phagameng. The Modimolle/Phagameng landfill site has 320 000m³ and the total general waste collected is 840 000 m³ per year. Currently there is a need to relocate the Modimolle Town Land fill site as there is a township development process undertaken in extension 10. The refuse dumps existing in the municipal area have reached their life span capacity. This brings a challenge as there is no land to construct a new land fill site in the municipality. Settlements that receive regular waste collection services in the Mookgophong Municipality are in the urban areas of Naboomspruit, Mookgophong, Roedtan and Thusang. Other areas in the municipal jurisdiction utilize the informal dumping sites, communal dump, own refuse dump and have no refuse disposal means. Generally there is waste collection in all municipalities as indicated in the Waste management Plan of the District municipality. There is a need of improving the rate of collecting waste as the settlements in the municipalities are growing. It is important that the District municipality including the local municipalities improve the waste management as collection of waste management does not only improve the environment of the community. It also forms as a base for employment creation and revenue generation for the municipalities.

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.

Thabazimbi

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



Lephalale

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

TABLE 60: REFUSE REMOVAL BACKLOG PER MUNICIPALITY

Municipality	Households below basic Level of service/Backlogs
Modimolle-Mookgophong Local Municipality	1 804
Mogalakwena	7 384
BelaBela	16 611
Thabazimbi	None

Source: Stats SA Community Survey 2016

MODIMOLLE-MOOKGOPHONG BACKLOG

TABLE 61: WATER, ELECTRICITY SANITATION AND REFUSE REMOVALS BACKLOGS

Services	Total no of households	Households with access	Households without access	Total backlogs
Water	28977	28047	930	930
Electricity	28977	27173	2279	2279
Sanitation	28977	25454	3 523	3523
Refuse Removal	28977	27173	1804	1804

MOGALAKWENA**Waste Management Access and Backlogs**

The number of households whose refuse is removed by local authority weekly has increased from 16.9% in Census 2001 to 26.8% in Census 2011, while those households whose refuse was removed less frequently than once a week declined from 0.8% to 0.4% during the reference period. The percentage of households depending on a communal refuse dump increased slightly from 1.1% to 1.3% between 2001 and 2011. There was a slight increase in the percentage of households that owned their own refuse dumps. Finally, there was a decrease in the proportion of households without any refuse disposal from 9.7% in Census 2001 to 7.7% in 2011. The table below shows the various waste disposal methods per households.

TABLE 62: ACCESS TO REFUSE REMOVAL SERVICES

Total no of household		Removed by local authority/private company at least once a week		Removed by local authority/private company less often		Communal refuse dump		Own refuse dump		No rubbish disposal		Other	
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
70132	79396	11839	21286	610	347	789	996	50114	50256	6775	6101	6	410

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

Removed by local authority/private company/community members at least once a week	Removed by local authority/private company/community members less often than once a week	Communal refuse dump	Communal container/central collection point	Own refuse dump	Dump or leave rubbish anywhere (no rubbish disposal)	Other
15921	11479	10331	336	191321	7384	5223

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



TABLE 63: 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	3 327 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.



3.2.6 PUBLIC TRANSPORT

TABLE 64: PUBLIC TRANSPORT CORRIDORS

Mogalakwena	LEPHALALE	MODIMOLLE- MOOKGOPHONG	BELA-BELA	THABAZIMBI
From P19/2(Viana) /R518/N11 to Mokopane From Masodi (D3521) to George Masibe Hospital / Bakenberg (D4380) From Nallie (D3505) to George Masibe Hospital / Bakenberg(D4380) to Mokopane (R518/ N11) From Magabane (D3556/D3550) to Bakenberg(D4380) to Mokopane (R518/N11) From Cleremond (D3540/ D3537) to Bakenberg (D4380) to Mokopane (R518/N11) From Segole (D3561) to Mokopane (N11) From Steiloo/ Uitzich/ Ga - Molekane N11 to Mokopane From Mapela Cross Road/ Hans / Ga – Kara (D4380/ D3500) to Mokopane (R518/ N11) From Sandsloot (D3500) to Mokopane (R518 /N11) From Tshamahansi (N11) to Mokopane From Mahwelereng (Dudu Madisha Drive) to Mokopane From Moshate / Sekgakgapeng (N11) From Seleka/ Shongwane (R518) to Mokopane (N11)	From Steinbokpan (D1675) / Marapong (D2001) to Lephalale Town From Ga – Seleka (R572/ R510 to Lephalale Town From Thabo Mbeki (D3110/R518 / R510) to Lephalale Town From Shongwane (R518 / R510) to Lephalale Town From Lephalale (R510) to Thabazimbi From Lephalale (R510/R33) to Vaalwater / Modimolle and Pretoria (N1)	From Mabatlane (R33) to Modimolle Town From Mabaleng (P240/1 & R33) to Modimolle Town From Katjibane (D1444, R516, P184 & R33) to Modimolle Town From Bela – Bela (R101) to Modimolle From Modimolle Township (Joe Slovo, Alf Makaleng , Thabo Mbeki & Mandela Drive) to Modimolle Town From Mokopane (R101) to Mookgophong From Zebediela / Roedtan(R519) to Mookgopong From Zebediela / Roedtan (R519, D943, R33, D2756, R516, D936 and N1) to Pretoria	From Bela – Bela Township to Bela Bela Town (Thabo Mbeki Drive / R101) From Hamanskraal/ Pienaarsrevier / Radium (R101) to Bela Bela Town From Katjibane(D1444 / R516 / R576) to Bela – Bela Town From Rapotokwane (D2536/ R576) to Bela – Bela Town From Modimolle (R101) to Bela – Bela	From Sandfontein (R510) to Northam (R510)and to Thabazimbi Town(R510) From Swartklip Mine (D869) to Northam From Swartkop / Smesher Block (R510) to Thabazimbi Town / Northam From Amandebult (R510) to Thabazimbi Town/ Northam From Regorogile to Thabazimbi Town

From Zebedela (P18/1) to Mokopane From Polokwane (N1/ R101) to Mokopane From N11 / R101 South to Mokopane				
--	--	--	--	--

TABLE 65: TAXI OPERATIONS IN WDM

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



TABLE 66: BUS OPERATIONS 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-Mookgophong, , 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-MOTORISED 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 scholar transport system for learners available in certain municipalities which include Mogalakwena, Modimolle - Mookgophong, 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.



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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

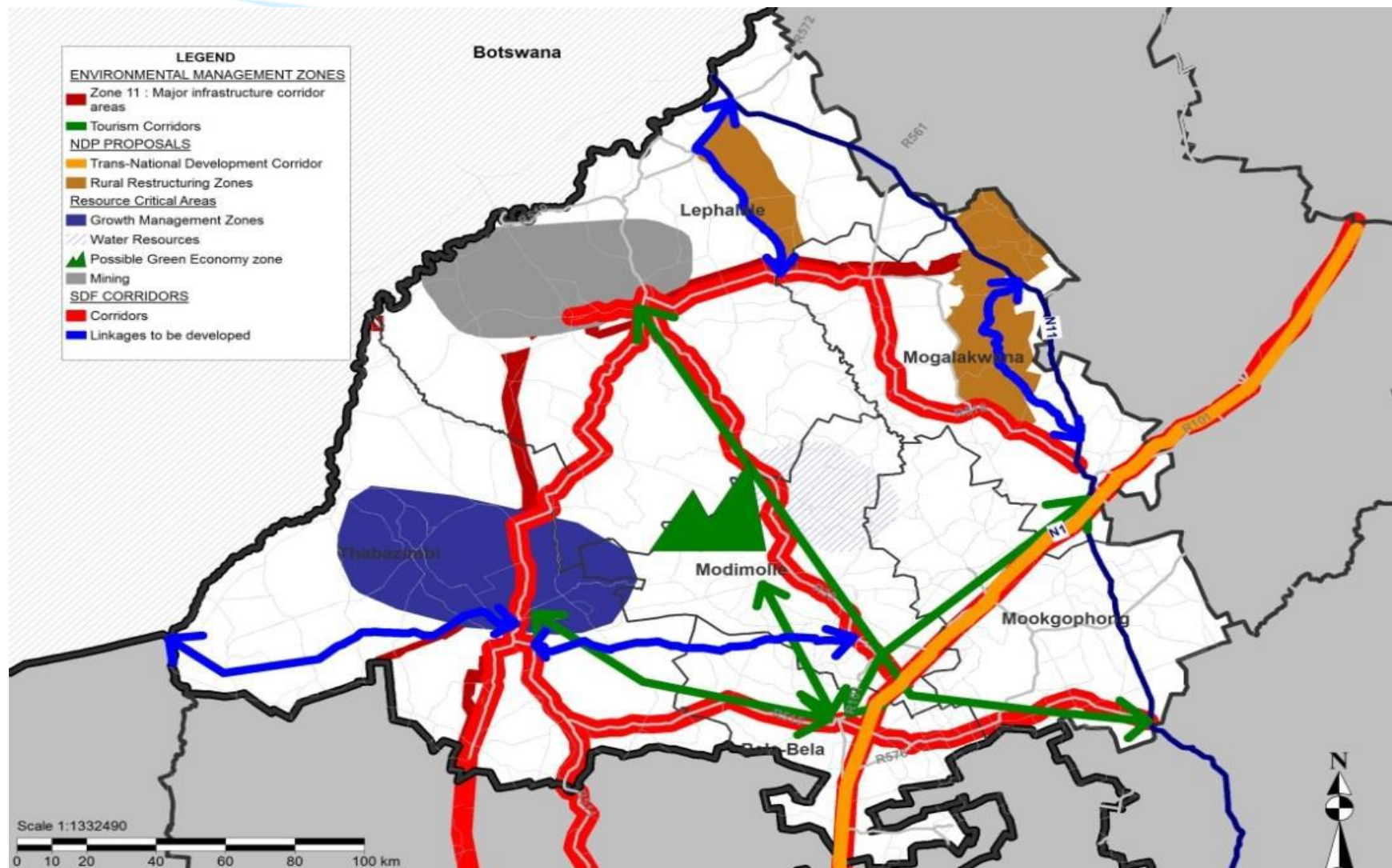
Recapitalisation of roadworthy taxis;
Accidents;
Lack of transport facilities; and
Conflicts among taxi operators.



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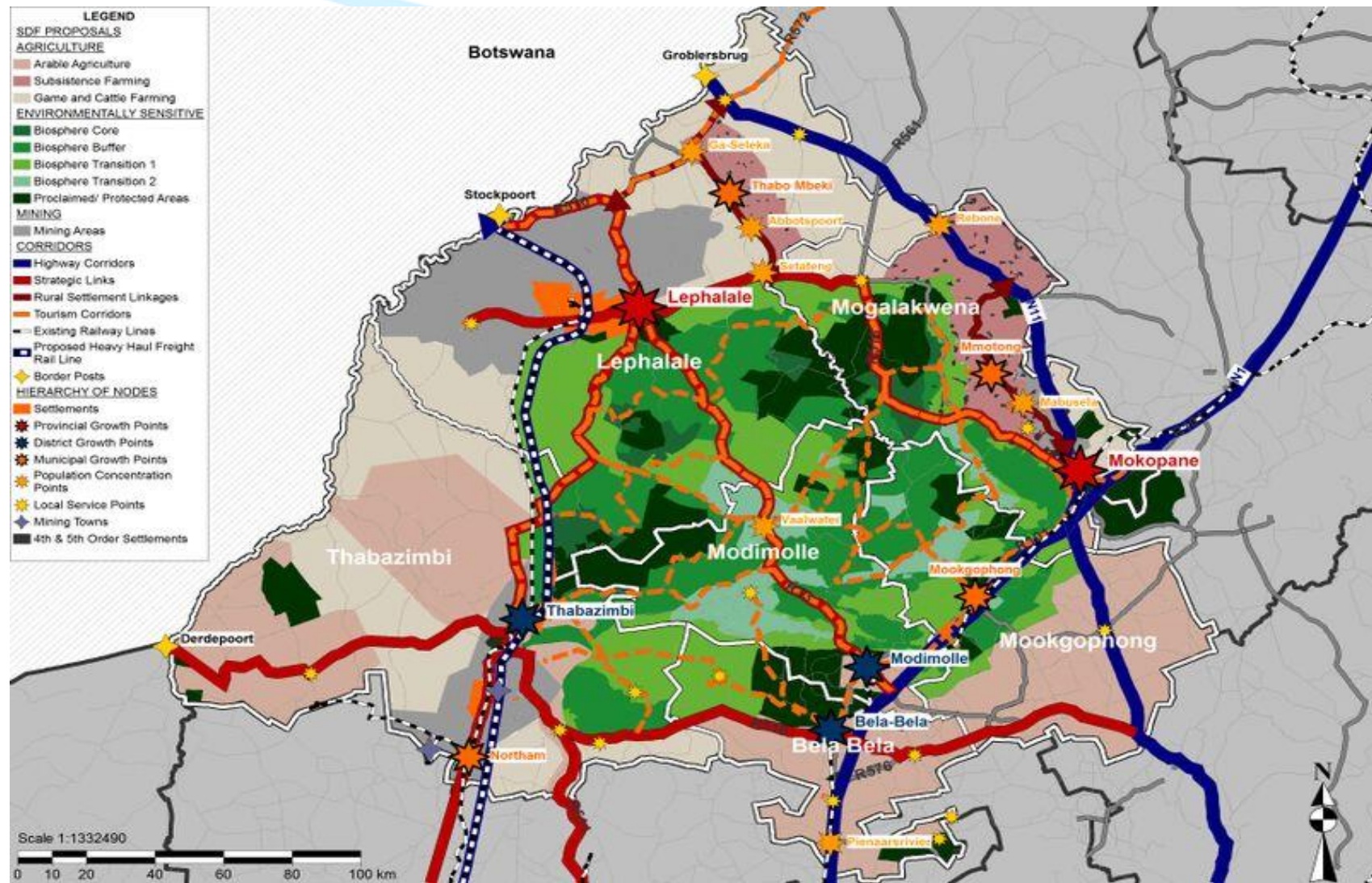
Map 18: Networks & Corridors



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Map 19: Rail Facilities



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Internal Factors	STRENGTHS	WEAKNESSES
	Co-ordination of District forums	Unavailability of district Infrastructure, (Lack of project identification)
	Support to the LMs in terms of eradicating service delivery backlogs	Lack of sector plans Lack of Operation and Maintenance plans
External Factors	OPPORTUNITIES	THREATS
	Accessibility to Roads Infrastructure grant	The municipality not being water service authority nor provider
	work opportunities through EPWP programme	Lack of funding
	Implement Rural Household Sanitation at Local Municipalities within the district	

3.3 SOCIAL ANALYSIS

INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENT

WATERBERG DISTRICT MUNICIPALITY - HOUSES COMPLETED SINCE 1994

3.3.1 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.

Municipality	Units Allocated	Completed Houses	Difference	Housing Demand
Thabazimbi	2,130	1,649	481	10,035

Modimolle-Mookgophong	8,944	8,926	18	856
Lephalale	6,201	5,546	655	6,812
Belabela	1,950	1,941	9	5,046
Mogalakwena	8,733	8,181	552	3,636
Grand Total	27,958	26,243	1,715	26,385

TABLE 67: WDM HOUSING DEMAND/BACKLOG PER MUNICIPALITY

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

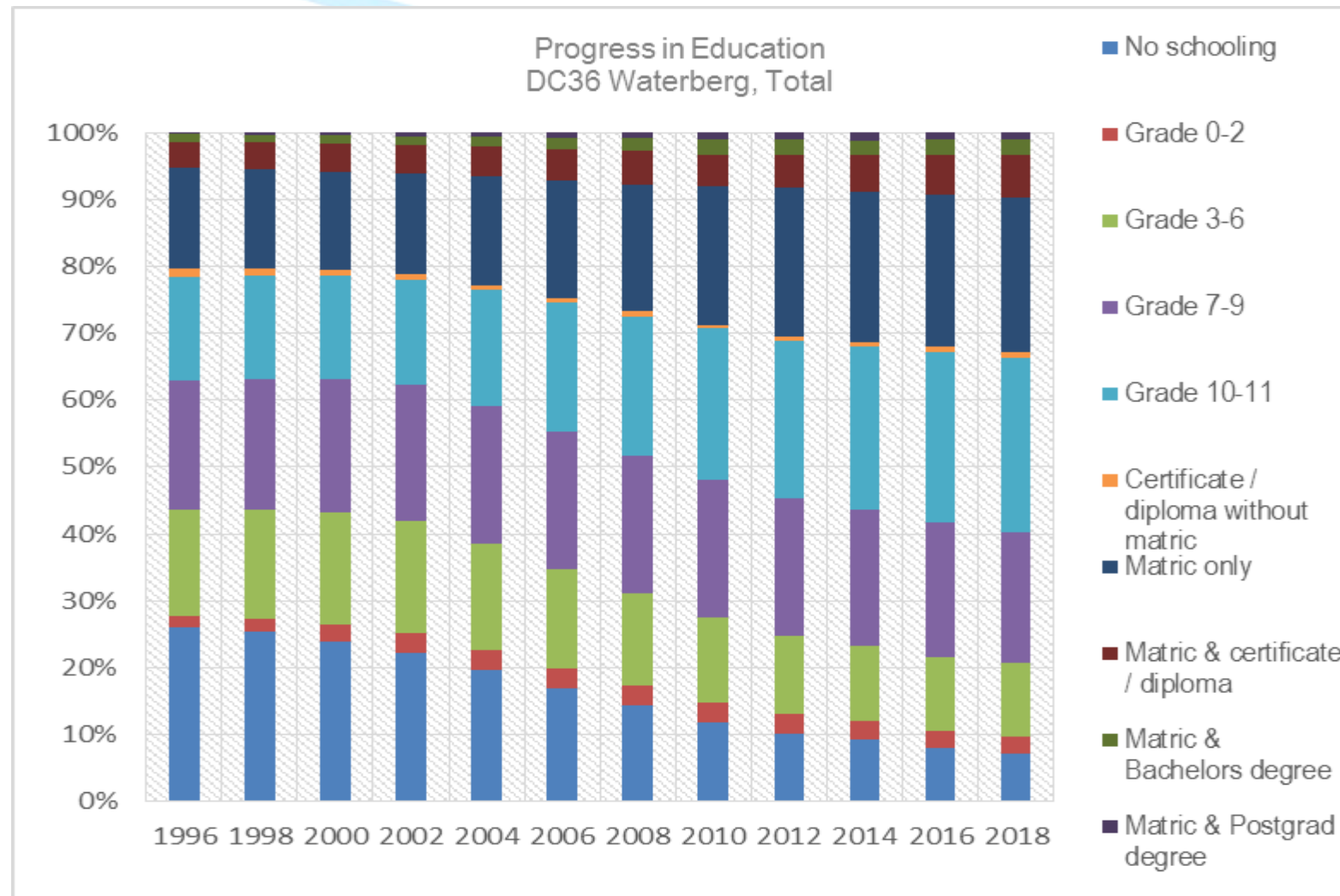
Poor quality of RDP houses.
Inadequate land for development.

3.3.2 EDUCATION

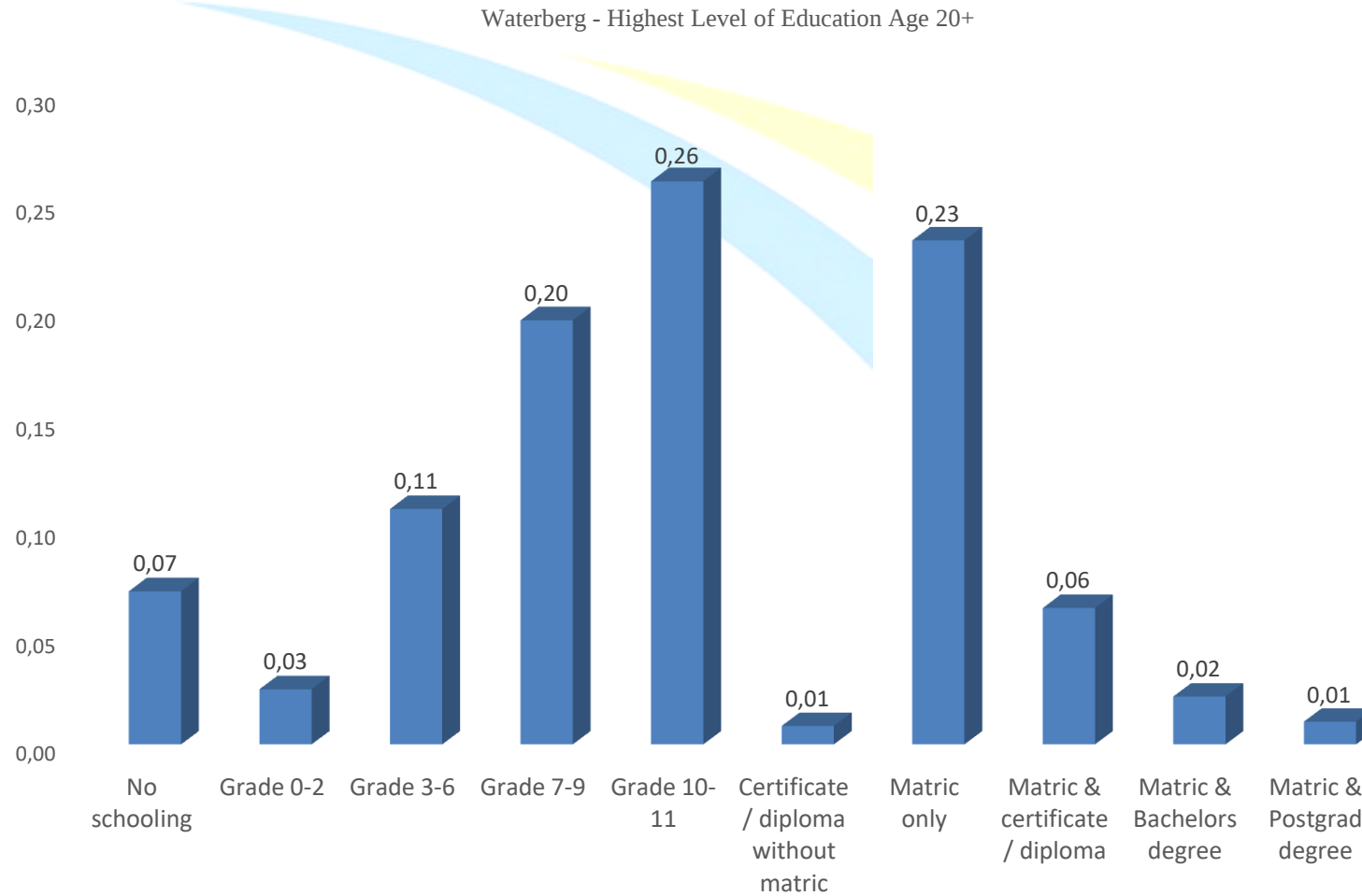
EDUCATION PROFILE

With regards to the level of education in the District, the number of people with 'matric and a certificate/diploma' increased with an average annual rate of 4.48%, while the number of people with a 'matric and a Bachelor's' degree increased with an average annual rate of 3.74%. Overall improvement in the level of education is visible with an increase in the number of

people with 'matric' or higher education. The number of people without any schooling in the Waterberg District Municipality decreased between 2008 and 2018 with an average annual rate of -4.90%, while the number of people within the 'matric only' category increased from 73,500 to 111,000.



EDUCATION LEVELS-AGE 20+



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In 2020, 76 730 learners in the Limpopo Province wrote Grade 12 exams. Of these learners, 53 254 passed, which translates to 69.4%, and depicts a 3.8% improvement on the 2016 Grade 12-pass rate, where the district obtained a figure of 69.4%. The District increased its percentage of learners with a “Bachelors’ pass” from 18.4% in 2016, to 21.4% in 2017 and 23.5% in 2020, with 17 999 learners achieving a “Bachelors’ pass”.

TABLE 68: SCHOOLS AND LEARNER ENROLMENT PER LOCAL MUNICIPALITY (2020)

Local Municipalities	Secondary schools	Primary schools	Combined schools	Special Schools	Independent schools	ECD Centres
Lephalale	32 schools 12588 Learners	55schools 23899 Learners	3 schools 594 Learners	1 school	1 school	59
Mookgopong	3schools 2239 Learners	5schools 4213 Learners	2 schools 412 Learners	0	1 school	5
Mogalakwena	94schools 32344 Learners	136 schools 57198 Learners	3 schools 518 Learners	1 school	12 schools	96
Modimolle	8schools 6400 Learners	21schools 12562 Learners	0	1 school	2 schools	29
Bela-bela	6schools 4572 Learners	13schools 9937 Learners	1 school 538 Learners	1 school	2 schools	10
Thabazimbi	6schools 3086 Learners	20schools 8397 Learners	2schools 760 Learners	0	3 schools	24

Source: Dept of Education 2020



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SOCIAL DEVELOPMENT

Early childhood development is one of the priority areas of the South African government and remains a critical policy issue that the Department of Social Development aims to address. Early years in life are critical for acquisition of perception-motor skills required for reading, writing and numeracy in later years. It is for this reason that resources are geared towards the promotion of access to ECD. Capricorn District Municipality has the highest proportion of 0-4 age group attending an ECD, followed by Waterberg District Municipality. The highest proportion of individuals attending an ECD was found among those aged 4 years, while the lowest attendance figures were found among the 0-year age group. As reflected in table 6 above there are 223 ECD centres in the Waterberg District Municipality.

There are currently no public universities or campuses of public universities in the Waterberg District Municipality. One private Higher Education Institutions (Better Best Educational Projects PTY LTD) was registered with the Department of Higher Education and Training in 2017. There are two registered Further Education and Training (FET) Colleges in the district, namely; Lephalale FET College and Waterberg TVET College.

The Waterberg TVET College spans across two municipalities including Lepelle Nkumbi Local Municipality – Lebokwomo (engineering), Mahwelereng (Business School and IT centre) Mokponane (hotel school), Thabazimbi, Rooywal Sterk Revier (Agriculture). Waterberg TVET has enrolment 4 191 students. There are no community colleges in the Waterberg District, however there were 74 Community Learning Centres (CLCs) with a total of 2 090 students enrolled.

The Lephalale FET College has an enrolment of 2 612 students and is strategically situated in the economic hub of the Limpopo province, where mining opportunities are booming close to Medupi Power Station, Exxaro Coal Mine and Matimba Power Station and has two campuses Thabazimbi and Modimolle. The Lephalale TVET College offers a range of courses that include: business studies; hospitality; engineering studies; nature management; and computer science. Lephalale TVET also offers artisans, plumbing, welding and end-user computing and welding amongst other things.

Encouragingly, Murray & Roberts is training hundreds of artisans at the Tlhahlong training centre in partnership with the college and the Manufacturing, Engineering and Related Services Sector Education and Training Authority. Siemens has supported this centre with significant capital investment. The National Skills Fund (NSF) is currently funding a total of 1 090 beneficiaries in the Waterberg District, at a total cost of R108 228 115 (for the total duration of the programmes), for workplace learning programmes, in the form of learnerships, internships and apprenticeships. The actual expenditure for the 2019/20 financial year is currently R32 921 806. The learners are in workplaces in Mokopane, Dooredraai, Modimolle, Mogalakwena, Lephalale and Belabela local municipalities.



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The internships, learnerships and apprenticeships are currently provided in the Agriculture, Hospitality, Tourism, Building and Civil construction, Information Technology and Engineering sectors. The Artisan project, which is going to be implemented in the Mokopane local municipality has not yet started. SETAs fund skills programmes that are run by cooperatives, CBO's, NGO, small, medium and large employers, and other organisations. SETAs also fund learners for workplace learning programmes (work integrated learning, apprenticeships). The projects/interventions amounted to R7 498 604 for 2019/20, intended to benefit a total of 267 beneficiaries.

In a region rich with mineral resources, potential in agriculture and tourism, the education sector in the Waterberg District should be able to produce the type of skills that would correspond with those required by the regional economy. Therefore, adequate skills in engineering, hospitality and agriculture will be required to support the developing mining, tourism and agricultural economies in the region.

TABLE 69: 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

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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 2016



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POPULATION OF WATERBERG NOT COMPLETING AND COMPLETING PRIMARY EDUCATION

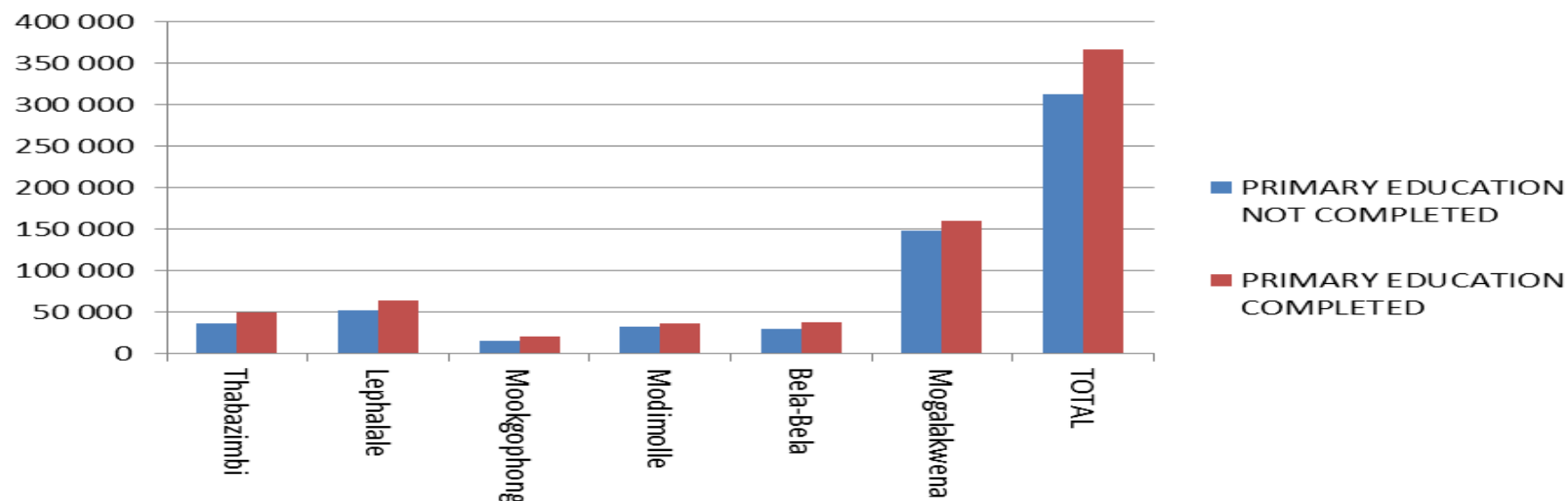


TABLE 70: ENVIRONMENTAL STRUCTURES IN WATERBERG DISTRICT MUNICIPALITY

	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

Source: Statistics South Africa, Census 2016

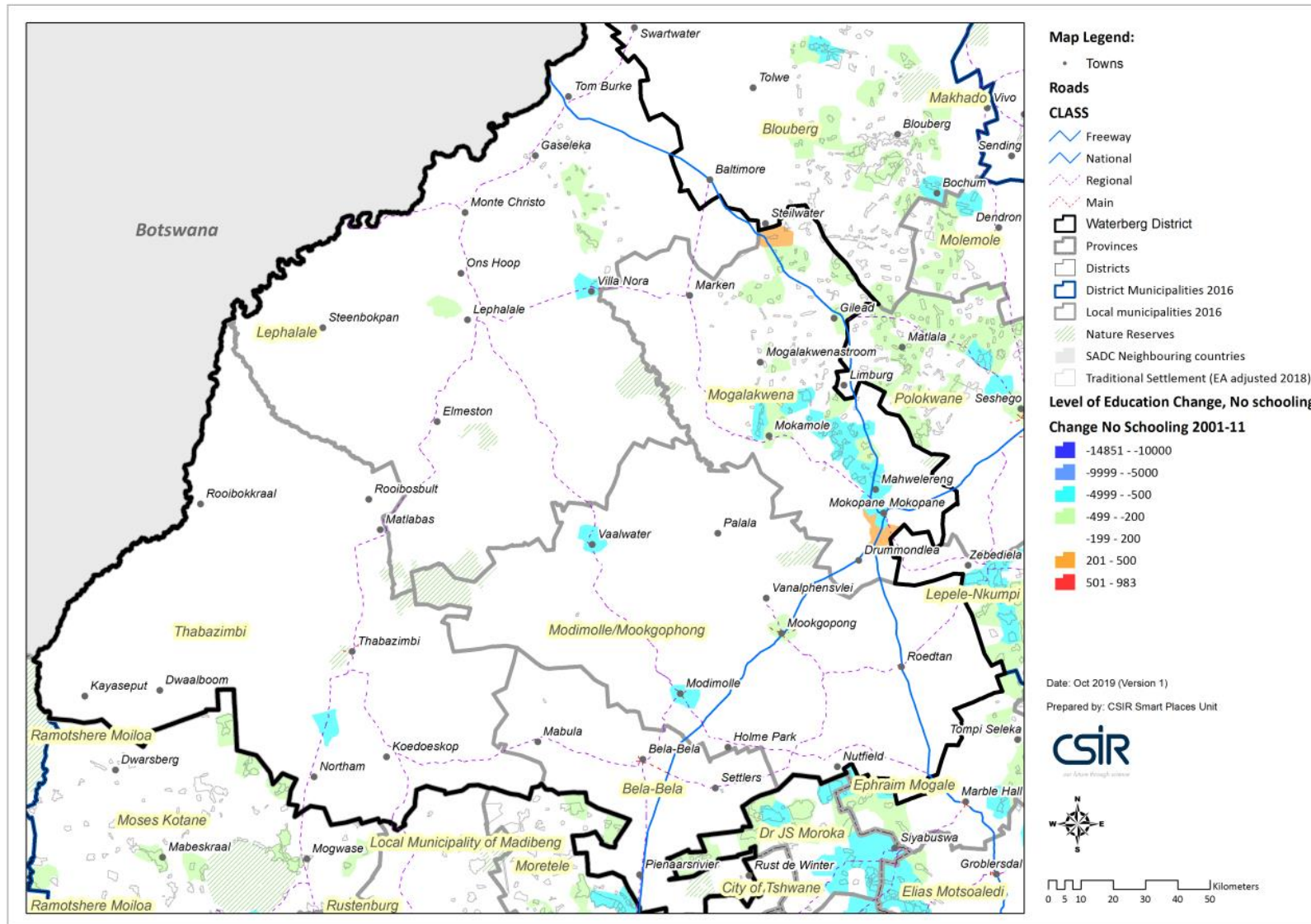
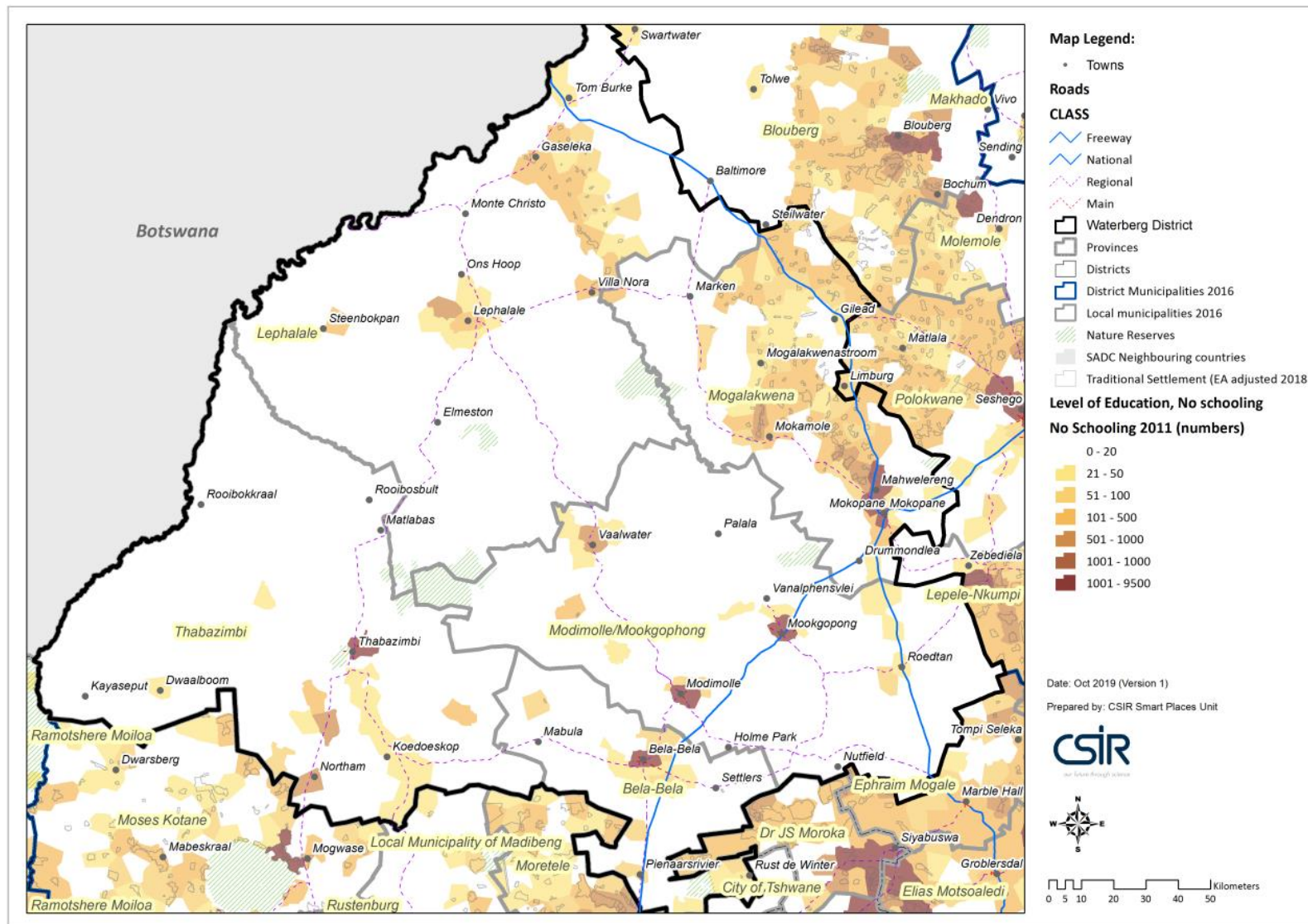


FIGURE 1: 2016 EDUCATION - NO SCHOOLING (A) NUMBERS AND (B) CHANGE FROM 2001-2011

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Map 21: Primary and Secondary schools

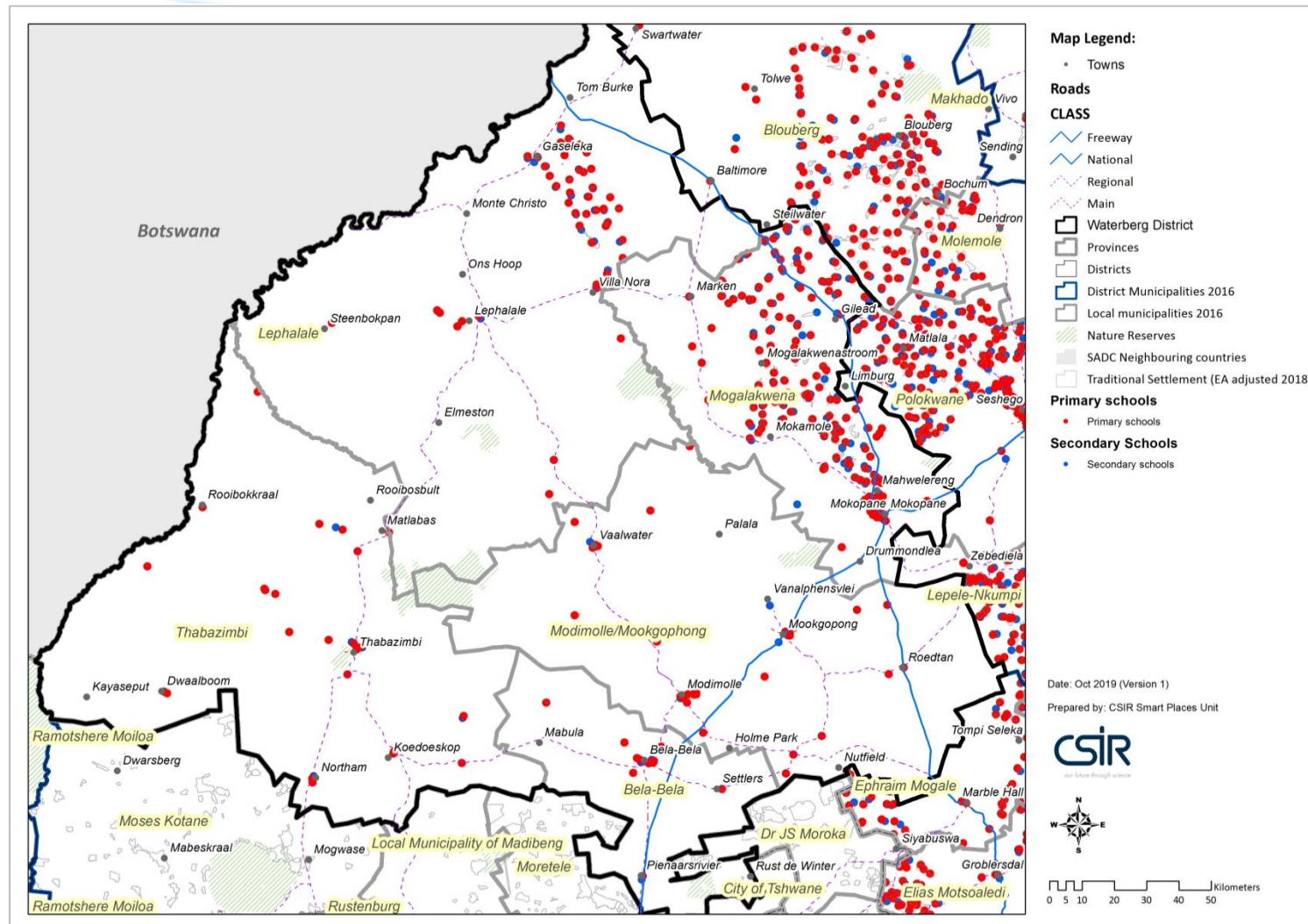


FIGURE 2: PRIMARY AND SECONDARY SCHOOLS (2016).

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TABLE 71: WATERBERG MUNICIPALITY - NUMBER OF SCHOOLS

Municipality	No of Circuit	No of Secondary	No of Primary	Number of LSEN	No of Combined
Mogalakwena	09	98	148	01	12
Lephalale	03	29	48	01	03
Modimolle-Mookgophong	03	09	28	01	06
Belabela	01	06	13	01	03
Thabazimbi	02	06	12	01	06
total	18	138	249	05	30



TABLE 72: WATERBERG MUNICIPALITY MATRIC PASS RATE

2021 MATRIC AWARDS

MOGALAKWENA AND WATERBERG DISTRICT

CATEGORY A : DISTRICT AMBASSADORS

Candidates represented the district at provincial & national awards)

- **CIRCUITS:** 1.MAPELA CIRCUIT (Most improved circuit provincially)
- **SCHOOLS:** 2.
- **LEARNERS:** 3.

CATEGORY B: CIRCUITS PERFORMANCE

1. BEST CIRCUITS (OVERALL RESULTS)

(For a circuit to be awarded it must have performed above the national norm of 65%)

Position	Circuit	No wrote	No Passed	Pass %
3.	Bakenberg North	420	314	74.8%
2.	Mogalakwena	273	213	78.0%
1.	Baltimore	343	279	81.3%

2. BEST PERFORMING CIRCUITS (BACHELORS)

(For a circuit to be awarded it must have performed above the national norm of 65%)

Position	Circuit	No.Passed	No of Bachelor Passes	Bachelor %
3.	Mahwelereng	501	201	41.91%
2.	Potgietersrus	597	276	46.23%
1.	Baltimore	279	135	48.38%



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CATEGORY C: SCHOOLS PERFORMANCE

1. MOST IMPROVED SCHOOL

(For the school to be awarded it must have performed above the national norm of 65%)

N0	CIRCUIT	SCHOOL	PASS %		INCREASE %
			2020	2021	
01	BAKENBERG SOUTH	MOOKAMEDI SECONDARY SCHOOL	11.11%	75.60%	64.49%

2. 100% PASS (SCHOOLS WITH LESS THAN 50 LEARNERS)

N0	NAME OF SCHOOL	CIRCUIT	N0. WROTE	N0. PASSED	PASS %
01	MPHARI SECONDARY	BALTIMORE	46	46	100%
02	RAOWELE SECONDARY	MAPELA	22	22	100%
03	KGAKGATHU SECONDARY	MATLALANE	19	19	100%
04	PT MATLALA SECONDARY	MATLALANE	11	11	100%

3. 100% PASS (SCHOOLS WITH 50 AND MORE LEARNERS)

N0	NAME OF SCHOOL	CIRCUIT	N0. WROTE	N0. PASSED	PASS %
01.	0	0	0	0	0



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4. BEST PERFORMING SCHOOLS (BACHELORS)

(For a school to be awarded it must have performed above the national norm of 65% and contributed more in terms of numbers in the Bachelor Pool)

N0	NAME OF SCHOOL	CIRCUIT	N0. WROTE	N0. PASSED	N0. of Bachelor Passes
03.	HOER SKOOL POTGIETERSRUS	POTGITERSRUS	146	136	79
02.	WATERBERG HIGH	POTGIETERSRUS	144	135	80
01.	EBENEZER SECONDARY	MAHWELERENG	194	163	105

5. OVERALL BEST PERFORMING SCHOOL IN THE DISTRICT

(The school must have enrolled 100 learners or more)

N0	NAME OF SCHOOL	CIRCUIT	N0. WROTE	N0. PASSED	N0. of Bachelor Passes	Pass %
01	WATERBERG HIGH SCHOOL	POTGIETERSRUS	144	135	80	93.75

CATEGORY D : BEST TEACHER PER SUBJECT

(Candidates should have a minimum of 10 learners enrolled in the subject - obtained 65% or more pass rate in the subject and 60% of the learners who passed must have obtained level 5 and above)

NO	Subjects	School	Circuit	No. of Learners Enrolled	Number Passed	Pass %	Name of Teacher
1.	Maths						
2.	Accounting						
3.	Physical Sciences						
4.	Life Sciences						
5.	History						
6.	Geography						
7.	Afrikaans HL						
8.	English HL						
9.	Sepedi HL						

NO	Subjects	School	Circuit	No. of Learners Enrolled	Number Passed	Pass %	Name of Teacher
10.	Sepedi SAL						
11.	Afrikaans SAL						
12.	Xitsonga HL						
13.	English FAL						
14.	Afrikaans FAL						
15.	Agricultural Science						
16.	Business Studies						
17.	Economics						
18.	E G D						
19.	CAT						
20.	Civil Technology						
21.	Life Orientation						
22.	Maths Literacy						
23.	Technical Maths						
24.	Tourism						



CATEGORY E : LEARNER PERFORMANCE

1. DISTRICT TOP LEARNER PER SUBJECT

(For a learner to be awarded s/he must have performed above 80% in the subject)

N0	NAME OF SUBJECT	NAME OF LEARNER	GENDER	CIRCUIT	NAME OF SCHOOL	LEVEL OBTAINED	% OBTAINED
1	Maths	MOCHOENENG KOKETSO AUGUSTINE	M	MOKOPANE	RAMOGABUDI	7	94%
2	Accounting	DIKOTLA MPSHAKGA CONFIDENCE	F	MAHWELERENG	EBENEZER	7	98%
3	Physical Sciences	MOCHOENENG KOKETSO AUGUSTINE	M	MOKOPANE	RAMOGABUDI	7	96%
4	Life Sciences	CHAUKE LETLHOGONOLO	M	POTGIETERSRUS	GWENANE	7	91%
5	History	MOSEHLANA TSHEPISHO	M	MAPELA	MC LANGA	7	89%
6	Geography	BALOYI CLIVE	M	MAPELA	SERITARITA	7	80%
7	Afrikaans HL	PIETIES VOGEL	M	POTGIETERSRUS	HOER SKOOL POTGIETERSRUS	7	81%
8	English HL						
9	Sepedi HL	DIKOTLA MPSHAKGA CONFIDENCE MASEBE KOENA PHILIAN MAROKANE KHOLOFELO KAMOGILO	F F F	MAHWELERENG MOGALAKWENA POTGIETERSRUS	EBENEZER KGOKARI WATERBERG	7 7 7	85 85 85
10	Sepedi SAL	0	0	0	0	0	0
11	Afrikaans SAL	0	0	0	0	0	0
12	Xitsonga HL	0	0	0	0	0	0
13	English FAL	DIGASHU LEBOGANG LEBZA	F	MAHWELERENG	EBENEZER	7	88
14	Afrikaans FAL	TASLEEM KHATANA	F	POTGIETERSRUS	HOERSKOOL POTGIETERSRUS	7	82
15	Agricultural Sciences	MASHELE SIPHOKAZI	F	BAKENBERG NORTH	BAKENBERG HIGH	7	93
16	Business Studies	MALETE KHOLOFELO MOREBA KAMOYELO JOEL MATLALA PHUTI LESEDI	F M M	BALTIMORE BAKENBERG NORTH MATLALANE	SEPHUTI LEPHADIMISHA NTHUBA	7 7 7	91 91 91
16	Business Studies	MALETE KHOLOFELO	F	BALTIMORE	SEPHUTI	7	91

N0	NAME OF SUBJECT	NAME OF LEARNER	GENDER	CIRCUIT	NAME OF SCHOOL	LEVEL OBTAINED	% OBTAINED
		MOREBA KAMOYELO JOEL MATLALA PHUTI LESEDI	M M	BAKENBERG NORTH MATLALANE	LEPHADIMISHA NTHUBA	7 7	91 91
17	Economics	MOLOMO MARATJA MMATHAPELO	F	MAHWELERENG	EBENEZER	7	93
18	E G D	MOSEHLA THABANG JOSEPH	M	POTGIETERRUS	WATERBERG	7	89
19	CAT	0	0	0	0	0	0
20	Civil Technology	0	0	0	0	0	0
21	Life Orientation	MABOYA GABRIEL	F	MOKOPANE	MASODI	7	98
22	Maths Literacy	MASEBE JACOB SAKIE	F	MAHWELERENG	GOJELA	7	97
23	ELECTRICAL TECHNOLOGY	LEDWABA THAPELO	M	MAPELA	PHALADINGOE	7	87
24	Tourism	KGOLE NOKO BALOYI NKATEKO PIET	M M	MATLALANE BALTIMORE	NTHUBA RALELEDU	7 7	90 90

DISTRICT TOP 10 LEARNERS

N0	NAMES OF LEARNER	NAME OF SCHOOL	CIRCUIT	OVERALL %	NO OF DISTICNTIONS
10.	RAKOBELA FRANS PHUTI	PALEDI	MATLALANE	81.9	5
9.	MOKWELE PULENG CASSIUS	RAMOGABUDI	MOKOPANE	82.0	4
8.	MASHELE SIPHOKAZI	BAKENBERG HIGH	BAKENBERG NORTH	82.2	4
7.	MOLOKO WENDY	WATERBERG	POTGIETERSRUS	83.3	5
6.	GWANGWA KHOMOTSO	WATERBERG	POTGIETERSRUS	83.4	5
5.	MAKGAE KGO THATSO	WATERBERG	POTGIETERSRUS	83.4	5
4.	MOCHOENENG KOKOTSO AUGUSTINE	RAMOGABODI	MOKOPANE	83.43	4
3.	MOLOMO MARATJA MMATHAPELO	EBENEZER	MAHWELERENG	85.4	5
2.	DIGASHO LEOGANG LEBZA	EBENEZER	MAHWELERENG	86.0	7
1.	DIKOTLA MP SHAKGA CONFIDENCE	EBENEZER	MAWELERENG	87.8	7

2022 MATRIC AWARDS WATERBERG DISTRICT

CATEGORY A : DISTRICT AMBASSADORS

(Candidates represented the district at provincial & national awards)

- **CIRCUITS:**1.Thabazimbi
- **SCHOOLS:**2.Hoerskool Frikkie Meyer
- **LEARNERS** :3.Mariska Magdaleen – Top learner in History (Province)

- **CIRCUITS:**1.Ellisras
- **SCHOOLS:**2.Hoerskool Ellisras
- **LEARNERS** :3. Clarissa Booysen – Top Learner in CAT (Province)

CATEGORY B: CIRCUITS PERFORMANCE

1. BEST CIRCUITS (OVERALL RESULTS)

(For a circuit to be awarded it must have performed above the national norm of 65%)

Position	Circuit	No wrote	No Passed	Pass %
3.	Dwaalboom	189	155	82%
2.	Ellisras	413	256	86.2%
1.	Thabazimbi	293	255	87.0%

2. BEST PERFORMING CIRCUITS (BACHELORS)

(For a circuit to be awarded it must have performed above the national norm of 65%)

Position	Circuit	No. Wrote	No of Bachelor Passes	Bachelor %
3.	Dwaalboom	189	74	39.2%
2.	Ellisras	413	197	47.7%
1.	Thabazimbi	255	156	53.2%

CATEGORY C : SCHOOL PERFORMANCES

1. MOST IMPROVED SCHOOL

(For the school to be awarded it must have performed above the national norm of 65%)

N0	CIRCUIT	School	PASS %		Increase %
			2020	2021	
01	Dwaalboom	Itireleng Secondary	43.4	87	44.05

2. 100% PASS (SCHOOLS WITH LESS THAN 50 LEARNERS)

N0	NAME OF SCHOOL	CIRCUIT	N0. WROTE	N0. PASSED	PASS %
01	Mabalane Selek Technical School	Ellisras	45	45	100
02	Vingerkraal	Warmbad	13	13	100
03	Boithuto Secondary	Palala North	8	8	100

3. 100% PASS (SCHOOLS WITH MORE THAN 50 LEARNERS)

N0	NAME OF SCHOOL	CIRCUIT	N0. WROTE	N0. PASSED	PASS %
01.	Hoerskool Frikkie Meyer	Thabazimbi	122	122	100

4. BEST PERFORMING SCHOOLS (BACHELORS)

(For a school to be awarded it must have performed above the national norm of 65% and contributed more in terms of numbers in the Bachelor Pool)

N0	NAME OF SCHOOL	CIRCUIT	N0. WROTE	N0. PASSED	N0. of Bachelor Passes
03.	Hoerskool Warmbad	Warmbad	103	101	81 = 78.6%
02.	Hoerskool Ellisras	Ellisras	138	137	112 = 81.2%
01.	Hoerskool Frikkie Meyer	Thabazimbi	122	122	102 = 83.6%

5. OVERALL BEST PERFORMING SCHOOL IN THE DISTRICT

(The school must have enrolled 100 learners or more)

NO	NAME OF SCHOOL	CIRCUIT	N0. WROTE	N0. PASSED	N0. of Bachelor Passes	Pass %
01	Hoerskool Frikkie Meyer	Thabazimbi	122	122	102	100

CATEGORY D : BEST TEACHER PER SUBJECT

(Candidates should have a minimum of 10 learners enrolled in the subject - obtained 65% or more pass rate in the subject and 60% of the learners who passed must have obtained level 5 and above)

NO	Subjects	School	Circuit	No. of Learners Enrolled	Number Passed	Pass %	Name of Teacher
	Accounting	No one Qualified					
1.	Afrikaans FAL	Hoërskool Ellisras	Ellisars	29	29	100	Mev Adri Gerber
2.	Afrikaans HL	Hoërskool Frikkie Meyer	Thabazimbi	101	101	100	M Boshof
	Afrikaans SAL	No one Qualified					
	Agricultural Science/Mgmt/Tech	No one Qualified					
3.	Business Studies	Hoërskool Ellisras	Ellisras	38	37	81.6	Erasmus Z / Venter A
4.	Computer Application Technology	Hoërskool Ellisras	Ellisras	63	63	100	Mev Mariette Werber
	Consumer Studies	No one Qualified					
5.	Economics	Hoërskool Frikkie Meyer	Thabazimbi	11	11	100	M Du Plessis
6.	Electrical Technology	Mabalane Seleka	Ellisras	15	15	100	Modungwa KT
7.	English FAL	Hoërskool Ellisras	Ellisras	109	109	100	Mev Frasa De Beer
8.	English HL	Hoërskool Frikkie Meyer	Thabazimbi	24	24	100	A Jordaan
	Geography	No one Qualified					

NO	Subjects	School	Circuit	No. of Learners Enrolled	Number Passed	Pass %	Name of Teacher
9.	History	Hoërskool Frikkie Meyer	Thabazinbi	26	26	100	C Cambell / H Buys
10.	Hospitality Studies	Hoërskool Frikkie Meyer	Thabazimbi	33	33	100	M Jordaan
11.	IsiXhosa	Northam Comprehensive	Dwaalboom	38	38	100	Mabindisa T
12.	Life Orientation	Letupu Secondary	Palala North	52	52	100	Manamela MS
13.	Life Sciences	Hoërskool Frikkie Meyer	Thabazimbi	38	38	100	M Pieterse
14.	Maths Lit	Hoërskool Frikkie Meyer	Thabazimbi	90	87	96.7	B Kriel/ E Fouche/ H Buys
15.	Mathematics	Hoërskool Hans Strijdom	Naboomspruit	10	10	100	Mev Swanepoel G
16.	Physical Sciences	Hoërskool Ellisras	Ellisras	45	45	100	Saret Le Roux
17.	Sepedi First Additional Language	Hoërskool Nylstroom	Nystroom	16	16	100	Mokhabela T
18.	Sepedi Home Language	Mabalane Seleka	Ellisras	35	35	100	Seleka MA
19.	Setswana Home Language	Phegelelo	Ellisras	25	25	100	Pitjadi KJ
20.	Tourism	Hoërskool Hans Strijdom	Naboomspruit	30	30	100	Yzelle H

CATEGORY E: LEARNER PERFORMANCE

1. DISTRICT TOP LEARNER PER SUBJECT

(For a learner to be awarded s/he must have performed above 80% in the subject)

N0	NAME OF SUBJECT	NAME OF LEARNER	GENDER	CIRCUIT	NAME OF SCHOOL	LEVEL OBTAINED	% OBTAINED
	Maths	Clarissa Booysen	F	Ellisras	Hoerskool Ellisras	7	94
		Gilbert Matsieng	M	Ellisras	Tielelo Secondary	7	94
	Accounting	Erasmus Janique	F	Nylstroom	Hoerskool Nylstroom	7	86
	Physical Science	Mari Theunissen	F	Thabazimbi	Hoerskool Frikkie Meyer	7	95
	Life Science	Mari Theunissen	F	Thabazimbi	Hoerskool Frikkie Meyer	7	98
	History	Mariska Coetzee	F	Thabazimbi	Hoerskool Frikkie Meyer	7	97

N0	NAME OF SUBJECT	NAME OF LEARNER	GENDER	CIRCUIT	NAME OF SCHOOL	LEVEL OBTAINED	% OBTAINED
	Geography	Mari Theunissen	F	Thabazimbi	Hoerskool Frikkie Meyer	7	91
	Afrikaans HL	Mari Theunissen	F	Thabazimbi	Hoerskool Frikkie Meyer	7	97
	English HL	Kgaugelo Dube	F	Thabazimbi	Hoerskool Frikkie Meyer	7	83
	Sepedi HL	Gilbert Matsieng	M	Ellisras	Hoerskool Ellisras	7	85
	Sepedi SAL	No Learner qualified					
	Afrikaans SAL	No Learner qualified					
	Xitsonga HL	No Learner qualified					
	English FAL	Mari Theunissen	F	Thabazimbi	Hoerskool Frikkie Meyer	7	94
	Afrikaans FAL	Sabushimike Omphile	F	Nylstroom	Hoerskool Nylstroom	7	92
	Agricultural Science	Maseko Life	M	Warmbad	Raeleng	7	89
	Business Studies	Mokoka Benny Relebogile /	M	Ellisras	Tielelo Secondary	7	95
		Leso Shibe	F	Nylstroom	Hoerskool Nylstroom		95
	Economics	Morudu Mohau		Nylstroom	Solomon Mahlangu	7	89
	E G D	Burger Cerise	F	Nylstroom	Hoerskool Nylstroom	7	89
	CAT	Clarissa Booysen	F	Ellisras	Hoerskool Ellisras	7	94
	Civil Technology	Tiaan Peyper	M	Thabazimbi	Hoerskool Frikkie Meyer	7	91

N0	NAME OF SUBJECT	NAME OF LEARNER	GENDER	CIRCUIT	NAME OF SCHOOL	LEVEL OBTAINED	% OBTAINED
	Life Orientation	Molekwa Karabo Simon	M	Nylstroom	Phagameng High	7	99
	Maths Literacy	Ngobeni Thato	M	Dwaalboom	Naletsana Combined	7	93
	Technical Maths						
	Tourism	Mabetwa Kosea	F	Naboomspruit	Mokhari	7	96

2. DISTRICT TOP 10 LEARNERS

N0	NAMES OF LEARNER	Name of School	Circuit	OVERALL %	NO OF DISTICNTIONS
10.	Venter, Maria Magdalena (Marnel)	Hoerskool Ellisras	Ellisras	83.4	6
9.	Gizelle Roach	Hoerskool Frikkie Meyer	Thabazimbi	83.7	6
8.	Matsieng Girlbert Katlego	Tielelo Secondary	Ellisras	85	6
7.	Robyn Le Roux	Hoerskool Frikkie Meyer	Thabazimbi	85.4	5
6.	Von Ronge, Cornelius Jacobus	Hoerskool Ellisras	Ellisras	87	7
5.	Erasmus Janique	Hoerskool Nylstroom	Nylstroom	87.6	7
4.	Quionelle Blaauw	Hoerskool Frikkie Meyer	Thabazimbi	88	7
3.	Mariska Coetzee	Hoerskool Frikkie Meyer	Thabazimbi	90	8
2.	Booyesen Clarissa	Hoerskool Ellisras	Ellisras	91	8
1.	Mari Theunissen	Hoerskool Frikkie Meyer	Thabazimbi	94.86	7

No.	Circuit	No Wrote	No. Passed	Pass %
1	Thabazimbi	293	255	87.0
2	Ellisras	413	356	86.2

3	Dwaalboom	189	155	82
4	Warmbad	634	506	79.8
5	Vaalwater	200	153	76.5
6	Naboomspruit	350	260	74.2
7	Nylstroom	634	452	71.29
8	Palala North	490	299	61.0
9	Palala South	669	334	49.9
	Totals	3872	2770	71.5

THE ANALYSIS OF THE IMPROVEMENT FOR MOGALAKWENA DISTRICT IS AS FOLLOWS:

We received 68.5% in 2019,

66.8% in 2020 which is a decrease of 1.8%, and

72.0% for 2021 which reflects an increase of 5.2% and pushed us to position No.2 Provincially.

WATERBERG DISTRICT

We received 81.42% in 2019,

77.5% in 2020 which is a decrease of 3.92%, and

71.3% for 2021 which reflects still a decrease of 6.2% and pushed us to position No.3 Provincially.

Despite being on position 3 provincially, this is indeed a vast regression that we need to attend.

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.



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Partnership between locals, private sector and FET's on skills development
Overcrowding in classrooms.
Increased teenage pregnancy.



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3.3.3 HEALTH AND SOCIAL DEVELOPMENT

SOCIAL DEVELOPMENT OVERVIEW

The Waterberg District Municipality has a relatively young population with a median age of 23 and a total number of 308 546 children, representing 10% of Limpopo's children. 243 households are headed by children between the ages of 10 to 14. The African population constitutes 91% of Waterberg's population, 61% of them live in poverty. 41% of the households are headed by women.

The district has an unemployment rate of 28.8% as opposed to employment rate of 38.4%, which employment rate is 1.4% higher than Limpopo. A majority of the employed (68%) are employed in the formal sector. 35.9% have completed matric or higher education, with 7% of the population with no formal education. This accounts for the social challenges confronting the district which amongst others relate to unemployment; substance abuse, gender based violence, number of people with no schooling, low average household incomes, crime and disease.

Lephalale has the largest population growth rate at 2.8 % on account of increased economic activity largely driven by Medupi power station and mining activities. Modimolle/Mookgopong municipality has the lowest population growth rate at -0.37% owing to outward migration as result of decline in economic activities. Thabazimbi has the highest proportion of economically active people at 63.7% and Mogalakwena has the lowest proportion of economically active people at 43%. Mogalakwena has the highest unemployment rate (40%) as opposed to Thabazimbi at 20%.

HEALTH

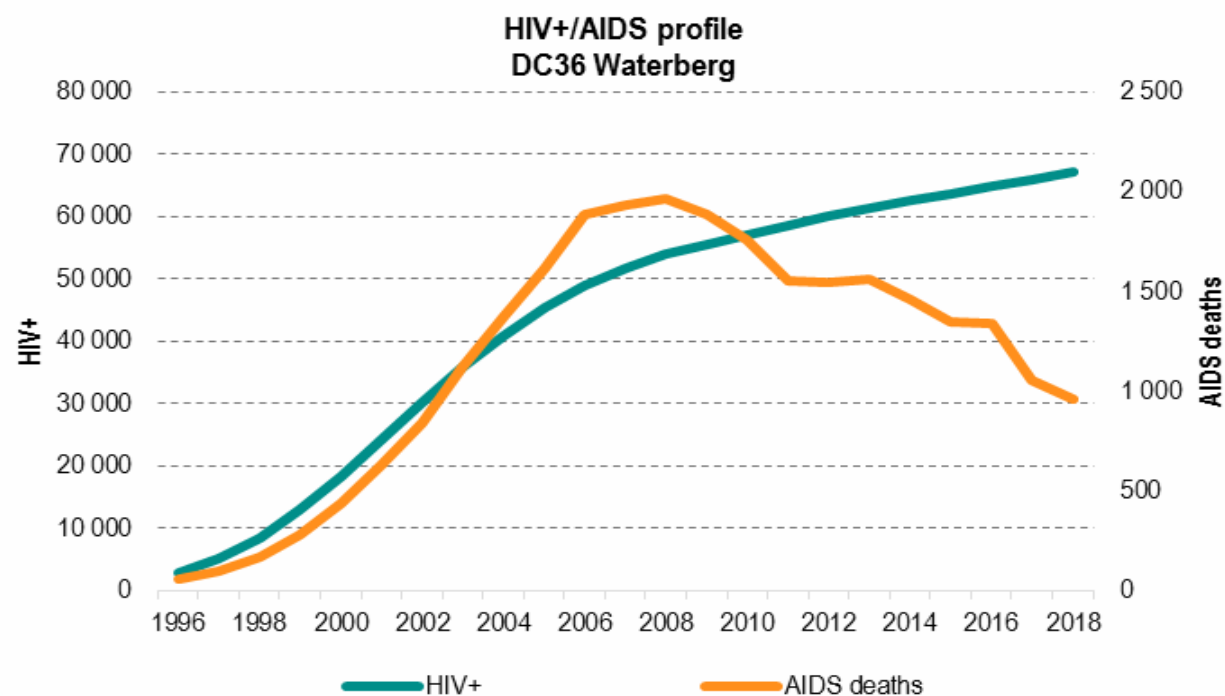
According to the Department of Health the three highest causes of death for children under the age of 5 are: Diarrhoea (22%), lower respiratory infections (20 to 21%) and pre term birth complications (10-12%). The top causes of death for young women between the ages 15-24 are HIV/Aids and TB whereas for young men in the same age group is road accidents and accidental deaths due to substance abuse. For the 25 to 64 age group the top causes of death for males and females are HIV/AIDS and TB. The top causes of death for the female elderly are: cerebrovascular diseases, hypertensive heart disease and ischaemic heart disease. For elderly males the causes of death are: ischaemic heart disease, cerebrovascular diseases and the lower respiratory infections. 8.5% of the total population is 60 years and above thus requiring, prevention of chronic diseases programs through strategies such as health promotion at community household level, screening and strengthening of PHC re-engineering programme.

In addition, the top 5 causes of death affecting women in the childbearing age group are: indirect maternal (36.2%), other maternal conditions (25.4%), hypertension in pregnancy (17%), abortion (14.1%) and maternal haemorrhage (6.4%).



According to the Department of Health, the leading cause of death is HIV Aids related deaths. There are 65 400 people infected with HIV in Waterberg, this constitutes and 7.1% and 0.9% of people infected with HIV in Limpopo and South Africa respectively. This reflects an increase at an average annual rate of 1.35% since 2008, which is higher than the 1.18% recorded by Limpopo in the same period. However, this is significantly lower than the 2% recorded for South Africa in the same period. The HIV/AIDS infected population represents 8.65% of the district total population in 2018. Amongst the infected people TB is the leading course of death. The challenges experienced in the district regarding TB-infections and fighting the disease include late consultation (with the diseases at an advanced stage) with health care providers and ineffective TB awareness campaigns.

According to the Department of Health, the District has total number of sixty one Primary Health Care (PHC) facilities, three Community Health Centres (CHC), seven District hospitals, one specialised hospital, one regional hospital and six private hospitals. These facilities render comprehensive health care package to communities the District. In considering the ideal hospital primary health care facilities do not perform well with the lowest possible score recorded in emergency trolleys and resuscitation rooms equipped with factional and basic



resuscitation equipment. The facilities in Mookgopong-Modimolle and Mogalakwena require particular attention.

TABLE 73: TOP 5 WORST PERFORMING VITAL IDEAL CLINIC ELEMENTS IN PHC FACILITIES

	Bela-Bela LM	Lephalale LM	Mogalakwena LM	Mookgophong/Modimolle LM	Thabazimbi LM	Overall %
Emergency trolley is restored daily or after each use	50	0	6	0	20	9
Resuscitation room is equipped with functional, basic resuscitation equipment	50	13	51	14	90	48
90% of the medicines on the tracer medicine list are available	100	75	74	43	80	73
Cold chain procedure for vaccines is maintained	100	100	97	71	100	95
The temperature of the medicine room/dispensary is maintained within the safety range	100	100	94	86	100	95

In 2018, the Gini coefficient in Waterberg District Municipality was at 0.61, which reflects a marginal increase in the number over the ten-year period from 2008 to 2018. The Limpopo Province and South Africa had a Gini coefficient of 0.594 and 0.629 respectively.

TABLE 74: SOCIAL SERVICES–HEALTH FACILITIES

MUNICIPALITY	HOSPITALS	CLINICS	MOBILE CLINICS
Bela-Bela	1 (1 Private)	4	2
Lephalale	2 (1 Private)	7	7
Modimolle-Mookgophong	1 (1 Specialised)	7	6
Mogalakwena	3	29	13

Thabazimbi	1	10	4
Waterberg District	11	57	32

Source: Department of Health Waterberg District

TABLE 75: EMS (STATIONS)

Municipality	Station
Bela-Bela	2 (Bela Bela, Pienaarsrivier)
Lephalale	2 (Lephalale , Witpoort)
Modimolle- Mookgophong	3 (Modimolle , Mabatlane 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.



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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.

TABLE 76: EARLY CHILDHOOD DEVELOPMENT

Municipality	No of ECD centers exist	No of ECD receive funding	How many ECD not funded	Overall backlog for ECD centers	Fully/Conditional registered ECD centres
Bela-Bela	35	7	25	3	32
Modimolle-Mookgophong	65	30	28	7	58
Lephalale	90	43	40	7	83
Mogalakwena	245	148	87	10	235
Thabazimbi	41	11	23	7	34
Waterberg	476	239	203	34	442

TABLE 77: DROP IN CENTRES

Municipality	No of Drop in centers exist	No of Drop in receive funding	How many Drop in Centers not funded	Overall backlog for Drop in centers
Bela-Bela	1	1	0	0
Modimolle- Mookgophong	4	4	0	0
Lephalale	8	7	1	0
Mogalakwena	21	18	2	0
Thabazimbi	2	1	1	0
Waterberg	36	31	4	0

TABLE 78: COMMUNITY NUTRITION CENTRES

Municipality	No of CNDC centers exist	No of CNDCi receive funding	Type of NPO operate as CNDC
Bela-Bela	2	2	DIC
Modimolle- Mookgophong	0	0	0
Lephalale	1	0	CNDC
Mogalakwena	1	1	CNDC
Thabazimbi	0	0	0
Waterberg	4	3	0

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.

3.3.4 SAFETY AND SECURITY

TABLE 79: POLICE STATIONS

Cluster	Police Station
Bela Bela Cluster	7
Lephalale Cluster	8
Modimolle Cluster	6
Mahwelereng Cluster	6
Waterberg District	27

Source: Department Safety and Security

TABLE 80: WATERBERG DISTRICT POLICE STATIONS

Modimolle Cluster	Mahwelereng Cluster	Lephalale Cluster	Belabela Cluster
Rankin's Pass Naboomspruit Vaalwater Tuinplaas Roedtan Modimolle Dorset Police Station	Mahwelereng Mokopane Saambouberg Tolwe Gilead Tinmyne	Lephalale Villa Nora Hoopdal Witpoort Cumberland Dorset Bulgerivier Tom Burke	Belabela Thabazimbi Northam Pienaarsriver Dwaalboom Rust de winter Rooiberg

Source: Department Safety and Security



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TABLE 81: WATERBERG CRIME STATS SIMPLIFIED

Type of Crime	Crime reported	Top 10 worse Police station precincts	Rating
Contact Crime 2018 - 2019			
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

Source: Department Safety and Security

TABLE 82: WATERBERG CRIME STATS SIMPLIFIED

Type of Crime	Crime reported	Top 10 worse Police station precincts	Rating
Property related crimes 2021 - 2022			
Burglary at residential premises	616 – 583 Decreased	Bela-Bela	7
	487 – 513 Increased	Mahwelereng	4
Theft of motor vehicle and motorcycle	42 – 54 Increased	Bela-Bela	3

	25 – 53 Increased	Northam	4
	32 – 32 Remain same	Modimolle	9
Theft out of or from motor vehicle	127 – 162 Increased	Bela-Bela	9
Stock-theft	44 – 58 Increased	Mahwelereng	6
	4 – 14 Increased	Tinmyne	9

Source: Department Safety and Security

CRIME

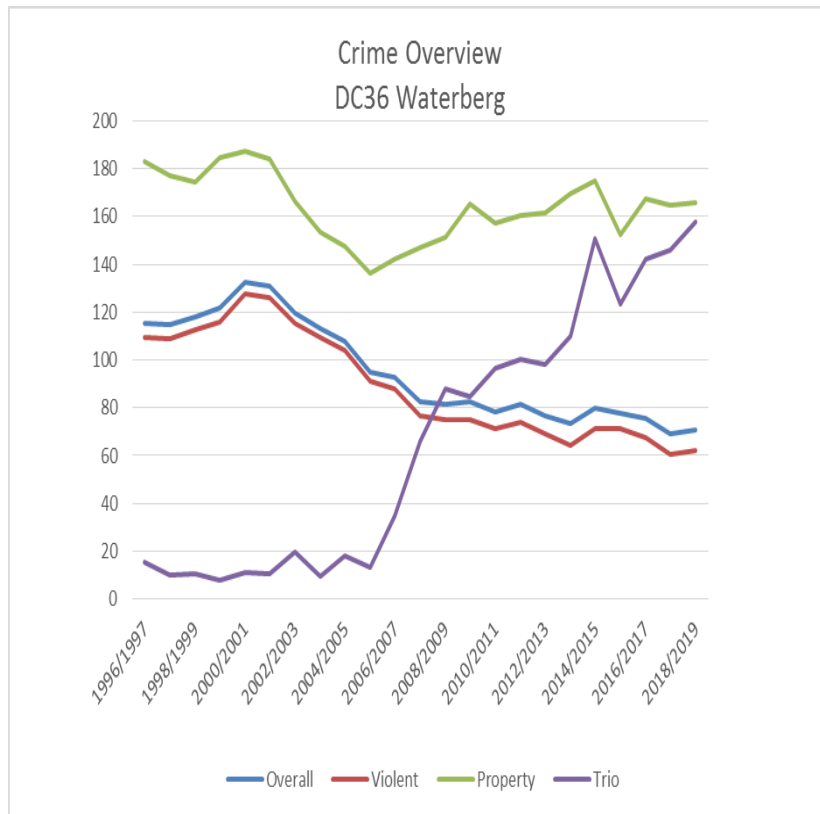
The low levels of skills and limited opportunities in the Waterberg District Municipality resulted in the municipality having the highest overall crime rate of the sub-regions within the overall Limpopo Province in 2019.



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TABLE 83: CRIME OVERVIEW



Category	2016/17	2017/18	2018/19	Case Difference	% Change
Contact crime	6 363	5 751	6 080	329	5.7
Contact related crime	1 260	1 328	1 438	110	8.3
Property related crime	5	5 546	5 768	222	4.0
Other serious crime	6 083	5 366	5 589	223	4.2
Community Reported Serious Crime	19 530	17 991	18 875	884	4.9

Source: IHS Markit Regional eXplorer version 1800 and Limpopo Province

Although there has been a decline in overall crime and violent crime since 2014 there has been a slight increase in the 2018/2019. Waterberg District Municipality has experienced an increase over a period of three years in some crimes, in 2018/19 there were 6 080 reported contact crimes which is an increase compared to 5 751 in the previous year. Although there is a decrease in overall crimes, there is a sharp increase in trio crimes which include house robbery, business robbery and vehicle hijacking. The property crimes are more prevalent in the District than any other crime.

However, the District also had the highest decrease in overall crime since 2007/08 and 2017/17 financial years, with an average annual decrease of 1.8%.

The crimes committed in the District range relate to robbery, contact crime, contact related crime, crime detected as a result of police action and other serious crimes. In the District, within the past 3 years, 18 194 cases of contact crime have been reported.

Contact crime includes murder, sexual offences, assault and robbery. Most of the cases of contact crime were reported in 2016/2017 amounting to 6 363 cases. In terms of crime detected as a result of Police Action (possession of illegal firearms and ammo, driving under the influence of alcohol, or drugs), the highest number of documented cases is on drug related crime, reported at 12 026 for the past 3 years.

According to the South African Police Services (SAPS), Waterberg District Municipality has 28 police stations. These police stations are spread across the various local municipalities, with Lephalale having 9 police stations, the highest in the district. The least number of police stations in the district is in Bela-Bela local municipality, with 3 police stations.

Mokopane features as number 3 out of the top 30 police station in the sexual offenses detected as a result of police action with 699 such incidents in the 2018/19 financial year indicating a 79% increase. Lephalale features as 24 in the same category with a 74% increase.

Waterberg is the second most significant conservation area for the rhino with approximately 1 250 white and black rhino remaining in the Waterberg Biosphere Reserve. This makes it susceptible to environmental crimes such as poaching.

Mahwelereng is the most dangerous location in the district, ranking 3rd in the province for attempted murder and 4th for murder, sexual offences, assault with intent for grievous bodily harm, common assault and common robbery. Bela Bela is ranked 2nd in the province for drug related crimes.

Backlogs of Safety and Security Facilities

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.



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3.3.5 SPORT, ART AND CULTURE

TABLE 84: SPORTS FACILITIES PER MUNICIPALITY

Municipality	Name of facility	Name of Location	Activities
Modimolle -Mookgophong	1 Ephraim Mogale Stadium Phagameng Sports facilities	Phagameng Location	Netball, Rugby, Volleyball, Basket and tennis
	Mookgophong Stadium Mookgophong Multipurpose	Mookgophong	Netball, Volleyball, Basket and outdoor gym facilities
Mogalakwena Municipality	Mahwelereng stadium Bakenberg Stadium Bavaria Stadium Rebone Stadium	Mahwelereng Bakenberg Matlala North Steilloop	Netbank, Rugby, Volleyball, Basket and tennis
	Mapela Ga-pila Bakenberg	Netbank, Rugby, Volleyball, Basket and tennis	Mapela Sport Centre Ga-pila outdoor courts Bakenburg Stadium
	Mapela Sport Centre Ga-pila outdoor courts	Mapela Ga-pila	Netbank, Rugby, Volleyball, Basket and tennis
Lephalale Municipality	Shongoane stadium Thabo Mbeki Stadium Marapong Stadium Mogol Stadium(Private)	Shongoane 3 Thabo Mbeki Marapong Location Lephalale Town	Netbank, Rugby, Volleyball, Basket and tennis
Thabazimbi Municipality	Thaba- Park Stadium Regorogile Sports Fields	Thabazimbi Town Regorogile Location	It includes a multipurpose Netbank, Rugby, Volleyball, Basket and tennis
Belabela	Moloto Sports Fields Sanfa Stadium Belabela Stadium Belabela sports Centre	Bela-bela Location	It includes a multipurpose Netball, Rugby, Volleyball, Basket and tennis



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.

TABLE 85: MUNICIPALITY HALLS AND PARKS

MODIMOLLE-MOOKGOPHONG -

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

Source: MMLM

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,

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 are under 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.



TABLE 86: DISTRICT WIDE LIBRARY INFRASTRUCTURES

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

Source: Local Municipalitis

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

3.4.6 TELECOMMUNICATION SERVICES

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, Rebone, Sterkrivier and Taueatswala**



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CHALLENGES

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

TABLE 87: CEMETRY

MUNICIPALITY	NUMBER OF CEMETRY
Modimolle	11
Bela-Bela	03
Thabazimbi	04
Mogalakwena	21

CEMETRY CHALLENGE

- Poor quality of road
- No ablution facilities
- Limited space for burial

CHAPTER 4: LOCAL ECONOMIC DEVELOPMENT ANALYSIS

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.

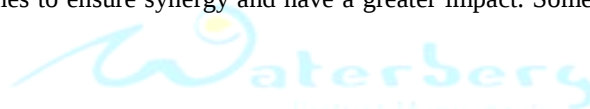
Shift from road to rail in Mpumalanga.

Logistics corridor to connect Mpumalanga and Gauteng.

TABLE 88: 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.



KEY SECTORS CONTRIBUTING TOWARDS THE ECONOMY OF THE MUNICIPALITY,

Mining
Agriculture
Tourism
Manufacturing

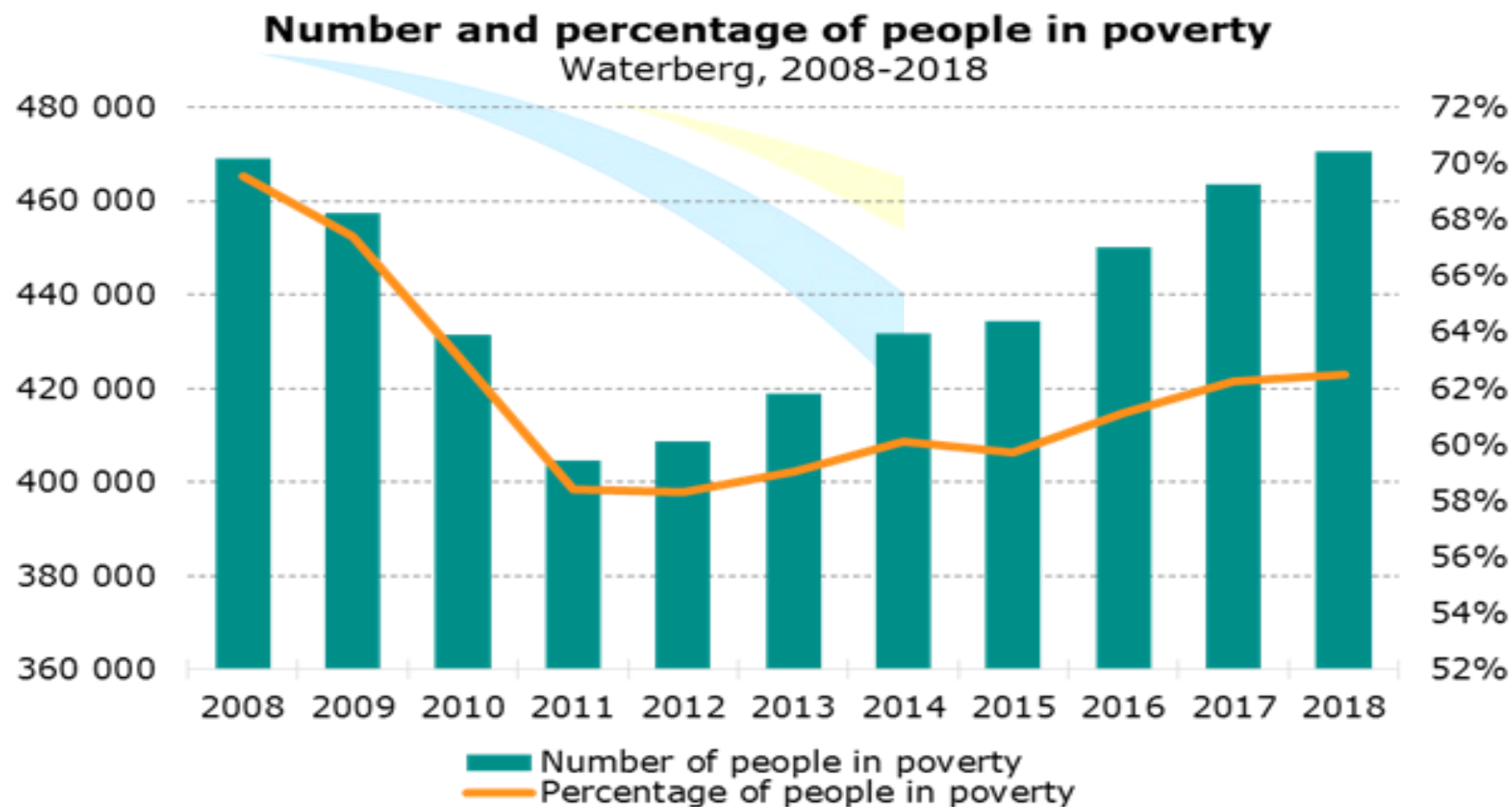
POVERTY

The upper poverty line is defined by Statistics South Africa as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area.



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Source: IHS Markit Regional eXplorer version 1803

When using the upper poverty line, in 2018, there were 470 000 people living in poverty across the Waterberg District Municipality. This is 1.23% higher than the 464 000 that was there in 2008. However, the percentage of people living in poverty decreased from 69.39% to 62.18% between 2008 and 2018, which indicates a decrease of 7.22%. Of the 464 000, almost half (226 599 or 48, 2%) lived under the extreme poverty line, meaning they would not be able to afford the minimum required daily energy intake.

The table below illustrates that, the population group with the highest **Percentage of people in poverty** percentage of people living in poverty in 2018, was the African population group

with a total of 66.4% people living in poverty, using the upper poverty line definition. The proportion of the African population group, living in poverty, decreased by 8.55%, as can be seen by the change from 74.92% in 2008 to 66.37% in 2018. In 2018, 46.07% of the Coloured population group lived in poverty, as compared to the 45.76% in 2008. The Asian and the White population group saw an increase in the percentage of people living in poverty, with a 2% and 0.3% respectively.

TABLE 89: PERCENTAGE OF PEOPLE LIVING IN POVERTY BY POPULATION GROUP

Year	African	White	Coloured	Asian
2008	74.9%	3.1%	45.8%	13.3%
2009	72.8%	3.6%	43.5%	12.0%
2010	67.8%	2.8%	40.1%	9.9%
2011	63.0%	1.9%	35.4%	7.6%
2012	62.9%	1.7%	36.8%	7.7%
2013	63.6%	1.5%	38.6%	7.9%
2014	64.9%	1.5%	40.9%	8.1%
2015	64.3%	1.7%	42.4%	8.2%
2016	65.9%	2.5%	45.0%	10.6%
2017	66.7%	3.2%	45.9%	13.0%
2018	66.4%	3.4%	46.1%	15.3%

THE GROSS DOMESTIC PRODUCT

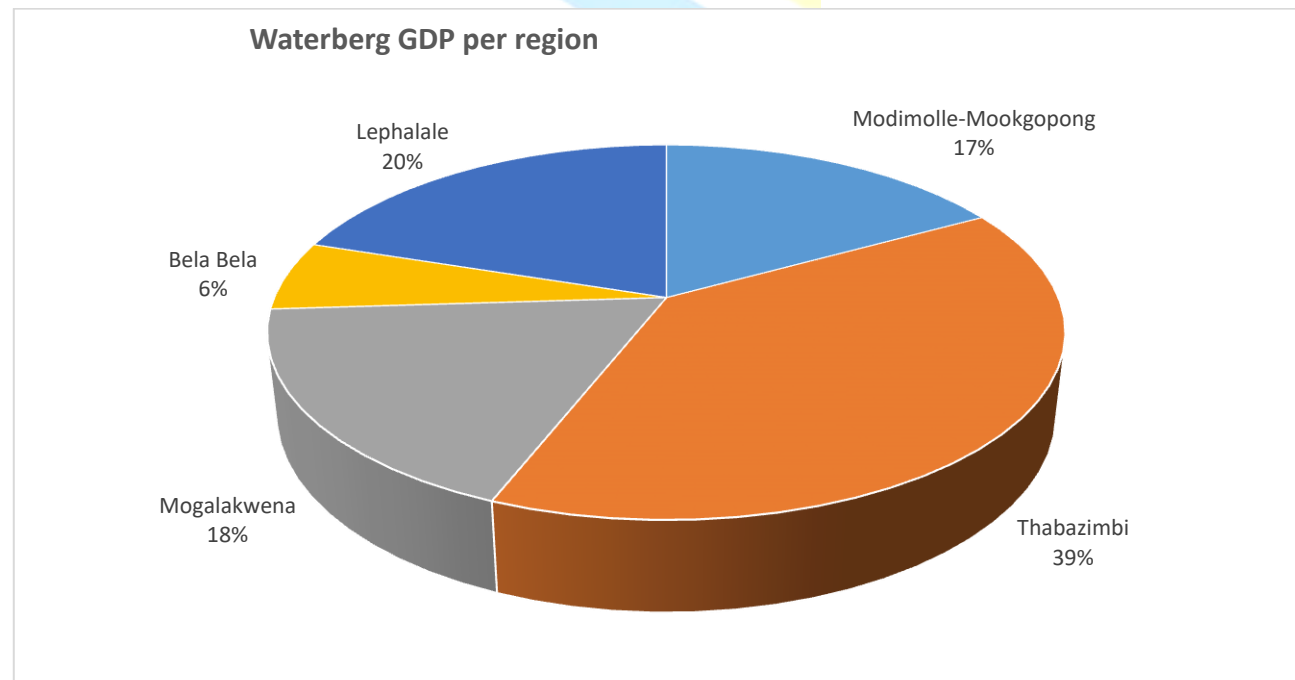
The economic state of the Waterberg District Municipality is put in perspective by comparing it on a spatial level with its neighbouring district municipalities, the Limpopo Province and South Africa as a whole.

The Gross Domestic Product (GDP) is an important indicator of economic performance and is used to compare economies. With a GDP of R 66 billion in 2018 (up from R 31.5 billion in 2008), the Waterberg District Municipality contributed 18.45% to the Limpopo Province GDP of R 358 billion in 2018. This translates to a contribution of 1.35% to the GDP of South Africa, which was R 4. 87 trillion in

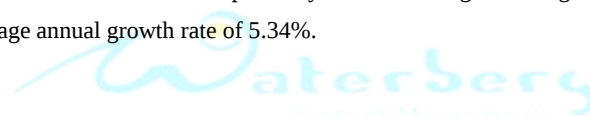
2018 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2008 when it contributed 1.33% to South Africa, but it is lower than the peak of 1.41% in 2010.

ECONOMIC SECTOR COMPOSITION

In 2018, the Waterberg District Municipality achieved an annual growth rate of -0.57%, which is a significant lower GDP growth than the Limpopo Province's 0.22%, and is lower than that of South Africa, where the 2018 GDP growth rate was 0.79%. Contrary to the short-term growth rate of 2018. The longer-term average growth rate for Waterberg of 1.16% is slightly lower than that of South Africa of 1.50%.

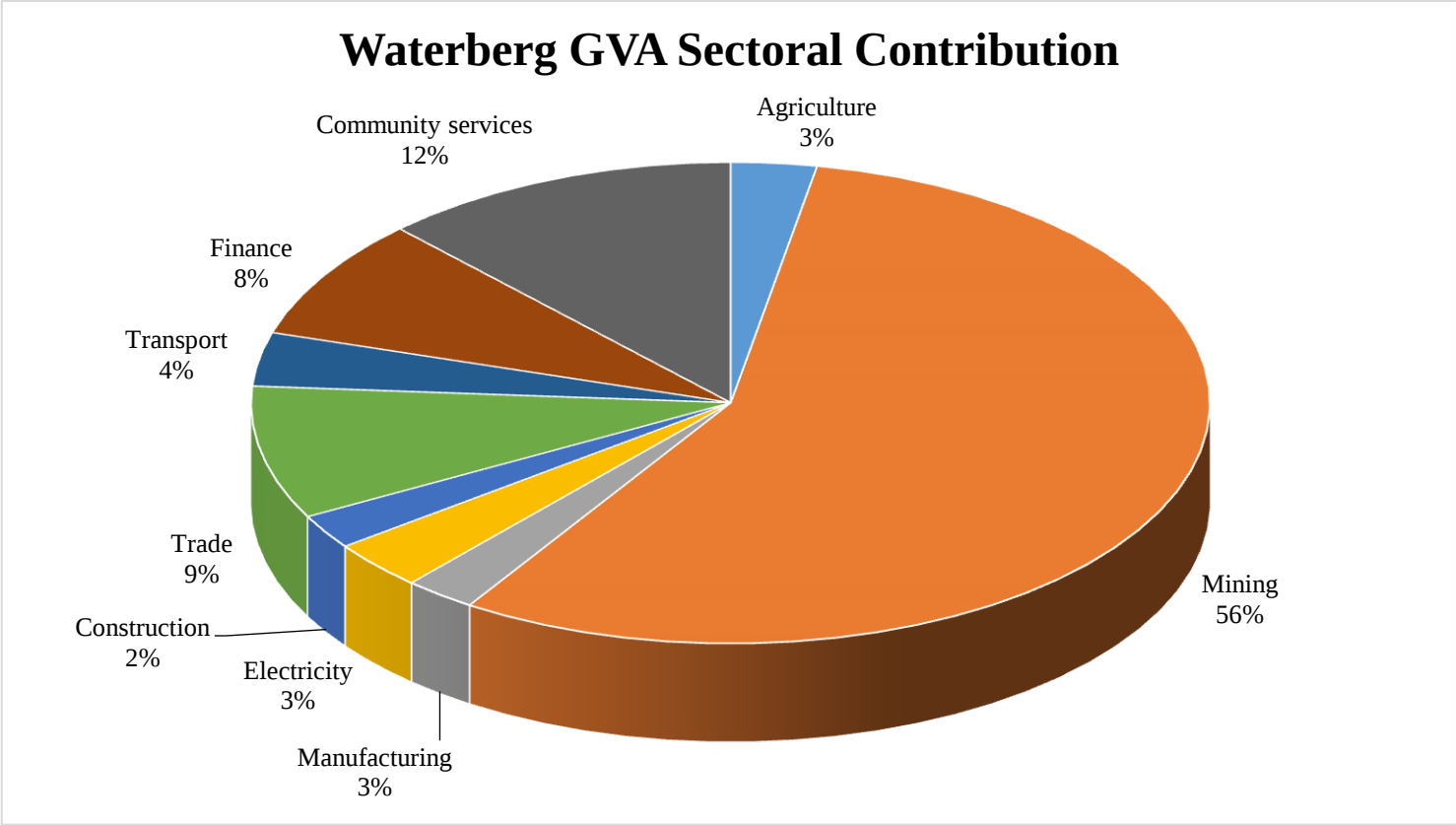


The greatest contributor to Waterberg's economy is the Thabazimbi Local Municipality with a share of 39% or R 18 billion, increasing from R 12.2 billion in 2008. The economy with the lowest contribution is the Bela Bela Local Municipality with R 3 billion, growing from R 1.61 billion in 2008. It is expected that Waterberg will grow at an average annual rate of 1.30%. The average annual growth rate of Limpopo Province and South Africa is expected to grow at 1.76% and 1.50% respectively. When looking at the regions within the Waterberg District Municipality, it is expected that from 2018 to 2023 the Lephalale Local Municipality will achieve the highest average annual growth rate of 5.34%.



In 2018, the mining sector was the largest economic sector in Waterberg, accounting for R 32. 6 billion or 53.9% of the total GVA in the district municipality's economy. The sector that contributed the second most to the GVA of the Waterberg District Municipality is the community services sector with 13.1%, followed by the trade sector with 9.2%. The sector that contributed the least to the economy of Waterberg District Municipality is the construction sector with a contribution of R 1. 48 billion or 2.45% of the total GVA.

SECTORAL COMPOSITION



The community services sector, which includes government services, is a large contributor towards GVA within smaller and rural local municipalities. When looking at the regions within this district municipality, the Mogalakwena Local Municipality made the largest contribution to the community services sector at 36.16%. As a whole, the Mogalakwena Local Municipality contributed R 10. 9 billion or

18.04% to the GVA of the Waterberg District Municipality. The region within Waterberg District Municipality that contributed the most to the GVA of the district municipality was the Mogalakwena Local Municipality with a total of R 10. 9 billion or 18.04%.

For the period 2008 to 2018, the GVA in the finance sector had the highest average annual growth rate of 2.24%. The industry with the second highest average annual growth rate was the agricultural sector, averaging at 1.86% per year. The manufacturing sector had an average annual growth rate of -0.24%, while the electricity sector had the lowest average annual growth of -0.78%. Overall, a negative growth existed for all the industries in 2018 with an annual growth rate of -0.65% since 2017.

The primary sector contributed the most to the Gross Value Added at 56.9%. This is significantly higher than the national economy of 10.5%. The tertiary sector contributed a total of 35% (ranking second), while the secondary sector contributed the least at 8%. The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in the district from 2008 to 2018.

Agriculture remain an important economic activity. The Sprinkbok Flats area of the Waterberg District is where a large portion of the agriculture takes place. The agriculture around Thabazimbi is known for cash crop production and horticulture. Cash crops include crops such as cotton, sunflower, tobacco and soya beans as well as fruit and vegetables. Lephalale has a variety of agricultural activities taking place around it including game farming, livestock farming and irrigated agriculture. Modimolle-Mookgophong also has a variety of agricultural activities, including game farming, citrus fruit and spice (paprika) production¹³. Between 2008 and 2018, the agriculture sector experienced the highest growth in 2017 with an average growth rate of 21.6%. The agricultural sector experienced the lowest growth for the period during 2016 at -9.4%.

Platinum is mined at Mokopane, Amendelbult and Northam. Anglo Platinum Ltd.owns the mines at Mokopane and Amendelbult, while Northam Platinum Ltd ownsthe mine at Northam. The mining sector reached its highest point of growth of 5.5% in 2013, and its lowest point of growth in 2008 at -5.3%.

Concerning the secondary sector, it consists of three broad economic sectors, namely the manufacturing, the electricity and the construction sectors. The following chart represents the average growth rates in the GVA for these sectors in the Waterberg District Municipality from 2008 to 2018.

Between 2008 and 2018, the manufacturing sector experienced the highest growth in 2010 with a growth rate of 6.2%, while the construction sector reached its highest growth in 2008 at 9.2%. The manufacturing sector experienced its lowest growth in 2011 of - 8.9%, while construction sector reached its lowest point of growth in 2011 with a -2.1% growth rate. The electricity sector experienced the highest growth in 2018 at 9.5%, while it recorded the lowest growth of -5.8% in 2013. The important mining activities in the region include:

Granite operations in Bakenberg;

a number of tin fields in the Waterberg;



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tin field deposits in Bakenberg and Rooiberg near the Marakele National Park. These deposits will have an influence on the future zoning of the Waterberg Biosphere Nature Reserve;

the Waterberg coal field which has 45% of South Africa reserves;

platinum mining in the western sector. This complex has significant reserves and is being exploited by three mining companies, namely Northam Platinum (Goldfields), Amandelbult (AMPLATS) and the Union section (AMPLATS); and

iron mining in Thabazimbi. The mine has been in operation since 1936 and is believed to have the remaining life span estimated at about 5-8 years.

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Waterberg District Municipality from 2008 to 2018. The trade sector experienced the highest growth in 2010 with a growth rate of 4.1%. The transport sector reached its highest point of growth in 2014 at 3.7%. The finance sector experienced the highest growth rate in 2009 when it grew by 7.0% and recorded the lowest growth rate in 2018 at 0.1%. The Trade sector had the lowest growth rate in 2008 at -1.8%, while the community services sector, which largely consists of government, experienced its highest positive growth in 2009 with 3.1% and the lowest growth rate in 2015 with 0%.

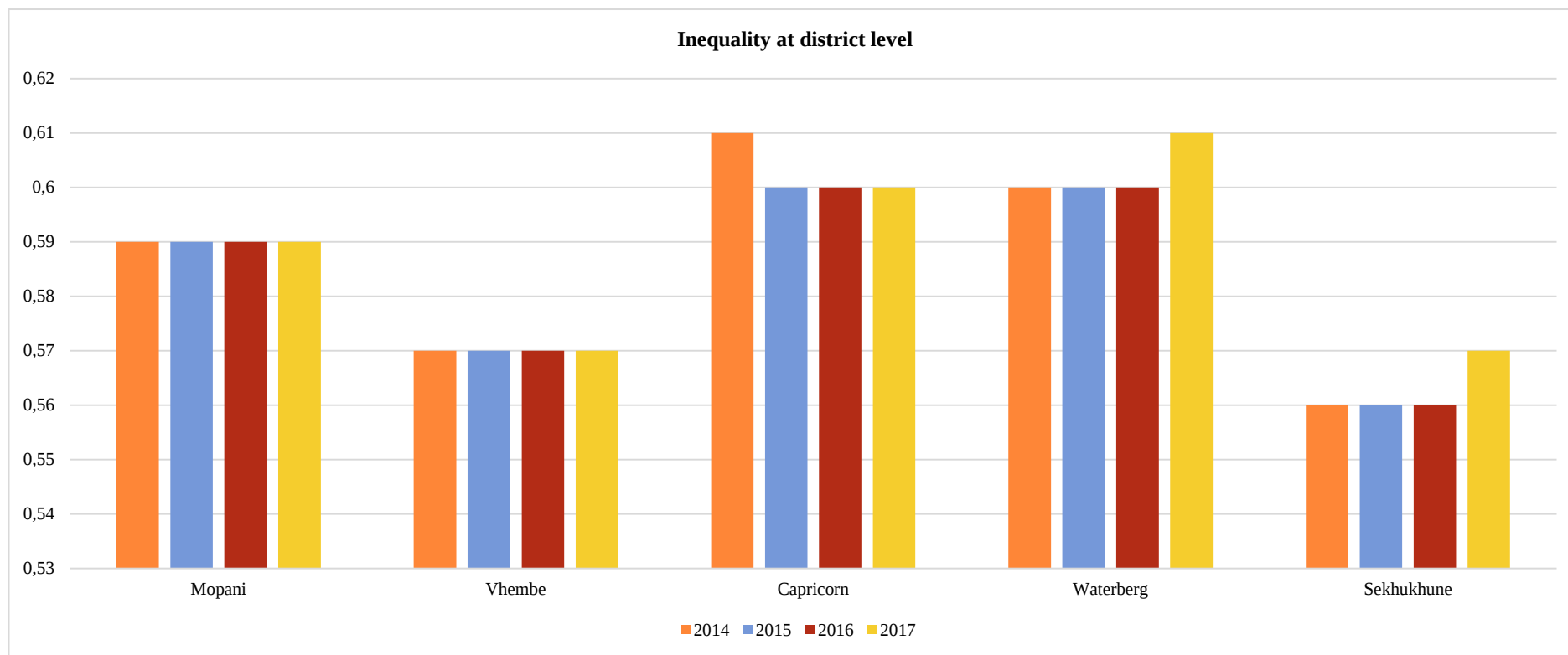
INEQUALITY

Inequality for Waterberg, Limpopo and South Africa



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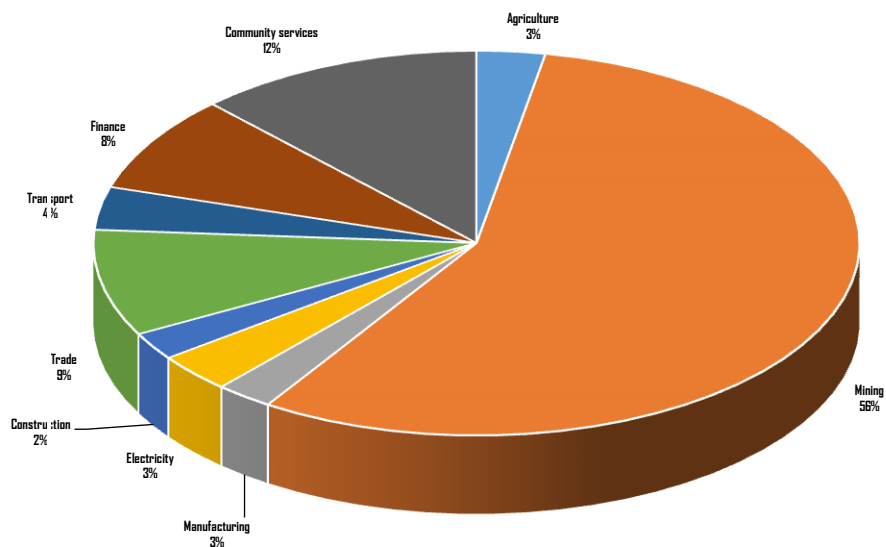
Source: HIS Markit Regional Explorer 2018.

In terms of the District Gini coefficient for each of the local municipalities in the District, the Bela-Bela Local Municipality had the highest Gini coefficient, with an index value of 0.615. The lowest Gini coefficient was recorded in the Mogalakwena Local Municipality, with an index value of 0.588.

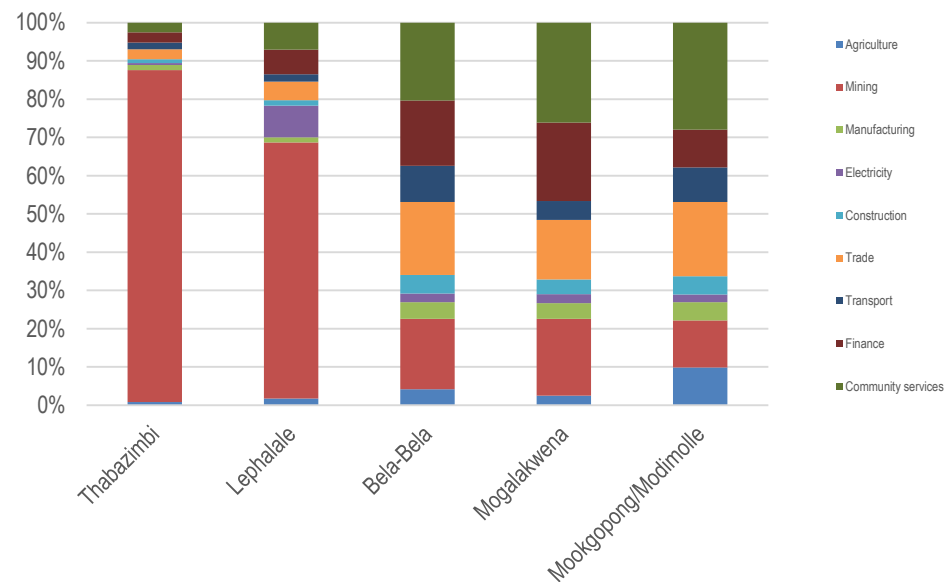
ECONOMY

The economy of the Waterberg DM is largely dominated by three (3) sectors, namely; mining, tourism and agriculture. In 2018, the Waterberg's formal economic growth (GDP) contracted to an annual growth rate of -0.57% (significantly lower than the 0.22% per annum GDP growth of Limpopo Province and the 0.79% per annum growth of South Africa in 2018.). The greatest contributor to Waterberg's Gross Value Add (GVA) in mining with 56%, followed by community services with 12% and Trade with 9%.

Waterberg GVA Sectoral Contribution



Gross Value Added (GVA) by broad economic sector Waterberg District Municipality, 2018

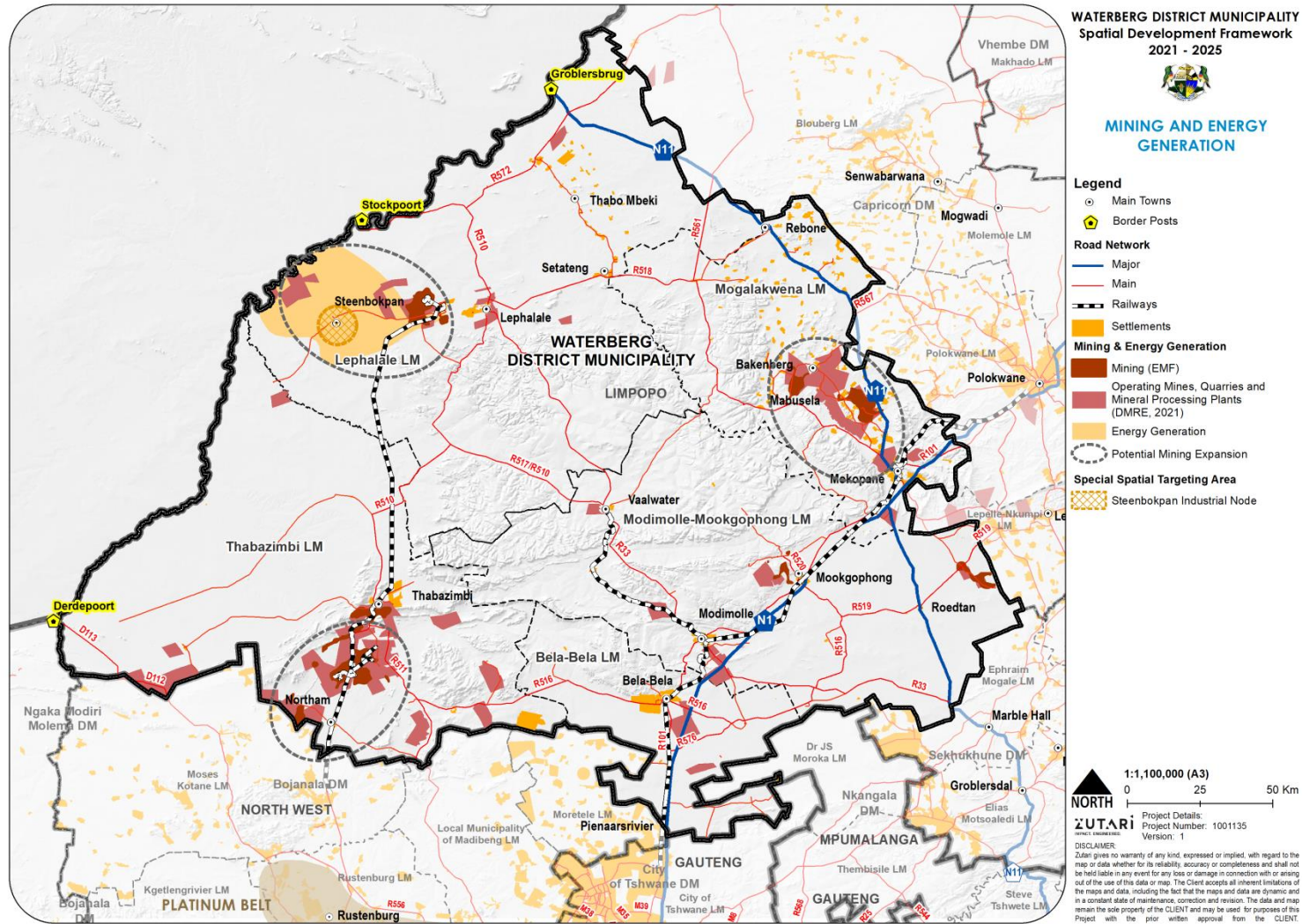


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MINING

Map 22: Mining



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The district is one of the major mining regions in South Africa with platinum, iron ore, coal and diamonds as the main resources. Importantly, the district, houses 40% of the national coal reserves. Other minerals in the district include chrome, platinum, nickel, tin, tungsten, palladium and iron¹ The district also houses the fourth largest power station (Medupi) in the world and the largest remaining known coal reserves in South Africa.

According to the Department of Mineral Resources, there is a total of forty-seven (47) mining licenses issued by the Department of Minerals and Energy. Of the 47 issued licences twenty (20) operational mines, twenty-seven (27) mines non-operational due to, companies that are under care and maintenance, lack of funding, appeals, and water use licences.

Right holders are obliged to commence with operations within 120 days for prospecting and 1 year for mining from the date of issuing of the right. In addition to the non-operational mines listed above, there is total of nineteen (19) applications are pending.

Municipality	Status of the mine		Commodity
	Operational	Non-operational	
Lephalale	1	9	Coal, Quartzite, clay and platinum
Thabazimbi	9	7	Iron ore, chrome, limestone
Mogalakwena	5	7	Granite, vanadium and platinum
Modimolle/Mookgopong	4	2	Clay, andalusite, quartz and sandstone, aggregate
Belabela	1	1	Diamonds and Calcite
Total	20	27	

In addition, the Department of Mineral Resources (DMR) has issued about 125 prospecting rights. There is a potential of these prospective rights to graduate and become mining rights in future. The Department has also issued 59 mining permits within the district. Mining permits in its nature have a potential to create jobs of maximum period of five year on a small scale.

ECONOMIC OPPORTUNITIES: AREAS OF COMPARATIVE ADVANTAGE



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The economy of the Waterberg District Municipality is characterized by three active sectors, namely Mining, Tourism and Agriculture. The district is one of the major mining regions in South Africa of which platinum, iron ore, coal and diamonds are the main resources. The fertile soil of the district lead to a competitive advantage in the agricultural sector. The district also has a variety of natural resources, and has the potential to create countless opportunities for the local population to encourage economic development.

MINING

The mining industry in the municipal area contributes to the economic development of the district and province. The Waterberg area is the largest production area of platinum in the province of Limpopo and the mining of coal and petroleum development in Lephalale has increased demand for the commodity for electricity generation.

Key mineral deposits

Minerals found in the district include chrome, platinum, nickel, tin, tungsten, coal, iron and many other metals that have contributed to the flourishing of the mining industry in the district. The sector's output in the district is mainly characterized by extraction with limited value addition and diversification.

Lephalale local municipality has been identified by the Limpopo economic growth and development plan as an energy cluster and has attained the status of national development node. The coalfields, which boast more than 40% of the total coal reserve of South Africa, are located in Lephalale. 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 have contributed to the flourishing of the mining industry in the district. Mining is the highest GDP contributor in the district by 47, 4%.

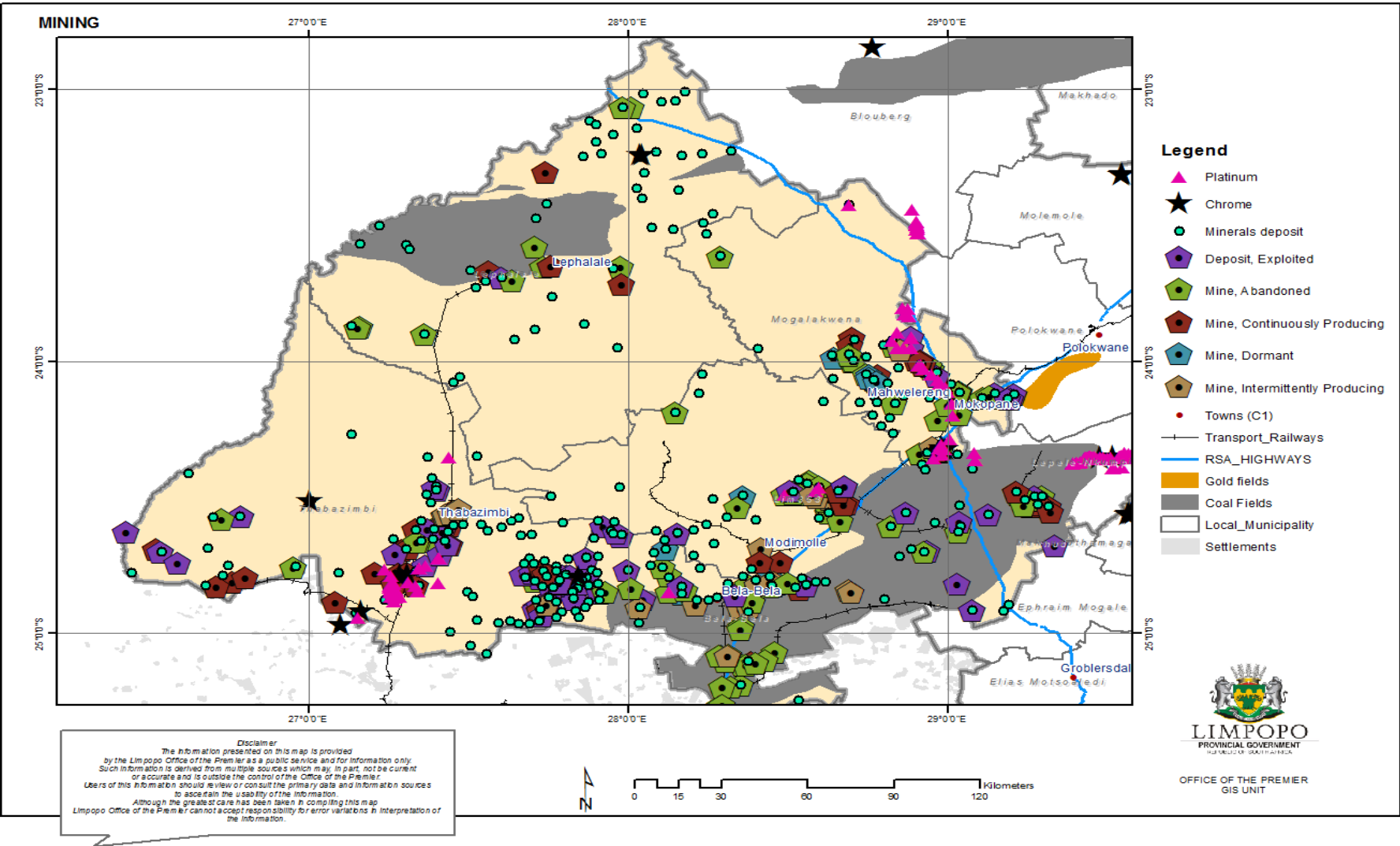
Limpopo is gifted with a wide variety of minerals, some of the more important of which are platinum group metals, diamonds, coal, chrome, iron ore and copper. The world's largest reserves of platinum group metals are to be found in the centre of the Limpopo Province, which also has rich deposits of chrome, vanadium, nickel and titanium. Large coal reserves occur in most of the western parts of the province and are associated with significant quantities of natural gas or coal bed methane. The figures below demonstrate the geographic spread mines in Waterberg District.



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Map 23: Geographic spread of minerals in Waterberg



The table shows that minerals are concentrated mainly in the Mogalakwena, Lephalale, Thabazimbi and Modimolle/ Mookgophong.

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TABLE 90: MINERAL GEOGRAPHIC SPREAD

Lephalale	Mogalakwena	Modimolle	Thabazimbi	BelaBela
Coal	PGM's Granite Vanadium	Clay Andalusite Quartz and sandstone Aggregate	PGM's Iron Ore Andalusite Chrome Limestone	Calcite

Current mining footprint

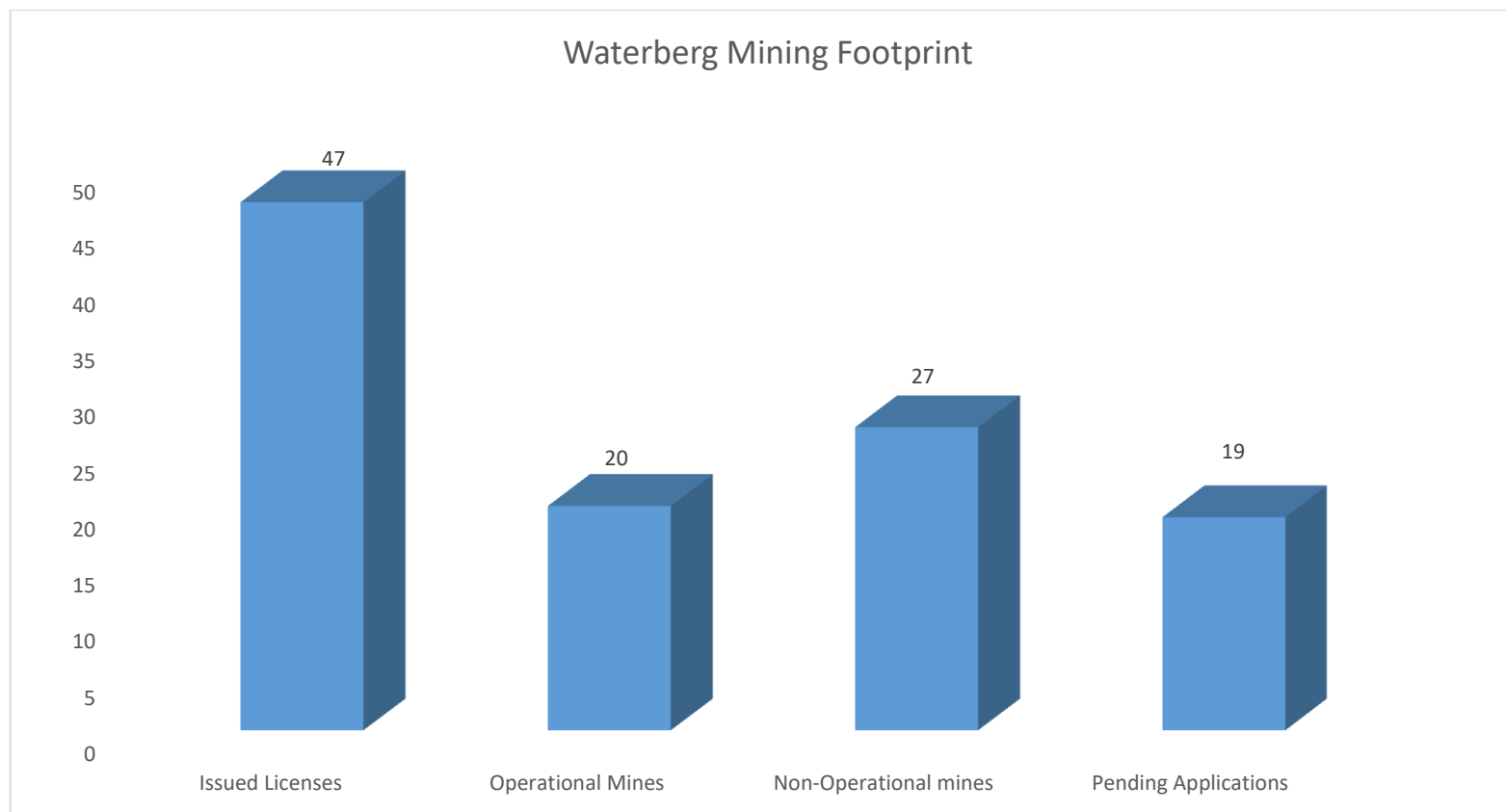
The district's current mining footprint is based on a total of forty-seven (47) issued licenses as the Department of Minerals and Energy, representing twenty (20) operational mines and twenty-seven mines non-operational due to commodity demand issues, unavailability of water and lack of off-take agreements for their commodities. In addition to the non-operational mines listed above, there is total of nineteen (19) pending applications.



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Water Mining Footprint



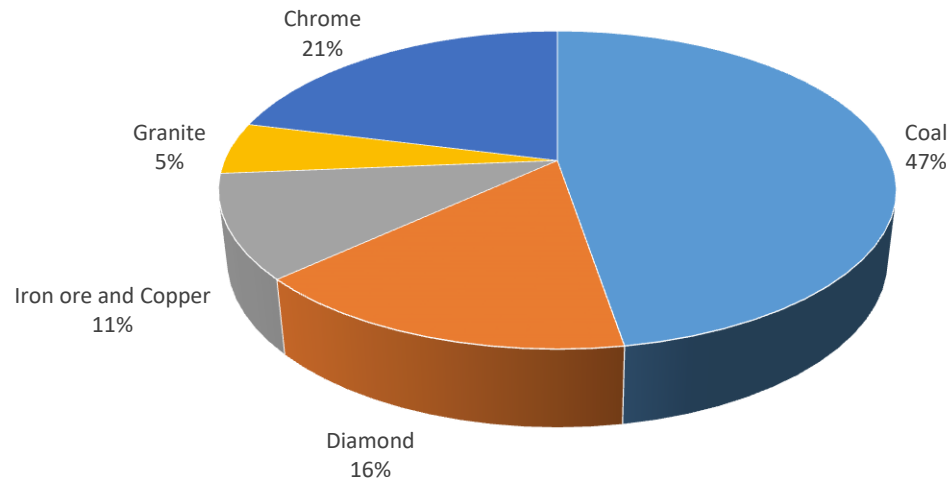
Current mining footprint in the district focuses mainly on the following minerals: PGM's, coal, chrome, Iron ore, copper and granite. The district's mining footprint per municipality is as follows:

Future developments

Waterberg mineral resources present a variety of future economic developments opportunities with broad potential contribution to industrialization, broader economic participation by Historically Disadvantaged Individuals and integrated community development. A summary of mining license applications to-date indicates nineteen (19) pending applications which demonstrates the investment appetite facing this district. New mining license applications focus on the following minerals: coal (9); diamond (3); iron ore and copper (2); granite (1) and chrome (4).

Waterberg Mining Applications

Waterberg Mining Applications



Constraints

Lack of supportive rail infrastructure between Lephalale and Thabazimbi.

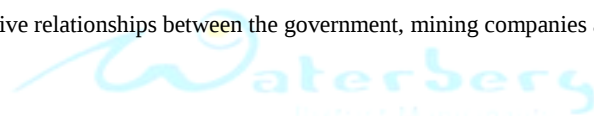
Infrastructure development projects (roads) often fail to take off due to PPP partners' inability to meet their commitment.

The major constraint is water use license.

The risk created by future mechanization in mining may drastically limit the effective participation of locals if skills development is not in line with mining modernization and the impacts of the Fourth Industrial Revolution. An integrated district-based skills development approach had been initiated with mines but needs to be broadened to include other sectors.

Strategic actions

The recent history of mining development in Limpopo has been marred by continuous conflicts mainly between the mining companies and communities especially in the Waterberg and Sekhukhune Districts. In 2011 the provincial government mandated the Department of Economic Development, Environment and Tourism to develop and facilitate the Integrated Mining Development and Sustainability Framework that aimed at creating an inclusive economic growth amongst key stakeholders through creation of a mutually beneficial relationship by working together towards a common and shared vision. The implementation of this framework had since enhanced collaborative relationships between the government, mining companies and communities.



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The government continues, through the Limpopo Mining Forum to facilitate collaboration with mines and communities with mines committing to implement developmental projects in three work streams: Business and Industrialization; Skills Development and Employment Creation; and Community Development.

Business Development and Industrialization

The province's mineral and mining value chains provide opportunities for local manufacturing, to deepen industrialization and enhance an inclusive economic development. Through the government and mines collaboration, a few projects had been identified and were implemented by mines in Waterberg. A pipe manufacturing plant was established by Anglo Platinum in Mokgalakwena municipality with an investment of R100m, a dust musk manufacturing plant was constructed by Ivanplats also in Mogalakwena at investment of R 11m.

Skills Development and Employment Creation

Through the Limpopo Mining Forum engagements, mines agreed on a 'District-based' skills development approach wherein they will collaborate to implement integrated skills development projects. Other sectors of the economy are been drawn into this approach in order to share facility development costs and have an integrated impact. Mines have further committed to support technical schools in order to improve the legibility of local learners to enter technical vocations. Success stories of improved technical schools are emerging with support of mines such as: Thekganang Technical Secondary in Northam, Mabalane Seleka Technical school in Lephalale, and Phaladingwe Technical High in Mapela village, Mogalakwena municipality.

Community Development

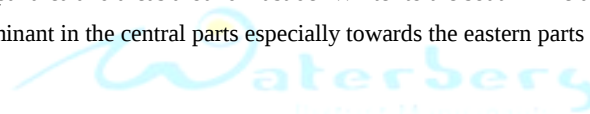
To resolve the conflicts arising from the past exclusion of communities in mining development planning and its value chains, the Limpopo Mining Forum facilitates mine/communities' engagement protocols assisting municipalities in the development and implementation of local Mine Community Engagement Forums. Platforms are now in existence offering mine host communities a voice in their development.

AGRICULTURE

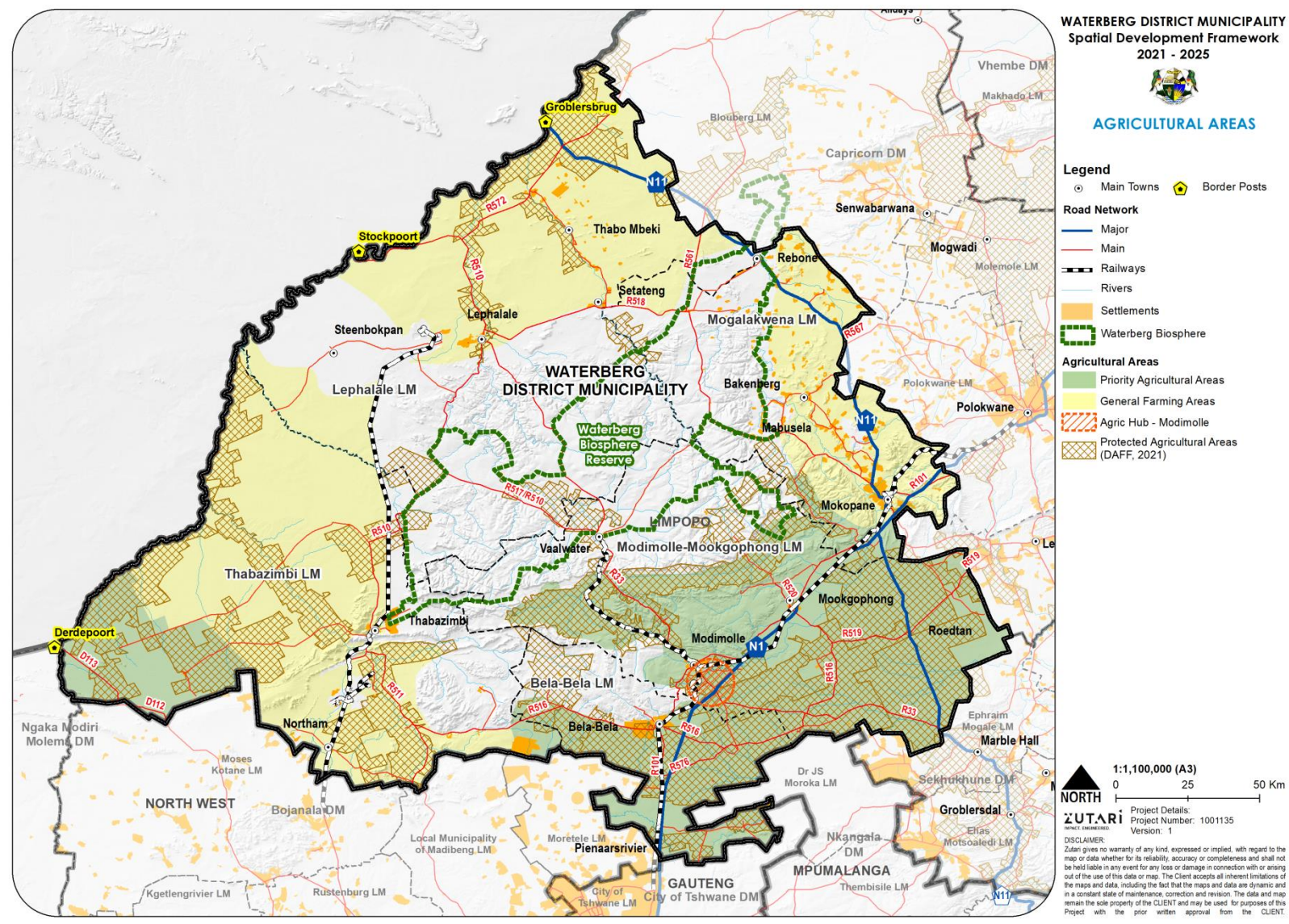
Waterberg is predominantly rural with fertile soil and a good climate, presenting a comparative advantage in the agricultural sector and opportunities, which still needs to be realized to their full potential. Although named Waterberg, the district is actually classified as a semi-arid area with poor 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 that are produced within the district and thus sensitive to the rand/dollar exchange rate.

The mountainous northern extents of the municipal area and areas around Rust der Winter to the south in Bela Bela are predominantly used for game farming, while cattle farming is concentrated in the southern areas around Pienaarsrivier. Crop farming is dominant in the central parts especially towards the eastern parts of the Springbok Flats.

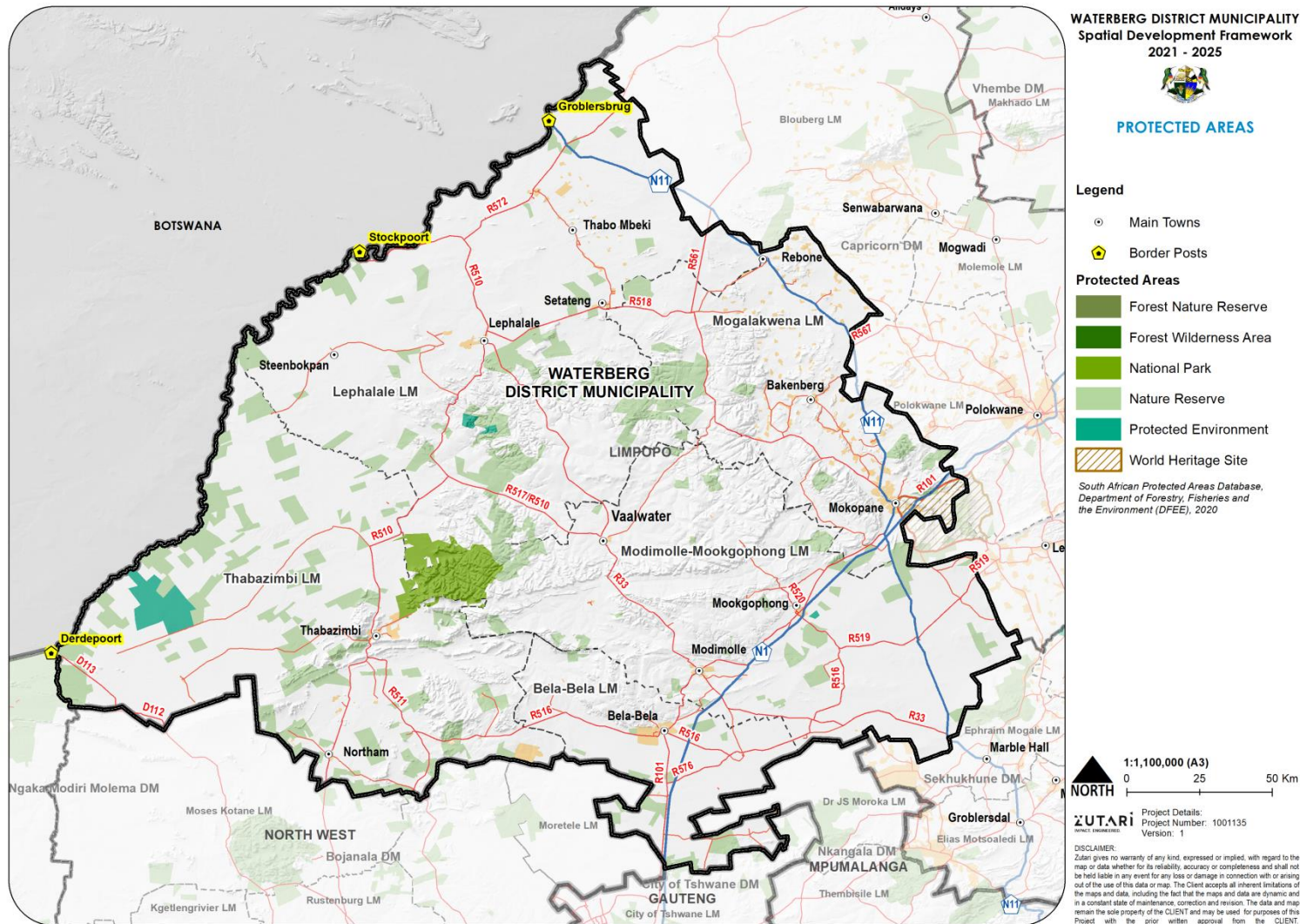


Map 24: Agriculture Production Area



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Map 25: Protected Areas



Waterberg

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TABLE 91: AGRICULTURE PRODUCTION AREA

District	Total Agricultural Area
Capricorn	2 146 094.47
Sekhukhune	1 335 352.04
Mopani	1 402 999.14
Vhembe	2 076 390.38
Waterberg	4 360 262.11
Total	11 321 098.14

The total current agricultural production area for the Waterberg District is 4.3 million hectares. This translate to 38.51% of the provincial agricultural area. The figures below demonstrate the commodities that are currently being produced in Waterberg District. These commodities provide a base for growth of the sector in the district as well as an opportunity for value chain development and job creation. The land is mainly used for game ranching, grazing land for livestock, horticulture (vegetables) and field crops (Sunflower, Wheat, Maize and Sorghum).

Vegetable industry could be one of the largest contributors to job creation and improvement of livelihood if the potential demand in South Africa and SADC is considered. Waterberg has a fair share of vegetable production footprint though insignificant compared to other districts. From the map below, it is evident that there is scattered distribution of vegetable production in the district.



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VEGETABLES

Legend:

- POTATOES (Blue)
- BUTTERNUT (Purple)
- ONION (Brown)
- TOMATOES (Red)
- CABBAGE (Green)

Map Labels:

Neighboring regions: Zimbabwe, Botswana, Mozambique, North West Province, Gauteng Province, Mpumalanga Province.

Localities: Musina, Makhado, Thohoyandou, Givani, Dendron, Soekmekaar, Modjadikloof, Tzaneen, Potokwane, Phalaborwa, Hoedspruit, Lebowakgomo, Mookopane, Vaalwater, Thabazimbi, Modimolle, Bela-Bela, Mookgopong, Marble Hall, Groblersdal, Steelpoort, Ongrstad.

Scale: 0 15 30 60 90 120 Km

Vegetables that are mainly produced in the area of Waterberg includes tomatoes, potatoes, cabbages and butternut. The district has a potential to increase the area under production in areas with suitable agro-climatic conditions.

In the recent years, a growth in the adoption of climate smart agriculture systems where vegetables are produced under controlled environment such as tunnels. As part of farmer settlement support and recapitalization of land reform farms benefited from the Department of Rural Development and Land Reform with production infrastructure. Through intensive production system, there is potential to produce high value vegetable crops such as cucumbers, green peppers, herbs and baby vegetables for niche markets.

INTENSIVE FARMING PRODUCTION SYSTEM



GRAINS AND OILSEEDS PRODUCTION AREAS

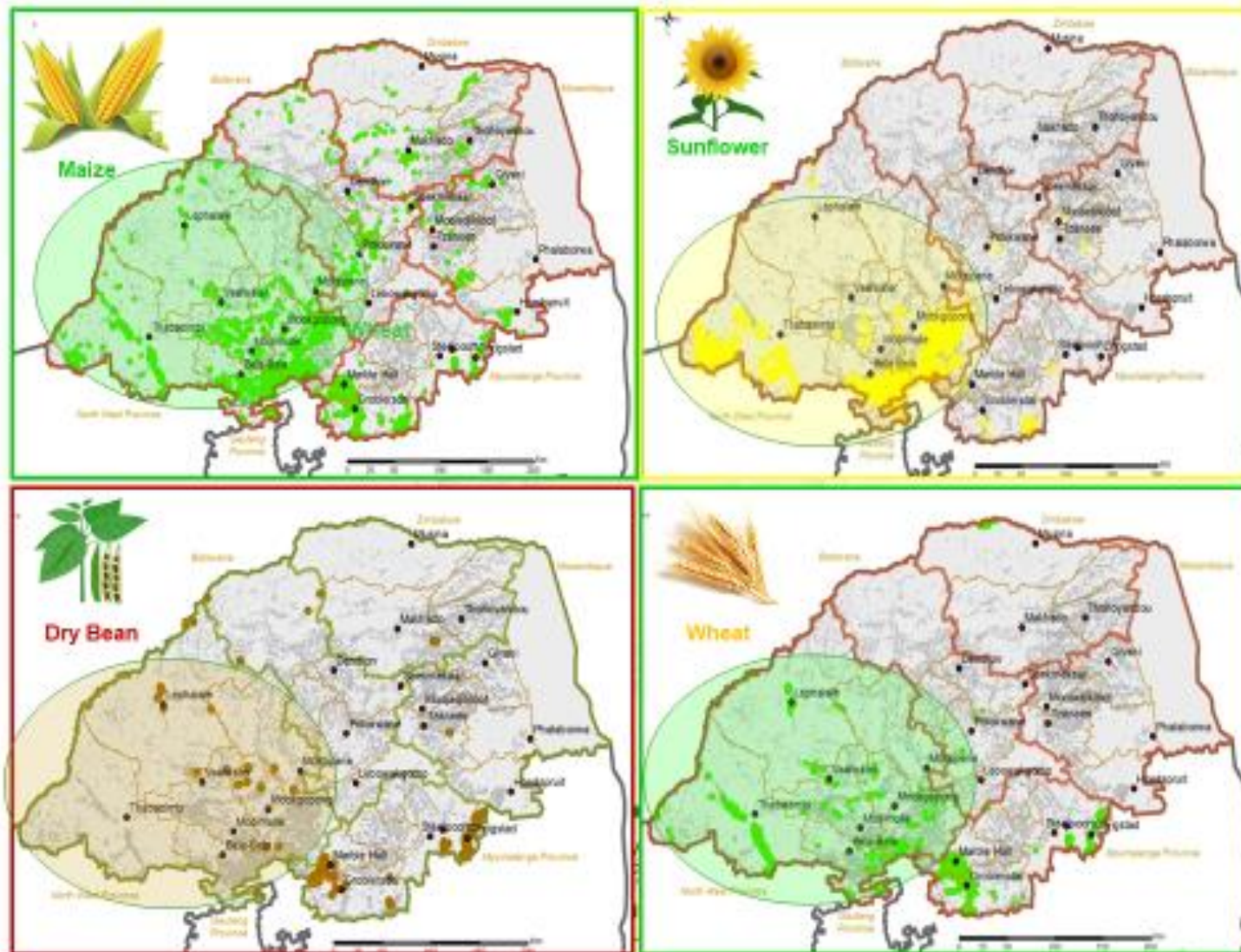
Whilst Limpopo is highly competitive in fruits and vegetables, the province is an insignificant producer of grains and oilseeds however it has potential to its production given the existing agro-climatic limitations. Limpopo demand for grains and oilseeds products far outstrip the supply and the province mitigates its production shortfall through import from other provinces such as Free State and North-west. Generally, Limpopo climatic conditions are not conducive to produce enough grains under rain fed conditions. Most of the production of major crops such as Maize, Sunflower, Wheat and Grain sorghum are concentrated in Waterberg and Sekhukhune District with relatively higher rainfall than other districts. The production maps below illustrate production areas for grain and oilseeds.



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Map 27: Grain and Oilseeds Production areas

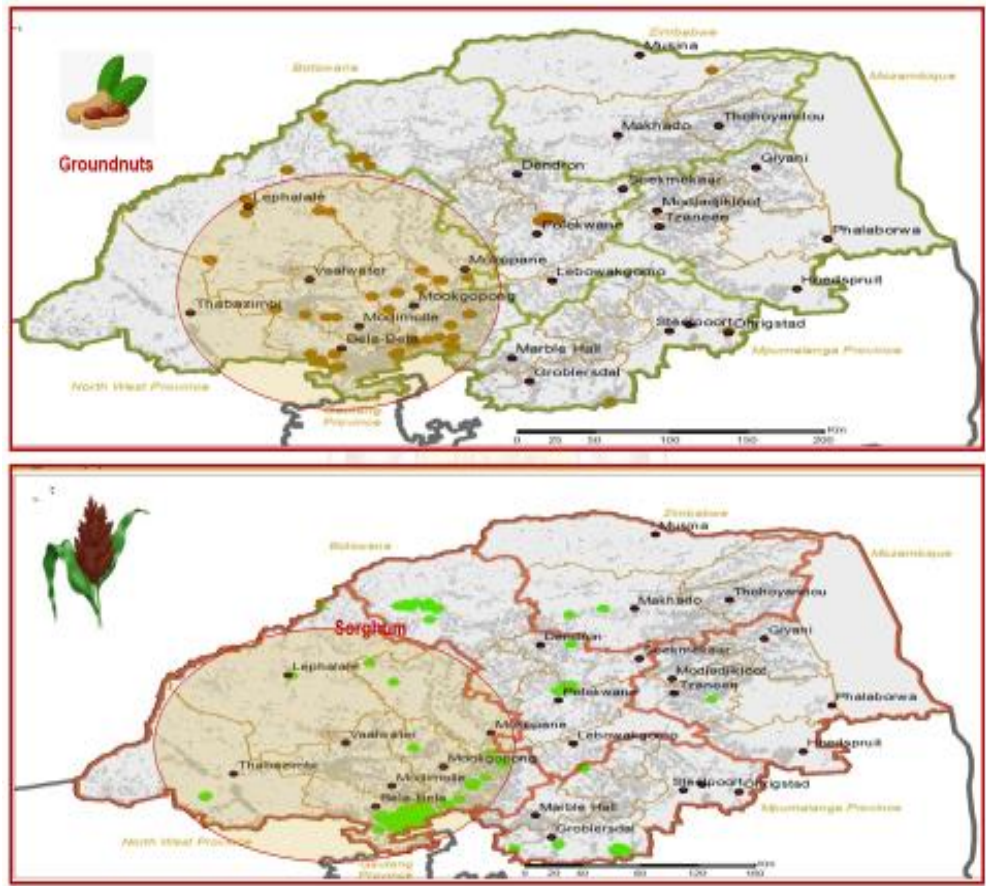


LDA Production Mapping Survey: 2012

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Map 28: Groundnuts and Sorghum Production Areas



LDA Production Mapping Survey: 2012



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TABLE 92: SUMMARY OF GEOGRAPHIC DISTRIBUTION OF CROP PRODUCTION

Crop	Area
Maize	Bela Bela, Modimolle and Mookgopong
Dry Bean	Bela Bela, Lephalale and Vaalwater
Sunflower	Bela Bela, Modimolle, Thabazimbi and Mookgopong
Wheat	Bela Bela, Vaalwater, Thabazimbi and Mookgopong
Sorghum	Bela Bela and Mookgopong
Groundnuts	Bela Bela, Modimolle, Thabazimbi and Mookgopong

CITRUS

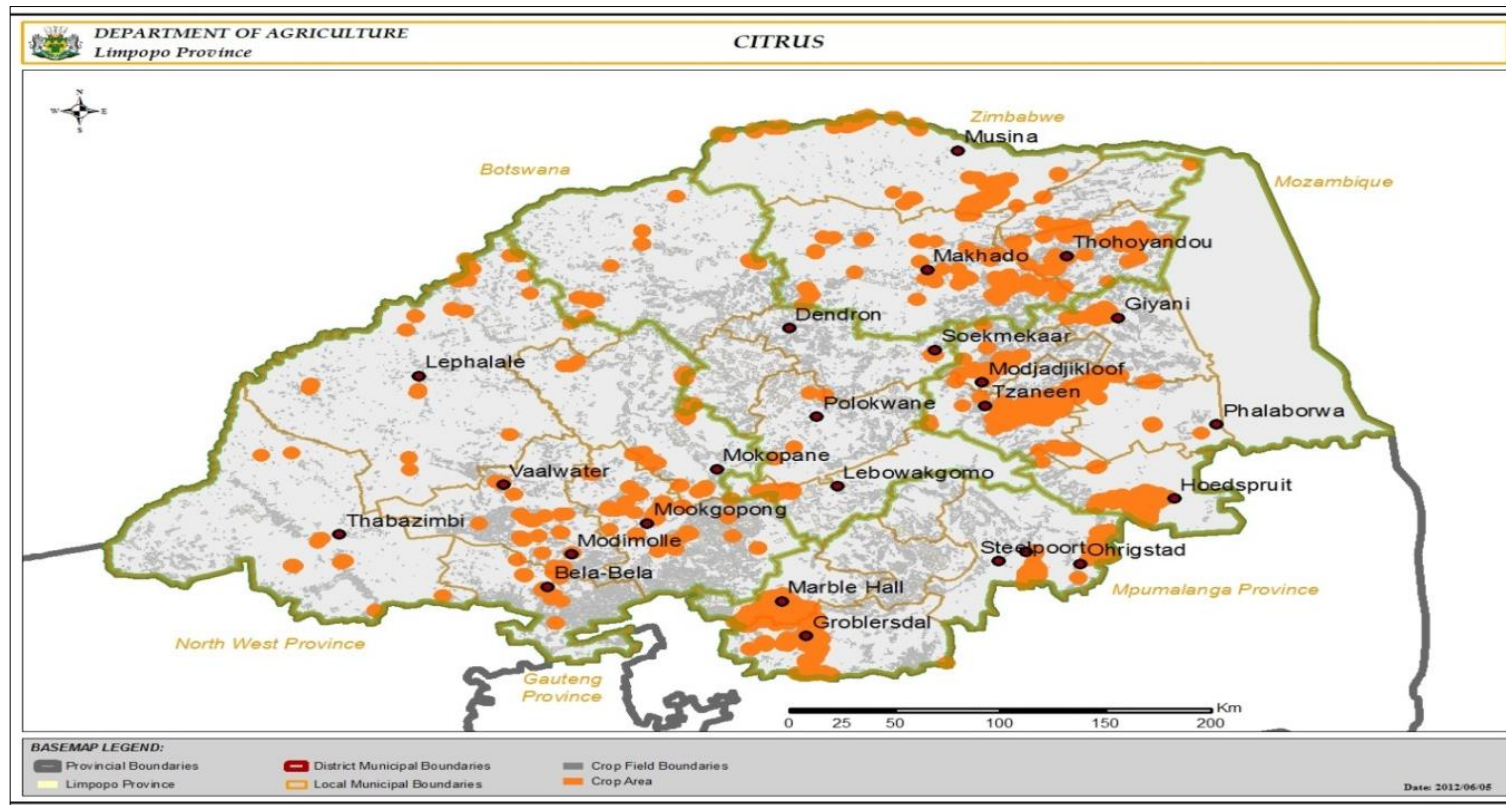
Waterberg few citrus production enterprises in the Bela Bela, Mookgopong and Mogalakwena. Through revitalisation of Agriculture in land reform farms, there is potential to expand citrus production in existing citrus enterprises and in surrounding areas with suitable climatic conditions.



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Map 29: Citrus Production Areas



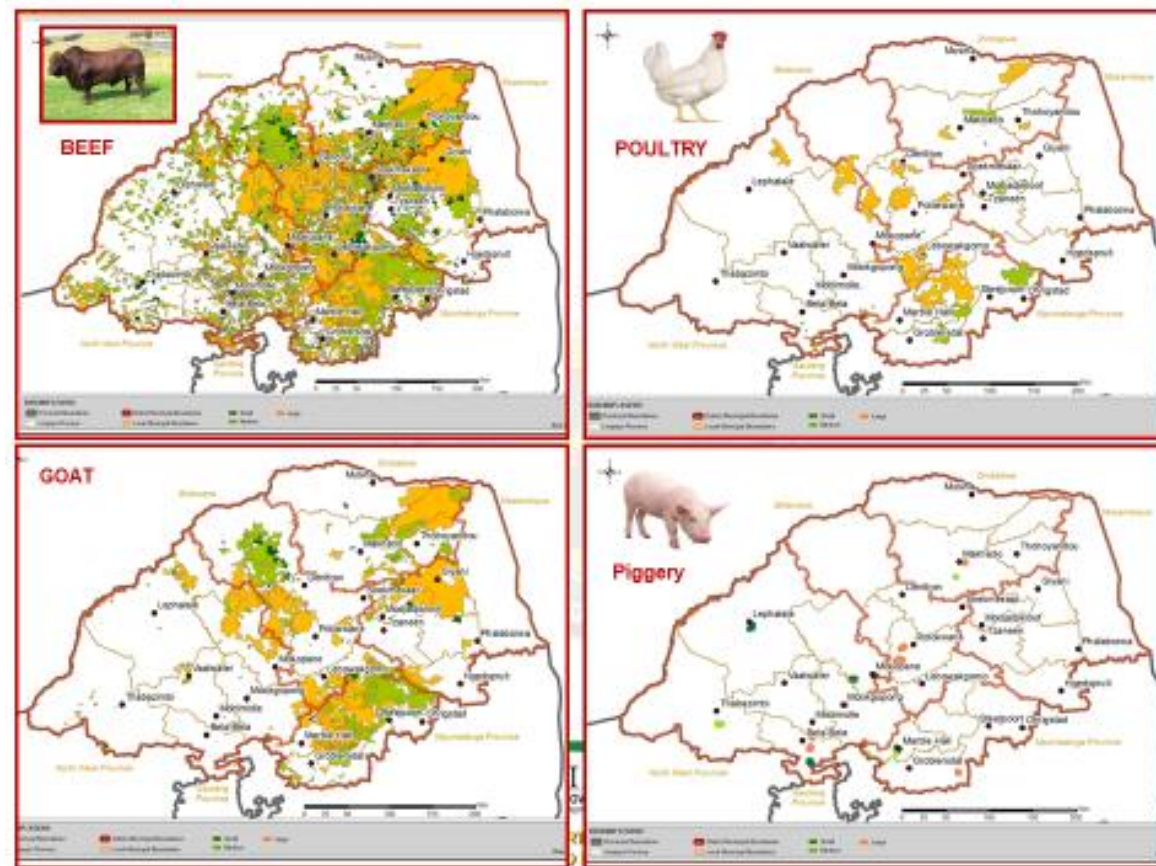
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RED MEAT

Beef production is one of the thriving industries in the areas of Waterberg owing to its grazing capacity and being outside the foot and mouth disease area. The district has medium to large scale livestock production enterprises in the area of Bela Bela, Modimolle-Mookgopong and Mogalakwena. There is also potential for production of white meat such as poultry, piggery and goat.

Map 30: Red and White Meat Production Areas



Waterberg
District Municipality

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Key Programmes/Strategic Intervention

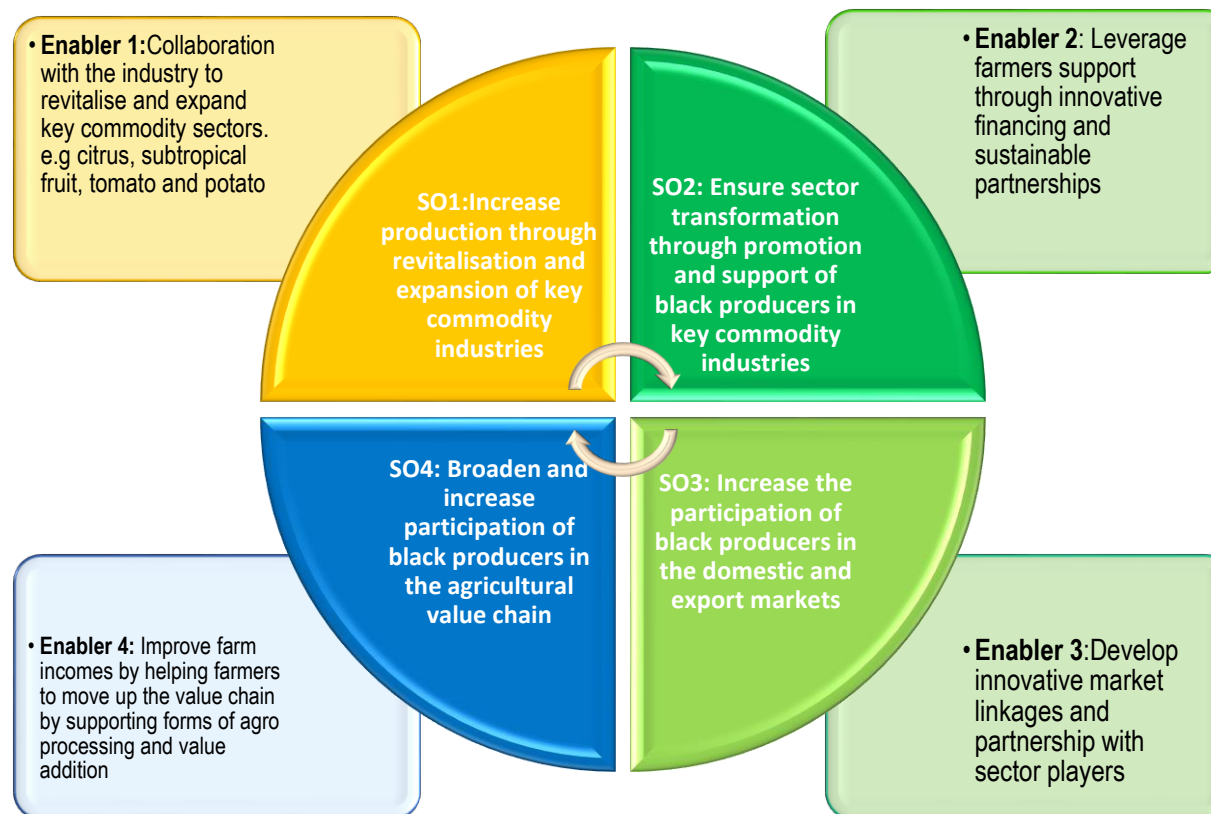
Agriculture continues to take centre stage as one of the key strategic economic sectors that can promote economic transformation, propel labour intensive growth and create a globally competitive economy. The sector focus is no longer about food security and rural livelihood to address social policy question but to position it as a major contributor to the provincial economy. The National Development Plan as a development blueprint of the country identified agriculture as a key economic stimulant. The NDP postulates certain agricultural commodities and subsectors as key winning areas where expansion in production and further value addition are sustainable in the long term. Government has conceptualised Revitalisation of Agriculture and Agro-processing Value Chains (RAAVC) plan as an intervention towards the realisation of NDP goals. Contained in the RAAVC plan are key strategic areas of intervention:



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Figure 15: Key agricultural enablers



Development of Grains and Oilseed Value Chain

There is an opportunity to commercialise oil seeds production linked with processing. In order to realise this, there is a need to increase:

Participation of black producers in grain sorghum production

Support to subsistence maize production for rural HH food security

Development of Rural Grain Milling Cooperatives linked with rural maize production

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Development of Red Meat Value Chain

South Africa does not produce enough beef for the domestic market. The number of cattle slaughtered has increased over the years due to development and accessibility to abattoirs but even with the increase in production, local demand is still not met. Red meat abattoirs are scattered throughout the province, with high concentration of red meat in the Vhembe and Mopani district.

Waterberg District has an opportunity to develop the red meat cluster through increased production, abattoir linkages with feedlots increasing vertically integrated business in the beef industry. In feedlot industry large feedlots own their own abattoirs and sell directly to consumers through their retail outlets or wholesale level. The department of Agriculture therefore should therefore expand red meat value chain aligned to the following existing projects:

Immerpan Red Meat Development

Modimolle Red Meat Development

Mogalakwena Red Meat Development

In terms of the white meat value chain. The province is in the process of operationalizing Lebowa kgomo poultry abattoir. An opportunity that lies for the Waterberg and other districts such as Capricorn and Sekhukhune is through Support on Poultry Production.

Modimolle Agri-Hub

There is a need to accelerate the implementation of Modimolle Agri-hub in order to enhance agricultural production and efficiency; promote household food security and engender agrarian transformation through rural enterprise development and employment creation; and, address the triple challenges of poverty, inequality and unemployment as starkly manifest in rural areas.



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Figure 16: Proposed Agri-hub layout

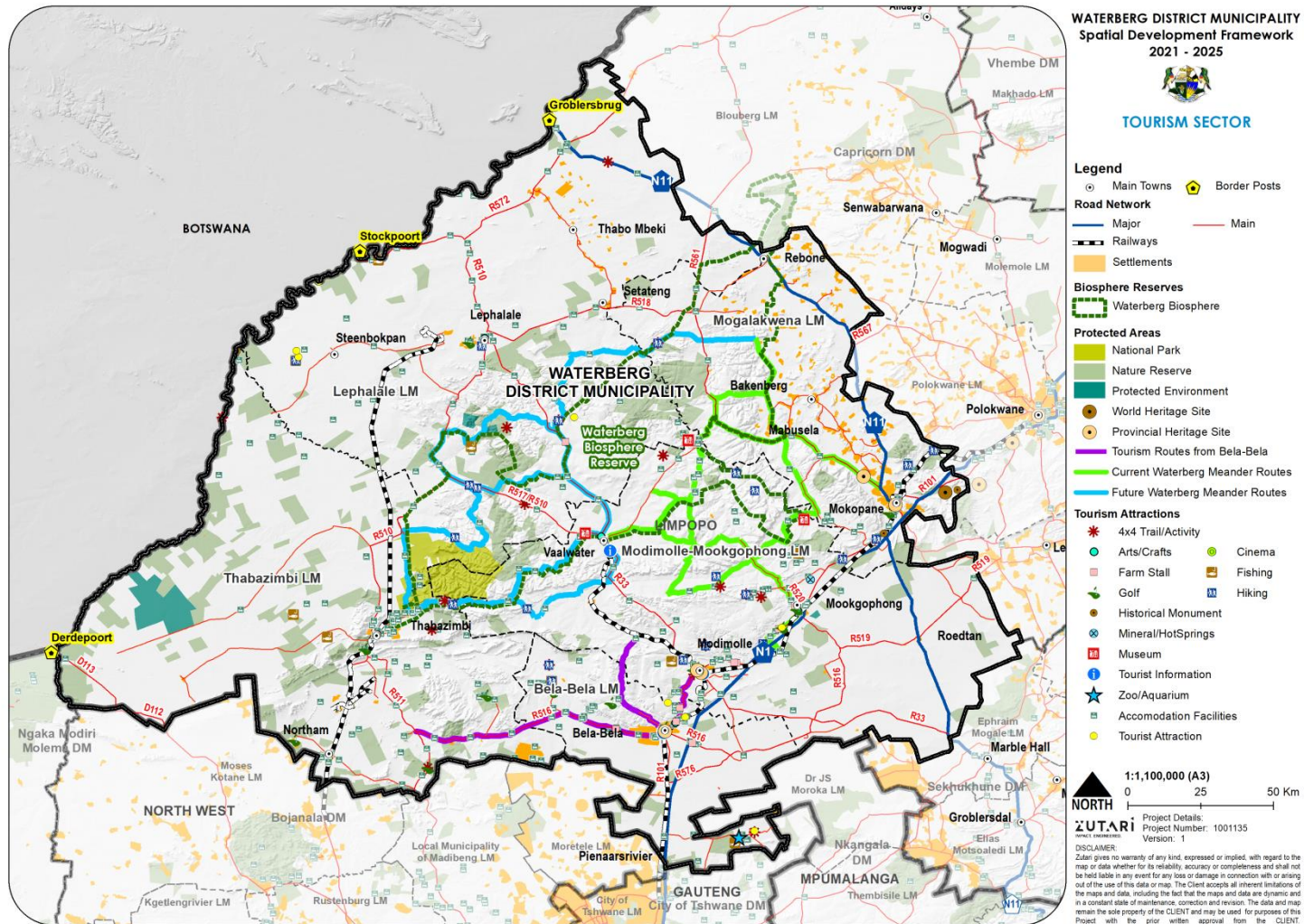


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TOURISM

Map 31: Tourism Sector



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



WATERBERG TOURISM COMPARATIVE ADVANTAGE

Waterberg's tourism competitive advantage is based on its natural, cultural and heritage resource base. With an abundance of privately owned game reserves and more than ten provincial nature reserves, wildlife and eco-tourism can be flagged as the strength products of Waterberg. The district hosts some of internationally significant attractions such as the Makapan's Valley World Heritage Site, Waterberg Biosphere Reserve, Marakele National Park, Hot Springs, Nylsvley Wetland (Ramsar Site), Limpopo Golf & Safari Route, this are some of the draw cards which presents more tourism opportunities: Tour operations , Business Tourism , Theme parks/recreational facilities , Dam Tourism, Heritage Sites profiling , Wildlife Industry , Linking tourism with agriculture, mining and supply

These opportunities have the potential to boost the current tourism product supply, if enhanced and marketed well they can provide a mix of attractions and activities attracting the maximum number of tourists to the area resulting in strong economic base and increased job opportunities.

The Limpopo State of Tourism Report 2016/2017 conducted research at 10 popular Limpopo destinations to determine the number of visitors and cost of visiting at each attraction. This was an initial attempt to determine domestic visitor affordability. From the tabulation below the 4 tourism attraction located within Waterberg District were part of the top 10 attractions that received the high visitation numbers of tourist namely Marakele NP, Forever Resorts, Nylsvlei NR and Zebula Resorts.

TABLE 93: TOP 10 LIMPOPO TOURIST ATTRACTIONS IN 2016, 10 TOP TOURIST ATTRACTIONS

4 of the top 10 popular destination Limpopo are located in Waterberg District, namely; Marakele NP, Forever Resorts, Nylsvlei NR and Zebula Resorts. The foregoing could be attributed to the following:

Top 10 Attractions in Limpopo	Cost of visiting the attraction (entrance fee) in Rand by type of visitor							
	Inter. Visit	Domestic	Adult Visitor	Student learners	Pensioners	Children	Monthly average of visitors	Estimated average revenue generated per month
1. KNP- Phalaborwa gate	R264 - Adult R132 (Kids)	R66	R66	R66	N/A	R33	14 740	R 972 858
2. Hoedspruit endangered species	R140	R140	R140	R60	R110	R70	2 223	R 311 220
3. Sun International Meropa Casino	R10	R10	R10	R10	R10	R5	62 103	R 621 032
4. Echo Caves	R60	R60	R60	R30	R50	R25	1 762	R 105 720
5. Mapungubwe National Park	R160 - Adult R80 (Kids)	R40	R40	R40	R20	R20	2 076	R 83 062

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6. Peermont Khoroni Casino	R10	R10	R10	R10	R10	FREE	2 442	R 24 428
7. Marakele National Park	R160 - Adult R80 (Kids)	R40	R40	R40	R20	R20	800	R 32 000
8. Forever Resorts Bela-Bela	R80	R80	R80	R80	R80	R80	8 528	R 682 297
9. Nylsvlei Nature Reserve	R20	R20	R20	R20	R15	R15	338	R 6 771
10. Zebula Resort	R200 per car	R200 per car	R200 per car	R200 per car	R200 per car	R200 per car	4 735	R 315 676

MAKAPAN VALLEY WORLD HERITAGE SITE

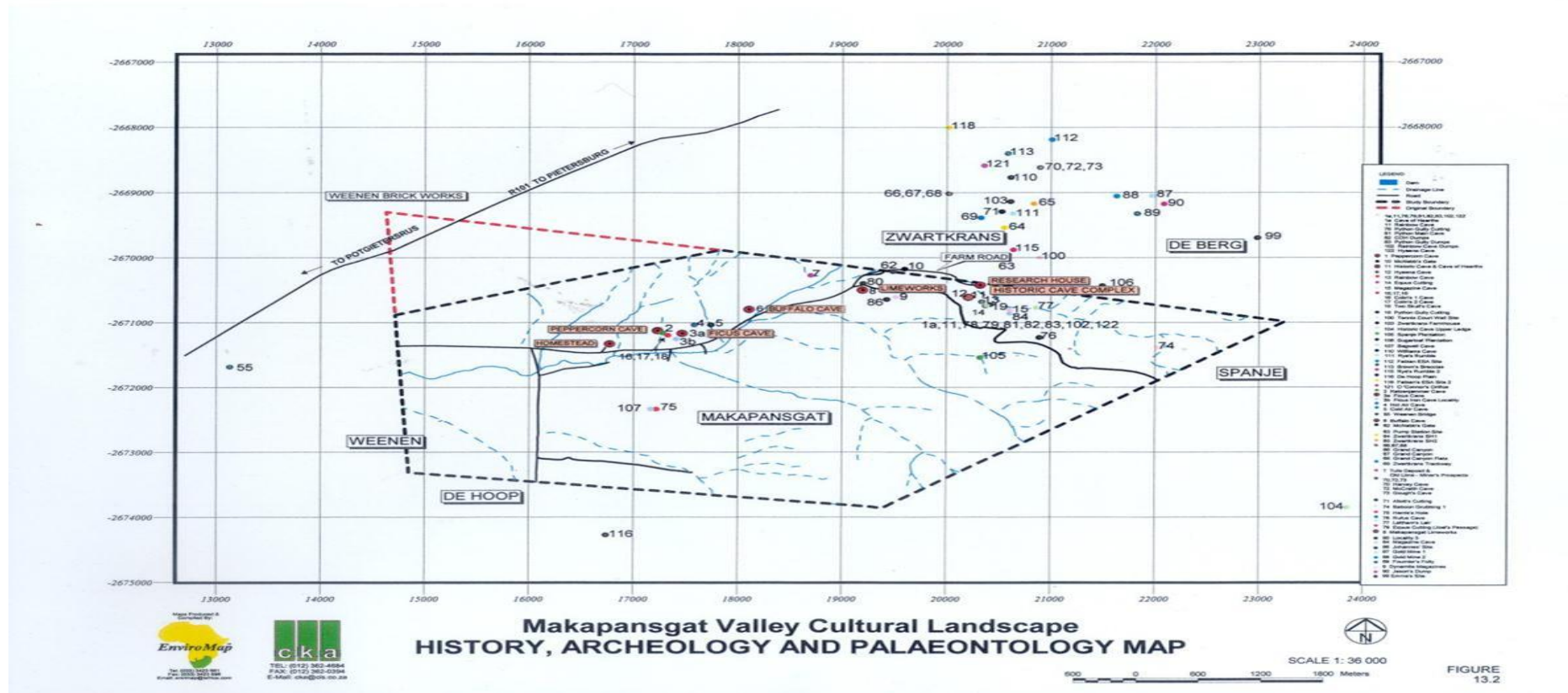
The Makapans Valley World Heritage Site is situated in the Waterberg northeast of Mokopane and was inscribed in 1999 and declared a National Heritage site in 2002. This World Heritage Site is a paleontological site of international significance and also forms part of the World Heritage Site of the Cradle of Humankind. The site plays an important role in our understanding of human evolution. The limestone caves have yielded thousands of fossils and contain unbroken remains of the Early Stone Age through to the Iron Age. In addition to the World Heritage Sites, there are 28 registered natural heritage sites found in Limpopo.



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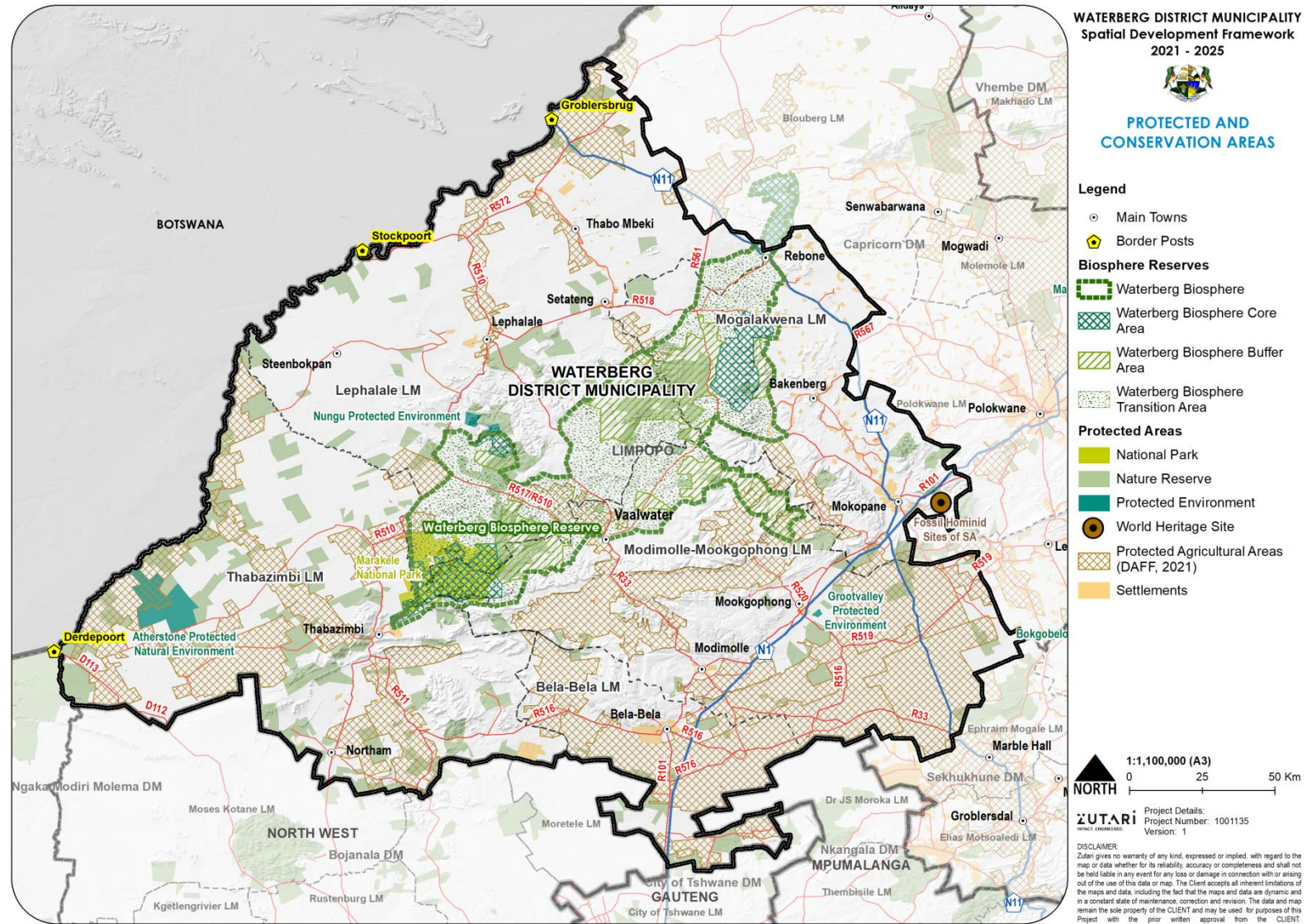
MAKAPAN VALLEY CULTURAL LANDSCAPE



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Map 32: Waterberg Biosphere Reserve



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The Waterberg Biosphere Reserve is situated within the bushveld district, consisting of low mountain ranges and escarpments with low levels of economic activity. Vegetation consists of tropical grasslands and savanna types which cover an area of 400 000 hectares. This area is one of the important San rock art areas, having had inhabitants for over hundreds of thousand years. Tourism contributes substantially to the revenue generated in the area, with basic farming practices with cattle and crops remaining a dominant land use in certain areas.

Map 32: Makapan valley WHS

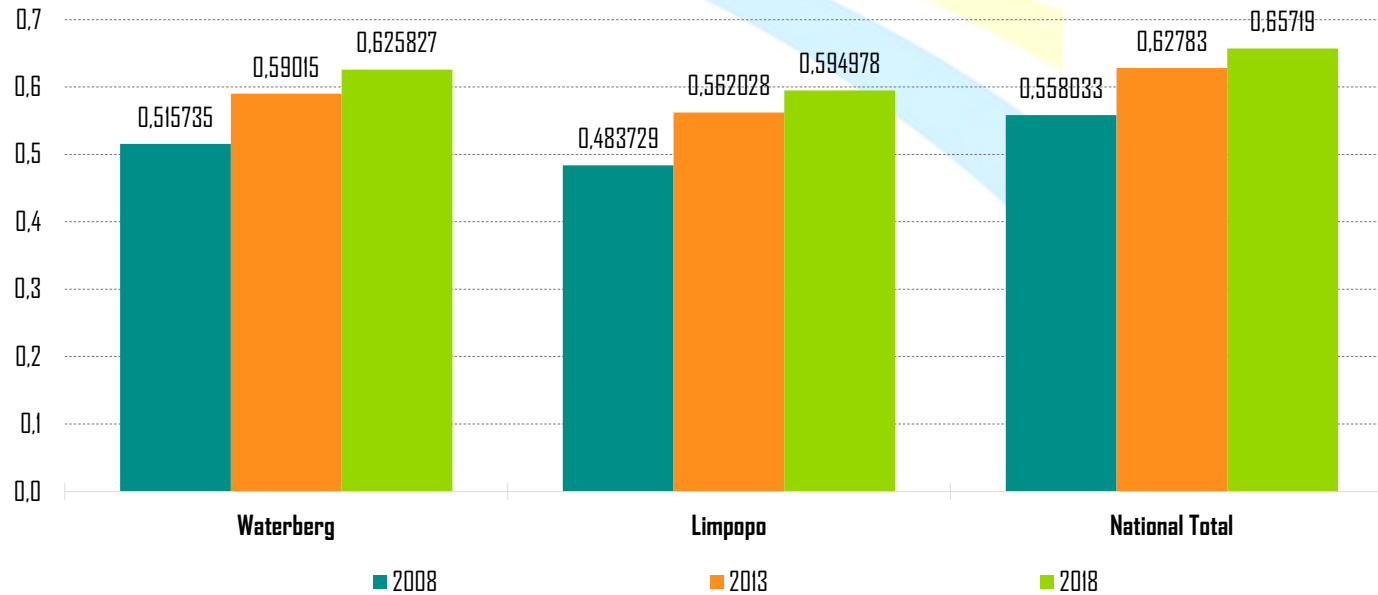


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HUMAN DEVELOPMENT INDEX

HUMAN DEVELOPMENT INDEX (HDI): WATERBERG, LIMPOPO AND NATIONAL (IHS-MARKIT, 2018)²



The Human Development Index (HDI) is a combination of three basic dimensions of human development: A long and healthy life, knowledge, as well as a decent standard of living. In order to gauge a decent standard of living, the GDP per capita level is also utilised. Consequently, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.



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In 2018, the Waterberg District Municipality had an HDI of 0.62 compared to the entire Limpopo Province with an HDI of 0.59 and 0.65 at the national level. Seeing that South Africa recorded a higher HDI in 2018 when compared to district, this puts human development for Waterberg District Municipality in a worse of position compared to the rest of the country. However, South Africa's HDI increased at an average annual growth rate of 1.65%, which is lower than that of Waterberg District Municipality at 1.95%. For each of the local municipalities within the district, Thabazimbi Local Municipality had the highest HDI, with an index value of 0.668. The lowest is found in the Mogalakwena Local Municipality with an index value of 0.589.

RESPONDING TO KEY CHALLENGES, OPPORTUNITIES AND RISKS

In view of the foregoing discussion on demographics; poverty; human development; and equality and dependency it is clear that, with a significantly young population in the district, pressure will continue to be exerted on (1) the region's social infrastructure as the demand for Early Childhood Development facilities, schools, and hospitals increases; (2) social security, if the number of child and female headed households increases; and (3) the job market, as more and more young people complete schooling and look for work opportunities. There are a number of young people with matric who should be trained in the skills required by the key economic sectors in the district. Should this youthful population (1) be raised in a caring environment with adequate food, love and care, (2) be well-educated and (3) be well-integrated in society, the 'full' dividend of 'youthful urban and rural population' is more likely to materialise.



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Waterberg DM (2016 CS)

In 2016 Waterberg DM Population **0,75 Million**

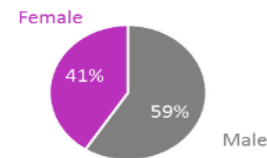


Waterberg DM had an **average household size** at **3,5** the comparison in Limpopo was 3,6

District and local municipality	1	2	3	4	5	6	7	8	9	10+	Total
DC36: Waterberg	64 867	39 679	29 776	26 888	19 127	11 363	8 138	4 850	2 781	4 002	211 471

While the majority of Households have between 1 and 4 members around **4002 Households have more than 10 household members**

41% of Households in Waterberg DM were headed by a Female in 2016 (down by 1,85 % Points from 2011), in Limpopo the average was 48.8% for Female Headed Households



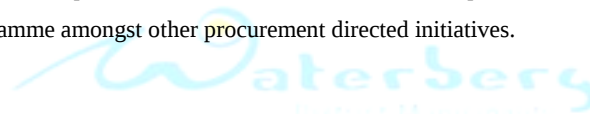
91,3% of population group is Black African, with **8,0%** White

(Source: StatsSA, 2016 CS)

The district is confronted by a rather discouraging situation of levels of extreme poverty with about 470 000 people living in poverty. Even worse, almost half of those living in poverty are living in extreme poverty conditions, 34 996 households having run out of money to buy food. These levels of poverty and unemployment exist in a region endowed with natural resources. This paradox could be as a result of a mismatch between opportunities that exist in the region and skills and ingenuity to take advantage of available opportunities. This suggest that targeted intervention should be introduced to ensure that the youth in this region are adequately equipped and positioned to participate meaningfully in the economy of the region.

The extension of the social security net is required with services such as provision of grants, social assistance interventions and other service delivery intervention and programmes in the improvement of the quality of life for the vulnerable groups. The district has 284 472 social grant beneficiaries, with 202 175 Child Support Grant recipients as well as 55240 old age grant recipients. Mechanisms to engage caregivers for the child support grant will have to be explored, which initiatives can include cooperatives for single mothers who can act as suppliers to key government and corporate programmes such as the school uniform provision, the zero-hunger programme amongst other procurement directed initiatives.

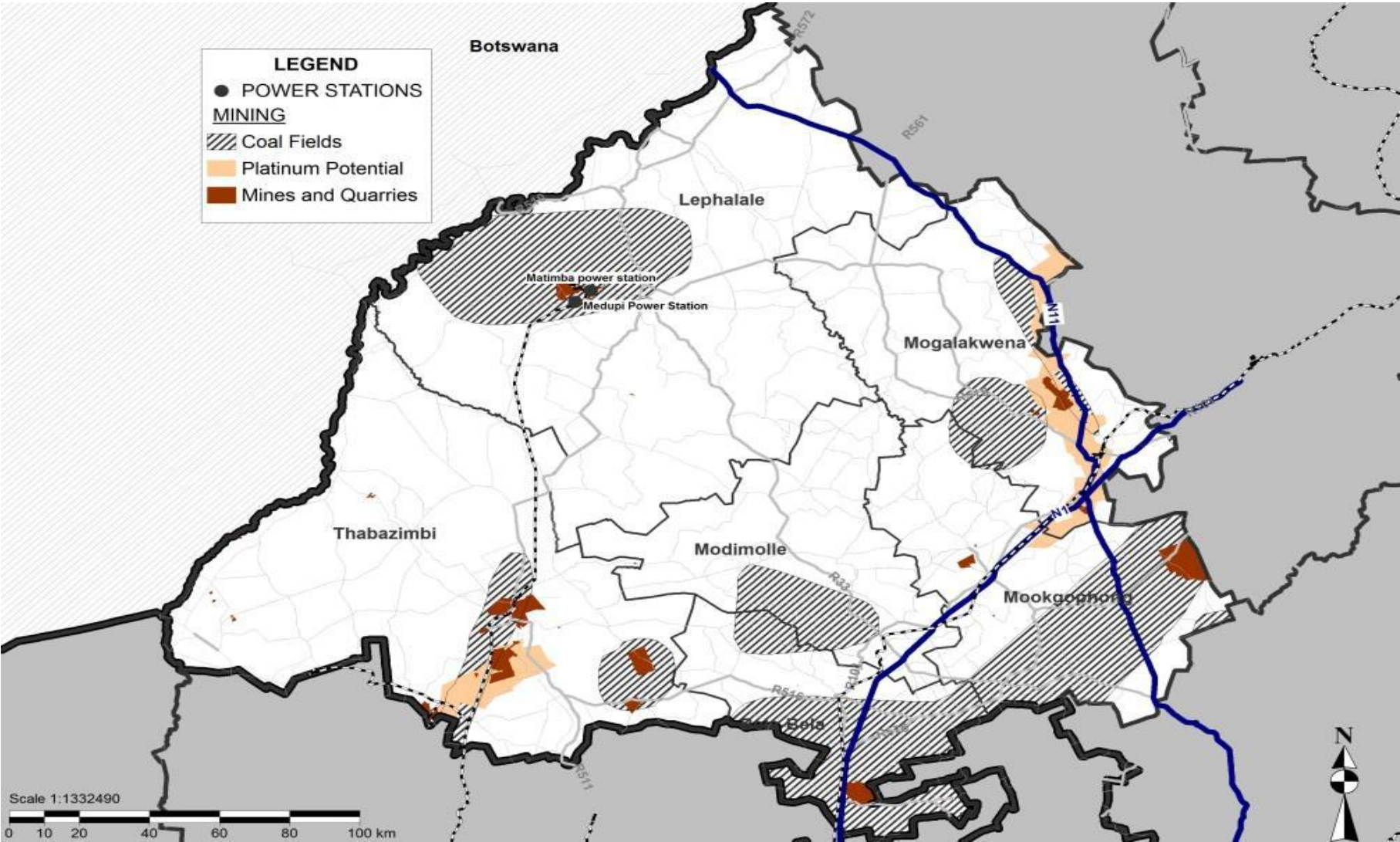
MINING



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Map 33: 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



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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.

TABLE 94: 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 on 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 indentifying 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..

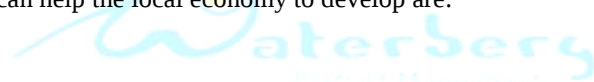
SECOND ECONOMY – CWP, LEARNERSHIPS

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

TABLE 95: LOCAL SKILLS BASE

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

Internal Factors	STRENGTHS	WEAKNESSES
	Strategic development documents in place (LED strategy, SDF, ITP)	Budget constraints limiting implementation
	Functional forums in place	Poor implementation of spatial planning and land use management policies



	A preferred training institution for learners in the Abattoir sector by Red Meat Association & Department of Agriculture & Rural Development	Lack of relevant instruments to measure district economic development & growth
	Functional GIS	Dilapidated abattoir infrastructure threatening the abattoir licensing
External Factors	OPPORTUNITIES	THREATS
	Investment opportunities in all the active economic sectors – Agriculture, Tourism & Mining	Uncoordinated approach of investor attraction programmes
	The potential viability of the Abattoir through a public private partnership	Failure to provide budget for DMPT by LM's threatens the functionality of DMPT
	Functional District Municipal Planning Tribunal	Illegal occupation of Land
	Strategically located (entry point into the Province, from the country's economic capital, en-route to Botswana)	Inadequate benefits for local communities in mining, tourism and agriculture

CHAPTER 5 – FINANCIAL ANALYSIS

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.

5.1 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.

5.2 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.

5.3 FINANCIAL REPORT

TABLE 96: STATEMENT OF FINANCIAL PERFORMANCE

	Note(s)	2020	Restated 2019
Revenue			
Revenue from exchange transactions			

Service charges		1 177 404	887 814
Other income	18	227 308	59 895
Interest earned - External investment	19	3 516 924	7 183 252
Interest earned - Receivables	19	742	42
Actuarial gain / (loss)	20	9 732 795	5 796 892
Total revenue from exchange transactions		14 655 173	13 927 895
Revenue from non-exchange transactions			
Transfer revenue			
Government grants & subsidies	21	146 353 094	134 435 752
Total revenue from exchange transactions		14 655 173	13 927 895
Total revenue from non-exchange transactions		146 353 094	134 435 752
Total revenue		161 008 267	148 363 647
Expenditure			
Employee related costs	22	(114 667 019)	(104 464 024)
Remuneration of councillors	23	(8 420 742)	(8 239 465)
Provision for doubtful debt		(111 484)	-

Depreciation and amortisation	24	(7 894 079)	(5 895 708)
Impairment of assets	25	-	(1 277 770)
Bad debts written off	26	-	(2 000 000)
Project expenditure	27	(5 913 198)	(5 107 347)
Loss on disposal of assets and liabilities		(92 192)	(306 653)
General Expenses	28	(39 435 522)	(37 422 503)
Total expenditure		(176 534 236)	(164 713 470)
Operating surplus/deficit		-	-
Deficit before taxation		(15 525 969)	(16 349 823)
Taxation		-	-
Deficit for the year		(15 525 969)	(16 349 823)

5.4 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.

5.5 MTREF ALLOCATION

Project Name	Department	Budget 2021/22	Final Budget 22/23	Final Budget 22/24	Final Budget 24/25
Economic Development & Tourism					
Informal Settlement Study		947 000	-	-	-
		947 000	-	-	-
Road & Storm Water					
Road Asset Management System	ID	2 179 000	2 281 000	2 290 000	2 373 000

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		2 179 000	2 281 000	2 290 000	2 373 000
Municipal Support & Institutional Development					
Local Government Financial Management Grant	BTO	1 000 000	1 000 000	1 000 000	1 000 000
ICT Equipment	CSSS	200 000	-	-	-
Procurement	CSSS	700 000	-	-	-
		1 900 000	1 000 000	1 000 000	1 000 000
		5 026 000	3 281 000	3 281 000	3 373 000

5.6 AUDIT

AUDIT, ANTI-CORRUPTION AND RISK MANAGEMENT COMMITTEES

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

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



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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.



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5.7 AUDIT OPINION

AUDITOR GENERAL REPORT AUDIT TRENDS FOR WATERBERG DISTRICT MUNICIPALITY FOR THE PAST 5 YEARS [2016/17-2020/21]

TABLE 97: AUDIT OUTCOME TREND AND MATTERS AFFECTING THE AUDIT REPORT

Audit Opinion				
2016/17	2017/18	2018/19	2019/20	2020/21
Qualified	Qualified	Unqualified	Unqualified	Clean Audit
Matters affecting opinion: Irregular Expenditure Cash Flow Statement Supply Chain Management	Matters affecting opinion: Irregular Expenditure Supply Chain Management Strategic Planning and Performance Management Local Economic Development	Matters affecting opinion: Irregular Expenditure Expenditure Management Strategic Planning and Performance Management Human Resource Management	Matters affecting opinion: 1. Supply Chain Management	Matters affecting opinion: None.



5.8 AUDIT OUTCOME TRENDS FOR WATERBERG DISTRICT-WIDE FOR THE PAST 5 YEARS [2016/17-2020/21]

MUNICIPALITY	AUDIT OPINION				
	2016/17	2017/18	2018/19	2019/20	2020/21
Waterberg DM	Qualified	Qualified	Unqualified	Unqualified	Clean Audit
Bela-Bela LM	Qualified	Qualified	Qualified	Qualified	Adverse
Lephalale LM	Unqualified	Qualified	Qualified	Unqualified	Unqualified
Mogalakwena LM	Adverse	Adverse	Adverse	Adverse	Qualified
Modimolle-Mookgophong LM	Disclaimer	Disclaimer	Disclaimer	Qualified	Qualified
Thabazimbi LM	Disclaimer	Disclaimer	Qualified	Qualified	Qualified

5.9 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.



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5.10 2020/21 AUDIT ACTION PLAN REPORT

ANNEXURE A: Waterberg District Municipality AG Audit Action Plan 20/21 Reporting Period

Municipality	Waterberg District Municipality		No	%
Financial Year	2020/21	Resolved	0	0
Audit Opinion	Unqualified	Outstanding	0	0
Reporting Period	21/22	Total	15	100

No	Description of Finding	Findings Status [Recurring; New]	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress [Completed; In Progress; Not Yet Started]	Narrative to Progress
	Annexure B: Other Important Matters								
	Audit of Financial Statement related finding								
	Operating lease commitment								
1 P31	Inaccurate disclosure of operating lease commitment. During the audit of operating lease commitment, it was identified that operating lease for photocopier included the amount of R800 848, 40 as payable within one year; however this amount is recorded in the operating lease expenses because is occurred within the financial period year ended 30 June 2021.	Recurring	Management did not adequately review the lease commitment register and financial statements to ensure that disclosure note 31 operating lease commitment is accurately disclosed in the annual financial statement.	Management will adequately review the lease commitment register and financial statements to ensure accurate disclosure in the annual financial statement	11/2021	30/06/2022	Reporting Specialists	In-Progress	
	Cash and cash equivalents								



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No	Description of Finding	Findings Status [Recurring; New]	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress [Completed; In Progress; Not Yet Started]	Narrative to Progress
2 Pg 32	Bank overdraft is not disclosed in note 4 of cash and cash equivalents During the audit of cash and cash equivalents we noted that the bank overdraft disclosed under current liabilities is not further disclosed in the Notes to the Annual financial statements (i.e. note 4 cash and cash equivalents) R108 745	New	Management did not implement proper controls to ensure that cash and cash equivalents is properly presented and disclosed.	Management will perform more rigorous reviews over the AFS to ensure accurate disclosure of information	15/11/2021	30/06/2022	Reporting Specialists	In-Progress	
	General expenses								
3 Pg 36	Incorrect classification of general expense As we inspected the general expenses note 28 of the annual financial statements, we noted a negative amount disclosed. The amount of R 73 652 relating to Long service award expenditure is in actual fact an income, however classified as a negative expense in note 28. As a result, the classification and disclosure of the general expenses and revenue does not comply with the requirements of GRAP 1.	New	Management did not adequately review the annual financial statements classification to ensure that financial statements are accurately classified.	Management will perform more rigorous reviews of the Annual Financial Statement to ensure correct classification of expenses in line with GRAP 1	15/11/2021	30/06/2022	Reporting Specialists	In-Progress	

No	Description of Finding	Findings Status [Recurring; New]	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress [Completed; In Progress; Not Yet Started]	Narrative to Progress
	Risk management disclosure								
3 Pg 37	Inaccurate disclosure of note 35 risk management. During the audit of risk management disclosure note, we noted differences between trade and other payables disclosed in note 35 and note 12 for payables. 30-Jun-21- variance of R 2 602 411 30-Jun-20- variance of R 86 791	New	Management did not adequately review the financial statements to ensure that disclosure note 35 risk management is accurately disclosed in the annual financial statement.	Management will perform more rigorous reviews of the Annual Financial Statement to ensure correct disclosure	15/11/2021	30/06/2022	Reporting Specialists	In-Progress	
	Property Plant and Equipment								



No	Description of Finding	Findings Status [Recurring; New]	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress [Completed; In Progress; Not Yet Started]	Narrative to Progress
5 Pg 39	Incorrect calculation of depreciation During the audit of additions for property, plant and equipment it was identified that the policy for the useful life of office equipment was incorrectly applied. Thus depreciation was calculated incorrectly for all tablets which were acquired in the current financial year. The projected misstatement of the above is R 58 206, 42. This has resulted in the overstatement of the depreciation presented on the financial statements.	Recurring	Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate asset register to support financial and performance reporting. Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	Recalculation of annual depreciation to ensure accurate depreciation. Converting excel assets register to computerised asset management system.	15/11/2021	30/06/2022	Reporting Specialist	In-Progress	
	Employee Benefit Obligation								

No	Description of Finding	Findings Status [Recurring; New]	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress [Completed; In Progress; Not Yet Started]	Narrative to Progress
6 pg 42	Assumption disclosed in AFS does not agree to actuarial report As we inspected the employee benefit obligation note 15 of the annual financial statements, we noted an expected salary increase of 5.79% disclosed. However, after inspection of the Report on the Actuarial Valuation of the Post-Employment Medical Aid subsidy liability of Waterberg District Municipality, we noted that the salary increase assumption of 5.79% is not disclosed in the actuarial report. Therefore, the financial statements are not fairly presented and does not comply with the requirements of GRAP 1	New	Management did not adequately review the annual financial statements to ensure that financial statements are accurately disclose the key assumptions relating to employee benefit obligations	Management will perform more rigorous reviews of the Annual Financial Statement to ensure correct disclosure	01/11/2021	30/06/2022	Reporting Specialist	In-Progress	



No	Description of Finding	Findings Status [Recurring; New]	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress [Completed; In Progress; Not Yet Started]	Narrative to Progress
7 Pg 43	Non-disclosure of the accumulated post-employment benefit obligation for medical costs We inspected note 15, employee benefit obligations and noted that the effect of an increase of one percentage point and the effect of a decrease of one percentage point in the assumed medical cost trend rates on the accumulated post-employment benefit obligation for medical costs has not been disclosed. Therefore, the financial statements does not adhere to the disclosure requirements in terms of GRAP 25(136) (l) (ii).	New	Management did not adequately review the annual financial statements to ensure adequate disclose in terms of the requirements of GRAP 25(136) (l) (ii)	Development of disclosure checklist to ensure correct disclosure. Management will perform more rigorous reviews of the Annual Financial Statement to ensure correct disclosure	01/11/2021	30/06/2022	Reporting Specialist	In-Progress	
	Long service award liability								



No	Description of Finding	Findings Status [Recurring; New]	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress [Completed; In Progress; Not Yet Started]	Narrative to Progress
8 Pg 45	Incorrect disclosure of long service award liability and employee benefit obligation notes As we inspected the long service award liability note 16 of the annual financial statements, we noted that current service costs and interest costs have been disclosed as a profit under expenses recognized in profit or loss. This is incorrect as the valuation report on the Actuarial Valuation of the Long Service Award liability point to these amounts as an expense. As we inspected the long service award liability note 16 of the annual financial statements prior year figures, we noted that the amount relating to current service costs is disclosed as a profit under the expense recognized in profit or loss. This is incorrect as the prior year audited financials disclose this amount as an expense. As we inspected the annual financial statements and compared the disclosures relating to long service award liability and employee benefit obligations we noted an inconsistency in the disclosure of liabilities. The long term service award liability reflects liability as a positive amount, whereas the employee benefit obligation reflects the liabilities as a negative amount.	New	Management did not adequately review the annual financial statements to ensure that financial statements are accurately disclose the long service award liability and employee benefit note	Management will perform more rigorous reviews of the Annual Financial Statement to ensure correct disclosure	01/11/2021	30/06/2022	Reporting Specialist	In Progress	

No	Description of Finding	Findings Status [Recurring; New]	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress [Completed; In Progress; Not Yet Started]	Narrative to Progress
	Revenue								
	Receivables								
9 Pg 48	Expenditure incurred and Paid for in the 2020/21 period incorrectly classified as prepayments. During the audit It was noted that the amounts as per the table below were paid and expensed on 14 April 2021, However were classified as prepayments in the year-end financial statements.	Recurring	Management did not implement proper record keeping in a timely manner to ensure that accurate information is used to support financial statements. Management did not review the financial statements, supporting schedules in order to ensure accuracy of disclosed information.	Management will implement proper controls to ensure that accurate information is used to support financial statements. Management will review the financial statements, supporting schedules in order to ensure accuracy of disclosed information.	01/11/2021	30/06/2022	Reporting Specialist	In Progress	



No	Description of Finding	Findings Status [Recurring; New]	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress [Completed; In Progress; Not Yet Started]	Narrative to Progress
10 Pg 49	Accrued interest incorrectly classified as receivables from non-exchange transactions During the audit it was noted that as part of the amounts disclosed for Trade and other receivables from non-exchange items note 6. Accrued interest was part of the items making up the opening and closing balances disclosed in the financial statements. Total Misclassification- R296 624.00	New	Management did not implement proper record keeping in a timely manner to ensure that accurate information is used to support financial statements. Management did not review the financial statements, supporting schedules in order to ensure accuracy of disclosed information.	Management will implement proper controls to ensure that accurate information is used to support financial statements. Management will review the financial statements, supporting schedules in order to ensure accuracy of disclosed information.	01/11/2021	30/06/2022	Reporting Specialist	In progress	
	Audit of predetermined Objectives								
11 Pg 52	Technical Indicator Description System not adequately detailed. For Basic delivery indicators are not well defined.	New	Management did not ensure that the indicators are clearly explained in the technical indicator descriptions.	The Technical Indicator Description will be reviewed	22/11/2021	30/04/2022	Chief Operations Officer: M & E	In Progress	The Technical Indicator Description will be reviewed

No	Description of Finding	Findings Status [Recurring; New]	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress [Completed; In Progress; Not Yet Started]	Narrative to Progress
12 Pg 60	No Indicators were established for the core functions of the municipality During the audit of predetermined objectives, it was noted that there were no indicators which were set for the core functions of the municipality	New	Inadequate controls are in place to ensure all the core functions of the municipality have indicators and targets in its annual planning documents	The Air Quality Indicators will be lifted from the Departmental SDBIP to the Institutional SDBIP 2022/23 FY.	22/11/2021	01/07/2022	Chief Operations Officer: M & E	In Progress	The Air Quality Indicators will be lifted from the Departmental SDBIP to the Institutional SDBIP 2022/23 FY.
	Audit of compliance								
13 Pg 64	The contracts of successful bidders were not submitted to DTI within 30 days after the award of the contract During the audit of local content, it was noted that the management did not submit the contracts of the successful bidders to DTI within 30 days in terms of the regulation.	Recurring	Inadequate review by management to ensure that the contracts of the successful bidders are submitted to DTI within 30 days after awarding the contract to the bidders	The SCM policy, standard operating procedures and Register for Local Content will be updated in line with the provisions of this circular to ensure compliance. Submission of award information on local content to DTI within 30 days	19/11/2021	30/06/2022	DM: SCM	In Progress	

COMMITTEES IN THE SUPPLY CHAIN MANAGEMENT

BSC – Bid Specification Committee



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BAC- Bid adjudication Committee

BEC- Bid Evaluation Committee

5.11 RISK AND INTERNAL CONTROL

As part of our approach to the identification and ongoing management of risks across WDM, the risk assessment process was facilitated with members of management aim at updating the previously identified business risks and also to develop a risk profile for WDM. The risk assessment was facilitated by Risk Officer in a form of departmental heads one on one with Section 57 Managers and Acting Manager and Divisional Managers.

Legal Framework and Best Practice Guidelines

Municipal Finance Management Act No 56 of 2003 (MFMA) Section 62. (1) (c). The accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take steps to ensure that the municipality has and maintains effective, efficient and transparent system of financial and risk management and internal control.

- **Section 3.2.1 of the Treasury Regulations published in term of the PFMA:** The accounting officer must ensure that a risk assessment is conducted regularly to identify emerging risks for the institution
- **King IV report – Corporate Governance-** Report on Corporate Governance for South Africa, 2016 Principle 11 – “ The Governing Body should govern risk in a way that supports the organization in setting and achieving its strategic objectives”
- **ISO 31000:2018:** Risk Management – Guidelines, provides principles, framework and a process for managing risk. It can be used by any organization regardless of its size, activity or sector.
- **COSO (Committee of Sponsoring Organizations)** is a joint initiative of five private sector organizations and is dedicated to providing thought leadership through the development of frameworks and guidance on enterprise risk management internal control and fraud deterrence.

Approach

The following process was followed:

Identification of risks

The attendees assisted to identify the risks that may impact the business in achieving its objectives. Business risks were defined as: “the threat that an event or action will adversely affect an organisation’s ability to achieve its business objectives and to execute its strategies successfully”.

Rating of risks

Each risk was evaluated in terms of potential loss, likelihood of occurrence and the effectiveness of controls in place to manage the risks according to the criteria set out below:

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2022/23 STRATEGIC OBJECTIVES AND STRATEGIC RISKS

No	Key Performance Area	Strategic Objectives	2022/2023 Strategic Risk	Responsible Department
1	Basic Service Delivery and Infrastructure Development.	To coordinate and monitor social and infrastructure development for the provision and access to service.	Air Quality – Waterberg has been identified as a hot spot	SDCS
2	Basic Service Delivery and Infrastructure Development.	To coordinate and monitor social and infrastructure development for the provision and access to service.	Fire Fighter - Effective Management	SDCS
3	Basic Service Delivery and Infrastructure Development.	To coordinate and monitor social and infrastructure development for the provision and access to service.	High floods risk – Projected rain levels	SDCS
4	Basic Service Delivery and Infrastructure Development.	To coordinate and monitor social and infrastructure development for the provision and access to service.	Abattoir – competitive, efficient and effective services	PED
5	Good Governance and Public Participation.	To develop and implement integrated management and governance systems.	-	-
6	Spatial Rationale	To coordinating spatial transformation.	Tribunal – Land re-zoning	PED
7	Local Economic Development	To create a conducive environment for radical economic development.	-	-
8	Municipal Transformation and organizational development.	To attract develop and retain ethical and best human capital	Business continuity plan	OMM
9	Municipal Transformation and organizational development.	To attract develop and retain ethical and best human capital	High level of litigations	CSSS



10	Financial Management & viability	To effectively manage finances in an accountable way and improve financial efficiency and sustainability.	Financial sustainability	BTO
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5.12 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

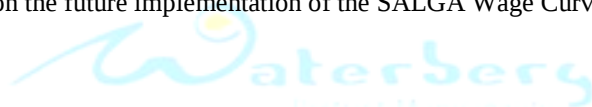
Difficulty in identifying related parties in SCM procurement transactions

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)



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CHAPTER 6 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

6.1 FUNCTIONALITY OF MUNICIPAL COUNCIL AND COMMITTEES

Municipality	No of wards	Council stability and functionality	Traditional Leaders	Audit, Performance Audit Committee and Risk Management	MPAC	Anti-Fraud & Corruption policies and committee	Supply Chain Committee	CDW's
Bela-Bela	09	Yes	No	Yes	Yes	Yes	Yes	Yes
Modimolle-Mookgopong	14	Yes	No	Yes	Yes	Policy available No Committee	Yes	Yes
Mogalakwena	32	Yes	Yes	Yes	Yes	Not approved	Yes	Yes
Lephalale	13	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Thabazimbi	10 (02 not established)	Yes	No	Yes	Yes		Yes	Yes
Waterberg	78	Yes	Yes	Yes	Yes	Yes	Yes	Yes

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.

6.2. FUNCTIONALITY OF MUNICIPAL PUBLIC ACCOUNTS COMMITTEE, WARD COMMITTEES AND CDWs

	District	BELABELA	Modimolle-Mookkgophong	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)	111 incl 4 for district	0	3	3	1	0 Ward & Public Participation Co-ordinator advertised)

6.3 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 forums take 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

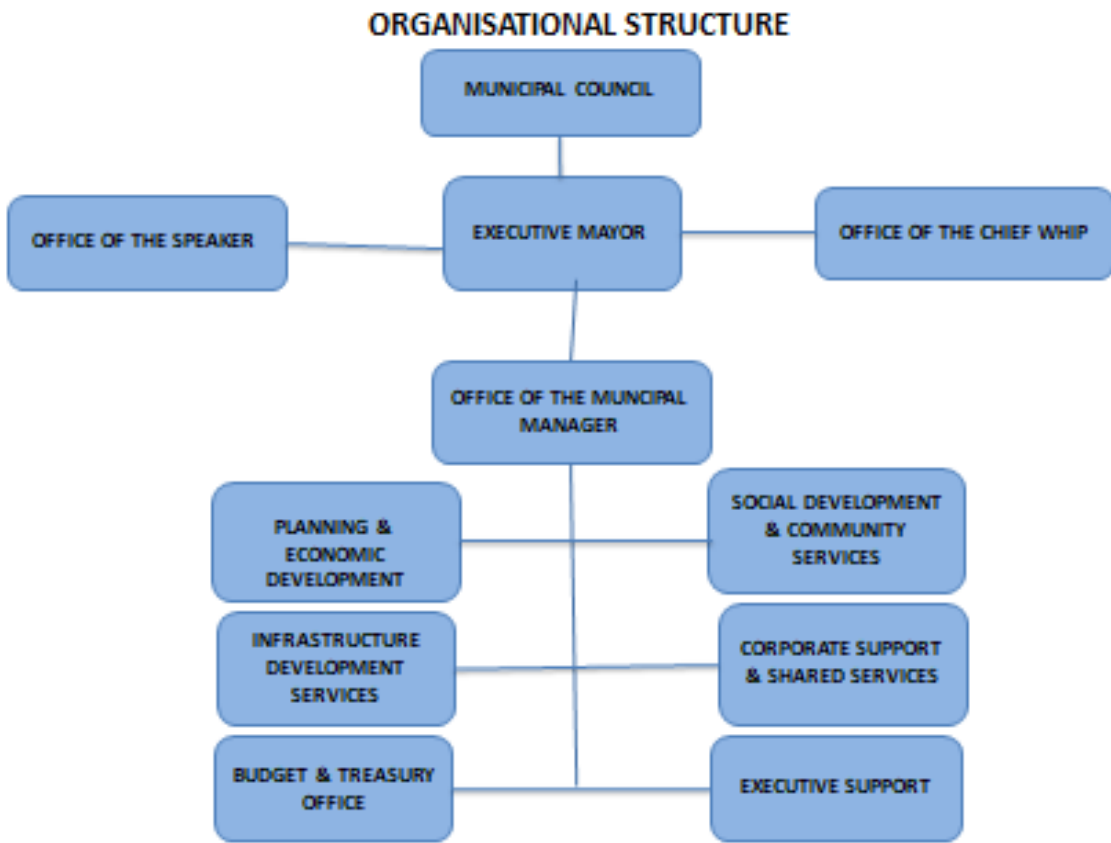
Inadequate participation of District municipality in sector department strategic planning session to influence priorities to address service delivery challenges.



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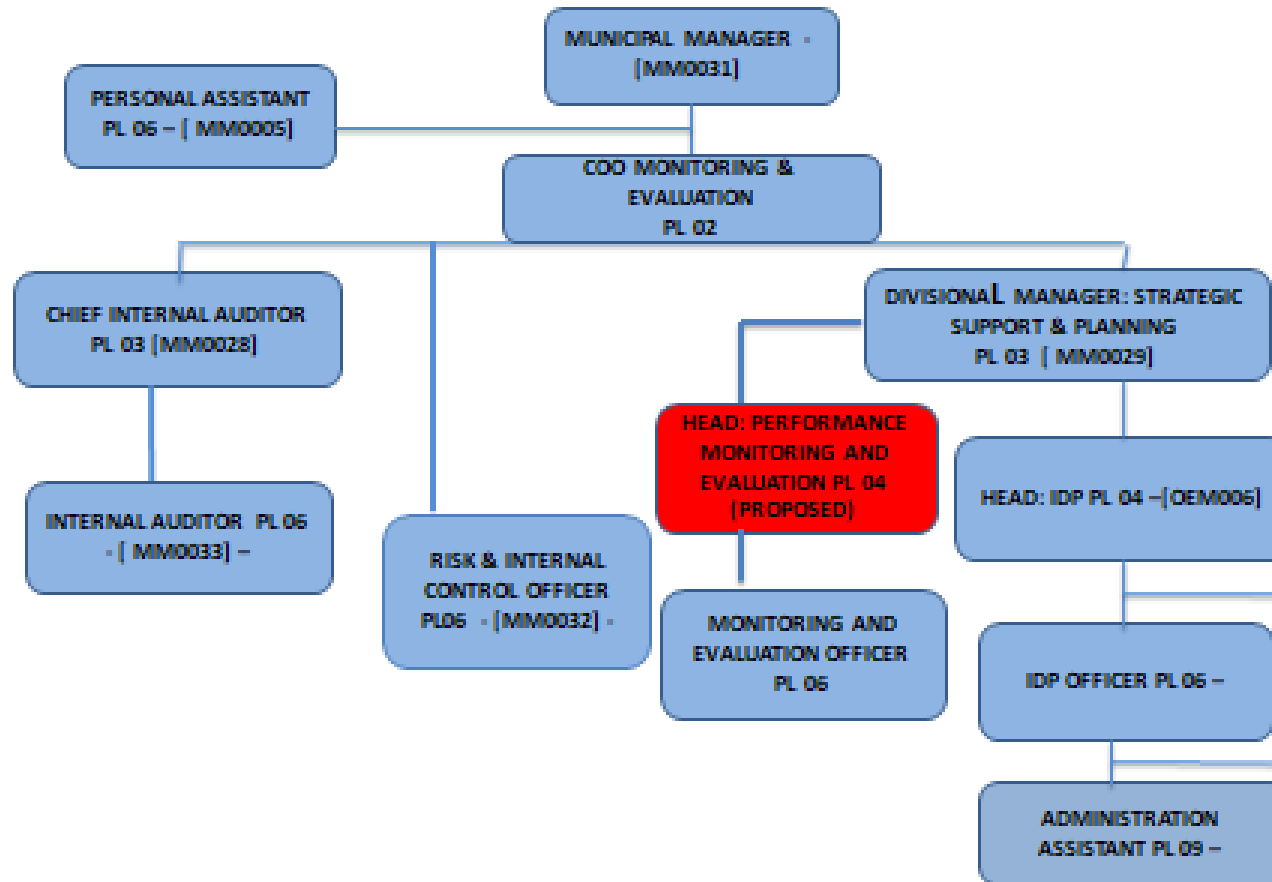
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7.1. INSTITUTIONAL STRUCTURE



PROPOSED WDM ORGANOGRAM: 2020/2021

OFFICE OF THE MUNICIPAL MANAGER



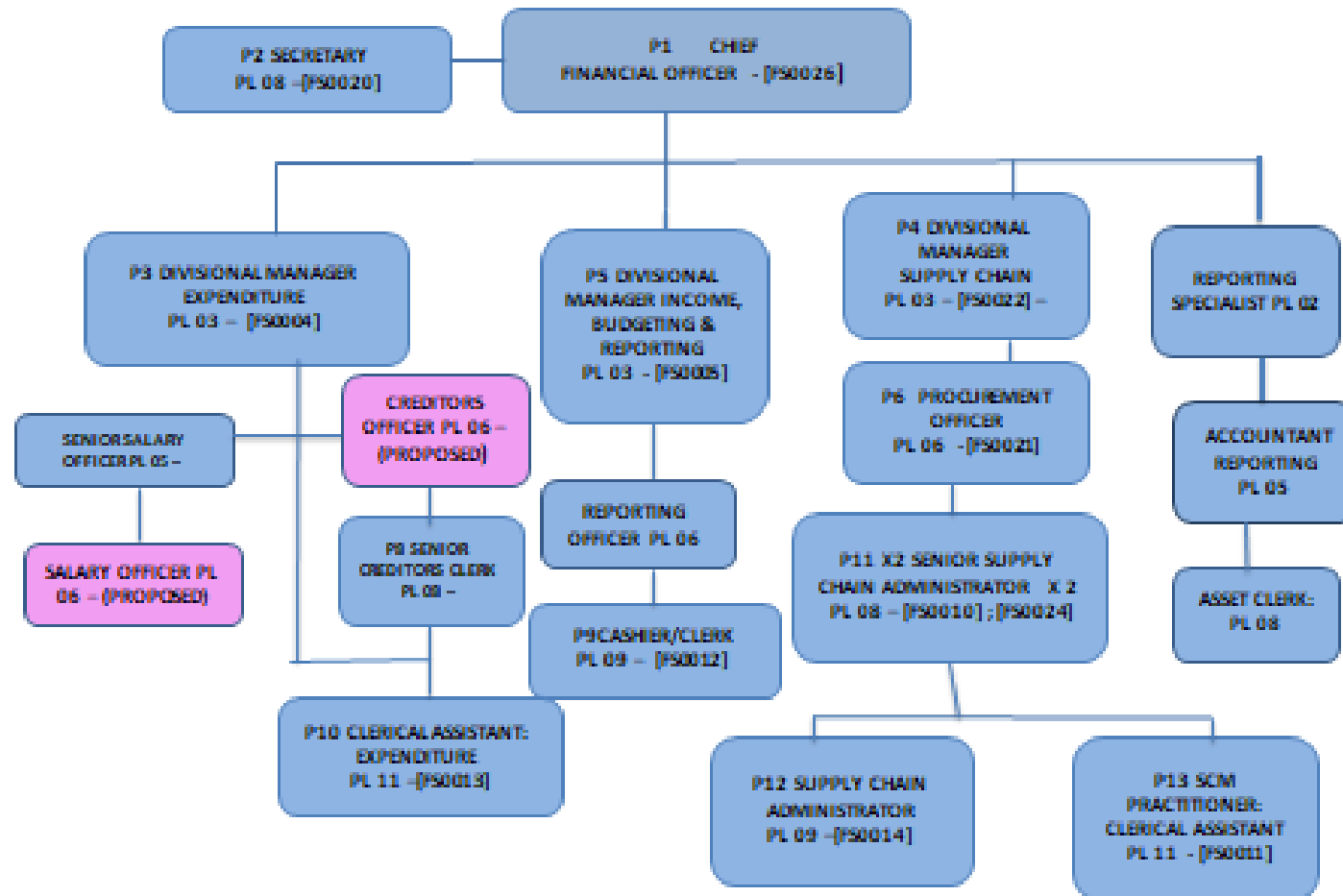
PROPOSED WDM ORGANOGRAM: 2020/2021



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BUDGET AND TREASURY OFFICE



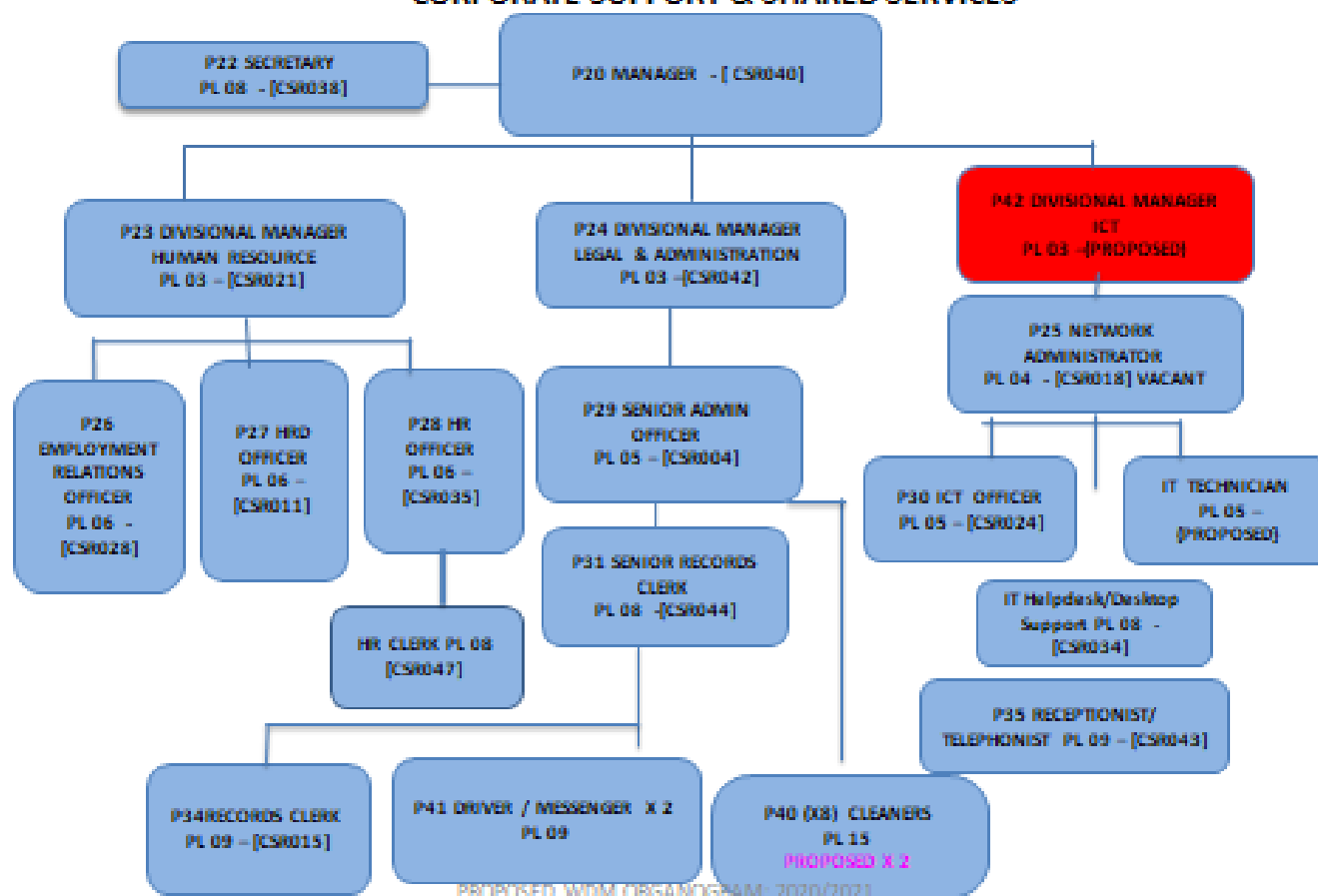
PROPOSED WDM ORGANOGRAM: 2020/2021



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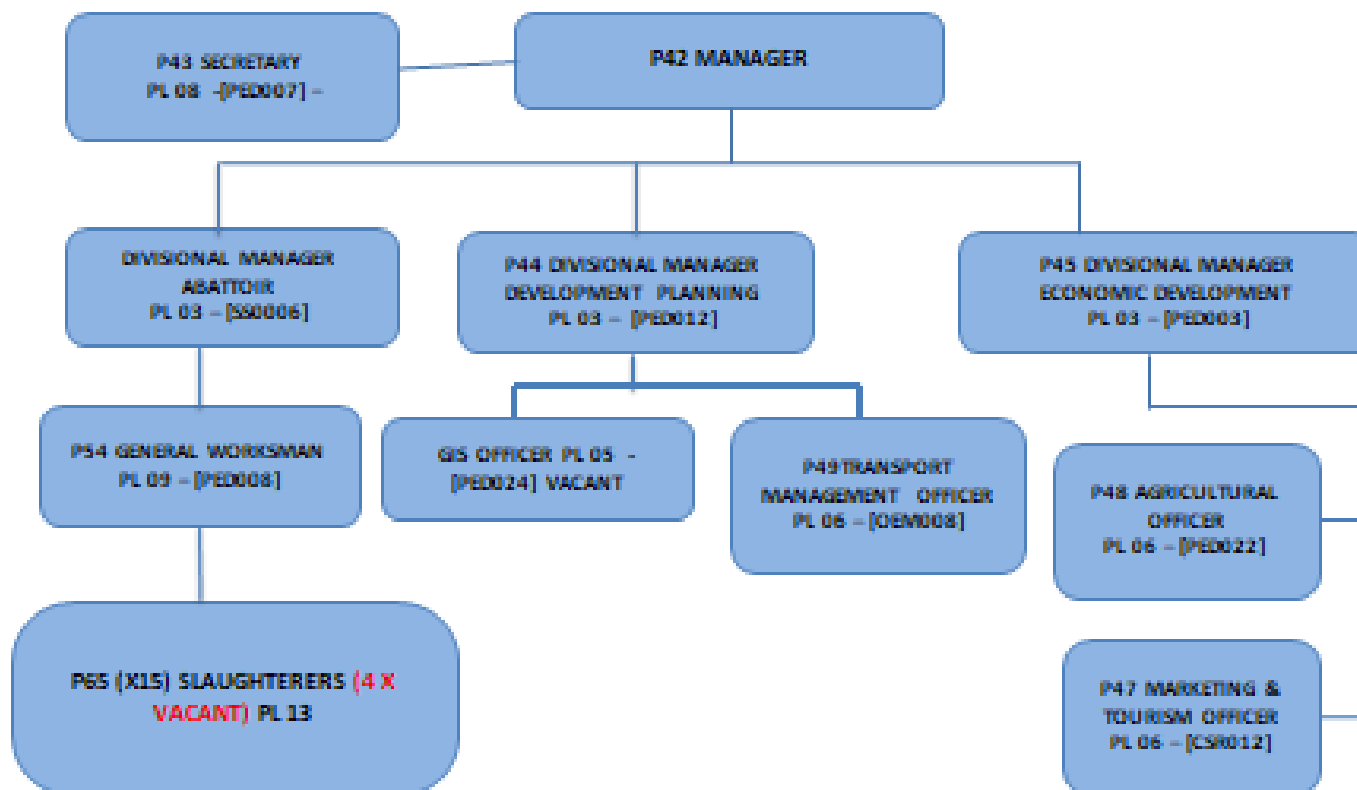
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CORPORATE SUPPORT & SHARED SERVICES



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PLANNING & ECONOMIC DEVELOPMENT



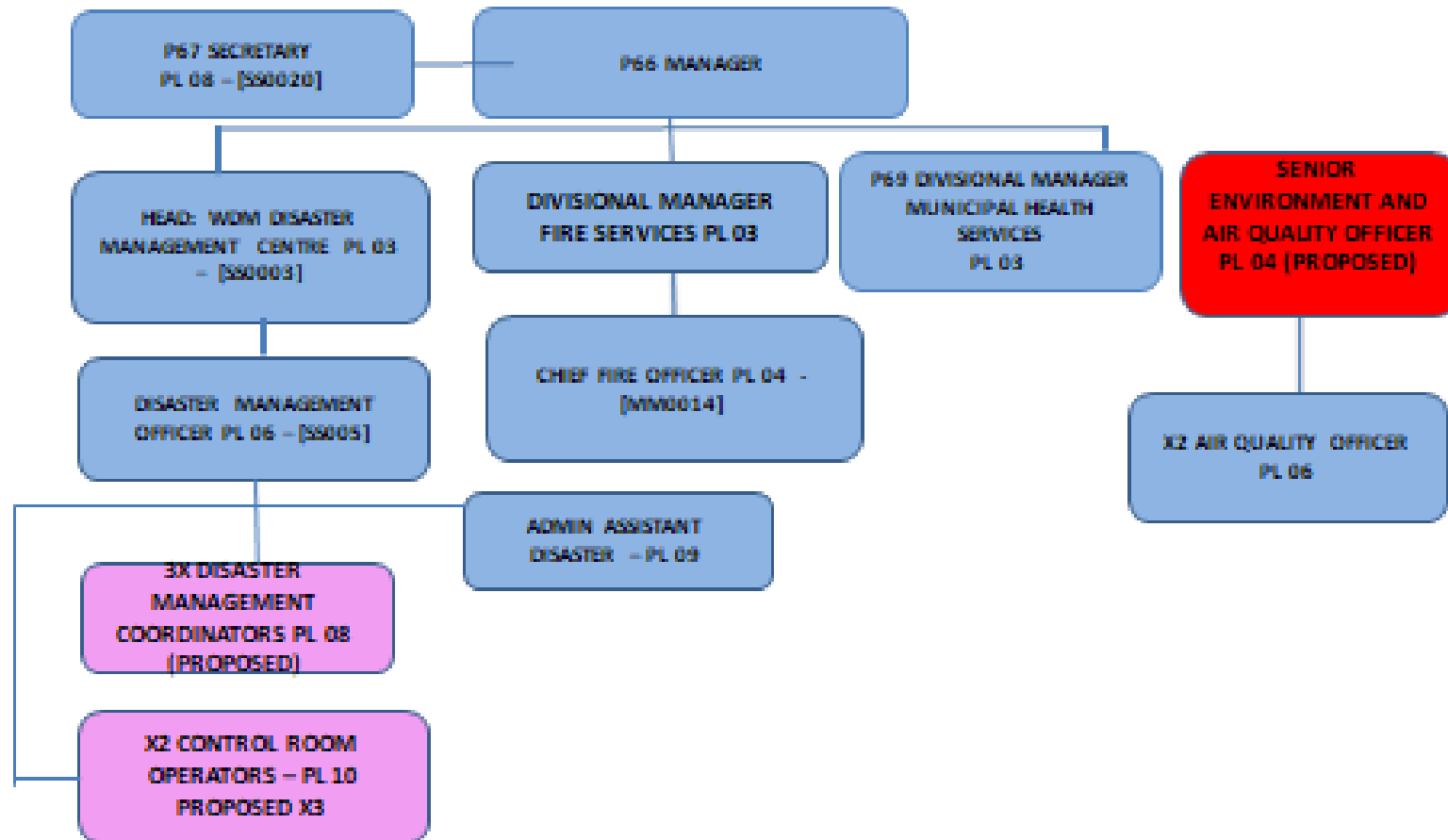
PROPOSED WDM ORGANOGRAM: 2020/2021



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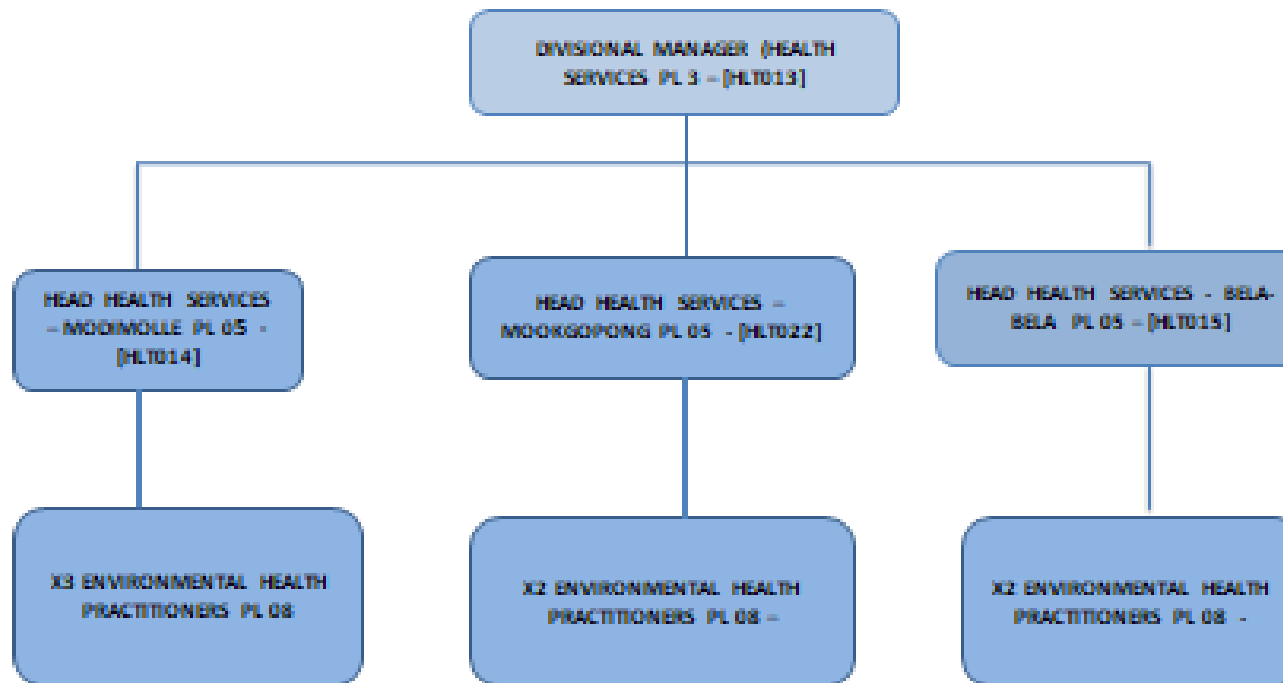
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES – CONTINUED NEXT PAGE



PROPOSED WDM ORGANOGRAM: 2020/2021

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SOCIAL DEVELOPMENT AND COMMUNITY SERVICES – CONTINUED NEXT PAGE



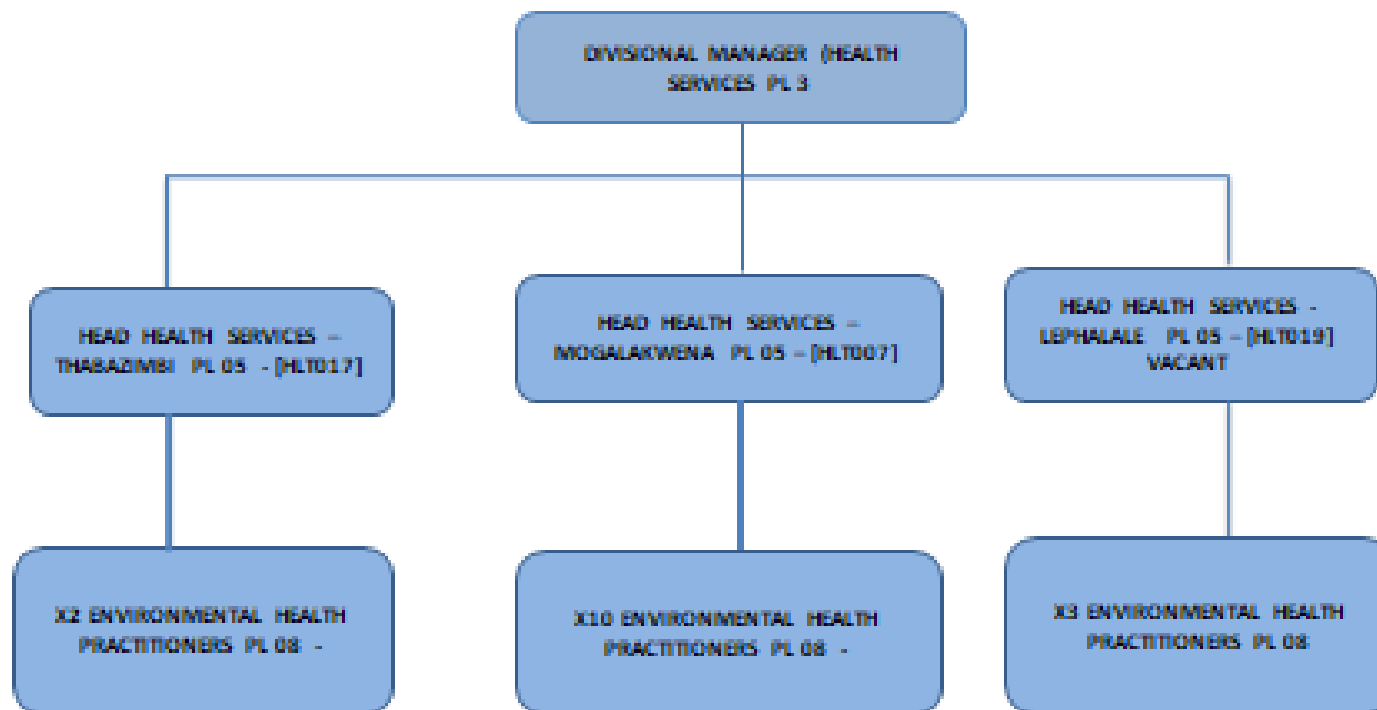
PROPOSED WDM ORGANOGRAM: 2020/2021



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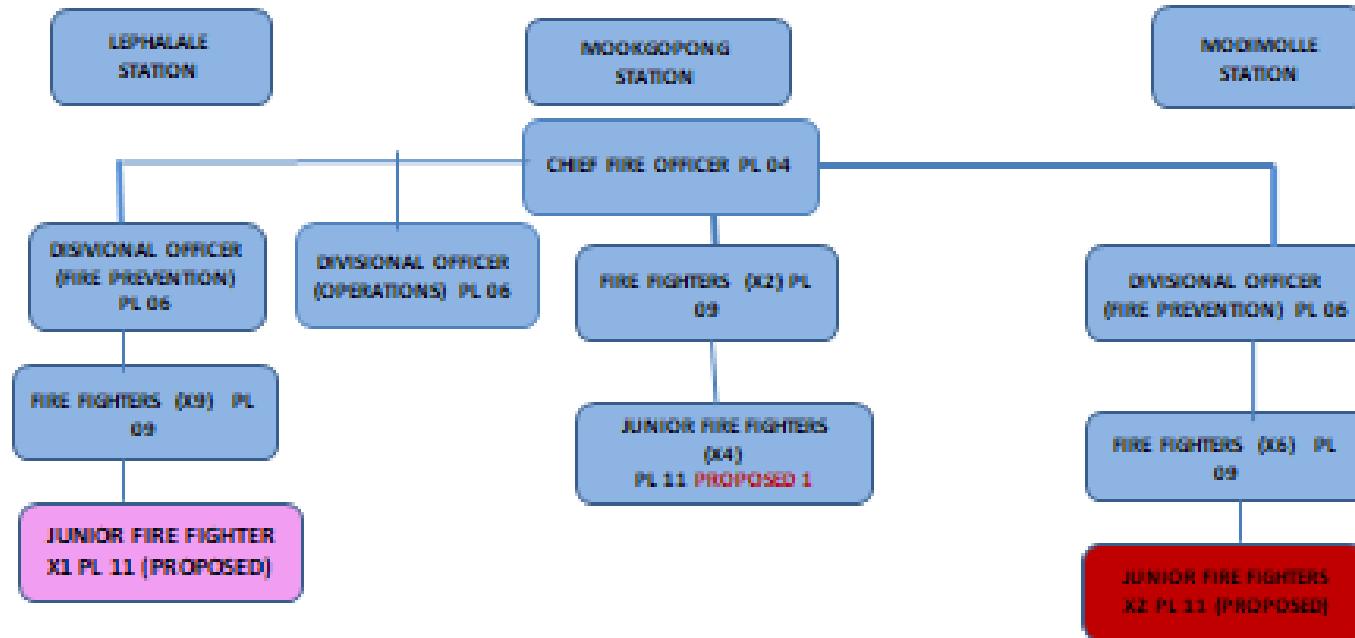
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SOCIAL DEVELOPMENT AND COMMUNITY SERVICES – CONTINUED NEXT PAGE



PROPOSED WDM ORGANOGRAM: 2020/2021

SOCIAL DEVELOPMENT & COMMUNITY SERVICES



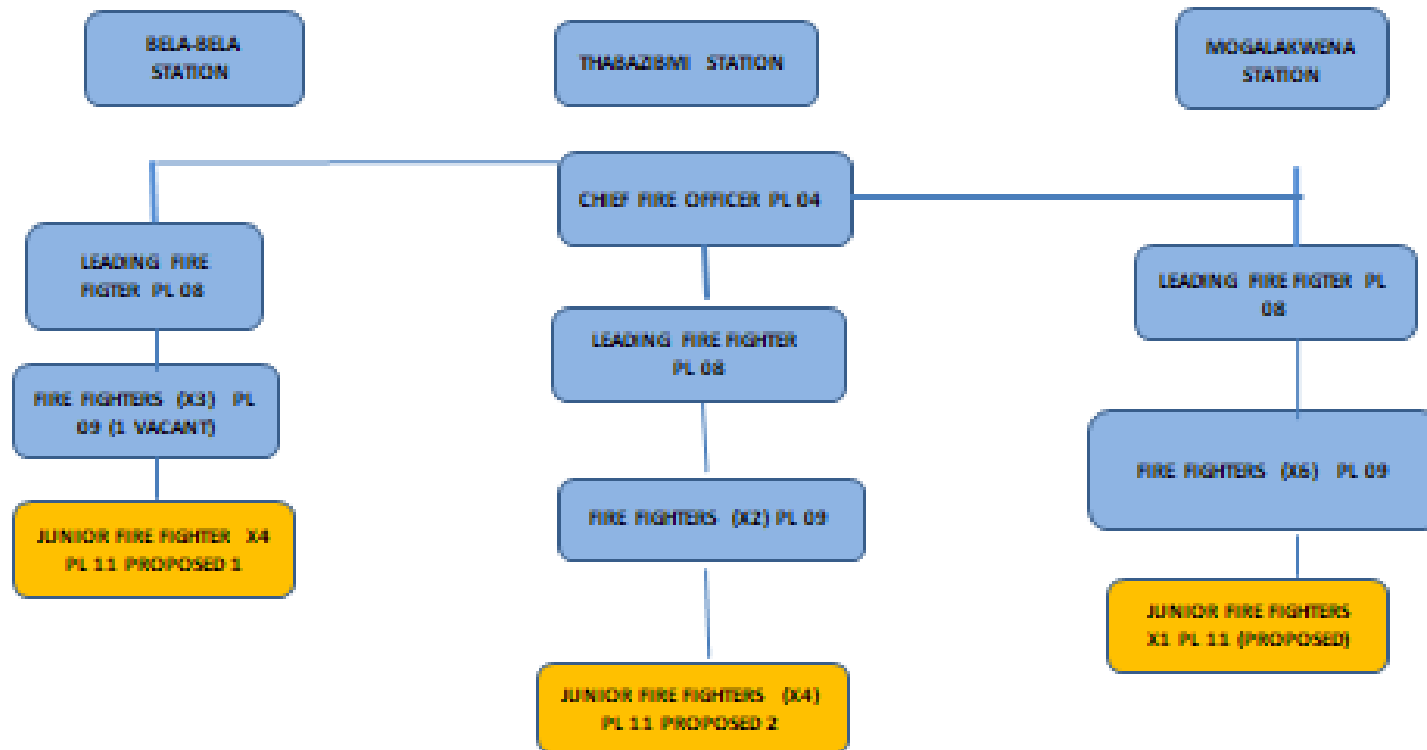
PROPOSED WDM ORGANOGRAM: 2020/2021



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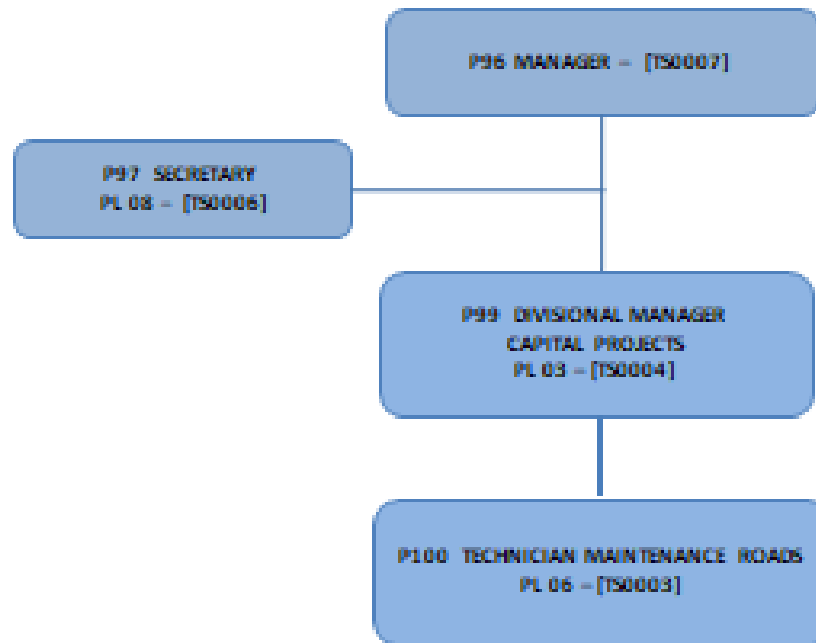
SOCIAL DEVELOPMENT & COMMUNITY SERVICES



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INFRASTRUCTURE DEVELOPMENT

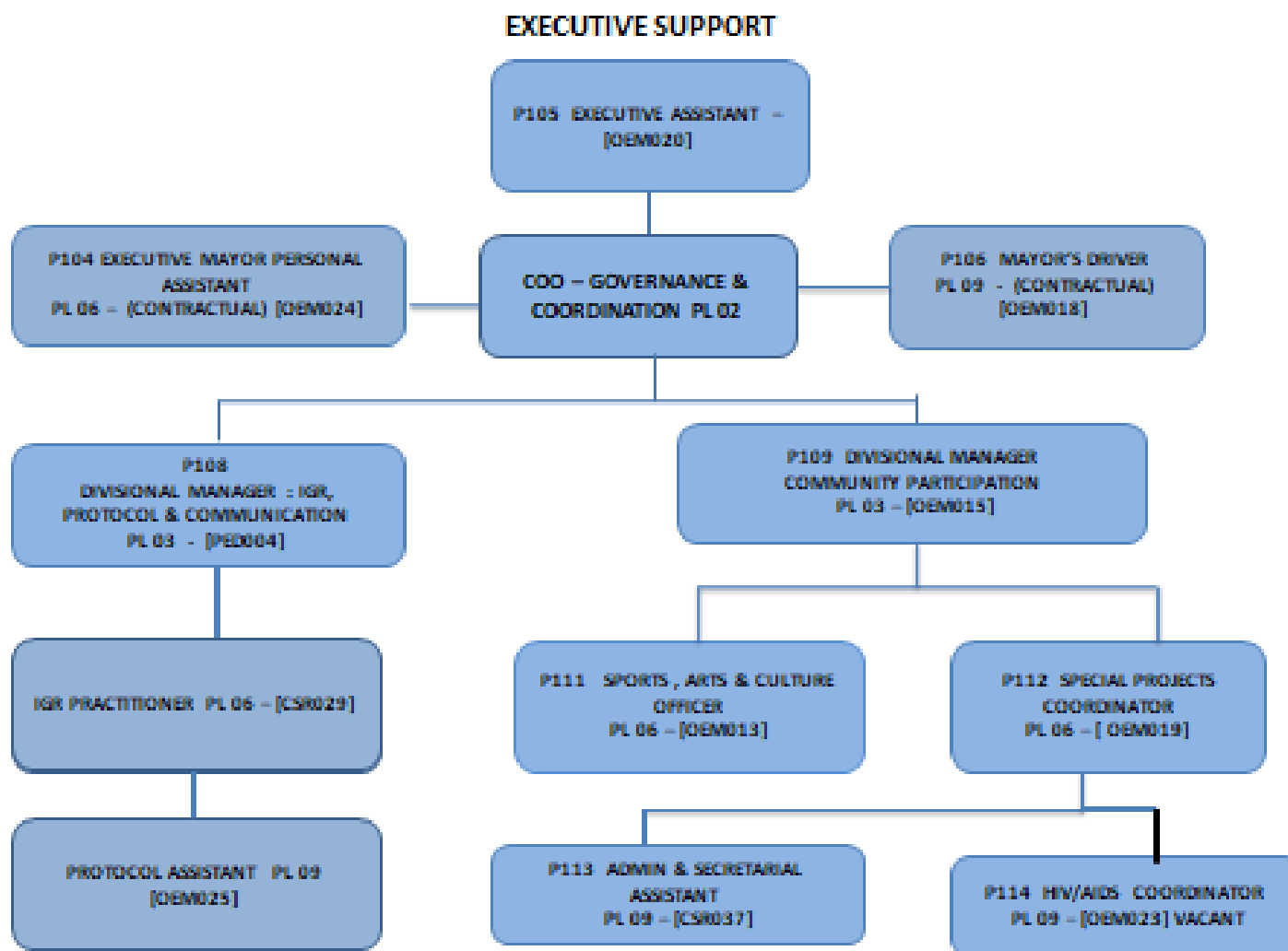


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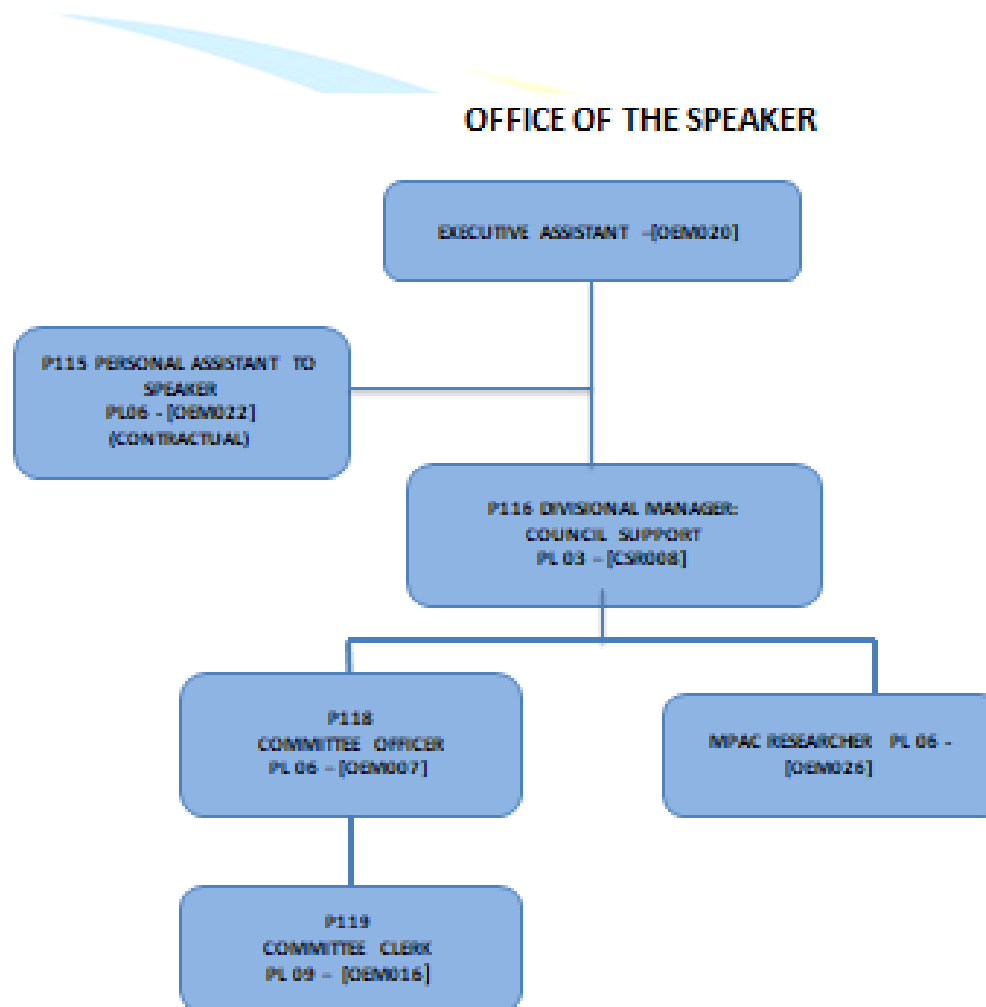


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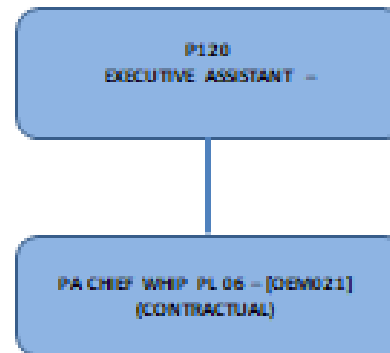
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OFFICE OF THE CHIEF WHIP



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7.2 FILLING OF CRITICAL POSTS

MUN	MUNICIPAL MANAGER	CHIEF FINANCIAL OFFICER	MANAGER INFRASTRUCTURE/ TECHNICAL	MANAGER CORPORATE SERVICE	MANAGER DEVELOPMENT PLANNING	MANAGER SOCIAL DEVELOPMENT AND COMMUNITY SERVICES
Waterberg	Yes	Yes	Yes	No	Yes	Yes
Bela-Bela	No	Yes	Yes	Yes	Yes	Yes
Modimolle- Mookgopong	No	Yes	Yes	NO	NO	Yes
Mogalakwena	No	No	No	No	No	No
Lephalale	Yes	Yes	Yes	No	Yes	No
Thabazimbi	No	Yes	No	Yes	Yes	Yes
Total	2/6	5/6	4/6	2/6	4/6	4/6



7.3 VACANCIES RATE AS AT 31 MARCH 2022

VACANCIES AS AT 31 MARCH 2022	
OFFICE OF THE MUNICIPAL MANAGER	
Divisional Manager Strategic Support and Planning PL 02	Vacant (01/09/2021)
Risk and Internal Control Officer PL 06	Vacant (01/01/2022)
Monitoring & Evaluation Officer PL 06	Vacant
BUDGET AND TREASURY	
Creditors Officer PL 06	Vacant (new post)
Senior Salary Officer PL 05	Vacant (01/05/2021)
SCM Practitioner Clerical Assistant PL 11	Vacant (01/01/2022)
Creditors Clerk PL 08	Vacant (01/09/2021)
CORPORATE SUPPORT & SHARED SERVICES	
Manager CSSS	Vacant (09/11/2021)
IT Helpdesk/Desktop Support PL 08	Vacant (01/01/2022)
Cleaner X 2	Vacant (new post)
PLANNING AND ECONOMIC DEVELOPMENT	
Slaughteres x 6 PL 13	Vacant
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES	

Head Health Services x 1 Mookgophong PL 05	Vacant (23/11/2020)
Environmental Health Practitioner : Thabazimbi PL 08	Vacant (26/08/2021)
Fire Fighter Bela-Bela PL 09	Vacant
Leading Fire Fighter Bela-Bela PL 08	Vacant (01/09/2021)
Chief Fire Officer PL 04	Vacant (01/09/2021)
Disaster Management Coordinator X 3	Vacant (new post)
Junior Fire Fighter X 3	Vacant (new post)
EXECUTIVE SUPPORT	
PA Executive Mayor PL 06	Vacant (01/02/2022)
Executive Assistant PL 02	Vacant (01/09/2021)
DM: IGR, Protocol and Communications PL03	Vacant (01/01/2022)
PA Speaker PL 06	Vacant (01/12/2021)
DM: Community Participation PL03	Vacant (25/02/2022)
PA Chief Whip PL 06	Vacant (01/12/2021)
TOTAL POSTS VACANT	33
TOTAL NUMBER OF POSTS	197
TOTAL NUMBER OF FILLED POSTS	164
	% VACANCIES = 17
	% FILLED = 83

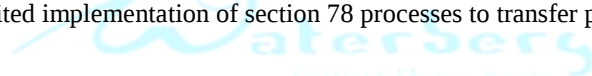


The District Municipality has twelve powers and functions conferred to it through section 84 sub-sections 1 of the Local Government Municipal Structures Act.

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 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

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.

7.4 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 57Section 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 are 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.

7.5 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 April. 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.

TABLE 98: TRAINING NEEDS IDENTIFIED

Division	Training identified
Infrastructure Development	Routine road maintenance Non-motorized planning and design Design and construction of surfaced low volume roads
Social Services	CPD points for Municipal Health Practitioners Food Safety and Quality Solid Waste Management Occupational Health and Hygiene Environmental Management
Corporate Support and Shared Services	Supervisory Skills Charging Disciplinary Hearings Managing Stress and Improving Productivity Computer Training Absenteeism and Sick leave abuse Records management Project Management
Office of the Municipal Manager	Conducting an audit from Cradle to the Grave

	Risk Management Courses PMS Courses IDP courses Leadership and Management Courses
BTO	SCM Courses Municipal Finance Management Program Cash-flow management
Executive Support	Leadership skills MPAC and MFMP IDP Skills for councillor Protocol and etiquette Strategic Management Gender Mainstreaming

TABLE 99: NUMBER OF OFFICIAL CAPACITATED IN TERMS OF THE WORKPLACE SKILL PLAN

Period	Training provided/Ongoing	No of Officials/ Cllrs.	Status	Intervention	Name of Service provider
Oct-Dec 2021	Mentorship Programme	10 Officials	Ongoing	Mentorship	National Business Initiative (NBI) in collaboration with Exarro.
Oct-Dec 2021	Leadership Training	6 Officials	Completed	Skills Program	In Transformation Initiative
Feb – march 2022	HR Module Leave management	2 officials	Completed	Skills Program	PayDay Solutions
Dec 2021	Councilors Induction	14 Cllrs	Completed	Skills Program	SALGA
July 2021	BCOM HRM	1 official	Completed	Bursary	WDM
July 2021	BCOM HRM	1 official	Ongoing	Bursary	WDM

July 2021	BCOM PPM	1 official	Ongoing	Bursary	WDM
July 2021	ND Fire Tech	1 official	Ongoing	Bursary	WDM
July 2021	B Public Man	1 official	Ongoing	Bursary	WDM
July 2021	BA Communication Science	1 official	Ongoing	Bursary	WDM
January 2022	B HRD	1 official	Ongoing	Bursary	WDM
July 2021	Fire Service instructor	1 official	Ongoing	Bursary	WDM

7.6 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

7.7 COMPLAINTS MANAGEMENT SYSTEM

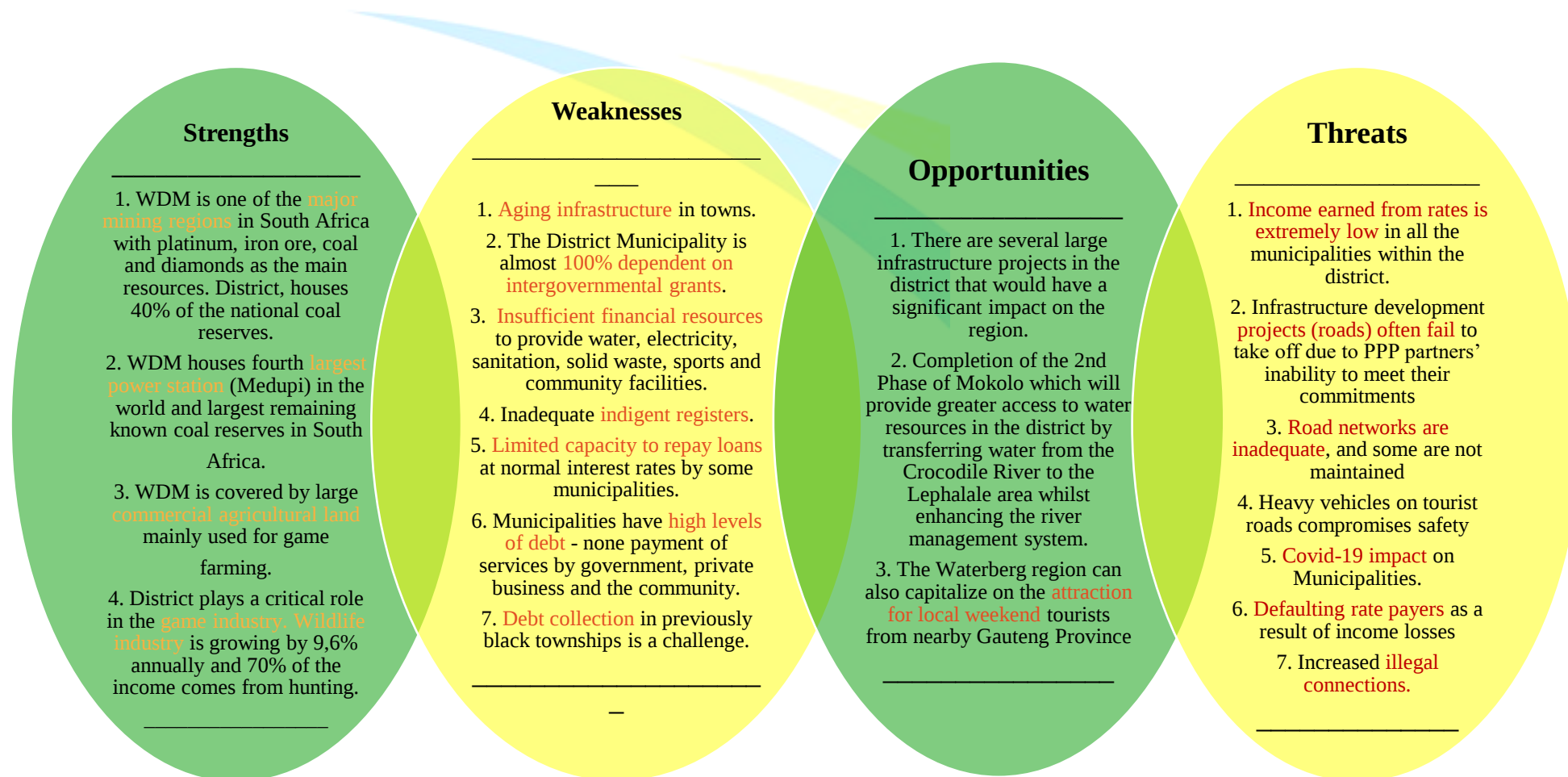
The Municipality has a complaints Management system which is functional and it respond to complaints and compliments from the community.



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7.8 WDM SWOT ANALYSIS



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Strengths

#	KPA	ATTRIBUTE
1	Spatial Rationale	Functional GIS platform
2	Basic Service Delivery and Infrastructure Development	None
3	Local Economic Development	District-Wide Local Economic Development strategy
4	Financial Viability and Management	Uniformed & Functional Financial system
5	Good Governance and Public Participation	None
6	Municipal Transformation and organisational development	Compliant Employment Equity plans Uniformed & Functional Human Resources system

Weaknesses

#	KPA	ATTRIBUTE
1	Spatial Rationale	Integrated Development Planning Integrated & Compliant Spatial Development framework
2	Basic Service Delivery and Infrastructure Development	Grant spending Poor forward planning
3	Local Economic Development	Implementation of Local Economic Development strategy Enforcement of By-Laws
4	Financial Viability and Management	Grant dependency Enforcement of By-Laws
5	Good Governance and Public Participation	Inter-Governmental Relations structures
6	Municipal Transformation and organisational development	Sound Management practices Vacant key positions i.e. Fire & Air Quality Services High staff turnover



Opportunities

#	KPA	ATTRIBUTE
1	Spatial Rationale	Land access for development Regional landfill site
2	Basic Service Delivery and Infrastructure Development	EPWP for job creation
3	Local Economic Development	Growth point Public Private Partnerships
4	Financial Viability and Management	Broad revenue base i.e. farms and game reserves Emission license
5	Good Governance and Public Participation	None
6	Municipal Transformation and organisational development	None

Threats

#	KPA	ATTRIBUTE
1	Spatial Rationale	Informal settlements Urbanization i.e. dolomitic areas
2	Basic Service Delivery and Infrastructure Development	Deteriorating service delivery standards Community unrest
3	Local Economic Development	High levels of unemployment, especially among the youth Economic exclusions
4	Financial Viability and Management	Lack of political will to maintain District mandates
5	Good Governance and Public Participation	Unintegrated IGR structures
6	Municipal Transformation and organisational development	Institutional relevance



CHAPTER 8 – CROSS CUTTING ISSUES (DISASTER MANAGEMENT)

8.1 DISASTER RISK ANALYSIS

Disaster Management Act No. 57 of 2002, Amended Disaster Management Act No. 16 of 2015, National Disaster Management Policy Framework of 2005, The Reviewed Waterberg District Disaster Management Framework & Plan dated December 2014; etc. Please note that their implications are highly critical because thorough proactive planning without taking them into cognizance might have undesirable consequences or devastating or disastrous outcomes either man-made or natural.

Risk Analysis-Refer to the approved Reviewed Waterberg District Framework & Plan dated December 2014 which is found from the WDM website;

Mapping of hazard/risks in accordance with their prevalence-Also refer to the approved Waterberg District Disaster Management Framework & Plan dated December 2014 which is found from the WDM website;

Risks or hazards profiling at our Ward level-This is quite a very difficult or tricky question to be fairly answered now much as there is that positive acknowledgement from the IDP Office that Disaster Risk Management was neglected by the third sphere of Government for a longer time whereby it was mostly prioritised, but not budgeted for accordingly. PDMC-CoGHSTA during 2013/14 financial year did managed to develop their local disaster management plans wherein they were all requested to table them on or before their respective Councils in vain. Meaning that the high level indication for tangible hazard profiling at the Ward level within the Waterberg District is currently non-existence or totally not there, hence our new approach towards comprehensive Review of the Waterberg District Disaster Management Framework & Plan whereby myself, Acting Manager SDCS and the PDMC-CoGHSTA (Mr Mike Moja) have jointly embarked on a robust consultative processes with our 4 National Key Points (i.e. Mokolo Dam Pump Station, Tom Burke Solar Plant, Eskom-Medupi & Eskom-Matimba) that urgently needs to be incorporated in our planning initiatives as they were all visited during January 2019. It is very critical to ensure the final approval of an amount of R500 000.00 during 2019/20 financial year in order to be able to take the Disaster Risk Management Chapter within the IDP to the highest level in adherence to the prescriptives of the applicable legislation; Capacity in terms of quantity & quality from our locals-Thabazimbi local municipality is having 04 Disaster Management Coordinators (i.e. not sufficient or not equal to the tasks), Lephalale local municipality is only having 01 Disaster Management Coordinator (i.e. not equal to the tasks being so exposed to floods, domestic fires, drought, road accidents, etc.), Mogalakwena (the most exposed one with various categorised hazards with a high population figure), Bela-Bela & Modimolle-Mookgopong local municipalities are all not having dedicated personnel for directly dealing with Disaster Risk Management, hence no operating or capital budgets being set aside on a continuous basis/deliberately or intentionally which is too bad towards balanced effective service delivery (i.e. disaster risk reduction strategies not be easily achieved under the circumstances); and

High level risks/hazards at our cross borders-The last conducted Disaster Risk Assessments was undertaken at Stockpoort Port of Entry, Groblers Bridge Port of Entry, Platjan Port of Entry & Zanzibar Port of Entry (they all fall within Lephalale connecting to our neighbouring country of Botswana) during 2009/10 financial year whereby all identified risks and/or capital projects were not fairly implemented as a result of Waterberg District Municipality losing water authority status as it was directly devolved to our local municipalities (i.e. devastating downgrading which requires to be urgently politically reviewed in order to protect the WDM from dying a painful. slow death).



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8.2 MUNICIPAL PRIORITIZATION

KPA	Summary by order of priority
Spatial	1. SDF Review 2. DMPT Coordination 3. GIS Maintenance
Social	1. Review of the Air Quality Management Plan 2. Review of the Disaster Management Plan 3. Rehabilitation of then Bela Bela Fire Station
Economic	1. SMME Development and Support 2. Tourism Development 3. Agricultural Development
Environment	1. Promulgation of ByLaws 2. Ambient Air Monitoring Station 3. Development of the Regional Land fill site
Infrastructure	1. integrated WSDP for District 2. Intergrated ITP Review
Financial	
Institutional	1. ICT Equipment 2. Pool Vehicles 3. Automation of PMS



CHAPTER 9 - STRATEGIC PHASE

9.1 STRATEGIC OBJECTIVES OF WATERBERG DISTRICT MUNICIPALITY

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

The table below seeks to summarise departmental and stakeholders' presentations that painted the status quo of the District and its Local Municipalities in a form of prevailing challenges and mitigating circumstances against each National KPA.

KPA	CHALLENGE	STRATEGIES
Spatial Rationale	Dysfunctional spatial patterns	The SPLUM By-laws needs to be revised and customised
	Illegal occupation of land/ land invasion	Development of integrated Spatial Development Framework Formalisation of informal settlements to inform spatial hierarchy
Basic Service Delivery and Infrastructure Development	Lack of funding and identifying new projects	Obtain licence to be a WSA Acquire rights to implement Rural Household Sanitation for the entire district
	Lack database for service providers	Procure O & M service providers as and when required (electrical maintenance, plumbing, air conditioners and civil work)

KPA	CHALLENGE	STRATEGIES
		Provision for implementation of O & M projects
	Excessive Overtime payment due to shortage of staff	Appointment of additional junior fire fighters using the amount budgeted for overtime
	The Social Development & Customer Care function is under capacitated	Review organisational structure and align to IDP. Match and place municipal officials according to competency levels.
	Lack of infrastructure to house the firefighting stations	Refurbish the donated fire station in Bela Bela Construction of a fire station in Thabazimbi
	Absence of By Laws to regulate core functions	Promulgation of firefighting, Municipal Health and Air Quality Management By Laws
	Office accommodation for EHP's located in various local municipalities (excessive rental payment)	Engage local municipalities to accommodate EPHs operating within their jurisdiction
	Unlicensed landfill sites (full to capacity)	Development of the Regional Landfill site
Local Economic Development	Compromised quality services at the abattoir	Upgrading, Marketing & Public Private Partnership Alternatively Lease the abattoir
	Red tape and slow turnaround time from funding institutions	Establishment of a One stop shop
	Lack of public transport ranking facilities	Land acquisition and budget allocation by relevant authorities
Financial Viability and Management	Unable to raise own income because the district is not a water nor electricity service rendering municipality. The District Municipality remains grant dependent	Develop financial model that will encourage own income base Seek other sources of revenue to fund projects, especially fire fighting vehicles and related equipment. There is a need to diversify more sources of revenue.
	Alignment of 2018/19 Annual Budget captured on mSCOA version 6.2	mSCOA committees to meet regularly in order to address any challenges Timeous interaction with Munsoft to address any challenges
	Excessive personnel costs	Review and cost organisational structure to be proportional with to income

KPA	CHALLENGE	STRATEGIES
		Monitor personnel spending patterns Transfer excess personnel to support distressed Local Municipalities
	Poor audit status	Improve accountability through a proper consequence management
Good Governance and Public Participation	Dysfunctional IGR structures Poor participation of community members in the affairs of the municipality	Development of the IGR Protocol Framework document Reconfiguration of some IGR structures
	Poor participation of community members in the affairs of the municipality	Development of the Public Participation Strategy
	Lack of integrated planning	Systemic approach to integrated planning and monitoring of programmes
	Ward Committee Coordination	Capacity building programmes for ward committees to promote good governance at the local level
Municipal Transformation and organisational development	The organisational structure is not aligned to the IDP priorities	Review organisational structure and align to IDP. Match and place municipal officials according to competency levels.
	Lack of a system to track performance and recognise, reward and award incentives	Develop talent management strategy and automate performance management system



9.2 OPERATIONAL STRATEGIES

Strategy is about choice, which affects outcomes. The nature of the strategy adopted and implemented emerges from a combination of the structure of the organisation, the type of resources available and the strategic priorities being pursued. There is strategic consistency when the actions of an organisation are consistent with the expectations of the community. It is therefore critical that the identified strategies be linked to the different KPAs governing local government institutions. The following strategies have been identified to ensure the attainment of the identified outcomes and priorities within the WDM.

KPA	Resolution	Programme/ Project	STRATEGIES		
			Short term - 1-2 Years	Medium term - 2-3 Years	Long term - 3-5 Years
Spatial Development	Conduct a district-wide land audit	Conduct District Wide Land Audit	Appointment of Service Provider Develop the Land Audit Report	Implementation	Implementation
	Municipalities to initiate the process of transferring the ownership of land from national and province to the WDM	Initiate a processes of transferring the ownership of national and provincial Land to WDM		Engagement and transferring land with the Relevant Department	Engagement and transferring land with the Relevant Department
	Engage mining houses to look into the possibility of them availing under-utilized land they own for possible development programs and projects.	Engage mining house on unutilized land for development programme and projects	Engage Mining House	Project & Programme Implementation	Project & Programme Implementation
	Ensure that there is integrated and functional district-wide GIS	District to develop intergraded and functional District wide GIS	Engage DBSA and COGTA to assist with the functional District Wide GIS	Implementation of District wide GIS	Implementation of District wide GIS
	Consider the development of Social Housing Guidelines and the potential of a District Housing Agency at a district level should be explored	District to consider the development of social housing guidelines and potential of a District Housing Agency at District level	Development of Feasibility Study	Implementation	Implementation
	The Waterberg District Municipality Council needs to engage the Land Claims Commissioner to fast track the land claims process in order to support with the following: •Formalising informal settlements •Rural development programmes •Land for infrastructure and economic development	WDM engage land claim commission to speed up land claims in the District to assist in formalizing informal settlement, Rural development and land for infrastructure development.	Engage the Land Claim Commission	Implementation of the projects	Implementation of the projects
	Plan for and engage the relevant parties	Engage relevant authorities to transfer	Engage the Relevant	Implementation	Implementation

	to make the case for the devolution of functions to the district municipality: •district roads •human settlements and housing delivery •bulk infrastructure; i.e.water & sanitation, energy, telecommunications infrastructure •Transport planning and transport services; buses, taxis etc	the following function to the District 1 District roads 2 Human settlement and housing 3 Bulk Infrastructure Water & sanitation Energy and telecommunication - Transport planning	Authorities		
	Resuscitate the smart city development in WDM	Resuscitate the Smart City development in Waterberg	Appointment of Service provider to develop feasibility study	Implementation	Implementation
	Improved utilisation of open spaces and beatification of towns	Improve utilization of open spaces and beatification of towns	Appointment of Service provider to develop feasibility study	Implementation	Implementation

KPA	Resolution	Programme/ Project	STRATEGIES		
			Short term - 1-2 Years	Medium term - 2-3 Years	Long term - 3-5 Years
Basic Service Delivery and Infrastructure Development	Invest in Human Capital – Training All EHPs in Environmental Management Inspectorate	To ensure that there is adequate capacity to deal with incidents, emergencies and disasters	Filing up of all available budgeted posts	The ratio of EHP's per community to be adhered to (shortage as per WHO 1: 10 000=39)(shortage as per National Norm 1: 15000=16) Compliance with SANS 10090	The ratio of EHP's per community to be adhered to (shortage as per WHO 1: 10 000=39)(shortage as per National Norm 1: 15000=16) Compliance with SANS 10090
	Enforcement of Polluter Pay Principle.	To establish preparedness, prevention, adaptation and mitigation strategies as the focus of all the units of SDCS;	Availing of required resources Continuous education campaigns to the communities and all stakeholders	Availing of required resources Continuous education campaigns to the communities and all stakeholders	Continuous education campaigns to the communities and all stakeholders
	Speed up Finalisation of Bylaws for enforcement purposes	Intensify training of EHP on environment management inspections	Recruitment and training of EHP's in disease	Assessment and planning of monitoring networks.	Assessment and planning of monitoring

			outbreak prone areas. Procurement of portable less complex and affordable equipments.		networks.
Prioritise Review of Air Quality Management Plan, Integrated Waste Management Plan and Environmental Framework,	Finalize bylaws for enforcement purposes.		Capasitation of air quality management.	Development of climate change adaptations and mitigation strategies	Campaigns on adaptations and mitigating strategies
The Municipality should consider appointing additional EHPs in line with the regulations and World Health Organisation standards.	Review of Air Quality Management Plan, Integrated Waste Management Plan and Environmental Framework	Developing Regional Landfill site. Enforce compliance on air polluters for revenue enhancement	WDM to appoint more EHP as per regulation and WHO standards.	Enforce compliance on air polluters for revenue enhancement	
Make provision for dedicated budget for Disaster Centres and Fire Stations.	Conducting Public Education. Finalisation of standard operating procedures(SOP's). Finalization of By-laws. Delicate budget for Fire Services.	Procurement of loose equipment & tools to 6 stations. To comply with National Fire Codes and Standards(SANS 10090) in terms of personnel	Procurement of 3x 6000L water tenders/tankers. Procurement of 4x Rapid Intervention Vehicles(RIV)	Building of three bay Fire Stations in Thabazimbi and Mookgophong. Building of satellite Fire Stations in Northam, Rebone, Vaalwater, Pienaarsrivier, Steenbokpan/Bulgerivier, Witpoort.	
Speed up the process of developing the Regional Landfill Site.	Intensification of public awareness and campaigns	Establishment, raining and utilisation of Volunteer unit	Delicate budget for Disaster Management	Intensification of public awareness and campaigns	
Identify five impactful Catalytic Infrastructure Projects	Lack of intergraded bulk water	WDM develop compressive water service development plan	Implement the plan	Implement the plan	
Engage Private Sector in funding Catalytic Projects.	Lack of alternative source of energy	Waterberg District Municipality develop Energy master plan and identify catalytic project	Implement the plan	Implement the plan	
Priotise budgeting for Operations and Maintenance.	No waste management projects and lack of review of Integrated waste plan	All Municipalities develop budget for waste management and review of waste management plan	Implementation of waste management plan	Implementation of waste management plan	



KPA	Resolution	Programme/ Project	STRATEGIES		
			Short term - 1-2 Years	Medium term - 2-3 Years	Long term - 3-5 Years
Local Economic Development	Municipalities should enter into MOU arrangements with the Department of Small Business Development to avail under-utilised infrastructure/buildings to the department to be utilised by youth SMMEs for manufacturing purposes.				
	Prioritise Review/Development of LED strategies District Wide	LED Coordination: Review/Development of District Wide LED Strategies	Source funding	Develop/review 2 LED Strategies	Develop/Review 2 LED Strategies
	Establishment of the District SMME Coordinating Council through SEDA in partnership with municipalities				
	Consider the feasibility of the development of a dry port/ logistic hub opportunity within the district, particularly Modimolle – as a long term plan through the One Plan (DDM).				

KPA	Resolution	Programme/ Project	STRATEGIES		
			Short term - 1-2 Years	Medium term - 2-3 Years	Long term - 3-5 Years
Financial Management & Viability	Explore the outdoor advertisement potential as a revenue generation mechanism	Explore outdoor advertisement potential as revenue generation mechanism	Develop advertise strategy	Implementation of advertise strategy	Implementation of advertise strategy
	Effective management of indigent register	Develop effective management of indigent register	Develop building programme Capacity local Municipalities	Local municipalities to implement strategy to review their indigents registers	Local municipalities to implement strategy to review their indigents registers
	Improve revenue management and collection				
	Consider the implementation of shared services for governance committees	Explore possibilities of share services for governance committees such as	Engage Local Municipalities on share	Implementation of the MOU	-

	such as Risk and Audit Committees where applicable.	Risk and Audit committees	services and signed MOU		
	Reduce unavoidable use of consultants, particularly where municipalities have capacity	Develop strategy to capacitate BTO for preparation of Financial Statements	Development of the strategy to capacitate BTO	Implementation of the strategy	-
		Develop plan to phase out Consultants in the preparation of FS.	Coordinate summit with all Local Municipalities to develop strategy using Waterberg as benchmarking	Implementation of summit resolution starting in house FS preparation by all Local Municipalities	Implementation of summit resolution starting in house FS preparation by all Local Municipalities
		Unfunded mandate for Municipal Health and Fire Fighting Services	Establish internal term to develop Concept document that will entail financial implications to be presented to National Treasury and COGTA	Engage with National treasury and COGTA	-

KPA	Resolution	Programme/ Project	STRATEGIES		
			Short term - 1-2 Years	Medium term - 2-3 Years	Long term - 3-5 Years
Municipal Transformation & Organizational Development	Advocating for digitalisation of local government operations and services	Municipality to immigrate to digitalization of its operation and services	Develop strategy for digitalization	Implement strategy	Implement strategy
	Cascading of Performance Management System to beyond the Section 56 managers	Cascading PMS to lower positions to enhance performance	Develop strategy for different options and method	Implement the strategy	-
	Develop skills development programmes that support the new economy (inclusive of industry 4.0/4IR) that encompass municipal employees and community members	Develop District wide skills development programme that is responsive to current economic needs. Eg Mining and Agricultural skills	Conduct visibility study about current status quo of Waterberg. Conduct District wide kills audit	Conduct District wide skills Audi for all local municipalities	-
	Explore the possibility of managing the output of employee rather than time	Utilization of consultants to compliment the capacity of the municipalities			
	Use of consultants strategically to complement the capacity of				

	municipalities				
	Support and participate in the provincial broadband network programmes.	Support and participate in the Provincial Broadband network programmes	Develop strategy for different options available	Implement the best practice	-
	Strengthen the information and records management capability within the district and local municipalities	Strengthen and improve information and record management capacity within WDM and Local Municipalities	Develop strategy on various options and conduct research on best practise	Implement strategy	Implement strategy

9.3 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
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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
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



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

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
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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
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

9.4 FIVE YEAR DISTRICT WIDE STRATEGIC OUTCOMES & TARGETS

DEVELOPMENTAL PRIORITY	STRATEGIC OBJECTIVE	KPA	STRATEGIC OUTCOME	PERFORMANCE INDICATORS	BASE-LINE	2021/22	2022/23	2023/2024	2024/2025	2025/2026
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	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	87%	88%	89%	90%	90%	90%

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	access to services			to electricity						
				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 blue drop status	1	4	6	7	7	7
				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%
	To ensure optimal utilization and adherence to space economy	LED	Job creation	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 Management	To effectively manage finances and improve financial sustainability	FVM	Improved revenue	Number of municipalities whose debt collection exceeds 80%	2	4	5	6	7	7
				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 Committees	7	7	7	7	7	7
				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	2%	2%	2%	2%	2%	2%

				workplace skills plan						
				Number of municipalities which consistently implement HIV/AIDS workplace strategy	0	7	7	7	7	7
				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



9.5 2021/2022 INSTITUTIONAL SERVICE DELIVERY INDICATORS AND TARGET

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2021-2022	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
	Spatial rationale	To coordinate spatial transformation	Integrated Planning	Number of Highly rated IDP	1	1X highly rated IDP attained by 30 June 2022	N/A	N/A	N/A	1 highly rated IDP	CoGHSTA IDP Analysis report
	Spatial rationale	To coordinate spatial transformation	Integrated Planning	Number of IDP (s) Approved by council by 31 May 2022	1/1	1X 2021/22-2025/26 IDP Approved by 30 June 2022	N/A	N/A	1 Draft IDP 31 March 2022	1 Final IDP 31 May 2022	Approved 2021/22-2025/26 Approved IDP with Council resolution
	Spatial rationale	To facilitate access and transform land and rural tourism development	Integrated planning	Number of DMPT Meeting held	0/4	4 X DMPT Meeting held by 30 June 2021	1	1	1	1	4X Set of Invitation Agenda Minutes Attendance register
	Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	Number of Food outlets issued with certificate of compliance	New	80 X Food outlets issued with certificate of compliance by 30 June 2022	20	20	20	20	80 X Set of Signed copies of certificates
	Basic service delivery	To coordinate and monitor social and infrastructure development for the provision and	Municipal health	Number of permitted land fill site monitored	9/9	9 X Permitted land fill site monitored by 30 June 2022	9	9	9	9	8 X 4 Sets of Reports on Permitted land fill site monitored & Schedule of permitted landfill site monitoring sessions

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	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2021-2022	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
		access to services.									
	Basic delivery service	To coordinate and monitor infrastructure development for the provision and access to service	Disaster Management	Number of Disaster Management stakeholder consultative meetings held	8	8 X Disaster Management stakeholder consultative meetings held by 30 June 2022	2	4	6	8	8 X Set of Invitation Agenda Minutes Attendance register & Schedule of Meetings
	Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to	Fire fighting	Number of Fire-fighting reports submitted by local municipalities	24	24 X Fire-fighting reports submitted by local municipalities by 30 June 2022	6	12	18	24	24 X Set of Fire-fighting Quarterly reports
	Financial management and viability	To effectively manage finances and resource mobilization.	Expenditure Management	Percentage of Operating budget variance in terms of SDBIP	20,31%	≤10% of Operating budget variance attained by 30 June 2022	≤10%	≤10%	≤10%	≤10%	Annexure B Financial Report
	Financial management and viability	To effectively manage finances and resource mobilization.	Expenditure Management	Percentage Capital budget variance in terms of SDBIP	14%	≤10% of Capital budget variance attained by 30 June 2022	≤10%	≤10%	≤10%	≤10%	Annexure C Financial report
	Financial management and viability	To effectively manage finances and resource mobilisation.	Reporting	Number of section 71 MFMA report submitted within timeframe	12/12	12 X 71 MFMA report submitted within 10 working days of start of the each Month	3	3	3	3	12 X Set of Submission letters or email & Schedule of MFMA 71 Submission Schedule

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2021-2022	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
	Local Economic Development	To create a conducive environment for radical economic development.	Economic development	Number LED forum meeting held	4	4 X LED forum meeting held by 30 June 2022	1	1	1	1	4 X Set of Attendance register, Agenda, Minutes and invitations
	Local Economic Development	To create a conducive environment for radical economic development.	Economic development	Percentage of LED Forums resolutions implemented	100% 9/9	100% LED forums resolutions implemented by 30 June 2022	100%	100%	100%	100%	LED Forum(s) resolution register
	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Monitoring and Evaluation	Number of section 72 Report (s)-Mid-year Budget and performance Assessment Report submitted	1/1 22/01/2020	1 X (MFMA S72 Report) Mid-year Budget and performance Assessment Report submitted by 25 January 2022	N/A	N/A	1	N/A	Submission letters to NT/PT & EM with acknowledgement letters & A Copy of Mid-year Budget and performance Assessment Report
	Good Governance and Public Participation	To develop and implement integrated management & governance systems	Monitoring and Evaluation	Number of Submission of Annual Performance Report (APR) and AFS .	1/1	1X APR and AFS submitted to AGSA by 31 August 2022.	1	N/A	N/A	N/A	1 X Copy of Submission letter with acknowledgement
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	AG -Audit outcome/Opinion	Unqualified	Unqualified attained by 31 March 2022	N/A	N/A	Unqualified	N/A	Audit Report

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2021-2022	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage AG material audit queries resolved	100% 28/28	100% of Prior Year material audit queries resolved by 30 June 2022	N/A	20%	60%	100%	2019/20 Post Audit action plan
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage Identified risk resolved within timeframes as specified in risk plan	50% 9/18	100% of Identified risk resolved within timeframes as specified in risk plan by 30 June 2022	25%	50%	75%	100%	Risk register
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of internal audit findings resolved	70% 14/20	100% of internal audit findings resolved by 30 June 2022	25%	50%	75%	100%	Internal audit action plan
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Number of Audit committee meetings held	4	4 X Audit committee meetings held by 30 June 2022	1	1	1	1	4 X Set of Minutes and Attendance register with the Schedule of Meetings
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of Audit Committee recommendations implemented	83% 5/6	100% of Audit Committee recommendations implemented by 30 June 2022	100%	100%	100%	100%	Audit Committee recommendations Register

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	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2021-2022	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
	on	and governance systems									
	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage Council resolutions implemented within timeframes	88.29% 83/94	100% Council resolutions implemented by 30 June 2022	100%	100%	100%	100%	Council resolutions implemented register
	Good Governance and Public Participation	To develop and implement integrated management and governance	Public Participation	Number of IDP Representative Forum meetings convened	4/4	4 X IDP Representative Forum meetings convened by 30 June 2022	1X Approval of IDP Review Process	1X Analysis phase	1 X Preparation for Tabling of the 2021/22-25/26 Draft IDP for Adoption	1 X Preparation for Tabling of the 2021/22-25/26 Final IDP for Approval	4 X Set of Invitations, Agenda, minutes & attendance register with Schedule of the meetings
	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Percentage of MPAC resolutions implemented	100% 6/6	100% MPAC resolutions implemented by 30 June 2022	100%	100%	100%	100%	MPAC Resolution register
	Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Number of 2019/20 Oversight report(s) approved by council	1	1 X 2019/20 Oversight report(s) approved by council by 31 march 2022	N/A	N/A	N/A	1	Council resolution with 2019/20 Oversight Report

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2021-2022	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	Number of Senior Management with signed Performance Agreements	6	6 X Senior Management with signed Performance Agreements by 31 July 2021	6	N/A	N/A	N/A	6 X Copies of Signed Performance Agreements
	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Capacity building and Training (HRD)	Number of officials and Councillors capacitated in terms of the workplace skills plan (WSP)	21	25 X Officials and Councillors capacitated in terms of the workplace skills plan by end June 2022	5	5	5	10	Copies of the Attendance registers and Schedule of training activities attended
	Transformation and Organisational Development	To Improve, attract, develop and retain best human capital	Occupational Health and Safety	Number of OHS Committee meetings held	New	4 X OHS Committee meetings held by 30 June 2022	1 OHS Meeting	1 OHS Meeting	1 OHS Meeting	1 OHS Meeting	4 X Set of Attendance registers with Schedule of the Meetings
	Transformation and Organisational Development	To improve Administration and Governance Capacity	Information and Communication Technology	Number of ICT Steering Committee Meeting Held	4	4 X ICT Steering Committee Meeting Held by 30 June 2022	1	1	1	1	4 X Set of Attendance registers with Schedule of the Meetings
	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Organisational Development	Number of approved 2021/22 SDBIP by the Executive Mayor	100% 07 June 2020	1 X 2021/22 SDBIP Approved by the EM by the 28 June 2022	N/A	N/A	N/A	1 X approved 2021/22 SDBIP	Copy of the Approved 2021/22 SDBIP

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2021-2022	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	Number of 2020/21 Annual Performance evaluation conducted	0/1	1X 2020/21 Annual Performance evaluation conducted by 30 June 2021	N/A	N/A	N/A	1	Attendance register and Schedule of 2020/21 Annual Performance Evaluations
	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	Number of Annual report (sec 121) adopted & submitted to MEC	100% approved 27 May 2021	1 X Annual Report (sec 121) adopted & submitted to MEC by 31 March 2022	N/A	N/A	100% Approval of final 20/21 AR	N/A	Council resolution & submission letter
	Transformation and Organisational Development	To improve Administration and Governance Capacity	Legal Services	Number of litigation reports compiled and submitted to council	2	4 X litigation reports compiled and submitted to council by 30 June 2022	1	1	1	1	4 X Set of Litigation Reports with Council Resolution
	Transformation and Organisational Development	To improve Administration and Governance Capacity	Human Resource Management	Number of LLF meetings held by end June 2021	4	1 X LLF meetings held by end June 2022	1	1	1	1	4 X Set of Attendance register Minutes



CHAPTER 10 - PROJECT PHASE

10.1 WATERBERG DISTRICT 2022/23 TO 2024/25 PROJECTS

Project Name	Department	Budget 2021/22	Final Budget 22/23	Final Budget 22/24	Final Budget 24/25
Economic Development & Tourism					
Informal Settlement Study		947 000	-	-	-
		947 000	-	-	-
Road & Storm Water					
Road Asset Management System	ID	2 179 000	2 281 000	2 290 000	2 373 000
		2 179 000	2 281 000	2 290 000	2 373 000
Municipal Support & Institutional Development					
Local Government Financial Management Grant	BTO	1 000 000	1 000 000	1 000 000	1 000 000
ICT Equipment	CSSS	200 000	-	-	-
Procurement	CSSS	700 000	-	-	-
		1 900 000	1 000 000	1 000 000	1 000 000
		5 026 000	3 281 000	3 281 000	3 373 000



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10.2 CATALYTIC PROJECTS AND/OR PROGRAMMES FOR IMPLEMENTATION WITHIN THE WATERBERG DISTRICT MUNICIPALITY.

Item	Project Name	Municipal Area	Source	Short term	Medium term	Long term	Total
1	Smart City Development at Lephalale	Lephalale	External/Private	R575 000 000	287 500 000	287 500 000	1 150 000 000
2	Renewable Energy/Energy Mix Development	All	External/Private	7 000 000 000	3 500 000 000	3 500 000 000	14 000 000 000
3	Upgrading of Bulk Water Infrastructure	All	External/Private	500 000 000	250 000 000	250 000 000	1 000 000 000
4	Digitization of Government	All	External/Private	650 000 000	325 000 000	325 000 000	1 300 000 000
5	Agro-processing- Integrated Livestock Value Chain Development Initiative	All	External/Private	12 500 000 000	6 250 000 000	6 250 000 000	25 000 000 000
6	Road to Rail Infrastructure Development	All	External/Private	1 075 000 000	537 500 000	537 500 000	2 150 000 000
7	Development and Construction of DLabs within Waterberg	Waterberg	External/Private	52 000 000	-	-	52 000 000
8	Wild Life Economy Development	All	External/Private	5 000 000 000	2 500 000 000	2 500 000 000	10 000 000 000
9	Comprehensive Urban Management Programme	All	External/Private	65 000 000	32 500 000	32 500 000	130 000 000
10	Development of Motor City in Modimolle	Modimolle-Mookgophong	External/Private	10 000 000 000	5 000 000 000	5 000 000 000	20 000 000 000
11	Waste Management Project	Modimolle-Mookgophong	External/Private	500 000 000	250 000 000	250 000 000	1 000 000 000
TOTAL				37 865 000 000	18 932 500 000	18 932 500 000	75 782 000 000



10.3 WATERBERG NATIONAL ONE PLAN CATALYTIC PROJECTS

Item	Project Name	Municipal Area	Source	Short term	Medium term	Long term	Total
1	Mokolo Crocodile (West) Water Augmentation Project (MCWAP) by 2027	Waterberg	NDWS		16,000,000,000		16,000,000,000
2	MCWAP Phase 2A project. The project comprises of two components, namely a water transfer component and a river management component	All	NDWS	12,500,000,00			12,500,000,000
3	ORWRDP 2B: Water pipeline from Flag Boshielo Mogalakwena	Mogalakwena	LWUA			6.600,000,000	6.600,000,000
4	Lebalelo Raw and Potable Water Infrastructure Development Project. Phase 2B+ raw water supply	All	NDWS		6,500,000,000		6,500,000,000
5	Development of Telecom Infrastructure strategy (encourage investment by Telcom companies)	All	NDCOM			2,000,000,000	2,000,000,000
6	Construction of recycling plants	All	NDEFF			1,250,000,000	1,250,000,000
7	MPRS1: Tobias Zyn Loop to Sasol Zebediela Plaza Road Development	Mogalakwena	SANRAL	1,021,000,000			1,021,000,000
8	MPRS1: Tobias Sasol Zebediela Plaza to Rietvley Road Development	Mogalakwena	SANRAL	1,021,000,000			1,021,000,000
9	DILPS: Mmadikiri River to Lephalale Road Development	Lephalale	SANRAL	838,554,541			838,554,541
10	DNURT: Kranskop Plaza to Modimolle Road Development	Modimolle-Mookgophong	SANRAL	700,500,000			700,500,000
11	DNURT: N11 Modimolle to Tobias ZynLoop: Road Development	Modimolle-Mookgophong	SANRAL	700,500,000			700,500,000
12	DILPS: Vaalwater to Mmadikiri River Road Development	Modimolle-Mookgophong	SANRAL	646,777,342			646,777,342

13	DILPS: Toospruit to BelaBela Addition of pave shoulders	BelaBela	SANRAL	528,500,000			528,500,000
14	Support the land restitution initiative within the Waterberg District	All	NDALRRD	500,500,000			500,500,000
TOTAL				18,457,331,883	22,500,000,000	9,850,000,000	50,807,331,883

NB: It is advisable to refer to the One Plan on Annexure A: List of all projects, as nuances in the detailed project database will shed better light on a detailed level.

10.4 WATERBERG PROPOSED PROJECT

10.4.1 PLANNING, ECONOMIC DEVELOPMENT

Department	Strategic Objective	Project name	Estimated Budget	Source of Funding	2022/23	2023/2024	2024/2025
PED	To co-coordinate and implement spatial planning and land use management	ITP Development (Integrated Transport Planning)	R1 000 000	External/Private	R1 000 000	-	-
PED		Human Settlement Strategy	R800 000	External/Private	R800 000	-	-
PED		DEVELOPMENT OF GIS PORTAL (Website for land information)	R510 000	External/Private	-	-	-
PED		Permanent Licences for GIS for Local Municipalities	R73 000	External/Private	-	-	-
PED		Transport Planning Coordination Programs	R100 000	External/Private	R100 000	R120 000	R130 000
PED	To create an enabling environment for a sustainable economic development	LED Strategy	R1 000 000	External/Private	R1 000 000	-	-
PED		Tourism Development	R400 000	External/Private	R400 000	R500 000	R600 000
PED		SMME Development	R500 000	External/Private	R500 000	R600 000	R700 000
PED		Wildlife Economic Development	R250 000	External/Private	R250 000	R300 000	R350 000

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PED		Investment Encyclopaedia & Investor Conference	R800 000	External/Private	R800 000		
PED	To shape an economically viable and complying abattoir	Abattoir Marketing	R100 000	External/Private	R100 000		

10.4.2 CORPORATE SERVICES

Department	Strategic Objective	Project name	Estimated Budget	Source of Funding	2022/23	2023/2024	2024/2025
CSSS		Supply and Installation of Hyper-Converged Disaster Recovery Solution	3 000 000	WDM	3 000 000		
		Firewall and VPN Install	200 000	WDM			
		Remote Administration Software licence	50 000	WDM	50 000		
		Supply and installation of UPS backup power	250 000	WDM	250 000		
		Renewal of anti Virus licence	450 000	WDM	150 000	150 000	150 000
		ICT Equipment	1 800 000	WDM	300 000	300 000	300 000
		Upgrading of Council Chamber boardroom and recording equipment	400 000	WDM			
		Access control and security IP cameras installed at all WDM sites	800 000	WDM	300 000		
		Rewiring of the network cables and replacement of network switches for WDM head office and Modimolle and Lephalale Disaster Centres	800 000	WDM	800 000		
		The installation of Fiber internet at the Modimolle and Lephalale Disaster Centre and VPN routers to connect directly to head office	800 000	WDM	350 000		
		Exchange SSL Certificate	50 000	WDM	50 000		
		ICT Strategy	1 500 000	WDM			
		Cloud Office 365 Implementation	1 800 000	WDM	600 000	600 000	600 000
		Records Management System	2 500 000	WDM		2 500 000	
		Fleet Mangement System	500 000	WDM			

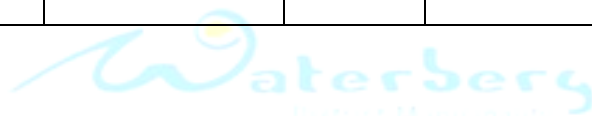
		Review of organizational structure and job profiles (Job Specifications, analysis, and discriptions)	1 200 000	WDM			
			16 100 000		5 850 000	3 550 000	1 050 000

10.4.3 SOCIAL DEVELOPMENT

Department	Strategic Objective	Project name	Estimated Budget	Source of Funding	2022/23	2023/2024	2024/2025
SDCS		The Supply and Delivery of Humanitarian Relief Materials (i.e. 800 Blankets, 200 Mattresses and 70 Army Tents	1 700 000	WDM	900 000		
		Undertake comprehensive district-wide community based disaster risk assessment	1 500 000	WDM	1 000 000		
		Bi-annual Review of the Waterberg District Disaster Management Framework and Plan		WDM	to be done inhouse		
		Proposal of 3x 6000Liters water tenders/tankers(± R4.5m each= R13.5m).	13 500 000	WDM			
		3x Rapid Response Vehicles (RIV) (±R3.1m each= R9.3m).	9 300 000	WDM			
		20x 64mm Fire Hoses @±R4000=R80 000.	80 000	WDM			
		40x 38mm Fire Hoses @±R3 500=R140 000	140 000	WDM			
		Stack Monitoring Equipment - R300 000	320 000	WDM			
		Development of Integrated waste management plan - R 900 000		WDM	To be done inhouse		
		Instant Sampling Kits for food and water	520 000	WDM			
		Information Boards	50 000				
		Bela Bela Fire station	5 000 000				
			32 110 000				

10.4.3 INFRASTRUCTURE DEVELOPMENT

Department	Strategic Objective	Project name	Estimated Budget	Source of Funding	2022/2023	2023/2024	2024/2025	Summary Proposed scope of works
ID	To provide and improve infrastructure development and basic service delivery	Refurbishmnet of WDM main building, Lephallale fire station and Modimolle disaster/fire station	R4 853 000.00	WDM	R2 150 000,00	R1 645 000,00	R1 058 000,00	1) Bending moment redistribution-Concrete columns- increase load. 2)Critical cracks to be closed to avoid collapse. 3) Foundation- re-strengthen sub- corner dynamics.4) Replace roof with new IRB 3mm. 5) Allow roof drainage opening at Executive Mayors section to avoid flooding. 6) Refurb plumbing works. 7)Paint and Finishings. Also a council resolution
ID	To provide and improve infrastructure development and basic service delivery	Construction of of Steel Carpots at Lephallale DMC	R750 000.00	WDM	R750 000,00	R	R	1) SQ Tube 75 75 x 1, 6x6, 0m SABS X 120. 2) IRB Sheet Galvanised 0,50mm pm X 440. 3)Tec screw washer 6 x 19 and 65 mm X 40. 4) Red oxide paint and gReen paint for steel X 400L. 5) Ready mix concrete bag x 400kg. 6) Roof paint green (5 years gurantee) x 380L
ID	To provide and improve infrastructure development and basic service delivery	Refurbishment of Lephallale Fire Station building	R 3 462 851.25	WDM	R	R1 731 425,63	R1 731 425,63	1) Repairs of Cracks on Walls and columns. 2) Build Expansion and contractions joints. 3)Repalce existing Roof with corrugated Iron 3mm IBR. 4)Intesify defects on Foundations . 7) Paint work and Finishings
ID	To provide and improve infrastructure development and basic service delivery	Refurbishment of WDM Abattoir building	R19 843 968.75	WDM	R	R5 000 000,00	R5 000 000,00	1) Lairage and Pen defects 2) Refurb Incinerator. 3) Creack seal, replace damaged windows in the Change rooms and Storeroom. 4) Paint work and Finishings 5) Upgrade the ovarall refrigeration system to modern TTOD.



ID	To provide and improve infrastructure development and basic service delivery	Rural Road Asset Management System	R6 947 000,00	RRAMSG	R2 284 000,00	R2 290 000,00	R2 373 000,00	
					R5 184 000,00	R10 666 425,63	R10 162 425,63	

10.5 2020/2021 SECTOR DEPARTMENTS PROJECTS

DEPARTMENT OF EDUCATION

ITEM	DISTRICT	PROJECT NAME	START DATE	END DATE	TOTAL COST	2021/22	2022/23	2023/24	2024/25
1	MOGALAKWENA	D.G TSEBE HIGH SCHOOL	15-Mar-17	31-Mar-23	10 418 376	9 043 048	1 375 328	-	-
2	MOGALAKWENA	GALAKWINSTROOM PRIMARY SCHOOL	15-Mar-17	31-Mar-23	6 888 095	5 935 468	952 627	-	-
3	MOGALAKWENA	GIVEN MANGOLO PRIMARY	10-Nov-17	31-Mar-25	4 525 072	462 753	1 354 106	1 354 106	1 354 106
4	MOGALAKWENA	HAM PRIMARY SCHOOL	15-Mar-17	31-Mar-23	9 608 979	8 110 038	1 498 941	-	-
5	MOGALAKWENA	MABUELA RAMORULANA PRIMARY SCHOOL	15-Mar-17	31-Mar-23	6 931 305	5 890 383	1 040 922	-	-
6	MOGALAKWENA	MASHOBELA SECONDARY	10-Nov-17	31-Mar-25	4 525 072	215 068	1 436 668	1 436 668	1 436 668
7	MOGALAKWENA	MASHOSHO PRIMARY SCHOOL	15-Mar-17	31-Mar-23	6 720 088	5 548 792	1 171 296	-	-
8	MOGALAKWENA	MATSIBE SECONDARY	10-Nov-17	31-Mar-25	4 525 072	1 841 710	894 454	894 454	894 454
9	MOGALAKWENA	NKAKABIDI HIGH SCHOOL	28-Mar-17	31-Mar-23	432 312	390 968	41 344	-	-
10	MOGALAKWENA	RABASOTHO PRIMARY SCHOOL	28-Mar-17	31-Mar-23	7 440 341	7 287 838	152 504	-	-
11	MOGALAKWENA	RAPHELA PRIMARY SCHOOL	28-Mar-17	31-Mar-23	6 797 312	6 735 990	61 322	-	-
12	MOGALAKWENA	SEBILOANE PRIMARY SCHOOL	28-Mar-17	31-Mar-23	14 367 067	13 777 578	589 489	-	-

13	MOGALAKWENA	SUSWE PRIMARY	10-Nov-17	31-Mar-25	4 525 072	2 263 273	753 933	753 933	753 933
14	MOGALAKWENA	TETEMA SECONDARY	28-Mar-17	31-Mar-23	6 969 185	6 616 406	352 779	-	-
15	MOGALAKWENA	ABIOT KOLOBE PRIMARY SCHOOL	05-Dec-13	31-Mar-23	380 184	-	380 184	-	-
16	MOGALAKWENA	BAKENBERG SECONDARY SCHOOL	25-Aug-20	31-Mar-23	4 539 166	4 534 566	4 600	-	-
17	MOGALAKWENA	LENKWANE PRIMARY SCHOOL	25-Aug-20	31-Mar-23	2 718 860	2 718 149	711	-	-
18	MOGALAKWENA	BALTIMORE PRIMARY SCHOOL	05-Dec-13	31-Mar-23	380 184	-	380 184	-	-
19	MOGALAKWENA	BALTIMORE PRIMARY SCHOOL	09-Dec-13	31-Mar-23	515 109	400 634	114 476	-	-
20	MOGALAKWENA	BATHOKWA HIGH SCHOOL	11-Feb-17	31-Mar-23	586 653	579 255	7 398	-	-
21	MOGALAKWENA	D.G. TSEBE SEC	18-May-17	31-Mar-23	351 040	-	351 040	-	-
22	MOGALAKWENA	DIRETSANENG PRIMARY SCHOOL	04-Mar-13	31-Mar-23	6 556 870	4 976 340	1 580 530	-	-
23	MOGALAKWENA	DIRETSANENG PRIMARY SCHOOL	16-Feb-17	31-Mar-23	566 749	248 998	317 752	-	-
24	MOGALAKWENA	EBENEZER HIGH SCHOOL	01-Mar-14	31-Mar-23	1 136 532	742 784	393 749	-	-
25	MOGALAKWENA	GALAKWINSTROOM PRIM	18-May-17	31-Mar-23	267 147	-	267 147	-	-
26	MOGALAKWENA	GEORGE LANGA SEC	18-May-17	31-Mar-23	351 040	-	351 040	-	-
27	MOGALAKWENA	GIVEN MONGOLO PRIMARY SCHOOL	28-Jun-15	31-Mar-23	1 330 565	549 862	780 703	-	-
28	MOGALAKWENA	GOBELA HIGH SCHOOL	05-Oct-15	31-Mar-23	723 576	597 724	125 852	-	-
29	MOGALAKWENA	HAM NO 1 PRIM	18-May-17	31-Mar-23	908 067	568 103	339 964	-	-
30	MOGALAKWENA	K.K MONARE PRIMARY SCHOOL	11-Apr-17	31-Mar-25	20 101 183	15 249 023	1 617 387	1 617 387	1 617 387
31	MOGALAKWENA	KGABEDI SECONDARY SCHOOL	28-Oct-13	31-Mar-23	652 601	325 362	327 239	-	-
32	MOGALAKWENA	KGAKGALA PRIMARY SCHOOL	26-Jul-21	31-Mar-25	13 013 417	7 242 277	1 923 713	1 923 713	1 923 713
33	MOGALAKWENA	KGOBUKI PRIMARY	07-Jun-21	31-Mar-23	4 771 122	3 077 815	1 693 307	-	-

34	MOGALAKWENA	KGOBUKI PRIMARY SCHOOL	12-Dec-16	31-Mar-23	2 253 266	2 114 844	138 422	-	-
35	MOGALAKWENA	KGOPEDI PRIMARY SCHOOL	16-Feb-17	31-Mar-23	558 324	187 767	370 557	-	-
36	MOGALAKWENA	KGWATHELE PRIMARY SCHOOL	05-Dec-13	31-Mar-23	331 128	-	331 128	-	-
37	MOGALAKWENA	KHUTJANG PRIMARY SCHOOL	04-Apr-14	31-Mar-23	9 824 625	9 074 506	750 119	-	-
38	MOGALAKWENA	MABUELA-RAMORULANE PRIM	18-May-17	31-Mar-23	748 011	-	748 011	-	-
39	MOGALAKWENA	MAGALAKWINSTROOM SCHOOL	28-Oct-13	31-Mar-23	332 172	70 036	262 136	-	-
40	MOGALAKWENA	MAHLORA PRIMARY	07-Jun-21	31-Mar-23	4 706 714	3 735 552	971 162	-	-
41	MOGALAKWENA	MAHLORA PRIMARY SCHOOL	15-Oct-15	31-Mar-23	398 813	324 321	74 492	-	-
42	MOGALAKWENA	MAHLORA PRIMARY SCHOOL	12-Mar-15	31-Mar-23	906 565	735 656	170 909	-	-
43	MOGALAKWENA	MAKGENENE SECONDARY SCHOOL	05-Dec-13	31-Mar-23	1 334 229	1 188 484	145 745	-	-
44	MOGALAKWENA	MAKGENENE SECONDARY SCHOOL	05-Dec-13	31-Mar-23	331 128	-	331 128	-	-
45	MOGALAKWENA	MAMAGOLA PRIMARY SCHOOL	19-Mar-14	31-Mar-23	1 018 728	774 955	243 773	-	-
46	MOGALAKWENA	MAMAGOLA PRIMARY SCHOOL	19-Mar-14	31-Mar-23	404 712	-	404 712	-	-
47	MOGALAKWENA	MANTLHAKANE PRIMARY SCHOOL	25-Oct-13	31-Mar-23	333 149	319 041	14 109	-	-
48	MOGALAKWENA	MAPETLA PRIMARY SCHOOL	21-Jan-14	31-Mar-25	30 000 000	2 895 607	9 034 798	9 034 798	9 034 798
49	MOGALAKWENA	MAPITIKAMA PRIMARY	29-Sep-19	31-Mar-23	909 143	615 796	293 347	-	-
50	MOGALAKWENA	MARKEN PRIMARY	07-Jun-21	31-Mar-23	4 590 483	2 775 325	1 815 158	-	-
51	MOGALAKWENA	MASHOBELA HIGH SCHOOL	16-Feb-17	31-Mar-23	558 324	94 462	463 862	-	-
52	MOGALAKWENA	MASHOSHO PRIM	18-May-17	31-Mar-23	349 428	-	349 428	-	-
53	MOGALAKWENA	MASHOSHO PRIMARY SCHOOL	20-Jan-17	31-Mar-23	1 460 767	1 076 594	384 173	-	-
54	MOGALAKWENA	MATHULAMISHA HIGH SCHOOL	16-Feb-17	31-Mar-23	561 302	311 393	249 910	-	-

55	MOGALAKWENA	MMAMOPI SECONDARY SCHOOL	28-Feb-17	31-Mar-23	617 017	446 978	170 038	-	-
56	MOGALAKWENA	MMANTUTULE SECONDARY SCHOOL	05-Apr-16	31-Mar-23	7 401 525	6 377 290	1 024 235	-	-
57	MOGALAKWENA	MOOKAMEDI SECONDARY SCHOOL	24-Aug-15	31-Mar-23	1 042 440	804 812	237 628	-	-
58	MOGALAKWENA	GOJELA SECONDARY SCHOOL	12-Nov-20	31-Mar-23	1 976 166	1 124 961	851 205	-	-
59	MOGALAKWENA	MOSHIRA PRIMARY SCHOOL (OLD SITE - CLOSED)	10-Sep-13	31-Mar-25	20 000 000	711 230	6 429 590	6 429 590	6 429 590
60	MOGALAKWENA	MOSHIRA PRIMARY SCHOOL (OLD SITE - CLOSED)	06-Dec-13	31-Mar-23	331 128	-	331 128	-	-
61	MOGALAKWENA	MOTJERE SECONDARY SCHOOL	01-Nov-16	31-Mar-23	1 983 404	1 804 591	178 814	-	-
62	MOGALAKWENA	MOTLARE PRIMARY SCHOOL	15-Nov-13	31-Mar-23	331 128	-	331 128	-	-
63	MOGALAKWENA	NAKONKWETLOU SECONDARY	25-Feb-22	31-Mar-23	4 058 624	504 644	3 553 980	-	-
64	MOGALAKWENA	NGWANAKWADI PRIMARY SCHOOL	15-Nov-13	31-Mar-23	331 128	-	331 128	-	-
65	MOGALAKWENA	NKAKABIDI HIGH SCHOOL	09-Mar-17	31-Mar-23	27 504 846	27 504 844	2	-	-
66	MOGALAKWENA	NKUBE SECONDARY SCHOOL	12-Oct-16	31-Mar-23	1 344 438	1 300 231	44 208	-	-

DEPARTMENTS ARTS, SPORTS AND RECREATION

NAME OF LOCAL MUNICIPALITY	NAME OF DISTRICT	PROJECTS AND PROGRAMMES FOR 2022/23 F/Y	BUDGET
Thabazimbi Municipality	Waterberg District	Maintenance of existing Library Thabazimbi Library	R1,504,000,00
Lephalale Municipality	Waterberg District	Maintenance of existing Library Lephalale Library	R674,000,00
Belabela Municipality	Waterberg District	Construction of new Library Botshabelo Library	R6,603,000,00

DEPARTMENT OF TRANSPORT

MUNICIPALITY	NAME OF DISTRICT	PROJECTS AND PROGRAMMES FOR 2019/2020 to 2021/22 F/Y	BUDGET
Modimolle- Mookgophong Mogalakwena Lephalale	Waterberg District	Bus Subsidy	R39,000,000,00
All Municipalities	Waterberg District	Maintenance of all traffic Stations	R6,382,000,00
All Municipalities	Waterberg District	YCOP: SAPS Supervised Patrol by Identified Youth	R3.200 per person for 640 youth
All Municipalities	Waterberg District	CPTED (Cleaning and cleaning of contact crime at hotspots	R2.000 per person for 400 youth
Lephalale	Waterberg District	Rural Safety: Violence against the vulnerable groups such woman and older persons programme	R3.000 per person for 600 youth

10.6 WATERBERG – BUDGET SUMMARY



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DC36 Waterberg - Table A1 Budget Statement Summary										
Description R thousands	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year 2023/24	Budget Year 2024/25
Financial Performance										
Property rates	0	0	0	0	0	0	0	0	0	0
Service charges	0	0	0	0	0	0	0	0	0	0
Investment revenue	10 575	7 075	3 517	5 569	4 569	4 569	1 849	2 320	2 422	2 531
Transfers recognised - operational	123 976	134 441	146 353	143 396	143 477	143 477	107 268	148 781	153 891	159 492
Other own revenue	5 231	1 021	1 419	1 804	1 844	1 844	1 029	1 891	1 974	2 063
Total Revenue (excluding capital transfers and contributions)	139 782	142 537	151 289	150 769	149 890	149 890	110 146	152 992	158 287	164 086
Employee costs	91 782	102 401	107 463	124 731	121 601	121 601	77 533	123 925	129 378	135 200
Remuneration of councillors	8 262	8 239	8 421	9 193	8 337	8 337	5 326	8 746	9 130	9 541
Depreciation & asset impairment	5 109	7 179	7 894	12 812	12 812	12 812	8 178	11 427	11 930	12 467
Finance charges	0	0	0	0	0	0	0	0	0	0
Inventory consumed and bulk purchases	1 664	1 791	3 815	300	271	271	0	104	109	114
Transfers and grants	139	0	0	0	0	0	0	0	0	0
Other expenditure	44 865	40 431	39 228	42 430	45 567	45 567	28 660	39 494	40 459	42 844
Total Expenditure	151 821	160 041	166 821	189 467	188 588	188 588	119 697	183 801	191 111	200 271
Surplus/(Deficit)	-12 039	-17 504	-15 532	-38 698	-38 698	-38 698	-9 550	-30 704	-32 719	-36 080
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	2 133	0	0	0	0	0	0	0	0	0
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental)										
Surplus/(Deficit) after capital transfers & contributions	-9 906	-17 504		-38 698	-38 698	-38 698	-9 550	-30 704	-32 719	-36 080
Surplus/(Deficit) for the year	-9 906	-17 504	-	-38 698	-38 698	-38 698	-9 550	-30 704	-32 719	-36 080
Capital expenditure & funds sources										
Capital expenditure	118 126	137 611	19 198	900	900	900	0	0	0	0
Transfers recognised - capital	0	0	0	0	0	0	0	0	0	0
Borrowing	0	0	0	0	0	0	0	0	0	0
Internally generated funds	0	4 736	4 708	900	900	900	0	0	0	0
Total sources of capital funds	0	4 736	4 708	900	900	900	0	0	0	0
Financial position										
Total current assets	102 959	74 525	52 169	79 177	78 088	78 088	49 441	75 573	18 508	-36 286
Total non current assets	77 867	90 000	86 487	79 883	79 883	104 419	78 289	91 360	91 341	91 320
Total current liabilities	25 001	29 842	24 426	27 148	26 059	-26 055	23 239	27 027	27 022	27 016
Total non current liabilities	30 358	28 158	22 229	27 355	27 355	-27 355	22 067	27 355	27 355	27 355
Community wealth/Equity	135 479	124 029	92 159	104 557	104 557	104 557	85 266	112 551	55 472	663
Cash flows										
Net cash from (used) operating	-378	9 855	8 600	-25 886	-26 958	-26 958	-4 083	-13 747	-12 229	-14 733
Net cash from (used) investing	0	0	-712	-900	-900	-900	0	0	0	0
Net cash from (used) financing	0	0	0	0	0	0	0	0	0	0
Cash/cash equivalents at the year end	-378	9 855	77 830	77 795	76 723	76 723	41 989	90 835	78 606	63 873
Cash backing/surplus reconciliation										
Cash and investments available	92 745	69 870	46 126	77 796	76 724	76 724	43 657	76 511	19 549	-35 136
Application of cash and investments	14 781	223	11 259	25 710	24 633	-27 481	10 226	28 745	28 939	29 145
Balance - surplus (shortfall)	77 963	69 647	34 867	52 085	52 090	104 205	33 430	47 766	-9 390	-64 281
Asset management										
Asset register summary (WDV)	77 812	89 945	86 432	79 829	79 829	79 829	79 829	91 305	91 286	91 266
Depreciation	5 109	5 901	7 894	12 812	12 812	12 812	12 812	11 427	11 930	12 467
Renewal and Upgrading of Existing Assets	-7	38 272	0	0	0	0	0	0	0	0
Repairs and Maintenance	372	1 018	0	181	181	181	181	0	0	0

CHAPTER 11 - 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.

11.1 STATUS OF SECTOR PLANS

FOCUS	YEAR OF REVIEW
Spatial Development Framework	In place and adopted by council.
Disaster Management Plan	2015/2016 review/update (as it is done bi-annually.)
District Integrated Transport Plans	2013/14 (Five Years)
Local Economic Development Strategy	In place and adopted by council. Reviewed in 2014.
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.
Performance Management Framework	Reviewed 2018/19 FY.
PMS	No electronic system manually captured.
Service Delivery and Budget Implementation Plan	Reviewed together with IDP & Budget 18/19 FY.
Organisational Structure	Reviewed 2015
Draft 2018/19 Budget	Review, together with IDP 18/19FY.

Workplace Skills Plan	17/18 WSP in review process and will be submitted to LGSETA by the 30 April 2018.
Employment Equity Plan	In place and adopted by Council 2019/20
Road Master Plan - infrastructure Investment framework	The municipality does not have the plan
Record Management Plan	-
HRM&D Strategy	In place.
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 council	Reviewed (every financial year).
Financial Plan	The 18/19 Budget is the WDM financial plan (incl. MTREF).
Capital Investment Plan	In place.
Tourism Development Strategy Agricultural Strategy	LED strategy in place (incorporates all the sectors).
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.

IDP	Reviewed
Sport Arts & Culture	-
Integrated Transport Plan	ITP in place

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

11.2 STATUS OF SECTOR PLANS AND YEAR REVIEWED PER MUNICIPALITY

Municipality	IDP	SDF	SPLUMA	LED
Thabazimbi	Annually	2014	2022-2023	2021-2025
Lephalale	Annually	2022-2023	2022-2023	2022
Modimolle-Mookgophong	Annually	2010	2019	2021-2025
Belabela	Annually	2019	2019	2009
Mogalakwena	Annually	2019	2018	2018

Municipality	Water Master Plan	Sanitation Master Plan	Energy Master Plan	Human Settlement Plan
Thabazimbi	2017	2016	2014	Not Available
Lephalale	2015	2019	2018	2018
Modimolle-Mookgophong	2020	2018	Not Available	2010-2015
Belabela	2013	2016	Not Available	2009

Mogalakwena	2016	2019	Not Available	2019
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Municipality	Infrastructure Investment plan	Fraud and Anti-corruption strategy	Communication strategy	Workplace Skills Plan
Thabazimbi	Not Available	Not Available	2019	30 April Every Year
Lephalale	2018	2021	2021-2022	30 April Every Year
Modimolle-Mookgophong	Not Available	2020	2016	30 April Every Year
Bela-bela	2014	2009	2018	30 April Every Year
Mogalakwena	2013	2018	2019	30 April Every Year

Municipality	Employment Equity Plan	Risk Management Strategy	Road and Storm Water Master Plan	Integrated Transport Plan
Thabazimbi	2019	2019	Not Available	Not Available
Lephalale	2019-2020	2021	2018	2019
Modimolle-Mookgophong	2020-2021	2021-2022	Not Available	Not Available
Belabela	2020-2021	2019	2016	2009
Mogalakwena	2020-2021	2020-2021	Not Available	2018

Municipality	Integrated Environmental Plan	Integrated Waste Management	Assets Management Plan	Complain Management System
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Thabazimbi	Not Available	2019	Not Available	Not Available
Lephalale	2022	Not Available	2019	2021
Modimolle-Mookgophong	Not Available	2019	2013	2018
Belabela	2006	2014	2017	2019
Mogalakwena	2019	Not Available	2018	2014

Municipality	Public Participation Strategy	Revenue Enhancement Strategy	Water Service Dev Plan	Road and Storm Water Operational and maintenance Plan
Thabazimbi	Not Available	Not Available	2012	2016
Lephalale	2022	2019	2018	2017
Modimolle-Mookgophong	2016	2019	Not Available	2018
Belabela	Not Available	2019	2014	2016
Mogalakwena				2016

Municipality	Tourism Development Strategy	Disaster Management Plan	Air Quality Master Plan
Thabazimbi	2019	2019	Not Available

Lephalale	2018	2019	2019
Modimolle-Mookgophong	Not Available	2020	Not Available
Belabela	Not Available	2019	Not Available
Mogalakwena	Not Available	2018	Not Available

CHAPTER 12 - APPROVAL PHASE

2022/23 Final IDP document was adopted by Council on the 27 May 2022.



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on the Go for Growth