

DRAFT IDP

2010/11



Thabazimbi Municipality

"Working Together For Prosperity"

1. SECTION A: EXECUTIVE SUMMARY

LOCALITY AND DESCRIPTION OF THABAZIMBI MUNICIPAL AREA

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

It was mined since the 1930's when iron and steel production started. The town was proclaimed in 1953. Today Iscor Steelworks in Tshwane still draw much of their raw material from Thabazimbi Kumba Resources (Iron Ore mine). Apart from Iron Ore the Thabazimbi Municipality is surrounded by Platinum producing areas such as: Northam Platinum mine, Anglo, i.e. Amandelbult and Swartklip mines. Other minerals produced in the area include Andalusite, which is mined by Rhino Mine and limestone for the production of cement by Pretoria Portland Cement (PPC). Boundaries of Thabazimbi Municipality include areas such as: Thabazimbi, Northam, Leeupoort, Rooiberg and Dwaalboom. The Municipal area falls within the Waterberg District Municipal area, very peaceful place to live in and a malaria free Municipality. The size of the Municipal area is 986 264,85 ha. Thabazimbi Municipality has demonstrated to be one of the sector is depicting tremendous growth and will continue to do so. Given the potential to grasp opportunities within these sectors is therefore paramount. The mining sector has huge potential to absorb lot of skills within the municipality. There is also a need to establish mining opportunities in the small scale mining sector. We believe however, that in partnership with relevant stakeholders, we can leverage our society to tap into this major sector of the economy.

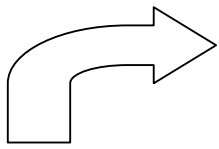
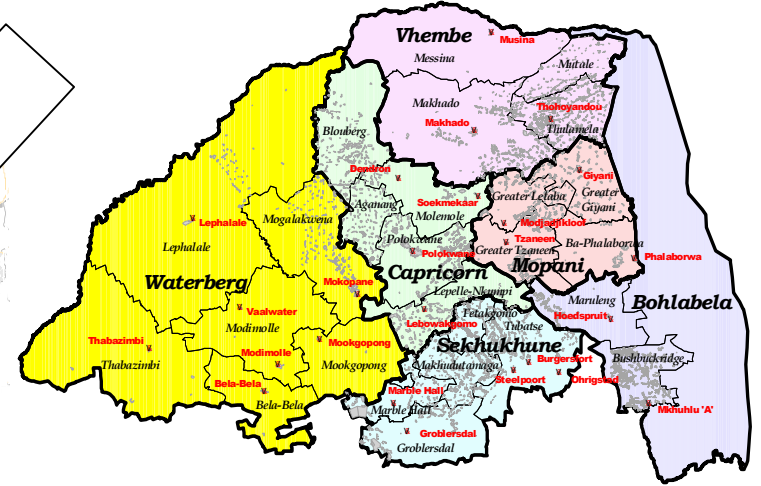
Thabazimbi is absolutely one of the country's most sought tourism attraction point wherein tourists can be granted harmonious moment. Agriculture has also proven, in addition to mining, to be the strong economic sector in our municipality. Agricultural commodities produced wheat, beans and maize. We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

With regard to public participation, Thabazimbi municipality has made a significant progress in terms of the development of the organs of participatory democracy such as Ward Committees and IDP forums. Another positive aspect is the increasing representation of women on various structures e.g. 50% of female councillors.

WATERBERG DISTRICT MUNICIPALITY



PROVINCIAL PERSPECTIVE: LIMPOPO PROVINCE



THABAZIMBI LOCAL MUNICIPALITY

1.2. BACKGROUND AND PROCESS FOLLOWED

Developmental Planning is “a participatory approach to integrate economic, sectoral, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity, and the empowerment of the poor and the marginalized...” (Forum for Effective Planning and Development 1995, FEPD).

Integrated Development Planning is a cooperative and continuous process that is undertaken by the Municipality and leads to the adoption of the Integrated Development Plan (IDP) and its annual revision based on new data and changing circumstances. The Municipality’s IDP is concerned with allocation of public resources in the most effective and efficient way so as to provide a framework for community, economic, and environmentally sustainable development at the Local level.

The IDP has legal status. It is the instrument for the strategic management of the Municipality and decision-making by Council. The IDP ensures a cooperative approach by the National, Provincial and Local spheres of government to develop and implement projects and programmes on a Priority basis which will empower and benefit the community.

Each sphere of government in South Africa has to see to the optimal allocation and application of resources for its area of jurisdiction. Developmental Planning is therefore an executive function as it has to be overseen by the highest political office at each sphere and should be ratified by the elected political representatives in that sphere.

Developmental Planning has to determine the way in which each sphere sets its budget. Its influence should extend beyond that of government resources and it must serve to mobilise off-budget resources (State Owned Enterprises, Private Sector and Non Governmental Organisations NGOs). Development Plans also serve to inform the actions of a range of role players, so they have a broader role than merely establishing a one –to –one relationship with budgets.

They should also serve to inspire and guide the self-action of communities and residents by presenting a clear vision for the area and long, medium and short-term development priorities and objectives. Development Planning is a core part of service delivery and development process. Service delivery and development cannot occur without identifying relevant actions, programming the activities and setting in place the requisite resources. The relevant actions are the ones that have the most impact on

- a) Addressing poverty and
- b) Growing the economy.

They need to be sustainable and lead to long-term benefits for a particular area and its people. It is always a challenge to determine these relevant actions in the face of huge needs and limited resources. It requires formulating strategies that are:

- a). Innovative
- b). Inter-sectoral and

c). Spatially targeted.

Development Planning is also central to any performance management system. The setting of development objectives and targets is the basis for measuring performance through appropriate monitoring and evaluation steps. Development Planning is therefore a part of an integrated system of planning and delivery and does not sit as an isolated process de-linked from the actual functioning of a Municipality, Province or Country.

1.2.1. LOCAL GOVERNMENT SPHERE

Development planning in the Local Sphere is conducted through the Integrated Development Planning instrument. Each Municipality in terms of the Municipal Systems Act (2000) is responsible for:

- Formulating
- Adopting and
- Implementing the Integrated Development Plan (IDP).

The Mayor is to drive the IDP process and has to be adopted by the Municipal Council. Community participation and involvement is central to IDPs. Community/Ward based planning can be a useful way for making more structured inputs in the IDP process and for organising community needs into account together with wider strategic issues incorporating Provincial and National priorities and strategies.

The IDP should reflect the best possible development decisions and trade-offs that focus on viability of Economic, Social, Environmental, Financial and Institutional Sustainability. The Municipal Systems Act, 2000 (Act No. 32 of 2000) prescribes that municipalities should determine a vision for long-term development, development objectives for the elected term of the council and development strategies which are to be aligned with national and provincial sector plans and planning requirements.

These legal requirements correspond perfectly to the requirements of modern municipal management, i.e. all role-players in a municipality need a joint vision as a common ground which provides guidance to everybody - the municipal governing bodies as well as the residents - and which gives direction beyond the council's term of office.

The council's decisions have to be orientated to clearly defined and agreed objectives, which at the same time give orientation to management, and which form the basis for performance management and the accountability of the municipal government towards the residents. The activities of the executive bodies of the council need to be guided and streamlined by strategies which are the result of a joint decision-making process in which the executing agencies and all concerned parties are involved (IDP Guidelines, 2001).

1.2.2. PROVINCIAL GOVERNMENT

Integrated Development Planning occurs through the Provincial Growth & Development Strategies (PGDSs) that are driven by the Premier's office and adopted by the Provincial Legislature.

The PGDS should have effect over the entire Province and therefore needs to be completed in consultation with Municipalities and key Provincial stakeholders. The PGDS and IDPs should be aligned so that a common strategic path is followed and there are complementarities in the way resources are allocated and in the way delivery occurs.

1.2.3. NATIONAL GOVERNMENT SPHERE

Development Planning at National level occurs through the Medium Term Strategic Framework (MTSF). The MTSF is prepared by the Presidency and approved by the National Cabinet. Like the PGDS, the MTSF currently does not have a legal status. The influencing nature of the MTSF over the National budget is still limited. This will improve as the inter-sectoral, geographical and people-centred focus of the MTSF is deepened, and as institutional preparedness issues are addressed.

Intergovernmental Planning, that is, the coordination of development planning across the three spheres of government is a critical area for improvement in order to realize the objective of optimal resource allocation and implementation for the state as a whole for the purpose of:

- Eradicating Poverty and Growing the Economy.

Enhanced development planning across Government will contribute to the existing Planning Framework that includes the planning cycle, which culminates in the MTSF and annual State of Nation Address.

The IDP Hearing analysis together with an analysis of Provincial capacities forms the basis of the Intergovernmental Planning support strategy that focuses on an action plan for Limpopo Province and relevant to the context of the Limpopo Province and Waterberg District Municipalities i.e. Thabazimbi Municipality in this case.

Overall, IDP is a plan that the community contributes towards by giving their developmental and service delivery needs. Once this has been achieved, the needs are prioritised in an integrated manner by determining the activities and operational plans and guide the allocation of resources over a five-year period.

1.2.4. CONSTITUTIONAL MANDATE

Chapter 7 of the constitution

Status of municipalities

151 (1) The local sphere of government consist of municipalities, which must be established for the whole territory of the republic.

(2) The executive and legislative authority of a municipality is vested in its municipal council

(3) A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the constitution;

Objectives of local government

152 (1) The objectives of local government are-

- (a) To provide democratic and accountable government for local communities;
- (b) To ensure the provision of service to communities in a sustainable manner;
- (c) To promote social and economic development;
- (d) To promote a safe and healthy environment; and
- (e) To encourage the involvement of communities and community organizations in matters of local government

Establishment of municipalities

Section 155 provides for three categories of municipalities:

- (a) Category A- Is a municipality that has exclusive municipal executive and legislative authority in its area;
- (b) Category B- Is a municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls (Thabazimbi Local Municipality is classified within this category);
- (c) Category C- Is a municipality that has municipal executive and legislative authority in an area that includes more than one municipality- (Waterberg District Municipality fall within this category)

1.2.5 MUNICIPAL FUNCTIONS AND POWERS

Sections 156 of the Constitution, 8 of the Municipal Systems Act and 86 of the Municipal Structures Act outline the powers and functions of the municipal

Key: ATP = Authority to perform PFM = Powers Performed by Municipality ESP = External Services Provider S78 = Section 78 Process in terms of Systems Act Complete SDA = Service Delivery Agreement in Place					
Functions of the Local 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
Building Regulations	Yes	Yes	Yes	Yes	No
Child Care Facilities	Yes	Yes	Yes	No	No
Electricity Reticulation	Yes	Yes	Yes	Yes	Yes
Storm Water	Yes	Yes	Yes	Yes	Yes
Trading Regulations	Yes	Yes	No	No	No
Water (Potable)	Yes	Yes	Yes	Yes	Yes
Sanitation	Yes	Yes	Yes	Yes	Yes
Billboards and the display of advertisements in public places	Yes	Yes	Yes	No	No
Cleansing	Yes	Yes	No	Yes	Yes
Control of public nuisance	Yes	Yes	No	No	No
Control of undertaking that sell liquor to the public	Yes	Yes	No	No	No
Fencing and fences	Yes	Yes	No	No	No
Municipal parks and Recreation	Yes	Yes	No	No	No
Noise Pollution	Yes	Yes	No	No	No
Public Spaces	Yes	Yes	Yes	Yes	Yes
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Yes	Yes	Yes	Yes	Yes
Street Trading	Yes	Yes	No	No	No
Street Lighting	Yes	Yes	No	No	No
Traffic and Parking	Yes	Yes	Yes	No	No

Bulk supply of Electricity	Yes	Yes	Yes	Yes	Yes
Bulk Water Supply	Yes	No	Yes	Yes	Yes
Bulk sewage purification and main sewage disposal	Yes	No	Yes	Yes	No
Cemeteries and Crematoria	Yes	Yes	Yes	No	No
Municipal roads	Yes	Yes	No	No	No
Education	No	No	No	No	No
Fire-Fighting Services	Yes	Yes	No	Yes	Yes
Local Economic Development	Yes	Yes	Yes	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 Transport Planning	Yes	Yes	No	No	No
Municipal Public Works	Yes	Yes	No	No	No
Municipal Planning	Yes	Yes	Yes	No	No
Safety and Security	No	No	Yes	No	No
Social development	No	No	Yes	No	No
Sports, Arts and Culture	No	Yes	Yes	No	No

1.3. THE PLANNING PROCESS FOR THE IDP REVIEW

This document serves as the draft Integrated Development Plan (IDP) of the Thabazimbi Local Municipality for the 2010/11 financial year, and it highlights developmental issues and matters in the municipal area which should be addressed during the next five years.

The IDP was compiled in terms of the requirements of chapter 5 of the Municipal Systems Act (Act 32 of 2000).

Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that-

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- (b) aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) forms the policy framework and general basis on which annual budgets must be based;
- (d) complies with the provisions of this Chapter; and
- (e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”

As far as the status of an integrated development plan is concerned Section 35 states that an integrated development plan adopted by the council of a municipality-

- “(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;

- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- (c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law".

Section 36 furthermore stipulates that-

"A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan".

During March 2009 the Thabazimbi Local Municipality successfully completed its Draft Integrated Development Plan and Council adopted the final plan by the end of May 2009. This was done in line with the requirements of chapter 5 of the Municipal Systems Act as referred to above.

However, in terms of section 34 of the Municipal Systems Act, a municipal council "must review its integrated development plan annually", and based on the outcome of the review process it "may amend its integrated development plan in accordance with a prescribed process". In line with these legal guidelines, Thabazimbi Local Municipality initiated the IDP Review process during August 2009 with the compilation of a Framework Plan for the Waterberg District Municipality. Following the adoption of the Framework Plan for the IDP process, Thabazimbi Local Municipality had the opportunity to compile its own local Process Plan within the guidelines provided by the Waterberg District Municipality's Framework Plan.

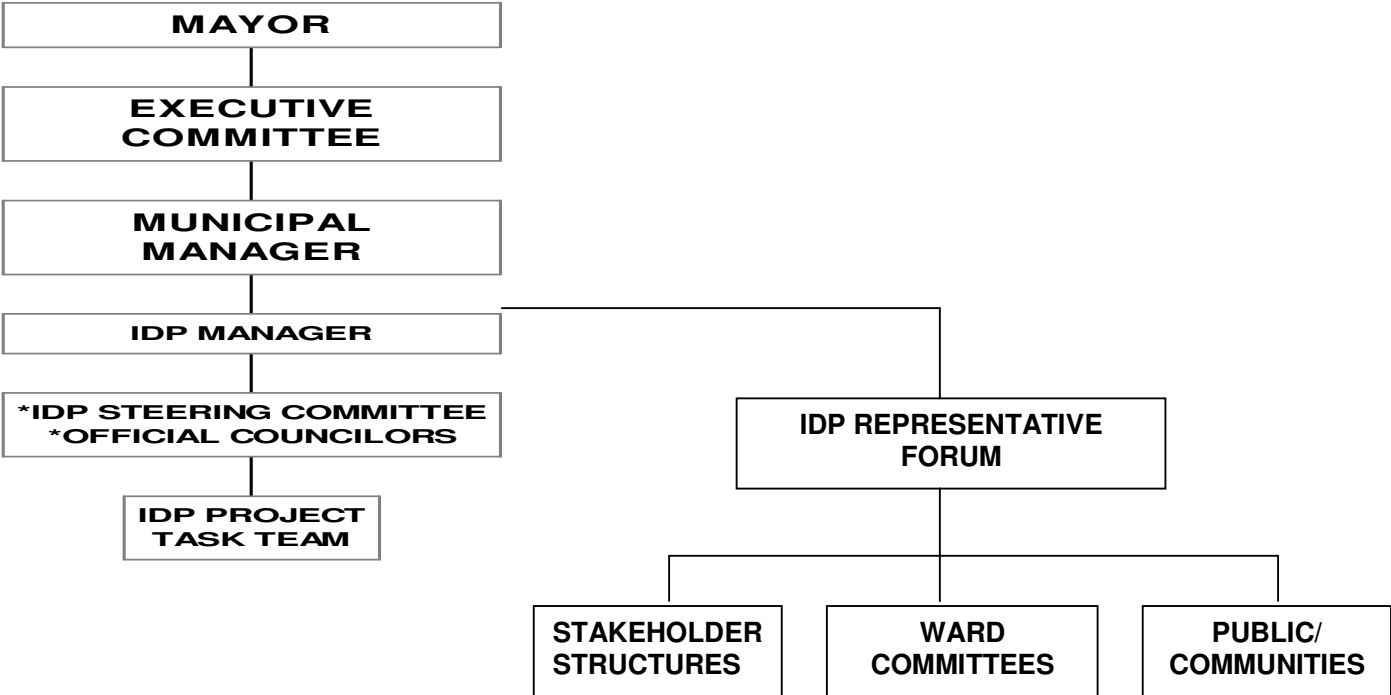
The process plan had to include but not limited to the following:

- ❖ To strive to achieve the objects of Local Government as set out in the Constitution;
- ❖ Give effect to its developmental duties as required by the Constitution;
- ❖ A programme specifying the time frames for different planning steps; How the process would be monitored
- ❖ Identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation;
- ❖ Mechanism and procedures for alignment; and approach to community/stakeholders participation.

The municipality developed a code of conduct to provide a framework for identifying conduct that is acceptable for the effective participation of the stakeholders in the IDP process

1.3.1. INSTITUTIONAL ARRANGEMENTS/ROLES /STRUCTURES, DEFINITION OF STRUCTURES AND RESPONSIBILITIES

1.3.1.1. Organisational Structure of the IDP Process



COMPOSITION OF IDP STEERING COMMITTEE

- Municipal Manager
- All S57 Managers
- All Divisional Heads
- All EXCO members

COMPOSITION OF IDP REPRESENTATIVE FORUM

- All Councillors
- All S57 Managers
- CDWs
- Business Sectors
- Informal Sectors
- NGOs and CBOs
- Labour Movements
- Fraternal Ministries
- Traditional Healers
- Taxi Associations
- Farmers Union
- SAWID
- Disability Council
- Youth Council
- Sports Council
- Sector Departments

1.3.1.2. Definition of Structures

“COUNCIL”-means Municipal Council referred to in Section 157 of the Constitution of the Republic of South Africa 1996, (Act No. 108 of 1996) and in this particular case, the Thabazimbi Municipal Council.

“EXECUTIVE COMMITTEE”- means the senior governing body of the Thabazimbi Local Municipality

MEMBERS OF THE EXCO	PORTFOLIO
NL Matlou (Mayor)	Chairperson for Finance, Economic Development & Planning
PA Mosito	Chairperson for Social Services
SM Mataboge	Chairperson for Infrastructure & Planning
IN Keyser	Chairperson for Transformation & Administration

“IDP MANAGER”- means the Municipal Manager or an official charged with the function to manage and co-ordinate the IDP process.

“IDP STEERING COMMITTEE”-means the dedicated team of people made up of Councillors and Heads of Departments who support the Municipal Manager and Divisional Head IDP to ensure a smooth Planning Process.

NAME	POSITION
TSR Nkhumise	Municipal Manager
MS Mabitsela	Manager Planning and Economic Development
MD Lottering	Manager Corporate Services
CG. Booysen	Manager Technical Services
TB Mothogoane	Chief Financial Officer
PG Rasesepa	Manager Social Services
KL Monawa	Divisional Head IDP
Mayor, Cllr NL Matlou	Chairperson of Budget and Treasury Portfolio
Cllr MS Mataboge	Chairperson of Technical Services Portfolio
Chief Whip, Cllr PA Mosito	Chairperson of Social Services Portfolio
Cllr I Keyser	Chairperson of Admin and Institutional Development Portfolio
All Divisional Heads	

1.3.1.3. Roles & Responsibilities

STAKEHOLDERS/ROLE PLAYERS	ROLES AND RESPONSIBILITIES
INTERNAL STAKEHOLDERS	
THE MAYOR	Tables the IDP Review and Budget to Council
EXCO	Recommends the approval of the IDP Review to council
COUNCIL	Political decision making body Consider, adopt and approve the IDP Review Ensured alignment of the reviewed IDP report with the District framework. Ensured that all relevant stakeholders are involved Responsible for the overall management, coordination and monitoring of the IDP Review process
IDP/INFRASTRUCTURE PORTFOLIO COMMITTEE	Represent the needs and interests of their constituencies Organise communities to participate in the process Link the municipality to ward level planning Report and make recommendation to executive committee for the approval of the IDP
MUNICIPAL MANAGER	Manages and coordinate the review process Ensure that all departments work according to the organisational vision
DIVISIONAL HEAD IDP	Manages and coordinate IDP Review process Ensures that all relevant stakeholders are appropriately involved Ensures that the planning process is participatory, strategic and implementation oriented Responds to comments from vertical and horizontal alignment
HEADS OF DEPARTMENTS	Provide relevant technical and financial information for analysis for determination priority issues Contribute technical expertise in the consideration and finalisation of strategies and identification of projects Provide departmental operational and capital budgetary information
DISTRICT MUNICIPALITY	Provide support to the municipality Facilitate the compilation of a framework and alignment between local municipalities, as well as between the municipality and the District

COMMUNITIES	<p>Articulates the community needs and Participates in the community consultation meetings</p> <p>Represent the interest and contribute knowledge and ideas and Identify and prioritise needs</p> <p>Discuss and comment on the draft IDP review and Monitor performance in the implementation of the IDP Review</p> <p>Participate in the IDP Representative Forum</p> <p>Representatives be part of meetings or workshops to prepare for and follow-up on planning activities</p>
PROVINCIAL DEPARTMENTS, COGTA & SECTOR DEPARTMENTS	<p>Coordinate training and Provide financial support</p> <p>Provide general IDP guidance</p> <p>Facilitate coordination and alignment between District and the Municipality and adjacent Municipalities</p> <p>Provide relevant information on sector departments policies, programmes, business plans and budgets</p> <p>Contribute sector expertise and technical knowledge to the formulation of municipal policies and strategies</p>
PRIVATE SECTOR	<p>Inclusion of their projects in the IDP of the municipality</p> <p>Provide information on the opportunities that the communities may have in the Private Sector</p>
INTERNAL STAKEHOLDERS	Roles and Responsibilities

1.3.1.4. STAKEHOLDER MEETINGS

THE IDP /INSTITUTIONAL PORTFOLIO COMMITTEE
<ul style="list-style-type: none"> ❖ Defining roles & responsibilities ❖ Mapping out public participation process ❖ Setting up programme of IDP Review meetings; ❖ Identifying possible key priority issues scorecard for previous IDP priority issues ❖ Progress on ❖ Discussion of revised draft Situation Analysis Report; ❖ Dealing with Sector programmes and political intervention.
<ul style="list-style-type: none"> ❖ Presenting of the IDP report to Council ❖ First Draft of the IDP Report ❖ Recommending of IDP report to Executive Committee
WARD COMMUNITY PARTICIPATION
<ul style="list-style-type: none"> ❖ Determine the priority issues for the ward as a whole. ❖ To ensure that all the Wards are properly catered.
MANAGEMENT COMMITTEE
<ul style="list-style-type: none"> ❖ Delegate staff members to assist in the process; ❖ Defining of roles and responsibilities of officials; ❖ Strategies on involvement of sector departments inputs into the IDP ❖ Come up with objectives and strategies. ❖ Strategise on the prioritisation of projects to be implemented.
<ul style="list-style-type: none"> ❖ Evaluate the progress of the plan; ❖ Direct input in key areas that relate to departments in terms of sector plans integration; ❖ Finalise inputs into the plan and recommend to steering committee.

IDP FORUM MEETING
❖ Presenting and Concretising the community needs
❖ Presentation of the draft IDP to Stakeholders
COUNCIL ADOPTION
❖ Presentation of the draft IDP to Council

1.3.1.6. PUBLIC PARTICIPATION MEETINGS HELD DURING 2010/11 IDP REVIEW

PUBLIC CONSULTATION	NO OF MEETINGS HELD
IDP REP FORUMS	1
IDP STEERING COMMITTEE	4
WARD BASED PUBLIC CONSULTATION	7
IMBIZOS	0
COUNCIL MEETINGS	4
TOTAL	16

The above-mentioned meetings were held on a regular basis by giving participants sufficient notice of such meetings. The composition of the meetings were done to suit the local circumstances of the Thabazimbi Local Municipality and to ensure that sufficient representation and participation on local level could be achieved. Most of the work was done at the Steering Committee level, while public participation took place during Representative Forum meetings and public consultation held, where local needs and issues were raised. Reports on progress with the IDP process were given to the Representative Forum for discussion.

1.4 MUNICIPAL TURNAROUND STRATEGY

Department of Cooperative Governance and Traditional Affairs (CoGTA) carried out province wide assessments of each municipality in South Africa. The purpose of the assessments was to ascertain the key problem statement in different thematic areas and to establish the root causes for poor performance, distress or dysfunctional in municipalities. From these assessments, State of Local Government Report, 2009 was compiled. The analysis of the report created the Local Government Turnaround Strategy (LGTAS). LGTAS is aimed at counteracting those forces that are undermining our local government system.

The Provincial road show on Municipal Turnaround Strategy Session started in February to April 2010. The Thabazimbi turnaround session was held on the 25 March 2010 wherein the municipality reflected on own performance and concentrated on removing constraints and identified problem statements from four Commissions as follows:

NO	COMMISSION NAME	PROBLEM STATEMENT
1	Institutional Transformation and Good Governance	<ul style="list-style-type: none"> • Organogram not aligned to IDP and Budget. • Critical positions not filled. • Inadequate Public Participation. • Skills Development Plan not aligned to IDP and Budget. • Inadequate implementation of PMS
2	Basic Services and Land Availability	<ul style="list-style-type: none"> • Inadequate water supply and sanitation. • Unavailability of land for housing and Development. • Insufficient Waste Management Services.
3	Financial Management and Viability	<ul style="list-style-type: none"> • Poor revenue collection. • Supply Chain Management processes are inadequate • Financial Management System (human and system limitations). • GRAP standards (Asset Register not GRAP compliant). • Poor access control and record management. • No risk management unit. • Lack of capacity in the Budget and Treasury office and Internal Audit. • Lack of participation of HODs during audits
4	LED and Planning	<ul style="list-style-type: none"> • Inadequate prioritization of LED function. • Inadequate institutional capacity to implement LED Strategy. • Lack of strategically located land for future developments.

From the above mentioned Problem statements, the following Strategic Objectives were identified to restore the confidence of our municipality:

STRATEGIC OBJECTIVES OF NATIONAL LGTAS	STRATEGIC OBJECTIVES OF THABAZIMBI TAS
<ul style="list-style-type: none"> • Ensure that municipalities meet the basic services needs of communities. 	<ul style="list-style-type: none"> • Increase capacity of water and sanitation bulk infrastructure. • Acquisition and proclamation of land for housing and other developments. • Establishment of Waste Management Unit and increase capacity of Waste Management Infrastructure.
<ul style="list-style-type: none"> • Build clean, effective, efficient, responsive and accountable local government 	<ul style="list-style-type: none"> • Implement credit control and debt collection policy. • Centralisation of the Supply Chain Management and review of SCM policy. • Integration and Training on the financial systems modules. • Update the asset register. • Establishment of the Risk Management Unit. • Establishment of internal audit steering committee (Managers and Councillors). • Establish a fully functional LED unit.
<ul style="list-style-type: none"> • Improve performance and professionalism in municipalities 	<ul style="list-style-type: none"> • Centralisation of record management, limit access to unauthorised personnel/people. • Training of personnel and addressing the vacancy issues by appointing suitably qualified people. • Ensure that Organisational structure is aligned to IDP and Budget and fill critical vacant positions. • Ensure that Skills Development Plan is aligned to IDP and Budget
<ul style="list-style-type: none"> • Improve national and provincial policy, oversight and sport. 	
<ul style="list-style-type: none"> • Strengthen partnership between local government, community and civil society. 	<ul style="list-style-type: none"> • Promote effective Public Participation

The following template outlines a summary of key turnaround action/interventions by the municipality:

1.4.1 MUNICIPAL TURNAROUND TEMPLATE

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
1.	Basic Service Delivery							
1.1	Access to water	Insufficient Bulk Water Supply. High Concentration of Fluoride at Leeupoort	Application to DWAF for abstraction of Water from MCWAP. Finalization of Feasibility study for the upgrading of the existing Magalies Water Bulk Line from Northam & Thabazimbi	Source Funds & Upgrade the existing bulk water pipelines Purification of Leeupoort Water	Municipal Support i.e. in relation to financial, human & technical resources	Civil staff	3 655 000	
1.2	Access to sanitation	Existing Waste Water Treatment Plant for Thabazimbi operates beyond design capacity. Existing Northam	Source Funding & Increase capacity of the Waste Water Plant. Source Funding & Construction of the	Upgrading of the existing waste water treatment works for Thabazimbi. Construction of the new waste water treatment		Civil staff	No budget	

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
		Oxidation Ponds are operating beyond design capacity.	Waste Water Treatment Plant Construction of Sewer Reticulation Network for Northam Ext 7	works for Northam				
1.3	Access to electricity	6422 Informal Settlements not Electrified	Electrification of 922 informal households. Development of energy saving plan. Conduct a feasibility study for the upgrading of the bulk electricity infrastructure	Electrification of the remaining informal settlements		Electro technical staff	7 418 500	
1.4	Refuse removal and solid waste disposal	2 Landfill Sites that is unlicensed. Insufficient Waste Collection Infrastructure	Purchase additional Waste Removal Trucks. Finalization of Integrated Waste Management Plan	Application for operation licenses for the 2 unlicensed Landfill Site. Establishment of Waste Management Unit		Solid waste staff	50 000	
1.5	Access to municipal roads	40% of Municipal Roads are not surfaced . Northam area	Completion of current roads projects. Finalize Roads &	Construction of additional roads infrastructure & upgrading of existing roads			18 767 850	

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
		does not have Storm water	Storm Water Master Plan					
1.6	Formalisation of informal settlements	7714 Households in informal settlements	Development of Housing Strategy & Implementation Plan	Acquisition & Proclamation of Land. Increase allocation of Housing			No budget	
2.	Public Participation							
2.1	Functionality of Ward Committees	Ineffective public participation-	Develop Public participation Strategy	<ul style="list-style-type: none"> Implement and monitor Public Participation Strategy. Training 	<ul style="list-style-type: none"> Development of Public participation Strategy 	1	400 000 for public participation and consultation	
2.2	Broader public participation policies and plans	No Public Participation policy No Public Participation Strategy	Develop Public Participation Strategy	Develop Public Participation policy. Implement and monitor Public Participation Strategy and policy.	<ul style="list-style-type: none"> DLGH to assist in developing the strategy Assistance with promulgations of By-laws 	1, only Divisional Head IDP	20 000 for Public Participation Strategy development	
2.3	Public Communication systems	Communication Strategy in place	<ul style="list-style-type: none"> Implement Communica tions 	Monitoring of Communication Strategy	DLGH to assist in reviewing Communication Strategy	1	200 000	212 400

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
			Strategy					
2.4	Complaints management systems	No complaints unit. Presidential hotlines managed by Communication Officer		To appoint permanent officials in 2010/11 to deal with all complaints regarding service delivery and other matters relating to the municipality.				
2.5	Front Desk Interface	None						
3. Governance								
3.1	Political Management and Oversight							
3.1.1	Stability of Councils	Council is stable politically					No budget	
3.1.2	Delegation of functions between political and administration			The delegation of powers are received annually as legislation is amended			No budget	
3.1.3	Training of Councillors	Majority of Councillors received training	Municipality intends to train all Councillors before the end of financial year				850 000	

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
3.2	Administration							
3.2.1	Recruitment, Selection and Suspension of employees	No disabled employees. Scars skills	Employ on disabled person	Address Employment Equity Challenges	Address Employment Equity Challenges	2		
3.2.2	Vacancies (Top 4- MM, CFO, Planner, Engineer)	All filled						
3.2.3	Vacancies in other levels	131 vacancies	Fill critical positions	Contentious filling of vacancies	None			
3.2.4	Top 4 appointed with signed Performance Agreements	Performance agreements have been signed						
3.2.5	Organisational Performance Management System	PMS only implemented for Sect. 57. PMS Framework in place	<ul style="list-style-type: none"> Conduct quarterly performance reviews. Pre-monitoring and evaluation 	<ul style="list-style-type: none"> Monitoring and evaluation 	Assistance from DLGH. Waterberg District Municipality is currently assisting us.			
3.2.6	Skills development for employees	WSP Not aligned to IDP and Budget	<ul style="list-style-type: none"> Finalize Skills Audit Develop WSP in accordance 	<ul style="list-style-type: none"> Monitor Skills Audit. Continuous training 	Assistance from DLGH with finalization of Skills Audit Assistance with alignment of Organizational	1	750 000	796 500

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
			with Audit • Conduct training		Structure			
3.3	Labour Relations							
3.3.1	Functionality of Local Labour Relations	Irregular LLF Forums	Monthly Forums	Monitoring of monthly meetings. Effective and regular LLF meetings	None	2	No budgetq	
4.	Financial Management							
4.1	Revenue enhancement	Poor revenue collection Resistance by the farmers to pay assessment rates in terms of MPRA Poor payment trends by sector	<ul style="list-style-type: none"> Physical verification of indigent households. Disconnect services Flow restrictions for indigent households. <ul style="list-style-type: none"> Tracing of farmers' addresses to send accounts through post office 	physical verification of indigent households <ul style="list-style-type: none"> Tracing of farmers' addresses to send accounts through post office & ITC DLGH to be tasked to 			No budget	

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
		departments	& ITC <ul style="list-style-type: none"> DLGH to be tasked to facilitate the process of ensuring payments from sector departments 	facilitate the process of ensuring payments from sector departments				
4.2	Debt management	64 million debt	Review Credit Control policy	Implement and monitor Credit Control policy	DLGH to assist in this regard	3	2 500 000	2 655 000
4.3	Cash flow management	Cash flow is bad	<ul style="list-style-type: none"> Cutting on unnecessary expenditure Improving on revenue collection 	Monitor the progress	DLGH to assist in this regard	Budget and Treasury staff	750 000	100 000
4.4	Repairs and maintenance provision	Only 11,7mil allocated for repairs and maintenance. There budget is not enough given	Increase budget allocation for repairs and maintenance to address backlog.	Increase budget allocation for repairs and maintenance to address the backlog	Engage National Treasury and other sector departments to assist with funding		11,7mil	

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
		the aged infrastructure that we have as the municipality						
4.5	Capital expenditure	25,8 mil	33mil	Allocate more resources for capital projects	DLGH to assist in terms of major projects that cannot be implemented with municipal budget	BTO staff	33mil	
4.6	Clean Audit	Disclaimer of audit opinion	<ul style="list-style-type: none"> Develop and Implement internal controls procedure manuals 	Implementation of the internal control procedure manuals	DLGH and Treasury to assist	BTO staff	100 000	200 000
4.7	Submission of Annual Financial Statements	Submitted on time	To submit on time	Still to submit on time	Treasury to assist in terms of GRAP issues	BTO staff	No budget	
4.8	Capital expenditure	Addressed on 4.5 above						
4.9	Asset management	<ul style="list-style-type: none"> Asset register not complete and not fully GRAP compliant 	Physical verification of assets	<ul style="list-style-type: none"> Appoint service provider to unbundled the infrastructure assets to ensure full compliance with GRAP 17 	Treasury to assist in this regard	1	400 000	424 800

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
4.10	Credibility and transparency of Supply Chain Management	Lack of capacity in the SCM unit	Regular training of current SCM officials	<ul style="list-style-type: none"> Appoint more qualified SCM officials 	Workshop from Treasury	3 (2 permanent and 1 temporary)	No budget	
5. Local Economic Development								
5.1	Municipal contribution to LED	Facilitation and coordination of LED initiatives	Monitor implementation of LED initiatives	Engage internal departments	Consult with stakeholders i.e. private sector for financial and technical support	2	211 000	
5.2	LED Plan aligned to the PGDS and adopted by Council	LED strategy and implementation plan in place	Prepare and present revised LED concept document to council for adoption	Implementation of prioritised recommendations(from concept document)		2	No budget	

1.4.2 RECOMMENDATIONS FOR TURNAROUND REVIEW

- Assist municipality in reviewing and developing policies
- Review of allocation of Equitable Shares
- Cascade PMS to all levels
- Collaboration of Intergovernmental Planning
- Development of RDP and other Settlements be carried out with services packages i.e. Water, Sanitation, Electricity & Roads Infrastructure
- Review of the MFMA with specific reference to Reporting (Single window reporting)
- Review of budget formats and regulations
- Review of MPRA (Rebates, exemptions on PBO's, implementation of flat rates on fully rebated properties)
- DoRA (allocation formulae for MIG, Equitable share, etc)
- Guidelines on the declaration of interest of officials/councilors vs. conducting of business with the state organisation (Municipal Systems Act vs. the MFMA Regulations)
- Supply Chain Management Regulations (Capital Projects)
- Harmonization of financial years (national, provincial & local govt.)
- Members of the commission to assist in the implementation of TAS on LED
- Commission to be part of monitoring implementation of the TAS

2. SECTION B: SITUATIONAL ANALYSIS

2.1. INTRODUCTION

The situational analysis is a key phase that provides the municipality with an understanding of its strengths, weaknesses, opportunities and threats. This phase also enable the municipality to gain deeper insight into the key development issues and lead on to the strategic planning. The situational analysis defines the needs while an IDP plans to meet those needs.

2.2 DEMOGRAPHICS

Table 1: POPULATION

POPULATION GROUP	POPULATION	%
Blacks	45 942	76.52
Whites	13 708	22.83
Indians/Asians	103	0.17
Coloureds	285	0.47
TOTAL	60 038	100

Source: Stats SA: Community Survey, 2007

Table 2: WATERBERG POPULATION

MUNICIPALITY	POPULATION	%
Thabazimbi	60 038	10.07
Lephalale	80 142	13.44
Mookgopong	16 815	2.82
Modimolle	52 599	8.82
Bela-Bela	55 847	9.37
Mogalakwena	330 649	55.47
WATERBERG DISTRICT	596 090	100

Source: Stats SA: Community Survey, 2007

Table 3: GENDER, YOUTH, CHILDREN AND AGED POPULATION

POPULATION GROUP	POPULATION	%
Youth	24 817	41.3
Children	12 168	20.2
Aged	2 992	4.98
Male	34 520	57.50
Female	25 518	42.50
TOTAL	60 038	100

Source: Stats SA: Community Survey, 2007

Notes :

- The Black population is the highest of all population groups.
- All population groups indicate growth reduction per annum.
- Youth population counts the highest of all population groups.
- Thabazimbi Municipality counts third within Waterberg District in terms of population figures, the highest being Mogalakwena Municipality, followed by Lephalale Municipality

Implications :

- All population groups indicate growth reduction per annum, which is more attributed to the impact of HIV/AIDS prevalence.
- Robust strategies that will continue to curb the frontiers of HIV/AIDS should be practically applied and implemented.
- All population groups need specific strategies and projects towards their upliftment, but Youth needs more concentration.

2.3. KPA 1 : SPATIAL ANALYSIS

Thabazimbi Municipality is located in the South-western part of the Limpopo Province. Thabazimbi has Botswana as its international neighbour and a mere two hour drive from Tshwane. The town is located against the foothills of the majestic Waterberg mountains in one of the most scenic mountain regions of South Africa. The principal peaks are the Ysterberg, Boshofberg and Kransberg. Thabazimbi lies within the southern African bushveld eco region of Limpopo, renowned for cattle ranching and game farming. Platinum and iron ore mining are major contributors to the economy of the region.

2.3.1 SETTLEMENT PATTERNS

The municipality covers an area of approximately 986 264. 85ha. Approximately 40% of the land situated within the municipal area is utilised for game farming, $\pm 2\%$ for irrigation, $\pm 3\%$ for dry-land farming, 0.4% for mining and approximately 5% for towns, roads and other infrastructure. The remainder of the area is utilised for extensive cattle farming. Thabazimbi has adopted an SDF which is aligned to the spatial rationale of the PDGS and the principles of the NSDP.

a. RESIDENTIAL NODES - HUMAN SETTLEMENT PATTERNS

- A few Towns/settlements, Mining Towns and Agricultural Service Nodes are located within the municipal area.
- Thabazimbi/Regorogile is the largest nodal point within the municipal area and is located in the centre of the area.
- Northam Town and Northam Platinum are located in the south of the municipal area and Rooiberg and Leeupoort are located in the southwest of the area.
- Amandelbult is located to the south of Thabazimbi Town and between Thabazimbi and Northam.
- There are no former homeland areas located within the municipal area.
- The above-mentioned residential nodes are all formal settlements or Mining towns.

b. Informal Settlements found in the municipal area, namely:

- Schilpadnest ("Smash Block):

This area is located adjacent to Amandelbult.. A number of efforts have been made by the Waterberg District Municipality, the Department of Local Government and Housing in collaboration with Amandelbult Mine to formalise the area for residential purposes.

- Rooiberg

The informal settlement located adjacent to Rooiberg is currently being addressed. A Low Cost Housing Subsidy Project has been approved by the Department of Housing and the Township Establishment process is in its final stages. Provision has been made for ± 200 new houses.

- Raphuti Stad (Leeupoort)

There are 164 Informal Settlement units and a 100 unit low-cost housing project is being approved for this area.

- Dwaalboom

Most of the Communities reside in the farming areas or PPC houses. Land need to be identified for these developments.

- Regorogile

There are 827 Informal Settlement units at Regorogile ext. 3 and 20 at ext.9.

- Jabulane

There are 288 informal Settlement units on a private land that is in the process of being transferred to the municipality by the owner.

- Groenvlei

There are 76 informal Settlement units and is a farming area.

- Kwa – Botha

There are 237 Informal Settlement units

2.3.2 Hierarchy Of Settlements

According to the Limpopo Spatial Rationale the Waterberg District Municipal area, in which include the Thabazimbi Municipality, has 6 Provincial Growth Points, i.e.:

- Bela-Bela
- Modimolle
- Thabazimbi
- Lephalale
- Mogalakwena
- Mookgopong

SETTLEMENTS/ CLUSTERS	1 ST Order Settlements (Growth Points) [GP]	<ul style="list-style-type: none"> • Provincial Growth Point [PGP] • District Growth Point [DGP] • Municipal Growth Point [MGP]
	2 ND Order Settlements (Population Concentration Points) [PCP]	
SETTLEMENTS/ VILLAGES	3 RD Order Settlements (Local Service Points) [LSP]	
	4 TH Order Settlements (Village Service Areas) [VSA]	
	5 TH Order Settlements (Remaining Small Settlements) [SS]	

Thabazimbi/Regorogile is classified as a Provincial Growth Point (1st order settlement) and Northam as a Municipal Growth Point (1st order settlement). Dwaalboom and Rooiberg are classified as Local Service Points (3rd order settlements) while Leeupoort is classified as a 5th order settlement. The remainder of the municipal area consists of commercial farms. The District Spatial Development Framework classified Thabazimbi as 2nd Order node and Northam as 3rd Order node

3.2 LAND USE PATTERNS AND SPATIAL TRENDS

The purpose of spatial planning is to provide guidance in respect of decisions and actions towards the establishment of integrated and sustainable towns/settlements and development in general. It is flexible to reflect changing priorities, indicate desired patterns regarding land use, directions of growth, priority development areas, etc. Further, it does not infringe on existing land rights, and does not create any land rights, but guide future land uses.

This is in sharp contrast with land uses which is tighter, deals with individual properties and with the actual purpose for which a property is used. By studying land uses it is possible to identify land use patterns and these patterns will indicate influences such as the accessibility to minerals being the reason for a “mining belt” in a specific area. Land uses should not be confused with land rights which are the statutory development rights applicable to each property.

a. Development Corridor

The major residential nodes and mines are adjacent and in close proximity to Provincial Road, which extends from Rustenburg to Thabazimbi. The majority of the mines are located between Thabazimbi and Northam. Provincial Road therefore acts almost as a spine for this Municipal area. The remainder of the area to the east and west of Provincial Road consists mainly of farmland. This present an opportunity in terms of unlocking economic potential along those areas.

Mining activities are located predominantly between Thabazimbi and Northam (platinum) with cement south of Dwaalboom. A tin mine closed at Rooiberg indicating that various minerals occur in the area, including the iron ore at Thabazimbi. The location of minerals had an influence on the spatial make-up of Thabazimbi

Game farming utilises ±40% and extensive cattle farming ±50% of the 986 264.85 ha municipal area. This is a result of the natural aspects of the area (soil, rainfall, temperature, etc.). Irrigation of crop along natural water causes utilizes ±2%, dry-land farming ±3% and mining ±0.4%. The remaining area consists of towns and infrastructure.

The topography (mountains) have an influence such as the Marakele National Park at the Waterberg mountains, but also influence the development of Thabazimbi due to gradients to steep for development and the accompanying problems with provision of services.

b. Mines around Thabazimbi Municipal Area

b. Mines around Thabazimbi Municipal Area GROUP	COMPANY	MINE	FARMS
Anglo Platinum	Rustenburg Platinum Mine	Union Section	Turfbult 404 KQ, Swartklip 405 KQ, Haakdoorn 6 KQ, Spitskop 410 KQ
Anglo Platinum	Rustenburg Platinum Mines	Amandelbult Section	Zwartkop 369 KQ, Amandelbult 383 KQ, Schilpadnest 385 KQ, Elandsfontein 386 KQ, Middellaagte 382 KQ, Elandskuil 378 KQ, Haakdoorndrift 374 KQ
Goldfields	Northam Platinum Mine	Northam Platinum Mine	Zondereinde 384 KQ, Vruggaar 387 KQ, Vruggaar 381 KQ, Middeldrift 379 KQ, Grootkuil 376 KQ, Kopje Alleen 422 KQ.
Kumba Resources	Thabazimbi Iron Ore Mine	Thabazimbi Mine	Kwaggashoek 345KQ, Kwaggashoek East Mine: license No11/2001, All other Farms-License No 08/2002, Kwaggashoek 345 KQ:, Claim license No213, Mine lease No 452/1950, -Mine lease No 04/1984, Donkerpoort 344KQ (Remainder of Portion 10), Buffelshoek 351KQ (Remainder of Portion 1 & 3, Portion 8), -Wachteenbietjiesdraai 350KQ (Portion 1,2,4,9,13 and remainder of Portion3,5,12), Grootfontein 352KQ (Remainder of Portion 1)
PPC		Dwaalboom Palygorskite	Zuurvediend 167 KP, Loggerindehoek 169 KP, Grootvlei 160 KP, Goedverwacht 168 KP, belgie 181 KP. Only southeastern portion of Zuurvediend is mined at present
	Samrec PTY	Rhino Andalusite	Portion 3 Grootfontein 352 KQ, Other deposits:

	LTD.	Mine	Buffelshoek 351 KQ, Buffelsfontein 353KQ, Rooywal 441KQ, Rhenosterkloof 483KQ and Weltevreden 478KQ.
Maroelasfontein		Andalusite mine	366 KQ Maroeloefontein
	Sand	Coetzee Sandwerke • Paul Hugo Landgoed PTY LTD.	<ul style="list-style-type: none"> • Doornhoek 318 KQ • Klipgat, Zonderende 384KQ

(Source:Limpopo Province Spatial Rationale)

2.3.3 Land Use management

- Thabazimbi Municipality covers an area of 986 264. 85ha
- The land use is characterized by towns, townships, informal settlements, mining areas and farms.

CHALLENGES AND CONSTRAINS	OPPORTUNITIES
<p>1. Topographical Constrains for development in the Thabazimbi/ Regorogilearea:</p> <ul style="list-style-type: none"> • The mountains to the south and west restrict development to a \pm 45% radius from the CBD of Thabazimbi. Provision of services is therefore not cost effective. • The Rooikuispruit running east-west through the available area for development (the above \pm 45%) with its 1:100 year foodline further reduce the land available for development. • Access to Thabazimbi from the south have to be channelled 	<p>1. Natural environment ideal suited for intensive tourism development:</p> <ul style="list-style-type: none"> • Positively support Eco- Tourism. • Support marketing and development of Marakele National Park. • Support hunting activities and spin-offs. <p>2. Municipal owned land between Regorogile and industrial area to</p>

<p>through Vliegepoort, which is narrow and have to provide for the road, railway line, electricity, water and spruit.</p> <p>2. The railway line through Thabazimbi is running through the restricted area for development:</p> <ul style="list-style-type: none"> • Additional to the width of the railway line, servitude and building of 8m either side of the servitude, available land for development is further sterilised. • A railway line negatively affects neighbouring land due to the noise levels created. • A railway line acts as a physical barrier due to limited crossing. <p>3. Road access to and from Thabazimbi is available but under developed:</p> <ul style="list-style-type: none"> • The road from Rooiberg to Thabazimbi is in a poor state. • The road from Dwaalboom to Derdepoort border post is in a poor state. <p>4. The demand for industrial erven in Thabazimbi (linked to job creation) can not be met due to the restricted size of the industrial townships.</p> <p>5. Lack of municipal owned land:</p> <ul style="list-style-type: none"> • Municipality cannot provide in the various needs of the community. 	<p>be developed in industrial erven in the south (see challenges and constraints pons 4 & 5) and residential erven in the north.</p> <p>3. Investigate possibility to provide incentives to businesses using the products of the mines as input to produce goods.</p> <p>4. The strategic location of the municipality towards surrounding towns and growth points to be expected to attract new businesses and industries to establish in the area.</p> <p>5. Accesses from surrounding towns are sufficient (although not always in good state).</p> <p>6. The locality of the Rooikuispruit is ideal to create a “green belt” from Thabazimbi town towards the National Park.</p> <p>7. The primary and strategic Tourism nodes in the Spatial Development Framework can support the tourism activities if maintained and developed.</p> <p>8. The existence of the Waterberg Biosphere in the east strengthens the tourism activities.</p> <p>9. The location of Northam in relation to the locality of the mines provides opportunity to create a strong business and residential node.</p>
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<ul style="list-style-type: none"> • Land has to be bought from private owners. <p>6. The approach of prospecting rights in the municipal area without prior specific notification to the Local Government result in prospecting in areas earmarked as “Primary and Strategic” Tourism Development nodes, thus acting against the Spatial Development Framework.</p> <p>7. Mining activities are in conflict with the needs of tourism. A mining belt should be identified.</p> <p>8. Shortage of bulk infrastructure negatively impact on development.</p> <p>9. National and provincial roads in Thabazimbi town and Northam are not maintained by these departments and the municipality cannot take decisions in or with regard to these roads.</p> <p>10. The extension of existing, or provision of new sites for cemeteries and waste disposal to receive urgent attention.</p>	<p>10.The presence of the railway line at Northam and Thabazimbi provide opportuniyies to:</p> <ul style="list-style-type: none"> • Establish businesses and industries dependent on mass transport for goods.
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2.3.4 Land Reform and Land Tenure

Within the Thabazimbi municipality there are land claims lodged. The land claims lodged in the municipal area are found mostly in rural areas, where there are farming communities.

Table 4: Land Claim

Year	Claim	Approval Date	No of Claims	No Settled	No of rights restored	Claim		H/Hs	Beneficiaries	Female headed h/hs	Ha			Land Cost	Financial Compensation	Grants					Total Award Cost
						R	U				Pr	State	Total			Development	S42C	RDG	SPG	RSG	
07-Jun	Baphalane Community	2020/10/06	1	1	15	1	0	450	1 520	113	5 675	0	5 675	53 515 000	0	0	0	1 350 000	648 000	0	55 513 000
	Baphalane Community Phase 2	2002/06/07	0	0	3	0	0	0	0	0	1 021	0	1 021	9 301 376.50	0	0	0	0	0	0	9 301.376.50
08-Jul	Baphalane Community Phase 3	2002/12/08	0	0	2	0	0	0	0	0	191	0	191	6 185 000	0	0	17 250 343.88	0	0	0	23 435 343.88
	Sebilong Community Phase 1	2003/03/08	1	1	2	1	0	0	0	0	533	0	533	66 300 000	0	0	16 000	575 000	0	0	32 875 000

Table 5: Outstanding Land Claim

File no.	Name of Claim	Claim Form	Consolidation	Referral	Property Description	No. of Properties	R	U	Status of Claim			Time frame	Comments
									Further research	Negotiation	Section 42d		
1563	Matlala Family	1	0	0	R/E. Ptn 1 of Thornlands 126 LR	1	R		Research				
1E+08	Tlhabadira RM	1	0	0	Waterval 267 KQ	1	R		Research				
12202	Pheto MP	1	0	0	Krokodilsnest 21 KP	1	R		Research				
900	Selobatsane Community (Madiitse T)	1	0	0	Driefontein 553 KQ	22	R		Research				
11173	Bangwato Ba Sekgatlhe Community	1	0	0	Eldorado 303 KR	1	R		Research				
7849	Pheto MP	1	0	0	Stand no. 30 A Regorogile Business Site	2	R		Research				
11180	Genis FM	1	0	0	Ham 699 LR, Gilead 729 LR	1	R		Research				
6276	Konaite MD	1	0	0	Hartebeesfontein 558 KQ	1	R		Research				
339	Mogale AM	1	0	0	Haakdoornbult 542 KQ	1	R		Research				

Table 6: CLAIMS EARMARKED FOR SETTLEMENT FOR 2009/10

CLAIMANT NAME	PROPERTY DESCRIPTION
Bakgatla ba Mosehla	Haakdoring belt 49 JR and others
Batlokwa ba Kgoshi Matlapeng	Batavia 176 KP
Mabusela SS (Sefatamollo Community)	Haartebeestvley 510 KQ
Tlhabadira	
Bangwato ba Sekgwahle Community	
Setuki	Colchester
Moabi SDL	Haakdoringsbelt 522 KR
Malele PV	
Selobatsane	
Kutumela	Mooihoek

Table 7: CLAIMS EARMARKED FOR SETTLEMENT FOR 2010/11

CLAIMANT NAME	PROPERTY DESCRIPTION
Pheto MP	Krokodilsnest 21
Pheto MP	Regorogile Business Site
Koenaite MD	Haartebeesfontein 558
Chauke GT	Haakdoringbelt 522 KQ

2.3.5. CHALLENGES AND OPPROTUNITIES OF THE LAND CALIMS

CHALLENGES/ CONSTRAINTS	OPPORTUNITIES
<p>1. The time to resolve a land claim is too long.</p> <p>2. Regarding Smashblock informal settlement there are too many role players being attended to resulting in the real issue not being treated.</p> <p>3. Lack of land for development and resettlement, i.e. Thabazimbi informal settlement.</p> <p>4. Inadequate staff compliment to deal with spatial and land use management.</p>	<p>1. The locality of Smashblock in relation to the surrounding mines (work opportunities) is ideal for formalisation and individual ownership.</p> <p>2. The erection of RDP houses at such informal settlement with ideal locality can assist in the housing shortage. (Work opportunities close by should be a prerequisite).</p> <p>3. Assistance to a community as soon as acclaim has been finalised- to become economically viable can be channelled by the municipality.</p>

- Schilpadnest 385 KQ – affected by Smashblock informal settlement.
- Hardekoolbult – land owners appealed against the ruling.

2.4. ENVIRONMENTAL ANALYSIS

2.4.1. Environmental Sensitive Areas.

- Waterberg Biosphere.
- Nature Reserves:
 - a) Marakele National Park
 - b) Ben Alberts
 - c) Atherstone Nature Reserve
- Others
 - i. Madeleine Robinson Nature Reserve and Madikwa Nature Reserve.
 - ii. Glen Trollope Trust Nature Reserve and Paris Nature Reserve.
 - iii. Thaba Tholo and Rhino Eco Park.

The areas to the northern, northwest and southeast of Thabazimbi Town are mainly environmentally sensitive areas due to their location within the Waterberg Biosphere,

2.4.2. Environmental Challenges and Recommendations:

- Financial assistance is needed for the proper management of the reserves.
- A Strategic Environmental Assessment (SEA) must be compiled for the area.
- An Environmental Management Plan must be compiled.
- A database for Projects that require Environmental Impact Assessment (EIAs),

2.4.3 WASTE MANAGEMENT

The municipality provides waste collection and management of landfill sites. There is currently no Waste Management Plan. The municipality is in the process of developing it and will be assisted by DLGH in the financial year 2010/2011. Only Thabazimbi and Northam landfill sites are licensed. Waterberg District Municipality will assist Thabazimbi with the application of Rooiberg and Leeupoort landfill sites in the year 2010/11. There is no free basic solid waste policy in place.

REFUSE REMOVAL

REFUSE DISPOSAL	2007	%
Removed by local authority/ private company at least once a week	11 393	47.72
Removed by local authority/ private company less often	3 166	13.26
Communal refuse dump	551	2.36
Own refuse dump	6 532	27.36
No rubbish disposal	2 229	9.34
TOTAL	23 872	100

Source: Stats SA: Community Survey, 2007

REFUSE REMOVAL BACKLOG

Total Household	Household without access to Refuse Removal	%
23 871	9 310	39.0

Source: LGTAS, 2009 – Community Survey

2.5 KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE PLANNING ANALYSIS

2.5.1. WATER INFRASTRUCTURE

Thabazimbi municipality is designated as Water Services Authority and Water Service Provider.

2.5.1.1 Water Sources

Thabazimbi, Regorogile and Northam currently have a quota of 9 mega litres per day from Magalies board. Regorogile and Thabazimbi have additional supply from seven boreholes. The boreholes are located at Group 5, 12 and Kumba Iron Ore Mine. Rooiberg and Leeupoort/Raphuti currently source their water from local boreholes. Schilpadnest water is also supplied from three working boreholes without any chlorination facilities.

Thabazimbi and Regorogile are using water borne sewer system. The existing water treatment plant caters for Thabazimbi town including Regorogile and Ipelegeng. The current capacity of the plant is 28 litres per second but the average daily flow is about 60 litres per second. The current sanitation system in Northam is 60% water borne and 40% septic tank. Leeupoort is septic tank. The Municipality empty the septic tanks for all the residents regularly and discharges the sewerage into the existing oxidation ponds. The outfall sewer has been partially constructed in Northam and the project is still outstanding.

Table 8: Number of households by access to water

	2007	%
Piped water inside dwelling	10 624	44.50
Piped water in side the yard	6 281	26.31
Piped water from access point outside the yard	5 064	21.21
Borehole	868	3.63
Dam/ pool	44	0.19
Water Vendor	953	3.99
TOTAL	23 872	100

Source: Stats SA: Community Survey, 2007

The table above indicates that most residents have access to water for domestic use.

2.5.1.2 Water backlog

Total household	Households without access to water	%
23 871	72	0.3

Source: LGTAS, 2009 – Community Survey

2.5.2 SANITATION INFRASTRUCTURE

Table 9: Number of households by type of toilet

	2007	%
Flush toilets (connected to sewerage system)	16 646	69.73
Flush toilet (with septic tanks)	99	0.41
Dry toilet facility	772	3.23
Pit toilet with Ventilation (VIP)	135	0.57
Pit toilet without Ventilation	5 075	21.26
Chemical toilets	44	0.19
None	1 100	4.61
TOTAL	23 872	100

Source: Stats SA Community Survey, 2007

2.5.2.1 Sanitation backlog

Total Household	Household without access to sanitation	%
23 871	6 946	29.1

Source: LGTAS, 2009 – Community Survey

2.5.6 Water and Sanitation Challenges

- Ageing infrastructure
- Informal settlements uses pit latrines that poses health risks.

2.5.3 ELECTRICITY INFRASTRUCTURE

The municipality is an Electricity Service Provider in Thabazimbi town, Regorogile extensions 3, 5, 6, 7, 9, Rooiberg and Raphuti. Eskom is for Northam, Regorogile extensions 2, 4, farms and mining areas.

2.5.3.1 Electricity Connections

Number of households by electricity usage	2007	%
Electricity	13 575	56.87
Gas	123	0.52
Paraffin	717	3.0
Wood	854	3.58
Coal	15	0.06
Other	8 587	35.97
TOTAL	23 872	100

Source: Stats SA: Community Survey, 2007

	2007	2008
Number of households with no electrical connections	245	94

Source: Global Insight, January 2010

2.5.3.2 Number of indigents receiving Free Basic Services

Municipality	Water		Electricity		Sewerage and sanitation		Solid waste management	
	2007	2008	2007	2008	2007	2008	2007	2008
Thabazimbi	2 552	2 579	2 552	2 579	2 552	2 579	2 552	2 579

STATSA, 2009(non financial statistics)

2.5.3.3 Number of consumer unit benefiting from indigent policy

Municipality	Beneficiaries							
	Water		Electricity		Sewerage and sanitation		Solid waste management	
	2007	2008	2007	2008	2007	2008	2007	2008
Thabazimbi	2 597	2 597	2 552	2 579	2 552	2 579	2 552	2 579

STATSA, 2009(non financial statistics)

2.5.3.4 Electricity backlog

Total Households	Households without access to Electricity	%
23 871	1 719	7.2

Source: LGTAS, 2009 – Community Survey

2.5.3.5 ELECTRICTY KEY ISSUES AND CHALLENGES

- Coping with the challenges of the electricity reform process
- Upgrading electricity supply to meet the demand and development of business operations.
- Ensuring access to free basic electricity in communities
- Propagate, register and supply all deserving beneficiaries
- Limited number of vending stations.
- Lack of finance for ring fencing process
- Approximately 94 households are without electricity in 2008 (electricity back-log)

2.5.4 HOUSING

Lack of land in the municipality affected 2 079 low income household and 1 500 middle income household to get subsidies from DPLG housing scheme. Department of Public Works donated erven 1221 and 1370 to the municipality to cater for middle income households. More land need to be acquired to to address housing backlog. Draft Housing Plan in place.

2.5.4.1 Table 10 : Housing demand

Municipality	Backyard rental	Rural	Gap market	Social	CRU	Project Linked	BNG/ IRDP	Total Backlog
Thabazimbi	910	5 762	970	1 970		4250		13 862

(Municipal IDP Housing Chapters, 2007)

2.5.4.2 HOUSING CHALLENGES

- Mushrooming of informal settlements due to lack of land
- Illegal occupants on RDP houses.

2.5.5. ROADS AND STORM WATER DRAINAGE

The municipality has powers and functions on internal roads in Thabazimbi Northam, Rooiberg and Leeupoort. Road infrastructure is 56km. The total value of roads infrastructure planned 08/09 of 6km has been completed. The 9.50km total value of roads infrastructure planned for 09/10 has been completed in December 2009. The total 63kms of internal roads need to be maintained and rehabilitated.

2.5.5.1 Road and Storm water Challenge

- Lack of funds to develop Road Infrastructure Strategy

2.5.6 Public Transport

Approximately 600 learners from 16 schools have no access to public transport, mainly farm areas. Department of Transport donated 37 bicycles to one farm school and promised to provide more for the all farm schools. There is no railway bridge/crossing in Thabazimbi and Northam which makes unsafe crossing on railway line. Spoornet conducted consumer education to learners around the municipality and promised to build a railway crossing as 2 000 people are affected. (a) Lack of Public Transport Facilities

Taxi ranks are still operated informally on-street or from vacant off-street areas. Many facilities lack basic infrastructure such as toilets, shelters, paving or informal trading facilities.

2.5.6.1 CHALLENGES OF PUBLIC TRANSPORT

(b) Lack of Learner Transport

The current bus subsidies budget makes little provision for learner transport. Despite the fact that more than 47% of the population within the Thabazimbi Local Municipality is 19 years or younger, no formal learner transport system is in place either within the urban or rural areas.

(c) Lack of formalization of the taxi industry

Most permits issued prior to 2001 were radius permits, allowing the permit holder to operate on any route within a specific radius of the origin. This results in duplication of services and contributes to violence on routes shared between taxi associations. Guidance with regards to the formalisation of the taxi industry through the proposed Permit Conversion Process and Taxi Recapitalisation Process is imperative within the public transport industry.

(d) Cost of Public Transport Services

Given the low levels of household income within the Thabazimbi Municipal Area, it is vital to keep fares to a minimum. However, only a few bus routes are subsidised, hence the bulk of the population within the region is paying a premium for making use of public transport.

Service Coverage

Public transport coverage is relatively good, despite the poor condition of roads and public transport infrastructure. However, many of the schools, clinics and other recreational areas in the rural areas of the district still remain inaccessible and public transport services are not provided for these facilities. Passengers, although being dependent upon public transport as their only means of mobility in rural areas, generally have a negative perception of the public transport industry, mainly due to the problems listed above.

Table11 : Mode of travelling

Municipality	Total number of Taxi routes
Thabazimbi	41

Source: Waterberg District Municipality, Integrated Transport Plan, 200

2.5.7 SOCIAL ANALYSIS

2.5.7.1 EDUCATION

Table 11: EDUCATION LEVEL FOR THABAZIMBI MUNICIPALITY

Highest level of Education	2007
Grade 0	973
Grade 1	832
Grade 2	1 403
Grade 3/ std1/ ABET 1	1 932
Grade 4/ std 2	1 840
Grade 5/ std3/ ABET 2	2 630
Grade 6/ std4	2 874
Grade 7/std5/ ABET 3	3 305
Grade 8/ std6	4 631
Grade 9/std7/ ABET 4	4 665
Grade 10/ std8/ NTC i	5 340
Grade 11/ std9/ NTCII	3 196
Attended Grade 12 but not completed	1 608
Grade 12/ std10/ NTC III without university exemption	5 897
Grade 12 with university exemption	919
Certificate with std 10/ Grade 12	2 040
Diploma with std 10	1 906
Bachelors Degree	374
Post Graduate Diploma	377
Honours Degree	509
Higher Degree (Masters/ PHD)	427
No schooling	3 887
Out of scopol (children under 5 years of age)	5 486
Institutions	834

TOTAL	60 038
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Source: Stats SA: Community Survey, 2007

Notes:

- The table above indicates that majority of people attended Grade 7-9 in all the given years.
- There is a need for tertiary as the numbers decreases from matric only to matric and Post-graduate degree.
- The table also indicates that 6 661 people within the Municipal area never attended school. This means that 9,4% of the population never had access to formal education

Implications:

- Education plays a pivotal role on community development, providing basic skills for development, creativity and innovative abilities within individuals. Constitution of SA provides that everyone has a right to education but Education profile of Thabazimbi is another area of concern such that approximately 9027 of the population in 2007 comprised of matriculants who can be classified as semi-skilled.
- Some factors could be drop-outs due to extreme poverty, child headed families, teenage pregnancy etc.
- School curriculum should be responsive to economic need.

The table above indicates that 9 879 young people within the Thabazimbi Municipality are currently not attending school. Very few people within the Municipal area attend Colleges, Technikons, Universities and adult education Centre.

2.5.7.2 Education Facilities

The Municipality has two Education Circuit offices, namely: Thabazimbi and Dwaalboom.

TYPE OF SCHOOL	HOW MANY	NO. OF LEARNERS
Pre- Schools/ Creches	15	
Primary	18	4 640
Combined	3	5 623
High School	5	2 618
Private School	2	680

Source: *Thabazimbi/ Dwaalboom Circuit*

2.5.7.3 CHALLENGES EDUCATION

- Provision of water, sanitation and electricity to needy schools
- Provision of additional classrooms
- Curricula of FET's to be demand orientated (e.g economic development)
- Partnership between locals, private sector and FET's on skills development

2.5.8. HEALTH

Table 12 : HEALTH FACILITIES

HOSPITALS	CLINICS	MOBILES	SATELITE CLINIC OFFICES
5	8	3	3

2.5.8.1 HIV AND AIDS ESTIMATE

Table 13: HIV/AIDS estimates

	2004	TOTAL%		2005	TOTAL%		2006	TOTAL%		2007	TOTAL%
HIV	5801	8.5		5805	8.38		5803	8.26		5729	8.06
AIDS	337	0.49		387	0.55		433	0.61		467	0.65
POPULATION	68238			69264			70216			71057	

Source: *Global Insight, 2007*

Notes :

- HIV estimates increased at an average of 0.52% from 2004 to 2007 per annum.
- AIDS estimates increased at an average of 11.72% from 2004 to 2007 per annum.

Implications :

- The impact of HIV/AIDS affect all other population figures and programmes negatively, by reducing the population numbers, skills, finances etc.

- Programmes for reducing the above impact should be put in place and be vigorously implemented.
- The Municipality should work hand in glove with different structures that gear towards reducing the impact of HIV/AIDS.

2.5.8.2 HIV/AIDS CHALLENGES

- Lack of funds to implement programmes.
- HIV/AIDS Council launched but not functional.
- Shortage of AIDS Counsellors.
- No hospice as more people are affected and the hospitals cannot carry the burden.
- Child headed families.
- Orphans.
- Impact of HIV/AIDS on the working force.

2.5.9 SOCIAL DEVELOPMENT

2.5.9.1. Provision of Social Grant

Table 14: Types of Social Grant

GRANT	NO	%
Not applicable	53 646	89.35
Old Age pension	830	1.38
Disability Grant	654	1.09
Child Support Grant	4 070	6.78
Care Dependency	4	0.01
Institution	834	1.39
TOTAL	60 038	100

Source: Community Survey, 2007

Notes:

- Care dependency Grant refers to people with disability from 0-17 years old.
- The number of people accessing grants is of great concern as our municipality is divided in ten Wards and people are living in poverty.
- Child Support is high and of great concern.

Implications:

- Although the unemployment figure is currently at 10%, Thabazimbi still needs more efforts to develop a better economically functioning environment to empower people not to depend on grants.
- A need to educate the youth about teenage pregnancy, STIs and HIV/AIDS.

2.5.9.2 Disability type

Table 15: Disability type

DISABILITY	NO	%
No disability	58 243	97.01
Sight (blind/severe visual limitation)	91	0.15
Hearing (deaf)	138	0.23
Communication speech	-	-
Physical (needs wheelchair)	637	1.06
Intellectual (serious difficulties in learning)	49	0.08
Emotional (behavioural)	46	0.08
Multiple disability	-	-
Institutions	834	1.39
TOTAL	60 038	100

Source: Community Survey, 2007

2.5.10 SAFETY AND SECURITY OVERVIEW

The following crime activities have increased dramatically from 2004 to 2007.

- Robbery with aggravated circumstances
- Kidnapping
- Assault
- Theft not mentioned elsewhere
- Driving under the influence of alcohol or drugs

2.5.10.1. CRIME STATISTICS

Table 16: Crime statistics

CRIME CATEGORY	2004	2005	2006	2007
Murder	21	19	21	16
Attempted murder	13	16	19	17
Culpable Homicide	36	36	21	36
Robbery with aggravated circumstances	11	21	36	55
Common robbery	56	67	56	45
Public violence	3	1	5	1
Illegal strikes	0	0	0	0
Rape and attempted rape	68	66	64	65
Indecent assault	17	7	11	10
Crimen injuria	117	126	110	111
Child Abuse	6	4	2	5
Kidnapping	1	0	2	2
Abduction	1	4	2	3
Assault with the intent to inflict bodily harm	298	294	304	310
Common assault	415	403	398	440
Burglary – business premises (including attempts)	98	94	86	99
Burglary – residential premises (including attempts)	305	294	318	317
Stock Theft	41	24	39	32
Shoplifting	114	75	83	93
Theft of motor vehicles and motorcycles	76	102	87	99
Theft out of or from motor vehicles and motorcycles	81	114	76	63
Theft not mentioned elsewhere	708	726	756	892
Arson	7	13	9	8
Malicious damage to property	189	215	213	204
Commercial crime	102	100	75	96
Drug related crime	68	114	75	51
Driving under the influence of alcohol or drugs	34	62	29	73
Illegal possession of firearms and ammunition	11	14	11	14
Aggravated robbery- Carjacking	4	0	6	2
Aggravated robbery				
Hijacking of trucks*	0	0	0	0

Robbery of cash in transit*	0	0	0	0
Bank robbery*	0	0	0	0
Unreported Case	0	0	0	0

Source: Global Insight, 200)

Notes:

- Thabazimbi is a safe place to stay as crime is not that rife looking at the table above.
- The most common problems experienced by Women in Thabazimbi at large especially women at Regorogile is abuse in its different forms such as emotional, physical and sexually abuse. The physical abuse and high rate of illiteracy amongst women's are the most dominant problems in Regorogile Township. More than 80% of women at Regorogile township are unemployed this result in practice of lack of parental care.

2.5.10.2 SAFETY AND SECURITY FACILITIES

Table 17: POLICE STATIONS

STATION	SERVING MEMBER	CIVIL PERSONNEL	RESERVIST	NUMBER OF VEHICLES	SHORTAGE OF PERM. STAFF	SHORTAGE OF RESERVIST/ CIVIL
Thabazimbi	40	10	5	8	20	10
Rooiberg	10	4	3	5	5	1
Cumberland	7	0	2	3	3	1
Hoopdal	5	1	1	3	6	1
Dwaalboom	12	2	0	3	5	1
Northam	38	6	8	9	25	4
TOTAL	112	23	19	31	64	18

2.5.10.3. MAGISTERIAL COURTS

MAGISTERIAL COURT	PERIODICAL MAGISTERIAL COURTS	PERMANENT STAFF	SHORTAGE OF PERSONNEL
THABAZIMBI	2 Magistrates and 2 Prosecutors 1 Office Manager and 2 Interpreters 9 Admin. Clerks	16	2
NORTHAM , CUMBERLAND, DWAALBOOM	PERIODICAL MAGISTERIAL COURTS		

Source: Dpt of Justice, 2008

2.5.10.4. CORRECTIONAL SERVICES: COMMUNITY CORRECTIONS

OFFICE	SUB-OFFICES	VEHICLES	CURRENT CASE LOAD	MEMBERS	SHORTAGE OF PERSONNEL
Thabazimbi	Northam	1	Probationers = 47	2	1
	Cumberland		Parolees = 9		

Source: Dept of Correctional Services.

2.5.10.5. CHALLENGES OF SAFETY AND SECURITY

- Illegal operation of unlicensed shebeens and taverns
- Monitoring of proper utilisation of licenses and permits issued to liquor sellers
- Access to certain crime scenes due to bad conditions of roads
- Lack Street lighting in most streets in rural and urban/informal settlements
- Ineffective operation of Community Policing Forums
- Crime awareness and substance abuse

- Domestic violence,(women and child abuse)
- Robbery
- Burglary
- Untimely response by SAPS to crime scenes

2.5. 11 COMMUNICATION FACILITIES WITHIN THBAZIMBI MUNICIPAL AREA

2.5.11.1 POST OFFICES

TOWN	TYPE & SERVICE	NO. OF POST BOXES	TOWN	TYPE & SERVICE	NO. OF POST BOXES
THABAZIMBI	1 Post Office (Rietbok Str.)	2600 Post boxes	NORTHAM	1 Postal Service	
		1000 rented	NORTHAM PLATINUM	1 Postal Service	
		16 Private Bags	SWARTKLIP	1 Postal Service	
REGOROGILE	Collection point	1000 Post boxes	DWAALBOOM	1 Postal Service	
	Speed delivery service	250 rented	AMANDELBULT	1 Postal Service	
	Courier Services		KOEDOESKOP	Collection point	
			ROOIBERG	Collection point	

(Source: Thabazimbi, Northam, Springbokvlakte LDO's

2.5.11.2. TELECOMMUNICATION

The following major network antennas of service providers are found in the Thabazimbi local municipal area although there is limited cellular coverage in some rural parts:

TELKOM
MTN
VODACOM
Cell C

Table 18: DERIVED PHONE SERVICES

Telephone in dwelling and cell phone	14 975	At a public telephone nearby	9 306
Telephone in dwelling only	1740	At another location nearby	556

Cell phone only	11880	At another location, not nearby	650
At a neighbour nearby	2176	No access to a telephone	792

2.5.12 SPORTS AND RECREATIONAL FACILITIES WITHIN THABAZIMBI MUNICIPAL AREA

Table 19: Sports Facilities

TOWN	NUMBER / TYPE	LOCATION / FACILITIES / CONDITION
THABAZIMBI	3 Sports grounds	2 Municipal grounds that include rugby, cricket, bowls, squash, jukskei, basket ball, tennis
	1 Kumba ground	Swimming pool, gym
	2 School Sport Facilities	Frikkie Meyer Secondary school Thabazimbi Primary school
REGOROGILE	1 Sports ground	Poor condition, includes soccer, tennis, basket ball
	1 School Sport Facility	Mabogo - Pedi Secondary school
IPELEGENG	1 Sports ground	Kumba Resources (ISCOR) provides soccer, tennis, athletics facilities
BEN ALBERTS NATURE RESERVE	Golf Course 18 holes golf course	Good Condition
NORTHAM	1 Sport Facilities	1 Comprehensive Secondary School 1 Northam Primary School 1 Community Sport Ground
SWARTKLIP	1 Soccer field 9 hole Golf course	Good Condition
AMANDELBULT/ RETABILE	1 Soccer field 9 hole Golf Course	Good Condition
DWAALBOOM	2 Sport Facilities	
GROENVLEI SECONDARY SCHOOL	1 Sports ground	Tennis court, netball court and soccer fields need to be upgraded.
LEEUPOORT	Driving Range (golf course)	Good Condition

(Source: Thabazimbi, Northam, Springbokvlakte LDO's)

4.12.1. Parks

TOWN	NUMBER / TYPE	NAME/LOCATION / FACILITIES / CONDITION
THABAZIMBI	4 Active Public Open Spaces	Berg Boegoe Club
		Mollie Jordaan Park
		Areas along Rooikuispruit
		Children's Playground
REGOROGILE	08 Public Open Spaces	3 in Regorogile Ext 1, 1 in Regorogile Ext 2 1 in Regorogile Ext 3, 1 in Regorogile Ext 4 and 2 in Regorogile Ext 5

(Source: Thabazimbi LDO's)

4.12.2. Libraries

TOWN	NUMBER / TYPE	LOCATION / STAFF
THABAZIMBI	1 Municipal Library	2 staff members Serviced by Regional Library
	3 Media Centres at schools	Frikkie Meyer Secondary
		Thabazimbi Primary School Ysterberg Primary School
REGOROGILE	Reading Room	Mabogopedi Secondary School
NORTHAM	1 Municipal Library	1 staff member.
LEEUPPOORT	1 Municipal Library	No officials / Residents operate the Library

(Source: Thabazimbi, Northam LDO's)

4.12.3. Halls

AREA	COMMUNITY HALLS	SHOW GROUNDS
THABAZIMBI	Cinema Hall Library Hall Trollope Hall Ntswa- Tshipe	Agricultural / Landbougenootskap
NORTHAM	Community Hall	

REGOROGILE	2 Community Halls	
KROMDRAAI	Marula Hall	
DWAALBOOM		Agricultural Show ground
LEEUPOORT	Community Hall	
ROOIBERG	Community Hall	
AMANDELBULT MINE	Rethabile Community Hall	
NORTHAM PLATS MINE	2 Community Hall	
SWARTKLIP MINE	Community Hall	

4.12.4 EMERGENCY SERVICES

2.6.6.5.1 FIRE BRIGADE

There is only one fire brigade service located at Thabazimbi and is situated on Portion 16 of the farm Doornhoek. Protection Services Division of the Municipality manages this service. There is 1 vehicle available for this service. Leeupoort and Rooiberg have two and one fire fighting trailers respectively. The fire vehicles and equipment are outdated needs replacement and the District municipality currently procured for the Rapid Intervention Vehicle. Budget provision is made in favour of upgrading the station during 2007/08 financial year

Table 20: VEHICLE LICENSING FACILITIES

FACILITY	LOCATION/PERSONNEL	FACILITY	LOCATION/PERSONNEL
Testing Ground	Portion 16 Doornhoek	Administration and registration	3 personnel
Roadworthiness' testing stations.	1 Thabazimbi 1 Northam (Private)	Testing of vehicles and licenses	4 personnel
Learners and license testing facility	Erf 1383 X7	Learner licenses	3 personnel

(Source: Thabazimbi LDO)

Table 21: CONDITIONS OF DISTRICT ROADS IN THABAZIMBI

Conditions of District Roads				
6	D1590	Northam to Swartklip mine	25KM	Road is tarred
9	D4426	P20/1 - Kromdraai	20KM	Traffic is high on road and can not be maintained as a gravel road.

(Source: *Thabazimbi LDO*)**2.6. KPA 3 : LOCAL ECONOMIC DEVELOPMENT ANALYSIS.**

The LED Strategy is in place and aligned to the District LED Strategy, EPWP, ASGISA, PPP, PDGS and NSDP

Table 22 : ECONOMICALLY ACTIVE POPULATION

Population Group	Gender	2004	EAP %	Growth%	2005	EAP %	Growth%	2006	EAP %	Growth%	2007	EAP %	Growth%
Blacks	Male	21765	75		21033	72.1		20501	69.9		20226	68.6	
	Female	15985	56.6		16644	56.3		17182	55.8		17649	55.2	
	Total	37751	65.9	-0.29	37677	64.2	-0.19	37683	62.7	0.01	37874	61.7	0.5
Whites	Male	3439	62.4		3218	60.9		2999	59.6		2806	58.6	
	Female	1296	25		1231	24.6		1166	24.3		1106	24	
	Total	4735	44.3	-5.6	4449	43.3	-6	4165	42.3	-6.3	3913	41.6	-6
"Others"	Male	121	86.4		115	83.3		107	79.3		102	76.7	
	Female	53	47.7		51	46.8		49	45.4		48	44.9	
	Total	174	69.3	-3.3	166	67.2	-4.5	156	64.2	-6	150	62.5	-3.8
GRAND TOTAL	Male	25325	73		24367	70.5		23607	68.5		23134	67.3	
	Female	17334	51.7		17926	51.7		18398	51.5		18803	51.3	
		42659	62.5	-0.92	42492	61.1	-0.39	42006	59.8	-1.14	41937	59	-0.16

Source: *Global insight, 2007*

Notes :

- The economically active populations (EAP) are people who are aged between 15 and 65, and are able and willing to work. Someone who is 14 or 67 is not considered economically active; they are unable to work, legally and practically.
- There is a considerable EAP decrease every year.
- The female population shows a remarkable increase (2.83%) per annum whilst the male population shows the opposite.

Implications :

- The fact that the EAP female population shows an increase is an indication that they are given relevant upliftment support, however, more opportunities should be afforded to them for more sustainability.
- A decrease in the EAP male population can be attributed to the greener pastures accessed outside the Municipal area, relocation or return back of immigrants who were working in the mines, as well as the high mortality rate.

Table 23 : WATERBERG DISTRICT ECONOMICALLY ACTIVE POPULATION

MUNICIPALITY	2004	EAP%	2005	EAP%	2006	EAP%	2007	EAP%
THABAZIMBI	42659	14.83	42292	14.65	42006	14.51	41937	14.38
LEPHALALE	52333	18.19	53756	18.63	55108	19.03	56587	19.41
MOOKGOPONG	13343	4.63	13412	4.64	13499	4.66	13648	4.68
MODIMOLLE	34161	11.87	34223	11.86	34333	11.85	34597	11.86
BELA-BELA	34451	11.97	34572	11.98	34730	11.99	35033	12.01
MOGALAKWENA	110678	38.47	110234	38.21	109813	37.93	109678	37.62
WATERBERG	287626	100.0	288490	100.0	289488	100.0	291480	100.0

Source: Global insight, 2007

Notes:

- Thabazimbi counts third in the EAP of Waterberg District Municipality with 14.38% in 2007, Mogalakwena counts first with 37.62% in 2007 and Lephalale second with 19.41% in 2007.

EMPLOYMENT- FORMAL SECTOR

Table24: NUMBER OF FORMALLY EMPLOYED AND SECTOR SHARE PERCENTAGE

SECTORS	2004	SECTOR%	2005	SECTOR%	2006	SECTOR%	2007	SECTOR%
Agriculture	4352	9.5	4098	9.2	4027	8.4	4329	8.3
Mining	30635	67	29281	65.7	32650	67.7	35811	68.7
Manufacturing	1500	3.3	1565	3.5	1682	3.5	1717	3.3
Electricity	177	0.4	183	0.4	189	0.4	193	0.4
Construction	1458	3.2	1686	3.8	1665	3.5	1674	3.2
Trade	1629	3.6	1761	3.9	1883	3.9	1890	3.6
Transport	957	2.1	968	2.2	926	1.9	888	1.7
Finance	980	2.1	1052	2.4	1107	2.3	1180	2.3
Community services	1748	3.8	1747	3.9	1767	3.7	1874	3.6
Households	2263	5	2261	5.1	2324	4.8	2575	4.9
TOTAL	45699	100	44602	100.1	48218	100.1	52132	100

Source: Global Insight, 2007

Table 25: INFORMAL EMPLOYMENT.

SECTOR	2004	SECTOR%	2005	SECTOR%	2006	SECTOR%	2007	SECTOR%
Manufacturing	291	6.23	350	6.16	374	6.23	423	7.24
Construction	1099	23.55	1351	23.81	1568	26.15	1601	27.4
Trade	2205	47.26	2692	47.44	2767	46.15	2600	44.51
Transport	685	14.68	772	13.6	772	12.87	691	11.83
Finance	66	1.41	82	1.44	78	1.3	57	0.97
Community services	319	6.83	425	7.49	436	7.27	469	8.02
TOTAL	4665	100.0	5674	100	5995	100.0	5841	100.0

Source: *Global Insight, 2007*

Notes :

- The Mining sector is the greatest employer (7.8% increase average per annum) than all the employment sectors existing within the Municipal area, followed by Agriculture sector.
- Electricity, Transport and Finance sectors are the least employers of all formal sectors.
- Trade is a dominant sector among all other informal sectors, followed by Construction.
- The indication from the above table is that more people especially Blacks, are engaged in unskilled labour jobs (e.g. mining, agriculture & households).
- Lack of tertiary education facilities contributes towards the inadequate skills amongst the Black population.

Implications :

- Efforts to establish tertiary education facilities with varied courses relevant to mainstream employer sectors should be exerted.
- More studies be done as to what percentage of Blacks access managerial positions in the employer sectors.
- Concentration be also given to advancing people on formal self employed jobs.

Table 26: UNEMPLOYMENT

YEAR	Population Group	No. unemployed	No. EAP	% unemployed	% Growth rate	% Growth average
2004	Blacks	3909	37751	10.4	-3.02	-1.5
	Whites	462	4735	9.8	-9.41	
	"Other"	36	174	36.9	-5.26	
	Total	4407	42659	10.3	-3.75	
2005	Blacks	3962	37677	10.5	1.35	
	Whites	493	4449	11.1	6.7	
	"Other"	37	166	39.1	2.77	
	Total	4492	42292	10.6	1.92	
2006	Blacks	3875	37683	10.3	-2.19	
	Whites	458	4165	11	-7.09	
	"Other"	37	157	40.5	0	
	Total	4370	42006	10.4	-2.71	
2007	Blacks	3824	37874	10.1	-1.21	
	Whites	446	3913	11.4	-2.62	
	"Other"	35	150	39.6	-5.4	
	Total	4306	41937	10.3	-1.46	

Source: Global insight, 2007

Notes :

- The overall unemployment rate fluctuates with different years, however, indicating a rate decline at an average of 1.5% per annum.
- The Whites population is hardly affected by these fluctuations, evident through seriously fluctuating unemployment % growth rate.

Implications :

- More sustainable jobs should be created for communities.
- More studies related to causes of fluctuations should be conducted.

INCOME AND EXPENDITURE

Table 27: NUMBER OF HOUSEHOLDS BY INCOME CATEGORY

INCOME	2004			2005			2006			2007		
	BLACKS	WHITES	OTHERS	BLACKS	WHITES	OTHERS	BLACKS	WHITES	OTHERS	BLACKS	WHITES	OTHERS
0-2400	301	1	1	223	0	1	167	0	1	133	0	1
2400-6000	1015	7	3	808	2	1	609	1	1	418	1	1
6000-12000	2524	15	9	2379	5	8	2182	4	6	2163	3	5
12000-18000	2351	25	6	2454	11	5	2418	5	5	2470	3	5
18000-30000	3017	72	10	2934	45	8	2895	24	6	2936	12	6
30000-42000	2049	88	10	2196	53	10	2253	27	8	2329	13	6
42000-54000	1174	115	6	1401		7	1604	50	7	1717	32	7
54000-72000	1023	170	7	1155	140	8	1334	12	8	1449	77	8
72000-96000	748	235	6	875	200	6	1014	164	8	1097	143	8
96000-132000	591	397	6	679	341	7	796	282	7	870	252	7
132000-192000	482	562	6	579	511	7	676	431	6	733	350	7
192000-360000	505	821058	10	589	1086	10	695	1044	10	790	1049	11
360000-600000	160	539	3	207	617	5	274	683	5	317	700	5
600000-1200000	58	248	4	75	320	5	106	412	7	126	464	6
1200000-2400000	13	62	0	17	84	0	27	124	0	32	151	2
2400000+	2	13	0	3	19	0	6	36	0	8	42	0
TOTAL	16013	3605	87	16574	3517	86	17055	3386	84	17590	3293	84
GRANDTOTAL		19706			20177			20525			20967	
%		46%			48%			49%			50%	

Source: Global Insight, 2007

Notes :

- The percentage of households with income increases per annum.
- The number of households earning below the poverty line (R1 500) is continuously constant.

Implications :

- An increase in the household income is more related to the individual persons being employed, as seen in the previous table.
- The consistent number of households earning below poverty line implies that people are employed in a particular area of employment, which is likely to be more related to elementary jobs or unskilled job patterns.
- The consistent number further implies the possibility of Municipal indigent register not being properly updated.

Table 28: ANNUAL EXPENDITURE BY PRODUCT TYPE

PRODUCT TYPE	2004	2005	2006	2007
Accommodation	180873	209660	242323	273223
Holiday	11370	10541	12281	13583
Domestic Workers	34023	34841	39450	41770
Food-Grain	65292	67221	76874	87212
Food-Meat	74128	80122	91142	102279
Food-Fish	10197	10864	12370	13839
Food-Baby food	3847	4408	4995	5657
Food-Other food	32343	40309	45813	51383
Restuarants	27085	26705	31023	34789
Non-alcoholic beverages	19441	23417	26540	29771
Alcoholic beverages	44651	57652	65521	73135
Smoking	23056	26812	29747	33173
Personal care	37269	43712	50601	58949
Household services	1546	1582	1803	1938
Household Fuel	9014	8378	9726	11319
Clothing Women	22331	26656	30033	32461
Clothing Men	20567	24635	27895	30233
Furniture	35642	44055	50808	54376
Appliances	15395	17664	20115	21619
Medical Scheme	115134	122074	130642	141937
Transpot public day to day	55598	71544	80251	82170
Communication	22618	25911	29265	33306
Education Self	42731	49458	54772	57728
Recreation Services	6795	7382	8314	9022
Taxes	193217	224479	253863	270145
Other expenditure	14930	17811	20795	23886

Source: Global Insight,2007

Notes:

- Money is spent mostly on taxes, accommodation, medical schemes, food meat and food grain.
- There is a growing intake of alcoholic beverages across the years.

Implications:

- High spending on accommodation is more related to rental accommodation, which is a resultant of lack of land for formal housing.
- The Municipality should exert efforts of making land available for housing.
- Spending on medical schemes and taxes is an indication that the majority are working and in compliance with SARS.
- Community should be alerted of dangers related to alcohol abuse.

2.6.2. MAJOR ECONOMIC PATTERNS AND TRENDS

- The Mining, Agriculture/Farming/Hunting sectors are the most dominant economic sectors in the Municipal area.
- The Thabazimbi Iron Ore Mine (Kumba Resources) has only 20 years of production capacity left.
- The Agriculture sector in the Municipal area is declining, which poses a threat in terms of jobs on farms.
- Very little horticultural products are produced in the Thabazimbi Municipal area.
- Tourism Facilities in the area are adequate.
- The International status awarded to the Waterberg Biosphere can contribute in the marketing of the area in terms of:
 - i. Conservation,
 - ii. Development and
 - iii. Logistic support.
- The Commercial, Retail and Manufacturing sectors of the economy contributes very little to the Provincial economy.
- The Thabazimbi Investment Initiative is currently being negotiated with Stakeholders to promote and facilitate economic development in the area.

2.6.3. ECONOMIC PONTENTIALS

2.6.3.1 Mining

The mining sector is the most significant employer in the Thabazimbi area. It has also been instrumental through its recruitment practices in driving significantly in-migration into the municipal area, thereby contributing significantly to its current population profile. In addition to the current mining companies, there are still a number of unexploited mineral deposits in the Thabazimbi municipal area. There are still a number of unexploited mineral deposits in the Thabazimbi municipal area. The exploitation of these minerals currently depends on the market (demand) and viability to exploit these minerals. The viability to exploit these minerals also depends on future technology in the Mining Sector.

MUNICIPALITY	MINERAL NAME	LOCATION
Thabazimbi	Platinum	Northam complex
	Gold	Kaya se put (Madikwe)

2.6.3.2. Agriculture

- Established capacity to diversify livestock farming into the production of goats and game.
- Dedicated beef ranching, mixed farming of game and beef, as well as dedicated game farming are key livestock models available in Thabazimbi.
- The long-term viability of game versus cattle farming should be assessed.
- The meat processing factory and de-bushing of areas could provide a number of job opportunities.
- As part of the IDP process the basis for a GIS system has already been compiled which will include all farms in the area. A complete database of farmers and farming activities can be included in this system.
- Products from hunting operations in the area can be processed further e.g. skins, horns, etc.
- Training and development opportunities to strengthen skills in agriculture.

2.6.3.3. Tourism

- The international status of the Waterberg Biosphere, which includes the Marakele National Park, can create additional opportunities in the area.
- The possible extension of the Biosphere to include Madikwe, Atherstone, Thaba Tholo and Welgevonden Game Reserves.
- The Ivory Route.
- The new Tourism and Information Centre.
- Marketing of tourism facilities.
- The GIS system can be utilised to assist the Tourism Association to update information on facilities and activities.
- An established reputation for domestic recreational hunters.
- Strategically located as a tourist attraction area from Sun City and the Pilanesburg area to the south.
- An established destination for domestic recreational hunters.

2.6.3.4. Organised hunting

- Malaria free area.
- Safe environment.
- Sound infrastructure.
- Easily accessible from Gauteng.

2.6.3.5. Commerce and Retail

- Better Service - compare with services provided elsewhere.
- To improve the “Wildfees” or “Thabazimbi Game Festival “ to also attract international visitors.
- Extend existing web page on Thabazimbi to include all businesses.
- Promote the establishment of SMME’s by providing additional training.

2.6.3.6. Light Industry

- Training.
- Debushing of invaders to produce animal feeds.

2.6.3.7 Informal Sector

- Variety of informal development activities within the municipal area.
- Highly determined SMMEs.
- Though not yet much beneficiation, but the level of business skills improves.

2.6.4 MAJOR ECONOMIC CHALLENGES WITHIN THABAZIMBI MUNICIPAL AREA

Mining

- Except for the Platinum mine, other mines within the Municipal area are generally matured
- Technology to exploit certain minerals.
- High initial capital expenditure.
- Financial, administrative, organisational constraints for small-scale mining.

Agriculture

- The conversion of farming systems from conventional livestock production with or without game to dedicated game farming through financially attractive can lead to significant loss of jobs unless it is offset by downstream local beneficiation of game and game products, ongoing ecological management that absorbs labour, and higher value tourism activities.

- Short to medium prospects for large scale commercial animal feed production in Thabazimbi are not favourable
- Improvement of extension services.
- Mines are not supporting local farmers.
- Access to finance for emerging farmers.
- Conversion of agricultural land to game farming.

Tourism

- Lack of formal institutional structure within the cluster inhibiting integrated cluster-wide effort
- Marketing of facilities internationally and locally.
- The local community is not art and craft orientated.
- Unreliable communication system.
- Roads are in a poor condition.
- Road signs not adequate.

Organised Hunting

- Access to finance mostly for black communities.

Commercial & Retail

- No work available for graduates/students.
- Productivity is relatively low.

Light Industry

- Finance and operational tariffs are high.

Manufacturing

- High costs involved in erecting manufacturing plants.

Informal Sector

- No proper institutional structuring of the local informal sector.
- No comprehensive informal sector strategy for the municipal area.
- Inadequate information on the true nature, extent and drivers of informal sector activity in the municipal area.
- No evidence of processes related to placement, after-care, follow-up and/or retraining of the available SMMEs

Table 29: Informal Sector(SMMEs) per Category :

CATEGORY	TOTAL NUMBER	LOCATION
Accommodation	5	Rooiberg 1 Northam 4
Supply(eg stationery, cleaning materials)	8	Thabazimbi 6 Northam 1 Chromite 1
Electricity	10	Northam 3 Thabazimbi 4
Plumbing	52	Thabazimbi 34 Northam 11
Transport	35	Thabazimbi 20 Northam 5 Chromite 2 Swartklip 1
Manufacturing	36	Thabazimbi 22 Northam 7
Catering	98	Thabazimbi 55 Northam 26 Swartklip 1 Chromite 2
Bricklaying	66	Thabazimbi 42 Northam 16 Swartklip 1
Construction	104	Thabazimbi 78 Northam 22 Swartklip 3 Chromite 1

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

WDM, Cooperative Strategy, 2006

2.7 KPA 4 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

The IDP Process Plan was adopted by Council in September 2009.

2.7.1 Running of Municipal Council

- Council is meeting as per the approved schedule of meetings
- Exco and portfolio committee meet regularly and are effective
- By laws are approved by council but financial constraints causes delays in the promulgating them.

2.7.2 Public Participation, Ward Committees

- Ward committee elections were recently held in all ten (10) Wards
- Ward committees have a budget of ± R180 000
- CDW's are appointed but the challenge is that there is only one CDW per ward.
- Issues dealt with by Ward Committees : Immediate community needs
- Support provided to Office of the Speaker : Administrative and logistical support.

2.7.3 Corporate Governance

- Communication strategy in place
- The municipal Information Technology as well as the website needs to be upgraded
- Fraud and Anti - Corruption policy in place
- Risk Management policy in place
- Risk Management Strategy in place.

2.7.4 Risk Management Challenges

- Not achieving goals and objectives
- Unable to identify risks
- Inappropriate controls may be used and negatively impact on the achievement of organizations goals
- Not utilizing the resources efficiently, effectively and economically.

2.7.5 Special Programme

In recognition of the need to integrate marginalised communities, Special Programme Unit for the facilitation of the integration and mainstreaming process has been introduced and a focal person has been appointed. Much work was done on an adhoc basis in this regard but was more focused on campaigns rather than economic development programmes.

As Statistics South Africa confirms, young people constitute the majority of the population of the Thabazimbi Municipality. Men account for 52% of the municipality's population. In spite of the above reality, young people and women have not been the key beneficiaries in the economic mainstream of the district. A Youth Plan and its implementation plan must be developed.

Whilst there are organisations representing disabled people, the reality that faces the municipality is that disabled people are not integrated into the municipality's implementation plan. This has led to low economic development opportunities for disabled people. A survey must be conducted by Thabazimbi to develop the Disability Plan. The Thabazimbi Local Municipality needs to facilitate this process through the implementation of the Disability Plan for the purposes of moving faster in resolving problems faced by disabled people.

Children in the municipality also bear the brunt of disorganisation. The Thabazimbi Local Municipality should embark in the process of establishing a junior council which will be the pace setter for the development of the children's development framework that will promote the participation and consultation of children.

As a sector plan, the Special Programmes Strategy sets the framework for the integration and mainstreaming of all the designated groups. Funding needs to be availed for the implementation of the strategy through the integration of programmes and projects of all clusters and sector plans of the Thabazimbi Local Municipality. A amount of 500 000 is budgeted for these special programmes

2.7 .6 CHALLENGES OF GOOD GOVERNANCE

- No stipend for Ward Committees
- Limited interest of sector departments on IDP processes.
- No Public Participation Plan for allowing qualitative inputs into the design of the budget.
- No Ward Based Plan for designing mechanism to improve community participation and the governance of the municipality
- No HIV/AIDS Plan
- No Poverty Alleviation and Gender Equity Plan

2.8. KPA 4 : FINANCIAL VIABILITY ANALYSIS

Credit control of the municipality is done by DBSA and UMS.

2.8.1 Sources of Revenue

The municipality gets its revenue from services (water, electricity, sewerage and refuse removal), grants, loans, assessment rate, equitable share and licensing. The following policies are in place:

- Debt and Credit Control policy
- Tariff policy
- Supply Management policy
- Asset policy
- Indigent policy.

2.8.2 MFMA Institutional Compliance

- There is an established budget and treasury office but there is a lack of adequate skilled personnel
- The municipality utilizes the MFMA calendar to monitor compliance
- Audit Committee is in place and is effective
- There is an established Internal Audit unit in place but lacks capacity

2.8.3 Implementation of Financial Systems, Policies and Controls

- Anti corruption strategy is implemented but need to be reviewed and updated with latest developments (King iii)
- Delegation of financial powers and functions has been adopted by council.
- Revenue collection is a challenge, hence there is a need for review of the revenue enhancement strategy
- Valuation implemented as per MPRA

2.8.4 Budget and Expenditure Management

- Budgets are prepared and adopted in compliance with MFMA
- Currently in the process of addressing all the reporting backlogs (Monthly and Quarterly)

2.8.5 Audit Report

Financial statement was submitted to the AG on time however the municipality received a Disclaimer

An action plan in place to deal with issues raised as per the AG report

2.8.6 CHALLENGES OF FNANCIAL VIABILITY

- Lack of capacity in finance
- Lack of record management affecting audit report
- Audit report to be part of financial analysis.
- Lack of adequate skilled personnel in Budget and Treasury unit
- Internal Audit unit lacks capacity
- Revenue enhancement is a challenge

2.9. KPA 6 : MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The municipality improved a lot in terms of addressing Employment equity e.g. eight (8) Divisional Heads appointed, two black females and two white females.

2.9.1 Organizational Design and Human Resource Capacity

- All S57 managers posts are filled
- Performance contracts were signed by all managers and Divisional heads in December 2009
- The current Draft Organogram is aligned to the IDP and the powers and functions of the municipality.

2.9.2 Employment Equity

- Employment Equity Plan is in place
- Two Female S57 Managers
- Total of 236 males and 88 Females appointed by the municipality

2.9.3 Skills Development

- A workplace skills development plan was developed and submitted to LGSETA. Skills audit remains a challenge
- S57 managers have PDP's in place

2.9.4 IDP

- IDP officer appointed and reporting directly to the MM
- There is still a challenge in terms of understanding the IDP and its related processes among the stakeholders
- Sector plans included in the IDP, however financial constraints remains a challenge in terms of developing and reviewing sector plans

2.9.5 Performance Management System

- PMS framework in place and performance agreements signed by the S57 managers and Divisional Managers. Attitude of the officials towards PMS is a challenge.
- Quarterly assessments conducted

2.9.6 Powers and Functions

The Municipality derives its powers and functions from the constitution of the Republic.

Section 156 of the said constitution

Provides that a Municipality enjoys

- 1) Executive authority in respect of, and has the right to administer –
 - (a) The Local Government matters listed in part B of schedule 4 and part B of schedule 5, and
 - (b) Any other matter assigned to it by National or Provincial Legislation
- 2) A Municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.
- 3) A Municipality has the right to exercise any power concerning a matter reasonable necessary for, or incidental to, the effective performance of its functions.

Thabazimbi municipality must:

- a) Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking.
- b) Bulk supply of water that affects a significant proportion of municipalities in the district.
- c) Bulk supply of electricity that affects a significant proportion of municipalities in the district.
- d) Bulk sewage purification works and main sewage disposal that affects a significant proportion of municipalities in the district.
- e) Solid waste disposal sites serving the area of the district municipality as a whole.
- f) Municipal roads which form an integral part of a road transport system for the 25 area of the district municipality as a whole.
- g) Fire fighting services serving that area of the district municipality as a whole.
- h) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation

2.9.7 CHALLENGES MUNICIPAL INSTITUTION

- No Municipal Institutional Plan in place.
- No HR Strategy to respond to the long term development plans of the municipality
- No succession plan in place.
- Inadequate staffing of IDP and LED units
- Challenges of Employment Equity

2.10. SWOT ANALYSES

The SWOT analysis is a strategic planning tool used to discuss and evaluate the Strengths, Weaknesses, Opportunities, and Threats in the municipality. It identifies the internal and external factors that influence the strategic intent by asking the questions below, the answers to which will enable the municipality to better align itself with existing conditions so as to maximise its ability to function optimally. Planning decisions need to be based on reliable and relevant information that are used to draw conclusions and determine priorities and SWOT analysis. These are the outcomes of Situational analysis.

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • <i>Policies in place i.e. indigent, supply chain, credit control and SDF</i> • <i>Sound Economic development</i> • <i>Effective IDP/budget public participation through imbizos</i> • <i>Provision of basic water, basic electricity, basic refuse removal services</i> • <i>Ability to implement capital projects - paving of streets,</i> • <i>Effective council</i> • <i>PMU established</i> 	<ul style="list-style-type: none"> • <i>Insufficient human resources and skills</i> • <i>Poor internal communication</i> • <i>Scattered offices/lack of office space</i> • <i>Lack of policy and sector awareness plans implementation</i> • <i>Poor attendance by councillors to strategic meetings</i> • <i>Insufficient infrastructure</i> • <i>Document management</i>
<i>OPPORTUNITIES (EXTERNAL)</i>	<i>THREATS (EXTERNAL)</i>
<ul style="list-style-type: none"> • <i>Proximity to Botswana and Gauteng</i> • <i>Major economic potential mining, agriculture, farming, hunting and tourism</i> • <i>50% Cattle farming production of dairy products</i> • <i>2010 soccer cup spin offs</i> 	<ul style="list-style-type: none"> • <i>HIV/AIDS</i> • <i>Job losses due to life span of mines - 2.7% unemployment in 2008</i> • <i>District/Provincial road infrastructure backlog (regional links)</i> • <i>Informal settlement - no land, no services, pollution</i> • <i>Unavailability of land</i>

2.11. INSTITUTIONAL CAPACITY

ISSUES	THABAZIMBI
Organisational Structure	Draft
Total Staff Composition	360
Filled Position	266
Job Evaluation	In process done by SALGA
Information Management System	No
Delegation of powers	To be reviewed
PMS	In process
Skills Development Plan	Yes
Employment Equity Plan	Yes
Employment Assistance Programme	Yes
Occupational Health and Safety Plan	Yes
Website	Yes
Communication Plan	Yes
Customer Care Strategy (Batho Pele)	No
Indigent Policy	Yes
HIV/AIDS Plan	No
Focus Group Programme(Youth, Gender and Disability etc)	No

Procurement Framework	Yes
Audit Committee	Yes
By- law reforms	In place but to be promulgated
Credit Policy	Yes
Disaster Management Plan	In process
Project Management Unit	Yes

2.12. THABAZIMBI MUNICIPALITY STRATEGIC PRIORITIES

The IDP Steering Committee engaged in the process of prioritization, recognising the availability of funding that will be influenced by this process. The priorities were revisited and agreed in order of need as:

1. Water and Sanitation
2. Land and Housing
3. Electricity
4. Local Economic Development
5. Transport, Roads and Storm water
6. Institutional Development
7. WasteManagement, Health and Environment
8. Community Participation and Communication
9. Disaster Management
10. Social Development
11. Safety and Security
12. Sport, Art & Culture

2.12.1 IN – DEPTH ANALYSIS

The in – depth analysis is the prerequisite for the strategy phase wherein is interested in uncovering the causing factor (constrains) as well as the potentials or resource that exist with regard to the issue.

PRIORITY NO 1 : WATER & SANITATION

1.1 WATER

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 3 573 households	Thabazimbi Northam Regorogile	Huge water loss leading to loss of water income for the municipality.	Illegal connections, leaking pipes & dysfunctional water metres & ineffective meter reading.	Water conservation and demand management strategy. Water loss program.	<p>Illegal connections : Disconnection by an independent contractor and continuously audit. Implementation of relevant by-laws.</p> <p>Leaking pipes : Audit to be done Infrastructure plan Functionalise existing structures in identified areas.</p> <p>Ineffective meter reading : Review of Service Level Agreement.</p>
Approx. 25 000 households	Thabazimbi Regorogile Schilpadnest Northam Rooiberg	Shortage of potable water and ground water esp. during summer.	Current source not enough during summer, few boreholes from neighbouring farms supplying the town. Relevant infra structure. Growth demand	Construction of bulk water pipeline between Zand rivierspoort & Rooiberg at 97%.	<p>Bulk pipeline between Thabazimbi and Vaalkop dam. Upgrading of Bulk infrastructure and reservoir.</p> <p>Conduct a feasibility study on the construction of a dam within the municipal area</p> <p>Leeupoort – provision of water with lower fluoride content for Leeupoort and Raphuti.</p>
800 Households	Leeupoort	Bulk potable water from Magalies Fluoride level in water is too high.	The current water capacity is inadequate.		
Approx. 50 000 people	Entire Thabazimbi (Thabazimbi & Regorogile)		Ageing infra structure	Busy applying for funding to replace the ageing infra structure	Ugrading of existing infrastructure.

700hh	Leeupoort & Raphuti	Environmental degradation and health Hazards.	No waste water treatment plant.		Building of a new septic tank.
Approx. 3 660 households	Schilpadnest	Water backlog	Lack of service coverage	167 in Regorogile ext 6 and 7 already connected. Busy with construction in Regorogile ext 6 and 7.	Planning on water development.

1.2 SANITATION

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 3 400 households in Schilpadnest 25 000	Schilpadnest Northam Raphuti Rooiberg Thabazimbi Regorogile Leeupoort Dwaalboom	Environmental degradation and Health Hazards.	Pit latrine in Schilpadnest. Oxidation pond capacity reduced due to growth of the area in Northam	Busy with technical report to provide Schilpadnest with VIP toilets. Feasibility study for new WWTW in Northam. Feasibility study (Technical report) for Thabazimbi is complete. Awaiting for water use licence.	Improve current sanitation system to ventilated system. Construction of a new WWTW in Thabazimbi and Northam. Upgrading WWTW in Rooiberg. Identification of land for the Thabazimbi WWTW. Finalised the transfer of the land to the municipality. Construction of a WWTW in Leeupoort/Raphuti. Purchase land in Dwaalboom.
Approx. 2500people	Northam, Dwaalboom, Rooiberg Leeupoort and Koedoeskop	Inadequate sanitation system.	The current septic tank system is not suitable for the area.		Install waterborne sewer system in identified areas.
Approx. 52 730 people	Thabazimbi ,Northam and Regorogile	Pollution of Rooikuispruit leads to health hazards & environmental degradation.	Capacity of the WWTW, degrading of the outfall sewer line.	Study in progress.	Development of a new legal WWTW.
Approx. 3 660 households	Schilpapnest Regorogile ext 6, 7 and 3 informal	Sanitation backlog	Lack of service coverage	167 in Regorogile ext.6 and 7 already connected. Busy with construction in	Planning on Sanitation development

	settlement Raphuti			Regorogile ext 6 and 7	
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PRIORITY NO 2 : LAND AND HOUSING

2.1 LAND

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
85 000 People	Leeupoort/ Raphuti Rooiberg Schilpadnest Thabazimbi Regorogile Northam	Uniformed location of cemeteries that may result in environmental health risks. Insufficient space for Leeupoort/Raphuti	Proper procedures not followed.	Study completed awaiting ROD for approval. Land Affairs purchased a farm for Jabulani community. Purchasing a land for Schilpadnest (in process)	Closure of unregistered cemeteries. Compliance with legislation. Land to be identified and Impact studies to be done for proclamation of Leeupoort/Raphuti and Schilpadnest cemeteries. Studies for future development of cemeteries should be done in all other municipal areas. Upgrading of existing cemeteries
Entire municipal area	Entire municipal area	Identification of new sites for entire municipal area			
Approx. 67 000 people	Entire municipal area	No adequate land owed by the municipality.	More land still owned by private people.		Intervention by Land Affairs by the corporate services

2.2 HOUSING

Low income- 2079 household and Middle income -1500 households	Thabazimbi Regorile Leeupoort Northam Rooiberg Groenvlei Jabulani	Lack of Housing for all income groups including rental.	Lack of land owned by the municipality Northam ext.7 and Regorogile ext. 6 & 7 not complying with township establishment regulations.	Department of Public works to give Municipality Erven 1221 and 1370 for Middle income household.	Acquisition of more land and provision of services to identified land. Township establishment process in all identified areas. Purchasing of land in Dwaalboom area.
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Low income-2079 household	As above	Lack of low cost housing	Formalization and township establishment not done,	Housing plan developed	Source funding to acquire more land. Implementation to be done.
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PRIORITY NO 3 : ELECTRICITY

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 1000 school children for 16 farm schools.	Farm schools	Schools operate without electricity.	Schools are far from Eskom sources.	Funding were approved from DME	Electrification of all identified farm schools, non-grid systems.
Approx. 3400 households	Greater Thabazimbi	Non payment of electricity services.	Culture of non payment. Unemployment. Ineffective internal control, Illegal connections AVM / pre- paid system has been upgraded. Ineffective implementation of credit control policy. Inaccessibility of vending stations. Consolidation of businesses and residential accounts.	Credit Control Policy in place from March 2007.	Installation of reliable and accessible prepaid system. Proper monitoring and maintenance of the pre-paid system. Linking of the pre-paid and other services rates. Monthly progress reports.
Approx. 2 660 households	Rooiberg	Power failures.	Inadequate low & medium voltage electrical system.	MV and LV network has been upgraded in Rooiberg.	22 KV Rural line needs to be upgraded.
Approx. 3900 households	Northam ext. 6 Regorogile ext. 6&7 Raphuti	Lack of electricity supply to some households.	Lack of funding	Northam ext 7 has been electrified. 300 households in Reg ext 6 and 7 has been electrified. Raphuti still to be electrified. Regorogile Informal Settlement in ext.3 has 501 shacks and only 200 electrified with 301 backlogs. Challenge is Smashblok.	Land must be transferred to the Municipality at Schilpadnest.

Approx. 6 048 are without electricity	Regorogile ext 3 informal settlement- 301 Raphuti- 149 Schilpadnest- 5 500 Apiesdoorn Informal settlement- 98	Electricity backlog	Lack of funding		
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PRIORITY NO 4 : LOCAL ECONOMIC DEVELOPMENT

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
4 306 unemployed people 2362 hh living below poverty line	Entire municipal area	10.3 % of possible Economically active people is unemployed, 90 % is employed.	Lack of employment opportunities. Lack of relevant skills.	170 Temporary and 10 permanent jobs created within EPWP for 8 months.	Local procurement promotion and business support Tourism promotion locally & internationally Infrastructure, spatial and housing development promotion SMME's Development Skills development program.
All Thabazimbi communities	Entire municipal area	Poor marketing of the Municipality	Lack of diversified skills in identified economic pillars. Co-ordination efforts to tourism marketing are not yet broadened.	Thabazimbi Tourism Expo and Ketapele. Development of a Web-site.	Effective co-ordination of economic sectors' structures. Robust Marketing of municipal economic potential Broadening of Economic base of Thabazimbi.

PRIORITY NO 5 : TRANSPORT, ROADS & STORMWATER

5.1 TRANSPORT

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 600 children, 16 schools	Farm areas Farm areas	Lack of transport for children to access nearby schools. No public transport system between farming areas and towns	The areas are not conducive for private transport to be effected. No transport system in place.	37 Bicycles provided for one school.	Department of Transport to provide free bicycles to pupils. To localise Waterberg District Transport Plan Use different kind of transport (donkey cart system), look for more bicycles for farm schools.
Approx. 2 000 people	Thabazimbi and Northam	Unsafe crossing of railway lines	Lack of safe railway crossing	Spoornet erected barb wire which was not effective. Spoornet approach 2 schools to educate them.	Construction of overhead bridge.

5.2 ROADS

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 67 000 people & Tourists	Between Thabazimbi, Dwaalboom and Botswana border. Dwaalboom to Koedoeskop.	National Route between Thabazimbi, Dwaalboom (60km) and Botswana (Derdepoort border post) is in a bad condition.	No maintenance on road, the road is not surfaced.	Road is planned for tarring in 09/10 financial year	Road should be tarred and well maintained. Negotiate with relevant developers for contribution for maintenance of the road.
Approx. 67 000 people & Tourists	Thabazimbi area	The following roads are under severe conditions: <ul style="list-style-type: none"> Thabazimbi – Derdepoort 	Poor maintenance	Northam – Derdepoort : PPC Mine prepared to pay towards tarring of road.	Roads need to be tarred, upgraded & rehabilitated.

		<ul style="list-style-type: none"> • Northam – Derdepoort • Rooiberg – Marakele • Bela-Bela road • National road from Northam to Lephale • Provincial road towards Marakele • Intersection at Pick-a-Pay (R510 and Warmbadweg) • Municipal Internal roads 			<p>Widening of the Northam to Thabazimbi road.</p> <p>Funds to be sourced.</p>
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5.3 STORMWATER

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 35 000 people & Tourists	Regorogile and Thabazimbi (Rooikuispruit) Rooiberg, Leeupoort, Raphuti and Northam	Damage to property during flooding.	Inadequate storm water system. No storm water system. No proper maintenance, lack of infra structure.	Developed a storm water master plan draft	Implement a stormwater master plan. Source funding.

PRIORITY NO 6 : INSTITUTIONAL DEVELOPMENT

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
All communities	Rooiberg Raphuti Schilpadnest area	Access of services by communities	No one stop centre within the municipal area where all Departments are located for local access.	No progress	Establishment of the one stop Centre.
Officials, Councillors and public visiting offices.	Thabazimbi and Northam.	No enough Office space for Officials & Councillors. Scattered departments.	Increase of staff establishment	Architect been appointed to draw plans for the civic centre. Council recently rented 14 offices while busy with civic centre.	Obtain funds to build own offices. Explore possible options Community consultations Construction of the civic centre. Additional office space while busy with construction of civic centre
Debtors (no. of households)17116	Regorogile Thabazimbi Northam Leeupoort Rooiberg	Non payment of debts that amount up to 33 000 000.	Culture of non payment. Insufficient capacity to collect revenue.	200 Water connections were done in Mojuteng	Install proper systems. Install water meters in Regorogile ext. 6 and 7 Water Flow restrictors to be installed for the municipal area (indigents). Water Meter audit. Credit Control Policy and Debt Collection Policy.

PRIORITY NO 7: WASTE MANAGEMENT, HEALTH AND ENVIRONMENT

7.1 WASTE MANAGEMENT

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 55 094 people	Northam, Leeupoort, Raphuthi, Rooiberg and Thabazimbi	Environmental degradation.	Lack of proper management of Land fill sites.	Maintenance and operation of the Thabazimbi landfill site is outsourced and funded by TLM.	<p>Development & implementation of Integrated Waste Management Plan.</p> <p>Provision of site in Thabazimbi landfill site for recycling project. Agreement to be signed.</p> <p>Establishment of transfer stations at Rooiberg, Raphuti and Leeupoort.</p> <p>Purchasing of solid waste containers big and small. Refuse trucks to be purchased. Signing of Service Level Agreement with Waterberg District Municipality for the maintenance and operation of landfill site. Expansion of human resource.</p>

7.2 HEALTH

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 67 000 people	Entire Thabazimbi				
Approx. 400 people	Rooibokkraal	People travel long distances to access health facilities ie from Rooibokkraal to Dwaalboom(100km).	No mobile or permanent clinics or any health care services.	No progress	<p>Provision of health care facilities by Health Dept.</p> <p>Establishment of a Public hospital at Apiesdoorn</p>

Approx. 85 000 people	Entire Thabazimbi	Proper coordination of environmental services.	environmental Health officers are based in the offices of soc development in Thabazimbi but appointed by District Municipality .There is no proper reporting system	Two environmental officers	Development of an Environmental Health Management Plan.
Approx. 85 000 people	Entire Thabazimbi	Deterioration of Health conditions due to HIV/AIDS.	Lack of local Structures to educate people on HIV/AIDS. No proper care facilities for both patients and orphans.	Launched the HIV/AIDS COUNCIL	Awareness campaigns. Establishment and involvement of different structures.

PRIORITY NO 8 : COMMUNITY PARTICIPATION AND COMMUNICATION

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 85 000 people	Entire municipal area	Inadequate resources for the purpose. No radio control room or newsletters for proper communications. Community radio station.	Lack of funds and inadequate planning.	Acquired license for the radio station. Received grant from MDDA to run the radio station.	Access more funds to provide proper Public Participation. Sufficient space and equipment for radio station, compensation of radio station staff. Slot on radio Thobela. Departments sending Success stories to Communication Officer Establishment of communication unit (individuals from internal departments) Come up with a communication strategy. Establishment of a one stop centre.
Approx. 85 000 people	Whole municipal area	Review of Communication Strategy	Lack of plans in place.	Review process in progress.	Implementation and monitoring of the strategy.

PRIORITY NO 9 : DISASTER MANAGEMENT

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 79 000 people	Northam, Leeupoort, Dwaalboom Rooiberg Thabazimbi and Kromdraai	Insufficient fire brigades Insufficient fire equipment Inadequate trained staff No adequate equipments and uniforms. No radio control room and proper system to report emergencies.	No sufficient funds.	Established Fire Protection Association One extra fire rescue vehicle was purchased. Six Fire skid units were purchased. Appointed 2 Disaster Management Co-ordinators	Access more funds to provide proper emergency services by appointing 2 officials as fire fighters. Need to develop Disaster Management plan and framework. Need well equipped radio control room. Additional equipment for fire fighting for detecting heat in building that is on structural fire. Consolidated customer care centre (radio control room). Finalise the Service Level Agreement with WDM.

PRIORITY NO 10: SOCIAL DEVELOPMENT

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 67 000 people	Entire Thabazimbi				
Approx. 400 people	Rooibokkraal	People travel long distances to access health facilities ie from Rooibokkraal to Dwaalboom(100km).	No mobile or permanent clinics or any health care services.	No progress	Provision of health care facilities by Health Dept.

					Establishment of a Public hospital at Apiesdoorn
Approx. 85 000 people	Entire Thabazimbi	Proper coordination of environmental services.	environmental Health officers are based in the offices of soc development in Thabazimbi but appointed by District Municipality .There is no proper reporting system	Two environmental officers	Development of an Environmental Health Management Plan. Awareness campaigns

PRIORITY NO 11: SAFETY AND SECURITY

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
Approx. 85 000 people	Entire Thabazimbi	Crime Prevention Unacceptable rate of road accidents	Rate of criminal activities within the Municipal area	Deployment of more Police Officers by SAPS	Engage the SAPS and strengthen the community policing forum. Effective municipal Security unit/system. Participation of SARS

PRIORITY NO 12: SPORTS, ART AND CULTURE

HOW MANY AFFECTED	WHERE	WHAT	WHY	PROGRESS	INTERVENTIONS
10 150 people		Inadequate sport and outdoor recreation facilities	Lack of funds.	Upgrading two outdoor recreation facilities Construction of new multi purpose sport centre	Negotiate with local schools to use their facilities. Upgrading of existing sport facility in Schilpadnest. Construction of new sport facility in Rooiberg and Raphuti.

2.12..2. IMPLICATIONS OF STATUS- QUO

The Thabazimbi Municipal Vision elements relating to addressing imbalance of the past and service provision needs to be translated into substantial development strategies in order to address these challenges.

The situational analysis of the Thabazimbi Municipal Area implies that there is an urgent need to address the following issues:

- Unemployment
Poverty Alleviation
- Infrastructure development and maintenance
- Land Acquisition
- Environmental Conservation
- Spatial Development, Land Use Management and Land Development
- Community Development
- Skills Development

3. SECTION C : VISION

“TO BE THE LEADING MUNICIPALITY OFFERING QUALITY SERVICES IN THE MOST ECONOMIC, AFFORDABLE, EQUITABLE AND SUSTAINABLE MANNER”

4. SECTION D : MISSION

“TO PROMOTE CO- ORDINATE, IMPLEMENT AND ENSURE THE FINANCIAL AND ENVIRONMENTALLY SUSTAINABLE GROWTH AND DEVELOPMENT OF THABAZIMBI WITH A DIVERSIFIED AND VIABLE ECONOMY THAT PROVIDES AN ENVIRONMENT AND SERVICES THAT BENEFIT ALL”

4.1 VALUES

:

- Dedication and Perseverance
- Accountable Leadership and Transparency
- Integrity and Honesty
- Mutual respect and Tolerance
- Customer Service
- Commitment and Positive attitude
- Teamwork and Loyalty
- Healthy communication
- Embracing Batho Pele

5. SECTION E : STRATEGIC OBJECTIVES

Thabazimbi Municipality strategic session agreed on the following objectives

- Attract, develop and retain human capital.
- Ensure effective communication.
- Forward Planning.
- Resource manages infrastructure and services for access and mobility.
- Develop & implement integrated management & governance systems.
- Ensure economic growth.
- Enhance financial viability and accountability.
- Promote the weill-being of all communities.
- Promote community involvement.

5.1 GUIDING POLICIES AND LEGISLATION

This section constitutes the alignment between the national objectives (Millennium Development Goals); Provincial Growth and Development Strategy [PGDS], National Spatial Development Perspective (NSDP) principles and the Accelerated and Shared Growth Initiative of South Africa [ASGISA] principles, Six National Key Performance Areas for Local Government, and the municipal strategic priorities; it further reflects on the state of the nation address [SONA]; and the state of the province address [SOPA] delivered in February 2010.

5.1.1 MILLENIUM DEVELOPMENT GOALS

GOAL 1: ERADICATE EXTREME POVERTY AND HUNGER	
TARGET	INDICATOR
Target 1: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day.	1. Proportion of population below \$1 (PPP) per day 2. Poverty gap ratio (incidence x depth of poverty) 3. Share of poorest quintile in national consumption
Target 2: Halve, between 1990 and 2015, the proportion of people who suffer from hunger.	4. Prevalence of underweight children under five years of age 5. Proportion of population below minimum level of dietary and energy consumption
GOAL 2: ACHIEVE UNIVERSAL PRIMARY EDUCATION	
TARGET	INDICATOR
Target 3: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.	6. Net enrolment ratio in primary education 7. Proportion of pupils starting grade 1 who reach grade 5 8. Literacy rate of 15-24 year-olds
GOAL 3: PROMOTE GENDER EQUALITY AND EMPOWER WOMEN	
TARGET	INDICATOR
Target 4: Eliminate gender disparity in primary and secondary education preferably by 2005 and to all levels of education no later than 2015	9. Ratios of girls to boys in primary, secondary and tertiary education 10. Ratio of literate females to males of 15-24 year-olds 11. Share of women in wage employment in the non agricultural sector 12. Proportion of seats held by women in national parliament
GOAL 4: REDUCE CHILD MORTALITY	
TARGET	INDICATOR
Target 5: Reduce by two thirds, between 1990 and 2015, the under five mortality rate.	13. Under five mortality rate 14. Infant mortality rate 15. Proportion of 1 year-old children immunized against measles
GOAL 5: IMPROVE MATERNAL HEALTH	
TARGET	INDICATOR
Target 6: Reduce by three-quarters, between 1990 and 2015, the maternal mortality ratio.	16. Maternal mortality rate 17. Proportion of births attended by skilled health personnel

GOAL 6 :COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES	
TARGET	INDICATOR
Target 7 : Halve halted by 2015 and begun to reverse the spread of HIV/AIDS	18. HIV prevalence among 14-24 year old pregnant women 19. Condom use rate of the contraceptive prevalence rate 20. Number of children orphaned by HIV/AIDS
Target 8 : Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases.	21. Prevalence and death rates associated with malaria 22. Proportion of population in malaria risk areas using effective malaria prevention and treatment measures 23. Prevalence and death rates associated with TB 24. Proportion of TB cases detected and cured under directly observed treatment short course
GOAL 7 :ENSURE ENVIRONMENT SUSTAINABILITY	
TARGET	INDICATOR
Target 9 : Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environment resources.	25. Proportion of land area covered by forest 26. Ratio of area protected to maintain biological diversity to surface area 27. Energy use (kg oil equivalent) per \$1 GDP (PPP) 28. Carbon dioxide emissions (per capita) and consumption of ozone depleting CFCs 29. Proportion of population using solid fuels
Target 10 : Halve ,by2015 ,the proportion of people without sustainable access to safe drinking water.	30. Proportion of population with sustainable access to an improved water source, urban and rural
Target 11 : By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers.	31. Proportion of urban population with access to improved sanitation 32. Proportion of households with access to secure tenure (owned or rented)
GOAL 8 : DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT	
TARGET	INDICATOR
Target 12 : Develop further an open , rule – based, predictable , non-m discriminatory trading and financial system. Includes a commitment to good governance ,development and poverty reduction –both nationally and internationally.	
Target 13: Address the special needs of the least developed countries. Includes: tariff and quota free access of least developed countries' exports; enhanced programme of debt relief for HIPC and more generous ODA for countries to poverty reduction.	<u>Official development Assistance</u> 33. Net ODA , total and to LDCs, as percentage of OECD/DAC donors gross national income 34. Proportion of total bilateral, sector-allocable ODA of OECD/DAC donors to basic social services (basic education, primary health care, nutrition, safe water and sanitation) 35. Proportion of bilateral ODA of OECD/DAC donors that is untied

<p>Target 14: Address the special needs of landlocked countries and small island developing states.</p> <p>(through the programme of Action for the sustainable Development of small island Developing states and the outcome of the twenty- second special session of the General Assembly)</p>	<p><u>Market access</u></p> <p>38. Proportion of total developed country imports (by value and excluding arms) from developing countries and LDCs admitted free duties.</p> <p>39. Average tariffs imposed by developed countries on agricultural products and textiles and clothing from developing countries</p> <p>40. Agricultural support estimate for OECD countries as per GDP</p> <p>41. Proportion of ODA provided to help build trade capacity</p>
TARGET	INDICATOR
<p>Target 15 : Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term.</p>	<p><u>Debt sustainability</u></p> <p>42. Total number of countries that have reached their HIPC decision points and number that have reached their HIPC completion points</p> <p>43. Debt relief committed under HIPC initiative, US\$</p> <p>44. Debt service as a percentage of exports of goods and services</p>
<p>Target 16 :In co- operation with developing countries , develop and implement strategies for decent and productive work for youth</p>	<p>45. Unemployment rate of 15-24 years, each sex and total</p>
<p>Target 17 :In co-operation with pharmaceutical companies, provide access to affordable, essential drugs in developing countries</p>	<p>46. Proportion of population with access to affordable essential drugs on a sustainable Basis</p>
<p>Target 18: In co-operation with the private sector, make available the benefits of new technologies, especially information and communication</p>	<p>47. Telephone lines and cellular subscribers per 100 population</p> <p>48. Personal computers in use per 100 population and internet users per 100 population</p>

5.1.2 FIVE PRINCIPLES OF THE NSDP

- Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key;
- Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy health and educational facilities) wherever they reside;
- Beyond the constitutional obligation identified in Principle 2 above, Govt spending on fixed investment, should be focused on localities of economic growth and/or economic potential in order to:
 - ◆ gear up private sector investment
 - ◆ stimulate sustainable economic activities
 - ◆ create long-term employment opportunities
- Efforts to address past and current social inequalities should focus on people not places:

- ◆ In localities with low development potential, Govt spending should focus on providing social transfers, human resource development and labour market intelligence which would enable people to become more mobile and migrate to localities that are more likely to provide sustainable employment or other economic opportunities.
- ◆ In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities.
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres
- ❖ Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

5.1.3 STRATEGIC OBJECTIVES OF THE PGDS

Five Key Objectives:

1. Improve the quality of life of the population of Limpopo
2. Growing the economy
3. To improve the institutional efficiency and effectiveness of government
4. Regional integration
5. Enhance innovation and competitiveness

5.1.4 ACCELERATED SHARED GROWTH INITIATIVE IN SOUTH AFRICA

- Education and skills development
- Eliminating the second economy
- Human resource training
- Expanded Public Works Programme
- Youth skills training
- Governance and institutional interventions

- Skills problems identified in project consolidate
- Deployment of graduates
- Expenditure management
- To improve the capacity of local government to support local economic development
- Intervention in the EPWP
- New elements of EPWP: Early Childhood Development component, home based care

NB: for the success of this programme partnerships are a key component.

5.1.5 SIX NATIONAL KEY PERFORMANCE AREAS FOR LOCAL GOVERNMENT

- ❖ Spatial Development Framework
- ❖ Basic Services
- ❖ Local Economic Development
- ❖ Financial Viability
- ❖ Institutional Development
- ❖ Governance and Organisational Development

5.1.6 WATERBERG DISTRICT MUNICIPALITY'S STRATEGIC OBJECTIVES

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

- To attract, develop and retain best human capital

5.2 CLUSTERING OF THE GUIDING POLICIES, PRINCIPLES, OBJECTIVES AND THABAZIMBI LOCAL MUNICIPALTY'S PRIORITIES

NKPA: SERVICE DELIVERY	
PGDS	Improve the quality of life of the population of Limpopo
ASGISA	Education and skills development Youth skills training
WDM STRATEGIC OBJECTIVES	To implement district municipal services
THABAZIMBI MUNICIPALITY'S PRIORITIES	Water & Sanitation; Electricity; Road & Stormwater; Solid Waste & Environment; Disaster Management; Health & Social Development; Safety & Security; and Spot, Art & Culture
NKPA: LOCAL ECONOMIC DEVELOPMENT	
PGDS	Growing the economy
ASGISA	Eliminating the second economy Expenditure management To improve the capacity of Local Government to support Local Economic Development
WDM STRATEGIC OBJECTIVES	To implement district municipal services
THABAZIMBI MUNICIPALITY'S PRIORITIES	Planning and Economic Development; Land; Housing and social Transport.
NKPA: FINANCIAL VIABILITY AND INSTITUTIONAL DEVELOPMENT	
PGDS	To improve the institutional efficiency and effectiveness of government
ASGISA	Human resource training Deployment of graduates
WDM STRATEGIC OBJECTIVES	To promote management capacity in the District municipal area To provide a sound district regulatory framework
THABAZIMBI MUNICIPALITY'S PRIORITIES	Institutional Development
NKPA: GOOD VERNANCE	
PGDS	Regional Integration Enhance Innovation And Competitiveness
ASGISA	To improve the capacity of Local Government to support Local Economic Development New elements of EPWP: Early childhood Development component, home based care.
WDM STRATEGIC OBJECTIVES	To promote management capacity in the District municipal area To provide a sound district regulatory framework To ensure effective corporate service
THABAZIMBI MUNICIPALITY'S PRIORITIES	Institutional Development Education

6. SECTION F : DEVELOPMENT STRATEGIES

NO	PRIORITIES	OBJECTIVES	STRATEGIES
1	WATER AND SANITATION	<ul style="list-style-type: none"> To ensure sustainable water supply to all, on or at least RDP Standard by 2009. Reduce water backlog by 14 % every year. To provide sanitation facilities to all, on at least RDP Standard by 2010. Reduce sanitation backlog by 20 % every year. 	<ul style="list-style-type: none"> Finalise and implement water Master Plan. Access funding for implementation of identified projects. To provide sanitation to all at appropriate service level. Upgrading of the plant. Create backlog database.
2	LAND AND HOUSING	<ul style="list-style-type: none"> To ensure proper co-ordination of land use by 2009. To eradicate housing backlog by 2014. 	<ul style="list-style-type: none"> Develop and implement a comprehensive Land Use Management Develop a proper Spatial Development Framework Develop guidelines for sub-division of agricultural land Do an assessment of the current land use scheme To develop housing Plan, source funding from DPLGH
3	ELECTRICITY	<ul style="list-style-type: none"> To provide an uninterrupted electricity supply to all on at least RDP Standard by 2011. 	<ul style="list-style-type: none"> Review and implement a 10-year Master Plan in all towns. To provide affordable electricity to everyone at an appropriate service level. Provide non-grid power supply to treatment plants, pump houses and municipal offices.
4	LOCAL ECONOMIC DEVELOPMENT	<ul style="list-style-type: none"> To ensure economic growth of 5 % per annum. To ensure unemployment reduction by 5% within 5 years. 	<ul style="list-style-type: none"> Implement the LED Plan. Establish the LED unit. Striking partnerships with stakeholders from Mining, Agriculture and Tourism. To market and attract investment in our Local Municipality.
5.	TRANSPORT, ROADS AND STORM WATER	<ul style="list-style-type: none"> To ensure public transport facilities are accessible to all (including learners) by 2014. To provide proper Municipal roads by 2013. To create and improve access to all Tourist attraction destinations by 2013. To provide an appropriate storm water drainage system for the entire municipal area by 2013. 	<ul style="list-style-type: none"> Develop and implement a Pavement Management System and Storm water master plan. Overhead bridges or tunnels over railway lines safety on & off loading areas for busses & taxis. Development of a transport plan Develop and implement Transport Plan. Upgrading of taxi ranks & ablution facilities in identified areas.

			<ul style="list-style-type: none"> • Access funding for implementation of identified projects. • Development of a roads infra structure master plan. • Integration of different stakeholders in road maintenance planning.
6	INSTITUTIONAL DEVELOPMENT	<ul style="list-style-type: none"> • To anchor an effective and efficient administrative support. 	<ul style="list-style-type: none"> • Finalisation of the IT. • Facilitation of the establishment of One Stop Centre. • Develop municipal Website. • Review of EEP and Communication Strategy. • To obtain funds to build a Civic Centre with Parking spaces. • GAMAP and Budget Reform to be implemented • Ensure provision of adequate Office space for Officials and Councillors.
7	WASTE MANAGEMENT, HEALTH AND ENVIRONMENT	<ul style="list-style-type: none"> • To ensure proper solid waste facilities and a healthy environment for all by 2010. 	<ul style="list-style-type: none"> • Develop and implement an Integrated Waste Management plan as well as Integrated Environmental Plan for the municipal area. • Access funding for implementation of identified projects
8	COMMUNITY PARTICIPATION AND COMMUNICATION	<ul style="list-style-type: none"> • To promote community involvement in municipal activities 	<ul style="list-style-type: none"> • To facilitate establishment and training of Ward Committees. • Review and implement Communication strategy. • To ensure provision of adequate resources for implementation of programmes. • To inform and educate Communities about Municipal services.
9	DISASTER MANAGEMENT	<ul style="list-style-type: none"> • To ensure availability of adequate emergency services to all within 2 years. • To ensure a safe environment to all by 2010. 	<ul style="list-style-type: none"> • Facilitate finalisation and implementation of Disaster Management Plan. • Access funding to acquire sufficient equipment to provide reliable emergency services. •
10	SOCIAL DEVELOPMENT	<ul style="list-style-type: none"> • A safe and healthy residential, occupational, educational and recreational environment with ready access to emergency services for all 	<ul style="list-style-type: none"> • Ensure provision of resources and services that contribute towards a safe and healthy environment for residents of and visitors to the area.
11	SAFETY & SECURITY	<ul style="list-style-type: none"> • To ensure a safe and peaceful environment to all 	<ul style="list-style-type: none"> • Ensure a safe and healthy environment through policy development with particular regard to spatial planning and physical design regulations that ensure compliance with accepted crime prevention principles
12	SPORTS, ARTS AND CULTURE	<ul style="list-style-type: none"> • To promote participation and interest in sport, arts and culture activities. • 	<ul style="list-style-type: none"> • Access funding to upgrade/extend/develop sports and recreational facilities and maintenance. • To integrate sports structures and health clubs around the Local Municipality

6.1 SECTION F1: LOCALISED STRATEGIC GUIDELINES

LOCALISED STRATEGIC GUIDELINES FOR LOCAL ECONOMIC DEVELOPMENT COMMUNITY AND LOCAL GOVERNMENT

PRINCIPLE & NORMS	LOCALISED STRATEGIC GUIDELINE
Maximising social development and economic growth.	Provision of basic services/needs at the RDP level for the rural communities. Developing mechanisms for business retention and industrial recruitment.
Integrating and co-ordinating development	Integrate all developmental contributions of both the public and private sector through the IDP. Co-ordinate sector plans, programmes and activities of other stakeholders that are not part of the IDP.
Democratising development, empowerment and redistribution.	Create viable structures for public participation. Develop mechanisms for reporting progress in line with the district macro plan. Provide support and expertise to community initiated programmes and projects. Identify capacity needs in the community and provide related training. Focus attention on HDI's for LED.
Leading and learning	Provide political and administrative leadership that is responsive to the emerging needs of the community. (Strategic thinking and management)

PRINCIPLES AND NORMS	LOCALISED STRATEGIC GUIDELINE
CAPACITY BUILDING, ❖ Reduction of poverty and improvement of social & economic development amongst women.	Women to be capacitated to be able to access more Sustainable jobs. Create permanent jobs that will be sustainable. Avail money to initiate poverty alleviation projects. Provide incentives to women who have run their projects successfully.
COMMUNITY AND LOCAL GOVERNMENT	Meet client expectations and improve client service Thabazimbi is seen as a friendly environment for both customers and investors and this opportunity need to be harnessed to maximise growth. Create opportunities for young people through learnerships. Encourage development and support of SMMEs within the Municipality, through the establishment of Local Business Support Centre. Development of a Marketing strategy to attract investments. Public Transport is part of the expectation for improved service. Improve the utilisation of the existing resource base. Proper training of communities before projects commence. Improve The need to develop incentives guidelines (i.e. tax relief) for investors. adult education by ABET.
TOURISM AND NATURE CONSERVATION	Establish Tourism and Information Centre in Thabazimbi within the next year. Finalise and make tourism database available on Internet site within 6 months. Provide tourism database to tour operators.

	<p>Improved and target marketing of various tourism attractions in the area within the next 5 years. Identify specific tourism development opportunities within the next year. Change to true professionalism in the tourism industry. Use Marakele National Park aggressively, which is now part of the Biosphere as tourism attraction to the area and implement downstream opportunities Create linkages with the Provincial Departments. Consider the formation of a tourism forum to improve communication in tourism.</p>
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LOCALISED SPATIAL STRATEGIC GUIDELINES

GENERAL	
PRINCIPLE	STRATEGY
Equal land development procedures for urban and rural areas	<ul style="list-style-type: none"> ❖ Implement new Land Use Management Bill as soon as it is promulgated to ensure one land use development procedure for the whole Municipal area ❖ Extend Town Planning Scheme of Thabazimbi to other towns, unless otherwise as indicated by Land Use Management Bill and/or Regulations within 3 years.
Laws and procedures to be clear	<ul style="list-style-type: none"> ❖ Do survey and compile Land Use Plans for farming areas within 3 years. ❖ Compile guidelines for agricultural land uses within 2 years.
Viable Communities Residential and Employment	<ul style="list-style-type: none"> ❖ Communities must have access to employment, social facilities and services. ❖ Create settlements that accommodate population and economic growth.
Speedy land delivery	<ul style="list-style-type: none"> ❖ Process and finalise land development applications within 8-12 weeks of submission. ❖ Streamline procedures and institutional structure within Municipality to deal with applications within 2 years. ❖ Establish Land Committee to deal with land use and environmental issues. ❖ Town Planner to be appointed within 1 year
Optimise resources	<ul style="list-style-type: none"> ❖ Encourage investment along Thabazimbi /Northam/Rustenburg transport route for the next 5 years ❖ Upgrading the route between Botswana and Thabazimbi (Derdepoort) in collaboration with the relevant stakeholders.
Discourage illegal occupation of land	<ul style="list-style-type: none"> ❖ Discourage illegal occupation of land adjacent to urban areas and rather provide adequate sites and erven for the next 5 years ❖ Provide sufficient erven/sites for people to settle in advance to avoid illegal occupation for the next 5 years ❖ Provide residential areas next and close to mining towns for mineworker's families to reside and other major employers in the area for the next 5 years.
URBAN	
Discourage urban sprawl	<ul style="list-style-type: none"> ❖ Encourage compaction of town by promoting subdivision of erven where appropriate and rezoning which will accommodate residential development ❖ Ensure services can accommodate densification for the next 5 years. ❖ Proposed minimum size of residential erven in towns are 300m² in accordance with Limpopo Spatial Rationale. ❖ Promote infilling around CBD area and Industrial area
Residential and employment opportunities close to each other	<ul style="list-style-type: none"> ❖ Move away from mono-functional towns - allow for small-scale economic activities within, below or very close to places of residence. ❖ Adjust town-planning scheme and compile new land use schemes accordingly.

	<ul style="list-style-type: none"> ❖ Decentralisation of businesses closer to Regorogile in mixed-use areas. ❖ Do not encourage further residential development in Rooiberg and Leeupoort, unless employment can be provided to the residents. ❖ Establish tourism-orientated businesses at Rooiberg and Leeupoort within the next 5 years.
Discourage illegal occupation of land	<ul style="list-style-type: none"> ❖ Develop a housing strategy, to avoid informal settling of people around Thabazimbi Municipality.
Efficient and integrated land development	<ul style="list-style-type: none"> ❖ Investigate options to reduce restricted access due to railway line-road network and pedestrian crossings ❖ Create positive environment by defining public open spaces. ❖ Keep Public Spaces neat and clean ❖ Clean up Thabazimbi town and encourage businesses to partake.
RURAL	
Laws and procedures should be clear	<ul style="list-style-type: none"> ❖ Create a policy to manage urban/rural (enduring boundaries) areas, e.g., subdivision of land in these areas and use zones.
Promote sustainable land development and Viable Communities	<ul style="list-style-type: none"> ❖ Settlement in rural residential areas (Kromdraai, Dwaalboom etc) represents an important lifestyle choice for persons who want to live in rural surrounds but still with good access to urban areas. These areas should be protected as a settlement option in its own right where possible.

LOCALISED INSTITUTIONAL STRATEGIC GUIDELINES

PRINCIPLE	STRATEGY
Delegation of Powers	<ul style="list-style-type: none"> ❖ Finalise delegation of powers as a matter of urgency to maximise administrative and operational efficiency within 1 year.
Division of powers between Local and District Municipality	<ul style="list-style-type: none"> ❖ Powers and functions performed by the Local Municipality on behalf of the District Municipality must be co-ordinated to ensure effective future service delivery.
Municipal Code of conduct	<ul style="list-style-type: none"> ❖ A workshop be arranged for current employees to familiarize them with the provisions of the code within 1 year. Update Code regularly. ❖ An induction be arranged for new employees to educate and orientate them about the code of conduct and the Municipality.
Community Based Participation	<ul style="list-style-type: none"> ❖ Establish functional Ward Committees to ensure effective participation by the Communities within 6 months. ❖ Provide training and resources to Ward Committees. ❖ Educate Communities and assign appropriate people (Community Development Workers) to educate them on functions of the Council and the importance of service payments.
Performance Management	<ul style="list-style-type: none"> ❖ Ensure implementation of the Performance Management System by the Managers and Councillors. ❖ Cascade the PMS to all levels of the Municipality within 2 years. ❖ Recruit people with the necessary skills and capacity to ensure effective and efficient service delivery on a continuous basis. ❖ Current employees to be given the necessary training and skills to perform their duties efficiently. ❖ Audit Committee to measure and review performance of Officials and Municipality at least once a year. ❖ Use the IDP to determine performance by the Municipality.
Establishment of outstanding committees	<ul style="list-style-type: none"> ❖ Establish any outstanding Committees e.g. Planning Committee, Sport Committee within 1 year.
Establishment of Council Committees (Portfolio's)	<ul style="list-style-type: none"> ❖ Ensure that all Council Committees are functional within 6 months.

PRINCIPLE	STRATEGY
Communication	<ul style="list-style-type: none"> ❖ Improve communication between Council, Management and Officials in Municipality.
Accessibility to Municipality and Services	<ul style="list-style-type: none"> ❖ Establish new Municipal building within the next 5 years. ❖ Establish satellite offices in co-ordination with District Municipality at Northam and Rooiberg within the next 5 years. ❖ Sell or lease existing Municipal building in CBD.
Policies and By-laws	<ul style="list-style-type: none"> ❖ Review all By-laws to include additional areas within the next year.
Public Private Partnerships Partnership between a public sector institution or Municipality and a private party.	<ul style="list-style-type: none"> ❖ To increase the speed and efficiency of service delivery, especially to under-served services. ❖ Private party taking substantial risk for financing a project's capital and operating costs. ❖ Designing, building and managing its operations to specified standard
Build on existing capacity	<ul style="list-style-type: none"> ❖ Train officials at SETA or other local government accredited service providers to ensure that skills levy paid by Municipality can be claimed back within 5 years. ❖ Provide transport, furniture and equipment to officials for effective service delivery for the next 5 years. ❖ Align new organogram with IDP.
Information Technology	<ul style="list-style-type: none"> ❖ Extend Geographical Information System and manage information more effectively within 5 years. ❖ IT staff should undergo specific training and acquire skills and certificates to administer Unix and Window environments within 5 years. ❖ Compile strategic plan for the IT department to include capacity and growth within 2 years. ❖ Policy and procedural manual must be developed for administrators and users of the IT system within a year. ❖ Standards need to be set for Computer operations; System software; Hardware and software acquisition ❖ Management and time reporting; Physical and logical security; ❖ Short and long terms planning; and Segregation of duties need to split in the following manner ❖ Data security; Data entry; Data librarian; Control Group and Operations; ❖ LAN/Wan administration; and Helpdesk administration. ❖ Security and database administration must be set up and Web page needs urgent attention. ❖ Anti-virus scans must be performed on a daily basis with appropriate anti-virus packages.

LOCALISED FINANCIAL STRATEGIC GUIDELINES

PRINCIPLE	STRATEGY
Assets	<ul style="list-style-type: none"> ❖ Do physical verification of all assets within 1 year and keep Asset Register up to date when any new purchases are made and ❖ Include any assets transferred from any other Municipality, Department or Institution for the next 5 years.
Investments	<ul style="list-style-type: none"> ❖ Keep investment register up to date and to do investment of any surpluses. ❖ Investment should not be allowed without taking the cash situation into consideration. ❖ Investments should only be made with A1 rated institutions.
Cash flow	<ul style="list-style-type: none"> ❖ Cash flows should be drafted to ensure that it caters for all the operating and other expenditure such as the repayment of loans. ❖ Request Province and or District Municipality to transfer key personnel to Municipality. ❖ Finance department must be guided, trained and will need commitment of expertise to restore the Municipality's financial position.
Tariff Policy	<ul style="list-style-type: none"> ❖ Determine exactly what amount people can afford in the various areas of the municipality within the next year. ❖ Review Tariff Policy to make provision for special tariffs for the poor. Specifically targeting the low-cost housing projects within the next year. ❖ Determine process on how to report and disclose subsidisation of tariffs for the poor (indigent) within the next year. ❖ Initiate special tariffs for business, industrial and social organisations within 1 year. Use this as market tool to attract investment to the area.. Consult communities on the proposed tariff policy within 6 months.
Stores	<ul style="list-style-type: none"> ❖ All stock items in the stores should be audited within a year and proper records should be kept. ❖ If stock is transferred to another administrative unit, the necessary procedures must be followed and proper accounting must be performed. Keeping of stock must be a centralised function.
Insurance	<ul style="list-style-type: none"> ❖ Obtain insurance for any assets transferred to the Municipality.
Financial losses due to defect Infrastructure	<ul style="list-style-type: none"> ❖ Install electrical pre-paid meters in all areas of the Municipality and investigate any water losses and illegal connections.
Debtors	<ul style="list-style-type: none"> ❖ Verify statistics in relation to erven, meters, sewerage points and refuse points to ensure that the information regarding debtors is correct within 2 year. ❖ Revisit credit/debt collection policy with incorporation of new areas and determine applicability to new areas within a year. ❖ Collect all money that is due by debtors, Measure performance of Municipality to collect debt, monthly.
Valuation roll	<ul style="list-style-type: none"> ❖ Compile and update valuation roll for whole municipal area within 5 years.
Public Private Partnerships	<ul style="list-style-type: none"> ❖ Continuously investigate further privatisation of services to ensure better delivery of services at an affordable price, especially those that are running at a deficit. ❖ Negotiate partnerships between the various mines and the municipality to optimise utilisation of resources immediately.
Deficit on services	<ul style="list-style-type: none"> ❖ No deficits should be made on any services delivered by the municipality.
Reserves	<ul style="list-style-type: none"> ❖ Build up reserves for the municipality to use in financial emergency situations.
Auditing	<ul style="list-style-type: none"> ❖ Auditors should be more involved.
Bank	<ul style="list-style-type: none"> ❖ Ensure that all bank accounts are in place and managed in accordance with the prescribed legislation.
Annual Budget	<ul style="list-style-type: none"> ❖ Prepare draft-amalgamated budget 4 months before the end of the financial year. ❖ Community participation in drafting of budget. ❖ Report to MEC for local government if Council has not approved budget at beginning of financial year.

	<ul style="list-style-type: none"> ❖ Budget may only be adjusted in exceptional circumstances as prescribed in the applicable legislation. ❖ Monthly report must be submitted in the state of the budget.
Short and long term debt	<ul style="list-style-type: none"> ❖ Short-term debt may not be reviewed or refinanced. ❖ All debt to be incurred by the municipality must be published in the local newspaper.

LOCALISED ENVIRONMENTAL STRATEGIC GUIDELINES

National Environmental Management Act, 1998

The Chapter 1 principles of the National Environmental Management Act, 1998 (NEMA) apply throughout South Africa to the actions of all organs of state that may significantly affect the environment. The localised strategic guidelines are indicated in below table.

PRINCIPLES & NORMS	LOCALISED STRATEGIC GUIDELINE
<ul style="list-style-type: none"> ❖ Environmental management must place people and their needs at the forefront of its concern and serve their physical, psychological, developmental, cultural and social interests equitably. 	<ul style="list-style-type: none"> ❖ During the planning process, environmental concerns of the people and their cultural orientation should be considered, taking into consideration the impact of their needs on the natural environment.
<ul style="list-style-type: none"> ❖ Environmental management must be integrated, acknowledging that all elements of the environment are linked and interrelated, and it must take into account the effects of decisions on all aspects of the environment. 	<ul style="list-style-type: none"> ❖ Ensuring consultation with affected communities and interested parties during decisions –making. ❖ Integrate environmental /sustainable use of natural resources strategically at all levels of planning.
<ul style="list-style-type: none"> ❖ Responsibility for the environment health and safety consequences of a policy programme, project, product, process service or activity exists throughout its life cycle. 	<ul style="list-style-type: none"> ❖ Developing monitoring and evaluation mechanisms during implementation of programmes and plans for environmentally sound practices.

LOCALISED SERVICE DELIVERY STRATEGIC GUIDELINES

PRINCIPLES & NORMS	LOCALISED STRATEGIC GUIDELINE
<ul style="list-style-type: none"> ❖ Equitable and accessibility of services 	<ul style="list-style-type: none"> ❖ Ensuring provision of basic services to the public without discrimination.
<ul style="list-style-type: none"> ❖ Affordability of services 	<ul style="list-style-type: none"> ❖ Developing pro-poor tariffs.
<ul style="list-style-type: none"> ❖ Quality products and services 	<ul style="list-style-type: none"> ❖ Develop mechanisms to ensure positive outcomes of services rendered by the Municipality and agents acting on its behalf.
<ul style="list-style-type: none"> ❖ Accountability for services 	<ul style="list-style-type: none"> ❖ Ensure that service contracts with external service providers are having performance indicators, outputs and expected outcomes.
<ul style="list-style-type: none"> ❖ Integrated development and service delivery 	<ul style="list-style-type: none"> ❖ Identify service levels and service gaps through the IDP. ❖ Develop objectives and strategies through the IDP process.
<ul style="list-style-type: none"> ❖ Financial sustainability of services 	<ul style="list-style-type: none"> ❖ Developing service provision mechanisms including partnerships that take into cognisance the economic realities of an area to ensure sustainability of services.
<ul style="list-style-type: none"> ❖ Ensuring environmental sustainability of development 	<ul style="list-style-type: none"> ❖ Conducting S.E.A and ensuring integration of environmental issues in developmental planning.

LOCALISED HIV/AIDS PROGRAMME

PRINCIPLE AND NORMS	LOCALISED STRATEGIC GUIDELINE
❖ People with HIV/AIDS should be involved in all prevention and care strategies	❖ Establishment of local HIV/AIDS structures.
❖ People with HIV/AIDS, their partners, families and friends shall not suffer from any form of discrimination.	❖ Educate communities on the rights of people living with HIV/AIDS e.g. awareness campaigns, seminars etc. ❖ Improve access to justice for people living with HIV/AIDS.
❖ Confidentiality and informed consent with regard to HIV/AIDS testing and test results shall be protected.	❖ Educate the Health Workers on confidentiality. ❖ Ensure that a code of conduct for Health Workers is adhered to.
❖ The Government has a crucial responsibility with regard to the provision of education, care and welfare of all people in South Africa.	❖ The Municipality to monitor the services rendered by departments.
❖ Full community participation in prevention and care shall be developed and fostered.	❖ The Municipality to monitor services rendered by departments.
❖ Provide treatment, care and support services in health facilities.	❖ Ensure uninterrupted supply of drugs.
❖ Reduce mother to Child HIV transmission.	❖ Supply drugs at all health facilities.

LOCALISED STRATEGIC GUIDELINES – POVERTY AND GENDER EQUITY.

PRINCIPLES AND NORMS	LOCALISED STRATEGIC GUIDELINE
❖ Reduction of poverty and improvement of social & economic development amongst women.	❖ Capacity building, women to be capacitated to be able to access more sustainable jobs. ❖ Create permanent jobs that will be sustainable. ❖ Avail money to initiate poverty alleviation projects.

7 SECTION G: PROJECTS

During the Project Phase the Municipality designed concrete and sufficiently specified project proposals to be used for the implementation of the projects identified. *Indicators* for objectives were set to provide a clear picture of the expected impact and the benefits of the projects, thereby providing the basis for a monitoring and evaluation system. *Project outputs, targets and locations* were set to provide the Municipality with a clear perspective on *what* has to be delivered, to *whom, when* and *where*. Defining outputs is a tool for implementation management and accountability. The *major activities, timing* and *responsible persons/ departments/agencies* were determined for each project to ensure a smooth planning-implementation link by preparing a framework for detailed annual business planning. *Cost, budget estimates* and *sources of finance* were determined to ensure a close planning-budget link and to estimate realistic operational costs resulting from the identified projects.

SPATIAL DEVELOPMENT PROJECTS

PROJECT NO.	PROJECT DESCRIPTION	ACCOUNTABLE OFFICIAL	2010/11	2011/12	2012/13	Total budget	FUNDER
LTSD- 1	Township establishment- Apiesdoring and Rosseauspoort	Manager PED	100 000	106 200	114 590	320 790	TLM
LTSD- 2	Local Area Development Plan for Northam and Thabazimbi	Manager PED	0	0	0	0	TLM
LTSD- 3	Develop an Open Space Framework	Manager PED	11 000	11 682	12 605	35 287	TLM
LTSD- 4	Identify land for development(integrated Human Settlement) in Northam and Thabazimbi	Manager PED	11 000	11 682	12 605	35 287	TLM
LTSD- 5	Processing of site development applications	Manager PED	11 000	11 682	12 605	35 287	TLM
LTSD- 6	Township Proclamation of Northam ext 7	Manager PED	0	0	0	0	TLM
LTSD- 7	Formalization of Jabulani Informal Settlement	Manager PED	0	0	0	0	TLM
LTSD- 8	Selling of Portions Thabazimbi ERF 1082* 6. Survey, valuation + proclamation	Manager PED	0	0	0	0	TLM
LTSD- 9	Processing of Building Plans	Manager PED	11 000	11 682	12 605	35 287	TLM
LTSD- 10	Management of illegal Structures/ Building Activities	Manager PED	11 000	11 682	12 605	35 287	TLM
LTSD- 11	Formaliation of Groenvlei	Manager PED	0	0	0	0	TLM
LTSD- 12	Formalization of Schilpadnest	Manager PED	0	0	0	0	TLM
TOTAL			155 000	164 610	177 614	497 224	TLM

BASIC SERVICES

PROJECT NO	PROJECT DSCRIPTION	ACCOUNTABLE OFFICIAL	2010/11	2011/12	2012/13	Total budget	FUNDER
LTBS-1	Northam, Regorogile ext 6,7 & 9 Installation of Highmast Street Lights	Manager TS	2 237 500	0	0	2 237 500	MIG
LTBS-2	Northam extensions and Rooiberg Upgrading of Sports Facilities	Manager TS	1 532 000	0	0	1 532 000	MIG
LTBS-3	Regorogile ext. 4 Paving of internal streets	Manager TS	13 127 850	0	0	13 127 850	MIG
LTBS-4	Rooiberg development of new cemeteries	Manager TS	277 703	0	0	277 703	MIG
LTBS-5	Rooiberg Upgrading of internal road	Manager TS	5 640 000	0	0	5 640 000	MIG
LTBS-6	PMU fees	Manager TS	1 083 450	0	0	1 083 450	MIG
LTBS-7	Thabazimbi Upgrading of Wasre Water Treatment	Manager TS	0	0	0	0	TLM
LTBS-8	Northam construction of a Waste Water Treatment Works	Manager TS	0	0	0	0	MIG
LTBS-9	Feasibility Study on the construction of a new Bulk Water Supply Pipeline from Thabazimbi Pumpstation to the Y - Piece	Manager TS	1 500 000	0	0	1 500 000	TLM
LTBS-10	Feasibility Study on the upgrading of the existing bulk water pipelines from the Y- Piece to	Manager TS	1 500 000	0	0	1 500 000	TLM

	Regorogile and Thabazimbi Town						
LTBS-11	Professional fees for the Research and design of Phase 1 of a Storm Water Management Plan for Leeupoort and Leeupoort/Raphuti	Manager TS	104 000	0	0	104 000	TLM
LTBS-12	Professional fees for a hydrological- cum-geological survey of the total catchments areas as well as the actual water availability(underground volumes) at Leeupoort/Raphuti	Manager TS	100 000	0	0	100 000	TLM
LTBS-13	Professional fees for a complete Audit of the Water Distribution System (including reservoir) at Leeupoort/ Raphuti	Manager TS	75 000	0	0	75 000	TLM
LTBS-14	Professional fees for the development of a Water Distribution System for the 150 stands in ext 7 Leeupoort	Manager TS	80 000	0	0	80 000	TLM
LTBS-15	Construction of a Recycle Unit for refuse at Leeupoort	Manager TS	50 000	0	0	50 000	TLM
LTBS-16	Consultancy fees for the Development of a Model for a Service Provider-Bigenafrica	Manager TS	0	0	0	0	TLM
LTBS-17	Rooiberg Electrification of Informal Settlements	Manager TS	1 320 000	0	0	1 320 000	INEP
LTBS-18	Regorogile Electrification of RDP houses ext.3	Manager TS	2 761 000	0	0	2 761 000	INEP

LTBS-19	Upgrading of boreholes (TBZ, Rooiberg and Regorogile)	Manager TS	1 000 000	0	0	0	TLM
LTBS-20	Construction of Water and Sewer reticulation system	Manager TS	500 000	0	0	0	TLM
LTBS-21	Construction of Apiesdoring (Regorogile ext. 9) Electrification of Informal Settlement	Manager TS	1 100 000	0	0	1 100 000	INEP
TOTAL			33 988 503			32 488 503	

LOCAL ECONOMIC DEVELOPMENT

PROJECT NO	PROJECTS DESCRIPTION	ACCOUNTABLE OFFICIAL	2010/11	2011/12	2012/13	Total budget	FUNDER
	TOURISM SECTOR						
LTLED-1	Develop a Tourism Policy	Manager PED	0	0	0	0	TLM
LTLED-2	Co-ordinate the tourism Forum	Manager PED	11 000	11 682	12 605	35 287	TLM
LTLED-3	Support Voluntary local Tourism Development Agencies	Manager PED	50 000	53 100	57 295	160 395	TLM
	MINING SECTOR						
LTLED-4	Co-ordinate the Mining Working Committee	Manager PED	11 000	11 682	12 605	35 287	TLM
LTLED-5	Facilitates and monitor local procurements by the mines	Manager PED	11 000	11 682	12 605	35 287	TLM
LTLED-6	Monitor the Implementation of SLP Projects	Manager PED	11 000	11 682	12 605	35 287	TLM
	INFORMAL SECTOR						
LTLED-7	Co-ordinate the SMME forum	Manager PED	11 000	11 682	12 605	35 287	TLM

LTLED-8	LED Support (Skills development for SMMEs)	Manager PED	100 000	106 200	114 590	320 790	TLM
LTLED-9	Provision of market stalls in Thabazimbi, Regorogile & Northam	Manager PED	150 000	159 300	171 885	481 185	TLM
	AGRICULTURE SECTOR						
LTLED-10	Develop a rural (farms) development Strategy	Manager PED	50 000	53 100	57 295	160 395	MSIG
LTLED-11	Establish a field cropping Cluster	Manager PED	11 000	11 682	12 605	35 287	TLM
LTLED-12	Develop a Red meat Cluster	Manager PED	11 000	11 682	12 605	35 287	TLM
LTLED-13	Develop a Game farm Cluster	Manager PED	11 000	11 682	12 605	35 287	TLM
	CROSS- CUTTING INITIATIVES						
LTLED-14	Develop an Implementation for Marketing Strategy	Manager PED	0	0	0	0	TLM
LTLED-15	Develop an Implementation Plan for the Investment Strategy	Manager PED	0	0	0	0	TLM

LTLED-16	Update the Database for unemployed	Manager PED	0	0	0	0	TLM
LTLED-17	Marketing and Branding of Thabazimbi municipality	Manager PED	80 000	84 960	91 672	256 632	TLM
LTLED-18	Facilitate the LED Summit	Manager PED	50 000	53 100	57 295	160 395	TLM
TOTAL			568 000	603 216	650 870	1 822 086	TLM

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PROJECT NO.	PROJECT DESCRIPTION	ACCOUNTABLE OFFICIAL	2010/11	2011/12	2012/13	Total budget	FUNDER
LTG-1	Develop a Disaster Recovery Plan	Manager CS	0	0	0	00	TLM
LTG-2	Occupational Health and Safety	Manager CS	100 000	106 200	114 590	320 790	TLM
LTG-3	Annual Medical Examination	Manager C S	100 000	106 200	114 590	320 790	TLM
LTG-4	Implementation of EAP	Manager CS	200 000	212 400	229 180	641 580	TLM
LTG-5	Intranet/ Extranet TM Brital	Manager CS	500 000	531 000	572 949	1 603 949	TLM
LTG-6	Review all Policies	Manager CS	0	0	0	0	TLM
LTG-7	Develop IT Policie sand Procedures	Manager CS	0	0	0	0	TLM
LTG-8	Promulgation of By-laws	Manager CS	750 000	796 500	859 424	2 405 924	TLM
LTG-9	Capacity Building	Manager CS	0	0	0	0	TLM
LTG-10	Software, Hardware/website Maintenance	Manager CS	1 000 000	1 062 000	1 145 898	3 207 898	TLM
LTG-11	Development of GIS/CAD System	Manager CS	0	0	0	0	TLM
LTG- 12	Server for E- mail, Internet, Backup System	Manager CS	1 000 000	1 062 000	1 145 898	3 207 898	TLM
LTG- 13	Development of HIV/AIDS Strategy	Manager CS	200 000	212 400	229 180	641 580	TLM
LTG- 14	Upgrading of Record Department	Manager CS	750 000	796 500	859 424	2 405 924	TLM
LGT- 15	Learnership (Finance/Natural Conversation	Manager CS	350 000	371 700	401 064	1 122 764	LGSETA
LGT- 16	Training	Manager CS	750 000	796 500	859 424	2 405 924	TLM
LGT- 17	Upgrading the municipal chamber	Manager CS	500 000	531 000	572 949	1 603 949	TLM
LTG- 18	ABET	Manager CS	100 000	106 200	114 590	320 790	LDE
LTG- 19	Development of Public Participation Strategy	MM	20 000	21 240	22 918	64 158	MSIG
LTG-20	Public Participation (road shows, consultations and Imbizos))	MM	400 000	424 800	458 359	1 283 159	TLM
LTG-21	Compilation and Publishing of Newsletter	MM	200 000	212 400	229 180	641 580	TLM
LTG-22	Implementation of Communication Strategy	MM	0	0	0	0	TLM
LTG- 23	Design of Performance Management System	MM	250 000	265 500	286 475	801 975	TLM
TOTAL			7 170 000	7 614 540	8 216 089	23 000 629	

FINANCIAL VIABILITY

PROJECT No	PROJECT DESCRIPTION	ACCOUNTABLE OFFICIAL	2010/11	2011/12	2012/13	Total budget	FUNDER
LTF- 1	Debt Collection and Credit Control Campaign	CFO	2 500 000	2 655 000	2 864 756	8 019 745	TLM
LTF- 2	Data Cleansing	CFO	750 000	100 000	107 900	957 900	TLM
LTF- 3	GRAP Implementation	CFO	450 000	250 000	269 750	969 750	FMG
LTF- 4	Unbundling of Infrastructural Assets	CFO	1 200 000	1 274 400	1 375 078	3 849 478	TLM
LTF- 5	VAT Review	CFO	0	0	0	0	TLM
LTF- 6	Audit Cleansing	CFO	100 000	200 000	215 800	515 800	TLM
LTF- 7	Bank Reconciliation Projects	CFO	0	0	0	0	TLM
LTF- 8	Meter Audit	CFO	1 500 000	500 000	539 500	2 539 500	TLM
LTF-9	Annual Asset Verification	CFO	400 000	424 800	458 359	1 283 159	TLM
LTF- 10	Accounting packages	CFO	500 000	531 000	572 949	1 603 949	MSIG
LTF- 11	Revenue Enhancement	CFO	0	0	0	0	TLM
TOTAL			7 400 000	5 935 2000	6 404 081	19 739 281	TLM

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

PROJECTS NO	PROJECTS DESCRIPTION	ACCOUNTABLE OFFICIAL	2010/11	2011/12	2012/13	Total budget	FUNDER
LTMT-1	Review Organizational Structure	MCS	0	0	0	0	TLM
LTMT-2	Job Evaluation	MCS	0	0	0	0	TLM
LTMT-3	Centralization of Fleet Management	MCS	200 000	213 800	230 690	644 490	TLM
LTMT-4	Computer & Laptops	MCS	0	0	0	0	TLM
LTMT-5	Implement Audit Cleansing	MM	0	0	0	0	TLM
LTMT-6	Erection of New Civic Centre	MM	3 150 000	3 367 350	3 633 371	10 150 721	TLM
LTMT-7	Office furniture for Community Services	Manager SS	100 000	0	0	100 000	TLM
LTMT-8	Office furniture for CFO and Secretary	CFO	150 000	0	0	150 000	TLM
LTMT-9	Office furniture for licensing office	Manager SS	200 000	0	0	200 000	TLM
LTMT-10	Speed Control Machine	Manager SS	500 000	534 500	0	1 034 500	TLM
LTMT-11	Road marking machine	Manager SS	100 000	106 900	0	206 900	TLM

LTMT-12	Traffic Contravention machine	Manager SS	50 000	53 450	0	103 450	TLM
LTMT-13	Mobile Weigh breach	Manager SS	0	0	0	0	TLM
LTMT-14	Hydraulic Jack at Vehicle testing station	Manager SS	0	0	0	0	TLM
LTMT-15	Computers and Laptops for Community Services office	Manager SS	0	0	0	0	TLM
LTMT-16	Sports Development	Manager SS	100 000	106 900	115 345	322 245	TLM
LTMT-17	Fire arms	Manager SS	0	0	0	0	TLM
LTMT-18	Security Bakkie	Manager SS	150 000	160 350	0	310 350	TLM
LTMT-19	Traffic Lights	Manager SS	0	0	0	0	TLM
LTMT-20	Construction of New Licensing Office	Manager SS	4 800 000	0	0	4 800 000	TLM
LTMT-21	Double Cap vehicle for Community Services Office	Manager SS	0	0	0	0	TLM
LTMT-22	Security Design	Manager SS	100 000	106 900	115 345	322 245	TLM
LTMT- 23	Portable radios	Manager SS	100 000	106 900	115 345	322 245	TLM
LTMT- 24	Water tankers fully equipped	Manager SS	0	0	0	0	TLM
LTMT- 25	Bolt cutters	Manager SS	8 600	9 193	9 920	27 713	TLM
LTMT- 26	Knap sacks	Manager SS	30 000	32 070	34 604	96 674	TLM
LTMT- 27	Radio repeater system	Manager SS	75 000	80 175	86 509	241 684	TLM
LTMT- 28	Chain saw	Manager SS	50 000	53 450	57 673	161 123	TLM

LTMT- 29	Traffic cones	Manager SS	20 000	0	0	20 000	TLM
LTMT- 30	LDV (2) (4x4)	Manager SS	300 000	320 700	0	620 700	TLM
LTMT- 31	Refuse Removal truck	Manager SS	2 500 000	2 655 000	0	5 155 000	TLM
LTMT-23	3 x Fire Station: Thabimbi Rooiberg Northam	Manager CS	5 000 000 3 000 000 3 000 000	0	0	0	WDM
LTMT-23	3 x Medium 4x4 Pumper 2000L water tank fully equipped: Thabazimbi Rooiberg Nortmam	Manager SS	 2 500 000 2 500 000 2 500 000	0	0	0	WDM
LTMT-24	40 x Portable Radios: Thabazimbi = 10 Rooiberg = 20 Northam = 10	Manager SS	 80 000 160 000 80 000	0	0	0	WDM
LTMT- 25	12 x Bolt Cutters:	Manager SS		0	0	0	WDM

	Thabazimbi = 5		3 500				
	Rooiberg = 4		3 000				
	Northam = 3		2 100				
LTMT-26	30 x Knapsacks at Thabazimbi, Rooiberg and Northam	Manager SS	30 000	0	0	0	WDM
LTMT-27	3 x Radio Repeater System	Manager SS	120 000	0	0	0	WDM
LTMT-28	12 x Forestry Burner	Manager SS	38 400	0	0	0	WDM
LTMT-29	12 x Pick Headed Fireman Axes	Manager SS	36 000	0	0	0	WDM
LTMT-30	12 x First Aid Boxes	Manager SS	9 600	0	0	0	WDM
LTMT-31	12 x Chain Saw	Manager SS	120 000	0	0	0	WDM
LTMT-32	3 x Fire fighting Agent	Manager SS	160 000	0	0	0	WDM
LTMT-33	150 x Traffic Cones	Manager SS	27 000	0	0	0	WDM
LTMT-34	3 x Fire Brakes	Manager SS	800 000	0	0	0	WDM
LTMT-35	1 x Hazardous Material Sealing Kit	Manager SS	14 000	0	0	0	WDM
LTMT-36	3 x Ceiling Hooks (Pike Pole)	Manager SS	16 000	0	0	0	WDM

LTMT-37	1 x Set of Chock Blocksin Thabazimbi	Manager SS	10 000	0	0	0	WDM
LTMT-38	10 x 65mm Fire Hoses	Manager SS	60 000	0	0	0	WDM
LTMT-39	2 x 4x4 LDV	Manager SS	800 000	0	0	0	WDM
TOTAL			13 073 600	7 961 088	4 398 801	25 433 489	TLM

8 SECTION H : INTEGRATION

The purpose of Integration is to integrate all sector plans and programmes for alignment purpose. To ensure that the results of project planning will be checked for their compliance with vision, objectives, strategies and resources and those will be harmonised. The harmonisation process will result in a consolidated spatial, financial and institutional framework as a sound basis for smooth implementation. The integration process entails the following programmes and plans: 5 – year financial plan (all sources of finance):

8.1 SECTOR PLANS:

- Spatial Development Framework
- Disaster Management Plan
- Land Use management Framework
- Land Use Management System
- Waste Management Plan
- Water Services Development Plan
- Water Resource Plan
- Integrated Transport Plan
- Housing Plan
- Energy Master Plan (Electricity Master Plan)
- Area Based Plans (Land Reform)
- Anti Corruption Strategy

8.2. SECTOR PLANS TABLE

SECTOR PLAN	AVAILABLE	NOT AVAILABLE
1. Spatial Development Framework	Yes	
2. Disaster Management Plan		No
3. Land Use Management Framework		No
4. Land Use Management System	Yes	
5. Waste Management Plan		No
6. Water Services Development Plan	Yes	
7. Water Resource Plan		No
8. Forestry Plan		No
9. Integrated Transport Plan		No
10. Housing Plan		No
11. Energy Master Plan (Electricity Master Plan)		No
12. Local Economic development Plan	Yes	
13. Infrastructure Investment Plan		No
14. Area Based Plans (Land Reform)		No
15. Anti Corruption Strategy		No
16. Integrated Environmental Management Plan	To be reviewed	
17. Institutional Plan		No

8.3. SUMMARY OF SECTOR PLANS

8.3.1. SPATIAL DEVELOPMENT FRAMEWORK

a) INTRODUCTION

The Spatial Development Framework provides guidance in respect of decisions and actions towards the establishment of integrated and sustainable towns/ settlements and development in general. The SDF should address the entire area of jurisdiction of the Thabazimbi municipality which is characterised by extensive and intensive farming activities, rural and urban areas, mining area and eco-tourism. The SDF must provide sufficient clarity to guide decision makers in respect of development application.

b) PURPOSE OF THE SPATIAL DEVELOPMENT PLAN

The purpose of the SDF is to provide general direction to guide decision-making and action over a multi year period and to create a strategic framework for the formulation of an appropriate land use management system. In the purpose of this plan is to guide future land uses.

c) OBJECTIVES AND STRATEGIES

OBJECTIVES	STRATEGIES
<ul style="list-style-type: none">• To promote the creation of sustainable human settlements and quality urban environment.• To contain urban sprawl and promote residential intensification.• To encourage urban integration and redress the imbalances of the past.• To encourage environmentally sustainable and practises and processes.• To improve the land use management system.	<ul style="list-style-type: none">• Restructure spatially in efficient settlement.• Promote the sustainable use of land and resources.• Channel resources to areas of greatest need and development potential thereby redressing the inequitable historical treatments of marginalised areas.• Stimulate economic development opportunities in rural and land use rights.• Promote accountable, open and transparent decision making in terms of land use and development rights.• Improve cooperative governance and information sharing.

d) CONCLUSION

the municipality has the understanding of the economic, physical and social space that it inhabits, hence the projects identified under this plan have been budgeted for.

8.3.2 INTEGRATED WATER SERVICES DEVELOPMENT PLAN (IWSDP)

a). INTRODUCTION

The purpose of this is to ensure fulfilment of sector planning requirements and compliance with sectoral principles, strategies and objectives thereby prioritising basis for departmental operation planning.

b). CURRENT REALITY

Thabazimbi, Regorogile and Northam, currently have a quota of 8,5 mega litres per day from Magalies water board. Regorogile and Thabazimbi have additional supply from six boreholes. Rooiberg and Leeupoort / Raphuti currently source their water from local boreholes. Chlorination facilities for these towns are in place. Schilpadnest water is also supplied from boreholes without any chlorination facilities.

c). OBJECTIVES AND STRATEGY

OBJECTIVES	STRATEGY
<ul style="list-style-type: none">• To ensure that water is available to all, on at least RDP Standard within 5 years.• To provide sanitation facilities to all, on at least RDP Standard within 5 years.	<ul style="list-style-type: none">• Finalise and implement Water Master Plan.• Finalise SDF to address appropriate level of Service per area.• Upgrade appropriate level of Service per area in terms of Water and Sanitation Infrastructure.• Upgrade all Waste Water Treatment plants in accordance with acceptable Environmental standard.• To improve and manage our Water Resources to ensure Sustainable portable Water Supply to all Residents.

d). CONCLUSION

Thabazimbi Municipality has identified projects in which funding need to be sourced for those that are not budgeted for the financial year. Service Delivery is one of the National KPA's identified for Project Consolidate Municipalities.

8.3.3. INTEGRATED LOCAL ECONOMIC DEVELOPMENT PLAN

a). INTRODUCTION

The Vision of LED in South Africa is that of a robust and inclusive local economies that exploit local opportunities, address local needs and contribute to National development objectives such as economic growth and poverty eradication. These robust and inclusive local economies will show the following:

- ❖ Strength
- ❖ Inclusiveness and
- ❖ Sustainability.

They will support the growth and development of Local Employment, income and assets whether in the face of harsh constraints and external competition and capitalise on opportunities. They will generate:

- ❖ Intensive trade
- ❖ The mixing of movement of people and
- ❖ Captivating social, cultural, recreational, sports and tourism experiences.

The active involvement and participation of residents in municipal affairs will be a hallmark of robust and inclusive Local economies, characterised as follows:

❖ SKILLED AND INNOVATIVE HUMAN RESOURCES

The people in these local economies, the citizen/communities of these local areas, are the biggest resource for local economic development. They are resourceful, skilled and able to take full advantage of economic opportunities. They are innovative and able to participate in and or establish, run and grow thriving enterprises. They produce locally made and branded products for the domestic and international market that are of high quality and appeal to the needs of different consumers. They develop solutions and products that are affordable and met the needs of poorer communities.

❖ LOCAL LEADERSHIP

Their leaders inspire confidence in the local economy and are able to mobilize resources for the advantage of local communities. They also make manage and implement economic development strategies that are participatory, realistic, feasible and viable, yet creative, innovative and visionary in order to unleash potentials and grasp development opportunities. They work together with National and Provincial government and development agencies to best position their local economies in the global context on an on-going basis.

b). CURRENT REALITY

Local Economic Development is an outcome based on local initiative and driven by local stakeholders and the Municipality. It involves identifying and using primarily local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty and redistribute resources and opportunities to the benefit of all local residents. It is important to realise that LED is an ongoing process, rather than a single project or a series of steps to follow.

LED encompasses all stakeholders in a local community, involved in a number of different initiatives aimed at addressing a variety of solid economic needs in that community. Municipality plays a significant role in local economic development as the initiative will translate resource base into investment, jobs and Economic empowerment opportunities.

The Mining, Agricultural, Tourism /Hunting sectors are the most dominant economic sectors in the Municipal area. The Thabazimbi mine Kumba Resources has 30years of production capacity left. Local Community does not participate meaningfully in Economic Activities due to lack of Skills. The Agriculture sector in the Municipal area is declining, which poses a threat in terms of jobs on farms.

Huge Migration of Farm workers into Towns results in increased demand for jobs and Services. The commercial, retail, and manufacturing sectors of the economy contribute very little to the provincial economy. There are initiatives by the Mines, which are still to be integrated into the Municipal LED Plan.

c). OBJECTIVES AND STRATEGIES

OBJECTIVE	STRATEGIES
<ul style="list-style-type: none"> • To ensure economic growth of 1% per annum. • To Develop Local Skills and create opportunities for Local SMMEs. • The creation maximum opportunities for local people to engage in productive economic activities. • The development robust and inclusive local economy so as to effectively and sustainably exploit the competitive advantages of the local area for the benefit of as a wide spectrum of the local population as possible. • To accommodate an overflow of Tourists from neighbouring Tourists attraction destinations into Thabazimbi during 2010 World Cup. • To ensure reduction of unemployment by 5% within 5 years. 	<ul style="list-style-type: none"> • Develop and implement the LED Strategy. • To establish a database and a Skills Development Programme database for Local SMMEs. • Compile a database of all Tourism facilities and attractions. • Ensure implementation of existing LED & Community projects. • To improve Roads and signage to Tourists attraction destinations. • To market identified potential and projects

d). CONCLUSION

The Municipality has a Draft LED strategy in order to inform the Viability and Sustainability of LED projects. Local Business Support Centre also developed through Anglo Platinum and LIBSA for Enterprise Development, Co-operative Development and Development of SMME's in Thabazimbi Municipality.

8.3.4 INTEGRATED ENVIRONMENTAL MANAGEMENT PLAN

a). INTRODUCTION

The National Environmental Management Act, 1998. The chapter 1 principles of the National Environmental Management Act, 1998 (NEMA) apply throughout South Africa to the actions of all organs of state that may significantly affect the environment.

b). CURRENT REALITY

BIOSPHERE

The international status awarded to the Waterberg Biosphere can contribute in the marketing of the area in term of conservation, development and logistic support.

NATURE RESERVES

Marakele National Park, Ben Alberts, Atherstone Nature Reserve, etc. These areas have been identified as the environmental sensitive areas and they represent the major attractions in the Municipality.

Marakele National Park is situated in the heart of Waterberg Biosphere and is a mere 15 km from Thabazimbi town. Is named after the Tswana name for Sanctuary. The Park is the home of impressive variety of wildlife, including elephants, a prolific bird life, and a fascinating array of plant species.

Ben Alberts Nature Reserve is situated Southwest of Thabazimbi town along the Crocodile River. Whereas Atherstone Nature Reserve is situated approximately 80 km West of Thabazimbi town. This reserve is mainly utilised for trophy game hunting. The areas to the Northam, Northwest and Southwest of Thabazimbi town are mainly environmentally sensitive areas due to the location of the Waterberg Biosphere, the nature reserves and game farms.

INDUSTRIAL POLLUTION

The pollution in the area is mainly caused by the following activities:

- ❖ Kumba Resources Mine
- ❖ Anglo Platinum Mine and
- ❖ Northam Platinum Mine.

- ❖ Pretoria Portland Cement
- ❖ Rhino Andalusite Mine
- ❖ Cronimet Chrome Mining

PRINCIPLES AND NORMS	LOCALISED STRATEGIC GUIDELINE
<ul style="list-style-type: none"> • Environmental management must place people and their needs at the forefront of its concern and serve their physical, psychological, developmental, cultural and social interests equitably. • Development must be socially, environmentally and economically sustainable. • Avoid or minimise pollution and degradation of the environment. 	<ul style="list-style-type: none"> • During the planning process, environmental concerns of the people and their cultural orientation should be considered, taking into consideration the impact of their needs on the natural environment. • Through the Integrated Environmental Management (IEM) it promotes consideration of environment impact of socio – economic development at all stages of planning. • Strategic environment assessment (SEA) must be compiled during the planning of new projects that indicate how the disturbance to landscapes and sites that constitutes the community’s heritage will be minimised or avoided.

c). OBJECTIVES AND STRATEGIES

OBJECTIVES	STRATEGIES
<ul style="list-style-type: none"> • To ensure development of Integrated Environment Plan . 	<ul style="list-style-type: none"> • Develop an Integrated Waste Management plan for the municipal area.

d). CONCLUSION

Thabazimbi Municipality has to ensure that all Communities are serviced and reside in healthy environment.

8.3.5. INTEGRATED INSTITUTIONAL PLAN / PROGRAMME

a) INTRODUCTION

The purpose of this is to ensure that a consistent and integrated set of measures for institutional transformation and integrated implementation occurs in the Municipality, thereby contributing to a close planning – implementation.

b) CURRENT REALITY

The employment equity plan has been completed and all the relevant stakeholders were involved. The Audit Committee has been established. The Municipality also adopted the placement policy which was implemented and eventually the process was finalised and the new organogram to be reviewed by this financial year. Three out of six Sec 57 Managerial posts not filled. Staff compliments for the Municipality stands at 198, and the new 18 budgeted posts according to the new organogram.

PRINCIPLE AND NORMS	LOCALISED STRATEGY GUIDELINE
<ul style="list-style-type: none"> Community participation 	<ul style="list-style-type: none"> Establish community participation system to monitor and review performance of the municipality every 6 months. Educate community and assign appropriate people to educate the community on functions of the Council and importance of service payment.
<ul style="list-style-type: none"> Performance management system 	<ul style="list-style-type: none"> Use the IDP to determine performance of the municipality. Measure and review performance at least once a year for officials and municipality.

c) OBJECTIVES AND STRATEGIES

OBJECTIVES	STRATEGIES
<ul style="list-style-type: none"> Develop effective integrated systems to enhance administration and access to information within 2years. Ensure provision of adequate Office space for Officials and Councillors. 	<ul style="list-style-type: none"> Finalisation of the IT and of the establishment of One Stop Centre. Develop Municipal Website. Review of Employment Equity Plan and Communication Strategy. To obtain funds to build own offices (civic centre).

9. SECTION J : APPROVAL PHASE

9.1. 1BACKGROUND

- The Constitution of the Republic of South Africa and the Municipal Systems Act requires council to develop a service delivery plan to address the developmental needs and fulfil its developmental role at local government level.
- The document outlining how council intends to carry out its developmental role during its term of office will be in the form of the Integrated Development Plan, which is reviewed annually.
- Having further adhered to provisions of Sections 27 and 29 of the Systems Act, the IDP review process commenced in August 2009 after the adoption of the IDP review process plan by Council.
- Council has in further compliance with legislation established structures that will ensure that its developmental role is achieved.
- In total 4 steering committee meetings, 8 municipal wide IDP/Budget Imbizos, two representative forums meetings were held to solicit inputs and comments from relevant stakeholders regarding the reviewed IDP as presented.

9.2. DISCUSSION

- Section 34 of the Systems Act requires that a municipal council must review its integrated development plan annually in accordance with its performance measurements.
- The Mayor managed also in terms of section 21 of the MFMA to co-ordinate the process for preparing the annual budget and reviewing the municipality's IDP with a time schedule outlining key deadlines, and presented same at least 10 months prior to the start of the budget year for adoption by Council. Council adopted the IDP review process plans on August 2008. Subsequent to that a draft IDP was approved on the 31 March 2009.
- A grace of 21 days was granted to the public to make inputs and forward comments on the draft IDP through print media.
- The inputs from the public from the district Imbizos and personal submissions were collated and presented to the various structures of the IDP in terms of the process plan, including the IDP representative Forum.

10. TOWARDS CREDIBLE THABAZIMBI IDP

IDP is seen as *'a reflection of the whole of government involvement in a geographic area'* and assumes effective relations to allow the targeting of resources across government spheres. This means alignment of investment in IDPs with the relevant Provincial Growth Strategy and sector and strategic plans of line departments.

NB: The STATUS OF IDP as 'strategic plan for the whole of government and the private sector and social partners' is a shift away from the view of an IDP as a municipal plan. The new Inter-Governmental Relations Act and its Forums' role in inter-governmental planning and budgeting become paramount. Thus a District and local municipalities IDP cannot be approved unless it has not served before a District Inter-Governmental Forum.

NB: These Forums must assist in keeping each other accountable for delivery in Quarterly and Annual consideration of progress in delivery.

The Premier would convene such a 'progress measuring'-event – i.e. Premier Coordinating Forum – to consider the progress of delivery in support of growth and sustainable service delivery, identify areas of non-alignment or non-delivery, and steps to remedy any disagreements on develop outcomes or non-delivery. There must be a shared mechanism for measuring implementation between spheres of government. Therefore, the notion of a Premier 'sign off' on IDPs to affirm the Province's commitment to realizing the long term development objectives in such IDPs is important. This mechanism is part of the process to ensure that the IDP is 'credible'. The concept of 'sign off' can be extended to include the respective Mayor's in District Local Municipal Areas to strengthen commitment to delivery in terms of IDPs.

NB: The collective GOAL of an IDP is "to achieve integrated and sustainable human settlements and to support a robust and inclusive local economy"

This implies that IDPs must be underpinned by a strong spatial logic to settlements (i.e. their form, densities, mixed land use, release of land with economic potential, mobility within settlements, access to services, access to social facilities, access to places for interaction and economic opportunities, and targeted investment that supports growth).

The notion of credible IDPs is directly tied to second Generation IDPs.

Credibility is not just having rigorous analysis, solid long term strategy, effective public participation and stakeholder involvement, and intergovernmental planning alignment and monitoring, but consideration of the financial situation of the municipality and its ability to deliver.

11. ABBREVIATIONS

ABBREVIATION	EXPLANATION
❖ CBP	❖ COMMUNITY BASED PLANNING
❖ IDP	❖ INTEGRATED DEVELOPMENT PLAN
❖ TLM	❖ THABAZIMBI LOCAL MUNICIPALITY
❖ WDM	❖ WATERBERG DISTRICT MUNICIPALITY.
❖ NDT	❖ NATIONAL DEPARTMENT OF TRANSPORT.
❖ DEPT OF HSD	❖ DEPARTMENT OF HEALTH AND SOCIAL DEVELOPMENT.
❖ DBSA	❖ DEVELOPMENTAL BANK OF SOUTHREN AFRICA.
❖ INEP	❖ INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME.
❖ DLGH	❖ DEPARTMENT LOCAL GOVERNMENT AND HOUSING.
❖ DWAF	❖ DEPARTMENT OF WATER AFFAIRS AND FORESTRY.
❖ CIMP	❖ CONSOLIDATED MUNICIPAL INFRASTRUCTURE PROGRAMME.
❖ PPP	❖ PUBLIC PRIVATE PARTNERSHIP
❖ BEE	❖ BLACK ECONOMIC EMPOWERMENT
❖ BBBEE	❖ BROAD BASED BLACK ECONOMIC EMPOWERMENT
❖ PGDS	❖ PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY
❖ PCC	❖ PRESIDENTIAL COORDINATING COMMITTEE
❖ NSDP	❖ NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE
❖ FEPD	❖ FORUM FOR EFFECTIVE PLANNING AND DEVELOPMENT
❖ NGO	❖ NON GOVERNMENTAL ORGANISATION

❖ MGDS	❖ MILLENIUM DEVELOPMENT GOALS
❖ DOTE	❖ DIRECTLY OBSERVED TREATMENT SHORT COURSES
❖ TOR	❖ TERMS OF REFERENCE
❖ CS	❖ CORPORATE SERVICES
❖ TS	❖ TECHNICAL SERVICES
❖ SS	❖ SOCIAL SERVICES
❖ MM	❖ MUNICIPAL MANAGER
❖ CFO	❖ CHIEF FINANCIAL OFFICER
❖ PED	❖ PLANNING AND ECONOMIC DEVELOPMENT