

# THABAZIMBI

LOCAL  
MUNICIPALITY

• PLAASLIKE  
MUNISIPALITEIT

• MASEPALA  
WA SELEGAE



**DRAFT IDP DOCUMENT 2024/2025**

# E



Mayor: Cllr J Mogapi

## Elected Councilors 2021 -2026



Speaker: Cllr TRamoabi



D Masilo  
Chief Whip



Cllr TN Khalunga  
MPAC



Cllr T Mkansi  
EXCO



Cllr MK  
Magetse  
Ward 5



Cllr S Lerumo  
Ward 3



Cllr P Sello  
Ward 1



Cllr KA  
Sesoma  
Ward 12



Cllr X Nozozo  
Ward 11



Cllr ML  
Sikhwari  
Ward 6



Cllr RH  
Kgotlhang  
PR



Cllr SC  
Sikwane  
PR



Cllr F Erasmus  
PR



Cllr X  
Ntshantsheni  
PR



Cllr R  
Manyama  
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Cllr OH  
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Cllr S  
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**LIST OF ACRONYMS**

LETTER	ABBREVIATION	MEANING
	DBSA	Development Bank of South Africa
	DoE	Department of Energy
	DORA	Division of Revenue Act
	DWAS	Department of Water and Sanitation
E	EAP	Employee Assistance Programme
	ECD	Early Childhood Development
	EEP	Employment Equity Plan
	EXCO	Executive Committee
F	FBE	Free Basic Electricity
	FBS	Free Basic Sanitation
	FBW	Free Basic Water
G	GAP	General Accounting Practices
	GDP	Gross Domestic Product
	GIS	Geographic Information System
	GPRS	General Packet Radio Service
H	HDI	Historically Disadvantaged Individual
	HR	Human Resource
I	ICT	Information Communications Technology
	IDP	Integrated Development Plan
	IGR	Intergovernmental Relation
	IWMP	Integrated Waste Management Plan
K	KPA	Key Performance Areas
	KPI	Key Performance Indicator

**LIST OF ACRONYMS**

LETTER	ABBREVIATION	MEANING
L	LAB	Local Area Based
	LDP	Limpopo Development Plan
	LED	Local Economic Development
	LGSETA	Local Government Sector Education & Training Authority
	LLF	Local Labour Forum
	LUS	Land Use Scheme
	MEC	Member of Executive Council
	MFMA	Municipal Finance Management Act
	MIIF	Municipal Infrastructure Investment Framework
	MISS	Management Information Security Services
	MOU	Memorandum of Understanding
	MPAC	Municipal Public Accounts Committee
	MPRA	Municipal Property Rates Act
	MPRDA	Mineral and Petroleum Resources Development Act
	MSA	Municipal Structures Act
	MSA	Municipal System Act
	MsCOA	Municipal Standard Chart of Account
	MTBF	Medium Term Budget Framework
	MTEF	Medium Term Expenditure Framework
	MTSF	Medium Term Strategic Framework
N	NDP	National Development Plan
	NGO	Non-Profit Organization

O	NSDF	National Spatial Development Framework
	NYDA	National Youth Development Agency
	OPEX	Operational Expenditure
	OTP	Office of The Premier

#### LIST OF ACRONYMS

LETTER	ABBREVIATION	MEANING
P	PAA	Public Audit Act
	PAIA	Promotion to Access of Information Act
	PED	Planning an Economic Development
	PEST	Political, Economic, Social and Technological
	PGP	Provincial Growth Points
	PHC	Primary Health Care
	PMS	Performance Management System
	PMT	Political Management Team
	PPC	Pretoria Portland Cement
	PPE	Personal Protective Equipment
	PPP	Public Private Partnership
	PR	Party Representative
S	SA	South Africa
	SADC	Southern African Development Community
	SAPS	South African Police Services
	SBBKM	Siyanda Bakgatla Ba –Kgafela Mine
	SCM	Supply Chain Management
	SDBIP	Service Delivery and Budget Implementation Plan

	SDF	Spatial Development Framework
	SLA	Service Level Agreement
	SLP	Social and Labour Plan
	SMME	Small , Medium and Micro Enterprises
	SDG	Sustainable Development Goals
	SWOT	Strengths, Weaknesses, Opportunities and Threads
T	TBZ	Thabazimbi
	TLM	Thabazimbi Local Municipality
W	WSDP	Water Services Development Plan

## **VISION, MISSION &VALUES**

### **VISION**

A MUNICIPALITY WITH A DIVERSIFIED ECONOMY IN THE PROVISION OF EXCELLENT SUSTAINABLE SERVICES

### **MISSION**

TO BE A LEADING MUNICIPALITY IN THE PROVISION OF EXCELLENT SUSTAINABLE SERVICES IN COLLABORATION WITH STAKEHOLDERS

### **VALUES**

- Honesty and Integrity
- Accountability
- Innovation and Transformation
- Safe environment
- Collaboration
- Transparency and Fairness
- Community involvement

**FOREWORD BY THE MAYOR**

**MUNICIPAL MANAGER’S OVERVIEW**



## CHAPTER 1: THE PLANNING FRAMEWORK

### 1.1. Introduction

The Integrated Development Plan (IDP) **process** is a process through which the municipalities prepare strategic development plans for a five-year period. The IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making processes in a municipality.

Through Integrated development planning, which necessitates the involvement of all relevant Stakeholders, a municipality can:

- Identify its key development priorities.
- Formulate a clear vision, mission and values.
- Formulate appropriate strategies.
- Develop the appropriate organizational structure and systems to realize the vision and mission; and
- Align resources with the development priorities.

### 1.2. Legislative Background and Policy Imperatives

#### 1.2.1. The Objects of Local Government as set out in Section 152 of the Constitution

The Constitution of the Republic of South Africa, 1996 stipulates that the local sphere of government consists of municipalities which were established for the whole of the territory of South Africa – the so-called wall-to-wall municipalities.

**The objects of local government are set out in Section 152 of the Constitution.** Accordingly, the objects are –

- a.To provide democratic and accountable government for local communities.
- b.To ensure the provision of services 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 the matters of local government.

The Constitution commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

The development of the Integrated Development Plan (IDP) in municipalities is in different legislations that govern local government. The legislative framework that the IDP is vastly discussed includes the Municipal Systems Act of 2001 and the Municipal Structures Act of 1997.

Another piece of legislation which has a tremendous impact on the IDP is the Municipal Finance Management Act 56 of 2003 (MFMA) as it outlines the alignment of the budget and IDP.

Other legislation and policy documentation which contain reference to integrated development planning are:

The Constitution of the Republic of South Africa 2000 of 1993

Tourism Act 72 of 1993

Development Facilitation Act, Act 67 of 1995

The Municipal Finance Management Act 56 of 2003

Housing Act 107 of 1997

White Paper on Local Government of 1998

Local Government: Municipal Structures Act 117 of 1998

National Land Transportation Transition Act 22 of 2000

Disaster Management Act 52 of 2002

### **1.2.2...District Development Model Waterberg District One Plan**

#### **(i) Background**

On the 26 November 2019, the President launched the District Development Model (DDM) in Lephalale, Waterberg. This was followed by the launch of the DDM Hub and its associated expertise and services by the Minister of Cooperative Governance and Traditional Affairs (CoGTA), Dr Nkosazana Dlamini Zuma on the 5th September 2020. The outcome of the first step in the DDM institutionalization. Government is using the DDM as a practical method to improve cooperative governance and promote integrated planning, budgeting and implementation on the basis of stakeholder and community involvement, and thereby build a capable and ethical Developmental State with strong local government that can respond to current and future needs and effectively implement national priorities.

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

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

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

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

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

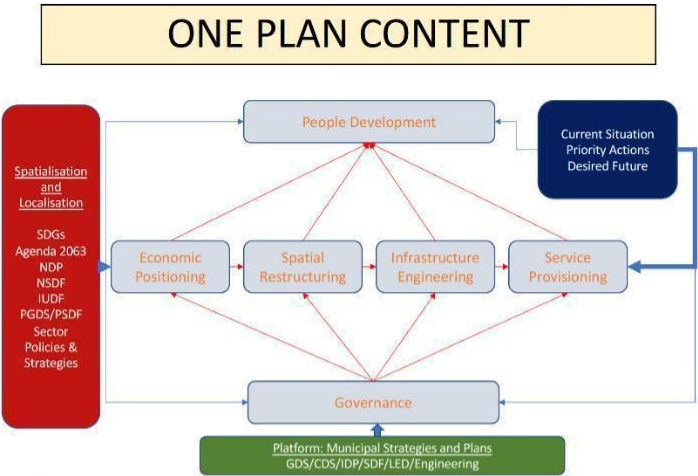
## **ii. The purpose of this Waterberg District One Plan is:**

To give effect to the District Development Model approved by cabinet as a practical method to improve service delivery and development impact in the Waterberg space through integrated planning, collaborative budgeting and focused delivery by all three spheres of government working together with stakeholders and communities;

- To achieve the objectives of the National Development Plan (“NDP”), the National Spatial Development Framework (“NSDF”), the Integrated Urban Development Framework (“IUDF”) and other key national provincial and local socio-economic and spatial development policies;
  - To jointly and coherently as all government and stakeholders develop a common vision and approach in addressing the current and future development needs and challenges and key priorities of the Waterberg district space;
  - To restructure the Waterberg economy from a focus on primary activities such as mining and agriculture to secondary and tertiary activities which include manufacturing and downstream beneficiation opportunities;
  - To create an environment which is conducive for investment;
  - To stabilize governance and financial management practices in the Waterberg district;
  - To capacitate people, in particular the vulnerable groups such as women, youth and the disabled through skills redevelopment and development to meaningfully participate in the economy; and
  - To focus on infrastructure planning, maintenance and expansion.
- The Waterberg One Plan provides multiple spheres of government, stakeholders, communities, and investors with a strategic direction unique to the district in moving from the current situation to the desired future to which to aspire to. The strategic direction is represented by a set of key strategies and an action plan to start moving towards the realization of the desired future state. In fact, it is a product of a multi sphere government approach with stakeholders and communities as strategic partners to change the fortunes of the people of Waterberg. Only through collaboration, internalization and a whole of society embedding of what needs to be done to tap into the potential of Waterberg and respond to that will the One Plan be successful.

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

One Plan content: Relationship between themes



Waterberg - A tourism and energy hub

that enables a participative, investment friendly and diversified economy

Figure 2: Vision framework

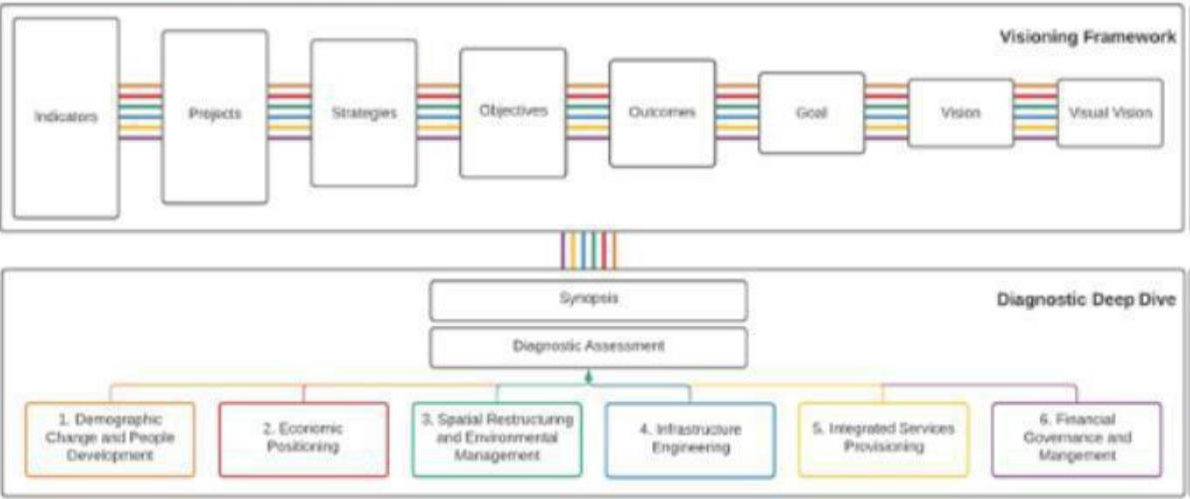
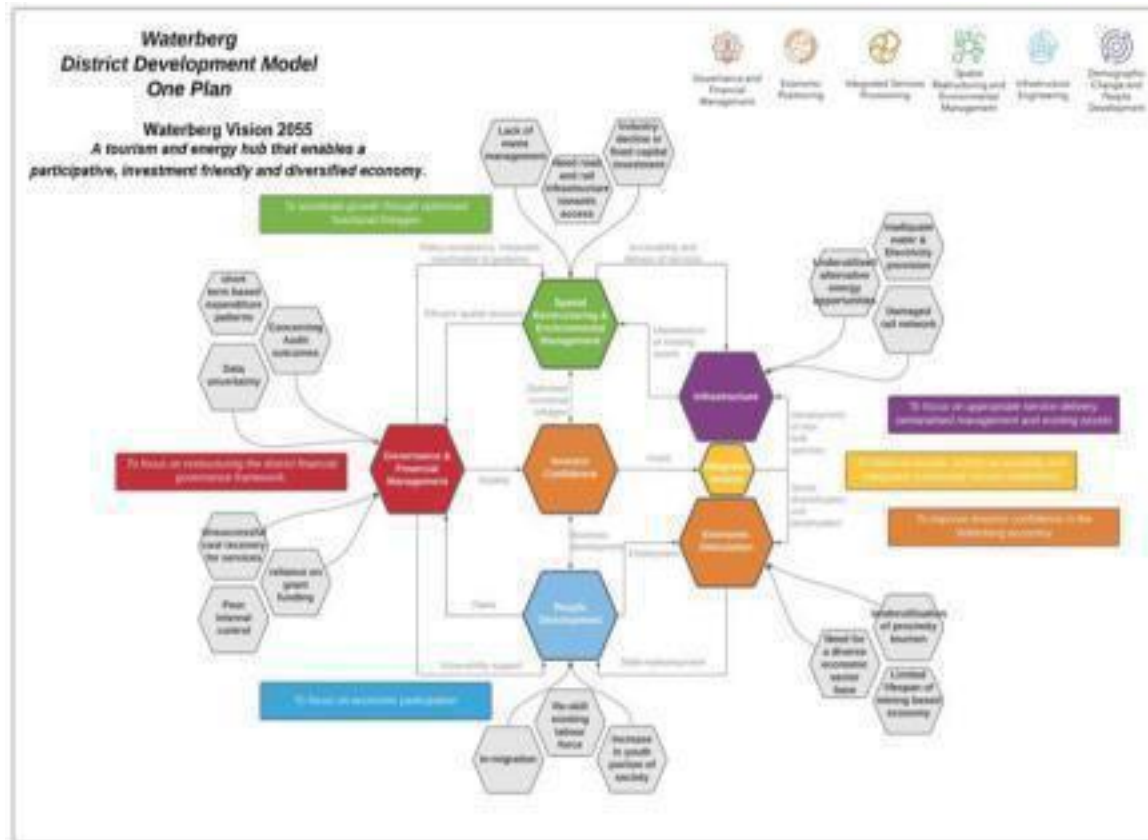


Figure below, highlights the self-reinforcing upliftment and sustainability cycle which indicates the interplay of the 21 strategies and various programmes emanating from the diagnostics. The sequencing is informed by the root causes and vision alignment. There are no one to one strategy and theme relationship.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

### Self-reinforcing upliftment and sustainability cycle



### (iii)One Plan Strategies

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

#### One Plan Strategic Goals

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

#### **(iv) Baseline Existing Commitments and Planned Initiatives**

Existing project commitments and planned initiatives allocated per sphere of government are indicative of the intent of government to contribute and/or develop the Waterberg District and are also an indication of the effort required to implement the One Plan objectives which are to coordinate, collaborate and catalyze investment collectively across spheres of government and sectors. One way to gauge the intent of different spheres of government is to investigate the volume or number of projects together with the total value or project cost or financial commitments associated with the projects, targeted within the Waterberg district. The One Plan has several projects, however has prioritized fourteen (14) projects viewed as catalytic projects.

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

##### **1.2.3. National Spatial Development Perspective (NSDP)**

The National Spatial Development Perspective (NSDP) (Presidency, 2006) is the primary spatial lens through which policymakers view socio-economic development in the country as a whole. It presents a wide variety of socio-economic trends emerging in South Africa, and then draws inferences about how that emerging space economy should affect public investment (expenditure) in the immediate future.

- National Spatial Development Plan and Principles

i Those interpretations and conclusions are, however, guided by a number of normative principles that ultimately steer national infrastructure investment and development decisions. NSDP principles are that:

- Sustained, inclusive and rapid economic growth is a pre-requisite for the achievement of other policy objectives (especially poverty alleviation). Government has a Constitutional obligation to provide basic services (water, electricity, health, education, etc.) to all citizens wherever they reside.
- Beyond the Constitutional obligation identified above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential. This would enable it to leverage in private investment, to stimulate sustainable activities and to create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places. In places with low economic potential, government should, beyond the provision of basic services, concentrate mainly on human capital development (through providing education, social grants and poverty-relief programmes). Government should also provide people living in these areas with labour market information to allow them to migrate to other (higher potential) localities if they choose to do so.
- Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to/linked to the main growth centres in the country. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa

##### **1.2.4. Medium Term Strategic Framework**

One of the primary responsibilities entrusted to the Department of Planning, Monitoring and Evaluation (DPME) is the development of the Medium-term Strategic Framework (MTSF). In his State of the Nation Address on 20 June 2019, President Cyril Ramaphosa announced the seven apex priorities for the term of this administration. These priorities will guide the medium-term plan for the sixth administration of the democratic government of South Africa. The MTSF 2019-2024 was developed in 2019 and it was anchored by these apex priorities. The DPME developed the MTSF 2019-2024 in consultation with government.



The MTSF outlines government's strategic intent in implementing the electoral mandate of the ruling party as well as the National Development Plan (NDP) Vision 2030. It provides a strategic shift that marks the transition from the fifth administration to the sixth, and takes cognisance of the changes in the strategic direction from the first 25 years of democratic governance. The MTSF 2019-2024 sets out the interventions and targets that we needed to work towards over the five years in the spirit of "Khwuleza". We need to work with urgency to achieve the goals set out in the NDP 2030, noting that we will reach this critical milestone in less than 9 years. The MTSF 2019-2024 acknowledges that, while we have made some progress, fundamental transformation is needed to realise our national priorities. In recognition of the multitudes of challenges confronting our society today, especially women, youth and people with disabilities, the MTSF 2019-2024 emphasised these as cross-cutting focus areas for our developmental vision.

The implementation of the MTSF 2019-2024 was however disrupted by the outbreak of the COVID-19 pandemic and the declaration of a National State of Disaster on the 15 March 2020. Government had to reprioritize its plans and budgets in response to the pandemic, which has had a devastating impact on the health, social and economic aspects of the lives of South Africans. To fund government's relief measures, the President announced a R500 billion relief package which was unveiled in the Supplementary Budget on 24 June 2024. The President also launched the Economic Reconstruction and Recovery Plan (ERRP) on 15 October 2020, which sought to restore much needed economic growth and employment. The combination of all these factors has meant that the MTSF 2019-2024 had to be revised to include critical interventions that are part of government's relief and recovery efforts. The Revised MTSF 2019-2024 continues to reflect government's plan of action over the remaining term of the sixth administration.

The Revised MTSF 2019-2024 also prioritises government commitments to prevail over the coronavirus pandemic and to work towards recovery. These commitments were outlined in the 2021 State of the Nation Address and include the following focus areas: First, to defeat the coronavirus pandemic; Second, to accelerate our economic recovery; Third, to implement economic reforms to create sustainable jobs and drive inclusive growth; and finally, to fight corruption and strengthen the capacity of the state. These commitments are included in the Revised MTSF 2019-2024 and will provide the focus for annual plans.

The MTSF 2019–2024 translates the NDP goals and the governing party's electoral mandate government's priorities over a five -year period. These apex priorities were announced by the President in July 2019 at the start of the term for the 6th Administration. These apex priorities, which will be achieved through the joint efforts of all government institutions, are as follows:

- Priority 1:** A capable, ethical and developmental state
- Priority 2:** Economic transformation and job creation
- Priority 3:** Education, skills and health
- Priority 4:** Consolidating the social wage through reliable and quality basic services
- Priority 5:** Spatial integration, human settlements and local government
- Priority 6:** Social cohesion and safe communities
- Priority 7:** A better Africa and world

### 1.2.5. Government Plan of Action

The Programme of Action (PoA) is an annual statement of government's priorities for the year. It aims to outline government's major plans for the year ahead. The PoA is informed by the MTSF, the deliberations of the January Cabinet Lekgotla and the President's State of the Nation Address. Government has identified 10 priority areas. These are to:

- ❖ Speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
- ❖ Introduce a massive programme to build economic and social infrastructure;
- ❖ Develop and implement a comprehensive rural development strategy linked to land and agrarian reform and food security;
- ❖ Strengthen the skills and human resource base;
  - ❖ Improve the health profile of all South Africans;
- ❖ Intensify the fight against crime and corruption;
- ❖ Build cohesive, caring and sustainable communities;
  - ❖ Pursue African advancement and enhanced international cooperation;
  - ❖ Ensure sustainable resource management and use; and
- ❖ Build a developmental state, improve public services and strengthen democratic institutions.

### 1.2.6. The New Growth Path

This National Policy framework deals specifically with issues such as creating decent work, reducing inequality and defeating poverty through “a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth” of practical consequence to local government, are the specific job drivers that have been identified:

- (i) Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.
- (ii) Targeting more labour absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services.
- (iii) Taking advantage of new opportunities in the knowledge and green economies.
- (iv) Leveraging social capital in the social economy and the public services.
- (v) Fostering rural development and regional integration.
- (vi) As a first step, it is proposed that efforts to support employment creation in the following key sectors should be prioritized:
  - Infrastructure
  - The agricultural value chain
  - The mining value chain
  - The green economy
  - Manufacturing sectors, which include in IPAP2, and
  - Tourism and certain high-level services

### 1.2.7. National Development Plan (NDP)

The **National Development Plan (NDP)** aims to eliminate poverty and reduce inequality by 2030. South Africa can realize these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. South Africa has made remarkable progress in the transition from apartheid to democracy.

This transition has been peaceful despite the country's history of violent conflict and dispossession. In nearly every facet of life, advances are being made in building an inclusive society, rolling back the Shadow of history and broadening opportunities for all

South Africa has been able to build the institutions necessary for a democratic and transformative state. The Constitution enshrines a rights-based approach and envisions a prosperous, non-racial, non-sexist democracy that belongs to its entire people.

Healing the wounds of the past and redressing the inequities caused by centuries of racial exclusion are constitutional imperatives. Access to services has been broadened, the economy has been stabilized and a non-racial society has begun to emerge. Millions who were previously excluded have access to education, water, electricity, health care, housing and social security. About 3 million more people are working today than in 1994, the poverty rate has declined and average incomes have grown steadily in real terms.

The diagnostic report from the National Planning Commission identified **9 main challenges** namely:

- Too few people work
- The standard of education for most black learners is of poor quality
- Spatial patterns exclude the poor from the fruits of development
- A wide spread disease burden is compounded by a failing public health system
- Public services are uneven and often of poor quality
- Corruption is widespread
- South Africa remains a divided society

Based on the identified challenges the commission developed a National Development Plan that seeks to address the identified challenges by 2030.

- An economy that will create more jobs
- Transition to a low carbon economy
- Reversing the spatial effects of apartheid
- Improving the quality of education, training and innovation
- Quality health care
- Social protection
- Fighting corruption
- Transforming society and uniting the country

### 1.2.8. Outcome 9

As part of government performance monitoring and evaluation system, the Medium Term Strategic Framework and government Programme of Action and 12 National outcomes give effect to the policy direction adopted by cabinet. Each outcome has a limited number of measurable outputs with targets.

The 12 outcomes have delivery agreement which in most cases involve all spheres of government and a range of partners outside government. Outcome 9 commits municipalities to deliver services in a responsive, accountable, effective and efficient manner to enhance the livelihoods of communities in a sustainable manner.

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel free;
4. Decent employment through inclusive economic growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive and responsive economic infrastructure network;
7. Vibrant, equitable and sustainable rural communities with food security for all;
8. Sustainable human settlements and improved quality of household life
- 9. A responsive, accountable, effective and efficient local government system**
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to better and safer Africa and World
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

### 1.2.9. Limpopo Development Plan (LDP)

- The LDP strives for economic development and transformation to enable the province to address triple challenges: poverty, inequality and unemployment.
- The province aims to diversify the economy through placing emphasis in manufacturing thus creating value along commodities with competitive advantage within the prioritized economic sectors, in pursuit of addressing losses in employment and promoting sustained job opportunities. (Cluster Value-Chain development)
- Appropriate strategies and policies are in place to guide effective implementation processes.

### Provincial Goals

The LDP aims to achieve the **four overarching goals**:

- An increased economic growth rate
- A decreased unemployment rate
- A decreased poverty rate
- A decreased inequality level

## Provincial Objectives

- Create decent employment through inclusive economic growth and sustainable livelihoods
- Improve the quality of life of citizens
- Prioritize social protection and social investment
- Promote vibrant and equitable sustainable rural communities
- Raise the effectiveness and efficiency of a developmental public service
- Ensure sustainable development

## Prioritised Implementation Focus Areas

1. Economic Development and Transformation
2. Infrastructure Development
3. Building a Developmental State
4. Social Cohesion and Transformation
5. High Impact Growth Catalytic Programmes and Anchor Projects

### **1.2.10. S137 of MFMA, read in conjunction with Section 139 (1) (b) of the Constitution and the Financial Recovery Plan (FRP) which came into being.**

- Significant governance, financial and service delivery difficulties.
- Limpopo Provincial Executive instituted a discretionary intervention in terms of S137 of MFMA, read in conjunction with **Section 139 (1)(b)** of the Constitution.
- S139 (1) (b): Provincial Executive assuming responsibility for the relevant obligation in a municipality to the extent necessary to-
  - maintain essential national standards for service rendering
  - prevent a Municipal Council from taking unreasonable action that is harmful to the interests of another municipality or to the province as a whole
  - maintain economic unity.
- Administrator appointed.
- The first step in the financial recovery process was a diagnostic assessment to determine the reasons for the crises in the municipality's financial and service delivery affairs: Done by Provincial Treasury in consultation with municipality.

### **1.2.10.1. Financial Recovery Plan Approach**

#### **Phase I: Financial Rescue:**

- Immediate actions identified to secure the financial position.
- Safeguard funds for operational requirements and address critical and fundamental aspects of the municipal financial health.
- Prioritize six (6) focus areas, namely Funded Budget, Cost Containment, Cash Flow Management, Trading Debtors and Collection Rates, Expenditure Creditor Management and Ring-fencing of Conditional Grants.

#### **Phase II: Stabilization:**

- Largely about improvement of efficiencies and systemic improvements across municipality to ensure best practises are identified and implemented.
- This requires a systematic approach to redesign processes and policies to change the work climate within units and realignment of responsibilities and delegation to enhance governance and productivity.
- Goal to ensure all structures of municipality are aligned and stable to provide basic required performance to stabilize environment.

#### **Phase III: Sustainability:**

- Approach will be guided by outcomes of first two phases.
- FRP activities will be identified for continued implementation, monitoring and support.
- The consistent monitoring of financial recovery against key financial ratio norms will be prioritised for a period of at least one year to ensure that the municipality has reached acceptable levels of financial sustainability. Exiting will be considered at the end of this phase if acceptable municipal financial health levels have been achieved.

### **1.3. Key Aspects of the SONA and SOPA**

#### **1.3.1. Key Aspects of 2024 State Of Nation Address**

##### **Reducing Unemployment**

Millions of young people aged 15 to 24 years are currently not in employment, education or training.

There are many who have a matric, a diploma or a degree who cannot find a job, or do not have the means to start a business.

While economic growth is essential to reduce unemployment, we cannot wait to provide the work that many of democracy's children need.

As government we have taken steps to address the youth unemployment challenge.

Three years ago, building on the success of the Expanded Public Works Programme, we launched the Presidential Employment Stimulus.

Through this programme, we have created more than 1.7 million work and livelihood opportunities.

Through the stimulus, we have placed more than 1 million school assistants in 23,000 schools, providing participants with valuable work experience while improving learning outcomes.

Through the Presidential Youth Employment Intervention, we established SAYouth.mobi as a zero-rated platform for unemployed young people to access opportunities for learning and earning.

Over 4.3 million young people are now engaged on the network and 1.6 million have so far secured opportunities.

We have, working together with the National Youth Development Agency, set up a number of initiatives to provide opportunities for young people including the National Youth Service and the Youth Employment Service.

These programmes matter because work matters to people. The NYDA has played a key role in assisting a number of young people to start their own businesses.

Having a job does not only provide an income – it is fundamental to people's sense of self-worth, dignity, hope, purpose and inclusion.

From the depths of deprivation and inequality, we have worked over 30 years to ensure that all South Africans have an equal chance to prosper. It is not enough to recognize the injustices of the past; we need to correct them.

We have introduced laws and undertaken programmes to enable black South Africans and women to advance in the workplace, to become owners and managers, to acquire land and build up assets. The proportion of jobs in executive management held by black people increased almost five-fold between 1996 and 2016.

### **Crime and corruption**

One of the overriding challenges this administration had to deal with when it took office was state capture and corruption.

Our first priority was to put a decisive stop to state capture, to dismantle the criminal networks within the state and to ensure that perpetrators faced justice.

We had to do that so that we could restore our institutions and rebuild our economy.

We appointed capable people with integrity to head our law enforcement agencies, government departments, security services and state companies, often through an independent and transparent processes.

The credibility and efficiency of a number of institutions like the South African Revenue Service have been restored and their performance improved.

We set up the Investigating Directorate as a specialised and multidisciplinary unit within the National Prosecuting Authority to investigate corruption and other serious crimes.

Great progress has been made in bringing those responsible for state capture to justice.

More than 200 accused persons are being prosecuted. More are under investigation.

Stolen funds are being recovered.

Freezing orders of R14 billion have been granted to the NPA's Asset Forfeiture Unit for state capture-related cases, and around R8.6 billion in corrupt proceeds have been returned to the state.

A restored and revitalised SARS has collected R4.8 billion in unpaid taxes as a result of evidence presented at the Commission, while the Special Investigating Unit has instituted civil litigation to the value of R64 billion.



We have taken steps, including through new legislation, to strengthen our ability to prevent money laundering and fraud and secure our removal from the “grey list” of the Financial Action Task Force.

With the assistance of business, we have set up a digital forensic capability to support the NPA Investigating Directorate, which in due course will be expanded to support law enforcement more broadly.

Legislation is currently before Parliament to establish the Investigating Directorate as a permanent entity with full investigating powers.

But there is much more work to be done to eradicate corruption completely.

Based on the recommendations of the National Anti-Corruption Advisory Council, we are determined to introduce further measures to strengthen our anti-corruption agencies, protect whistle-blowers, regulate lobbying and prevent the undue influence of public representatives in procurement.

We will not stop until every person responsible for corruption is held to account.

We will not stop until all stolen money has been recovered.

We will not stop until corruption is history.

### **Energy Crisis**

We are on track to resolve the most important constraints on economic growth by stabilising our energy supply and fixing our logistics system.

As these obstacles are removed, the true potential of our economy is unleashed.

We set out a clear plan to end load shedding, which we have been implementing with a single-minded focus through the National Energy Crisis Committee.

We have delivered on our commitments to bring substantial new power through private investment on to the grid, which is already helping to reduce load shedding.

Last year, we implemented a major debt relief package which will enable Eskom to make investments in maintenance and transmission infrastructure and ensure its sustainability going forward.

Since we revived our renewable energy programme five years ago, we have connected more than 2,500 MW of solar and wind power to the grid with three times this amount already in procurement or construction.

Through tax incentives and financial support, we have more than doubled the amount of rooftop solar capacity installed across the country in just the past year.

We have implemented sweeping regulatory reforms to enable private investment in electricity generation, with more than 120 new private energy projects now in development.

These are phenomenal developments that are driving the restructuring of our electricity sector in line with what many other economies have done to increase competitiveness and bring down prices.

Through all of these actions, we are confident that the worst is behind us and the end of load shedding is finally within reach.

But we are not stopping there.

To ensure that we never face a similar crisis ever again, we are reforming our energy system to make it more competitive, sustainable and reliable into the future.

We are going to build more than 14,000km of new transmission lines to accommodate renewable energy over the coming years.

To fast-track this process, we will enable private investment in transmission infrastructure through a variety of innovative investment models.

Last year, we tabled the Electricity Regulation Amendment Bill to support the restructuring of Eskom and establish a competitive electricity market.

### **Cost of Living**

By 2010, the poverty rate had dropped to 60.9 percent, and it continued to decrease, reaching 55.5 percent in 2020, as reported by the World Bank.

This progress has been made possible by extensive support to those in society who need it most.

Five years ago, we introduced a further measure to tackle poverty in by introducing National Minimum Wage is envisaged in the Freedom Charter.

The decision by key role players, being business and labour and communities, to introduce the minimum wage immediately raised the wages of over 6 million workers.

In the midst of the pandemic, we introduced the special SRD Grant, which currently reaches some 9 million unemployed people every month.

We have seen the benefits of this grant and will extend it and improve it as the next step towards income support for the unemployed.

These grants and subsidies do much more than give people what they need to live.

They are an investment in the future.

As we celebrate 30 years of freedom, we must remain steadfast in our commitment to our constitutional democracy and its promise of a better life.

We should not give in to those who resist the responsibility that the Constitution places on us all to correct the injustices of the past and fundamentally transform our economy and society.

We must remind these people of the obligation that the Constitution places on the state to progressively realize the rights of everyone to housing, health care, food, water, social security, safety and education.

### 1.3.2. Key Aspects of 2023 State Of Province Address

Key Government Priorities/ Tasks	Summary
State Capture and Corruption	<p>The President further outlined the challenges our country faced. Various events countervailed our march to prosperity. These include state capture and other forms of corruption, gender-based violence, global economic crises, and the COVID-19 pandemic. The President said: While each of these events has left its mark, our country has weathered every storm. Yes, we have these cars to show.</p> <p>But in every case South Africans have been resolute. We have not only persevered, but we have come back stronger and more determined. All these efforts have demonstrated how South Africans value the freedom that was won after decades of struggle. These words reflect the journey we have traversed since 2013 when we took office as the fifth administration. We have made distances. In 2013, Limpopo was at a critical juncture. Five departments were under national administration. Confidence in our provincial administration was waning. Our task was clear, yet daunting. It was to breathe life back into these departments and restore confidence in our governance. It was a journey akin to the mythical phoenix rising from the ashes, a symbol of renewal and resilience that resonates deeply with the spirit of Limpopo.</p> <p>In this journey of transformation, I am reminded of the words of the renowned South African poet, Lebogang Mashile, who once said, "We are all broken vases trying to keep flower salver. "This metaphor beautifully encapsulates the state of Limpopo when we began our work. We were a province striving to nurture growth and prosperity, despite the cracks of past challenges. Yet, like the resilient vase that holds sthew at nurturing the flowers, we too held onto hope and determination.</p>

Key Government Priorities/ Tasks	Summary
	<p>Over the past decade, we have worked tirelessly to bring stability and sound administration to our province. Through collective effort and unwavering commitment, we have seen remarkable improvements in audit outcomes and overall provincial performance. The once prevalent disclaimer audit opinions are now a thing of the past in our departments, public entities and municipalities. No department is under administration. As we reflect on the progress we have made, let us also look to the future with optimism and determination.</p> <p>The story of Limpopo's renewal and development is far from over. It is a continuous journey, one that requires an active citizenry, and the collective effort of every community and leader</p>
<b>Accelerating economic recovery</b>	<p>The Limpopo population landscape has changed. Since 2022, we are now the fifth largest province in South Africa. Although we have moved from the fourth spot, we have become the largest contributor to Gauteng's population. Our economic and social development programs should help us retain our youth, while protecting their freedom movement. Democracy has brought about many shifts. More people stay where they want to. Over 60 per cent of South Africans are staying in urban centers or peri-urban centers. This is linked to an increased movement of people from rural areas and urbanization.</p> <p>However, Limpopo remains youthful, with a greater proportion of our population still between 18 and 34 years old. This calls on us to strengthen programs that will address the challenge of youth not in employment, education or training. The 10 programmes include our Youth Development Strategy, including skills development, placements in work, and youth empowerment. From the year 2000, mining became the largest contributor to our economic growth.</p> <p>Mining contribution to our GDP rose from below 20 per cent in 1999, reaching a peak of 28.1 per cent in 2008. The 2008 global economic meltdown affected our economy, resulting in a decline in many sectors. At 25.6 per cent, mining reached a new peak of its contribution to our provincial economy in 2019. The rise of mining in Limpopo has led to the positive economic developments that are witnessing along the Dilokong Corridor in Fetakgomo-Tubatse, Sekhukhune, and in Waterberg District. It is important to distribute economic development evenly, to do away with the legacy of uneven development.</p> <p>These developments, driven by strategic planning and investment mobilization, underscore the importance of a focused approach to regional economic development. Every district in Limpopo has something to offer. By developing their potential advantages, the government shall lift up the economies of all districts and improve the quality of life of our people.</p> <p>We are products of hope that see in the budding spring a upcoming summer harvest. We see in the dry beds of our rivers simmering springs as rains begin to fall, regenerating the wetlands that had temporarily gone to sleep. The hope is borne out of the significant contribution that the mining sector is making to our provincial economy. General government services are the second largest contributor</p>

Key Government Priorities/ Tasks	Summary
	<p>to our provincial economy, after mining. The government is followed by finance, real estate and trade, catering and accommodation, reflecting the importance of the tourism sector in Limpopo.</p> <p>I am pleased to report that Limpopo has seen a growth in investments. Our annual investment conferences, beginning with the first in 2021, have contributed over R280billion in investment pledges. The difference that these pledges brought about is reflected in their immediate implementation. These investments include mining, agriculture, agro-processing, green energy, property development, as well as trade, catering and accommodation. Rising investment is a sign of confidence and is important for us to address unemployment and poverty. We experienced an increase in employment from 2019 to 2023. Limpopo is in the top three provinces that have shown rising employment. Although we lost 40,000 jobs in the last quarter,</p> <p>We have created 182,000 jobs in 2023, making us these Cond largest provinces in job creation. The provincial government has implemented enterprise development and support programs. These programs support local enterprises, including small, micro and medium enterprises, as well as co-operatives. We achieve this through access to finance, markets, training, and essential business equipment. We have established partnerships with organizations such as Impact Catalyst, Coca Cola Business South Africa, and the SAB Foundation, to implement enterprise development programs, targeting youth, women, people with disability and graduates interested in new venture creation.</p>
<b>Implementing economic reforms to create sustainable jobs and drive inclusive growth</b>	<p>The Limpopo Provincial Government is taking steps to ensure the sustainability of entities under the Limpopo Economic Development Agency (LEDA). These include establishing a Provincial Public Finance Management Act 3D Entity Monitoring and Evaluation Task Team. The purpose of the 13 Task Team is to monitor the implementation of the LEDA Group and GAAL sustainability and financial recovery plans. Here we are strengthening institutional governance and performance management. Limpopo is known as a province where agriculture plays a pivotal role.</p> <p>In the first quarter of 2020, up to the third quarter of 2021, agriculture was the third largest contributor to employment in our province, after community and social services, as well as trade. It was overtaken by construction in the last quarter of 2021. In the first quarter of 2022, agriculture returned to the third spot in the province's sectoral employment contribution. We have made significant progress in agriculture.</p> <p>We implemented agricultural support programs, such as the Land-Care Programme, the Revitalization of Agriculture and Agro-Value Chain Plan, and the market access certification program. Efforts in climate-smart agriculture, skills development, research, and infrastructure development have contributed to agricultural production. Our commitment to agricultural education and livestock disease control, in addition to other policy interventions, further demonstrates our resolve to build a prosperous and inclusive agricultural sector</p>

Key Government Priorities/ Tasks	Summary
	<p>Today, I stand before you filled with a profound sense of pride and accomplishment, as we reflect on the strides we have made in the realm of public works and infrastructure development. Over the past four years, under the Sixth Administration, our collective efforts have borne fruit, contributing to the transformation of our province's land scape and the quality of life of our people. We embarked on a journey in 2019, with a clear vision of delivering socio-economic infrastructure to serve as the backbone for service provision across our province.</p> <p>I am thrilled to report that we have successfully delivered 50 socio-economic infrastructure projects, showing our dedication to the people of Limpopo. Many of us, seated here today, are beneficiaries of the expansion of our road infrastructure network by over 6,000tarred kilometers since 1994. We sometimes just have to step out of this hall toseehowthe15 km N1 Bypass ring road transformed the outlook of Polokwane or the ease of flow of traffic in Fetakgomo-Tubatse after the expansion of the R37 road. Go to Musina and many other villages in our province. We have made them attractive and accessible. People are no longer afraid of buying luxury vehicles in those villages. During the State of the Province Address last year, we mentioned on our road infrastructure projects.</p> <p>I am pleased to report on the progress we have made thus far. The upgrade of Road D4180 from Atok Mine to Ga-Selepe is in the final stages of design. Work will commence on this crucial road shortly after the design is completed and a contractor of appointed. 15Road D4260 from Malope to Phokwane has already had the contractor appointed and construction has started. This upgrade will significantly enhance transportation in the area.</p> <p>Regarding roads D4090, D4093, D4094, and D4096, known as Malemate roads, the contractor has been appointed. The scope of works and preliminary design reports for roads D4199 from Apel to Ga Nkoana and D4190 have been approved. The consulting engineer is currently working on the detailed design report for these roads.</p> <p>We have already made significant progress on priority roads in the province. Among others, the construction of roadD3278 from Blouberg Hospital to Buffelshoek in the Capricorn District is well underway. Road D3561 in Segole 1 and Segole 2, from N11 to Masebe Nature Reserve in the Waterberg District, is progressing. We have also commenced work on road D3669, known as Mavhunga Access road, in the Vhembe District. Road D3734, also known as Tshatshama, in the Mopani District, is currently under construction.</p> <p>The construction of roads D3436, D3428, and D5007inGa-Ramoshwane, Ga-Rammetlwane, and Ga-Ramotlokwana in the Capricorn District is progressing well. Similarly, the construction of road D3248 from Thapane access to Nwamitwa in the Mopani District is underway. 16We have also commenced work on road D4283 from Glencowie to Malaka in the Sekhukhune District. The construction of road D3671 from Musekwa to Maranikwe in the Vhembe District is progressing.</p>

Key Government Priorities/ Tasks	Summary
	<p>Similarly, the construction of road D4109 from Mamatonya to road D885 in the Capricorn District is underway. We have created employment in all road infrastructure projects where construction has begun. The Ga-Malekane Steelpoort bridge, situated on road D2219 connecting to the R555 in the Sekhukhune district, is a joint effort between RAL and mining companies in the Fetakgomo Tubatse Municipality. I am pleased to announce that this project has achieved a 35 per cent progress and is on track for completion in November 2024. In the Waterberg district, RAL has entered into a Memorandum of Agreement with Northam Platinum, securing R41 million in funding, entirely provided by Northam Platinum. This initiative aims to enhance a bridge and upgrade a three-kilometer stretch of Road D2357 connecting to road R511. Having commenced in November 2023, the project is presently at a 32 percent completion stage. The target is to complete it in August 2024. In the Mopani District, RAL has signed a Memorandum of Agreement with Palabora Mining Company to rehabilitate and upgrade road D3786 in Mashishimale and road D4424 in Lulekani, with a combined value of R 205 million. RAL and the mining company have agreed to contribute R105 million and R100 million, respectively.</p> <p>The projects will commence in March 2024, aimed to be completed in September 2025. Additionally, we have allocated resources for road maintenance and rehabilitation. This will improve the overall quality of our infrastructure and contribute to the longevity of our road network. We have also given 19 roads to be maintained by the South African National Roads Agency Limited to leverage on its capacity.</p> <p>Education saw remarkable progress with the completion of 12 schools that had been devastated by severe storms. Schools like Nwaridi Secondary in Vhembe and Khetho Nxumalo in Mopani, among others, stand today as symbols of resilience and hope for our children and communities. Our cultural heritage and governance structures were also strengthened with the delivery of traditional council offices, including the recently completed Raphahlelo, Bakoneba Matlala, Davhana and Bakwena ba Matsepe Traditional Councils.</p> <p>In our quest to promote culture and knowledge, we have completed new library facilities in Seleteng, Mavalani, and Runnymede. We have also embarked on the construction of four new libraries in Tshaulu, Sekhukhune, Botshabelo, and Vleifontein.</p> <p>Our commitment to public safety and agriculture saw the implementation of the Limpopo Traffic College projects and the construction of agricultural service centre offices. Healthcare infrastructure received a significant boost with upgrades to laundries at various hospitals and the construction of new medical facilities, ensuring that our communities have access to quality healthcare services. We have refurbished the Schoemansdal Museum and the Thohoyandou Government Complex.</p> <p>Through these projects, we have created over 21,800 work opportunities, empowering women, youth, and people with disability. As we look to the future, we remain committed to our infrastructure development agenda. Just last week we have conducted sod turning on the site of the Limpopo Provincial Theatre. This construction will unearth new talent and position our province as a key player in the creative arts economy.</p>

Key Government Priorities/ Tasks	Summary
	<p>Census 2022 shows that 69.1 per cent of our households have access to water. However, amid growth in the number of households, 20.5 per cent of our households has not yet been connected to piped water. In addition, lack of adequate bulk infrastructure and reticulation capacity remain a significant challenge in ensuring universal access to water. This is despite the fact that our dams have recorded the average storage capacity of 81.8 per cent as at the January 2024.</p> <p>As I said earlier, to tackle these challenges head-on, we need to strengthen our engagements with water service authorities. Since 2013/2014, the province has spent R26,6 billion on Municipal Infrastructure Grant (MIG), with the majority of this spending going to water. Recent figures show that, during the period 2023-2024 financial year, the provincial MIG allocation is approximately R3,52 billion. Nine out of 25 municipalities, that is 36 per cent, with allocation above R100 million have a combined total of approximately R2,7 billion, that is 96 per cent of the provincial allocation. Sixty-eight per cent of the provincial Municipal Infrastructure Grant is allocated to nine water service authority municipalities.</p> <p>In the main, this allocation is meant for provisioning of basic services such as water, sanitation, electricity and refuse removal. Therefore, a failure to spend these allocated budgets implies we are depriving our people of the much-needed public goods and services.</p> <p>Allow me to take this opportunity to correct misleading information desperately spread by some minority section of this august house about Limpopo's spending. Spreading misleading information from this house negatively impacts on its integrity and standing in society. The fact is that we have fought against underspending, as we did against disclaimer audit outcomes.</p> <p>Finally, in the past two years, we realised progress in curbing underspending. Our efforts have brought underspending within the national norm of 202 per cent of the total budget. In 2022/2023 financial year, Limpopo surrendered only 0.15 per cent of its over R70billionbudget. The province has improved spending, resulting in receiving an additional R250 million this year for human settlements grant. Our emphasis on spending has nothing to do with expenditure for its own sake. It is essentially a means to deliver public goods and services. That is our ultimate mandate</p> <p>Through our social cluster programed, we have made significant strides in the areas of co-operative governance, human settlements, and traditional affairs over the past five years. This journey has been marked by achievements such as municipalities attaining clean audits, improved disaster management co-ordination, and the introduction, as well as the implementation, of the District Development Model. Our focus includes transforming informal settlements through formalisation, infrastructure connection, and servicing of sites. Approximately 31,000 households have benefited from housing programs. The institution of traditional leadership has received substantial support.</p>



Key Government Priorities/ Tasks	Summary
	<p>From 2014, we have been allocating vehicles to deserving senior traditional leaders to enable them to perform their work. We are honoured that in 2023, we have allocated a further 102 vehicles to deserving senior traditional leaders. Our target is to complete the allocation by the end of March 2024.</p> <p>We are now left with 80 schools to complete the elimination of pit latrines, from 380 schools identified in 2017 as having inappropriate sanitation. This is notable progress. Our Sixth Administration carries pride in offering the best results in the 30-year history of Limpopo.</p> <p>22 In addition to the commendable improvement in the matric pass rate of 2023, we have realised an increase in bachelor passes. To move with the times, especially the digital technological revolution, we have provided 35,000 tablets to Grade 1 and Grade 6 learners. This initiative goes far beyond the gadgets. It equips learners with digital skills and prepares them for the evolving demands of the modern economy.</p> <p>By implementing digital technology in education, we are ensuring that our learners are well-prepared for the skills of the future. Currently, Limpopo boasts 23 focus schools, comprising 15 technical high schools and eight agricultural schools. Our approach ensures that each district in our province benefits from hosting a focus school. We have graciously received a donation from China, earmarked for the construction of an engineering and technical high school.</p> <p>A dedicated Task Team is now identifying a suitable site for this pivotal project. Our focus schools have played a crucial role in nurturing talent and providing specialized education in areas such as science, technology, engineering, and mathematics. Our aim is to develop these schools to serve as centers of excellence, empowering our learners to excel in their chosen fields and contribute meaningfully to society. Special thanks to the Statistics South Africa: under the stewardship of Mr Risinga Maluleke as the Statistician-General, Stats SA has donated tablets to Limpopo from the census 2022.</p> <p>We have established partnerships to steer Limpopo's skills development initiatives, ensuring that all Sector Education and Training Authorities, along with key stakeholders, such as TVET colleges, Community Education Training Colleges, universities, and trade unions, as well as government departments, are aligned in our mission to uplift the youth through skills development. From 2021 to February 2024, over R1.2 billion has been invested in skills development in the province, benefiting over 26,000 learners and students, primarily the youth.</p> <p>This substantial investment underscores our commitment to empowering our young people. Looking ahead to the 2024/2025 financial year, we are excited to launch our flagship skills development programs, with SETA funding amounting to approximately R137 million. These programs target 960 learners across various critical sectors, including apprenticeships in motor mechanics, diesel mechanics, mechanical fitting, welding, and electrician trades.</p>

Key Government Priorities/ Tasks	Summary
	<p>The SETA supported programme also targets artisan recognition of prior learning for 70 workers and learnerships for 250 learners in new venture creation. It further targets support or 10 small, micro and medium enterprises, as well as co-operatives, in product standardization and technical capacity building. It includes short skills development programmes for 130 workers in solar installation. This initiative is crucial for skills development, youth empowerment, and employment.</p> <p>Our path has been marked by significant milestones that have shaped healthcare in our province. We have made remarkable strides, particularly in reducing the HIV positivity rate among the 15 to 24 years age group from 1.9 per cent to 1.3 per cent. This surpassed our target. Our Antiretroviral Therapy has expanded, ensuring broader access to HIV treatment. Our efforts in TB treatment and maternal healthcare have positioned Limpopo as a provincial leader in these areas. Our infrastructure development efforts have been robust as well.</p> <p>We have commenced construction for the Limpopo Central Academic Hospital. The construction of the Limpopo Central Academic Hospital reflects our dedication to expanding and modernising our healthcare infrastructure and training of healthcare professionals, including the much-needed specialists.</p> <p>The impact of this hospital will be profound, offering state-of-the-art healthcare services and serving as a hub for healthcare training and research. The upgrading of the Siloam Hospital, as well as other healthcare facilities, will improve the provision of healthcare in our province. The acquisitions of 566 ambulances in the current financial year will enhance our Emergency Medical Services, under scoring our commitment to provide timely and efficient emergency care to our people.</p> <p>Our Rural Health Matters Programme has contributed significantly to reducing the backlog of surgery, taking quality healthcare to the people. The journey ahead is filled with challenges, but our resolve is stronger than ever. Together, we will continue to build a healthcare system that is resilient, inclusive, and capable of meeting the needs of our people.</p> <p>Our commitment to the healthcare and well-being of our people is unwavering, and through the National Health Insurance, we shall ensure that no one is left behind. Our journey is far from over, but with the continued support of our dedicated healthcare workers, partners, and the community, I am confident that we will achieve even greater milestones in the years to come. Together, let us continue to work towards a healthier Limpopo.</p> <p>Our journey towards creating a safer, more efficient transport system has seen significant milestones in the 2023/2024 financial year. We have embarked on a transformative journey to bolster our fight against road fatalities. The recruitment of 150 young workers for our traffic learnership programme marks a pivotal step in this direction. These learners, currently receiving a stipend, are being equipped</p>

Key Government Priorities/ Tasks	Summary
	<p>with the skills necessary to enhance our traffic management capabilities by 2025. This initiative addresses the urgent need for capacity and opens opportunities for our youth.</p> <p>We have reinforced our commitment to road safety through the appointment of 274 road safety ambassadors, deployed across all our five districts, these ambassadors play a crucial role. They safeguard pedestrians and improve the flow of traffic during peak hours. The refurbishment of the Limpopo Traffic College, including the construction of new residential and catering facilities, underscores our dedication to maintaining high standards of training.</p> <p>This investment not only ensures compliance with health and safety standards but also positions the college as a premier traffic training institution in the region. The Shova Kalula bicycle project distributed 2,197 bicycles to learners in rural areas over five years to promote non-motorized transport. This has an added spinoff of a healthy lifestyle. Our journey towards a safer, more efficient transport system is ongoing.</p> <p>Our commitment to the well-being and care of older persons has been unwavering. Through our efforts, 533 older persons now have access to residential facilities, and 13,665 benefit from community-based care and support services. We have championed the rights and well-being of persons with disability, providing care for 294 people in residential facilities. We have ensured that 3,514 have access to services in protective workshops. In fighting HIV and Aids through social development programs, we have trained 750 implementers on social behavioral change and provided psycho-social support services to over 10,000 beneficiaries.</p> <p>Our family preservation initiatives have engaged approximately 74,000 family members in services, reunited 219 members with their families, and facilitated the participation of over 29,000 in parenting programs. Through the Expanded Public Works Programme, we have created over 1,500 work opportunities. We have empowered vulnerable individuals and communities, with 7,200 households gaining access to food through our food security programs. Together, let us continue to build a brighter future for the people of Limpopo through social development.</p>
<b>Fighting Corruption and Strengthening the State</b>	<p>Since 2013, the Provincial Government has made significant progress towards building a capable, ethical, and developmental state. As part of this crucial imperative, we committed ourselves to fight against corruption in government, wastage, and mismanagement of public funds. During the State of the Province Address last year, we gave a report to this august house on the progress we have made, working together with the Special Investigating Unit. In addition, we are pleased to report that we are also working together with Chapter 9 institutions, such as the Public Protector and the Human Rights Commission.</p>

Key Government Priorities/ Tasks	Summary
	<p>Those who do not know, these are the institutions which have been established by this democratic government since the 1994 democratic breakthrough. They were never there during the colonial and apartheid regimes. The decision of this progressive government to establish these institutions was fundamental to ensure that the rule of law is adhered to.</p> <p>Progress to date is that, working together with the Special Investigation Unit, the Provincial Government has implemented its recommendations into the COVID-19 funds, and appropriate sanctions are being muted against all those who were found guilty of wrongdoing. Notably, some government officials are facing criminal investigations. Similarly, we are currently implementing the Public Protector's recommendations on irregularities at the Department of Social Development, in the main and other departments in general.</p> <p>In the same spirit, we are calling upon all our municipalities and other water services authorities to implicate the water provisioning report by the commission last year, to co-operate fully with the commission.</p> <p>In the same vein, I want to send a strong message to all those in the public service, particularly those who are prone to commit corruption, fraud and maladministration, to desist from committing those activities.</p>

## 1.4. Municipal Powers and Functions

Section 155(1) of the Constitution of the Republic of South Africa, Act No. 108 of 1996 states that a category B municipality is a municipality that shares municipal executive and legislative authority in its area with category C municipality within whose area it falls. Therefore Thabazimbi local municipality and Waterberg district municipality have the right to administer the local government matters as listed in part B of schedule 4 and part B of schedule 5, and 84 of the Municipal Structures Act outline the powers and functions of the municipality

These powers and functions are contained in the table below:

**ATP =Authority to perform**

**PFM=Powers Performed by Thabazimbi Municipality**

**ESP =External Service Provider**

**S78 =Section78Process in terms of Systems Act**

**Complete**

**SDA =Service Delivery Agreement in Place**

<b>Functions of the Local Municipality according to the Constitution, The Municipal Structures Act and Systems Act</b>	<b>ATP</b>	<b>PFM</b>	<b>ESP or other sphere of GOVT</b>	<b>S78</b>	<b>SDA</b>
Air pollution	Yes	No	Yes	No	No
Building Regulations	Yes	Yes	Yes	No	No
Child Care Facilities	Yes	No	Yes	No	No
Electricity, Reticulation	Yes	Yes	Yes	Yes	Yes
Storm Water	Yes	Yes	Yes	No	Yes
Trading Regulations	Yes	Yes	No	No	No
Water (Potable	Yes	Yes	Yes	Yes	Yes
Sanitation	Yes	Yes	Yes	No	No

Billboards and the display of advertisements in public places	Yes	Yes	Yes	No	No
Cleansing	Yes	Yes	No	No	Yes
Control of public nuisance	Yes	Yes	No	No	No
Control of undertaking that sell liquor to the public	Yes	No	Yes	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
By- Laws	Yes	Yes	No	No	No
Public Spaces	Yes	Yes	Yes	No	No
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Yes	Yes	Yes	No	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	No	No	Yes

### 1.5. Priorities Issues from Municipal Perspective

<b>PRIORITY</b>	<b>NUMBER</b>
Local Economic Development	1
Water, Sanitation, Electricity, Roads and Stormwater	2
Land for development	3
Institutional Development and Financial Viability	4
Waste Management and Environment	5
Community participation and Communication	6
Sports, Arts and Culture	7
Disaster Management	8
Transport and Community Safety	9

### 1.6. Process Overview: Steps and Events (IDP Process Plan)

Section 28 of the Municipal System Act, Act 32 of 2000 requires that each Municipal Council adopts a process plan that would guide the planning, drafting, adoption and review of the IDP, Budget and Performance. The Process Plan should have clear and established mechanism, procedures and processes to ensure proper consultation with the local communities. It should indicate clearly how the IDP process will work, who will be responsible for what, time frames and milestones will be set and a budget will be aligned to the programme.

Section 21 of the Municipal Finance Management Act no 56 of 2003 also provides the following: The mayor of a municipality must –

- (1) (b) at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget:

IDP PHASE	ACTIVITIES	RESPONSIBLE PERSON/DEPARTMENT	DATES
<b>Preparation Phase</b>	Develop draft 2024/2025 IDP process plan	IDP Unit	July 2023
	Tabling of the 2023/24 IDP/Budget Process Plan to EXCO/Budget committee for recommendation for approval	IDP Unit	August 2023
	Adoption of IDP/Budget Process Plan for 2024/2025	Council	August 2023
	Public notice of the adopted IDP/Budget Process Plan 2024/2025	IDP Unit	September 2023
	Submission of the IDP Process Plan to MEC for Local Government, National & Provincial Treasury	IDP Unit	September 2023
<b>Analysis Phase</b>	Demographics & Service Delivery data, Socio-Economic data, Institutional data analysis, Spatial data analysis and Environmental data analysis	IDP, Sector departments, Internal departments (Planning & community services)	September 2023
<b>Public Participation (IDP Roadshows)</b>	Consultation with the Community	IDP & Public Participation Office	November 2023



<b>Strategic Phase</b>	Vision and Mission, values, priorities and strategic objectives	All Departments	Feb/March 2024
<b>Performance and Budget Review Phase</b>	Submission of Mid-year performance report	PMS	Jan/Feb 2024
<b>Programme and Projects Phase</b>	Priority Programmes and Projects	All Departments	
	2023/24 Adjustment Budget	BTO	Feb 2024
	CAPEX and OPEX costing	BTO	March 2024
	Agreement on changes proposed by Mayor and Councilors IDP/Budget	BTO	March 2024
<b>Final Consultation and Approval</b>	Tabling of the draft IDP/Budget 2024/25	IDP	March 2024
	Consideration and ensuring that MEC comments are addressed	IDP	April 2024
	Public participation process 1. List of community priority needs 2. List of all community needs submitted to departments for consideration	IDP	April/May 2024
	Tabling of Annual IDP/Budget/SDBIP for consideration/ adoption.	Council	May 2024
	Submission of the approved IDP to the MEC of Local Government	IDP	June 2024

## **1.7. Mechanisms and Procedures for Participation**

### **• Functions and context of public participation**

Chapter 4 of the Municipal Systems Act, 2000 section 17(2) stipulates that the municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality. Four major functions can be aligned with the public participation process namely:

- Needs identification
- Endorsement of appropriateness solutions
- Community ownership and buy-in
- Empowerment

### **• Mechanisms for participation**

The following mechanisms for participation will be utilized:

- Media

Local newspapers and different social media platforms e.g. whatsapp groups will be used to inform the community of the progress of the IDP.

- Website

The municipal website ([www.thabazimbi.gov.za](http://www.thabazimbi.gov.za)) will also be used to communicate and inform community.

- Satellite Stations

Copies of IDP and Budget will be distributed to all satellite offices within the municipality.

### **• Procedures for Participation**

**The following procedures were utilized:**

- IDP Representative Forum

The forum consists of members representing all stakeholders in the municipality. Efforts will be made to bring additional organizations into the IDP Rep Forum and ensure their continued participation throughout the process.

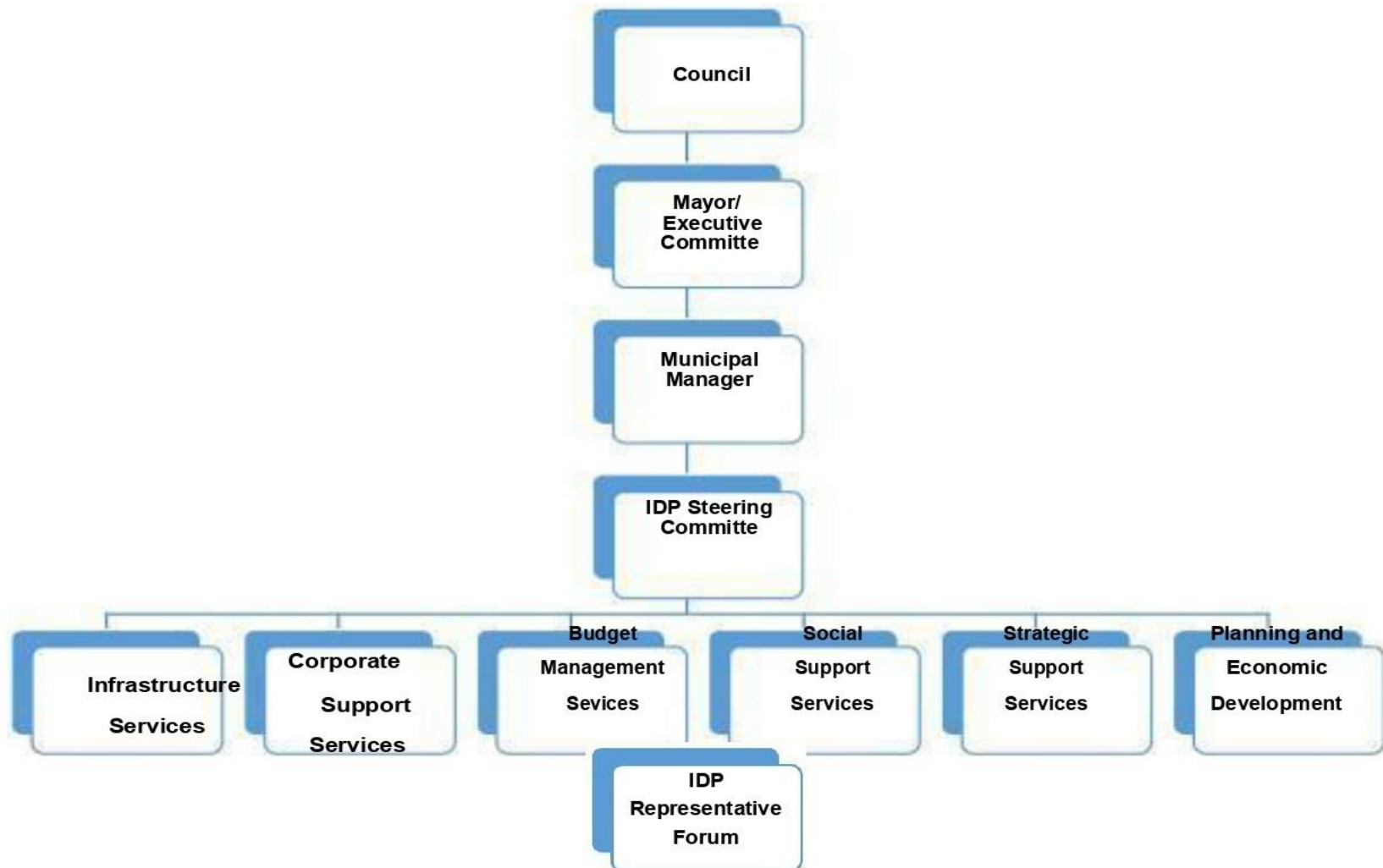
- Members of the Rep Forum includes:

Chairperson: Mayor or nominee Secretary:

Municipal Manager/Manager IDP

Members: EXCO Members, Councillors, Ward Committees Representative, Heads of sector departments, Private Sector, NGOs, Parastals, Municipal Trade Unions and CDWs.

## 1.8. INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP



STAKEHOLDER	ROLES AND RESPONSIBILITIES
<b>Council</b>	<ul style="list-style-type: none"> <li>As ultimate political decision-making body of the Municipality, council must consider, adopt and approve the IDP.</li> </ul>
<b>Mayor (Together with Elected EXCO Member)</b>	<ul style="list-style-type: none"> <li>Manage the drafting of the IDP.</li> <li>Assign the responsibility in this regard to the Municipal Manager.</li> <li>Submit the draft plan to Municipal Council for adoption.</li> <li>Submit final IDP and Budget to Council for adoption.</li> </ul>
<b>Municipal Manager</b>	<ul style="list-style-type: none"> <li>The Municipal Manager is responsible and accountable for implementation of the Municipality's IDP and the monitoring of progress with the implementation plan,</li> <li>Responsible for advocating the IDP process and nominates persons of different roles.</li> </ul>
<b>IDP Unit</b>	<ul style="list-style-type: none"> <li>The IDP Section reports to the Municipal Manager, and is required to manage and co-ordinate the IDP review process, ensure IDP/ Budget Integration, the roll out of the Performance Management System and monitor the implementation of the IDP, including;</li> <li>Preparing the Process Plan for the development of the IDP;</li> <li>Day to day management of the IDP process;</li> <li>Ensure involvement of different role-players;</li> <li>Adjustment of the IDP in accordance with the MEC's proposals as and when they are made;</li> <li>Respond to IDP related comments and queries;</li> <li>Ensure that the IDP is vertically and horizontally aligned;</li> <li>Ensure proper documentation of the IDP;</li> <li>Submit the review IDP to the relevant authorities.</li> </ul>
<b>IDP Steering Committee</b>	<ul style="list-style-type: none"> <li>Assist and support the Municipal Manager and Representative Forum. Information "GAP" identification.</li> <li>Oversee the alignment of the planning process internally.</li> </ul>
<b>Ward Committees</b>	<ul style="list-style-type: none"> <li>Ward Committees are a major link between the Municipality and the residents. As such their role is to:</li> <li>Ensure communities understand the purpose of the IDP, Budget and Performance Management processes.</li> <li>Assist the municipality in prioritizing the ward specific needs.</li> <li>Facilitate public consultation and participation within their wards.</li> <li>Provide feedback to their communities on the adopted IDP and Budget.</li> </ul>

### 1.9. MEC IDP ASSESSMENT REPORT FOR 2022/ 23

According to the CoGTA IDP assessment template or guidelines, a credible Integrated Development Plan must comply with relevant legislation, be budgeted for, and be implemented through the Services Delivery and Budget Implementation Plan (SDBIP). This is why the report also indicates whether projects reflected in the IDPs (as a –year plan) are included in the SDBIPs (annual operational plans).

The IDP assessment template accentuated six (6) Key Performance Areas (KPA's), namely;

- Spatial Rationale;
- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Good Governance and Public Participation;
- Financial Viability and
- Municipal Transformation and Organizational Development

The 2022/23 MEC IDP Assessment report is solution- oriented and deliberately focused on IDP Sector Plans. The report methodology and approach are informed by the need to contribute to the constant improvement of IDPs in Limpopo Province.

The approach is informed by the advent of the District Development Model (DDM) and provincial resolution adopted during the IDP/DDM District Engagement session.

The 2022/23 MEC Assessment report details the shortfalls of each Municipality to trigger an immediate response. Each sector plan's purpose and legislative prescripts are outlined to guide the response.

The 27 Municipalities in Limpopo Province have met basic requirements of what constitutes a credible IDP as per CoGTA guidelines. CoGHSTA also analyzed the alignment of IDPs and SDBIPs to determine whether municipal projects reflected in the IDP/Budgets are the same as the ones in the SDBIP.

The consistency is commendable; however, in some municipalities, there needs to be an alignment of the IDPs and SDBIPs, the findings for

Thabazimbi Municipality are reflected below;

Municipality	2018/19	2019/20	2020/21	2021/22	2022/23
Thabazimbi	High	High	High	High	High

## CHAPTER 2: MUNICIPAL PROFILE

MUNICIPALITY	AREA(km <sup>2</sup> )	% of District
Thabazimbi	10882km <sup>2</sup>	23.8%

### 2.1. DESCRIPTION OF MUNICIPAL AREA

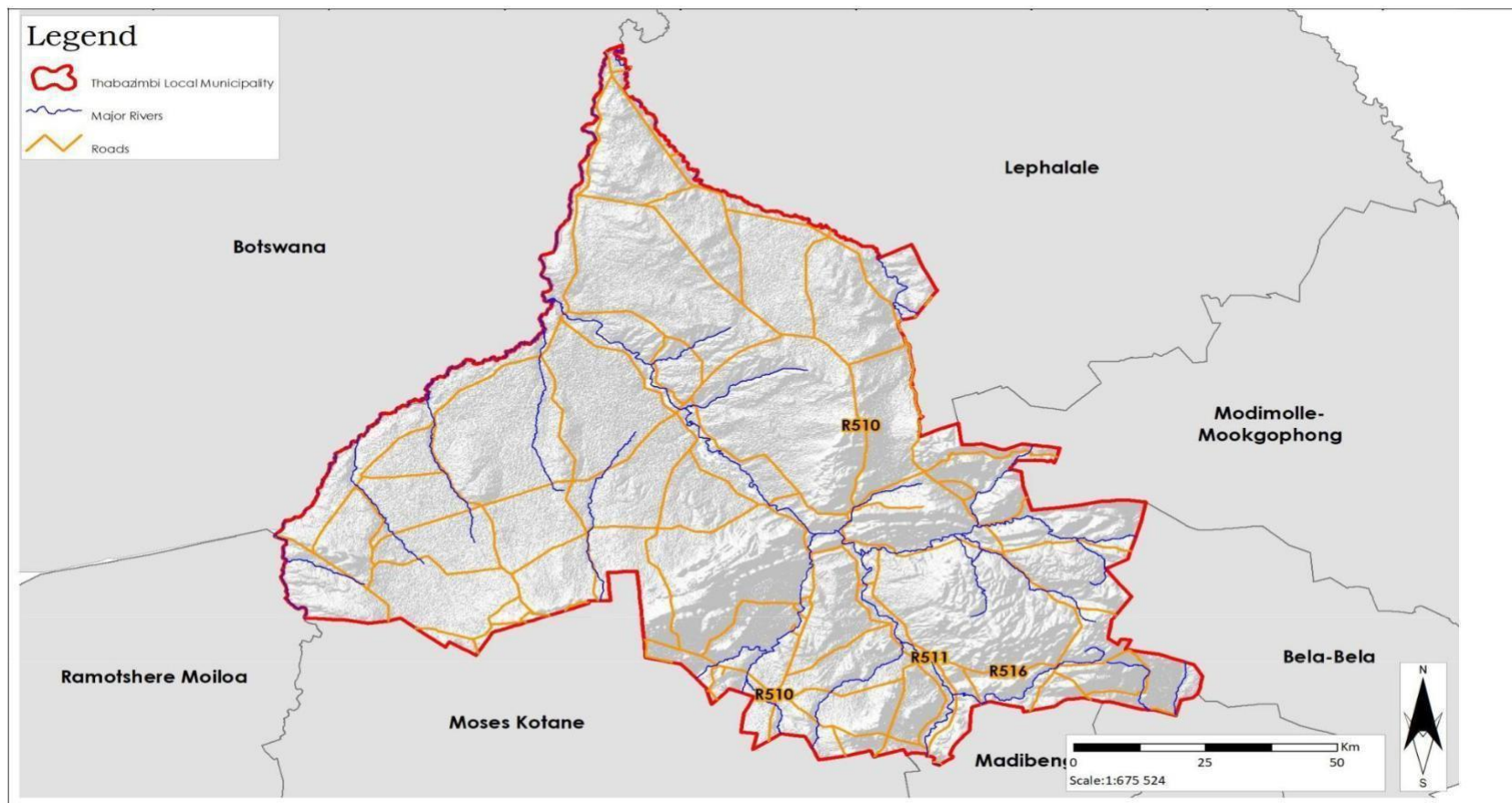
The Thabazimbi Local Municipality is located in the Limpopo Province and extends to the Botswana border. It is one of five municipalities in the Waterberg District area of jurisdiction. The Northwest and Gauteng Provinces border the Municipality to the south, and Botswana to the west. Thabazimbi Town is the municipal capital and one of major towns in the District. Routes R511, R510 and R516 are the only regional roads that traverse the western parts of the District.

The Thabazimbi area is between 100km and 250km from three international airports, being  $\pm 245$ km from the O.R. Tambo Airport to the east of Johannesburg,  $\pm 190$ km from the Lanseria Airport to the north of Johannesburg, and 100km from the Pilanesberg Airport, adjacent to the Pilanesberg Game Reserve. Furthermore, it is  $\pm 200$ km from Tshwane and  $\pm 130$ km from Lephalale, a major city and an emerging node respectively. The study area is closer to Johannesburg and Tshwane in Gauteng than it is to Polokwane, its provincial capital ( $\pm 300$ km).

## MAP 1- STUDY AREA



## MAP 2- STUDY AREA



**Source: TLM DRAFT SDF-2022**

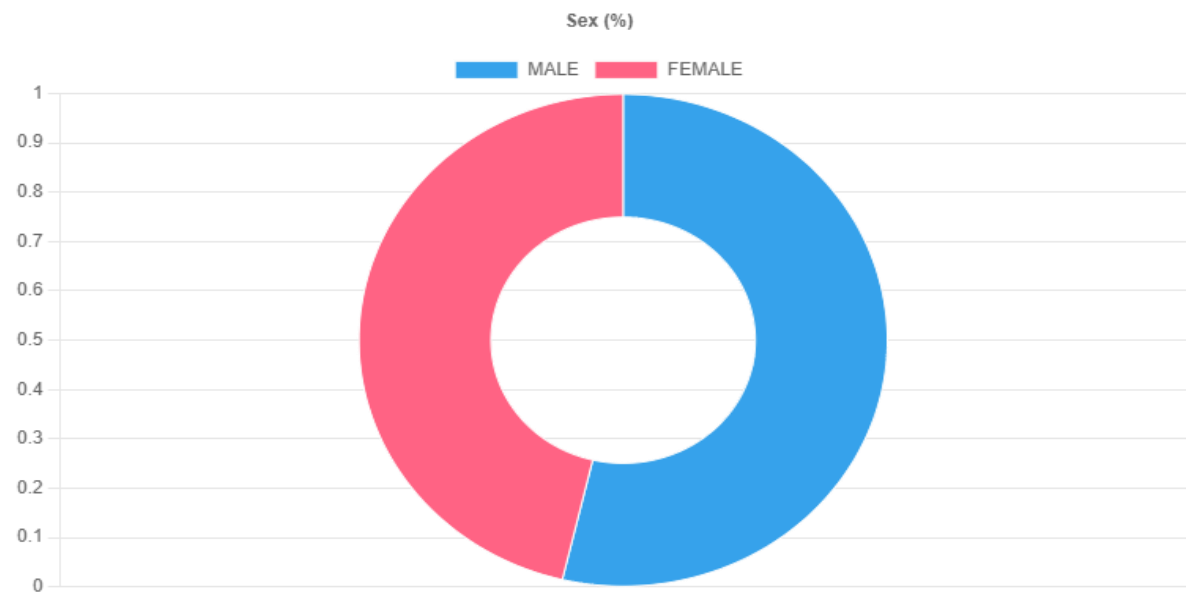


## 2.2. DEMOGRAPHICS

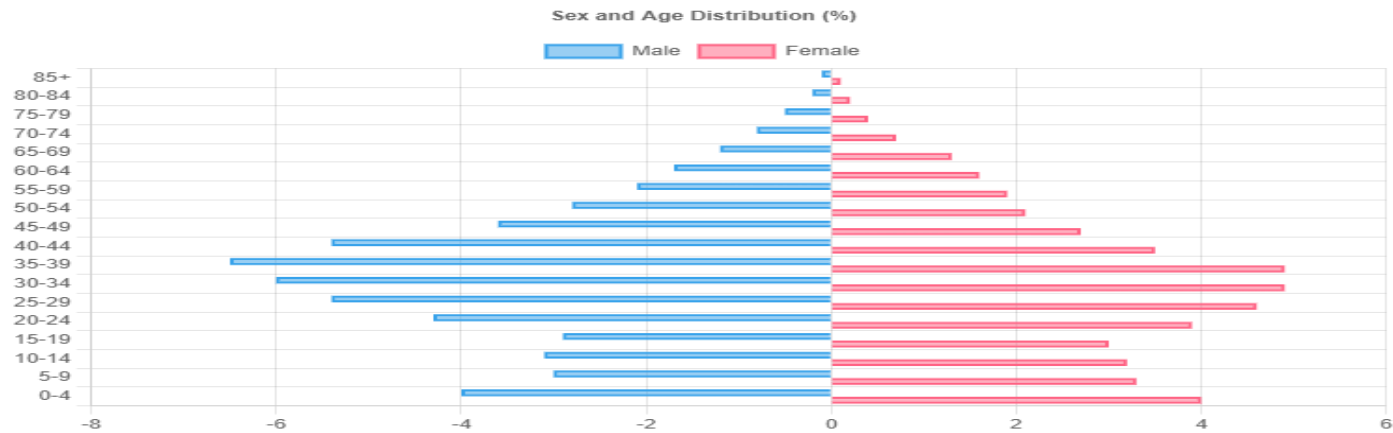
According to Stats SA, and as depicted on the table below, the 2022 projection shows that there are ± 65 047 people residing within the area of the Municipality, which amounts to ± 25 079 households. 1% less from 2011 which was ±85 234 and household of 26 832

Name	2022	2011
<b>Total population</b>	<b>65 047</b>	<b>85 234</b>
Young children (0-14 years)	20,7%	21,1%
Working age population (15-64 years)	73,7%	76,4%
Elderly (65+ years)	5,6%	2,4%
Dependency ratio	35,7	30,8
Sex ratio	115,9	141,1
No schooling (20+ years)	4,8%	8,8%
Higher education (20+ years)	9,6%	7,6%
<b>Number of households</b>	<b>26 832</b>	<b>25 079</b>
Average household size	2,4	3,4
Formal dwellings	83,6%	70,7%
Flush toilets connected to sewerage	77,4%	67,9%
Weekly refuse disposal service	69,2%	60,4%
Access to piped water in the dwelling	59,7%	47,3%
Electricity for lighting	89,3%	76,8%

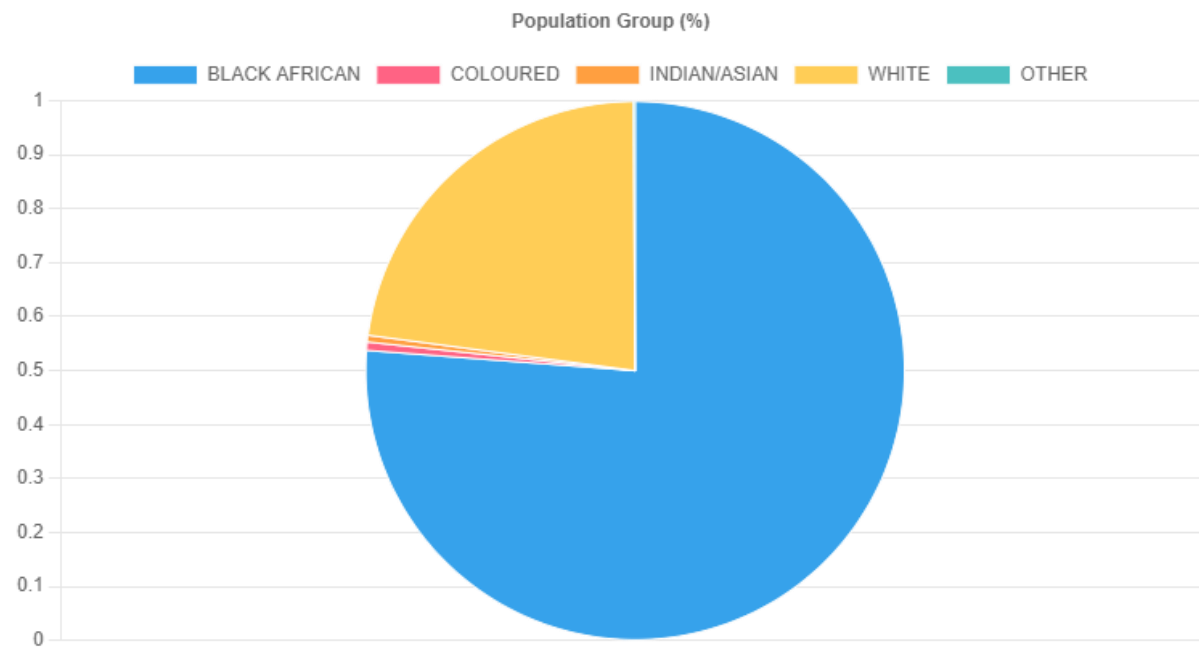
Name	Frequency	%
MALE	34 913	53,7%
FEMALE	30 134	46,3%



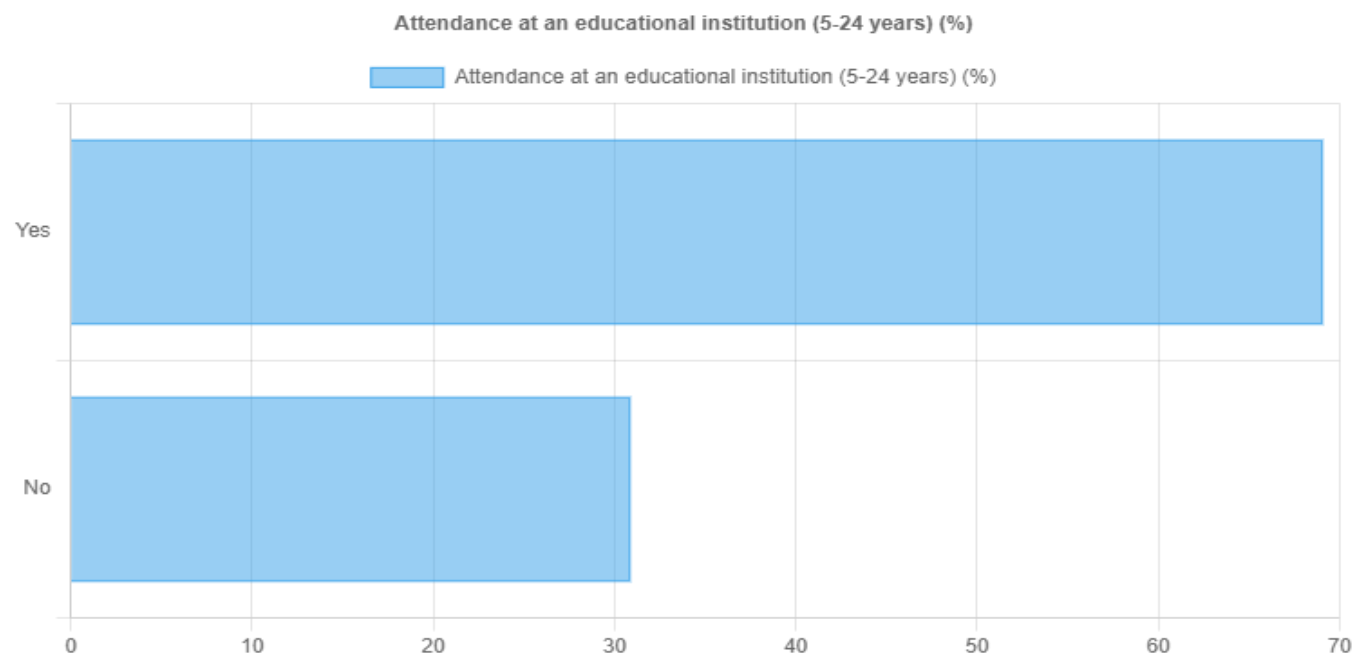
Name	Male	Male (%)	Female	Female (%)
85+	45	0,1%	88	0,1%
80-84	139	0,2%	137	0,2%
75-79	321	0,5%	284	0,4%
70-74	531	0,8%	436	0,7%
65-69	799	1,2%	860	1,3%
60-64	1 083	1,7%	1 044	1,6%
55-59	1 396	2,1%	1 224	1,9%
50-54	1 798	2,8%	1 346	2,1%
45-49	2 350	3,6%	1 736	2,7%
40-44	3 540	5,4%	2 270	3,5%
35-39	4 254	6,5%	3 159	4,9%
30-34	3 899	6,0%	3 155	4,9%
25-29	3 528	5,4%	3 015	4,6%
20-24	2 772	4,3%	2 538	3,9%
15-19	1 863	2,9%	1 955	3,0%
10-14	2 039	3,1%	2 110	3,2%
5-9	1 969	3,0%	2 157	3,3%
0-4	2 581	4,0%	2 618	4,0%



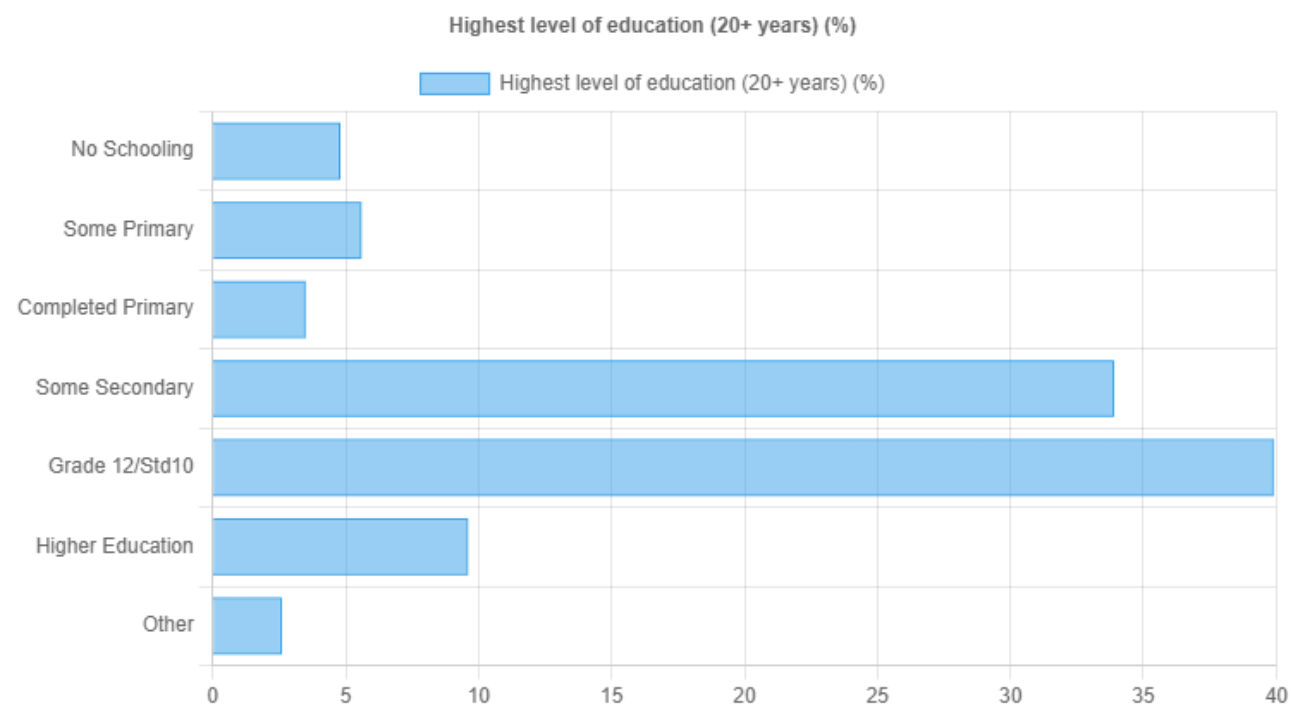
Name	Frequency	%
BLACK AFRICAN	49 504	76,2%
COLOURED	328	0,5%
INDIAN/ASIAN	285	0,4%
WHITE	14 796	22,8%
OTHER	80	0,1%



Name	Frequency	%
Yes	11 411	69,1%
No	5 111	30,9%

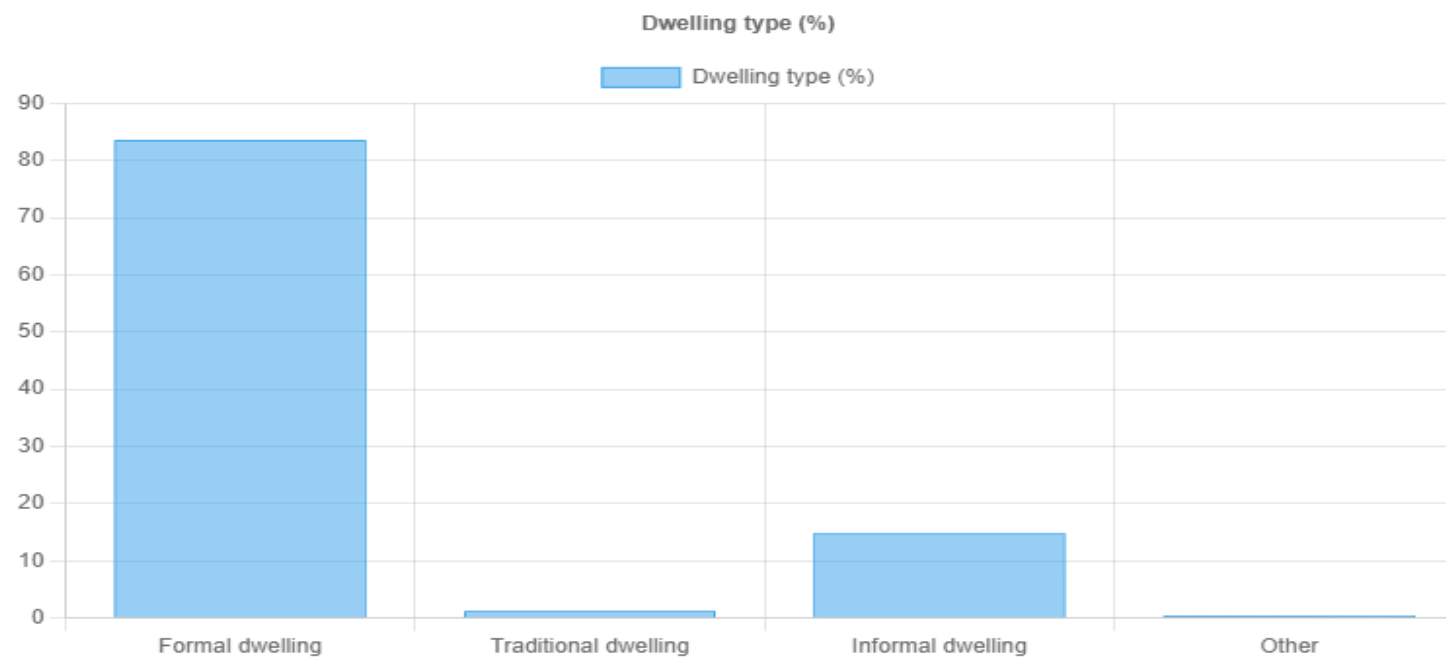


Name	Frequency	%
No Schooling	2 131	4,8%
Some Primary	2 503	5,6%
Completed Primary	1 533	3,5%
Some Secondary	15 041	33,9%
Grade 12/Std10	17 706	39,9%
Higher Education	4 272	9,6%
Other	1 159	2,6%

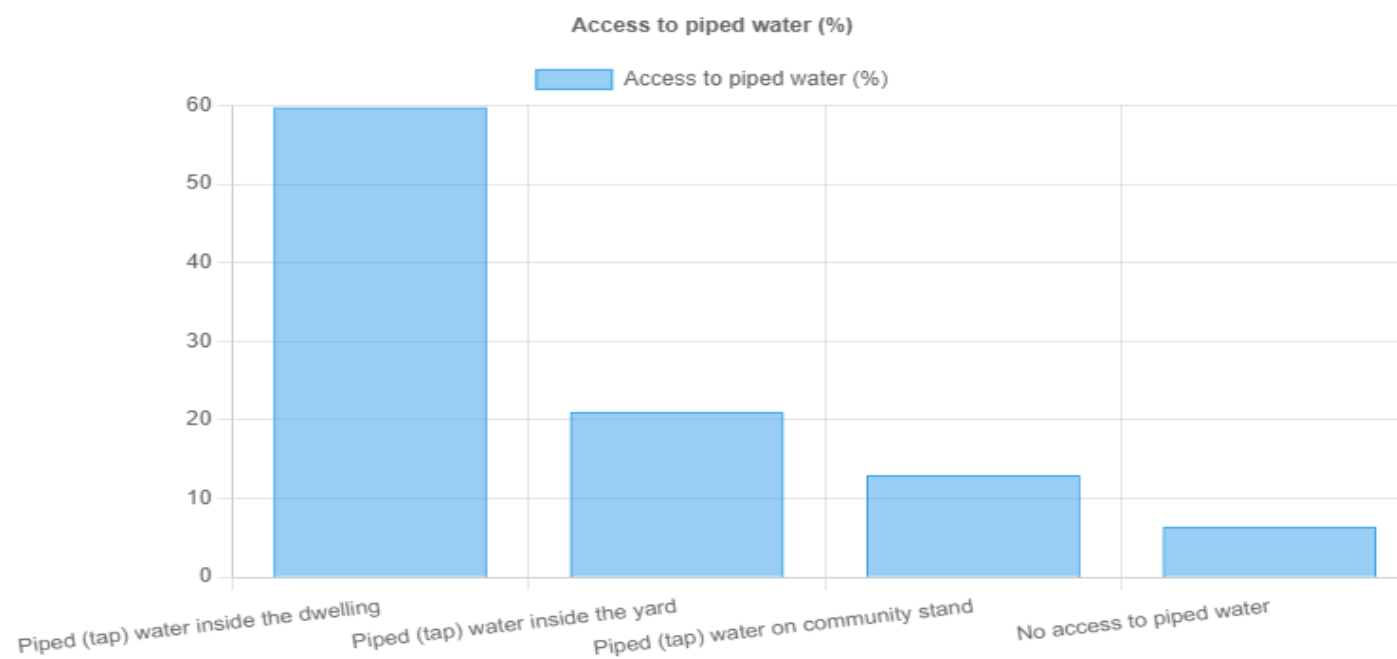


The table indicates demographics in relation to the type of service that the municipality offers. This also assists in determining the backlog in terms of service delivery and/or provision of basic services

Name	Frequency	%
Formal dwelling	22 426	83,6%
Traditional dwelling	335	1,2%
Informal dwelling	3 966	14,8%
Other	105	0,4%

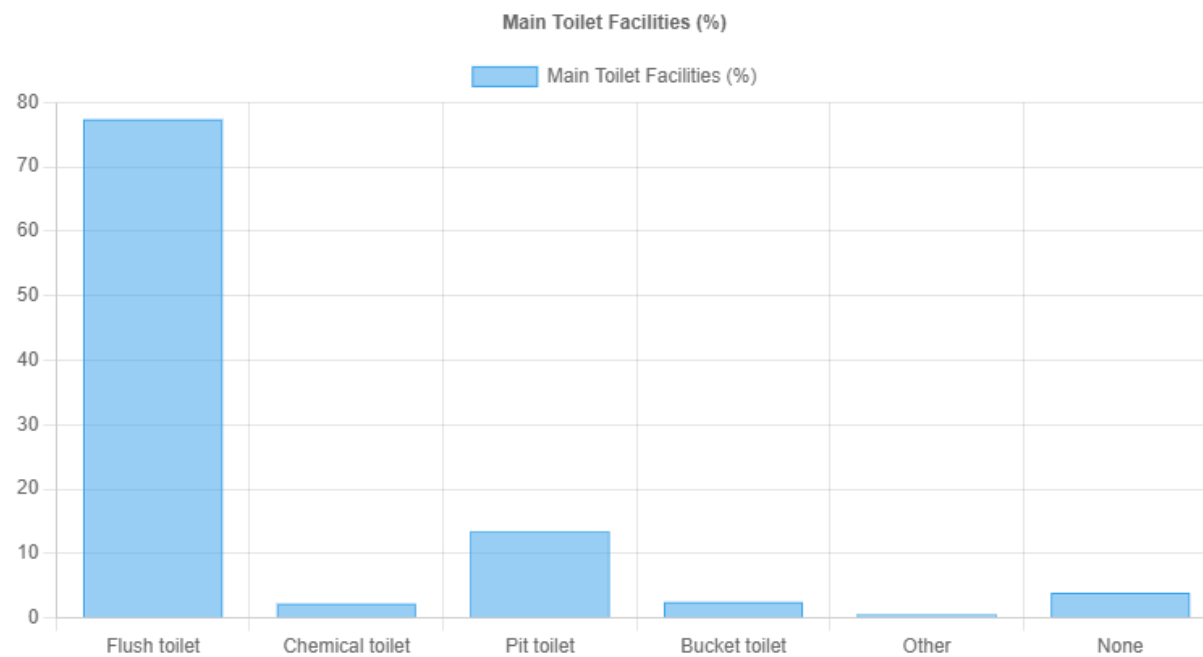


Name	Frequency	%
Piped (tap) water inside the dwelling	16 013	59,7%
Piped (tap) water inside the yard	5 627	21,0%
Piped (tap) water on community stand	3 479	13,0%
No access to piped water	1 713	6,4%

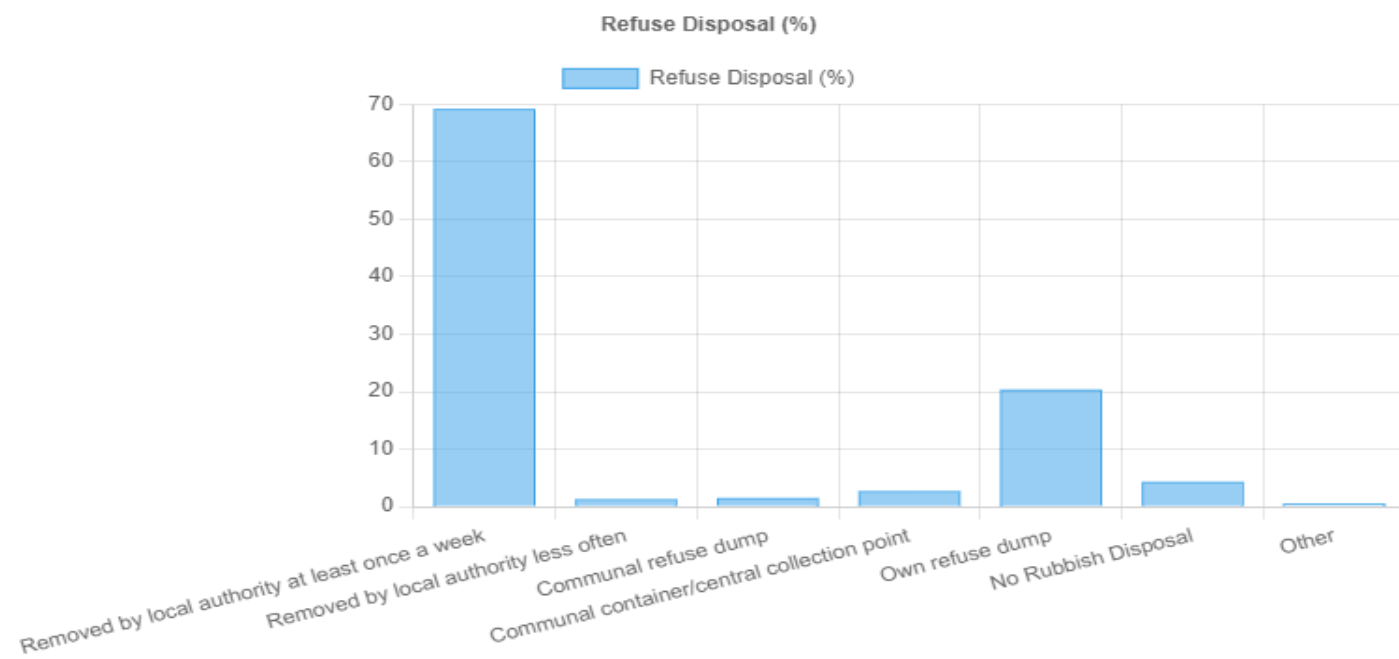




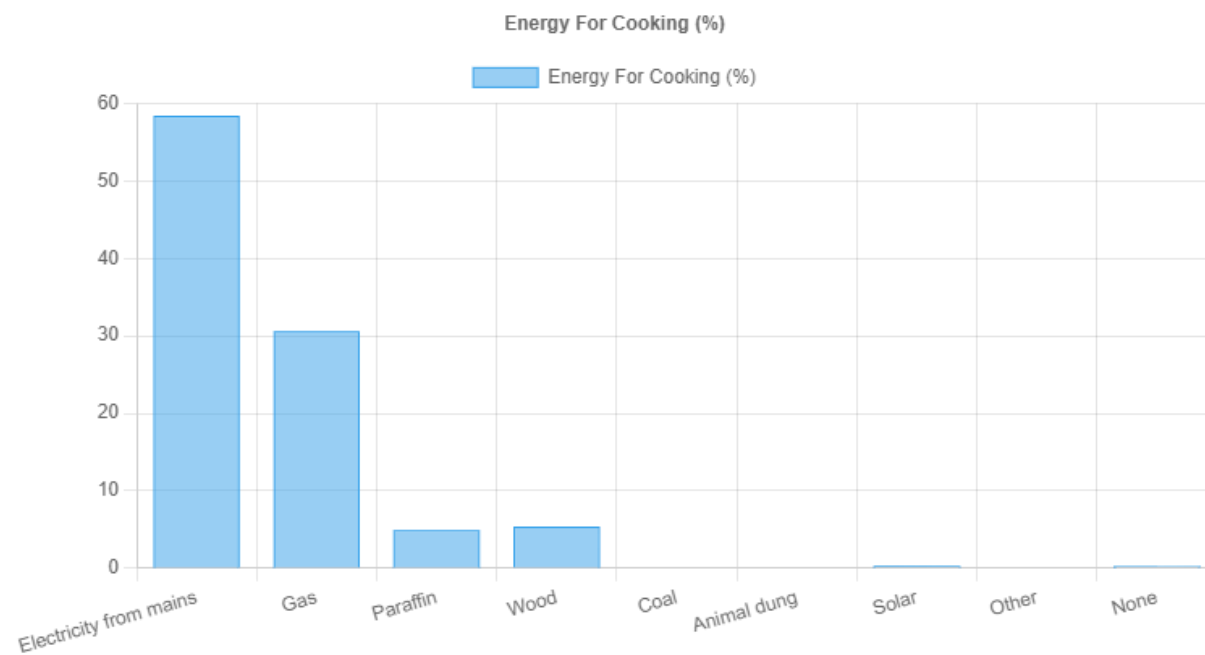
Name	Frequency	%
Flush toilet	20 771	77,4%
Chemical toilet	578	2,2%
Pit toilet	3 603	13,4%
Bucket toilet	677	2,5%
Other	142	0,5%
None	1 060	3,9%

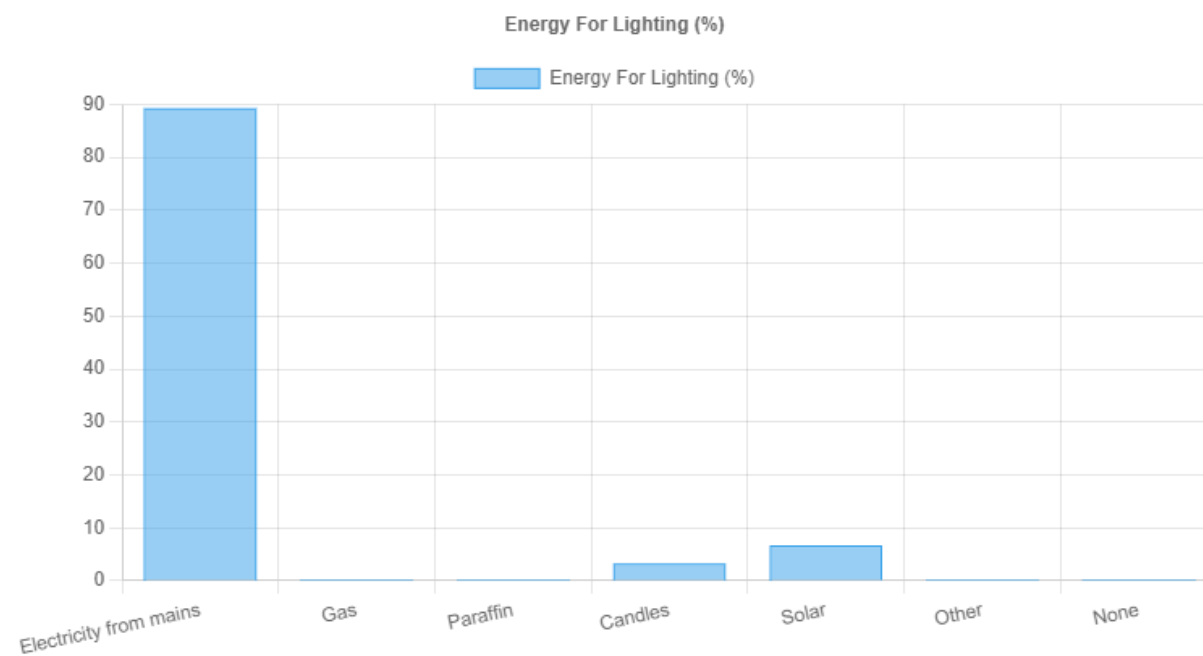


Name	Frequency	%
Removed by local authority at least once a week	18 580	69,2%
Removed by local authority less often	347	1,3%
Communal refuse dump	396	1,5%
Communal container/central collection point	728	2,7%
Own refuse dump	5 462	20,4%
No Rubbish Disposal	1 166	4,3%
Other	152	0,6%



Name	Frequency	%
Electricity from mains	15 669	58,4%
Gas	8 223	30,6%
Paraffin	1 309	4,9%
Wood	1 457	5,4%
Coal	21	0,1%
Animal dung	0	0,0%
Solar	82	0,3%
Other	21	0,1%
None	51	0,2%





## **CHAPTER 3-SITUATIONAL ANALYSIS**

### **3.1. SPATIAL RATIONALE**

The Thabazimbi SDF is an overall strategic land development document that provides municipal-wide strategic direction in terms of spatial development patterns, the promotion of economic development in close proximity to residential developments, the conservation of valued environmental assets, the enhancement of the effectiveness of public capital projects, the optimization of existing and planned municipal engineering infrastructure, the promotion of mining and agri-tourism industries, and addressing the distorted spatial human settlement patterns brought about by apartheid spatial policy.

### **3.2. SPATIAL DEVELOPMENT FRAMEWORK**

The formulation of a Spatial Development Framework is legally required in terms of Chapter 5, Section 26(e) of the Local Government: Municipal Systems Act, 2000; and Chapter 2, Section 4 of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

#### **3.2.1. What is Spatial Development Framework in relation to Integrated Development Planning?**

A Spatial Development Framework (SDF) serves as a long term strategic document that guides spatial planning and future development within a municipal space (reviewed every 5 years), whereas an Integrated Development Plan (IDP) serves as a short term (5 year) implementation tool (reviewed annually) to give effect to, and achieve the Spatial Development Framework.

The SDF is an integral component of an IDP, informs and translates the IDP spatially and guides how the implementation of the IDP should occur in space.

The SDF therefore guides the overall spatial distribution of land uses /management within a Municipality in order to give effect to the spatial vision, goals and objectives of the Municipality.

The current municipal SDF was adopted in 2014 and undergoing a review whereby the Draft SDF 2022 is annexed.

### 3.3. Hierarchy of settlements

The prevalent driving forces behind current settlement patterns are economic activities and industrial employment opportunities, e.g. mining, agriculture and tourism)

- o The settlements in the Municipal area is characterized by small towns including 3 mining towns and 11 informal settlements.
- o Thabazimbi is the major center while other prominent settlements in the municipal area include Northam, Dwaalboom and Rooiberg; smaller settlements include Leeupoort, Kromdraai, Koedoeskop, Skierlek Makoppa and Sentrum.
- o The remaining settlements are either mining towns(Setaria, Swartklip and Amandebult) and informal settlements (Jabulani, Smashblock, Raphuthi, Kwa Botha, Matikiring and parts of Regorogile etc)

Thabazimbi Local Municipality is served by two established Central Business Districts: the Thabazimbi town CBD and the Northam CBD. Amandelbult is identified as an emerging node. The Thabazimbi Town is the largest composite of business and residential development in the municipal area. The large business centers, public transport infrastructure and administrative offices are located in this vicinity, and has thus been identified as a Provincial growth Point within Limpopo. This area must therefore become a focal area for development. This can be done by consolidating urban development and expansion within this area. Northam is the other major town in the TLM area and has been identified as a Municipal Growth Point. Urban development grew around Northam due to its locality to the mines. The distance between Thabazimbi Town and Northam is quite substantial and thus aiming for a corridor between the two towns is not feasible. Urban development in the form of economic as well as residential should also be focused in the Northam region. Northam has been identified as a PHSHDA area and residential development will be concentrated in this area moving forward. Lastly,

Amandelbult has been identified as an emerging node where Industry can be focused. It is important to diversify the local economy and provide space for value add industry that can be the result of the mining and agricultural activities in the municipality.

The following table is a summary of the different types of nodes identified within the Municipality:

Town Name	Function	Nodal Status	Development
Thabazimbi Town	Main	1 <sup>st</sup> order node	Business, mixed density residential ,promotion of industriary and higher order enterprises
Northam	Administrative Centre and Provincial growth point Regional admin center and regional growth point support center for settlements with15-20km radius	1 <sup>st</sup> order node	
Amandelbult	Mining Industry Business & Residential Support	2 <sup>nd</sup> order node	Emerging industrial node Business & residential support for farming and mining community
Rooiberg		2 <sup>nd</sup> order node	Tourism development and support, business development, restrict urban sprawl
Dwaalboom		Local Node	Business and residential support for farming and mining community
Swartklip		Local Node	Restrict urban sprawl
Setaria		Local Node	Restrict urban sprawl
Koedoeskop		Local Node	Local education, farming and mining support
Leeupoort		Local Node	Tourism oriented development
Sentrum/Skierlik		Local Node	Restrict urban sprawl

### 3.4. LAND USE MANAGEMENT AND ADMINISTRATION

The inclusion of the SDF in the integrated development plan, with a direct legal link to the land use management scheme, is an essential step towards integrated and coordinated planning for sustainable and equitable growth and development.

For the SDF to achieve its objectives, it requires the land use scheme to act as a management tool to implement the strategic plans prescribed by the SDF. In other words the relationship between the SDF and the land use scheme is generally that the land use scheme will ensure that land uses on the ground are in accordance with the proposals of the SDF.

Land Use Management Schemes (LUMS) were also developed and approved in 2012 however need to be reviewed to incorporate zoning of newly established township(s).

The existing LUS of the TLM which was adopted in 2014 and is also under review to give effect to and be consistent with the SDF; and determine the use and development of land within the municipal area. The review is further informed by the fact that the present Land Use Scheme was approved in terms of the Town Planning and Townships Ordinance, 1986 as such does not align to the current framework for spatial planning and land use management (SPLUMA)

### **3.5. GENERAL SPATIAL CHALLENGES**

Following are strategic spatial challenges facing the municipality:

- access to well-located land and urban or spatial integration still remains a challenge
- Spatially fragmented developments
- Excessive land invasions (mushrooming of informal settlements).
- No data on land ownership (majority of the large vacant land pockets are privately and state owned).
- Unauthorized development ( illegal buildings, backyard dwellings, illegal land uses, informal trading)
- lack of spatially referenced data(GIS)
- 

### **3.6. PROPOSED SPATIAL INTERVENTIONS**

Propose interventions to remedy spatial irregularities and create sustainable and livable settlements as follows:

- Promulgate the review of the SDF that will facilitate the implementation of the Integrated Development Plan and all government programmers or intentions to fight poverty and facilitate development
- Revitalization of distressed mining towns/ town and rural regeneration programmers geared to boost the economy (Priority Housing Development Areas, Spatial Transformation Plans, Development of township economy)
- Conduct land audit
- Acquisition of strategically located land for integrated human settlements
- Support and Implement Municipal GIS

#### **Quality & affordable basic services**

- Densification and compaction of existing settlements for maximum utilization of existing services;
- Redefine the urban edge/development boundary to prevent urban sprawl;
- Ensure that all new developments have access to sufficient bulk basic service;
- The provision and implementation of social facilities in close proximity to residential areas.



### **Good Governance**

- Enforce proper and effective land use control;
- Prevent all forms of land invasions and development of informal settlements;
- Protect environmentally sensitive areas; and
- Infill development to ensure optimal utilization of existing services.

### **Creating Sustainable Economic Opportunities**

- Protect and conserve agricultural land;
- Protect environmentally sensitive areas with tourism potential;
- Protect land for industrial/business development; and
- Integrate commercial and residential land uses.

There is an urgent need to develop strategic spatial planning methods adapted to the conditions of the municipality. A Spatial Development Framework (SDF) serves as a long term (10 to 20 years) strategic document that guides spatial planning and future development within the municipal space, whereas an Integrated Development Plan (IDP) serves as a short term (5 year) implementation tool to give effect to, and achieve the Spatial Development Framework.

#### **THUS**

The inclusion of the SDF in the integrated development plan, with a direct legal link to the land use management scheme, is an essential step towards integrated and coordinated planning for sustainable and equitable growth and development.

### **3.7. SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA) IMPLEMENTATION**

Since promulgation of Spatial Planning and Land Use Management Act in 2013 (SPLUMA), the Municipality has been in transition towards ensuring its implementation from 01 July 2015 to date. SPLUMA provides for municipalities to play their developmental role effectively through the application of directive principles, land use schemes in decision-making with regard to land use and land development, and stipulates that municipalities be the primary land use regulators.

For Five years and more after commencement of SPLUMA, the Thabazimbi Local Municipality have been facing a few challenges towards ensuring full implementation of the Act thus leading lack of compliance in terms of management and administration of spatial planning related matters. This is however being remedied as indicated below and also through review of spatial planning and land use management guidelines and tools



## CHAPTER 4: ENVIRONMENTAL ANALYSIS

### 4.1. AIR QUALITY

#### AMBIENT AIR QUALITY MONITORING STATIONS

The Waterberg-Bojanala Air Priority Area was declared on 15 June 2012 by the minister of Environmental affairs in response to the potential risk to ambient air quality due to the proposed expansion plans. The presence of the Lephalale Coal Fields and the Medupi Power Station affects all 5 Local Municipalities of the Waterberg District as all the municipalities are impacted by air pollution sources due to cross boundary pollution that also impact Bojanala District. The sources of pollution include power generation, mining, industrial emissions, domestic fuel burning, vehicle emissions, agricultural activities, biomass burning, waste treatment & disposal, and dust from various sources. The Air Quality Management Plan for Waterberg DM (June 2009) provided an emissions inventory with the main air pollution sources listed above, however the WDM AQMP plan is outdated as it was developed in 2009 – the plan will be redeveloped by the district when funding is available from environmental sector departments. The 2009 AQMP listed the following sources as more eminent in the Waterberg region and the air pollutants sources are increasingly growing due to increasing industrial activities in municipalities over the years.

#### 4.2...SPATIAL ENVIRONMENTAL MANAGEMENT

**In Thabazimbi Municipal Area the Waterberg Spatial Development Framework (WDM SDF) and Waterberg Environmental Management Framework (WDM EMF) identified functional zones, which consists of a range of features that clearly distinguishes it from the other zones and include the following:**

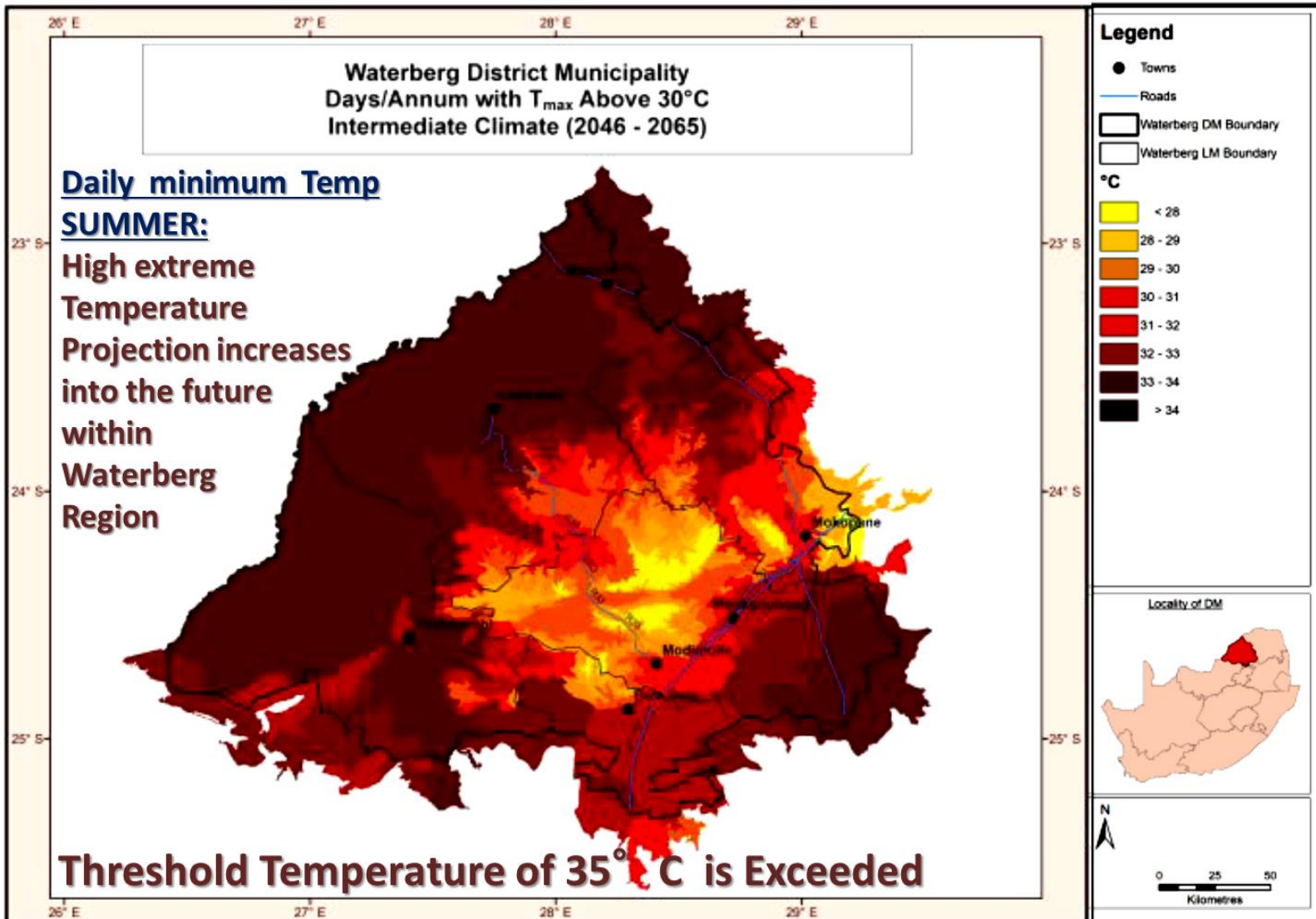
- **URBAN ZONE:** typical urban activities dominate to the exclusion of other activities. The focus is around urban areas or towns of exhibit the features of a peri-urban area with elements of subsistence farming on the fringes of the denser residential components due to labour immigration for mining job opportunities.
- **RURAL ZONE:** has many elements of the urban zone but differs to the extent that it includes very clearly defined agricultural activities in the form of subsistence farming. The rural zone also consists of many small settlements of varying density. These settlements are not functionally linked and exist largely independent of each other.
- **(i) Crop farming zone** which describes the areas with high potential for intensive agricultural activities. These areas have occupied most of the land in the Thabazimbi municipal area.
- **(ii) Ranching zone** is dominated by low intensity cattle and game ranching activities. This zone covers major parts of the municipal area and very often co-exists of overlaps with conservation activities.

**MINING ZONE:** is defined by virtue of the ore bodies and open plains that can potentially be mined. It is basically determined by a single factor and is in many instances in conflict with other uses.

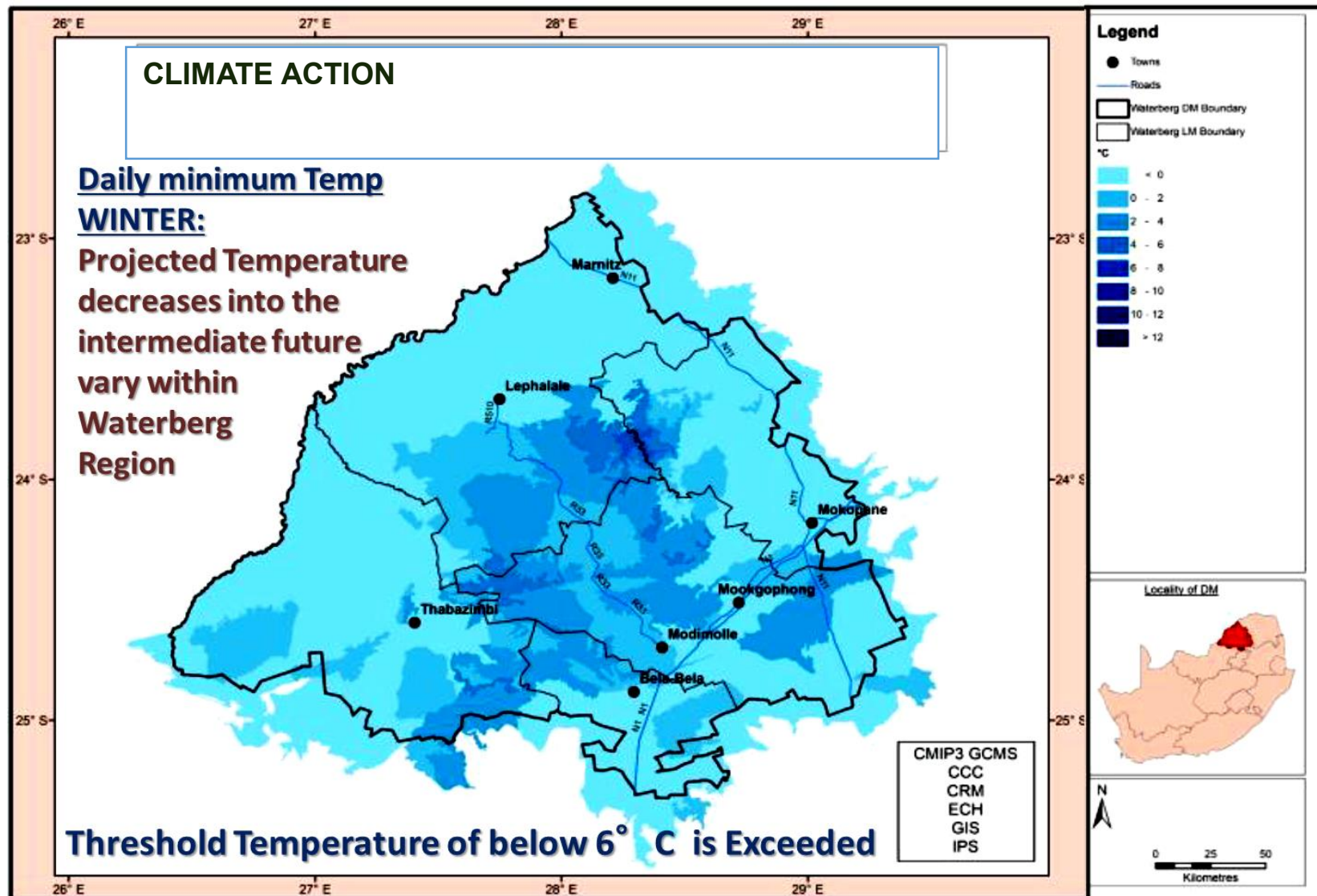
#### 4.3. **Climate Change Impact**

The municipality will need to plan and implement more for climate change impacts. The burden on the municipality will grow because of the expected increases in natural disasters, water scarcity and disease, and reduced agricultural production and food security. Some municipalities will be more sensitive to these changes than others, and many municipalities may lack the adaptive capacity because of existing developmental challenges, such as low incomes, weak institutions, low levels of education and primary health care, lack of markets and infrastructure and already-degraded ecosystems.

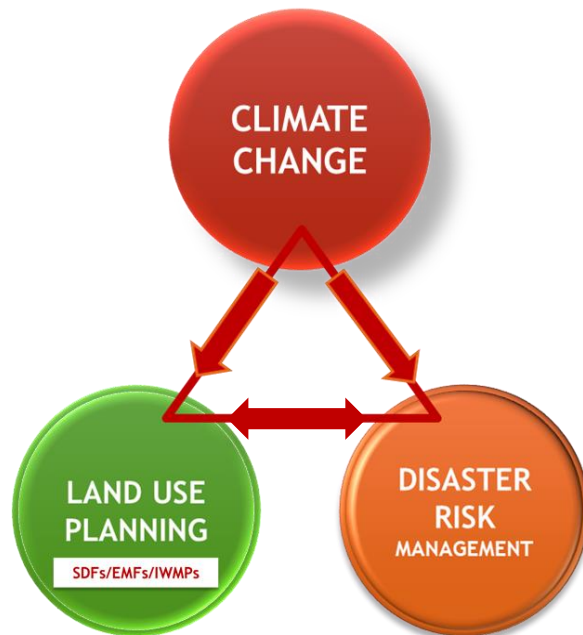
Rural communities and local municipalities will need to find appropriate and efficient ways of developing resilience to climate change through adaptation measures. These measures will need to be supported at a systemic level, including through intergovernmental finance mechanisms. It can be a result of both anthropogenic factors and natural factors, because human beings burn fossil fuels to heat their homes, run their cars, produce electricity, and manufacture all sorts of products, this adds more greenhouse gases to the atmosphere. By increasing the amount of these gases, the warming capability of the natural greenhouse effect has been enhanced. It is the human-induced enhanced greenhouse effect that causes environmental concern, because it has the potential to warm the planet at a rate that has never been experienced in human history.



## CLIMATE CHANGE Map – Temperature Projections: 2046 to 2065

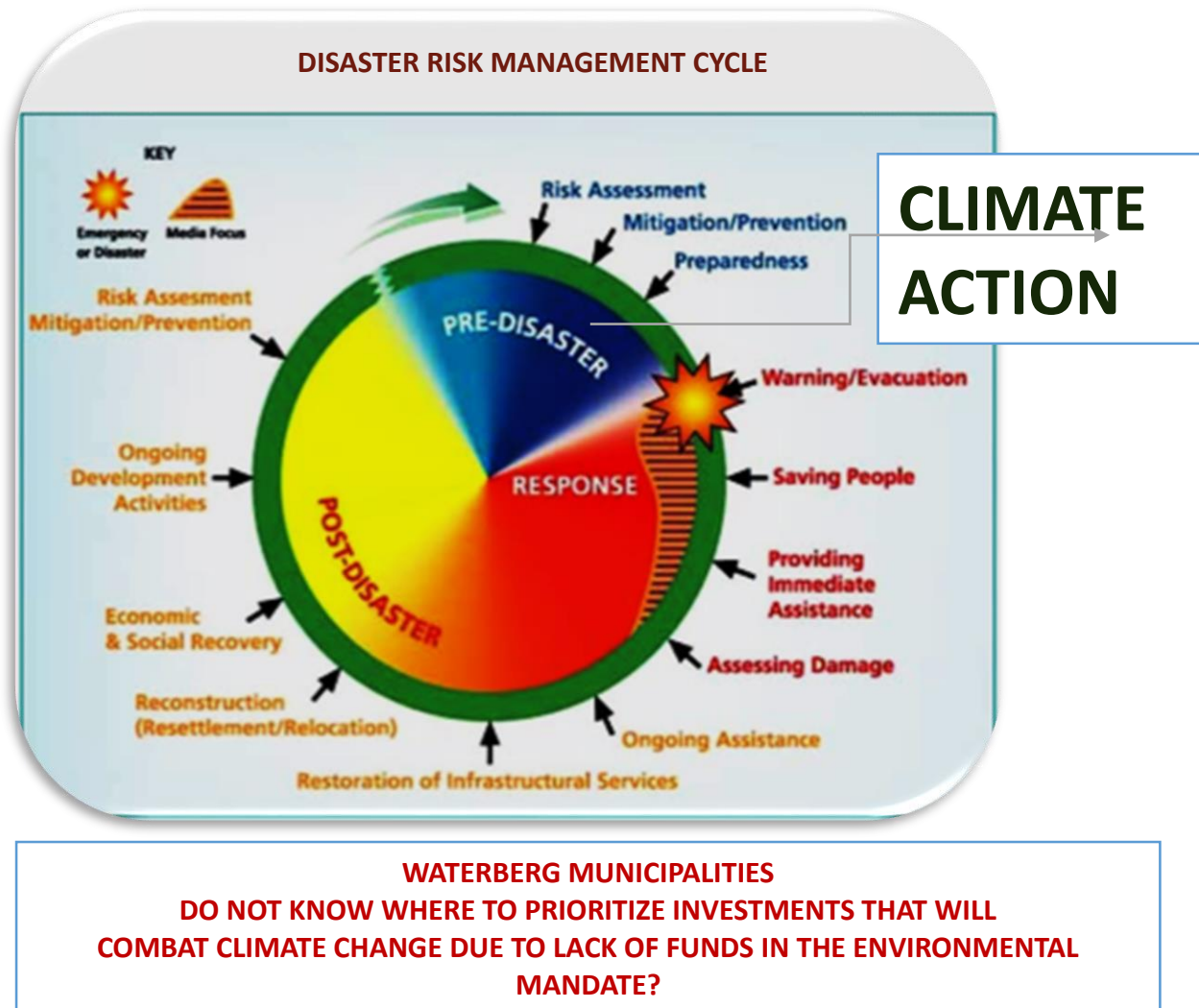






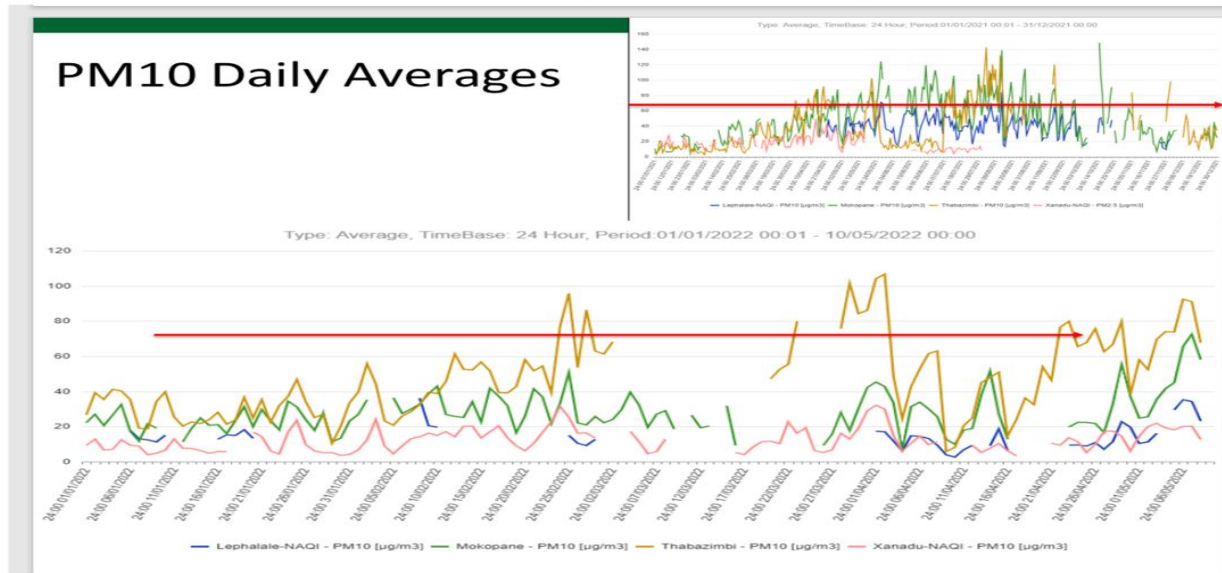
## MUNICIPAL DILEMMA

**Dilemma:** a situation in which a difficult choice has to be made between two or more alternatives



## AIR QUALITY STATUS

### AMBIENT AIR QUALITY – 2023/24FY



LIMPOPO DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT AND TOURISM  
*The heartland of southern Africa – development is about people!*



### OFFSETS

INDUSTRIES HAVE A RESPONSIBILITY TO PROTECT THE ENVIRONMENT THROUGH OFFSETS, WHEN POLLUTING THE ENVIRONMENT.

### AIR QUALITY & BIODIVERSITY

OFFSETS: DUE TO MINING ACTIVITIES,  
OFFSETS MUST SUPPORT PARAMOUNT ENVIRONMENTAL INFRASTRUCTURE PROJECTS THAT WILL REDUCE POLLUTION & COMBAT CLIMATE CHANGE.



#### 4.4.Landfill Sites

MUNICIPALITY	WASTE FACILITIES	LICENSE TYPE	WEIGHBRIDGE STATUS	TOTAL
Thabazimbi LM	Thabazimbi <del>Doonkernpoort</del> Landfill Site,	LEDET: Waste Disposal License	1 Formal Weighbridge Not Functioning ( <i>old infrastructure</i> )	3 Landfill Sites
	Northam Landfill Site, former Quarry	LEDET: Closure License & Rehabilitation Plan	No Weighbridge	
	<del>Rooiberg</del> Waste Disposal Site	LEDET: Waste Disposal License	No Weighbridge	
	<b>Transfer Station:</b>			1 Transfer Station
	<del>Leeupoort</del> Landfill Site – converted to a Transfer Station	LEDET: Waste Disposal License	No Weighbridge	

##### LANDFILL STATUS

NO COVERING AND COMPACTION OF WASTE IN THE LANDFILL SITES.  
 NO LANDFILL CONDITIONS ARE ADHERED TO AS PER LEDET LANDFILL OPERATIONS LICENCE.  
 LANDFILL SITES ARE NOT DESIGNED IN ACCORD WITH NEMWA LEGISLATIONS.  
 CONTAMINATION OF UNDERGROUND WATER, DUE TO LACK OF PREVENTING LEACHATE TO INFILTRATE THE UNDERGROUND WATER THROUGH UNDERGROUND WATER MONITORING.  
 NO SAWIS REPORTING.  
 LEDET / DFFE MIG WASTE SPECIALISED VEHICLES SUPPORT IS GRANTED.  
 WASTE MINIMISATION AND SEPRATION OF WASTE FROM SOURCE IS REQUIRED TO DIVERT WASTE FROM LANDFILLS (TLM MUST EMBRACE WASTE PICKERS) .  
 FORMAL RECYCLING CENTRES ARE REQUIRED TO BE DEVELOPED IN TLM, TO REDUCE WASTE FROM LANDFILLS.

##### LANDFILL SITES COMPLIANCE HISTORY

POOR MANAGEMENT OF LANDFILL SITES & PRE COMPLIANCE NOTICE WAS ISSUED IN FEB 2024.

A CRIMINAL CASE WAS REGISTERED WITH SARS BY CONCERNED RESIDENCE OF TLM.

ANOTHER WASTE COMPLIANCE NOTICE WAS ISSUED IN JUNE 2015, AND THE NOTICE WAS NOT RESPONDED BY THE LM. AGAIN, IN 2016 ANOTHER WASTE PRE COMPLIANCE NOTICE WAS ISSUED AND NO REPRESENTATION WAS MADE. AND ANOTHER PRE COMPLIANCE NOTICE WAS ISSUED IN JULY 2017 & A WARNING LETTER WAS ISSUED TO THE MM. NO RESPONSE WAS REGISTERED. IN 2018, ANOTHER PRE WASTE COMPLIANCE WAS ISSUED.

## PHASE III – STRATEGIC GOALS

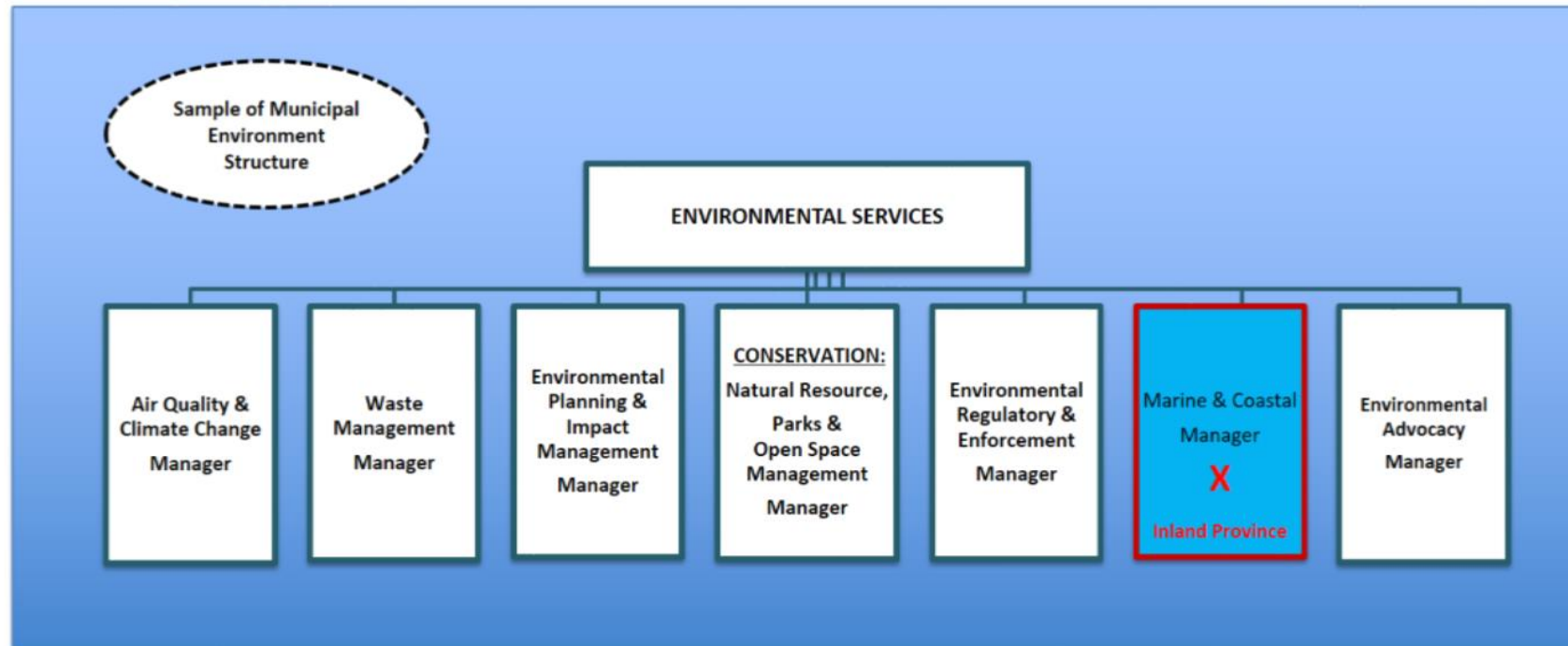


#### **4.5.LGS TARGETS FOR DFFE-LGS OFFICIAL & LEDET EES OFFICIALS IN WATERBERG DM: IN SUPPORT OF ALL 5 LOCAL MUNICIPALITIES:**

- 1. IDPs:** Facilitate the mainstreaming or integration of environmental sustainability in the IDP across all environmental themes.
- 2. CAPACITY BUILDING:** Facilitate and coordinate environmental capacity building.
- 3. ENVIRONMENTAL PLANNING:** Support environmental planning and management in municipalities. (*MIG Waste Vehicles, Sector Plans, By-Laws, EIAs, NEMA-SPLUMA-LED Alignment for sustainable development and many more...*)
- 4. ENVIRONMENTAL EDUCATION:** Facilitate and coordinate environmental education and awareness initiatives.
- 5. ENVIRONMENTAL STRUCTURES & FORUMS:** Improve environmental governance systems within municipalities.
- 6. ENVIRONMENTAL PROJECTS, GMC & LGSEP PROGRAM:** Support the planning and implementation of Environmental Management Programmes in municipalities.

OUTPUT INDICATOR	PERFORMANCE INDICATORS	EVIDENCE REQUIRED
JOB CREATION & ENVIRONMENTAL PROGRAMS	*Number of work opportunities created for youth & women to gain experiential learning.	*Certified ID copies, *Signed Employment Contracts, *Environmental Education & Awareness,*Attendance Register, *Sustainable Community Development
ENVIRONMENTAL INDICATORS	*Number of waste illegal dumping sites cleared. *Number of Waste Tonnages that are diverted from Landfills through Waste Minimization and Recycling in promotion of Circular Economy.	*Monthly Progress Reports, *Monthly Proof of Evidence (before, during & after pictures for waste collection & waste management monitoring),
	*Number of trees planted and climate change interventions with tree monitoring processes. *Number of Hectares with eradicated Alien Invasive Plant Species.	Monthly Progress Reports, Monthly Proof of Evidence (before, during & after pictures of trees planted & alien species removed in open spaces & catchment areas)

## Example of an Environmental Structure for Municipalities



**DFFE-MIG  
WASTE SPECIALISED VEHICLES PROJECTS IN LMs**

**PROCESS: 1. DFFE-LGS develops the TAR Report for the Municipality.**

**2. Submission to the Local Municipality for evaluation and approval.**

**3. Municipal MM & CFO Sign/Authorize the TAR Report.**

**4. Submission to LEDET-DDG for approval of the TAR Report and issue a letter of approval to DFFE.**

**5. DFFE-LGS: Submission to DFFE-DG for approval of the TAR Report and issue a letter of approval to COGTA.**

**6. DFFE-DG: Submission to COGTA for approval of the TAR Report and COGTA issue a letter of approval to TREASURY.**

**7. TREASURY: submission of approval letter by TREASURY on MIG WASTE SPECIALISED VEHICLES to DFFE & the LM CFO.  
CFO approves the budget as per TREASURY specifications and creates a purchase order for vehicles and for branding.**

**THABAZIMBI LM**

**DFFE-MIG YELLOW FLEET**



# DFFE-EPWP WASTE CLEANING AND GREENING PROJECTS

## DFFE-INHOUSE MODEL PROJECT: DFFE & MUNICIPALITIES PARTNERSHIP

4.6.

ENVIRO PROGRAMME	DURATION	STIPEND	MAXIMUM PARTICIPANTS	MINIMUM REQUIREMENTS	QUALIFICATIONS
<b>WASTE PICKERS</b> <b>100% PPE &amp; TT - LMs</b>	<b>24 Months</b> <b>(To 36 Months</b> <b>after</b> <b>Evaluation)</b>	<b>R130,00 daily</b> <b>100%:</b> <b>DFFE STIPEND</b>	<b>120</b> <b>Per Project</b>	<b>Grade 10 - 12</b>	<b>Not Applicable</b>

ENVIRO PROGRAMME	DURATION	STIPEND	MAXIMUM PARTICIPANTS	MINIMUM REQUIREMENTS	QUALIFICATIONS
<b>TREE PLANTERS</b>  <b>(Short Term Employments</b> <b>as need arise –</b> <b>2 to 3 WEEKS Projects)</b>  <b>*ACCREDITED TRAINING</b>	<b>12 Months</b> <b>(To 72 Months</b> <b>on Evaluation)</b>	<b>R130,00 daily</b> <b>100%:</b> <b>DFFE STIPEND</b>	<b>Numbers Vary</b> <b>Per Project</b>  <b>(MASS</b> <b>EMPLOYMENT)</b>	<b>Grade 10 –</b> <b>Grade 12</b>	<b>N/A</b>

### PPP- ENVIRONMENTAL INNOVATIONS

#### 1. Waste Management

- CIRCULAR ECONOMY PROJECTS: re-cycling/up-cycling centres, waste beneficiation & community value chain projects.  
(e.g. Swap Shops in Schools, Waste Industrial Symbiosis...)

#### 2. Water catchment management & land conservation management

- Alien invasives removal with industrial value chain, Land use conversions, green open space management & nurseries projects.

#### 3. Transition to renewable energy:

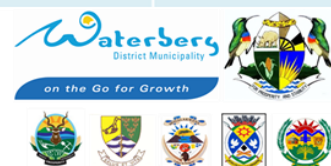
- WASTE TO ENERGY: Harvest Methane gas in landfill sites & generate electricity.
- Installation of solar panels & solar geysers in new developments

# DFFE- YOUTH SKILLS EMPOWERMENT & DEVELOPMENT PROJECTS

The DFFE Programmes will explore most viable approach that could create employment opportunities benefiting young people. Young people shall perform various environmental related activities within local municipalities.

## DFFE-INHOUSE MODEL PROJECT: DFFE & MUNICIPALITIES PARTNERSHIP 2022-2025

ENVIRO PROGRAMME	DURATION	STIPEND	MAXIMUM PARTICIPANTS	MINIMUM REQUIREMENTS	QUALIFICATIONS
YCOP-YOUTH COMMUNITY OUTREACH PROGRAMME (YEC)	2 YEARS	LEVEL 7 – R18 000.00	5 YEC: 1 per LM YOUTH ENV. COORDINATOR	NATIONAL DIPLOMA / UNIVERSITY DEGREE	Environmental Science/Management & Relevant Qualification
OHS Compliance (EHPs) 100% PPE & TT - LMs	24 Months (To 36 Months after Evaluation)	R224,00 daily 100%: DFFE STIPEND	100 Per Project	M+3	Environmental Science/Management & relevant qualification
RIVER RANGERS 100% PPE & TT - LMs	24 Months (To 36 Months after Evaluation)	R224,00 daily 100%: DFFE STIPEND	100 Per Project	M+3	Environmental Management/Science & relevant qualification
WASTE CAMPAIGNERS 100% PPE & TT - LMs	24 Months (To 36 Months after Evaluation)	R224,00 daily 100%: DFFE STIPEND	100 Per Project	M+3	Environmental Science/Management & relevant qualification
ENVIRONMENTAL AMBASSADORS 100% PPE & TT - LMs	24 Months (To 36 Months after Evaluation)	R224,00 daily 100%: DFFE STIPEND	100 Per Project	M+3	Environmental Management/Science & relevant qualification
CLIMATE CHANGE & FORESTRY AMBASSADORS 100% PPE & TT - LMs	24 Months (To 36 Months after Evaluation)	R224,00 daily 100%: DFFE STIPEND	100 Per Project	M+3	Environmental Management/Science, relevant qualification & matric



## CHAPTER 5: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

### 5.1.WATER SERVICES - STATUS OF SERVICE DELIVERY

Thabazimbi Local Municipality is a Water Service Authority and Water Service Provider.

The population residing in Thabazimbi and Regorogile relies on surface water supplied by Magalies Water (Vaalkop Dam) and it is augmented by the supply of groundwater from a number of boreholes in the surrounding area.

The current bulk supply infrastructure has a design capacity of approximately 11ML/day consisting of 4ML/day from ground water sources and 7ML/day from the Magalies Water bulk supply scheme.

The population residing in Northam relies entirely on surface water supplied by Magalies Water from the Vaalkop Dam with an estimated daily demand of 4.0ML/day

The population residing at Leeupoort and Rooiberg relies entirely on groundwater supply.

Thabazimbi Local Municipality's area of jurisdiction consists of 46 boreholes, of which 25 boreholes are operational.

#### 5.1.1.Blue Drop Status

2015 - 2021	2022	2023
National Department of Water and Sanitation did not conduct any assessment due to introduction of the IRIS system. TLM are capturing data on a monthly basis on the IRIS system	Municipal BDRR Score: 87.4%	47.50% (Critical State Leeupoort and Rooiberg)

- Blue Drop Risk Rating per WSA – Provincial Performance Log – Thabazimbi 69,5%
- Status on Submission of Blue Drop Corrective Action Plans – All WSA's not yet submitted



## 2023 Blue Drop: Findings regarding drinking water quality for Limpopo

WSA Name	# WSSs	# WSS Micro Performance Status			# WSS Chem Chronic Health Performance Status		
		Excellent	Good	Unacceptable	Excellent	Good	Unacceptable
Thabazimbi LM	4	2	0	2	0	0	4

### **5.1.2.Blue Drop Full Audit 2023 Overall Performance**

#### **Medium-risk category**

- Thabazimbi Magalies and Northam Magalies

#### **Critical Risk Category**

- 2 Systems Thabazimbi (Leeupoort and Rooiberg WWS)

### **Water Losses**

TLM have 5 registered water systems on the Blue Drop Certification System:

- Northam
- Thabazimbi
- Rooiberg
- Leeupoort
- Schilpadnest
- 

The Municipality experienced 52, 25% KL losses in the 2022/23 financial year that were caused by technical and non-technical losses

### **5.1.3.SANITATION SERVICES - STATUS OF SERVICE DELIVERY**

#### **Green Drop Status**

#### **Cumulative Risk Rating**

<b>2022 CRR</b>	<b>2023 CRR</b>
90,9% - Critical	100% - Critical

#### **Progress on Green Drop Corrective Action Plans**

<b>WSA</b>	<b>No and name of Waste Water Treatment Systems in a Critical Condition</b>	<b>Date of corrective action plans received by DWS</b>	<b>No of corrective action plans in implementation (31 Jan 2024)</b>
Thabazimbi LM	(3) Thabazimbi, Northam and Rooiberg	06/02/2023	Commenced with one system in March 2023

#### **GDPAT 2023 Overall Performance for Waterberg**

- Critical Risk – Thabazimbi, Northam and Rooiberg

### **5.1.4.Enforcement Actions on Sewer Pollution**

<b>WSA Name</b>	<b>Catchment/River</b>	<b>Notices issued</b>	<b>Directives issued</b>	<b>Court Order</b>
Thabazimbi LM	Crocodile West	(2) Northam Ponds and Thabazimbi WWTW	(2) Northam Ponds and Thabazimbi WWTW	0

### **5.1.5.IWA WATER BALANCE DATA AND INFORMATION**

#### **2021/22 No Drop Score Card Results**

<b>WSA</b>	<b>Score Card</b>	<b>Rank</b>	<b>Data Submission</b>	<b>Training Interventions</b>
Thabazimbi LM	0%		No data submitted	DWS developed a schedule to retrain municipal officials

#### **No Drop Certification**

The objective of no drop certification is to encourage municipality to develop and implement Water Conservation and Water Demand Management (WC/WD) strategy, aiming to reducing water losses to less than 20%.

### **5.2.ELECTRICAL SERVICES - STATUS OF SERVICE DELIVERY**

#### List of Licensed Supply Areas

- Rooiberg
- Rooiberg Ext 2
- Rooiberg North
- Meriting Informal
- Regorogile Ext 2, 5, 6 and 7
- Thabazimbi
- Thabazimbi Ext 12, 17, 31, 35, 37, 7 and 9 (Apiesdoorn)
- Thabazimbi Station Housing

WARD	ELECTRICITY SUPPLY (Municipality/Eskom)	ACCESS TO ELECTRICITY	ELECTRICITY LOSSES	ILLEGAL CONNECTIONS	ELECTRICITY BACKLOG
1 (Sentrum,Skierlik)	Eskom	260			
2 (TBZ Town, Rooiberg)	Municipality	4 014		600 (Rooiberg)	-
3 (Smashblock)		0	0		5 600
4 (Koedoeskop, Raphuti)	Eskom	1 287			540 (Raphuti)
5 (Swartklip,Dwaalboom)	Eskom	Not confirmed			250 (Dwaalboom)
6 (Jabulani)	Eskom	250			0
7 (Northam Ext 5 & 7, Mojuteng)	Eskom	280 (Ext 20)			0
8 (Northam Ext 2 & 6)	Eskom	Not confirmed			0
9 (Reg Ext 2,5,6,7,9 (Apiesdoorn),Ipelegeng, Meriting)	Municipality	2 842		40 (Meriting)	500 (Ext 8 and 9) 100 (Meriting) 400 (Botha) 500 (Bokamoso)
10 (Reg Ext 1 and 3)	Eskom	Not confirmed			0
11 (Amandelbult)	Eskom	Not confirmed			0
12 (Reg Ext 1, 4)	Eskom	Not confirmed			0

### 5.3.ROADS AND STORMWATER - STATUS OF SERVICE DELIVERY PER WARD

WARD	STATE OF MUNICIPAL ROAD	BACKLOG
1 (Skierlik)	Gravel streets - Area is proclaimed Paving of the main street is currently on construction and the internal streets will be upgraded once the RDP houses are constructed (MIG Funding)	44,889km of roads needs to be paved 51.35km of Stormwater channels needs upgrading  The remaining backlogs will be addressed through MIG funding
2 (TBZ Town, Rooiberg)	<ul style="list-style-type: none"> <li>•Thabazimbi internal streets are tarred but need to be resealed</li> <li>•Rooiberg town internal streets are tarred but need to be resealed</li> </ul> RDP section – paved and gravel streets (MIG project, busy with designs 2023/24 and 2024/25 fy))	
3 (Smashblock)	Gravel streets - Area not yet proclaimed	
4 (Raphuti)	Raphuti – gravel streets was addressed through 2019/20 MIG funding – paving of internal streets (1.9km) The internal roads on the new develop area will be constructed once the area is proclaimed and the RDP houses are constructed	
5 (Dwaalboom)	Tarred and gravel streets	
6 (Jabulani)	Gravel streets	
7 (Northam Ext 5 & 7, Mojuteng)	<ul style="list-style-type: none"> <li>•Northam Ext 5 – Gravel/Paved streets</li> <li>-0.75km internal road paved through MIG funding 2022/23 fy (phase 2 and 3)</li> <li>•Northam Ext 7 – Paved</li> <li>•Mojuteng – Tarred streets, needs resealing</li> <li>•Northam Ext 20 - Not yet proclaimed</li> </ul>	
8 (Northam Ext 2 & 6)	Tarred streets, needs resealing	
9 (Reg Ext 2,5,9,Ipelegeng, Mmebane, Meriting, Apiesdoorn)	<ul style="list-style-type: none"> <li>•Ext 2 - Tarred streets, needs resealing</li> <li>•Ext 5 – Paving of 3.3km internal street through MIG funding during 2020/21 fy</li> <li>•Ext 9 – Paved streets</li> <li>•Ipelegeng – Tarred streets, needs resealing</li> <li>•Meriting – Gravel streets</li> <li>•Apiesdoorn – Paved streets</li> <li>•Ext 8 – Gravel streets, MIG project paving of internal streets Phase 1, busy with designs (2023/24 fy)</li> <li>•Construction of a total of 3.45km of Stormwater and upgrading the existing stream channel through MIG funding during 2020/21 fy – 100% completed</li> </ul>	
10 (Reg Ext 1 and 3)	<ul style="list-style-type: none"> <li>•Ext 3 – Paved</li> <li>•Ext 1 – Paved streets</li> </ul>	

### **5.3.1. Water and Sanitation challenges**

- Poor Blue and Green Drop Certification
- Faulty residential and bulk water meters
- Reservoir capacity at water pump station is insufficient to ensure continuous pumping of water to the community and functionality of all pumps and systems
- Aged infrastructure leading to high water losses
- Lack of resources/funds
- Dysfunctional waste water treatment plants and insufficient capacity of oxidation ponds

### **5.3.2. Electrical challenges**

- Construction of backrooms and uncontrolled mushrooming of shacks leads to illegal connections and burnt transformers
- Only one injection point for Thabazimbi town and Regorogile
- Cable theft leads to ongoing power failures and network overloading.
- Unplanned power outages due ageing infrastructure and load shedding
- Shortage of material to replace stolen cables and streetlight maintenance.
- Eradication of backlog (areas not formalized).
- No ring-feeder due to truck accidents at R510 (Regorogile Feeder 2 and Sewerage Line)
- Lack of resources/funds

### **5.3.3. Roads and Stormwater challenges**

- No sufficient stormwater drainage systems – leads to bad road conditions and obstruction of flow underneath bridges
- Lack of resources/funds

### **5.3.4. INTERVENTIONS TO ADDRESS WATER SUPPLY CHALLENGES**

- Upgrade and replace aged infrastructure.
- Introduction and Development of a WCWDM strategy and monitoring process to reduce water losses.
- Introduction of awareness programme of user pay principle (smart metering).
- Water infrastructure projects to address the water challenge - the current WSIG grant is directed to address water supply challenges in the mentioned areas
- Review and implementation of the Water Master Plan
- Filling of vacant positions
- Roll-out of prepaid water smart meters

#### **5.3.5.INTERVENTIONS TO ADDRESS SANITATION CHALLENGES**

- Cleaning and clearing of sewer network lines and emptying of septic tanks
- Rehabilitation of Thabazimbi WWTW
- Appointment of skilled and qualified process controllers at WWTW
- Construction of the new 5MI/d WWTW in Northam.
- Filling of vacant positions.
- Procurement of Jet Combination Unit to clean and clear sewer lines

#### **5.3.6.INTERVENTIONS TO ADDRESS ELECTRICAL CHALLENGES**

- Installation of smart bulk meters and check meters
- Development of detailed business plan to source funding for substations
- Construction of new Doornhoek substation (adding of injection point)
- Re-connection of 2 x 11kv overhead line to complete the ring-feed using underground cable
- Construction of substation at Smashblock (eradication of backlog)
- Active partnership with Eskom
- Training for Embedded Generation (Solar PV By-law and policy)
- Filling of vacant positions

#### **5.3.7. INTERVENTIONS TO ADDRESS ROADS AND STORMWATER CHALLENGES**

- Development of a Roads and Stormwater Master Plan
- Filling of vacant positions

## 5.4. PUBLIC TRANSPORT

Level of development

Northam Traffic Station: The station has Registration and Licensing facility and Law Enforcement. It provide services to mining industrial area, Thabazimbi and Northam.

MUNICIPALITY	HAZADIOUS LOCATIONS/ACCIDENT HOTSPOTS
Thabazimbi	R510 Northam – Thabazimbi road
	R510 Northam – Thabazimbi road

### Status of Integrated Transport Plan

Waterberg District: Developed an ITP in 2004, reviewed in 2007, 2011 and 2014. The 2014 ITP was approved by the MEC.

No ITPs in Thabazimbi, Modimolle / Mookgopong and Bela-Bela

#### **5.4.1. Service Norms and Standards (Roads and Public Transport)**

- Public transport access should not be more than 10 minutes' walk

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.



## 5.4.2.MODES OF TRANSPORT

### IMPORTANT ROUTES IN THABAZIMBI LOCAL MUNICIPALITY

SETTLEMENT	ROUTES	DESCRIPTION	STANDARD OF ACCESS TO SETTLEMENT
Thabazimbi/ Regorogile	P16/2	Route from Rustenburg/Northam to Thabazimbi Classified as a main route to the Botswana border (Stockport) Link with the P84/1 situated in the Lephalale Local Municipality Link to the North West Province (Rustenburg)	High Quality Access
	P110/1	North-South route Classified as a main route to the North West Province (Brits/ Madibeng)	High Quality Access but require serious upgrading due to occurrence of potholes
Northam	P16/2	Route from Rustenburg linking Northam with Thabazimbi Classified as a main route Link with the P84/1 situated in the Lephalale Local Municipality	High Quality Access
	P20-2	East-West route Classified as a main route Link between Koedoeskop and Northam	High Quality Access
Rooiberg	D928	Access road to Rooiberg from Thabazimbi Classified as a main route	High Quality Access, but gravel portion needs to be upgraded to tar road to improve linkage with Thabazimbi
Leeupoort	P20-1	East-West route Classified as a main route between Thabazimbi and Bela-Bela and Northam & Bela-Bela Main access to Bela-Bela	High Quality Access, but requires regular upgrading and maintenance
Dwaalboom	D1649	Access road to Dwaalboom Link between Thabazimbi and Dwaalboom	High Quality Access

### TAXI FACILITIES

Local Municipality	Total Number of Routes
Thabazimbi	41

#### 5.4.3.Challenges of transport planning

- Some of our Local Municipalities view transport planning as not a priority and their functions.
- If Transport Planning is the municipal function, it is viewed as unfunded mandate.
- No dedicated officials or unit, dealing with transport planning
- No budget which is put aside for transport Planning (development of ITPs).
- **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
- **Lack of Leaner 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.
- **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 municipality 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

## CHAPTER 6: INTEGRATED HUMAN SETTLEMENTS (HOUSING)

### 6.1. OVERVIEW

Land is an upfront component of integrated sustainable human settlements and/or provision of housing as such there is a need to acquire land. A considerable amount of well-located land however belongs to private individuals and tends to be expensive. Notwithstanding these, it is still a Constitutional right for citizens to be provided with shelter within the available resources of the state. This therefore implies that a few pockets of land are registered in the name of the Municipality and the state. The map below indicates land ownership within the Municipality:

### 6.2. PROPOSAL FOR LAND ACQUISITION FOR INTEGRATED HUMAN SETTLEMENTS

Land use data is a central consideration for municipal planning purposes with which Thabazimbi Municipality is no exception. The municipality, however has a land use scheme (which is under review) but does not have access to recent and accurate land ownership and other property-related information hence the land audit project was initiated and commenced in 2021. The need to conduct a comprehensive land investigation and audit is to assist in making informed decision on land use management and development through a guideline towards acquisition of strategically located land for integrated human settlements thus creating a conducive environment for local economic development to thrive. It must however be noted that the project has been deferred to the 2023/2024 financial year.

### 6.3. ALIENATION/ALLOCATION OF LAND

With regard to parameters for land/site allocations, the site identified should be strategically located with all socio economic amenities including infrastructure to achieve spatial integration. Council should therefore approve the allocation to a prospective applicant with guidance of the Land Alienation Policy

### 6.4. HOUSING ALLOCATION, IMPLEMENTATION AND ADMINISTRATION

One of the Department of Human Settlements' areas of responsibility relates to provision of housing subsidies to the needy. A housing subsidy is a grant by government to qualifying beneficiaries for housing purposes. In terms of the Municipal Systems Act (MSA) 32 of 2000, Municipalities are required to prepare a **Housing Sector Plan (HSP) and/or a Housing Chapter (HC)** as a component of the Integrated Development Plans (IDP's). This is further supported by the Housing Act of 1997 which provides that Municipalities have to plan for housing development as part of their IDP.

The objective Housing Chapter, as the component of the IDP is to promote the creation of the sustainable human settlements. The HSP further aims to outline the needs and demands for housing, respond to issues underlying provision of housing and make proposals for strategic housing interventions resulting in integrated human settlements. (This implies that delivery of housing has to go hand in hand with the effective delivery of basic services e.g. water, electricity, accessibility and/or roads and sanitation, as well as social and educational amenities, and access to livelihood opportunities).

The increasing demand for adequate shelter in South Africa by the poorest of the poor resulted in many challenges in ensuring that there is fair and transparent allocation of housing opportunities to those applying and qualifying for housing subsidies from government. The provision of housing was perceived by many citizens as being ineffective and often associated with controversy and unnecessary delays due to various challenges. Based on this, it is then that the Minister of Human Settlements together with provincial housing departments recognised a need for a single integrated registration and allocation system that replaces the Municipal waiting lists. This resulted in the development of the **National Housing Needs Register (NHNR)** to ensure that a proper establishment of needs for housing and fair allocation of housing opportunities.

It is therefore prudent to highlight that Thabazimbi Local Municipality is no exception thus needs to ensure implementation of the **NHNR**. It must be noted that both **NHNR** and the **Provincial Beneficiary Management Policy (PBMP)** are used for identification of prospective beneficiaries and determine the housing need and allocation within the municipality. Registration

of potential beneficiaries per ward is done as and when COGHSTA has allocated housing opportunities and/or units and remains continuous process throughout.

In conclusion, a Resource Book on Housing Chapters - Sustainable Human Settlement Planning indicates that HSP/ HC must be done as part of the IDP process and becomes a chapter in the IDP thus not a comprehensive, stand-alone plan resulting from a separate planning process. It further highlights that it serves as a summary of the housing planning undertaken by a municipality and should be able to be used together with the IDP's Spatial Development Framework (SDF) and the budget.

It must be noted that it is vital that the housing sector plan is aligned with the IDP of the municipality area. There are however two potential scenarios that exist when developing a housing sector plan whereby firstly the housing sector plan is developed in parallel with the IDP and Secondly the housing sector plan is only developed after the IDP has been completed. Like the IDP, the HSP/HC is a 5-year plan which needs to be reviewed annually. This therefore suggests that the municipality must develop a housing sector plan in order to assist in responding to the housing needs within the municipal area.

## **6.5. HOUSING ALLOCATION**

In the financial year of 2020/21, COGHSTA provided the preliminary allocation of hundred (100) housing opportunities to Thabazimbi Local Municipality. The project was never implemented and consequently COGHSTA re-allocated the same number of housing opportunities to TLM FOR 2021/22 and 2022/23 financial years respectively. Both projects are still outstanding and no housing projects were implemented since 2019.

### **6.5.1. TITLE DEED REGISTRATION/RESTORATION PROGRAMME**

The goal of the project is that the rightful occupiers of the state housing should receive their legal proof of property ownership in the form of a title deed in a timely and affordable manner with the state playing a direct enabling role to ensure that this is achieved.

It must be noted that delivery and distribution of title deeds to beneficiaries is still outstanding.

## **TOWNSHIP ESTABLISHMENT AND INFORMAL SETTLEMENT UPGRADING**

The core mandate of the Local Municipality is to provide service delivery to the general public at large and efficiently facilitate creation of Integrated, sustainable Human Settlements within the area. The Township Establishment process forms critical and integral part to service delivery in collaboration with the Department of Human Settlements/COGHSTA/Housing development Agency. This is process of converting land into residential, industrial or commercial stands (mixed land-use) and falls within the wider township development process.

The formalization of Skierlik informal settlement located on Portion 8 of the Farm Groenvley is one of the approved projects in the Municipal IDP being funded by HDA through COGHSTA. The process has been completed and the township proclaimed in January 2022. It must further be noted the upgrading and/or formalization of Portion of Remaining extent of the Farm Weikrans 539 KQ: proposed township establishment to be named Leeupoort Vakansiedorp extension 8 (commonly known as Raphuthi) is underway.

There are however some incomplete township developments in Northam Ext.20 and Regorogile Ext.9 respectively.

## **6.6. PRIORITY HUMAN SETTLEMENTS AND HOUSING DEVELOPMENT AREAS**

Housing development is an important restructuring element for transformation and consolidation initiated by the National Department of Human Settlements working together with the Housing Development Agency. As part of addressing housing development needs, Thabazimbi Local Municipality has identified Priority Human Settlements and Housing Development areas (PHSHDAs) and gazetted on 15 may 2020. The PHSHDAs target and prioritise areas for integrated housing and human settlements development to ensure the delivery of housing for a broad range of income groups within an integrated mixed use development. The following is considered as priority:

- a) Areas of urgent housing need where there is an established high demand and low supply of housing opportunities;
- b) Areas requiring upgrading and/or redevelopment for purposes of delivering housing choices including subsidized housing; and
- c) Areas requiring improved access to infrastructure, amenities and services
- d)-Areas that supports the integration of different housing typologies, land-uses and economic

## CHAPTER 7: SOCIAL ANALYSIS

Service Norms and Standards (Health Centre Clinics and Hospital)

One (1) doctor per 1000.

Clinic must serve a radius of 5 km.

Health centre 10 km radius.

Hospital must serve radius of 60 km.

### 7.1. NUMBER OF HEALTH FACILITIES

TYPE Hospitals		TOTAL	WARDS											
			1	2	3	4	5	6	7	8	9	10	11	12
Hospitals	Public	1	-	-	-	-	-	-	-	-	1	-	-	-
	Private	1	-	1	-	-	-	-	-	-	-	-	-	-
	Mines	3	-	-	-	-	1	1	-	-	-	-	1	-
Clinics		10	1	2	1	2	1	-	-	1	1	1	-	-
Hospitals Mobiles		3	1	1	-	-	-	-	-	1	-	-	-	-
GRAND TOTAL		18	2	5	1	2	2	1	0	2	1	1	1	0

### 2022/23 FUNDED NPO'S

Programme	Thabazimbi
DIC	1
Aged service center	1
HCBC	1
Diversion	0
Child and family	1
Stimulation	1
Protective workshop	0
VEP	0

**2022/23 FUNDED NPO'S**

Programme	Thabazimbi
Substance abuse	0
CYCC	1
Old age homes	0
Risiha CBCSC	1
Social behaviour change	1

**2022/23 DROP IN CENTRES**

Municipality	NPO Funded	NPO not funded	Beneficiaries	Challenges	Interventions
Thabazimbi	1	1	246	None	None

**2022/23 OLDER PERSONS SERVICE CENTRES**

Municipality	NPO Funded	NPO not funded	Beneficiaries	Challenges	Interventions
Thabazimbi	1	3	178	None	None

**2022/23 Home Community Base Care/HIV and AIDS**

Municipality	NPO Funded	NPO not funded	Beneficiaries	Challenges	Interventions
Thabazimbi	1	0	168	None	None

**2022/23 PARTIAL CARE FACILITIES**

<b>Municipality</b>	<b>NPO Funded</b>	<b>NPO not funded</b>	<b>Beneficiaries</b>	<b>Challenges</b>	<b>Interventions</b>
Thabazimbi	1	0	53	None	None

**2022/23 PROTECTIVE WORKSHOPS FOR DISABLED PERSONS**

<b>Municipality</b>	<b>NPO Funded</b>	<b>NPO not funded</b>	<b>Beneficiaries</b>	<b>Challenges</b>	<b>Interventions</b>
Thabazimbi	0	0	0	None	None

**2022/23 VICTIM IMPACT SERVICES**

<b>Municipality</b>	<b>NPO Funded</b>	<b>NPO not funded</b>	<b>Beneficiaries</b>	<b>Challenges</b>	<b>Interventions</b>
Thabazimbi	0	2	90	None	None

**2022/23 SUBSTANCE ABUSE PROGRAMME**

<b>Municipality</b>	<b>NPO Funded</b>	<b>NPO not funded</b>	<b>Beneficiaries</b>	<b>Challenges</b>	<b>Interventions</b>
Thabazimbi	0	0	0	None	None

**2022/23 CHILD AND YOUTH CARE CENTRES**

<b>Municipality</b>	<b>NPO Funded</b>	<b>NPO not funded</b>	<b>Beneficiaries</b>	<b>Challenges</b>	<b>Interventions</b>
Thabazimbi	1	0	28	None	None



**2022/23 OLD AGE HOMES**

<b>Municipality</b>	<b>NPO Funded</b>	<b>NPO not funded</b>	<b>Beneficiaries</b>	<b>Challenges</b>	<b>Interventions</b>
Thabazimbi	0	0	0	None	None

**2022/23 SOCIAL AND BEHAVIOURAL PROGRAMME**

<b>Municipality</b>	<b>NPO Funded</b>	<b>NPO not funded</b>	<b>Beneficiaries</b>	<b>Challenges</b>	<b>Interventions</b>
Thabazimbi	1	0	106	None	None

**2022/23 SOCIAL RELIEF OF DISTRESS (FOOD PARCELS)**

<b>Municipality</b>	<b>Beneficiaries</b>	<b>Challenges</b>	<b>Interventions</b>
Thabazimbi	0	Insufficient budget	Refer clients to SASSA

**EPWP 2022-2023**

<b>Municipality</b>	<b>Beneficiaries</b>	<b>Budget</b>	<b>Challenges</b>	<b>Interventions</b>
Thabazimbi	27		Resignation of participants before the end of the contract	Replacement of the vacated posts by the participants

## **7.2. CHALLENGES AND INTERVENTIONS**

<b>Challenges</b>	<b>Interventions</b>
Insufficient budget to fund more NPOs/projects	To use mapping to fund priority programmes in the next funding cycle given the limited budget available
Misappropriation of funds	Provide training to NPO boards and management
Non filling of critical vacated posts	Officials are requested to take extra responsibilities such as acting in vacated posts The Department is continuing to engage PT allow it to fill funded vacated posts
Shortage of transport	Conversion of privately owned vehicles into scheme B. However, this is also determined by the availability of budget.
Shortage of sites to establish community based services i.e. Thabazimbi	Services established on private land Engage the Municipalities in affected areas

## **7.3. EDUCATION**

Social Analysis is not the competency of the municipality however the municipality is the facilitator.

### **7.3.1. Service Norms and Standards (Education)**

Teachers Learner Ratio:

Secondary level Ratio: 1 teacher: 35 learners (1/35)

Primary level Ratio: 1 teacher: 40 learners (1/40)

Every school should have a feeder zone with a radius of up to 5 km, the total walking distance to and from school may not exceed 10 km.

Learners who reside outside the determined feeder zone may be provided with either transport or hostel accommodation on a progressively phased and pro- poor basis.

The total minimum size for a school site, including sporting fields, is as follows:

A total of 2.8ha for a primary school.

A total of 4.8ha for a secondary school.

Every learner has access to the minimum set of textbooks and workbooks required according to national policy:

Minimum Schoolbag for Grade 6 learner:

Six textbooks, one each for the six subjects: mathematics, natural sciences, human and social sciences, general studies and two languages being studied.

Six workbooks for the subjects indicated above.

A one – language dictionary (any language).

Ruler, pens (five different colours), pencil, eraser and glue

### **7.3.2. THE NUMBER OF EDUCATION CATEGORIES**

The following categories are found in Thabazimbi:

Quintile 1 & 2

Quintile 3

Quintile 4 & 5

### **EDUCATION FACILITIES**

TYPE	TOTAL	TOTAL LEARNERS	WARDS											
			1	2	3	4	5	6	7	8	9	10	11	12
ECD	31 (7 fully registered, 15 conditionally registered and 9 not registered).	1 564	-	7	5	-	1	1	7	-	3	4	1	2
Primary	25	6894	16	1	1	1	1	1	2	-	2	-	-	-
Combined	4	702	3	-	-	1	-	-	-	-	-	-	-	-
High School	4	2387	1	1	-	-	-	-	-	1	1	-	-	-
Private	4	-	1	1	-	1	-	-	-	-	1	-	-	-
FET														1
GRAND TOTAL	67	10 381	22	10	4	4	3	2	7	2	6	7	0	1

Source: Thabazimbi/Dwaalboom Circuit

### **BACKLOGS REGARDING CLASSROOMS**

The following schools have backlog regarding classrooms:

Deo Gloria Primary in need of six (6) classrooms.

Groenvlei Secondary in need of five (5) classrooms.

#### **3.5.7.5.6 SHORTAGE OF SCHOOLS**

The following areas are in need of extra schools:

Appiesdoring need a Primary School.

Regorogile need a Primary school.

Thabazimbi Town need: 1 Primary School

1Secondary School

### **7.3.3.CHALLENGES IN EDUCATION**

Provision of water, sanitation and electricity to needy schools (Shortage of Water Tanks in schools).

Lack of schools (Overcrowding in Classrooms)

Overhead bridge to Ysterberg Primary – many learners dies crossing over.

High water bills to schools.

Curricula of FET's to be demand orientated (e.g. economic development)

Partnership between locals, private sector and FET's on skills development

Tall grasses in Sports facilities.

Increased teenage pregnancy

## 7 .4. SAFETY AND SECURITY

### 7.4.1. NUMBER OF POLICE STATIONS WITHIN THE MUNICIPALITY/SAFETY AND SECURITY FACILITIES

Location

	Level of service
Thabazimbi -6	<ul style="list-style-type: none"><li>• Thabazimbi – Main station</li><li>• Rooiberg – Main station</li><li>• Cumberland – Main station</li><li>• Hoopdal – Main station</li><li>• Dwaalboom – Main station</li><li>• Northam – Main station</li></ul>

## **SHORTAGE/BACKLOG OF SAFETY AND SECURITY FACILITIES**

90% of police stations are crowded in Ward 1 and Ward 2.

### **TYPES OF CRIMES IDENTIFIED:**

Related to Robbery: Carjacking, Truck hijacking, Cash in transit robbery, Bank robbery and robbery in business and at

residential premises.

Contact Crimes: crimes against person-Murder, total sexual offences, assault, and robbery.

Contact Related: Arson and malicious damage

Property Related: Burglary and theft

Crime Detected as result of Police Action: Illegal possession of fire arms and ammunition, driving under influence of alcohol or drugs.

Other Serious Crimes: Commercial crimes and shoplifting. .

### **7.4.2. SAFETY AND SECURITY CHALLENGES**

No sector plans, but DSSL prepared to assist municipalities in safety and security sector plan Monitoring of proper utilization of licenses and permits issued to liquor Sellers.

Illegal operation of unlicensed shebeens and taverns.

Access to certain crime scenes due to bad conditions of roads and lights.

Domestic violence (women and child abuse).

Crime awareness and substance abuse.

Urgent municipal by-laws.

There is no affordable accommodation for SAPS members

## 7.5. SPORTS, ART AND CULTURE

There are 6 Sports facilities which are privately owned, and 4 facilities which are owned by the Municipality.

Thaba Park sporting grounds which falls under the sporting facilities owned by the municipality is not well maintained.

Both Libraries in Thabazimbi and Northam are in satisfactory form

### 7.5.1. SPORTS AND RECREATIONAL FACILITIES WITHIN MUNICIPAL AREA

TOWN	NUMBER / TYPE	LOCATION / FACILITIES / CONDITION
THABAZIMBI	3 Sports grounds	2 Municipal grounds that include rugby, cricket, bowls, squash, jukskei, basketball, tennis
	1 Kumba ground	Swimming pool, gym
	2 School Sport Facilities	FrikkieMeyerSecondary school
		ThabazimbiPrimary 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	Good Condition
	18 holes golf course	
NORTHAM	Sport Facilities	1 Comprehensive Secondary School
		1 Northam Primary School
		1 Community Sport Ground
SWARTKLIP	1 Soccer field	Good Condition
	9 hole Golf course	

AMANDELBULT/ RETABILE DWAALBOOM	1 Soccer field 9 hole Golf Course 2 Sport Facilities	Good Condition
GROENVLEISECONDARY SCHOOL	1 Sports ground	Tennis court, netball court and soccer fields need to be upgraded.
LEEUPOORT	Driving Range (golf course)	Good Condition



7. 5.2. HALLS

AREA	COMMUNITY HALLS	SHOW GROUNDS
THABAZIMBI	Cinema Hall Library Hall Trollope hall  Ipelegeng	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	

### 7.5.3. LIBRARIES

#### LIBRARY FACILITIES

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	1	Ward 9
NORTHAM	1 Municipal Library	1 staff member.
LEEUPORT	1 Municipal Library	No officials / Residents operate the Library
ROOIBERG	-	

## 7.6. PARKS (OPEN PUBLIC SPACES) AND CEMETERIES

TOWN	NUMBER / TYPE	NAME/LOCATION / FACILITIES / CONDITION
THABAZIMBI	4 Active Public Open Spaces	Berg Boegoe Club
		MollieJordaanPark
		Areas along Rooikuitspruit
		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

### 7.6.1. Challenges of Parks (Open Public Spaces)

- New pipe and irrigation system still needs to be changed.
- There is a problem of illegal dumping in most Municipal Parks
- Need irrigation equipment and qualified workers.
- Incorrect usage of parks.

Thabazimbi local Municipality constitute of four cemeteries within its jurisdiction, 1 in Northam, 1 in Thabazimbi town, 1 in Regorogile and 1 in Rooiberg as a statutory requirement for burial of loved ones.

current challenge is land as the Northam cemetery is fully capacitated and vandalism of ablution block.

## 7.7. POST OFFICE AND TELECOMMUNICATION

Thabazimbi Local Municipality has seven post offices (Thabazimbi town, Northam, Swartklip, Cromite, Zonderinde, Dwaalboom and Mlanje) and four retail postal agencies (Koedoeskop, Leeupoort, Rooiberg and Kromdraai). Available Cell phone networks are MTN, VODACOM, CELL – C, TELKOM AND 8TA.

### 7.7.1. NUMBER OF POST OFFICES FACILITIES WITHIN MUNICIPAL AREA

TOWN	TYPE & SERVICE	NO. OF POST BOXES
NORTHAM	1 Postal Service	
NORTHAM PLATINUM	1 Postal Service	
SWARTKLIP	1 Postal Service	
DWAALBOOM	1 Postal Service	
AMANDELBULT	1 Postal Service	
KOEDOESKOP	Collection point	
THABAZIMBI	1 Post office (rietbok street	2600 post boxes
ROOIBERG	Collection point	
REGOROGILE	Collection point Speed delivery service Courier Services	16 Private Bags1000 Post boxes 250 rented

### 7.7.2. Cellular Phone Network Infrastructure Challenges

There are areas with bad to no signal, named; Skierlik, Smashblock, Marakele area, Spitskop plots, Thaba Mall, surrounding farming areas and a portion on the R510 between Thabazimbi and Northam.

## **CHAPTER 8: LOCAL ECONOMIC DEVELOPMENT**

### **8.1. OVERVIEW**

Local Economic Development (LED) offers local government, the private and non-profit organisations, and local communities the opportunity to work together to improve the local economy. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive. LED aims at building up the economic capacity of a local area to improve its economic future and the quality of life for all. It is thus a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.

### **8.2. LEGISLATIVE AND OTHER MANDATES**

#### **8.2.1. Constitutional mandate**

Part A of Schedule 4 to the Constitution of the Republic of South Africa, 1996, lists tourism as a functional area of concurrent national and provincial legislative competence.

#### **Legislative mandate**

Tourism Act, 2014 (Act No.3 of 2014) aims to promote the practise of responsible tourism for the benefit of the Republic and for the enjoyment of all its residents and foreign visitors; provide for the effective domestic and international marketing of South Africa as a tourist destination; promote quality tourism products and services; promote growth in and development of the tourism sector, and enhance cooperation and coordination between all spheres of government in developing and managing tourism.

#### **8.2.2. Policy mandates**

- The National Development Plan (NDP) is the 2030 vision for the country. It envisions rising employment, productivity and incomes as a way to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.
- The New Growth Path (NGP) includes tourism as one of the six pillars of economic growth. The National Tourism Sector Strategy (NTSS) provides a blueprint for the tourism sector in the pursuit of growth targets contained in the New Growth Path (NGP).

The White Paper on the Development and Promotion of Tourism in South Africa, 1996, provides a framework and guidelines for tourism development and promotion in South Africa.

### **8.3. LEGAL IMPLICATIONS**

Local municipalities are supposed to create an enabling environment to ensure that there is effective Economic Development, investment attraction and retention through key economic developments enablers that include effective stakeholder mobilisation, engagement and management through the vibrant and functional Local Economic Development Forum (LEDF) as enshrined in both the White paper on Local Government (1998) and the Section 152 (1) of the constitution highlighting the role of municipalities in promoting Local Economic Development to improve the social and economic conditions of its citizens.

Section 152 (1) of the Constitution spells out the objects of local government as follows:

- a) A) to provide democratic and accountable government for local communities,
- b) B) to promote social and economic development
  - c) to encourage the involvement of communities and community organizations in the matters of local government.

Section 153 of the South African Constitution (1996) further states that: “A municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community”.

### **8.4. STATUS QUO**

It must be noted that the Municipality does not have all resources required to implement projects, therefore pooling of resources is required hence the need to have a strong functional Local Economic Development Forum (LEDF). The forum's objectives amongst others is to ensure that resolutions of the economic summit(s) are implemented and reviewed accordingly; and further facilitate access to funding for the implementation of the projects identified through the IDP processes.

As part of the municipal LED institutional arrangement, and Local Economic Development Forum (LEDF) within a municipality is an engagement platform composing of the local business and/or private sector, chamber of commerce, Non-Government Organisations

(NGOs), Non-Profit Organisations (NPOs), local community, government, academic institutions and any other stakeholders that play a part to drive the Local Economic Agenda of a municipality. It provides an opportunity to work together to improve the local economy with the aim of enhancing competitiveness, encouraging sustainable growth that is inclusive, investment attraction, retention initiatives; and LED catalytic project implementation.

LEDF further aims to facilitate access to funding for implementation of the projects identified in the Integrated Development Plan (IDP); sharing information and experiences, pool resources and solve problems which come up in the course of implementing LED projects.

The Municipality utilises the Local Economic Development Strategy as a tool for the execution of its development functions. As such the LED Strategy was developed and adopted in 2015, however due for review in order to respond to the current socio-economic needs. The Municipality also has the Tourism Strategy that guides towards creating a sustainable tourism market within the municipal jurisdiction

The aim was further to offer local government, the private sector, Non-Profit Organizations and local community the opportunity to work together to improve the local economy through investment attraction and retention initiatives; and LED catalytic project implementation.

### **8.5. Major Economic Patterns & Trends**

The Mining, Agriculture/Farming/Hunting sectors are the most dominant economic sectors in the Municipal area. 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:

- Conservation,
- Development
- Logistic and 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.

## **CHAPTER 9 – FINANCIAL MANAGEMENT AND VIABILITY**

### **9.1. FINANCIAL VIABILITY**

#### **9.1.1. LEGISLATIVE MANDATE OF THE DEPARTMENT**

- Municipal Structures Act
- Municipal Systems Act
- Municipal Finance Management Act 56 of 2003
- Division of Revenue Act
- Municipal Property Rates Act
- National Treasury Regulations, Circulars, MBD Forms, GCC
- Municipal Budget Reporting Regulations
- Municipal Investment Regulations
- Preferential Procurement Policy Framework Act 5
- Broad Based Black Economic Empowerment Act 53, 2003
- Supply Chain Management Regulations No. 27636, 30 May 2005
- Preferential Procurement Regulations 15 January 2023

#### **9.1.2. DEPARTMENTAL CORE BUSINESS**

**BTO** consists of the following divisions:

- Income
- Expenditure
- SCM
- Budget & Reporting
- Customer Service
- Asset Management

**SCM:** To support the institution in complying with SCM process while procuring goods and services whilst implementing its strategic objectives by ensuring the process of appointing service providers / suppliers is fair, equitable, competitive, transparent and open.

**Expenditure:** Administration of creditors, payroll and the asset register.

**Budget & Reporting:** Provide information and reports that is a true reflection of the actual state of affairs of the municipality

**Income:** Administration of income (billing and customer payments) and debtor's management

**Customer Service:** Management and coordination of customer queries



**Asset Management:** Asset management helps Municipality to manage municipal infrastructure assets and make better investment decisions. It also helps reduce risks and allows municipalities to provide reliable and affordable services and a better quality of life for residents.

**Performance elements:**

**SCM:**

- Procurement of goods and services are centralized in the SCM Unit
- Purchase orders are issued on average 2 days after receipt of a requisition
- Centralized Supplier Database

**Income:**

- 30% reliant on Equitable Share, FMG & EPWP
- 70% Own Revenue – collection @ 65% of billings
- Increasing Debtors balance

**Expenditure:**

- Irregular expenditure has increased
- Austerity measures implemented to improve going concern
- 100% of payments are processed through EFT

**Budget & Reporting:**

- 2023/24 Budget aligned to SDBIP & IDP
- All reports submitted on time

**Asset Management**

- **Management of Municipal Assets**, Asset verification, unbundling, componentization, uploading of data onto the financial system

**9.2. DEPARTMENTAL SITUATIONAL ANALYSIS – 2024/25 Draft Budget**

- The municipality is currently busy with the draft budget process
- Meetings will be held with each department to gather their inputs for the draft budget for 2024/25
- The municipality is working in line with the relevant circulars (circular 126) and taking into account the required guidelines provided with the circular
- CPI is estimated to be **4.9%** for **2024/25**; **4.6%** for **2025/26** and **4.5%** for **2026/27**
- Expenditure will be contained as far as possible in order to build towards developing a Funded Budget
- Revenue will be budgeted taking into account the following:
  - CPI

- New developments (Township Establishments)
- Tariff rates
- Repairs and Maintenance for electricity and water
- Audited Financial Statements 2022/23
- Actual Year-to-date figures 2023/24

### 9.3. Operational and Capital Grants 2024/25

Operational Grant			
Description	2024/25	2025/26	2026/27
Equitable Share	R145 380 000	R156 118 000	R167 694 000
FMG	R3 000 000	R3 000 000	R3 000 000
EPWP	R1 360 000	-	-
Total	R149 516 000	R159 118 000	R170 694 000
Capital Grant			
MIG	R38 157 000	R39 891 000	R43 119 000
INEP	-	R18 000 000	R16 000 000
WSIG (6B)	R67 224 000	R71 764 000	R75 065 000

#### 9.4. Draft Revenue Budget 2024/25

REVENUE				
CATEGORY	ADJUSTED BUDGET	DRAFT BUDGET 2024/25	DRAFT BUDGET 2025/26	DRAFT BUDGET 2026/27
		CPI 6%	CPI 6%	CPI 6%
Property Rates	102,476,425.00	108,625,010.50	115,142,511.13	122,051,061.80
Service charges	263,656,552.00	279,475,945.12	296,244,501.83	314,019,171.94
Rental of facilities and equipment	606,061.00	642,424.66	680,970.14	721,828.35
Interest earned	35,322,358.00	37,441,699.48	39,688,201.45	42,069,493.54
Fines, penalties and forfeits	820,758.00	870,003.48	922,203.69	977,535.91
Licenses and permits	5,016,150.00	5,317,119.00	5,636,146.14	5,974,314.91
Transfers recognized(operating)	140,212,000.00	149,516,000.00	159,118,000.00	170,694,000.00
Other revenue	2,823,199.00	2,992,590.94	3,172,146.40	3,362,475.18
<b>Total</b>	<b>550,933,503.00</b>	<b>584,880,793.18</b>	<b>620,604,680.77</b>	<b>659,869,881.62</b>

## 9.5. Draft Expenditure Budget 2024/25

EXPENDITURE				
	ADJUSTED BUDGET 2023/24	DRAFT BUDGET 2024/25	DRAFT BUDGET 2025/26	DRAFT BUDGET 2026/27
		CPI 4.9%	CPI 4.6%	CPI 4.5%
Employee Related Costs	167,498,722.00	175,706,159.38	183,788,642.71	192,059,131.63
Remuneration of Councillors	11,558,108.00	12,124,455.29	12,682,180.24	13,252,878.35
Bulk purchases	99,000,000.00	111,573,000.00	129,089,961.00	134,899,009.25
Finance cost	22,518,148.00	18,000,000.00	18,828,000.00	19,675,260.00
Contracted services	69,346,500.00	62,000,000.00	64,852,000.00	67,770,340.00
Depreciation and amortization	39,231,392.00	43,154,531.20	47,469,984.32	52,216,982.75
Inventory consumed	54,092,934.00	56,743,487.77	59,353,688.20	62,024,604.17
Operating leases	3,600,000.00	3,776,400.00	3,950,114.40	4,127,869.55
Operational cost	40,076,465.00	42,040,211.79	43,974,061.53	45,952,894.30
Debt Impairment	34,576,887.00	36,271,154.46	37,939,627.57	39,646,910.81
Irrecoverable debts written off	2,508,469.00	2,631,383.98	2,752,427.64	2,876,286.89
<b>Total</b>	544,007,625.00	564,020,783.87	604,680,687.61	634,502,167.69

## Draft Budget Narrations

### Revenue

CPI of 6% used on property rates, water, refuse and sanitation  
NERSA and Magalies has not provided electricity and water tariff increase as of yet

### Expenditure

SALGA yet to provide increase thus 4.9% was used  
Bulk purchases electricity increase by 12.7% as per circular 126  
Water inventory has been accounted for with a 4.9% increase as we await communique from Magalies  
Other expenditure items such contracted services; inventory consumed and operational expenses will be confirmed after departmental budget consultations

## 9.6. Payment report per Town 2023/24

TOWN	Collection	Billing	Percentage (%)
THABAZIMBI	11,853,372.71	10,878,889.06	124%
REGOROGILE	694,609.54	3,704,898.25	19%
NORTHAM	1,482,305.12	3,840,233.86	40%
LEEUPOORT	1,003,256.92	780,539.36	128%
ROOIBERG	438,981.44	732,146.76	59%
MYNE	28,748.78	1,405,333.24	97%
FARMS	1,850,247.61	3,794,237.63	56%
SUNDRY DEBTORS	3,280,668.46	265,445.31	96%

### 9.7. Grant Expenditure Performance 2023/24

	OPERATIONAL GRANTS			CAPITAL GRANTS		
	Equitable Share	FMG	EPWP	MIG	WSIG	INEP
Receipts	91,306,000.00	3,100,000.00	959,000.00	20,382,000.00	2,376,791.39	17,000,000.00
Spending (Revenue)	- 91,306,000.00	- 2,209,623	- 959,000.00	- 5,611,246.80	- 2,376,791.39	- 15,830,957.85
<b>Unspent Grants</b>	<b>-</b>	<b>890,377.33</b>	<b>-</b>	<b>14,770,753.20</b>	<b>-</b>	<b>1,169,042.15</b>

## 9.8.SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Efficient Financial Systems for procurement and reporting (CSD)</li> <li>▪ Fully functional financial system that is mSCOA compliant. (Munsoft)</li> <li>▪ Budget related policies in place.</li> <li>▪ Functional bid committees</li> <li>▪ Alignment of Budget, IDP and SDBIP</li> <li>▪ Review of Policies and by-laws</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unfunded Budget</li> <li>▪ Inadequate costing and specifications of budgeted projects resulting in delayed SCM processes*</li> <li>▪ Non adherence to SCM procedures, timelines and procurement plans*</li> <li>▪ Insufficient funding for current and medium term commitments</li> <li>▪ Unfilled vacant posts in the organogram.</li> <li>▪ Poor revenue collection @ 65%</li> <li>▪ Property, Plant &amp; Equipment- most of our assets are old and not maintained.</li> <li>▪ Negative Audit Opinion</li> <li>▪ Distribution losses</li> </ul>

## SWOT ANALYSIS

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Positive public participation of constituent communities.</li> <li>▪ Continuous update of process to strive for Clean Audit.</li> <li>▪ Compliance with approved policies and by-laws and National Treasury regulations.</li> <li>▪ Innovative collection of Debts</li> <li>▪ Debt Relief and Active Partnering with Eskom</li> </ul>	<ul style="list-style-type: none"> <li>▪ Political instability</li> <li>▪ Non payment culture in community and government department.</li> <li>▪ Inadequate resources to deal with increasing demands (financial constraints)</li> <li>▪ Illegal connections</li> <li>▪ Highly diversified income base from low to high income earners.</li> <li>▪ Grants dependence and Unfunded Budget</li> </ul>

## 9.9.DEPARTMENTAL RISK ANALYSIS

STRATEGIC OBJECTIVE	STRATEGIC RISK	CURRENT CONTROL	ACTION TO IMPROVE
To effectively manage finances and improve financial sustainability	Non adherence to SCM related legislation.	Adherence to SCM Policy & procedures as well as SCM Regulations SCM officials are undergoing training	Training
To effectively manage finances and improve financial sustainability	Compulsory implementation of mSCOA	BTO officials currently ensuring that the system operates effectively	Continuous training and developing employees knowledge on mSCOA
To effectively manage finances and improve financial sustainability	Litigations	Adhere to settlement arrangements and pay SP timeously	Cost containment measures.

## DEPARTMENTAL RISK ANALYSIS CON...

STRATEGIC OBJECTIVE	STRATEGIC RISK	CURRENT CONTROL	ACTION TO IMPROVE
To effectively manage finances and improve financial sustainability	Limited staff to provide all required support	Temp use of Interns	Filling of Critical positions(Accountants and Expenditure Manager)
To effectively manage finances and improve financial sustainability	Lack of funds to implement operational obligations/ projects	Minimize deficit through revenue enhancement strategies and cost containment measures	Implement revenue enhancement strategies and cost containment measures Source additional funding for unfunded projects (Mines)



## **9.10.FINANCIAL MANAGEMENT**

During inauguration of the fifth administration municipal assets were attached and disposed by the sheriff due to litigations against the municipality  
The municipality had to run with limited resources and was unable to pay creditors on time  
TLM approved unfunded budget due to high creditor's book  
Financial Recovery Plan has been developed and monitored by National Treasury/New improved FRP to be developed  
Payment Arrangement with Eskom and Magalies Water Board are in place  
The municipality entered into payment arrangement with other creditors to minimize litigations  
High staff turn-over in critical positions  
The municipality has been able to submit credible financial statements on time and were completed in-house

## **FINANCIAL MANAGEMENT CONT...**

In terms of electricity the municipality only bill about 6 000 households, the remaining households get electricity directly from Eskom.  
Magalies water board also supplies water directly to the mines and that affects municipal revenue.Surcharge approved but not yet implemented by Magalies  
Municipality is able to bill on average R 23 million (Monthly) but collection is only 65% of the bill.  
The municipality debtors book is amounting to R 611 million  
The municipality also has a huge creditors book to the value of R 377 including Eskom and Magalies  
The municipality is also facing a series of litigations causing the litigation register to grow  
Operational expenditure is amounting to R 30 million monthly. One of the contributing factor to the high operational expenditure is due to the high Eskom and Magalies accounts.

## 9.11.STRATEGIC DEPARTMENTAL CHALLENGES

Challenges	Interventions
<b>SCM</b> <ul style="list-style-type: none"> <li>▪ Inadequate costing and specifications of budgeted projects resulting in delayed SCM processes*</li> <li>▪ Non adherence to SCM procedures and project procurement plan timeframes</li> <li>▪ Difficulty in identify related party transaction in SCM procurement transaction</li> <li>▪ Under/ over pricing by service providers which delays project implementation</li> </ul>	<b>SCM</b> <ul style="list-style-type: none"> <li>▪ Proper research be done by user department before development of project specifications*</li> <li>▪ Adherence to timeframes as per project procurement plan which will improve the tender turnaround times*</li> <li>▪ Development of SCM operating procedures to ensure compliance</li> <li>▪ Cross Check Bureau system procured to assist in identifying related party SCM transaction.</li> <li>▪ Perform market related or benchmark with other service providers.</li> </ul>
<b>Expenditure</b> <ul style="list-style-type: none"> <li>▪ Increased personnel requirements in Salaries</li> <li>▪ <b>Expenditure Funding</b></li> </ul>	<b>Expenditure</b> <ul style="list-style-type: none"> <li>▪ Bridge the gap between DM and subordinates</li> </ul>
<b>Income</b> <ul style="list-style-type: none"> <li>▪ Unable to collect &gt;90% of billings</li> </ul>	<b>Income</b> <ul style="list-style-type: none"> <li>•Revenue enhancement strategies (pre-paid water meters)</li> </ul>
<ul style="list-style-type: none"> <li>▪ Asset Management</li> <li>▪ Poor Asset Management and ageing infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>•Asset Management</li> <li>•Development and implimentation of Asset Management plan.</li> </ul>
<b>Budget &amp; Reporting</b> <ul style="list-style-type: none"> <li>▪ 2020/21 Annual Budget to be captured on <i>mSCOA</i> version 6,2</li> </ul>	<b>Budget &amp; Reporting</b> <ul style="list-style-type: none"> <li>▪ <i>mSCOA</i> committees to meet regularly in order to address any challenges</li> <li>▪ Timeous interaction with Munsoft to address any challenges</li> </ul>

## 9.12.AUDIT OPINIONS FOR THE PAST 5 YEARS

Financial year	AG opinion
2018/19	Qualified audit opinion
2019/20	Qualified audit opinion
2020/21	Qualified audit opinion
2021/22	Qualified audit opinion
2022/23	Qualified audit opinion

### Auditor General Report 2022/23

Municipality	Issues raised	Issues Resolved	Issues Outstanding	Comments on progress	Challenges/Interventions needed
Thabazimbi Local Municipality	68	33	35	TLM Management and staff has a standing agreement that all issues should be resolved by 31 March 2024	None

- AGSA reported a total of 68 findings during the 2022/23 financial year
- TLM received a qualified audit opinion with findings
- Post audit action has been prepared in line with section of 131 of the MFMA and has been loaded on the web based system
- The Action plan is at the execution phase
- Progress on the implementation of action plan will be monitored and reported quarterly to the Audit Committee and Council
- Management has committed to resolve all findings by end of March 2024
- The municipality has a senior personnel overseeing the audit process

### Auditor General Report 2022/23

#### 2022/23 Basis of qualified opinion

**Property, plant & equipment** – Municipality was found not to be in accordance with GRAP 17 and GRAP 21.

**Revenue from exchange transactions** - Service charges revenue was not recognized as required by GRAP 9.

**Revenue from non-exchange transactions** – Property rates were not calculated in accordance with the standards of GRAP 23.

**Expenditure** - Expenditure was incorrectly presented on AFS

**Contingent Liabilities** – Insufficient appropriate audit evidence on contingent liabilities.

#### Challenges encountered during audit

Load shedding schedules interfered with AGSA timeframes.

## CHAPTER 10- GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### 10.1. PERFORMANCE MANAGEMENT SYSTEM (PMS)

A Municipality's Performance Management System (PMS) is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. In addition, a Municipality's PMS must also facilitate increased accountability, learning, and improvement, provide early warning signals and facilitate decision-making. Chapter 6 of the Local Government Municipal Systems Act makes provision for the establishment of the performance management system in municipalities. The establishment of the performance management system is meant to assist the municipalities to monitor, measure and evaluate its performance its developmental targets that are set in the IDP.

OVERSIGHT STRUCTURES	FUNCTIONALITY
Council	The municipal council and Mayoral committee were established guided by Chapter 3 and 4 sections 18 and 79 of the Municipal Structures Act 117 of 1988 respectively. The Mayor chairs the Executive council(EXCO) meetings
Audit Committee	Established and fully functional. Report quarterly to council
Financial Misconduct Board	Established but not yet functional. Provincial Treasury to facilitate workshop to members of the board
Municipal Public Accounts Committee	MPAC established. MPAC researcher not appointed and committee in order

### 10.2. INTERGOVERNMENTAL RELATIONS

The MSA provides that municipalities should undertake an integrated development planning process that integrates all sectors, strategies, programme and projects to promote integrated development in communities.

The municipality foster relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government.

Councillors of the view that these relationships can assist in enhancing Government's services to the communities of Thabazimbi.

District Municipalities are the core of promoting intergovernmental relations for better provision of service delivery.

### **10.3. The Municipality Forums**

- Municipal Managers Forum
- Mayor's Forum
- CFO's Forum
- IDP Manager's Forum
- Internal Auditor's Forum
- SALGA Working Groups
- Provincial Planning Forum
- Premiers IGR Forum
- Provincial Service Complaints Forum
- Provincial Integrated Development Forum
- Monitoring and Evaluation Forum
- Provincial Waste Forum

### **10.4. RISK MANAGEMENT COMMITTEE**

Chairperson Risk Management: Mogotsi IS

**Appointment date: 01 July 2021 to 30 June 2024**

- Approved Risk management Policies
- 4 quaterly meetings Annually

#### **Other Members of the Risk Management Committee**

- Chairperson of the RMC.
- Accounting Officer
- Chief Financial Officer

- Director: Community Development
- Director: Corporate Support services
- Director: Planning and Economic Development
- Director: Infrastructure and Technical services

Standing invitees to the Committee shall be the Chief Internal auditor, the Risk Officer, Manager:

Performance Management as well all the risk champions of each Directorates.

The municipality identified 10 ten top risks and developed internal control measures to mitigate the risks identified.

#### 10.4.1. Below are the 10 top risk:

Link to objective	Risk category	Risk description
1. Ensure that there are functional & accountable governance and management structures.	Inherence Risk	Unstable municipal environment
2. Strengthen public engagement	Inherence Risk	<ul style="list-style-type: none"> <li>• Limitation on community participation and public consultation</li> <li>• Lack of understanding municipal powers and functions by the community</li> <li>• Inadequate community participation and public consultation</li> </ul>
3. To ensure restoration of effective financial management, viability and accountability	Inherence Risk	Unfunded budget
4. To ensure quality services to community by improving current infrastructure to sustainable levels	Inherence Risk	Aged Municipal infrastructure (water and sanitation, electricity)
5. Ensure sustainable spatial development	Inherence Risk	Lack/scarcity of land for development
6. Create conducive environment for sustainable local economic development	Inherence Risk	<input type="checkbox"/> inadequate attraction of potential investors
7. Promote environmental management system.	Inherence Risk	Environmental and air Pollution

8. To achieve a well transformed and Integrated Organization.	Inherence Risk	Low staff moral
9. To ensure efficient administrative Support services	Inherence Risk	<ul style="list-style-type: none"> <li>• Ageing ICT infrastructure</li> <li>• Cyber security</li> </ul>

## 10.5. State Of Financial Entities

### 10.5.1. Municipal Public Accounts Committee (MPAC)

Municipal Public Accounts Committee (MPAC) of 4 members was established to play overall oversight role. It should also be mentioned that members of MPAC are not Mayoral Committee Members

### 10.5.2. Audit Committees'

The municipality has established an audit committee. The audit committee members were appointed on 1st July 2021 for a three year period ending 30 June 2024. The composition of the committee is as follows:

Mphahlele LE (Chairperson)

Sebola TW

Mogotsi IS

Mothelesi MV

The audit committee is functional and holds its quarterly meetings. Audit committee also report quarterly to council.

Municipality established a Financial Misconduct Disciplinary Board. The Board members were appointed on the 30 January 2023 for a period of 3 years. The Board is constituted as follows:

Sebola TW (Chairperson)

Manong MD (Head of Internal Audit)

Sibiya T (Head of Legal)

Provincial Treasury representative

#### **10.6. FUNCTIONALITY OF COMMUNITY DEVELOPMENT WORKERS (CDWs)**

To improve community participation and intergovernmental relations, 9 CDW'S appointed and deployed in Municipal area, , 1deceased, 2resigned.

The challenge that was identified is the limited resources provided to CDW,S to execute functions.

#### **10.7. FUNCTIONALITY OF WARD COMMITTEES**

12 Ward Committees established and functional.

#### **10.8. AUDIT OUTCOMES**

<b>2018/19</b>	<b>2019/20</b>	<b>1920/21</b>	<b>1921/22</b>	<b>1922/23</b>
<b>Qualified</b>	<b>Qualified</b>	<b>Qualified</b>	<b>Qualified</b>	<b>Qualified</b>

#### **10.9. Good Governance and Public Participation Challenges**

- Councilors and Ward Committees need to be empowered in terms of their roles as communications agents.
- Regular training of these stakeholders on importance of communications could greatly benefit communities.
- Establishment of Local Government Communicators Forum-enhance Intergovernmental relations.
- Lack of urgency in response time from municipal departments on queries and complaints.
- Improved public involvement. It is important to listen to the needs and views of the community so that the right priorities can be established and responsive service be developed.



## 10.10. SWOT

STRENGTH	WEAKNESSESS	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• .Public Participation and Communication Strategy in place</li> <li>• .HIV/AIDS Technical Committee established</li> <li>• .HIV/AIDS Council established</li> <li>• .Disability Forum established</li> <li>• .Traditional Healers</li> </ul>	<ul style="list-style-type: none"> <li>• . Ward Operational Plans not fully implemented</li> <li>• .Fora for children, women, Youth, Men, and Older Persons.</li> <li>• Local Drugs Action Committee among others not yet established.</li> <li>Not established</li> </ul>	<ul style="list-style-type: none"> <li>• . Finalization of Job evaluation to optimize performance</li> <li>• .Relative political instability</li> </ul>	<ul style="list-style-type: none"> <li>• .No community feedback meetings</li> <li>• .Lack of tools of trade</li> </ul>

STRENGTH	WEAKNESSESS	OPPORTUNITIES	THREATS
<p>Preparations are underway for the launching of Local Drugs Action Committee, Youth Forum and Sports Confederation before the end of the second quarter of 2023/2024</p>	<p>CDWs not complementing each other. Inadequate tools of trade such as laptop and public participation vehicle. Unconcluded evaluation process which once finalized will go a great deal reconfiguring organizational structure to improve and optimize performance.</p>	<p>Preparation underway for the launching of Youth Forum, Sports Confederation, Older Persons Forum, Local Drug Action Committee before the end of the second quarter of 2023/2024.</p>	

## **CHAPTER 11- MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT**

### **11.1. Corporate Services comprises of the following functional areas:**

- Human Resources
- Occupational Health and Safety
- Labour Relations
- EAP
- Council Support
- ICT
- Legal
- ODT
- Fleet Management

#### **11.1.1. Human Resource Management and Administration**

- Recruitment and Selection
- Appointments, resignation
- Ill-health retirements
- Normal Retirements and
- Deaths of employees
- HR planning and Administration
- EAP services
- Implementation of OHS Act

#### **11.1.2. Council Support** and Secretarial services to Council.

- Prepare council chamber
- Taking of minutes at Council, Exco & other committee meetings
- Draft & prepare agendas & minutes of all meetings
- Assisting Councillors and all related functions
- Cleaners in the municipality

#### **11.1.3. Record Management**

Sorting mail in categories namely, accounts and correspondence.  
Implementation of electronic record management system  
Dating all the correspondence received.  
File all relevant documentation in respective files  
Answer and transfer of all incoming calls (Control switchboard)  
Performs hand mail delivery service  
Fetching mail from post-offices

Sorting mail in terms of private and official mail by noting addressee

#### **11.1.4.Information, Communications & Technology**

The unit is responsible for the delivery of ICT services across the municipality.

- Administration / procurement of software licenses
- Managing the maintenance and updating of the Municipality's website
- Administration of network and servers
- Managing of ICT service level agreement with service providers
- Providing for risk monitoring, disaster recovery and planning
- Administrating ICT asset register
- Provide first line user support
- Development and implementation of ICT policies and regulations

#### **11.1.5.Legal support**

- Contract Management
- By-Laws
- Litigation
- Internal disciplinary proceedings
- Labour related matters
- 

#### **11.1.6.Organisational Development & Transformation**

Design, deliver and change management process and intervention that support the organisation's ambition.

- Training
- Skills Audit
- GAP Skills
- Staff Establishment
- Job descriptions
- Employment Equity

#### **STAFF ESTABLISHMENT**

Total filled positions	314
Total vacant positions	215

Total number of Positions 529

**MM BTO PED COM COR TECH**

Total filled positions	20	56	14	98	27	99	
Total vacant positions	12	40	12	55	19	77	
Total number of Positions	32	96	26	153	46	176	
Vacancy	: 40%						

**11.2.HUMAN RESOURCES – CHALLENGES**

- Non-compliance of policies to legislation and collective agreements.
- Long turnaround times with regards to filling positions.
- High vacancy rate
- Lack of leave supervision

**• COUNCIL SUPPORT CHALLENGES**

**1. SWITCHBOARD SYSTEM**

- Not user friendly
- Not recording messages
- No function for transferring calls between offices
- No function to record private calls

**2. STORAGE OF RECORDS**

- Records Department do not have sufficient storage
- Outdated system of record keeping

**3. COUNCIL RESOLUTIONS REGISTER**

- No updated comments received from Head of Departments on implementation of council resolutions

**INFORMATION, COMMUNICATIONS & TECHNOLOGY CHALLENGES**

- ICT Unit is currently operationally and Strategically function in a cautious manner.
- ICT Infrastructure is at high risk in hardware, software, data loss.
- Municipality facing legal actions by Microsoft
- Licencing Audit to determine the current unlicensed software
- Vacant Network Administrator position.
- No network connection to other building for service delivery purpose
- Ageing and outdated ICT infrastructure

## LEGAL & CONTRACT MANAGEMENT SERVICES CHALLENGES

- Financial constraints
- Information
- Internal capacity
- Monitoring of performance of service providers

### CHALLENGES

Poor cooperation from employees regarding Skills Audit.

Training not centralised

Implementation of training needs in accordance with the WSP

No induction and/or capacity building

## 11.3.CHALLENGES AND CORRECTIVE MEASURES IN CORPORATE SERVICES

CHALLENGES 2023/2024	CORRECTIVE MEASURES 2024/2025
<b><u>RECRUITMENT PROCESS</u></b> <ul style="list-style-type: none"><li>• Slow recruitment process</li></ul>	<ul style="list-style-type: none"><li>• Advertised position to be filled within 3 months of being advertised, as per staff regulations.</li></ul>
<b><u>JOB EVALUATIONS:</u></b> Submission of job descriptions for evaluation. Submission of jobs for moderation	All jobs on staff establishment must have job description submitted before approval. Submit evaluated jobs for audit and moderation

CHALLENGES 2023/2024	CORRECTIVE MEASURES 2024/2025
<p data-bbox="71 223 1055 263"><b><u>OHS - NON COMPLIANCE TO OCCUPATIONAL HEALTH &amp; SAFETY</u></b></p> <p data-bbox="71 279 1055 319"><b><u>ACT:</u></b></p> <p data-bbox="71 359 1055 399">Delays in the Issue of PPE to employees due to no stock</p> <p data-bbox="71 438 1055 534">No Occupational Medical Examinations were done due to financial constraints</p> <p data-bbox="71 574 1055 614">Training for safety representatives</p>	<p data-bbox="1055 223 2112 263">PPE Stock availability</p> <p data-bbox="1055 303 2112 343">Priorities Occupational Medical Examinations</p> <p data-bbox="1055 383 2112 422">Occupational Health and Safety Committee established</p>
<p data-bbox="71 821 1055 861"><b><u>EAP</u></b></p> <p data-bbox="71 901 1055 941">Lack to referrals to employees for EAP Interventions</p>	<p data-bbox="1055 901 2112 941">Awareness training for supervisors and managers</p>
<p data-bbox="71 1005 1055 1045"><b><u>LEAVE</u></b></p> <p data-bbox="71 1085 1055 1125">Leave Management System is not effectively implemented.</p>	<p data-bbox="1055 1085 2112 1125">Phasing out of manual-paper based leave application system.</p>
CHALLENGES 2023/2024	CORRECTIVE MEASURES 2024/2025

<p><b><u>CONTRACT REGISTER:</u></b></p> <p>There were no proper Contract Register in place. Lack of information and Service Level agreements from other departments made it difficult to comply with the requirements from the Auditors.</p>	<ul style="list-style-type: none"> <li>• A proper Contract Register was implemented during June 2018</li> <li>• 90% of SLA's was obtained</li> <li>• Information according to the AG's requirements was included. The Contract Register is updated regularly.</li> </ul>
<p><b><u>LITIGATION REGISTER:</u></b></p>	
<p><b>Accuracy of information on the litigation register</b></p>	<p><b>A detailed litigation register</b></p>
<p><b>CHALLENGES 2023/2024</b></p> <p><b><u>ODT</u></b>  Training of Employees  Compliance with employment equity act  Staff Retention  Loss of institutional memory</p>	<p><b>CORRECTIVE MEASURES 2024/2025</b></p> <p>Training Committee established  WSP in progress  Equity Committee established  To develop a staff retention plan and to conduct exit interviews  Develop and implement a Succession Plan</p>
<p><b>CHALLENGES 2023/2024</b></p> <p><b><u>LABOUR RELATIONS:</u></b>  Labour relations Officer vacancy</p>	<p><b>CORRECTIVE MEASURES 2024/2025</b></p> <p>Appointment of Labour relations Officer</p>
<p><b><u>RECORD KEEPING:</u></b></p> <ul style="list-style-type: none"> <li>• Slow transition to electronic records management process</li> </ul>	<p>Electronic records management system to be fully implemented</p>



<p><b><u>ICT SERVICES – SATELLITE OFFICES:</u></b></p> <p>*No ICT Services at Satellite Offices (Northam, Rooiberg, Leeupoort)</p> <p>*Remote offices (Technical, Regorogile, Lisence and Distaster, Electrical, Stores, Civil, Parks)</p>	<p>Services was restored. Printers fixed, all satellite offices equipped with VPN and wireless devices</p> <p>Wireless and/or Fibre connectivity will resolve the problem</p>
<p><b>CHALLENGES 2023/2024</b></p> <p>Organogram</p>	<p><b>CORRECTIVE MEASURES 2024/2025</b></p> <p>Organogram revised with COGHSTA clearly indicating proper reporting lines</p>

#### **11.4.HUMAN RESOURCES – SWOT ANALYSIS**

##### **STRENGTHS**

- Human Resources Policies in place
- Provision of employee counselling services.
- Provision and coordination of employee referrals.
- Provision of EAP awareness programmes.
- PPE distributed to employees
- Provision of leave management system

##### **OPPORTUNITIES**

- Review and alignment of policies to legislation.
- A functional EAP office.
- Motivated staff and productivity.
- Accurate leave provisions.
- A safe working environment

##### **WEAKNESSES**

- Non-compliance of policies to legislations and collective agreements.
- Lack of financial resources.
- Lack of confidentiality
- Lack of office equipment
- Lack of proper records management.
- Employee case management and reporting
- Lack of Employee Wellness policy
- Lack of compliance of leave management to legislation

##### **THREATS**

- Non-compliance of policies to legislation and collective agreements.
- Lack of budget provisions.
- Lack of confidentiality.
- Lack of proper case management.

## **COUNCIL SUPPORT SWOT ANALYSIS**

### **STRENGTHS**

- ICT Strategy in place
- Dedicated ICT personnel.
- ICT Infrastructure in place
- Approved ICT related policies
- ICT Steering Committee operational

### **WEAKNESSES**

- Aging Infrastructure
- Lack of training of ICT personnel
- Funding model for IT
- Non compliance with strategic Planning
- Lack of SLA Management

### **OPPORTUNITIES**

- SLA management compliance
- Centralised ICT operations
- Cost-cutting measure scale of ICT integrated system.

### **THREATS**

- No centralised budget for ICT projects
  - Reduced service delivery
  - Dependency on service provider services

## **INFORMATION & COMMUNICATIONS TECHNOLOGY**

### **STRENGTHS**

- ICT Strategy in place
- Dedicated ICT personnel.
- ICT Infrastructure in place
- Approved ICT related policies
- ICT Steering Committee operational

### **WEAKNESSES**

- Aging Infrastructure
- Lack of training of ICT personnel
- Funding model for IT
- Non compliance with strategic Planning
- Lack of SLA Management

### **OPPORTUNITIES**

- SLA management compliance
- Centralised ICT operations
- Cost-cutting measure scale of ICT integrated system.

### **THREATS**

- No centralised budget for ICT projects
  - Reduced service delivery
  - Dependency on service provider services

## **LEGAL & CONTRACT MANAGEMENT SERVICES SWOT ANALYSIS**

### **STRENGTHS**

Contract Register implemented and updated regularly  
Litigation Register implemented and updated regularly  
Proper diary system

### **OPPORTUNITIES**

Provincial or national assistance

### **WEAKNESSES**

Time consuming process to get contracts from the departments after signatures.  
Litigation – lack of proper records and information

### **THREATS**

Attachment of assets, Attachment of bank accounts, non performance of contracts and financial losses.

## **OCCUPATIONAL DEVELOPMENT AND TRANSFORMATION SWOT ANALYSIS**

### **STRENGTHS**

- Compilation of WSP
- Employment equity committee established
- Training committee established

### **OPPORTUNITIES**

- Enhancing job opportunities
- Training of Employees to improve skills
- Higher productivity

### **WEAKNESSES**

- Lack of Training needs implementation
- Municipal Financial Constrains
- Non-compliance to Employment Equity Act

### **THREATS**

- Limited training as a result of financial constraints
- Employees resigning for better opportunities
- Poor service delivery

## **COST CONTAINMENT STRATEGY**

### **COST**

Trip reimbursement

Overtime payment

Settlement of Legal matters where litigation is unnecessary

### **CONTAINMENT**

Limit trips and use common transport

Time-off as alternative

Legal Fees

Monthly overview of departmental expenditure

Unnecessary expenses

Hardcopy Agendas

Paperless drop box

## CHAPTER 12: MUNICIPAL PRIORITIES

### 12.1. PRIORITIES FROM COMMUNITY PERSPECTIVE

PRIORITY NUMBER	PRIORITY ISSUE	AFFECTED WARDS
1.	Unemployment	1,3,4,5,6,7,8,9,10,11,12
2.	Community facilities	1,4,5,7,9,10
3.	Cemeteries	1,3,5,6,8
4.	Water and Sanitation	4,5,6,7,9
5.	Paving of internal streets	1,8,9,10
6.	Roads and storm water	1,4,9
7.	Education	5,6,7
8.	Land	5,6,7

## 12.2. PRIORITIES FROM MUNICIPAL PERSPECTIVE

PRIORITY NUMBER	PRIORITY ISSUE
1.	Local Economic Development
2.	Water, Sanitation, Electricity, Roads and Stormwater
3.	Land for development
4.	Institutional Development and Financial Viability
5.	Waste Management and Environment
6.	Community participation and Communication
7.	Sports, Arts and Culture
8.	Disaster Management

## 12.3. Summarised issues raised during consultation

- ☐ No service delivery (provision of water and electricity)
- ☐ Access to water – Thabazimbi, Northam (block 3 & 4) & all informal settlements
- ☐ Illegal dumping sites & waste collection
- ☐ internal streets & patching of potholes
- ☐ Formalisation of informal settlements – Smashblock, Raphuti & Skierlik
- ☐ Access to RDP houses
- ☐ Land availability – residential and business purposes
- ☐ Northam landfill site – acquisition of land
- ☐ Walkways along main streets - Northam
- ☐ High mast & Street lights
- ☐ Grass cutting

- Access to sport and recreational facilities including community halls & parks
- Access to Health and educational facilities – Clinics & Schools
- Waste water treatments plants – Northam & Thabazimbi
- upgrading of Regorogile sports ground
- High unemployment rate – amongst youth
- Cemetery – fencing in Smashblock
- Domestic animals being kept in residential areas – Northam & Raphuti

## **CHAPTER 13: MUNICIPAL STRATEGIES**

### **13.1. Thabazimbi Municipality Strategies Chapter**

Strategic planning is the process through which the leadership of an organization envision its future and develops the necessary procedures and operations to achieve that future. The leadership focuses on its organization and what it should do to improve its performance and is often viewed as a system in which Managers go about making, implementing and controlling important decisions across functions and levels in the organization.

The purpose of strategic planning is to transform the organization and should be a continuous consulting process that must be tailored to accommodate the climate of an organization. Strategic planning helps leaders to:

- Create its own organization's future.
- Improve the standard of living through effective, efficient and socio-economic service delivery to all citizens of the municipal area.
- Provide a framework and a focus for improvement efforts.
- Build a critical mass; and
- Provide a means for assessing progress.

### 13.2. SWOT Analysis

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Political support to administration</li> </ul>	Shortage of staff	<ul style="list-style-type: none"> <li>Vibrant economic sectors</li> </ul>	<ul style="list-style-type: none"> <li>Uncontrolled illegal business activities</li> </ul>
<ul style="list-style-type: none"> <li>A functional governance framework and systems in place</li> </ul>	Need for skills development and training	<ul style="list-style-type: none"> <li>Vibrant communities (culture and heritage)</li> </ul>	<ul style="list-style-type: none"> <li>transgressions</li> </ul>
<ul style="list-style-type: none"> <li>Cooperation and team effort from internal staff</li> </ul>	Low staff morale	<ul style="list-style-type: none"> <li>Potential for community –driven business support programs</li> </ul>	<ul style="list-style-type: none"> <li>Dilapidated and abandoned buildings</li> </ul>
<ul style="list-style-type: none"> <li>Skill diversity and mix within senior management team</li> </ul>	Accountability	<ul style="list-style-type: none"> <li>Government support to economic development initiatives is solid</li> </ul>	<ul style="list-style-type: none"> <li>Reliance on mining sector</li> </ul>
<ul style="list-style-type: none"> <li>TLM performs key Powers and Functions i.e. water and electricity</li> </ul>	Turnaround time in processing land use and development applications		<ul style="list-style-type: none"> <li>Community confidence and perception</li> </ul>
	Absence of vibrant staff development incentives and recognition of scarce skills and good performance		



### 13.3. STRATEGIC OBJECTIVES

#### STRATEGIC OBJECTIVE

Spatial Development and LED	Ensure that there are functional and accountable governance and management structures.
	Strengthen public engagement.
	To ensure sustainable spatial development.
	To create conducive environment for sustainable local economic development.
Financial Viability and Management	To ensure restoration of effective financial management, viability and accountability.
Basic Services and infrastructure development	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system.
Good Governance and Public Participation	To achieve a well transformed and Integrated Organisation.
Municipal Transformation and Organisational Development	To ensure efficient administrative support services

### 13.4. Strategic Objectives, Priority and Outcome

PRIORITY NO	PRIORITY	STRATEGIC OBJECTIVES	OUTCOME
1	Local Economic Development	To create conducive environment for sustainable local economic development	<ul style="list-style-type: none"> <li>• Review and implement LED Strategy</li> <li>• Develop and maintain infrastructure in areas with economic development potentials</li> <li>• Identify and support LED initiatives e.g Tourism, Agriculture etc.</li> <li>• Develop Marketing and Tourism Strategies.</li> <li>• Encourage participation in the sustainable livelihood approach.</li> </ul>
2	Water, Sanitation,	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system.	<ul style="list-style-type: none"> <li>• Upgrade water network and reticulation</li> <li>• Construction of VIP toilets in informal settlement</li> <li>• Implement and monitor WSDP</li> <li>• Reduce illegal connections</li> </ul>
2	Electricity,	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system.	<ul style="list-style-type: none"> <li>•Engage Eskom and other role players in the provision of services</li> <li>•Ensure provision of electricity and infrastructure</li> <li>•Upgrade of bulk electricity supply</li> <li>•Ensure installation of high mast lights in areas of concerns</li> <li>•Install electricity in backlog areas</li> <li>•Construction of substations where required</li> <li>•Pre-engineering overhead lines in areas like Smashblock</li> <li>•Installation of electricity pre-paid meters</li> <li>•Detailed and accurate customer billing information</li> <li>•Improve network reliability and sustainability</li> </ul>
2	Roads and Stormwater	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system.	<ul style="list-style-type: none"> <li>• Develop and implement stormwater management plan.</li> <li>• Provide adequate stormwater drainage within Thabazimbi local municipality.</li> <li>• Improve the condition of the municipal controlled roads and ensure upgrading.</li> </ul>
3	Land for development	To ensure sustainable spatial development.	<ul style="list-style-type: none"> <li>• Implement and monitor SDF, LUMS and SPLUMA</li> <li>• Identify strategically located land within the municipality in line with the principle of National Spatial Development Perspectives and the SDF</li> </ul>

			<ul style="list-style-type: none"> <li>Engage other spheres of government and private sector in land acquisition</li> <li>Land audit</li> </ul>
4	Financial Viability	To ensure restoration of effective financial management, viability and accountability.	<ul style="list-style-type: none"> <li>Manage and use the public funds in an efficient and accountable manner</li> <li>Awareness campaign for revenue enhancement</li> <li>Strict implementation of credit control and debt collection policy &amp; by-laws</li> <li>Develop map partnership agreements</li> </ul>
4	Institutional Development	<ul style="list-style-type: none"> <li>To achieve a well transformed and Integrated Organisation.</li> <li>To ensure efficient administrative support services.</li> </ul>	<ul style="list-style-type: none"> <li>Review organogram</li> <li>Develop and implement Information Management System and Technology Strategy</li> <li>Capacity building</li> </ul>
5	Waste Management and Environment	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system.	<ul style="list-style-type: none"> <li>Implement Integrated Waste Management Plan.</li> <li>Develop and implement Environmental Management Plan.</li> <li>Upgrade cemeteries.</li> <li>Construction of transfer stations.</li> <li>Identification of land for dumping site to minimize littering.</li> <li>Awareness campaign on illegal dumping.</li> </ul>
6	Community participation and Communication	<ul style="list-style-type: none"> <li>Ensure that there are functional and accountable governance and management structures.</li> <li>Strengthen public engagement</li> </ul>	<ul style="list-style-type: none"> <li>To improve and maintain official notices etc</li> <li>Inform community about service delivery.</li> <li>Collaboration with all stakeholders.</li> </ul>
7	Sports, Arts and Culture	<ul style="list-style-type: none"> <li>To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system.</li> </ul>	<ul style="list-style-type: none"> <li>Improve/ upgrade and maintain the existing sports, recreational and other community facilities.</li> <li>Seek funds in order to develop sporting and recreational facilities</li> <li>Ensure co-operation between the municipality and federations</li> </ul>
8	Disaster Management	<ul style="list-style-type: none"> <li>To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system.</li> </ul>	

### 13.5. Operational Objectives, Short, Medium and Long Term Strategies

#### 13.5.1. KPA1: Spatial Rationale

##### PLANNING AND ECONOMIC DEVELOPMENT

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilization) 2023/24	Long Term (Consolidation)2024/25	
Scarcity of well- located land for integrated human settlements		<ul style="list-style-type: none"> <li>Liaise with HDA and CoGHSTA in the identification of strategic land</li> </ul>	Strategic land acquired	PED
Perpetuation of urban sprawl resulting in Spatially fragmented.	Appointment of Service Provider to review SDF	<ul style="list-style-type: none"> <li>Redefine the Municipal Urban edge</li> <li>Review of SDF</li> </ul>	<ul style="list-style-type: none"> <li>Spatial Transformation plans</li> <li>Implementation of SDF</li> </ul>	PED
Excessive land invasions		<ul style="list-style-type: none"> <li>Develop/review informal settlements by-law</li> </ul>	<ul style="list-style-type: none"> <li>Implement and enforce bylaw</li> <li>Strategic serviced land acquired</li> <li>Implementation of Priority</li> </ul>	PED
No data on land	Develop ToR	Land Audit Report		
Unauthorized development	Community awareness campaigns	Develop/review the Building Control by-law	Well planned settlement patterns	PED
lack of spatially referenced data(GIS)		Establish a well- equipped office	Implementation of GIS	PED

#### 13.5.2. KPA 2: Basis Services and Infrastructure Development

##### WATER

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilization) 2023/24	Long Term (Consolidation)2024/25	
Ageing Infrastructure	WSIG projects implemented during 2021/22 till 2023/24 financial year that will addressed aged infrastructure			Technical Services
Water Quality	Finalization of the contract with Magalies Water to include water quality monitoring		A project will be implemented through Distressed Mining Towns Grant“Construction of a Package Plant at Thabazimbi booster pump station and1Ml	Technical Services
Consistent bulk water supply	Finalization of the contract with Magalies Water to provide bulk water. Implement Water Master Plan		Upgrading of bulk water pipeline between Thabazimbi Pumpstation and Thabazimbi Y-piece through WSIG funding	Technical Services
Completion of 10ML Reservoir				

Negotiate with Eskom when implementing loadshedding not to cut supply to pumpstations				Technical Services
War on leakages (Water Management)	WCWDM project funded through WSIG to address leakages		Upgrading of bulk water pipeline Between Thabazimbi Pumpstation and Thabazimbi Y-piece through WSIG funding	Technical Services

## SANITATION

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilization) 2023/24	Long Term (Consolidation)2024/25	
Northam WWTW	<p>Anglo American Platinum shared the draft Memorandum of Understanding with the Municipality and the final Memorandum of Understanding is expected to be signed off</p> <p>Duration of the construction of the plant is estimated to be 18 months.</p> <p>NB: this is initiative is a long term solution to the Northam sewer problems</p>			Technical Services
Northam Oxidation Ponds	<p>Northam Platinum Mine has committed R750 000 for the ugrading of the current oxidation ponds as they are currently running at their maximum capacity. Procurement process has been set in motion.</p> <p>The following project activities were agreed upon:</p> <p>Automate the pumping mechanism</p> <p>Fencing of site to ensure controlled access</p> <p>Remove vegetation</p> <p>Repair and upgrade the retaining halls</p> <p>Repair and Reconnect the ninth Lagoon to increase treatment capacity</p> <p>Additional pump to be purchased and installed</p>			Technical Services

## ELECTRICITY

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilization) 2023/24	Long Term (Consolidation)2024/25	
Ageing Infrastructure			Upgrading and refurbishment of Central Substation Switchgears and Building	Technical Services
Internal Overloaded Network	Construction of new 3km Regorogile 11kV overhead line from Thabazimbi substation Phase 1	Construction of new 3km Regorogile 11kV overhead line from Thabazimbi substation phase 2		Technical Services
Energy Efficiency Demand Side Management			Replacement of existing streetlights and building lights with LEDs	Technical Services
Energy Efficiency Demand Side Management			Installation of solar geysers at Regorogile extention 6 and 9	Technical Services
High Energy losses and Backlog reduction	Electrification of Households in Regorogile(Meriting) phase 1 and Rooiberg	1. Electrification of Households in Regorogile(Meriting)phase 2 2. Pre-engineering of 20MVA Smashblock substation(Swartkop)	1. Electrification of 900 RDP H/H in Regorogile ext 9 . 2. Construction of 20MVA Smashblock substation (Swartkop)	Technical Services

## ROADS AND STORMWATER

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilisation) 2023/24	Long Term (Consolidation)2024/25	
Road maintenance	Project implemented through CoGTA and MISA to address: <ul style="list-style-type: none"> <li>• Repair of potholes and tar patching</li> <li>• Rehabilitation of roads</li> <li>• Culvert cleaning and open concrete or earth stormwater channel</li> <li>• Sweeping of streets</li> <li>• Cleaning of road reserve</li> </ul>			Technical Services
Poor internal road network resulting in limited accessibility	<ul style="list-style-type: none"> <li>• Construction of 3.21km internal streets in Northam Ext 7 phase 1</li> <li>• Construction of 2.125km internal streets in Northam Ext 7 phase 2</li> <li>• Construction of 1.9km internal streets and road storm water management in Raphuti</li> </ul>	<ul style="list-style-type: none"> <li>• Northam Ext 5 Paving of internal streets (Phase 2)</li> <li>• Regorogile Ext 5 Paving of internal streets Phase 3</li> <li>• Upgrading of Doornhoek/Medivet Road</li> <li>• Northam rehabilitation of roads networks</li> <li>• Thabazimbi rehabilitation of roads networks</li> <li>• Rooiberg rehabilitation of roads networks</li> <li>• Northam Ext 2 Rehabilitation of internal streets Phase 1</li> </ul>		Technical Services
Poor stormwater management		Upgrading of Stormwater management system at Regorogile (Phase 1)		Technical Services

## WASTE MANAGEMENT

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilization) 2023/24	Long Term (Consolidation)2024/25	
Landfill Non-compliance	Ensure compliance of landfill sites with the permit conditions and other legislative requirements	Upgrade the existing landfill sites for Thabazimbi in line with permit and other legislative requirements	Upgrade the existing landfill sites for Thabazimbi in line with permit and other legislative requirements	Director Community Services
Lack of Material Recovery facilities and buy-back centre.	Conduct an EIA process to secure a permit for a material recovery facility/buy- back centre.	Establish a material recovery facility and buy-back centre at the Donkerpoort site.	Construction of a material recovery facility and/or back-back centre as per the permit and other legislative requirements.	Director Community Services
Development of a landfill site for Northam	Conduct an EIA process to secure a permit for a new landfill site for Northam.	Construct a new landfill site for Northam, in line with the permit and other legislative requirements.	Construct a new landfill site for Northam, in line with the permit and other legislative requirements.	Director Community Services
Closure and rehabilitation of Northam dumpsite	Prepare rehabilitation plan for closure and rehabilitation of Northam dump site as per permit requirements.	Closure and rehabilitation of Northam dump site as per permit requirements.	Closure and rehabilitation of Northam dump site as per permit requirements.	Director Community Services
Closure and rehabilitation of Rooiberg landfill site	Prepare EIA for closure of Rooiberg site and convert into a transfer station.	Prepare operational plan and submit to LEDET for registration of the Rooiberg Transfer Station.	Prepare operational plan and submit to LEDET for registration of the Rooiberg Transfer Station.	Director Community Services
Formalisation of Leeupoort dumpsite	Prepare plan for formalisation and submit for approval by LEDET.	Construction of Leeupoort landfill as per the permit and other legislative requirements.	Construction of Leeupoort landfill as per the permit and other legislative requirements.	Director Community Services



Establishment of composting facility at Donkerpoort and/or proposed New Northam landfill site.	Feasibility study for establishment of composting facility.	Prepare operational plan and submit to LEDET for registration of a composting facility.	Construction of a composting facility as per the permit and other legislative requirements.	Director Community Services
Waste recording System	Re-initiate reporting of waste disposal and recovery quantities on SAWIS (South African Waste Information Service)	Submission of waste reports to SAWIS.	Submission of waste reports to SAWIS.	Director Community Services
Landfill sites permit Review	Initiate permit review process of all landfill sites to ensure alignment with current NEMWA (National Environmental Management: Waste Act) legislation		Review of the IWMP	Director Community Services
Development of Waste management By-Laws	Revise and ensure approval of the waste Management By-Laws which includes responses to general and hazardous waste.	Promulgate and enforce the waste management By-Laws.	Enforcement of the waste management By-Laws.	Director Community Services
Environmental Compliance and Enforcement	Facilitate the appointment of EMIs (Environmental Management Inspectors) and WMO(Waste Management Officers) as per requirements of the(NEWMA) to act against illegal dumping and other Waste management issues.	Train EMIs to ensure efficient implementation and enforcement of waste management By-Laws.	Efficient implementation and enforcement of waste management By-Laws.	Director Community Services
Illegal dumping and general littering	Establish communal waste disposal/collection points,especially within the un-serviced and inaccessible areas.	Procure additional fleet (waste collection trucks).	Monitoring and inspection	Director Community Services

	Strategically install mounted waste Disposal bins in Northam and Thabazimbi CBD.	Procure waste disposal bins.		
	Auditing of illegal dumps for all Municipal areas.			
Waste Awareness education and Training	Provide awareness and training for TLM Internal waste management staff  Develop Municipal Waste Awareness Strategy(strengthen waste awareness education in communities, Youth and schools)	Facilitate the appointment of qualified landfill site personnel(i.e. Supervisor security guides).  Implementation of Municipal Waste Awareness Strategy.	Implementation of Municipal Waste Awareness Strategy.	Director Community Services
Waste compliance audit and monitoring	Internal and external auditing of landfill site facilities(in line with the permit conditions and other legislative requirements	Internal and external auditing of landfill site facilities(in line with the permit conditions and other legislative requirements	Internal and external auditing of landfill site facilities(in line with the permit conditions and other legislative requirements	Director Community Services

## PARKS AND CEMETERIES

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilization) 2023/24	Long Term (Consolidation)2024/25	
Establishment of a park facility for Rooiberg	Conduct a technical audit and design.	Construction of a park	Development of maintenance plan.	Director Community Services
Re-development and extension of Thabazimbi Extention 7 cemetery(Apiesdoring) Cemetery	Conduct EIA Basic Assessment and Re-Zoning.	Secure and clearing of the proposed area.	Development of maintenance plan.	Director Community Services and Director Economic Development and Planning
Establishment of Regorogile Park	Conduct a Feasibility study.	Construction of a park.	Development of maintenance plan.	Director Community Services
Lack of maintenance Plan.	Development of maintenance Plan For Municipal Parks.	Implementation of Plan.	Review of the Plan.	Director Community Services

## DISASTER MANAGEMENT

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilization) 2023/24	Long Term (Consolidation)2024/25	
Awareness campaigns	Development and distribution of awareness material. Develop guidelines and communicate. Setting up of rapid response command team.	Continuous communication and updating.	Continuous communication and updating.	Office of the Mayor, Director Community Service and Manager Communication
Review Disaster plan	Initiate process of the review of Disaster Management Plan.	To be updated with all towns Northam, Leeupoort, Rooiberg.		Director Community Service/ Divisional Head Disaster Management
Investigations Reports and Recovery plans, Tonados/ flooding/Hamad accidents/ aviation and rail freight incidents.			Ongoing as per incidents reported	Director Community Service/ Divisional Head Disaster Management
Erection tents/tin houses for communities in need			Ongoing	Director Community Service/ Divisional Head Disaster Management
Reports to Sassa for food parcels and personal needs	As per incidents happen, immediate intervention			Director Community Service/ Divisional Head Disaster Management
Disaster declaration on mayor incidents	Through channels from Local to District to Provincial up to National Disaster Management			Director Community Service/ Divisional Head Disaster Management
Coordination and implementation of all measures to mitigate/prevent And recover from Disaster events.			Ongoing where disaster incidents occur	Director Community Service/ Divisional Head Disaster Management
Establishment of Disaster Management Operational centre.	Feasibility Study and secure funding	Construction of the centre	Implementation of Disaster Management Plan	Director Community Service/ Divisional Head Disaster Management

## TRAFFIC DEPARTMENT

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilization) 2023/24	Long Term (Consolidation)2024/25	
Law Enforcement	<p>Review of Operational Plan.</p> <p>Develop revenue enhancement Strategy.</p> <p>Investigate establishment of a law Enforcement office in Northam.</p> <p>Investigate the establishment of a permanent mobile weighbridge.</p>	<p>Implementation of operational plan.</p> <p>Secure Council Approval and implementation.</p> <p>Development of Operational Plan And placement of full time Law Enforcement Officers in Northam.</p> <p>Engage the Road Traffic Management office for Support.</p>	<p>Monitor and review.</p> <p>Implement and Monitor.</p> <p>Implementation of Operational Plan and Monitoring.</p>	Director Community Services/ Divisional Head Law Enforcement
Licensing	Investigate the establishment of a registering authority in Northam.	Engage the Provincial Traffic Department to allow the Municipality to take over the current Provincial registering authority in Northam.	Setting-up of office and Monitoring.	Director Community Services/ Divisional Head Law Enforcement

### 13.6.5. KPA 4: FINANCIAL VIABILITY AND MUNICIPAL MANAGEMENT

Strategic objective	Strategic risk	Current control	Action to improve	Budget required
To effectively manage finances and improve financial sustainability	Non adherence to SCM related legislation	Adherence to SCM policy & procedures as well as SCM regulations	Training	TBC
To effectively manage finances and improve financial sustainability	Compulsory implementation of mSCOA	BTO officials currently ensuring that the system operates effectively	Re-train s57 managers and all users	TBC
To effectively manage finances and improve financial sustainability	Inaccurate billing	Manual & device meter readings and estimates	Procure meter reading devices and provide training	TBC
To effectively manage finances and improve financial sustainability	litigations	Adhere to settlement arrangements and pay SP timeously	Cost containment measures	TBC
To effectively manage finances and improve financial sustainability	Limited staff to provide all required support lack of succession planning - – huge gap between DMs and subordinates	Temporary use of interns	Require – DM: assets management	TBC
To effectively manage and improve financial sustainability	Lack of funds to implement capital and operational obligations	Minimize deficit	Review the equitable share formula drivers source additional funding for unfunded projects (mines)	TBC

### 13.6 3.KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

#### INTERNAL AUDIT, RISK MANAGEMENT, & PMS

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilization) 2023/24	Long Term (Consolidation)2024/25	
Improving the audit outcome	Develop PAAP Establish task team to monitor implementation Report progress to MANCO on a monthly basis Report progress to Council and Audit committee quarterly Develop AFS preparation plan Establish task team for implementation Submit draft AFS to Audit committee and Internal audit for review before submitting to AGSA.	Monitoring and evaluation of audit improvement programmes	Monitoring and evaluation of audit improvement programmes	MM & CIA
Non implementation of IA & AC recommendations.	Develop IA & AC action plan Conduct follow up on previous FY audits Report progress regularly to senior management meeting Report progress quarterly to audit committee.	Conduct follow up on previous FY audits Report progress quarterly to audit Committee. Monitor and evaluate progress on Mechanism developed.	Conduct follow up on previous FY audits Report progress quarterly to audit Committee. Monitor and evaluate progress on Mechanism developed.	CIA
Lack of quality assurance and improvement program.	Development of quality assurance and Improvement program Approval of the quality assurance and Improvement program by audit committee.	Implementation of quality assurance and improvement program. Make budget provision for external quality assurer to conduct quality assurance on Internal Audit activities.	Evaluate the outcome of quality assurance exercise. Develop action plan to implement the recommendations by the quality assurer. Report progress quarterly to the audit audit committee.	CIA
Lack comprehensive Business continuity plan and Disaster recovery plan	Business continuity plan developed and approved by council. Disaster recovery plan developed and approved by council.	Implementation of business continuity plan and disaster recovery plan.	Monitor the implementation of the business continuity plan and evaluate the effectiveness. Monitor the implementation of disaster recovery plan and evaluate the effectiveness.	Risk officer and CIA
Lack of fraud awareness workshop to Councillors, employees & communities	Conduct fraud awareness workshop to councillors & employees	Conduct fraud awareness workshop to communities	Monitor responses to the fraud awareness campaigns	Risk officer and CIA

Performance assessment not conducted to senior management.	<ul style="list-style-type: none"> <li>Implementation of Performance management system framework.</li> <li>Establish performance assessment committee.</li> <li>Conduct performance assessment to Senior Management.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the outcomes for performance assessment.</li> <li>Develop measures for underperformance areas.</li> <li>Conduct Performance assessment to evaluate improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Performance assessment.</li> <li>Made provision to reward good performance.</li> </ul>	Manager: PMS and Accounting officer
Lack of Performance management operating standard procedure.	Develop and approval performance of Management Operating Standard Procedure.	Monitor and Evaluate the implementation of Performance Management operating standard Procedure.	Monitor and Evaluate the implementation of performance Management Operating Standard procedure.	Manager PMS

## IDP

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilisation) 2023/24	Long Term (Consolidation)2024/25	
Stakeholder engagement	Strengthen stakeholder relationship	Sustain stakeholder relationship	Sustain stakeholder relationship	Manager IDP
Ensure Council adopts draft and final IDP 2023/24.	Submit draft IDP.	Submit IDP Process Plan 2023/24 for approval IDP 2023/24 to council end of March 2023.  Submit final IDP 2023\24 to council end May 2023.	Implementation	Manager IDP
IDP to be mSCOA compliant	Training in Munsoft	IDP documents uploaded on the portal		Manager IDP
Capacity in the IDP due to District Model	IDP Officer (old position)to be advertised	Filling of IDP Officer		Manager IDP
Non – adherence to adopted Process Plan	Adhere to the approved plan.	Adherence	Adherence	Manager IDP

## COMMUNICATION

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilisation) 2023/24	Long Term (Consolidation)2024/25	
No network coverage in some areas.	Areas to be identified.	Send all identified areas to ICASA Limpopo(Complaints Unit)	Network coverage in all identified areas.	Manager Communication

## SPECIAL PROGRAMMES

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilisation) 2023/24	Long Term (Consolidation)2024/25	
Strengthening/ Deepening participatory democracy	<ul style="list-style-type: none"> <li>Identifying outstanding/unlaunched Civil Society For a</li> <li>Sustaining the functionality of Ward Committees</li> <li>Preparing the re-launch of the Women Caucus in the Office of the Speaker.</li> </ul>	Launching of the Women Caucus.	<ul style="list-style-type: none"> <li>Ensuring and sustaining functionality of the Civil Society Fora</li> <li>Sustaining the functionality of Ward Committees</li> <li>Ensuring the functionality of the Women Caucus.</li> </ul>	Manager Special Programmes



### 13.6.4. KPA 6: MUNICIPAL TRANSFORMATION AND

#### ORGANIZATIONAL DEVELOPMENT CORPORATE SERVICES

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2022/23	Medium Term(Stabilization) 2023/24	Long Term (Consolidation)2024/25	
Implementation of the electronic leave system in a phased approach	Load the system on computers Finalise trainings on system usage.	Rollout Self Service Leave Management in a phased Approach.	Fully implement Electronic Self Service Leave Management System.	Manager HR and Manager IT
Conduct OHS programmes	Revive the OHS committee.	Appoint and train OHS Representatives. Conduct periodical OHS Assessment.	Monitor OHS compliance	Manager ODT and Manager HR
Implement EAP Programmes	Develop and circulate EAP Programmes calendar	Conduct a survey to identify wellness needs of our employees. Implement EAP programmes.	Conduct Impact Assessment and Review.	Manager HR
Institutional Development and capacity building.	Conduct Skills Audits to determine skills needs for departments and submit WSP to LGSETA	Implement WSP and submit Annual Training Report.	Conduct Skills Audit and identify the gap skills.	Manager HR
Employment Equity plan	Ensure the adherence of the Employment Equity Act.	Implement the EEP and Report.	On-going implementation of the EEP as per the Act.	Manager ODT
ICT Strategy Development	Ensure ICT operation are complaint with The approved ICT Framework.	Implementation of ICT Strategy.	On-going implementation as per Strategy.	Manager ICT
Disaster Recovery Plan development	Ensure that ICT disaster plan are in place	On-going implementation	On-going implementation	Manager ICT
ICT Steering Committee quarterly	Oversight meeting with Management.	Oversight meeting with Management	Oversight meeting with management.	Manager ICT Municipal Manager
Microsoft Licencing	Procurement of Microsoft Licence for Complaint for 3 years.	on-going compliant	on-going compliant	Manager ICT
Electronic Records Management	Procurement of a records management System.	Review and align the policy with the records management system.	Continuous improvement of the records Management system.	Manager Council Support
Pending Litigation against TLM	Defend all defendable matters. Settle all matter not defendable. Create and update of litigation register.	On-going implementation	On-going implementation	Manager legal Director Corporate Services

## CHAPTER FOURTEEN: PROJECT PHASE

### 14.1 MUNICIPAL PROJECTS 2023/2024

#### PROPOSED PROJECTS (WATER)

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-01	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of Bulk Water Pipeline Between Thabazimbi Pump Station And Thabazimbi Y Piece	The existing system has insufficient water due to ageing infrastructure and growth of the population as at end June 2024	Km of pipeline to be upgraded		33 510 000	40 200 000	-	2,9,10,12	WSIG
TBS-02	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrade of Rooiberg bulk water supply and associated infrastructure	Infrastructure dilapidated as at end of June 2024	Nr of hh provided with sustainable water supply		6 690 000	16 980 000,00	-	2	WSIG
Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder

							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-03	Insufficient water supply	To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Upgrade of Rooiberg water reticulation	6 communal standpipes as at end June 2025	Nr of yard connections to be installed		-	10 000 000	25 000 000	2	WSIG
TBS-04	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrade of Northam bulk water supply and associated infrastructure	Infrastructure dilapidated as at end of June 2025	Nr of hh provided with sustainable water supply		-	20 000 000	20 000 000	7,8	WSIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS - 05	Ageing infrastructure	To ensure provision of new water infrastructure	Upgrading of package plant at Thabazimbi booster pump	1 package plant 450 Kl/d as at end June 2025	Capacity of package plant upgraded		15 000 000	2 000 000		2,9,10,12	WSIG
TBS-06	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Northam upgrading of 5ML/d RDP reservoir	Leaking reservoir as at end June 2025	Nr of reservoirs upgraded	1	-	8 300 000		7, 8	WSIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-07	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of boreholes	Out of 46 boreholes only 25 Boreholes are operational as at end June 2025	Nr of boreholes upgraded	Boreholes to be refurbished and equipped	12 000 000	10 000 000	-	All areas	TLM
TBS - 08	Shortage of water	To ensure provision of new water infrastructure while upgrading existing infrastructure	Drilling, equipping and connecting of boreholes	6 Boreholes operational as at end June 2025	Nr of new boreholes drilled, equipped and connected		10 000 000	10 000 000	-		WSIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-09	Water shortage	To ensure provision of new water infrastructure while upgrading existing infrastructure	Installation of standby generators	No standby generator capacity as at end June 2025	Nr of standby generators installed		20 000 000	10 000 000		All areas	WSIG
TBS-10	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Installation of water meters	Shortage of domestic water meters as at end June 2024	Nr of domestic water meters installed		10 000 000	6 000 000		All areas	WSIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS -11	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Replacement of bulk water meters including installation of zonal meters at all areas of TLM jurisdiction	Faulty and ageing domestic water meters as at end June 2024	Nr of bulk water meters replaced	35	-	2 000 000	2 000 000	All areas	TLM
TBS-12	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrade of the Thabazimbi and Regorogile bulk water supply and associated infrastructure	Infrastructure dilapidated as at end of June 2024	Nr of hh provided with sustainable water supply	6 000	-	25 000 000	-	2,9,10,12	TLM

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-13	Shortage of water	To ensure provision of new water infrastructure	Thabazimbi water augmentation (Zandrivierspoort to Thabazimbi water supply)	Water shortages as at end June 2024	Nr of hh provided with sustainable water supply	8 600	-	-	40 000 000	2	TLM
TBS-14	Shortage of water	To ensure provision of new water infrastructure	Leeupoort and Raphuti water augmentation	Water shortages as at end June 2024	Nr of Technical Report	01	-	-	2 000 000	4	TLM
TBS-15	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of bulk sewer line at Northam phase 1	The existing bulk sewer line cannot handle the sewage flow during peak times as at end June 2024	Km of bulk sewer line	Upgrading of 6km sewer bulk line including manholes to increase the sewage flow capacity	-	8 000 000	-	7,8	TLM



Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-16	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of bulk sewer line at Northam phase 2	The existing bulk sewer line cannot handle the sewage flow during peak times as at end June 2024	Km of bulk sewer line	Upgrading of 6km sewer bulk line including manholes to increase the sewage flow capacity	-	-	12 000 000	7,8	TLM
TBS-17	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading sewer line between ext 5 and 8 Thabazimbi	The existing sewer line cannot handle the sewage flow during peak times as at end June 2024	Km of bulk sewer line	Upgrading of 10km sewer bulk line including manholes to increase the sewage flow capacity	-	10 000 000	-	2	TLM

TBS-18	Non-functional WWTW	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of Thabazimbi WWTW	The existing WWTW is not functional and do not comply to standards as at end June 2025	Nr of WWTW to upgrade	1	20 000 000	20 000 000		2	WSIG
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Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-19	Insufficient electricity supply	To ensure provision of electricity infrastructure	Construction of 1 Smashblock 20MVA Substation	No electricity	Nr of substations constructed	1	25 000 000	-	-	3	INEP
TBS-20	Backlog eradication	To ensure provision of electricity infrastructure	Electrification of H/H in Smashblock (Phase 1&2)	No electrification as at end June 2024	Nr of hh electrified	5 600	-	10 120 000		3	INEP
TBS-21	Backlog eradication	To ensure provision of electricity infrastructure	Electrification of 100 RDP HH in Regorogile ext 8, 9 (Phase 1	No electrification as at end June 2024	Nr of hh electrified	500	16 000 000			9	INEP

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-22	Backlog eradication	To ensure provision of electricity infrastructure	Electrification of 540 HH in Raphuti	No electrification as at end June 2024	Nr of hh electrified	540	10 000 000	-	-	4	INEP
TBS-23	Backlog eradication	To ensure provision of electricity infrastructure	Electrification of 200 HH in Northam Ext 20 and 23	No electrification as at end June 2024	Nr of hh electrified	200	-	4 000 000			INEP
TBS-24	Insufficient electricity supply	Ensure provision of Free Basic Alternative Energy	Dwaalboom informal settlement solar system	No alternative energy as at end June 2024	Nr of hh supplied with alternative energy	250	4 700 000			5	INEP

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-25	Insufficient electricity supply	To ensure provision of electricity infrastructure	Upgrade Thabazimbi central substation		Nr of substations to be upgraded	1	-	-	40 000 000	2,9,10,12	TLM
TBS-26	Insufficient electricity supply	To ensure provision of electricity infrastructure	Construction of Doornhoek substation	Only one injection point for Thabazimbi town and Regorogile as at end June 2024	Nr of substations to be constructed	1	-	-	68 000 000	2,9,10,12	TLM
TBS - 27	Insufficient electricity supply	To ensure provision of electricity infrastructure	Re-connection of 2 x 11kv overhead line to complete the ring-feed using underground cable	No ring-feeder (Regorogile Feeder 2 and Sewerage Line)			-	-	100 000	2,9,10,12	TLM

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-28	Roads are not accessible	To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Rooiberg paving of internal streets	Un-accessible roads as at end June 2024	Km of paved roads	2km	21 979 547, 86	-	-	2	MIG
TBS-29		To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Northam Ext 5 Paving of internal streets Phase 3	Un-accessible roads as at end June 2025	Km of paved roads	0,75km of Roads to be paved	-	14 409 119, 26	10 000 000	7	TLM

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-30	Streets are not accessible	To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Upgrading of internal streets at Regorogile Ext 8	Un-accessible roads as at end June 2025	Km of roads to be tarred	2km	16 765 254, 40	24 074 430, 74	20 000 000	7,8	MIG
TBS-31	Streets are not accessible	To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Upgrading of storm water channel in Thabazimbi and Regorogile	Un-accessible roads as at end June 2025	Km of roads to be tarred		7 000 000	6 000 000	20 383 550	2	MIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-32	Illegal dumping site are sported around Northam	To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Northam Construction of Transfer stations	Illegal dumping sites as at end June 2025	Nr of transfer stations constructed	1	4 135 000	2 000 000	-	9,10,12	MIG
TBS-33	Poor solid waste management in Northam	To compile with the NEM act	Construction of Northam landfill site	Non compliance as at end June 2025	Number of landfill sites constructed	1		20 000 000	-	7,8	MIG



Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-34	Poor park maintenance	To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Upgrade of park at Regorogile	Dilapidated park as at end June 2024	Nr of parks upgraded	1	-	8 000 000	-	9, 10,12	TLM
TBS-35	Poor sport ground maintenance	To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Upgrade of Regorogile Sport Ground	Dilapidated sport ground as at end June 2024	Nr of sport grounds to be upgraded	1	-	-	10 000 000	9,10,12	MIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS-36	Poor cemetery maintenance	To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Fencing of Smashblock cemetery	No fencing as at end June 2025	Nr of cemeteries to be fenced	1	-	2 500 000			MIG

## MIG Projects

Project name	Consultant	Contractor	Start	Completion	Allocated budget	Exp. To date	% Physical progress	Comments (Reasons for Variance)
<b>Skierlik Paving of Bus route</b>	Tshashu Consulting and Project Managers	Iceburg Trading	27/6/2023	28/6/2024	R 17 133 689, 77	R 5 611 246, 82	50%	The contractor is busy stabilizing base layer.
<b>Northam Transfer Station</b>	Dokgoba Consulting Engineers	Advert	TBA	TBA	R 4 135 032, 00	R 525 229, 36	0%	The project is on advert for the appointment of the contractor
<b>Rooiberg paving of internal streets</b>	Kabe Consulting Engineers	Advert	TBA	TBA	R 19 503 828, 23	R 1 093 403, 77	0%	The project is on advert for the appointment of the contractor

## WSIG Projects

<b>Project name</b>	<b>Consultant</b>	<b>Contractor</b>	<b>Start</b>	<b>Completion</b>	<b>Allocated budget</b>	<b>Exp. To date</b>	<b>% Progress</b>	<b>Comments (Reasons for Variance)</b>
<b>Regorogile water reticulation</b>	Mont Consulting engineers	Baagishane construction	10/01/2022	30/04/2024	R 3 000 000	R 881 853, 09	86%	The slow progress on site due to cash flow challenges from the contractor
<b>Northam water reticulation</b>	AES Consulting Engineers	Mafundzwane Trading	8/12/2021	28/03/2024	R 4 200 000	R	99%	The project is practical complete and the final inspection with all stakeholders is scheduled for the 6 <sup>th</sup> March 2024
<b>Construction of VIP Toilets at Skierlik, Meritng and Rooiberg</b>	Ditlou Consulting engineers	Morwa Mmogale trading	13/04//2021	30/06/2024	R 4 000 000	R 554 902, 14	55%	90 units for Skierlik and 150 for Rooiberg are completed, the contractor is busy mobilizing to start with 306 at Meriting.
<b>Upgrading of bulk water pipeline between Thabazimbi pump station and Thabazimbi Y-piece</b>	Mokone Consulting engineers	Iceburg Trading	26/10/2023	15/04/2025	R 27 290 000	0%	0%	Site is established, the setting out is completed, the contractor is busy with clearing of site

## INEP Projects

Project name	Consultant	Contractor	Start	Completion	Allocated budget	Exp. To date	% Progress	Comments (Reasons for Variance)
<b>Construction of 20MVA substation at Smash block</b>	Mani Industries	NSK electrical JV Ftech services	8/12/2021	28/09/2025	R 27 000 000	R 15 830 957, 85	40%	The project is processing well
<b>Electrification of Meriting</b>		TBA	TBA	TBA	R 0,00	R 0,00		The project will be implemented in the first quarter of 24/25 fy due to budget reduction

## SLP PROJECTS PROGRESS 2023/2024

Project Name	Funder	Scope of Work	Status Quo
Paving of Medivet Road	PPC Mine	Paving of Medivet road	PPC Mine in process for appointment of a new contractor
Regorogile Upgrading of Bulk Supply Line	Arcelor Mittal	Await confirmation from Arcelor Mittal	
Recondition Of Transformers 315 KVA. 11 Kv Or 6,6kv To 400 Volt at Substation	Arcelor Mittal	Refurbishment of 6 Mini-substations	Project completed
Borehole Refurbishment	Samancor	Refurbishment of B7 borehole	Project completed
Borehole Drilling	Anglo American Amandelbult	<ul style="list-style-type: none"> <li>• Drilling and equipment of new boreholes</li> <li>• Regorogile sportground borehole to be fixed and equipped</li> <li>• Bull and Bush borehole to be fixed and equipped</li> <li>• Regorogile Ext 4 borehole to be fixed</li> <li>• Regorogile Ext 6 borehole to be serviced and equipped</li> <li>• Brick Factory borehole to be serviced and equipped</li> <li>• Thabazimbi town – assessment to be done at 2 reservoirs for possible drilling and equipping of boreholes to fill the reservoirs</li> </ul>	The following new boreholes were drilled and equipped, including 10 000L tanks, solar pumps and 4 taps: Northam x 1 Smashblock x 2 Skierlik x 1 Rooiberg x 1 Raphuti x 1 Leeupoort x 1

## SECTOR DEPARTMENTS PROJECTS

### RAL Upgrading Projects under Designs 2023/24

PROJECT NAME (RAL)	PROJECT DESCRIPTION	ROAD NUMBER/S	FUNDING SOURCE	CONSULTANTS BUDGET (R)	PROJECT STATUS
T1295	Bela-Bela to Leeupoort	D4426	EQS	12 572 421.93	Planning and Design

### Preventative Maintenance Projects under Designs 2023/24

T1172	Northam to Brits	D1235	PRMG		Planning and Design
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### Routine Road Maintenance Projects 2023/24

T1346	Maintenance services of various roads within Thabazimbi Local Municipality	Various Municipal Roads	19 255 600.00	Implementation
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### Re-gravelling Projects 2023/24

T1334	Regravelling of road D794 in the Thabazimbi Local Municipality	D794	8 000 000.00	Implementation
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**Department of Agriculture**

<b>Project / Programme Name</b>	<b>Project Description</b>	<b>Local Municipality</b>	<b>Source of Funding</b>	<b>Total Project Cost</b>
BN Agric Project	Establishment of Stock Water system and camp fencing and Animal handling facilities	Thabazimbi	Comprehensive Agricultural Support Programme Grant	1,500,000
Flybiz	Planning of Poultry structures	Thabazimbi	Comprehensive Agricultural Support Programme Grant	175 000



## CHAPTER FIFTEEN: INTEGRATION PHASE

### 15.1. Inter-Governmental Relations

Intergovernmental Relations in South African context concern the interaction of the different spheres of government. The Constitution declares that government is comprised of National, Provincial and Local spheres of government which are distinctive, interdependent and interrelated. According to the Constitution of the Republic of South Africa, Act, No.108 of 1996,

Section 41 (2), an Act of Parliament must establish or provide structures and institutions to promote and facilitate Intergovernmental Relations and provide for appropriate mechanisms and procedures to facilitate settlement of Intergovernmental disputes. Intergovernmental relations processes are further developed to facilitate processes of development and cooperation between spheres of government.

### 15.2. District Intergovernmental Structure

The municipality participates in established Waterberg District Municipality. The established forums are important for the purpose of integrated development planning and strengthening governance processes within the District. The following are intergovernmental relations forums that Thabazimbi Municipality participates in:

- **Mayor Forum**

Mayors Forum seeks to bring together Mayors and Executive Mayors to interact on common interest issues as well.

- **Municipal Manager Forum and CFO's forum**

Municipal Manager's Forum which seeks to create a platform for all Accounting Officers to share and interact on common interest issues. Municipal Managers attend these meetings

- **IDP/PMS Managers Forum:**

Mainly facilitated through district IDP/PMS Office, the aim of this structure is to bring all the PMS and IDP Managers in the district together to share common issues.

### 15.3. Municipal Sector Plans Table

NO	SECTOR PLAN/ STRATEGY/policy	CATEGORY	AVAILABLE/ NOT	STATUS
1	Integrated Development Plan	Overall developmental vision of the municipality	Available	Annually (2022-2027)
2	Institutional Plan	Overall developmental vision of the municipality	Draft	To be approved by Council
3	Spatial Development Plan	Overall developmental vision of the municipality	Available	Developed 2009, reviewed 2014
4	Land Use Management System	Overall developmental vision of the municipality	Available	
5	LED Strategy	Overall developmental vision of the municipality	Available	Currently under review 2024,Anglo through CSIR
6	Investment and Marketing Strategy	Overall developmental vision of the municipality	Available	Developed 2010, reviewed 2016

7	Water Services Development Plan	Service oriented	Available	Developed during 2012, To be reviewed
8	Water Master Plan	Service oriented	Available	Developed during 2020
9	Water Conservation and Demand	Service oriented	Not available	Must be developed
10	Water and Sanitation Operation	Service oriented	Available	Developed during 2016 to be reviewed
11	Water By-Law		Available	2014/15 FY Enforcement needs to be done
12	Roads and Stormwater Master Plan	Service oriented	Not available	Roads and Stormwater Master Plan must be developed and adopted by Council
13	Roads and Stormwater Operation	Available	Developed during 2016	Roads and Stormwater Operation
14	Financial Plan	Overall developmental vision of the municipality	Available	

<b>N O</b>	<b>SECTOR PLAN/ STRATEGY/policy</b>	<b>CATEGORY</b>	<b>AVAILABLE/ NOT</b>	<b>STATUS</b>
15	Energy Master Plan	Service oriented	Available	Developed 2004 and reviewed
16	Electrical Operations and Maintenance Plan	Service oriented	Available	Developed during 2016 to be reviewed
17	Consolidated Municipal Implementation		Available	Developed 2011
18	5/3 Year Capital Investment		Not Available	
19	Environmental Management	Service oriented	Not Available	
20	Tourism Development Strategy		Available	Developed 2011, reviewed 2019
21	Housing Strategy		Available	Developed 2010
22	Integrated Waste Management	Service oriented	Available	Developed 2019
23	Integrated Transport Plan	Service oriented	Not Available	

24	Integrated Human Settlement	Service oriented	Not Available	
25	Infrastructure Investment Plan		Not Available	
26	Fraud Prevention Plan		Available	
27	Social Crime Prevention	Service oriented	Not Available	
28	Sports and Recreation Plan	Service oriented	Not Available	
29	Poverty Alleviation and Gender		Not Available	
30	Public Participation Strategy		Not Available	
31	Communication Strategy		Available	
32	Workplace Skills Plan		Available	
33	Employment Equity Plan		Available	
34	Risk Management Strategy		Available	
35	Disaster Management Plan		Available	

## CHAPTER 16: CROSS CUTTING ISSUES

### 16.1. DISASTER MANAGEMENT LEGISLATIVE MANDATE AND DISASTER RISK ANALYSIS

In terms of provisions of constitution of the RSA 1996 on Schedule 4 part B Disaster Management is the concurrent function of Province and National and it gets the third sphere of Government (I.e. District and Local Municipalities) is in their primary responsibility, meaning that they are both equal in terms of budget provisions towards service delivery toward vulnerable citizens.

Example: The District or Local municipalities cannot relegate this primary responsibility to other, instead both should be seen playing a pivotal role in Disaster Risk Management.

#### Disaster Management Legislative mandate

Disaster Management Act 57 of 2002 mandate National and Provincial government to develop Disaster Management

Framework that will give effect to Disaster Management plan for District and Local municipalities'. The Waterberg District Municipality

conducted Disaster Risk Analysis in its six municipalities. The identified Disaster Risks are listed as follows:

Identified Risks	Risk Rating
Veld fires	Low
Floods	Low
Road Accidents involving HASMAT	Low
Landslide	Low
Droughts	High
Storms	Moderate

## **16.2. Fire and Rescue Services and Disaster and Risk Management Challenges**

Lack of Financial support and stockpiling of long lasting equipment/relief resources

Lack of Skilled personnel & Disaster Risk Management Units

Insufficient personnel

Lack of Integrated Two-Way Communication System across the Waterberg

District

Lack of Participation & commitment of Sector Departments and to Disaster Risk  
Management

Lack of awareness campaigns & Community Participation

Lack of Administrative cohesion at the District and Local level (i.e. third sphere of Government

## **CHAPTER 17: APPROVAL PHASE**

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.

