

THABAZIMBI

LOCAL
MUNICIPALITY

PLAASLIKE
MUNISIPALITEIT

MASEPALA
WA SELEGAE



INTEGRATED DEVELOPMENT PLAN 2026/27

THIS IS A COPY OF THE 5TH GENERATION OF THE INTEGRATED DEVELOPMENT PLAN (2021 – 2026)

2026/27 Edition

ADOPTED BY COUNCIL ON

27 MAY 2026



Chairperson of Executive Committee

In terms Section 79 of Municipal Structures Act No.117 of 1998

And Also

The Custodian of Integrated Development Plan and Municipal Budget

In terms of Section 21 of Municipal Finance Management Act 56 of 2003

His Worship,

Cllr Rankhedi Andries Tshukudu



Chairperson of Council and custodian of rules and code of ethics

For Councillors

In terms of Section 36 of Municipal Structures Act No.117 of 1998

**Honourable Speaker,
Cllr Refilwe Daniel Mampeule**

COUNCILLORS 2026/27



Cllr RA Tshukudu
Executive committee
Ward 10



Cllr JEA Swanepoel
Executive committee
PR councillor



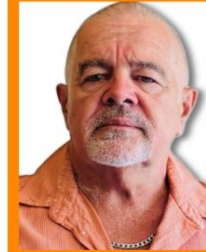
Cllr S Mohutsiwa
Executive committee
PR councillor



Cllr ML Ndiweni
Executive Committee
Ward 4



Cllr XSL Nozozo
Chief Whip
Ward 11



Cllr FJ Erasmus
MPAC Chairperson
PR Councillor



Cllr RD Mampeule
Speaker
Ward 3



Cllr PS Sello
Ward 1



Cllr E Fourie
Ward 2



Cllr MK Magetse
Ward 5



Cllr M Tyhalindwendwe
Ward 6



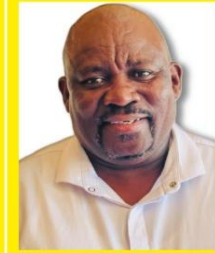
Cllr MJ Mogapi
Ward 7



Cllr DJ Sebata
Ward 8



Cllr TJ Pilane
Ward 9



Cllr KA Sesoma
Ward 12



Cllr T Heame
PR councillor



Cllr ZS Ndlovu
PR councillor



Cllr TF Matjila
PR councillor



Cllr M Mofokeng
PR councillor



Cllr BB Khabakope
PR councillor



Cllr DM Gouveia
PR councillor



Cllr PB Mashao
PR councillor



Cllr CS Sikwane
PR councillor

Description of the elements of the Coat of Arms for Thabazimbi Local Municipality:	Description of the colours of the Coat of Arms of Thabazimbi Municipality:
<u>The Sun</u> : Symbolizes a brighter future for the municipality.	Red : The rich soil upon which our livelihood depends that must be sustainable exploited for future generations.
<u>The Density</u> : (horizontal "W" shape): This shape Represents the mountain ranges that create the spectacular scenic beauty that characterizes the plains of Thabazimbi and the Greater Waterberg area. It is also related to the name of the municipality, "Thaba" meaning mountain while "Zimbi" means iron.	Blue : Represents the ever important dependence on the water elements we find in the Crocodile River, streams and underground water resources.
<u>The Hut</u> : Symbolizes the need for unity and encourages all people regardless of race, colour and creed to feel that the town is their home. The Hut also represents culture traditional life of the people of Thabazimbi.	Yellow : Symbolizes a break with the past, beckoning a brighter, prosperous future for Thabazimbi and all who live in it.
<u>Symbol for Iron</u> : Representing the mining activities in Thabazimbi which are one of the major economic mainstays of the town	Green : Represents the natural environment
<u>The Leopard</u> : As one of the Big Five animals that's found in Thabazimbi. The leopard is a strong animal. It represents the collective strength and resolve of the people of Thabazimbi to build a prosperous town for all.	

<p><u>The Steel Wheel:</u> Represents the strong agricultural pillar within the broader economic sector of Thabazimbi.</p>	
<p><u>The Cycad:</u> A unique species found in Marakele National Park and surroundings that represents the booming tourism industry from which all the people in Thabazimbi should benefit.</p>	
<p><u>The Leaves:</u> Symbolizes the natural environment and scenic beauty of the area.</p>	

Contents

1. CHAPTER 1: PLANNING PROCESS	16
1.1 Introduction	16
1.1.1. Legislative Background and Policy Imperatives	16
Summary of the State of the National Address 2026 (SONA).....	22
Summary of the State of the Provincial Address 2026 (SOPA).....	24
DISTRICT DEVELOPMENT MODEL (DDM) ONE PLAN.....	25
1.2 Municipal Powers and Functions.....	31
1.3 IDP Planning Process.....	33
1.3.1 Alignment Procedures	34
1.4. IDP Process Overview: Steps and Events	34
1.4.2 Process for Amending an Adopted IDP	35
1.4.3. Drafting and Adoption of Municipal Budget	37
1.4.4 Mechanisms for Public Participation.....	37
1.4.5 IDP Process Plan: Monitoring, Evaluating and Reporting	38
1.4.6 Mayors IDP Roadshows.....	38
1.4.7 Binding Plans and Planning Requirements	38
1.4.8 Structure that Manage/Drive the IDP/Budget/PMS	39
1.4.9 mSCOA Budget and Risk Management Activities.....	40
1.4.10 Process Overview: Steps and Events (IDP Process Plan)	41
1.5 MEC IDP ASSESSMENT REPORT FOR 2025/26.....	45
CHAPTER 2: MUNICIPAL PROFILE	47
2.1 Municipal Profile Description	47

2.2. DESCRIPTION OF MUNICIPAL AREA	47
2.3 SITUATIONAL ANALYSIS	50
2.3.1 Demographic Profile	50
CHAPTER 3. SITUATIONAL ANALYSIS	63
3.1. KPA-3 Spatial Rationale	63
3.1.2. SPATIAL DEVELOPMENT FRAMEWORK.....	64
3.1.3. What is Spatial Development Framework in relation to Integrated Development Planning?	64
3.1.4. LAND USE MANAGEMENT SCHEME.....	64
3.1.5. Hierarchy of settlements.....	65
3.1.6. INFORMAL SETTLEMENTS	67
3.1.7. LAND CLAIMS	78
3.2 ENVIRONMENTAL ANALYSIS	80
3.2.1 GEOMORPHOLOGY	80
3.2.8 WASTE MANAGEMENT	101
3.2.9 Current Status of Waste Management in TLM	101
3.3. KPA2 BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT	110
3.3.5 Waste Management	126
3.3.6 Public Transport	127
3.3.7. Social Analysis	136
CHAPTER 4. KPA 1 LOCAL ECONOMIC DEVELOPMENT	157
4.1. OVERVIEW.....	157
4.2 LEGISLATIVE AND OTHER MANDATES	157
4.2.1 Constitutional mandate	157

4.2.2. Legislative mandate	157
4.2.3. Policy mandates.....	157
4.2.4. Legal implications	158
4.2.5. Major Economic Patterns & Trends	159
4.2.6 Local Economic Development Initiatives.....	159
4.2.7 State of Local Skills Base.....	160
4.2.8 LED strategy.....	162
4.2.9 Challenges and Mitigations.....	162
CHAPTER 5. KPA 4 FINANCIAL MANAGEMENT AND VIABILITY	164
5.1. Financial viability	164
5.1.1. Legislative mandate of the department	164
5.1.2. Departmental core business	165
5.1.3. DEPARTMENTAL SITUATIONAL ANALYSIS – 2026/27 Draft Budget.....	166
Tariffs.....	167
Indigent qualifying criteria	167
5.1.9. SWOT ANALYSIS.....	170
5.1.10. DEPARTMENTAL RISK ANALYSIS	170
5.3. STRATEGIC DEPARTMENTAL CHALLENGES	171
5.4. AUDIT OPINIONS FOR THE PAST 5 YEARS	172
5.4.1. Auditor General Report 2024/25.....	173
CHAPTER 6. KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	176
6.1. Performance Management System (PMS)	176
6.2. Intergovernmental Relations	176

6.3. The Municipality Forums.....	177
6.5. State Of Financial Entities	184
6.5.1. Municipal Public Accounts Committee (MPAC).....	184
6.5.2. Audit Committees	184
6.5.3. Anti-corruption committee	185
6.5.4. Community development workers (CDWs)	185
6.5.5. Ward committees.....	185
6.5.6. Special Programme in the Workplace (Gender, Youth and Disability)	185
6.5.7. Special Focus Group	186
6.5.8. Good Governance and Public Participation Challenges.....	186
CHAPTER 7. KPA 4-MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	188
7.1. Corporate Services comprises of the following functional areas:.....	188
7.1.1. Human Resource Management and Administration	188
7.1.2 Council Support and Secretarial services to Council	189
7.1.3. Record Management	189
7.1.4. Information, Communications and Technology	190
SWOT ANALYSIS	190
STRENGTH.....	190
WEAKNESSES.....	190
• Lack of training of ICT personnel	190
OPPORTUNITIES	190
THREATS	190

7.1.5. Legal Support.....	190
SWOT ANALYSIS	191
STRENGTH.....	191
WEAKNESSES.....	191
OPPORTUNITIES	191
THREATS	191
7.1.6. Organizational Development and Transformation.....	191
7.1.7 DISASTER MANAGEMENT	191
7.1.8. Staff Establishment	192
7.1.9. Challenges and Corrective measures	193
7.1.10. Cost Containment Strategies	195
CHAPTER 8. MUNICIPAL PRIORITIES.....	197
8.1. Priorities from community perspective (issues raised)	197
8.2 Summarized issues raised during consultation per ward	198
Municipal wishlist.....	205
CHAPTER 9. MUNICIPAL STRATEGIES	211
9.1. Thabazimbi Municipality Strategies	211
9.2. Strategic objectives per KPA	211
9.3. Strategic objectives, Priority and Outcome.....	212
9.4. Operational Strategies	213
9.4.1. KPA1: Spatial Rationale	213
9.4.2. KPA 2: Basis Services and Infrastructure Development.....	214
9.4.3. KPA 3: Local Economic Development	217

9.4.4. KPA 4: Good Governance and Public Participation.....	218
9.4.5. KPA 5: Financial Viability	221
9.4.6. KPA 6: Municipal Transformation and Organisational Development	223
CHAPTER 10. PROJECT PHASE.....	230
10.1. MUNICIPAL PROJECTS 2025/26 – 2027/28	230
10.1.1 MUNICIPAL GRANTS: 2025/26 Grants Performance by End April 2026	230
10.3. Proposed Projects (water).....	244
10.3.2. Proposed projects (sanitation)	246
10.3.3. Proposed projects (electricity).....	248
10.3.4. Proposed projects (roads).....	252
10.3.5. Proposed projects (landfill/sport/cemetery).....	256
CHAPTER 11. SECTOR DEPARTMENT PROJECTS	261
11.1. RAL Upgrading Projects under Designs 2026/27	261
11.2. Preventative Maintenance Projects under Designs 2026/27	261
11.3. Routine Road Maintenance Projects 2026/27	262
11.4. Agriculture 2026/27	262
11.5. Human Settlements 2026/27	262
CHAPTER 12. INTEGRATION PHASE	265
12.1 INTRODUCTION	265
12.2. The Projects received from Sector Departments.....	265
12.3. Policies.....	270
CHAPTER 13. APPROVAL PHASE	274

LIST OF ACRONYMS

LETTER	ABBREVIATION	MEANING
A	ABET	Adult Basic Education & Training
	AC	Accounting Officer
	AFS	Annual Financial Statement
	AGSA	Auditor General South Africa
	AIDS	Acquired Immune Deficiency Syndrome
	ANC	African National Congress
	AO	Accounting Officer
B	BBBEE	Broad Based Black Economic Empowerment
	BEE	Black Economic Empowerment
	BNG	Breaking New Ground
	BTO	Budget and Treasury Office
C	CAPEX	Capital Expenditure
	CBD	Central Business District
	CBP	Community Based Planning
	CCTV	Closed Circuit Television
	CDW	Community Development Worker
	CFO	Chief Financial Officer
	CoGHSTA	Cooperative Governance, Human Settlement & Traditional Affairs
	CoGTA	Cooperative Governance & Traditional Affairs
	CDT	SIOC-Community Development Trust
	CIP	Comprehensive Infrastructure Plan
	CLLR	Councillor
	CMIP	Consolidated Municipal Infrastructure Programme
	CPF	Community Policing Forum
	CPI	Consumer Price Index
	CS	Corporate Services
CWP	Community Works Programme	

LIST OF ACRONYMS

LETTER	ABBREVIATION	MEANING
D	DA	Democratic Alliance
	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
	EFF	Economic Freedom Fighters
	EXCO	Executive Committee
F	FBE	Free Basic Electricity
	FBS	Free Basic Sanitation
	FBW	Free Basic Water
	FF+	Freedom Front Plus
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 Communication
	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
	NSDF	National Spatial Development Framework
	NYDA	National Youth Development Agency
O	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 and 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
	TRA	Thabazimbi Resident Association
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, TEAMWORK AND PROFESSIONALISM
- INNOVATION AND TRANSFORMATION
- SAFE ENVIRONMENT
- COLLABORATION AND RESPONSIVENESS
- TRANSPARENCY AND FAIRNESS
- COMMUNITY CENTEREDNESS

FOREWORD BY THE MAYOR

As we embark on the journey of managing the Thabazimbi Local Municipality during the 2026/2027 term, I am filled with gratitude and optimism. It is with great pride that I acknowledge your trust in me as your mayor following my recent election. I am keenly aware that this upcoming term may be the last for our current council, given the impending Local Government Elections in 2026. As we stand on the brink of this important transition, it is essential that we work collaboratively to ensure a lasting impact on our community.

Our recent Strategic Planning Session provided a valuable opportunity for council members, community leaders, and stakeholders to engage in meaningful dialogue about our vision for our municipality. We identified key priorities, challenges, and aspirations that will guide our efforts over the coming year. Building upon your input, we developed a robust roadmap within our Integrated Development Plan (IDP) that is aligned with our shared goal of creating a vibrant, inclusive, and sustainable Thabazimbi Local Municipality.

The IDP outlines our vision for a united community that values collaboration, innovation, and social responsibility. Together, we will work towards strengthening our infrastructure, improving educational opportunities, and fostering a safe and inclusive environment for all. I invite you to engage with this plan, share your thoughts, and participate in its implementation. Your involvement is crucial in making our vision a reality.

Let us move forward with a shared commitment to building a brighter future for our community. Together, we can transform our goals into tangible outcomes that reflect the hopes and dreams of every resident.

Thank you for your trust and support.

**Cllr RA TSHUKUDU
MAYOR**

MUNICIPAL MANAGER'S OVERVIEW

The Integrated Development Plan (IDP) for the 2026/27 financial year represents the Municipality's commitment to responsive governance, sustainable development, and improved service delivery to our communities. The IDP remains the principal strategic planning instrument that guides and informs all planning, budgeting, management, and decision-making processes within the Municipality in line with the provisions of the Department of Cooperative Governance and Traditional Affairs legislative framework.

This IDP has been developed through an inclusive and consultative process involving communities, sector departments, stakeholders, organised business and other strategic partners. The Municipality acknowledges the valuable contributions received during the public participation processes, ward-based consultations, Representative Forum engagements, and stakeholder sessions which assisted in shaping the developmental priorities of the Municipality.

The 2026/27 IDP is aligned with the developmental priorities and strategic objectives of National, Provincial, and District government to ensure integrated planning and coordinated service delivery. The Municipality has taken into consideration the priorities outlined in the National Development Plan (NDP) 2030, Medium-Term Strategic Framework (MTSF), Provincial Growth and Development Strategy (PGDS), District Development Model (DDM), and the District Integrated Development Plan. This alignment seeks to strengthen cooperative governance, enhance intergovernmental relations, and ensure that municipal programmes contribute meaningfully towards broader developmental outcomes.

The IDP further aligns with key government priorities including economic transformation and job creation, poverty alleviation, infrastructure development, provision of basic services, spatial transformation, environmental sustainability, institutional strengthening, and community safety. Through this alignment, the Municipality seeks to ensure that local priorities are integrated with provincial and national programmes to maximise impact and improve the socio-economic conditions of communities.

The 2026/27 IDP focuses on accelerating basic service delivery, strengthening local economic development, improving municipal infrastructure, enhancing financial sustainability, promoting good governance, and ensuring institutional effectiveness. Special emphasis has been placed on addressing community needs, infrastructure backlogs, job creation initiatives, environmental sustainability, and integrated spatial planning.

Despite prevailing socio-economic challenges, financial constraints, and increasing service delivery demands, the Municipality remains committed to implementing practical and sustainable interventions aimed at improving the quality of life of all residents. The alignment between the IDP, Service Delivery and Budget Implementation Plan (SDBIP), Municipal Budget, and Performance Management System will ensure accountability and measurable service delivery outcomes.

The Municipality further appreciates the continued support and collaboration from all stakeholders, sector departments, state-owned entities, community structures, and residents in advancing the developmental agenda of the Municipality. It is our collective responsibility to ensure the successful implementation of this Final IDP for the benefit of present and future generations.

GOPOLANG CLEMENT LETSOALO (CA)SA

MUNICIPAL MANAGER

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase



1. CHAPTER 1: PLANNING PROCESS

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.

1.1.1. Legislative Background and Policy Imperatives

1.1.1.1. *The Objects of Local Government as set out in Section 152 of the Constitution*

Legislative Background and Policy Imperatives

Legislative Background and Policy Imperatives	
Acts	Description/Focus
The Constitution of the Republic of South Africa (Act No. 108 of 1996)	<p>The Constitution of the Republic of South Africa (Act 108 of 1996) section 152 sub section (1) mandate municipalities within their financial and administrative capacity to achieve the objectives and carry out the developmental duties assigned to Local Government to;</p> <p>(a) Provide democratic and accountable government for all communities. (b) Ensure the provision of services to communities in a sustainable manner. (c) Promote Social and economic development (d) Promote a safe and healthy environment; and (e) Encourage the involvement of communities and community organisation in the matter of local government</p> <p>A municipality must strive, within its financial and administrative capacity, to achieve the objects as set out in subsection (1)</p> <p>Section 153 Developmental duties of municipalities- A municipality must</p> <p>(a) structure and manage its administration and budgeting and planning process to give priority to the basic needs of</p>

Legislative Background and Policy Imperatives	
Acts	Description/Focus
	the community, and to promote the social and economic development of the community (b) Participate in national and provincial development programme.
Spatial Planning and Land Use Management Act, 2013	Prescribe land development procedures based on the principles of integrated planning, optimal use of existing resources and the promotion of sustainable development. Sections of the Act states that development initiatives are necessary for promoting integration in respect of social, economic institutional and physical aspects of development; promoting integrated development in rural and urban areas; promoting development of localities that are nearer to residential and employment opportunities; optimizing the use of existing resources; discouraging urban sprawl; and contributing to more compact cities and towns.
Batho Pele White Paper of 1997	Make provision for eight Batho- Pele principles which should guide conduct of public service in providing services to the communities. In giving effect to the notion of treating the recipients of government services as customers, the White Paper articulates that public sector, including the local government sphere, should be governed by the following ethos (principles): Consultation: Citizens should be consulted about the level and quality of the services they receive and wherever possible, should be given a choice about the services that are offered; Service Standards: Citizens should be told what level and quality of services they would receive so that they are aware of what to expect; Access: All citizens should have equal access to the services to which they are entitled; Courtesy: Citizens should be treated with courtesy and consideration; Information Citizens should be given full, accurate information about the public services that are entitled to receive; Openness and transparency: Citizens should be told how the national and provincial departments are run, how much they cost, who is in charge; Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy, and when complaints are made, citizens should receive a sympathetic, positive response; Value for money: Public services should be provided economically and efficiently in order to give citizens the best possible value for money.
White Paper on Local Government of 1998	White paper on local government paper provides policy clarity the kind of local government needed to democratize and facilitate delivery of services to all communities. It describes the developmental responsibility of local government. It further prescribes the basis for a new developmental local government and classify it as a system, which is committed to working with citizens, groups and communities to create sustainable human settlements which provide for a decent quality of life and meet all the needs of communities in a holistic way. The white paper further promotes three important developmental approaches: <ul style="list-style-type: none"> • Integrated development planning and budgeting; • Performance management; and • Participatory approach, working together with communities and partners.

Legislative Background and Policy Imperatives

Acts	Description/Focus
Municipal Systems Act no 32 of 2000	<p>The following are key legislation that guides the processes in developing and reviewing the IDP/Budget.</p> <p>Chapter 4: 16. (1) A municipality must develop a culture of municipal governance that: complements formal representative government with a system of participatory Governance, and must for this purpose-</p> <p>a) Encourage, and create conditions for, the local community to participate in the Affairs of the municipality, including in —</p> <p>(i) The Preparation, Implementation and review of its integrated development Plan in terms of Chapter 5.</p> <p>Chapter 5: 25. Each municipal council must within a prescribed period after the start of its elected term, adopt a single inclusive and strategic plan which -</p> <p>a) links, integrates and co-ordinates municipal implementation plans;</p> <p>b) Aligns the available resources and capacity with the implementation plan.</p> <p>Section 28 of the Municipal System Act, Act 32 of 2000 requires that each Municipal Council adopts a process plan to guide the planning, drafting, adoption and review of the IDP, Budget and performance. The process plan should have clear and established mechanisms, 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 which is aligned to the programme. Section 21 of the Municipal Finance Management Act no 56 of 2003 also provides the following:</p> <p>The mayor of a municipality must –</p> <p>(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:</p> <p>Section 34: Each municipal council must review its IDP annually in accordance with an assessment of its performance measurements in terms of Sec 41 and to the extent that changing circumstances so demand and may amend its IDP in accordance with the prescribed process.</p> <p>Chapter 6: 39 Each Municipal council must - (a) manage the development of the municipality’s performance management system. (b) assign responsibilities in this regard to the municipal manager and (c) submit the proposed system to the municipal council for adoption.</p> <p>41 (1) A municipality must in terms of its performance management system and in accordance with any regulations and guidelines that may be prescribed —</p> <p>a) set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact. with regard to the municipality’s development priorities and objectives set out in its integrated development plan;</p> <p>b) set measurable performance targets with regard to each of those development priorities and objectives;</p> <p>c) with regard to each of those development priorities and objectives and against the key performance indicators and targets set in terms of paragraphs (a) and</p> <p>(i) monitor performance; and</p>

Legislative Background and Policy Imperatives	
Acts	Description/Focus
	<p>(ii) measure and review performance at least once per year;</p> <p>d) take steps to improve performance with regard to those development priorities and objectives where performance targets are not met.</p>
The Municipal Structures Act (Act 117 of 1998)	<p>Chapter 5: Stipulates the general functions and powers of municipalities;</p> <p>Section 83(1): Each municipality has powers and functions assigned to it in terms of the provisions of the Constitution,</p> <p>Section 83(2): Powers and functions must be divided between the District Municipality and the Local Municipalities.</p>
Municipal Finance Management Act no 56 of 2003	<p>To secure sound and sustainable management of the financial affairs of the municipalities and other institutions in local government. MFMA provides clarity on the municipal budget process and how the budget must be utilised. This act addresses three critical aspects in the IDP implementation plan, namely:</p> <ul style="list-style-type: none"> • Transformation of the procurement approach; • Alignment of the IDP, budgeting and performance management processes; • Linkage of IDP time frames with budget time frames.
Intergovernmental relations framework Act no 13 of 2005	<p>This Acts provides clarity on how all the three spheres of government must work together. The Act is a response to the limited successes in the alignment efforts among the three spheres of government. It creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of “cooperative governance”. It provides for the obligation of all spheres to participate in the planning processes of the municipality and in turn allow their own planning processes to be influenced by the municipal IDP’s. The Act establishes structures and processes that enhance inter – governmental planning and monitoring processes for local, provincial and national spheres of governance.</p>
National Environmental Management Act no 107 of 1998	<p>Provide guidance on issues of environmental management and how Municipalities can integrate issues of environment into development. It identifies economic, social and environmental issues as pillars of sustainable development. make provision environmental impact assessment as an instrument that can used to assess the negative and positive impacts of proposed projects ad recommend to mitigate potential negative impacts and enhance the positive impacts</p>
Local Government: Planning and Performance Regulations, 2001	<p>Set out the following requirements for the IDP:</p> <ul style="list-style-type: none"> • An Institutional Framework for implementation of the IDP and to address the Municipality’s internal transformation. • Investment initiatives that should be clarified. • Development initiatives including infrastructure, physical, social and institutional development. • All known projects, plans and programmes to be implemented within the Municipality by any organ of state.

Policies and Legislative Frameworks

Policies/Frameworks	
Policies	Description/Focus
Local Agenda 21	This advocates for governments including municipalities to engage in sustainable development. Development so that future generations can still be able to survive. Local authorities must work in partnership with their communities
Millennium Development Goals	Identifies eight millennium development goals that all nations must achieve by 2015.it advocates amongst others halving poverty, universal primary education, global partnership for development, improved environmental sustainability, reducing child mortality, reducing maternal mortality, eliminating gender disparity and halting the spread of HIV/Aids
National Spatial Development Perspective (NSDP)	The National Spatial Development Perspective is the primary spatial lens through which policy makers view socio-economic development in the country as a whole. It presents 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
Limpopo Development Plan Objectives	<ol style="list-style-type: none"> a) Create decent employment through inclusive economic development and sustainable livelihood b) Improve the quality of life of citizens. c) Prioritise social protection and social investment d) Promote vibrant and equitable sustainable rural communities e) Raise the effectiveness and efficiency of a developmental public service f) Ensure sustainable development.
New Growth path	<p>The framework provides guidance to the government, to create decent jobs, reducing inequality and defeating poverty and calls for;</p> <ol style="list-style-type: none"> a) A more inclusive and greener economy b) Government to prioritise its efforts and resources to support employment creation and equity c) Business to take challenge of investing in new areas d) A vision to achieve a more developed, democratic and cohesive and equitable society
Medium-term Development Plan (MTDP)	<p>The Medium-Term Development Plan (MTDP) forms part of the municipality's Integrated Development Plan (IDP) and serves as a strategic framework guiding development priorities, programmes, projects, and resource allocation over the medium term. The MTDP aligns municipal planning with national and provincial development priorities, including the National Development Plan (NDP) 2030, the District Development Model (DDM), Provincial Growth and Development Strategies, and sector plans.</p> <p>The purpose of the MTDP is to:</p> <ul style="list-style-type: none"> • Guide the municipality's development trajectory over the medium term; • Align planning, budgeting, implementation, monitoring, and reporting; • Prioritise service delivery and infrastructure development; • Promote sustainable economic growth and social development;

Policies/Frameworks	
Policies	Description/Focus
	<ul style="list-style-type: none"> Strengthen institutional governance and financial sustainability; Facilitate coordinated planning with sector departments and stakeholders.
National Development Plan Priorities	<ul style="list-style-type: none"> NDP Priorities Education Health Rural development and food security The fight against crime and corruption
Twelve National Outcomes	<p>In pursuit of the above state five key priorities twelve national outcomes were developed to guide the programmes of department, parastatals, municipalities and civil society in general.</p> <ul style="list-style-type: none"> Improve the quality of basic education Improve health and life expectancy All people in South Africa protected and feel safe Decent employment through inclusive economic growth A skilled and capable workforce to support inclusive growth An efficient, competitive and responsive economic infrastructure network Vibrant, equitable and sustainable rural communities and food security Sustainable human settlements and improved quality of household life A response and accountable, effective and efficient local government system Protection and enhancement of environmental assets and natural resources A better South Africa, a better and safer Africa and the world An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship
1.2.3 Back to Basics	<p>The Presidential Local Government Summit held in September 2014 on the State of municipalities across the country, that Cabinet approved the framework for the development and subsequent implementation of the Back to Basics Approach in all provinces and by all municipalities. The Back-to-Basics Approach should provide municipalities with the opportunity to set strategic programmes of action to remedy the challenges and shortcoming expressed in September 2014 State of Municipality Report.</p> <p>The declaration endorsed at the Presidential Local Government Summit commits the country towards the mobilization of all stakeholders and all municipalities to differentiate municipal specific interventions on and support aimed at achieving the following strategic objectives:</p> <ul style="list-style-type: none"> Putting people first; Delivering basic services; Good governance; Sound financial management; Building capacity. <p>In order to strengthen local government coordination, municipalities are required to report on monthly basis on the</p>

Policies/Frameworks	
Policies	Description/Focus
	implementation of Back to Basics Approach.

Summary of the State of the National Address 2026 (SONA)

The 2026 State of the Nation Address delivered by Cyril Ramaphosa provides a clear national framework that strongly aligns with the strategic priorities of the Municipality as outlined in the Integrated Development Plan (IDP).

Priority 1: Basic Service Delivery & Infrastructure Development (Water, Sanitation, Electricity, Roads, Waste & Environment)

SONA 2026 places significant emphasis on infrastructure investment and service delivery improvement, which directly supports this priority:

- Government committed over R156 billion towards water and sanitation infrastructure.
- Establishment of a National Water Crisis Committee to address water shortages and system failures.
- Increased investment in roads, rail, energy, and bulk infrastructure.
- Continued reforms in the energy sector, including expansion of renewable energy and grid capacity.
- Strong focus on maintenance and upgrading of municipal infrastructure.

Implication for Municipality:

This reinforces the Municipality's focus on improving service delivery, maintaining infrastructure, and ensuring sustainable access to basic services, particularly water and electricity.

Priority 2: Institutional Development & Financial Viability

SONA highlights the need for a capable, ethical, and developmental state, aligning with this priority:

- Introduction of reforms to professionalise the public service and ensure merit-based appointments.
- Strengthening of financial management, governance, and accountability systems.
- Implementation of lifestyle audits and anti-corruption measures.
- Review and reform of local government systems, including a new White Paper.
- Emphasis on improving revenue management and infrastructure reinvestment.

Implication for Municipality:

Supports the Municipality's efforts to strengthen governance, improve financial sustainability, and build institutional capacity.

Priority 3: Local Economic Development (LED)

The SONA strongly promotes inclusive economic growth and job creation:

- Target of R2 trillion in investment over the next five years.
- Focus on key sectors: agriculture, mining, tourism, digital economy, and green economy.
- Support for SMMEs through funding and regulatory reforms.
- Expansion of public employment programmes and youth employment initiatives.

- Promotion of infrastructure-led economic growth.

Implication for Municipality:

Aligns with efforts to stimulate local economic activity, support small businesses, and create employment opportunities, especially for youth and women.

Priority 4: Community Services (Safety, Health, Education & Social Development)

SONA identifies social development and community well-being as critical:

- Intensified fight against crime and organised criminal networks.
- Recruitment of additional police personnel and deployment of SANDF in high-risk areas.
- Strengthening of health systems and preparation for National Health Insurance (NHI).
- Expansion of education, skills development, and early childhood development.
- Continued support through social grants and poverty alleviation programmes.
- Strong response to gender-based violence and child welfare.

Implication for Municipality:

Reinforces the Municipality's role in creating safe communities, supporting vulnerable groups, and improving access to social services.

Priority 5: Spatial Planning, Land Use Management & Human Settlements

SONA supports integrated and sustainable spatial development:

- Introduction of a new housing model supporting ownership, rental, and self-build options.
- Investment in urban development and public transport systems.
- Focus on integrated planning and infrastructure development.
- Revitalisation of cities and towns to reduce inequality and cost of living.

Implication for Municipality:

Supports the Municipality's objective to promote sustainable human settlements, spatial transformation, and improved land use management.

Conclusion

The priorities outlined in SONA 2026 are highly aligned with the Municipality's IDP strategic objectives. The national focus on:

- Infrastructure development
- Economic growth and job creation
- Good governance
- Social development
- Local government reform

provides a strong policy foundation for the Municipality to accelerate service delivery, strengthen institutional capacity, and improve the quality of life for communities.

Summary of the State of the Provincial Address 2026 (SOPA)

Dr Phophi Ramathuba's 2026 State of the Province Address (SOPA) for Limpopo focused on recovery from devastating floods, strengthening infrastructure, and driving inclusive growth. She emphasized water security, disaster resilience, healthcare improvements, and youth employment as key priorities. These includes:

1. Flood Recovery & Disaster Management

Limpopo faced catastrophic floods in early 2026, the worst since 2000, causing loss of lives, homes, and infrastructure. Premier Ramathuba announced restoration plans to rebuild roads, schools, clinics, and housing. National disaster classification enabled emergency funding and coordinated support.

District IDP alignment:

Prioritize disaster risk reduction, flood management systems, and resilient infrastructure in Waterberg and surrounding districts.

2. Water Security & Infrastructure

Water shortages and damaged systems highlighted the need for long-term water resilience. Commitment to new dams, upgraded reservoirs, and pipelines to ensure reliable supply. Integration with national initiatives like the National Water Crisis Committee.

District IDP alignment:

Accelerate water infrastructure maintenance, ensure accountability of municipal managers, and align with national funding streams.

3. Economic Growth & Employment

Focus on inclusive growth through agriculture, mining, and eco-tourism. Expansion of Presidential Employment Stimulus and provincial youth employment programmes. Infrastructure investment seen as a driver of jobs and productivity.

District IDP alignment:

Leverage Limpopo's role as an energy hub and eco-tourism destination, while scaling youth and women-focused employment initiatives.

4. Healthcare & Social Services

As a medical doctor, Premier Ramathuba emphasized strengthening provincial healthcare systems. Plans to expand clinic and hospital capacity, improve maternal health, and address rural healthcare gaps. Continued support for social protection programmes to reduce poverty.

District IDP alignment:

Integrate healthcare expansion into district priorities, focusing on rural access and alignment with SDG health targets.

5. Governance & Accountability

Commitment to ethical leadership and anti-corruption reforms in provincial administration.

Stronger oversight of municipal finances and service delivery.

Collaboration with traditional leaders and communities for inclusive governance.

District IDP alignment:

Embed governance reforms into local structures, strengthen compliance, and ensure participatory planning with traditional authorities.

Integration into Draft IDP

Disaster resilience: Position flood recovery and climate adaptation as cross-cutting priorities.

Water security: Align district water projects with provincial and national funding commitments.

Economic growth: Highlight catalytic projects in energy, tourism, and agriculture.

Healthcare: Expand district health infrastructure and services in line with provincial priorities.

Governance: Strengthen accountability mechanisms and embed anti-corruption reform

DISTRICT DEVELOPMENT MODEL (DDM) ONE PLAN

1.1.1.2. District Development Model Waterberg District One Plan

Background

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

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

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

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

This One Plan as a key instrument of the DDM, it is championed at the highest level by the President and is facilitated by the Minister for Cooperative Governance and Traditional Affairs. The Waterberg One Plan is based on the DDM Theory of Change which postulates six transformation areas (1.

Demographic change and people development, 2. Economic Positioning, 3. Spatial Restructuring and Environmental Sustainability, 4. Infrastructure Engineering, 5. Integrated Services Provisioning, and 6. Governance and Management) to move from the current state of underdevelopment to a desired better future. The Waterberg One Plan aims to ignite the self-reinforcing sustainability cycle of the district by establishing Waterberg as a well-managed district that enables a participative, investment-friendly and diversified economy.

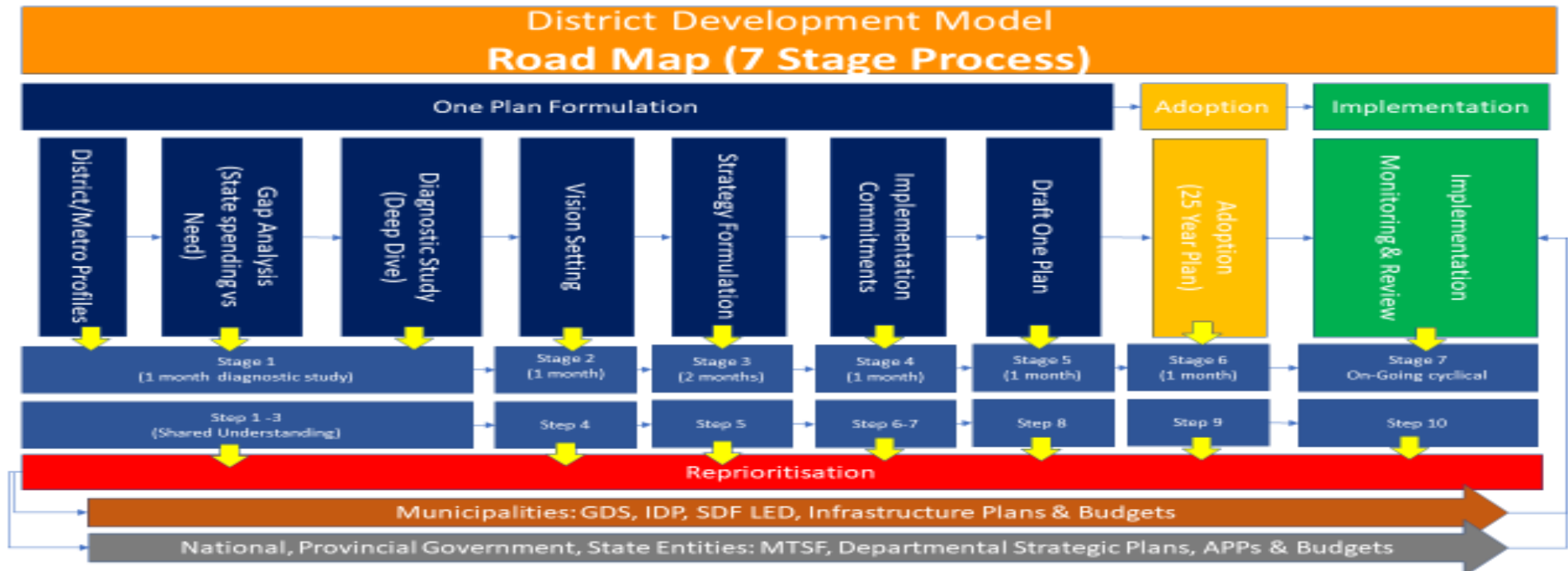
This will result in the Waterberg being a desired investment destination that leverage from its locational advantage with respect to the Gauteng global city region and various international border posts, its global resource competitiveness relating to mineral resources and the unique world heritage site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

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

1.1.1.3. The purpose of this Waterberg District One Plan is:

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

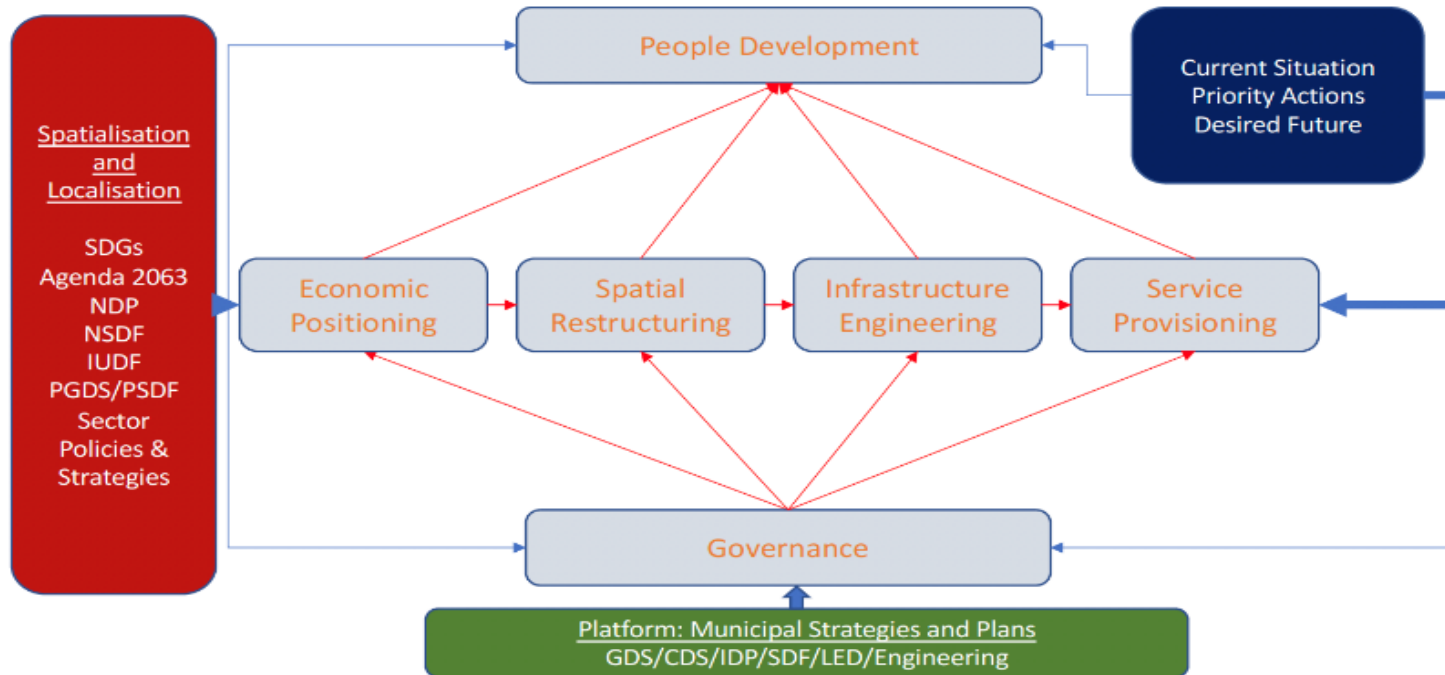
The One Plan formulation process followed the seven DDM stages roadmap as depicted in the following diagram.



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

One Plan content: Relationship between themes

ONE PLAN CONTENT



Vision

Waterberg - A tourism and energy hub that enables a participative, investment friendly and diversified economy

Vision framework

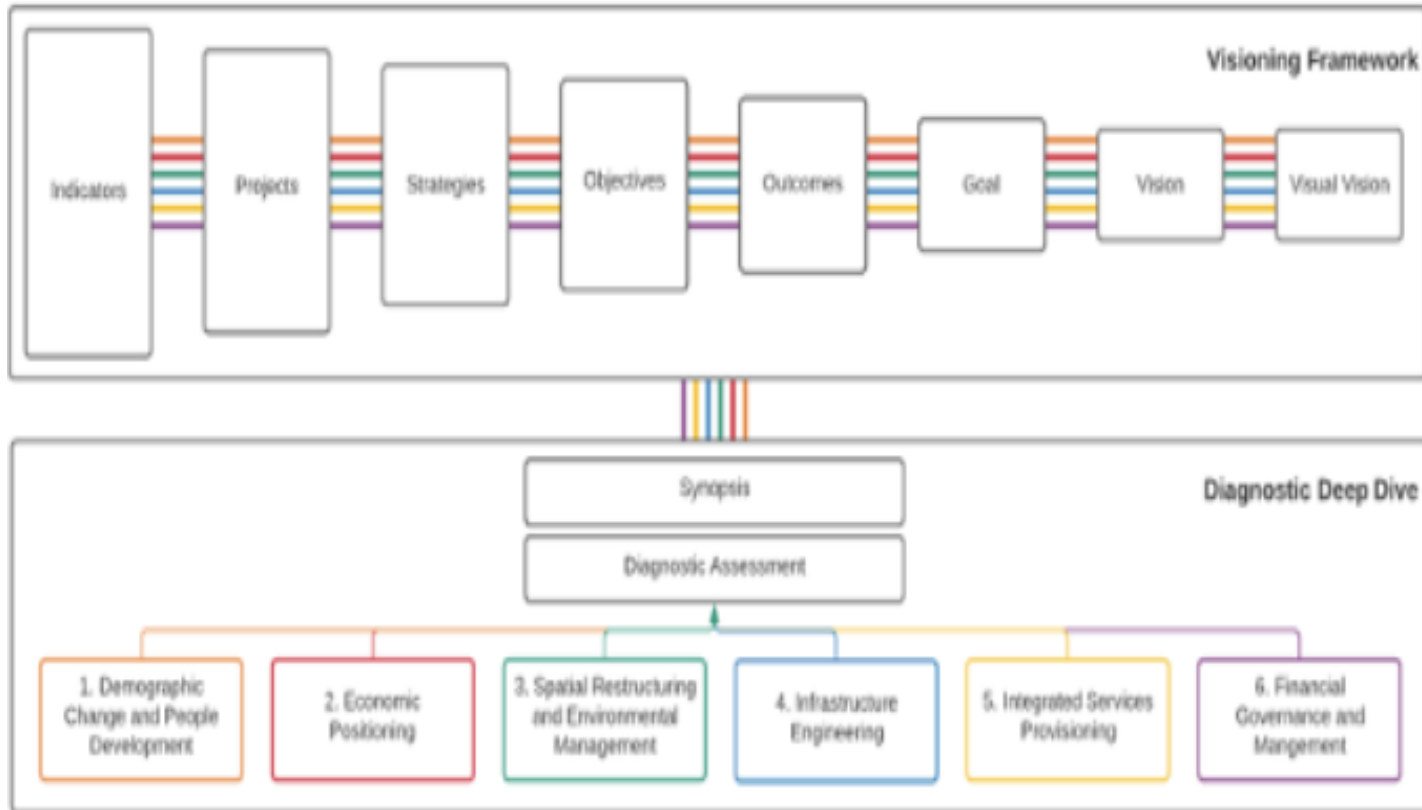
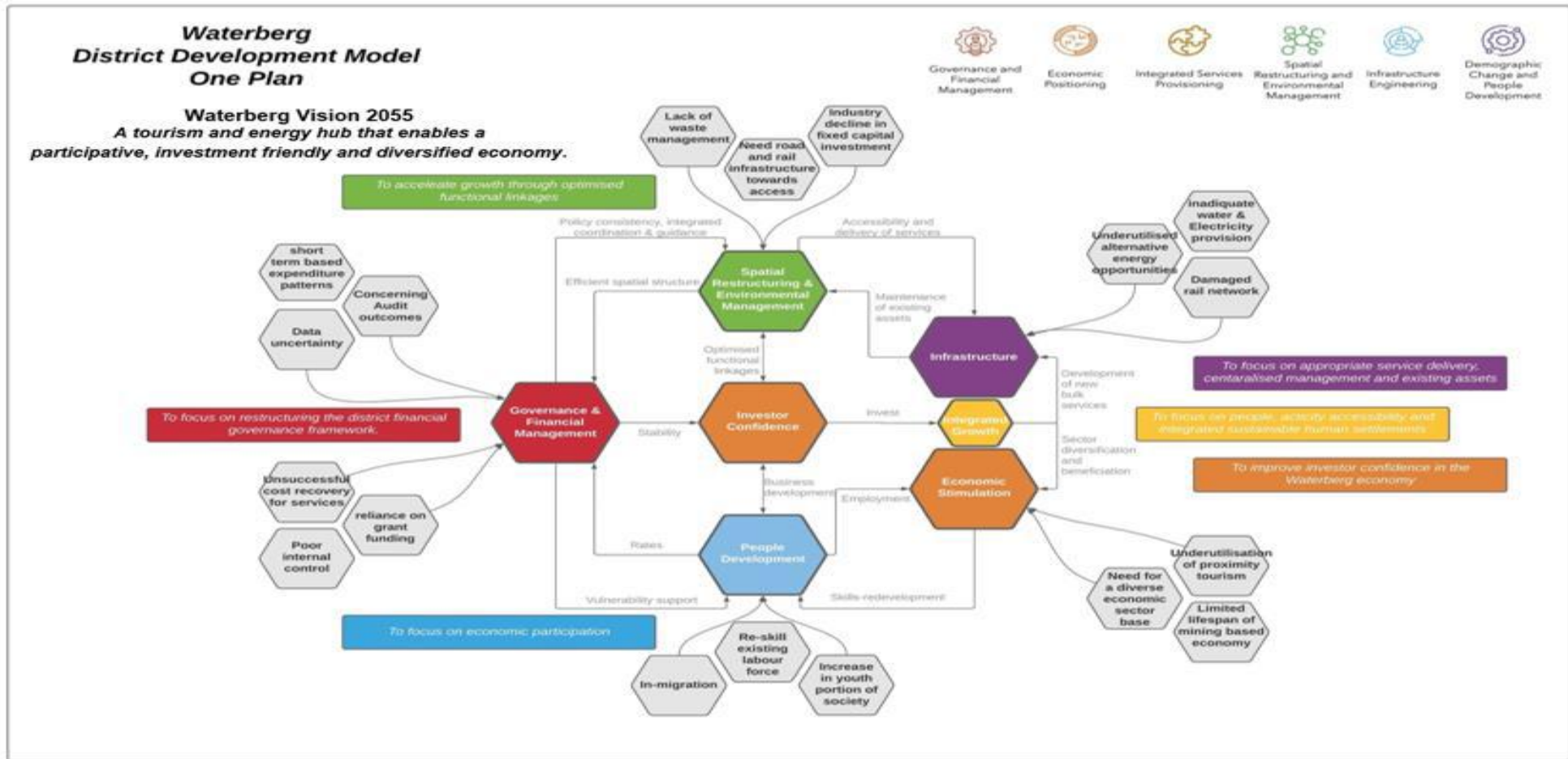


Figure below, highlights the self-reinforcing upliftment and sustainability cycle which indicates the interplay of the 21 strategies and various programmes emanating from the diagnostics. The sequencing is informed by the root causes and vision alignment. There are no one to one strategy and theme relationship. 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



1.1.1.4. One Plan Strategies

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

One Plan Strategic Goals

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

1.2 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:

Service	Local municipality authorities service	District authorities service
Air Pollution	Yes	
Building Regulation	Yes	
Electricity Reticulation	Yes	
Fire Fighting	No	Yes
Local Tourism	Yes	

Service	Local municipality authorities service	District authorities service
Municipal Airports	Yes	
Municipal Planning	Yes	
Municipal Health	No	Yes
Municipal Public Transport	Yes	
Storm-water Management	Yes	
Trading Regulation	Yes	
Potable Water	Yes	
Sanitation	Yes	
Billboards and Display of Advertisement in Public Places	Yes	
Cemeteries Crematoria	Yes	
Cleansing	Yes	
Control of Public Nuisance	Yes	
Fencing and Fences	Yes	
Local Sports Facilities	Yes	
Municipal Parks and Recreation	Yes	
Municipal Abattoirs	No	Yes
Municipal Roads	Yes	
Noise Pollution	Yes	
Public Places	Yes	Yes

Service	Local municipality authorities service	District authorities service
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Yes	
Street Trading	Yes	
Street Lighting	Yes	
Traffic and Parking	Yes	

1.3 IDP Planning Process

Institutional Arrangements to Drive IDP Process

The following table portrays the structures/stakeholders, composition, and the roles and responsibilities in respect of the Integrated Development Planning Process.

Roles and Responsibilities

Structure/ Stakeholder	Composition	Roles and Responsibilities
MAYOR/EXCO	Mayor and Executive Committee	<ul style="list-style-type: none"> • Manage the drafting process, assign responsibilities and submit the draft plan to council for adoption must enforce implementation, monitoring and reporting. • Chair meetings of IDP/Budget.
COUNCIL	All Councillors	<ul style="list-style-type: none"> • To approve the Process Plan and the IDP/Budget and SDBIP
IDP	Municipal Manager	<ul style="list-style-type: none"> • The Municipal Manager is responsible for the design and execution of all arrangements
STEERING COMMITTEE	Planning and Economic Development Portfolio Committee Finance Portfolio Committee IDP Manager Managers	<ul style="list-style-type: none"> • Municipal Manager ensures the Steering committee meets as per schedule. • Oversee the whole IDP process and to take responsibility therefore. • Provide relevant technical and financial support • Contribute technical expertise in the consideration and finalization of strategies and identification of projects

Structure/ Stakeholder	Composition	Roles and Responsibilities
	Officials Sector Departments Heads	
REPRESENTATIVE FORUM	Ward Committees All Councillors NGOs Business Sector Faith based Organization representatives Sector Departments SOEs	<ul style="list-style-type: none"> • Link the planning process to their wards. • Assist in the organizing of public consultation and participation engagements. • Draw up a ward plan that offers suggestions on how to improve service delivery in the particular ward. • Disseminate information in the ward; and • Monitor the implementation process concerning its area • Support the alignment procedures between the municipalities and spheres of government and product related contributions at the IDP representative forum.

1.3.1 Alignment Procedures

1.3.1.1 Vertical alignment: The development of IDP must have Cooperation, Coordination and Co- Planning between national, provincial sector departments and municipalities.

1.3.1.2 Horizontal alignment: There should be alignment of national and provincial projects and programmes responding to municipal strategies and strategic objectives.

1.4. IDP Process Overview: Steps and Events

1.4.1 Section 28 of the Municipal Systems Act 32 of 2000 as amended requires that the Municipal Council adopts the process plan that would guide the planning, drafting, adoption and review of the IDP, Budget and performance. The Process Plan should have a clear and established mechanisms, procedures and processes to ensure proper consultation with local communities. It should further indicate clearly how it will be rolled out, who will be responsible for what, time frames as milestones will be set and a budget aligned to the Programme.

Summary of Phases and Activities of the IDP Process Plan

Stages/Phases of the IDP Process	
IDP Phases	Activities
Planning/Preparatory Phase	Identification and establishment of stakeholders and/or structures and sources of information. Development of the IDP Framework and Process Plan.
Analysis Phase	Compilation of levels of development and backlogs that suggest areas of intervention.
Strategies Phase	Reviewing the Vision, Mission, Strategies and Objectives.
Projects Phase	Identification of possible projects and their funding sources at this stage, SDBIPs must be drafted.
Integration Phase	Summaries of Sector plans and programs to be incorporated
Approval Phase	Submission of Draft IDP/Budget to Council SDBIP to be approved by the end of June. Legislative Publication of both IDP/Budget and SDBIP

1.4.2 Process for Amending an Adopted IDP

In terms of Municipal Planning and Performance Management Regulations of 2001, only a member or committee of a municipal council may introduce a proposal for amending the municipality's integrated development plan in the council. Any proposal for amending a municipality's integrated development plan must be aligned with the framework adopted in terms of Section 27 of the Municipal Planning and Performance Management Regulation of 2001.

In terms of the regulations, no amendment to a municipality's integrated development plan may be adopted by the municipal council unless: all the members of the council have been given reasonable notice; proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public, an opportunity to make representations with regard to the proposed amendment; the municipality, if it is a district municipality, has consulted all the local municipalities in the area of the district municipality on the proposed amendment, and has taken all comments submitted to it by the local municipalities in that area into account before it takes a final decision on the proposed amendment.

IDP planning Phases	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	Apr	May	Jun
Phase 1. Analysis	—————										
Phase 2: Strategies			—————								
Phase 3: Projects					—————						
Phase 4: Integration						—————					
Phase 5: Approval							—————				
Draft IDP/Budget 2026/2027							—————				
Final IDP/Budget 2026/2027										—————	
Public Participation										

1.4.3. Drafting and Adoption of Municipal Budget

The drafting of the Municipal budget is regulated in terms of the Municipal Finance Management Act of 2003 (MFMA). Section 21(1) of the Municipal Finance Management Act states that the Mayor of a municipality must co-ordinate the processes for preparing the annual budget, and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent.

1.4.4 Mechanisms for Public Participation

The following will be done to ensure widespread and effective stakeholder participation:

- IDP Representative Forum

This forum will be represented by all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organizations into the IDP Representative Forum and ensure their continuous participation throughout the process.

- Media

Local newspapers and posters will be used to inform the community of the progress of the IDP

- Municipal Website

- The Municipality's website will also be utilized to communicate and inform the community. Copies of the IDP will be placed on the website for community and stakeholders to download.
- IDP, Budget and O-PMS Activity Flow
- The IDP Operational and Steering Committee shall be involved in the drafting of the Framework and IDP Process Plan,
- The IDP Steering Committee will submit the Framework and Process Plan to Portfolio Committee head of IDP.
- The IDP Steering committee shall further submit the Framework to the IDP Representative Forum through the IDP Manager.
- The Portfolio Committee head of IDP Manager shall further submit the Framework and Process Plan to Executive Committee.
- The Municipal Manager shall facilitate the Steering Committee in the drafting of the IDP in all phases.
- The IDP Manager and the Municipal Manager shall monitor the planning in all phases, ensuring involvement of communities in determining performance criteria, targets, outcomes impact as well as adherence to time frames throughout.
- The Municipal Manager will initiate the review of the O-PMS Framework and policies.
- Section 56 Managers must ensure alignment between IDP, Budget and O-PMS (SDBIP).
- The Draft IDP/Budget and SDBIP shall be submitted to the Portfolio Committee for oversight.
- Section 56 managers will submit their SDBIP's to Portfolio Committee and sign Performance Agreements and SDBIP's annexures.
- The Draft IDP shall be submitted to EXCO for consideration and recommendation to council.
- The Mayor shall submit the Draft IDP/Budget to the Council through the Portfolio head.
- The Mayor shall approve the SDBIP 28 days after the adoption of the Final IDP and Budget.

1.4.5 IDP Process Plan: Monitoring, Evaluating and Reporting

The Municipal Manager and the Portfolio Committee will be responsible for monitoring the IDP Framework and Process Plan. The PMS will ensure that IDP process, strategies, projects and programs are achieved according to the set standards as approved by Council.

1.4.6 Mayors IDP Roadshows

The Mayor IDP Roadshows is regarded as another platform where municipal council consults with the community. At least two (2) IDP roadshows per ward are held in financial year. The schedule of this consultation will be reflected in the process plan. The main purpose of this consultation is to ensure that the political principals get closer to the communities and afford members of the community a chance to comment on the draft IDP.

1.4.7 Binding Plans and Planning Requirements

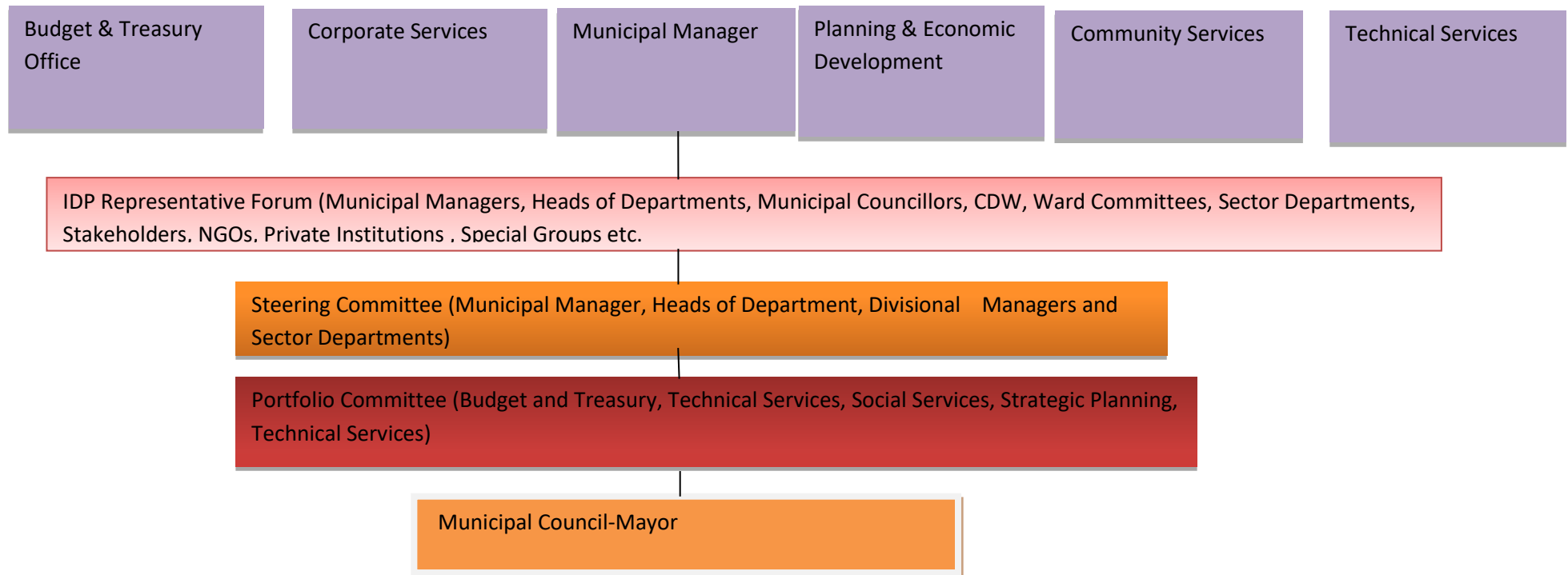
In order to further facilitate coordination and alignment between the spheres of government, the IDP's of municipalities must within the prescripts of the Intergovernmental Relations Framework Act of 2005 (IGR Act), reflect planning frameworks and plans of the other spheres of government. There are other critical binding requirements that emanate from local government legislation which the IDP's must comply with. See table below,

Binding Requirements

Section 25 of MSA	Adoption of IDP
Section 26 of Municipal Systems Act	<ul style="list-style-type: none"> ▪ Council's long term vision ▪ Critical development and internal transformation needs ▪ Existing level of development ▪ Access to basic municipal services ▪ Development priorities, objectives and strategies ▪ Spatial Development Framework ▪ Disaster Management Plan ▪ Financial Plan ▪ Performance Management System
Section 41 of MSA	PMS
Section 57 of MSA	Performance agreements
Section 12 of Water Services Act	Water Services Development Plan
Section 53 of Disaster Management Act	Disaster Management Plan
Section 11	Integrated Waste Management Plan

Section 9 of Housing Act of 1997	Housing Plan/Strategy
Section 16 of MFMA	Annual budget
Section 53 of MFMA	SDBIP
Section 111 of MFMA	Supply Chain Management Policy
Section 121 of MFMA	Annual Report

1.4.8 Structure that Manage/Drive the IDP/Budget/PMS



1.4.9 mSCOA Budget and Risk Management Activities

Stapes	Priorities	Budget Process	mSCOA activity	Risk Management Activity	Time Frames
1	Planning	Preparation and tabling of Schedule of key deadlines	Download the latest mSCOA chart for implementation by Oct/Nov 2025 for use in budget compilation. Un pack “R & M” and other operational projects and all new capital projects into the mSCOA project segment	Identify and schedule key Risk Management activities aligned to the budget process Schedule	31 August
2	Strategizing	Strategic sessions to review IDP, Policies and set service delivery objectives. Consult on tariffs, indigent, credit control, free basic services, etc and consider local, provincial and National issues, previous year’s performance and current economic and demographic trends.	Capture the IDP in the mSCOA classification on system.	Identification of strategic risk that may hinder the achievement of objectives	September- November
3	Preparing	Preparation of revenue and expenditure projections (budget preparation)	Compilation of detailed budgets mSCOA classification across segments (2024/2025 MTREF)	Review of operational risks. Assessing of budget allocation in line with priorities and key risk identified	December- February
4	Tabling	Table complete proposed budget, IDP revisions and budget related policies to council	Table mSCOA complaint A1 schedule format and upload mSCOA data string on portal	Risk awareness and tabling of the risk policies and draft risk register to council	31 March
5	Approval	Council approves budget and related policies	Upload mSCOA data string of the final budget and IDP	Council approves the risk and fraud prevention policies	31 May – 30 June
6	Finalising	Preparation, Approval and publication of SDBIP		Finalizations of the risk Strategic and operational risk register	June – July

		Signing of performance agreements		Inclusion of risk management responsibilities in Performance Management Agreements of Officials	
--	--	-----------------------------------	--	---	--

1.4.10 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:

The process plan was approved by Council on the 29 August 2025.

Summary of Process Plan

DATE	ACTIVITY	RESPONSIBLE STAKEHOLDERS
FIRST QUARTER PREPARATORY PHASE		
June 2025	1 st Provincial Development Planning Forum	Premiers Office
07 – 14 July 2025	1 st Portfolio Committee for Strategic and Social Committee	Accounting Officer
17 – 18 July 2025.	1 st IDP/PMS Managers Meeting (IDP/Budget/PMS Framework/Process Plan Review)	District Municipality
31 July 2025	Section 52(d) of MFMA Reports	Local Mayor

11 September 2025	1 st Municipal Manager's Forum	District Municipality
15 August 2025	1 st IGR Meeting	District Municipality
19 August 2025	2 nd Provincial Development Planning Forum	Premiers Office
21 August 2025	1 st WDM IDP/Budget/PMS Rep Forum	District Municipality
25 August 2025	1 st IDP/Budget/PMS Steering Committee (Preparatory Phase)	Local Mayor
26 August 2025	1 st IDP/Budget/PMS Rep Forum (Preparatory Phase)	Local Mayor
29 August 2025	Special Council Meeting Approval of Final IDP/Budget/PMS Process Plan 2026/2027	Municipal Council
31 August 2025	Submission of the AFS and Annual Performance Report to AGSA	Accounting Officer
01 – 02 September 2025	1 st District IDP Engagement Session (Analysis Phase)	District Municipality
04 – 12 September 2025	2 nd Portfolio Committee for Strategic and Corporate Committee	Accounting Officer
01 – 30 October 2025	IDP/Budget/PMS Public Participation Meetings	Local Mayor
23 – 24 October 2025	2 nd IDP/PMS Managers Meeting	District Municipality
30 October 2025	2 nd Municipal Manager's Forum	District Municipality
31 October 2025	Ordinary Council Meeting	Local Mayor
31 October 2025	MFMA Section 52(d) of MFMA Reports	Accounting Officer
SECOND QUARTER ANALYSIS PHASE		
06 – 13 October 2025	3 rd Portfolio Committee for Strategic and Corporate Committee	Accounting Officer
05 November 2025	2 nd IDP/Budget/PMS Steering Committee (Analysis Phase)	Local Mayor
06 – 08 November 2025	4 th Portfolio Committee for Strategic and Social Committee	Accounting Officer
07 November 2025	2 nd IGR Meeting	District Municipality
12 November 2025	2 nd IDP/Budget/PMS Rep Forum (Analysis Phase)	Local Mayor

14 November 2025	2 nd WDM IDP/Budget/PMS Steering Committee	District Municipality
17 – 18 November 2025	2 nd District IDP Engagement Session (Strategies Phase)	District Municipality
21 November 2025	2 nd WDM IDP/Budget/PMS Rep Forum	District Municipality
07 December 2025	3 rd Provincial Development Planning Forum	Premiers Office
THIRD QUARTER STRATEGIES AND PROJECT PHASE		
09 – 15 January 2026	5 th Portfolio Committee for Strategic and Corporate Committee	Accounting Officer
25 January 2026	Mid-year Budget Assessment Report	
28 January 2026	Special Council Meeting	Local Mayor
29 – 30 January 2026	3 rd District IDP Engagement Session (Project Phase)	District Municipality
31 January 2026	Section 52(d) of MFMA Report	Mayor
31 January 2026	Section 72 Report	Accounting Officer
31 January – February 2026	Mid-Year Budget and Performance Assessment Engagement	Accounting Officer
31 January 2026	Tabling of Draft 2025/2026 Annual Report	Accounting Officer
12 February 2026	3 rd Municipal Manager's Forum	District Municipality
19 February 2026	3 rd IGR Meeting	District Municipality
24 – 26 February 2026	Strategic Planning Session	Accounting Officer
27 February 2026	Special Council Meeting	Local Mayor
02 – 04 March 2026	WDM Strategic Planning Session	District Municipality
04 – 13 March 2026	6 th Portfolio Committee for Strategic and Social Committee	Accounting Officer
12 March 2026	3 rd IDP/Budget/PMS Steering Committee (Strategies Phase)	Local Mayor
13 March 2026	3 rd WDM IDP/Budget/PMS Steering Committee	District Municipality

16 – 17 March 2026	3 rd IDP/PMS Managers Meeting	District Municipality
18 March 2026	3 rd IDP/Budget/PMS Rep Forum (Strategies Phase)	Local Mayor
20 March 2026	3 rd WDM IDP/Budget/PMS Rep Forum	District Municipality
26 March 2026	Council for Tabling of Draft IDP/Budget/PMS 2026/2027 and Draft SDBIP 2025/2026	Municipal Council
31 March 2026	Approval of the 2025/2026 Oversight Report on the Annual Report	Accounting Officer
FOURTH QUARTER INTEGRATION PHASE		
01 – 30 April 2026	IDP/Budget/PMS Public Participation Meetings	Local Mayor
20 – 23 April 2026	7 th Portfolio Committee for Strategic and Social Committee	Accounting Officer
30 April 2026	Tabling and Section 52(d) of MFMA Reports PMS Quarterly Reports (3 rd Quarter Performance Assessment Report, B2B, Circular 88), Budget Engagement Session with PT	Local Mayor
08 – 15 May 2026	8 th Portfolio Committee for Strategic and Social Committee	Accounting Officer
11 – 12 May 2026	4 th IDP/PMS Managers Meeting	District Municipality
14 May 2026	4 th Municipal Manager's Forum	District municipality
15 May 2026	4 th WDM IDP/Budget/PMS Steering Committee	District Municipality
19 May 2026	4 th IDP/Budget Steering Committee (Project Phase)	Local Mayor
20 May 2026	4 th IDP/Budget/PMS Rep Forum Meeting (Project Phase)	Local Mayor
21 May 2026	4 th IGR Meeting	District Municipality
22 May 2026	4 th WDM IDP/Budget/PMS Rep Forum	District Municipality
27 May 2026	Ordinary Council Meeting for Adoption of Final IDP/Budget 2026/2027	Local Mayor
24 June 2026	3 rd Special Council	Municipal Council
30 June 2026	Approval of SDBIP 2026/2027	Local Mayor

1.5 MEC IDP ASSESSMENT REPORT FOR 2025/26

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), 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 2025/26 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 2025/26 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;

NAME OF MUNICIPALITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
THABAZIMBI	High	High	High	High	High	Medium	Satisfactory	Satisfactory

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase



CHAPTER 2: MUNICIPAL PROFILE

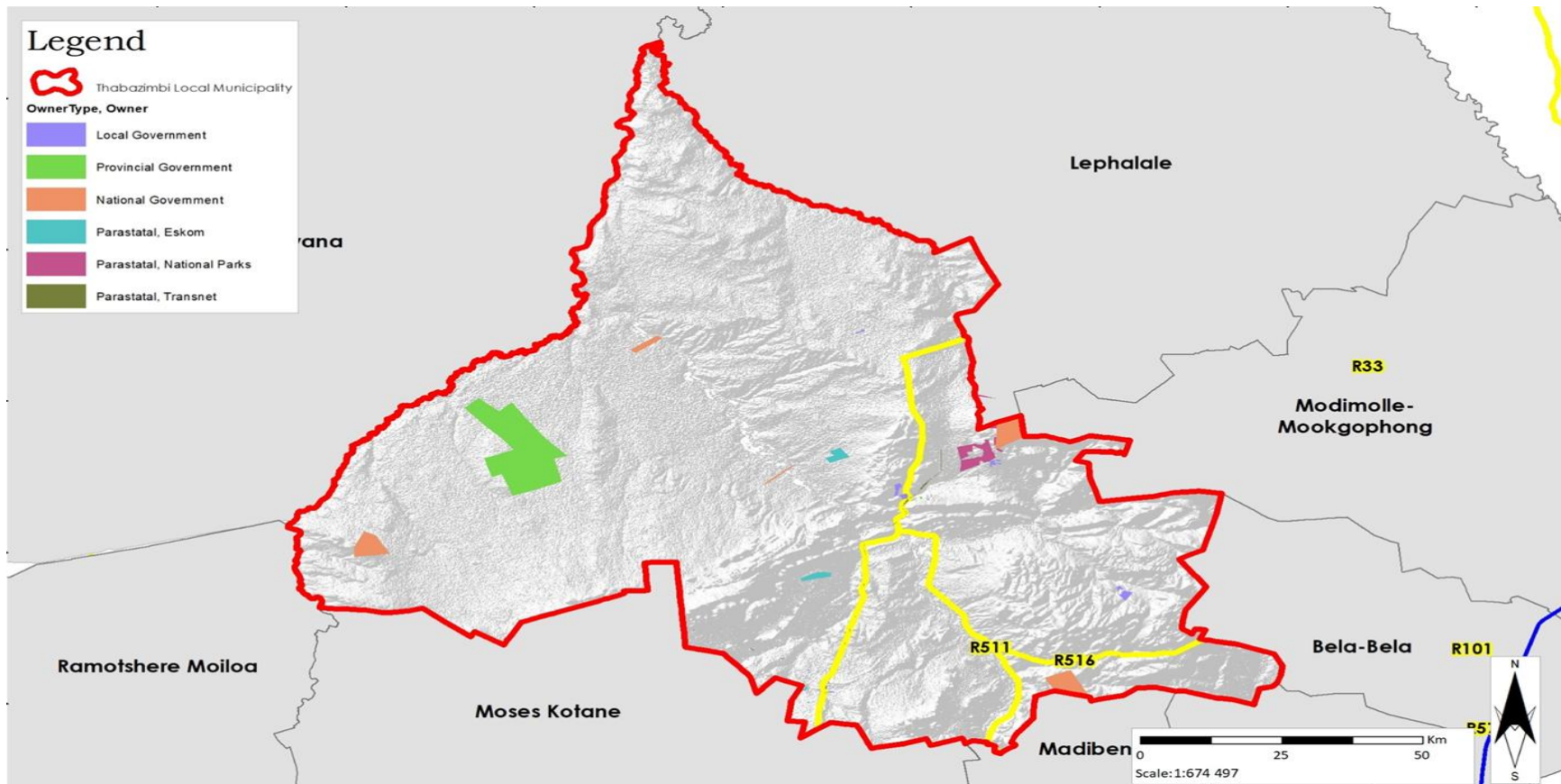
2.1 Municipal Profile Description

MUNICIPALITY	AREA(km ²)	% of District
THABAZIMBI	10882km ²	23.8%

2.2. 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 245km from the O.R. Tambo Airport to the east of Johannesburg, \pm 190km 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 200km from Tshwane and \pm 130km 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 300km).



Source: TLM DRAFT SDF-2022

POTENTIAL/STRATEGIC DEVELOPMENT AREAS

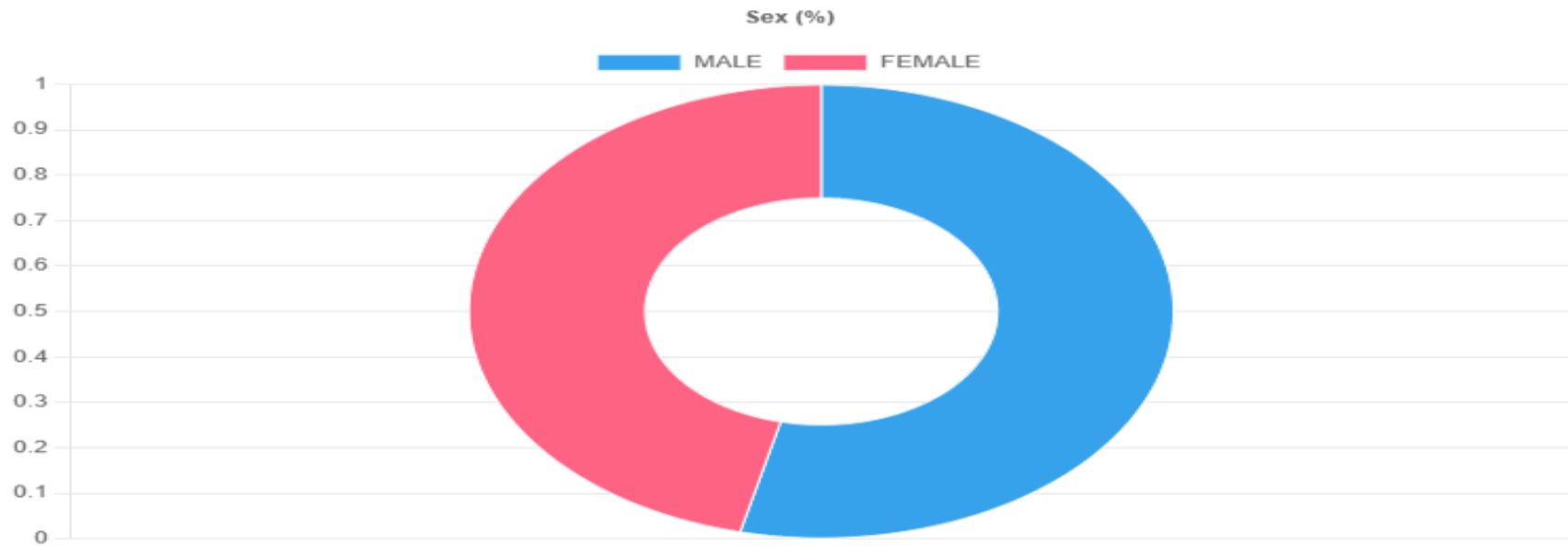
There were eleven Priority Human Settlements and Housing Development Areas (PHSHDAs) gazetted for Limpopo Province. In compliance to the MTSF, an integrated implementation programme should be completed for all the PHSHDAs. The Housing Development Agency is in process to develop the PHSHDA Development Plans on behalf of the province.

2.3 SITUATIONAL ANALYSIS

2.3.1 Demographic Profile

Name	2022	2011
Total population	65 047	85 234
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%
Number of households	26 832	25 079
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%



Source: StatsSA 2022

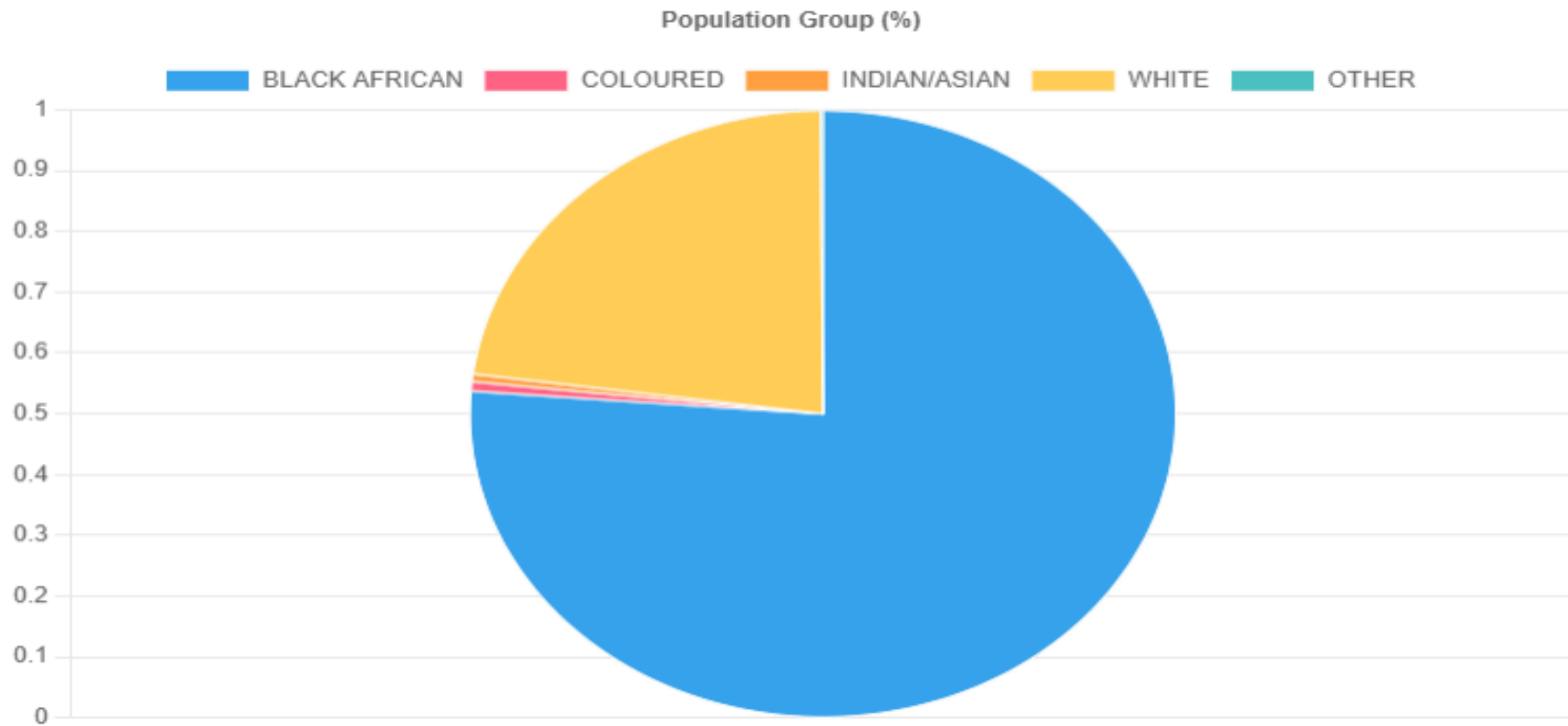
Age	Male	Male (%)	Female	Female (%)
85+	45	0.1%	88	0.1%
80-84	139	0.2%	137	0.2%
75-79	321	0.5%	284	0.4%
70-74	531	0.8%	436	0.7%
65-69	799	1.2%	860	1.3%
60-64	1 083	1.7%	1 044	1.6%
55-59	1 396	2.1%	1 224	1.9%
50-54	1 798	2.8%	1 346	2.1%
45-49	2 350	3.6%	1 736	2.7%
40-44	3 540	5.4%	2 270	3.5%
35-39	4 254	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%
-----	-------	------	-------	------



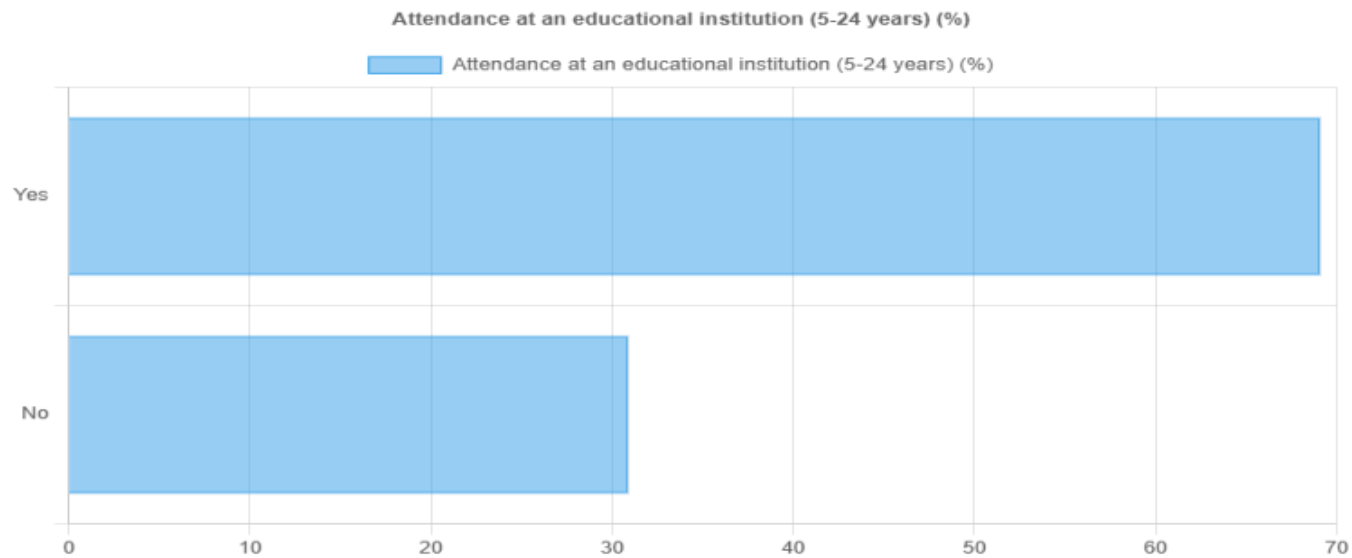
Source: StatsSA 2022

Ethnicity	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%



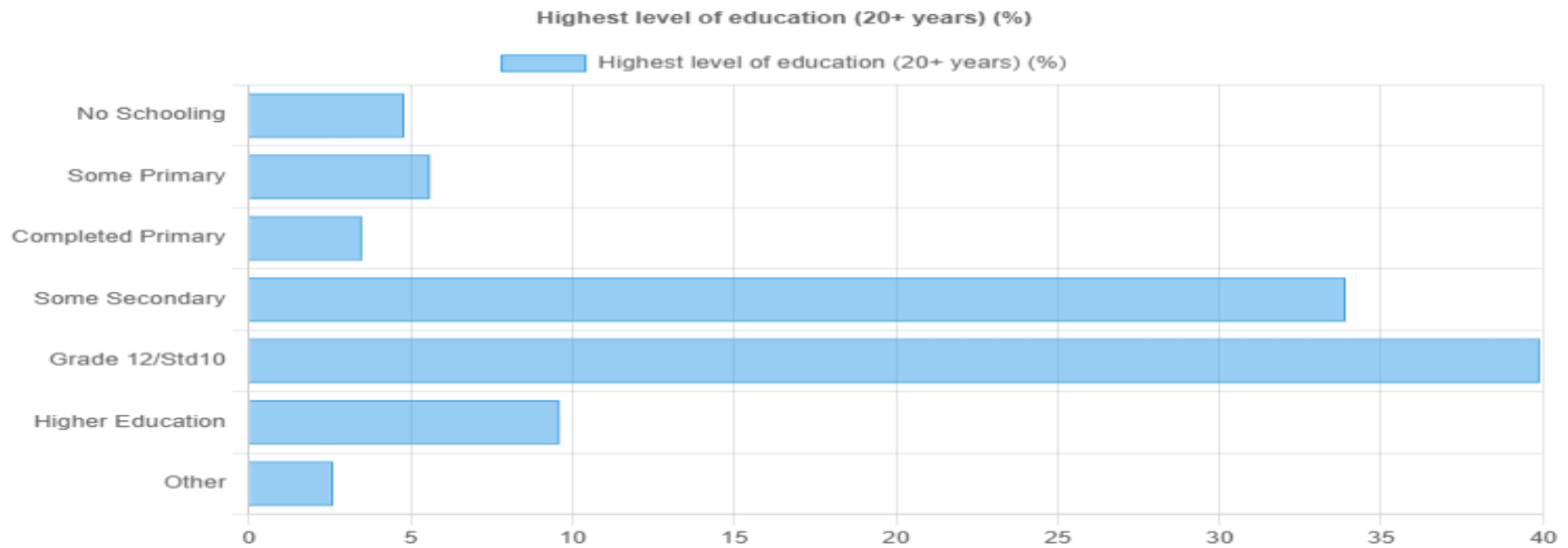
Source: StatsSA 2022

Name	Frequency	%
Yes	11 411	69.1%
No	5 111	30.9%



Source: StatsSA 2022

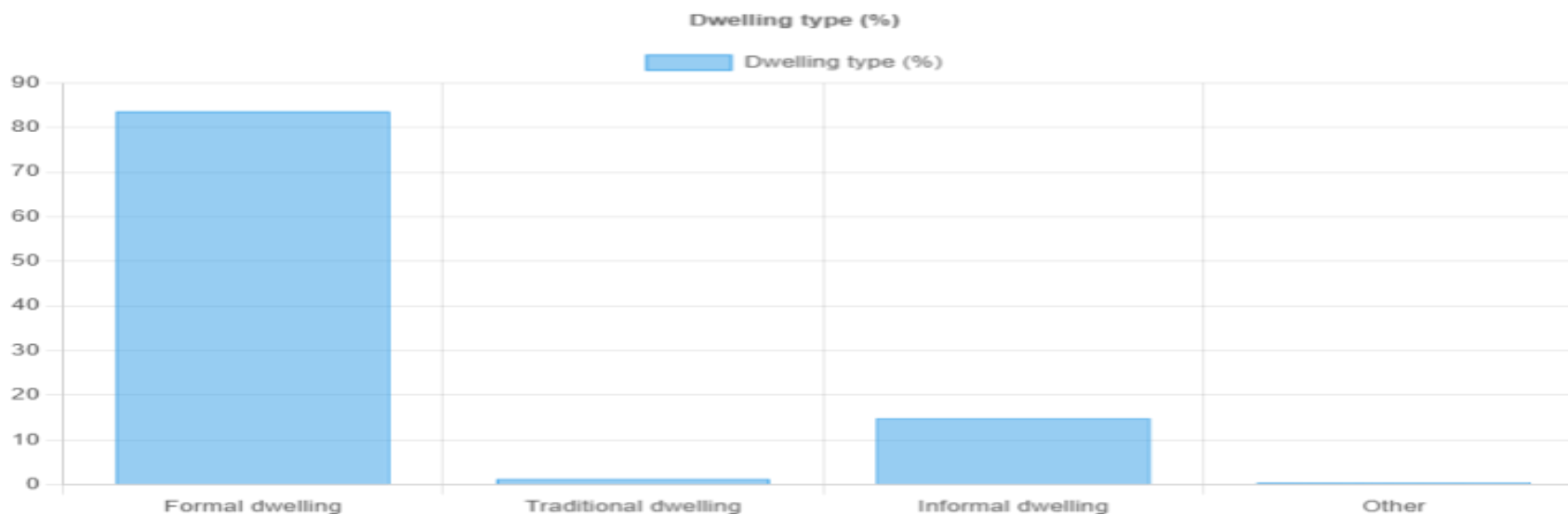
Name	Frequency	%
No Schooling	2 131	4.8%
Some Primary	2 503	5.6%
Completed Primary	1 533	3.5%
Some Secondary	15 041	33.9%
Grade 12 / Std 10	17 706	39.9%
Higher Education	4 272	9.6%
Other	1 159	2.6%



Source: StatsSA 2022

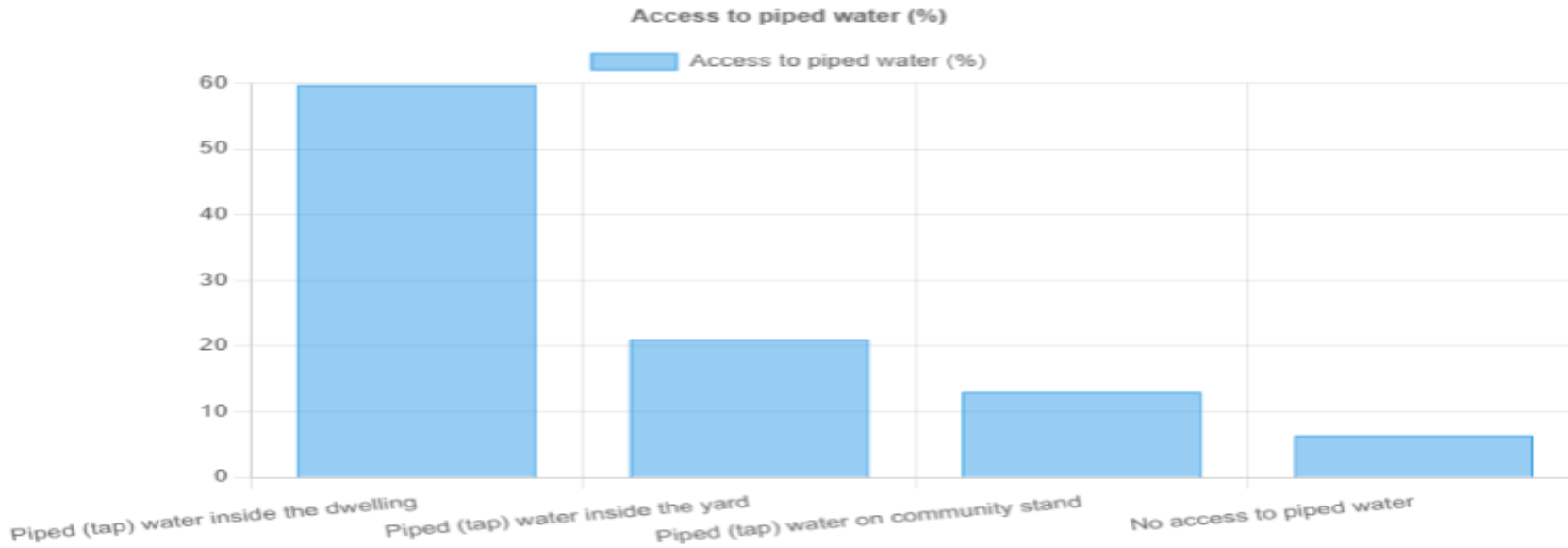
The tables below indicates demographics in relations to the type of services that the municipality offers. This also assists in determining the backlog in terms of service delivery and/or provision of basic services.

Name	Frequency	%
Formal dwelling	22 426	83.6%
Traditional dwelling	335	1.2%
Informal dwelling	3 966	14.8%
Other	105	0.4%



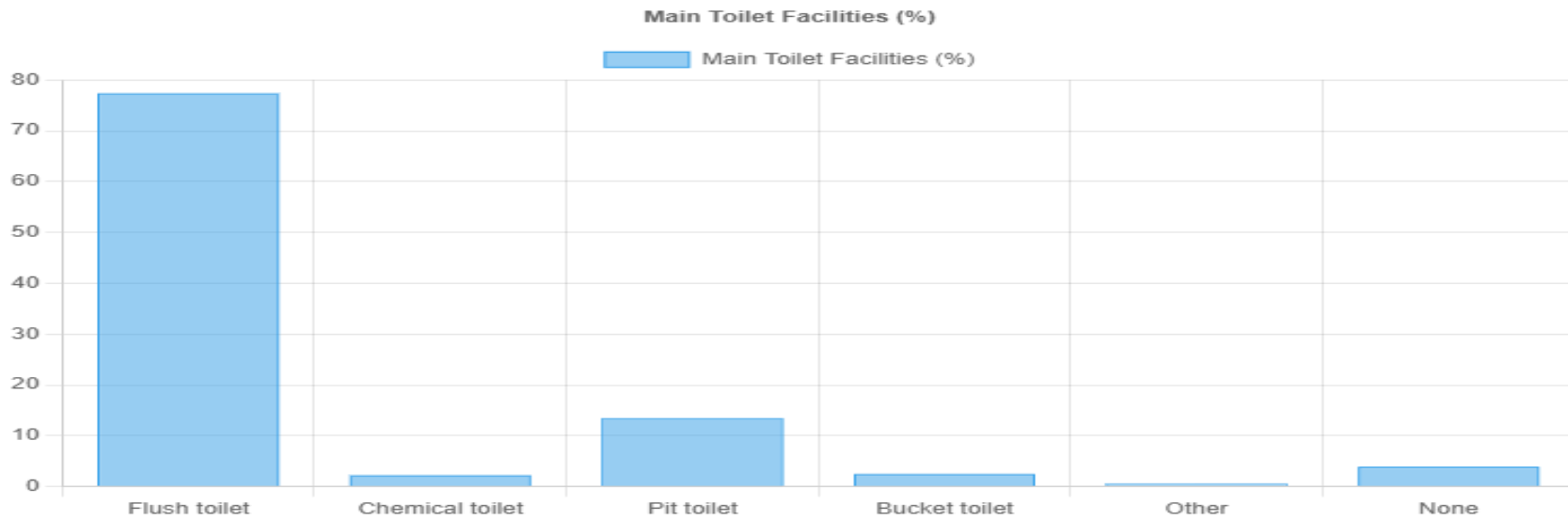
Source: StatsSA 2022

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%



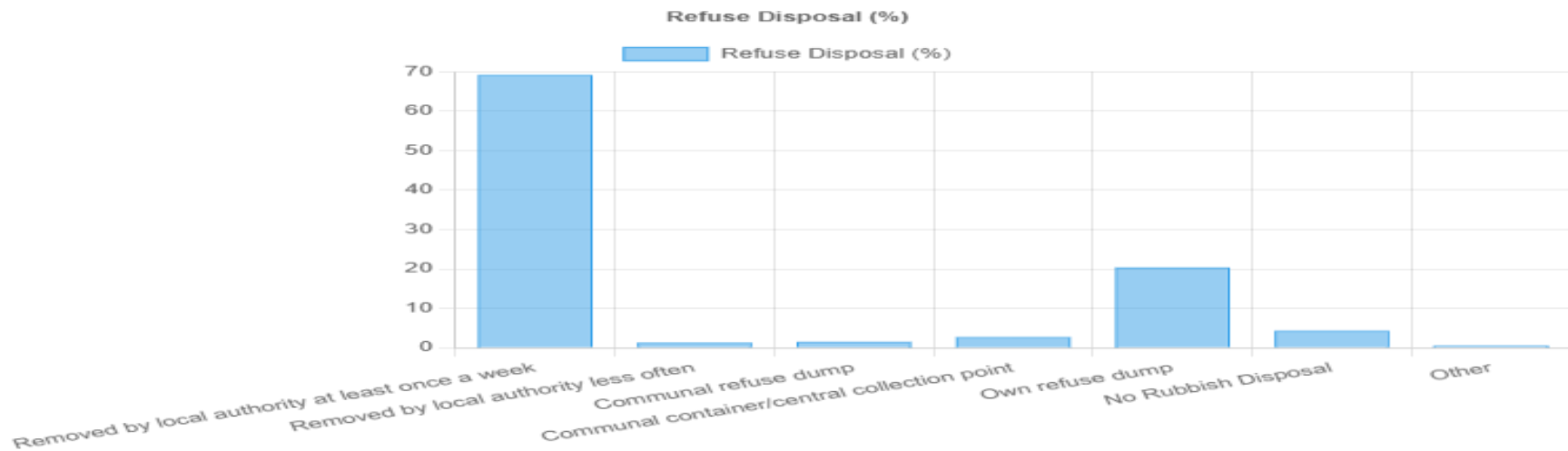
Source: StatsSA 2022

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%



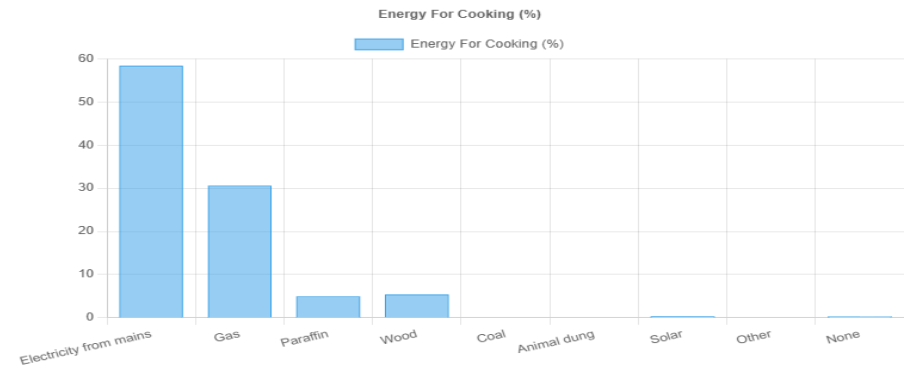
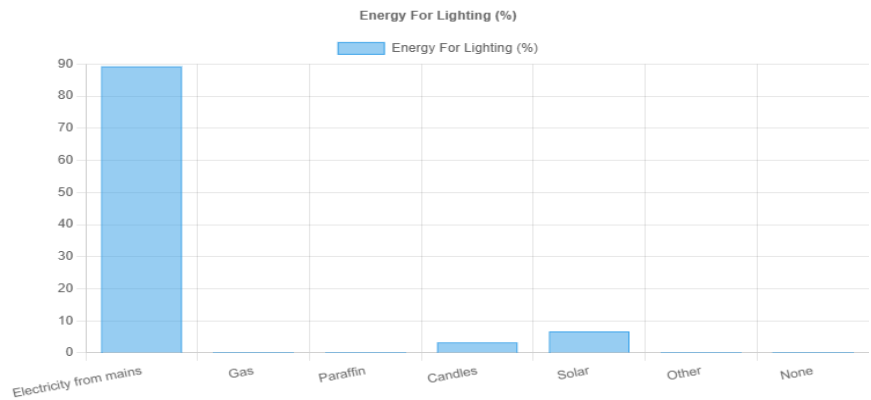
Source: StatsSA 2022

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%



Source: StatsSA 2025

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%



Source: StatsSA 2022

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase



CHAPTER 3. SITUATIONAL ANALYSIS

3.1. KPA-3 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.

SWOT: SPATIAL RATIONALE

STRENGTH	WEAKNESSES
SPLUMA By-Law in place Approved SDF in place Independent MPT established and functional Turnaround strategies for housing beneficiaries Timeous response to housing disputes Housing allocation target met Functional GIS System	Shortage of staff and resources Lack of funds Insufficient municipal owned land for human settlements.
OPPORTUNITIES	THREATS
Good working relationship with developers Wall to wall land Use Scheme under review Facilitation and encouragement for land development for private/public sectors	Incomplete / Un-proclaimed township establishment Mushrooming of informal settlement. Lack of sufficient technical infrastructure RDPs occupied by wrongful owners Fragmented settlements

3.1.2. 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.

3.1.3. 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 the final draft SDF is in place and await council adoption.

3.1.4. LAND USE MANAGEMENT SCHEME

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. 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 2014 and undergoing review to incorporate zoning of newly established township(s) and other developments

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)

3.1.5. Hierarchy of settlements

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

- The settlements in the Municipal area is characterized by small towns including 3 mining towns and 11 informal settlements.
- Thabazimbi is the major center while other prominent settlements in the municipal area include Northam, Dwaalboom and Rooiberg; smaller settlements include Leeupoort, Kromdraai, Koedoeskop, Skierlik Makoppa and Sentrum.
- 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	Function	Nodal Status	Department
Thabazimbi Town	Main	1 st order node	Business, mixed density residential, promotions of industriary and higher order enterprise
Northam	Administrative Centre and Provincial growth point, Regional admin center and regional growth point support center for settlements with 15-20 km radius	1 st order node	
Amandelbult	Mining industry, Business and Residential support	2 nd order node	Emerging industrial node Business & residential support for farming and mining community
Rooiberg		2 nd 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

3.1.6. INFORMAL SETTLEMENTS

SCHILPADNEST "SMASHBLOCK"

Located close to Amandelbult (mine area). The settlement is reaching alarming proportions as no formal infrastructure services are in place. Many efforts have been made by in the past by different authorities to resettle the people or to formalise the area for residential purposes but without success. The geotechnical conditions of settlement area must be assessed to ascertain the suitability of the area for residential settlement or relocation.

JABULANI

Located close to Northam Platinum Mines on the farm Elandskuil. No infrastructure services. The municipality supplies water by truck. The settlement is continuing to grow. Inhabitants are most likely local mine workers and farm workers from the nearby farms.

ROOIBERG

Located south-east of Rooiberg Town. Land is affected by undermining and the Municipality should as a matter of urgency relocate the people staying here. The Department of Minerals and Energy has already notified the Municipality in writing that it is not safe for people to stay on this property.

RAPHUTI VILLAGE LOCATED AT LEEUPOORT TOWNSHIP

A formal township application has already been launched, i.e. Leeupoort Vakansiedorp Extension 10 to formalise this area with 498 Residential stands. The settlement is inundated with formal structures. The formalisation of the settlement should be completed.

DONKERPOORT INFORMAL: THABAZIMBI (KWA - BOTHA)

Located in Thabazimbi on a part of the Remainder of the farm Donkerpoort 344 KQ, on entering Thabazimbi Town. This settlement is close to a storm water channel running from Regorogile which could pose danger during high floods and rainy seasons.

REGOROGILE INFORMAL

Located in Regorogile Extension 3 & on parts of the farm Rosseauspoort 319-KQ and Apiesdoorn, 316-KQ. This settlement is partly located within an ESKOM servitude area and should be relocated. The remaining area could be formalised into a proper residential township.

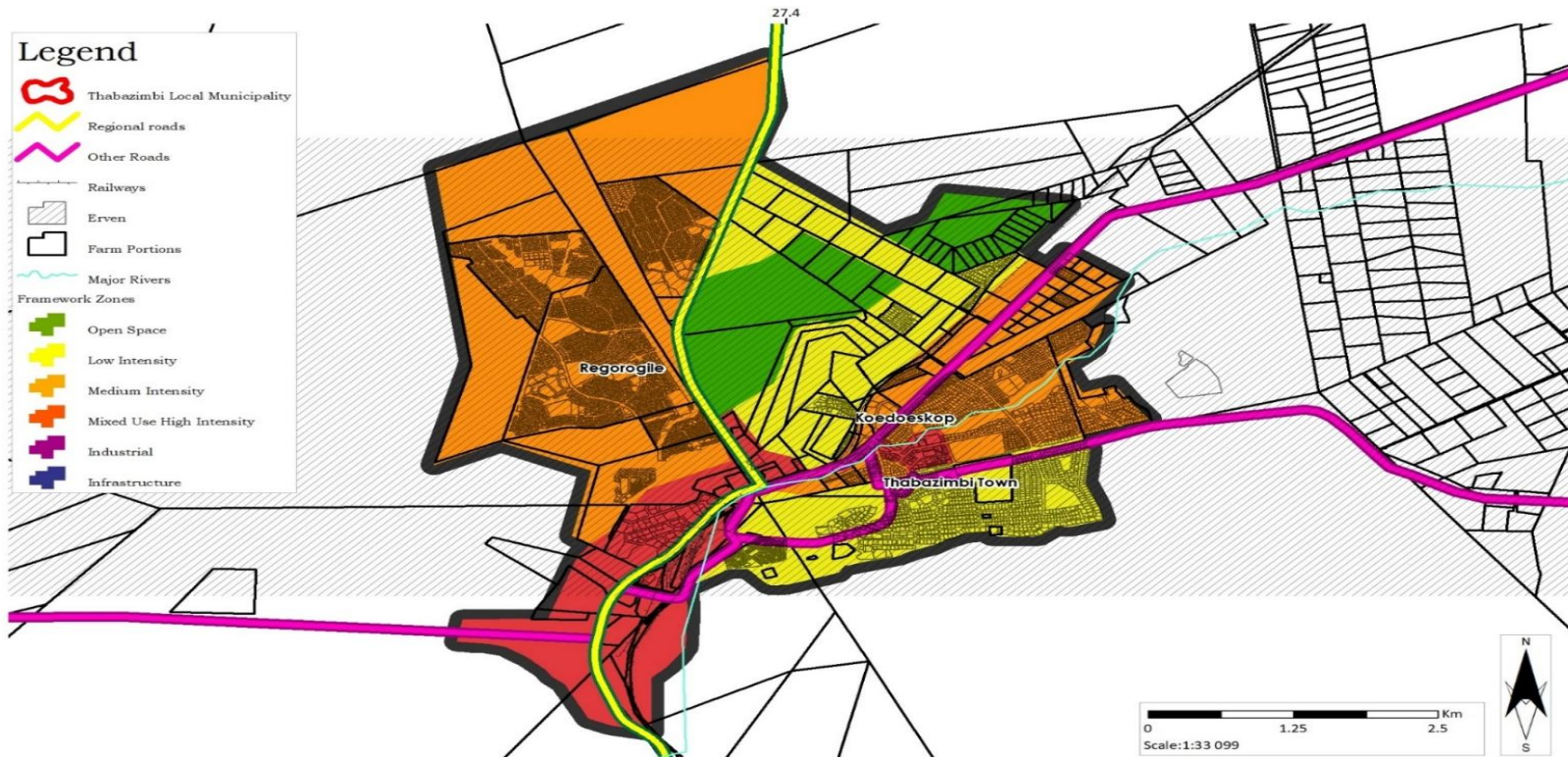
DWAALBOOM INFORMAL

Located in the Dwaalboom area on Portion 7 of the farm Dwaalboom, 217-KP. Approximately then (10) new units have also been built on Portion 3, Dwaalboom, 217-KQ, all southwest of the Road D2707.

NORTHAM ILLEGAL

Portion 83 of the farm De Put 412 KQ also known as Northam Ext 20 is illegally occupied within the proposed township area hampering finalisation and formalisation of this settlement area. Similarly, in Northam Extension 7 people are illegally occupying the houses in this township area which stifles the allocation and administration of approved beneficiaries.

Thabazimbi and Regorogile settlements



Source: TLM DRAFT SDF-2022

Objective: create economic opportunities in terms of business and industry and allow for residential expansion.

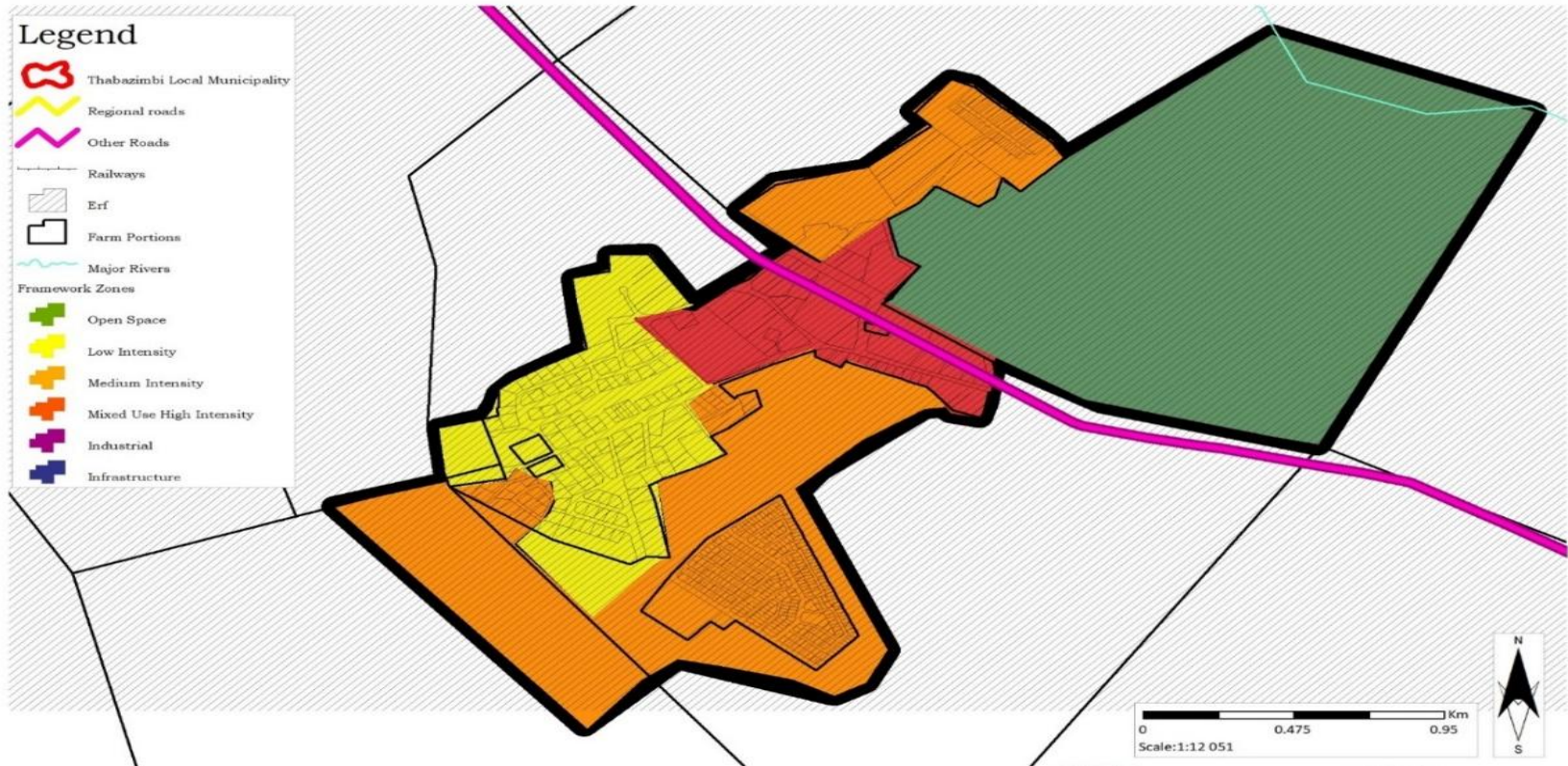
Northam Settlement



Source: TLM DRAFT SDF-2022

Objective: create economic opportunities in terms of business and industry and allow for residential expansion.

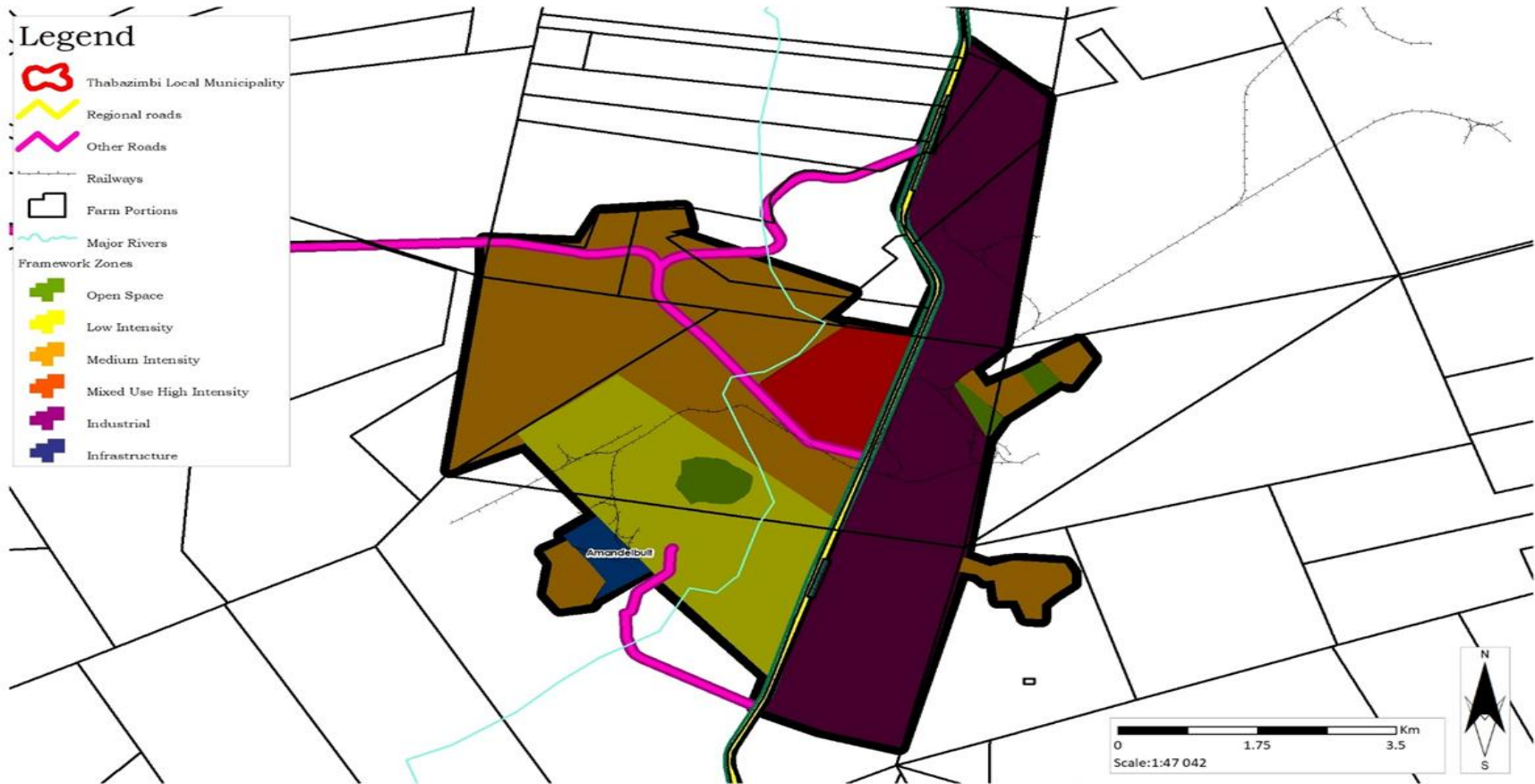
Rooiberg settlement



Source: TLM DRAFT SDF-2022

Objective: encourage economic opportunities in terms of business and industry and allow for residential expansion. Subject to geotechnical and environmental approval.

Amandelbult Settlement

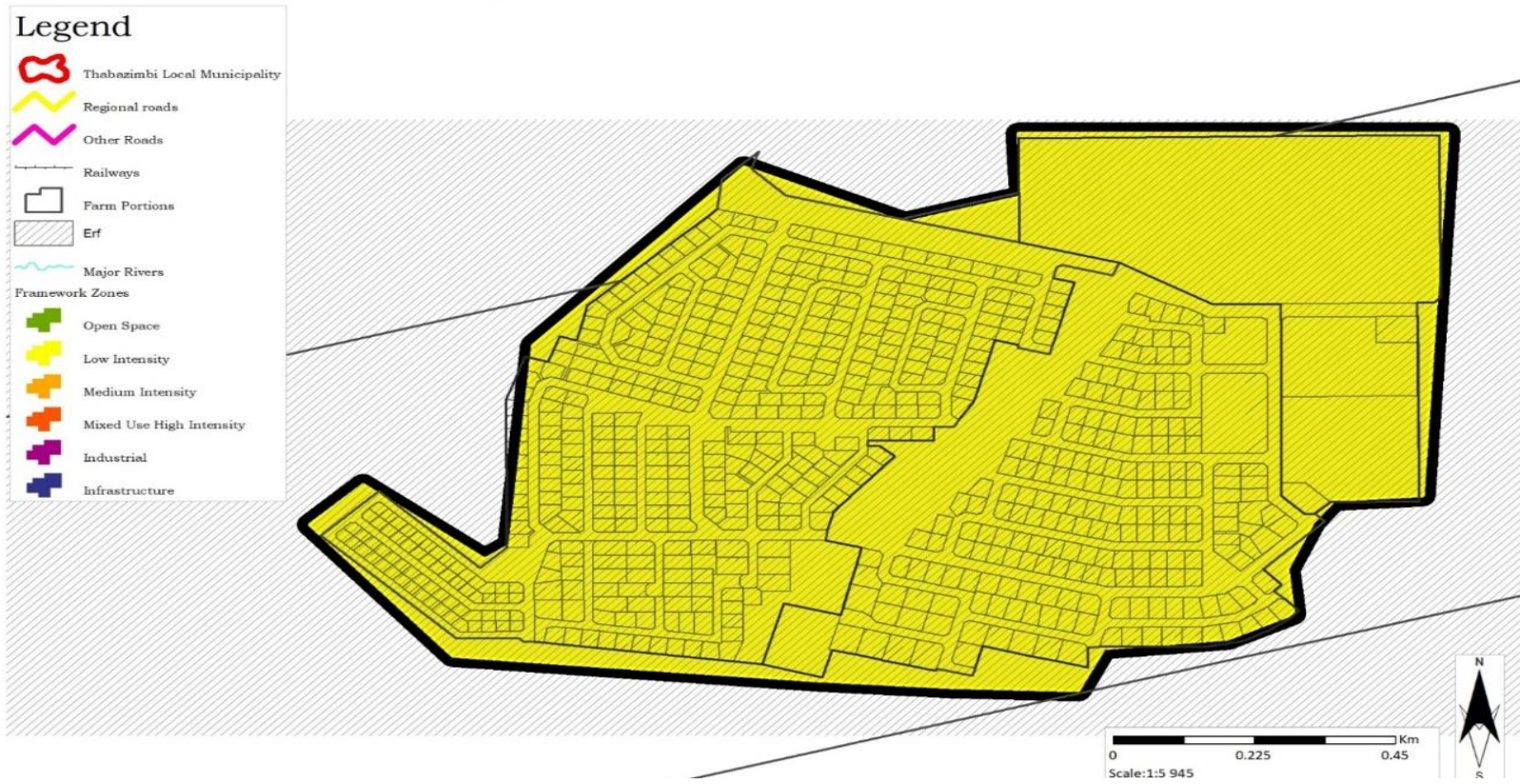


Source: TLM DRAFT SDF-2022

Objective: create economic opportunities in terms of business and industry (including noxious industry) and allow for some residential expansion.

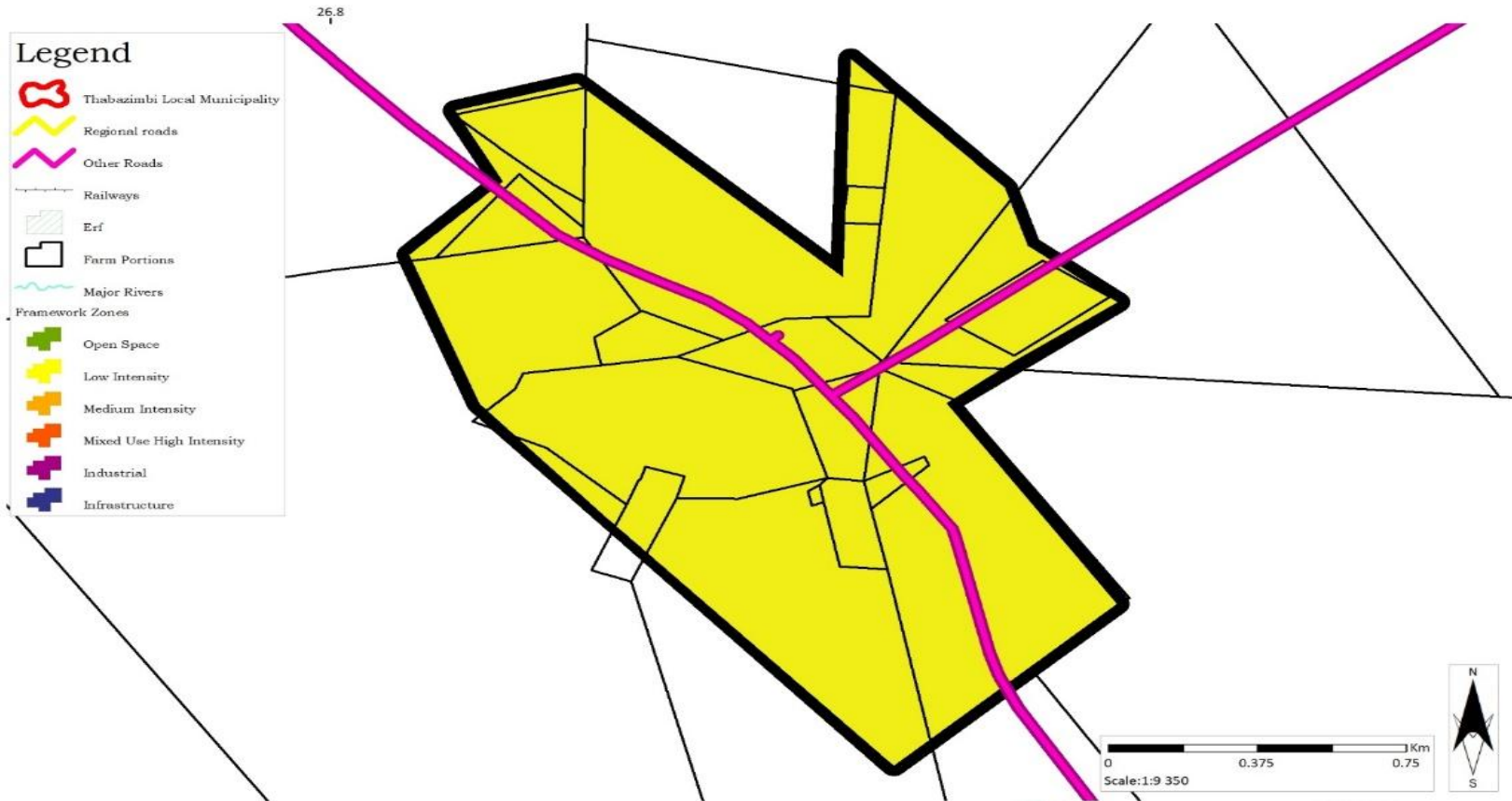
Sateria Settlement

27,4



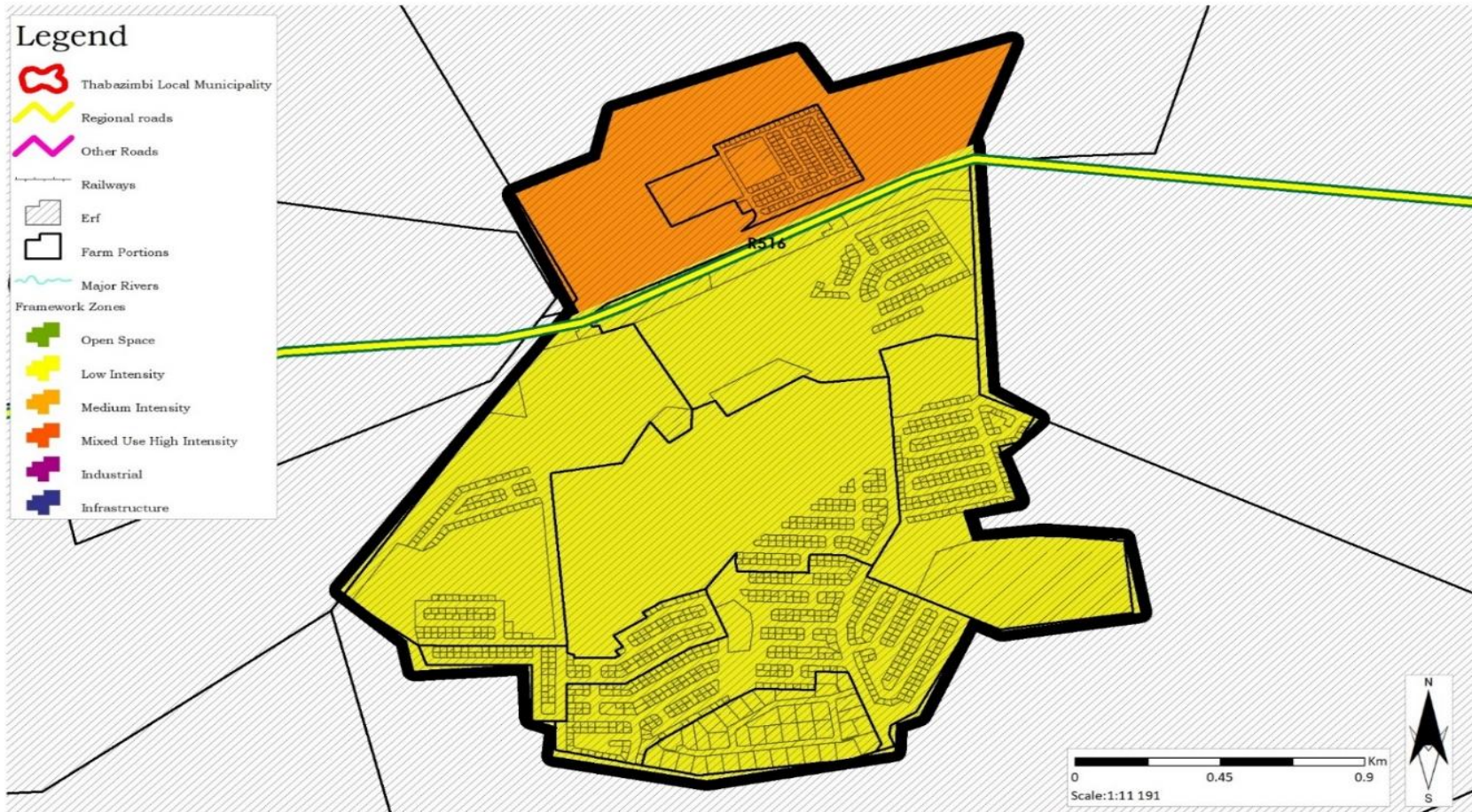
Source: TLM DRAFT SDF-2022

Dwaalboom Settlement



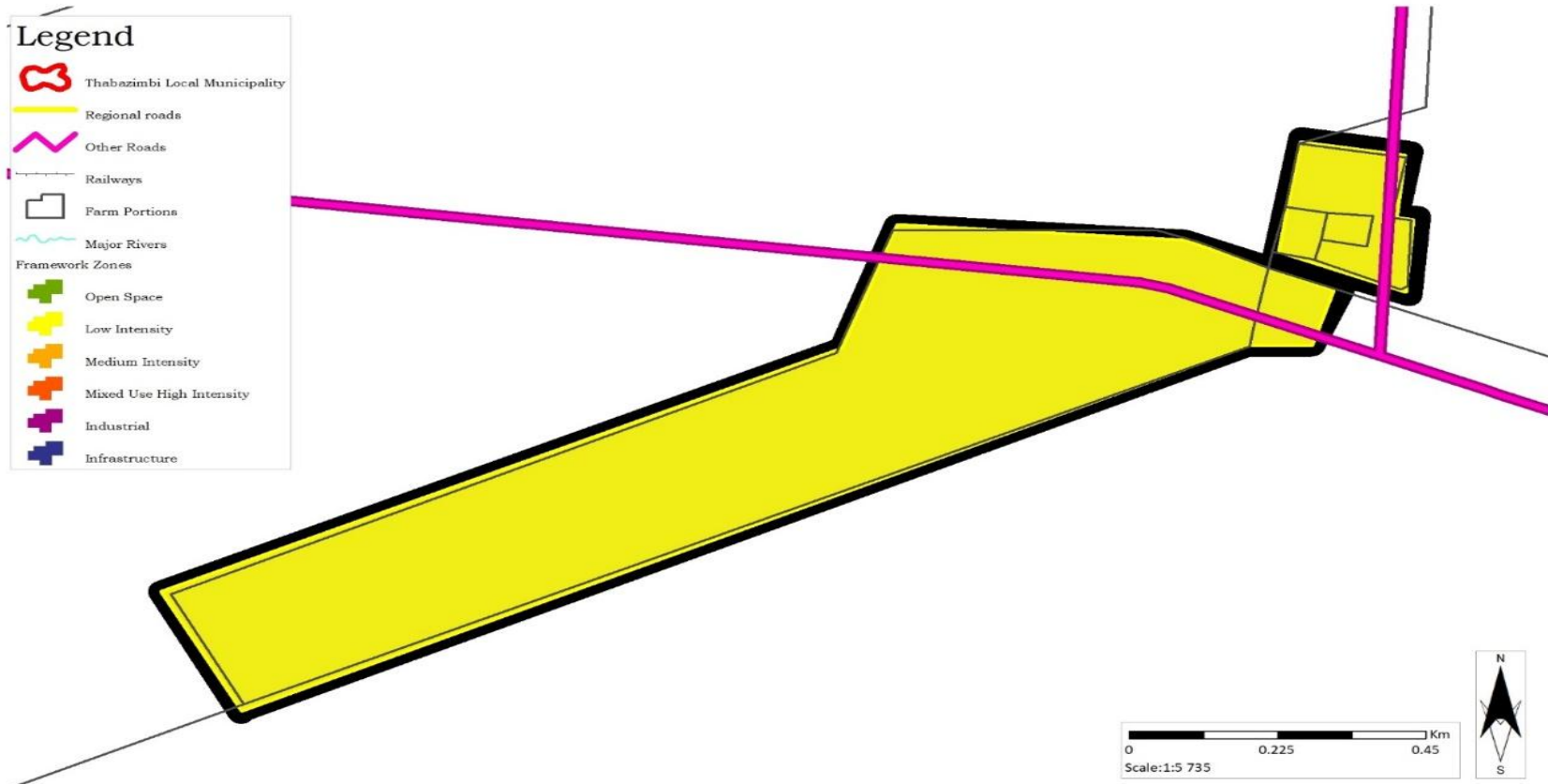
Source: TLM DRAFT SDF-2022

Leeupoort Settlement



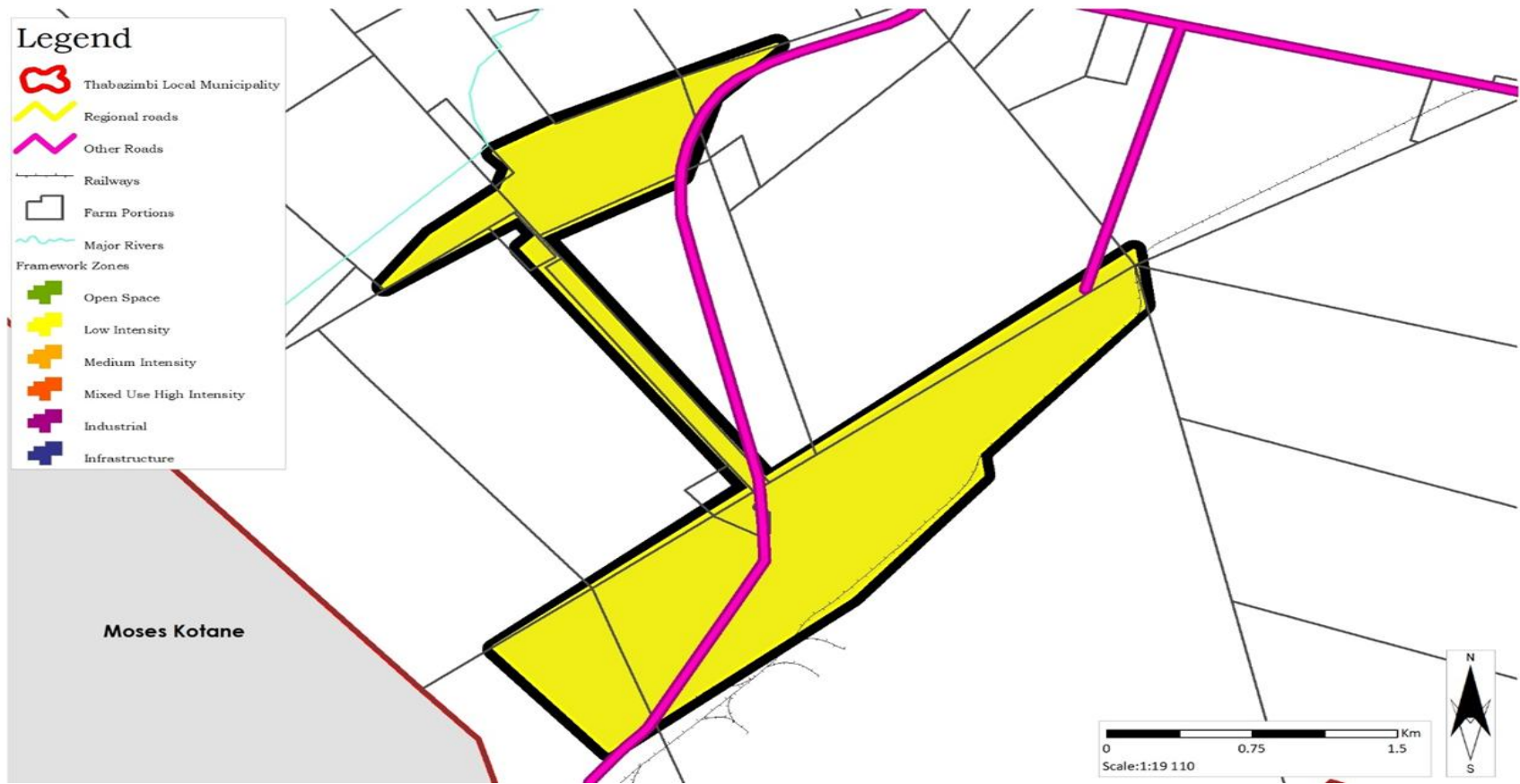
Source: TLM DRAFT SDF-2022

Skierlik Settlement



Source: TLM DRAFT SDF-2022

Swartklip Settlement



Source: TLM DRAFT SDF-2022

	Claimant	Type	Property Description	Status
1	Sebilong Community	Community	Zwartkop 365 KQ (Only Ptn 26 and 29 of Zwartkop 365KQ was settled and restored) Research Report Approved on the 31/01/2019 on the Ptns 17 and 24 of the farm Zwartkop 365 KQ	Phase Outstanding
2	Mogale AM	Family	Haakdoornbult 542 KQ	Negotiations
3	Mauoane HH (Baphalane ba Mantsere)	Family	Schilpadnest 385 KQ	Land Restoration: Finalised
4	Maditse J (Selobatsane Community)	Community	Driefontein 553KQ	Land Restoration: Finalised
5	Mabusela SS (Sefatamollo Community)	Family	Hartebeestmey 510 KQ (Gazette published on the 30/01/2019 on Gazette No. 41754, Notice No. 684 of 2019)	Negotiations
6	Hudson Eduard James	Family	Ptns 2 & of Fairfield 306 KQ (Approved as Non-Compliant on the 27/02/2019 and a final letter for Non-Compliant approved on the 16/04/2019)	Dismissed
7	Hutton GM	Family	Kameelpoort 332 KQ	Negotiations
8	Mphela DR	Family	Haakdoornbult 542 KQ	Negotiations
9	Mphela Sepatie Johannes	Family	Haakdoringbult 542 KQ	Land Restoration: Finalised
10	Baphalane Community	Community	R/E of ptn 1 tp ptn 18 of Nooitgedacht 22 JQ,R/E of ptn 2 to ptn 11 of Nooitgedacht 136 JQ.R/E of ptn 6,8,10 & ptn 11 of Haardekoolp 436 KQ.	Phase Outstanding
11	Setuki/Motlhabatse Community	Community	Colchester 17 KQ	Land Restoration: Finalised
12	Pheto MP	Family	Approved as Non-Compliant on the 30/09/2011: Krokoolinest 21 KP & Stand No 30A, Regorogile, Business Site (A final non-compliant letter signed on the 16/04/2019)	Dismissed
13	Setobanki Jacobeth Lehabe	Family	Approved as Non-Compliant on the farm Zwartklip 405 KQ and the Research Report approved on the R/E of Nooitgedagcht 11 JQ Ptn 2 of Spitskop 410 KQ on the 03/05/2019	Negotiations
14	Mphela Family	Family	R/E of Haakdoornbult 542 KQ	Land Restoration: Finalised
15	Moabi SDL	Family	Ptn 5 of Haakdoringbult 542 KQ	Negotiations
16	Batlokwa ba Matlapeng Community	Community	Batavia 176 KP, Kameelboom 91 KP, Kameelhoek 174 KP, 174 Krokodil drift 87 KP, Kromdraai 114 KP, Middelpoort 93 KP, Nooitgedacht 90 KP, Port Elizabeth 199 KP, Sentelies 92 KP (Land owners disputing validity)	Court

LAND AVAILABLE FOR HOUSING DEVELOPMENT

The issue that exists within the Thabazimbi municipal areas is the fact that the municipality does not own much land, the state owns some land, but not much and the procedure to release land for development is slow and tedious. Majority of the land is privately owned.

SETTLEMENT PATTERNS

The spatial structure in the Thabazimbi Local Municipality is largely influenced by the natural features as well as the location of mines. The natural features such as watercourses, ridges etc limit development due to buffer areas and the like. The location of mines has heavily influenced the growth patterns in the area and as such, most of the development is concentrated in a band east to west and north to south of the municipality with Thabazimbi town and Northam being the focal areas.

The existing residential development in the TLM region is concentrated within the existing settlement areas. The location of the existing settlement areas is sparsely spread and fragmented. The residential townships are generally low density, with single dwellings per erf dominating the landscape. There is a distinction between the urban towns and rural towns which is basically reduced to support services and economic opportunities, where urban towns have higher access to such services.

A number of informal settlements have developed adjacent to formalised towns. The housing backlog and demand has been fuelled by the expansion of informal settlements. Higher density development should be encouraged within the nodal areas (Thabazimbi town, Northam, Amandelbult and Rooiberg) subject to the availability of engineering services.

3.2 ENVIRONMENTAL ANALYSIS

3.2.1 GEOMORPHOLOGY

Topography

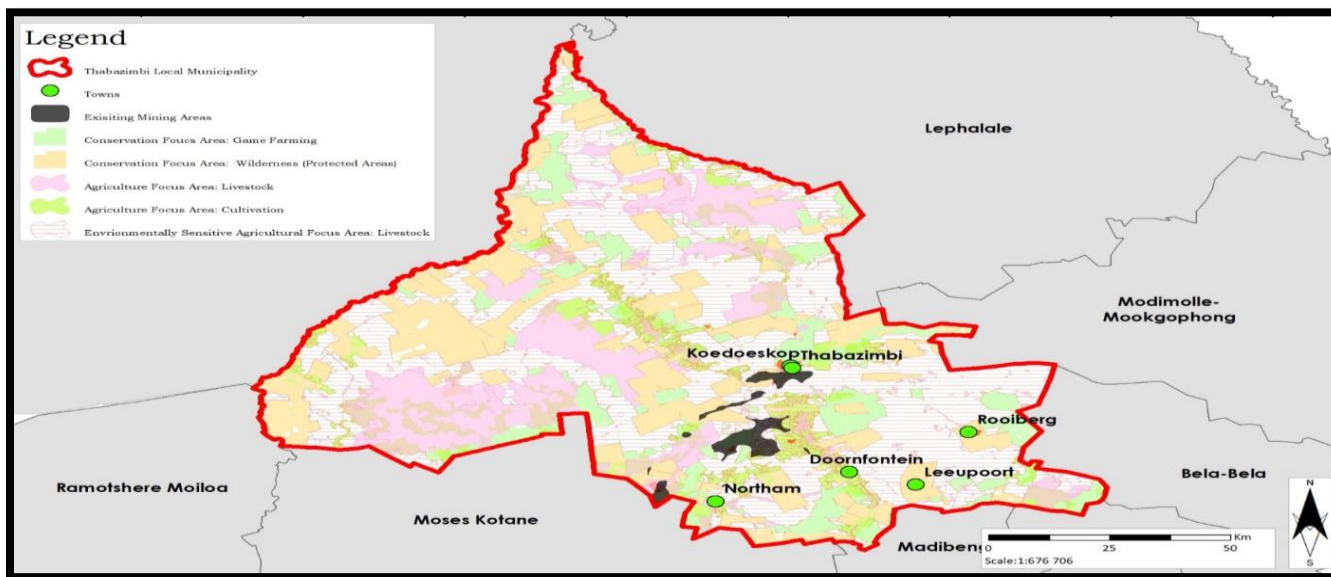
The Thabazimbi Local Municipality is characterised by an undulating to mountainous landscape, with altitudes ranging from approximately 1,100 to 1,600 meters above sea level. Prominent features such as the Rooiberg and Kransberg mountain ranges dominate the terrain, while valleys and low-lying plains provide areas suitable for agriculture, settlements, and infrastructure development. In the eastern parts of the municipality, the topography varies from plains with moderate to low relief to more complex

Soils

Soils in the municipality are predominantly sandy-loam to clay-loam. Shallow, erosion-prone soils occur on ridges and steeper slopes, while deeper, more fertile soils are found in valley areas. The fertile valley soils support crop production and livestock farming, whereas marginal slopes and rocky areas are more suitable for grazing, game farming, or conservation. Soil conditions are a key determinant of land-use suitability and agricultural potential.

Land Cover and Land Use

Land cover in Thabazimbi is dominated by natural bushveld and savanna vegetation, particularly in northern and eastern regions. Agricultural activities are concentrated in valleys and low-lying plains, while high-value mineral zones are occupied by mining infrastructure. Game farming and ranching occur on marginal lands, and settlements are primarily clustered along main roads and valley floors. These land-cover and land-use patterns are shaped by the municipality's topography, soils, and geological features, and must be carefully managed to balance mining, agriculture, residential development, and conservation.



Land use Map (TLM SDF, 2022)

3.2.2 BIODIVERSITY AND CONSERVATION

Thabazimbi Local Municipality falls within the Savanna Biome, one of South Africa's most ecologically diverse and significant biomes. The municipality's natural environment comprises a mosaic of mountainous terrain, river systems, grasslands, and bushveld vegetation that collectively sustain high biodiversity value. The region supports both conservation areas and private game reserves, making biodiversity management a central component of sustainable land-use planning.

Sensitive Ecosystems and Habitats

Sensitive ecosystems in Thabazimbi include mountain ecosystems, riparian corridors, and bushveld savanna that provide critical ecological functions such as erosion control, carbon storage, and water filtration. The Waterberg Mountain Range and Kransberg areas host unique plant communities and serve as key biodiversity refuges. These ecosystems are, however, under pressure from mining, deforestation, overgrazing, and uncontrolled settlement expansion, which threaten their ecological integrity. The Waterberg Biosphere Reserve, recognised by UNESCO, covers a significant portion of the municipality and underscores its global ecological importance, promoting integrated land management approaches that balance biodiversity conservation with socio-economic development.

Wetlands and Riparian Zones

Wetlands within the municipality occur mainly along major drainage systems such as the Crocodile River, Bierspruit, and Lephalala River and their tributaries. These systems provide essential ecosystem services such as groundwater recharge, flood attenuation, and habitat provision for aquatic and semi-aquatic species. However, many wetlands face degradation due to siltation, agricultural encroachment, and pollution from mining and domestic waste (SANBI, 2018). The National Wetland Inventory identifies these wetlands as ecologically sensitive, warranting protection through integrated catchment and land-use management.

Red Data and Endemic Species

Thabazimbi supports a variety of Red Data (threatened and protected) species, both flora and fauna. Large mammals such as the African elephant (*Loxodonta africana*), white rhinoceros (*Ceratotherium simum*), and brown hyena (*Parahyaena brunnea*) occur in protected reserves. The Kransberg area supports breeding colonies of the endangered Cape vulture (*Gyps coprotheres*), of international conservation importance. Threatened plant species, including endemic cycads and rare proteas, occur in mountainous and dolomitic areas. To strengthen conservation of these species, there is a need for the Municipality to establish biodiversity stewardship programmes in collaboration with LEDET and SANBI to support conservation on both private and communal land.

Protected Areas and Conservation Networks

A significant portion of Thabazimbi falls within formally and informally protected areas, forming an interconnected Conservation network.

Key zones include:

- *Marakele National Park* (managed by SANParks), conserving mountain bush veld and large mammal populations.
- *Mabalingwe Nature Reserve*, *Welgevonden Private Game Reserve*, and several smaller conservancies that contribute to the ecological network and tourism economy.
- The *Waterberg Biosphere Reserve* (UNESCO), which integrates core conservation areas, buffer zones, and transition zones supporting sustainable development.

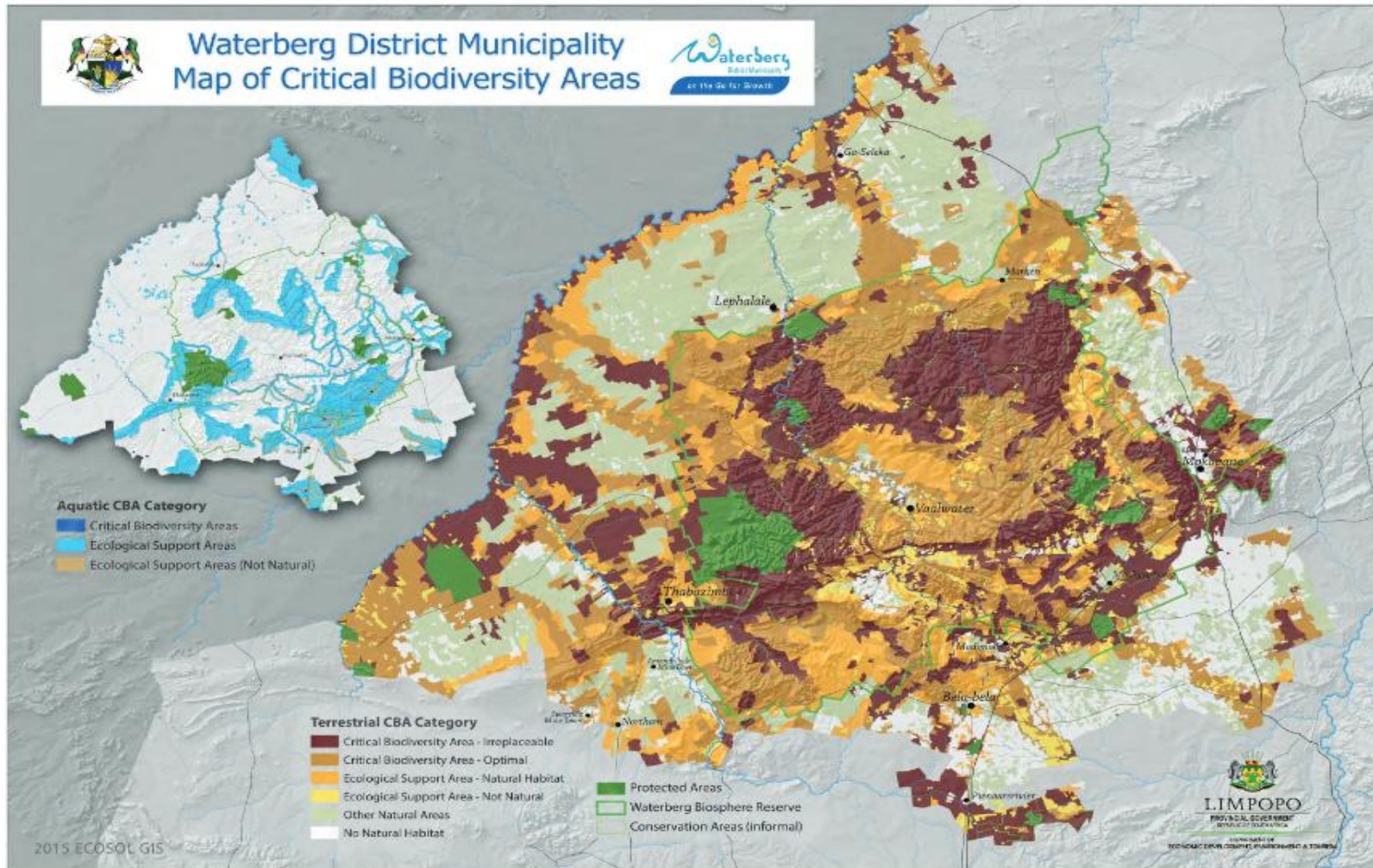
Collectively, these areas enhance the municipality's ecological resilience and provide opportunities for eco-tourism and sustainable livelihoods.

3.2.3 Areas of Critical Biodiversity

Thabazimbi Local Municipality forms part of the Waterberg District, which is characterized by exceptional biodiversity and a high concentration of unique and threatened species. Approximately 70% of the district is covered by three endemic and three near-endemic ecosystem types, highlighting its ecological importance at both regional and national scales. Two nationally listed threatened ecosystems occur within the district, contributing to its conservation significance. The area hosts 64 plant species of special concern, of which 22 are classified as threatened. The district also contains three of South Africa's Important Bird Areas (IBAs), supporting a rich diversity of avifauna, including 21 threatened bird species. Furthermore, at least 45 mammal species of special concern have been recorded, with 15 listed as threatened. Reptilian diversity includes three species of special concern, two of which are threatened. Aquatic ecosystems are equally vital, with 72% of wetland types and 64% of river types assessed as threatened, serving as critical habitats for several freshwater fish species, including three listed as Near Threatened. The unique topography, geology, and vegetation mosaic of the region underpin this ecological richness, emphasizing the need for targeted conservation and land-use planning.

Given this ecological sensitivity, there is a need for the Municipality to develop a localised Biodiversity and Conservation Management Plan, aligned with the Waterberg District and Limpopo Province's Biodiversity Management Framework and the National Environmental Management: Biodiversity Act (NEMBA). This plan should identify critical biodiversity areas (CBAs), establish ecological corridors, and

promote the rehabilitation of degraded ecosystems through partnerships with provincial and national conservation authorities.



Map of critical biodiversity areas (WDM BRP, 2019)

Key Threats and Conservation Priorities

Despite its rich biodiversity, Thabazimbi faces threats from:

- **Mining and industrial expansion**, leading to habitat fragmentation and pollution.
- **Uncontrolled land clearing** for agriculture and settlements.
- **Invasive alien species** affecting river systems and grasslands.
- **Climate change**, which exacerbates water scarcity and ecosystem stress.

Priority actions include strengthening land-use zoning controls, rehabilitating degraded ecosystems, enforcing environmental compliance, and promoting biodiversity-friendly livelihoods such as eco-tourism and conservation farming.

Proposed Biodiversity and Conservation Projects

Challenge / Issue	Proposed Project	Objective	Key Activities	Expected Outcome
Lack of integrated environmental planning and coordination	Development of an Integrated Environmental Management Plan (IEMP) for TLM	To develop a comprehensive IEMP that guides sustainable environmental management and aligns with NEMA and NEMBA requirements	<ul style="list-style-type: none"> -Conduct environmental baseline assessment and situation analysis - Integrate biodiversity, climate, and waste management components- -Align with municipal IDP, SDF, and Limpopo Biodiversity Conservation Plan - Facilitate stakeholder consultations and validation workshops -Develop implementation framework and monitoring 	Approved IEMP for the municipality; improved environmental governance and compliance with NEMBA; integrated environmental planning

			indicators	
Proliferation of alien and invasive plant species	Alien and Invasive Species Identification and Eradication Programme	Identify, map, and remove invasive species threatening ecosystems and water resources	<ul style="list-style-type: none"> - Conduct GIS mapping of invasive plants - Train EPWP teams in eradication methods - Clear priority catchments and riparian zones - Rehabilitate cleared areas with indigenous vegetation 	Reduced spread of invasive species; restored ecosystems; improved water flow
Degradation of natural habitats and biodiversity loss	Habitat Restoration and Indigenous Replanting Project	Rehabilitate degraded ecosystems and promote re-vegetation with indigenous species	<ul style="list-style-type: none"> - Identify and prioritise degraded areas - Implement soil stabilization and replanting - Partner with local nurseries for indigenous species propagation 	Restored ecological integrity; increased biodiversity; improved soil and water retention
Limited biodiversity data and monitoring	Biodiversity Mapping and Monitoring Programme	Establish a local biodiversity database and integrate it into planning tools	<ul style="list-style-type: none"> - Conduct biodiversity surveys - Develop GIS layers for CBAs and ESAs- Link data with SANBI and LEDET systems 	Data-informed decision-making; improved reporting and monitoring
Limited public awareness on	Community Environmental	Promote community understanding and	<ul style="list-style-type: none"> - Conduct school 	Enhanced local stewardship; reduced

biodiversity and conservation	Awareness and Stewardship Campaign	involvement in biodiversity conservation	awareness campaigns - Establish community eco-clubs - Host annual environmental awareness days	habitat disturbance
Encroachment and degradation of wetlands and rivers	Wetland and Riparian Zone Protection Project	Conserve and rehabilitate wetland and riparian ecosystems	- Delineate wetlands and buffer zones - Remove invasive plants - Plant indigenous wetland species - Conduct clean-up and restoration initiatives	Improved water quality; flood resilience; protected riparian ecosystems
Unsustainable land-use practices and poor environmental compliance	Environmental Compliance and Enforcement Strengthening Programme	Improve municipal capacity to enforce environmental regulations	- Review and update municipal by-laws - Conduct regular environmental inspections - Train municipal officials on environmental compliance	Strengthened environmental governance and enforcement
Climate change impacts and ecosystem vulnerability	Climate-Resilient Ecosystems and Adaptation Project	Enhance resilience of natural ecosystems to climate change	- Identify climate vulnerable ecosystems - Implement restoration	Increased ecological resilience and adaptive capacity

			and adaptation measures - Promote sustainable land use and conservation farming	
Weak coordination among stakeholders	Establishment of a Municipal Environmental Forum	Facilitate multi-stakeholder coordination and collaboration	-Establish an Environmental Forum - Conduct quarterly meetings - Share environmental reports and action plans	Improved communication, coordination, and project alignment

3.4.5 CLIMATE CHANGE

Thabazimbi Local Municipality lies in the southwestern part of the Waterberg District Municipality, within Limpopo Province. The area falls under the Savanna biome, characterised by semi-arid climatic conditions with hot summers and mild winters. According to the *CSIR's Greenbook report (2023)*, Thabazimbi is highly vulnerable to climate change due to its dependence on natural resources, agriculture, and mining, as well as rapid urbanisation in towns such as Thabazimbi, Northam, and Rooiberg.

Temperature Trends

Historical records (1961-1990) show average annual temperatures between 17°C and 22°C. Projections under the high-emission scenario (RCP 8.5) indicate that temperatures could rise by 2.7°C-3.1°C by 2050, with Thabazimbi and Lephalale expected to experience the highest increases. This will result in more frequent heat-waves and an increase in the number of days above 35°C, placing stress on people, livestock, crops, and infrastructure

Rainfall Trends

The municipality receives an average of 301-937 mm of rainfall annually, concentrated during summer months (October-March). Climate projections show mixed changes, with rainfall varying between -17 mm and +91 mm by 2050 compared to the baseline period. This increased variability will lead to more intense rainfall events, flash floods, and longer dry spells.

Climate Zone and Priority Context

Thabazimbi falls within the Waterberg-Bojanala Priority Area (WBPA), declared on 15 June 2012 under the National Environmental Management: Air Quality Act. This area has been recognised nationally for its air-quality and climate pressures linked to mining, energy generation, and land-use change, reinforcing the need for integrated climate-resilient planning.

Climate-Related Hazards

Thabazimbi faces multiple climate hazards that threaten livelihoods, infrastructure, and ecosystems:

- **Heat and Drought:** The municipality will experience a substantial increase in very hot days (above 35°C) and heat-waves. Settlements such as Dwaalboom and Northam face a high risk of future droughts due to erratic rainfall and rising evapotranspiration rates
- **Wildfires:** The wildland-urban interface (WUI) areas around Thabazimbi, Rooiberg, Northam, and Amandebult face a high risk of wildfires by 2050, driven by hot, dry conditions and the expansion of settlements into vegetated areas
- **Flooding:** Increased frequency of extreme rainfall days is projected for southern Waterberg, including Thabazimbi. Settlements such as Amandebult, Rooiberg, and Thabazimbi town are expected to face medium flood risks by 2050

Sectoral Impacts

- **Water Resources:** Although groundwater recharge potential may improve slightly, water demand is projected to outstrip supply across most of the Waterberg District. Thabazimbi remains relatively less vulnerable due to existing groundwater reserves, but proactive water conservation and infrastructure planning are essential
- **Agriculture:** The Agriculture, Forestry and Fisheries (AFF) sector contributes 0.9% to Thabazimbi's local GVA and employs over 12% of its workforce. Key commodities include wheat, sunflower, and beef cattle. Climate projections suggest that initially

warmer and wetter conditions may increase wheat yields, but sustained temperature rises could reduce crop suitability and livestock productivity due to heat stress.

Key Climate Risks and Vulnerabilities

Hazard	Impacted Areas / Sectors	Risk Description
Heatwaves & Rising Temperatures	Entire LM; vulnerable groups; agriculture	More days > 35 °C leading to heat stress, reduced productivity, and livestock mortality.
Drought	Dwaalboom, Northam	Decreased water availability for agriculture and domestic use.
Flooding & Storms	Rooiberg, Amandebult, Thabazimbi town	Increased frequency of heavy-rain events causing infrastructure and housing damage.
Wildfires	Settlements near bushveld & conservation areas	Hot, dry conditions and encroachment into vegetated areas raise wildfire risk.
Water Scarcity	Entire LM	Demand expected to exceed supply; pressure on groundwater and municipal systems.

Vulnerability indicators

Each local municipality in the Waterberg District is provided a score out of 10 for each of the vulnerability indices. A score higher than 5 indicates an above national average, and a score lower than 5 indicates a below national average for vulnerability. Scores are provided for both 1996 and 2011, where a lower score in 2011 compared to 1996 indicates an improvement and a higher score indicates worsening vulnerability.

Table 1: Vulnerability indicators across Waterberg District Municipality

LOCAL MUNICIPALITY	SEVI 96	SEV 11	Trend	EcVI 96	EcVI 11	Trend	PVI	Trend	EnVI	Trend
Bela-Bela	3.6	3.2	↓	3.7	3.9	↑	6.0	N/A	3.6	N/A
Lephalale	4.6	3.0	↓	7.1	9.2	↑	7.1	N/A	3.4	N/A
Modimolle- Mookgophong	4.5	3.8	↓	2.7	2.5	↓	6.1	N/A	4.6	N/A
Mogalakwena	4.9	4.7	↓	5.5	7.6	↑	5.9	N/A	3.9	N/A
Thabazimbi	4.3	2.3	↓	5.1	6.8	↑	7.4	N/A	4.4	N/A

Socio-Economic Vulnerability Index (SEVI); Economic Vulnerability Index (EcVI); Physical Vulnerability Index (PVI) Environmental Vulnerability Index (EnVI)

Key Challenges

- Limited municipal capacity and resources for climate adaptation planning and monitoring.
- Lack of local climate data and early-warning systems.
- Water infrastructure constraints and high dependence on groundwater sources.
- Degraded ecosystems reducing natural resilience (wetlands, riparian buffers).
- Vulnerability of small-scale farmers and low-income households to droughts and floods.
- Lack of dedicated climate-change response strategy within the municipality's IDP or sector plans.

Strategic Objectives

The following objectives are proposed to strengthen Thabazimbi's climate resilience, in line with the *National Climate Change Adaptation Strategy (2020)* and *Waterberg District Climate Response Plan*:

1. Enhance local adaptive capacity by integrating climate-change considerations into municipal planning and budgeting.
2. Strengthen disaster-risk reduction (DRR) systems for floods, droughts, and wildfires.
3. Promote water security through sustainable groundwater use, rainwater harvesting, and efficient water-supply systems.
4. Support low-carbon development and green economic opportunities (solar, recycling, eco-tourism).
5. Improve environmental awareness and community participation in climate adaptation initiatives.

Strategic Interventions / Proposed Projects

Focus Area	Proposed Project
Climate Governance	Develop a Municipal Climate Change Strategy and Action Plan aligned with the Waterberg District Plan.
Water Security	Implement Water Conservation and Demand-Management Programme, including leak detection and rainwater harvesting in public buildings.
Early Warning & Disaster Preparedness	Establish a Municipal Early Warning System integrated with District Disaster Management Centre.
Green Infrastructure	Promote nature-based solutions (wetland rehabilitation, urban greening, stormwater control) to reduce flood and heat impacts.
Agricultural Resilience	Support climate-smart agriculture and training for smallholder farmers (e.g., drought-resistant crops, water-efficient irrigation).
Renewable Energy Transition	Facilitate solar-energy adoption for municipal buildings and low-income households.

Institutional Arrangements

A dedicated Climate Change Focal Person should be appointed to coordinate adaptation activities, reporting, and stakeholder engagement.

3.4.6 AIR QUALITY MANAGEMENT

Clean air is a fundamental right under Section 24 of the Constitution of the Republic of South Africa, 1996, which guarantees everyone the right to an environment that is not harmful to their health or well-being. The municipality is therefore obligated to monitor and manage ambient air quality within its jurisdiction. Given the presence of mining, industrial activity, vehicular traffic and domestic fuel burning, a comprehensive Air Quality Management Plan (AQMP) is critical to meet national standards and protect public health.

Air quality legislative & Policy Framework

Air quality management in the municipality is guided by a comprehensive set of national, provincial, and local policy frameworks that collectively aim to ensure clean and healthy air for all residents:

Level	Framework / Policy	Purpose
National	National Environmental Management: Air Quality Act (AQA 39 of 2004)	Legal foundation for air quality control, licensing, and compliance
National	National Framework for Air Quality Management (2018)	Provides national approach, tools, and responsibilities
National	Waterberg-Bojanala Priority Area Declaration (2012)	Identifies region as requiring focused air quality management
Provincial	Limpopo Provincial Air Quality Management Plan (2022-2027)	Guides provincial alignment, monitoring, and mitigation strategies
Local	Thabazimbi Integrated Development Plan (IDP)	Integrates air quality objectives into municipal planning, zoning, and infrastructure.

Major Emission Sources

Key sources of air pollution in the Municipality include;

- **Mining operations:** Dust, PM10/PM2.5, and gaseous pollutants from extraction, processing, and haulage.
- **Industrial activities:** Metallurgical plants and smelting operations emitting SO₂, NO_x, and PM.
- **Transportation:** Heavy-duty mining trucks and diesel vehicles.
- **Domestic fuel use:** Coal, wood, and paraffin for cooking and heating in informal settlements.
- **Waste burning and landfills:** Release of particulate matter, VOCs, and greenhouse gases.
- Biomass burning
- Gravel roads.

Impacts of Poor Air Quality

Air pollution within Thabazimbi and the broader WBPA has multiple adverse effects:

- **Human health:** Elevated particulate matter (PM10/PM2.5) and gaseous pollutants can trigger respiratory illnesses, cardiovascular conditions and exacerbate vulnerability in children, the elderly and those with pre-existing conditions.
- **Environmental:** Dust deposition and emissions degrade vegetation, reduce visibility, affect water and soil quality, and may impact biodiversity and ecosystem services.
- **Economic:** Increased healthcare costs, reduced labour productivity, potential regulatory penalties for non-compliance, and reputational risk to mining/industrial investors.

3.2.7 Monitoring & Priority Area Context

The Thabazimbi Local Municipality forms part of the Waterberg-Bojanala Priority Area, declared on 15 June 2012, making it the third national air-quality priority area. The area includes the Waterberg District (Limpopo) and parts of Bojanala Platinum District (North West). As such, Thabazimbi lies within an identified zone subject to rising industrial and energy development and thus elevated potential air-quality risk (even before major exceedances). Currently, ambient-air monitoring capacity in the municipality is limited. While monitoring stations were established in 2012 in the WBPA (including 1 in Thabazimbi) as part of the priority area network, consistent long-term data and full spatial coverage remain constrained. The Limpopo Department of Economic Development, Environment and Tourism (LEDET) have identified the need for a local air quality monitoring network to improve data accuracy and policy enforcement.

Key Challenges

- The Municipality currently has no appointed Air quality officer and a dedicated section dealing with Air quality matters. Therefore there is an urgent need for the Municipality to establish an Environmental Unit under the Community Services Department, responsible for air quality management functions
- Limited dedicated monitoring stations and reliable air quality data (only one (1) air quality monitoring station in the Municipality).
- Resource and capacity constraints limiting enforcement of emission standards.
- Poor interdepartmental coordination between environment, health, and planning divisions.
- Insufficient public awareness of air pollution health impacts.
- Unregulated waste burning and informal industrial emissions.
- No localized data on the negative impacts of poor air quality in the area.

Interventions

To address these challenges, the following interventions are proposed:

1. Establishment of a dedicated Air quality section dealing with Air quality matters
2. Appointment of a air quality officer responsible for air quality management functions
3. Develop a Municipal Air Quality Management Plan (AQMP) aligned with the Waterberg District and Provincial AQMP.
4. Establish additional Local Air Quality Monitoring Stations in collaboration with LEDET and DFFE.
5. Promote cleaner energy alternatives and discourage domestic fuel burning.
6. Conduct public awareness campaigns on the health effects of air pollution.
7. Integrate air quality objectives into spatial and development planning frameworks.
8. Establish a local air quality forum
9. Avail funding in the form of bursaries and scholarships for air quality research.
10. Encourage corporate environmental responsibility and emission-reduction initiatives among industries (including offsets programmes).
11. Adhere to the environmental calendar programmes
12. Development of Air Quality Management By-Laws and Air Quality Strategy.
13. Provision of budget for Air Quality matters.

Monitoring & Data Management

- Partner with provincial and DFFE to deploy additional ambient-air monitoring station within Thabazimbi.
- Map potential hotspot zones (haul roads, mining buffer zones, dense domestic fuel-use areas) and produce a baseline air-quality report.
- Publish quarterly summary reports in the IDP performance section to enhance transparency and tracking.
- Strengthening collaboration with the mining houses

Dust Suppression & Haul-Road Management

- Work with mine to apply dust-control measures (road surfacing, watering, speed controls, vegetative buffers) on haul roads and mining areas.
- Municipal infrastructure upgrades: surface major unpaved roads in residential and mining-adjacent zones to reduce fugitive dust.

- Introduce tree belts or vegetative screens along haul-roads and industrial-residential buffer zones.

Smoke, Domestic Fuel Use & Open Burning

- Review the current drafted Air quality by-laws prohibiting open burning of waste and uncontrolled domestic fuel burning.
- Collaborate with the WDM Municipal Health & Environment unit to conduct awareness campaigns about cleaner fuel options and safe burning practices.
- Collaborate with the mines to introduce incentives to upgrade domestic stoves or transition households to cleaner fuels where feasible.

Policy & Institutional Alignment

- Designate a Municipal Air Quality Officer within the Environmental unit who coordinates the AQMP, monitoring, compliance and community engagement.
- Establish formal liaison channels (Air Quality Forum) with the mining companies, industry, LEDET and DFFE for data sharing, compliance oversight and stakeholder engagement.
- Integrate air-quality objectives into municipal infrastructure planning, zoning, environmental impact assessment (EIA) reviews and land-use decisions.

Institutional Arrangements & Roles

- The Environmental unit within the municipality will be the lead, supported by Planning, Infrastructure and Mining Liaison units.
- The Municipal Air Quality Officer will coordinate: ambient monitoring, emission-licence tracking, stakeholder engagement and public awareness.
- Mines and industrial emitters will have responsibilities under their Atmospheric Emission Licences (AELs) to monitor and report emissions; the municipality will ensure local oversight.
- Funding sources will include municipal budget allocations, provincial air-quality grants, mining social-investment funds and public-private partnerships.

Proposed Air Quality Management Projects

Challenge / Issue	Proposed Project	Objective	Key Activities	Expected Outcome
Absence of a structured municipal air quality management framework	Development of a localised Municipal Air Quality Management Plan (AQMP)	To establish a framework for managing and improving air quality across the municipality	<ul style="list-style-type: none"> - Conduct an air quality baseline assessment and emissions inventory - Identify and map pollution hotspots (e.g. Northam, Thabazimbi town) - Develop an AQMP aligned with the Provincial and National Frameworks - Integrate the AQMP into the IDP and municipal planning processes 	Approved AQMP; improved air quality governance; alignment with national and provincial air quality objectives
Poor air quality data and lack of monitoring infrastructure	Air Quality Monitoring and Data Management Programme	To establish a reliable air quality monitoring and reporting system	<ul style="list-style-type: none"> - Install and maintain air quality monitoring stations (PM10, SO₂, NO₂) - Train municipal officials in data collection and analysis- Establish a data-sharing link with the South African Air Quality 	Reliable air quality data; improved compliance reporting; data-driven decision-making

			<p>Information System (SAAQIS)</p> <ul style="list-style-type: none"> - Publish annual air quality status reports 	
Emissions from mining, industrial, transport and other activities	Industrial and Vehicular Emission Reduction Project	To reduce emissions from key polluting sectors	<ul style="list-style-type: none"> - Enforce atmospheric emission licenses (AELs)- Promote vehicle emissions testing campaigns - Encourage low-emission transport and logistics in collaboration with Transport Department. 	Reduced industrial and vehicular emissions; compliance with emission standards
Open burning and household emissions from informal settlements	Community Air Pollution Reduction and Awareness Campaign	To reduce household and community-level air pollution	<ul style="list-style-type: none"> - Conduct awareness campaigns on the health impacts of air pollution - Promote use of clean energy alternatives (LPG, biogas) - Discourage open burning of waste - Support energy efficiency initiatives 	Improved community health; reduced domestic emissions; cleaner settlements

Dust emissions from unpaved roads and construction	Dust Suppression and Green Buffer Project	To mitigate dust pollution in high-risk areas	<ul style="list-style-type: none"> - Identify and map dust-prone areas - Apply dust suppression measures (gravel sealing, vegetation barriers) - Establish green buffer zones along roads and industrial areas 	Reduced dust emissions; improved air quality in communities
Limited institutional capacity for air quality management	Capacity Building and Technical Support Programme	To build local capacity for air quality management planning and enforcement	<ul style="list-style-type: none"> - Train municipal officials on air quality management systems (SAAQIS, AELs) - Develop internal operational guidelines - Facilitate technical support from LEDET and DFFE 	Strengthened municipal air quality capacity; improved technical competency
Climate and air quality linkages not addressed jointly	Integrated Air Quality and Climate Co-Benefits Project	To align air quality and climate change mitigation actions	<ul style="list-style-type: none"> - Identify overlapping emission sources - Integrate air quality priorities into the Municipal Climate Change Strategy - Promote co-benefit projects such as 	Reduced emissions; synergy between air quality and climate policies

			renewable energy and low-carbon transport - Create more linkages within the environmental sphere.	
--	--	--	---	--

3.2.8 WASTE MANAGEMENT

Waste management is a critical component of environmental sustainability and public health within Thabazimbi Local Municipality. As a predominantly mining, tourism and agricultural region, waste generation stems from diverse sources such as domestic households, commercial and industrial activities, mining operations, and agricultural practices. Effective waste management is therefore essential to minimise environmental pollution, protect natural resources, and promote the transition towards a circular economy.

The management of waste in TLM is guided by the National Environmental Management: Waste Act (Act No. 59 of 2008) and the National Waste Management Strategy (NWMS, 2020), the Limpopo Provincial Integrated Waste Management Plan (2020-2025), and the Thabazimbi Integrated Waste Management Plan (2019) which emphasize waste minimisation, recycling, reuse, and responsible disposal.

3.2.9 Current Status of Waste Management in TLM

The Thabazimbi Local Municipality is responsible for providing waste collection and landfill management services across its jurisdiction. Waste management service delivery varies considerably within the municipal area, with relatively better coverage in urban centers such as Thabazimbi town, Northam, Rooiberg and Leeupoort, while rural (farms) and informal settlements experience limited or no formal waste collection. The municipality currently operates three landfill sites, which are intended to function in accordance with the National Norms and Standards for Disposal of Waste to Landfill (GN R.636 of 2013). However, these facilities face persistent challenges, including limited operational capacity (financial and human resources) inadequate waste segregation at source, and widespread illegal dumping. Settlements that receive municipal waste collection services are Thabazimbi, Regorogile, Rooiberg, Northam and Leeupoort. In mining areas, the mines collect the waste for the settlements near their jurisdiction.

Informal waste pickers play a crucial role in local recycling and resource recovery efforts, yet they continue to operate without being

formalized, but the municipality gives continuous support by the municipality. Industrial and mining waste, mainly generated by the mining sector is managed privately through contracted service providers. These waste streams, often containing hazardous materials, present additional regulatory and environmental management challenges. Agricultural waste, including pesticide containers and fertilizer residues, also contributes to soil and water contamination risks if not properly managed. Similarly, medical waste from healthcare facilities and electronic waste (e-waste) are handled by private contractors, as the municipality lacks the facilities and capacity to manage these specialised waste streams.

Waste Management Facilities

Landfill sites status

Site	Coordinates	Permit / status notes
Donkerpoort Landfill Site (Thabazimbi)	approx 24°36'14.01" S, 27°21'31.40" E	Licensed Aug 1991 under the old Environmental Conservation Act. Permit issued under old order regime. Under review to align with new NEMA legislation.
Rooiberg Landfill Site	approx 24°46'59.75" S, 27°44'30.12" E	Licensed April 2016 by the Department of Economic Development, Environment & Tourism under NEMWA. Old quarry site never developed into a proper landfill site in line with the legislative requirements. The Municipality is in the process of turning it into a transfer station.
Northam Dumpsite	approx 24°57'42.53" S, 27°16'30.30" E	Old quarry as the dump site; licensed for closure and rehabilitation permit August 2016. The Municipality is in the process of extending the permit.

Landfill Conditions

- No covering and compaction of waste in the landfill sites.
- No landfill conditions are adhered to as per landfill operations licence. Some landfill sites (Northam and Rooiberg) are not designed in accord with NEMWA legislations.
- Contamination of underground water, due to lack of preventing leachate to infiltrate the underground water through undergroundwater monitoring.
- SAWIS reporting is limited.

- Some stakeholders are assisting the municipality in transforming the conditions of the landfill sites.
- LEDET / DFFE MIG waste specialized vehicles support is granted. Waste minimization and separation of waste from source is required to divert waste from landfills (TLM must embrace waste pickers).
- Formal recycling centers (Buy-back centers and transfer stations) are required to be developed in TLM to reduce waste from landfills.

The municipality lacks waste recycling facilities such as waste transfer stations and buy-back centers. However, there are privately operated facilities such as Rafikile, and Aziscor, servicing various areas within the municipality.

Key Waste Management Challenges

The municipality faces a number of challenges that hinder effective waste management, including:

- Limited financial and human resources for waste management infrastructure and operations.
- Inadequate waste separation at source and low recycling rates.
- Limited landfill capacity and poor compliance with permitting and environmental standards.
- Illegal dumping and lack of compliance enforcement.
- Municipal by-laws for integrated waste management not promulgated.
- Lack of Extended Producer Responsibility (EPR) programmes.
- Lack of waste recycling facilities (Buy-back centers and transfer stations).
- Inadequate maintenance of waste collection resources (trucks).
- Long turn-around time of fixing waste collection trucks.

Proposed Waste Management Projects

Challenge	Proposed Project	Objective	Key Activities	Expected Outcome
Limited or no waste collection in some areas	Community Waste Collection Expansion	Extend formal waste collection services to	- Procure small waste trucks or trailers - Establish collection	Improved waste service coverage; reduced illegal dumping.

(farms and informal settlements)	Project	rural and peri-urban communities	points and mobile skips -Engage local SMMEs/cooperatives for waste collection	
Poor waste segregation and recycling rates	Waste Segregation and Recycling Programme	Promote source separation and improve recycling	- Distribute color-coded bins -Establish community recycling drop-off centers -Run awareness campaigns in schools and communities - Partner with informal recyclers.	Increased recycling rate; reduced waste to landfill; job creation
Non-compliance and limited landfill capacity	Landfill Rehabilitation and Compliance Upgrade Project	Upgrade Donkerpoort, Northam, and Rooiberg sites to meet GN R.636 standards	- Conduct environmental and engineering audits -Install weighbridges in Northam and Rooiberg landfill sites, fencing, leachate control, and storm-water systems in all landfill sites. - Train landfill operators in all landfill	Legally compliant landfill sites; reduced pollution risks

			sites.	
Lack of recycling infrastructure in Rooiberg	Rooiberg Transfer and Material Recovery Facility (MRF) Project	Convert the Rooiberg site into a waste transfer and recycling center	<ul style="list-style-type: none"> - Construct MRF for sorting recyclables - Establish buy-back and baling areas - Partner with private recyclers and cooperatives 	Improved recycling and waste diversion; reduced transport costs; job creation
Illegal dumping and poor public awareness	Waste Awareness and Behavioural Change Campaign	Strengthen public participation in waste management	<ul style="list-style-type: none"> - Launch annual "Clean Thabazimbi" campaign - Integrate environmental education in schools - Host clean-up events and community workshops - Adopt-A-Ward programmes. 	Increased environmental awareness; reduction in illegal dumping
Lack of capacity to manage e-waste and hazardous waste	E-Waste and Hazardous Waste Management Initiative	Establish safe handling and disposal systems for special waste streams	<ul style="list-style-type: none"> - Create e-waste drop-off points - Partner with licensed recyclers - Conduct public awareness on 	Reduced hazardous waste pollution; improved public health

			hazardous waste	
Uncontrolled agricultural waste disposal (animal carcass)	Agricultural Waste Stewardship Programme	Promote safe disposal of animal carcass	- Partner with local farmers and abattoirs.	Reduced soil and water contamination; better agricultural compliance
Weak financial and data management systems	Integrated Waste Information and Tariff System	Improve financial sustainability and data-driven planning	- Implement digital waste data system linked to SAWIS - Review and standardize tariffs - Introduce weighbridge-based billing	Improved cost recovery; better planning and reporting
Informal recyclers operating with limited support	Waste Picker Integration Programme	Formalize and support informal recyclers	- Register and train waste pickers (encourage cooperatives) - Provide PPE and collection trolleys - Establish municipal buy-back partnerships	Improved livelihoods; safer operations; enhanced recycling rates
Lack of strategic alignment with	Local Circular Economy Development	Mainstream circular economy into	- Develop a Circular Economy Roadmap	Innovation in resource recovery; local green jobs; reduced landfill dependency

circular economy principles	Strategy	municipal planning	<ul style="list-style-type: none"> - Support waste-to-value enterprises - Mobilize green funding and private partnerships 	
-----------------------------	-----------------	--------------------	---	--

3.2.10 Water Sources

Thabazimbi Local Municipality falls within the Limpopo Water Management Area and is primarily drained by the Crocodile (West) and Marico River catchments, which form part of the larger Limpopo River Basin. The region’s hydrology is strongly influenced by its mountainous topography, where runoff from the Kransberg and surrounding ranges contributes to various surface water systems. Surface water availability is limited, with key rivers and streams exhibiting seasonal flow variability and vulnerability to drought conditions. The quality of surface water is often affected by mining discharges, agricultural runoff, and domestic effluents, leading to elevated salinity and metal concentrations in certain areas.

Groundwater constitutes the main water supply source for many settlements and agricultural areas due to the scarcity of perennial rivers. Boreholes tap into dolomitic and fractured aquifers, which are generally of good quality but show localized contamination risks from mining and sanitation activities (Thabazimbi IDP, 2022). Sustainable groundwater abstraction remains a challenge, as over-extraction may lead to reduced recharge and declining water tables. Wetlands and seasonal pans in low-lying areas play an important ecological role in water purification, flood attenuation, and biodiversity conservation; however, these systems are under pressure from agricultural encroachment, erosion, and infrastructure development. Effective catchment management, pollution control, and groundwater monitoring are therefore essential for safeguarding the municipality’s water security and ecological integrity.

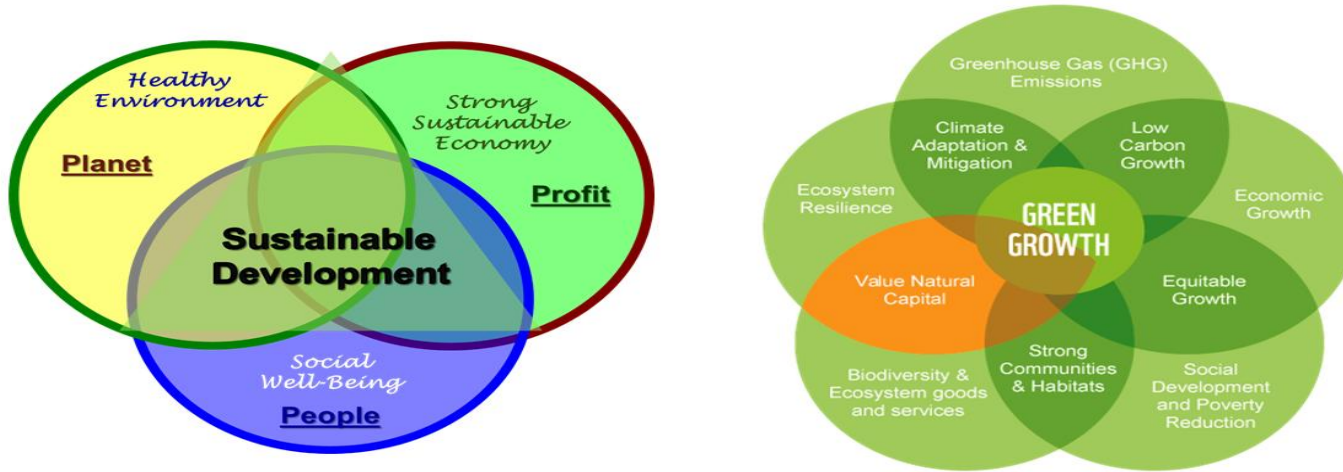
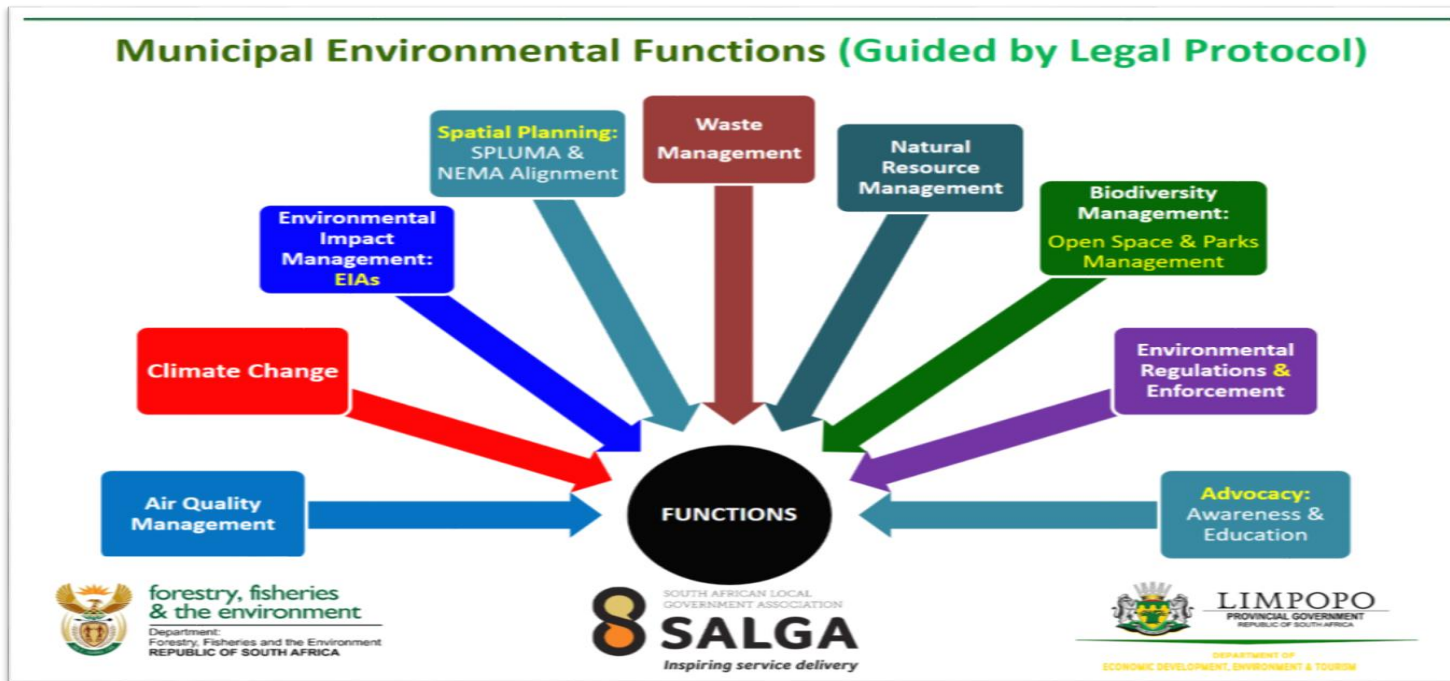
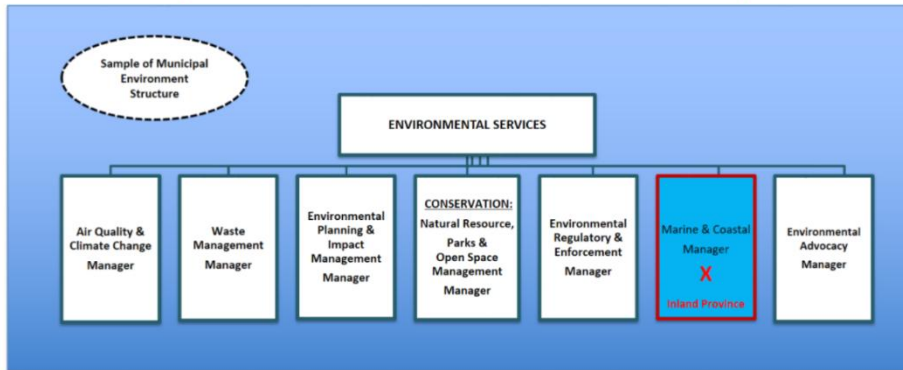


Figure 1: Municipal Environmental Functions – Guided by Legal Protocol



Example of an Environmental Structure for Municipalities



MANAGER: WASTE & REFUSE MANAGEMENT

B1/B2

Assistant Manager: Public Cleansing	Assistant Manager: Waste Collection	Assistant Manager: Disposal Site Operation	Assistant Manager: Waste Minimisation & Recycling
--	--	---	--

MANAGER ENVIRONMENTAL & SUSTAINABILITY MANAGEMENT

A/B1/B2/B3/B4
Proposed Prototype

Supervisor / Specialist Air Quality Management & Climate Change	Supervisor / Specialist Integrated Environmental & Quality Protection	Supervisor / Specialist Biodiversity & Conservation	NOTES: Depending on the dynamics of the municipality the next box from the Manager should be a Specialist OR a Supervisor where additional posts would be required due to need of such a municipality
X Environmental Practitioner / Technician	X Environmental Practitioner / Technician	X Environmental Practitioner / Technician	



ENVIRONMENTAL MANAGEMENT

ENVIRONMENTAL MANAGEMENT

AIR QUALITY MANAGEMENT	BIODIVERSITY & CONSERVATION	WASTE MANAGEMENT	ENVIRONMENTAL QUALITY PROTECTION
Air Quality Management Plan/ Emission Reduction Strategy	Biodiversity/Bioregional Plan	Integrated Waste Management Planning and implementation	Strategic Environmental Services (EMF/SEA/EMA/SoER/EMP, Climate Change Response Strategies and Plans/ Sustainable Development, EIA, By-Laws)
Atmospheric Emission Licensing	Invasive Species Eradication	Waste Collection	
Air Quality Monitoring	Establishment and Management of Local Protected Areas (if applicable)	Cleansing Operation	Compliance and Enforcement (Environmental Management Inspectorate)
	Open Space & Conservation Services (Listed/protected ecosystems/Species, Parks & Cemeteries)	Waste Minimization, Recycling & Alternative Waste Treatment	
	Land Degraded	Disposal, Transfer and Storage Facilities & Weigh Bridge Operation	
	Heritage Resources management	Separation at Source Operations	

3.3. KPA2 BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

3.3.1. OVERVIEW OF TECHNICAL SERVICES

Technical Services Department offers the following services:

- Water & Sanitation
- Electricity
- Roads and Stormwater
- Project Management Unit (PMU)
- Fleet Management
- Customer Care

Population	65 047
Households	26 832
Access to pipe water	59,7%
Flush Toilets	77,4%
Electricity for lighting	89,3%

Source: Census 2022

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 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 at Thabazimbi pumpstation has a design capacity of approximately 13ML/day consisting of 7.7ML/day from ground water sources and 3.2ML/day from the Magalies Water bulk supply scheme. Due to town growth in the next 10 years, TLM will require 22ML/d and also needs to make provision for the increased demand.
 - The population residing in Northam relies dominantly on piped water supplied by Magalies Water from the Vaalkop Dam with an estimated daily demand of 6,7ML/day
 - The population residing at Leeupoort and Rooiberg relies entirely on groundwater supply (the Municipality will soon start to make provision for Water Treatment Plants as reliance on borehole water is unsustainable)
 - Thabazimbi Local Municipality's area of jurisdiction consists of 47 boreholes, of which 28 boreholes are operational.
-
- Regular water supply interruptions.
 - No water monitoring tests were done due to equipment and staff shortages.
 - Water quality monitoring and analysis to be outsourced to accredited laboratories, SCM processes to follow

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

- Northam
- Thabazimbi
- Rooiberg
- Leeupoort
- Schilpadnest

The Municipality experienced non-revenue losses of 65% in the 2024/25 financial year

Water Loss Mitigation Strategies

- Modernize and replace outdated infrastructure
- Replace the old bulk pipeline between the Pump Station and the Y-piece in Thabazimbi as part of the WSIG project
- Install bulk meters, zonal meters, and prepaid domestic water meters to ensure accurate water accounting and fair billing

- Launch an awareness campaign on the user-pays principle during Public Participation sessions, incorporating smart metering
- Review and update the Water Services Development Plan (WSDP) with support from mining stakeholders to revise the Water Master Plan and WSDP
- Fill critical vacant positions at Thabazimbi and its satellite locations

Sanitation Services - Status of service delivery

The poor performance of WWTW will be addressed with the completion of the following projects:

- Upgrading of Thabazimbi WWTW
 - 6.5ML/d
 - Do not currently comply with License conditions
 - Upgrading of Thabazimbi Wastewater Treatment Works – WSIG project (SCM processes, advertised, awaiting evaluation)
- Completion of the new Northam WWTW
 - 5ML/d
 - Construction of the new Northam Waste Water Treatment Works – Valterra Mne (95% completed)
- Refurbishment of Rooiberg WWTW
 - 1ML/d
 - Do not currently comply with License conditions
 - Refurbishment of Rooiberg Waste Water Treatment Works – WSIG project (approval from DWS as implementing agent was received, consultant has completed design and draft tender document)

Blue Drop and Green Drop

2025/26 (December 2025)	2024/25	2023/24
Not yet assessed	Await results from DWS	Blue Drop <95
Not yet assessed	Await results from DWS	Green Drop <90
<p>Failure to meet wastewater and water standards presents serious environmental and public health risks, including pollution of receiving water bodies and possible legal consequences. Non-compliance poses a high public health risk, with potential exposure to waterborne diseases, regulatory action by the Department of Water and Sanitation, and loss of public confidence.</p>		

Electrical Services - Status of service delivery

List of Licensed Supply Areas

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

WARD	ELECTRICITY SUPPLY (Municipality/Eskom)	ACCESS TO ELECTRICITY	ELECTRICITY BACKLOG
1 (Sentrum,Skierlik)	Eskom	260	450
2 (TBZ Town, Rooiberg)	Municipality	4 014	0
3 (Smashblock)		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	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
-------------------	-------	---------------	---

The Municipality experienced 23% electrical losses during the 2024/25 financial year.

Electrical Losses Mitigation Strategies:

- Conduct routine inspections and maintenance of network components
- Replace faulty or leaking transformers and ensure appropriate transformer sizing
- Verify that all end users are assigned the correct tariff and billed accurately
- Perform visual inspections of remote metering systems
- Regularly monitor for energy theft and unauthorized connections
- Reinforce fundamental practices while enhancing customer service and educational programs in the field
- Address staffing vacancies and secure necessary resources through procurement
- Install additional smart prepaid meters
- Change and reinforce kiosk stations and locks on all prepaid meters

Roads, Stormwater and Building Maintenance – Status of Service Delivery

- Upgrading of gravel roads to paved/tarred roads
- Managing and maintenance of roads, sidewalks and storm water
- Maintenance of gravel and surfaced roads
- Installation of traffic calming devices
- Maintenance and repairs on Municipal buildings

Area	Status of municipal road
Skierlik	Paved roads

Thabazimbi and Rooiberg	Thabazimbi internal streets are tarred but need to be resealed Rooiberg town internal streets are tarred but need to be resealed RDP section – paved and gravel streets
Smashblock	Gravel
Raphuti and Leeupoort	Leeupoort – Gravel Raphuti – Paved and gravel
Dwaalboom	Tarred and Gravel
Jabulani	Gravel
Northam Ext 5 & 7, Mojuteng	Tar and paved. Need to be resealed
Northam Ext 2 & 6	Tar and paved
Reg Ext 2,5,9,	Tar and paved. Need to be resealed
Reg Ext 1 and 3	Tar and paved. Need to be resealed
Reg Ext 1, 4	Tar, needs to be resealed

The reason for the Municipality's inability to perform maintenance are:

- Lack of skilled staff and proper training of road maintenance
- Limited access to general workers
- Outdated O&M plans date back to 2016,
- No R&S Masterplan
- Lack of maintenance budgets and R&S materials
- Lack of construction equipment

Other than the challenges mentioned above, the following aspect compounds the state of infrastructure, namely:

- **Ageing Infrastructure:**
A significant portion of the road network in Thabazimbi and the surrounding areas are older than its original design life, leading to greater demand for heavy rehabilitation rather than routine or preventative maintenance.
- **Insufficient Funding:**
Municipal maintenance budgets are insufficient, relying heavily on grants, and budget allocations are sometimes insufficient for effective, long-term maintenance.
- **Lack of Preventative Maintenance:**
Many authorities wait for potholes to form rather than performing preventative maintenance, which is a more cost-effective strategy in the long run.

Critical roads and stormwater infrastructure were identified that requires urgent maintenance with the following estimated distances per area:

- Thabazimbi 16,964km
- Regorogile 9,066km
- Ipelegeng 1,50km
- Rooiberg 7,3km
- Leeupoort 7,66km
- Northam 6,1km

Fleet – Status of Service Delivery

The Municipality current fleet sits at 46 Vehicles including yellow plant

Customer Care – Status of Service Delivery

Assist customers with queries regarding service delivery.

Implementation of the electronic reporting system while awaiting approval for the automated system

Delay in turn-around time and feedback on complaints that will be addressed with the automated system and will further reduce overtime costs within Customer Care Unit.

Challenges and Interventions

Water and Sanitation

Challenge	Intervention
<ul style="list-style-type: none">• Poor Blue and Green Drop certification• Lack of resources/funds for maintenance• The sewer infrastructure cannot accommodate the current sewage flow due to increased population	<ul style="list-style-type: none">• Request submitted for the appointment of an accredited laboratory for water and sanitation analysis• Filling of vacant positions• Cleaning and clearing of sewer network lines and emptying of septic tanks• Review of the O&M Plan for Water and Sanitation• Implementation of the MIG 6B Project for Upgrading of Regorogile Ext 5 & 6 Sewer Reticulation

Electricity

Challenge	Intervention
<ul style="list-style-type: none"> • Construction of backrooms and uncontrolled mushrooming of shack dwellings leads to illegal connections of electricity and overloading of transformers. • Central Substation not yet upgraded. • Only one Thaba-village Substation to supply Thabazimbi and Regorogile. • Network operates without periodic maintenance. • No ring-feeder (Regorogile Feeder 2 and Sewerage Line). • Cable theft leads to ongoing power failures and network overloading. • Unavailability of spare meters and shortage of materials to replace stolen cables and streetlights maintenance. • Lack of training that leads to poor workmanship and poor implementation of new regulations and standards. • Filling of vacant positions 	<ul style="list-style-type: none"> • Regular inspection and maintenance of network components • Only one injection point for Thabazimbi town and Regorogile - Currently busy with reviewing of Electrical Master Plan (MISA) where after a detailed business plan will be developed to seek funding for a substation • Replacing malfunctioning and leaking transformers and proper selection of transformer sizes • Replacing all domestic and small business meters with smart pre-paid meters that are tamper proof and proper selection of CTs for CT meters. • Ensure that all end users are in the correct tariff • Visual inspection on remote metering • Regular inspection on energy theft (illegal connections) •

Roads and Stormwater

Challenge	Intervention
<ul style="list-style-type: none">• Stormwater channels require cleaning to ensure proper flow, though resources are limited.• Potholes, road signs, and surfaces are in poor condition, constrained by limited funding.• Debris within the stormwater channels and streams impacting flow by blocking stormwater channels, culverts and bridges.• Filling of vacant positions	<ul style="list-style-type: none">• Inspection of Stormwater channels and cleaning after heavy rainfall• Procurement of road signs has been processed and delivered• Appointment of temporary employees

Fleet

Challenge	Intervention
<ul style="list-style-type: none">• Shortage of code 14 drivers and operators	<ul style="list-style-type: none">• Positions were advertised

Customer Care

Challenge	Intervention
-----------	--------------

<ul style="list-style-type: none"> • Lack of automated system in place • Lack of office space • Limited resources • Filling of vacant positions 	<ul style="list-style-type: none"> • Implementation of the electronic reporting system • MunSoft was engaged to assist with an automated customer care system
---	---

SWOT Analysis

STRENGTH	WEAKNESSESS	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Mobilization of financial resources (government grants) • Stakeholder engagement • TLM is a Water Services Authority • TLM is a Water 	<ul style="list-style-type: none"> • Eradication of Basic services backlogs to meet MDG • Ageing infrastructure • Limited Road networks • Resources Management • Staff Training • No filling of vacant positions 	<ul style="list-style-type: none"> • TLM surrounded by Mines that continuously provide assistance pertaining to basic service delivery • TLM is a Grant Recipient (MIG/WSIG/INEP/EPWP/MDRG) • New Developers to contribute towards bulk infrastructure • Strategically positioned on the boundary of other two provinces (GP & NW which provides the broad base of suppliers and services) 	<ul style="list-style-type: none"> • Dispersed Informal settlement pattern • Water shortages • Electrical breakdowns • Unavailability of spare electricity and water meters • Poor road infrastructure • Implementation of by-laws

<p>Services Provider</p> <ul style="list-style-type: none"> • TLM is an Electricity Supply Authority 	<ul style="list-style-type: none"> • High Water losses • High Electricity losses • High personnel costs (overtime) due to lack of manpower 		
---	---	--	--

Strategic Focus Areas for 2026/2027

Financial sustainability and revenue enhancement

- Revenue collection through prepaid electricity has been achieved through Ontec Vending.
- Northam Zondereinde has installed 1800 prepaid meters in Northam, the water prepaid meters will be commissioned by June 2026 adding to revenue collection

Infrastructure renewal strategy

- The upgrading of the bulk sewer line in Regorogile is the first project dedicated to increasing the sewer network capacity. WSIG projects for WWTP and Y-Piece Upgrade will replace the aged infrastructure.

Status quo sector plans, by-laws and policies

NO.	PLAN/STRATEGY/POLICY	STATUS	COMMENT
1	Electrical Master Plan	Available	<p>The Energy Master Plan was developed during 2019 but due to new developments taking place as well as ageing infrastructure in Thabazimbi Local Municipality's area of jurisdiction, it is essential for the current Plan to be reviewed.</p> <p>The existing electrical infrastructure are currently not compliant with the NERSA license conditions and are in dire need of upgrade and emergency repairs.</p> <p>A request was sent to MISA to assist with the review of the Energy Master Plan, the request has been acknowledged by MISA and they are currently in the process to appoint an external service provider to assist with the review of the Master Plan.</p>
2	Electrical Operations and Maintenance Plan	Available	Developed during 2016, needs to be reviewed
3	Electrical By-Law	Available	Developed, need to be reviewed
4	Management Plan to Reduce Non-Revenue Electricity		Must be developed
5	Electricity Services Maintenance Policy and Plan		Must be developed
6	Small-Scale Embedded Generation (SSEG) Policy		Must be developed

7	Water Master Plan	Available	Developed during 2020
8	Water Services Development Plan	Available	Developed during 2012, To be reviewed
9	Water Conservation and Demand Management Plan	Not available	Must be developed
10	Water Operation and Maintenance Plan	Available	Developed during 2016, need to be reviewed
11	Water By-Law	Available	Developed, need to be reviewed
12	Water Services Maintenance Policy and Plan		Must be developed
13	Roads and Stormwater Master Plan		Roads and Stormwater Master Plan must be developed and adopted by Council
14	Roads and Stormwater Operation and Maintenance Plan	Available	Developed during 2016, need to be reviewed
15	Bulk Contribution Policy	Draft Available	Draft developed during 2009/10. Need to be reviewed
16	Way-leave Policy		Must be developed
17	Project Management Policy		Must be developed
18	EPWP Policy		Must be developed
19	Fleet Management Policy		Developed to be approved by Council

20	Water By-Law	Available	Developed, need to be reviewed
21	Water Services Maintenance Policy and Plan		Must be developed
22	Sanitation Operation and Maintenance Plan	Available	Developed during 2016, needs to be reviewed

Free Basic Services

Service	Free Basic Package per indigent household	No House Holds receiving Free Basic Services	Total Number of House Holds
Water	6kl	248	19 608
Electricity	50kwh	248	19 608
Sanitation	100% free	248	19 608
Refuse	100% free	248	19 608
Property Rates	100% free	248	19 608

Service delivery backlog

SERVICE	NO OF HOUSEHOLDS	HOUSEHOLDS WITH ACCESS	HOUSEHOLDS WITHOUT ACCESS	TOTAL BACKLOGS
Water	65 047	25 119	1 713	38 215
Sanitation	65 047	20 771	6 060	38 216
Electricity	65 047	15 751	11 082	38 214
Refusal	65 047	20 051	6 780	38 216

StatsSA 2022

3.3.5 Waste Management

- TLM consists of 3 landfill sites (Rooiberg, Northam upgraded by Limberg Mine and Donkerpoort/Thabazimbi SLP approval by Amandelbult and Northam Plats)
- Permits for the 2 sites need to be reviewed and renewed
- Permits for Donkerpoort was issued under the old regime in 1999 and need to be reviewed to align with the new environmental acts and is under review and renewal with the assistance of LEDED
- Permit for Northam is for closure and rehabilitation issued in 2016 for a period of 3 years, land is required for a new landfill site
- Although a permit was issued for Rooiberg, the site was never developed into a proper landfill site
- Plans are afoot to convert Rooiberg into a transfer station
- Educational awareness conducted with PPC at Thabazimbi taxi rank, NOVA project a consultant facilitating Northam Platinum Mine Smashblock,
- Removal of 21 illegal dumps Samancor including 12 removed by TLM
- Skip roller, tractor, compactor donated by Amandelbult
- By laws to be promulgated/ gazetted as approved by council

3.3.6 Public Transport

Level of development

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

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

3.3.6.1. 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.

3.3.6.2. Modes of transport

Transportation

The Transportation network within the Municipality consists of roads, rail and to a much lesser extent, air. The transport infrastructure within the Municipality is discussed below.

Road network

As per the Thabazimbi LM Operations and Maintenance Plan - Roads and Stormwater, 2016, freeways and toll roads are the responsibility of the National Roads Agency (SANRAL), while arterial, collector and local roads are the responsibility of the Limpopo

Roads Agency (RAL). The Municipality is responsible for the road networks within their respective municipal boundaries. No national routes/ freeways or Provincial Corridors traverse the Thabazimbi municipal area itself. The local movement network comprises a system of regional roads, supplemented by District and local routes that provide access to and link settlements. The table below describes the major roads with the Municipality and their significance (fig 22):

Road infrastructure

Routes	Description	Economic Related Issues
P16/2	Classified as a main route Link with the P84/1 situated in the Lephalale Local Municipality	Main route to the Botswana border (Stockport). Link to the North West Province (Rustenburg). Major residential nodes and Mines are concentrated and adjacent and in close proximity to this route. The remainder of the area to the east and west of this route is mainly farm land. High volume of heavy truck traffic due to bulk haulage of cement, mining timber and ore.
P110/1	North-South route Classified as a main route	Access route to the North West Province (Brits/ Madibeng).
P20-1	East-West route Classified as a main route Main access to Bela-Bela	Link between Thabazimbi and Bela-Bela. High volume of tourism activities on this route. High volume of heavy truck traffic due to bulk haulage of cement, mining timber and ore. Link between Bela-Bela and Northam which forms the main route between Polokwane and Rustenburg. The link of Road P20-1 with Road P20-2 via Northam to Dwaalboom and to Derdepoort (Gabarone) will be very prominent once all the roads are tarred.
P20-2	East-West route Classified as a main route Access to Koedoeskop / Northam	Link between Koedoeskop and Northam.

P928	Access road to Rooiberg from Thabazimbi Classified as a main route	Tourism activities on this route that will increase once road is tarred.
D1649	Access road to Dwaalboom	Link between Thabazimbi and Dwaalboom . High volume of use related to PPC mining activities.
D1485	East-west route	Links the Thabazimbi town with Marakele National Park as well as the Kransberg and further towards Alma. This road can be divided into two development corridors – a tourism corridor and a commercial corridor.

The Road P16-2 extending from Rustenburg to Thabazimbi and further to Lephalale acts as traffic spine through the Municipal area. It has been identified in the IDP as a Development Corridor along which major residential nodes and mines are concentrated.

Road P16-2 is the most prominent road in the Municipal area followed by the various district roads. The road to Brits (P110-1) is a main feeder from Gauteng and most visitors from Pretoria and surrounding areas utilise this road to reach Thabazimbi and Lephalale.

The road to Bela-Bela is also characterised by higher traffic volumes as this is the main route to the northern parts of the Province and Polokwane

the capital of the Province. Many visitors from Gauteng furthermore use this road to reach Thabazimbi because the N1 forms a large part of the road towards Bela-Bela and people often opt for highways opposed to smaller district roads.

The road between Thabazimbi and Rooiberg, i.e. Road D928, has long been earmarked for tarring. Once this road is tarred, this road could become the main route to Thabazimbi from Gauteng and from the northern parts of the Province.

Rail network

As per the TLM SDF, 2014, the entire rail network in the Limpopo Province is owned by Transnet Freight Rail. The only rail link in the Thabazimbi area is the Northam-Thabazimbi-Lephalale heavy haul rail link. The link extends from Lephalale (Grootgeluk) to Thabazimbi, Northam, Rustenburg, Madibeng, and Gauteng at Pretoria station. There are mining shafts near the following halts and

stations in the Municipality area:

- Northam
- Tussenin
- Chromedale
- Thabazimbi

This line serves to transport mining produce, although, the majority of iron ore within the Municipality is transported by road. The Lephalale Transport Management Plan proposed the extension of the heavy haul rail link from Lephalale to Botswana, to enhance the exportation of minerals. This is in line with National Government's priority to upgrade and re-align railway networks across the country, and specifically the heavy haul rail facilities.

The possibility of resuscitating a rail passenger service from Thabazimbi to both Lephalale and Gauteng should be explored since the rail network is in place and apparently well maintained.

Air

According to the TLM SDF, 2014, Thabazimbi Town has an airstrip which accommodates light aircraft. At present no commercial flights are accommodated at the airfield. The closest international airfield to the study area is in Pilanesberg.

A number of additional private airfields are found throughout the municipal area, which are mostly associated with the tourism industry and mining activities.

Public transport

The predominant mode of public transport in the Municipality is by mini bus taxis. The coverage of taxis is quite wide spread, even though there is only one formal taxi rank located in the Thabazimbi CBD, and one taxi rank in Northam. No municipal bus service exists; private buses operate for tourist groups and private transport services.

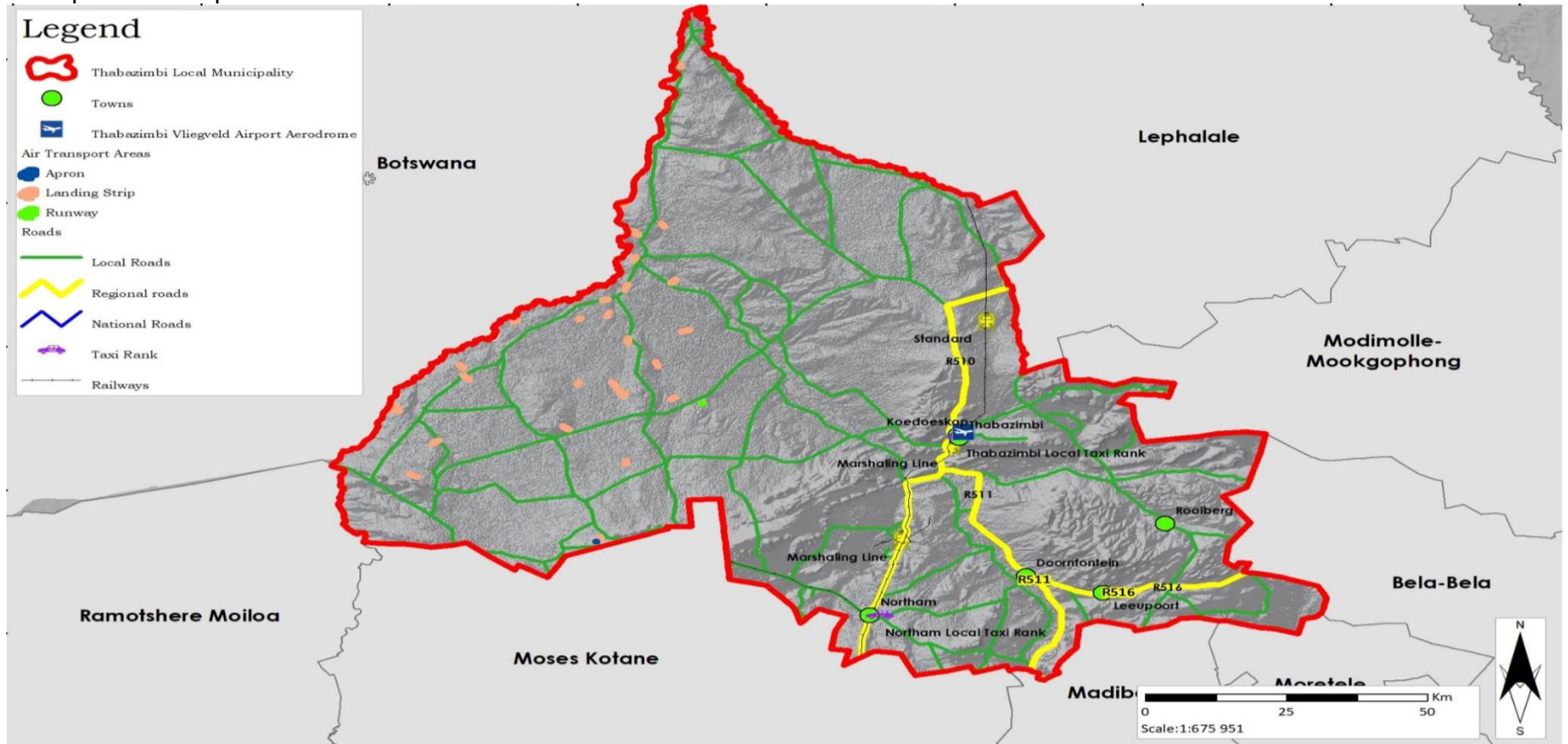
The opportunity exists to use the existing rail infrastructure for passenger transport within the municipality, as the infrastructure is available and is well maintained. According to the Thabazimbi LM IDP 2022/23, approximately 600 learners from 16 schools have no access to public transport, mainly farm areas. Department of Transport donated 37 bicycles to one farm school and could possibly provide more for the all farm schools. There is no formal railway bridge/crossing in Thabazimbi or Northam, which makes crossing the railway line unsafe. Spornet conducted consumer education to learners around the municipality and promised to build a railway

crossing as ± 2 000 people are affected.

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.
Thabazimbi has launched the ITP in 2026.

Transportation Map



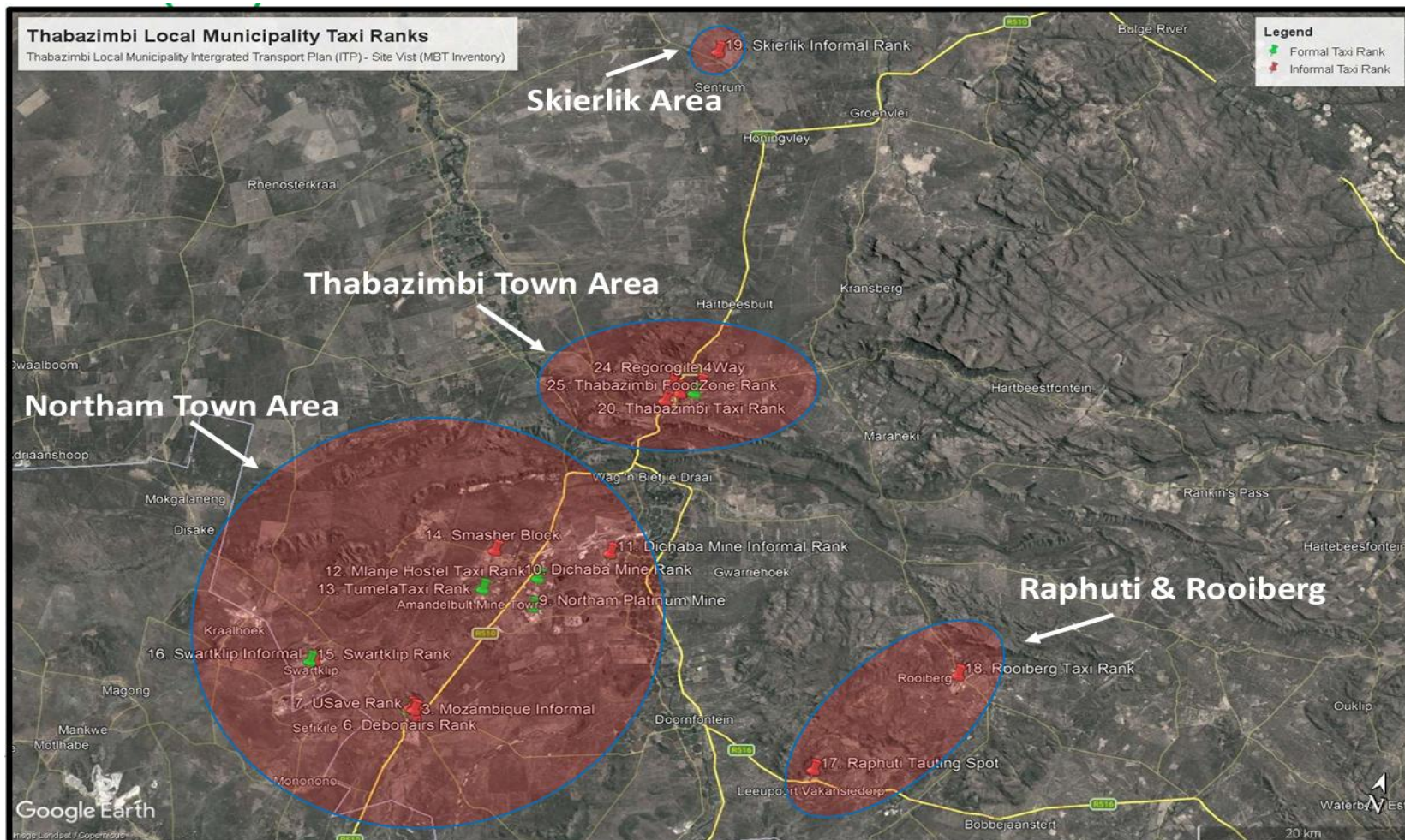
Source: TLM DRAFT SDF-2022

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 Lephhalale 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 Lephhalale 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

The coverage of taxis is quite widespread, even though there is only one formal taxi rank located in the Thabazimbi CBD, and one taxi rank in Northam. There is also one taxi drop off facility at Thaba-Mall. The map below depicts the location of both formal and informal taxi ranks.



Source: Draft Integrated Transport Plan inception report, 2026.

No.	Town	Facility Name	Latitude	Longitude	Facility Size (bays)	Type of Service	Formal/ Informal	Bus terminals	Taxi Rank	Holding Area	On/Off Street	Paving	Electricity	Roof structure	Ablution Facilities	Office
1	Northam	Northam Taxi Rank	24°57'33.23"S	27°15'46.09"E	25	Commuters	Formal	No	Yes	Yes	Off-Street	Yes	Yes	Yes	Yes	Yes
2		Northam Long Distance Rank	24°57'27.26"S	27°15'30.64"E	12	Commuters	Formal	Yes	Yes	Yes	Off-Street	Yes	Yes	Yes	No	Yes
3		Mozambique Informal Rank	24°57'43.99"S	27°15'57.49"E	-	Commuters	Informal	No	Yes	No	Off-Street	No	No	No	No	No
4		Roots Informal Rank	24°57'29.07"S	27°15'45.63"E	-	Commuters	Informal	No	Yes	No	Off-Street	Yes	No	No	No	No
5		Mokgalweneng Informal Rank (Foodzone)	24°57'33.70"S	27°15'42.66"E	-	Commuters	Informal	No	Yes	No	Off-Street	Yes	No	No	No	No
6		Debonairs Informal Rank	24°57'24.97"S	27°15'42.01"E	-	Commuters	Informal	No	Yes	Yes	Off-Street	Yes	No	No	No	No
7		Usave Informal Rank	24°57'24.64"S	27°15'46.66"E	-	Commuters	Informal	No	Yes	Yes	Off-Street	No	No	No	No	No
8		Northam KFC Informal Rank	24°57'19.29"S	27°15'32.82"E	-	Commuters	Informal	No	Yes	No	Off-Street	No	No	No	No	No
9		Northam Platinum Mine Rank	24°49'47.50"S	27°20'8.65"E	20	Commuters	Formal	No	Yes	Yes	Off-Street	Yes	No	Yes	No	No
10		Dichaba Mine Rank	24°45'37.03"S	27°23'16.98"E	8	Commuters	Formal	Yes	Yes	Yes	Off-Street	Yes	No	Yes	No	No
11		Dichaba Mine Informal Rank	24°45'35.50"S	27°23'15.77"E	-	Commuters	Informal	No	Yes	No	Off-Street	Yes	No	No	No	No
12		Mlanje Hostel Taxi Rank	24°48'4.69"S	27°19'51.59"E	2	Commuters	Informal	Yes	Yes	No	Off-Street	Yes	No	Yes	No	No
13		Tumela Mine Rank	24°49'32.45"S	27°17'6.41"E	6	Commuters	Formal	No	Yes	Yes	Off-Street	No	No	Yes	No	No
14	Smasher Block	Smasher Block Informal Rank	24°47'10.95"S	27°17'1.09"E	-	Commuters	Informal	No	Yes	No	On-Street	No	No	No	No	No
15	Swartklip	Swartklip Rank	24°56'15.85"S	27°9'12.84"E	18	Commuters	Formal	No	Yes	Yes	Off-Street	Yes	No	Yes	Yes	No
16		Swartklip Informal Rank	24°56'10.19"S	27°9'25.62"E	-	Commuters	Informal	No	Yes	No	Off-Street	No	No	No	No	No
17	Raphuti	Raphuti Informal Rank	24°54'37.66"S	27°38'26.42"E	-	Commuters	Informal	No	Yes	No	Off-Street	No	No	No	No	No
18	Rooiberg	Rooiberg Informal Rank	24°47'3.33"S	27°44'17.61"E	4	Commuters	Informal	No	Yes	No	Off-Street	No	No	Yes	No	No
19	Skierlik	Skeirlik Informal Rank	24°15'40.17"S	27°19'16.22"E	-	Commuters	Informal	No	Yes	No	Off-Street	No	No	No	No	No
20	Thabazimbi	Thabazimbi Taxi Rank	24°35'16.19"S	27°24'38.93"E	20	Commuters	Formal	No	Yes	Yes	Off-Street	Yes	Yes	Yes	Yes	Yes
21		Thaba Mall Informal Rank	24°35'21.80"S	27°23'54.78"E	-	Commuters	Informal	No	Yes	No	Off-Street	Yes	No	No	No	No
22		Thabazimbi TotalEnergy Informal Rank	24°35'29.23"S	27°23'52.78"E	-	Commuters	Informal	No	Yes	No	Off-Street	No	No	No	No	No
23		Thaba Square Informal Rank	24°34'40.68"S	27°24'46.54"E	4	Commuters	Informal	No	Yes	No	Off-Street	Yes	No	No	No	No
24		Regorogile Informal Rank	24°35'2.04"S	27°23'14.99"E	-	Commuters	Informal	No	Yes	No	Off-Street	No	No	No	No	No
25		Thabazimbi Foodzone Informal Rank	24°36'8.30"S	27°23'13.30"E	2	Commuters	Informal	No	Yes	No	Off-Street	Yes	No	Yes	No	No

Source: Draft Integrated Transport Plan inception report, 2026.

3.3.6.3. 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.

3.3.7. Social Analysis

3.3.7.1 Integrated Human Settlements (Housing)

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:

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 but does not have access to recent and accurate land ownership and other property-related information hence there is need to conduct a comprehensive land audit. The land audit report will 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.

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.

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.

3.3.7.2.. Housing allocation

In 2021/22 and 22/23 financial years' projects were implemented and 500 housing units were built in Regorogile ext 8. The 2025/26 financial year housing project for 326 housing units was implemented in Skierlik and still on-going. The 2026/27 financial year housing project for 220 housing units will be implemented in Leeupoort Extension 10, known as Raphuti.

One project for transfers of tenure in Regorogile extension 8; 380 housing units were transferred in 2025/26 financial year.

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. A total of one thousand and fifty-eight (1058) transfers was done and Title Deeds were delivered and the totals for such properties that are transferred are as follows per area:

Northam Township

Due to illegal occupation, a total of one hundred and fifty seven (157) properties were registered for Northam extension 7 and title deeds are available in the office.

Regorogile Township

In Regorogile extension 6 the total is two hundred and eighty five (285)

In Regorogile extension 7, the total is sixty three (63)

In Regorogile extension 3, the total is one hundred and nineteen (119)

In Regorogile extension 4, the total is two hundred and thirty four (234)

In Thabazimbi extension 9 Apiesdoring, the total is fifty one (51)

Raphuti Township

In Raphuti, a total of one hundred and forty nine (149) title deeds were delivered.

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 of Raphuthi informal settlement located on Portion of Remaining extent of the Farm Weikrans 539 KQ named Leeupoort Vakansiedorp extension 10 was proclaimed in 2025.

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

3.3.7.3. 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

3.3.8. Health and Social Development

- 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.

3.3.8.1. Number of health facilities

Type of Hospitals	Category	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	-	-	
Mobile hospitals		3	1	1	-	-	-	-	-	1	-	-	-	-	
GRAND TOTAL		18	2	4	1	2	2	1	0	2	2	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
Substance abuse	0
CYCC	1
Old age homes	0
Risiha CBCSC	1
Social behaviour change	1

2025/26 Drop in centres

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

2025/26 Older persons service centres

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

2025/26 Home Community Base Care HIV/AIDS

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

2025/26 Partial Care Facilities

Municipality	NPO funded	NPO not funded	Beneficiaries	Challenges	Interventions
Thabazimbi	1	0	-	None	None

2025/26 Protective Workshops for Disabled persons

Municipality	NPO funded	NPO not funded	Beneficiaries	Challenges	Interventions
Thabazimbi	0	0	0	None	None

2025/26 Victim Impact services

Municipality	NPO funded	NPO not funded	Beneficiaries	Challenges	Interventions
Thabazimbi	0	2	-	None	None

2025/26 Substance Abuse Programme

Municipality	NPO funded	NPO not funded	Beneficiaries	Challenges	Interventions
Thabazimbi	0	0	0	None	None

2025/26 Child and Youth Care Centres

Municipality	NPO funded	NPO not funded	Beneficiaries	Challenges	Interventions
Thabazimbi	1	0	28	None	None

2025/26 Old age homes

Municipality	NPO funded	NPO not funded	Beneficiaries	Challenges	Interventions
Thabazimbi	0	0	0	None	None

2025/26 Social and behavioral Programme

Municipality	NPO funded	NPO not funded	Beneficiaries	Challenges	Interventions
Thabazimbi	1	0	-	None	None

2025/26 Social relief of distress (Food parcels)

Municipality	Beneficiaries	Challenges	Interventions
Thabazimbi	0	Insufficient budget	Refer clients to SASSA

2025/26 EPWP

Municipality	Beneficiaries	Budget	Challenges	Interventions
Thabazimbi	51		Resignation of participants before the end of the contract	Replacement of the vacated posts by the participants

2025/26 DFFE BENEFICIARIES

Municipality	Beneficiaries	Program
Thabazimbi	60	Greening and cleaning
Thabazimbi	60	Tree planting

CHALLENGES AND INTERVENTIONS

Challenges	Interventions
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

3.3.9. Education

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

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

The number of education categories

The following categories are found in Thabazimbi:

- Quintile 1 & 2
- Quintile 3
- Quintile 4 & 5



Learner Enrolment - THABAZIMBI SNAP 2026



Primaries	PRE			R			1			2			3			4			5			6			7			Total				
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
ADVANCED COLLEGE				12	4	16	14	17	31	12	14	26	13	22	35	13	18	31	11	16	27	16	13	29	16	11	27	107	115	222		
DEO GLORIA PRIMARY				112	93	205	150	184	334	82	79	161	102	95	197	84	69	153	62	73	135	68	77	145	53	59	112	713	729	1442		
HEUNINGVLEI PRIMARY				14	21	35	26	18	44	26	22	48	20	19	39	20	21	41	15	22	37	20	25	45	25	19	44	166	167	333		
ISTORES PRIMARY				9	5	14	22	18	40	30	33	63	20	22	42	21	17	38	18	28	46	18	27	45	19	14	33	157	164	321		
KESARONA PRIMARY				11	31	42	21	26	47	16	24	40	21	26	47	22	21	43	26	20	46	17	28	45	18	25	43	152	201	353		
LAERSKOOL THABAZIMBI				54	61	115	50	52	102	59	56	115	52	59	111	57	63	120	67	60	127	75	66	141	60	55	115	474	472	946		
REGNPAN PRIMARY				11	11	22	25	14	39	20	19	39	14	23	37	16	18	34	22	21	43	18	24	42	15	16	31	141	146	287		
ROOSEVELT ACADEMY	0	5	5	15	14	29	19	21	40	17	12	29	21	16	37	12	10	22	14	13	27	18	8	26	7	6	13	123	105	228		
SEKGWENG INTERMEDIATE				6	4	10	3	3	6	1	2	3	1	1	2	3	3	6	3	3	6	2	1	3	6	1	7	25	18	43		
SPITSKOP SPECIAL NEEDS						0			0			0			0			0			0			0			0	71	18	89		
THABAZIMBI CHRISTIAN	7	4	11	9	10	19	12	5	17	6	14	20	11	13	24	10	15	25	7	6	13	7	10	17	7	15	22	76	92	168		
YSTERBERG PRIMARY				37	41	78	49	66	115	53	55	108	35	37	72	43	50	93	56	48	104	88	72	160	73	68	141	434	437	871		
	7	9	16	290	295	585	391	424	815	322	330	652	310	333	643	301	305	606	301	310	611	347	351	698	299	289	588	2639	2664	5303		
Secondaries	8			9			10			11			12			Total																
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T														
ADVANCED COLLEGE SECONDARY				33	23	56	25	41	66	18	21	39	16	23	39	17	11	28										109	119	228		
GROENVLEI SECONDARY				83	117	200	47	62	109	65	91	156	33	59	92	22	33	55										250	362	612		
HOERSKOOL FRIKKIE MEYER				97	77	174	84	84	168	83	88	171	77	82	159	84	97	181										425	428	853		
MABOGOPEDI SECONDARY				219	141	360	108	128	236	173	174	347	90	13	103	26	55	81										616	511	1127		
				432	358	790	264	315	579	339	374	713	216	177	393	149	196	345										1400	1420	2820		
TOTAL CIRCUIT															M	4039	F	4084	T	8123												
TOTAL CIRCUIT															M	4039	F	4084	T	8123												

Source: Thabazimbi/Dwaalboom Circuit

Education facilities

Type	Category	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	8	-	1	1	1	1	1	1	1	-	1	-	-	-
Combined	4	-	3	-	-	1	-	-	-	-	-	-	-	-
High School	4	-	1	1	-	-	-	-	-	1	1	-	-	-
Private	4	-	1	1	-	1	-	-	-	-	1	-	-	-
FET	1													1
GRAND TOTAL	52	-	6	10	6	3	2	2	8	1	6	4	1	1

Source: Thabazimbi/Dwaalboom Circuit 2026

Backlogs regarding classrooms

The following schools have backlog regarding classrooms:

- Groenvlei Secondary in need of five (5) classrooms.
- 3.5.7.5.6 Shortage of schools

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

3.3.10. Safety and Security

3.3.10.1. Number of police stations within the municipality/safety and security facilities

Thabazimbi – 6

- Thabazimbi – Main station
- Rooiberg – Main station
- Cumberland – Main station
- Hoopdal – Main station
- Dwaalboom – Main station
- Northam – Main station

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

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

3.3.11. 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

3.3.11.1. Sports and recreational facilities within municipal area

TOWN	NUMBER / TYPE	LOCATION / FACILITIES / CONDITION
THABAZIMBI	1 Sports grounds	1 Municipal grounds that include rugby, cricket, bowls, squash, jukskei, basketball, tennis
	1 Kumba ground	No longer functioning as a sports facility
	2 School Sport Facilities	Frikkie Meyer Secondary school
		Thabazimbi Primary school

REGOROGILE	1 Sports ground	Poor condition, includes soccer, tennis, basket ball
	1 School Sport Facility	Mabogo – Pedi Secondary school
IPELEGENG	1 Sports ground	Kumba Resources (ISCOR) provides soccer, tennis, athletics facilities
BEN ALBERTS	Golf Course 9 holes golf course	Good Condition
NORTHAM	Sport Facilities	1 Comprehensive Secondary School 1 Northam Primary School 1 Community Sport Ground
SWARTKLIP	1 Soccer field 9 hole Golf course	Good Condition
AMANDELBULT/RETHABILE	1 Soccer field 9 hole Golf Course	Good Condition
DWAALBOOM	2 Sport Facilities	Good Condition
GROENVLEI SECONDARY SCHOOL	1 Sports ground	Tennis court, netball court and soccer fields need to be upgraded
LEEUPOORT	Driving Range (golf course)	Good Condition
RAPHUTI	1 Sports ground	Soccer and multipurpose (netball, basketball and tennis) ground
ROOIBEERG	1 Sports ground	Soccer

3.3.11.2. HALLS

AREA	COMMUNITY HALLS	SHOW GROUNDS
THABAZIMBI	Hall	Agricultural / Landbougenootskap
	Cinema	
	2 Libraries	
	Trollope hall	
	Ipelegeng hall	
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	

3.3.12. 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 Municipal library	1 staff member
Northam	1 Municipal library	1 staff member
Leeuport	1 Municipal library	No officials / Residents operate the library
Rooiberg	-	-

3.3.13. PARKS (OPEN PUBLIC SPACES) AND CEMETERIES

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

- TLM comprises of 6 sports facilities (Thabazimbi 1, Regorogile 1, Northam 2, Rooiberg 1, and Leeupoort 1- completed construction: MIG)
- Upgrading of Regorogile sport facility is required
- Libraries in TLM Northam and Thabazimbi - MOU signed with Department of sports arts and culture as well as establishment of mini lab for visual impaired
- Northam library upgraded: Siyanda Bakgatla Platinum
- Upgrading of Library in town in progress in partnership with DSAC
- 7 community halls (2 in Thabazimbi, 1 Northam, 1 Rooiberg and 1 Kromdraai)
- Renovation required for community halls in Thabazimbi and Rooiberg

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

Cemeteries

- Thabazimbi municipality has 4 cemeteries (Thabazimbi, Regorogile, Northam and Rooiberg)
- Regorogile cemetery currently under upgrading (MIG)
- Rooiberg cemetery upgrade completed (MIG)
- Northam cemetery upgrade completed (MIG)

Challenges

- Land as the Northam cemetery is fully capacitated and vandalism of ablution block.

3.3.14. 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.**

3.3.14.1. 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 services Courier Services	16 Private Bags 1000 Post boxes 250 rented

3.3.14.2 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.

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase



CHAPTER 4. KPA 1 LOCAL ECONOMIC DEVELOPMENT

4.1. 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.

4.2 LEGISLATIVE AND OTHER MANDATES

4.2.1 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.

4.2.2. 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.

4.2.3. 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 recognizes 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.

4.2.4. 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) to provide democratic and accountable government for local communities,
- 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”.

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 objective 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 Municipality has an approved Local Economic Development Strategy (LED Strategy) in place. The Strategy was adopted in October 2024. The development of the Strategy was done with the maximum participation of all role players within the Municipality and there were a series of public participation sessions to interrogate, input and inform the Strategy. The strategy is aligned to the National Spatial Development Perspective and the Limpopo Provincial Growth and Development Strategy and Limpopo Employment Growth and Development Plan. The strategy takes into account the National Development Plan 2030.

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.

4.2.5. 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.

4.2.6 Local Economic Development Initiatives

The municipality creates jobs through these initiatives:

- Community Works Programme (CWP)
- Expanded Public Works Programme (EPWP)
- NARYSEC jobs

- Other LED initiatives e.g. SANRAL and RAL
- Jumpstart

Jobs created through EPWP, CWP, NARYSEC and Mines 2025/26

LED initiatives	Progress to date	Number of jobs created
Community Work Programme	CoGTA Programme funded	512
EPWP	Public Works Programme funded	51
Narysec Programme	Department of rural development and Land reform program for 2025/2026 funded	03
Other Jobs Created (Retail, Agriculture, etc)	Continuous	358

4.2.7 State of Local Skills Base

Sector	Scares Skills	No
Mining	Technician	-
	Engineers	-
	Artisans	60
	Machine operators	-
	Electrical Engineering	-

	Plumbing	44
	Solar Installation	20
	Upholstery	20
	Welding	47
	Basic Fire Training	31
Administration	Computer	30
Tourism	Tour operators	07
	Tour guides	07
	Destination marketers	07
	Hospitality	16
	Crochet	10
Agriculture	Inspectors	06
Total number of Skills base in TLM		305

4.2.8 LED strategy

- Thabazimbi LED Strategy was reviewed and adopted in October 2024

4.2.9 Challenges and Mitigations

Challenges

- Limited resources in terms of budget and human resources
- Poor coordination between stakeholders
- Dilapidating infrastructure

Mitigations

- Capacitate the LED Unit (training of the LED officials and filling of key positions)
- Budget for LED Projects and programmes
- Foster Collaborations and Partnerships with different stakeholders

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase



CHAPTER 5. KPA 4 FINANCIAL MANAGEMENT AND VIABILITY

5.1. Financial viability

5.1.1. 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

The Council of Thabazimbi Local Municipality has approved and adopted the following budget related policies:

- Budget Management Policy
- Indigent Management Policy
- Credit Control Policy
- Expenditure Policy
- Tariff Policy
- Rates Policy
- Debt Recovery Policy
- Virement Policy
- Inventory Policy
- Banking and Investment Policy
- Supply Chain Policy
- Property Rates Policy
- Cost Containment Policy
- Tariff Book

The Municipality uses MUNSOFT for Billing and Credit Control.

5.1.2. 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 @ 70% 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:

- Draft 2026/27 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

5.1.3. DEPARTMENTAL SITUATIONAL ANALYSIS – 2026/27 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 2026/27
- The municipality is working in line with the relevant circulars (circular 132) and taking into account the required guidelines provided with the circular
- CPI is estimated to be **3.7%** for **2026/27**; **3.3%** for **2027/28** and **3.2%** for **2028/29**
- 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 2024/25
- Actual Year-to-date figures 2025/26

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

Tariffs

- Eskom bulk purchases- 9.10%.
- Electricity- 10.5%
- Water bulk purchases (Still waiting for Magalies to sent approval letter)
- Water- 0%
- Refuse- 4.4%
- Sanitation- 4.4%
- Property rates- 4.4%

Indigent qualifying criteria

- Indigent qualify criteria & rebates
- Indigent qualifying criteria are equivalent to or less than the highest of twice the government old age grants as prescribed by the Department of Social Development (SASSA).

Indigents (including child-headed households)

- Water- 6KI
- Electricity- 50KWh
- Property Rates- 100%
- Refuse- 100%
- Sanitation- 100%

Pensioners and pro-poor whose property market value not exceed R1 500 000.00 and are concerned whose aggregate household income does not exceed the maximum of 5 times the old age pension (SASSA)

- 50% of their property rates
- 50% sewerage
- 50% refuse
- 6kl Water
- 50 Kwh electricity

Description	###	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand	1										
Revenue											
Exchange Revenue											
Service charges - Electricity	2	63 804	94 500	124 840	145 635	146 185	146 185	72 415	169 414	199 909	229 895
Service charges - Water	2	42 927	34 795	46 758	59 889	149 723	149 723	27 260	171 280	249 726	262 287
Service charges - Waste Water Management	2	27 442	28 351	31 220	33 278	33 278	33 278	23 201	36 700	43 840	48 981
Service charges - Waste Management	2	18 140	19 062	15 948	20 116	20 116	20 116	14 836	21 882	24 028	26 432
Sale of Goods and Rendering of Services	2	934	1 099	703	1 861	2 276	2 276	493	473	501	534
Agency services	2	-	-	-	-	-	-	-	-	-	-
Interest	2	-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables	2	22 138	44 126	47 309	54 370	59 496	59 496	57 818	72 496	75 759	77 653
Interest earned from Current and Non Current Assets	2	429	596	975	-	2 800	2 800	1 594	3 950	4 200	4 520
Dividends	2	-	-	-	-	-	-	-	-	-	-
Rent on Land	2	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets	2	552	534	527	675	675	675	411	839	858	881
Licence and permits	2	4 470	3 434	-	-	-	-	-	-	-	-
Special rating levies	2	-	-	-	-	-	-	-	-	-	-
Construction Contract Revenue	2	-	-	-	-	-	-	-	-	-	-
Development Charges	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	250	17 270	1 772	1 507	1 747	1 747	138	2 913	3 044	3 151
Non-Exchange Revenue											
Property rates	2	100 130	79 612	152 426	134 125	134 125	134 125	99 977	136 639	143 346	151 029
Surcharges and Taxes	2	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	2	681	371	758	914	914	914	(374)	1 100	1 200	1 300
Licences or permits	2	25	1 733	3 352	5 583	5 728	5 728	81	6 685	7 193	7 994
Transfer and subsidies - Operational	2	130 850	129 841	149 096	160 105	162 090	162 090	146 306	171 110	179 105	180 756
Interest	2	10 164	14 356	22 799	-	14 874	14 874	-	14 874	15 543	15 932
Fuel Levy	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Fixed and Intangible Assets	2	(131)	(8 894)	(6 368)	-	-	-	-	-	-	-
Other Gains	2	9 968	1 686	1 966	-	-	-	-	-	-	-
Discontinued Operations	2	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		432 772	462 473	594 081	618 057	734 026	734 026	444 156	810 356	948 252	1 011 344
Expenditure											
Employee related costs	2	162 238	166 232	160 315	182 640	175 977	175 977	108 684	162 396	168 032	181 451
Remuneration of councillors	2	9 959	10 095	10 236	12 658	13 658	13 658	7 160	16 348	16 348	17 983
Bulk purchases - electricity	2	83 121	109 415	116 749	132 203	126 203	126 203	62 109	131 928	148 391	156 606
Inventory consumed	2,8	17 575	25 441	32 705	60 933	107 118	107 118	35 329	60 608	65 442	71 204
Debt impairment	2,3	48 559	117 873	185 290	31 271	31 271	31 271	-	53 842	58 149	65 417
Depreciation, amortisation and impairment	2	19 369	33 214	40 288	44 420	44 420	44 420	-	50 092	54 069	57 818
Interest, Dividends and Rent on Land	2	25 203	34 442	45 996	21 529	38 858	38 858	892	16 750	17 950	19 150
Contracted services	2	43 038	92 698	66 309	68 330	105 075	105 075	72 517	51 670	57 494	63 147
Transfers and subsidies	2	-	-	-	-	-	-	-	-	-	-
Irrecoverable debts written off	2	-	-	-	5 000	2 300	2 300	-	1 709	2 526	3 799
Operational costs	2	20 323	36 497	22 823	42 420	46 083	46 083	20 983	41 671	45 777	49 725
Disposal of Fixed and Intangible Assets	2	567	-	-	-	-	-	-	-	-	-
Other Losses	2	24 634	35 968	31 116	-	-	-	-	-	-	-
Total Expenditure		454 587	661 874	711 828	601 405	690 963	690 963	307 674	587 014	634 178	686 300

MTREF Revenue and expenditure budget

5.1.9. SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p>Efficient Financial Systems for procurement and reporting (CSD) Strong municipal leadership. Fully functional Financial system that is mSCOA compliant. (Munsoft) Budget related policies in place. Functional bid committees Alignment of Budget, IDP and SDBIP</p>	<p>Insufficient funding for current and medium term commitments Unfilled vacant posts in the organogram. Poor revenue collection @ 70% Property, Plant & Equipment- most of our assets are old and not maintained.</p>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Positive public participation of constituent communities. ▪ Continuous update of process to strive for Clean Audit. ▪ Compliance with approved policies and by-laws and National Treasury regulations. ▪ Large number of credible suppliers in the market which encourages competition - CSD ▪ Improved understanding of tender processes by bidders 	<ul style="list-style-type: none"> ▪ Political interference. ▪ Non payment culture in community and government department. ▪ Inadequate resources to deal with increasing demands (financial constraints) ▪ Illegal connections ▪ Highly diversified income base from low to high income earners. ▪ Under/ over pricing by service providers which delays project implementation

5.1.10. DEPARTMENTAL RISK ANALYSIS

STRATEGIC OBJECTIVE	STRATEGIC RISK	CURRENT CONTROL	ACTION TO IMPROVE
<p>To effectively manage finances and improve financial</p>	<p>Non adherence to SCM related legislation</p>	<p>Adherence to SCM Policy & procedures as well as SCM Regulations SCM officials are</p>	<p>Training</p>

sustainability		undergoing training	
	Compulsory implementation of Mscoa	BTO officials currently ensuring that the system operates effectively	Continuous training and developing employees knowledge on mSCOA
	Litigations	Adhere to settlement arrangements and pay SP timeously	Cost containment measures
	Limited staff to provide all required support	Temp use of Interns	Filling of Critical positions (Accountants)
	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)

5.3. STRATEGIC DEPARTMENTAL CHALLENGES

Challenges	Interventions
SCM <ul style="list-style-type: none"> ▪ Inadequate costing and specifications of budgeted projects resulting in delayed SCM processes ▪ Department vacancies ▪ Overregulation of SCM processes by National Treasury and government that delays appointment of service providers ▪ Under/ over pricing by service providers which delays project implementation 	SCM <ul style="list-style-type: none"> ▪ Proper research be done by user department before development of project specifications ▪ Adherence to timeframes as per project procurement plan which will improve the tender turnaround times* ▪ Development of SCM operating procedures to ensure compliance ▪ Cross Check Bureau system procured to assist in identifying related party SCM transaction.

	<ul style="list-style-type: none"> ▪ Perform market related or benchmark with other service providers. ▪ Fill vacant positions
Expenditure <ul style="list-style-type: none"> ▪ Increased personnel requirements in Salaries ▪ Expenditure Funding 	Expenditure <ul style="list-style-type: none"> ▪ Bridge the gap between DM and subordinates ▪ Fill vacant positions
Income <ul style="list-style-type: none"> ▪ Unable to collect >90% of billings 	Income <ul style="list-style-type: none"> • Revenue enhancement strategies (pre-paid water meters)
Budget & Reporting <ul style="list-style-type: none"> ▪ Annual Budget to be funded 	Budget & Reporting <ul style="list-style-type: none"> ▪ Rectify cashflow on system ▪ Develop payment arrangements for creditors

5.4. AUDIT OPINIONS FOR THE PAST 5 YEARS

Financial year	AG opinion
2020/21	Qualified audit opinion
2021/22	Qualified audit opinion
2022/23	Qualified audit opinion
2023/24	Disclaimer
2024/25	Qualified audit opinion

5.4.1. Auditor General Report 2024/25

Municipality	Issues raised	Issues resolved	Partially resolved	Issues outstanding	Comments on progress	Challenges/Interventions needed
Thabazimbi Local Municipality	81	30	15	36	TLM Management and staff have a standing agreement that all issues should be resolved by end June 2026.	None

- AGSA reported a total of 81 findings during the 2024/25 financial year audit.
- TLM received a qualified audit opinion with findings.
- Post audit action plan has been prepared in line with section 131 of the MFMA and has been loaded on the web based system.
- The Post Audit Action Plan is at the execution phase.
- Progress on the implementation of action plan will be monitored and reported quarterly to Council.
- Management has committed to resolve all findings by end of June 2026.
- The municipality has senior personnel (audit champion) overseeing the audit process.

2024/25 Basis of qualified opinion

- **Property, plant and equipment** – The municipality did not assess at each reporting date impairment of infrastructure projects which is taking significantly longer period to complete than expected, and on infrastructure assets which were damaged during a flood disaster.
- **Revenue from non-exchange transactions** – Property rates were not correctly calculated and recognised accordance with GRAP 23, Revenue from non-transaction. Incorrect property values were used to calculate the property rates. The municipality did not recognize all revenue in accordance with GRAP 23, Revenue from non-transaction. Not all properties within the municipal jurisdiction were billed for property rates.
- **Expenditure** – Insufficient appropriate audit evidence that bulk purchases were correctly accounted for as the municipality did not have adequate systems for internal for reconciliation of its readings to those on the supplier invoices for the expenditure charged.
- **Cash flow statement** - Net cash flow from operating activities was not correctly prepared and disclosed as required by GRAP 2, Cash flow statements. This was due to multiple errors in determining cash flows from operating activities.

Net cash flow from investing activities was not correctly prepared and disclosed as required by GRAP 2, Cash flow statements. This was due to multiple errors in determining cash flows from investing activities.

- **Contingencies** – Insufficient appropriate audit evidence for contingencies as the financial statements were presented for audit purposes without accurate and complete underlying accounting records.
- **Material losses: electricity** – The municipality did not disclose the nature and impact of material item of expenditure to the financial statements to enable the users to evaluate the nature and financial effect of material activities of the municipality.

Challenges encountered during audit

Poor record-keeping resulted in delayed submission of requested information, with some information not submitted for audit.

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase



CHAPTER 6. KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

6.1. 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	Not appointed
Financial Misconduct Board	Established but not yet functional. Provincial Treasury to facilitate workshop to members of the board
Municipal Public Accounts Committee	MPAC Researcher appointed MPAC Committee functional as per schedule

6.2. 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.

6.3. 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

6.4. RISK MANAGEMENT COMMITTEE

Municipality has established Risk management committee in terms of MFMA sections 62(1)(c)(i) and 95(c)(i). An Independent Risk management chairperson is not appointed at Thabazimbi Local Municipality . The Risk management committee is Functional with the assistant of Waterberg district municipality delegated an official to chair the committee of Thabazimbi Local Municipality,with the risk management Committee comprises of the following:

- Risk Management Chairperson
- Director Cooperate Services
- Director Community Services
- Director Technical Services
- Director Planning and Economic Development
- Chief Financial Officer

Invitees to the Committee shall be:

- Risk Management Officer
- Chief Internal Auditor

- Other members of management
- Any other person who may be co-opted to provide specialist skills, advice and counsel.

The Risk Management committee holds its meeting quarterly to assess and monitor

- Strategic Risks
- Operational Risks
- Fraud Risks
- Emerging Risks
- Compliance with applicable legislation
- Security related matters
- Insurance report
- Business continuity
- Combined assurance model

The Risk Management committee is obligated to hold four ordinary meetings in a financial year

During the financial year 2025/26 the Risk Management committee held one (1) meeting as follows:

- 1st Quarter 27 November 2025
- 2nd quarter to be held on the 19 March 2026

Risk index	Risk Magnitude
15 – 25	High risk
10 – 14	Medium risk
9-Jan	Low risk

The Risk Management Committee submits reports to the accounting officer and Audit Committee on a quarterly basis, subsequently the chairperson of Audit Committee report risk management issues to council.

Below are the 10 top risks:



Ten Top Risks at TLM

OBJECTIVES	Risk description	IR	Root Cause	Consequences	Current Control	Action planned
Ensure that there are functional & accountable governance and management structures.	Unstable municipal environment	H	Critical senior management position vacant, • Audit Committee and financial misconduct board. • Ineffectiveness of MPAC Researcher	<ul style="list-style-type: none"> • Misinterpretation of law and regulation • Council and management committees are unable to meet regularly to monitor implementation of resolutions, • Low staff moral • Hamper Service delivery. • Attraction skilled personnel, • Adoption of internal audit planning document, • lack of consequence management, • Non investigation of UIFW. 	<ul style="list-style-type: none"> • Corporate calendar approved by council with pre-determined dates approved for committees to meet. • Council and committee resolution register to ensure proper monitoring and implementation of resolutions • Appointment of Municipal Manager, Acting Directors, Interrogation of new council. • Approved Organisational structure in place May 2024 • Management committee's meetings in-line with corporate calendar. 	<ul style="list-style-type: none"> • Municipal Manager and each department to report to respective portfolio committees on the functionalities of committees, audit committee and financial misconduct, • Council to appoint the new chairperson of MPAC. • Municipal Manager to prepare report to council on a quarterly basis on the functionalities of committees • Implement terms of reference for committee. • Develop human resource plan (Filling of senior management positions)

						<ul style="list-style-type: none"> • Appointment of Audit/Risk committee
Strengthen public engagement	Service delivery protest	H	<ul style="list-style-type: none"> • Ineffective ward committees, • Limitation on community participation and public consultation 	<ul style="list-style-type: none"> • Lack of residence interest in municipal activities and possible damage of municipal infrastructure 	<ul style="list-style-type: none"> • Established (08/12) ward committees. • Clustering public participation per ward. • Implementation of public participation strategy and process plan. • Usage of different media platforms including Newspaper publications. Facebook, Information passed on the noticeboards. • Municipality to avail platforms for the community to make submission or comments. e.g. Customer care. 	<ul style="list-style-type: none"> • Council oversight committee to conduct public participation annual report (Mpac researcher). • Establishment of civil society structures and remaining ward committees .and train the ward committees.
To ensure restoration of effective financial management, viability and accountability	Unfunded budget	H	<ul style="list-style-type: none"> • Low collection of revenue, • Inability to pay creditors within the prescribed period • Increase in UIFW • Lack of enforcement on the credit control and debts management policy. • Culture of non- payment by consumers • Ageing water & electricity infrastructure • Inadequate and insufficient cash flow to 	<p>Withholding grants</p> <ul style="list-style-type: none"> • Inability to pay service providers, • Hamper service delivery • Fruitless and wasteful expenditure. 	<ul style="list-style-type: none"> • Financial Recovery Plan and budget funding plan in place • Implementation of revenue enhancement strategy (Debt relief, Eskom active partnering and installation of prepaid water meters) • Cost containment policy • Established revenue enhancement committee 	<ul style="list-style-type: none"> • Training of supply chain BID committees • Implementation and monitoring of the UIFW reduction strategy, • FRP and budget funding plan • Implementation of revenue enhancement strategy (Debt relief, surcharges, Eskom active partnering and installation of prepaid

			<p>cover all expenses</p> <ul style="list-style-type: none"> • Failure to implement Cost Containment policy measures • Litigations <p>Non-adherence to debts relief programme</p>			<p>water meters).</p> <ul style="list-style-type: none"> • Tabling UIFW • Municipality and Magalies to conduct public participation with mines on the implementation for surcharges. • Implementation cost containment policy. • Implementation of credit control.
To ensure quality services to community by improving current infrastructure to sustainable levels	Aged Municipal infrastructure (Road and storm water, water and sanitation, electricity)	H	<ul style="list-style-type: none"> • Poor maintenance on basic services infrastructure (water, electricity and sanitation, roads and storm water) • Theft and losses, • Vandalism, • Lack capital funding for replacement, • Outdated master plan. • Infrastructure maintenance plan, • Long term infrastructure development 	<ul style="list-style-type: none"> • High water and electricity loss • Inconsistent water and electricity supply • Loss of revenue • Negative impact on service delivery • Customer dissatisfaction • Poor water quality • Non-compliance with blue, green, no drop requirements, • Health hazard lead to possible litigations. • Sewerage spillage • Dilapidated roads network 	<ul style="list-style-type: none"> • Repairs as and when reported. • Implementation of Y-piece water project. • Electricity Master plan. 	<ul style="list-style-type: none"> • Upgrade and replace aged infrastructure • Review and update of infrastructure maintenance plan in partnership with the mines • Development of infrastructure master plan, • Adequate budget for repairs and maintenance. • Request MIG funding for maintenance. • Develop business plan for upgrading central sub-station and construction of new sub-station.
Ensure sustainable spatial development	Lack of municipal owned land for integrated	H	<ul style="list-style-type: none"> • Unavailability of well-located land for human settlement <p>Outdated land use</p>	<ul style="list-style-type: none"> • Disintegration or uncoordinated settlement • Mushrooming of informal settlements. 	<ul style="list-style-type: none"> • Spatial Development framework in place • Land use scheme 	<p>Development of Informal Settlement By-Laws; Review of SDF</p>

	human settlement development.		<p>management scheme</p> <ul style="list-style-type: none"> • Inadequate implementation of spatial development framework (Poor realization of municipal spatial vision). • Lack of funds to acquire land 	<ul style="list-style-type: none"> • Illegal land use • Unauthorized construction • Stagnant development 		<ul style="list-style-type: none"> • Conduct community awareness and implementation of compliance measures. • Issuing of land use non-compliance notices • Land acquisition initiatives with COGHSTA • Conduct land audit. • Review of land use scheme
Create conducive environment for sustainable local economic development	Inadequate attraction of potential investors	H	<ul style="list-style-type: none"> • Unavailability of relevant stakeholder management platforms and/or forums (e.g. Local Economic Development Forum-LEDF, mining forum etc.). • Ageing infrastructure and unavailability of funds earmarked for local economic development support • Insufficient capacity in the LED unit. • Lack of marketing strategy. 	<ul style="list-style-type: none"> • Crime and poverty. • Community unrest due to high rate of unemployment . - • Disgruntled SMMEs 	<ul style="list-style-type: none"> • Sitting of Quarterly LED forums and Mining Forums (strengthen partnership with various stakeholders) • Provide training to local SMMEs (Small Medium and Micro Enterprise. 	<ul style="list-style-type: none"> • Implement the LED strategy, • Development LED charter (Strengthening the relationship with the key stakeholders)
Promote environmental management system.	Environmental Degradation	H	<ul style="list-style-type: none"> • Unavailability of necessary resources (yellow fleet) • Waste Disposal on unauthorized site. • Lack of capacity, • Maintenance plan 	<ul style="list-style-type: none"> • Closure of landfill sites and fines by department of Environmental Affairs • Health Hazard (air and water pollution as well as climate change) • Non- compliance NEMA 	<ul style="list-style-type: none"> • Conduct quarterly educational awareness campaigns • Waste collection schedule in place. • Removal of illegal dumping across the 	<ul style="list-style-type: none"> • Strengthen educational awareness campaign on waste Management. • Establish a team to monitor air pollution

			(turnaround time) <ul style="list-style-type: none"> • Inadequate budget in maintenance of fleet 	act <ul style="list-style-type: none"> • Litigations 	municipality through greening project and cleaning campaign. <ul style="list-style-type: none"> • Established a working relationship with Waterberg district and formed part of the air quality forum. • Integrated waste management plan • Budget allocated for the removal of illegal dumps 	programs to procure air pollution instruments <ul style="list-style-type: none"> • Promulgation of waste management by laws • Appointment of skilled waste management personnel • implementation of integrated waste management strategy • Collaboration with mining stakeholders • Review and renewal of landfill site permit (Donker Poort,) • Upgrading of Donker Poort landfill site, • Implementation integrated waste management, • Establishment of local air quality forum.
To achieve a well transformed and Integrated Organization.	Low staff morale	H	<ul style="list-style-type: none"> • Inadequate support from management for EAP • minimal implementation of skilled development and training intervention • Instability of council and senior management level. • No approved succession policy. 	<ul style="list-style-type: none"> • Low productivity • Absenteeism and abscondment • High staff turnover • Poor service delivery 	<ul style="list-style-type: none"> • Established EAP programs • Conduct awareness program aligned with EAP awareness calendar, • Conduct employee's internal and external referrals. • Budget provision made 	<ul style="list-style-type: none"> Arrange employee's wellness day and long service award. •Conduct employees' wellness workshop •Draft policy is in place awaiting consultation stakeholders by end of March. •Development staff retention framework

					for EAP activities. • Exit interviews conducted	/strategy draft human resource in strategy • Escalation of performance management system to lower officials, • Conduct exit interviews, • Employees' referrals
To ensure efficient administrative Support services	Unreliable ICT infrastructure	H	<ul style="list-style-type: none"> • Ageing ICT infrastructure, • Outdated (software, hardware and network equipment) 	<ul style="list-style-type: none"> • Poor service delivery • Communication breakdown • ICT cost increase 	<ul style="list-style-type: none"> • Ongoing partial maintenance of ICT infrastructure • ICT Business continuity plan in place 	<ul style="list-style-type: none"> • Upgrading ICT infrastructure. • Ongoing monitoring of cyber security, • Review business continuity plan. • Filling of vacant post
	Cyber security	H	<ul style="list-style-type: none"> • Lack of advanced security equipment's in place 	<ul style="list-style-type: none"> • Exposed to highly risks hackers, • DATA breaches, • Financial loss 	<ul style="list-style-type: none"> • Cyber security assessment and implementation 	Implement and monitor cyber security recommendation.

6.5. State Of Financial Entities

6.5.1. 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.

6.5.2. Audit Committees

The Audit Steering Committee is not yet in place. The Municipality has initiated processes (advert) to expedite its establishment in order to strengthen oversight, governance, and audit coordination.

6.5.3. Anti-corruption committee

The municipal has not established anti-corruption committee. Matters relating to anti-corruption and fraud are deliberated in the Risk management committee. The municipality have developed and approved a fraud and anti-corruption policy. Municipality utilise office of the premier hotline to report matters of fraud and corruption.

6.5.4. Community development workers (CDWs)

Community Development Workers are multi skilled employees of CoGHSTA placed at municipalities in various wards to ensure that bottlenecks of service delivery are lubricated and communities get services. Their role includes amongst others, working with the municipality after conducting door to door, ward profiling and referring cases to other government departments.

6.5.5. Ward committees

11 Ward Committees established and functional.
The remaining 1 ward is not established because it is situated inside the mine.

6.5.6. Special Programme in the Workplace (Gender, Youth and Disability)

Thabazimbi Local Municipality to partner with Sector Departments and Mining houses to promote issues related to gender, disability and youth issues.

6.5.6.1 Challenges

- Youth unemployment
- Most of the youth do not have grade 12
- Skill gap in the areas of municipal economic drivers

6.5.6.2 Interventions

- The municipality together with SIOC Development Trust has established the Business hub for SMMEs
- SANRAL pre-tender training
- Business planning and development training offered by the mining houses

6.5.6.3 Programmes for Gender and Youth

- Youth celebration
- Mayoral cups

6.5.7. Special Focus Group

Thabazimbi local Municipality only launched Community Safety Forum (CSF).


6.5.8. Good Governance and Public Participation Challenges

- Councillors 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.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> •Stakeholder engagement •High rating IDP document per MEC Assessment •Alignment of Budget, IDP and SDBIP •Qualified & Skilled personnel. •Communication Strategy developed. •Functional municipal social media (Facebook) with 27 000 followers 	<ul style="list-style-type: none"> • Budget constraints to execute Process Plan and other programs. • There is no adequate office space. • Inadequate tools of trade. • High vacancy rate • Poor branding and marketing material to market the municipality properly. • Non-alignment of programmes with CDWs and the municipality.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Collaboration and Reciprocation with Stakeholders. • Proximity to Botswana, reviving the twining agreement 	<ul style="list-style-type: none"> • Service delivery Protests. • Non-compliance with legislation (withholding of grants, litigations etc.).

INDEX

- 
- The seal of the City of San Francisco is centered in the background. It features a sun with rays, a ship, a bear, and a plow. A banner at the bottom reads "WORKING TOGETHER FOR PROSPERITY".
- Chapter 1 - Planning Process
 - Chapter 2 - Municipal Profile
 - Chapter 3 - Situational Analysis
 - Chapter 4 - Local Economic Development
 - Chapter 5 - Financial Management and Viability
 - Chapter 6 - Good Governance and Public Participation
 - Chapter 7 - Municipal Transformation and Organizational Development**
 - Chapter 8 - Municipal Priorities
 - Chapter 9 - Municipal Strategies
 - Chapter 10 - Project Phase
 - Chapter 11 - Sector Department Projects
 - Chapter 12 - Integration Phase
 - Chapter 13 - Approval Phase

CHAPTER 7. KPA 4-MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

7.1. Corporate Services comprises of the following functional areas:

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

7.1.1. Human Resource Management and Administration

<ul style="list-style-type: none"> • Recruitment and Selection 	<p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> • Non-compliance of policies to legislation and collective agreement • Long turnaround times with regards to filling positions • High vacancy rate
<ul style="list-style-type: none"> • Appointments, Resignation 	
<ul style="list-style-type: none"> • Ill-health retirements 	
<ul style="list-style-type: none"> • Normal Retirements and 	
<ul style="list-style-type: none"> • Deaths of employees 	
<ul style="list-style-type: none"> • HR planning and Administration 	
<ul style="list-style-type: none"> • EAP services 	
<ul style="list-style-type: none"> • Implementation of OHS Act 	

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Human Resources Policies developed • ICT Strategy developed • Functional Labour relations • Skills audit • Submission of Workplace Skills Plan and Annual Training Report 	<ul style="list-style-type: none"> • Lack of proper records management. • Aging ICT Infrastructure • Lack of contract management and coordination • Lack of Training needs implementation • Lack of consequence management
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> • Newly elected Councilors • Review and align policies to legislation. • A centralized and electronic records management system. • Microsoft licensed software will enhance municipal performance • Provincial or national interventions • Training of Employees to improve skills and development. 	<ul style="list-style-type: none"> • Lack of budget provisions • Lack of centralized budget for ICT projects • Limited budget provision for training • Fraud & corruption
--	---

7.1.2 Council Support and Secretarial services to Council

<ul style="list-style-type: none"> • Prepare council chamber 	<p style="text-align: center;">CHALLENGES</p> <p>Council resolution register</p> <ul style="list-style-type: none"> • No update comments received from Head of Departments on implementation of council resolutions
<ul style="list-style-type: none"> • Taking of minutes at Council, Exco & other committee meetings 	
<ul style="list-style-type: none"> • Draft & prepare agendas & minutes of all meetings 	
<ul style="list-style-type: none"> • Assisting Councillors and all related functions 	
<ul style="list-style-type: none"> • Cleaners in the municipality 	

7.1.3. Record Management

<ul style="list-style-type: none"> • Sorting mail in categories namely, accounts and correspondence 	<p style="text-align: center;">CHALLENGES</p> <p>Switchboard system</p> <ul style="list-style-type: none"> • Not user friendly • Not recording messages • No transferring calls between offices • No function to record private calls <p>Storage of records</p> <ul style="list-style-type: none"> • Records department do not have sufficient storage • Outdated system of record keeping
<ul style="list-style-type: none"> • Implementation of electronic record management system 	
<ul style="list-style-type: none"> • Dating all the correspondence received 	
<ul style="list-style-type: none"> • File all relevant documentation in respective files 	
<ul style="list-style-type: none"> • Answer and transfer of all incoming calls (Control switchboard) 	
<ul style="list-style-type: none"> • Performs hand mail delivery service 	
<ul style="list-style-type: none"> • Fetching mail from post-offices 	
<ul style="list-style-type: none"> • Sorting mail in terms of private and official mail by noting addressee 	

7.1.4. Information, Communications and Technology

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

<ul style="list-style-type: none"> Administration / procurement of software licenses 	<p>CHALLENGES</p> <ul style="list-style-type: none"> 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 Licensing Audit to determine the current unlicensed software Vacant Network Administration positions No network connection to other building for service delivery purpose Ageing and outdated ICT infrastructure
<ul style="list-style-type: none"> Managing the maintenance and updating of the Municipality's website 	
<ul style="list-style-type: none"> Administration of network and servers 	
<ul style="list-style-type: none"> Managing of ICT service level agreement with service providers 	
<ul style="list-style-type: none"> Providing for risk monitoring, disaster recovery and planning 	
<ul style="list-style-type: none"> Administering ICT asset register 	
<ul style="list-style-type: none"> Provide first line user support 	
<ul style="list-style-type: none"> Development and implementation of ICT policies and regulations 	

SWOT ANALYSIS

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> ICT Strategy in place Dedicated ICT personnel ICT Infrastructure in place Approved ICT related policies ICT Steering Committee operational 	<ul style="list-style-type: none"> Lack of training of ICT personnel Funding model for IT Non-compliance with strategic Planning Lack of SLA Management
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> SLA management compliance Centralised ICT operations Cost-cutting measure scale of ICT integrated system 	<ul style="list-style-type: none"> No centralised budget for ICT projects Reduced service delivery Dependency on service provider services

7.1.5. Legal Support

<ul style="list-style-type: none"> Contract Management 	<p>CHALLENGES</p> <ul style="list-style-type: none"> Financial constraints
<ul style="list-style-type: none"> Contract Management 	

• Litigation	• Information • Internal capacity • Monitoring of performance of service providers
• Internal disciplinary proceedings	
• Labour related matters	

SWOT ANALYSIS

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> • Contract Register implemented and updated regularly • Litigation Register implemented and updated regularly • Proper diary system 	<ul style="list-style-type: none"> • Time consuming process to get contracts from the departments after signatures. • Litigation – lack of proper records and information
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Provincial or national assistance 	<ul style="list-style-type: none"> • Attachment of assets, Attachment of bank accounts, non-performance, of contracts and financial losses

7.1.6. Organizational Development and Transformation

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

<ul style="list-style-type: none"> • Training • Skills Audit • GAP Skills • Staff Establishment • Job descriptions • Employment Equity 	CHALLENGES
	<ul style="list-style-type: none"> • 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

7.1.7 DISASTER MANAGEMENT

- Disaster meetings are held quarterly.
- Meetings are coordinated by the Province
- Monitoring of disaster funds is done as per schedule

7.1.8. Staff Establishment

Total filled positions 298
 Total vacant positions 201
 Total number of Positions 499

	MUNICIPAL MANAGER	BUDGET & TREASURY OFFICE	PLANNING & ECONOMIC DEVELOPMENT	COMMUNITY SERVICES	CORPORATE SERVICES	TECHNICAL SERVICES	STRATEGIC SUPPORT SERVICES	OFFICE OF THE MAYOR
TOTAL FILLED POSITIONS	6	55	14	56	26	74	65	2
TOTAL VACANT POSITIONS	3	23	10	77	15	32	38	3
TOTAL NUMBER OF POSITIONS	9	78	24	133	41	106	103	5

7.1.9. Challenges and Corrective measures

CHALLENGES	CORRECTIVE MEASURES
CORPORATES SEVICES	
Recruitment process <ul style="list-style-type: none"> • Slow recruitment process 	<ul style="list-style-type: none"> • Advertised positions to be filled within 3 months of being advertised, as per staff regulations
Job evaluation <ul style="list-style-type: none"> • Submission of job descriptions for evaluation • Submission of jobs for moderation 	<ul style="list-style-type: none"> • All jobs of staff establishment must have job description submitted before approval • Submit evaluation jobs for audit and moderation
Occupational Health and Safety <ul style="list-style-type: none"> • Delays in the issues of PPE to employees due to lack of stock • No occupational medical examinations were done due to financial constraints • Training for safety representatives 	<ul style="list-style-type: none"> • PPE stock availability • Priorities occupational medical examinations • Occupational Health and Safety committee establishment
EAP <ul style="list-style-type: none"> • Lack employee referrals for EAP interventions 	<ul style="list-style-type: none"> • Awareness training for supervisors and managers
Leave <ul style="list-style-type: none"> • Leave management system is not effectively implemented 	<ul style="list-style-type: none"> • Phasing out of manual paper based leave application system
Contract registers <ul style="list-style-type: none"> • There were no proper contract resister in place. Lack of information and service level agreements from other departments which made it difficult to comply with the requirements from the auditors 	<ul style="list-style-type: none"> • A Proper contract resister was implemented during June 2018 • 90% of SLAs was obtained

	<ul style="list-style-type: none"> Information according to the AGs requirements was included. The contract register is updated regularly
Litigation register <ul style="list-style-type: none"> Accuracy of information on the litigation register 	<ul style="list-style-type: none"> A detailed litigation register
ODT <ul style="list-style-type: none"> Training of employees Compliance with employment equity act Staff retention Loss of institutional memory 	<ul style="list-style-type: none"> 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
Record keeping <ul style="list-style-type: none"> Slow transition to electronic records management process 	<ul style="list-style-type: none"> Electronic records management system to be fully implemented
ICT services – Satellite offices <ul style="list-style-type: none"> No ICT services at satellite offices (Northam, Rooiberg, Leeupoort) and in, Remote offices (Technical, Regorogile, Lisence and Disaster, Electrical, Stores, Civil, Parks) 	<ul style="list-style-type: none"> Services was restored. Printers fixed, all satellite offices equipped with VPN and wireless devices Wireless and/or fibre connectivity will resolve the problem
Organogram	Organogram revised with CoGHSTA clearly indicating proper reporting lines

7.1.10. Cost Containment Strategies

COST	CONTAINMENT
Trip reimbursement	Limit trips and use common transport
Overtime payments	Time-off as alternative
Settlement of legal matters where litigation is unnecessary	Legal fees
Monthly overview of departmental expenditure	Unnecessary expenses
Hardcopy agendas	Paperless drop box

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase



CHAPTER 8. MUNICIPAL PRIORITIES

8.1. Priorities from community perspective (issues raised)

PRIORITY NUMBER	PRIORITY ISSUE	AFFECTED WARDS
1	Water and Sanitation	All Wards
2	Roads and Road maintenance, Paving of internal streets and storm water drainage and channels (Heuwelkruin Road)	All Wards
3	Unemployment	All Wards
4	Safe Environment	All Wards
5	Land	3,4,5,6,7,8,9,10,11
6	RDP houses	3,4,5,6,9,11
7	Community facilities	1,4,5,7,9,10
8	Cemeteries	1,3,5,6,8
9	Education	5,6,7
10	Clinic	5,6,7

8.2 Summarized issues raised during consultation per ward

Issues raised Ward 1
High unemployment rate and housing issues (RDP)
Question moloko recruitment
Paving – roads are inaccessible after rain
Unemployment
Storm drains to be cleaned (ask volunteers)
SMME needs skill development
Pave all internal roads
Need streetlights
Need street dustbins
School buses – check roadworthy
Primary school was promised
Ambulance takes patients to hospital but doctors do not attend to them
Recruitments
Mobile clinic only visits on Mondays
Apollo near crèche not functioning

Issues raised Ward 2
Water
Indigent
Traffic dept corruption – no feedback regarding cases
Heuwilkruin gravel road
Service delivery deteriorated
Pipeline
Potholes
Road maintenance – rain and trucks causing damage
Thaba park only maintained by the community
When will DC cases be finalized? Too many suspensions

Maintenance of water leaks, parks and open spaces, potholes and streetlights
Copper pipe theft and vandalism
Koraalhoorn street – municipal truck removed all streetlights and they have not been replaced yet
Park in Hamerkop –voortrekkers wants to take it
Electric box in front next to Konstructicor has been open for 5 years
Implementation of plans = time frames
Procurement = turnaround time of sourcing materials is causing a delay in service delivery
Upgrade of safety systems (electricity) – are there any plans in place ?
Progress report on projects – regular updates (pipeline projects)
Office hours
Discounted rates for pensioners
Flat rate
IDP/budget 2025/26 – was it successful or not ?
Entrance of town – informal settlement, shacks , illegal toilet area
Business plans not approved in time = business opportunities missed
Private investor installing solar panels but unable to implement = no data of beneficiaries = impact
Huiwelkruin - must be noted that there's no. it has to be included because plans are there
Budget available for people in TLM
All employees in TLM qualified or not
Which projects were completed in the IDP 25/26
How is the water meters installation planned esp in Regorogile where the electricity supply
Water tanker schedule for town is Sunday but one day is not enough to supply the whole ward in town
Provide bush cutting schedule for Judith str, Swepie str (park) and Regorogile graveyard

Issues raised Ward 3
Clinic staff is incompetent
There is no progress with regards to issues raised
Bridge should be built – 1 by the school and 1 by the clinic
Employ security at power station
Request for a community hall
Expect to hear about approved and proposed projects – IDP budget
No service delivery
Request for grader – roads
Reservoir for water supply to community

Complaints about Zondereinder requiring grade 12 as a minimum for hiring
Moloko = database was collected but no feedback provided
Land for people who were occupying the Sebilong area

Issues raised Ward 4
There is a lack of transparency regarding contractors responsible for various projects, as both the Councillor and the community are not adequately informed
lack of value for money on completed projects
Water reticulation systems are poorly installed, with pipes laid too shallow, resulting in exposure during rainfall.
Paving
Stands upon planning were many but now they are not enough for the community
Some stands are located within flood lines, resulting in recurring flooding.
Internal roads to be fixed – damaged by rain
Raphuti – approved housing stands are located in unsuitable areas (wet or fountain-like conditions), causing structural instability and flooding
Informal settlements, particularly near the sports ground, lack access to basic services such as water and electricity
Illegal electricity connections
Speed humps are not installed in newly paved roads, posing safety risks
The netball ground is in poor condition, with stones and uneven surfaces, and requires regular grading.
High levels of unemployment, particularly among the youth
Mokolo water project recruitment vs Database
RDP meeting not held yet people are registering for houses
The presence of illegal and open mine shafts poses a serious safety risk to the community. A new shaft has reportedly emerged near the RDP housing area
Recruitment system – community prefers ruffle choosing system
Why does Rooiberg pay for graves yet Raphuti doesn't but they all belong to the same ward
Skierlik – become inaccessible during heavy rains due to flooding
There is a request for stricter enforcement, including disconnection of illegal connections and non-paying users
Kroomdrai – Land for RDPs
Roads – needs grading from time to time
High bridges instead of low laying bridges because it gets flooded when it rains

Issues raised Ward 5

Moloko projects = what happened to submitted CVs?
no development in the community
land and services = no budget allocation
No land
No cemetery
No employment – only EPWP
No water
Request for SAPS to patrol at night = law enforcement
No equipment
Clinic isn't fully functional
Meetings should be held where community resides , not at the clinic
Police are not responsive to issues brought to them

Issues raised Ward 6

Land
Stands – RDP houses
Hygienic toilets - Honey sucker needed - Request for maintenance of public toilets
Water
Unemployment rate is high
Last year CVs were taken to Platina but no one has been hired – please follow up as TLM
Platina does not hire women after cadetship (2 years)

Issues raised Ward 7

Municipality does not maintain facilities
High youth unemployment
Poor service delivery
Sewer issues
<u>MEETING HAD TO BE ADJOURNED DUE TO DISRUPTIVE COMMUNITY MEMBERS</u>

Issues raised Ward 8
MKMJV project (Mokolo) – how far regarding recruitment, esp. youth
Northam plats pavement = TLM to engage with them
Previous project dealing with tariffs that were reasonable with regards to electricity = ONTEC is expensive = eskom has high tariffs
Stance regarding non compliance
Poor service delivery in Northam
Allocate budget per department accordingly
Non functioning water meters, leakages, unsure of payments
No PPE
Skip bins – clarity regarding this matter
Botha street needs urgent attention
Dam at ext.6 entrance makes roads inaccessible due to flooding
Concerns raised by community members submitted to speakers office – R510
Questions are the same as previous IDPs but no progress/difference
Illegal dumping near old cemetery
Cut grass by sidewalks
Lack of/ no operators
Pictures circulating of CVs in bins
Poor service (police station) = claim lack of vehicles
Lack of ambulance vehicles
Create skills facilities in Northam and train according to what the mine needs

Issues raised Ward 9
Unemployment – any other skills development (skills gap)
Tholo str not finished (repairs). The whole street must be rehabilitated
Water shortage for intervals
Waste truck does not fit on the streets
Water tankers not servicing
Internships and bursaries
Sewer policy (must be reviewed) – not fixing the inside the yards
Indigent policy – update the register

Ontec system is dysfunctional – problem with keypad
Botha
No Services
Land
Crèche
Corruptions
Botha and matikiring – ground (cemetery)
Toilet beneficiaries but toilets were united (5 toilets at matikiring)
Matikiring
Ground illegal turned into informal settlement
Requested bus stop
Request for ground to be graded
No water
Access of water to limited places
Matikiring – cars have no access to the community
Botha – tender rewarding . – Moloko recruitment/ employment
Ipelegeng
ward councilor not present for council meetings or IDP public participation
ward councilors causing confusion and stopping projects helping the community
Maspala
Abandoned buildings and dirty streets = health hazard
Roads not finished
Drug and substance abuse
Illegal dumping and overgrown grass
Water tankers not entering the streets
High youth unemployment rate – graduates are at home
Hostel building occupied by drug users
Municipal hostel management (program for unemployment)
Community hall toilets dilapidated
Create playground area for children
Customer care = call centre
Bad infrastructure
Overgrown and overlapping vegetation = not visible
Total stop – road damaged causing hazard
Community hall

Change houses abandoned
Community full of qualified people but employment rate is high
No toilets
Ground = cemetery
No services = water and electricity
Electricity volt is low
Electricity is expensive and does not last (matter has been reported several times with no assistance) . 155 lpelegeng 076 148 9266
Request to invite SAPS Regional Commander for drugs and substance abuse
Ext4 – next to Namang
Few houses not connected with electricity.

Issues raised Ward 10
Water issue was promised to be resolved previous financial years. Water must be included in budget.
No Apollo lights = suggested solar systems
High unemployment rate = recruit people and businesses
Locals should benefit from future projects = employment
Create a skills development centre
MOU after completion to be absorbed by mines (employment)
No water in Ext 5 and Mountain view
Water tanker to fill JOJO tanks for Regorogile residents

Issues raised Ward 11
Unemployment
Establishment of Ward Committee

Issues raised Ward 12

Asked about ext.6 project (pipes), the community is unaware
Raised issue of people selling water
No street lights
High unemployment rate = recruit people and businesses
Locals should benefit from future projects = employment
Create a skills development centre
MOU after completion to be absorbed by mines (employment)
Services at Ext 8

Issues raised in Sebilong CPA
Road and fire burns
Resuscitation of 1 borehole
High mast light

Municipal wishlist

NO	DESCRIPTION	BUDGET	KPA
1	Water <ul style="list-style-type: none"> • Pumpstation – electrical equipment • Borehole – electrical equipment • Water quality equipments • Water reticulation • Water pipeline • Tools for water maintenance 	R50 000 000.00	Basic services and Infrastructure

	<ul style="list-style-type: none"> • Water meters 		
2	<p>Sanitation</p> <ul style="list-style-type: none"> • Sewer master plan • Jetting machines • Tools for sanitation • Pipeline 	R15 000 000.00	Basic services and Infrastructure
3	<p>Land</p> <ul style="list-style-type: none"> • Landfill site for solid waste disposal • Cemetery • Agricultural support (Vegetable enterprise support e.g. Fencing, Irrigation and Construction of greenhouses) • Recreational parks 		Spatial Rationale
4	<p>Community Halls</p> <ul style="list-style-type: none"> • Refurbishment of existing ones • New community halls • Maintenance 	R8 000 000.00	Basic services and Infrastructure

5	<p>Sports and Recreational Facilities</p> <ul style="list-style-type: none"> • Upgrading of existing • Maintenance 	R4 000 000.00	Basic services and Infrastructure
6	Street lights (High mast lights)	R1 500 000.00	Basic services and Infrastructure
7	<p>Roads (internal streets)</p> <ul style="list-style-type: none"> • Road resealing • Speed humps • Walkways 	R3 000 000.00	Basic services and Infrastructure
8	<p>Stormwater Management</p> <ul style="list-style-type: none"> • Master plan • Drainage and maintenance 	R5 000 000.00	Basic services and Infrastructure
9	<p>LED</p> <ul style="list-style-type: none"> • Educational workshops • Skills development • SMME development 	R500 000.00	PED

10	<p>Administration and Corporate support</p> <ul style="list-style-type: none"> • Office equipment and furniture • Development of Asset Management Strategy • ICT equipment • Specialised Traffic equipment • Mechanical equipment • Transport assets – maintenance vehicles • Permits and Licences – Traffic department and Landfill sites 	R12 000 000.00	Municipal Transformation and Organisation Development
11	<p>Network Data Points / Coverage</p> <ul style="list-style-type: none"> • Branding and Marketing materials • Media 	R2 000 000.00	Good Governance and Public Participation
12	<p>Public Participation</p> <ul style="list-style-type: none"> • Mayoral Cup • Mayoral Imbizo / Roadshows • Community engagements • Gender Equality campaigns • Youth engagements • Women caucus • GBV engagements • Substance abuse engagements • HIV/AIDS campaigns • People with disability engagements • Roving 65 seater bus • 22 seater Iveco • Van fitted with loudhailing equipment 	R8 500 000.00	Good Governance and Public Participation

	<ul style="list-style-type: none"> • Portable sound system • 4 speaker PA system 		
13	<p>Mayor's discretionary fund</p> <ul style="list-style-type: none"> • Donations • Poverty alleviation programmes 	R1 000 000.00	Good Governance and Public Participation

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase



CHAPTER 9. MUNICIPAL STRATEGIES

9.1. Thabazimbi Municipality Strategies

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

9.2. Strategic objectives per KPA

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 Organization
Municipal Transformation and Organizational Development	To ensure efficient administrative support services

9.3. Strategic objectives, Priority and Outcome

PRIORITIES	STRATEGIC OBJECTIVE
1. Water, Sanitation, Electricity, Roads, Stormwater & Waste Management and Environment	To ensure quality services to community by improving current status of infrastructure to sustainable levels while promoting sound environmental management systems.
2. Institutional Development and Financial Viability	To achieve ethical and developmental local government.
3. Land Audit and Local Economic Development (LED)	To ensure sustainable spatial development, through conducive environment for sustainable local economic development.
4. Community participation and Communication	Ensure that there are functional and accountable governance and management structures.
5. Disaster Management	To ensure effective response during and post disaster recovery through partnerships.

9.4. Operational Strategies

9.4.1. KPA1: Spatial Rationale

Challenge	Root cause	Remedial Action	Proposed Project	Time frame	Responsibility
SPATIAL RATIONALE					
<ul style="list-style-type: none"> Unlawful land uses (land invasion, illegal structures) 	<ul style="list-style-type: none"> Inadequate land for development No law enforcement Land Unavailability <ul style="list-style-type: none"> No by-laws 	<ul style="list-style-type: none"> Conduct land audit Liaise with the Department of Rural Development to acquire land on behalf of the municipality Consider PPP Develop by-laws and implement. Review of Spatial Development framework and land use scheme outdated 	<ul style="list-style-type: none"> Municipality to procure/acquire land from mining sectors processes are underway since November 2025, and at advanced stage in the office of the MM Appoint SP to conduct Land Audit Appoint a SP to review spatial Development framework and land use scheme GIS to be accessible to all directorates for planning, checking and verification 	Immediate	Planning Department

9.4.2. KPA 2: Basis Services and Infrastructure Development

Challenge	Root cause	Remedial Action	Proposed project	Time Frame	Responsibility
WATER					
<ul style="list-style-type: none"> Water losses Insufficient source of water 	<ul style="list-style-type: none"> Ageing Infrastructure Non metering (bulk and residential) Non- revenue water due old meters Non-availability of water meters Illegal connections 	<ul style="list-style-type: none"> Refurbishment of the Pump station Service Level agreement with the mine under SLP to upgrade the pipeline in shortest timeframe Investigate and report on the water supply of boreholes Resuscitate all the stalled water projects (drilling and refurbishment of boreholes, Completion of the Bulk water from pumpstation and y-piece) 	<ul style="list-style-type: none"> Upgrading of the pump station Replacement of 7km bulk line to Y-piece Refurbishment of Town reservoir Completion of the Bulk water from pumpstation and y-piece Appoint a SP to Conduct technical assessment of all the boreholes Installation of smart water meters (SLP) Appoint a SP to review of the water masterplan 	<p>12 months starting immediately</p> <p>12 months</p> <p>Within 2 months</p> <p>Within 2 months</p> <p>Within 2 months</p>	<p>Technical services</p>

		<ul style="list-style-type: none"> • Review of the water masterplan • Meetings between TLM and Magalies Water to be facilitated by DWS, and Cogta and Coghsta to form part) 		Ongoing	
SANITATION					
Frequent sewer blockage and poor treatment of sewage	<ul style="list-style-type: none"> • Ageing infrastructure • Poor community awareness • Illegal sewer connection • Illegal structure • New developments (human settlement) 	<ul style="list-style-type: none"> • Community awareness • capacitate the town planning division • Issues notices • Upgrading of Regorogile sewer lines and Town • Refurbishment of Thabazimbi, Rooiberg and Leeuport WWTW • Capacitate Municipal employees in order to be able to maintain the infrastructure 	<ul style="list-style-type: none"> • Upgrading of Regorogile sewer lines and Town • Appoint contractor for Refurbishment of Thabazimbi, Rooiberg and Leeuport WWTW • Appoint a SP to conduct technical assessment of sewer infrastructure • Review of maintenance plans • Start MIG/WSIG project planning for sewer bulkline upgrades 	Immediate	Technical services

ROADS AND STORMWATER					
Poor state of Road and stormwater drainage system	<ul style="list-style-type: none"> • Ageing infrastructure • Poor design of roads infrastructure • Climate change • Poor maintenance of roads and stormwater • Shortage of employees 	<ul style="list-style-type: none"> • Review roads and storm water maintenance plan • Development of roads and storm water master plan • Maintenance of Stormwater inlets by clearing debris 	<ul style="list-style-type: none"> • Appoint SP for review of roads and stormwater maintenance plans • Appoint SP for Development of roads and stormwater masterplans • Clearing of debris in Stormwater inlets and channels 	Immediate	Technical services
ELECTRICITY					
<ul style="list-style-type: none"> • High level of Electrical losses • Poor maintenance 	<ul style="list-style-type: none"> • Illegal connections • Shortage of material • Incorrect tariff 	<ul style="list-style-type: none"> • Public Awareness campaign • Apply penalties and fines for illegal connections • Investigation of service providers that may illegally collect revenue • Audit of meters • Beyond the Alternative program 	<ul style="list-style-type: none"> • Conduct audit of meters • Combined action between customer care and electrical division to identify businesses that are under incorrect billing • Beyond the Alternative development programs for town industrialization, 	Immediate	Technical service

			growth and development		
WASTE MANAGEMENT					
None collection of refuse	<ul style="list-style-type: none"> • Shortage of employees • Turnaround time terms fixing of the waste trucks • Shortage of Waste trucks 	<ul style="list-style-type: none"> • Community awareness campaign on illegal dumping • Engage mines on supply of waste bins • Procurement of additional waste trucks 	<ul style="list-style-type: none"> • Initiate bylaw on illegal dumping and • supply of waste bins (SLP) • SP to assist with repairs as in when required. 	Immediate	Community services
LICENSING					
Licence department to be capacitated	<ul style="list-style-type: none"> • Arrest by the Hawks • Suspension of 4 cashiers • 	<ul style="list-style-type: none"> • Seconded examiners for drivers licence extended for a period of 3months • Clerks are acting as cahiers • Vacancies to be filled 	<ul style="list-style-type: none"> • Immediate 	Community services	Licence department to be capacitated

9.4.3. KPA 3: Local Economic Development

Challenge	Root Cause	Remedial Action	Strategy	Proposed project	Time frame	Responsibility
High Unemployment	Lack of vocational Skills	Conduct skills Survey	<ul style="list-style-type: none"> • Co-Funding and Mentorship • career expo 	Ring fencing opportunities for	Continuous	LED

			<ul style="list-style-type: none"> Bursaries 	local people		
Inability to attract investment	<ul style="list-style-type: none"> Political Instability Ageing Infrastructure 	Encourage Collaborations	Encourage Private Public Partnerships	Establish the Joint Steering Committee Revive the LED forums	31 Dec 2026	LED
SMME Development	Lack of confidence in for the municipality <ul style="list-style-type: none"> Misalignment in terms of Communication 	Continuously communicate and gain confidence from the SMMEs <ul style="list-style-type: none"> prioritisation of local supplies 	Broader awareness Campaign	Capacity building & Monitoring <ul style="list-style-type: none"> Evaluate the impact of the trainings 	Continuous	LED
Decaying of the Game farm	<ul style="list-style-type: none"> No Personnel Loss of revenue No disposal of game animals Ageing infrastructure 	<ul style="list-style-type: none"> Filling of the vacant post Game counting and selling of game 	<ul style="list-style-type: none"> Filling of the vacant post Game counting and selling of game 	<ul style="list-style-type: none"> Management and maintaining of the game farm 	30 June 2026	LED

9.4.4. KPA 4: Good Governance and Public Participation

Challenge	Root cause	Remedial Action	Strategy	Proposed Project	Time frame	Responsibility
1. Unstable Political environment.	Administration unlawfully sharing confidential information.	1. Induction on code of conduct. 2. Enforcement of the	Policy, Workshop and Training and Awareness regularly	Continuous joint programmes with Municipality,	Quarterly	Corporate Services Department (ODT)

<p>2. Delayed establishment of Audit Committee</p>	<p>Political interference</p>	<p>consequence management.</p> <p>Understanding the separation of roles and responsibilities.</p>	<p>Waterberg District to share their audit committee as per Section 166A. Ensuring Terms of Reference of the Committees are available</p>	<p>SALGA, COGHSTA, MISA and Treasury etc.</p>	<p>Quarterly – from next quarter (April)</p>	<p>Municipal Manager</p>
<p>3. Delayed establishment Risk Committee</p>	<p>Political interference</p>	<p>Understanding the separation of roles and responsibilities.</p>	<p>Municipality to request extra period from Waterberg District with their audit committee as per Section 166A.</p> <p>Ensuring Terms of Reference of the Committees are available and communicated</p>		<p>Quarterly – from next quarter (April)</p>	<p>Municipal Manager</p>

Public Participation

Challenge	Root cause	Remedial Action	Strategy	Proposed Project	Time frame	Responsibility
1. There is weak public participation with TLM communities. Ward committees are not functional	Lack of financial resources, and tools of trade. Lack of understanding of what public participation is from the community's side	Sufficient budget allocation Awareness with community	Develop a Public Participation Strategy with proper and measurable implementation plans. Compliance checklists are available		To be developed after the Strategy Planning Session and thereafter the MM's office to measure performance on a quarterly basis	MM's office – under Public Participation Manager/Department

9.4.5. KPA 5: Financial Viability

Challenge	Root cause	Remedial Action	Strategy	Proposed Project	Time frame	Responsibility
Unfunded Budget	<ul style="list-style-type: none"> • Cash flow constraints • High creditors book • unrealistic revenue projections • FMS unbundling 	<ul style="list-style-type: none"> • Development and implementation of the budget funding plan and FRP • payment arrangement with creditors • Data cleanse FMS 	<ul style="list-style-type: none"> • Cost containment • recognition of all revenue streams e.g. bulk water revenue 	<ul style="list-style-type: none"> • Engagement between Mines and Bulk water supplier • Development of payment arrangements • Surcharge implementation • Reporting tools 	30 June 2026	BTO
Low Collection rate	<ul style="list-style-type: none"> • Inaccurate billing • Faulty meters • Illegal connection • inadequate credit control and debt management • high debtors book 	<ul style="list-style-type: none"> • Data cleansing • Meter audit • installation of prepaid meters 	<ul style="list-style-type: none"> • Enforce the credit control • Implementation of the wallets system 	<ul style="list-style-type: none"> • Installation and commissioning • Public awareness on wallet system • Replace faulty meter • Install new meters 	30 June 2026	BTO

Cost reflective tariffs	Inaccurate cost of supply study	Conduct cost of supplies study	Conduct cost of supplies study	Conduct cost of supplies study	31 May 2026	BTO
Valuation Roll	<ul style="list-style-type: none"> • Misalignment, variances • incomplete categories 	<ul style="list-style-type: none"> • Investigate the variances and misalignment 	Reconciliation of the GVR and the Billing systems	<ul style="list-style-type: none"> • Reconciliation of the GVR and the Billing systems • implementation of supplementary valuation roll 	30 November 2026	BTO
Indigent Management	<ul style="list-style-type: none"> • Mushrooming of informal settlements • Inadequate indigent policy 	<ul style="list-style-type: none"> • Review the current indigent policy • regular updating of indigent register 	<ul style="list-style-type: none"> • Review the current indigent policy • regular updating of indigent register 	<ul style="list-style-type: none"> • Verification of indigents • Awareness campaign – door to door • Implement indigent management system 	31 December 2026	BTO
Auditor General findings	<ul style="list-style-type: none"> • Historic administrative and political instability 	<ul style="list-style-type: none"> • Develop audit action plan • Interim set of AFS 	<ul style="list-style-type: none"> • Conduct the ASC meetings 	<ul style="list-style-type: none"> • PAAP • Interim AFS • ASC Meetings 	31 December 2026	All Departments

9.4.6. KPA 6: Municipal Transformation and Organisational Development

Municipal Transformation						
Challenge	Root cause	Remedial Action	Strategy	Proposed Project	Time frame	Responsibility
1. There has been no Change Management implemented in the municipality.	Employees' resistance to change.	Change Management workshops to be implemented across the municipal levels	Change Management Policy to guide the municipality	Regular awareness workshops and trainings	As and when required / needed. During periods of change	MM's office in conjunction with the Directors
2. No political will	Influence by former political leaders					

Organisational Development						
Challenge	Root cause	Remedial Action	Strategy	Proposed Project	Time frame	Responsibility
1. High rate of vacancies	Minimal commitment on many municipal employees	Enforce the implementation of PMS at all levels.	Regular monitoring of plans.	Approval of PMS Policy by council	Taken to next ordinary council (May)	MM's office and PMS department and Corporate

	especially managers.				for approval	Services
2. Low skills capacity	Reluctance on the part of unions reps	Council needs to approve organogram accordingly.			Immediate effect	Corporate Services Department (HR Manager)
3. Poor involvement of unions on LLF		Report the local unions' failures to their mother bodies and influence change of local leadership				
4. Employee Safety	Governance and Compliance Gaps Capacity and Training	Compliance Enforcement Training and Capacity Building	Legal Compliance and Governance	OHS Committee Establishment Risk Assessment Programme	0-3 months	Municipal Manager Directors OHS Officer

	Deficiencies					
	Risk Management Failures	Risk Management Improvement	Risk-Based Safety Management	Safety Training Programme	3-6 months	
	Resource Constraints	Resource Allocation	Capacity Building and Awareness	Incident Management System		
	Organisational Culture and Behaviour	Strengthening Safety Culture	Monitoring, Evaluation, and Continuous Improvement	Safety Awareness Campaign		

9.5. Disaster Management

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

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT /PERSON
	Short Term (Amalgamation)2024/25	Medium Term(Stabilization) 2025/26	Long Term (Consolidation) 2026/27	
Awareness campaigns	<p>Develop and distribution of awareness material.</p> <p>Develop guidelines and communicate setting up of rapid response command team</p> <p>Initiate process of the review of Disaster Management Plan</p>	Continuous communication and updating	Continuous communication and updating	Office of the Mayor, Director Community Services and Manager Communications

Review Disaster plan	Setting up of rapid response command team Initiate process of the review of Disaster Management Plan	To be updated with all towns Provincial joint flood coordination committee meetings held monthly	Ongoing as per incidents reported Provincial joint flood coordination committee meetings held monthly	Director Community Services and Divisional Head Disaster Management PMU
Erection tents / tin houses for communities in need			Ongoing	Director Community Services and Divisional Head Disaster Management
Reports to SASSA for food parcels and personal needs	As per incidents happen, immediate intervention			Office of the Mayor and Director Community Services
Disaster declaration on Mayor incidents	Through channels from Local to District to Provincial National Disaster Management		Ongoing where disaster incidents occur	Office of the Mayor, Director Community Services and Manager Communications
Coordination and implementation of all measures to mitigate/prevent and recover from disaster events	As per incidents happen, immediate intervention		Ongoing where disaster incidents occur	Director Community Services and 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 Services and Divisional Head Disaster Management

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase



CHAPTER 10. PROJECT PHASE

10.1. MUNICIPAL PROJECTS 2025/26 – 2027/28

10.1.1 MUNICIPAL GRANTS: 2025/26 Grants Performance by End April 2026

Grants	Allocated funds	Transferred to date	Expenditure	% Expenditure
MIG	R 39 701 000	R 29 780 000	R 18 658 655, 85	63.00%
INEP	R 20 000 000	R 20 000 000	R 20 000 000	100%
WSIG	R 51 764, 000	R 242 060, 50	R 242 060, 50	0,5%
DISATER (Response)	R 15 000 000, 00	R 15 000 000, 00	R 15 000 000, 00	100%
DISATER (Recovery)	R 40 000 000, 00	R 40 000 000, 00	R 0,00	0%

PROPOSED PROJECTS 2025/26 – 2027/28 FY

MIG Projects	
Project Name	2025/26 Budget
MIG	
Rooiberg Paving of Internal street	R 11 119 737, 92
Regorogile Ext 8 Paving of Internal Streets	R 16 675 212, 08
Upgrading of Regorogile Ext 5 & 6 Sewer Network	R9 921 000
Project Management Unit Fees (5% of MIG Grant)	R1.985.050,00
TOTAL	R39.701.000,00
WSIG 6B	
Upgrading of bulk water pipeline between Thabazimbi pumpstation and Thabazimbi Y-piece	R16.000.000,00
Construction of VIP Toilets	R4.000.000,00

Upgrading of Thabazimbi Pump Station	R6.000.000,00
Upgrading of Rooiberg wastewater treatment works	R10.000.000,00
Upgrading of Thabazimbi wastewater Treatment Plant	R11.000.000,00
Upgrading of Raphuthi bulk water pipeline	R4.764.000,00
TOTAL	R51.764.000,00
INEP	
Construction of Smashblock Substation	R20.000.000,00
TOTAL	R20.000.000,00
MIG GRANT 2026/27	
Regorogile Ext 8 Paving of Internal Streets	R8 650 206, 27
Rooiberg Paving of Internal	R 12 836 893, 73
Upgrading of Regorogile Ext 5 & 6 sewer network	R7 627 500, 00
Project Management Unit Fees (5% of MIG Grant)	R2 008 350, 00
TOTAL	R40 167 000,00
WSIG 6B	
Upgrading of bulk water pipeline between Thabazimbi pumpstation and Thabazimbi Y-piece	R10.000.000,00
Construction of VIP Toilets	R 3 000 000, 00

Upgrading of Thabazimbi Pump Station	R12.000.000,00
Upgrading of Rooiberg wastewater treatment works	R15.000.000,00
Upgrading of Thabazimbi wastewater Treatment Plant	R15.000.000,00
Upgrading of Raphuthi bulk water pipeline	R10 065.000,00
TOTAL	R65.065.000,00
INEP	
Construction of Smashblock Substation	R21 000 000, 00
Electrification of Regorogile Ext 8	R 5 140 000, 00
TOTAL	R26 140 000, 00
MIG GRANT 2027/28	
Regorogile Ext 8 Paving of Internal Streets	R28 447 776, 52
Upgrading of Regorogile Ext 5 & 6 sewer network	R9 028 266, 38
Upgrading of Rooiberg bulk water	R 4 639 357,10
Project Management Unit Fees (5% of MIG Grant)	R2 216 600, 00
TOTAL	R44 332 000,00
WSIG 6B	
Upgrading of Thabazimbi Pump Station	R13 500 000, 00
Upgrading of Rooiberg wastewater treatment works	R15 000 000, 00
Upgrading of Thabazimbi wastewater Treatment Plant	R15.000.000,00
Upgrading of Raphuthi bulk water pipeline	R13 500 000, 00

Upgrading of bulk water pipeline between Thabazimbi pumpstation and Thabazimbi Y-piece	00	R 11 818 000,
TOTAL		R68.818.000,00
INEP		
Electrification of Regorogile EXT 8		R16.723.000,00
TOTAL		R16.723.000,00

CAPITAL PROJECTS BUDGET

Project name	APPROVED BUDGET	25/26 BUDGET	26/27 BUDGET
Regorogile Ext 8 paving of internal street	R 62 839 402,00	R 16 675 212,08	R 8 650 206,27
Rooiberg Paving of internal street	R 32 885 401,92	R 11 119 737,92	R 12 836 893,73
REGOROGILE 5XT 5&6 SEWER LINE Phase1	R 9 921 000,00	R 9 921 000,00	R 7 627 500, 00
PMU COST	R 1 985 050,00	R 1 985 050,00	R 1 130 900,00
TOTAL MIG		R 39 701 000,00	R 40 167 000,00
'Construction of 541 VIP Toilets in Thabazimbi area being Meriting (301), Skierlik(90) and Rooiberg(150)	R 9 062 454,00	R 4 000 000,00	R 3 000 000,00
Upgrading of 6,67km Bulk water Pipeline Between Thabazimbi Pumpstation and Thabazimbi Y piece	R 42 812 638,00	R 16 000 000,00	R 15 000 000,00
Refurbishment of Thabazimbi 6,5m/d WWTW	R 49 808 525,81	R 6 000 000,00	R 15 000 000,00
Upgrading of Thabazimbi pump station with the capacity of 13m/day	R 33 383 239,31	R 6 000 000,00	R 12 000 000,00
Upgrading of Rooiberg WWTW	R 48 831 304,85	R 4 000 000,00	R 15 000 000,00
Upgrading of Raphuthi water supply	R 43 665 158,24	R 4 000 000,00	R 10 065 000,00

TOTAL WSIG		R 51 764 000,00	R 65 065 000,00
-------------------	--	------------------------	------------------------

Smashblock 20MVA Substation	R99 853 143,89	R20 000 000,00	R 21 000 000,00
Regorogile ext8-Pre-engineering			R 5 140 000,00
Electrification of house holds			
TOTAL INEP		R 20 000 000,00	R 26 140 000,00
Provision of consulatncy and repairs services in the damaged Municipality infrstructure - leeuport(turnkey)	R 15 000 000,00	R 15 000 000,00	R 40 000 000,00
Total MDRG		R 15 000 000,00	R 40 000 000,00

Catalytic Projects

1. MOKOLO AND CROCODILE RIVER WEST AUGMENTATION PROJECT (MCWAP 2a)

- MCWAP Phase 2 is to provide water to **ESKOM, EXARRO and Lephalale town** from Mokolo river through a **140 km** pipeline with a capacity of **75 million m³/annum (205.5 MI/d)** and estimated to cost **R17.2 billion**.
- Contractor has been appointed in **May 2025 and construction work permit** by Limpopo Department of Labour issued.
- It was anticipated that **sod turning ceremony** will be done in November 2025 in Thabazimbi, however, it hasn't been done. DWS is engaging the Minister's Office about the actual date
- **Site establishment** and **bush clearing** will be done after sod turning

2. COMPONENT 2 PILANESBERG PHASE 2

- This is a catalytic project which involve the Construction of a **54km Bulk pipeline** and Pump station from Padda Junction to **Thabazimbi** to augment the current infrastructure

- Estimated project cost is R636 000 000, with target duration of 24 months
- EIA extended expires in Nov 2027 and WUL in place
- BFI Grant Conditionally approved
- Feasibility Study Report was approved in Nov 2023. Detailed Design, Specification & Drawings are done. Tender document for the Pipeline is ready.
- Magalies Water through IF appointed financial, legal and technical advisor to assist in funding model for the project and finalizing offtake agreement.

Proposed PED Projects

PROJECT	BUDGET
Conduct Land Audit investigation	R1 500 000
Proposed Regorogile Ext 9 township establishment	R2 000 000
Proposed Northam Ext 20 township – finalization	R700 000
Proposed Thabazimbi Ext 58 township (civic centre) – finalization	R700 000
Land Use Scheme – Review	R250 000
Tourism strategy review	R1 000 000
Investment strategy	R1 000 000
Upgrading of Leeupoort Farm	R10 000 000
LED Support and Skills Development	R500 000

Proposed Technical Services Projects

PROJECT	BUDGET
Refurbishment of Rooiberg Waste Water Treatment Works	R 49 000 000
Construction of package plants to treat non compliant water from boreholes	R 20 000 000
Upgrading of Outfall sewer line between Frikkie Meyer street and Shai/Loots drive-6km	R 46 000 000
Upgrading of water reticulation in Regorogile, Rooiberg , and Northam	R 80 000 000
Replacement of AC pipe in Regorogile with HDPE pipe 2,5 km	R 20 000 000
Upgrading of Regorogile internal distribution network	R 60 000 000
Construction of the booster pump of Regorogile Ext 8 and Mountain view	R 12 000 000
Installation of a Nano Technology filtration system to treat manganese and disinfect 10MI/d (includes 4 existing boreholes that will be tested and equipped (Phase2) at Thabazimbi pump station	R 17 000 000
Upgrading of Central substation	R 30 000 000
Refurbishment and Upgrading of Mini-Substations and T3 in Thabazimbi town and Rooiberg	R 35 000 000
Completion of Apiesdoorn cemetery (including EIA)	R 3 200 000
Procurement of 2 x Plate Contactors, 2 x Concrete Cutters and 2 x mechanical brooms	R 1 300 000
Upgrading of stormwater management at Northam and Regorogile, Rehabilitation of bridges (Leeupoort, Regorogile and Thabazimbi)	R 30 000 000
Resealing of roads at Thabazimbi Town (Warmbath Road (must be widen to a 10m wide shoulder), Hamerkop Road, Vanderbijl Street, Judith Street, Michael Street, Naomi Street and Frikkie Meyer	R 15 000 000

Street)	
Electrification of Regorogile Ext 8- 900 house holds	R 21 000 000
Renovation and Upgrading of technical office	R 5 000 000
Development of Infrastructure Master Plan	R 5 500 000
Development of Water Conservation and Demand Management Plan	R 3 500 000
Development of Roads and Stormwater Master Plan	R 2 500 000
Review of Water and Sanitation Master Plan & Development of Water Services Development Plan	R 5 500 000
Review of Operation and Maintenance Plans (Roads and Stormwater, Electrical, Water and Sanitation)	R 4 500 000
Design and reconfiguration of Skierlik electrical infrastructure	R 8 000 000
Resealing of cracks for Northam Ext 7 Reservoir	R 7 000 000
Installation of solar street lights and Solar Highmast lights in Thabazimbi ,Regorogile and Rooiberg	R 20 000 000
Electrification of Raphuti -600 House holds	R 15 000 000
Upgrading of internal streets in Raphuti 2,5km	R 25 000 000
Refurbishment of 11kv line (Regorogile sewer line and Regorogile feeder 1) and refurbishment and Maintenance of Thaba village Substation	R 3 500 000
Reconstruction of Regorogile feeder 2 cable XLPE -95mm and LV Poles at Regorogile Ext 6	R 2 000 000
Rehabilitation of internal street from (Regorogile EXT 2 and Ipelegeng) 5km	R 20 000 000

Upgrading Ext 5 from gravel to paving 2,5km	R 25 000 000
Upgrading Ext 6 from gravel to paving 2,5km	R 25 000 000
Refurbishment and upgrading of Medium Voltage Substation	R 15 000 000
Refurbishment of Thaba Village switch Gear	R 4 500 000
Replacement of smart meter single phase and 3 phase in both Thabazimbi and Regorogile	R 6 000 000
Gravelling of roads at Thabazimbi Plots (36km)	R 20 000 000
Tools of trade (testing equipment)	R 5 000 000
Thaba Park (Upgrading of electrical reticulation)	R 3 000 000
Upgrading of Thabazimbi Pump station (11kv line)	R 1 500 000
Upgrading of Raphuti Oxidation ponds	R 1 500 000
Construction of 2 ML Storage Reservoir at Northam and associated infratsructure	R 7 000 000
Installation of Telemetry System for the whole municipality	R 10 000 000
Electrical Ring-feed for Thabazimbi CBD including Malls	R 25 000 000

Proposed BTO Projects

PROJECT	BUDGET
Development of Asset Management Strategy	R 1 800 000

Proposed Training and Development Program

Project name	Budget
Enterprise Supply Development	R 20 000 000.00

Proposed Community Services

PROJECT	BUDGET
Transfer station – Rooiberg	R 14 000 000
Buy back centre – Skierlik	R 8 000 000
Buy back centre – Raphuti	R 8 000 000
Community hall – Raphuti	R 10 000 000
Community hall – Skierlik	R 10 000 000
Upgrading of Ext 3 hall	R 4 000 000
Upgrading of multi-purpose hall	R 5 000 000
Upgrading of Sport 4 All – Regorogile	R 15 000 000
Weighbridge for trucks	R 18 000 000
2 nd Phase – Upgrading of Donkerpoort landfill site	R28 000 000

Proposed Municipal Manager Projects

PROJECT	BUDGET
Office space – Civic Centre	R50 000 000
Renovation and Partitioning of the municipal offices (Old ABSA)	R3 000 000
Roving 65 seater bus	R2 000 000
22 seater Iveco	R900 000
Van fitted loud hailing equipment	R1 000 000
Portable sound system	R200 000
Four speaker PA system	R500 000

10.2 SOCIAL AND LABOUR PLANS

Valterra SLP 4

Project	Status
Thabazimbi water pipeline from Y-piece to Regorogile Reservoir : Phase B	Endorsement
Renovation and Construction of a sports field in Regorogile township	Endorsement
Construction of Waste Facility Donkerpoort phase 2	Endorsement
Construction of Roads and Stormwater at Regorogile Ext 6	Endorsement

Northam Zondereinde SLP

Project	Budget	Status
Purchase of yellow fleet – waste management resources	R12 000 000	75 % Complete
Paving of Northam internal streets	R25 000 000	The mine is still awaiting section 102 application approval
Prepaid water meter Installation phase 2_ Thabazimbi Local Municipality	R10,500,000	2 400 meters installed with expenditure of R6 500 000

Siyanda Bakgatla Platinum Mine SLP

Project	Budget	Status
High Mast lights	R8 000 000	Complete 2026

AMSA Thabazimbi Iron Ore Mine

Project	Budget	Status April 2024
Learnerships (6)	R 324 000	Moratorium currently
Internships (4)	R 324 000	Moratorium currently
Bursaries	R 720 000	Moratorium currently

Water Infrastructure (link to current Regorogile Waterberg Project)	R 1 500 000	Awaiting approval from DMRE Submitted in September 2024
Tourism Shuttle and Tour Services	R 1 500 000	Awaiting approval from DMRE Submitted in September 2024
Internal Road Upgrade(Ipelegeng)	R 2 500 000	Awaiting approval from DMRE Submitted in September 2024
Construction of Istores Primary School (Phase2)	R 1 500 000	Awaiting approval from DMRE Submitted in September 2024
Water Infrastructure (link to current Regorogile Waterberg Project)	R 1 500 000	Awaiting approval from DMRE SLP Submitted in September
Tourism Shuttle and Tour Services	R 1 500 000	Awaiting approval from DMRE SLP Submitted in September
Internal Road Upgrade(Ipelegeng)	R 2 500 000	Awaiting approval from DMRE SLP Submitted in September
Construction of Istores Primary School (Phase2)	R 1 500 000	Awaiting approval from DMRE SLP Submitted in September
Portable Skills	R 1 203 000	Awaiting approval from DMRE SLP Submitted in September 2024
Bursaries	R 800 000	Awaiting approval from DMRE SLP Submitted in September 2024
Learnerships	R 432 000	Awaiting approval from DMRE SLP Submitted in September 2024
Internships	R 540 000	Awaiting approval from DMRE SLP Submitted in September 2024

ARM Andalusite

Project	Budget	Status as at end of April 2024
Upgrading of Thaba Park	R1,95 million	In progress

Imerys (Rhino and Tygerkloof)

Project	Budget	Status
Heuwelkruin road paving	R1.5 million	Engagements with the municipality are underway
Medivet road paving(to be changed to Thabazimbi Water pipeline Y junction)	R1.5 million	Application of section 102 to DMRE

Continental Resources

Project	Budget	Status
Leeuport and Raphuti water augmentation	R 5 000 000	In progress

Afarak

Project	Budget	Status
Crop Farming project (change to 2 Bridges in Smashblock)	R2 000 000	Section 102 application

10.3. Proposed Projects (water)

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2025/26	2026/27	2027/28		
TBS/W-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 2028	Km of pipeline to be upgraded		16 000	10 000	11 818	2,9,10,12	WSIG

TBS/ W-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 2028	Nr of hh provided with sustainable water supply	Km of pipeline to be upgraded	-	-	4 639	2	WSI G
TBS/ W - 03	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 2028	Capacity of package plant upgraded	Km of pipeline to be upgraded	6 000	12 000	13 500	2,9,10,12	WSI G

TBS/ W - 04	Ageing infrastructure	To ensure provision of new water infrastructure	Upgrading of water network at Raphuthi/Lee upoort	1 package plant 450 Kl/d as at end June 2028	Capacit y of packag e plant upgrade d	Kms to	6 000	12 000	13 500	2,9,10,12	WSI G
-------------------	--------------------------	--	---	---	--	-----------	-------	-----------	-----------	-----------	----------

10.3.2. Proposed projects (sanitation)

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target				Location/Ward	Funder
							Budget	Budget	Budget		
							2025/26	2026/27	2027/28		
TBS/ S-18	Non functional WWTW	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of Thabazi mbi WWTW	The existing WWTW is not functional and do not comply to standar	Nr of WWTW to be Refurbished	1	6 000	15 000	15 000	2	WSIG

		ure		ds as at end June 2028							
	Non functional WWTW	To ensure provision of new water infrastruct ure while upgrading existing infrastruct ure	Upgradin g of Rooiberg WWTW	The existing WWTW is not function al and do not comply to standar ds as at end June 2028	Nr of WWTW to be refurbishe d	1	4 000	15 000	15 000	2	WSIG

10.3.3. Proposed projects (electricity)

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS/E-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/E-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/E-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/E-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/E-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/E-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/E-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/E-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/ E - 27	Insufficient electricity supply	To ensure provision of electricity infrastruct ure	Re- connectio n of 2 x 11kv overhead line to complete the ring- feed using undergrou nd cable	No ring- feeder (Regorog ile Feeder 2 and Sewerag e Line)			-	-	100 000	2,9,10,12	TLM
----------------	------------------------------------	---	--	--	--	--	---	---	------------	-----------	-----

10.3.4. Proposed projects (roads)

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS/R-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/ R-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/R-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/ R-31	Streets are not accessible	To ensure quality services to community by improving current infrastructur e to sustainable levels and promotes environmen tal managemen t system	Upgradin g of storm water channel in Thabazim bi and Regorogil e	Un- accessib le roads as at end June 2025	Km of road s to be tarred		7 000 000	6 000 000	20 383 550	2	MIG
--------------	-------------------------------	--	---	---	--	--	-----------------	--------------	------------------	---	-----

10.3.5. Proposed projects (landfill/sport/cemetery)

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS/R-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/R-33	Poor solid waste management in Northam	To compile with the NEM act	Construction of Northam landfill site	Non compliance as at end June	Number of landfill sites constructed	1		20 000 000	-	7,8	MIG

				2025							
Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS/R-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/ R-35	Poor sport ground maintenance	To ensure quality services to community by improving current infrastructur e to sustainable levels and promotes environmen tal managemen t system	Upgrade of Regorogi le Sport Ground	Dilapidate d sport ground as at end June 2024	Nr of sport grounds to be upgrad ed	1	-	-	10 000 000	9,10,12	MIG
--------------	-------------------------------------	--	---	--	--	---	---	---	------------------	---------	-----

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target				Location/Ward	Funder
							Budget	Budget	Budget		
							2024/25	2025/26	2026/27		
TBS/R-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

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase



CHAPTER 11. SECTOR DEPARTMENT PROJECTS

11.1. RAL Upgrading Projects under Designs 2026/27

PROJECT NAME (RAL)	PROJECT DESCRIPTION	ROAD NUMBER/S	FUNDING SOURCE	CONSULTANTS BUDGET (R)	PROJECT STATUS
T392C	Koedoeskop to Northam to Dwaalboom (PPC):50/50	P20/2,D1234, D869, D1309, D2702	EQS	TBC	Construction
T1295	Bela Bela to Leeupoort	D4426	EQS	12 572 421.93	Planning and Design
T1315	Bridge Refurbishment Two rivers estate, swartklip	1329,2524	IMPROVEMENT TO BRIDGES	TBC	Implementation
T1316	Bridge Refurbishment Along D2700 to Gannahoek game farm, Makayaskraal	1366,3773	IMPROVEMENT TO BRIDGES	TBC	Implementation
T1317	Bridge Refurbishment Along D928,Rooiberg, Swartklip	NB233,NB232, 2543	IMPROVEMENT TO BRIDGES	TBC	Implementation

11.2. Preventative Maintenance Projects under Designs 2026/27

PROJECT NAME (RAL)	PROJECT DESCRIPTION	ROAD NUMBER/S	FUNDING SOURCE	CONSULTANTS BUDGET (R)	PROJECT STATUS
T1172	Northam to Brits	D1235	PRMG		Planning and Design

11.3. Routine Road Maintenance Projects 2026/27

PROJECT NAME (RAL)	PROJECT DESCRIPTION	ROAD NUMBER/S	FUNDING SOURCE	CONSULTANTS BUDGET (R)	PROJECT STATUS
T1346	Maintenance services of various roads within Thabazimbi Local Municipality	Various Municipal Roads		R19 255 600.00	Implementation

11.4. Agriculture 2026/27

Project Name	Nature of Investment	Start Date	End Date	Municipality	Total Project Cost	Total Past Expenditure	26/27	27/28
Flybiz	Upgrading and Additions	2024-05-01	2027-05-29	Thabazimbi	R375 000	0	R1 000 000	R200 000

11.5. Human Settlements 2026/27

Project Name	Project Number	Start Date	End Date	Municipality	Total Project Cost	Total Past Expenditure	26/27
WATERBERG/THABAZIMBI MUNI./KOEPHU (57) URBAN 25/26 - Phase 1	N25010048/1a	2025-01-03	2027-03-31	Thabazimbi	R5 120 930	0	R5 082 555
WATERBERG/THABAZIMBI MUNI./MABALENG(100)URBAN/22/23 - Phase 1	N22060037/1a	2022-01-07	2027-03-31	Thabazimbi	R296 070	0	R296 070
WATERBERG/THABAZIMBI MUNI./SEEDI DEVELOPMENT 161) URBAN 23/24 - Phase 1	N23020009/1A	2023-01-04	2027-03-31	Thabazimbi	R281 475	0	R281 475
WATERBERG/THABAZIMBI MUNI./XILUVELWENI (02)	N25020016/1	2025-02-14	2027-03-31	Thabazimbi	R522 003	0	R390 650

MILITARY VET 25/26 - Phase 1							
WATERBERG/THABAZIMBI MUNI./XILUVELWENI (143) URBAN 24/25 - Phase 1	N24050043/1	2024-05-02	2027-03-31	Thabazimbi	R4 170	0	R4 170
WATERBERG/THABAZIMBI MUNI./XILUVELWENI (02) MILITARY VET 25/26 - Phase 1	N25020016/1	2025-02-14	2027-03-31	Thabazimbi	R478 074	0	0
WATERBERG/THABAZIMBI MUNI./BRUNEL ENG (200) URBAN 23/24 - Phase 1	N23020013/1a	2023-04-01	2027-03-31	Thabazimbi	R3 041 700	R264 795	R3 018 675

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase



CHAPTER 12. INTEGRATION PHASE

12.1 INTRODUCTION

In this section we provide (1) summaries of the available sector plans of the municipality. The operational details of all these plans, programmes, systems and strategies are well-articulated in the programmes and projects detailed in the Projects Phase. It should be noted that despite the absence of these plans, there are projects and programmes that are components of these plans, e.g. there are financial projects in the absence of a 5 Year Financial Plan. The main objective of this section is the integration of plans and programmes to ensure alignment.

This section also has specific focus on the following:

- Consolidate sector programmes/ plans for each sector for operational management and implementation
- Consolidate integrated programmes for crosscutting dimensions of development to ensure consistency and sustainability.

12.2. The Projects received from Sector Departments

- Department of Sports, Arts And Recreation
- Department of Environment, Forestry And Fisheries
- Department of Transport and Community Safety
- Department of Social Development
- Department of Agriculture, Rural Development & Land Reform
- Department of Cooperate Governance, Housing and Traditional Affairs
- Department of Public Enterprise (Eskom Projects)

Project Name	Local Municipality	Project Status	% Progress	Total Expenditure to Date
Public Works Roads- Waterberg District				
3 Year Household term Contract: Routine Road Maintenance	Thabazimbi	Tender	5%	0
3 Years Household Based Routine Roads Maintenance Project at Thabazimbi Local Municipality	Thabazimbi	Construction 76% - 99%	95%	R25,402,116
Flood damaged Road Infrastructure repair	Thabazimbi	Tender	5%	0

Flood damaged Road Infrastructure repair	Thabazimbi	Design	3%	0
Preventative Maintenance of road D1235 Northam	Thabazimbi	Tender	5%	0
Rehabilitation of D2460 Sentrum to Derdepoort	Thabazimbi	Tender	5%	0
CoGHSTA- Waterberg District				
N23020009/1 WATERBERG/THABAZIMBI MUNI./SEEDI DEVELOPMENT (200) URBAN 23/24 - Phase 1 RAPHUTHI	Thabazimbi	Construction 51% - 75%	78%	29,209,180
WATERBERG, THABAZIMBI, SKIRLEK, BPM2 /(PHASE 3) 200 SITES	Thabazimbi	Construction 1% - 25%	28%	11,537,120
WATERBERG/THABAZIMBI MUNI./ASIMA (161) URBAN 25/26 - Phase 1	Thabazimbi	Construction 1% - 25%	28%	32,438,749
WATERBERG/THABAZIMBI MUNI./BRUNEL ENG (200) URBAN 23/24 - Phase 1	Thabazimbi	Construction 51% - 75%	78%	2,505,431
WATERBERG/THABAZIMBI MUNI./BRUNEL ENGINEERING (200) RURAL/23/24 - Phase 1	Thabazimbi	Construction 51% - 75%	78%	125,219,700
WATERBERG/THABAZIMBI MUNI./KOEPHU (57) URBAN 25/26 - Phase 1	Thabazimbi	Construction 1% - 25%	28%	4,566,960
WATERBERG/THABAZIMBI MUNI./SEEDI DEVELOPMENT PROJECTS PTY LTD (200) RURAL/ 23/24 - Phase 1	Thabazimbi	Construction 1% - 25%	28%	111,342,600
WATERBERG/THABAZIMBI MUNI./ZOHRA KHAN DEVELOPERS(39) URBAN 24/25 - Phase 1	Thabazimbi	Construction 26% - 50%	55%	4,292,624
ESKOM - Waterberg District				
Thabazimbi Infills	LIM361_Thabazimbi	Infills	R776 092.1325	0%
Smashblock 132kV SWS 20MVA Supply	LIM361_Thabazimbi	Pre-Engineering	R1,184,300.00	0%-

Point				Environmental studies in progress
SANRAL				
Contract description: routine road maintenance of national routes R510 from North West Provincial boundary over Thabazimbi to Lephalale Municipal boundary, R511 from North West provincial boundary to R510 intersection, and R516 from R511 intersection near Koedoeskop to Bela-bela Municipal boundary			R 54 538 753,50 (incl. VAT)	
Improvement of National route R516 section 1 from R511 to Toospruit			R 589 411 525,00	

RAL

			FINANCIAL INDICATORS		PHYSICAL INDICATORS	
PROJECT NAME (RAL)	PROJECT DESCRIPTION	ROAD NUMBER/S	FUNDING SOURCE	CONTRACTORS BUDGET (R)	PROJECT STATUS	BACKLOG BEING ADDRESSED
T392C	Koedoeskop to Northam to Dwaalboom (PPC):50/50	P20/2,D1234, D869, D1309, D2702	EQS	TBC	Construction	Upgrading

			FINANCIAL INDICATORS		PHYSICAL INDICATORS
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

					PHYSICAL INDICATOR	
PROJECT NAME (RAL)	PROJECT DESCRIPTION	BRIDGE NUMBER/S	ACTIVITY	VILLAGES/TOWNS	PROJECT STATUS	BACKLOG BEING IDENTIFIED
T1315	Bridge Refurbishment	1329,2524	IMPROVEMENT TO BRIDGES	Two rivers estate, swartklip	Implementation	Unsafe Structures
T1316	Bridge Refurbishment	1366,3773	IMPROVEMENT TO BRIDGES	Along D2700 to Gannahoek game farm, Makayaskraal	Implementation	
T1317	Bridge Refurbishment	NB233,NB232,2543	IMPROVEMENT TO BRIDGES	Along D928,Rooiberg, Swartklip	Implementation	

Human Settlement

Project Name	Project Number	Start Date	End Date	Municipality	Total Project Cost	Total Past Expenditure	26/27	27/28	28/29
WATERBERG/THABAZIMBI MUNI./KOEPHU (57) URBAN 25/26 - Phase 1	N2501004 8/1a	2025-01-03	2027-03-31	Thabazimbi	5120930	0	5082555	0	186859800
WATERBERG/THABAZIMBI MUNI./MABALENG(100)URBAN/ 22/23 - Phase 1	N2206003 7/1a	2022-01-07	2027-03-31	Thabazimbi	296070	0	296070	0	0
WATERBERG/THABAZIMBI MUNI./SEEDI DEVELOPMENT 161) URBAN 23/24 - Phase 1	N2302000 9/1A	2023-01-04	2027-03-31	Thabazimbi	281475	0	281475	0	0
WATERBERG/THABAZIMBI MUNI./XILUVELWENI (02) MILITARY VET 25/26 - Phase 1	N2502001 6/1	2025-02-14	2027-03-31	Thabazimbi	522003	0	390650	0	0
WATERBERG/THABAZIMBI MUNI./XILUVELWENI (143) URBAN 24/25 - Phase 1	N2405004 3/1	2024-05-02	2027-03-31	Thabazimbi	4170	0	4170	0	0
WATERBERG/THABAZIMBI MUNI./XILUVELWENI (02) MILITARY VET 25/26 - Phase 1	N2502001 6/1	2025-02-14	2027-03-31	Thabazimbi	478074	0	0	0	0
WATERBERG/THABAZIMBI MUNI./BRUNEL ENG (200) URBAN 23/24 - Phase 1	N2302001 3/1a	2023-04-01	2027-03-31	Thabazimbi	3041700	264795	3018675	0	0

Agriculture

Project Name	Nature of Investment	Start Date	End Date	District	Municipality	Total Project Cost	Total Past Expenditure	26/27	27/28	28/29
Flybiz	Upgrading and Additions	2024-05-01	2027-05-29	Waterberg	Thabazimbi	375000	0	1000000	200000	0

12.3. Policies

NO	SECTOR PLANS/POLICY	AVAILABILITY	STATUS
Community Services			
1	Environmental Management	Not available	
2	Integrated Waste Management	Available	Developed 2019
3	Integrated Transport Plan	Not available	
4	Social Crime Prevention	Not available	
5	Sports and Recreation Plan	Not available	
6			
7	Disaster Management Plan	Available	
Corporate Services			
8	Institutional Plan	Draft	To be approved by Council
9	Workplace Skills Plan	Available	
10	Employment Equity Plan	Available	
	HR Strategy		
	Staff retention plan		
	Fraud and Anti-corruption strategy/plan		
Budget and Treasury Office			

11	Financial Plan	Available	
12	Year Capital Investment	Not available	
13	Infrastructure Investment Plan	Not available	
14	Fraud Prevention Plan	Available	
	Procurement Plan		
	Indigent Management Policy		
Municipal Manager			
15	Performance Management Policy and Framework		
16	Consolidated Municipal Implementation	Available	Developed 2011
17	Public Participation Strategy	Not available	
18	Communication Strategy	Available	Draft
	Audit Methodology		
	Risk Management Strategy	Available	
Planning and Economic Development			
19	Spatial Development Framework	Available	Developed 2014, reviewed final draft 2025 in place
20	Land Use Scheme	Available	Developed 2014, under review
21	LED Strategy	Available	Adopted 2024
22	Investment and Marketing Strategy	Available	Developed 2010, reviewed 2016

23	Tourism Development Strategy	Available	Developed 2011, reviewed 2019
24	Housing Strategy	Available	Developed 2010
25	Integrated Human Settlement	Not available	
26	Poverty Alleviation and Gender	Available	EPWP, DFFE
Technical Services			
27	Water Services Development Plan	Available	Developed during 2012, To be reviewed
28	Water Master Plan	Available	Developed during 2020
29	Water Conservation and Demand	Not available	Must be developed
30	Water and Sanitation Operation	Available	Developed during 2016 to be reviewed
31	Water By-Law	Available	Enforcement needs to be done 2014/15 FY
32	Roads and Stormwater Master Plan	Not available	Roads and Stormwater Master Plan must be developed and adopted by Council
33	Roads and Stormwater Operations	Available	Developed during 2016
34	Energy Master Plan	Available	Developed 2004 and reviewed
35	Electrical Operations and Maintenance Plan	Available	Developed during 2016 to be reviewed

INDEX

Chapter 1 - Planning Process

Chapter 2 - Municipal Profile

Chapter 3 - Situational Analysis

Chapter 4 - Local Economic Development

Chapter 5 - Financial Management and Viability

Chapter 6 - Good Governance and Public Participation

Chapter 7 - Municipal Transformation and Organizational Development

Chapter 8 - Municipal Priorities

Chapter 9 - Municipal Strategies

Chapter 10 - Project Phase

Chapter 11 - Sector Department Projects

Chapter 12 - Integration Phase

Chapter 13 - Approval Phase




CHAPTER 13. APPROVAL PHASE

MUNICIPAL MANAGER'S QUALITY CERTIFICATE

I, Gopolang Clement Letsoalo, Municipal Manager of Thabazimbi Local Municipality, hereby certify that:

The Integrated Development Plan 2026/2027 for Thabazimbi Local Municipality has been prepared in accordance with the Municipal Systems Act 32 of 2000, Municipal Finance Management Act 56 of 2003 and Regulations made under the Acts.


**NAME : MR GC LETSOALO CA(SA)
MUNICIPAL MANAGER**

SIGNATURE : 

DATE : 27 MAY 2026

APPROVED / NOT APPROVED

**NAME : CLLR RA TSHUKUDU
MAYOR**

SIGNATURE : 

DATE : 27 MAY 2026

DRAFT SDBIP 2026/27

KPA 1: SPATIAL RATIONALE: TO ENSURE SUSTAINABLE SPATIAL DEVELOPMENT

KPI Number	IDP Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
1	SD	PE D	Land Audit	Number of Land Audit conducted by set date	1 500 000.00	To ensure sustainable Spatial Development	Spatial Rationale	New Project	TLM	1 land audit conducted by 30 June 2027(all wards)	Advertisement of service provider by 31 September 2026	Appointment of service provider by 30 December 2026	Inception report by 31 March 2027	Land Audit report by 31 June 2027	Q.1 Advertisement Q.2 Appointment Letter Q.3 Inception report Q.4 Land Audit report
2	SD	PE D	Building plans received, assessed and approved	Total number of building permits applied	Operational	To ensure sustainable Spatial Development	Spatial Rationale	Building plans received, assessed and approved	TLM	30 building permits applications received for review	10 building permits applications received for review	5 building permits applications received for review and approved	5 building permits applications received for review	10 building permits applications received for review	Register for building plans and approval letters

KPI Number	IDPR Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
				ications received for review and approved) by set date				within a period of 30 days from the day of receipt by 30 June 2026		and approved) by 30 June 2026	and approved) by 30 Sept 2025	ed) by 31 Dec 2025	and approved) by 31 March 2026	and approved) by 30 June 2026	
3	SD	PE D	Occupation certificate issued	Number of Occupation certificate issued	Operational	To ensure sustainable Spatial Development	Spatial Rationale	Issuing of Occupation Certificate	TLM	20 Occupation Certificate issued by 30 June 2027	5 Occupation Certificate issued by 30 Sept 2026	5 Occupation Certificate issued by 30 December 2026	5 Occupation Certificate issued by 30 March 2027	5 Occupation Certificate issued by 30 June 2027	Occupation Certificate issued
4	SD	PE D	Land Use Plan	Number of	Operational	To ensure	Spatial Ratio	Implementation	TLM	40 land develo	10 land develo	10 land development	10 land devel	10 land develo	Approval letters

KPI Number	IDPR Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
			ning and Implementation	Land development and land use applications received, evaluated, processed and approved by set date		sustainable Spatial Development	nale	of SPLUMA		pment and land use applications received, evaluated, processed and approved by 30 June 2027	pment and land use applications received, evaluated, processed and approved by 30 September 2026	and land use applications received, evaluated, processed and approved by 31 December 2026	opment and land use applications received, evaluated, processed and approved by 31 March 2027	pment and land use applications received, evaluated, processed and approved by 30 June 2027	
5	SD	PE D	Housing Cons	Number of	Operational	To ensure	Spatial Ratio	New Project	TLM	Conduct 4 Housin	Conduct 1 Housin	Conduct 1	Conduct 1 Housi	Conduct 1 Housin	Agenda and attend

KPI Number	IDPR Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
			umer Education	Housing Consumer Education conducted by set date		sustainable Spatial Development	nale			g Consumer Education (news paper notices and social media platforms) by 30 June 2027	g Consumer Education (News paper notices and social media platforms) by 30 September 2026	Housing Consumer Education (news paper notices and social media platforms) by 31 December 2026	ng Consumer Education (news paper notices and social media platforms) 31 March 2027	g Consumer Education (news paper notices and social media platforms) 30 June 2027	ance registers
6	SD	PE D	Township Establishment	Proclamation of proposed Thabazimbi Ext	1 000 000	To ensure sustainable Spatial Development	Spatial Rationale	New project	TLM	Proclamation of proposed Thabazimbi Ext 58 township	Advertisement of services providers by 30 September	Appointment of service providers by 31 December 2026	Opening of the township register with the deeds office	Proclamation of the township by 30 June 2027	Q1 advertisement Q2 Appointment Q3 Towns

KPI Number	IDPR Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
				58 township							2026		by 31 March 2027		hip register Q4 Proclamation notice
7	SD	PE D	Township establishment	Phasing out of proposed Northam Ext 20	1 000 000	To ensure sustainable Spatial Development	Spatial Rationale	New project	TLM	Northam Ext 20 phased out by June 2027	Advertisement of services providers by 30 September 2026	Appointment of service providers by 31 December 2026	Application of phasing of township lodged by 31 March 2027	Approval of the application by 30 June 2027	Q1 advertisement Q2 Appointment Q3 Lodged application Q4 Approval

KPI Number	IDP Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
															letter

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
8	Community Services	Waste management	Number of Ward based Community Education and Awareness Workshops conducted by set date	Opex	To ensure quality services to community by improving current infras	Community Services	New	TLM	4 Ward based Community Education and Awareness Work	1 Ward based Community Education and Awareness Workshops condu	1 Ward based Community Education and Awareness Works hops conduc	1 Ward based Community Education and Awareness Work	1 Ward based Community Education and Awareness Work	Attendance registers Pamphlets

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
					structure to sustainable levels and promote environmental management systems.				shops conducted by 30 June 2027	cted by 30 September 2026	31 December 2026	shops conducted by 31 March 2027	shops conducted by 30 June 2027	
9	Technical Services	Upgrading of Bulk Water Pipeline Between Thabazimbi Pump	Km of bulk water pipeline between Thabazimbi pump station and Thabazimbi Y-Piece	R10 000 000.00	To ensure quality services to community by improving current	Basic Services & Infrastructure	7km of pipeline upgraded by 2027	WSIG	2 km pipeline be upgraded by June 2027	0.5km pipeline upgraded by September 2026	0.5km pipeline upgraded by 31 December 2026	0.5km pipeline upgraded by 31 March 2027	0.5km pipeline to be upgraded 30 June 2027	Progress report

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
		Station And Thabazimbi Y Piece	by set date		infrastructure to sustainable levels and promote environmental management systems.									
10	Technical Services	Upgrading of Bulk Water Pipeline at Rooiberg	Percentage-Upgrading of Rooiberg WWT W to be upgraded by set date	R15 000 000	To ensure quality services to community by improving	Basic Services & Infrastructure	New	WSIG	20% progress on construction by 30 June 2027	Designs completed by 31 September 2026	Appointment of the contractor by 31 December 2026	10% on construction by 31 March 2027	10% progress on construction by June 2027	Progress Report

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
					current infrastructure to sustainable levels and promote environmental management systems.									
11	Technical Services	Upgrading of Thabazimbi WWTW	Percentage of WWTW to upgrade by set date	R16.700.000.00	To ensure quality services to community by	Basic Services & Infrastructure	New	WSIG	20% of refurbishment of the plant by June	Designs completed by 31 September 2026	Appointment of the contractor by 31 December 2026	10% on construction by 31 March 2027	10% on construction by June 2027	Progress Report

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
					improving current infrastructure to sustainable levels and promote environmental management systems.				2027					
12	Technical Services	Upgrading of Raphuti bulk water pipeline	Percentage of Upgrading of Raphuti bulk water pipeline	R10 065 000	To provide sustainable, reliable, equitable	Basic Services & Infrastructure	New	WSIG	20% of refurbishment of the plant by	Design completion by September	Appointment of the contractor by 31 December	10 % of Refurbishment of the plant by 31	10% progress on construction by June	Progress Report

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
					able and efficient water reticulation services to all communities				June 2027	2026	2026	march 2027	2027	
13	Technical Services	Rooiberg paving of internal streets	Km of internal streets at Rooiberg to be paved by set date	R12 836 893.73	To ensure quality services to community by improving current infrastructure to sustain	Basic Services & Infrastructure	3,5km road paved but not commissioned	MIG	3.5km road paved and commissioned by 30 June 2027	1km sub base layer completed by 31 September 2026	1km base layer completed by 31 December 2026	1km road paved but not commissioned by 31 March 2027	0.5km road paved and commissioned by 30 June 2027	Completion certificate

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
					inable levels and promote environmental management systems.									
14	Technical Services	Upgrading of internal streets at Regorogile Ext 8	Km of internal streets at Regorogile ext 8 to be upgraded by set date	R8 650 206.27	To ensure quality services to community by improving current infrastructure	Basic Services & Infrastructure	New Project	MIG	2km Road paved but not commissioned by 30 June 2027	0.5km base layer completed by 30 September 2026	1km base layer completed by 30 December 2026	0.5km road paved by 31 March 2027	0.5km road paved but not commissioned by June 2027	Progress Report

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
					re to sustainable levels and promote environmental management systems.									

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
15	Technical services	Construction of 20MV A substation at	Percentage of Construction of 20MV A substat	R21 000 000	To ensure quality services to community	Basic Services & Infrastructure	New project	INEP	100% in construction by June 2027	85% in construction by September	5% in construction by 31 December	5% in construction by 31	5% in construction by 30	Progress Report

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
	es	Smash block	ion at Smash block by set date		by improving current infrastructure to sustainable levels and promote environmental management systems					2026	2026	March 2027	June 2027	

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
16	Technical services	Construction of VIP toilets at Meriting	Number of VIP toilets constructed at Meriting by set date	R3 000 000	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management systems	Basic Services & Infrastructure	New project	WSIG	361 Number of VIP toilets constructed at Meriting by 30 June 2027	None – Contract previously terminated. Engagement with DWS by September 2026	Appointment of the service provider by 31 December 2026	181 VIP toilets completed by March 2027	180 VIP toilets completed by 30 June 2027	Progress Report and Completion certificate

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
17	Technical services	Upgrading of Regorogile Ext 5 & 6 sewer network	Km of the pipeline installed	R7 627 500	To provide sustainable and efficient sewer reticulation services through the development, upgrading, operation and maintenance of sewer infrastructure	Basic Services & Infrastructure	New project	MIG	2.8 Km of the pipeline installed by June 2027	0.7 Km of the pipeline installed by September 2026	0.7 Km of the pipeline installed December 2026	0.7 Km of the pipeline installed by March 2027	0.7 Km of the pipeline installed by 30 June 2027	Progress Report

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					e in order to improve sanitation, protect the environment and enhance the quality of life of communities									

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
18	Technical	Electrification of	Number of house	R5 140 000	To provide	Basic Services &	New proj	INEP	200 households	Appointment of the	Completion of	100 houses	100 houses	Completion certificate

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
	al services	Regorogile Ext 8	holds electrified		sustainable, safe and reliable electricity infrastructure and services through the electrification of households in order to improve living conditions, promote economic	Infrastructure	ect		electrified	consultants for Designs by September 2026	Designs and appointment of the constructor by December 2026	electrified by March 2027	electrified by 30 June 2027	

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					mic development and enhance community well-being									

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
19	Technical services	Upgrading of Thabazimbi Pump station	Percentage of the upgrading of the pumps station	R12 000 000	To provide sustainable, reliable, equitable and efficient	Basic Services & Infrastructure	New project	WSIG	20% of refurbishment of the plant by June 2027	Designs completed by 31 September 2026	Appointment of the contractor by 31 December 2026	10% on construction by 31 March 2027	10% on construction by June 2027	Progress Report

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					water reticulation services to all communities									
					To ensure quality services to community by improving current infrastructure to sustainable levels and promote enviro									

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					nmental management systems.									

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
20	LED	PED	Number of business skills Trainings /workshops facilitated by set	Operational	To create a conducive environment for sustainable local economy	Economic Development	New Project	TLM	Facilitate 4 business skills Trainings /workshops by 30 June 2027	1 business skills Training /workshop by 30 September	1 business skills Trainings /workshops by 31 December	1 business skills Training /workshop by 31 March	1 business skills Training /workshop by 30 June	Invitations/Attendance registers

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
			date		mic development					2026	2026	h 2027	2027	
21	LED	PED	Number of street trading/hawkers permits issued by set date	Operational	To create a conducive environment for sustainable local economic development	Economic Development	New Project	TLM	60 street trading/hawkers permits issued by 30 June 2027	15 permits issued by 30 September 2026	15 permits issued by 30 December 2026	15 permits issued by 31 March 2027	15 permits issued by 30 June 2027	Copies of permits and receipts
22	LED	PED	Number of Business registration applications received, evaluated process	Operational	To create conducive environment for sustainable local economic development	Economic Development	New Project	TLM	40 Business registration applications received, evaluated, processed and	10 Business registration applications received, evaluated,	10 Business registration applications received, evaluated,	10 Business registration applications received,	10 Business registration applications received,	Business registration Certificates

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
			sed and approved by set date		pment				approved by 30 June 2027	processed and approved by 30 September 2026	processed and approved by 30 December 2026	evaluated, processed and approved by 31 March 2027	evaluated, processed and approved by 30 June 2027	
23	LED	PED	Number of Identification and support of Tourism initiatives by set date	Operational	To create conducive environment for sustainable local economic development	Economic Development	New Project	TLM	4 Tourism initiatives held by 30 June 2027	1 Tourism initiative held by 30 September 2026	1 Tourism initiatives held by 31 December 2026	1 Tourism initiatives held by 31 March 2027	1 Tourism initiatives held by 30 June 2027	Invitations/ Attendance registers

Ref	Directorate	Project Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					ment									

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
24	BT O	Section 71 reports	Number of section 71 reports submitted by set date	Operational	To ensure restoration of effective financial management, viability and accountability	Financial Viability & Management	Submitted 12 MFMA section 71 reports submitted to the Mayor by no later than 10 days after End of each month	TLM	12 MFMA section 71 reports submitted to the Mayor by no later than 10 days after end of each month	3 MFMA section 71 reports submitted to the Mayor by no later than 10 days after end of each month	3 MFMA section 71 reports submitted to the Mayor by no later than 10 working days after	3 MFMA section 71 reports submitted to the Mayor by no later than 10 working days after	3 MFMA section 71 reports submitted to the Mayor by no later than 10 working days after	Section 71 reports and proof of submission

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
					ty						end of each month		each month	
25	BT O	Revenue Management	Percentage maintenance of debtors collection Rate (consumer cash collected) by set date	Operational	To ensure restoration of effective financial management, viability and accountability	Financial Viability & Management	80% of debtors' collection Rate (consumer cash collected)	TLM	Collect 80% of debtors' collection rate (consumer cash collected) by 30 June 2027	Collect 80% of debtors' collection rate (consumer cash collected) by 30 September 2026	Collect 80% of debtors' collection Rate (consumer cash collected) by 31 December 2026	Collect 80% of debtors' collection Rate (consumer cash collected) by 31 March 2027	Collect 80% of debtors' collection Rate (consumer cash collected) by 30 June 2027	Quarterly Report
26	BT O	Supply chain	Number of reports	Operational	To ensure	Financial Viability	4x SCM reports	TLM	Submit 4 X SCM	Submit 1 x	Submit 1 x	Submit 1 x	Submit 1 x	Reports

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
		Management	on implementation of SCM policy compiled and submitted to Council by set date		restoration of effective financial management, viability and accountability	y & Management	d submitted		reports by 30 June 2027	implementation of SCM policy to council by 30 Sept 2026	implementation of SCM policy to council by 31 Dec 2026	implementation of SCM policy to council by 31 March 2027	implementation of SCM policy to council by 30 June 2027	
27	BT O	Budget and Treasury	Number of Bank reconciliation registers prepared by set date	Operational	To ensure restoration of effective financial	Financial Viability & Management	New Projects	TLM	12 Bank reconciliation registers prepared by 30 June 2027	3 Bank reconciliation registers prepared by 30 September	3 Bank reconciliation registers prepared by 31 March	3 Bank reconciliation registers prepared by 30	3 Bank reconciliation registers prepared by 30	Registers

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
					financial management, viability and accountability					2026	December 2026	2027	June 2027	
28	BT O	Budget and Treasury	Number of Investments reconciliation registers prepared by set date	Operational	To ensure restoration of effective financial management, viability	Financial Viability & Management	New Projects	TLM	12 Investments reconciliation registers prepared by 30 June 2027	3 investment reconciliation registers prepared by 30 September 2026	3 investment reconciliation registers prepared by 31 December 2026	3 investment reconciliation registers prepared by 31 March 2027	3 investment reconciliation registers prepared by 30 June 2027	Registers

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
					and accountability									
29	BT O	Budget and Treasury	Number of Grant reconciliation register prepared by set date	Operational	To ensure restoration of effective financial management, viability and accountability	Financial Viability & Management	New Projects	TLM	12 Grant reconciliation registers prepared by 30 June 2027	3 Grant reconciliation registers prepared by 30 September 2026	3 Grant reconciliation registers prepared by 31 December 2026	3 Grant reconciliation registers prepared by 31 March 2027	3 Grant reconciliation registers prepared by 30 June 2027	Grant reconciliation Registers
30	BT O	Budget and Treas	Number of AFS	Opp	To ensure	Financial Viabilit	New Project	TLM	1 AFS submitted by	1 AFS submitted by	N/A	N/A	N/A	AFS statement

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
		ury	submitted by set date		restoration of effective financial management, viability and accountability	y & Management			30 June 2026	31 August 2026				ent
31		Section 52 reports submitted to the Mayor	Number of section 52 reports submitted to the Mayor within legislative	Open	To ensure restoration of effective financial	Financial Viability & Management	New Project	TLM	4 section 52 reports submitted to the Mayor within legislative	1 section 52 reports submitted to the Mayor within legislative	1 section 52 reports submitted to the Mayor within legislative	1 section 52 reports submitted to the Mayor within legislative	1 section 52 reports submitted to the Mayor within legislative	Section 52 reports

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
			ve timeframe by set date		ncia l management, viability and accountability				timeframe by 30 June 2027	ive timeframe by 31 July 2026	legislative timeframe 31 October 2026	ive timeframe 31 January 2027	legislative timeframe by 30 April 2027	

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
32	BT O	Supplementary valuation roll	Number of supplementary valuation roll implemented by set date	2 000 000	To ensure restoration of effective financial	Financial Viability & Management	New project	TLM	1 supplementary valuation roll implemented by 30 June 2027	N/A	N/A	N/A	1 supplementary valuation roll implemented by 30 June 2027	Valuation roll

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
					management, viability and accountability									

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
33	BO	Review of Asset register	Number of asset reviewed by set date	R 4 000 000	To ensure restoration of effective financial management	Financial Viability & Management	New Project	TLM	1 Number of asset register to reviewed by 30 June 2027	N/A	N/A	N/A	1 Number of asset register to reviewed by 30 June 2027	

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget source	Annual Target	Q1	Q2	Q3	Q4	POE
					t, viability and accountability									

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
34	M M	Performance Management	Number of B2B reports compiled and submitted to CoGHS TA by set date	Operational	Ensure that there are functional and accountable governance	Good Governance & Public Participation	4 B2B reports compiled and submitted to CoGH STA	TLM	Compiled and submitted 4 X B2B reports to CoGH STA by 30 June 2027	1 X B2B reports compiled and submitted to CoG HSTA by 30 September	1 X B2B reports compiled and submitted to CoG HSTA by 31 December	1X B2B report compiled and submitted to CoG HST A by 31 March	1X B2B report compiled and submitted to CoG HST A by 30 June	B2B reports & acknowledgement letter

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					and management structures					2026	ember 2026	2027	2027	
35	MM	Annual Report	Number of annual report tabled to council by set date	Operational	Ensure that there are functional and accountable governance and management	Good Governance & Public Participation	New Project	TLM	1 annual report tabled to council by June 2027	N/A	N/A	1 annual report tabled to council by 31 March 2027	N/A	Annual report & council resolution

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					structures									
36	MM	Adjusted SDBIP	Number of adjusted SDBIP by set date	Operational	Ensure that there are functional and accountable governance and management structures	Good Governance & Public Participation	New Project	TLM	1 Adjusted SDBIP finalized June 2027	N/A	N/A	1 adjusted SDBIP finalized by 28 February 2027	N/A	Adjusted SDBIP & council resolution
37	MM	Annual Performance	Number of Annual	Operational	Ensure that	Good Governance	1	TLM	1 Annual Perform	1 Annual	N/A	N/A	N/A	Signed APR and Acknowledge

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
		report	Performance Report submitted to auditor general by August 30 th		there are functional and accountable governance and management structures	& Public Participation			mance Report by 30 June 2027	Performance Report by 31 September 2026				gement of receipt by AG
38	MM	Quarterly performance report	Number of Quarterly Performance Reports	Operational	Ensure that there are functional	Good Governance & Public Participation	4	TLM	4 Quarterly Performance Reports by 30 June 2027	1 Quarterly Performance Report by	1 Quarterly Performance Report by	1 Quarterly Performance Report by	1 Quarterly Performance Report by	Signed quarterly reports submitted COGSTA

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
			submitted to Audit Committee per quarter		al and accountable governance and management structures					30 September 2026	31 December 2026	March 2027	June 2027	
39	M M	Midyear performance report	Number of Section 72 (mid-year performance reports) submitted by	Operational	Ensure that there are functional	Good Governance & Public Participation	1	TLM	1 Mid-Year Performance Report by 30 June 2027	N/A	N/A	1 Mid-Year Performance Report by 28	N/A	Council resolution , Mid-Year Report.

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
			set date		and accountable governance and management structures							February 2027		
40	MM	Performance Agreements	Percentage of Performance agreements signed in departments per annum	Operational	Ensure that there are functional and accountable	Good Governance & Public Participation	New Project	TLM	100% of Performance agreements signed in departments per annum by 30	100% of Performance agreements signed in departments	N/A	N/A	N/A	Copy of signed Performance Agreements

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
			by set date		table governance and management structures				June 2027	ments per annum by Sep 2027				
41	MM	Oversight report	Number of oversight reports submitted by MPAC by set date		Ensure that there are functional and accountable governance	Good Governance & Public Participation	New Project	TLM	1 oversight report submitted by MPAC by June 2027	N/A	N/A	1 oversight report submitted by MPAC by 31 March 2027	N/A	Oversight report and council resolution

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					and management structures									
42	MM	IDP forums	Number of IDP representative forums held by set date	200 000	Ensure that there are functional and accountable governance and management structures	Good Governance & Public Participation	4 rep forums held by 30 June 2024	TLM	4 x IDP representative forums held by 30 June 2027	1 IDP representative forums held by 30 September 2026	1 IDP representative forums held by 31 December 2026	1 IDP representative forums held by 31 March 2027	1 IDP representative forums held by 30 June 2027	Signed attendance register and Minutes of the Meetings

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					structures									
43	MM	Imbizos	Number of municipal Imbizos held by the Mayor by set date	R200 000	Strengthen public engagement	Good Governance & Public Participation	New Project	TLM	1 municipal Imbizos held by 30 June 2026	N/A	N/A	N/A	1 municipal Imbizos held by 30 June 2027	Invitations, Agenda and Attendance Registers
44	MM	Public Participation	Rounds of IDP public participation meeting held	R200 000.00	Strengthen public engagement	Good Governance & Public Participation	Public Consultation	TLM	2 Rounds of IDP public participation meeting held by 30 June 2027	N/A	1 Rounds of IDP public participation meeting held by 31 December 2026	N/A	1 Rounds of IDP public participation meeting held by 30 June 2027	Invitations, Agenda and Attendance Registers

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
45	MM	Process plan	Number of IDP/Budget/PMS Process Plan adopted by set date	Operational	Ensure that there are functional and accountable governance and management structures	Good Governance & Public Participation	IDP/Budget/PMS Process Plan 2027/28	TLM	1 IDP/Budget/PMS Process Plan by 30 June 2027	1 IDP/Budget/PMS Process Plan by 30 September 2026	N/A	N/A	N/A	IDP/Budget/PMS Process Plan Council Resolution
46	MM	Integrated Development plan	Number of drafts IDP tabled by	Operational	Ensure that there are	Good Governance & Public	1 x Draft IDP 2027/28	TLM	1x Draft IDP by June 2027	N/A	N/A	1 Draft IDP document	N/A	Draft IDP document Council

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
			Council end March		functional and accountable governance and management structures	Participation						s submitted to Council by 31 March 2027		resolution
47	MM	Integrated Development plan	Number of final IDP approved and adopted by Council end May	Operational	Ensure that there are functional and accountable	Good Governance & Public Participation	1 IDP 2027/28	TLM	1IDP document submitted to Council by 30 June 2027	N/A	N/A	N/A	1 Final IDP document submitted to Council by 31	IDP document Council resolution

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					table governance and management structures								May 2027	
48	MM	Communication	Number of website updates conducted by set date	Operational	Ensure that there are functional and accountable governance	Good Governance & Public Participation	New Project	TLM	8 website updates conducted by 30 June 2027	2 website updates conducted by 30 September 2026	2 website updates conducted by 31 December 2026	2 website updates conducted by 31 March 2027	2 website updates conducted by 30 June 2027	Copies of website updates and pictures

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					and management structures									
49	MM	Communication	Percentage of media releases/ Public notices published by set date	Operational	Ensure that there are functional and accountable governance and management	Good Governance & Public Participation	New Project	TLM	100% media releases published by 30 June 2027	25% media releases published by 31 September 2026	25% media releases published by 31 December 2026	25% media releases published by 31 March 2027	25% media releases published by 30 June 2027	Media release

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					ement structures									
50	MM	Communication	Number of Communication Strategy reviewed by set date	Operational	Ensure that there are functional and accountable governance and management	Good Governance & Public Participation	1 Communication Strategy	TLM	1 Communication Strategy reviewed by 30 June 2027	N/A	N/A	N/A	1 Reviewed communication strategy by 30 June 2027	Communication Strategy and Council resolution

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					ent structures									
51	MM	Public Participation	Number of Focal Groups launched by set date	Operational	Ensure that there are functional and accountable governance and management	Good Governance & Public Participation	New Project / Focal Groups	TLM	3X Focal Groups launched by end of June 2027	N/A	1X HIV/AIDS launched by 31 December 2026	1X GBV +F Forum launched by 31 March 2027	1X Youth Council launched by 31 June 2027	Invitations, Agenda and Attendance Registers

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					structures									

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
52	MM	Internal Audit	Number of Audit Committee meetings held by set date	Operational	Ensure that there are functional and accountable governance and	Good Governance & Public Participation	4 X Audit Committee meetings	TLM	Hold 4 X Audit committee meetings by 30 June 2027	Hold 1 X Audit committee meetings by 30 September	Hold 1X Audit committee meeting by 31 December	Hold 1X Audit committee meeting by 31 March	Hold 1X Audit committee meeting by 30 June	Signed attendance register and minutes

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					management structures					2026	2026	2027	2027	
53	MM	Internal Audit	Number of Internal Audit charter reviewed by set date	Operational	Ensure that there are functional and accountable governance and management structures	Good Governance & Public Participation	1 x internal Audit charter reviewed	TLM	1 x internal Audit charter reviewed by 30 June 2027	1 x internal Audit charter reviewed by 30 September 2026	N/A	N/A	N/A	Copy of internal audit charter and minutes
54	MM	Internal Audit	Number of audit committee reports tabled to Council by	Operational	Ensure that there are functional and accountable		4 Audit committee reports tabled to Coun	TLM	Table 4 audit committee reports to Council by 30	Table 1 audit committee report to Council by	Table 1 audit committee report to Coun	Table 1 Audit committee report to Coun	Table 1 Audit committee report to Coun	Audit reports & Council resolution

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
			set date		governance and management structures		cil		June 2027	30 September 2026	cil by 31 December 2026	cil by 31 March 2027	cil by 30 June 2027	
55	MM	Risk	Number of strategic risk management registers reviewed by set date	Operational	Ensure that there are functional and accountable governance and management structures	Good Governance & Public Participation	1 strategic Risk Register reviewed	TLM	Review 1 strategic Risk Register by 30 June 2027	N/A	N/A	N/A	1 strategic Risk Register reviewed by 30 June 2027	Reviewed strategic risk register & attendance register
56	MM	Risk	Number of	Operational	Ensure that	Good Govern	4x Risk	TLM	4x Risk	1x Risk	1x Risk	1x Risk	1x Risk	Signed Attendance

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
			risk committee meeting facilitated and held per quarter by set date	al	there are functional and accountable governance and management structures	ance and Public Participation	Management meetings		Management Meetings to be held June 2027	Management Meeting to be held by September 2026	Management Meeting to be held December 2026	Management Meeting to be held March 2027	Management Meeting to be held June 2027	Registers and minutes.
57	MM	Internal Audit	Number of AG action plan developed and monitored per annum	Operational	Ensure that there are functional and accountable governance and	Good Governance and Public Participation	1x 2025/2026 Action Plan	TLM	1x 2025/2026 AG Action Plan to be developed and submitted to	N/A	N/A	1x 2025/2026 AG Action Plan to be developed and subm	N/A	2025/2026 AG Action Plan with Council Resolution

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
					management structures				Council by June 2027			itted to Council by March 2027		

KPA 6: TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
58	Corporate Services	Human resource (Labour resources)	Number of LLF meetings convened by set date	Operational	To achieve a well transformed and integrated organization	Transformation & Organizational Development	10x LLF meetings convened by 30 June 2027	TLM	Convene 10x LLF meetings by 30 June 2027	Convene 3x LLF meetings by 30 September 2026	3x LLF meetings convened by 31 December 2026	2x Convene 1 LLF x Meetings by 31 March 2027	2x Convene 1 LLF x Meetings by 30 June 2027	Signed attendance register and minutes
59	Corporate Services	Human resource	Number of organograms	Operational	To achieve a well	Transformation & Organizational Development	1x organogram	TLM	Review and app	N/A	N/A	Review and		Approved Organogram with

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
	Services	(labour resources)	reviewed and approved by council by set date		transformed and integrated organization	ational Development	reviewed and approved by council by set date		ove 1x organization by 30 June 2027			approve 1x organization by 30 March 2027		council resolution
60	Corporate Services	Human resource (Labour resources)	Number of ICT steering committee meetings held by set date	Operational	To achieve a well transformed and integrated organization	Transformation & Organizational Development	ICT steering meetings held	TLM	Hold 4 x ICT steering committee meetings by 30 June 2027	Hold 1 x ICT steering committee meeting by 30 September 2026	Hold 1x ICT steering committee meeting by 31 December 2026	1x ICT steering committee meetings held by 31 March 2027	1x ICT steering committee meetings held by 30 June 2027	Agenda, signed attendance register and Minutes
61	Corporate	Human	Number of	Operational	To achieve	Transformation &	Council	TLM	Convene 4	Convene 1	Convene 1	Convene 1	Convene 1	Agenda, signed

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
	ate Services	resource (Labour resources)	council meetings convened by set date	onal	e a well transformed and integrated organization	Organizational Development	meetings convened		x council meetings by 30 June 2027	x council meeting by 30 September 2026	x council meeting by 31 December 2026	x council meeting by 31 March 2027	x council meeting by 30 June 2027	attendance register and Minutes
62	Corporate Services	Human resource	Number of OHS Departmental Meetings held by set date	Operational	To achieve a well transformed and integrated organization	Transformation & Organizational Development	OHS Departmental Meetings held	TLM	4x OHS Departmental Meetings held by 30 June 2027	1 x OHS Departmental Meetings held by 30 September 2026	1 x OHS Departmental Meetings held by 31 December 2026	1 x OHS Departmental Meetings held by 31 March 2027	1 x OHS Departmental Meetings held by 30 June 2027	Attendance Registers and Agenda
63	Cor	(Labour	Number of	Operati	To achiev	Transfor	8	TLM	8 OHS	2 x	2 x	2 x	2 x	Inspection

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
	Corporate Services	Human resources)	OHS Workplace Inspections conducted by set date	Operational	To achieve a well transformed and integrated organization	Transformation & Organizational Development	OHS Workplace Inspections		Workplace Inspections conducted by 30 June 2027	OHS Workplace Inspections conducted by 30 September 2026	OHS Workplace Inspections conducted by 31 December 2026	OHS Workplace Inspections conducted by 31 March 2027	OHS Workplace Inspections conducted by 30 June 2027	Report
64	Corporate Services	Human resource	Number of Wellness Awareness Workshops held by set date	Operational	To achieve a well transformed and integrated organization	Transformation & Organizational Development	Wellness awareness Workshops	TLM	2 OHS Wellness awareness Workshops held by 30 June 2027	N/A	1 x Wellness Awareness Workshops held by 31 December 2026	N/A	1 x Wellness Awareness Workshops held by 30 June 2027	Attendance registers
65	Corporate	Council	Percentage	Operational	To achieve	Transformation &	New project	TLM	100%	N/A	N/A	N/A	100% of	Declaration

Ref	Directorate	Target Name	KPI	Budget	IDP Objective	Municipal KPA	Baseline	Budget Source	Annual Target	Q1	Q2	Q3	Q4	POE
	ate	support	of councilors who have declared their financial interest by set date		e a well transformed and integrated organization	Organizational Development	t						councilors who have declared their financial interest by 30 June 2027	ns forms