



DRAFT IDP 2023/2024

Elected Councillors 2021 - 2026



SPEAKER



MAYOR



BRIEF DESCRIPTION OF THE COAT OF ARMS	
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.	<u>Red</u> : 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	<u>Blue</u> : 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 and traditional life of the people of Thabazimbi.	<u>Yellow</u> : 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 main stays of the town	<u>Green</u> : Represents the natural environment

The Leopard: 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.

The Steel Wheel: Represents the strong agricultural pillar within the broader economic sector of Thabazimbi.

The Cycad: 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.

The Leaves: Symbolizes the natural environment and scenic beauty of the area.

TABLE OF CONTENTS

CHAPTER	ITEM	PAGE
	LIST OF ACRONYMS	9 -2
	VISION, MISSION, VALUES	13
	FOREWORD BY THE MAYOR	14-15
	MUNICIPAL MANAGER'S OVERVIEW	16-17
	EXECUTIVE SUMMARY	18-19
CHAPTER 1: THE PLANNING FRAMEWORK	1.1 IDP PLANNING PHASE	20-79
	1.2 LEGISLATIVE PRESCRIPTS	
	1.3 PROCESS OVERVIEW (PROCESS PLAN)	
	1.4 ISSUES RAISED BY THE COMMUNITY – OCT-NOV 2021	
	1.5 COMMENTS RAISED AFTER DRAFT IDP 2022/23 NOTED	
	1.6 MEC IDP ASSESSMENT, SONA & SOPA	
	1.7 POWERS & FUNCTIONS	
	1.8 INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP	
	1.9 ROLES & RESPONSIBILITIES	
CHAPTER 2: MUNICIPAL PROFILE	2.1 DESCRIPTION OF MUNICIPAL AREA	80-87
	2.2 DEMOGRAPHICS	
CHAPTER 3: SITUATIONAL ANALYSIS	3.1 SPATIAL RATIONALE	88-265
	3.2 BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT	
	3.2.1 ENVIRONMENTAL ANALYSIS	
	3.2.2 SOCIAL ANALYSIS	
	3.3 LOCAL ECONOMIC DEVELOPMENT	

	3.4 FINANCIAL VIABILITY & MANAGEMENT	
	3.5 GOOD GOVERNANCE & PUBLIC PARTICIPATION	
	3.6 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	
CHAPTER 4: CROSS – CUTTING	4.1 LEGAL PRESCRIPTS OF DISASTER MANAGEMENT	266-267
	4.2 RISKS ANALYSIS OF MUNICIPAL AREA	
ISSUES	4.3 MAPS OF RISK AREAS	
	4.4 HIGH LEVEL INDICATION OF WARD RISKS	
CHAPTER 5: PRIORTIZAION	5.1 MUNICIPAL PRIORITIES	268-269
	5.2NATIONAL PRIORITIES	
CHAPTER 6: STRATEGY PHASE	6.1 MUNICIPAL STRATEGIC OBJECTIVES	270- 296
	6.2 OPERATIONA OBJECTIVES AND STRATEGIES	
	6.3 STRATEGIC ALIGNMENT	
	6.4 STRATEGIC PLANNING ACTION PLAN	
CHAPTER 7: PROJECTS PHASE & BUDGET SUMMARY	7.1 MUNICIPAL PROJECTS	297-303
	7.2 SECTOR DEPARTMENTS PROJECTS	
	7.3 MINE SLP PROJECTS	
	7.4 DISTRICT DEVELOPMENT MODEL PROJECTS	
	7.5 MUNICIPAL PROJECTS FROM DRAFT IDP 2021/22	
	8.1 SECTOR PLANS TABLE	

**CHAPTER 8:
INTEGRATION
PHASE**

**CHAPTER 9:
APPROVAL PHASE**

9.1 APPROVAL PROCESS

LIST OF ACRONYMS

LETTE	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 T
	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 an Economic Development
	PEST	Political, Economic, Social and Technological
	PGP	Provincial Growth Points
	PHC	Primary Health Care
	PMS	Performance Management System
	PMT	Political Management Team
	PPC	Pretoria Portland Cement
	PPE	Personal Protective Equipment
	PPP	Public Private Partnership

	PR	Party Representative
S	SA	South Africa
	SADC	Southern African Development Community
	SAPS	South African Police Services
	SBBKM	Siyanda Bakgatla Ba –Kgafela Mine
	SCM	Supply Chain Management
	SDBIP	Service Delivery and Budget Implementation Plan
	SDF	Spatial Development Framework
	SLA	Service Level Agreement
	SLP	Social and Labour Plan
	SMME	Small , Medium and Micro Enterprises
	SDG	Sustainable Development Goals
	SWOT	Strengths, Weaknesses, Opportunities and Threads
T	TBZ	Thabazimbi
	TLM	Thabazimbi Local Municipality
	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
- Innovation and Transformation
- Safe environment
- Collaboration
- Transparency and Fairness
- Community involvement

FOREWORD BY THE MAYOR

Thabazimbi Local Municipality's new council took office in November 2021 after local government election held on the 1st November 2021, and during our inauguration meeting, council decided to adopt the IDP of the predecessor without amendments.

The rationale behind this was firstly that the late elections in November 2021 left the council with a short period of time to compile a new IDP, and secondly to give the new council ample time to plan for the new IDP that will come into effect in July 2022. This Integrated Development Plan (IDP) for the period 2022-2027 encompasses Thabazimbi Local Municipality's plans for the new five-year term.

The 2022/23 Integrated Development Plan (IDP) review marks an important milestone in the development of our municipality in two folds, one being that it provides us with an opportunity to reflect on the mid-term progress in our current term of office.

The IDP process is more than a "tick box" exercise in the mechanism of participatory governance. It also provides a reflective mirror which helps us assess the level of accessibility, quality, sustainability and accountability of service delivery. For the next five years, our manifesto is simply to have solution-driven innovations, to focus on essential economic and social development, and to continue excellent service delivery whilst maintaining steadfast good governance and financial management. We are furthermore committed to implement integrated communication that not only informs and empowers our community, but promotes Thabazimbi as a business, investment, tourism and sport destination.

It is common knowledge that the effect of the COVID-19 pandemic on the world economy is devastating and locally we have felt the impact with many businesses that were forced to close down, leading to massive job losses. Together with our business sector, we are now getting Thabazimbi's economy back on track to support a growing number of disadvantaged residents—left destitute by mainly the pandemic; and looking to create jobs so that our people can earn an income, look after their own families, and have their pride restored.

The Municipality's focus for the next five years will be on maintaining good governance and compliance whilst practicing strict fiscal discipline. There will be an increased attention on improving efficiencies (doing more with less) as well the ease of doing business. Local contractor development will be given priority, and internal and external communication will be conducted proactively. The Municipality is also focused on completing key projects.

To give a further meaning to this year's mandate and to gratefully applaud Thabazimbi Management Team, Councillors and officials for the hard work invested in our programs, our IDP and broader infrastructure expansion as this yielded a qualified audit opinion. To speed up service delivery, one of our turnaround strategies should be a strategy of intervention geared towards ensuring that we meet the basic needs of our people, build a clean, responsive and accountable government, and strengthen partnership between the municipality and community and to improve support and oversight.

On behalf of Thabazimbi Local Municipality Council, let me acknowledge the persistent hard work, dedication, determination and participation displayed by staff of our municipality during the IDP process.

In conclusion, we call upon all our stakeholders and communities to join hands with government to deliver on our mandate as Local Government is everyone's business.

"Working together for prosperity"

MUNICIPAL MANAGER'S OVERVIEW

The introduction of District Development Model (DDM) as outlined by the President will also assist in responding to provision of resources which are needed for sustainability. We also see the DDM as an opportunity to coordinate and integrate our work and service delivery within the District. There are indeed a lot we can do together and collectively.

This One Plan as outlined in the DDM have the set of the objectives, outputs, roles, responsibilities and commitments in which all sector departments as well as partners will have to act and ensure all of us are held accountable for prioritizing resources and delivering results. It will also seek to utilise the existing legal framework and implementation machinery which includes the Intergovernmental Relations (IGR).

We have recently held our Municipality Strategic Planning Session in preparation and as part our IDP review. During the session our mission, vision and values were reviewed to address our long term development.

Furthermore, as the Municipality we are still deliberating on best possible ways to address the current set up of existing practices of powers and functions which are not financially viable and detrimental to the economic growth. This IDP have identified and effected changes to respond to new circumstances, closing identified gaps at the planning, deliverables, revised

By working closely and in collaboration with the National, Provincial sector departments and stakeholders as well as committed and dedicated staff, communities and role players; we will ensure the successful implementation of our IDP aligned to One Plan (DDM) goes through attainment of our broader objective of improving the quality of the lives of our people.

Planning and working together we will overcome these challenges and hurdles and take our municipality forward.

LG TLOUBATLA
MUNICIPAL MANAGER:

EXECUTIVE SUMMARY

It is in line with the Legislative Framework which encompasses the Municipal Structures Act, 117 of 1998, Municipal Finance Management Act 56 of 2003 and The Municipal Systems Act 32 of 2000 that makes it mandatory for the Thabazimbi Local Municipality to embark in a process to review its 5-year Integrated Development Plan on an annual basis. The 2022-2027 five year term document serves as a guide for the municipal development. The review is done to ensure responsiveness of the Thabazimbi Local Municipality to the needs that are articulated by the people themselves on an annual basis through prioritization of projects that respond to community needs.

The review is conducted in line with the Council mandate period of five years. The IDP encompasses the analysis phase which depicts the current state of socio-economic circumstances of the Municipality. In developing the IDP the Municipality's Strategic Planning Session took note of the National Development Plan. The National Development Plan focus on infrastructure-providing basic services and transport. Improving quality of public services and reliability, ensuring that the poor and unemployed are located on well situated land.

It is in that context whereby as Thabazimbi Local Municipality we come on board with our 96 232 people/population who are mostly poor and underprivileged whose lives are mostly vulnerable. The Strategic Planning took note of the analysis phase and thus came with strategies that need to be developed to cater for the needs of the Municipality.

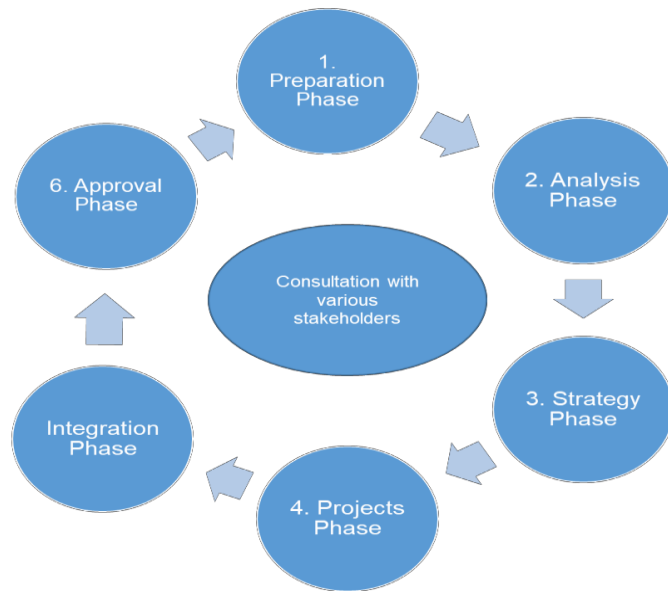
The structures that have been put in place to prioritize that are adopted in the IDP process plan and informed by Thabazimbi Local Municipality's community priorities. The participation of communities has been fully involved in preparation and shall also be part of the other annual reviews for the next 3years.

It is the prerogative of the Municipality to implement projects budgeted for each financial year after being extracted from this 5year IDP in the ensuing years. The council must account to the community on the successes and failures on the implementation of the SDBIP through the appropriate structures and mechanisms that have been put in place on an annual basis.

The IDP is a shared responsibility. Your participation and inputs guide the Administration and help shape the TLM for the future. All credit must go to the people of TLM and all stakeholders. As proud and vigilant custodians, we will implement and manage the IDP to the best of our ability.

CHAPTER 1: THE PLANNING FRAMEWORK

1.1 IDP PLANNING PHASE



The Municipal Systems Act, (No32 of 2000), compels municipalities to prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of developments within the municipal area of jurisdiction. In conforming to the Act's requirements, the Council of Thabazimbi Local Municipality (TLM) has delegated the authority to the Municipal Manager to prepare the IDP.

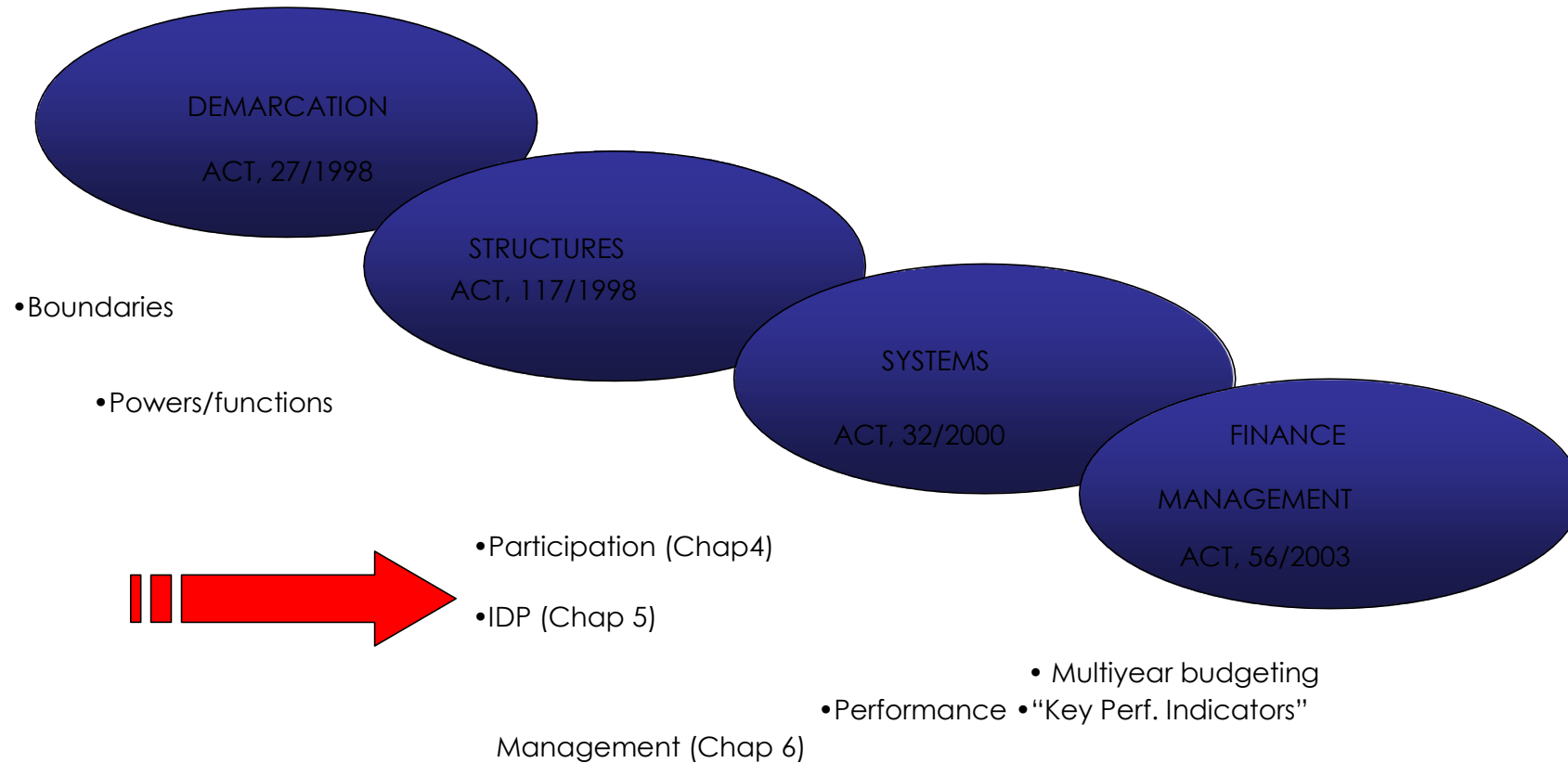
An IDP has 5-year lifespan, meaning that the current 5 year adopted in May 2017 would have ended on 30 June 2022 (2017/18 – 2021/22). Countrywide new Councils were elected in November 2021 and the current Council has to decide on the future of the IDP. The Municipal Systems Act provides a recourse to Councils in that a newly elected municipal council may adopt the IDP of its predecessor with or without amendments. The current Council therefore resolved to adopt the current 5-year IDP without amendments for another year up to end of 30 June 2023.

The aim of the IDP for Thabazimbi is to present a coherent plan in order to achieve the vision of the municipality. The intention of this IDP is to link, integrate and co-ordinate development plans for TLM which are aligned with national, provincial and district development plans as well as planning requirements binding on the municipality in terms of legislation.

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

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

1.2 LEGISLATIVE PRESCRIPTS



1.2.1 LEGISLATIVE REQUIREMENTS



The above Policies, Protocols and Legislation inform the drafting of the IDP:

Preparation of the IDP is regulated in the Municipal Systems Act, 2000. It requires adoption of an: IDP Review Framework (Coordination Tool) and IDP Process plan (Management Tool). The mandate of local government is found in *Section 152 of the Constitution*, which include, ensuring the provision of services to communities, promoting social and economic development and encouraging the involvement community organizations in the matters of local government. Other legislative requirements e.g. MFMA, MPRA, etc.

1.2.2 LOCAL GOVERNMENT SPHERE

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

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

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

The IDP should reflect the best possible development decisions and trade-offs that focus on viability of Economic, Social, Environmental, Financial and Institutional Sustainability. These legal requirements correspond perfectly to the requirements of modern municipal management, i.e. all role-players in a municipality need a joint vision as a common ground which provides guidance to everybody - the municipal governing bodies as well as the residents - and which²⁴ gives direction beyond the council's term of office.

1.2.3. PROVINCIAL GOVERNMENT

Integrated Development Planning occurs through the Limpopo Development Plan (LDP) that are driven by the Premier's office and adopted by the Provincial Legislature. The LDP should have effect over the entire Province and therefore needs to be completed in consultation with Municipalities and key Provincial stakeholders.

1.2.4. NATIONAL GOVERNMENT

Development Planning at National level occurs through the Medium Term Strategic Framework (MTSF). The MTSF is prepared by the Presidency and approved by the National Cabinet. Like the LDP, the MTSF currently does not have a legal status. The influencing nature of the MTSF over the National budget is still limited. This will improve as the inter-sectoral, geographical and people-centred focus of the MTSF is deepened, and as institutional preparedness issues are addressed. The NDP is a vision 2030 and represents the strategic framework within which the planning needs to take place.

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

1.2.5. CONSTITUTIONAL MANDATE (Chapter 7 of the constitution) Status of municipalities

- 151 (1) the local sphere of government consist of municipalities, which must be established for the whole territory of the republic.
(2) The executive and legislative authority of a municipality is vested in its municipal council
(3) A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the constitution;

Objectives of local government

152 (1) the objectives of local government are-

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

(e) To encourage the involvement of communities and community organizations in matters of local government

1.2.6 Establishment of municipalities

Section 155 provides for three categories of municipalities:

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

1.2.7 Cooperative Governance

The Constitution further states that the three spheres of government are distinctive, inter-dependent and inter-related. They are autonomous but exist in a unitary South Africa and have to cooperate on decision-making and must co- ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

Co-operative governance means that national, provincial and local government should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information and coordinate their efforts. Implementation of policies and government programs particularly require close cooperation between the three spheres of government.

A number of policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government.

The following sections outline the national, provincial and district policy directives, sector plans and legislation that set the strategic direction and with which the Thabazimbi Local Municipality must align to ensure that government spending is directed at the pressing needs of the community and those that contribute towards economic growth.

1.2.7 National Development Plan

The South African Government through the Presidency has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes the following strategies to address the above goals:

1. Creating jobs and improving livelihoods;
2. Expanding infrastructure;
3. Transition to a low-carbon economy;
4. Transforming urban and rural spaces;
5. Improving education and training;
6. Providing quality health care;
7. Fighting corruption and enhancing accountability;
8. Transforming society and uniting the nation.

Medium Term Strategic Framework (MTSF) 2019 – 2024

development planning is a means to achieve national development goals whereby all three spheres of government conduct development planning in order to ensure effective service delivery. The MTSF 2019-2024 is therefore both a five-year implementation plan and an integrated monitoring framework for NDP. It focuses on the seven priorities as indicated below and related interventions of government for which the TLM IDP aligns to through its Key Performance areas (KPA's) in terms of promoting alignment, coordination and integration of all development planning mechanisms.

MTSF

Seven (7) priorities:

- 1. Transformation of the economy and job creation**
- 2. Education, skills and health**
- 3. Reliable and quality basic services**
- 4. Spatial integration, human settlements and local government**
- 5. Social cohesion and safe communities**
- 6. Capable, ethical and developmental State**
- 7. A better Africa and World**

1.2.8 CoGTA – NATIONAL KPAs FOR MUNICIPALITIES

Department of Cooperative Governance and Traditional Affairs (CoGTA) assess the progress made by municipalities against six Key Performance Areas (KPAs) and cross-cutting interventions adopted in the 5-Year Local Government Strategic Agenda. The six KPAs that form the basis of the assessments are:

- KPA 1: Spatial Rationale;
- KPA 2: Basic Service and Infrastructure Development;
- KPA 3: Local Economic Development (LED);
- KPA 4: Financial Viability & Management;
- KPA 5: Good Governance and Public Participation; and
- KPA 6: Municipal Transformation and Organisational Development

The above give direction for CoGTA to determine how well each municipality is performing, compare its performance to targeted goals, create measures to improve performance, identify the municipalities that have under-performed and propose remedial action to improve performance of municipalities.

Local government is at the forefront of service delivery as such the Municipality supports initiative of Back to Basics to monitor and achieve the goals as set out in the KPA's.

1.3 ROCESS OVERVIEW (PROCESS PLAN)

TIMEFRAMES FOR IDP/BUDGET PROCESS PLAN (Sec 29 of Municipal System Act)

ACTIVITIES	RESPONSIBLE	DATES
PLANNING PROCESS		
Preparation for Revised IDP process plan	IDP	July 2023
Tabling of the 2023/24 IDP/Budget Process Plan to EXCO/Budget Committee for recommendation for approval	IDP	August 2023
Adoption of IDP/ Budget Process Plan for 2023/2024 IDP/Budget.	Council	August 2023
Public notice of the adopted IDP/Budget Process Plan for 2023/24 IDP/Budget Review	IDP	September 2023

Submission of the IDP Process Plan to MEC for Local Government, National & Provincial Treasury Departments	IDP	September 2023
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STATUS ANALYSIS PHASE

ACTIVITIES	RESPONSIBLE	DATES
Demographic & Service Delivery data analysis	IDP	September 2023
Socio-Economic data analysis	IDP & Sector departments	September 2023
Institutional data analysis	IDP & Internal departments	September 2023
Spatial data analysis	IDP & Planning	September 2023
Environmental sustainability data analysis	IDP & Community Services department	September 2023

PUBLIC CONSULTATION PHASE		
Public Participation - IDP Roadshows/Virtual Presentations	IDP & Public Participation Office;	November 2023
STRATEGIC ALIGNMENT PHASE		
Vision and Mission, values, priorities and strategic objectives	IDP and All Departments	March 2024
PERFORMANCE AND BUDGET REVIEW PHASE		
Submission of Mid-year performance report	PMS	Jan/Feb 2024
PROGRAMME AND PROJECTS PHASE		
Priority Programmes and Projects	All Departments	Feb 2024
2022/23 Adjustment Budget	BTO	Feb 2024
CAPEX and OPEX costing	BTO	1-15 March 2024

Agreement on changes proposed by Mayor and Councillors on IDP/Budget	BTO	15-26 March 2024
ALIGNMENT OF NATIONAL & PROVINCIAL PROGRAMMES PHASE		
ACTIVITIES	RESPONSIBLE	DATES
Integration and Alignment of operational plans into the IDP	IDP& All Departments	March 2024
FINAL CONSULTATION AND APPROVAL		
Tabling of the draft IDP/Budget 2022/23	IDP/Budget	March 2024
Consideration and ensuring that MECcomments are addressed	IDP	April
<ul style="list-style-type: none"> Public participation process 1. List of community priority needs 2. List of all community needs submitted to departments for consideration 	IDP	April/May 2024
Tabling of Annual IDP/Budget/SDBIP for consideration/ adoption.	Council	May 2024

Submission of the approved IDP to the MEC of Local Government	IDP	June 2024
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1.4 ISSUES RAISED BY THE COMMUNITY

Expensive unit price of water and electricity
Lack of service delivery – customer care
Clarity on stands
Need for more boreholes
Indigent register updated
Unemployment – Youth
Skills development
High rate of crime and substance abuse
Streets lights required
Blockages causing sewer to be directed back to households
Regular refuse collection
Billing – running even when there is no water
Request for flat rate in billing
Solution on outstanding water debts needed
Updates and communicate on water shortage
Community environment is unhealthy – dirty
Prepaid water meters required
Central mobile toilets
Formalisation of Bokamoso informal settlement
Ext 5 paving must be fixed and maintained
Land formalization
No water running from the borehole
Questionable water quality

No tar roads – maintenance of the existing gravel roads
Request for bridge – floods in rainy weathers
Clinic operational hours – to be 24/7
SAPS brutality – taking bribes from business owners
Skills and training development
Unemployment – Mine recruitment process
No dumping sites – Hazardous waste everywhere
Big open velds full of snakes – danger to the community
No Parks/Recreational areas
No internal streets/roads – difficult to access the community in cases of emergencies
Entrance roads gets flooded when it rains making access difficult
Dilapidated main road at Ipelegeng
No street lights
Unemployment especially Youth
Consider local SMMEs in the upcoming projects
Mine recruitment

1.5.1 See ANNEXURE A

1.5.2 COMMENTS /REQUESTS FROM OTHER STAKEHOLDERS

a) TOURISM SECTOR

- Skills Development, for example programs to train and develop skills required for the tourism industry such as tour guiding, hospitality training, chef training, event management, arts & crafts development etc.
- Tourism-specific SMME development
- Projects aimed at establishing Targeted Tourism Segment Attractions / Activities, for example mining tours, agri-tours, heritage routes / tours etc.
- Tourism Destination Improvement Projects, for example tourism signage, mass clean-up campaigns, formal SA Tourism Grading of establishments, wi-fi connectivity, safety initiatives, database development etc.
- Catalytic Adventure / Sport / Cultural Event Proposals that create short-term and medium term employment opportunities
- Long-Term Strategic Project Proposals that can give meaningful momentum to job creation, for example Africa Development Trust Project, Old Mine Plant Conversion to Adventure / Sport / Biodiversity Processing Venture, etc.
- Formal multi-channel destination marketing proposals
- Projects enabling conservation

b) ECO GROUP AFRICA

NAME OF PROJECT: ECO GROUP AFRICA (EGA) RURAL DEVELOPMENT PLAN.HOST OF PROJECT: AFRICAN RURAL COMMUNITY DEVELOPMENT TRUST (ARCDT)

OBJECTIVES OF ARCDT

- To turn Thabazimbi into an exemplary regional development hub for the town, the Limpopo Province and further afield by engaging in the key industries the local economy is based on, namely agriculture, game ranching, conservation, tourism and mining
- To facilitate the following kinds of developments
- Youth education and skills development
- Re-skilling unemployed persons of older generations.
- Up-skill and capacitate graduates and entrepreneurs to become eligible for business development and employment.
- Business incubation and development.
- Housing development.
- Sustainable farming developments.
- Manufacturing, mining, agri-processing.
- To design and implement a sustainable fundraising model to service the goals and objectives of the plan.

SCOPE OF THE PROJECT AND ESTIMATED TIME FRAMES

- Establish the skills development programme as a matter of urgency to be launched by mid-2024.
- Drive the momentum of the recently municipality approved Moloto business and residential development hub in Regorogile Extension 69.

- Compile a skills inventory in the community assisted by the mining companies by end of 2022 to facilitate job creation programmes in the various sectors of the economy by prioritising easy to start projects.
- Implementation of physical projects in farming, tourism and conservation by the beginning of 2023, prioritising community owned farms.
- A concise development plan will be tabled during the third quarter of 2022.

1.6 MEC IDP ASSESSMENT, SOPA & SONA

1.6.1 MEC ASSESSMENT

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

1.6.2 SONA & SOPA

1.7 POWERS AND FUNCTIONS

And 84 of the Municipal Structures Act outline the powers and functions of the municipal

Key: ATP = Authority to perform PFM = Powers Performed by Thabazimbi Municipality ESP = External Services Provider S78 = Section 78 Process in terms of Systems Act Complete SDA = Service Delivery Agreement in Place					
Functions of the Local Municipality according to the Constitution, the Municipal Structures Act and Systems Act	ATP	PFM	ESP or other sphere Of GOVT	S78	SDA

Air pollution	Yes	No	Yes	No	No
Building Regulations	Yes	Yes	Yes	No	No
Child Care Facilities	Yes	No	Yes	No	No
Electricity, Reticulation	Yes	Yes	Yes	Yes	Yes
StormWater	Yes	Yes	Yes	No	Yes
Trading Regulations	Yes	Yes	No	No	No
Water (Potable)	Yes	Yes	Yes	Yes	Yes
Sanitation	Yes	Yes	Yes	No	No
Billboards and the display of advertisements in public places	Yes	Yes	Yes	No	No
Cleansing	Yes	Yes	No	No	Yes
Control of public nuisance	Yes	Yes	No	No	No
Control of undertaking that sell liquor to the public	Yes	No	Yes	No	No
Fencing and fences	Yes	Yes	No	No	No
Municipal parks and Recreation	Yes	Yes	No	No	No
Noise Pollution	Yes	Yes	No	No	No
By- Laws	Yes	Yes	No	No	No
Public Spaces	Yes	Yes	Yes	No	No
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Yes	Yes	Yes	No	Yes
Street Trading	Yes	Yes	No	No	No
Street Lighting	Yes	Yes	No	No	No
Traffic and Parking	Yes	Yes	Yes	No	No
Bulk supply of Electricity	Yes	Yes	No	No	Yes

Building the capacity of local municipalities in its area to Perform their functions and exercise their powers where such capacity is lacking.	Yes	Yes	No	Yes	Yes
Bulk Water Supply	Yes	Yes	Yes	No	Yes
Bulk sewage purification and main sewage disposal	Yes	Yes	Yes	No	No
Cemeteries and Crematoria	Yes	Yes	Yes	No	No
Municipal roads	Yes	Yes	No	No	No
Education	No	No	No	No	No
Fire-Fighting Services	Yes	Yes	No	Yes	Yes
Local Economic Development	Yes	Yes	Yes	No	No
Municipal Abattoir	Yes	No	No	Yes	No
Municipal Airports	Yes	No	No	No	No
Municipal Health Services	Yes	No	Yes	No	Yes
Municipal Transport Planning	Yes	No	No	No	No
Municipal Public Works	Yes	Yes	No	No	No
Municipal Planning	Yes	Yes	Yes	No	No
Safety and Security	No	No	Yes	No	No
Social development	No	No	Yes	No	No
Sports, Arts and Culture	No	Yes	Yes	No	Yes

1.8 INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP

Council						
Municipal Manager						
IDP Steering Committee						
Infrastructure	Corporate	Budget & Support Services	Social Services	Management Support Services	Strategic Planning & Support	Planning & Economic Development
Project Task Team						
IDP Representative Forum						

1.9 ROLES & RESPONSIBILITIES INTERNAL STAKEHOLDERS

Role Player	Roles & Responsibilities	Objectives	Objectives for all roles
Mayor (process "owner",accountable)	Decide on planning process: <ul style="list-style-type: none"> • Assign responsibilities in this regard to the Municipal Manager; • Monitor planning process. • Responsible for the overall management, co- ordination and monitoring of the process and drafting of the IDP(to make sure that all relevant actors are involved). • Submit the draft and final IDP to Council for adoption and approval. • Consider, adopt and approve the process plan 	<ul style="list-style-type: none"> • Increased ownership and accountability • More appreciation of the merit of the process/plan • More openness to new/ different ideas • Greater commitment to the process/plan • Be more accessible to the public • Get buy-in from the community • Improved communication to manage expectations • Communicate limited resources 	.Greater participation/ involvement .High quality dialogue as simple and easy as possible to participate/ contribute

Role Player	Roles & Responsibilities	Objectives
Municipal Council	<ul style="list-style-type: none"> • Evaluate, amend and adopt a Process Plan review • Undertake to overall management and co-ordination of the planning process which includes ensuring that: • Ensure that all relevant actors are appropriately involved • Appropriate mechanisms and procedures for public consultation and participation are applied • The planning process is related to the real burning issues in the municipality, that is a strategic and implementation-orientated process • Adopt and approve the IDP review • Adjust the IDP in accordance with the MEC for Local Government proposal • Ensure that the annual business plans and Municipal budget are linked to and based on the IDP 	
Proportional Councillors, Ward Councillors, Ward Committee members	<ul style="list-style-type: none"> • Linkintegrateddevelopmentplanningprocesstotheir constituencies/wards • Organizepublic participation • Link the planning process of their constituencies and /or wards • Assist the Ward Councillor in identifying challenges and needs of residents. • Disseminate information in the ward. • Draw up a ward plan that offers suggestions on how to improve service delivery in that ward. • Be responsible for organising public consultation and participation. • Monitor the implementation process concerning its area. 	

Role Player	Roles & Responsibilities	Objectives
Municipal Manager (Responsible) and	<ul style="list-style-type: none"> • Provide technical/sector expertise and information • Provide inputs related to the various planning steps • Summarize/digest/ process inputs from the participation process 	

<ul style="list-style-type: none"> • Directors 	<p>Discuss/comment on inputs from specialists.</p> <ul style="list-style-type: none"> • Preparations and finalisation of the Process Plan • Day--to--day management and coordination of the IDP process in terms of time, resources and people, and ensuring: • The involvement of all relevant role-players, especially officials; • That the timeframes are being adhered to; • That the planning process is horizontally and vertically aligned and complies with national and provincial requirements; • That condition for participation is provided; and that the outcomes are documented. • Chairing the IDP Steering Committee; • Ensure that the process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements • Ensure that amendments and proper documentation of the draft and final IDP/Budget are to the satisfaction of the Municipal Council • Monitor the implementation of the IDP process 	
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Role Player	Roles & Responsibilities	Objectives
Manager IDP (Process facilitator)	<p><i>The Manager IDP under the supervision of the Municipal Manager must undertake the following duties: -</i></p> <ul style="list-style-type: none"> • Day-to-day management of the drafting process on behalf of the Municipal Manager (to ensure a properly managed and organised planning process) • Prepare a programme for a review process, • Undertakes the responsibility for the overall management, coordination and monitoring of the planning process, Ensuring that all relevant role players are appropriately involved, • Decides on different roles and responsibilities within the review process, Ensures efficient, effectively managed and organized review process, • Be responsible for the day – to – day management of the review process, • Ensure that vertical and horizontal alignment • procedures and mechanisms are implemented • Ensures that the review process is participatory, strategic, implementation orientated and satisfies the sector plans requirements, • Ensures that amendments made to the Revised IDP are to the satisfaction of the local municipal council. 	Manager IDP (Process facilitator)

Player	Roles & Responsibilities
IDP/Budget/PMS Steering Committee	<p>Chairperson: Municipal Manager</p> <p>Secretariat: The secretariat for this function is provided by the IDP Unit The IDP Steering Committee is responsible for the following:</p> <ul style="list-style-type: none"> • Commission research studies; • Consider and comment on: <ul style="list-style-type: none"> Ø□ Inputs from subcommittee(s), cluster teams; Ø□ Inputs from provincial sector departments and support providers. • Process, summarise and draft outputs; • Prepare and submit reports and make recommendations to the Representative Forum;

EXTERNAL STAKEHOLDERS

Role Player	Roles & Responsibilities	Objectives
IDP/Budget/PMS Representative Forum	<p>This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the RF and ensure their continued participation throughout the process. The representative forum will meet as indicated in the action plan. The selection of members to the IDP Representative Forum needs to be based on criteria which ensure geographical and social representation.</p> <p>Chairperson: The Mayor or a nominee</p> <p>Secretariat: The secretariat for this function is provided by the IDP Unit</p> <p>The role is as follows:</p> <ul style="list-style-type: none"> • Represents the interest of their constituents on the IDP process • Form a structure link between the municipal government and representatives of the public. 	<ul style="list-style-type: none"> • Represent interests and contributing knowledge and ideas. • Facilitates and co-ordinates participation in the IDP/Budget/PMS Process.

Role Player	Roles & Responsibilities
Waterberg District Municipality	<p>Ø□ Same roles and responsibilities as local municipalities but related to the preparation of a District IDP. The District municipality must also prepare a District Framework (Sec 27 of MSA)</p> <p>Ø□ Co-ordination roles for:</p> <ul style="list-style-type: none"> • Ensuring horizontal alignment of the IDPs of the municipalities in the district council area. <ul style="list-style-type: none"> • Ensuring vertical alignment between district and local planning. • Facilitation of vertical alignment of IDPs with other spheres of government and sector departments. • Preparation of joint strategy workshops with local municipalities, provincial and national roleplayers and other subject matter specialists.
COGHSTA	<ul style="list-style-type: none"> • Ensure horizontal alignment of IDPs of the district municipalities within the province. • Ensure vertical/sector alignment between provincial sector departments/provincial strategic plans and the IDP process at local/district level.
Social, Institutional&Transformation and Infrastructure& LED Clusters, Climate change Committee	<ul style="list-style-type: none"> • Ensure both vertical and horizontal alignment • Integrated planning and implementation co-ordination
Government Departments	<ul style="list-style-type: none"> • Provide data and information. • Budget guidelines. • Alignment of budgets with the IDP

CHAPTER 2: MUNICIPAL PROFILE

MUNICIPALITY	AREA(km ²)	% of District
Lephalale	14000km ²	30.7%
Thabazimbi	10882km²	23.8%
Bela- Bela	4000km ²	8.8%

Modimolle	6227km ²	13.7%
Mogalakwena	6200km ²	13.6%
Mookgophong	4270.62km ²	9.4
Waterberg DistrictMunicipality	45579.62km ²	100%

2.1 DESCRIPTION OF MUNICIPAL AREA

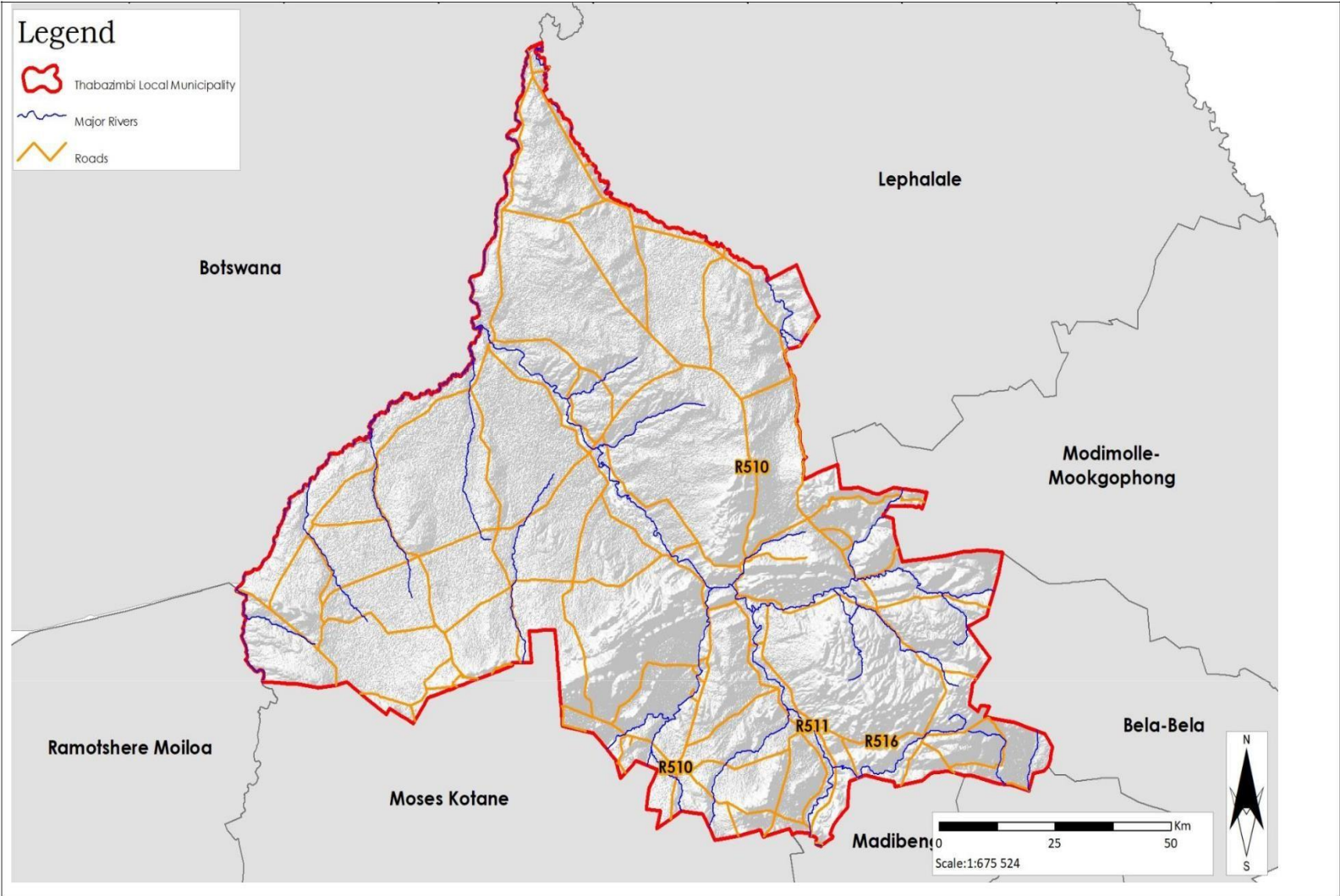
The Thabazimbi Local Municipality is located in the Limpopo Province and extends to the Botswana border. It is one of six municipalities in the Waterberg District area of jurisdiction. Neighbouring municipalities include Lephalale Local Municipality to the north, ModimolleMookgophong Local Municipality to the east and Bela-Bela Local Municipality to the south-east. 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 four major towns in the District, together with Modimolle, Mokopane, Lephalale, and BelaBela. Routes R511, R510 and R516 are the only regional roads that traverse the western parts of the District, linking Thabazimbi, Bela-Bela, Mookgophong and Mokopane with the provincial capital, Polokwane.

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

MAP 1- STUDY AREA



MAP 2- STUDY AREA



Source: TLM DRAFT SDF-2023

2.2 DEMOGRAPHICS

According to Stats SA, and as depicted on the table below, the 2021 projection shows that there are ± 104 781 people residing within the area of the Municipality, which amounts to ± 38 175 households. 13% growth rate from 2011 to 2016, and 15% from 2016 to 2020. The table illustrates the comparison of demographics from the census, community survey and other sources which only provide highlights in terms of projections but cannot be regarded as formal statistics.

Population		Households		
Community	Stats SA 2021	Census	Community	Independent data 2020
Survey 2016		2011	Survey 2016	
96 232	104 781	25 080	35 463	38 175

More detailed analysis of the socio-economic profile can be found in the Draft Spatial Development Framework 2023 which is currently under review and annexed hereto as a sector plan.

The pictures below demonstrate the socio-economic and demographics of the Municipality

Population: 96 232
Young (0 ---14): 24.3%

Households: 35 463



Elderly (65+): 2.2%

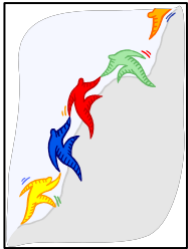


Population age (15 ---64): 73.5%



Average household size: 2.7

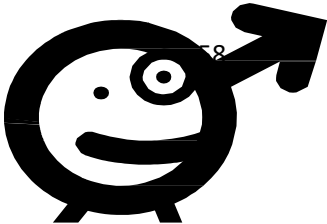
Dependency rate: 36%



Female
Gender



Headed hh: 22.7%
Ratio: 146.9 males



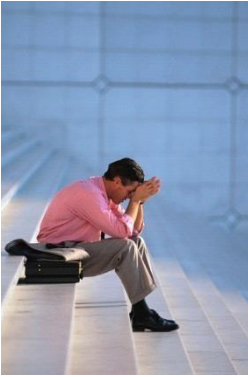
per 100 females



Source: Stats SA, Census 2011 & Community Survey 2016

DEMOGRAPHICS

Unemployment rate: 20.6%



Youth Unemployment rate: 26.9%



No schooling: 3.7%



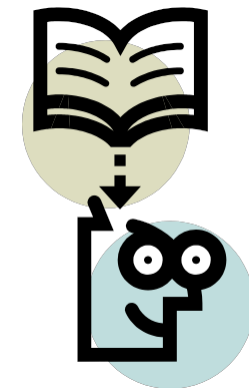
Population density: 7.26 persons per km2



Higher Education: 6.2%



Matric: 31.8%



DEMOGRAPHICS

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

Category	2011 Census (Stats SA)	2016 Community survey
Total Households	25 080	35 463
Type of dwelling		
Traditional	469	253 (0.7%)
Informal	6 505	10 638 (30%)
Formal	17 725	24 120 (68%)
Others	381	452 (1.3%)
Piped Water		
Access to Piped Water	23 530	25 178 (71%)
Other Source (Boreholes, Tankering etc.)	1 550	10 285 (29%)
Improved Sanitation		
Flush/Chemical Toilet	17 211	25 604 (72.2%)
Backlog	7 869	9 859 (27.8%)

Electricity

Connected to Electricity	19 269	25 882 > (27 041) (76%)
Backlog	5 811	9 581 > (8 422) (24%)

PEOPLE WITH DISABILITY the table shows number of people with disability and the extent to which are affected.

	Thabazimbi	Lephalale	Mookgophong	Modimolle	Belabela	Mogalakwena	TOTAL
No difficulty	66 365	92 111	29 930	56 640	53 744	254 230	
Some difficulty	5 587	6 500	2 194	5 354	4 873	25 457	
A lot of	596	774	269	611	701	3 349	
Cannot do at	169	251	63	124	99	737	
Do not know	82	69	135	83	36	605	
Cannot yet be	2 946	4 651	1 507	3 111	2 601	15 124	
Unspecified	2 832	3 166	978	1 689	1 958	6 439	
Not applicable	6 657	8 245	563	902	2 488	1 741	
TOTAL	85 234	115 767	35 640	68 513	66 500	307 682	612 823

Source: Statssa, Census 2011

CHAPTER 3: SITUATIONAL ANALYSIS

3.1 KPA1: 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.

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.

What is Spatial Development Framework in relation to Integrated Development Planning?

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

The SDF is an integral component of an IDP, informs and translates the IDP spatially and guides how the implementation of the IDP should occur in space. The SDF therefore guides the overall spatial distribution of land uses/management within a Municipality in order to give effect to the spatial vision, goals and objectives of the Municipality.

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

LAND USE MANAGEMENT AND ADMINISTRATION

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

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

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

The existing LUS of the TLM which was adopted in 2014 and is also under review to give effect to and be consistent with the SDF; and determine the use and development of land within the municipal area. The review is further informed by the fact that the present Land

Use Scheme was approved in terms of the Town Planning and Townships Ordinance, 1986 as such does not align to the current framework for spatial planning and land use management (SPLUMA).

SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA) IMPLEMENTATION

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

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

ESTABLISHMENT OF THABAZIMBI MUNICIPAL PLANNING TRIBUNAL

In terms of Section 35 (1) of SPLUMA a municipality must, in order to determine land use and development applications within its municipal area, establish a Municipal Planning Tribunal. TLM opted for the Municipal planning Tribunal thus pronouncing itself on the Internal Municipal Planning Tribunal as per section 51 of the Act read with chapter 4 section 20(a) of the regulations of which the term of office of the appointed and retained members ended in September 202.

It must be noted that call for applications and nominations for members to serve as members of the Thabazimbi Local Municipality for both the Municipal Planning Tribunal and the Municipal Planning Appeals Authority were advertised in August 202 and nominations were

conducted on 28 October 202 respectively. The nominated candidates is anticipated to be adopted and appointed by council on 31 March 202

ESTABLISHMENT OF THABAZIMBI MUNICIPAL PLANNING APPEALS AUTHORITY

Similarly, the municipality has to determine the Appeals Structure appropriate for it, which could be the Executive authority of the municipality or any external body /institution as may be authorised by the municipality or person delegated in terms of Section 56 of SPLUMA read together with Section 20 of Spatial Planning and Land Use Regulations: Land Use Management Matters, 2015.

The below table depicts progress on SPLUMA implementation thus far:

TABLE: SPLUMA IMPLEMENTATION

Preparation of new tariffs	Approved land use applications Tariffs and under review for 2023/24 financial year
Preparation and adoption of SPLUMA By Law	SPLUMA By-laws approved and promulgated in 2015, currently under review (2023)-draft in place
Development of an SDF	2014 SDF in place and under review, Draft SDF
Delegations in terms of Section 56 of the Spatial Planning and Land Use Management Regulations, 2015	Delegations pending

SETTLEMENT PATTERNS

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 centre while other prominent settlements in the municipal area include Northam, Dwaalboom and Rooiberg; Smaller settlements include Leeupoort, Kromdraai, Koedoeskop, Makoppa and Sentrum.
- The remaining settlements are either mining towns (Setaria, Swartklip and Amandebult) or informal settlements (Jabulani, Smashblock, Skierlek, Raphuthi, KwaBoha, Matikiring and parts of Regorogile etc)

NODAL POINTS

Thabazimbi LM 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 conglomeration of business and residential development in the municipal area. The large business centres, 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 PSHDA area and residential development will be concentrated in this area moving forward. Lastly, Amandelbult has been identified as an emerging node where Industry can be focused. It is important to diversify the local economy and provide space for value add industry that can be the result of the mining and agricultural activities in the municipality.

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

Town Name	Function	Nodal Status	Development thrusts
Thabazimbi Town & Regorogile	Main administrative centre and provincial growth point	1st order node	Business, mixed density residential, promotion of industry and higher order enterprises
Northam	Regional admin centre and regional Growth point. Support centre for settlements with 15-20 km radius	1st order node	Business, mixed density residential, promotion of industry and higher order enterprises

Amandelbult	Mining Industry Business &	2nd order node	Emerging industrial node Business & residential
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	residential support		support for farming and mining community
Rooiberg	Rehabilitation of old mining areas, conversion from mining town to tourism support (closest town to a number of game reserves/lodges)	2nd order node	Tourism development and support, business development, restrict urban sprawl
Dwaalboom	Small town offering residential support to mines in close proximity	Local Node	Business & residential support for farming and mining community
Swartklip	Mining	Local	Restrict urban sprawl

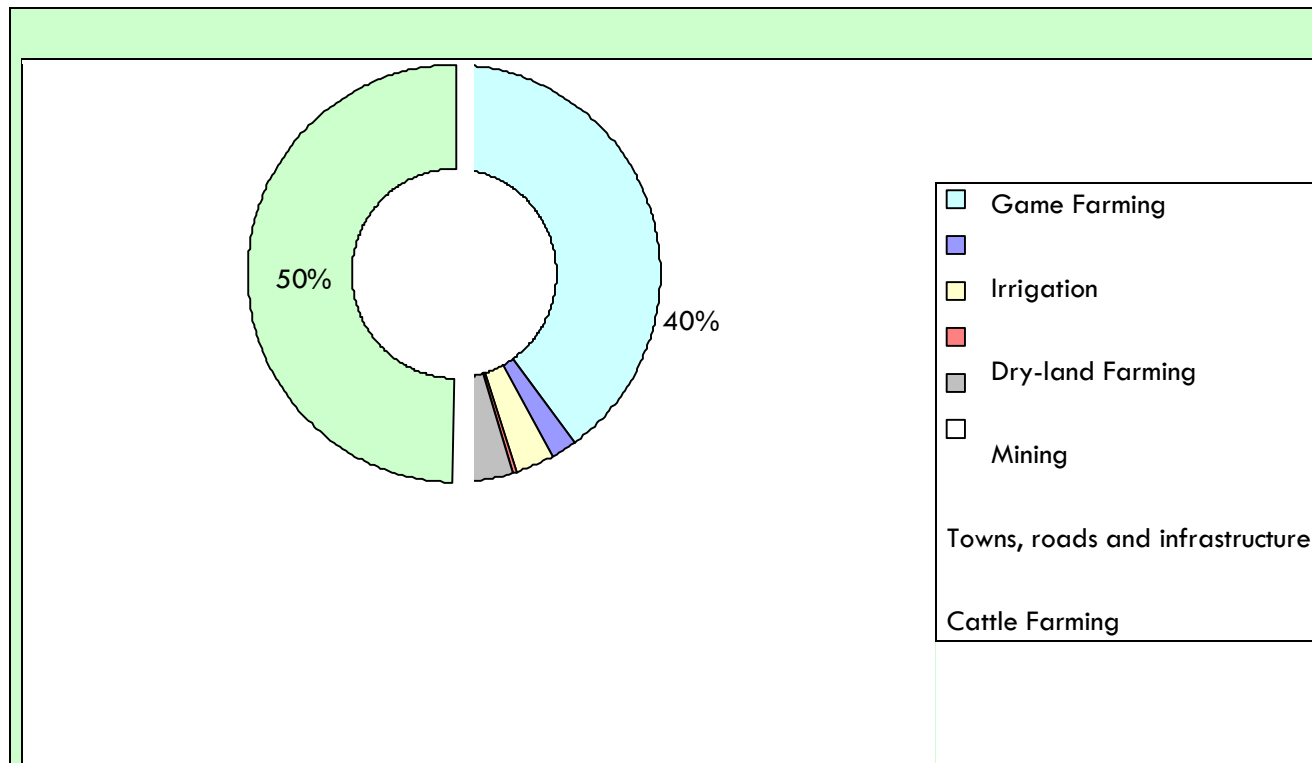
	Residential support	Node	
Setaria	Mining Residential support	Local Node	Restrict urban sprawl
Koedoeskop	Agricultural support	Local Node	Local education and farming and mining support
Leeupoort	Residential and tourism	Local Node	Tourism oriented development
Sentrum/Skierlik	Farming Residential support	Local Node	Restrict urban sprawl

SOURCE: TLM DRAFT SDF Development is encouraged within 1st and 2nd order nodes. Local nodes are to be contained and maintained so as to avoid unsustainable urban sprawl(Refer to the TLM Draft SDF).

PROPORTIONAL DIVISION OF LAND USES IN THE THABAZIMBI MUNICIPAL AREA

Approximately 40% of the land situated within the municipal area is utilised for game farming, +/- 2% for irrigation, +/-3% for dryland farming, Mining 0.4% and approximately 5 % for towns, roads and other infrastructure. 50% of the area is utilised for extensive cattle farming.

LAND USE CATEGORISATION



LAND CLAIMS

According to information received from the Limpopo Office of the Premier, the following Land Claims are applicable to the Thabazimbi Local municipality:

The rows highlighted are active claims, the others have been settled and closed

	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 (Baphalane Mantsere)	HH ba Family	Schilpadnest 385 KQ	Land Restoration: Finalised
4	Maditse J (Selobatsane Community)	Community	Driefontein 553KQ	Land Restoration: Finalised

5	Mabusela SS ollo (Sefatam y) Communit	Family	Hartebeestvley 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	Dismissed

16/04/2019)

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 tpptn 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	Phase Outstanding
11	Setuki/Motlhabatse Community	Community	Colchester 17 KQ	Land Restoration: Finalised

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	Batlokwaba Matlapeng Community	Community	Batavia 176 KP, Kameelboom 91 KP, Kameelhoek 174 KP,	Court
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	Dismissed
13	SetobankiJacobethLehabe	Family	16/04/2019) Approved as Non - Compliant on the farm Zwartklip 405 KQ and the Research Report approved on the R/E of Nooitgedaght 11 JQ Ptn 2 of Spitskop	Negotiations
			410 KQ on the 03/05/2019	

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SETTLED LAND CLAIM

PROJECT NAME	PROPERTIES RESTORED	TOTAL AREA(ha)	NO. OF HOUSEHOLDS
Motlhabatse Community	Remaining Extent, Portion 1 and Portion 2 of the Farm Colchester 17 KQ	2271.3743 in extent and amounted to R17, 000, 000.00.	77 households with 15 women headed households.
Selobatsane Community (21 March 2017)	Farm Driefontein 553 KQ, Farm Koperfontein 550 KQ	R80,168,539	

CHALLENGES AND OPPROTUNITIES OF THE LAND CALIMS

CHALLENGES/ CONSTRAINTS	OPPORTUNITIES
<ol style="list-style-type: none"> 1. The time to resolve a land claim is too long. 2. Regarding Smashblock informal settlement there are too many role players being attended to resulting in the real issue not being treated. 3. Lack of land for development and resettlement, i.e. Thabazimbi informal settlement. 	<ol style="list-style-type: none"> 1. The locality of Smashblock in relation to the surrounding mines (work opportunities) is ideal for formalisation should the the geotechnical studies allow 2. The development of integrated human settlements at such informal settlement with ideal locality can assist in the housing shortage. (Work opportunities close by should be a prerequisite).

4. Inadequate staff compliment to deal with spatial and land use management.	3. Assistance to a community as soon as the claim has been finalised- to become economically viable can be channelled by the municipality.
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SPATIAL CHALLENGES AND REMEDIAL ACTIONS (SPATIAL INTERVENTIONS)

CHALLENGES	SPATIAL INTERVENTIONS
Slow redress of inherited spatial development imbalances.	Implementation of Spatial Planning & Land Use Management Act (SPLUMA)
Lack of capacity enhance Local Economic Development and Job creation	Establishment of and Local Economic Development Forum (LEDF) and collaborative efforts in creating an environment that generates investor and developer confidence.
Illegal land use and unauthorised developments	Enforcement of the land use scheme and national building regulations and standards.
Land invasion leading to mushrooming of informal settlements	Development of informal settlement by-law and Establishment of municipal by-law enforcement unit
Scarcity of strategic land/well located land for integrated human settlements (inclusive of business, industries, cemeteries etc).	Conduct land audit and secure land for acquisition
Inadequate provision of sustainable human settlements	accelerate delivery of housing opportunities through in collaboration with national/provincial department of human settlements
Slow redress of inherited spatial development imbalances.	Implementation of Spatial Planning & Land Use Management Act (SPLUMA)
Slow redress of inherited spatial development imbalances.	

SPATIAL CHALLENGES AND SPATIAL INTERVENTIONS/REMEDIAL ACTIONS (Cont.)

CHALLENGES	SPATIAL INTERVENTIONS
Growth still occurs mainly on the urban peripheries thereby perpetuating urban sprawl.	Develop and/or review an SDF that will facilitate the implementation of the Integrated Development Plan and all government programmes or intentions to fight poverty and facilitate development
Access to well-located land and urban or spatial integration still remains a challenge	Revitalization of distressed mining towns/ town and rural regeneration programmes geared to boost the economy (Priority Housing Development Areas, Spatial Transformation Plans ,
Spatially fragmented developments	Conduct land audit
Excessive land invasions (mushrooming of informal settlements).	Establish and Implement Municipal GIS)
No data on land ownership (majority of the large vacant land pockets are privately and state owned).	Acquisition of strategically located land for integrated human settlements
Unauthorized development (illegal buildings, backyard dwellings, illegal land uses, informal trading)	
Lack of spatially referenced data(GIS)	

PROPOSED SPATIAL INTERVENTIONS

Below are further proposed interventions to remedy spatial irregularities and create sustainable and livable settlements:

Quality & affordable basic services

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

Good Governance

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

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

3.2 KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

OVERVIEW OF TECHNICAL SERVICES

Technical Services Department offers the following services:

- **Water & Sanitation**
- **Electricity**
- **Roads and Stormwater**
- **Project Management Unit (PMU)**

DEPARTMENTAL STATUS QUO

2022/23 Vacant positions at Technical Department

- Director Technical Services

PMU

- PMU Manager

Electrical

- Manager Electrical Services
- 4 x General Workers
- 1 x Artisan Assistant
- 1 x Electrical Storeman
- 1 x Snr Electrician (Satellites)

Roads and Stormwater

- 1 x Snr Sup Roads and Stormwater
- 1 x Technician
- 5 x General Workers
- 1 x Boilermaker

Water

- 1 x Plumber
- 1 x Pipe Fitter
- 1 x Boilermaker

- 4 x Artisans
- 5 x Water Pump Operators
- 1 x Snr Sup Water and Waste Water Quality
- 1 x Snr Sup network and pumpstation
- 1 x Process Controller
- 11 x General Workers

Sanitation

- 1 x Engineering Technician Water and Sanitation
- 1 x Lead Process Controller
- 1 x Plant Process Controller
- 1 x Artisan
- 1 x Snr Sup Plant and Network
- 1 x Process Controller
- 15 x General Workers
- 1 x Plant Operator

WATER

- Thabazimbi Local Municipality is a Water Service Authority and Water Service Provider.
- The current bulk supply infrastructure has a design capacity of approximately 13ML/day consisting of 4ML/day from ground water sources and 9ML/day from the Magalies Water bulk supply scheme.
- The population residing in Thabazimbi and Regorogile relies on surface water supply (Magalies Water) and it is augmented by groundwater supply.
- The population residing in Northam relies entirely on surface water supply (Magalies Water).
- The population residing at Leeupoort and Rooiberg relies entirely on groundwater supply.
- Thabazimbi Local Municipality's area of jurisdiction consists of 34 boreholes, of which 14 boreholes are operational.
- The population residing in Kromdraai relies entirely on groundwater supply
- The population residing in Skierlik relies entirely on groundwater supply
- The population residing in Smashblock relies on groundwater supply, tractor assisting with water tankering
- The population residing in Raphutirelies entirely on groundwater supply
- Sufficient and sustainable water supply and water balance
- Compliance with DWS water safety standards
- Proper planning of water resources and demand management
- Conserved water and managing water demands
- Access to potable water and accurate water accounting

- Water quality monitoring by sampling and analysing all required determinants to ensure quality compliance with SANS 241
- Developing Standard Operational Procedures by determining all necessary requirements and legislations needed to be followed by the plant operators to ensure that daily tasks can be executed in a safe working environment
- Conducting water balance including water losses
- Confirm submission to the monitoring programme at the laboratory by ensuring that all samples collected were correctly analyzed and that all results are relevant
- Prepare monthly water quality compliance reports by compiling all laboratory results which includes the discussion, recommendation and water quality test reports
- Performance and loading of Blue Drop, No Drop and RPMS Certification process for TLM's area of jurisdiction
- Sufficient and sustainable water supply and water balance
- Compliance with DWS water safety standards
- Proper planning of water resources and demand management
- Conserved water and managing water demands
- Access to potable water and accurate water accounting
- Water quality monitoring by sampling and analysing all required determinants to ensure quality compliance with SANS 241
- Developing Standard Operational Procedures by determining all necessary requirements and legislations needed to be followed by the plant operators to ensure that daily tasks can be executed in a safe working environment
- Conducting water balance including water losses
- Confirm submission to the monitoring programme at the laboratory by ensuring that all samples collected were correctly analysed and that all results are relevant
- Prepare monthly water quality compliance reports by compiling all laboratory results which includes the discussion, recommendation and water quality test reports
- Performance and loading of Blue Drop, No Drop and RPMS Certification process for TLM's area of jurisdiction
- Ensure that all water consumption in businesses and households are metered
- Inspect and report on the condition of water and sanitation networks and pump stations and water quality monitoring
- Attend to all customer complains relating to metering, billing and quality
- Plan, measure and design extensions/improvement to the existing water and sanitation systems and networks and future bulk supply
- Ensure that all Sanitation Schemes, boreholes within TLM by physical inspections to ensure efficiency and production of good quality that meet the required standard
- Plan and manage activities of subordinates including plant operators
- Maintenance of all borehole pumps, pipes and booster pumps
- Maintenance and repairs of all plumbing to be done to council buildings
- Repairing leaks and replacing pipes and valves
- New water meter connections
- Ensure stability, maintenance and construction of the water network

- installing and controlling Chlorine system
- Operating water pump station to ensure continuous pumping of water to the community and functionality of all pumps and systems
- Bulk meter readings

Water Backlog

Total HH	Level of Service – Piped water	Other sources (Water Tanker)	% of Backlog
35 463 (census 2016) 38 575 (Dec 2018) 43 065 (Jan 2021)	34 369	8 696	20,19%

Blue Drop Status

2009	2010	2011	2012	2013	2014	2015 - 2021	2022
N/A	54 %	14 %	54 %	59 %	56 %	National Department of Water and Sanitation did not conduct any assessment due to introduction of the IRIS system. TLM are	Municipal BDRR Score: 87.4%

						capturing data on a monthly basis on the IRIS system	
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Water Losses

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

- Northam
- Thabazimbi
- Rooiberg
- Leeupoort
- Schilpadnest

The Municipality experienced 14% losses in the 2021/22 financial year that were caused by technical and non-technical losses

Water Services - Status of service delivery per ward

Ward	Water Source
1 (Skierlik)	<u>GROUNDWATER</u> 2 Boreholes (1,2ML/d) <ul style="list-style-type: none"> • 1 Borehole operational • 1 Boreholes needs rehabilitation
2 (TBZ Town, Rooiberg)	TBZ TOWN AND REGOROGILE
9 (Reg Ext 2,5,9,Ipelegeng, Mmebane, Meriting, Apiesdoorn)	SURFACE WATER Vaalkop Dam (Magalies Water)-7ML/d GROUNDWATER

<p>10 (Reg Ext 1 and 3)</p> <p>12 (Reg Ext 1, 4)</p>	<p>B7 (1.8MI/d)</p> <ul style="list-style-type: none"> • 2 boreholes - 1 operational, 1 not fully equipped <p>Group 5 & 12 (2.1MI/d)</p> <ul style="list-style-type: none"> • 4 boreholes – 2 operational, 2 not fully equipped <p>Thaba Park (1.6MI/d)</p> <ul style="list-style-type: none"> • 2 boreholes, 1 operational, 1 needs to be rehabilitated <p>B5 (1 MI/d Kumba borehole)</p> <ul style="list-style-type: none"> • 1 borehole operational <p>Regorogile Ext 6</p> <ul style="list-style-type: none"> • 1 borehole operational <p>Regorogile Ext 4</p> <ul style="list-style-type: none"> • 1 borehole not operational, not equipped <p>Regorogile sportground</p> <ul style="list-style-type: none"> • 1 borehole not operational, not equipped <p>Mountain View</p> <ul style="list-style-type: none"> • 1 borehole not operational, not equipped <p>WARD 2 (ROOIBERG)</p> <p>GROUNDWATER</p> <p>4 Boreholes (2,7MI/d)</p> <ul style="list-style-type: none"> • 2 Boreholes infested with fluoride – not operational • 1 Borehole operational and 1 Borehole on standby which is not equipped (from private supplier – Imberbe)
<p>3 (Smashblock)</p>	<p><u>GROUNDWATER</u></p> <p>6 Boreholes (2,4MI/d)</p> <ul style="list-style-type: none"> • 3 Boreholes operational • 3 Boreholes needs rehabilitation

4 (Raphuti/Leeupoort)	<u>LEEUPPOORT/RAPHUTI</u> <u>GROUNDWATER</u> 5 Boreholes (2.8MI/d) <ul style="list-style-type: none"> • 2 Boreholes operational • 3 Boreholes not equipped
5 (Dwaalboom)	<u>GROUNDWATER</u> 2 Boreholes (0,8MI/d) <ul style="list-style-type: none"> • 1 Borehole operational • 1 Borehole needs rehabilitation
6 (Jabulani)	Water tanker
7 (Northam Ext 5 & 7, Mojuteng) 8 (Northam Ext 2 & 6)	<u>SURFACE WATER</u> Magalies Water-2.5ML/d <u>GROUNDWATER</u> Northam Ext 16 (750KI/d) <ul style="list-style-type: none"> • 2 boreholes, disconnected as consumers were connected to the water network.
11 (Amandelbult)	Supplied directly by Water Services Board (Magalies Water)

Water supply to Mines

Name of Mine	Water Source
Ward 3	

Cronimet Mine	Supplied directly by Magalies Water
Imerys Rhino Mineral Mine	Supplied directly by Magalies Water
Ward 4	
Mamba Mine	Groundwater
Ward 4 & 9	
Arcellor Mittal	Groundwater
Ward 5	
Siyanda Bakgatla	Supplied directly by Magalies Water
PPC Dwaalboom Mine	Supplied directly by Magalies Water
Andalusite Resources Mine	Supplied directly by Magalies Water
Ward 6	
Dishaba Mine	Supplied directly by Magalies Water
Ward 8	
Afarak Mine	Supplied directly by Magalies Water
Amandelbult Tumela Mine	Supplied directly by Magalies Water
Ward 11	
Northam Zondereinde	Supplied directly by Magalies Water

SANITATION

- Monitors and controls the operations and maintenance requirements of the Waste Water Treatment Plant and Reticulation Network
- Conduct treatment process and plant optimization by ensuring that the plant dosing is done and that the final influent is chlorinated by using appropriate tools to ensure compliance

- Conduct plant monitoring by assessing the plant operation and meter readings to ensure that the plant operational procedures are followed
- Performance and loading of Green Drop, No Drop and RPMS Certification process for TLM's area of jurisdiction
- Operation and maintenance at the waste water treatment plant
- Plan, measure and design extensions/improvement to the existing water and sanitation systems and networks and future bulk supply
- Plan and manage activities of subordinates including plant operators
- Operate and maintain sewer network
- Operate and maintain waste water treatment plants including oxidation ponds

Sanitation Backlog

Total Households	Access to Sanitation	Backlog	% of Backlog
35 463 (census 2016) 38 575 (Dec 2018) 43 065 (Jan 2021)	34 259	8 806	20,44%

Green Drop Status

2009	2011	2013	2014 Average CRR/CRR max % deviation	2015 - 2021	2022
0%	48%	28%	80.4%	National Department of Water and Sanitation	0%

				<p>did not conduct any assessment due to introduction of the IRIS system. TLM are capturing data on a monthly basis on the IRIS system</p>	
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Sanitation Services - Status of service delivery per ward

WARD	WASTE WATER TREATMENT PLANT	OXIDATION POND	ACCESS TO SANITATION	SANITATION BACKLOG
1 (Skierlik)			240 HH Ordinary pit latrines	240HH

<p>2 (TBZ Town)</p> <p>9 (Reg Ext 2,5,9,Ipelegeng, Mmebane, Meriting, Apiesdoorn)</p> <p>10 (Reg Ext 1 and 3)</p> <p>12 (Reg Ext 1, 4)</p>	<p><u>Thabazimbi and Regorogile</u></p> <p>Thabazimbi including Regorogile has a full water borne system</p> <p>One communal toilet block at Matikiring - operational</p> <p>Fully serviced complete with water connection points and sewer connection points (1 500 hh) at Northam Ext 16</p>		<p>9 117 HH provided with sanitation facilities</p> <p>Two communal toilet blocks at Ga-Botha – not operational, to be connected to the sewer outfall lines</p> <p>Construction required for 1 800 VIP toilets at Regorogile Informal</p> <p>Construction of sewer reticulation line and connection to the existing network is required</p>	<p>2 038 HH</p>
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2	<p><u>Rooiberg</u></p> <p>Rooiberg is using water borne sewer system No sewer pumping stations form part of the sewer system</p> <p>The treatment plant is adequate for the current and short to medium future situation. Regular maintenance is however lacking.</p>		<p>780 HH provided with sanitation facilities</p> <p>Rooiberg town is using water borne sewer system</p>	230HH provided with pit latrines
3 (Smashblock)			<p>6 000 HH provided with sanitation facilities</p> <p>Installation of 50 portable toilets, Waste</p>	2 500HH

			Water Treatment Plant and Honey Sucker	
4 (Raphuti and Leeupoort)		<p>Construction of sewer network complete with connection points at Raphuti</p> <p>A new sewerage reticulation network should be investigated for future development</p>	<p>1 287HH provided with sanitation facilities</p> <p>Ordinary French drains/septic tanks are mainly used at Leeupoort and is emptied with a Honey Sucker</p> <p>There are no sewer pump stations that form part of this scheme.</p> <p>RDP houses at Raphuti have access to a full water borne system</p>	110 HH

5 (Dwaalboom)				304 HH – Pit latrines
6 (Jabulani)				234 HH – Pit latrines
7 & 8 (Northam and Mojuteng)	<p>Current sanitation system in Northam is 60% water borne and 40% septic tank.</p> <p>There are two sewer pump stations with submersible pumps installed.</p> <p>The waste water treatment facilities at Northam require urgent attention, as current flows are exceeding the capacity of the existing</p>	<p>Samancor have appointed a Service Provider that addressed the following at Northam Oxidation Ponds:</p> <ul style="list-style-type: none"> • Dredging of ponds • Construction of overflow • Repair of retaining walls 	<p>11 526HH provided with sanitation facilities</p> <p>Fully serviced complete with water connection points and sewer connection points</p>	3 150HH

	<p>oxidation ponds, thus resulting in extensive pollution (designed capacity 1.9ML/d, the current effluent is 3.5ML/d). The MoU was signed between TLM and Rustenburg Platinum Mines for the construction of the new 5ML/d WWTW in Northam. The construction site was handed over to the mine on the 8th February 2022</p>			
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11 (Amandelbult)			5 309HH access to sanitation facilities	-
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ELECTRICITY

- Operate and maintain electrical network
- Operate and maintain substations
- Operate and maintain streetlights and high mast lights
- Manage the prepaid and post-paid meters including streetlights and high mast lights
- Assess and approve new connections
- Assess and plan for future electricity needs
- Manage and maintain transformers and mini substations and meter boxes
- Analyse and create schematics and calculation of losses
- Maintenance of all municipal buildings
- Maintenance of the electrical components on waste water treatment plants and pumpstations
- Thabazimbi Local Municipality has taken over the PCMA contract
- Control room has been launched and is operational
- 4 850 meters installed, await supply of additional meters
- Thabazimbi and Regorogile Electrical Master Plan – Area of Supply – Updated 2019
- Amendment of Thabazimbi Local Municipality's Distribution License – 22 May 2018

List of Licensed Supply Areas

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

Total households according to Stats 2016	-	35 463
Access to electricity	-	27 221
Backlog	-	8 242

Eskom supplies 20 365 hh

Thabazimbi supplies 6 856 hh

Electrical Services - Status of service delivery per ward

WARD	ELECTRICITY SUPPLY (Municipality/ Eskom)	ACCESS TO ELECTR ICITY	ELECTR ICITY LOSSES	ILLEGAL CONNEC TIONS	ELECTR ICITY BACKL OG
1 (Sentrum,Skierli k)	Eskom	260			
2 (TBZ Town, Rooiberg)	Municipality	4 014		700 (Rooiberg)	-
3 (Smashblock)		0	0		5 600
4 (Koedoeskop, Raphuti)	Eskom	1 287			500 (Raphuti)
5 (Swartklip,Dwaal boom)	Eskom				0
6 (Jabulani)	Eskom	250			0
7 (Northam Ext 5 & 7, Mojuteng)	Eskom				0
8 (Northam Ext 2 & 6)	Eskom				0

9 (Reg Ext 2,5,6,7,9 (Apiesdoorn),Ipe legeng, Meriting)	Municipality	2 842		40 (Meriting)	80
10 (Reg Ext 1 and 3)	Eskom				0
11 (Amandelbult)	Eskom				0
12 (Reg Ext 1, 4)	Eskom				0

ROADS AND STORM WATER

- 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

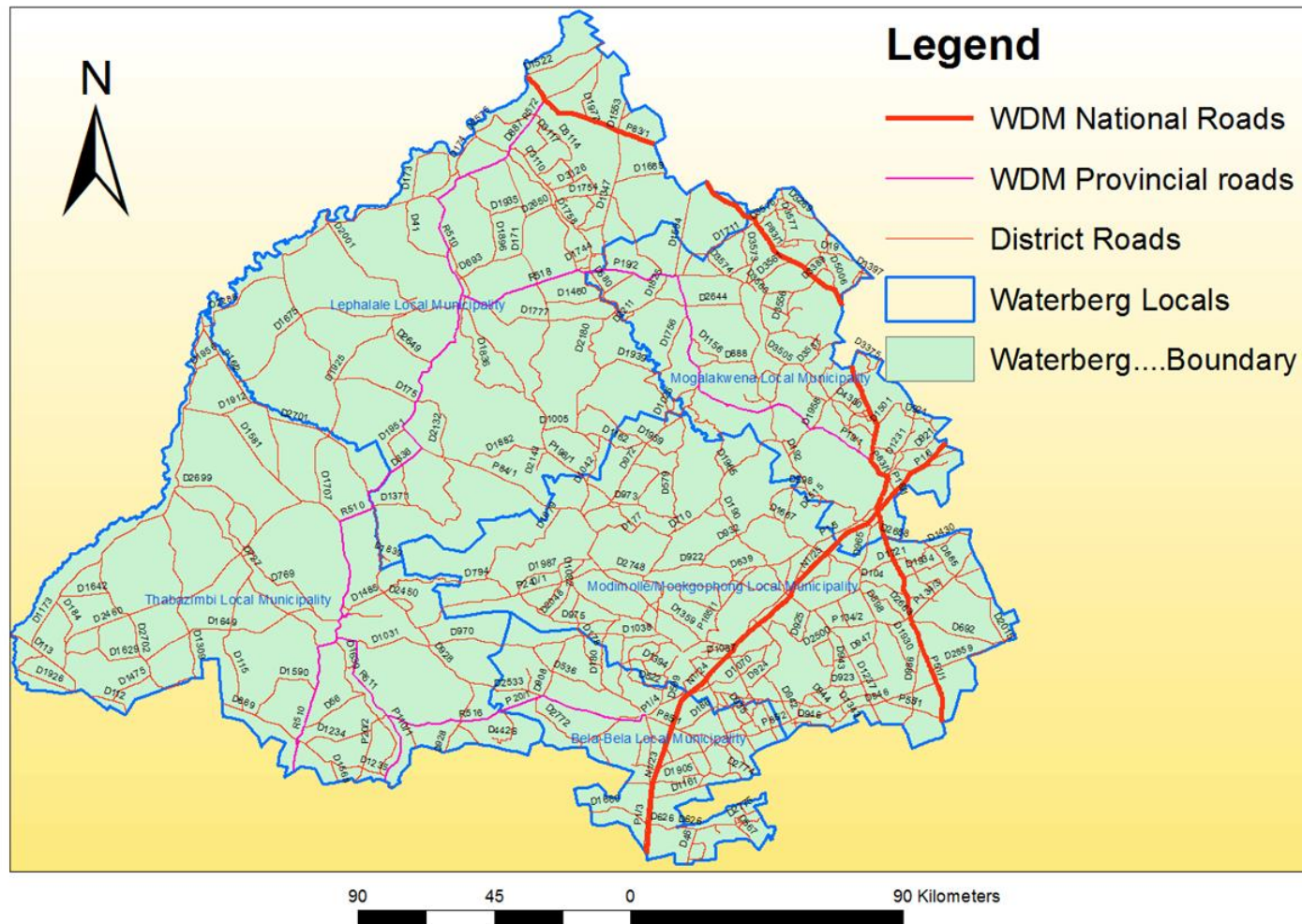
Roads and Stormwater - Status of service delivery per ward

WARD	STATE OF MUNICIPAL ROAD	BACKLOG
1 (Skierlik)	Gravel streets - Area not yet proclaimed	45.639km of roads needs to be paved 51.35km of Stormwater channels needs upgrading The remaining backlogs will be addressed through MIG funding
2 (TBZ Town, Rooiberg)	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	
3 (Smashblock)	Gravel streets - Area not yet proclaimed	
4 (Raphuti)	Raphuti – gravel streets was addressed through 2019/20 MIG funding – paving of internal streets (1.9km)	

5 (Dwaalboom)	Tarred and gravel streets
6 (Jabulani)	Gravel streets
7 (Northam Ext 5 & 7, Mojuteng)	<p>Northam Ext 5 – Gravel/Paved streets The paving of internal streets project is implemented through MIG funding during the 22/23 fy and is a collection of ten (20) short sections of streets (Road 1 to Road 20) which gives an approximate total of 4.587km in length and 5m wide – 65% completed</p> <p>Northam Ext 7 - Paved</p> <p>Mojuteng – Tarred streets, needs resealing</p>
8 (Northam Ext 2 & 6)	Tarred streets, needs resealing
9 (Reg Ext 2,5,9,Ipelegeng, Mmebane, Meriting, Apiesdoorn)	<p>Ext 2 - Tarred streets, needs resealing</p> <p>Ext 5 – Paving of 3.3km internal street through MIG funding during 2020/21 fy - 100%</p> <p>Ext 9 – Paved streets</p> <p>Ipelegeng – Tarred streets, needs resealing</p> <p>Meriting – Gravel streets</p> <p>Apiesdoorn – Paved streets</p>

	Construction of a total of 3.45km of Stormwater and upgrading the existing stream channel through MIG funding during 2020/21 fy – 100% completed	
10 (Reg Ext 1 and 3)	Ext 3 –Paved Ext 1 – Paved streets	
12 (Reg Ext 1, 4)	Paved streets	

WDM Roads Network



Road Length and Surface

	Paved		Unpaved		Total	
	Km	%	Km	%	Km	%
Thabazimbi	573	23%	1916	77%	2490	100%
Modimolle - Mookgopong	816	32%	4347	84%	5164	100%
Lephalale	944	16%	4976	84%	5920	100%
Bela-Bela	434	22%	1572	78%	2006	100%
Mogalakwena	787	12%	5571	88%	6357	100%
Total	3555	16%	18383	84%	21938	100%

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

PROJECT MANAGEMENT UNIT

- Integrating, coordinating, project managing and financially administering the Project Management Unit
- Ensuring project compliance with all applicable legislation, policies and conditions
- Conducting project performance and cash flow reviews
- Regular evaluation/progress meetings
- Implement projects in line with policies and guidelines stated by government departments to ensure that the funds allocated to the municipality are spent within the budget and that the projects are completed by the end of every financial year.
- Ensuring the financial accountability for the programmes and administration transfers
- Preparing monthly, quarterly, bi-annually and annual reports to CoGHSTA and DWS
- Managing MIG-MIS and preparation of all necessary reports to CoGHSTA and DWS
- Making sure projects which are implemented appear/aligned with the IDP

- Structure and manage the 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
- Collaboration Agreement between TLM and Mines for implementation of projects

PROJECT PROGRESS 2022/2023 (MIG)

Project Name	Project Budget	Consultant	Contractor	Project Hand over	Expenditure	Status Quo	Challenges
SKIERLIK PAVING OF BUS ROUTE	R18 000 000	TCS Consulting Engineers	-	-	R433 551, 85 (inception)	Designs are completed, draft tender documents and draft advert is submitted to SCM for compliance check	Residents has occupied the place where the road is supposed to be constructed. Alternative route has been identified in the section where the residents has occupied the route
NORTHAM EXTENSION 5 PAVING OF INTERNAL STREETS PHASE 2	R13 559 318	Phatwe Consulting	Balo Holdings	19 November 2021	-	According to the approved program of works the Contractor is behind in progress. . Items behind are as follows: OVERALL PROGRESS – 67%	Delay in payments of last claim by the client. Residents has occupied the land where the storm water is be constructed. Delay in approval of wayleave. Planning department to assist in illegal occupants of construction space.

NORTHAM CONSTRUCTION OF 1 TRANSFER STATION	R4 135 032	Dikgabo	-		-	Project is still at design stage. The Engineer is awaiting the Municipality to assist with the location of the transfer station	Delay in identifying the location where the transfer station is to be built.
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PROJECT PROGRESS 2022/2023 (WSIG)

Project Name	Project Budget	Consultant	Contractor	Project Hand over	Expenditure	Status Quo	Challenges
REGOROGILE UPGRADING OF 3KM NETWORK	R8 500 000	Mont Consulting Engineers	Baagishani Projects	10/01/2022	R 9 196 812, 06	<ul style="list-style-type: none"> • Site Establishment – 60% • Excavation – 41.16% • Preparation of bedding – 35,82% • Laying of pipes with connection 	<p>Insufficient working space due to fence encroachment from existing houses, and other services, i.e, storm water pipes and Kerb inlets. The contractor is experiencing cash flow challenges</p> <p>Payment certificate both the contractor and Engineer is submitted to DWS for payment.</p>

						s – 19,15% • OVERALL PROGRE SS – 21%	
NORTHAM UPGRADING OF 8.35 KM WATER RETICULATION	R 8 800 000	AES Consulting	Mafunzwani Construction	08/12/2021	R 6 933 566, 86	<ul style="list-style-type: none"> • Site establishment 100% • Site clearance 33,5% • Trench Excavations 33.5% • Bedding 33.5% • Pipe Laying 33.5% • Backfilling 33.5% • Pressure testing 0% • Stand Pipes 0% • OVERALL PROGRE SS 40% 	Presence of illegal structures in pipe servitudes - Agreement was made to avoid servitudes blocked by illegal structures Erection of new structures in area to be developed - Agreement was made to serve units agreed upon in the scope of works Payment has been made and the contractor is busy mobilising back to site

CONSTRUCTION OF 601 VIP TOILETS IN ROOIBERG, SKIERLIK AND MERITING PHASE 1	R 10 000 000.00	Ditlou Consulting Engineers	Morwamogale Trading Enterprise cc	30/04/2022	R4 796 159, 97	<ul style="list-style-type: none"> • Excavation of pits Rooiberg 100% • Excavation of pits Skierlik 76% • Excavation of pits Meriting 4% • Brickwork and lining 8% • Delivery of top structures 100% • Erection of top structures 4% • Happy letters 0% • Close Out 0% 	<p>Service providers were paid late, resulting in works suspension and extra costs in time related items.</p> <p>The Engineer was paid and the meeting between Municipality, the engineer and the contractor to kick start the project is scheduled for Thursday the 9th of March 2023</p>
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						OVERALL PROGRESS 41%	
UPGRADING OF 6.94 KM BULK WATER PIPELINE BETWEEN THABAZIMBI PUMP STATION AND THABAZIMBI Y PIECE	R52 000 000	Makone Consulting Engineers	Civil Element (Pty) Ltd	25/01/2023	R 4 699 605.76	The contractor is appointed and site handover was conducted. The contractor has submitted contractual documents to the Engineer for evaluation, and the contractor is busy mobilising for site establishment.	-

PROJECT PROGRESS 2022/2023 (INEP)

Proje ct Nam e	Proje ct Budg et	Consulta nt	Contract or		Expenditu re	Stat us Quo	Challeng es
CONSTRUCTION OF 1 SMASHBLOCK 120MVA SUBSTATION	R25 000 000 (22/23) R 65 289 396.57 (overall budget)	Mami Industries Consultant	NSK Electrical JV Ftech Services	8/12/202 1	R 5 097 435, 02	<ul style="list-style-type: none"> •Inception - 100% •Preliminary – 100% •Detailed Design – 100% •Procurement – 100% •Site Establishment – 80% •Excavation 80% 	The contractor has been paid and the Engineer is busy with the application of construction permit

						OVERALL PROGRESS – 10%	
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PROJECT PROGRESS 2022/2023 (SLP)

Project Name	Funder	Scope of Work	Status Quo
Paving of Medivet Road	PPC Mine 22/23 R1 500 000 23/24 R1 500 000	Paving of Medivet road	Contractor appointed, construction to commence end March 2023
VIP Toilets Dwaalboom Informal	PPC Mine R319 490	Installation of 10 VIP Toilets	The project is completed, and PPC will propose a date to the Municipality for the official handover
Regorogile Upgrading of Bulk Supply Line	Arcelor Mittal	Await confirmation from Arcelor Mittal	
Recondition Of Transformers 315 KVA. 11 Kv Or 6,6kv To 400 Volt at Substation	Arcelor Mittal	Await confirmation from Arcelor Mittal	
Northam Oxidation Ponds	Samancor R2 600 000	Developed for 1ML/day, currently	<ul style="list-style-type: none"> Installation completed

		<p>receives 3Ml/day – Upgrading of the ponds until the construction of the new WWTW is completed and functional</p> <ul style="list-style-type: none"> • Dredging of first and second facultative ponds • Installation of 120m of 400mm OPVC Pipe from manhole to ponds 1 through a local community contractor • Vegetation clearance • Overflow weir construction • Supply and installation of two 7.5 kW Grundfos pumps • Telemetry installation for automation of pumps during peak flow times 	<ul style="list-style-type: none"> • Commissioning pending - awaiting municipal clean-up of sump
Borehole Drilling	Anglo American Amandelbult	Await confirmation from Amandelbult	

MTEF PROJECTS**To be submitted by Acting PMU Manager****AUDIT OF POLICIES AND STRATEGIES**

NO.	PLAN/STRATEGY/POLICY	AVAILABLE/NOT AVAILABLE	STATUS
1	Electrical Master Plan	Available	Developed 2004 and reviewed during 2019
2	Electrical Operations and Maintenance Plan	Available	Developed during 2016
3	Water Master Plan	Available (2015)	Review of the Water Master Plan currently in process
4	Water Services Development Plan	Available	Developed during 2012, To be reviewed
5	Water Conservation and Demand Management Plan	Not available	Development in process
6	Water Operation and Maintenance Plan	Available	Developed during 2016
7	Sanitation Operation and Maintenance Plan	Available	Developed during 2016
8	Water By-Law	Available	2014/15 FY Enforcement needs to be effected

9	Roads and Stormwater Master Plan	Not available	Roads and Stormwater Master Plan must be developed and adopted by Council
10	Roads and Stormwater Operation and Maintenance Plan	Available	Developed during 2016
11	Bulk Contribution Policy	Draft Available	Draft developed during 2009/10. Need to be reviewed

BASIC SERVICES & INFRASTRUCTURE SWOT ANALYSIS

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Provision of basic services • Mobilization of financial resources • Stakeholder engagement • TLM is a Water Services Authority • TLM is a Water Services Provider • TLM is an Electricity Supply Authority 	<ul style="list-style-type: none"> • Implementation of capital projects • Eradication of Basic services backlogs to meet MDG • Lack of Bulk Infrastructure • Limited Road networks • Resources Management • Staff Training • Non availability of tools, equipment, material and vehicles to render day to day operations 	<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) • New Developers to contribute towards bulk infrastructure 	<ul style="list-style-type: none"> • Eradication of Basic services Backlog to meet MDG • Dispersed Informal settlement pattern • Lack of Bulk Infrastructure • Withholding/withdrawal of Grant funding • Water shortages • Electrical breakdowns • Poor road infrastructure • Legal recourses due to un-availability of by-laws (electricity) • High Electricity losses

	<ul style="list-style-type: none"> No filling of vacant positions 		<ul style="list-style-type: none"> High personnel costs (overtime and travelling) due to lack of manpower, tools and vehicles
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BASIC SERVICES AND INFRASTRUCTURE IDENTIFIED CHALLENGES/ ISSUES

Water & Sanitation	All Wards	<p>Aged infrastructure (Approximate cost to upgrade R50 100 000 for water infrastructure and R88 025 000 for sanitation infrastructure)</p> <p>TLM will require an additional 13ML/d to address the backlog</p> <p>The Municipality continuously experience water shortages due to leakages on the bulk supply line between Thabazimbi pumpstation and the reservoirs that is due to aged infrastructure. An appropriate annual upgrade and replacement plan should also be implemented to improve the Distribution network to reduce water</p>
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		<p>losses and leaks, illegal connections, faulty water meters, PRV's which are currently unable to regulate water pressure zones especially in low lying areas and ultimately the non-payment by end users</p> <p>Regular sewer blockages and overflowing of septic tanks that cannot be opened with municipal equipment due to rocks and foreign objects laying in the manholes. These rocks prevent the drain rods from functioning optimal and cause blockages all along the mainline that can only be cleaned and cleared by a high pressure water jet unit.</p> <p>Cleaning and clearing of sewer network lines and emptying of septic tanks should be done on a continuous basis due to new developments that overloads the sewer network with sewage water and minimal municipal resources</p>
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PRIORITY	WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Water & Sanitation	Ward 1 – Skierlik	Communal standpipes at informal settlement and installation of chlorination system is needed
	Ward 2 – Rooiberg RDP and Informal Settlement	4 communal stand pipes, construction of water reticulation line from the existing water network and installation of purification plant is needed
	Ward 3 – Smashblock	Amandelbult mine has drilled one borehole and 14 communal standpipes was done Storage facility is still needed
	Ward 4 – Raphuti	The communal ablution facilities in Raphuti have been dysfunctional for a number of years – rehabilitation of the communal ablution facility urgently required Communal standpipes at informal settlement is needed and the construction of water reticulation network complete with 250 metered connection points
	Ward 5 – Dwaalboom	Construction of a Communal ablution facility - 6 cubicles, construction of septic tank drain is required Communal standpipes at informal settlement and Installation of chlorination system is needed.

Ward 6 – Jabulani	<p>Construction of Communal ablution facility - 6 cubicles required</p> <p>6 Communal stand pipes, rehabilitation of the existing borehole infrastructure, installation of purification plant is needed</p>
Ward 7 & 8 – Northam	<p>Due to the cumulative effects of groundwater pollution at the Northam waste water treatment ponds, and the current lack of data and the existence of a number of boreholes in the area surrounding the site, the impact of decreasing the water quality is highly significant. The effects of leaching into in groundwater sources is of high significance, as there could be implications for “reduced fitness for use” also for irrigation in the area. The pollution resulting from the Northam sewage facility has potential to develop into a serious problem.</p> <p>Construction of sewer reticulation line and connection to the existing network is required at Northam Ext 20</p> <p>Construction of water reticulation network with the existing network is needed at Northam Ext 20</p>
Ward 9 – Regorogile Informal	<p>Construction required for 1 500 VIP toilets</p> <p>Construction of water reticulation network complete with 1 500</p>

		metered connection points is needed
Electricity	All	<ul style="list-style-type: none"> • Construction of backrooms and uncontrolled mushrooming of shacks in Meriting leads to illegal connections and burnt transformers • Delay in Formalization of Raphuti affected electrification process. • Incomplete projects under Eskom area of supply. • Cable theft leads to ongoing power failures and network overloading. • Shortage of material to replace stolen cables and streetlight maintenance. • Lack of training that leads to poor workman ship and poor implementation of new regulations and standards. • Shortage of staff and maintenance vehicles
Roads and Stormwater	Ward 2 – Thabazimbi	Flow underneath the bridges are obstructed
	Ward 2 – Thabazimbi Ward 7, 8 - Northam Ward 9, 10, 12 – Regorogile	Storm water-the existing channels need to be cleaned to regulate flow (limited resources)

	All Wards	Potholes, signs and road surfaces are in a bad condition (limited resources)
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Water & Sanitation	All Wards	<p>Aged infrastructure</p> <p>TLM will require an additional 13ML/d to address the backlog</p> <p>The Municipality continuously experience water shortages due to leakages on the bulk supply line between Thabazimbi pumpstation and the reservoirs that is due to aged infrastructure. Among the contributing factors to water losses are leakages in the distribution network, illegal connections as well as faulty water meters and non-payment by end users</p> <p>Regular sewer blockages and overflowing of septic tanks</p>
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PRIORITY	WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Water & Sanitation	Ward 1 - Skierlik	Communal standpipes at informal settlement and installation of chlorination system is needed

	Ward 2 – Rooiberg RDP and Informal Settlement	4 communal stand pipes, construction of water reticulation line from the existing water network and installation of purification plant is needed
	Ward 3 - Smashblock	Additional 4 boreholes (drilling, equipping of the pump and electrification) and temporary storage facilities and communal stand pipes is needed
	Ward 4 - Raphuti	<p>The communal ablution facilities in Raphuti have been dysfunctional for a number of years – rehabilitation of the communal ablution facility urgently required</p> <p>Communal standpipes at informal settlement is needed and the construction of water reticulation network complete with 250 metered connection points</p>

Ward 5 – Dwaalboom	<p>Construction of a Communal ablution facility - 6 cubicles, construction of septic tank drain is required</p> <p>Communal standpipes at informal settlement and Installation of chlorination system is needed</p>
Ward 6 – Jabulani	<p>Construction of Communal ablution facility - 6 cubicles required</p> <p>6 Communal stand pipes, rehabilitation of the existing borehole infrastructure, installation of purification plant is needed</p>

	Ward 7 & 8 - Northam	<p>Due to the cumulative effects of groundwater pollution at the Northam waste water treatment ponds, and the current lack of data and the existence of a number of boreholes in the area surrounding the site, the impact of decreasing the water quality is highly significant. The effects of leaching into groundwater sources is of high significance, as there could be implications for "reduced fitness for use" also for irrigation in the area. The pollution resulting from the Northam sewage facility has potential to develop into a serious problem.</p> <p>Construction of sewer reticulation line and connection to the existing network is required at Northam Ext 20</p> <p>Construction of water reticulation network with the existing network is needed at Northam Ext 20</p>
	Ward 9 – Regorogile Informal	<p>Construction required for 1 500 VIP toilets</p> <p>Construction of water reticulation network complete with 1 500 metered connection points is needed</p>

Electricity	All	Construction of backrooms and uncontrolled mushrooming of shacks leads to illegal connection
Roads and Stormwater	Ward 2 – Thabazimbi	Flow underneath the bridges are obstructed
	Ward 2 – Thabazimbi Ward 7, 8 - Northam Ward 9, 10, 12 – Regorogile	Storm water-the existing channels need to be cleaned to regulate flow (limited resources)
	All Wards	Potholes, signs and road surfaces are in a bad condition (limited resources)

CLASSIFICATION OF ROADS AND TRANSPORTATION

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.

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

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.

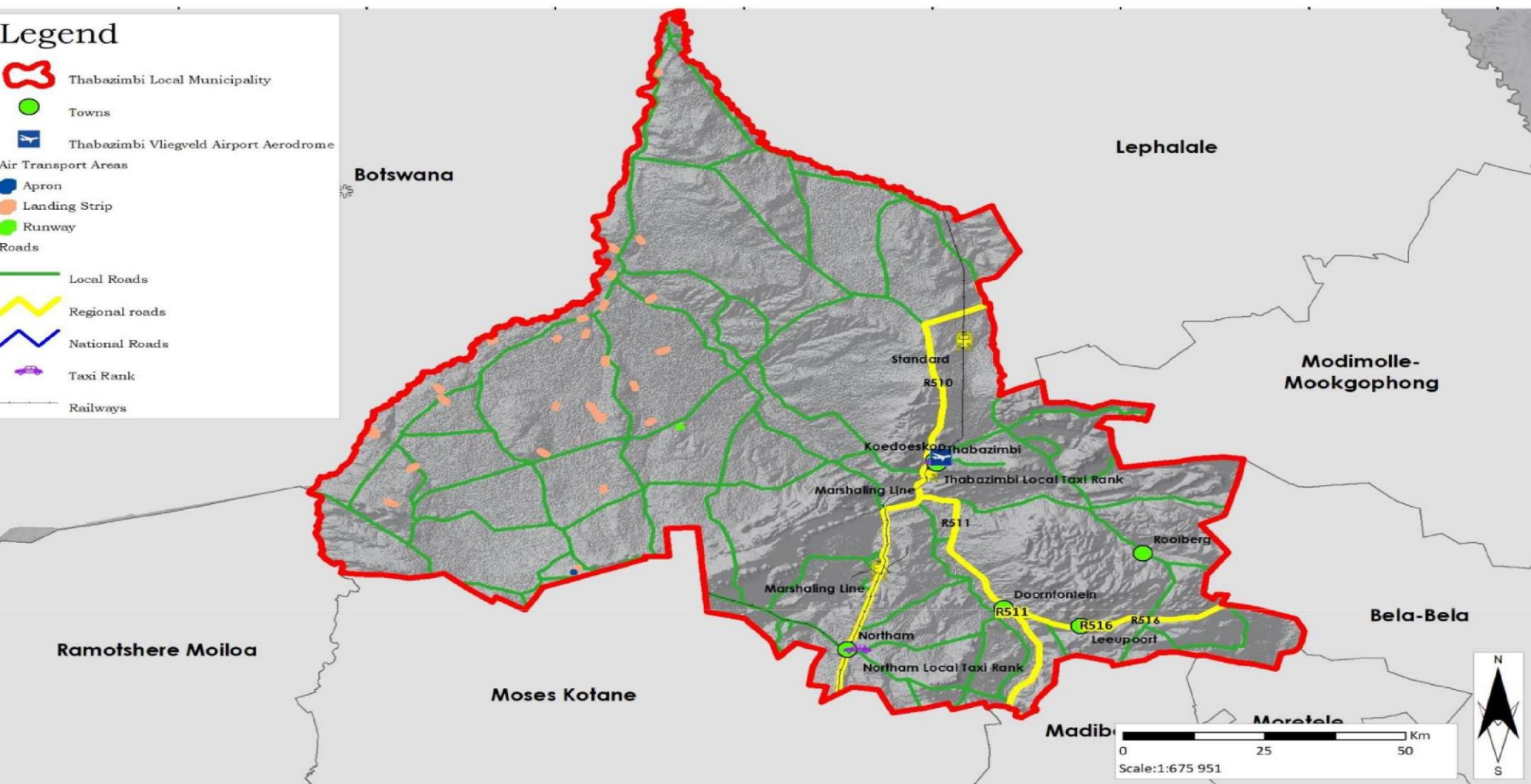
AIR

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.

Legend

-  Thabazimbi Local Municipality
-  Towns
-  Thabazimbi Vliegveld Airport Aerodrome
-  Apron
-  Landing Strip
-  Runway
-  Roads
-  Local Roads
-  Regional roads
-  National Roads
-  Taxi Rank
-  Railways



SOURCE: TLM DRAFT SDF 2022

AUDIT OF POLICIES AND STRATEGIES

NO.	PLAN/STRATEGY/POLICY	AVAILABLE/NOT AVAILABLE	STATUS
1	Electrical Master Plan	Available	Developed 2004 and reviewed during 2019
2	Electrical Operations and Maintenance Plan	Available	Developed during 2016
3	Water Master Plan	Available (2015)	Review of the Water Master Plan currently in process
4	Water Services Development Plan	Available	Developed during 2012, To be reviewed
5	Water Conservation and Demand Management	Not available	Development in process
6	Water and Sanitation Operation and Maintenance Plans	Available	Developed during 2016
7	Water By-Law	Available	2014/15 FY Enforcement needs to be effected
8	Roads and Stormwater Master Plan	Not available	Roads and Stormwater Master Plan must be developed and adopted by Council
9	Roads and Stormwater Operation and Maintenance Plan	Available	Developed during 2016

4. **PMU**:

- Integrating, coordinating, project managing and financially administering the Project Management Unit
 - Ensuring project compliance with all applicable legislation, policies and conditions
 - Conducting project performance and cash flow reviews
 - Regular evaluation/progress meetings
 - Implement projects in line with policies and guidelines stated by government departments to ensure that the funds allocated to the municipality are spent within the budget and that the projects are completed by the end of every financial year.
 - Ensuring the financial accountability for the programmes and administration transfers
 - Preparing monthly, quarterly, bi-annually and annual reports to CoGHSTA and DWS
 - Managing MIG-MIS and preparation of all necessary reports to CoGHSTA and DWS
 - Making sure projects which are implemented appear/aligned with the IDP
-
- Structure and manage the 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
 - Collaboration Agreement between TLM and Mines for implementation of projects

6. FLEET MANAGEMENT

Type of vehicle	Condition of the vehicle
1 x Toyota Corolla	Operational
2 x Toyota Hilux	Operational
1 x Isuzu bakkie	Not Operational and need engine , dilapidated state
2 x Chevrolet Aveo	Not Operational, dilapidated and grounded
1 x Fire truck	Not operational - No engine
3 x Refuse trucks	All operational
1 x Honey Sucker Truck	Operational
2 x Water tanker trailers	Operational
3 x Tractors	2 x Operational 1 x Not operational, dilapidated – Engine repairs required, struggle to get parts due to
	the fact that the tractor is very old
3 x Fire trailers	Operational
1 x Refuse trailer	Not operational - Breakdown
2 x Trailers	1 x Operational 1 x Dilapidated
1 x Water tanker truck	Operational

1 x Telecon trailer	Operational but dilapidated
1x Landrover Discovery Sport	Operational
1x Fire Van	Not operational, dilapidated

BASIC SERVICES & INFRASTRUCTURE SWOT ANALYSIS

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREADS
<ul style="list-style-type: none"> • Provision of basic services • Mobilization of financial resources • Stakeholder engagement • TLM is a Water Services Authority • TLM is a Water Services Provider • TLM is an Electricity Supply Authority 	<ul style="list-style-type: none"> • Implementation of capital projects • Eradication of Basic services backlogs to meet MDG • Lack of Bulk Infrastructure • Limited Road networks • Resources Management • Staff Training • Non availability of tools, equipment and vehicles to render day to day operations 	<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) • New Developers to contribute towards bulk infrastructure 	<ul style="list-style-type: none"> • Eradication of Basic services Backlog to meet MDG • Dispersed Informal settlement pattern • Lack of Bulk Infrastructure • Withholding/withdrawal of Grant funding • Water shortages • High water losses • Legal recourses due to unavailability of by-laws (electricity) • High Electricity losses • High personnel costs (overtime and travelling) due to lack of manpower, tools and vehicles

CHALLENGE	REMEDIAL ACTION
<ul style="list-style-type: none"> •Technical Services are experiencing problems due to the placement process that placed personnel at positions without necessary qualifications. •Some of the staff lack the necessary skills and qualifications for the position occupied. •Insufficient Staff. •Coaching and mentoring is in place but need more attention especially for the unskilled employees. •Employee's incentives not proportional to performance. 	<p>The filling of vacancies needs to be addressed as a matter of urgency and the following will form part of the long term strategy:</p> <ul style="list-style-type: none"> •Formal skills training of existing staff •On-job training and mentoring •Recruitment •Organizational development processes to establish effective and efficient systems and procedures •Annual Performance Assessment and Evaluation of staff •Implementation of biometric clocking system - will give real time clock in time and will be able to monitor absenteeism and late coming of employees. The system can also be linked to payday and automated leave management module and can also motivate for injury on duty cases

Water & Sanitation	All Wards	Aged infrastructure (Approximate cost to upgrade

R50

100 000 for water infrastructure and R88 025 000 for sanitation infrastructure)

TLM will require an additional 13ML/d to address the backlog

The Municipality continuously experience water shortages due to leakages on the bulk supply line between Thabazimbi pumpstation and the reservoirs that is due to aged infrastructure. Among the contributing factors to water losses are leakages in the distribution network, illegal connections as well as faulty water meters and non-payment by end users

Regular sewer blockages and overflowing of septic tanks

PRIORITY	WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Water & Sanitation	Ward 1 - Skierlik	Communal standpipes at informal settlement and installation of chlorination system is needed
	Ward 2 – Rooiberg RDP and Informal Settlement	4 communal stand pipes, construction of water reticulation line from the existing water network and installation of purification plant is needed
	Ward 3 - Smashblock	Additional 4 boreholes (drilling, equipping of the pump and electrification) and temporary storage facilities and communal stand pipes is needed
	Ward 4 - Raphuti The communal ablution facilities in Raphuti have been dysfunctional for a number of years – rehabilitation of the communal ablution facility urgently required	Communal standpipes at informal settlement is needed and the construction of water reticulation network complete with 250 metered connection points

PRIORITY	WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Water & Sanitation	Ward 5 – Dwaalboom	<p>Construction of a Communal ablution facility - 6 cubicles, construction of septic tank drain is required</p> <p>Communal standpipes at informal settlement and Installation of chlorination system is needed</p>
	Ward 6 – Jabulani	<p>Construction of Communal ablution facility - 6 cubicles required</p> <p>6 Communal stand pipes, rehabilitation of the existing borehole infrastructure, installation of purification plant is needed</p>

	Ward 7 & 8 - Northam	<p>Due to the cumulative effects of groundwater pollution at the Northam waste water treatment ponds, and the current lack of data and the existence of a number of boreholes in the area surrounding the site, the impact of decreasing the water quality is highly significant. The effects of leaching into groundwater sources is of high significance, as there could be implications for "reduced fitness for use" also for irrigation in the area. The pollution resulting from the Northam sewage facility has potential to develop into a serious problem.</p> <p>Construction of sewer reticulation line and connection to the existing network is required at Northam Ext 20</p> <p>Construction of water reticulation network with the existing network is needed at Northam Ext 20</p>
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PRIORITY	WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Water & Sanitation	Ward 9 – Regorogile Informal	Construction required for 1 500 VIP toilets Construction of water reticulation network complete with 1 500 metered connection points is needed

PRIORITY	WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Electricity	Ward 9, 10 - Reg Ext 2,3,5,6,7,9 Ward 3 - Smashblock	Overloading of network and ongoing unplanned outages due to construction of backrooms and uncontrolled mushrooming of shacks. Insufficient capacity that needs an urgent construction of another 11kV line and high number of backlog due to delay in proclamation of land and farm houses.
Roads and Stormwater	Ward 2 – Thabazimbi	Flow underneath the bridges are obstructed
	Ward 2 – Thabazimbi Ward 7, 8 - Northam Ward 9, 10, 12 – Regorogile	Storm water-the existing channels need to be cleaned to regulate flow (limited resources)
	All Wards	Potholes, signs and road surfaces are in a bad condition

3.2.8. WASTE MANAGEMENT

The Constitution of South Africa (Act 106 of 1996)

- The Constitution is the supreme law of the Republic of South Africa and any act or conduct inconsistent with it is invalid and will have no force of law.
- Environmental provisions are included in the Bill of Rights in Chapter 2 of the Constitution Act, No. 108 of 1996.
- In terms of section 24 of the Act, everyone has the right:

- a) *to an environment that is not harmful to their health or well-being; and*
- b) *to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that:*

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

The Constitution provides the legal basis for allocating powers to different spheres of government, and is thus relevant to the institutional regulation of integrated pollution and waste management.

The duties of the TLM in terms of the Constitution is contained in Schedule 5B and Section 84 (1) (2) of the Municipal Structures Act (Act No 117 of 1998).

The National Environmental Management: Waste Act (No. 59 of 2008) (NEM: WA)

The Waste Act covers a wide spectrum of issues including requirements for a National Waste Management Strategy, definition of priority waste, waste minimization, treatment and disposal of waste, Industry Waste Management Plans, licensing of activities, and waste information management.

Under this Act, the Municipality has a waste management responsibility as stipulated in Chapter 2 (9), chapter 3(10) (11) and Chapter 4 (23).

WASTE STREAM ANALYSIS

The various waste sources of waste generation in TLM includes the following;

- Residential (household waste)
- Building and demolition rubble √ □ Business waste
- Healthcare risk waste including hazardous medical waste
- Industrial waste
- Agricultural waste
- Hazardous waste

STATUS QUO: WASTE MANAGEMENT

- TLM is responsible for the waste collection services and landfill management.
- TLM is currently operating four (4) licensed waste disposal sites, namely Donkerpoort (Thabazimbi), Northam dumpsite, Leeupoort landfill and Rooiberg landfill site.
- The current state of waste management, including landfill management, waste collection etc., is dissatisfactory, having a high potential of posing health issues and environmental pollution.
- The landfill facilities are all currently not meeting the acceptable standards as prescribed by the legislation and the condition of operation permitted thereof.

PARKS & SOLID WASTE

- Municipality has 5 refuse removal trucks
- 3 of the 5 trucks are older than 15 years
- Samancor Western Chrome Mine has sponsored 2 new specialized waste trucks
- Domestic and commercial refuse is collected on a daily basis from Monday to Friday according to collection schedule
- There are 3 landfill sites (Rooiberg, Northam and Donkerpoort/Thabazimbi)
- Permits for the 3 sites are under review for renewal
- Permit for Thabazimbi was issued under the old order regime and is being reviewed to align with the new legislation
- Although a permit was issued for Leeupoort, the site was never developed into a proper landfill site
- Plans are afoot to convert Leeupoort into a transfer station
- Thabazimbi municipality has 4 cemeteries (Thabazimbi, Regorogile, Northam and Rooiberg- Leeupoort?)

LANDFILL SITES: DONKERPOORT LANDFILL SITE

The Donkerpoort landfill site is located approximately 5km south west of the central business district (CBD) of Thabazimbi (24°36'14.01"S 27°21'31.40"E).

The site was licensed in August 1999 by the Department of Water Affairs and Forestry under the Environmental Conservation Act.

Current condition of site

Waste volumes not quantified- no weighbridge and no waste recording system. Site fenced with some sections of the fence broken or removed.

No ablution or/and guardhouse. No landfill compaction.

No permanent equipment available, plant is hired from service providers, or sponsored by local mines for temporary use. Non-compliant with the permit conditions and other relevant legislation. **NORTHAM DUMPSITE**

Northam makes use of an old quarry as a dump site (24°57'42.53"S 27°16'30.30"E).

The site is licensed for operation as a closure permit from the Department of Economic Development, Environment and Tourism in August 2016.

Current condition of site

- Waste volumes not quantified- no weighbridge and waste recording system.
- Site fenced with some sections of the fence broken or removed
- Northam makes use of an old quarry as a dump site (24°57'42.53"S 27°16'30.30"E).
- The site is licensed for operation as a closure permit from the Department of Economic Development, Environment and Tourism in August 2016.
- Current condition of site
- Waste volumes not quantified- no weighbridge and waste recording system.
- Site fenced with some sections of the fence broken or removed

LEEUPOORT LANDFILL SITE

The Leeupoort landfill site is located in an old quarry within the Leeupoort township (24°54'22.99"S27°38'11.15"E).

The site was licensed in July 2001 by the Department of Water Affairs and Forestry under the Environmental Conservation Act.

Current condition of site

- Waste volumes not quantified- no weighbridge and no waste recording system.
- Site fenced with some sections of the fence broken or removed.
- The Leeupoort landfill site is located in an old quarry within the Leeupoort township (24°54'22.99"S27°38'11.15"E).
- The site was licensed in July 2001 by the Department of Water Affairs and Forestry under the Environmental Conservation Act.
- Current condition of site
- Waste volumes not quantified- no weighbridge and no waste recording system.
- Site fenced with some sections of the fence broken or removed.

ROOIBERG LANDFILL SITE

The Rooiberg area makes use of an old quarry site as a small disposal site (24°46'59.75"S 27°44'30.12"E).

The site is situated approximately 2km from the residential area and was licensed in April 2016 by the Department of Economic Development, Environment and Tourism under the NEMWA Current condition of site

Waste volumes not quantified- no weighbridge and no waste recording system.

- Site not fenced.
- No ablution or/and guardhouse.
- No compaction of waste.
- No permanent equipment available, plant is hired from service providers, or sponsored by local mines for temporary use.
- Non-compliant with the permit conditions and other relevant legislation.

NB: Northam, Leeupoort and Rooiberg dumpsites were not developed as per the minimum standards requirements (landfill planning and design considerations). Therefore, needs proper development

DELIVERED SLP PROJECTS

PROJECT DESCRIPTION	BENEFICIARY		SPONSOR	PROJECT STATUS	ACTUAL SPENT
Front end loader Mahindra Pik Up x2	Thabazimbi Municipality	Local	Kumba Resources	Completed (2021)	R1 402 425.00 R770 433.04
Front end loader Skip bin x5	Thabazimbi Municipality	Local	Pretoria Portland Cement (PPC Dwaalboom)	Completed (2021)	R684 250.00 R144 900.00
Specialized Waste Truck x2	Thabazimbi Municipality	Local	Samancor Western Chrome Mine	Completed (2022)	R3 370 650.00
Upgrading of Northam landfill site (fencing, office, guard house, solar mast light and ablution facility)	Thabazimbi Municipality	Local	Limberg Mine	In progress	R3 000 000 (allocated budget)

- Regorogile cemetery currently under upgrading (MIG)
- Rooiberg cemetery upgrade completed (MIG)
- Northam cemetery upgrade completed (MIG)
- Additional land required for Northam and Thabazimbi
- Cutting of trees and grass in progress
- There are 6 sports facilities (Thabazimbi 1, Regorogile 1, Northam 2, Rooiberg 1, and Leeupoort 1- under construction: MIG)
- Upgrading of Regorogile sport facility is required
- There are 2 libraries in Northam and Thabazimbi
- Northam library currently under upgrade: Siyanda Bakgatla Platinum
- There are 7 community halls (4 in Thabazimbi, 1 Northam, 1 Rooiberg and 1 Kromdraai)

- Renovation required for community halls in Thabazimbi and Rooiberg

RESOURCES DONATED FOR WASTE

WASTE TRUCKS – SAMANCOR MINE



LOADER AND SKIPS – PPC MINE



LOADER AND PICKUPS – KUMBA ORE MINE



LOADER – PPC MINE



LICENSING

- The following licensing services are provided on behalf of the Department of Transport Limpopo (Annual MOU entered into):
- Registration and licensing of vehicles
- Application and issuing of road worthy certificates
- Renewal of drivers licenses
- Renewal of PDP (Public Permits)
- Application for drivers licenses
- Application for learners drivers licenses
- Duplication for vehicle registration certificates (lost certificates)
- In terms of the MOU the revenue collected is based on a 80/20 sharing model (Dept 80% and TBZ 20%)
- The municipality owes the Department of Transport R20 383 756.07
- Due to the amount of debt owing, the municipality 20% is directed towards servicing the debt on a monthly basis

TRAFFIC

- The following services are provided:

- Regulation and enhancement of free flow of traffic
- Ensure compliance of traffic laws
- Promotion of road safety, education and awareness
- Community safety
- Enforcement of by-laws
- Currently the municipality has installed a contravention system to capture, manage and ensure payment of fines
- Siyanda Bakgatla Platinum is in the process of securing a road block trailer for payment of traffic fines

DISASTER MANAGEMENT

Services rendered by disaster are the following:

- Humanitarian relief support (tents, blankets and mattresses)
- Coordination of incident command center
- The team has to date responded to 14 disaster incidents
- Provide early warning regarding forecasted weather conditions

3.2.9 ENVIRONMENTAL ANALYSIS

BACKGROUND

Globally, there is a growing awareness of the foundational importance of the natural environment in reducing risk, enhancing resilience and ensuring sustainable communities. In spite of this, human--induced changes to the global environment have caused a significant decline in biodiversity worldwide and driven changes in the global distribution of species. Thabazimbi' s natural environments have been similarly impacted by landscape change (habitat destruction, degradation and fragmentation), invasive alien species, overharvesting of wild indigenous plants, poaching, over exploitation, e.g. illegal sand mining practices and general mining activities and pollution.

Climate change is another significant and increasing threat to Thabazimbi natural environment. The current situation in Thabazimbi suggests that current policy, law, governance and environmental management efforts have been inadequate to prevent the large scale environmental distress.

LEGISLATIVE FRAMEWORK

The Constitution of the Republic of South Africa

Chapter 2 section 24 of the 1996 Constitution of the Republic of South Africa (Act 108 of 1996) guarantees everyone an environmental right; a) That is not harmful to their health and well-being; and b) To have the environment protected , for the benefit of the present and future generations; through reasonable legislative and other measures that; i) Prevent pollution and ecological degradation, ii) Promote conservation , and iii) Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

The National Environmental Management Act (Act 107 of 1998)

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

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

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

a. Sustainable Development

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

Polluter Pays Principle.

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

National Environmental Management: Waste Act (Act 59 of 2008)

To regulate the management of waste in order to protect health and the environment.

The National Environmental Management: Waste Act, No. 59 of 2008 ('Waste Act') was enacted to reform the law regulating waste management and to govern waste management activities. The Waste Act has repealed and replaced those sections of the Environmental Conservation Act that dealt with the prevention of littering and waste management. The Act creates a general duty in respect of waste management obliging holders of waste to minimise waste, recycle and dispose of waste in an environmentally sound manner. Holders must also prevent any employees from contravening the Waste Act.

Section 18 introduces 'extended producer responsibility'. The Minister may identify a product, in terms of which extended responsibility applies, identify measures that must be taken and by whom. The Minister may specify how to implement such extended responsibility and any financial arrangements that must be made.

National Environmental Management: Air Quality Act (Act 39 of 2004)

To regulate environmental protection by of standards minimum emissions to enhance air quality in the country.

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

National Environmental Management: Biodiversity Act (Act 10 of 2004)

To regulate the management and conservation of South Africa's biodiversity.

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

The National Water Act (Act 36 of 1998)

To ensure the Nation's water resources are protected, accessed equitably, developed, conserved, managed and controlled efficiently and sustainably for the beneficial use of the public's interest.

The National Water Act, No. 36 of 1998 ('the National Water Act') recognises that water is a natural resource that belongs to all people. The National Water Act regulates the manner in which persons obtain the right to use water and provides for just and equitable

utilisation of water resources. Sustainability and equity are identified as central guiding principles in the protection, use and these guiding principles recognise:

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

Other legislative framework includes:

1. Minerals and Petroleum Resources Development Act (28 of 2002)
2. Occupational Health and Safety Act (Act 85 of 1993)
3. Hazardous Substances Act (Act 15 of 1973)
4. Water Services Act (Act 108 of 1997)
5. National Forest Act (Act 84 of 1998)
6. National Heritage Resources Act (Act 25 of 1999)
7. Environment Conservation Act (Act 73 of 1989)
8. National Environmental Management Protected Areas Act (Act 57 of 2003)

PROVINCIAL ENVIRONMENTAL MANAGEMENT LEGISLATION

Limpopo Environmental Management Act of 2003

To regulate environmental management and protection in the Limpopo Province.

COMPLIANCE WITH ENVIRONMENTAL LEGISLATION

Municipal decision making on private development takes into consideration compliance with environmental legislation in order to prevent further degradation of ecosystems. The municipality's compliance with environmental legislation for its own projects is an area that requires ongoing improvement. Facilitating compliance with environmental legislation during the planning and implementation of service delivery projects is critical to the municipality's environmental regulatory, advisory and support function.

In addition, recent amendments to national environmental legislation have introduced hefty fines for environmental transgressions and have made it possible for organs of state to be held criminally liable for such transgressions. Non-compliance with environmental legislation can result in financial risk exposure to the municipality and may also result in qualified audits by the Auditor General.

The municipality is currently making strides in ensuring environmental compliance (within municipal and private developments). The environmental branch of the Municipality assists monitors and enforces compliance with environmental legislation against activities that negatively impact on the biodiversity within the Municipal Area, with municipal owned land being prioritized for this enforcement action. The branch also receives, assesses and comment on development applications within the Municipal boundaries. These assessments include determination of impacts on areas included in Environmental Impact Assessment (EIA) triggers in terms of the National Environmental Management Act (No. 107 of 1998). The branch also advises municipal line departments with regards to compliance with environmental legislation.

IMPACT ASSESSMENT

EIA as an environmental management tool attempts to contribute to sustainable development, by taking into consideration the potential environmental and socio-economic impacts of an activity during the decision-making process and is thus one natural point of intervention for the inclusion of climate change considerations in development planning. These considerations may, for example, include requirements to change development designs or layouts in order to accommodate future climate change impacts. In this way environmental assessment (including development assessments) can assist in mitigating greenhouse gas emissions and enhancing adaptive capacity.

The current municipal developmental planning of TLM lack the integration of many critical environmental effects, including climate change consideration. These includes both with the Private (local mining) and Government sector. Thus, this remains a point of improvement for the Municipality.

Environmental Strategic Objectives:

To promote a sustainable environmental Management Systems within the Municipal Jurisdiction.

DEA Requirements for the evaluation of IDPs

Many problems have arisen in the past with the evaluation of local government IDPs by the Department of Environmental Affairs (DEA). One of the problems is that the environmental aspects are cross-cutting into several IDP sectors, it is not always clear if the environmental aspects has been addressed efficiently by management, capacity, funding or planning. These problems resulted in the requirement from DEA (National) that each province should compile a document for evaluating an IDP. The objective of this instrument (called "Indicators to ensure IDP Compliance with Environmental Requirements"), should be to evaluate compliance of the IDP in terms of environmental legislation and to address the cumulative impacts which human development have on the ecological, social and economic environment.

Furthermore it is intended to serve as a measure for provincial administrations to evaluate to what extent environmental management is considered in the IDP of a municipality. These requirements serve two purposes. Firstly it enables a province to accurately assess whether an IDP meets environmental provisions and secondly to identify which municipalities require assistance in this regard. The evaluation for the compliance of the IDP in terms of the environmental requirements is in the form of a checklist and questionnaire, which is to be completed by municipalities. The documents have to be submitted to the relevant provincial environmental authority.

The checklist is divided into five environmental theme categories:

- Waste & Pollution Management;
- Air quality & Energy Efficiency;
- Water Management;
- Biodiversity Management; and

- Land Use Planning.

The main purpose of the checklist is to determine which section of the IDP addresses the designated environmental issue.

STATUS QUO REGARDING THE ENVIRONMENT & ENVIRONMENTAL ISSUES INTRODUCTION

This section provides an overview of the general environmental attributes of Thabazimbi Local Municipality (i.e. the biophysical environment).

ENVIRONMENT MECHANISMS AND SECTOR PLANS

Environmental management Plans are critical in holistically addressing and managing environmental issues of the Municipality. TLM has recently developed its first generation integrated waste management plan which is aimed at addressing waste management in the area. TLM is also working on a draft Environmental awareness and education Strategy as a mechanism to capacitate communities on environmental matters. The strategy aims to address environmental awareness issues such as littering, illegal dumping and recognizing environmental calendar days.

The Integrated Environmental Management Plan (IEMP) is holistic in approach, in terms of managing all environmental issues and its development is critical for TLM to protect its natural resources.

ENVIRONMENTAL STRUCTURES

- The TLM has access and are members of the following environmental structures;
- WEBC Forum: facilitated by WDM/DEFF/LEDET
- Mining Forum: Facilitated by TLM and Anglo-American
- Waterberg Waste Working Group-WWWG: Coordinated and facilitated by WDM/DEFF/LEDET.

- Waterberg Biosphere Committee and AGM which is a UNESCO MAB Programme.

CLIMATE CHANGE

Climate Change, also called Global Warming refers to the rise in the average surface temperature on earth. An overwhelming scientific consensus maintains that Climate Change is due primarily to the human use of fossil fuels, which release carbon dioxide and other greenhouse gases into the air. The gases trap heat within the atmosphere, which can have a range of effects on ecosystems, including rising sea levels, severe weather events and droughts that render landscapes more susceptible to wildfires. Climate change already causes and will continue to cause a number of challenges for EM, linked to impacts such as increased temperatures, extreme weather events (e.g. flooding and drought), and climate variability.

According to the District's recently developed Climate Change Adaptation and Response Plan, there is a projected decreased precipitation and higher evaporation projected for the District municipal areas, including TLM. Thus, amongst other proactive measures, a Water Resource Management Plan is significant for the Municipality. Over and above this, both the Municipality and the local mining sector need to review their water demand and increase use of recycled / grey water in the area.

Causes of Climate Change

The primary cause of climate change is the burning of fossil fuels, such as oil and coal, which emits greenhouse gases into the atmosphere – Primarily Carbon Dioxide. Other human activities such as deforestation and agriculture also contribute to the proliferation of green greenhouse gases that cause climate change.

Effects of Climate Change

1. Rising sea levels due to the melting of the polar ice caps contribute to greater storm damage,
2. Warming ocean temperatures are associated with stronger and more frequent storms
3. Additional Rainfall during severe weather events leads to flooding

4. An increase in the incidence and severity of wildfires threatens habitats, homes and lives
5. The heat waves contribute to human deaths and other consequences. Mitigating measures
 - a) Planting of Trees
 - b) Using public transport instead of using own vehicle
 - c) Encourage use of non-motorized mode of transport such as bicycles d) E d u c a t i o n and awareness

Climate change vulnerabilities for the municipality (as outlined in the Climate Change Adaptation and Response Plan for the Waterberg District

Municipality) may include:

- Mid--summer maximum temperatures;
- Mid--winter minimum temperatures;
- Annual, seasonal and daily rainfall;
- Key threshold temperatures, including critical low and high temperatures
- Frost occurrence;
- Heat units;
- Potential evaporation
- Water resources, including accumulated streamflows, at annual, seasonal and daily temporal scales; • Groundwater recharge;
- Dry and wet spells of varying durations;
- Agriculture indicators such as crop yields and optimum growing areas;
- Irrigation water requirements;
- Disaster and infrastructure related indicators such as "extreme" (design) rainfalls, streamflows and droughts;
- Fire danger ratings;
- Human health and comfort; and
- Livestock health and stress.

To respond to these changes TLM as part of the Waterberg District Municipality has been involved in the initiated District Climate Change Adaptation and Response Plan in 2019. The intention of the Waterberg Climate Change Adaptation and Response Plan is to identify the most vulnerable aspects in respect of each of the key sectors, followed by an outline of the development of relevant adaptation responses. This is a phased programme, which has focused on climate change adaptation and enhancing the WBDs (including Thabazimbi Municipality) ability to cope with climate change impacts. The likely climate change impacts have been assessed and plans, programmes and projects developed to assist the Municipality in dealing with these impacts.

TOPOGRAPHY/ TERRAIN MORPHOLOGY

The topography of the eastern parts of the municipality area varies from plains which have a moderate to low relief to more complex lowlands, hills and mountains to closed hills and mountains with relief varying from moderate to high.

CLIMATE & PRECIPITATION

Climatically, the area may thus be described as semi-arid. Daily temperatures are warm to hot, with a daily maximum average of 27°C to 33°C, but may reach as high as 45°C. The daily minimum average varies between 8°C and 12°C. The average annual rainfall is approximately 450mm, occurring in the summer as thunderstorms. Rainfall is strongly seasonal, with most rainfall occurring as thunderstorms during the summer period of October to April.

HYDROLOGY

The Crocodile (West) Marico water management area is divided into six sub-areas by the Department of Water Affairs and Forestry for water resources planning purposes. The delineation was largely based on practical considerations such as size and location of sub-catchments, homogeneity of natural characteristics, location of dams, and economic development. The Thabazimbi municipality area is situated in the “Lower Crocodile Water sub-management area”. This sub-management area represents the remainder of the Crocodile River catchment, downstream of the confluence with the Elands River. The river flows in a north/north-westerly direction until the confluence with the Marico River. After the confluence the river is known as the Limpopo River. The Lower Crocodile River has two large tributaries, namely the Sand River and the Bierspruit which join the Crocodile River west of the town of Thabazimbi. Irrigation is the dominant water demand in this sub-area.

AQUATIC ECOLOGY

The River Health Programme (RHP) was initiated in 1994 in response to the need to monitor, assess and report on the ecological state of river ecosystems based on their biological condition in relation to all the human-induced disturbances affecting them. The Department of Water and Sanitation, as the legal custodians of water resources in South Africa, has played the leading role in initiating and designing the RHP. The RHP makes use of a suite of ecological indicators that have specifically been selected for their ability to integrate the impact of multiple disturbances on the state of rivers. A river health categorization is used to provide a simplified user-friendly key to a much more intricate and complex process of assessing the Eco-Status of a river. Each river health category relates to a level of ecosystem health, which in turn relates to the potential of the river to support a particular range of ecosystem services. The overall Eco-Status of the Crocodile (West) Marico WMA is poor. Some parts of the WMA are still in good to natural condition (see Table below for more information). These are found primarily in the headwaters of catchments with very little development and human impact. There are a number of management responses that have been identified - some of these needs to focus directly on the riparian zone and instream habitat, some need to be addressed at the catchment level and others are directly related to water use and quality.

GEOLOGY AND SOILS

The Thabazimbi area is generally underlain by the sedimentary and chemical sedimentary rocks of the Transvaal Supergroup. Diabase dykes and sills locally intruded the sediments of the Transvaal Supergroup. The area was structurally deformed and this deformation is manifested by the presence of folding and gentle cross folding that led to the syntaxes of the ridges near Thabazimbi, major east-west oriented thrust faults, smaller scale reverse faults, northwest oriented shear faults and smaller folding. The Transvaal Supergroup in the area is subdivided in the chemical sediments of the Chuniespoort Group and the sedimentary and volcanic rocks of the Pretoria Group. The Pretoria Group in the area is comprised of formations which consist of quartzite and/or shale with the exception of the volcanic Hekpoort Formation. The Rooihoogte Formation is normally found at the base, followed upwards by the Timeball Hill, Boshhoek, Hekpoort, Dwaalheuwel, Strubenkop, Daspoort, Silverton, Magaliesberg and Rayton Formations. The geology in the municipality has some of the richest mineral deposits in the world.

North of the Magaliesberg the geology is largely dominated by the Bushveld Igneous Complex. Formations in this complex are extremely rich in minerals and a number of mines have been developed in the area as a result. Platinum, chrome and vanadium mining in particular, are taking place at a large scale. The area mainly consists of sedimentary rock. Extensive mining activities occur mainly in a circular belt around the perimeter of the Bushveld Igneous Complex. These mines are mainly focused on the platina group

of metals which are in great demand on the world market at the moment, as well as granite mining. Soil types of the Crocodile (West) Marico WMA are broadly classified as Moderate to deep sandy loam. Most of the clayey loam soils in particular are highly suitable for commercial agriculture when sufficient water is provided.

FLORA

According to Low and Rebelo's (1998) vegetation map of South Africa, the study area is dominated by the Mixed Bushveld vegetation type. The vegetation found here varies from dense short bushveld to a more open tree savanna. This vegetation type is found in areas where the rainfall varies between 350 and 650 mm/annum and the altitude comprises low relief plains at an altitude range of 700 to 1000 m per index. The northern parts of the municipal area are dominated by Mixed Bushveld, Sweet Bushveld and Mopane Bushveld vegetation types. The central and western parts are dominated by Mixed Bushveld, while Northeastern Mountain Grassland and Mixed Bushveld vegetation types are found in the eastern parts. According to Acocks (1975) the Mixed Bushveld type comprises various variations and transitions.

FAUNA

The red data list of mammals that could potentially occur on areas that are to be developed within the municipal area, is provided below.

RED DATA LIST - MAMMALS

COMMON NAME	BOTANICAL NAME
Samango monkey	<i>Cercopithecus mitis labiatus</i>
Leopard	<i>Panthera pardus melanotica</i>
African civet	<i>Civettictis civetta australis</i>

Rare	
Endangered Roan Antelope	<i>Hippotragusequinusequinus</i>
Honey badger	<i>Mellivoracapensiscapensis</i>
African Wild Cat	<i>Felislybicacafra</i>
Vulnerable	
Antbear	<i>Orycteropus afar afar</i>

SENSITIVE ENVIRONMENTS/AREAS

In the context of this study, *sensitive environments/areas* comprise areas and/or features that are important from a natural (conservation), economic and cultural perspective. By identifying these due action can be taken so as to ensure that environmental sustainability, health and safety are not compromised, and that natural and cultural resources (as well as economically viable resources), are not endangered.

The following environments are normally seen as sensitive environments:

- Areas within the natural floodplains of streams or rivers
- Wetlands and pans
- Heritage/Archaeological sites
- Mountains, ridges and koppies
- Officially proclaimed nature conservation areas, botanical gardens, conservancies, bird sanctuaries and a 100m buffer zone around such areas
- Areas where Red Data species are known to occur (including a 270m buffer zone around such)

- Historical sites as proclaimed by the National Monuments Act or the National Heritage Resources Act no. 25 of 1999
- Cultural features (graveyards, historical sites, place of worship)
- High potential farmland
- Private conservation areas & nature reserves (mainly due to the positive contribution they make towards conservation & eco-tourism).

SPATIAL GUIDELINE

The Municipality is in a position to advise developers regarding sensitive components in its area of jurisdiction.

RIVERINE SYSTEMS & RIPARIAN ZONES

The riparian zone is an important ecological link between the river and the terrestrial component of a catchment. In addition it provides a necessary buffer between the river itself and any potential impacts that might originate from within the catchment. The protection of the riparian zone should be a management priority, where management responses should include;

- the minimization of future development within the riparian zone, and
- Control and management of existing activities that occur within the riparian zone, such as grazing, sand winning and mining.

All these activities change the structure and functioning of the riparian zone – sometimes irreversibly. It is therefore not only the responsibility of the municipality but also landowners; farmers; developers; rural communities and various government departments to ensure the integrity of the riparian zone. The conservation status of a river is defined as an assessment of the degree to which it has been modified from its hypothetical natural state.

The main problems at the Crocodile River are related to;

- Stream bank erosion,
- The removal of riparian vegetation,

- nutrient loading,
- catchment erosion, and
- Riverbed modification due to the accumulation of sediment. These factors can predominantly be related to agricultural practices.

NATURE RESERVES AND CONSERVANCY AREAS

Development in and in close proximity to private conservation areas & nature reserves should be done very carefully so as not to impact negatively upon them (mainly due to the positive contribution they make towards conservation & eco-tourism).

Marakele & the Waterberg biosphere reserve:

The UNESCO Waterberg Biosphere Reserve area constitutes a core area (devoted to long term protection, according to the conservation objectives of the biosphere reserves), a buffer zone surrounding or contiguous to the core area (where only activities compatible with the conservation objectives can take place), and an outer transition area where sustainable resource management practices are promoted and developed. There are currently five core areas in the Waterberg Biosphere Reserve, of which only one, Marakele, is proclaimed a National Park. Apart from tourism and hunting, mixed farming practices such as cattle and game farming, are found on some of the buffer zone farms. Other activities within the buffer zone include a number of extensive environmental education programmes currently conducted by the Wilderness Trust of Southern Africa.

Environmental Challenges

- Lack of proper land use zonation in the area between Thabazimbi town and Marakele National park is of the utmost importance,
- Environmental Pollution and degradation due from illegal disposal of waste and mining activities.
- Non-Compliance with Environmental legislations by both Private and Government Sectors.
- Depletion of Natural Resources due to increased mining activities within the Municipal Jurisdiction.
- Lack of Environment Status Quo Report.
- Increased environmental disaster due to global warming.

Waste water (sewerage) management

- a) The effective and environmentally responsible management of wastewater treatment facilities within the municipal area is a vital requirement in order to curtail the risk associated with pollution from such facilities.
- b) The Thabazimbi Municipality's sewerage works facility in the town of Thabazimbi currently does not have sufficient capacity to handle sewage flows emanating from the town. It is therefore recommended that sufficient funding be made available for either the upgrading of the existing works, or the construction of a new sewerage works facility.
- c) A potential environmental risk stems from the fact that the current sewerage works facility in the town of Thabazimbi is located within the floodline area of the Rooikuitspruit. During high rainfall occurrences the mentioned stream has flooded the existing works, resulting in untreated sewerage effluent entering the natural environment. In view of this situation it is recommended that a new, more suitable location for the sewerage works facility be identified and that a new works rather be developed there.
- d) The municipality should therefore engage the services of suitable consulting firms to determine potential (alternative) locations for the Works.

The most important criteria in planning and identifying the most suitable site for the new sewerage purification works, include the following;

- Availability and accessibility of land (taking into consideration the direction of
 - future growth of the town)
 - Existing drainage areas and required gradients
 - Prevailing geo-technical (soil) and hydro-geological circumstances,
 - Potential environmental impacts,
 - cost effectiveness and availability of engineering services (e.g. the location of existing bulk outfall sewers that are serving the town).
- e) In terms of Section 20 of the Environment Conservation Act it is required that an Environmental Impact Assessment be conducted in respect of new (proposed) sewage Works facilities and its associated infrastructure.

f) The waste water treatment facilities at Northam require urgent attention, as current flows are exceeding the capacity of the existing oxidation ponds, thus resulting in extensive pollution (due to overflowing oxidation ponds). The Northam sewage treatment facilities are also not fenced and has potential for negative health & safety impacts.

Alien species control

a) The Rooikuispruit water course can be described as an asset for the town of Thabazimbi. The riverine vegetation of the spruit is infested by invader/ alien plant species. The danger exists that these species could spread to areas downstream. Therefore, the control of invaders/ alien plant species within the Rooikuispruit should receive attention from time to time. Immediate management/rehabilitation interventions required with regard to the spruit include;

- Removal of alien plant species within the stream channel, and
- Collection and disposal of solid waste (litter) occurring within the stream channel.
- Control of invading alien plants along the entire stream channel area is imperative.
- Impacts associated with invasive alien plants typically include;
- reduced surface water runoff and groundwater reserves,
- increased biomass and fire intensity,
- Markedly reduced biodiversity, and
- a number of economic consequences

The WDM is endowed with a range of habitats, tourist attractions, wildlife and the economy revolve around agriculture, ecotourism, commerce, manufacturing, mining, residential development, small holdings, waterbodies etc. The greatest contribution to the economy comes from the mining and the services sectors.

ENVIRONMENTALLY SENSITIVE AREAS

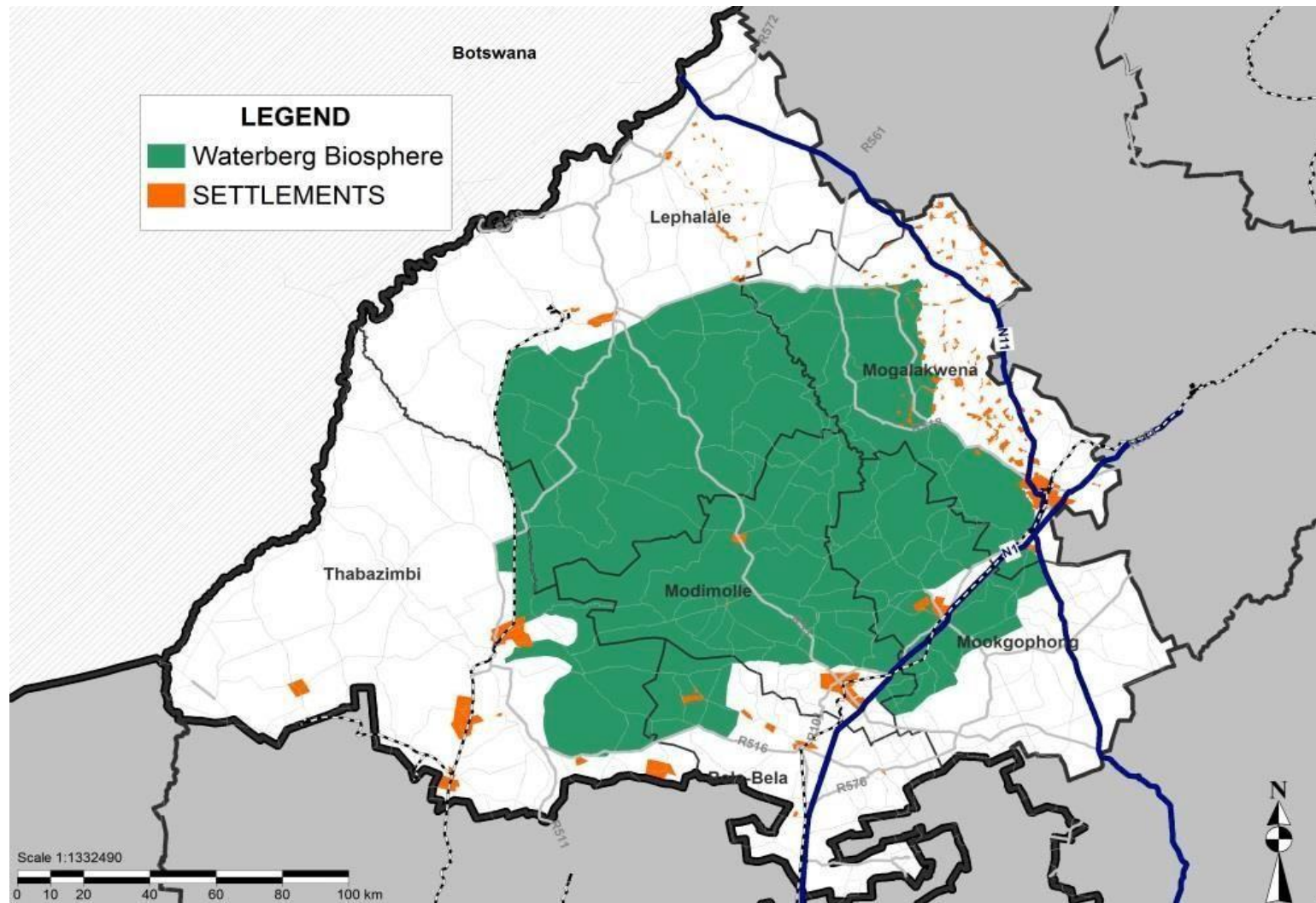
The Waterberg district municipality is endowed with a range of habitats, tourist attractions and wildlife.

1. WATERBERG BIOSPHERE - established in 2001 and is one of the only five biospheres in South Africa.

2. PROTECTED AREAS - The total area of protected areas is 309 702ha.

- The formally protected areas are: Nylsvlei Nature Reserve; Marekele National Park; Marekele Contractual Park; Mokolo Dam Nature Reserve and incorporated land; and Masebe Nature Reserve.
- **MAKAPANS VALLEY** - a World heritage Site

WATERBERG BIOSPHERE



BIODIVERSITY AND NATURAL RESOURCES

Historical problems experienced with the Municipal waste disposal facilities that are poorly situated, designed and operated, impacts negatively on both the environment and quality of life. Impacts of waste within TLM is closely relate to the impact on air, soil and water (surface and underground).

Majority of the settlements, especially informal depend on wood harvesting for energy, wild fruits and plants for medicine to sustaining their livelihoods. In managing its biodiversity the Municipality ineffectively rely merely on the Provincial Biodiversity/conservation plan and thus there is a need for a localized biodiversity and conservation plan to enable the municipality to effectively manage its natural resources. Moreover, the development of the Integrated Environmental Management Plan (IEMP) is critical for TLM to protect its natural resources.

AIR QUALITY

- Inspection and management of listed activities in terms of section 21 and 23 of Air Quality Act (39 of 2004)
- Monitoring of Ambient Air
- Issuing of Atmospheric emission licence
- Management of emission sources
- Community awareness regarding impact and management of air pollution

Thabazimbi Municipal area (under the Waterberg--Bojanala Priority) is declared an air quality priority hotspot in terms of the Section 18(1) of the National Environmental Management: Air Quality Act (Act 39 of 2004). This means that the quality of air in the area is above the National minimum standards for clean air.

To prevent air pollution and ecological degradation, the municipality is mandated to develop an Air Quality Management Plan. The Municipality currently utilizes the District AQMP. This set out mechanisms and systems to attain compliance with ambient air quality standards. The main source of air pollution is the burning of fossil fuels for energy. Fugitive dust and mining activities also contributes to the poor air quality in the area.

The Municipality currently do not monitor the local industries in terms of air quality compliance, especially mining. The Air Quality Officer employed under the Waterberg District Municipality oversees the enforcement of the Air Quality Management Plan in the mining sector. However, to effectively implement the Air Quality Management Plan, the Municipality still needs to improve on the development of programmes relating to addressing air quality issues in the area.

CHALLENGES IN TERMS OF THE AIR QUALITY IN THE AREA INCLUDES;

- Data recovery issues.
- Resource capacity and skills within TLM to effectively handle air quality issues.
- Fragile relations between the local municipality and the mining houses in the area.

ENVIRONMENTAL CHALLENGES

- Land degradation --. Mine closure and abandoned mines have degraded the land which can no longer support other land uses, (e.g. Rooiberg)
- Mining activities have resulted in sinkhole formation which are evident in some informal settlements, (e.g. Rooiberg)

3.2.10 SOCIAL ANALYSIS

INTEGRATED HUMAN SETTLEMENTS (HOUSING)

HUMAN SETTLEMENTS PLANNING

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 (which is under review) but does not have access to recent and accurate land ownership and other property-related information hence the land audit project was initiated and commenced in 2021. The need to conduct a comprehensive land investigation and audit is to assist in making informed decision on land use management and development through a guideline towards acquisition of strategically located land for integrated human settlements thus creating a conducive environment for local economic development to thrive. It must however be noted that the project has been deferred to the 2022/2023 financial year.

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.

HOUSING ALLOCATION

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

TITLE DEED REGISTRATION/RESTORATION PROGRAMME

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

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

TOWNSHIP ESTABLISHMENT AND INFORMAL SETTLEMENT UPGRADING

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

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

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

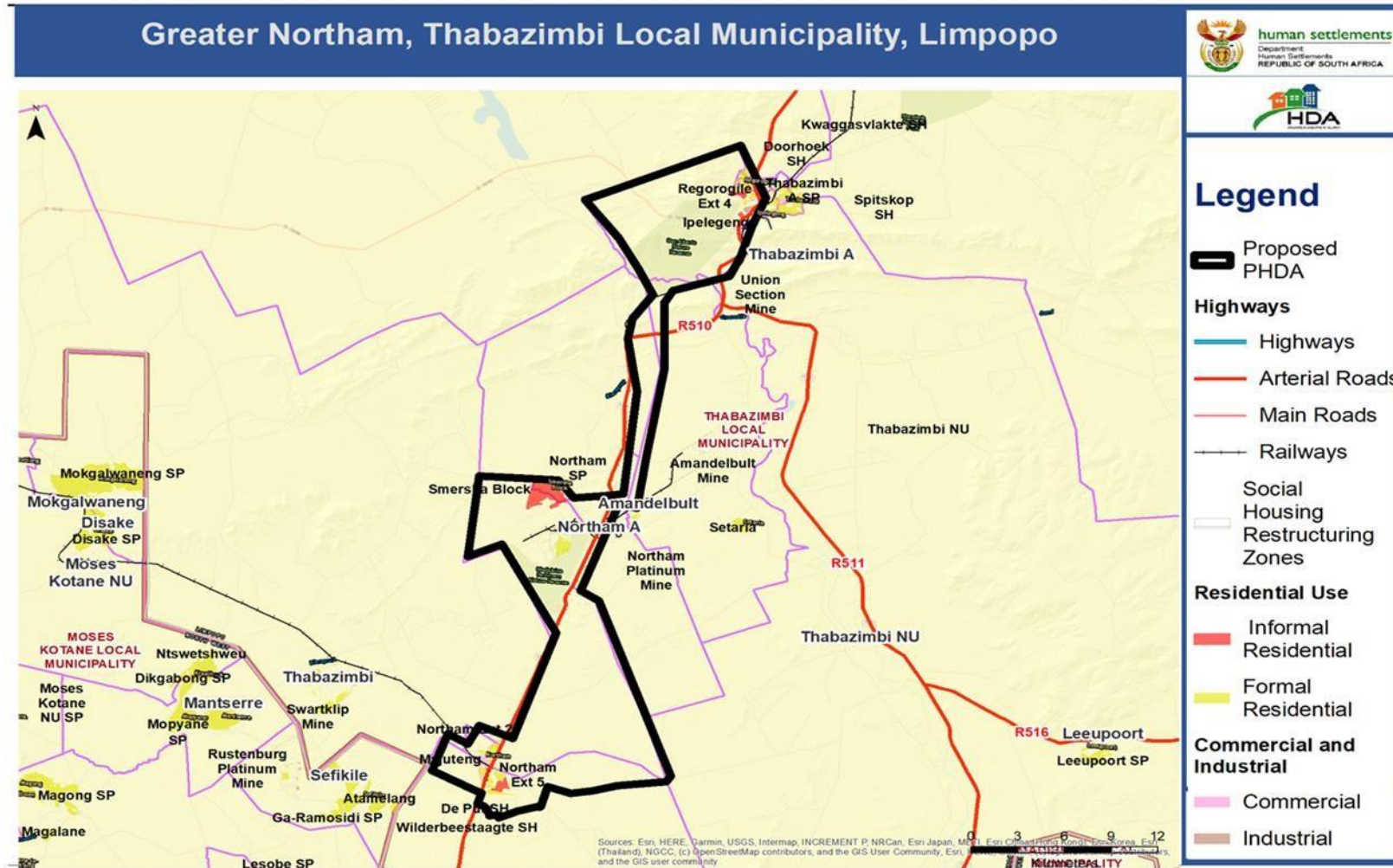
PRIORITY HUMAN SETTLEMENTS AND HOUSING DEVELOPMENT AREAS

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 development.

The map below depicts the gazetted PHSDAs in Thabazimbi Local Municipality

MAP: PHSDA



GEOGRAPHY BY TENURE STATUS FOR HOUSEHOLD WEIGHTED

	Rented	Owned but not yet paid off	Occupied rent-free	Owned and fully paid off	Other
LIM361: Thabazimbi	11527	2158	6425	3963	1008
93601001: Ward 1	717	153	1193	243	91
93601002: Ward 2	1281	382	576	492	221
93601003: Ward 3	2224	286	618	740	64
93601004: Ward 4	446	102	610	216	56
93601005: Ward 5	869	19	202	17	89
93601006: Ward 6	885	4	215	1	20
93601007: Ward 7	1877	619	1007	429	120
93601008: Ward 8	828	192	220	183	119
93601009: Ward 9	1686	262	1276	1042	155
93601010: Ward 10	315	72	411	300	12
93601011: Ward 11	-	-	1	-	-
93601012: Ward 12	398	67	95	299	59

Source: Statssa, Census 2011

HEALTH AND SOCIAL DEVELOPMENT

HEALTH

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.

NUMBER OF HEALTH FACILITIES

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

BACKLOG/ SHORTAGE OF HEALTH FACILITIES

Almost 40% of the Wards don't have hospitals and 30% clinics.

HEALTH CHALLENGES

Clinics not operating for 24 hours.

HIV/AIDS Council launched but not functional. Shortage of AIDS Counselors.

Child headed families.

Orphans.

Impact of HIV/AIDS on the working force.

No hospice as more people are infected and affected, the hospitals cannot carry the burden. Impact of HIV/AIDS on the working force.
High turn- over of professionals due to accommodation issue.

SOCIAL DEVELOPMENT

Service Norms and Standards (Social Development)

All service offices or points must be within a distance of twenty (20) km radius. (Drop in centers, Child & Youth care centers, Victim empowerment centers, Old age home center).

Service Norms and Standards (Social Services)

One Social welfare practitioner should serve a population of 3 000 (1:60) children in a particular service point. Social assistance applications should be completed within 8 hours – more realistic 45 – 56 hours.

3.1 single ratio occupation delivery unit in rural area is 1: 2 500 population and in Urban area is 1: 5 000 Case load for social services practitioner (deal with less than 60 cases).

All service points must have one full time register Social worker and one qualified Auxiliary Social Worker and one qualified Auxiliary Social Worker and one child and youth care worker.

SOCIAL DEVELOPMENT STATUS

	Child care & protection services	# of existing ECD Sites	Child protection Organisations	Foster care Grant Beneficiaries	Foster care grant children	Target # of children to be placed in foster care
BelaBela	2	25	1	423	647	60
Modimolle	1	28	1	396	635	80
Mogalakwena	-	115	2	1 241	1 756	376
Mookgophong	1	20	0	172	254	60
Lephalale	-	49	1	507	769	164
Thabazimbi	1	24	1	258	401	60
Waterberg	5	261	6	2 997	4 462	800

SOCIAL DEVELOPMENT CHALLENGES

Fraudulent access of grants by unreliable Proof of residence.

Lack of submission of death certificates to SASSA for system updates.

SAFETY AND SECURITY

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

Location	Level of service
Bela-Bela(3)	Bela-Bela (Warmbath) Town – Main station, Pienaarsriver – Main station, Rus de Winter – Main station
Lephalale(6)	Lephalale – Main Station, Thabo Mbeki – Main Station ,Tom Burke – Main StationVilla, Nora – Main Station Shongoane – Main Station BelgRivier – Main Station
Modimolle(3)	Modimolle (Nylstroom) Town – Main station, Vaalwater – Main station, Alma – Main station
Mogalakwena(4)	Gilead – Main station, Mahwelereng – Main station, Mokopane – Main station Tinmyne – Main station
Mookgophong (3)	Naboomspruit – Main station Tuinplaas – Main station Roedtan – Main station
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

CRIME CATEGORY STATUS PER CLUSTER

Crime Category	Lephalale Cluster	BelaBela Cluster	Mahwereng Cluster	Modimolle Cluster	Thabazimbi Cluster
CONTACT	All up except Murder, Robbery and assault	All down but high volumes in assault	Assault Robbery up	All up except Murder, assault common	Sexual, robbery common gone up
CONTACT RELATED	Arson gone up	Burglary residential gone up	Theft out of motor vehicles Gone up	Burglary ,Theft out of motor vehicles, Stock theft gone up	Theft out of motor vehicle gone up
PROPERTY/Thabazimbi	Stock theft gone up	Burglary residential gone up	Theft out of motor vehicles Gone up	Burglary ,Theft out of motor vehicles, Stock theft gone u	Theft out of motor vehicle gone up
CRIME DEPENDANT	Driving under influence gone up	Drug related gone up	Drug related Driving under influence gone up	Drug related gone up	Driving under influence gone up
OTHER SERIOUS	Shoplifting Kidnapping gone up	Commercial Gone up	Thefts not categorized gone up	All thefts not categorized Gone up	Car and truck hi jacking has gone up

OTHER RELATED WITH ROBBERY	None	Kidnapping	CrimenInjuria	Car and Truck hijackings	Public violence Culpable Homicide
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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: All theft not classified elsewhere, 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 sheens 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

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

THABAZIMBI CIRCUIT SCHOOL DETAILS & QUINTILES

SCHOOL	TYPE	QUINTILE	WARD
Bosveld Academy	Primary	5	1
Deo Gloria	Primary	1	10
Heuingvlei	Primary	1	1
Kesarona	Primary	1	1
Laerskool Leeupoort	Primary	1	4
Laerskool Thabazimbi	Primary	5	9
Reenpan	Primary	1	
Thabakhibidu	Primary	1	2
Tswelapele	Primary	1	
Vaalpenskraal	Primary	1	
Ysterberg	Primary	1	9
Makoppa	Combined	1	5
Sekgweng	Combined	1	1
Thabazimbi Christian	Combined		9
Advanced College	Combined		4
Kambaku	Combined		9
Groenvlei	Secondary	1	1

HoerskoolFrikkie Meyer	Secondary	5	2
Itireleng	Secondary	1	2
Mabogopedi	Secondary	1	10
Spitskop Special Need	Special Need		1
Thabazimbi TVET			10

DWAALBOOM CIRCUIT

SCHOOL	TYPE	QUINTILE	WARD
Chrome Mine School	Primary		3
Krause	Primary	1	7
Laerskool Northam	Primary	5	8
PlatinaLaerskool	Primary	5	5
Van WykLaerskool	Primary	5	5
Rabogale	Primary	1	5
Dwaalboom Primary	Primary	1	5
DwaalboomLaerskool	Primary	5	2
KoedoeskopLaerskool	Primary	5	6
Neos Christian	Combined	5	6
Naletsana	Combined	1	4
Thekganang Technical	Technical	1	11
Northam Comprehensive	Secondary	1	7

TYPE	TOTAL	TOTAL LEARNERS	WARDS											
			1	2	3	4	5	6	7	8	9	10	11	12

EDUCATION FACILITIES

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

Source: Thabazimbi/Dwaalboom Circuit

BACKLOGS REGARDING CLASSROOMS

The following schools have backlog regarding classrooms: Deo Gloria Primary in need of six (6) classrooms. Groenvlei Secondary in need of five (5) classrooms.

3.5.7.5.6 SHORTAGE OF SCHOOLS The following areas are in need of extra schools:
Apiesdoring need a Primary School.
Regorogile need a Primary school.
Thabazimbi Town need: 1 Primary School
1Secondary School

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

SPORTS, ART AND CULTURE

3.5.7.6.1 Service Norms and Standards (Sports, Art and Culture Services) One
(1) library serve 10 000 households.
One Club per club code per ward
One hub per ward
One recreational facility per ward
One Arts and culture per municipality

There are 6 Sports facilities which are privately owned.
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. Regorogile and Northam sports grounds are in a bad state, no maintenance and are badly vandalised.

No parks – backlog

No enclosed Sport facilities

Both Libraries in Thabazimbi and Northam are in satisfactory form

SPORTS AND RECREATIONAL FACILITIES WITHIN MUNICIPAL AREA

TOWN	NUMBER / TYPE	LOCATION / FACILITIES / CONDITION
THABAZIMBI	3 Sports grounds	2 Municipal grounds that include rugby, cricket, bowls, squash, jukskei, basket ball, tennis
	1 Kumba ground	Swimming pool, gym
	2 School Sport Facilities	FrikkieMeyerSecondary school
		ThabazimbiPrimary school
REGOROGILE	1 Sports ground	Poor condition, includes soccer, tennis, basket ball
	1 School Sport Facility	Mabogo - PediSecondary school
IPELEGENG	1 Sports ground	Kumba Resources (ISCOR) provides soccer, tennis, athletics facilities
BEN ALBERTS NATURE RESERVE	Golf Course 18 holes golf course	Good Condition
NORTHAM	Sport Facilities	1 Comprehensive Secondary School 1 Northam Primary School 1 Community Sport Ground
SWARTKLIP	1 Soccer field 9 hole Golf course	Good Condition

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

Parks

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

Challenges of Parks

It takes longer than expected to acquire goods from the Supply Chain Management Unit.

There is a need for more labour and financial constraints hamper effective and efficient Service Delivery. New pipe and irrigation system still needs to be changed.

There is a problem of illegal dumping in most Municipal Parks.

Need to appoint Service provider for digging of graves /

Excavator. Need irrigation equipment and qualified workers.

Halls

AREA	COMMUNITY HALLS	SHOW GROUNDS
THABAZIMBI	Cinema Hall Library Hall Trollope Hall Ipelegeng	Agricultural / Landbougenootskap
NORTHAM	Community Hall	
REGOROGILE	2 Community Halls	
KROMDRAAI	Marula Hall	
DWAALBOOM		Agricultural Show ground
LEEUPPOORT	Community Hall	
ROOIBERG	Community Hall	
AMANDELBULT MINE	Rethabile Community Hall	
NORTHAM PLATS MINE	2 Community Hall	
SWARTKLIP MINE	Community Hall	

CHALLENGES OF SPORTS AND RECREATIONAL

Poor condition of Sports facilities

Lack of access to facilities. Lack of Sports programme

Non- functional Sports

Committee. Outdated materials at libraries. Incorrect usage of parks.

Lack of maintenance on some halls Poor administration and accessibility of facilities.

Upgrading of existing sports facility.

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,

Strength Implementation of the Communications Strategy Stakeholders engagement	Weaknesses Communication policy not in place Lack of resources Lack of training
Opportunities Online newsletter can be done in-house when Communications Officials have undergone a Graphic design course. Improved communications channels	Threats Community protests Lack of funding

VODACOM, CELL – C, TELKOM AND 8TA.

COMMUNICATION FACILITIES WITHIN MUNICIPAL AREA

POST OFFICES

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

NETWORK INFRASTRUCTURE/ TELECOMMUNICATION

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

TELKOM

MTN

VODACO

M Cell C

8ta

DERIVED PHONE SERVICES

Telephone in dwelling and cell phone	14 975	At a public telephone nearby	9 306
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Telephone in dwelling only	1740	At another location nearby	556
Cell phone only	11880	At another location, not nearby	650
At a neighbour nearby	2176	No access to a telephone	792

SHORTAGES/ BACKLOG OF POST OFFICE

But 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.

LIBRARY

LIBRARY FACILITIES

TOWN	NUMBER / TYPE	LOCATION / STAFF
THABAZIMBI	1 Municipal Library	2 staff members Serviced by Regional Library
	3 Media Centres at schools	Frikkie Meyer Secondary
		Thabazimbi Primary School
		Ysterberg Primary School
REGOROGILE	1	Ward 9
NORTHAM	1 Municipal Library	1 staff member.
LEEUPPOORT	1 Municipal Library	No officials / Residents operate the Library
ROOIBERG	-	

3.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT ANALYSIS

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.

LEGISLATIVE AND OTHER MANDATES

Constitutional mandate

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

Legislative mandate

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

Policy mandates

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

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

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 objectives amongst others is to ensure that 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, an Local Economic Development Forum (LEDf) within a municipality is an engagement platform composing of the local business and/or private sector, chamber of commerce, Non-Government Organisations (NGOs), Non-Profit Organisations (NPOs), local community, government, academic institutions and any other stakeholders that play a

part to drive the Local Economic Agenda of a municipality. It provides an opportunity to work together to improve the local economy with the aim of enhancing competitiveness, encouraging sustainable growth that is inclusive, investment attraction, retention initiatives; and LED catalytic project implementation.

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

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

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

It must however be noted that the Municipality does not have all resources required to implement projects, therefore pooling of resources is required hence the need to have a strong functional Local Economic Development Forum (LEDf). The forum's objectives amongst others is to ensure that 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.

In order to explore more on agricultural, tourism and mining development and other economic potentials in the Municipality, an LED Strategy and the Spatial Development Framework are annexed to the document.

In a nutshell, LED is everybody's business, including local residents, local business people and government working in collaboration to ensure creation of sustainable employment opportunities and improved well-being of the community.

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:

- i. Conservation,
- ii. Development and
- iii. Logistic support

The Commercial, Retail and Manufacturing sectors of the economy contributes very little to the Provincial economy.

The Thabazimbi Investment Initiative is currently being negotiated with Stakeholders to promote and facilitate economic development in the area.

Economic Potentials

(a) Mining

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

MINERAL RESOURCES IN THABAZIMBI

NAME OF THE MINE	FARM PORTION WITH AREA REGISTRATION	MINERAL COMMODITY	LOCAL COMMUNITY
Anglo American Platinum (Amandelbult)	Amandelbult 383KQ	Platinum	Smashblock
Siyanda Bakgatla Ba Kgafela	Swartklip 410 KQ	Platinum	Northam
ArcelorMittal	Kwaggashoek 345 KQ	Iron ore	Thabazimbi/ Regorogile
Northam Platinum (Zondereinde)	Zondereinde 384KQ	Platinum	Jabulani& Thabazimbi
Pretoria Portland Cement (PPC)	Grootvlei 160 KQ	Lime Stone	Dwaalboom
Chronimet Mine	Swartkop 369 KQ	Chrome	Smashblock
Rhino Mine	Roonval 441 KQ	Andalusite	Thabazimbi & Smashblock
Continental Cement	Nooitgedaght 136 JQ	Lime Stone	Raphuti

Andalusite Resources	Maroelasfontein 366 KQ	Andalusite	Smashblock
National ERTS & Mineral	Rhenosterkloof	Tigers Iron, Silica Sands, Tin Ore & Aluminium	Rooiberg
Vlakpoort Mine (AFARAK)			Ward 3
Gunbei			Rooiberg

BARRIERS TO GROWTH IN TOURISM

Various challenges / barriers to tourism growth exist. However, the purpose here is to list barriers / challenges with specific local implication, rather than an endless list of 'potential barriers':

- Tourism is currently an "unfunded" local municipality mandate and service delivery needs outweigh tourism funding needs, i.e. little to no reference of tourism in other sector plans.
- The Thabazimbi Local Municipality (TLM) are severely resource constrained due to historic corruption & mismanagement. This is the situation for capital, human and financial resource.
- A conducive environment for private sector business to thrive is severely hampered by state of basic infrastructure services i.e. electricity, water, waste management, road maintenance, park maintenance etc.
- A doubtful regulatory environment due to inadequate by-laws and limited enforcement of planning principles create a 'free-for-all / do-what-you-want' culture to the detriment of increased / new private sector investments.
- Investment in innovation & technology is almost non-existent.

- There is a lack of tourism skills and tourism standards in both the local government and private sector.
- Roles and responsibilities of the local municipality and tourism stakeholders are not clearly defined / articulated.
- “Tourism for Thabazimbi” is currently very generally defined, leading to a lack of focus, motivation and action and provides little chance of building tourism into a sustainable sector of the local economy.
- Private sector has a local competition (“protect my own”) approach, rather than competing as a destination to grow the market to the benefit of all.
- Previous local marketing efforts characterised by “shotgun” attempts leading to no brand / destination positioning and consumer confusion.
- When all is said and done about tourism, it seems to be generally 100% said and very little to nothing done, i.e. not enough people that wants to help do the work required to be successful.

Agriculture

Municipality	Crop	Fruit	Vegetables	LIVESTOCK; POULTRY &
Thabazimbi	Soya Maize Manna Tobacco Paprika Peas Sorghum Lucerne Groundnuts Wheat Jug beans Sunflower Cotton	Citrus Peaches Grapes Tomatoes	Spinach Potatoes Tomatoes Cabbage Carrots Onions Cucurbits (squash & pumpkin) Cucumber	Cattle: Afrikaner, Brahman, Nguni, Simmentaller, Senglen, Tuli, Bonsmara Sheep: Van Rooyen. Goats: Boer goats. Poultry: New Hemisphere, White leghorns, Australops

Established capacity to diversify livestock farming into the production of goats and game.

Dedicated beef ranching, mixed farming of game and beef, as well as dedicated game farming are key livestock models available in Thabazimbi. The long-term viability of game versus cattle farming should be assessed.

The meat processing factory and de-bushing of areas could provide a number of job opportunities.

As part of the IDP process the basis for a GIS system has already been compiled which will include all farms in the area. A complete database of farmers and farming activities can be included in this system.

Products from hunting operations in the area can be processed further e.g. skins, horns, etc.

Training and development opportunities to strengthen skills in agriculture.

(c) TOURISM

Waterberg's tourism competitive advantage is based on its natural, cultural and heritage resource base. With an abundance of privately owned game reserves and more than ten provincial nature reserves, wildlife and eco-tourism can be regarded as a major strength for the Waterberg region.

The District hosts some of internationally significant attractions such as the Makapan's Valley World Heritage Site, Waterberg Biosphere Reserve, Marakele National Park, Hot Springs, Nylsvley Wetland (Ramsar Site), and Limpopo Golf & Safari Route. These attractions provide tourism opportunities such as: Tour operations, Business Tourism, Theme parks/recreational facilities, Dam Tourism, Heritage Sites profiling, and Wildlife Industry, Linking tourism with agriculture, mining and supply.

4 of the top 10 popular destination Limpopo are located in Waterberg District, namely; Marakele NP, Forever Resorts, Nylsvlei NR and Zebula

Resorts. The foregoing could be attributed to the following:

Wildlife and Nature cluster is the foundation of tourism in the region, providing associated opportunities such as profiling the Waterberg wetlands and expanding options related to Adventure and Sport Tourism; the strengths of the Game, Meat, Hunting & Safari cluster, which is also a growing clusters posing potential growth for the region; and

The Waterberg region's position as a big attractor of investment in the "Meetings, Incentives, Conventions, Exhibitions (MICE) Cluster" – including corporate incentive events, conferences and launches.

Tourism

The international status of the Waterberg Biosphere, which includes the Marakele National Park, can create additional opportunities in the area.

The possible extension of the Biosphere to include Madikwe, Atherstone, Thaba Tholo and Welgevonden Game Reserves.

The Ivory Route.

The new Tourism and Information Centre.

Marketing of tourism facilities.

The GIS system can be utilized to assist the Tourism Association to update information on facilities and activities.

An established reputation for domestic recreational hunters.

Strategically located as a tourist attraction area from Sun City and the Pilanesburg area to the south. An established destination for domestic recreational hunters.

Key Tourism Interventions

Other development opportunities which government should invest in to complement the comparative advantage of tourism in the area:

1. Tourism Marketing Campaign
 - a. Continued marketing of the Region as a Tourism Destination.
 - b. Increase the tourism impact of Provincial Nature Reserves.
 - c. Promote heritage based tourism
 - d. Host an annual festival/event
2. The establishment of Work-Experience Programmes for young people.
3. Developing specific assistance programmes for small, medium and micro-enterprises. Training more capable managers across the board to improve transformation in the industry

(d) Commerce and Retail

Better Service - compare with services provided elsewhere.

To improve the “Wildfees” or “Thabazimbi Game Festival “to also attract international visitors.
Extend existing web page on Thabazimbi to include all businesses.
Promote the establishment of SMME's by providing additional training.

(e) Informal Sector

Variety of informal development activities within the municipal area.
Highly determined SMMEs.
Though not yet much beneficiation, but the level of business skills improves.
Up to 420 SMMEs registered in the informal sector.

Community Works Programme

The Community Works Programme is a job generation mechanism that was introduced by the National Department of COGTA for Provinces to implement it in respective Local Municipalities. The aim of the programme is to assist Municipalities where there are backlogs off service delivery in line with their IDPs. It is Ward based programme where beneficiaries are identified to work in their Wards without incurring any costs for transport. Currently, up to 270 people have been employed through this programme, within the Municipal area.

ENABLING ECONOMIC INFRASTRUCTURE

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

Existing Economic Activity Nodes

The SDF of Thabazimbi acknowledges all the existing nodes in its area of jurisdiction. These existing development nodes will remain important in drawing economic spin-offs for municipal development in future. All CBD's will remain high density and high intensity commercial nodes with office development concentrating around it.

The following existing nodes are notable:

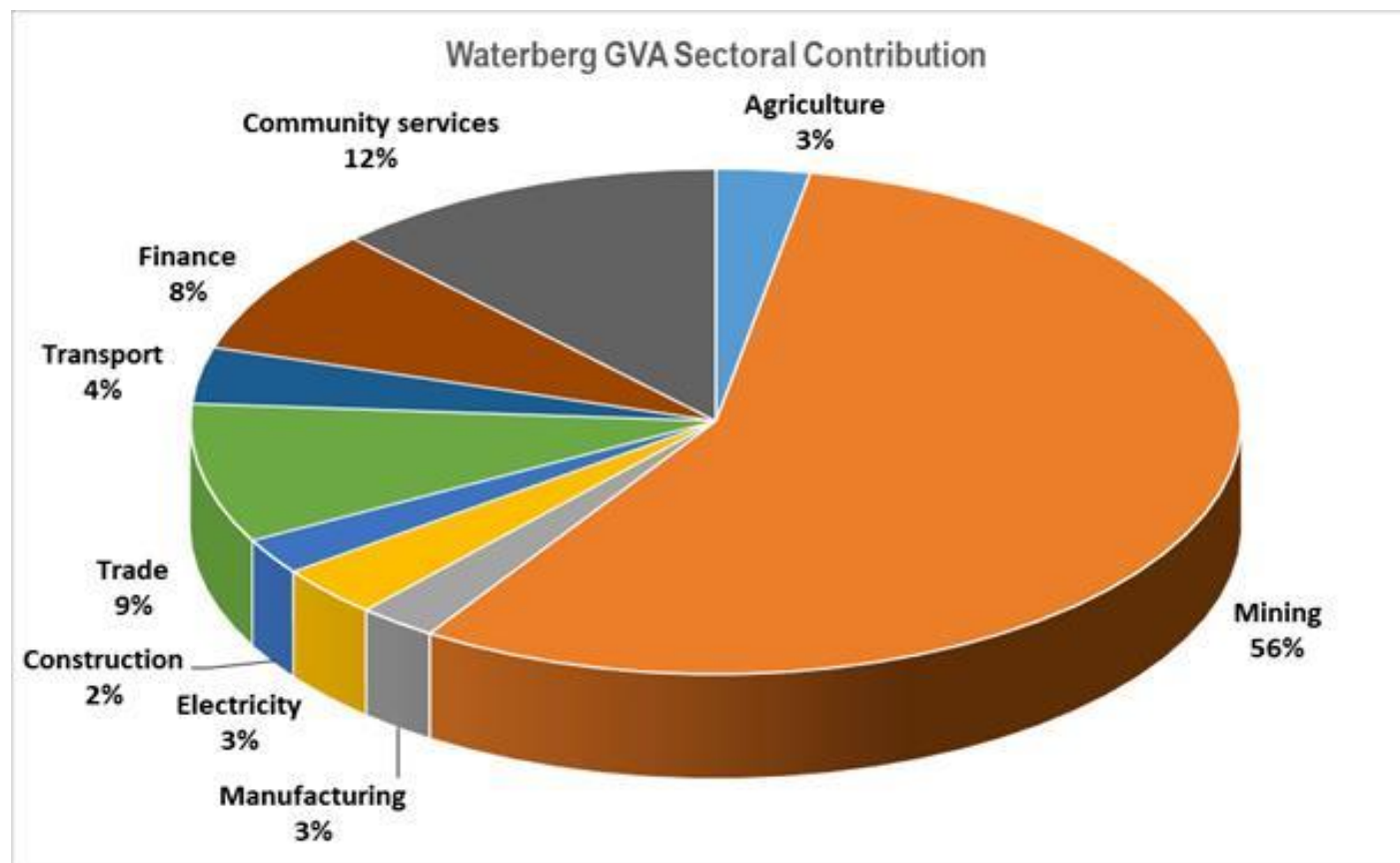
- Thabazimbi:
CBD, Thaba Mall, Benathie Centre, as well as the neighbourhood centres of Sasol and the Regorogile business node.
- Northam:
CBD, new business complex in Extension 6.
- Rooiberg:
Business area in the crossing of Rooilvoor Street and Maroela Street

BUSINESS REGISTRATIONS

The function of Business registration has been performed by the Department of Economic Development Environment and Tourism as the custodian of the function from National level. But the registrations were approved in line with the land use rights regulations of the Municipality. The Municipality through a Council resolution in December 2015 has agreed to assume the responsibility of registering businesses as discussed with the LEDET from the Provincial level. The Municipality has engaged with LEDET in terms of formal transfer of the function to the Municipality coupled with capacity building of the relevant officials in

Department of Planning and Economic Development in April 2016. The total number of existing businesses registered within the Municipality excluding farms is approximately 550.

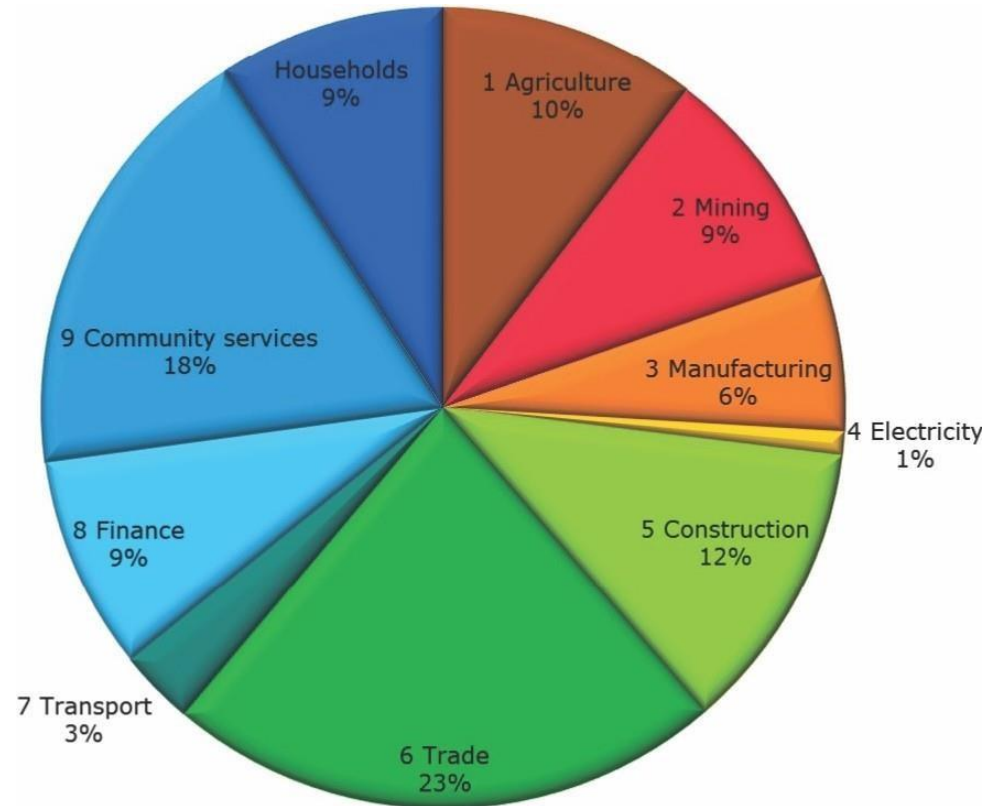
Waterberg Sectorial Composition



Employment Composition

Total Employment Composition

DC36 Waterberg, 2018



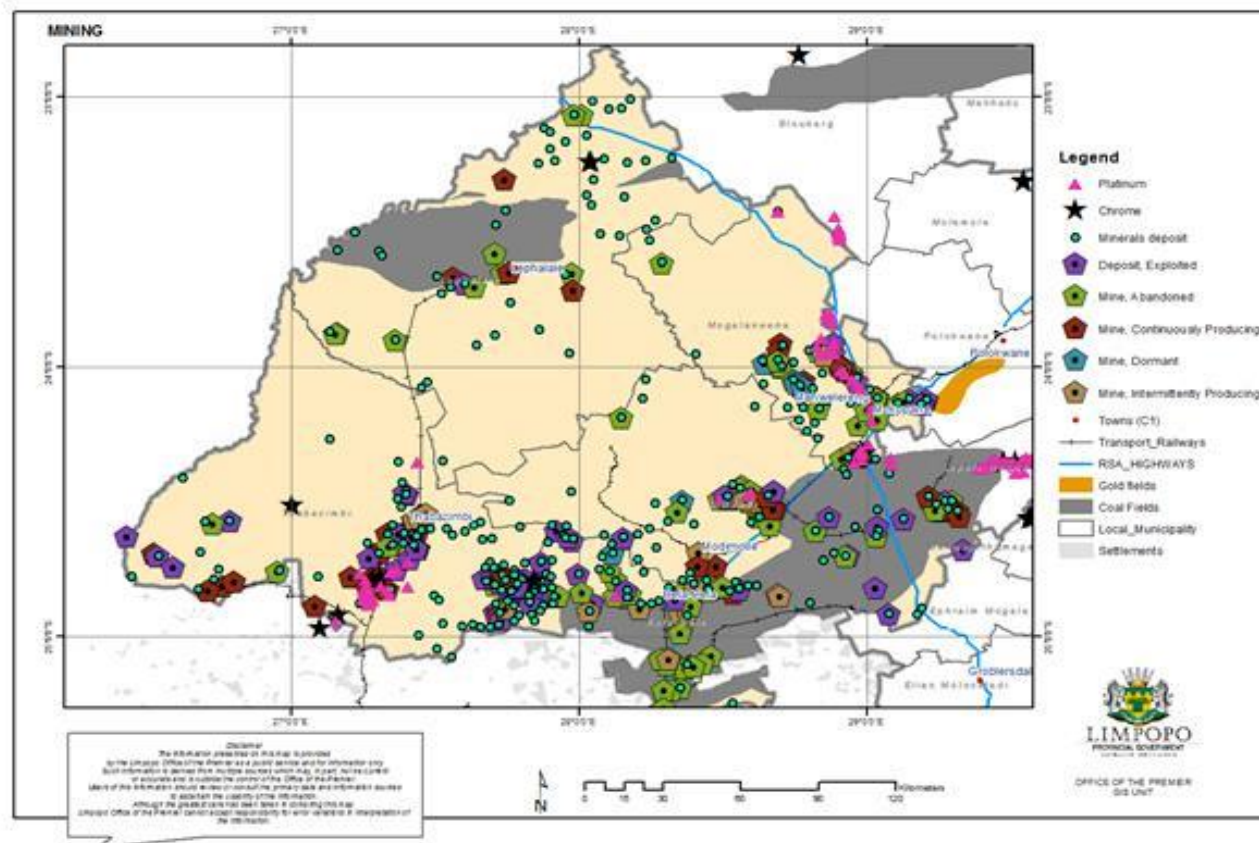
IHS Markit

Source: IHS Markit Regional eXplorer version 1803

Areas of Comparative Economic Advantage

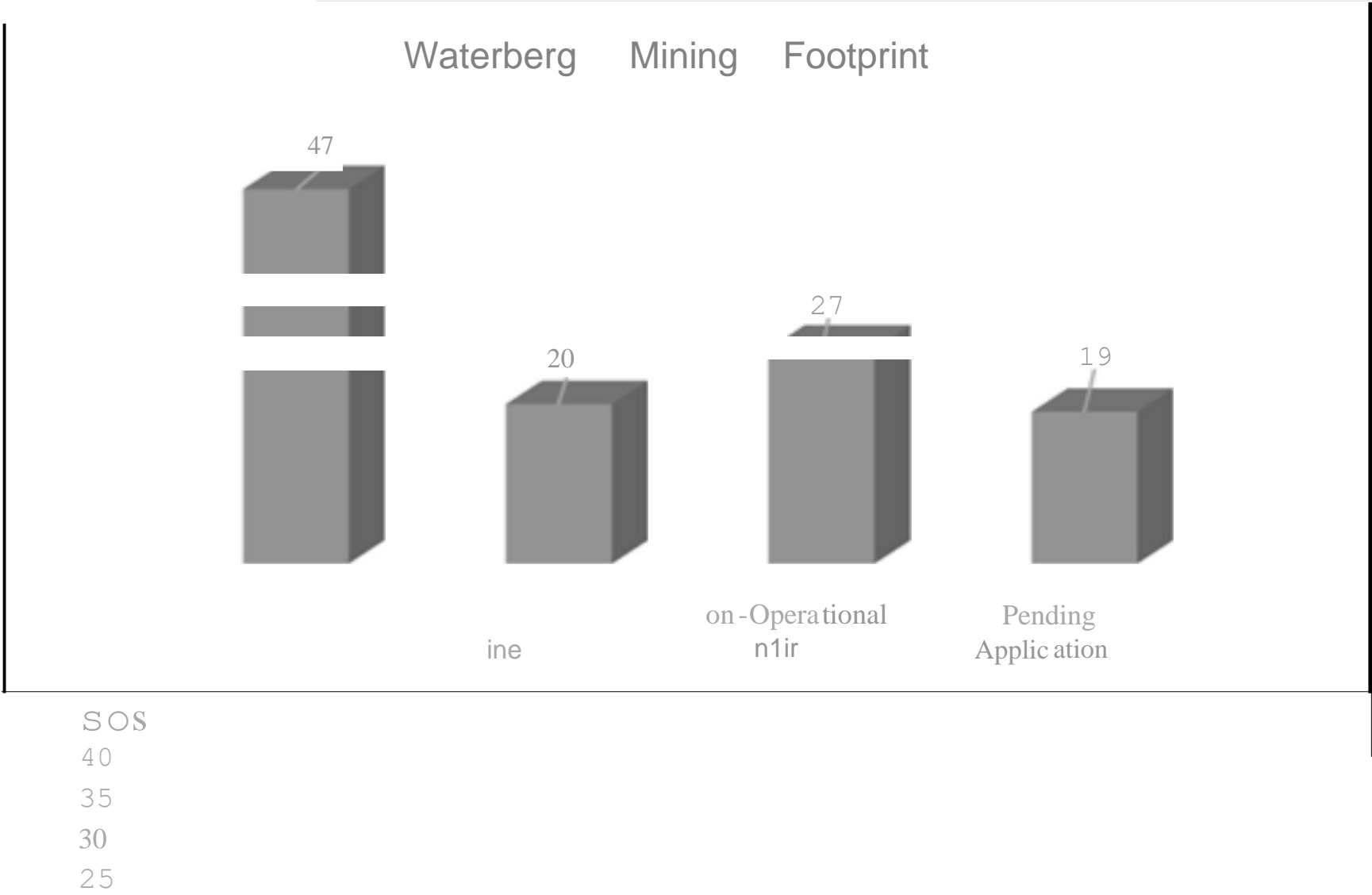
MINING

Mineral Deposits

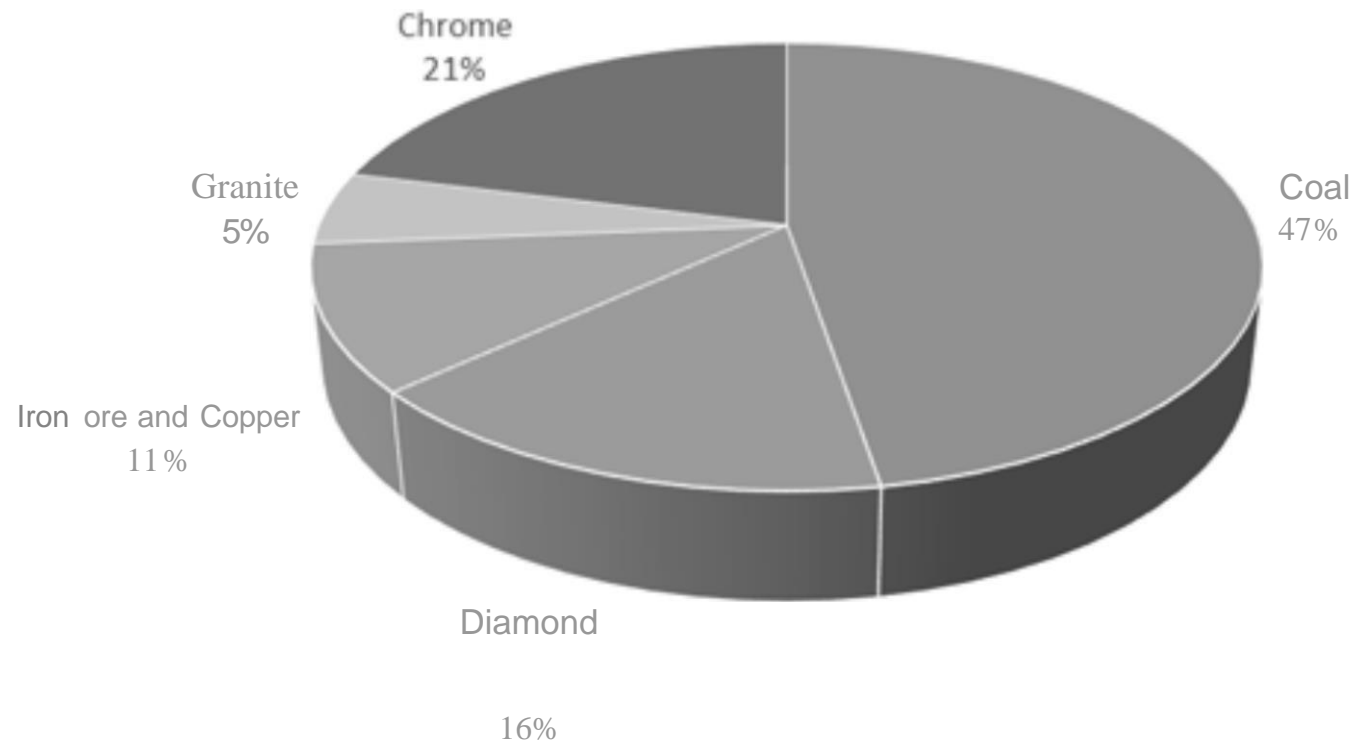


Mineral Deposits

Lephalale	Mogalakwena	Modimolle	Thabazimbi	BelaBela
- Coal	<ul style="list-style-type: none"> - PGM's - Granite - Vanadium 	<ul style="list-style-type: none"> - Clay - Andalusite - Quartz and sandstone - Aggregate 	<ul style="list-style-type: none"> - PGM's - Iron Ore - Andalusite - Chrome - Limestone - Platinum 	<ul style="list-style-type: none"> - Calcite



Waterberg Mining Applications



AGRICULTURE

Agriculture Production Area

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

Summary: Commodity Production Areas

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

Key Agriculture Interventions

- The critical factor that is already impacting on this sector is climate change, with changing rainfall and temperature patterns posing a real threat to agriculture in the District. What is, however, of key importance, is the consideration of climate change when planning for, establishing and supporting new farmers as they are likely to need support and might not be in a position to easily recover from shocks such as drought, water and heat stress, and storms.
- Water availability will have a significant impact on agriculture and the establishment of opportunities for emerging farmers.

Agriculture practices also need to consider important water sources and the ecological resources and biodiversity of the District. Some important water production areas are located in this district and responsible and sustainable farming practices should be practiced in order to preserve these areas.

- Implementation of the RAAVC plan
- Development of Grains and Oilseed Value Chain
- There is an opportunity to commercialise oil seeds production linked with processing. In order to realise this, there is a need to increase:
 - Participation of black producers in grain sorghum production
 - Support to subsistence maize production for rural HH food security
 - Development of Rural Grain Milling Cooperatives linked with rural maize production
- Development of Red Meat Value Chain
- The department of Agriculture therefore should therefore expand red meat value chain aligned to the following existing projects:
 - Immerpan Red Meat Development
 - Modimolle Red Meat Development
 - Mogalakwena Red Meat Development • Accelerate implementation of ModimolleAgri-Hub

214

3.4 KPA 4: FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

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 No.34350 of 8 June 2011 □Supply Chain Management Policy and Procedures, 201

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

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 debtors management

Customer Service: Management and coordination of customer queries

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
- Centralised Supplier Database

Income:

- 30% reliant on Equitable Share, FMG & EPWP
- 70% Own Revenue – collection @ 76% of billings

- Increasing Debtors balance **Expenditure:**
 - No unauthorized expenditure in 2018/19, although irregular expenditure has increased
 - Austerity measures implemented to improve going concern
 - 99% of payments are processed through EFT **Budget & Reporting:**
- o2019/20 Budget aligned to SDBIP & IDP oAll
reports submitted on time

□

OPERATING BUDGET FRAMEWORK

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1										
<u>Revenue By Source</u>											
Property rates		28,259	69,338	60,349	94,003	94,003	94,003	60,100	98,531		
Service charges - electricity revenue										102,670	107,187
Service charges - water revenue		73,566	40,674	88,920	83,501	83,501	83,501	31,735	90,442	94,240	98,386
Service charges - sanitation revenue	2										
Service charges - refuse revenue	2	18,228	62,855	38,693	49,398	49,398	49,398	50,611	52,976	55,075	57,366
Rental of facilities and equipment	2										
Interest earned - external investments	2	16,317	23,570	27,446	25,073	25,073	25,073	18,592	24,615	25,649	26,778
Interest earned - outstanding debtors	2	13,648	16,797	20,486	16,147	16,147	16,147	11,989	15,914	16,582	17,312
Dividends received								321			
Fines, penalties and forfeits		418	2,958	465	462	462	462	264	428	446	466
Licences and permits		71									
Agency services		21,205	1,305		25,793	25,788	25,788	21,117	353	368	384
Transfers and subsidies			25,003	24,388	—	58	58	—	27,954	29,128	30,410
Other revenue					65	—	—	45	—	—	—
		134			1,724	65	65	4	52	54	57
					—	1,724	1,724	—	1,832	1,909	1,993
			1,288	130	120,315	—	—	—	—	—	—
	2	5,228		3,156		120,315	120,315	—	113,557	120,798	123,225
			884								
		72,129		97,365							
			89,399								

		38,811	2,122	887	566	566	566	696	980	1,021	1,066
Gains		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		288,013	336,193	362,287	417,105	417,100	417,100	195,474	427,635	447,941	464,630

Thabazimbi Local Municipality requires sustainable revenue streams in order to improve the lives of its citizens. The municipality does continuously review revenue management processes to ensure that the projected revenue and cash flows are realized. The municipality does maximize the revenue generating potential of all revenue sources through adequate and effective controls.

The municipality's revenue strategy is built around the following key concepts:

- National Treasury's guidelines in this regard in terms of the relevant Circulars, particularly circular 107 and 108;
- Division of Revenue Act guideline 2021
- Tariff Policies;
- Efficient revenue management, which aim to ensure better annual collection rates for property rates and other service charges;
- Electricity Municipality tariffs increases as approved by the National Electricity Municipality Regulator of SA (NERSA)
- Determining the tariff escalation rate by calculating the revenue requirement of each service taking into consideration the affordability of these tariffs; □Budget Funding Plan

Operating grants and transfers totals to R111.8 million in the 2021/22 financial year, the allocations are as follows:

- Equitable share - R107 453 000

- Financial Management Grant - R3 100 000
- Expanded Public Works Programme Integrated Grant - R1 256 000

Revenue generated from rates and service charges forms a significant percentage of the revenue basket for the municipality.

Property Rates: The figure budgeted for Property rates were calculated using the 2020/21 actual figures and audited financial statements for 2019/20. A 6% inflation rate was used to reach a figure of R98 million. The following categories form part of Property Rates: Agricultural; Business; Industrial; Mines; Residential; Vacant Land. Property Rates are informed by the Tariff Policy and Indigent Policy.

Electricity Revenue: The figure budgeted for electricity was calculated taking into consideration the figures as per the 2019/20 financial statements and the actuals to date for the 2020/21 financial year. The figure also comprises of a 14.59% inflation rate as per NERSA regulations. The municipality generates revenue for electricity through two forms, namely conventional and prepaid meters. Additional smart pre-paid meters were installed towards the end of the 2019/20 financial year and continued into the 2020/21 financial year. This allows the municipality to collect 100% of electricity sales for pre-paid. Indigent contributions and electricity losses have been factored into the budgeted figure under expenditure: transfers and subsidies. The above factors result in a budgeted amount for electricity revenue of R90 million for the 2021/22 financial year.

Water Revenue: Water revenue for the 2020/21 financial year is budgeted at R 52 million. The billing reports from 2020/21 were taken into consideration when determining the budgeted figure. In determining the R52 million budgeted amount, the following was taken into account:

- Water losses for 2020/21
- Collection rate for water in 2020/21
- Net water revenue amount plus CPI

Indigent contributions and electricity losses have been factored into the budgeted figure under expenditure: transfers and subsidies.

Sanitation and Refuse: The increase and decrease in sanitation and refuse respectively, was calculated based on the actual revenue to date generated in 2020/21 and audited financial statements for 2019/20. A tariff increase of 6% was applied for sanitation and refuse. Sanitation and refuse amounts to R24 million and R15 million respectively for the 2021/22 financial year.

Indigent Support: The municipality will be providing free basic services as indicated in the table below:

Service	Free Basic Package per indigent household
Water	6kl
Electricity	50kwh
Sanitation	100% free
Refuse	100% free
Property Rates	100% free

Description R thousand	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<u>Expenditure By Type</u>											
Employee related costs	2	118,788	116,803	149,571	135,835	135,835	135,835	91,205	145,464	150,032	156,633
Remuneration of councillors		9,365	9,548	11,204	10,625	10,625	10,625	5,721	11,050	11,514	12,020
Debt impairment	3										
Depreciation & asset impairment	2	6,311	40,256	6,992	7,306	7,306	7,306	1,035	7,591	7,910	8,258
Finance charges											
Bulk purchases - electricity	2	26,286	45,776	28,709	30,001	30,001	30,001	–	46,423	48,372	50,501
Inventory consumed	8	14,939	15,372	12,624	15,579	13,579	13,579	4,544	13,500	14,067	14,686
Contracted services											
		79,107	95,691	119,924	116,000	116,000	116,000	71,553	91,884	95,743	99,956

		– 13,487	– 26,164	– 49,650	– 54,908	– 45,208	– 45,208	– 22,190	47,925	49,938	52,135
Transfers and subsidies									41,802	43,557	45,474
Other expenditure	4,	–	–	–	7,644	7,644	7,644	–	–	–	–
Losses	5	28,758	27,927	21,885	34,132	30,132	30,132	6,215	18,737	19,524	20,383
		–	–	–	–	–	–	–	–	–	–
Total Expenditure		297,042	377,538	400,559	412,030	396,330	396,330	202,463	424,375	440,658	460,046

Contracted Services: The table below provides a summary of items budgeted for as contracted services:

Contracted Services	FY 2021/22	FY 2022/23	FY 2023/24
Munsoft	2,822,967.16	2,941,531.78	3,070,959.17
Payday	300,000.00	312,600.00	326,354.40
Legal Service/Costs	7,000,000.00	7,294,000.00	7,614,936.00
Fuel	2,000,000.00	2,084,000.00	2,175,696.00
Repairs and Maintenance	14,500,000.00	15,109,000.00	15,773,796.00
IT Services	6,500,000.00	6,689,000.00	6,895,316.00

Security Services	3,428,700.00	3,572,705.40	3,729,904.44
Biometric System	350,000.00	364,700.00	380,746.80
Review of SDF and LUMS	1,500,000.00	1,563,000.00	1,631,772.00
Review Of Assets	2,000,000.00	1,042,000.00	1,087,848.00
Supplementary Valuation Roll	500,000.00	521,000.00	543,924.00
Electricity Connections	100,000.00	104,200.00	108,784.80
Record Management System	500,000.00	521,000.00	543,924.00
Human Resource Training	300,000.00	312,600.00	326,354.40
Total	40,801,667.16	42,431,337.18	44,210,316.01

2. FINANCIAL POLICIES STRATEGIES AND SYSTEMS IN PLACE

- Tariff Book for 2021/22
- Property Rates Policy 2021/22
- Virement Policy 2021/22
- Indigent Policy 2021/22
- Tariff Policy 2021/22
- Credit Control Policy 2021/22
- Asset Management Policy 2021/22

- Supply Chain Policy 2021/22
- Credit Control By- Law 2021/22
- Cash Management and Investment Policy 2021/22
- Borrowing Framework Policy 2021/22
- Funding and Reserves Policy 2021/22

TARIFFBOOK

The tariff book is in place.

PROPERTYRATESBY-LAW

- Sec 6 of the MPRA compels the municipality to develop and adopt the by-law to give effect to the rates policy.

The By-Law differentiates between:

- Different categories of properties
- Different category owners of properties liable for payment of rates.

Committees in Supply Chain Management

- 1. BSC**–Bid Specification Committee
- 2. BAC**- Bid Adjudication Committee
- 3. BEC**- Bid Evaluation Committee

STRATEGIC DEPARTMENTAL STRATEGIC DEPARTMENTAL CHALLENGES

Challenges	Interventions
SCM Inadequate costing and specifications of budgeted projects resulting in delayed SCM processes* Non adherence to SCM procedures and project procurement plan timeframes Overregulation of SCM processes by National Treasury and government that delays appointment of service providers Difficulty in identify related party transaction in SCM procurement transaction Under/ over pricing by service providers which	SCM 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. Perform market related or benchmark with other service Providers.
Expenditure Increased personnel requirements in Salaries Expenditure Funding	Expenditure Bridge the gap between DM and subordinates
Income Unable to collect >90% of billings	Income Revenue enhancement strategies in place with further more strategies being developed
Budget & Reporting	Budget & Reporting

Outstanding mSCOA issues on monthly reporting

mSCOA committees to meet regularly in order to address any challenges
Timeously interaction with Munsoft to address an

224

AUDIT OPINIONS FOR THE PAST 5 YEARS

Financial year	AG opinion
2014/15	Disclaimer audit opinion
2015/16	Disclaimer audit opinion
2016/17	Disclaimer audit opinion
2017/18	Disclaimer audit opinion
2018/19	Qualified audit opinion
2019/20	Qualified audit opinion

MATTERS RAISED BY THE AUDITOR GENERAL

211

Property, Plant and Equipment	SP to be appointed service provider to reconstruct the assets register and recalculate depreciation, interim financial statements to be prepared and submitted to
Revenue (Revenue from exchange transactions & Revenue from non-exchange transactions) & Consumer Debtors	Revenue from exchanged transactions & consumer debtors to be reconciled to the billings and disclosed correctly on the 2019/20 AFS. Revenue from non-exchange transactions: Implementation of the newly developed valuation roll.
	Reconciling all grant income to the DORA (Division e
Employee benefit obligations & Provisions	SP to be appointed actuaries for the valuation of the landfill site provision and employee benefits obligations.
Payables from exchange transactions	All payable from exchange transactions to be reconciled to supplier statements and recorded on the financial system for adequate audit trail
Value added tax (VAT) receivables	SP to be appointed to assist with the preparation and submission of monthly vat returns
UIFW (Fruitless and wasteful expenditure, Irregular expenditure and Unauthorized expenditure	All UIFW expenditure as disclosed in the AFS and annual report, and audited by AG has been referred to MPAC for investigation and recommendation to Council for either write-off or recovery. Matters with an element of financial misconduct will be referred to the Financial Misconduct Disciplinary Board for further investigation and

recommendation. The process is envisaged to be

Contingencies and commitments	<p>Contingencies – Confirmations for all litigations to be sought by the municipality through the attorneys in order to account and disclose all contingent liabilities</p> <p>Commitments – all commitments as per agreements entered into by TLM are being monitored and</p>
Operating expenditure	<p>Internal controls are being adhered to in order to align expenditure to an approved budget.</p> <p>Bulk purchases for electricity and water are reconciled to the supplier statements</p> <p>S71 reports are submitted timeously to Mayor and Treasury</p> <p>S72 & 52 reports to finance portfolio committee, Exco and</p>
Cash and cash equivalents & Cash flow	<p>Accurate and complete underlying accounting records are being kept on the financial system for audit trail for the purpose of reporting and disclosing correct amounts as per bank</p> <p>Statements and cash book.</p> <p>Bank reconciliations currently being prepared and reviewed by the delegated officials in order to monitor</p>

KEY ELEMENTS OF THE ACTION PLAN AND ANTICIPATED RESULTS

KEY ELEMENT	ANTICIPATED RESULTS
UIFW be investigated as prescribed in the MFMA.	Financial misconduct be identified and consequence management enforced.
Adequate and effective review of AFS before submission to the AG.	Submission of credible Annual Financial Statement AG, Treasury and COGTA.
Bank reconciliation, debtors reconciliation & creditors reconciliation be performed monthly.	Identification of irregularities and subsequent investigations.
Assets register updated regularly and physical verification conducted on a quarterly basis.	Credible assets register and safeguarding of municipal assets.
Procurement of electronic records management system and conduct training to officials	To improve the municipal record management system.
Ensure that service provider and municipal official works closely and also ensure there is transfer of skills.	Capacitate the skills of municipal officials. Annual Financial Statement will be done in house in the near future.

Indigent Support: The municipality will be providing free basic services as indicated in the table below:

Service	Free Basic Package per indigent household
Water	6kl
Electricity	50kwh
Sanitation	100% free
Refuse	100% free
Property Rates	100% free

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Service Norms and Standards (Good Governance and Community Participation)

100% community participation

mSCOA

ØMscoa is an acronym for Chart of Accounts which is a National reform that has been promulgated by Gazette no.37577 dated 22 April 2014 called the Standard Chart of Accounts for Local Government Regulation,2014. The“m”in the acronym distinguishes between a Municipal Standard Chart of Accounts and a Provincial/ National Standard Chart of Accounts.

ØThe introduction of mSCOA for municipalities will inter alia:

- ®Ai d transparency, accountability and overall governance in the daily, monthly and yearly activitiesof municipalities.
- ®Ai d the standardized of 278 different municipal charts of accounts.

®Im p r o v e the quality of municipal informationthat is compromised i.e it will introduce a uniform classification of revenue and expenditure items.

®En h a n c e monitoring and oversight by Council, DCOG, Treasuresand legislatures.

®Co m p a r a b i l i t y of information across municipalities. i.e benchmarking.

ØMunicipalities need to implement mSCOA by 1 July2017 in order to comply with Government Gazette.

GOVERNANCE AND ADMINISTRATION

►►TLM Constitutes of 23 Councillors

DA	EFF	TRA	FF+	ANC	TFSD	TOTAL
4	2	3	2	11	1	23

- All senior managers appointed except for Director Technical Services, Corporate and Chief Financial Officer
- corporate calendar which include meetings schedule for council and council committees was approved by council and adhered to.
- Council sitting meets quarterly and Special Council meetings as and when necessary
- Oversight structures established (i.e. MPAC, Audit Committee, Financial Misconduct Disciplinary Board) ▪Local Labour Forum established and functional
- In terms of anti-Corruption - The Municipality is currently utilizing Presidential and Premiers Hotlines. All complaints are then directed to the Municipality for further investigation. A weekly report and progress report is then forwarded to Office of the Premier for consideration.

OVERSIGHT STRUCTURES	FUNCTIONALITY
Audit Committee	Established and fully functional. Report quarterly to council
Financial Misconduct Board	Established but not yet functional. Provincial Treasury to facilitate workshop to members of the board
Municipal Public Accounts Committee	MPAC established. In process to appoint MPAC researcher after the then incumbent resigned
Council	Council is stable and fully functional

DEPARTMENTAL FUNCTION

UNIT	LEGISLATION	OUTCOME
IDP	<ul style="list-style-type: none"> Section 129 of the MFMA Chapter 5, 6 and 2001 regulations of 	<p>Outcome 9 : Responsive, accountable, effective and efficient Local Government System</p> <p>Output 1: Differentiated approach to municipal financing,</p>
PMS	<ul style="list-style-type: none"> Chapter 6 of the Municipal Systems Act, 2000 (Act no. 32 of 2000) MSA and regulations as amended MFMA 52 (d) MFMA, Section 129& 	<p>Outcome 9: Responsive, accountable, effective and efficient Local Government System</p> <p>Output 6: Administrative and financial capabilities of municipalities enhanced</p>
INTERNAL AUDIT & RISK	<ul style="list-style-type: none"> MFMA section 62 Municipal Structures Act Municipal System Act MFMA section 165 	<p>Outcome 9: Responsive, accountable, effective and efficient Local Government System</p> <p>Output 5: Democracy through refined ward committee model deepened</p> <p>Outcome 12: An efficient, effective and development</p>
COMMUNICATION	<ul style="list-style-type: none"> PROMOTIONS OF ACCESS TO INFORMATION ACT, 2000 (ACT OF 2000) 	<p>Outcome 9: Responsive, accountable, efficient effective and Local Government System</p>

POLITICAL WING	<ul style="list-style-type: none"> • MFMA • Municipal Structures Act • Municipal System Act • Ward Committee Handbook • Section 73 of the Local Government: Municipal Structures Act. • Constitution of South Africa, Sec 2 	Outcome 9: Responsive, accountable, effective and efficient Local Government System Output 5: Democracy through refined ward committee model deepened
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Political Wing

Ø 10 out of 12 ward committees established

Ø As per the Organogram of 2015/16 and 2016/17 to date there exist 10 positions for the political wing however 2 positions remain unoccupied for +-two years

INTERGOVERNMENTAL RELATION

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 fosters 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.

The municipality has delegated officials and Councillors to the following 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

FORUM	FRQUENCY	RESPONSIBILITY
Municipal Managers Forum	Quarterly	Municipal Manager
Mayor's Forum	Quarterly	Mayor
CFO's Forum	Quarterly	Chief Financial Officer
IDP Manager's Forum	Quarterly	Manager IDP
Internal Auditor's Forum	Quarterly	Chief Internal Auditor
SALGA Working Groups	Quarterly	Manager and portfolio councillor specific to working group

Provincial Planning Forum	Quarterly	Manager Planning and Economic Development
Premiers IGR Forum	Bi-monthly	Mayor and Municipal Manager
Provincial Service Complaints Forum	Monthly	Manager Communications and Municipal Manager
Provincial Integrated Development Forum	Quarterly	Manager IDP and Municipal Manager
Monitoring and Evaluation Forum	Monthly	Manager PMS and Municipal Manager

MUNICIPAL STRUCTURES IN MATTERS O GOVERNANCE

KPA'S	Thabazimbi Municipal Structures that involve members of Communities in matters of governance
Transformation and Organizational Development	MAPC, Audit committee, Local Labour Forum
Basic services	Energy forum, Sport & recreation council, Thabazimbi Environmental forum
Local Economic Development	LED Forum, Business forum
Financial Viability	Risk & IDP/Budget steering committee(officials and councillors),IDP/Budget Rep
Good Governance and Public participation	IDP Representative forum, Mayor's intergovernmental forum

Received support from:

- Department of Water and Sanitation assisted with 20 jojo tanks with 10 000 litres capacity Northam Platinum Mine assisted with 3 jojo tanks
- Siyanda Bakgatla Mine assisted with 2 jojo tanks
- Anglo American Amandelbult Platinum Mine donated 180 food parcels
- Godisang Thabazimbi Community Trust donated 235 food parcels.

Impact: As most of the people are living below poverty line, the support assisted in poverty relief and human dignity, joblessness, unemployment and socio-economic issues as larger percent of people are affected.

Commendable intervention or initiative carried out in responding to COVID-19

- Food parcels and food bank
- Jojo tanks, Water trucks, Homeless shelter
- Awareness in distributing COVID-19 materials and sharing of information

Availability and functionality of Municipal Public Accounts Committee (MPAC)

Municipal Council is functional and meetings held quarterly.

Roles and responsibilities

-Municipal council must meet at least quarterly. Municipal council must annually review the needs of the

community: Its priorities to meet those needs; Its processes for involving the community

EXCO

Municipal EXCO is functional and meetings held on monthly basis.

Roles and responsibilities

- To identify the needs of the Municipality
- To review and evaluate those needs in order of priority
- Recommend to the municipal council strategies, programmes and services to address priority needs through integrated development plan and estimates of revenue and expenditure, taking in to account any applicable national and provincial development plans
- evaluate progress against the key performance indicators
- Review the performance of the municipality in order to improve:-
- The economy, efficiency and effectiveness of the municipality
- The efficiency of credit control and revenue and debt collection service and the implementation of the municipality's bylaws

AUDIT COMMITTEE AND RISK MANAGEMENT COMMITTEE

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

Sebola TW

Mogotsi IS

Mothelesi MV

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

Municipality established a Financial Misconduct Disciplinary Board. The Board members were appointed on the 27 June 2019 for a period of 3 years 3 ending 27 June 2022. The Board is constituted as follows:

Sebola TW (Audit committee member)

Manong MD (Head of Internal Audit)

Sibiya T (Head of Legal)

Nel D (Community representative)

Ngoepe NA (Provincial Treasury representative)

RISK MANAGEMENT FUNCTIONALITY

Chairperson Risk Management: Mogotsi IS

Appointment date: 01 July 2021 to 30 June 2024

- Approved Risk management Policies
- 4 quaterly meeting Annually

Membership of the Risk Management Committee will comprise of the following:

- Chairperson of the RMC.
- Accounting Officer
- Chief Financial Officer
- Director: Community Development
- Director: Corporate Support services
- Director: Planning and Economic Development
- Director: Infrastructure and Technical services

Standing invitees to the Committee shall be the Chief Internal auditor, the Risk Officer, Manager: Performance Management as well all the risk champions of each Directorates.

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

- 10 Top Strategic Risk

Link to objective	Risk category	Risk description
Ensure that there are functional & accountable governance and management structures.	Inherent Risk	<ul style="list-style-type: none"> • Improper functioning of council committee and management committee • High vacancies rate in senior management positions • Improper transitioning to newly elected council
Strengthen public engagement	Inherence Risk	<ul style="list-style-type: none"> • Limitation on community participation and public consultation • Lack of understanding municipal powers and functions by the community
To ensure restoration of effective financial management, viability and accountability	Inherence Risk	<ul style="list-style-type: none"> • Irregular expenditure and fruitless & wasteful expenditure. • Non-conformance to regulations relating to emergency procuremence in response to national state of disaster.

	Inherence Risk	Inability to grow revenue
To ensure quality services to community by improving current	Inherence Risk	Inadequate Municipal infrastructure
infrastructure to sustainable levels		
		Conditional grants might be forfeited due to non-monitoring of performance.
Ensure sustainable spatial development	Inherence Risk	<input type="checkbox"/> Lack/scarcity of land for development. Undesirable settlement growth patterns
Create conducive environment for sustainable local economic development	Inherence Risk	<input type="checkbox"/> Lack of diversification on other economic sectors Lack of buy-in (support) from key stakeholders (Mining, Farmers, owners of the Tourism establishments as well as business community, local community members). Unconducive environment to support viable local economic growth and development

Promote environmental management system.	Inherence Risk	Environmental and air Pollution
To achieve a well transformed and Integrated Organization.	Inherence Risk	Low staff moral
		Non-alignment of strategic documents
		Business continuity (Disaster Management)
To ensure efficient administrative Support services	Inherence Risk	ICT Infrastructure that does not support the strategy and Insufficient ICT resources

AUDIT OUTCOMES

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Disclaimer	Disclaimer	Disclaimer	Disclaimer	Disclaimer	Qualified

FUNCTIONALITY OF MUNICIPAL COUNCIL AND COMMITTEES

PORTFOLIO	PORTFOLIO	PORTFOLIO
† Community Services	Infrastructure and Planning & Economic Development	Finance and Institutional Development and Transformation

MPAC

It is functional and Researcher appointed,

FUNCTIONALITY OF WARD COMMITTEES

10 out of 12 Ward Committees established and functional.

FUNCTIONALITY OF COMMUNITY DEVELOPMENT WORKERS (CDWs)

9 CDWs appointed and seconded and 3 vacancies in Wards 5, 8, 12

2 resigned in Wards 3 & 11

MUNICIPAL STRUCTURES IN MATTERS OF GOVERNANCE

f KPA'S Transformation and	Thabazimbi Municipal Structures that involve members of Communities in matter so MAPC, Audit committee, Local Labour Forum
Basic services	Energy forum, Sport& recreation council, Thabazimbi Environmental forum
Local Economic Development	LED Forum, Business forum
Financial Viability	Risk&IDP/Budgetsteeringcommittee(officialsandcouncillors),IDP/BudgetRep Forum
Good	IDP Representative forum, Mayor's inter-governmental forum

COMMUNICATIONS UNIT

BACKGROUND

Good Communication is the foundation and essence of any relationship. The relationship between the Municipalities and its community serves as the foundation for sustainable development, where constant creative engagement precedes any action, and rapport is established and maintained.

If we want our community to trust and believe in the Municipality, we need constant and effective communication. We need to communicate proactively and not only reactively.

With the breakdown of communication or irregular communication, distrust, doubt and suspension set in. If we as a Municipality do not communicate the relevant issues and provide the community with accurate and correct information, they will listen to anything and anybody.

It is therefore essential that communication should be a combined effort of senior management and councillors and not just an isolated few within the Municipality.

The Municipality therefore requires a clear and relevant communication strategy to obtain buy-in of the senior management and politicians.

COMMUNICATIONS ROLES AND RESPONSIBILITIES

The Communications roles and responsibilities constitutes Communication Policy that TLM should comply with in order to ensure effective and efficient communication towards its communities.

MAYOR

The Mayor is the Chief Communicator (Spokesperson) for the municipality. She can delegate the responsibility to the Municipal Manager whenever required. The Mayor together with the Municipal Manager and Head of Communications will be responsible for defining the annual communication priorities, objectives and requirements. This is done in consultation with relevant stakeholders (EXCO and Senior Managers)

MUNICIPAL MANAGER

The Municipal Manager is the Spokesperson of the Municipality on strategic and operational issues. He can delegate the responsibilities to the Head of Departments or Head of Communications. The MM ensures integration of communications function with the municipality's decision- making process and the integration of strategic communication planning in the overall planning of the municipality.

Manager Communications/Head of Communications

Manager/Head of Communications serves as the Municipal Spokesperson on Communications issues. He is responsible for coordinating all communication activities including procurement of communications products and services. He ensures that communication policy and procedures are communicated to staff and adhered to.

He provides communication advice and counsel to the Mayor and MM.

He is responsible for co-ordinating Media conferences/breakfasts, issuing of press media and press statements and handling of media queries and enquiries.

ORGANOGRAM

There is only the manager only with two positions of communication officer and Multi- media officer vacant

SWOT ANALYSIS

Strength	Weakness	Opportunities	Threats (External)
Municipality has Communications Unit.	Shortage of staff in Communication (only Manager Communications)	Good governance and management of municipality may attract investment	Poor communication can lead to community protest.
Functional website, internet, intranet and social media platforms.	Inadequate budget to run Communication Unit effectively.	Effective ward committees will close communication gaps as they are messengers to our communities	Service delivery protest
Draft Communication strategy in place and due for review.	Lack of branding and marketing material to market the municipality properly.		

CHALLENGES

- Shortage of staff within the unit.
- 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.

RECOMMENDATIONS

- That budget be allocated to run communication effectively.
- Shortage of staff be addressed.
- Branding and marketing materials be made available to market and to maintain the image of the municipality.

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • .Public Participation and Communication Strategy in place • .HIV/AIDS Technical Committee established • .HIV/AIDS Council established • .Disability Forum established • .Traditional Healers 	<ul style="list-style-type: none"> • . Ward Operational Plans not fully implemented • .Fora for Children, Youth, Men, Women and Older Persons, Local Drugs Action Committee among others not yet established. • .Two ward 	<ul style="list-style-type: none"> • . Finalisation of Job evaluation to optimize performance • .Relative political stability i.e no reported protests and service delivery marches • .Continuous interaction with 	<ul style="list-style-type: none"> • .Not having launched ward committees in ward 5 and ward 11 • .No community feedback meetings • .Lack of tools of trade i.e a laptops • .Divergent

<p>facilities for the launching of the two remaining wards i.e Ward 5 and Ward 11</p> <ul style="list-style-type: none"> • .Preparations are underway for the launching of Local Drugs Action Committee, Youth Forum and Sports Confederation before the end of the second quarter of 2019/2020 • 	<p>CDWs not complementing each other</p> <ul style="list-style-type: none"> • .Inadequate tools of trade such as Laptop and Public Participation vehicle. • .Unconcluded Job evaluation process which once finalised will go a great deal in reconfiguring the organisational structure to improve and optimize performance • 	<ul style="list-style-type: none"> • .Preparations underway for the launching of Youth Forum, Sports Confederation, Older Persons Forum, Local Drugs Action Committee before the end of the second quarter of 2019/2020. • 	<ul style="list-style-type: none"> • implemented
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3.6 KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT ANALYSIS

The Minister of COGTA promulgated the Local Government: Municipal Staff Regulations – GNR 890 as published in GG No. 45181 of 20 September 2020 of which come to effect in July 2022. The objectives of the Regulations are to:

- Create a career local public administration that is fair, efficient, effective and transparent;
- Create a development oriented local public administration governed by good human resource management and career development practices;
- Ensure an accountable local public administration that is responsive to the needs of local communities;
- Ensure that high standards of professional ethics are fostered within local government;
- Strengthen the capacity of municipalities to perform their functions through recruitment and appointment of suitably qualified and competent persons; and
- Establish a coherent HR governance regime that will ensure adequate checks and balances, including enforcement of compliance with the legislation.

STAFF ESTABLISHMENT

							MM	BTO	PED	COM	COR	TEC	PED	
Total filled positions	19							60			32	106	14	103
Total vacant positions		10	35	10	24	12	50							
Total number of Positions	29	95	24	127	44	156								
							250							

JOB EVALUATION

SALGA and organised labour are party to a procedural agreement setting out the structures, processes and rules to deal with the implementation of the TASK Job Evaluation System in the local Government.

The Agreement makes provision for the formation of District Job Evaluation Units (DJEU) which comprise of officials from all municipalities within a district. The DJEU is chaired by official from the district. The DJEU is responsible for the verification of job descriptions and evaluation of jobs on the approved structured of the municipality.

Evaluated jobs are presented to the Provincial Audit Committee (PAC) which is responsible for the audit and moderation of evaluated jobs. The PAC would either approve jobs that meet the set requirements or return the job for rectification and re- evaluation.

Once the PAC has audited and moderated all the positions on the approved structure, it issues a Final Outcomes Report; which would enable the municipality to implement the results.

NO. OF JOBS UPLOADED	NO OF JOBS EVALUATED	OUTSTANDING JOB TO BE EVALUATED	STATUS
248	241	7	<ul style="list-style-type: none"> 7 Outstanding jobs to be submitted to Waterberg District Job Evaluation. Evaluated jobs to be submitted to
		251	Limpopo Provincial Audit Committee for audit and moderation

The proposed positions that were regarded as critical to be filled in the the new financial year are:

MM Office

1. Senior IDP Officer
2. Multimedia Officer

Planning and Economic Development

1. LED Specialist
2. Land Development Inspector

Corporate Services

1. Labour Relations Officer was indicated as the most critical in Corporate though it is already on the structure.
2. Vacant position of Admin Assistant: Council Support was renamed to Admin Assistant: Council Committees.
3. ICT

Technical Services and Community Services (totals include positions GW

positions on the current structure) positions to be shared amongst the two departments.

1. General Workers x 15 (Northam)
2. General Workers x 15 (Thabazimbi)
3. General Workers x5 (Leeupoort)
4. General Workers x 5 (Rooiberg)

Political Office bearers

252

Any position that is deemed necessary to ensure functionality and safety of political office bearers.

ALIGNMENT OF ORGANOGRAM AND POWERS AND FUNCTIONS

DEPARTMENT	SUB- FUNCTION	POWERS&FUNCTIONS
TechnicalServices	<ul style="list-style-type: none"> · · Water and Sanitation Services · Service Delivery · Electricity and Workshop 	<ul style="list-style-type: none"> · Electricity Reticulation · Storm Water · Water (Potable · Sanitation · Bulk supply of Electricity · BulkWater Supply · Bulk sewage purification and main sewage disposal · Municipal roads ·
CommunityServices	<ul style="list-style-type: none"> · · CommunityServices · ProtectionServices · SolidWaste 	<ul style="list-style-type: none"> · · Control of public nuisance · Control of undertaking that sell liquor to the public · · Noise Pollution · · Traffic and Parking · Cemeteries and Crematoria · Fire-Fighting Services

Budget & Treasury	<ul style="list-style-type: none"> · Budget and Reporting · Income · Expenditure · Supply Chain and Asset Management 	<ul style="list-style-type: none"> · The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation
Corporate Support & Shared Services	<ul style="list-style-type: none"> · Human Resource · Fleet Management · Information Technology · Administration and Council Support · Legal Services 	<ul style="list-style-type: none"> · By-Laws · Building the capacity of local municipalities in its area to perform their functions and exercise the irpowers where such capacity is lacking.
Planning and Economic Development	<ul style="list-style-type: none"> · Building Control and human settlements coordination · Town Planning and GIS · Local Economic Development 	<ul style="list-style-type: none"> □ Building Regulations □ Coordination of Local Economic Development (Outdoor advertising, Business registration and regulation, street trading regulation and management, poverty alleviation programmes, SMME development □ Spatial Planning and land use management

EMPLOYMENT EQUITY

Workforce Profile

Please report the total number of **employees** (including employees with disabilities) in each of the following **occupational levels**: Note:
A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	3	0	0	0	2	0	0	0	0	0	5
Professionally qualified and experienced specialists and midmanagement	69	0	0	4	7	0	0	8	1	0	155
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	36	0	0	1	3 2	0	0	0	0	0	39
Semi-skilled and discretionary	64	0	0	0	1	0	0		0	0	74
Unskilled and defined decision making	73	0	0	0	1	0	0		0	0	92
<i>TOTAL PERMANENT</i>	246	0	0	5	9 10	0	0	8	1	0	366
Temporary employees	366	0	0	0	6 57	0	0	0	0	0	941
GRAND TOTAL	612	0	0	5	68	0	0	8	1	0	1307

EMPLOYMENT EQUITY CHALLENGES

§□ Thabazimbi Municipality would like to employ people with disabilities but presently it's a great challenge due to: (i). Design of our office to accommodate wheel chairs and scatted operational buildings.

§□ The Municipality is hiring buildings and proposals are in progress to build our own civic centre. Furthermore the management team with all recognized

Unions will filter positions in the new financial year for disabled, challenge is attracting the following:

Indians (Both male and female)

Colored (Both male and female)

§□ We are having challenge with reference to Demographics and a Retention Strategy to attract and be able to afford the following race groups.

§□ THE third challenge is Housing Facilities for people from far. Accommodation in Thabazimbi it's very expensive.

HUMAN RESOURCE DEVELOPMENT SKILLS DEVELOPMENT PROGRAMME

The responsibility of this unit is to ensure that the workforce are well equipped with necessary skills and be able to enhance the service delivery.
The table below indicates how the Skills Development Programme is currently implemented in the Municipality (training courses in 2022 and 2023)

List of the Training Intervention

Learning Intervention	Funder	Cost	Period	Type of Intervention	Status
LED	SALGA	-	7Months	National Certificate (NQF L5)	In Progress
MFMP	Mandatory	R 189 000.00	9Months	NQF 6	Process in pending Procurement(Purchase Order)
	Nationadl Treasury	R133 500.00	9Months	NQF 6	Process in pending Procurement(Purchase Order)

Pothole Patching Training	Mandatory	R63 250.00	1Week	Skills Programme	Process in pending Procurement(Purchase Order)
Road Marking Training	Mandatory	R40 250.00	1week	Skills Programme	Process in pending Procurement(Purchase Order)
Waterberg Capacity Development Programme II	Waterberg District	-	4 Months.	Skills Programme	Awaiting the district confirmation.

List of HR policies

1. Leave Policy
2. Overtime Policy
3. Cellphone Policy
4. Acting Allowance Policy
5. Dresss Code Policy
6. EAP Policy

7. Sexual Harassment Policy
8. Standby Policy
9. Experiential Learning Policy
10. Subsistence and Travelling Policy
11. Employment Practice Policy
12. Attendance and Punctuality Policy

ICT SERVICES

2. UNIT OVERVIEW

Information, Communication & Technology services in the Municipality is a strategic resource which has both a critical and catalyst function for enabling service delivery to Thabazimbi residents.

ICT is a very strategic resource.

ICT is key in helping the Municipality to meet its constitutional obligations.

ICT enables the achievement of these obligations by deploying relevant information technology solutions.

3. STATUS QUO

ICT Unit is currently operationally and Strategically function in a cautious manner , whereby ICT Infrastructure is at high risk in hardware, software, data loss, also lead the municipality being held accountable and face legal actions against Software licensing.

2. MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS

<p>STRENGTHS</p> <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 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Aging Infrastructure • Lack of training of ICT personnel • Funding model for IT • Non compliance with strategic Planning • Lack of SLA Management
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • SLA management compliance • Centralised ICT operations • Cost-cutting measure scale of ICT integrated system. 	<p>THREATS</p> <ul style="list-style-type: none"> • No centralised budget for ICT projects • Reduced service delivery • Dependency on service provider services

5. SECTOR PLANS

NO	PLAN/STRATEGY/POLICY	AVAILABLE/NOT AVAILABLE	STATUS
1	Security controls policy	available	In review process
2	Operating system policy	available	In review process
3	User Access Management policy	available	In review process
4	Service Level Management policy	available	In review process
5	Municipal Corporate Governance Policy	available	In review process
6	ICT Disaster Recovery Plan	available	Outdated need Redevelopment
7	ICT Master System Plan	available	Outdated need Redevelopment

ICT CHALLENGES

- ICT Unit is currently operationally and strategically function in a cautious manner.
- ICT Infrastructure is at high risk in hardware, software, data loss.
- Municipality facing legal actions by Microsoft
- Only three positions filled (DH, ICT, Officer & Technician)
- Ageing and outdated ICT infrastructure

CONTRACTS AND LEGAL SERVICES

To enable municipal employees to keep informed of updated legal information, legal publication is required **BY**
- LAWS

BY-LAWS READY FOR PROMULGATION	BY-LAWS READY FOR PROMULGATION
Dogs By-Law	Ward Committee By-Law
Keeping Of Animals By-Law	Informal Settlement By-Law
Prevention Of Nuisance By-Law	Emergency Services By-Law
Public Amenities By-Law	Public Health By-Law
Hostels By-Law	Parks For Caravans And Mobile Homes By-Law
Advertising By-Law	
Regulation Of Buildings By-Law	
Electricity By-Law	

Public Roads By-Law	
Library By-Law	
Encroachment On Property By-Law	
Child Care Services By-Law And	
Cultural And Recreation By-Law	
Property Rates By-Law	

Tuck Shop By-Laws	
Debt Collection By-Law	

MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS

STRENGTH	WEAKNESSESS	OPPORTUNITIES	THREATS
Improved leave management systems and processes.	Lack of training	Improved staff morale	Non availability of funds for programmes
Approved Human Resources Policies	Non-compliance with policies and legislation	Alignment of policies to legislation	Non-compliance with policies
A functional EAP referral and informative services.	Lack of capacity in EAP to conduct counselling of employees	Employee Counselling Services	Lack of privacy and confidentiality in EAP
		Resistance to organisational	
		change	
Provision of Protective Clothing	Buildings not accommodative for	Improved organisational culture	
Established Employment Equity	Policy and legislative	Safe working environment	

	Retention of qualified staff	Recruitment of highly skilled	
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3. SECTOR PLANS

NO.	PLAN/STRATEGY/POLICY	AVAILABLE/NOT AVAILABLE	STATUS
1.	Workplace Skills Plan	2019/2020 submitted to LGSETA	To be reviewed
2	Employment Practice Policy	Approved	To be reviewed
3	Employment Equity Plan	Draft Plan Available	To be reviewed
4	Succession Planning Policy	Not available	To be developed
5			

4. MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT IDENTIFIED CHALLENGES/ ISSUES

PRIORITY	CHALLENGES/ISSUES
Council Support	<input type="checkbox"/> Records Department do not have sufficient storage <input type="checkbox"/> Outdated system of record <input type="checkbox"/> No updated comments received from Head of Departments on implementation of council resolution
Legal	<ul style="list-style-type: none"> Financial constraint

	<ul style="list-style-type: none"> • Capacity • Monitoring of performance of service providers
ITC	<p>ICT Unit is currently operationally and Strategically function in a cautious manner.</p> <ul style="list-style-type: none"> • • ICT Infrastructure is at high risk in hardware, software, data loss. • Municipality facing legal actions by Microsoft due to not paying licensing fees • Licencing Audit to determine the current unlicensed software • Only three positions filled (DH, ICT, Officer & Technician) • Ageing and outdated ICT Network infrastructure
HR	<ul style="list-style-type: none"> <input type="checkbox"/> Lack of compliance with HR policies by divisions. <input type="checkbox"/> Longer turnaround times due to shortage of staff and training. <input type="checkbox"/> Lack of leave and attendance monitoring at divisions. <input type="checkbox"/> No COIDA Letter of Good Standing due to non-payment of fees. <input type="checkbox"/> No capacity to render in-house professional EAP counselling service
ODT	<ul style="list-style-type: none"> • Training not centralised • Implementation of training needs in accordance with the WSP • No induction and/or capacity building • None submission of Job Descriptions for newly created positions

CHAPTER 4: CROSS CUTTING ISSUES

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	High
Floods	High
Road Accidents involving HASMAT	High
Landslide	Low
Droughts	High
Storms	Moderate

Fire and Rescue Services and Disaster and Risk Management Challenges²⁶⁶

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

Fire and Rescue Services and Disaster and Risk Management Challenges action plan

FIRE SERVICES	
CHALLENGES	PLAN
Serious staff shortage throughout the district To have minimum of 25 Fire personnel per each local municipality by 2019/20 financial year to address minimum staffing level as required by National Fire Codes, To make budget provision for new posts to address the problem.	Serious staff shortage throughout the district To have minimum of 25 Fire personnel per each local municipality by 2019/20 financial year to address minimum staffing level as required by National Fire Codes, To make budget provision for new posts to address the problem.

CHAPTER 5: PRIORITIZATION

5.1 MUNICIPAL PRIORITIES

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

5.2 NATIONAL PRIORITIESMEDIUM TERM STRATEGIC FRAMEWORK (MTSF) 2019 - 2024

PRIORITY	NUMBER
Transformation of economy and job creation	1
Education, skills and health	2
Reliable and quality basic services	3
Spatial integration, human settlements and local government	4
Social cohesion and safe communities	5
Capable, ethical and development state	6
A better Africa and World	7

CHAPTER 6: STRATEGY PHASE

6.1 MUNICIPAL STRATEGIC OBJECTIVES

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STRATEGIC OBJECTIVE

Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures.
	Strengthen public engagement
Spatial Development and LED	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

Municipal Transformation and Organisational Development

To achieve a well transformed and Integrated Organisation.

To ensure efficient administrative support services.

6.2 OPERATIONAL OBJECTIVES AND STRATEGIES

PRIORITY NO	PRIORITY	STRATEGIC OBJECTIVES	STRATEGIES
1	Local Economic Development	To create conducive environment for sustainable local economic development	<ul style="list-style-type: none"> • Review and implement LED Strategy • Develop and maintain infrastructure in areas with economic development potentials. • Identify and support LED initiatives e.g Tourism, Agriculture etc. • Develop Marketing and Tourism Strategies • Encourage participation in the sustainable livelihood approach.
2	Water, Sanitation,	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system	<ul style="list-style-type: none"> • Upgrade water network and reticulation • Construction of VIP toilets in informal settlement • Implement and monitor WSDP • Reduce illegal connections
2	Electricity,	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system	<ul style="list-style-type: none"> • Engage Eskom and other role players in the provision of services • Ensure provision of electricity infrastrucure • Upgrade of bulk electricity supply • Ensure installation of high mast lights in areas of concerns • Install electricity in backlog areas • Construction of substations where required • Pre-engineering overhead lines in areas like Smashblock • Installation of electricity pre-paid meters • Detailed and accurate customer billing information • Improve network reliability and sustainability

2	Roads and Stormwater	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system	<ul style="list-style-type: none"> • Develop and implement stormwater management plan • Provide adequate stormwater drainage within Thabazimbi local municipality • Improve the condition of the municipal controlled roads and ensure upgrading
3	Land for development	To ensure sustainable spatial development.	<ul style="list-style-type: none"> □ Implement and monitor SDF, LUMS and SPLUMA □ Identify strategically located land within the municipality in line with the principle of National Spatial Development Perspectives and the SDF □ Engage other spheres of government and private sector in land acquisition □ Land audit
4	Financial Viability	To ensure restoration of effective financial management, viability and accountability	<ul style="list-style-type: none"> □ Manage and use the public funds in an efficient and accountable manner □ Awareness campaign for revenue enhancement □ Strict implementation of credit control and debt collection policy & by-laws □ Develop appropriate partnership agreements
	Institutional Development and	<p>To achieve a well transformed and Integrated Organisation.</p> <p>To ensure efficient administrative support services.</p>	<ul style="list-style-type: none"> □ Review organogram □ Develop and implement Information Management System and Technology Strategy □ Capacity building

5	Waste Management and Environment	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system	<input type="checkbox"/> Implement Integrated Waste Management Plan <input type="checkbox"/> Develop and implement Environmental Management Plan <input type="checkbox"/> Upgrade cemeteries <input type="checkbox"/> Construction of transfer stations <input type="checkbox"/> Identification of land for dumping site to minimize littering <input type="checkbox"/> Awareness campaign on illegal dumping
6	Community participation and Communication	Ensure that there are functional and accountable governance and management structures.	<input type="checkbox"/> To improve and maintain official notices etc..
		Strengthen public engagement	<input type="checkbox"/> Inform community about service delivery <input type="checkbox"/> Collaboration with all stakeholders <input type="checkbox"/>
7	Sports, Arts and Culture	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system	<input type="checkbox"/> Improve/ upgrade and maintain the existing sports, recreational and other community facilities. <input type="checkbox"/> Seek funds in order to develop sporting and recreational facilities <input type="checkbox"/> Ensure co-operation between the municipality and federations <input type="checkbox"/>
8	Disaster Management	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management system	
9	Transport and Community Safety		<input type="checkbox"/>

6.3 STRATEGIC ALIGNMENT

THABAZIMBI STRATEGIC OBJECTIVES	WATERBERG	LDP	MTSF	NDP
<p>To ensure sustainable spatial development</p> <p>To create a conducive environment for sustainable local economic development</p>	Resource manage infrastructure and services for access and mobility	<p>Give specific attention and allocate sufficient resources to the high- priority challenges of:</p> <ul style="list-style-type: none"> • Regional Co-operation • Sustainable Development and Climate Change • Black Economic Empowerment • The Informal Economy 	Ensure sustainable resource management and use building of a developmental state including improving of public services and strengthening democratic institutions	<p>Transition to a low Carbon economy.</p> <p>Spatial settlement planning.</p> <p>South Africa in the region and the world</p>

6.4 STRATEGIC PLANNING ACTION PLAN

KPA1: SPATIAL RATIONALE

1. PLANNING AND ECONOMIC

DEVELOPMENTLand and integrated human settlements

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
Scarcity of welllocated land for integrated human settlements		Liaise with HDA and CoGHSTA in the identification of strategic land	Strategic land acquired	PED
<ul style="list-style-type: none"> Perpetuation of urban sprawl resulting in Spatially fragmented 	Appointment of Service Provider to review the SDF	Redefine the Municipal Urban edge Review of SDF	Spatial Transformation Plans, Implementation of SDF	PED

Excessive land invasions		Develop/review informal settlements by-law	<ul style="list-style-type: none"> • Implement and enforce the bylaw • Strategic serviced land acquired • Implementation of Priority 	PED
No data on land	Develop ToR	Land Audit Report		PED
Unauthorised development	Community awareness campaigns	Develop/review the Building Control by-law	Well planned settlement patterns	PED
lack of spatially referenced data(GIS)	Appointment of a GIS Specialist	Establish a well-equipped office	Implementation of GIS	PED

KPA 2.BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

WATER

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
Ageing Infrastructure	WSIG projects implemented during 2021/22 till 2023/24 financial year that will address aged infrastructure			Technical Services

Water Quality	Finalization of the contract with Magalies Water to include water quality monitoring		A project will be implemented through Distressed Mining Towns Grant "Construction of a Package Plant at Thabazimbi booster pump station and 1ML	Technical Services
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Consistent bulk water supply	Finalization of the contract with Magalies Water to provide bulk water. Implement Water Master Plan		Upgrading of bulk water pipeline between Thabazimbi Pumpstation and Thabazimbi Y-piece through WSIG funding	Technical Services
Completion of 10ML Reservoir at				Technical Services
Negotiate with Eskom when implementing load shedding not to cut supply to pumpstations and				Technical Services
waste water Permanent security at pumpstation and waste				

water treatment works				
War on leakages (Water Management)	WCWDM project funded through WSIG to address leakages		Upgrading of bulk water pipeline between Thabazimbi Pumpstation and Thabazimbi Y-piece through WSIG funding	Technical Services

SANITATION

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
Northam WWTW	<p>Anglo American Platinum shared the draft Memorandum of Understanding with the Municipality and the final Memorandum of Understanding is expected to be signed off</p> <p>Duration of the construction of the plant is estimated to be 18 months.</p> <p>NB: this initiative is a long term solution to the Northam sewer problems</p>			Technical Services
Northam Oxidation Ponds	<p>Northam Platinum Mine has committed R750 000 for the upgrading of the current oxidation ponds as they are currently running at their maximum capacity. Procurement process has been set in motion.</p> <p>The following project activities were agreed upon:</p> <ul style="list-style-type: none"> • Automate the pumping mechanism • Fencing of site to ensure controlled access • Remove vegetation • Repair and upgrade the retaining walls • Repair and Reconnect the ninth Lagoon to increase treatment capacity 			

	<ul style="list-style-type: none"> Additional pump to be purchased and installed <p>NB. The Municipality has now introduced a two shifts program to ensure that the site is manned and monitored 24/7 to avoid sewerage overflow.</p>		
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ELECTRICITY

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
Ageing Infrastructure			Upgrading and refurbishment of Central Substation Switchgears and Building.	Technical Services
Internal Overloaded Network	Construction of new 3km Regorogile 11kV overhead line from Thabazimbi substation Phase 1	Construction of new 3km Regorogile 11kV overhead line from Thabazimbi substation Phase 2		Technical Services
Energy Efficiency Demand Side Management			Replacement of existing streetlights and building lights with LEDs	Technical Services
Energy Efficiency Demand Side Management			Installation of solar geysers at Regorogile extension 6 and 9	Technical Services
High Energy losses and Backlog reduction	Electrification of Households in Regorogile (Meriting) phase 1 and Rooiberg	1. Electrification of Households in Regorogile (Meriting) phase 2 2. Pre-engineering of 20MVA Smashblock substation (Swartkop).	1. Electrification of 900 RDP H/H in Regorogile ext 9 2. Construction of 20MVA Smashblock substation (Swartkop)	Technical Services

ROADS AND STORMWATER

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
Road maintenance	Project implemented through CoGTA and MISA to address: <ul style="list-style-type: none"> • Repair of potholes and tar patching • Rehabilitation of roads • Culvert cleaning and open concrete or earth stormwater channel • Sweeping of streets • Cleaning of road reserve 			Technical Services
Poor internal road network resulting in limited accessibility	Construction of 3.21km internal streets in Northam Ext 7 phase 1	Northam Ext 5 Paving of internal streets (Phase 2)		Technical Services
	Construction of 2.125km internal streets in Northam Ext 7 phase 2			
	Construction of 1.9km internal streets and road storm water management in Raphuti			Technical Services
		Regorogile Ext 5 Paving of internal streets Phase 3		Technical Services
		Upgrading of Doornhoek /Medivet Road		Technical Services
		Northam rehabilitation of roads networks		Technical Services
		Thabazimbi rehabilitation of roads networks		Technical Services
		Rooiberg rehabilitation of		Technical Services

		roads networks		
		Northam Ext 2 Rehabilitation of internal streets Phase 1		Technical Services
Poor stormwater management		Upgrading of Stormwater management system at Regorogile (Phase 1)		Technical Services

WASTE MANAGEMENT

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
Landfill Non-compliance	Ensure compliance of landfill sites with the permit conditions and other legislative requirements.	Upgrade the existing landfill sites for Thabazimbi, in line with the permit and other legislative requirements, <ul style="list-style-type: none"> • Develop and operational Plan • Signage • Fencing • Gate • Office and security booth • Ablution Install weighbridge.	Upgrade the existing landfill sites for Thabazimbi, in line with the permit and other legislative requirements, <ul style="list-style-type: none"> • Develop and operational Plan • Signage • Fencing • Gate • Office and security booth • Ablution Install weighbridge.	Director Community Services

Lack of Material Recovery facilities and buy-back centre.	Conduct an EIA process to secure a permit for a material	Establish a material recovery facility and buy-back centre at the	Construction of a material recovery facility and/or back-back centre as per	Director Community Services
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	recovery facility/buy-back centre.	Donkerpoort site.	the permit and other legislative requirements.	
Development of a landfill site for Northam	Conduct an EIA process to secure a permit for a new landfill site for Northam.	Construct a new landfill site for Northam, in line with the permit and other legislative requirements, <ul style="list-style-type: none"> • Develop and operational Plan • Signage • Fencing • Gate • Office and security booth • Ablution • Install weighbridge 	Construct a new landfill site for Northam, in line with the permit and other legislative requirements, <ul style="list-style-type: none"> • Develop and operational Plan • Signage • Fencing • Gate • Office and security booth • Ablution Install weighbridge	Director Community Services
Closure and rehabilitation of Northam dumpsite	Prepare rehabilitation plan for Closure and rehabilitation of Northam dump site as per the permit requirements.	Closure and rehabilitation of Northam dump site as per the permit requirements.	Closure and rehabilitation of Northam dump site as per the permit requirements.	Director Community Services
Closure and rehabilitation of Rooiberg landfill site	Prepare EIA for closure of Rooiberg site and convert into a transfer station.	Prepare operational plan and submit to LEDET for registration of the Rooiberg Transfer Station.	Prepare operational plan and submit to LEDET for registration of the Rooiberg Transfer Station.	Director Community Services
Formalisation of Leepoort dumpsite	Prepare plan for formalisation and submit for approval by LEDET.	Construction of Leeupoort landfill as per the permit and other legislative requirements.	Construction of Leeupoort landfill as per the permit and other legislative requirements.	Director Community Services

Establishment of composting facility at Donkerpoort and/or proposed New Northam landfill site.	Feasibility study for establishment of composting facility.	Prepare operational plan and submit to LEDET for registration of a composting facility.	Construction of a composting facility as per the permit and other legislative requirements.	Director Community Services
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Waste recording System	Re-initiate reporting of waste disposal and recovery quantities on SAWIS (South African Waste Information Service)	Submission of waste reports to SAWIS.	Submission of waste reports to SAWIS.	Director Community Services
Landfill sites permit Review	Initiate permit review process of all landfill sites to ensure alignment with current NEMWA (National Environmental Management: Waste Act) legislation		Review of the IWMP	Director Community Services
Development of Waste management By-Laws	Revise and ensure approval of the waste management By-Laws which includes responses to general and hazardous waste.	Promulgate and enforce the waste management By-Laws.	Enforcement of the waste management By-Laws.	Director Community Services

Environmental Compliance and Enforcement	Facilitate the appointment of EMIs {Environmental Management Inspectors} and WMO {Waste Management Officers} (as per the requirements of the NEWMA) to act against illegal dumping and other waste management issues.	Train EMIs to ensure efficient implementation and enforcement of waste management By-Laws.	Efficient implementation and enforcement of waste management By-Laws.	Director Community Services
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Waste Collection backlog, illegal dumping and general littering	<p>Establish communal waste disposal/collection points, especially within the un-serviced and inaccessible areas.</p> <p>Strategically install mounted waste disposal bins in the Northam and Thabazimbi CBD.</p> <p>Auditing of illegal dumps for all Municipal areas.</p>	<p>Procure additional fleet (waste collection trucks).</p> <p>Procure waste disposal bins.</p>	Monitoring and inspection	Director Community Services
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Waste Awareness education and Training	Provide awareness and training for TLM internal waste management staff. Develop Municipal Waste Awareness Strategy (strengthen waste awareness education in communities, Youth and schools).	Facilitate the appointment of qualified landfill site personnel (i.e. Supervisor, security guides). Implementation Municipal Waste Awareness Strategy.	Implementation Municipal Waste Awareness Strategy.	Director Community Services
Waste compliance audit and monitoring	Internal and external auditing of landfill site facilities (in line with the permit conditions and other legislative requirements.	Internal and external auditing of landfill site facilities (in line with the permit conditions and other legislative requirements.	Internal and external auditing of landfill site facilities (in line with the permit conditions and other legislative requirements.	Director Community Services

PARKS AND CEMETERIES

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2022/24	
Establishment of a park facility for Rooiberg	Conduct a technical audit and design	Construction of a park	Development of maintenance plan.	Director Community Services

Re-development and extension of Thabazimbi Extention 7 cemetery (Apiesdoring) Cemetery	Conduct EIA Basic Assessment and Re-Zoning.	Secure and clearing of the proposed area.	Development of maintenance plan.	Director Community Services and Director Economic Development and Planning
Establishment of Regorogile Park	Conduct a Feasibility study.	Construction of a park.	Development of maintenance plan	Director Community Services
Lack of maintenance Plan.	Development of maintenance Plan for Municipal Parks.	Implementation of Plan.	Review of the Plan.	Director Community Services

DISASTER MANAGEMENT

KEY ISSUES	OUTPUTS/STRATEGIES			RESPONSIBLE
ANALYSIS	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	DEPARTMENT / PERSON
	2021/22	2022/23	2023/24	
Awareness campaigns (Corona Virus)	Development and distribution of awareness material (on the current global corona virus crisis). Develop guidelines and communicate. Setting up of rapid response team/ command team.	Continuous communication and updating.	Continuous communication and updating.	Office of the Mayor, Director Community Service and Manager Communication
Review Disaster plan	Initiate process of the review of Disaster Management Plan.	To be updated with all towns Northam, Leeupoort, Rooiberg.		Director Community Service/ Divisional Head Disaster Management

Investigations Reports and Recovery plans, Tornados/flooding/Hamad accidents/aviation and rail freight incidents			Ongoing as per incidents reported	Director Community Service/ Divisional Head Disaster Management “
Erection tents/tin houses for communities in need			Ongoing	Director Community Service/ Divisional Head Disaster Management
Reports to Sassa for food parcels and personal needs	As per incidents happen immediate intervention			Director Community Service/ Divisional Head Disaster Management
Disaster declaration on mayor incidents	Through channels from local to district to provincial up to National			Director Community Service/ Divisional Head Disaster Management
	Disaster Management			
Coordination and implementation of all measures to mitigate/prevent , prepare for and respond to and respond to and recover from Disaster events			Ongoing where disaster incidents occur	Director Community Service/ Divisional Head Disaster Management
Establishment of Disaster Management Operational Centre	Feasibility Study and secure funding	Construction of the centre	Implementation of Disaster Management Plan	Director Community Service/ Divisional Head Disaster Management

TRAFFIC DEPARTMENT

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
Law Enforcement	<p>Review of Operational Plan.</p> <p>Develop revenue enhancement Strategy.</p> <p>Investigate establishment of a law enforcement Office in Northam.</p> <p>Investigate the establishment of a permanent/ mobile weighbridge.</p>	<p>Implementation of operational plan.</p> <p>Secure Council Approval and implementation.</p> <p>Development of Operational Plan and Placement of full time Law enforcement Officers in Northam.</p> <p>Engage the Road Traffic Management office for support.</p>	<p>Monitor and review.</p> <p>Implement and Monitor.</p> <p>Implementation of Operational Plan and Monitoring.</p>	Director Community Services/ Divisional Head Law Enforcement
Licensing	Investigate the establishment of a registering authority in Northam.	Engage the Provincial Traffic Department to allow the Municipality to take over the current Provincial registering authority in Northam.	Setting-up of office and Monitoring.	Director Community Services/ Divisional Head Law Enforcement

KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION**INTERNAL AUDIT, RISK MANAGEMENT, & PMS**

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
Improving the audit outcome	<ul style="list-style-type: none"> • Develop PAAP • Establish task team to monitor implementation • Report progress to MANCO on a monthly basis • Report progress to Council and Audit committee quarterly • Develop AFS preparation plan 	Monitoring and evaluation of audit improvement programmes	Monitoring and evaluation of audit improvement programmes	MM & CIA
	<ul style="list-style-type: none"> • Establish task team for implementation • Submit draft AFS to Audit committee and Internal audit for review before submitting to AGSA. 			

Non implementation of IA & AC recommendations	<ul style="list-style-type: none"> • Develop IA & AC action plan • Conduct follow up on previous FY audits • Report progress to regularly to senior management meeting • Report progress quarterly to audit committee. 	<ul style="list-style-type: none"> • Conduct follow up on previous FY audits • Report progress quarterly to audit committee Monitor and evaluate progress on mechanism developed 	<ul style="list-style-type: none"> • Conduct follow up on previous FY audits • Report progress quarterly to audit committee Monitor and evaluate progress on mechanism developed 	CIA
Lack of quality assurance and improvement program	<ul style="list-style-type: none"> • Development of quality assurance and improvement program • Approval of the quality assurance and improvement program by audit committee 	<ul style="list-style-type: none"> • Implementation of the quality assurance and improvement program. Make budget provision for external quality assurer to conduct quality assurance on Internal Audit activities 	<ul style="list-style-type: none"> • Evaluate the outcome of quality assurance exercise. Develop action plan to implement the recommendations by the quality assurer. Report progress quarterly to the audit committee 	CIA

Lack comprehensive Business continuity plan and Disaster recovery plan	<ul style="list-style-type: none"> • Business continuity plan developed and approved by council • Disaster recovery plan developed and approved by council. 	Implementation of business continuity plan and disaster recovery plan	<ul style="list-style-type: none"> • Monitor the implementation of the business continuity plan and evaluate the effectiveness • Monitor the implementation disaster recovery plan and evaluate the effectiveness 	Risk officer and CIA
Lack of fraud awareness workshop to Councillors, employees & communities	Conduct fraud awareness workshop to councillors & employees	Conduct fraud awareness workshop to communities	Monitor responses to the fraud awareness campaigns	Risk officer and CIA
Performance assessment not conducted to senior management	<ul style="list-style-type: none"> • Implementation Performance Management system framework • Establish performance assessment committee • Conduct performance assessment to senior management 	<ul style="list-style-type: none"> • Evaluate the outcomes for performance assessment. • Develop measures for underperformance areas • Conduct Performance assessment to evaluate improvement 	<ul style="list-style-type: none"> • Conduct performance assessment • Made provision to reward good performance. 	Manager: PMS and Accounting officer
Lack of Performance management operating standard procedure	<ul style="list-style-type: none"> • Develop and approval Performance Management Operating Standard procedure. 	Monitor and Evaluate the implementation of Performance Management operating standard procedure	Monitor and Evaluate the implementation of Performance Management operating standard procedure	Manager PMS

	<ul style="list-style-type: none"> • Implementation of Performance Management operating standard procedure • Workshop on PMS 			
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IDP

KEY ISSUES ANALYSIS	OUTPUTS			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
Stakeholder engagement	Strengthen stakeholder relationship	Sustain stakeholder relationship	Sustain stakeholder relationship	Manager IDP
Ensure Council adopts Draft and final IDP 2021/22	<ul style="list-style-type: none"> • Submit draft IDP 2021/22 to Council end March 2021 • Submit final IDP 2021/22 to Council end May 2021 • Align the IDP with Budget 	Submit IDP Process Plan for 2022/23 for approval	Implementation	Manager IDP
IDP to be mSCOA compliant	Training in Munsoft	IDP documents uploaded on the portal		Manager IDP
Capacity in the IDP due to District Model	IDP Officer (old position) to be advertised	Filling of IDP Officer	IDP Co-ordinator (new position)	Manager IDP
Non – adherence to adopted Process Plan	Adhere to the approved plan	Adherence	Adherence	Manager IDP

COMMUNICATION

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
No network coverage in some areas	Areas to be identified	Send all identified areas to ICASA Limpopo(Complaints Unit)	Network coverage in all identified areas	Manager Communication

SPECIAL PROGRAMMES

KEY ISSUES ANALYSIS	OUTPUTS/STRATEGIES			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
Strengthening/ Deepening Participatory Democracy	Identifying outstanding/unlaunched Civil Society Fora	Establishing outstanding Civil Society Fora	Ensuring and sustaining functionality of the Civil Society Fora	Manager Special Programmes
	Identifying outstanding Ward Committees	Launching of outstanding Ward Committees	Sustaining the functionality of Ward Committees	Manager Special Programmes
	Preparing the re-launch of the Women Caucus in the Office of the Speaker.	Launching of the Women Caucus	Ensuring the functionality of the Women Caucus	Manager Special Programmes

**KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
CORPORATE SERVICES**

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KEY ISSUES ANALYSIS	OUTPUTS			RESPONSIBLE DEPARTMENT / PERSON
	Short Term (Amalgamation)	Medium Term (Stabilisation)	Long Term (Consolidation)	
	2021/22	2022/23	2023/24	
Implementation of the electronic leave system in a phased approach	Load the system on computers Finalise trainings on system usage.	Rollout Self Service Leave Management in a phased approach	Fully implement Electronic Self Service Leave Management System	Manager HR and Manager IT
Implementation of Organisational Structure	Identify critical positions to be filled in the reviewed structure	Filling of the identified critical positions	Review of Organisational Structure	Manager ODT and Manager HR
Conduct OHS programmes	Revive the OHS Committee.	Appoint and train OHS Representatives. Conduct periodical OHS Assessments.	Monitor OHS compliance	Manager HR
Implement EAP Programmes	Develop and circulate EAP programmes calendar	Conduct a survey to identify wellness needs of our employees. Implement EAP programmes.	Conduct Impact Assessment and review	Manager HR
Institutional Development and capacity building	Conduct Skills Audits to determine skills needs for departments and	Implement WSP and submit Annual Training Report	Conduct Skills Audit and identify the gapskills	Manager ODT

	submit WSP to LGSETA			
Employment Equity plan	Ensure the adherence of the Employment Equity Act	Implement the EEP and report	On-going implementation of the EEP as per the Act.	Manager ODT
ICT Strategy Development	Ensure ICT operation are compliant with the approved ICT Framework	Implementation of ICT Strategy	On-going implementation as per strategy	Manager ICT
Disaster Recovery Plan development	Ensure that ICT disaster plan are in place	On-going implementation	On-going implementation	Manager IT
ICT Steering Committee quarterly	Oversight meeting with Management	Oversight meeting with Management	Oversight meeting with Management	Manager ICT Municipal Manager
Microsoft Licencing	Procurement of Microsoft Licence for compliant for 3 years	on-going compliant	On-going compliant	Manager ICT
Electronic Records Management	Procurement of a records management system	Review and align the policy with the records management system	Continuous improvement of the records management system	Manager Council Support
Pending Litigation against TLM	Defend all defendable matters. Settle all matter not defendable. Create and update of litigation register.	On-going implementation	On-going implementation	Manager legal Director Corporate Services

KPA 4: FINANCIAL VIABILITY AND
MANAGEMENT DEPARTMENTAL RISK
ANALYSIS

STRATEGIC OBJECTIVE	STRATEGIC RISK	CURRENT CONTROL	ACTION TO IMPROVE	BUDGET REQUIRED
To effectively manage finances and improve financial sustainability	Non adherence to SCM related legislation.	Adherence to SCM Policy & procedures as well as SCM Regulations	Training	TBC
To effectively manage finances and improve financial sustainability	Compulsory implementation of mSCOA	BTO officials currently ensuring that the system operates effectively	Re-train s57 managers and all users.	TBC
To effectively manage finances and improve financial sustainability	Inaccurate billing	Manual & device meter readings and estimates	Procure meter reading devices and provide training	TBC
To effectively manage finances and improve financial sustainability	Litigations	Adhere to settlement arrangements and pay SP timeously	Cost containment measures.	TBC
To effectively manage finances and improve financial sustainability	Limited staff to provide all required support Lack of succession planning – Huge gap between DMs and subordinates	Temp use of Interns	Require – DM: Assets Management	TBC
To effectively manage finances and improve financial sustainability	Lack of funds to implement capital and operational obligations	Minimise deficit	Review the equitable share formula drivers Source additional funding for unfunded projects (Mines)	TBC

CHAPTER 7: PROJECT PHASE

7.1 MUNICIPAL PROJECTS 2023/2324

Project Name	Project Budget	Consultant	Contractor	Project Handover Date/Start Date	Expenditure	Status Quo	Challenges
SKIERLIK PAVING OF BUS ROUTE	R18 000 000	TCS Consulting Engineers	-	-	R433 551, 85 (inception)	Designs are completed, draft tender documents and draft advert is submitted to SCM for compliance check	Residents has occupied the place where the road is supposed to be constructed. Alternative route has been identified in the section where the residents has occupied the route
NORTHAM EXTENSION 5 PAVING OF INTERNAL STREETS PHASE 2	R13 559 318	Phatwe Consulting	Balo Holdings	19 November 2021	-	According to the approved program of works the Contractor is behind in progress. Items behind are as follows: OVERALL PROGRESS – 67%	Delay in payments of last claim by the client. Residents has occupied the land where the storm water is be constructed. Delay in approval of wayleave. Planning department to assist in illegal occupants of construction space.

NORTHAM CONSTRUCTION OF 1 TRANSFER STATION	R4 135 032	Dikgabo	-		-	Project is still at design stage. The Engineer is awaiting the Municipality to assist with the location of the transfer station	Delay in identifying the location where the transfer station is to be built.
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2022/2023(WSIG)

Project Name	Project Budget	Consultant	Contractor	Start Date	Expenditure	Status Quo	Challenges
REGOROGILE UPGRADING OF 3KM NETWORK	R8 500 000	Mont Consulting Engineers	Baagishani Projects	10/01/2022	R 9 196 812, 06	<ul style="list-style-type: none"> Site Establishment – 60% Excavation – 41.16% Preparation of bedding – 35,82% Laying of pipes with connections – 19,15% OVERALL PROGRESS – 21% 	<p>Insufficient working space due to fence encroachment from existing houses, and other services, i.e, storm water pipes and Kerb inlets. The contractor is experiencing cash flow challenges</p> <p>Payment certificate both the contractor and Engineer is submitted to DWS for payment.</p>

NORTHAM UPGRADING OF 8.35 KM WATER RETICULATION	R 8 800 000	AES Consulting	Mafunzwani Construction	08/12/2021	R 6 933 566, 86	<ul style="list-style-type: none"> • Site establishment 100% • Site clearance 33,5% • Trench Excavations 33.5% • Bedding 33.5% • Pipe Laying 33.5% • Backfilling 33.5% • Pressure testing 0% • Stand Pipes 0% • OVERALL PROGRESS 40% 	<p>Presence of illegal structures in pipe servitudes - Agreement was made to avoid servitudes blocked by illegal structures</p> <p>Erection of new structures in area to be developed - Agreement was made to serve units agreed upon in the scope of works</p> <p>Payment has been made and the contractor is busy mobilising back to site</p>
Project Name	Project Budget	Consultant	Contractor	Start Date	Expenditure	Status Quo	Challenges

CONSTRUCTION OF 601 VIP TOILETS IN ROOIBERG, SKIERLIK AND MERITING PHASE 1	R 10 000 000.00	Ditlou Consulting Engineers	Morwamogale Trading Enterprise cc	30/04/2022	R4 796 159, 97	<ul style="list-style-type: none"> Excavation of pits Rooiberg 100% Excavation of pits Skierlik 76% Excavation of pits Meriting 4% Brickwork and lining 8% Delivery of top structures 100% Erection of top structures 4% Happy letters 0% Close Out 0% <p>OVERALL PROGRESS 41%</p>	<p>Service providers were paid late, resulting in works suspension and extra costs in time related items.</p> <p>The Engineer was paid and the meeting between Municipality, the engineer and the contractor to kick start the project is scheduled for Thursday the 9th of March 2023</p>
UPGRADING OF 6.94 KM BULK WATER PIPELINE BETWEEN THABAZIMBI PUMP STATION AND THABAZIMBI Y PIECE	R52 000 000	Makone Consulting Engineers	Civil Element (Pty) Ltd	25/01/2023	R 4 699 605.76	The contractor is appointed and site handover was conducted. The contractor has submitted contractual documents to the Engineer for evaluation, and the contractor is busy mobilising for site establishment.	-

2022/2023 (INEP)

Project Name	Project Budget	Consultant	Contractor	Start Date	Expenditure	Status Quo	Challenges
CONSTRUCTION OF SMASHBLOCK 120MVA SUBSTATION	R25 000 000 (22/23) R 65 289 396.57 (overall budget)	Mami Industries Consultant	NSK Electrical JV Ftech Services	8/12/2021	R 5 097 435, 02	<ul style="list-style-type: none"> •Inception - 100% •Preliminary – 100% •Detailed Design – 100% •Procurement – 100% •Site Establishment – 80% •Excavation 80% <p>OVERALL PROGRESS – 10%</p>	The contractor has been paid and the Engineer is busy with the application of construction permit

PROJECT PROGRESS 2022/2023(SLP)

Project Name	Funder	Scope of Work	Status Quo
Paving of Medivet Road	PPC Mine 22/23 R1 500 000 23/24 R1 500 000	Paving of Medivet road	Await procurement processes
VIP Toilets Dwaalboom Informal	PPC Mine R319 490	Installation of 10 VIP Toilets	The project is completed, and PPC will propose a date to the Municipality for the official handover
Regorogile Upgrading of Bulk Supply Line	Arcelor Mittal	Await confirmation from Arcelor Mittal	
Recondition Of Transformers 315 KVA. 11 Kv Or 6,6kv To 400 Volt at Substation	Arcelor Mittal	Await confirmation from Arcelor Mittal	

Northam Oxidation Ponds	Samancor R2 600 000	<p>Developed for 1ML/day, currently receives 3ML/day – Upgrading of the ponds until the construction of the new WWTW is completed and functional</p> <ul style="list-style-type: none"> • Dredging of first and second facultative ponds • Installation of 120m of 400mm OPVC Pipe from manhole to ponds 1 through a local community contractor • Vegetation clearance • Overflow weir construction • Supply and installation of two 7.5 kW Grundfos pumps • Telemetry installation for automation of pumps during peak flow times 	<ul style="list-style-type: none"> • Installation completed • Commissioning pending - awaiting municipal clean-up of sump
Borehole Drilling	Anglo American Amandelbult	Await confirmation from Amandelbult	

MTEF PROJECTS
PROPOSED PROJECTS FOR 2023/24 (WATER)

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-01	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of Northam Water Network	The existing system has insufficient water due to aging infrastructure and growth of the population as at end June 2023	Km of pipeline	1 km reticulation network and associated chambers and connections.	5 000 000		-	7, 8	WSIG
TBS-02	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of Regorogile Water Network	The existing system has insufficient water due to aging infrastructure and growth of the population as at end June 2023	Km of pipeline	1 km reticulation network and associated chambers and connections.	5 000 000			9, 10, 12	WSIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/ Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-03	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of 3 Km 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 2023	Km of pipeline to be upgraded	6,94Km	18 490 000	40 200 000	-	2,9,10,12	WSIG
TBS-04	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 2023	Nr of hh provided with sustainable water supply	2 000	-	16 980 000,00	-	2	WSIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-05	Insufficient water supply	To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Rooiberg water reticulation	6 communal standpipes as at end June 2023	Nr of households to be supplied with yard connections	Installation of 350 yard connections	-	-	25 000 000	2	WSIG
TBS-06	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrade of Northam bulk water supply and associated infrastructure	Infrastructure dilapidated as at end of June 2023	Nr of hh provided with sustainable water supply	2 000	-	-	20 000 000	7,8	WSIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-07	Shortage of water	To ensure provision of new water infrastructure	Skierlik water supply	Water shortages as at end June 2023	Nr of hh provided with sustainable water supply	Drilling, equipping and addition of chlorination system of new borehole and installation of distribution network	-	-	25 000 000	1	WSIG
TBS-08	Ageing infrastructure	To ensure provision of new water infrastructure	Increase the treatment capacity of the package plant at Thabazimbi booster pump station and 1ML storage tank	1 package plant 450 Kl/d as at end June 2023	Capacity of package plant upgraded	4ML/d	-	-	25 000 000	2,9,10, 12	WSIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-09	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Northam upgrading of 5ML/d RDP reservoir	Leaking reservoir as at end June 2023	Nr of reservoirs upgraded	1 x Reservoir' - Refurbish of basement. Resealing of upright walls Refurbish of Level control valve	-	-	8 300 000	7, 8	WSIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-10	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of boreholes	Out of 32 boreholes only 14 Boreholes are operational as at end June 2023	Nr of boreholes upgraded	20 boreholes to be refurbished and equipped	-	12 000 000	-	All areas	TLM
TBS - 11	Shortage of water	To ensure provision of new water infrastructure while upgrading existing infrastructure	Drilling, equipping and connecting of boreholes	14 Boreholes operational as at end June 2023	Nr of new boreholes drilled, equipped and connected	15 boreholes to be drilled, equipped and connected	-	10 000 000	-		WSIG
TBS - 12	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of water pump station at Brits Junction	Ageing pump station as at end June 2023			-	10 000 000	-	2,9,10,12	WSIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/ Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-13	Water shortage	To ensure provision of new water infrastructure while upgrading existing infrastructure	Installation of standby generators	No standby generator capacity as at end June 2023	Nr of standby generators installed		-	10 000 000	-	All areas	WSIG
TBS-14	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Installation of water meters	Shortage of domestic water meters as at end June 2023	Nr of domestic water meters installed		-	6 000 000	-	All areas	WSIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-15	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Replacement of faulty and ageing domestic water meters at all areas of TLM jurisdiction	Faulty and ageing domestic water meters as at end June 2023	Nr of domestic water meters replaced	5 000	-	15 000 000	10 000 000	All areas	TLM
TBS -16	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Replacement of bulk water meters including installation of zonal meters at all areas of TLM jurisdiction	Faulty and ageing domestic water meters as at end June 2023	Nr of bulk water meters replaced	35	-	2 000 000	2 000 000	All areas	TLM

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location /Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-17	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrade of the Thabazimbi and Regorogile bulk water supply and associated infrastructure	Infrastructure dilapidated as at end of June 2023	Nr of hh provided with sustainable water supply	6 000	-	25 000 000	-	2,9,10,12	TLM

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location /Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-18	Shortage of water	To ensure provision of new water infrastructure	Thabazimbi water augmentation (Zandriverspoort to Thabazimbi water supply)	Water shortages as at end June 2023	Nr of hh provided with sustainable water supply	8 600	-		40 000 000	2	TLM
TBS-19	Shortage of water	To ensure provision of new water infrastructure	Leeupoort and Raphuti water augmentation	Water shortages as at end June 2023	Nr of Technical Report	01	-	-	2 000 000	4	TLM

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-20	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing	Thabazimbi upgrading of bulk water pipeline from Y-piece to Regorogile reservoir	Dilapidated water network as at end June 2023	Km of pipeline to be upgraded	4.5km	-	-	24 000 000	2,9,10,12	TLM

**PROPOSED PROJECTS FOR 2023/24
(SANITATION)**

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/ Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-21	Provision of new services	To ensure provision of new sewer infrastructure while upgrading existing infrastructure	Construction of VIP toilets (Rooiberg, Skeirilik, Meriting)	91 VIP toilets constructed (Rooiberg, Skierlik, and Meriting) by 30 June 2023	Nr of VIP toilets constructed	273	10 000 000	-	-	1,2,9	WSIG
TBS-22	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of bulk sewer line at Northam phase 1	The existing bulk sewer line cannot handle the sewage flow during peak times as at end June 2023	Km of bulk sewer line	Upgrading of 6km sewer bulk line including manholes to increase the sewage flow capacity	-	8 000 000	-	7,8	TLM

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-23	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading of bulk sewer line at Northam phase 2	The existing bulk sewer line cannot handle the sewage flow during peak times as at end June 2023	Km of bulk sewer line	Upgrading of 6km sewer bulk line including manholes to increase the sewage flow capacity	-	-	12 000 000	7,8	TLM

TBS-24	Ageing infrastructure	To ensure provision of new water infrastructure while upgrading existing infrastructure	Upgrading sewer line between ext 5 and 8 Thabazimbi	The existing sewer line cannot handle the sewage flow during peak times as at end June 2023	Km of bulk sewer line	Upgrading of 10km sewer bulk line including manholes to increase the sewage flow capacity	-	10 000 000	-	2	TLM
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**PROPOSED PROJECTS FOR 2023/24
(ELECTRICITY)**

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-25	Insufficient electricity supply	To ensure provision of electricity infrastructure	Construction of 1 Smashblock 20MVA Substation	Pre-engineering of 132kv overhead line at end June 2022	Nr of substations constructed	80%	32 000 000	25 000 000	-	3	INEP

TBS-26	Backlog eradication	To ensure provision of electricity infrastructure	Electrification of H/H in Smashblock (Phase 1&2)	No electrification as at end June 2023	Nr of hh electrified	5600	-	-	6 120 000	3	INEP
TBS-27	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 2023	Nr of hh electrified	100	-	-	20 000 000	9	INEP
TBS-28	Backlog eradication	To ensure provision of electricity infrastructure	Meriting Post electrical connections	920 households electrified as at end June 2023	Nr of hh electrified	100	800 000	-	-	9	INEP

**PROPOSED PROJECTS FOR 2023/24
(ELECTRICITY)**

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-29	Roads are not Accessible	To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Skierlik Paving of Bus Route	Un-accessible roads as at end June 2023	Km of roads to be paved	1.78	14 500 000			1	MIG

TBS-30	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 2023	Km of paved roads	1.5km of Roads to be paved	19 537 518	3 000 000	3 000 000	2	MIG
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Project No.	Analysis /Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/ Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-31		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 2	Un-accessible roads as at end June 2023	Km of paved roads	0,75km of Roads to be paved	-	3 932 655,30	-	7	MIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-32	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 in Northam including Stormwater channels	Un-accessible roads as at end June 2023	Km of roads to be tarred	3.2km	-	-	20 000 000	7,8	MIG

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-33	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 in Thabazimbi including Stormwater channels	Un-accessible roads as at end June 2023	Km of roads to be tarred	3.5km	-	-	20 383 550	2	TLM

PROPOSED PROJECTS FOR 2023/24
(LANDFILL/SPORT/CEMETERY)

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location/ Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-34	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	Regorogile Construction of Transfer stations	Illegal dumping sites as at end June 2023	Nr of transfer stations constructed	1	-	12 000 000	-	9,10,12	MIG
TBS-35	Poor solid waste management in Northam	To compile with the NEM act	Construction of Northam landfill site phase 2	Non compliance as at end June 2023	Number of landfill sites constructed	1	-	20 000 000	-	7,8	MIG
TBS-36	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 Transfer Station	Illegal dumping sites as at end June 2023	Nr of transfer stations constructed	100%	3 135 032,00				

Project No.	Analysis/Challenge	Objective	Project Name	Baseline	KPI	Target	MTEF			Location /Ward	Funder
							Budget	Budget	Budget		
							2023/24	2024/25	2025/26		
TBS-37	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 2023	Nr of parks upgraded	1	-	8 000 000	-	9, 10,12	TLM
TBS-38			PMU Fees				1 956 450	2 039 200	2 125 450		MIG

