



STATEMENT OF COMMITMENT BY THE EXECUTIVE AUTHORITY



EXECUTIVE MAYOR Cllr P.S. KEKANA

- According to the Municipal Systems Act, each Municipal Council must, within a prescribed period after its elected term, adopt a single, inclusive strategic plan for the development of the municipality. However, our Predecessor Council already adopted a draft IDP. We, in an endeavor to execute our political mandate, followed the path laid by them and adopted the draft IDP with amendments made considering the contract we made with the people of Waterberg during the local government elections.
- The tasks given to local government entail more demanding capabilities and performance. This means that we are not only expected to find the means for addressing



WATERBERG DISTRICT MUNICIPALITY

traditional local government challenges of delivering basic services to the people, but we are supposed to find strategies and mechanisms that are potent enough to remove the many bottlenecks which stand in the way of sustainable development in a local jurisdiction. The IDP document that we adopted will serve as a blue-print that will gauge service delivery and timely implementation.

- The next five years will be fundamentally different regarding the kind of support that both national and provincial government spheres will be providing to municipalities. Different in that, it will be characterized by intensive intergovernmental collaboration, and of course hands-on support. To all my colleagues, both from the Political authority and the administrative arm, it is my understanding, that as we carry out this contract entered into with our people, we will appraise it with 100% ownership of all the things that were discussed and agreed upon, we will implement it with full preparedness to provide developmental support to all municipalities in the district.
- It is only when we are 100% committed that we stand a chance of realising these local government strategic priorities. One of the critical things we need to do in the next five years is to build and strengthen the capacity of newly elected mayors and councillors, particularly women. This objective is also consistent with building a democratic, non-racial and non-sexist South Africa. We

should do so by putting in place targeted support programmes for our women mayors and councillors, and not rejoice at their failures. The success of the integrated development plan as enshrined herein caters also for development of infrastructure is dependant on the competencies of Councillors, municipal officials, and service providers. Infrastructure is the cornerstone of social upliftment and economic development. In particular, fast tracking Infrastructure delivery will also contribute to the Accelerated Shared Growth Initiative for South Africa (ASGISA), and also assist in achieving the targeted economic growth rate of 6% through job creation as well as the establishment of well-serviced areas conducive for economic investment and development. On achieving the 6% growth, we need to sustain this by maintaining the infrastructure assets. We believe that we have built the basis for a national effort to achieve faster and shared economic growth. With this programme we can achieve our social objectives and we can more than meet the Millennium Development Goals. Our municipality has allocated sufficient funding to kick start a basis for the development of proper infrastructure in needy areas. Local Government as the custodian of community infrastructure such as roads, waste disposal sites, water and sanitation systems, and public facilities. Most importantly we will intensify assets management efforts in a sustainable manner to best serve the interests of communities and enable local economic development.



STATEMENT OF COMMITMENT BY MANAGEMENT

MUNICIPAL MANAGER: NC MOTSEPE



WATERBERG DISTRICT MUNICIPALITY

- The strategic plan as detailed herein is informed by the successes in the previous implementation and service delivery initiatives and seeks to provide a framework within which our municipality will address the remaining challenges as we enter the second decade of freedom.
- The overall thrust of our plan centres on building the capacity of the district municipality and the local municipalities to implement government's development programmes. The interests of ordinary people in the district continue to inform the strategic institutional thrust of the district municipality.
- It is also a building block on what has been done since the inception of local government in 2000 and encompass a five year strategy for the future, with a firm focus on the mid-term planning. The refined vision and mission put additional emphasis on the following:
 - **Establishing the needs of communities through Inclusive and participatory processes**
 - **Render effective, efficient and sustainable services**
 - **Ensure a better life for all**
- In this manner our municipality should make a meaningful contribution to government's vision of our future embodied in vision 2014. Management and staff of the WDM recommit themselves to work tirelessly at enabling Council to realise the targets for 2014 that include the following:
 - Reducing unemployment by half
 - Reducing poverty by half
 - Providing the skills required by the district economy
 - Improving services to achieve a better life We will strive to do so informed by our municipality's intention to play its role in "Building a people's contract to create work and fight poverty".
 - We will do so guided by the strategic objectives of the municipality which provide a guideline that we will follow as management and staff in executing Council's mandate. Specific outputs, indicators and outcomes are central to fulfilling this mandate. All Service Business Units will be implementing their programmes on the basis of detailed action plans informed by the strategic plan. We will further ensure that Council's obligation of community participation is structured in such a manner that 'all district stakeholders continue to support our municipality as we mobilise our people's individual and collective efforts to implement government's programmes at provincial and local level. This includes partnerships with the three spheres of government, civil society and the private sector. Our goal is to accelerate the shared growth initiative and invest in the life's of our people a new age of hope



WATERBERG DISTRICT MUNICIPALITY

- We thank the sterling contribution of the predecessor Council, Mayoral Committee, all three spheres of government and parastatals, members of the public, business community and organs of civil society and our

many stakeholders who have interacted with us and brought valuable insights to this strategic plan. Lastly, I thank the committed staff of WDM that continues to find joy in serving the people of the district.



WATERBERG DISTRICT MUNICIPALITY SPEAKER

Chairperson of the council and custodian of the Rules of Order and Code of Ethics for Councillors.

Cllr. YE LORGAT

5

2008/2009 IDP REVIEW



WATERBERG DISTRICT MUNICIPALITY

POWERS AND FUNCTIONS OF WATERBERG DISTRICT MUNICIPALITY

Sections 156 of the Constitution, 8 of the Municipal systems Act and 86 of the structures act outline the powers and functions of the municipalities.

Key: ATP = Authority to perform
 PFM = Powers Performed by Municipality
 ESP = External Services Provider
 S78 = Section 78 Process in terms of Systems Act Complete
 SDA = Service Delivery Agreement in Place

Functions of the district municipality according to the Constitution, the Municipal Structures Act and Systems Act	ATP	PFM	ESP or other sphere of Govt.	S78	SDA	Personnel
Air pollution	Yes	Yes	No	Yes	No	0
Bulk supply of Electricity	Yes	No	Yes	No	No	0
Bulk Water Supply	Yes	No	Yes	Yes	Yes	0
Bulk sewage purification and main sewage disposal	Yes	No	Yes	Yes	No	0



WATERBERG DISTRICT MUNICIPALITY

Cemeteries and Crematoria	Yes	No	No	No	No	0
Municipal roads	Yes	Yes	No	No	No	1
Education	No	No	No	No	No	0
Fire-Fighting Services	Yes	Yes	Yes	Yes	Yes	-
Local Economic Development	Yes	Yes	No	No	No	3
Municipal Abattoir	Yes	Yes	No	Yes	No	-
Municipal Airports	Yes	No	No	No	No	0
Municipal Health Services	Yes	Yes	No	No	Yes	-
Municipal Transport Planning	Yes	Yes	No	No	No	1
Municipal Public Works	Yes	Yes	No	No	No	1
Municipal Planning	Yes	Yes	No	No	No	2
Safety and Security	No	No	Yes	No	No	0
Social development	No	No	Yes	No	No	0
Sports, Arts and Culture	No	Yes	Yes	No	No	1

COUNCIL COMPOSITION

The District is allocated 33 seats. 32 Seats are filled and one vacancy exists. The Council comprises of 32 councillors of which 13 are directly elected and 19 indirectly elected. The councillors represented hereunder are reflected as from March 2006

MEMBERS OF COUNCIL

EXECUTIVE MAYOR : Councillor P S Kekana

SPEAKER : Councillor Y E Lorgat



WATERBERG DISTRICT MUNICIPALITY

MEMBERS OF THE

MAYORAL COMMITTEE

- : Councillor M D Mabote
Councillor S J Madela
Councillor R E Mothibi
Councillor J M Rakgwale
Councillor M J Makhafola
Councillor S M Molekwa

COUNCILLORS

- : Councillor A E Basson
Councillor R M Kekana
Councillor M M Lamola
Councillor M E Lefawana
Councillor V B Machine
Councillor S K Makgae
Councillor M J Makhafola
Councillor L S Manamela
Councillor G S Matsietsa
Councillor M P Modiba
Councillor O O Modise



WATERBERG DISTRICT MUNICIPALITY

Councillor M A D Monama
Councillor R N Monene
Councillor M L Moremi
Councillor T P Mphahlele
Councillor R M Radebe
Councillor G M Seleka
Councillor M A Sethlare
Councillor P H Tsebe
Councillor van Aswegen L W
Councillor van Heerden J D
Councillor Vreugdenburg J
Councillor S A Sebolai

COUNCIL COMMITTEES

SOCIAL SERVICES	
Chairperson: S M Molekwa	Members: T P Mphahlele M L Moremi R M Kekana R M Radebe
INFRASTRUCTURE	
Chairperson: R E Mothibi	Members: M A D Monama R N Monene



WATERBERG DISTRICT MUNICIPALITY

J Vreugdenburg	
TRANSFORMATION & ADMINISTRATION	
Chairperson: J Rakgwale	Members: O O Modise G M Seleka V B Machine L S Manamela
BUDGET & TREASURY	
Chairperson :S J Madela	Members: M M Lamola A E Basson M P Modiba S K Makgae
PLANNING & ECONOMIC DEVELOPMENT	
Chairperson: M.D Mabote	Members: L W van Aswegen P H Tsebe M E Lefawana G S Matsietsa S A Sebola
GENDER, YOUTH, SPORTS, ARTS & CULTURE	
Chairperson: M J Makhafola	Members: M J Mashiane M A Setlhare J D van Heerden N V Mashamaite
PUBLIC PARTICIPATION	
Chairperson: Speaker Cllr. Y. E. Lorgat	Members: 1. R. M. Kekana 2.S.M. Molekwa 3.G.M.Seleka [Ms.]



WATERBERG DISTRICT MUNICIPALITY

	4.O.O. Modise[Ms.] 5.M.L.Moremi[Ms.] 6.M.M.Lamola
GEOGRAPHICAL NAMES COMMITTEE	
Chairperson: Speaker Cllr. Y. E. Lorgat	Members: 1.J.Rakgwale 2.J.Vreugdenburg 3.R.M.Radebe [Ms.] 4.G.S.Matsietsa[Ms.] 5.M.A Setlhare [Ms.] 6.T.P.Mphahlele



a) INTRODUCTION AND BACKGROUND

i. PURPOSE

“There are no great people in the world, only great challenges, which ordinary people rise to meet”. (Thomas A. Edison)

Waterberg District Municipality, like all other municipalities, is compelled by legislation to undertake integrated development planning (IDP) through a prescribed and structured community participation process. Integrated development planning entails a completely new way of thinking and of doing municipal business. It provides a platform for identifying, discussing and resolving the real issues in the district municipal area. Through this process we continuously strive to achieve the objects of local government as stipulated in the SA Constitution (section 152(1))

and to give effect to our mandatory developmental duties within the administrative and financial capacity of the Municipality. Integrated Development Planning represents a major shift from previous forms of planning. It combines four major interrelated characteristics to achieve poverty eradication and sustainable development over the long term. These are its **consultative** nature, which requires the meaningful involvement of a wide stakeholders; its **strategic** nature which requires a focused approach , and a systematic search for the most appropriate and effective solutions; its **integrated** approach which requires thinking and acting holistically across the conventional sector boundaries and across spheres of government; and its **orientation towards implementation.**



The IDP process also provides an opportunity for the municipality to debate and agree on a long term vision and strategy for a 20 - 25 year period that sets the context for the shorter five year objectives and strategies. The intention of this IDP 2008/2009 is not to repeat the general information in the previous revised IDP's, but to focus on the relevance of already identified key strategic development priorities that need attention within the district. This Revised Waterberg IDP 2008/2009 must also be read in collaboration with the Waterberg Spatial Development Framework, Local Economic Development Strategy, Integrated Environmental Management Strategy, etc. Valuable information is contained in the above mentioned documents and others that further support the district development priorities.

ii) IDP REVIEW PROCESS AND PREPARATORY PHASE

A.1. THE PLANNING PROCESS AND INTRODUCTION OF INTEGRATED DEVELOPMENT PLANNING

A.1.1. Basis for Review

In terms of the IDP Review Guidelines, IDPs are reviewed based on 4 primary areas of intervention, i.e. annual IDP Review, The IDP process, amendments in response to changing circumstances and comment from the MEC.

A.1.1.1. Annual IDP Review

The Municipal Systems Act 32 of 2000 on the annual review process relates to the assessment of the municipality's performance against organisational objectives as well as implementation delivery, and also takes into cognisance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous round of IDP. Implementation commences after the municipal council adopts the initial IDP. Throughout the year, as the IDP is being implemented and its performance monitored, new information becomes available and major, unexpected events may occur. Certain information is then used to make immediate changes to planning implementation. Relevant input is integrated into an annual review of the IDP.

A.1.1.2. The IDP Review Process



WATERBERG DISTRICT MUNICIPALITY

In August 2006, the Waterberg District Municipality adopted a Framework Plan for IDP review throughout its area of jurisdiction, followed by a Process Plan for IDP Review. These plans were adopted in accordance with the relevant legal prescripts and have dictated the process to be followed for reviewing the IDP.

During the review cycle, changes to the IDP process and content have been necessitated due to:

- Institutional issues;
- Amendments in response to changing circumstances;
- Improving the IDP process and content; and
- Mainstreaming of HIV and Aids, Poverty, Youth, Gender and Disability programmes.

Particular attention was paid to institutional issues, IDP-budget link and an updated list of projects. Organisational arrangements were put in place as per the Process Plan and all legislative prescripts were adhered to. Of particular note have been the effective and efficient operations of structures such as IDP Representative Forum and the IDP Steering Committee. These have executed their mandates in terms of the adopted Process Plan and ensured the achievement of key milestones and deliverables. Strict compliance with Regulation 3(5) has been ensured through an ongoing process of consultation between the Waterberg District Municipality and all local municipalities through the operations of the said structures.

THEMES FOR REVIEW	CHANGING CIRCUMSTANCES AND NEW INFORMATION
Institutional Impact	Review of Objectives, Strategies and Targets
Sector Plans	An analysis was conducted in respect of the various sector plans attached to the WDM IDP and some were found to still be relevant and not requiring review for the forthcoming financial year whilst others required to be reviewed.



WATERBERG DISTRICT MUNICIPALITY

IDP - Budget link	IDP- Budget link has been fostered throughout the process and has been attained.
Updated Projects List	Review of all projects and related costs.

B.1. Organisational Arrangement

Prior to the commencement of the IDP Review, the Waterberg District Municipality prepared and adopted a District IDP Review Framework Plan as well as Waterberg District Municipality Process Plan that served as a guide to the overall review process.

B.1.1. District Framework Plan

A District Framework Plan was formulated and adopted to serve as a guide to all of the local municipalities within the Waterberg District Municipal area of jurisdiction, in the preparation of their respective Review Process Plans. In brief, the District Framework Plan outlines the time frames of scheduled

events/activities, structures involved and their respective roles and responsibilities.

B.1.2. Waterberg District Municipality Process Plan

The Waterberg District Municipality Process Plan formulated and adopted outlines, in detail, the way in which the Waterberg District Municipality embarked on its own IDP Review Process from its commencement in August 2007 to its completion in June 2008. In brief, the Process Plan outlines the time frames of scheduled events, structures involved and their respective roles and responsibilities.

B.1.3. WDM Review Structures

Three structures guided the IDP Review Process within the Waterberg District Municipality:



WATERBERG DISTRICT MUNICIPALITY

- IDP Representative Forums
- IDP Steering Committees
- IDP Co-ordinating Committee

THE ROLES AND RESPONSIBILITIES OF EACH STAKEHOLDER DURING THE IDP REVIEW PROCESS

ACTORS	ROLES AND RESPONSIBILITIES
Executive mayor/committee	Ensures that all relevant political actors are appropriately involved, monitor the planning process, consider, adopt and approve the IDP
Portfolio Councillors	Participate in the IDP process. Assists the mayor as well as officials in problem solving and establishing policies regarding their specific portfolio committees.
Ward Councillors and Committees	Link the planning process to their constituencies, organise stakeholder consultation and participation through District Level representative structures and through the IDP Rep Forum and ensure that the municipal budget is linked to and based on the IDP.
Municipal Manager	Is responsible for the overall management, co-ordination and monitoring of the planning process, ensuring that all relevant actors are appropriately involved, is responsible for the day-to-day management of the drafting process, ensures that Alignment takes place with provincial and national department's budgets and alignment of planning activities on provincial and local level.
Line function	Takes joint responsibility for overall management, co-ordination and monitoring of the planning process. They would identify persons to be in charge of the different roles, activities and responsibilities of the process and specific planning activities, screens the contents of the IDP, considers and comment on inputs from sub-committees,



WATERBERG DISTRICT MUNICIPALITY

Managers	provincial sector departments and specialists, as well as comment on draft outputs from each phase of the IDP.
IDP manager/head	Offer Professional support and technical guidance to both the district and local municipalities. Co-ordinate Project implementation and IDP meetings.
Sector Departments (Province, national)	They provide all relevant technical, sector and financial information for analysis to determine priority issues and contribute technical expertise in the identification of projects. They are also responsible for the preparation of Project proposals, the integration of projects and sector programmes.
Business sector	The form part of the IDP representative forum and make contributions to the IDP process at that level.
NGO's and CBO's	Support the alignment procedures between the municipalities and spheres of government and product related contributions at the IDP representative forum.
Community members	Submit inputs to the IDP process through ward committees and public consultation processes to the IDP representative forum at Local municipal level. Municipalities will then submit the said inputs in a form of in-depth analysis to the district for consideration during the review process. Each ward in all municipalities within the district will send one delegate to the IDP Representative Forum effective from this financial year.

C.1. PROCESS OVERVIEW: STEPS AND EVENTS

C.1.1. ACTIVITY TEMPLATE

PREPARATORY PHASE				
PLANNING ACTIVITY	TASK	RESPONSIBLE PERSON	PARTICIPANTS	TIME SCHEDULE
1/1 Drafting of framework and plans	Prepare IDP/BUDGET/PMS Review Framework and process plan	IDP HEAD Municipal Manager	Steering Committee	01 -09 Aug 2007



WATERBERG DISTRICT MUNICIPALITY

1/2 Planning process	Discuss and adopt IDP/BUDGET/PMS Review Framework and process plan	Municipal Manager	Steering Committee	11 August 2007
1/3 intergovernmental consultation	Discuss and adopt IDP/BUDGET/PMS Review Framework and process plan	Executive Mayor	Co-ordinating Committee	18 August 2007
1/4 Public participation and consultation	Discuss and approve IDP/BUDGET/PMS Review Framework and process plan	Executive Mayor	IDP Rep Forum	22 August 2007
1/5 Executive decision making	Discuss and approve IDP/BUDGET/PMS Review Framework and process plan	Executive Mayor	Municipal Council	24 August 2007

ANALYSIS PHASE				
PLANNING ACTIVITY	TASK	RESPONSIBLE PERSON	PARTICIPANTS	TIME SCHEDULE
2/1 Compilation of existing information	Identification of gaps & incorporation of new information.	IDP HEAD Municipal Manager	Steering Committee	01 Sept- 28 Oct 2007
2/2 Spatial analysis.	Identification & analysis of spatial gaps.	IDP HEAD Municipal Manager	Steering Committee	01 Sept- 28 Oct 2007
2/3 Socio-economic analysis.	Identification & analysis of socio-economic issues.	IDP HEAD Municipal Manager	Steering Committee	01 Sept- 28 Oct 2007



WATERBERG DISTRICT MUNICIPALITY

2/4 Community and stakeholder level analysis.	Analysing inputs from community & stakeholders.	Municipal Manager Executive Mayor	Co-ordinating Committee	21 October 2007
2/5 Reconciling existing information.	Reconciling activities 1/1 & 1/2	IDP HEAD Municipal Manager	Steering Committee	23-27 October 2007
2/6 Municipal wide analysis.	Identification & analysis of gaps within municipal wide issues.	Municipal Manager Executive Mayor	IDP Rep Forum	08 December 2007
2/7 Review of Municipal priority issues.	Review the municipal priority issues.	IDP HEAD Municipal Manager	Steering Committee	27 Oct - 10 Nov 2007
2/8 In-depth analysis of priority issues.	In-depth analysis of reviewed priority issues.	IDP HEAD Municipal Manager	Steering Committee	27 Oct - 10 Nov 2007
2/9 specific guidelines and programmes.	In-depth analysis of reviewed sector specific issues.	IDP HEAD Municipal Manager	Steering Committee	27 Oct - 10 Nov 2007
2/10 Consolidation of analysis results.	Compiling summary reports for each priority issue.	IDP HEAD Municipal Manager	Co-ordinating Committee	13 - 24 Nov 2007

STRATEGIES PHASE				
PLANNING ACTIVITY	TASK	RESPONSIBLE PERSON	PARTICIPANTS	TIME SCHEDULE
3/1 Vision	Reviewing the vision.	IDP HEAD Municipal Manager	Steering Committee Co-ordinating	04 Dec-14 Feb 2008



WATERBERG DISTRICT MUNICIPALITY

			Committee		
3/2	Working objectives	Reviewing the objectives.	IDP HEAD Municipal Manager	Steering Committee	04 Dec-14 Feb 2008
3/3	Localised Strategic guidelines	Reviewing Localised Strategic Guidelines	IDP HEAD Municipal Manager	Steering Committee	04 Dec-14 Feb 2008
3/4	Creating Strategic Alternatives.	Developing strategic alternatives.	IDP HEAD Municipal Manager	Co-ordinating Committee	04 Dec-14 Feb 2008
3/5	Financial strategy	Refining resource frames & redesigning financial strategies.	Chief Financial Officer	Steering Committee	04 Dec- 14 Feb 2008
3/6	Mid year review	Organising District Municipality level Strategy Workshop	IDP HEAD Municipal Manager	Extended Steering Committee	15-16 February 2008
3/7	Linking District strategies with Local Municipal strategy	Translating District-wide strategies into Local and District Projects	Municipal Manager Executive Mayor	Co-ordinating Comm.	02 March 2008
3/8	Creating conditions for public debates on alternatives	Compiling & structuring information on alternative strategies	Municipal Manager Executive Mayor	IDP Rep Forum	09 March 2008
3/9	Analysing alternatives	Analysing alternative strategies	Municipal Manager Executive Mayor	IDP Rep Forum	09 March 2008
3/10	Deciding on alternatives	Making choices on viable strategies.	Municipal Manager Executive Mayor	IDP Rep Forum	09 March 2008



WATERBERG DISTRICT MUNICIPALITY

PROJECT PHASE				
PLANNING ACTIVITY	TASK	RESPONSIBLE PERSON	PARTICIPANTS	TIME SCHEDULE
4/1 Project Task Teams	Reviewing & redesigning projects	District Cluster Chairpersons Respective Managers WDM	District Clusters Project Task Teams	04 Dec-14 Feb 2008
4/2 Involvement of project partners	To ensure that project proposals are linked to Sector/Corporate specific guidelines	District Cluster Chairpersons Respective Managers WDM	District Clusters Project Task Teams	04 Dec-14 Feb 2008
4/3 Target group participation in Project Planning.	Ensuring that the proposed projects meet the expectations of the targeted groups.	District Cluster Chairpersons Respective Managers WDM	Project Task Teams	04 Dec-14 Feb 2008
4/4 Designing Project Proposals	Reviewing project proposals.	District Cluster Chairpersons Respective Managers WDM	Project Task Teams	04 Dec-14 Feb 2008
4/5 Setting indicators for objectives.	To illustrate the impact of the project on the targeted groups.	District Cluster Chairpersons Respective Managers WDM	Project Task Teams	04 Dec-14 Feb 2008
4/6 Project Output/Target/Locations	To provide a basis for a viable management tool.	District Cluster Chairpersons Respective Managers WDM	Project Task Teams	04 Dec-14 Feb 2008



WATERBERG DISTRICT MUNICIPALITY

		WDM		
4/7 Major Activities/Timing/ Responsible Agencies	To provide a basis for a viable management tool.	District Chairpersons Respective WDM	Cluster Managers	Project Teams Task 04 Dec-14 Feb 2008
4/8 Cost/Budget Estimates /Sources of Finance	To provide a basis for a viable management tool.	District Chairpersons Respective WDM	Cluster Managers	Project Teams Task 04 Dec-14 Feb 2008
4/9 Establishing Preliminary Budget allocations	To ensure a link between proposed projects and available resources.	Chief financial officer		Steering Committee 04 Dec-14 Feb 2008
4/10 Confirmation of project designs	To ensure a link between proposed projects and available resources.	District Chairpersons Respective WDM	Cluster Managers	Steering Committee 04 Dec-14 Feb 2008



WATERBERG DISTRICT MUNICIPALITY

INTEGRATION PHASE				
PLANNING ACTIVITY	TASK	RESPONSIBLE PERSON	PARTICIPANTS	TIME SCHEDULE
5/1 Integrating Projects and Programmes.	To ensure a holistic approach to develop projects.	IDP HEAD	Sector Specialists Steering Committee	04 Dec-14 Feb 2008
5/2 Screening of draft project proposals.	Checking project compliance with priority issues & strategies.	Municipal Manager IDP HEAD	Sector Specialists Steering Committee	04 Dec-14 Feb 2008
5/3 (5) Year Financial Plan	To create MTEF for planning budget link.	Chief Financial Officer	Steering Committee	04 Dec-14 Feb 2008
5/4 (5) Year Capital Investment Plan	To inform the municipal budget.	Chief Financial Officer	Steering Committee	04 Dec-14 Feb 2008
5/5 Integrated Spatial Development Framework	To review a framework for integrated land-use management.	Manager: Planning & Economic Development	Steering Committee	04 Dec-14 Feb 2008
5/6 Integrated LED Programme	To review existing LED Plan.	Manager: Planning & Economic Development	Steering Committee Interest Groups	04 Dec-14 Feb 2008
5/7 Integrated Poverty Reduction Programme	To ensure that the IDP is focused on poverty reduction and gender equity.	Manager: Planning & Economic Development	Steering Committee	04 Dec-14 Feb 2008
5/8 Integrated Environmental Programme	To review existing Environmental Plan.	Manager: Social Services	Steering Committee Environ. Specialists	8 04 Dec-14 Feb 2008
5/9 Integrated Institutional Programme	To ensure institutional transformation & integrated management systems.	Municipal Manager	Steering Committee	04 Dec-14 Feb 2008
5/10 Performance Management System	To update the existing system.	Manager: Corporate Services	Steering Committee	04 Dec-14 Feb 2008
5/11 Integrated bulk water resource/Development management strategy	To develop a strategy would ensure an integrated approach to bulk water supply	Manager: Technical Services	Steering Committee	04 Dec-14 Feb 2008



WATERBERG DISTRICT MUNICIPALITY





WATERBERG DISTRICT MUNICIPALITY

APPROVAL PHASE				
PLANNING ACTIVITY	TASK	RESPONSIBLE PERSON	PARTICIPANTS	TIME SCHEDULE
6/1 Providing opportunity for comments from Sector Dept.	Integrating Plans and Programmes in compliance with Sector Guidelines.	Municipal Manager	Steering Committee	19-22 Feb 2008
6/2 District-Level Workshop for horizontal co-ordination.	To align the District and LMs IDPs.	Municipal Manager Executive Mayor	Co-ordinating Committee	03 March 2008
6/3 Providing opportunity for comments from the public.	To check compliance of the IDP and the public priorities.	Municipal Manager	IDP Roadshows	11 March 2008
6/4 Incorporating comments.	To incorporate identified gaps into the IDP.	IDP HEAD	IDP Roadshows	11 March 2008
6/5 Draft IDP - adoption by Council.	To adopt the draft IDP, as a legal binding document.	Executive Mayor	WDM Council	29 March 2008
6/6 District summaries of Local IDP's.	Preparing IDP summaries for all Locals	IDP HEAD	Co-ordinating Committee	02-06 Apr 2008
6/7 Invitation of public comments on media	To receive comments from various stakeholders and the public on the draft IDP	Municipal Manager	Steering Committee	09-27 Apr 2008
6/8 Final adoption by Council	To adopt the final IDP, as a legal binding document	Executive Mayor	WDM Council	30 May 2008



WATERBERG DISTRICT MUNICIPALITY

The Waterberg District Municipality's approach to Review process was based on a **community and issue** driven approach. Although the District Municipality is legally obliged to review and approve an Integrated Development Plan and to align all actions, projects, programmes etc. according to the issues in terms of the IDP, the approach followed by the Waterberg District Municipality included the facilitation and capturing of

issues identified by the community that relates to the competency of other stakeholders and that should be addressed by these stakeholders. The IDP review process officially commenced in August 2007. The planning process necessitated that various meetings and workshops be held with government departments, organizations, bodies and institutions through the established IDP structures.

D.1. MEETINGS/WORKSHOPS HELD DURING 08/09 IDP REVIEW PROCESS

Meetings	No. of Meetings	Composition	Purpose
Council meetings	3	Meetings were attended by: <ul style="list-style-type: none"> ❖ Mayor; ❖ Councillors; ❖ Managers of various service business units or Departments. 	The purpose of the meetings were to: <ul style="list-style-type: none"> ❖ Approve the IDP Review Framework and Process Plan ❖ Approve draft IDP reviewed ❖ Approve final IDP
IDP Steering Committee meetings	3	Meetings were attended by: <ul style="list-style-type: none"> ❖ Municipal Manager; ❖ Managers of various service business units ❖ IDP Head. 	The purpose of the meetings were to: <ul style="list-style-type: none"> ❖ Manage, co-ordinate and monitor the IDP Process; ❖ ensure that all relevant actors were appropriately involved; ❖ Identify municipal wide issues and ensure that issues are addressed in the planning process; ❖ ensure that horizontal & vertical alignment took place in planning process; ❖ screen the contents of the IDP; ❖ consider and comment on inputs from sub-committee/s and specialists;



WATERBERG DISTRICT MUNICIPALITY

Meetings	No. of Meetings	Composition	Purpose
			<ul style="list-style-type: none"> ❖ discuss and comment on inputs from provincial sector departments and support providers; and ❖ comment on draft outputs from each phase of the IDP.
IDP Representative Forum	2	Meetings were attended by: <ul style="list-style-type: none"> ❖ District IDP Steering Committee members; ❖ Government departments: 3 Spheres ❖ Traditional leaders ❖ Business community, NGO' s and CBO's ❖ Ward committee representatives and CDW s ❖ Community Development Workers ❖ Councillors from both district and local Municipality level 	The purpose of the meetings were to: <ul style="list-style-type: none"> ❖ Co-ordinate with local municipalities, provincial and national departments; ❖ form a structured link between the municipal government and representatives of the public; ❖ Provide an organisational mechanism for discussion, Negotiation and decision-making between the stakeholders including ward committees and community development workers on the framework and process plan for review, the situational analysis, strategies and project phases
IGR Strategic Review Workshops	1	Meetings were attended by <ul style="list-style-type: none"> ❖ Executive Mayor; ❖ Mayoral Committee members; ❖ Senior managers; and other senior staff member ❖ Sector Departments ❖ Private Sector ❖ Local Municipalities ❖ OTP ❖ DLGH 	<ul style="list-style-type: none"> ❖ To develop a strategic direction for the institution and Align to a vision for the institution ❖ To contextualise and apply the NSDP ❖ To forge the IGR framework Act between all govt.spheres ❖ To give strategic direction to administration on Organisational re-arrangements and planning.



WATERBERG DISTRICT MUNICIPALITY

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

E.1. SELF-ASSESSMENT OF THE PLANNING PROCESS

The assessment of the IDP process was done in terms of the following criteria:

- IDP Review process (methodology) as contained in the IDP Guidelines;
- Content requirements of the IDP as stipulated in the IDP Guidelines;
- Public participation;
- Co-ordination with local municipalities in terms of time frames;
- Integration of planning processes and budgets with local municipalities; and
- Integration with national and provincial governments.



WATERBERG DISTRICT MUNICIPALITY

CRITERIA		ASSESSMENT
1	IDP process (methodology)	The IDP Guide Pack provides sufficient guidelines that can be followed to complete the IDP. The process is clear and logic.
2	Content requirements of the IDP	The IDP Guide Pack requires minimum outputs or deliverables, which are not necessarily applicable of local government, i.e. metro councils, district councils, local municipalities.
3	Public participation	Provision is made for sufficient public participation although stakeholders need to be educated and supported to interact more in the process. District wide Imbizos were held in each local municipality.
4	Co-ordination with local municipalities (time frames)	The review process has experienced difficulty with regard to co-ordination with local municipalities with regard to time frames. This is due for various reasons, which will not necessarily repeat itself in future. Interventions were and are still sought through engagement processes to deal with this matter.
5	Integration with local municipalities	There has been an improvement on the integration of programmes between the district municipality and local municipalities. The planning on MTEF basis still requires further strengthening.
6	Integration with national and provincial governments	Integration with Provincial and National Government was still insufficient. The main stumbling block as identified, is the budgeting process of sector departments as it is unknown to officials nominated to be part of the District IDP and the non involvement of local municipalities in the formulation of sector plans and programmes.



1. OVERVIEW

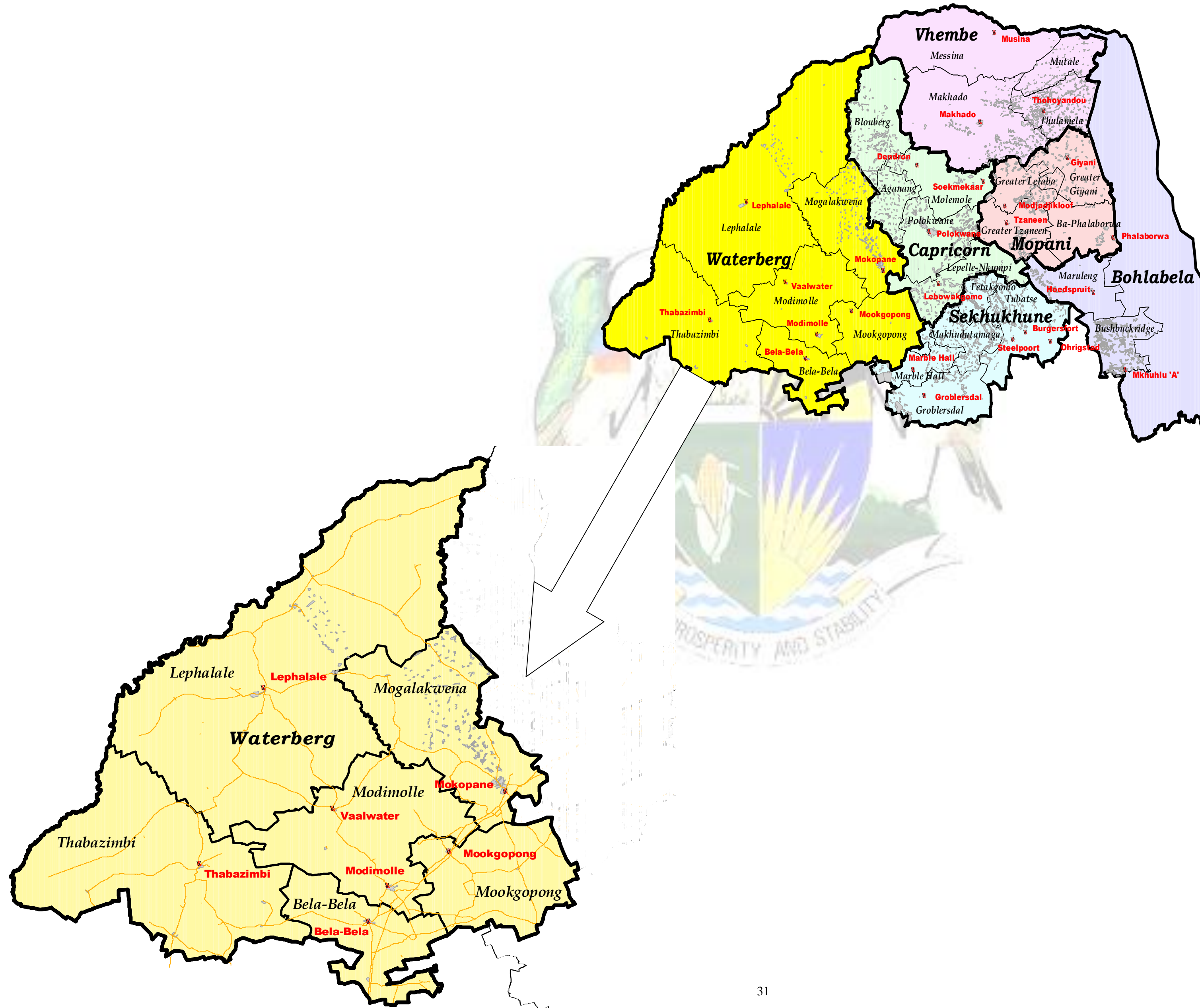
The Waterberg District Municipality is the largest in the Limpopo Province and is located in the western side of the Province. Map 1 illustrates the location of the Waterberg District Municipality within the Limpopo Province and includes the Waterberg Mountain Range from where its name originates. During the rainy season there is an abundance of running streams and rivulets in the veld, particularly in the mountainous areas, fed by water seeping freely from many sources and fountains. The sandstone rocks dominating the geology coupled with the mountainous terrain and the high rainfall cause this characteristic feature of the Waterberg. As such, it is an important water catchment area that has unique biodiversity features. The Waterberg District Municipality is sharing the provincial border with Botswana. There are five border control posts with Botswana at Groblersbrug,

Stockpoort, Derdepoort, Zanziba and Platjan. Within the province, it shares its borders with Capricorn District Municipality to the north and Sekhukhune District to the east. The south-western boundary of the district abuts the Northwest Province and the south-eastern boundary the Gauteng Province. Entry points (roads) to the district from Sekhukhune are the N11, Gauteng the N1 (national road) and R101, from Northwest the R159 and R133.

The Waterberg District Municipality consists of the following six municipalities: Mogalkwena, Bela-Bela, Modimolle, Mookgophong, Lephalale, and Thabazimbi. The district is rural in nature with the urban areas mostly described as dispersed and fragmented.



MAP 1: THE BOUNDARIES OF THE LOCAL MUNICIPALITIES AND DISTRICT MANAGEMENT AREA WITHIN THE WATERBERG DISTRICT (WATERBERG ATA GLANCE)





1.1. LESSONS LEARNT FROM THE PREVIOUS IDP CYCLE

1.1.1 Waterberg Perspective

❖ **The Functional Debate and Integrative Planning;**

Uncertainty in respect of the functional responsibilities did impact on proper developmental and integrative planning in the initial phases of the present IDP cycle.

❖ **Passive vs. strategic approach;**

Previously, the articulated viewpoint of the Waterberg District Municipality was that the District IDP should be the summation of the local municipalities, once the framework for the plans was accepted. Although this assisted in aligning the different local IDP documents, the role of the District Municipality was not on a strategic level. Waterberg acted as the passive receiver of the relevant documentation. The

fundamental paradigm shift to that of **strategic leadership** only occurred at the beginning of 2007 (Strategic Plan). This process of strategic intervention put Waterberg on a **new development trajectory**.

❖ **Sectoral Alignment;**

Provincial and local priorities were seldom aligned during the present IDP process, simply because planning and budget dates of the respective authorities were not synchronized. While attendance of provincial and national representatives at IDP events on district level was generally good; on local level municipalities indicated that participation of the other spheres of government was less than satisfactory. It also occurred that regional representatives often lacked the mandate to actively engage on behalf of the mother department.



WATERBERG DISTRICT MUNICIPALITY

Information in respect of provincial priorities

was also lacking in some cases.

❖ **Community Participation;**

On local level municipalities whom had implemented the wards system had a structured process of community participation. The rest of the local municipalities employed the structure of representative forums to facilitate participation of stakeholders, as did Waterberg. A decline in public interest in community participation meetings however prevailed and this was attributed to unsatisfied expectations and delays in service delivery. It is acknowledged that the option of IDP representative forums was not a big success.

❖ **Political support and commitment;**

It was evident that political support and commitment was not always forthcoming during the present IDP process. The IDP was

often referred to as a “compliance document”, especially in the early stages of the present cycle. The IDP process was often subservient to other matters on the political agenda.

❖ **Strategic Role of Management;**

One of the most important lessons learnt from the previous IDP process, is that the municipal management team must be in place very early in the IDP cycle. Ownership of the IDP process vests with these individuals and without committed officials, who are also held responsible for all the phases of the IDP cycle in terms of performance contracts related to their positions, the IDP process will eventually suffer. It is a distinct advantage that the next IDP review will commence with municipal management teams in place at most of the



WATERBERG DISTRICT MUNICIPALITY

municipalities in Waterberg. It is imperative that the responsibility for the IDP vests with the Municipal Manager and that the locus of the IDP process be within the office of the Municipal Manager.

❖ **From Volume to Substance;**

Unfortunately, municipalities succumbed to the notion of generating vast volumes of documents with a myriad of tables, statistics and information. These academic text books possibly satisfied the “compliance” requirement, but were not palatable for easy reading, public assimilation and performance evaluation.

❖ **Alignment of Budgets to IDP;**

The alignment of municipal budgets to the IDP is not always as required by legislation. On district level the focus of priority allocations was initially aimed at infrastructure, whilst the current IDP Review has promoted a shift to issues of a more

strategic nature. This is in line with the new role envisaged for district municipalities which is about refocusing our engagements to accelerate implementation in striving for common regional goals. This coordinating, integrative and strategic responsibility of the District Municipality was not reflected in the previous allocations. On a local level, the capital budgets of the municipalities were aimed at alleviating service backlogs primarily in the urban areas.

❖ **District co-operation and stakeholder participation;**

Fortunately, the functional debate has now subsided and there is strong evidence towards integrated governance. It is believed, however, that institutionalized processes for integrative governance must be put into place. Good intentions and plans will not suffice if there are no specific strategies to govern co-operation and structured



WATERBERG DISTRICT MUNICIPALITY

participation over the different spheres of government





2. WHERE ARE WE NOW?: SITUATIONAL ANALYSIS

2.1. DEMOGRAPHIC OVERVIEW

The analysis overview provided in the Revised Waterberg IDP document serves as a reference framework and should be read in conjunction with the various analysis reports compiled as part of each of the sector plans. A brief overview of the study area, socio-economic analysis, spatial and land-use analysis, infrastructure, social services, economic potential and the environment is provided. For a more detailed fact file, the relevant sector plan analysis reports should be consulted.

The district contains 11.6% of the Limpopo Province's total population that is estimated at approximately 5.2 million with an average population density of 52.5 people per square km. This varies widely across the municipalities, from 147 people per square kilometre in the Mogalakwena

Municipal area to six people per square kilometre in Mookgophong Municipal area. Mogalakwena Municipality is home to 48.6% of the district's people (298 419 people) while just 5% of the population live in Mookgophong Municipality.

The majority of population within Waterberg is in the age groups of 0-19yrs contributing 46.6% of the total population, and a gradual decline of people as from the age of 20years to 85years. Furthermore, the male population group constitute a higher number than females in Mookgophong and Thabazimbi. Over 44% of Waterberg's population is under 19 years old. Coupled with this figure are a high number of elderly residents in the area, as reflected hereunder. This implies that many people in Waterberg are dependent on the income of others.



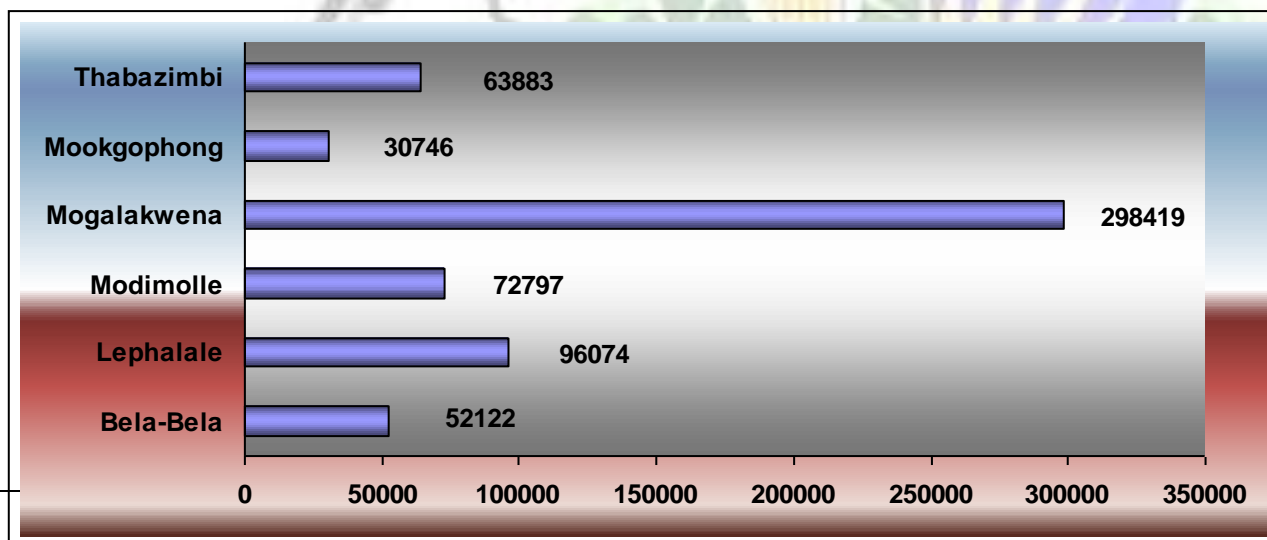
WATERBERG DISTRICT MUNICIPALITY

2.1.1. DEMOGRAPHIC PROFILE - POPULATION & GROWTH

MUNICIPALITY	OCT 2001 POPULATION	OCT 2001 HOUSEHOLDS	NO OF WARDS
BELA BELA	52 122	12 279	8
LEPHALALE	96 074	23 401	12
MODIMOLLE	72 797	17 536	8
MOGALAKWENA	298 419	68 010	32
MOOKGOPHONG	30 746	6 977	4
THABAZIMBI	63 883	20 280	10
WATERBERG	614 041	148 483	74

Source: STATS SA, 2001

CHART 1: POPULATION SIZE PER LOCAL MUNICIPALITY





WATERBERG DISTRICT MUNICIPALITY

2.1.2. EMPLOYMENT STATUS PER LOCAL MUNICIPALITY IN THE WATERBERG DISTRICT MUNICIPALITY AREA

The majority of population within Waterberg is in the age groups of 0-19yrs contributing 46.6% of the total population, and a gradual decline of people as from the age of 20years to 85years. Furthermore, the male population group constitute a higher number than females in Mookgophong and Thabazimbi.

Over 44% of Waterberg's population is under 19 years old. Coupled with this figure is a high number of elderly residents in the area, as reflected hereunder. This implies that many people in Waterberg are dependent on the income of others.

	Economic Active		Not Economic Active
	Employed	Unemployed	
Bela - Bela	14 371	6 965	11 077
Lephalale	28 673	5 274	25 040
Modimolle	22 799	6 992	16 295
Mogalakwena	37 089	33 698	94 272
Mookgophong	11 196	2 647	6 183
Thabazimbi	26 249	7 045	12 618
Sub-total	140 377	62 621	165 485
Total		202 998	

SOURCE SSA 2001 CENSUS

The Human Development Index (HDI) is a reliable indicator of development. It measures life expectancy; literacy and income

and shows a slight increase across all areas in the district. This suggests that while the economic situation in terms of lack of



WATERBERG DISTRICT MUNICIPALITY

income and unemployment is increasing, there have been some gains in terms of service.

Household income levels are low. Almost all of the households within the Waterberg Municipal area (94%) record income levels of R1 - R6 400; and 26% earn between R6 001 and R18 000 a year. This translates into approximately 80% of households having annual incomes below R18 001.

Education levels are generally low. Only 11% of Waterberg's population have matriculated or have above matriculation qualifications. At least 14% have no formal schooling. A comparison of the levels of education across the municipalities point to the strong links between low household incomes, high unemployment and low human development index.

In terms of the economic profile of the Waterberg District, the area combines elements of a sophisticated and globalised industrial economy with an under-developed agricultural sector, where household production levels are reportedly declining and where the majority of the population now depends on state

pension and welfare as primary sources of subsistence. The district is consequently characterised by huge discrepancies in wealth and skills. The key sectors in the district (as defined by their contribution to GDP) include agriculture, hunting, forestry & fishing Industry as a dominant employer, with 24% of the employed population within the District, followed by Community, Social & Personal Services Industry with 15% of the employed population. Few people are involved in the electricity, gas and water supply Industry constituting 0, 8% of the employed population. Tourism is also a significant contributor to GDP and employment in the district.

Despite the high agricultural production potential agriculture continues to contribute only 3.6% towards the economy of Waterberg District Municipality. Many local municipalities continue to import agricultural products outside their boundaries despite this potential. This is probably explained by low levels of development, especially high levels of poverty and poor infrastructural development, suggesting that potential and emerging farmers have limited access to resources necessary for



WATERBERG DISTRICT MUNICIPALITY

production. Again, agriculture continues to contribute far less than expected to formal employment opportunities, and gross geographic production. These reflect a need for aggressive intervention in providing resources and infrastructure that will encourage agricultural production and hence increase employment opportunities.





WATERBERG DISTRICT MUNICIPALITY

2.2.1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

NOTE: The Waterberg District Municipality does not provide basic services such as water, sanitation, housing and electricity services to residents but only performs a coordinating role and project management assistance to the six local municipalities.

2.2.1.1. BASIC SERVICES

2.2.1.1.1. WATER SUPPLY

	Waterberg	Mookgopong	Bela-Bela	Thabazimbi	Modimolle	Lephalale	Mogalakwena
Total of HH in the municipality		6478	12334	12 641	12410	25401	68010
Number of hh served	N/A	1900 (Mkg Ext 4, 5 & 6) HH still to be served	9664	8 981	9953	19 969	57164
Backlog remaining	N/A	Supply Mookgophong x4 with metered yard connections	775	3 660	2457	5 432	10846



WATERBERG DISTRICT MUNICIPALITY

2007/08 Target	N/A	Due to limited funds, only stand pipes within 200m to be installed	1150	383	1740	444	7050
Progress made to date	N/A	Supply Mookgophong x5 and 6 with metered yard connections	350	95 % Completed,	47%	222	2350
2008/09 Target	N/A	All house holds with water supply	1521	1 600	717	536	3796

*Total number of households according to 2001 Census

Information provided by local municipalities

Providing a higher level of service to the resident within Waterberg District Municipality is a challenge especially within peri-urban areas due to the backlogs still to be eradicated and the increase in the water demand these higher level of services will result in. Residents want to

move from access to communal stand tap water supply to individual erf connection and from a VIP to water borne sewage system. The same challenge applies where communities want to extend the water supply infrastructure into their area by connecting into nearby reticulation.



WATERBERG DISTRICT MUNICIPALITY

2.2.1.1.2. ELECTRICITY SUPPLY

	Waterberg	Mookgopong	Bela-Bela	Thabazimbi	Modimolle	Lephalale	Mogalakwena
Total no. of HH		6487	12334	12 641	12410	25 401	68010
Total no. of hh served	N/A	6487	9664	12 044	10120	16 244	51000
Backlog hh still to be served	N/A	5682	800HH	3 997	2290	549	17010
Target for 2007/08	N/A	850 Mookgophong x4. Upgrading of electrical reticulation network	350	197	767	0	1754
2007/08 Progress to date	N/A	The upgrading of electrical network is 7.8% ahead of the	0% (Awaiting for the	20 %	63%	0	1754



WATERBERG DISTRICT MUNICIPALITY

		program	building of houses)				
2008/09 Targets	N/A	Transfer of all electrical networks to RED	450	400	1523	549	5082 , Depending on DME Allocation
2009/10 Targets	N/A	450hh	0	1 700	0	-	5082, Depending on DME Allocation
2010/2011	N/A	500 hh	0	1 700	0	-	5075
2011/2012	N/A	500 hh	12334	0	0	-	

*Total number of households according to 2001 Census

Information provided by local municipalities



2.2.1.2.1. INFRASTRUCTURE DEVELOPMENT

2.2.1.2.1.1. Water

From a mining development perspective the strategic interventions for water provision that are being planned for the Lephalale and Thabazimbi municipal areas are sufficient to produce a modest surplus. This refers to the potential augmentation of 21 mega litres per annum by raising the Mokolo Dam wall and the 45 Ml that could be obtained from transfers out of the Crocodile River. However, a considerable deficit appears to prevail in Mogalakwena, even after the interventions to transfer water from the Sekhukhune District and effluent from Polokwane.

The feasibility study that is currently underway on the Olifants River Water Development Project, which includes the detailed water services development study in Mogalakwena, is of crucial importance for mining development in Waterberg District. It is imperative that Waterberg District Municipality should raise the profile of this water development planning process. It could be done

by direct participation in the planning process from both the Waterberg District Municipality planning and technical divisions. Aspects that should be included in the planning process are:

- Reduction of losses and inefficient water use in the context of a full-scale water conservation and demand management strategy,
- Investigation into the potential for the conversion of water entitlements from agriculture to mining, even if only on a temporary basis,
- Improved utilisation of Donkerpoort Dam and urban effluent,
- Review of all the surface water development opportunities in the Mogalakwena Municipal area.

2.2.1.2.1.2. Roads

Roads Agency Limpopo is the institution responsible for provincial and district roads. The busiest road on their five-



WATERBERG DISTRICT MUNICIPALITY

year plan, with an annual average daily traffic count of 1,723 vehicles, is the road from Gakgabudi through Mapela to Marken. This road is central to the improvement of logistics for expanded platinum mining on the Platreef. Due to budget constraints it will take five years from 2005/06 to 2009/10 to complete 75% of this road that is 86 km long in total at a cost of R132 million. Another R40 million is on budget for the remaining stretch of this road after 2010. (The section from Gakgabudi to Mahwelereng is considered to be in a good condition and is not scheduled for upgrading) The second busiest road is from Koedoeskop to Northam and Dwaalboom. This road is also crucial in terms of mining logistics, specifically for the new cement kiln that is currently under construction at Dwaalboom. Construction costs were partially provided for in 2007/08, but with no provision for the rest over the planning period. Road D1639 is not very busy, but is central to platinum mine expansion at Northam. Construction costs were partially provided for in 2005/06, but once again with no provision for the rest over the planning period. Roads that are already on the tarring

programme after 2010 and that are important for the mining sector include:

- Completion of the Mapela-Marken road, and
- Linking Polokwane with Lephalale via Gilead and Marken.

Reconstruction of R33 between Lephalale and Modimolle is a top priority for the district as reflected in the Waterberg LED strategy. This road is a key access route for mining development in the western part of the district and will become even more so with the intended developments in Lephalale. However, it has completely collapsed. The Roads Agency Limpopo cannot afford its reconstruction and maintenance and has therefore requested the National Roads Agency (SANRAL) to take responsibility for it. SANRAL has declined the request but is willing to consider a new application provided that sufficient motivation is provided.



WATERBERG DISTRICT MUNICIPALITY

	Waterberg	Mookgopong	Bela-Bela	Thabazimbi	Modimolle	Lephalale	Mogalakwena
Roads Infrastructure backlog	4 043km (numbered roads only)	22,0km Gravel road to be paved	48 km	56 Km	77KM	84,4km	296, 7 KM
% of total value of roads Infrastructure Planned for 2007/08	1.56% (63 km)	10 %	7,2% (of Capital funding) R 1 750 000	0 %	30.32%	1,56%	35%
% of total value of roads infrastructure progress to date	6% (3,8 KM)	0.7%	7,3% (of total municipal budget)	0 %	1.54%	60%	40%
% of total value of roads infrastructure maintenance planned for 2007/08	0%	10%	25%	R5 964 000,00	1.1M	100%	100%
% of total value maintenance progress made to date	0%	2%	0%	0 %	20%	30%	20%



2.2.1.3. OVERVIEW OF PUBLIC TRANSPORT

It has been identified in the Current Public Transport Record (CPTR, 2005) that public transport in the Waterberg district is dominated by taxis (140 taxi routes), with more than 90% of passengers transported by means of taxis, while buses serve only a small sector of the population (less than 10% of the daily local public transport users - 9 bus terminals). Passenger rail services are non-existent, existing rail lines are currently used mainly for freight transport and therefore infrastructure for passengers at stations is limited and in most cases non-existent. The Waterberg District Municipality ITP and CPTR 2005, reveals a number of key public transport issues within the district as listed below:

2.2.1.3.1. Poor road Infrastructure

The Waterberg District, because of its rural nature and settlement patterns, is characterised by general lack of good road infrastructure, which essentially forms the backbone of any good public transport system. Access to

social services and general mobility (to employment and economic opportunities) is restricted due to poor transport infrastructure and lack of suitable public transport services, particularly in remote rural areas. In many instances, missing road links prevent access to rural areas. The poor road infrastructure results in mini-bus taxi operators restricting their services to paved roads, whilst bakkies and sedans operate most of the local routes on these gravel roads.

2.2.1.3.2. Lack of Public Transport Facilities

Although the Waterberg District Municipality has over the past years embarked upon a process of upgrading public transport facilities (e.g. Multi-Modal Node in Mogalakwena), many taxi ranks are still operated informally on-street or from vacant off-street areas. Many facilities lack basic infrastructure such as toilets, shelters, paving or informal trading facilities.



WATERBERG DISTRICT MUNICIPALITY

2.2.1.3.3. Lack of Learner Transport

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

2.2.1.3.4. Lack of formalization of the taxi industry

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

2.2.1.3.5. Cost of Public Transport Services

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

2.2.1.3.6. Service Coverage

Public transport coverage is relatively good, despite the poor condition of roads and public transport infrastructure. However, many of the schools, clinics and other recreational areas in the rural areas of the district still remain inaccessible and public transport services are not provided for these facilities.

Passengers, although being dependent upon public transport as their only means of mobility in rural areas, generally have



a negative perception of the public transport industry, mainly due to the problems listed above.

2.2.1.4. LAND REFORM, LAND RESTITUTION (LAND CLAIMS), HOUSING AND SPATIAL DEVELOPMENT AND LAND USE

2.2.1.4.1. Land Reform

Waterberg District Municipality must develop a “**Land Reform and Settlement Plan**” (LRSP) as a sector plan in its Integrated Development Plan, which must be prepared with specific reference to the key land issues relating to land reform and settlement development in the District. Land reform issues within Waterberg District Municipal area encompass a complex array of challenges located within the sphere of land access, land tenure, land restitution (Land claims) and land administration. The Land Reform Programme for Waterberg District Municipality, especially the LRSP, is key to unlocking such challenges. These will differ from one local municipal area to another.

Therefore the key challenge for the district in the land reform process is to deal effectively with the injustices of land dispossession, equitable distribution of ownership, reduction of poverty and economic growth, tenure security as well as a system of land management which will support sustainable land use patterns. This is in line with the National Policy on Land Reform, 1997. These will be dealt with in terms of the required land related legislation. It is clear that land reform is seen as a composite suite of issues and interlocking components, the precise make up of which will differ from one municipality to another. Some of these components include, land identification, land acquisition, in-site upgrade and tenure upgrade, land planning for residential and productive uses, land-legal issues (e.g. land rights audits, title adjustments, land survey, registration of



WATERBERG DISTRICT MUNICIPALITY

ownership etc.) post implementation livelihoods support, post implementation land use management, and infrastructure / asset maintenance and operational issues.





WATERBERG DISTRICT MUNICIPALITY

2.2.1.4.2. SETTLED LAND CLAIMS (LAND RESTITUTION) IN THE WATERBERG DISTRICT MUNICIPAL AREA PER LOCAL MUNICIPALITY

MOGALAKWENA LOCAL MUNICIPALITY										
PROJECT	URBAN/RURAL	CLAIMS FORMS LODGED	HOUSEHOLDS	MALE HEADED HOUSEHOLDS	FEMALE HEADED HOUSEHOLDS	BENEFICIARIES	PROPERTIES RESTORED	HECTARES	TOTAL AWARD (R)	SETTLEMENT DATE
1. Mokerong	Urban	183	183	N/A	N/A	915	None	N/A	3660000.00	28/07/2000
2. Sandril/Seedat	Urban	2	2	N/A	N/A	10	None	N/A		
3. Hafsa Cachalia	Urban	6	6			30	None	N/A		
4. Mabyaneng Community	Rural	1	401	N/A	N/A	700	Vier en Twintig 701 LR Bellevue 700 LR	3706.2310	1780440.00	01/07/2004
5. Koka Matlou Community	Rural	1	250	N/A	N/A	921	Sterkwater 299 KR	2955.0717	5225000.00	01/07/2004
6. Lebelo Community	Rural	1	479	N/A	N/A	984	Blinkwater 244 KR	3600	8919760.00	01/07/2004
7. Legata Community	Rural	1	45	N/A	N/A	154		1671		
8. Mabula Mosima	Rural	1	N/A	N/A	N/A	N/A	Geluk 588 LQ	N/A	N/A	N/A
9. Seema Community	Rural	1	N/A	N/A	N/A	N/A	Emaus 725	N/A	N/A	N/A
TOTAL = 9	RURAL = 6 URBAN = 3	197	1366			3714		11932.302		
MOOKGOPHONG LOCAL MUNICIPALITY										
1. Rooipan Comm.	Rural	9	160	N/A	N/A	700		1484.4658		
2. De Hoop Community	Rural	1	117	N/A	N/A	349	De Hoop 638 KR	678.2176	2 200 480.00	05/08/2004
3. Letlhakaneng Community	Rural	1	95	N/A	N/A	327		642399		



WATERBERG DISTRICT MUNICIPALITY

4. Ga-Tjale Community	Rural	1	99	N/A	N/A	376		12386866		
5. De Hoop Families	Rural	18	200			349		4197.0926		
TOTAL = 5	RURAL = 5 URBAN = 0	30	671			2101		13034946.56		
BELA BELA LOCAL MUNICIPALITY										
1. Piensrivier Community (Moretele)	Rural	2	101	68	43	369	Ptn 1 & 13 Vaalboschbul t 66 JR	1966.0998	5108440.00	09/03/2004
2. Koka Matlou	Urban	1	N/A	N/A	N/A	N/A	Skrikloof	N/A	N/A	N/A
TOTAL = 2	RURAL = 1 URBAN = 1	3	101	68	43	369		1966.0998	5108440.00	
MODIMOLLE LOCAL MUNICIPALITY										
1. Modimolle Community	Rural	1	672	N/A	N/A	4044	Middelfontein 564 KR Nonpoort 722 KR Naauwpoort 579 KR Bukane 662 KR Tierkloof 576 KR Groenfontein 383 KR Zandfontein 566 KR	12491	52158680.00	01/07/2004
TOTAL = 1	RURAL = 1 URBAN = 0	1	672			4044		12491	5215868.00	
LEPHALALE LOCAL MUNICIPALITY										
1. Ba-Phalane Ba Mantsere Community	Rural	1	500	N/A	N/A	3000	Schilpadnest 385 KQ	1884.266	53533250.00	06/06/2003



WATERBERG DISTRICT MUNICIPALITY

2. Morongwa Community	Rural	1	200	N/A	N/A	350	R/E, PTN 4 &5 of Nooitverwacht 635 LQ Sterkfontein 677 LQ	3752.8883	1 088 000.00	
TOTAL = 1	RURAL = 2 URBAN = 0	2	700			3350		5637.1543	54621250.0	
TOTAL = 15	RURAL = 12 URBAN = 3	230	3510			13578	13066973.12			

SOURCE: LAND CLAIM COMISSION, 2006





WATERBERG DISTRICT MUNICIPALITY

2.2.1.4.3. Housing

The objectives of this section are to ensure accessibility to land through the Land Reform Programme, as per the National Land Policy, provision of adequate and sustainable

housing in line with the provision of both the national and provincial policy and legislative prescripts, as well as ensuring organised method of settlement planning and surveys through acceptable development planning and survey legislative prescripts.

2.2.1.4.4. Housing Typologies - Backlogs (Needs)

	Mookgopong	Bela-Bela	Thabazimbi	Modimolle	Lephalale	Mogalakwena
Traditional less 50%	164	318	1123	846	1874	2884
Informal	1846	1757	6732	10864	2160	3487
Backyard	666	1002	3425	749	1354	1840
Total demand of traditional, informal, backyard	2676	3077	11280	12459	5387	8211
No of units in all projects	1743	1436	2528	2565	1900	5475
2012 estimated need	933	1641	8752	9894	3487	2736
Land required	35.33	62.14	331.53	374.76	132.08	103.64



WATERBERG DISTRICT MUNICIPALITY

(Hectare)						
Sunsidy funds required	R 34,072,838.78	R 59, 927, 434.50	R319,703,237.13	R361,393,828.26	R127,368,195.05	R 99,939,817.47

Source: Limpopo Department of Local Government & Housing, 2007

NB: Traditional less 50% - traditional hut or/ structures built with traditional material

Informal - shacks

Backyard - squatting

2.2.1.4.4.1. Current Status of Housing

	Waterberg	Mookgopong	Bela-Bela	Thabazimbi	Modimolle	Lephalale	Mogalakwena
Housing Beneficiary list	N/A	Done	Yes(over 2500 applications)	Yes 900 Beneficiaries	Yes	Yes	Yes
Potential Housing development land identified	N/A	Yes	Yes	Northam, Regorogile, Rooiberg and Raphuti	2 x 44 (Mabatlane/ Phagameng x 10)	Yes	Yes Ext. 20 and Rebone township(R293)
Housing By-Laws Passed in line with BNG	N/A	No	No	No	Yes	No	No, but Ext 20 is in line with BNG



WATERBERG DISTRICT MUNICIPALITY

strategy							Strategy
Number of informal settlements to be formalised	N/A	1300	2 areas.	Regorogile, Raphuti and Smashblock (3)	4	No	One at Rebone Township

2.2.1.4.5. Land Tenure

In South Africa the primary real right in land is that of outright ownership for which a Full Title Deed is registered. It is very similar to the English concept of "freehold title" whereby the land and the buildings on the land constitute one property. Most land in South Africa including farms, small holdings, residential township erven, commercial properties, etc. are privately held by outright ownership and therefore registered in Full Title. The piece of land is surveyed by a land surveyor and its borders will be physically pegged or beacons. The property's placement, size and borders are

recorded in a Surveyor General diagram that forms part of the registered Title Deed of the property. An owner will have exclusive use of the entire piece of land, but the use of the land (business, residential, etc.) and the density or number of buildings (even on farms and small holdings) are governed by the applicable land use rights. An owner may furthermore sub-divide or consolidate his land, subject to the relevant town planning scheme, legislation and/or Article 21 Company rules (in the case of a private development).

Land tenure reform is being addressed through a review of present land policy, administration and legislation to improve the tenure security of all South Africans and to accommodate diverse forms of land tenure, including communal tenure.



WATERBERG DISTRICT MUNICIPALITY

Residents of the former so-called townships such as Phagameng, Bela-bela, Regorogile, Mookgophong, Thusang and Marapong obtained full property ownership rights over the past approximately 9 years through the Extended Benefit Scheme implemented by government since 1994.

Land tenure in the rural areas of Mogalakwena and Lephalale, however, still need to be addressed. Land is held in trust for tribal authorities with communal ownership as the most likely option. Tenure rights in townships such as Mahwelereng (so-called R293 towns) must also be addressed to ensure upgrading of the existing rights.

Land restitution (land claims) and land redistribution of which the potential impact is yet unknown could alter the spatial pattern and land needed for various macro land-uses (e.g. settlement development, agricultural development, mining, conservation areas, etc.) enormously. On the other side many people would obtain access to land that could result in improved living standards and quality of life. It could

unfortunately also result in large-scale sterilisation of economically productive land (e.g. high potential agricultural land, mining of certain minerals, nature conservation areas, etc.) if not managed and planned properly within the context of a spatial development framework that considers all these factors.

2.2.1.4.6. SPATIAL DEVELOPMENT AND LAND USE OVERVIEW

The broad spatial configuration of the Waterberg District Municipality with specific reference to the current land uses indicate a fairly natural zonation pattern with the mining sector/industry mainly concentrated on the periphery of the district and the central area dominated by the tourism and game industry. Commercial agricultural activities mainly occur within the transition areas of the biosphere reserve or areas adjacent to the biosphere reserve.



WATERBERG DISTRICT MUNICIPALITY

Waterberg District Municipality covers an area of approximately 4 951 882ha. The municipal area consists mainly of commercial farms, game farming, etc. and only approximately 0,43% of the total area is used for settlement purposes (i.e. towns and villages). Approximately 69% of all the settlements (i.e. towns and villages) in the Waterberg District Municipality area are located within Mogalakwena Local Municipality. Approximately 68% of all the larger settlements with 5 000 people and more are also located within this local municipality. The problem is, however, that both Mogalakwena and Lephalale Local Municipalities have a large number of small villages, being villages with less than 1 000 people. These low population densities have serious implications to improve the levels of service provision to communities. The cost associated with respect to the provision of service infrastructure is very high. This problem within the Waterberg District Municipality is further exacerbated by the fact that at least 50% of the population are located within Mogalakwena Local Municipality, meaning that the majority of the population are located in relative

small settlements, which are scattered over a large area. An overall appraisal of the Waterberg District indicates distinctive differences in the spatial patterns of development (i.e settlement patterns) between the six local municipalities. In general, it is evident that the urban areas (Mokopane, Mookgophong, Modimolle, Lephalale, Thabazimbi and Bela Bela) dominate the district urban settlement pattern. Apart from this dominant urban centres, the district is characterised by a number of smaller towns (some of which function as sub-regional service centres), so-called communal land areas where dispersed rural settlements are the dominant pattern, and areas where extensive commercial agricultural land holdings are the norm.

However, within the generalised spatial landscape of these areas one finds diverse and complex urban and rural situations. As noted above, the Waterberg District has a distinctive settlement pattern that encompasses a range of settlement types from major urban centre to smaller regional and sub-regional service centres; and from dispersed rural settlements to isolated homesteads.



WATERBERG DISTRICT MUNICIPALITY

The settlement hierarchy developed for the Limpopo (currently under review) in the Limpopo Provincial Spatial Rationale assists in the categorisation of the hierarchy of towns and settlements prevailing in the Waterberg district. The Provincial Spatial Rationale motivates the categorisation of settlement in the province. Within this framework, five levels of settlement are identified in the Provincial Spatial Rationale, which correlate broadly to a strategic framework for investment in settlement.

With regard to the above strategic framework for investment in levels of settlement, a number of key implications for the management of settlement development are derived. A settlement hierarchy is usually based on the **classification of individual settlements**¹ (e.g. towns and villages). This would mean that the approximately 2 450 towns and villages in the Limpopo Province would have been individually classified in terms of a proposed hierarchy. Polokwane (Pietersburg)

would have been the highest order settlement with second order settlements such as Mokopane (Potgietersrus), Thohoyandou, Tzaneen, Makhado (Louis Trichardt), etc. Third order settlements would have included places such as Giyani, Lebowakgomo, possibly Jane Furse, etc.

The settlement hierarchy as contained in the Limpopo Province Spatial Rationale (Review) 2002 is as follows:

First Order Settlements (Growth Points) [GP]:

Growth points are further divided into three categories, viz.:
Provincial Growth Point [PGP];
District Growth Point [DGP]; and
Municipal Growth Point [MGP].

Second Order Settlements (Population Concentration Points) [PCP].

Third Order Settlements (Local Service Points) [LSP].

Fourth Order Settlements (Village Service Areas) [VSA].

Fifth Order Settlements (Remaining Small Settlements) [SS].

¹ For the purposes of this classification and the spatial rationale, **settlement** is defined to include all types of settlements (e.g. proclaimed towns and rural villages).



WATERBERG DISTRICT MUNICIPALITY

Settlement clusters therefore indicate priority development areas/nodes in which primarily first order settlements (three types of growth points) and second order settlements (population concentration points) are identified. **Growth points** are therefore the highest order in the settlement hierarchy, with **Population Concentration Points** being the second order in the settlement hierarchy.

There are six towns within the Waterberg District that are seen from a provincial perspective to be higher order urban areas where the highest levels of investment (First Order Settlements) could be targeted to achieve key development goals. These are identified as Mokopane (Provincial Growth Point), Mookgophong (Provincial Growth Point), Modimolle (Provincial Growth Point) Bela-Bela (Provincial Growth Point), Thabazimbi (Provincial Growth Point) and Lephalale (Provincial Growth Point);

In addition, six townships or smaller towns in the district are identified in the Provincial Spatial Rationale for so-called Municipal Growth Points; that is investment to boost

capacities of existing infrastructure or to extend institutional capacity for developmental purposes. These are identified as Pienaarsrivier, Vaalwater, Rebone, Bakenberg, Roedtan and Northam;

In the strategic terms adopted by the Provincial Spatial Rationale, the remaining settlements within the Waterberg District should be seen as areas that, in the first instance, should be regarded as settlements that need to achieve basic levels of services.

However, it is noted that the Limpopo Provincial Spatial Rationale should not be read as a deterministic document and merely aims to set normative guidelines for spatial development and related investments. It seems reasonable to assume that where individual instances (or settlements) are identified that have clear growth potential, these could be classified as Municipal Growth Points areas where investment could be targeted at higher levels than basic service in order to achieve desirable developmental outcomes.



WATERBERG DISTRICT MUNICIPALITY

The approved PPRust North Replacement Pit will be established in 2006/07 on the farm Zwartfontein and will mill 385,000 tons of material per month to replace the 200,000 ounces of platinum that is currently being extracted from the Zwartfontein South pit.

Board approval is currently being recommended to further expand production to an additional 230,000 ounces of platinum at a capital cost of R4 billion. This is likely to create approximately 1,300 new jobs within the Mapela Population Concentration Point

located north of Mahwelereng in Mogalakwena Municipality. It will require a structured approach towards spatial development planning and land-use management in a rural area such as Mapela that has no formal town planning scheme. It will impact on Mahwelereng and Mokopane as the higher-order service centres for Mapela.

During 2006 the expansion of the Grootegeluk processing plant will also be completed at a cost of R320 million, with

perhaps 100 new jobs being created. From 2007 to 2010 the construction of the new power station and the further expansion of mine and processing plant could create at least 800 new permanent job opportunities in Lephalale. These developments could attract more than 1000 new households to Lephalale in addition to the less than 6000 households that currently reside in Ellisras, Onverwagt and Marapong. Temporary construction jobs could be as much as 8000 between 2007 and 2010. This will impact severely on spatial planning and municipal service provision in the town over the period from 2006 to 2009.

The sustained market demand for platinum is also likely to trigger mining expansions in the Northam area, with a resultant need for spatial planning and development.

2.2.1.5. DISASTER MANAGEMENT OVERVIEW

Disaster Management arrangements are designed to:



WATERBERG DISTRICT MUNICIPALITY

- **Deal with all hazards.** While most attention is given to the obvious emergencies such as fire and transport accidents, a wide range of hazards could be dealt with using disaster management arrangements and resources. This might include emergencies for which there is little or no experience in the Limpopo Province, such as earthquakes or environmental emergencies.
 - **Be integrated.** (Involve all people and relevant agencies). The management of emergencies is a shared responsibility involving many people and organizations in the community. It is not something done by one sector of the community to or for the rest of society, although some organizations have specialist roles of this kind, viz;
 - **Private sector organizations** are often involved when their services and resources are needed for prevention, response or recovery activities, or where emergencies affect their buildings, equipment, personnel, suppliers or customers.
 - **Individual members** of the community are also responsible for taking preventative, protective and restorative actions in their own and community's best interests.
 - **Government departments and Voluntary Organizations** are also playing a major role in disaster management.
 - **Be comprehensive.** (Cover prevention, response and recovery). Prevention response and recovery are all important aspects of disaster management, and each should be explicitly addressed in the arrangements.
- The following possible disasters were identified:
- Refugees;
 - Epidemics;
 - Explosions;
 - Extreme weather e.g. strong winds, droughts, floods, etc;
 - Hazardous material;
 - Aircraft crashes;



WATERBERG DISTRICT MUNICIPALITY

- Fire, (veldt fire);
- Transport; and
- Power.

2.2.1.5.1. Incidents of noting during 2007 - 2008

2.2.1.5.1. Lephalale Local Municipality

LOCATION	DISASTER/ INCIDENTS	VICTIMS/ HOUSEHOLDS	ACTION/ASSISTANCE	REMARKS
Shongoane 1	Floods	24	Tents, blankets and food parcels	Satisfying and the situation is monitored continuously
Shongoane 2	Floods	1	Tent, blankets and food parcels	Satisfying and the situation is monitored continuously
Shongoane 3	Floods	3	Tents, blankets and food parcels The Evacuation Centre established at Shongoane Sports Complex, Setateng.	Acceptable and the situation is monitored continuously
Abbotspoort: Nnikara Martinique Ditlounge	Floods	15 7 2	Tents, blankets and food parcels The Evacuation Centre established at Nnikara	Acceptable and the situation is monitored continuously
Thabo Mbeki (Witpoort)	Floods	160	Blankets and food parcels The Evacuation Centre established at Witpoort Community Hall	Acceptable and the situation is monitored continuously
Ga-Seleka	Floods	14	Blankets and food parcels The Evacuation Centre established at Ga-Seleka Community Hall	Acceptable and the situation is monitored continuously
TOTAL		226		



WATERBERG DISTRICT MUNICIPALITY

NAME OF ORGANISATION/STITUTION	RELIEF AID OR SUPPORT	STORAGE FACILITIES
Limpopo Provincial Disaster Management Centre	140 food parcels 575 blankets	Social Development storeroom
Social Development	200 food parcels Availed storeroom at Witpoort	
South African Social Security Agency (SASSA)	195 X 25kg mieliemeal 275 X 1kg sugar beans	
South African Red Cross Society	204 blankets 2 X 50kg mieliemeal 25 packets of soap	
Waterberg District Municipality	20 X 5m x 5m disaster tents	Tents erected at different evacuation centres and household victims
Lephalale local municipality	16 X 5m x 5m disaster tents 4 mobile toilets 3 mobile water tankers	Tents erected at different evacuation centres and household victims. Mobile toilets: 1 Shogoane, 1 Nnikara and 2 Witpoort Community Hall and 3 water tankers at the above-mentioned centres.
TOTAL	1 659 (Relief materials)	



WATERBERG DISTRICT MUNICIPALITY

WATER LEVEL



These RDP houses are built in a flood line, and the water level reached roof levels. It is highly recommended that they be relocated.

One fatality (male) was reported from Witpoort (Thabo Mbeki) and 23 patients were relocated from Witpoort Hospital to Elliras Hospital.



WATERBERG DISTRICT MUNICIPALITY

2.2.1.5.1.2. Bela Bela Local Municipality

LOCATION	DISASTER/ INCIDENTS	VICTIMS/ HOUSEHOLDS	ACTION/ASSISTANCE	REMARKS
Bela-Bela Township (Thusang Mental Retarded Boarding School)	Floods	All school children	All children relocated to classrooms for accommodation purposes	Boarding hostel has serious wall cracks
Zuma Informal settlement	Floods	3 families	3 families were evacuated to the community wall and the municipality is also busy rechanneling water	Bela-Bela municipality provided food parcels
Klein-Kariba (Dam ruptured/burst)	Floods	Nil	Municipality assisting to channel the water.	The situation is monitored continuously and is under control.
Settlers (Dam ruptured/burst)	Floods	Nil	Municipality assisting to channel the water.	The situation is monitored continuously and is under control.

One fatality (school child) was reported from Thusang Mental Retarded Boarding School and no injuries sustained.



WATERBERG DISTRICT MUNICIPALITY

2.2.1.5.1.3. Mogalakwena Local Municipality

Heavy rainfall and thunderstorm disaster incidents were reported on the 08th January 2008 that Tauyatswa and Ga-Tlhlako villages were affected by these natural phenomenon.

LOCATION	DISASTER/ INCIDENTS	VICTIMS/ HOUSEHOLDS	ACTION/ASSISTANCE	REMARKS
Tauyatwala and Ga-Tlhlako villages (Steilooop)	Floods/thunderstorm	9	Disaster tents, blankets and food parcels	The situation is monitored continuously and is under control.

No injuries were sustained and two drowning fatalities (school children) were reported at MonteChristo, Mogalakwena River.

From the above it is clear that a concerted and co-ordinated effort by all municipalities and departments is the key to success in the handling of a protracted emergency or disaster situation. A Comprehensive Disaster Management Plan was

developed outlining the processes, procedures and mechanism for addressing individual/specific disaster situations.

2.2.1.6. FIRE SERVICES

Legislative Requirements

- Municipal Structures Act 117 of 1998.
- Fire Brigade Services Act 99 of 1987

- SABS Building Regulation 0400 1999

Since improvement of fire service delivery to vulnerable communities is an ongoing objective of the Waterberg District



WATERBERG DISTRICT MUNICIPALITY

Municipality, the IDP review process ensures that, through the provision of effective fire services, fire risks and losses are being reduced.

Community Vulnerabilities:

Urban communities are faced with fire risks, which include formal and informal buildings as well as hazardous material type fires. Poor building materials and poverty exposes the informal structure dwellers to high fire risk.

Rural: The nature of heat sources to sustain livelihood by rural communities places people at risk. The examples of

2.2.1.7. ENVIRONMENTAL MANAGEMENT, MUNICIPAL HEALTH AND NATURAL ENVIRONMENT OVERVIEW

Waterberg District Municipality has many sensitive and conservation worthy areas within its region, such as wetlands, river systems, cultural sites, rare and endangered species and of course Waterberg Biosphere. There are also many areas, which require remedial attention, i.e. the eradication of alien vegetation, erosion control and aspects which require

these risks are veld fires, thatched roofs, cooking fires and lightning.

Waterberg District Municipality is not directly rendering fire-fighting services; but provisions are made annually for the operational and capital budgets to enable the local municipalities to render the services on behalf of the District through the signed Service Delivery Agreements. The fire fighting services became the District function from the 01st July 2003.

special management, such as pollution and land use. This special and varied environment also presents many opportunities for the economic development of the area.

Environmental degradation in the form of soil erosion, overgrazing, deforestation, over exploitation, lack of effective control and habitat destruction are key issues affecting the quality of the land.



WATERBERG DISTRICT MUNICIPALITY

2.2.1.7.1. ENVIRONMENTAL MANAGEMENT

Waterberg District Municipality is responsible for environmental management to ensure a healthy environment outlined in section 24 of the Constitution of South Africa. The District Municipal has six deployees from the National Department of Environmental Affairs and Tourism in conjunction with DaniDa. One of the officials is accommodated at Waterberg District Municipality to assist with the mainstreaming of the Environmental aspect within the municipality's development planning processes. The other five officials are the Interns and based at local municipalities with:

- 2 x Mogalakwena
- 1 x Mookgophong
- 1 x Thabazimbi
- 1 x Lephalale

The role of these interns is to ensure that Local Municipalities comply with the Environmental Management legislations such as National Environmental Management Act which regulates all the developments within the Local Authorities such as:

- Proper waste management
- Compliance with Environmental Impact Management regulations
- Conservation of Natural Environment



WATERBERG DISTRICT MUNICIPALITY

2.2.1.7.1.1. Pollution (Water)

Waterberg District is exposed to excessive contamination of river/streams which result from point and no-point source. One of the point source is Industries that discharge waster into the river/stream without proper treatment. Contamination of streams/ivers might lead to eutrophication that is caused by the existing excessive nutrients from industries. Eutrophication leads to the aging of the stream/river which also kills quatic life and distrust the water resource.

2.2.1.7.1.2. Waste Management

Waterberg Districtr Municipality is facing an unproper handling of waste. This is determined by the number of illegal dumbing within the District. Unproper management of landfill might have an adverse impact on the environment such as contamination of underground water, excessive smell and litter blown all over the area. Significant number of non-permitted landfill sites within the district contributes towards contamination because they do not meet the necessary health requirements.

2.2.1.7.1.2.1. Waste Disposal Sites (Unlicensed V/S Licensed)

LOCAL MUNICIPALITY	NUMBER OF LAND FILL SITES	PERMITTED SITES
Bela-Bela	2	2
Mogalakwena	3	1
Lephalale	3	1
Modimolle	2	2



WATERBERG DISTRICT MUNICIPALITY

Mookgophong	2	2
Thabazimbi	4	2
TOTAL	16	12

2.2.1.7.1.2.2. Solid Waste Services

	Waterberg	Mookgopong	Bela-Bela	Thabazimbi	Modimolle	Lephalale	Mogalakwena
Total no. of HH		6487	12334	Not submitted	12410	25 401	68 010
Total number of hh served	N/A	6487	9664		11313	7 880	37 000
Backlog hh still to be served	N/A	N/A	1000 (Vingerkraal - 350 and Rapotokwane - 650)		1097	15 700	31 610
Target for 2007/08	N/A	N/A	700		767	481	2960



WATERBERG DISTRICT MUNICIPALITY

2007/08 Progress to date	N/A	N/A	N/A		0%	100%	100%
2008/09 Targets	N/A	N/A	N/A		1100	1 200	2000
2009/10 Targets	N/A	N/A	N/A		1400	2 680	2000

2.2.1.7.1.3. Destruction of Natural Environment

Poor planning might lead to destruction of Natural Environment such as wetlands. Major part of Modimolle municipal area have wetlands where activities that take place within a Sensitive Environment need authorization (hence RAMSAR Site and Biosphere Reserve). Some of the activities might lead to

permanent destruction of wetland. A wetland is one of the natural resource that needs to be conserved as a source of water. Vandalisation through human activities might also affect aquatic life and hamper the tourism aspect of the wetland.

2.2.1.7.1.4. Air Quality

Increasing number of Industries that emit air pollutants will lead to air pollution. This is regarded as a global problem where the District municipality has the responsibility to ensure

that industries such as mining comply with air quality standard. Once the Air Quality Plan is developed, it will guide the District Municipality with compliance and licencing of polluters.



WATERBERG DISTRICT MUNICIPALITY

2.2.1.7.1.5. Land Degradation

Waterberg District Municipality has a challenge of land degradation in the form of soil erosion caused by poor farming practices by communities, deforestation and overgrazing. Soil

erosion causes huge dongas that result in physical scarring of the area, destruction of roads and poor accessibility of other areas. Soil erosion also accelerates siltation of streams/rivers.

2.2.1.7.1.6. Invasive Species

Alien/invasive species such as jacaranda tree, prickly pears, bluegom etc (which are found within Waterberg) consume lot of water and compete with indigenous plants for soil nutrients.

Alien/invasive species need to be eradicated and controlled to prevent further growth.

2.2.1.7.2. MUNICIPAL HEALTH

This function was devolved as per Cabinet decision taken on 09 October 2002. The devolution of this function in Waterberg District Municipality was finalized in June 2007. The service is provided by qualified Environmental Health Practitioners and the staff component is as follows:

- 1 x Manager
- 1 x Divisional Manger
- Divisional Heads
- Environmental Health Practitioners which are distributed as follows per local municipality:

Local Municipality	Number of Environmental Health Practitioners
Bela Bela	4



WATERBERG DISTRICT MUNICIPALITY

Modimolle	2
Mookgophong	1
Mogalakwena	11
Lephalale	5
Thabazimbi	3

Waterberg District Municipality is currently on a process of availing mechanisms such as By - Laws and Municipal Health Plan to ensure that appropriate and standardized Municipal Health Services are effectively and equitably provided in all municipalities. The National Health Act indicates that Municipal Health Service should include:

- I. Water quality monitoring
- II. Food control
- III. Waste Management

Municipal Health Services will be realized through community education, law enforcement programmes and implementation of operational plans such as Air Quality Management Plan (in

- IV. Health surveillance of premises
- V. Vector control
- VI. Environmental pollution control
- VII. Disposal of the dead
- VIII. Chemical safety
- IX. Surveillance and prevention of communicable diseases which exclude malaria and hazardous substance control (remain with the Provincial Department).

the process of being developed), Environmental Management Plan (in existence), Integrated Waste Management Plan (in existence) etc.



2.2.1.7.3. NATURAL ENVIRONMENT

Since the availability of water is the most crucially limiting resource for the Limpopo Province, the natural environment and the human population suffer as a result of the rather serious shortage of water. As such, this resource is constantly under pressure. The catchment areas of the main rivers flowing through the Waterberg District include the:

- The Lower Crocodile River sub-catchment, Crocodile River downstream of the Vaalkop, Rooikoppies and Klipvoor dam including the Matlabas Rivier;
- The Mokolo River catchment;
- The Lephalala River catchment;
- The Mogalakwena River catchment; and
- A portion of the Olifant River catchment.

The rivers flowing in the district drain in a north-westerly direction to the Limpopo River that in turn has a direct influence on South Africa's neighbouring countries.

The Waterberg area is unique due to its geological formations (predominantly sandstone). Further the Waterberg District has

fairly complex geology with a relative high degree of minerals. The most important intrusive rock formation is the Bushveld Igneous Complex that holds large reserves of platinum.

The area contains a rich diversity of species with numerous endemic forms as well as scarce and/or threatened species. The broad diversity of species covers a full representative range of the mammalian, reptilian, avian, and aquatic species with sufficient area of habitat still largely intact.

Environmental sensitive areas within the District are mainly the wetland habitat that includes rivers and riverine vegetation. The Nyl floodplain which covers an area of 16 000 hectares is situated in the District with the Nylsvley Nature Reserve, which encompasses only 10% of the floodplain, and was registered in February 1998, as a Ramsar site.



WATERBERG DISTRICT MUNICIPALITY

Makapansgat near Mokopane constitutes an important archaeological site in the District. It received National Heritage Status in November 2001, and was nominated for World Heritage status. Various examples of rock art and archaeological sites occur on private properties, for example

the Melora Mountain on Lephalala. The district further more has eight Provincial Nature Reserves and one National Park named Marakele. Various other private nature reserves also occur in the area while their number is rapidly increasing.

2.2.1.8. KEY CHALLENGES FACING THE WATERBERG DISTRICT MUNICIPAL AREA

2.2.1.8.1. Challenges Facing the Waterberg District Municipality

2.2.1.8.1.1. Environmental Management, Municipal Health and Natural Environment

- Lack of rehabilitation of borrow pits, quarries and dumping sites;
- Illegal dumping of construction waste material;
- Non protection/preservation of the district heritage and identified heritage sites. e.g Bisophere Reserve;
- Long duration of producing Environmental Impact Assessment study for various projects;

- Non permitted land fill sites at local municipalities; and
- Limited or/ no land for new dumping sites.

2.2.1.8.1.2. Public Transport and Roads Infrastructure

- Lack of funding for implementation of projects identified in the Waterberg District Municipality Integrated Transportation Plan;
- Huge backlog of 4 043 km (numbered roads only) Road Infrastructure;



WATERBERG DISTRICT MUNICIPALITY

- Lack of funds to maintain, upgrade and rehabilitate roads;
- No enough funds to built new roads;
- Misalignment of integrated environmental management plan with the implementation of Integrated Transportation Plan; and
- No road safety improvements mechanisms.

2.2.1.8.1.3. Spatial Development and Land-Use Management

- Capacity to implement both Land Use Management System & Spatial Development Framework according to relevant legislations i.e. Land Use Management Act, White Paper on Spatial Planning and Land Use Management, ect.
 - i. No guidelines for bulk land use change. i.e. conversion of agricultural land to game farming.

2.2.1.8.2. Challenges Facing the Local Municipalities within Waterberg District Municipality

The following challenges have been identified impacting on the provision of basic infrastructure and services in various local municipalities.

Water

- Shortage of portable water to households;
- Insufficient budget required to eradicate the backlogs. i.e. supply v/s demand;
- Delays in finalization of the Section 78 Process;
- Limited or no recruitment and retention of technical skills for project planning, implementation and supervision;
- No Cost Recovery Systems in place;
- Lack of Maintenance and Operations of transferred DWAF Schemes;
- Limited provision of water to industrial users to unlock economic development; and



WATERBERG DISTRICT MUNICIPALITY

Electricity

- Expansion and maintenance of existing substation does not meet the rate of development demands;
- Downgrading of electricity supply to meet the demand and development of business operations;
- Villages and Farming Communities do not have access to free basic electricity in some municipalities; and
- Deserving beneficiaries have not registered and supplied with free basic coupons in other municipalities;
- No spatial development initiatives in all municipalities;
- Illegal occupation of land that result in to informal settlement;
- Lack of intervention mechanisms to have access or identify all the land that belongs to government;
- Both District and Local Municipalities' role is limited in housing delivery;
- No compilation of evaluation roll in other municipalities;

Land Reform, Land Restitution (Land Claims), and Housing

- Delay of the finalisation of land claims lodged which in future will impact the spatial development of the municipal area;
- Land redistribution process hindering residential and economic development;
- Delay in addressing the land tenure rights in rural areas (former R188) and townships (former R293);

Spatial Development and Land-Use Management

- Capacity of municipalities to implement both Land Use Management System & Spatial Development Framework according to relevant legislations i.e. Land Use Management Act, White Paper on Spatial Planning and Land Use Management, ect.



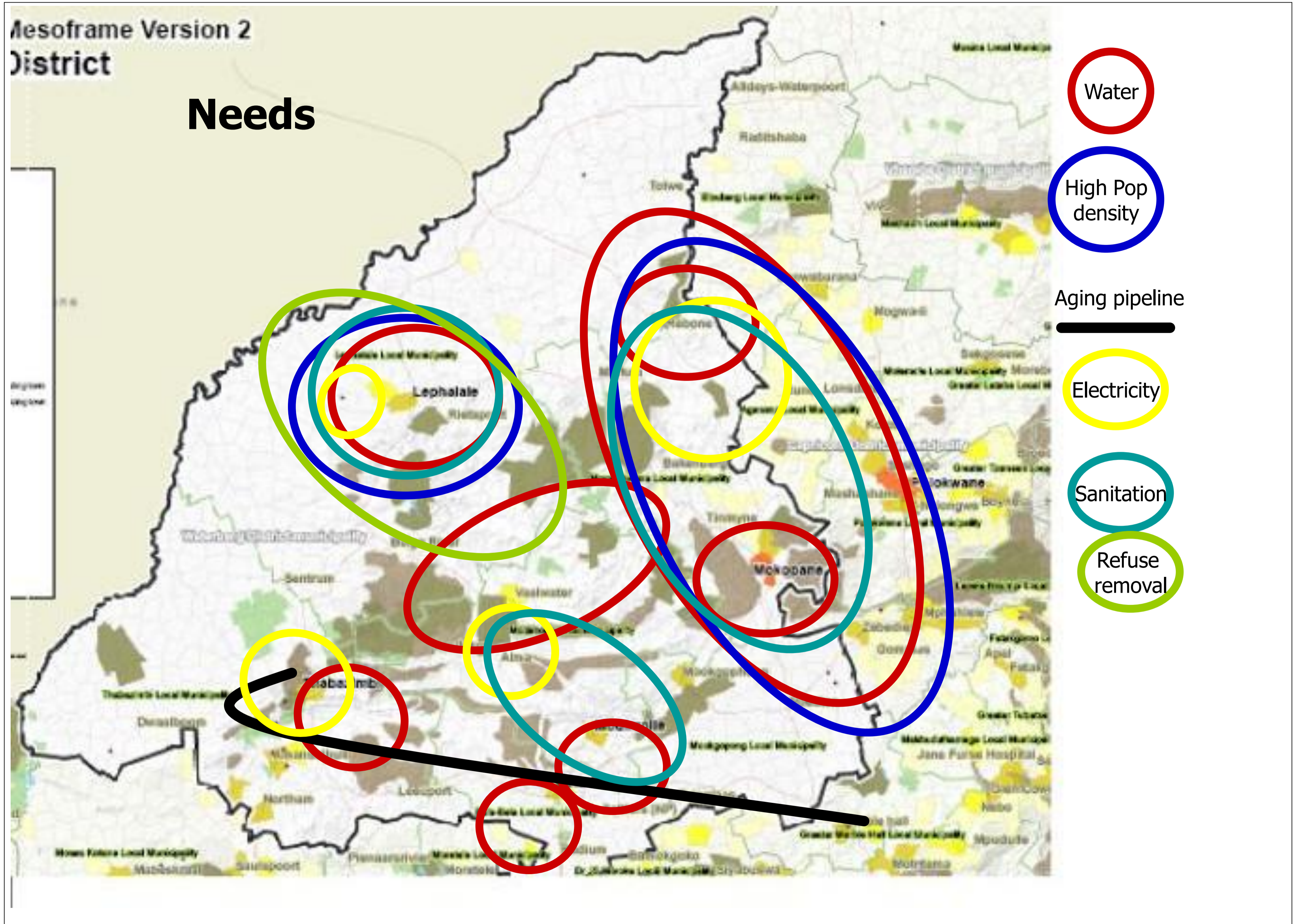
WATERBERG DISTRICT MUNICIPALITY

- i. Some municipalities are still utilizing Town Planning Schemes for administration of land - an urgent need to develop uniform Land Use Management Systems;
- ii. Duration of land use applications is too long





MAP 4: NEEDS/BACKLOG - THE MAGNITUDE AND LOCATION OF POVERTY





2.2.2. LOCAL ECONOMIC DEVELOPMENT

The magnificence of the Waterberg District Municipality is self-expressed in its cultural diversity, history and natural environment, and is endowed with a range of habitats, tourist attractions and wildlife. Its economic profile is characterised by its six local municipalities and it revolves around agriculture, commerce, manufacturing, mining and quarries, residential development, smallholdings, water-bodies, etc. Despite high levels of unemployment, Waterberg District Municipality is among the highest contributors to the provincial economy and has a relatively good infrastructure.

However, many people and households in Waterberg District Municipality earn a living from the informal sector, spaza shops, hawking, and street vending. Many households would plan their informal merchandising opportunities around specific events such as old-age

pension pay days, holiday seasons, Christmas and new period as travellers and tourist abound in the region. Economic indicators state that the Waterberg District Municipality has the largest economy compared to other District Municipalities in Limpopo.

The Waterberg District Municipality has the largest district economy of all five district municipalities in the Limpopo Province. It contributes 26, 79% of the total production in the Limpopo Province in terms of GGP.

- ❖ The mining sector is by far the largest contributor to the district Gross Geographic Product (GGP) with 49.03% of the total production of the Limpopo Province being from the Waterberg District Municipality area;
- ❖ The second highest contributor is Finance sector with Waterberg District Municipality contributing 11.44% of the total provincial production; and



WATERBERG DISTRICT MUNICIPALITY

- ❖ Agriculture and forestry with 3.17% of the total GGP of the Limpopo Province.
- ❖ Construction is the lowest contributor to the district GGP with 1.25% while manufacturing contributes 3.72%.

The Waterberg District Municipality's area of jurisdiction has a rich history and heritage that consist of various layers - pre-colonial, colonial and post colonial. The available heritage resources in the district have socio-cultural, spiritual and non-spiritual, historical and political value and meaning that have intangible significance for different people at various levels.

There is uncoordinated socio-economic and cultural development in the district. As such, a holistic approach, including systematic cultural mapping, heritage impact assessment and environmental impact assessment should be central in any development that takes place. This includes social development, urban planning and renewal, rezoning, open space development, mining, road construction, commercial

and residential development and economic development. This approach will enable balanced development that takes into account a range of economic, social, cultural, historical and environmental aspects. Because of uncoordinated development, and non-adherence to heritage management and existing legal instruments there are a number of areas in the district where human remains have been unearthed through development. Sustainable development that takes in cognizance the abovementioned issues should be of paramount importance in the district.

Heritage forms part of socio-economic and cultural development. It contributes significantly to the GDP through tourism, particularly cultural tourism. The development, marketing and packaging of heritage tourism routes will accelerate the contribution of tourism (heritage tourism) in the district. Heritage, marketed through the medium of the film industry has a potential to contribute to the GDP and local economic development of the district. Promotion of the district as



WATERBERG DISTRICT MUNICIPALITY

a film destination will enhance the socio-economic benefits.

Agriculture (31.93%), mining (48.32%) and electricity (36.04%) play a major role in the economy (i.t.o. GGD), providing 26.93%, 16.17% and 0.75% respectively of formal employment.

FORMAL EMPLOYMENT FOR WATERBERG AND LIMPOPO		
Sector	Waterberg District	Limpopo Province
Agriculture	26.98	18.52
Mining	16.17	7.42
Manufacturing	7.43	7.47
Electricity	0.75	0.83
Construction	4.09	4.47
Wholesale	11.04	14.35
Transport	1.80	2.51
Finance	7.61	10.49
Community Services	13.49	12.84
Government Services	10.64	21.10
Total	100	100

SOURCE: WDM LED STRATEGY, 2007



WATERBERG DISTRICT MUNICIPALITY

Unemployment has grown within Waterberg. Although the lowest levels of unemployment are recorded in Mookgophong, the 2001 unemployment estimates suggests that 31% of the economically active population

is unemployed. The unemployment levels in Mogalakwena, Thabazimbi, Bela Bela and Modimolle are most desperate although Lephalale reflects 2.5%.

2.2.2.1. KEY PILLARS OF DEVELOPMENT IN THE WATERBERG - MINING, AGRICULTURE AND TOURISM

2.2.2.1.1. Mining

The Waterberg Municipal area has significant mineral zones. The following are the most important mining activities nearest to the biosphere:

- Granite mining operations in Bakenberg;
- A number of tin fields occur in the Waterberg District of which the Potgietersrus Tin Fields deposits in Bakenberg and Rooiberg near Marakele National Park have an influence on the future zonation of the Waterberg Biosphere Reserve;
- The Waterberg coal field that has about 45% of the total in situ coal reserves of South Africa. However, it should be noted that only a fraction of this coal could be considered recoverable

because the bulk is too deep to mine economically;

- Platinum. The western sectors of the Bushveld Complex are located in the Limpopo Province. The complex has significant reserves and these two sections are currently exploited by three mines, namely Northam Platinum (Goldfields), Amandelbult (AMPLATS) and the Union section (AMPLATS);
- The Thabazimbi Iron mine has been in operation since 1934 with a remaining life span estimated at about 5 - 8 years.



WATERBERG DISTRICT MUNICIPALITY

Since mining is currently the largest contributor to the GGP in the Waterberg District as mentioned below, it is a factor to consider when planning land use activities, especially tourism related activities.

The extensive and rich mineral resources are located in the North-Eastern and Western parts of the District. At present mining is the largest and predominant contributor to the GDP of the Province at 57.5% with a recorded annual growth rate of 13.9%. Extensive current and planned mining activities are mainly located in the Lephalale area which has the third biggest coal reserves in country, providing the District with a distinct competitive advantage which could strategically position the area as a continental powerhouse of coal fueled electricity production. The coal fields at Lephalale also currently fuels a number of Eskom's power stations. Other mining activities include iron ore mining in the Thabazimbi area, and extensive platinum reserves in the Mokopane and Northham areas, which has been earmarked for future exploration.

The success of mining development hinges on a number of key factors:

- effective transport network;
- water supply;
- service management;
- electricity provision; and
- skilled labour supply.

Besides the mineral extraction process, the emergence of new mining communities' impacts significantly on housing development, retail and service supply demands. Some concerns have been raised about processes and procedures involved in prospecting in local areas as well as reallocation of communities due to mining rights and activities. Intergovernmental and inter-sectoral planning across private and public sectors to ensure that appropriate planning therefore should precede unlocking potential and conflict mitigation can take place.



WATERBERG DISTRICT MUNICIPALITY

It is evident from social and labour plans of mining companies that their critical skill requirements include all artisans, but especially electricians, specialist welders and millwrights, as well as surveyors, instrumentation technicians and health and safety experts. These skills are all in very short supply in Waterberg District and in the country as a whole.

The impediment of the short supply of skills on mining development in Waterberg District is further exacerbated by the:

- Weak co-ordination between the Departments of Labour, Education, the Mining Qualifications Authority and the HR departments of the operating mines
- Needs of the mining sector in the training programmes for unemployed persons not being reflected at the three labour centers of the sector department in the Waterberg District, and the
- Absence of a career guidance service by the Department of Education in order to introduce learners to careers in the mining sector.

2.2.2.1.1.1. Issues and Challenges emanating from District Growth and Development Summit

Community Issues:

- Relocation of communities (process and systems)
- Settelements and Spatial Development Plans
- Communication between companies, communities and government
- Facilitating Community Development and Participation
- Skills development

- Participation of local business in procurement opportunities
- Corporate Social Investment
- Empowerment ownership

Government Related Issues:

- The role of the District/Local Municipality in facilitating development including coordination



WATERBERG DISTRICT MUNICIPALITY

- Infrastructure relating to roads, railway, water, power, etc.
- Governance of Mineral Rights
- Environment and legal application

Investment issues:

- Export drive vs Beneficiation
- Attracting Capital Investment
- Attracting Foreign Investment

- Supporting Large Scale and Small Scale Mining
- The need for diversification to avoid reliance

It was agreed that discussions and the resolutions to be undertaken will be used to revise the Waterberg Mining Sector Development Strategy. In addition, a work plan with clear activities, performance targets, timelines and accountabilities shall be developed to guide implementation.

2.2.2.1.2. Agriculture

As a key contributor to the Provincial GGP at 28.8%, agricultural and forestry development in Waterberg is seen as another key catalyst for significant economic development. Being predominantly rural, most of the District is suited for livestock production but also with some major cropping taking place in cotton, sunflower, tobacco, and soya bean production. The District is supporting agricultural growth by developing a policy for the subdivision of agricultural land in collaboration with

the land claims commission and is negotiating the acquisition of state land for agricultural production.

In the two priority areas of Lephalale and Mogalakwene, where both a high levels of need and potential are evident, the following areas of potential were identified:



2.2.2.1.2.1. Lephalale

Lephalale is seen as an area with high agricultural potential. Accordingly a number of labour intensive development initiatives, have been identified as having the potential of for ensuring wide-spread economic spin-offs for local communities. However, expediting land claims and land restitution processes as well as ensuring access to water for agriculture development is seen as a top priority to unlock the agricultural potential in the area. In partnership with province, LRAD and community, some noteworthy projects include:

- debushing (Shongwane);
- commercialisation in DNayala;
- marula in Maraphong;
- commonage initiative in Refilwe; and

2.2.2.1.2.2. Mogalakwena

Unlike Lephalale, Mogalakwena has a smaller agricultural sector. Its potential centers mainly on the production of crops and meat for regional consumption. Extensive growth in the mining sector is seen as an ideal

- seed nursery in Madibaneng.

Furthermore, the area boasts substantial production capacity for table grapes. The grapes produced in the area have a two-week lead-time over other grape production areas in South Africa and globally, providing it with a substantial competitive and comparative advantage. The cultivating of table grapes has already yielded significant profits for local commercial farmers over the past year. The intention is to capitalize on the District's proximity to Botswana which is regarded as a substantial market opportunity. The challenge however is how to expand these activities to include emerging small scale farmers.

outlet for local production and together with the District, local entrepreneurs, experts and affected community champions are exploring ways of targeting specific buyers in the area. The District has done



WATERBERG DISTRICT MUNICIPALITY

significant assessments on expanding the existing abattoir to meet local and regional demand for white meat as well as extending chicken farming initiatives. Successful management and execution in this could yield positive results for local employment and production. Other similar initiatives include:

- the Mokamole Agricultural farm;
- extension of beneficiation initiatives and primary food production along river courses;
- potential white meat cluster;
- citrus farming opportunity; and
- Doring-draai fishing initiatives.

2.2.2.1.2.1. Issues and Challenges emanating from District Growth and Development Summit

- Institutional arrangement and capacity
- Allocation of water between different sectors
- Formation of various clusters (initial focus on red and white meat sector and the horticultural sector)
- Development of a relevant database of agricultural projects
- New entrance into the agricultural sector should be self driven
- Land, water and skills are the main challenges to ensure sustainability and food security



2.2.2.1.2.3. Tourism

The Waterberg District's rich biosphere which is home to the Makapan's Valley World Heritage Site, Nature reserves and which boasts an abundance of fauna and flora, hot-springs and more than 400 bird species is seen as a key catalyst for development in the tourism sector. This cuts across the Bela Bela, Modimolle and Lephalale areas. The District notes that its tourism competitive edge is its proximity to Gauteng, its rich biosphere, malaria free areas and its hunting capital status.

The fact that the Waterberg area is malaria free and has a rather mild climate, further contributes to its tourism appeal. As a tourist destination, the Waterberg District is suitably located with a two to three hours' drive by tarred road from the large city centres of Gauteng, which is one of the reasons why it has become so popular not only amongst tourists, but also amongst people interested in buying developed game farms as well as land that could be converted into game farms.

A wide variety of game related tourist activities are available in not only the Waterberg Biosphere Reserve, but also in areas in close proximity. Not only Bela-Bela in the south with its well-known Spa resort with hot springs, are hotels, chalets and bungalows as well as a caravan park and camping facilities, Modimolle, Mookgophong, Vaalwater, Thabazimbi, and Lephalale have become well-known tourist destinations in the Limpopo Province. Mookgophong too has hot spring resorts, the provincial Nature Reserve Nylsvley, which is internationally known due to the ecosystem (wetland) research undertaken there, as well as the Marakele National Park near Thabazimbi.

The Bela Bela and Thabazimbi area already boasts an extensive and well known tourism network with key attractions being hunting, game parks, bird and wild life.

Funding permitting, priority projects include;



WATERBERG DISTRICT MUNICIPALITY

- A conference centre facility at the World Heritage Site
- Entabeni initiative with the Doordraai project. This project, which will be home to the Big Five, a golf estate and other, is owned by government and is in the

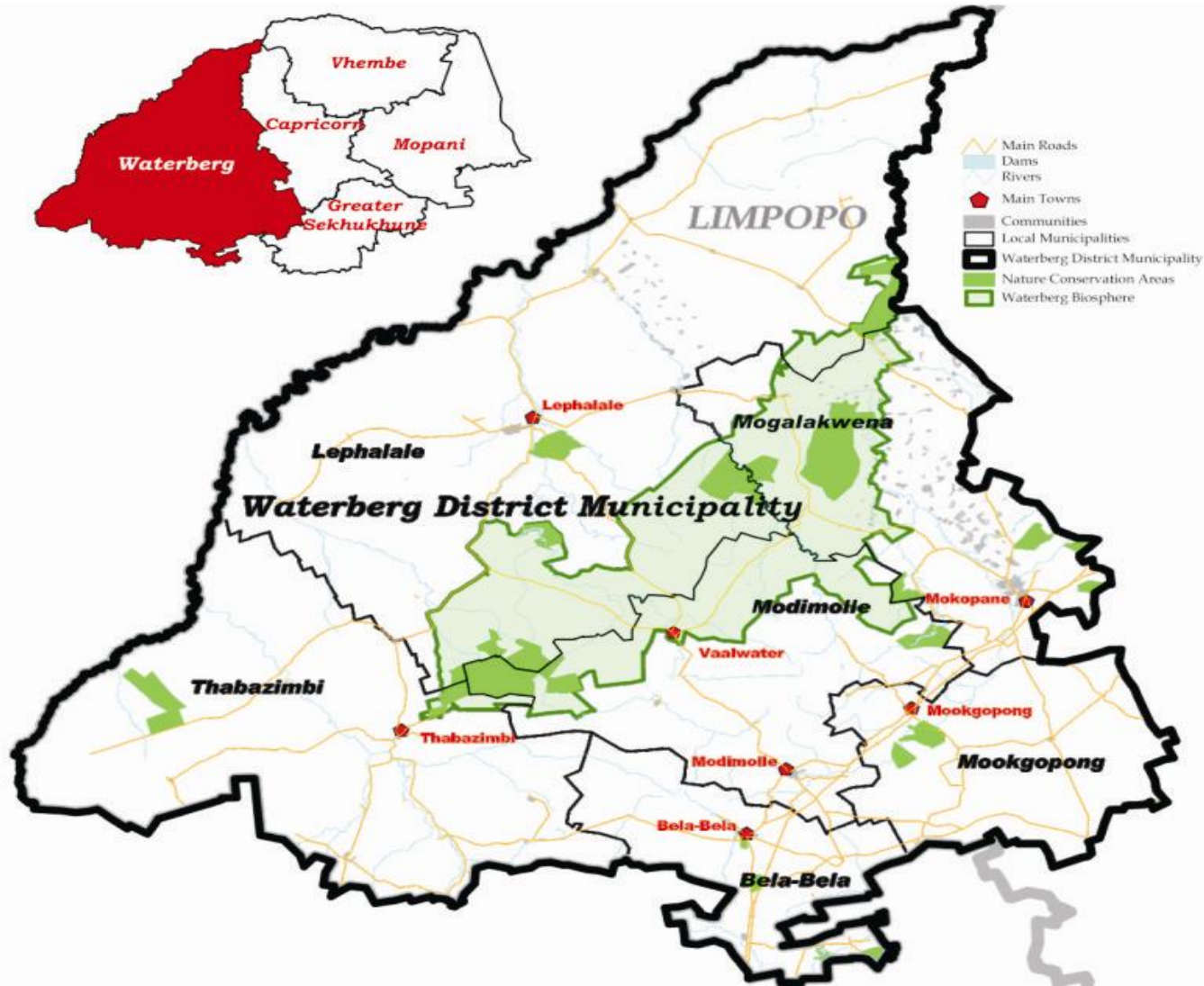
process of being developed. License permitting, water will be taken from the Flag- Boshielo dam.





WATERBERG DISTRICT MUNICIPALITY

WATERBERG BIOSPHERE RESERVE





WATERBERG DISTRICT MUNICIPALITY

The Waterberg Biosphere Reserve is faced with challenges that need to be addressed in order to for us as the Waterberg District to be able to save the future of the reserve. Challenges facing the reserve are those of unsustainable development which will have a negative impact on the future of the Biosphere. The major concern is that at the moment there is no official body to deal with issues of monitoring the developments taking place at the Reserve. As a result, an ever

increasing number of applications are being made for residential developments, Golf course on water scares catchments, requiring up to 2, 8 million liters of water per day, and developments are overlooking provincial natural resources. At present there is no set of guidelines endorsed by government to guide the design and acceptability of the developments within the Waterberg Biosphere Reserve.

2.2.2.1.2.3.1. Commercialisation of Parks (Limpopo Tourism and Parks)

- Entabeni Safari Conservancy: R6m Big Five fence resort EIA (and R500m golf estate and theme resort by private strategic partner);
- Upgrading D’Nyala Lodge: R2.3m;
- Nylsvley upgrading, restaurant & new entrance gate: R5.5m;
- Upgrading Masebe Lodge: R2.8m;
- Rust de Winter: Ablutions and park homes: R1.2m.

2.2.2.1.2.3.2. Areas with Massive Eco-Tourism Potential

- Waterberg Savannah Biosphere Reserve - the greatest concentration of game farms in South Africa;
- Makapan Valley World Heritage Site - the longest unbroken history of humankind;
- Nylsvley - internationally recognised wetland and birding paradise;
- Entrance gate between Gauteng and Southern



2.2.2.1.2.3.1. Issues and Challenges emanating from District Growth and Development Summit

- All the tourism intervention projects as identified in the six TGS clusters should be adopted and implemented
- The tourism industry in the district is fragmented and therefore do not talk in one voice. There is a need for the district municipality to intervene and facilitate dialogue among tourism structures
- There are possibilities that the status of the Waterberg Biosphere Reserve could be lost due to major developments taking place in the core areas of the reserve without legislation regulations. The District Spatial Development Framework should be reviewed and a proper zonation plan be packaged in the Spatial Development Framework to empower affected municipalities to regulate these developments
- The bigger part of the Biosphere Reserve is under claim and if the process is not properly guided, it may have negative impacts for tourism development
- The District Tourism Strategy should be reviewed for it to talk to the current challenges and be aligned with the Provincial TGS programme
- Benefits attached to the declaration of the area as a Biosphere Reserve are not visible and felt by the majority of the communities. There is a need to package such projects for community beneficiation
- The district should facilitate the development of infrastructure for tourism destinations e.g. Makapn Valley is very popular but it not accessible from N1



WATERBERG DISTRICT MUNICIPALITY

- World Cup: laise with municipalities to initiate Fan Parks with big screens and selling items.

2.2.2.2. IDENTIFYING NEEDS IN WATERBERG: A NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE APPROACH

The aim of National Spatial Development Perspective is to develop a detailed social, economic, environmental and governance analytical overview which describe the magnitude and location of poverty and economic potential in spatial terms within Waterberg District Municipality.

Whilst significant economic opportunities exist in the focus areas, the following key development challenges have been identified, which hamper and affect the pace at which the District will advance:

- Water supply to residents in remote areas is a huge problem;
- Water supply for economic development is inadequate;
- Sanitation facilities and the extent of current backlogs does not meet growing demand and current resources are insufficient to meet this challenge;
- Settlement planning and development that links outer-lying remote villages with service sites is not in place;
- Roads and Transport linkages for both economic and commuter usage is inadequate and not suited to meet the needs of economic expansion opportunities in the area;
- Skills, Literacy levels and readiness of local population to take advantage of economic opportunities is inadequate;
- High demand for services especially in the outer Lephalale areas and most of Mogalawena is not met



WATERBERG DISTRICT MUNICIPALITY

because of the current capacity challenges within the municipality. This in turn results in lower rates of

- Land release and development for agricultural purposes are not matched with appropriate strategies to capitalize on these opportunities;
- Economic benefits from mining, agriculture, tourism are in the hands of a limited few and does not necessarily alleviate poverty;
- Extensive private ownership of land, especially foreign owned land in Lephalale areas and the challenge of connecting communities and development initiatives with water source points sometimes located on this land, poses a challenge;

service provision;

- Implications of village relocation as a result of mining activity on local people who will be reallocated and municipalities who have to provide services are not readily negotiated. Decision needed on how what where, who involved in this process;
- Communication across spheres of government especially with regard planned activity is inadequate. Current pattern of no due regard for governance role of local municipalities leads to unnecessary conflict and resource wastage.

2.2.2.3. UNLOCKING POTENTIAL AND MEETING REQUIRED NEEDS OF KEY DEVELOPMENT AREAS IN WATERBERG DISTRICT

It was agreed that the most pertinent challenge in the Waterberg District area was the provision and availability of water. Water was a crucial catalyst for unlocking economic potential in the agriculture, tourism and mining sectors and lack of water sources and supply

had damaging consequences on growth and development in the area. While significant investment by all spheres of government was already ploughed into water initiatives across the District, experts argue that current rates of planning around supply and provision was highly



WATERBERG DISTRICT MUNICIPALITY

inadequate and shifts were needed to ensure more sustainable planning over the medium to long term.

Furthermore, analysis of the spatial economy also reflected very high clusters of poor in Waterberg. This meant that there was a serious disjuncture between where people were located and where economic activity was taking place. This was exacerbated by the high demand for specialized skills in key sectors and the low skills base prevalent in poorer communities.

2.2.2.3.1. Water

The shortage of water supply for human consumption and economic production is inadequate. Linked to this is the appropriate management of water supply and the

2.2.2.3.2. Roads and transport

The extension, maintenance and management of the R33 and the N11, is critical. In this regard, these roads are crucial for linking resource extraction, production and commuters with key economic centers. In addition the upgrading and reorientation of railway stock to

Additionally, while the District's proximity to Botswana was its comparative advantage, the potential economic spin-offs were hampered by severe infrastructure challenges in the connecting localities.

The following have been identified as the key critical blockages to realizing economic potential in the Mogalakwena and Lephaphale areas in the District:

technical competency to address water source, water management and water planning requirements.

improve connectivity with economic centers and service points was also seen as critical. Investment in roads infrastructure in the localities connecting Botswana and South Africa was also seen as a critical blockage requiring urgent attention.



2.2.2.3.3. Agriculture

There is a substantial need for land released for agricultural purposes and the development, to poor communities within the relevant area. In conjunction

with the release of the relevant land, local capacity should be enhanced to ensure the sustainable utilization of these resources.

2.2.2.3.4. Communication

The execution of an effective communication strategy across government is required to give effect to key development decisions taken across all spheres of government. Of specific importance, is the issue of communication that relates to the negotiations between

mining houses, and the Department of Minerals and Energy, and the Limpopo Investment Agency. The downstream implications from both a policy and implementation process should be articulated and communicated appropriately.

2.2.2.3.5. Settlements

The rural nature of the district and the historical legacies of settlement distribution make service planning and provision a substantial challenge. This is especially true in the case of the Mogalakwena and Lephalale areas. However the plight of the community in the

biosphere area in Modimolle was also highlighted, since lack of service provision especially sanitation services, could seriously jeopardize environmental and tourism development down the line.



WATERBERG DISTRICT MUNICIPALITY

2.2.2.4. Mainstreaming of Designated Groups/Marginalised Communities in to Waterberg District Economic Development

In recognition of the need to integrate marginalised communities, Special Programme Officer for the facilitation of the integration and mainstreaming process was appointed in Waterberg District Municipality. Much work was done on an adhoc basis by the local municipalities in this regard but was more focused on campaigns rather than economic

As Statistics South Africa confirms, young people constitute the majority of the population of the Waterberg District, (StatsSA 2001). Women account for 52% of the district's population (StatsSA 2001). In spite

Whilst there are organisations representing disabled people, the reality that faces the District is that disabled people are not integrated into the District municipality's implementation plan. This has led to low economic development opportunities for disabled people. A survey must be conducted by Waterberg to

development programmes. However, it must be acknowledged that currently the Waterberg District Municipality does not have Youth Policy/Plan, Women Policy/Plan, and Disabled Policy/Plan in place. It is believed that the mentioned policies will be developed in the 08 - 09 Financial Year.

of the above reality, young people and women have not been the key beneficiaries in the economic mainstream of the District. A District Youth Plan and its implementation plan must be developed.

develop the Disability Plan. The Waterberg District needs to facilitate this process through the implementation of the Disability Plan for the purposes of moving faster in resolving problems faced by disabled people.



WATERBERG DISTRICT MUNICIPALITY

- 40 Youth Companies are registered on Waterberg District Municipality Database;
- 40 Women Companies are registered on Waterberg District Municipality Database; and
- 10 Disabled Companies are registered on Waterberg District Municipality Database.

Furthermore, during 07/08 Financial Year, the following programmes were implemented to enhance the participation of the above disgnated groups/marginalized communities as part of the resolution taken during Waterberg District Wide Growth and Development Summit;

- WOMENT IN BUSINESS SUMMIT

1. WOMEN IN MINING (SAWIMA)

- No research has been done to establish the number of women employed at managerial level at local mines;

- Most women are employed at operational level as cleaners and operators of light machinery with few in the health sector, which result in low income;
- The rest of the women are employed in the administration department where they compnete with white women;
- Black women empowerment - lack of technical skills;
- Lack of motivation from government - limited encouragement from the government at all levels to enlighten woment for participation in mining;
- Lack of funding for woment mining business projects;
- Lack of land ownership and/or the community owns the land but do not have mining rights despite owning the land, they do not have title deeds;
- Change of mindset - it is still believed that mining is for men and not for women;
- Membership - Waterberg district's women are not participating in SAWIMA and therefore have no



WATERBERG DISTRICT MUNICIPALITY

knowledge of the benefits of participating in such organizations.

2. WOMEN IN TOURISM

- Limited funding for women tourism business projects;
- Lack of skills development.

3. WOESA

- Government intervention is limited;
- Fluctuation of oil prices make the market unsustainable;
- Lack of information sharing.

4. WOMEN IN CONSTRUCTION

- Poor workmanship due to lack of skills

5. AGRICULTURE

- Lack of knowledge and the required skills which led to mismanagement;
- Ineffective and non-viable business plans;
- Blacklisting of the majority of women which make it hard to access loans.

➤ YOUTH INDABA

1. HUMAN RESOURCE CHALLENGES

- Lack of skills and training;
- Absence of a database of unemployed youth and their skills;
- Unavailability or inaccessibility of financial support for skills development;
- Alarming spread of HIV/AIDS spread and teenage pregnancy;
- Continued inaccessibility of higher education to youth;
- Unavailability of exchange programmes.

*** THESE ARE A RESULT OF COMBINED EFFECT OF THE APARTHEID LEGACY, LACK OF INFORMATION TO YOUTH AND INACCESSIBILITY OF RESOURCES.**



2. ECONOMIC DEVELOPMENT CHALLENGES

The municipal local economic development (LED) interventions on the youth development shall be informed by the following challenges;

- Out-of-school graduates and semi-literate youth are involved in crime because of exclusion and discrimination from the local economy;
- There are no youth economic support centres focusing on such services as tender advice and accessing capital;

*** THESE ARE AS A RESULT OF NON-INTEGRATION AND LACK OF TARGETING OF YOUTH IN ECONOMIC DEVELOPMENT WITHIN THE MUNICIPALITY. AMONGST THE YOUTH THE FOLLOWING GROUPS ARE THE MOST AFFECTED BY THESE CHALLENGES;**

- Unemployed youth;
- Youth with disabilities;
- Unskilled youth;

- Young people generally lack skills which makes them unemployable;
- Lack of resources for promoting economic development amongst youth;
- The municipal procurement policy, although biased towards the youth, does not in practical terms live to its preferential terms;
- Youth are not yet benefiting from current municipal and local business opportunities.

- Illiterate youth;
- Youth living on the street;
- Commercial sex workers;
- Girl child;
- Rural youth.



3. HIV/AIDS CHALLENGES

The Waterberg District Municipality takes the challenges of HIV/AIDS very serious, but also acknowledges that more could be done to prevent the spread of the virus and its negative social consequences. This is critical because of the following challenges:

- The rate of HIV/AIDS infections amongst youth continue to be high in the WDM;
 - There are few youth health workers, support groups and youth centres for supporting youth living with the virus and affected by the pandemic;
 - There is a continued poor use of contraceptives, condoms and especially female condoms;

- Youth are not participating in clinic committees;
- Families, peers and partners have limited awareness of their supportive roles in relation to youth infected by HIV/AIDS.

*** THESE CHALLENGES ARISE FROM IGNORANCE, ILLITERACY, POVERTY, SEXUAL ABUSE AND FEAR OF REJECTION. THE PANDEMIC AFFECTS ALL YOUTH.**

4. MAINSTREAMING CHALLENGES

Many of the above challenges result from the inability to mainstream youth development. In part

this is both symbolized by and resulting from low level of youth mobilization, limited targeting of



WATERBERG DISTRICT MUNICIPALITY

youth in service delivery processes and a lack of resources to contribute to youth development. Another significant cause is the absence of a structured engagement of youth in the IDP process, including budgeting and LED forum. Even at

➤ MORAL REGENERATION MOVEMENT

The District Moral Rejuvenation Movement (MRM) was launched on the 09th November 2007 at Modimolle. However, our greatest challenge is

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

ward committee level youth continue to be marginalized. All of the activities currently taking place occur without a guiding strategic youth framework.

how to make the values our shared values and make them have real meaning to ordinary men, women, and children in their everyday life.

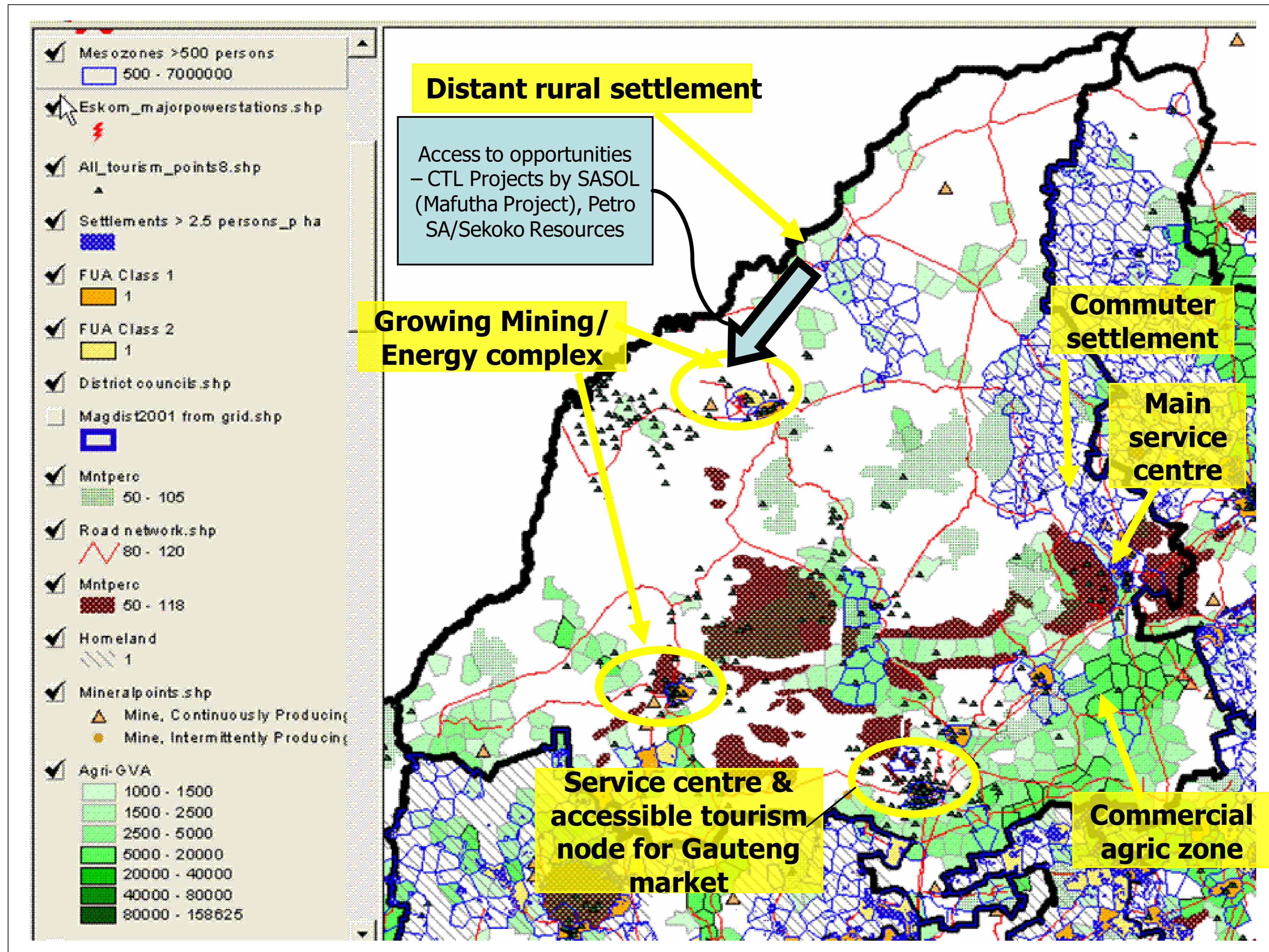
As a sector plan, the Special Programmes Strategy sets the framework for the integration and mainstreaming of all the designated groups marginalized communities. Funding needs to be availed for the implementation of the strategy through the integration of programmes and projects of all clusters and sector plans of the Waterberg District.



WATERBERG DISTRICT MUNICIPALITY

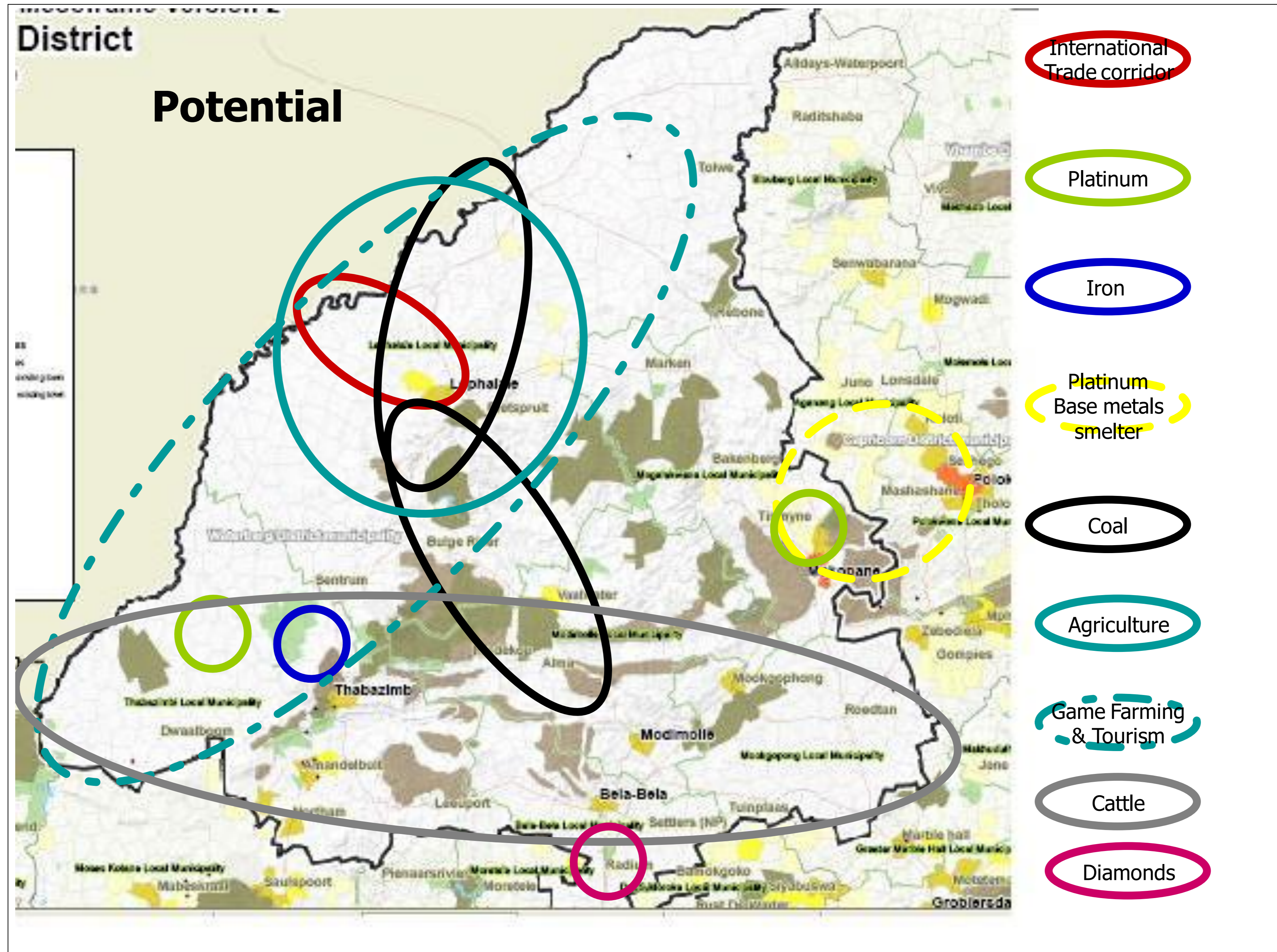
2.2.2.5. Status of Expanded Public Works Programme

	Waterberg	Mookgopong	Bela-Bela	Thabazimbi	Modimolle	Lephalale	Mogalakwena
Number of project undertaken in EPWP during the 2006/07 fy	1	Nil	1	1	1	4	12
Number of jobs created through the EPWP projects 2006/07 FY	55	N/A	120	200	41	76	1162
Number of EPWP projects registered for the 2007/08 fy	1	One	2	1	4	4	10
Number of jobs targeted to be created 2007/08 fy	20	60	160	250	20	60	520





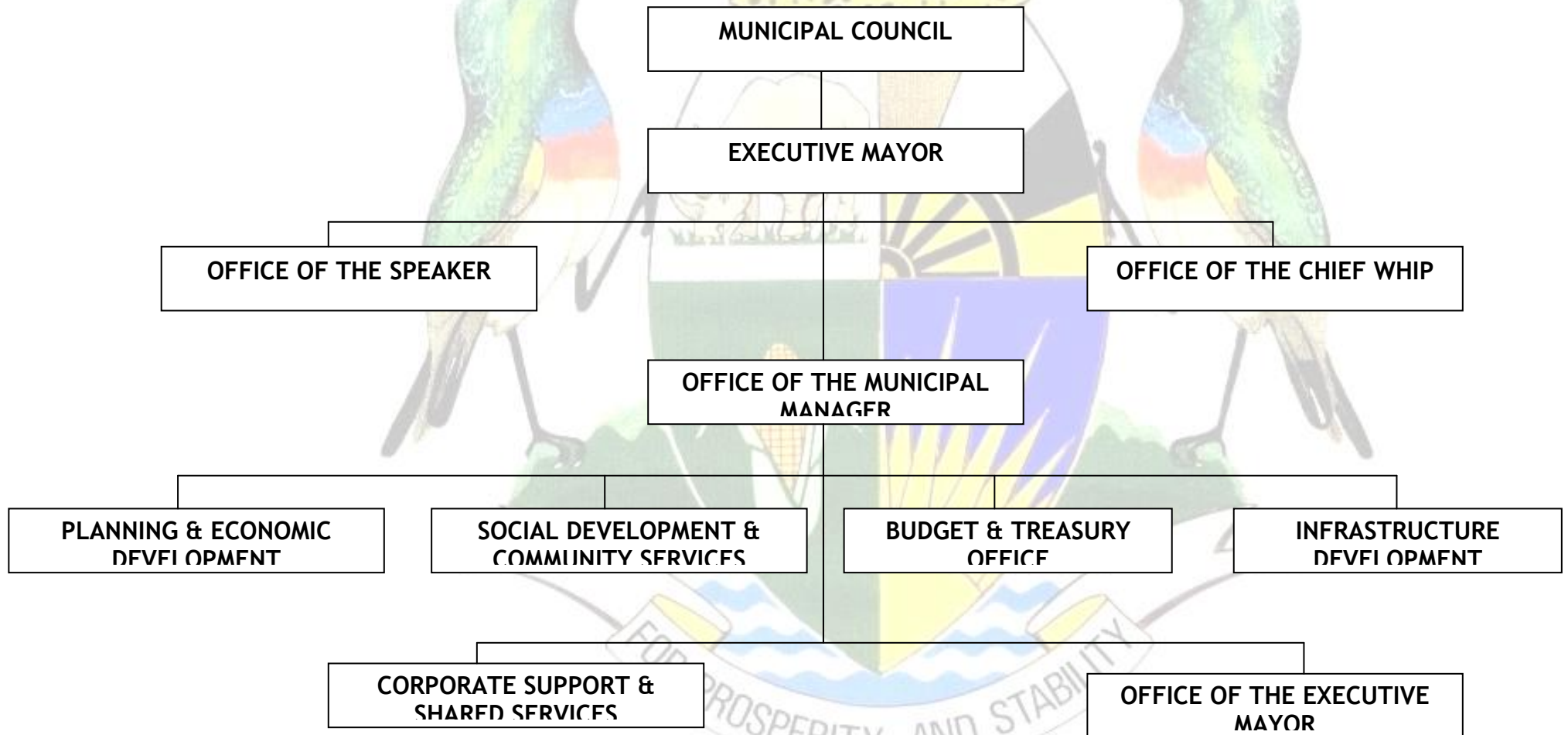
MAP 3: IDENTIFYING ECONOMIC POTENTIAL





2.2.3. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

2.2.3.1. ORGANISATIONAL STRUCTURE OF WATERBERG DISTRICT MUNICIPALITY





WATERBERG DISTRICT MUNICIPALITY

2.2.3.2. ORGANISATIONAL DEVELOPMENT WATERBERG DISTRICT MUNICIPAL AREA

	Waterberg	Mookgopong	Bela-Bela	Thabazimbi	Modimolle	Lephalale	Mogalakwena
Total of posts in the approved organogram	122	172	343	264	251	327	942
Total of filled posts	93	130	282	226	217	331	550
% of filled posts of the approved organogram	75%	74,4%	82%	86%	86%	89%	58%

2.2.3.3. MANAGEMENT OF WATERBERG DISTRICT MUNICIPAL AREA

	Waterberg	Mookgopong	Bela -Bela	Thabazimbi	Modimolle	Lephalale	Mogalakwena
MM appointed	Yes	Yes	Yes	Yes	Yes	Yes	Yes
MM signed performance contracts 2007/08 FY	No	No	Yes	Yes	Yes	No	Yes
CFO appointed	Yes	Yes	Yes	Yes	Yes	Yes	Yes
CFOs signed performance contracts 2007/08 FY	Yes	No	Yes	Yes	No	Yes	Yes



WATERBERG DISTRICT MUNICIPALITY

Technical Manager appointed	Yes	Yes	Yes	No	Yes	Yes	No
Technical Manager signed Performance Contracts	Yes	Yes	Yes	No	No	Yes	No
Total of section 57 Managers posts	6	4	5	6	5	5	7
Total number of s57 managers posts filled	6	3	5	3	5	5	5
Total number of s57 managers posts vacant	0	1	0	3	0	2	2





WATERBERG DISTRICT MUNICIPALITY

2.2.3.4. EMPLOYMENT EQUITY OF WATERBERG DISTRICT MUNICIPAL AREA

	Waterberg	Mookgopong	Bela - Bela	Thabazimbi	Modimolle	Lephalale	Mogalakwena	Total
Total no. of Woman Municipal Manager appointed in the district	0	1	0	0	0	0	0	1
No. of woman appointed in S57 Manager posts against total s57 managers	2	2	1	1	2	2	2	12
Employment Equity Targets for 2007/08 approved	No	Yes	No	No	Yes	No	No	
% of woman employed in the total personnel staff	55%	30%	52%	52%	21%	27%	25,5%	



WATERBERG DISTRICT MUNICIPALITY

2.2.3.5. PERFORMANCE MANAGEMENT SYSTEM

	Waterberg	Mookgopong	Bela-Bela	Thabazimbi	Modimolle	Lephalale	Mogalakwena
PMS revised in line with PM regulations	Yes	Yes	No	Yes	Yes	No	Yes
Have all s57 managers signed performance agreements for 2007/08 FY	Yes	No	Yes	Yes	No	No	Yes
2006/07 annual performance reviews conducted	No	No	No	No	No	No	No
Total Budget used to pay 2006/07 Performance Bonus to S57 managers	No	No	No	R175 000.00	R 88 175	No	R943 465
Submission of Performance Agreements MEC by 31/08/07	No	No	No	Yes	No	No	No



WATERBERG DISTRICT MUNICIPALITY

2.2.3.6. Issues emanating from the District Growth and Development Summit

Effective Management of LED:

- Finalisation of the Waterberg Economic Development Agency
- Explore, integrate and find synergy between the District and the Locals LED Strategy
- Finalization of LED Strategies in Lephalale and Thabazimbi
- Municipalities must create a conducive environment for business to develop

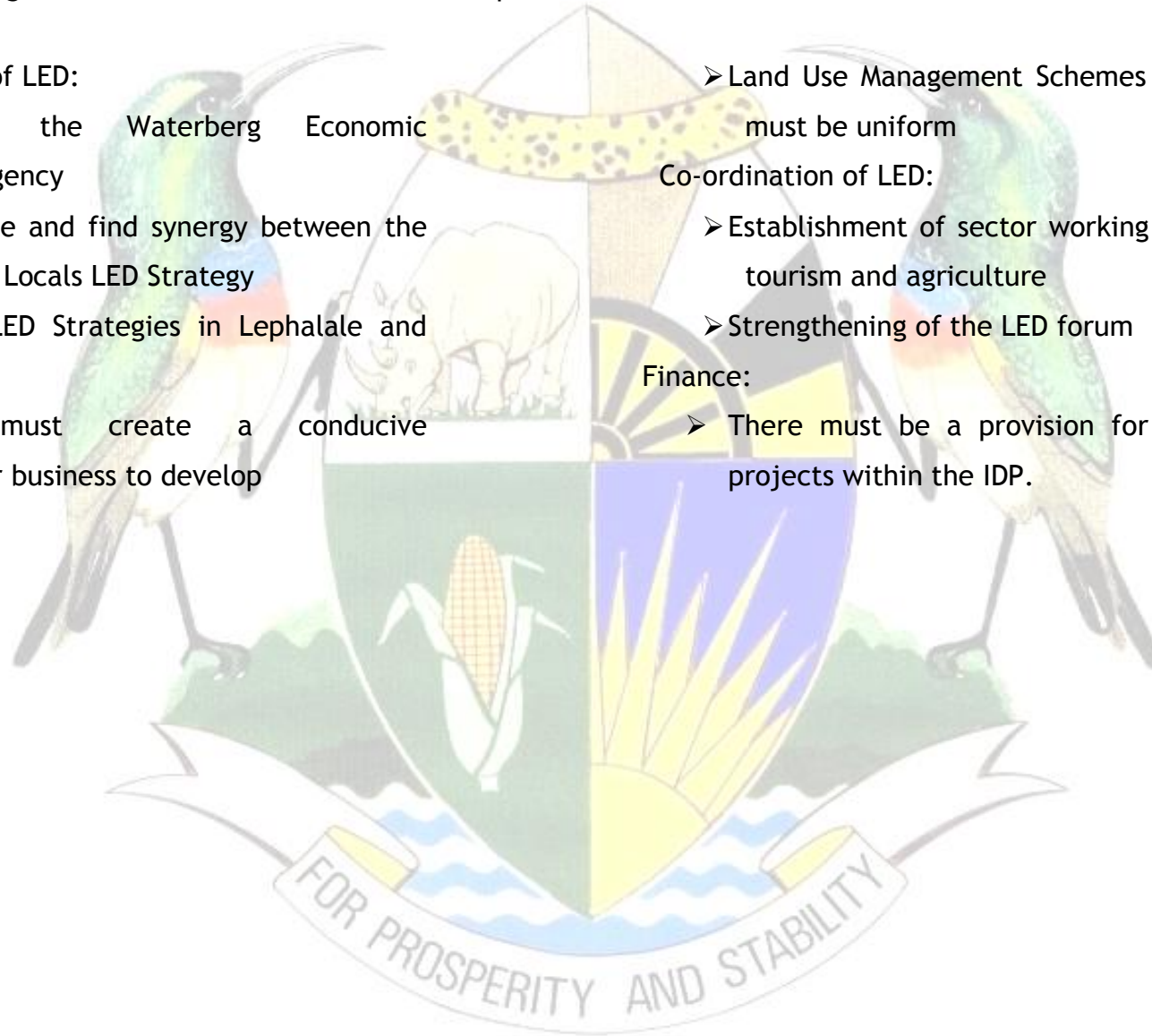
- Land Use Management Schemes of municipalities must be uniform

Co-ordination of LED:

- Establishment of sector working group in mining, tourism and agriculture
- Strengthening of the LED forum

Finance:

- There must be a provision for finance for LED projects within the IDP.





WATERBERG DISTRICT MUNICIPALITY

2.2.3.7. GENERAL OVERVIEW OF THE INSTITUTIONAL SWOT ANALYSIS - WATERBERG DISTRICT MUNICIPALITY

STRENGTHS	WEAKNESSES
<p>Regulatory framework</p> <ul style="list-style-type: none"> • Awareness creation (events, campaigns, seminars, conferences, publications, Imbizos, summits) <p>Capacity in the District municipal area</p> <ul style="list-style-type: none"> • Technical training / Advisory services (technical advice, consultation, information sharing) • Economic development planning • IDP co-ordination • Financial management • Asset management 	<p>Regulatory framework</p> <ul style="list-style-type: none"> • Policy instruments (policies, strategies, standards, plans, guidelines, standard operating procedures) • Legislative instruments (by-laws, agreements) • External stakeholder compliance monitoring (audits, assessments, enforcements, inspections) • Status monitoring (surveys, surveillance, detections, testing) <p>Capacity in the District municipal area</p> <ul style="list-style-type: none"> • Authorisation decisions (permits, certification, licenses) • Stakeholder institutional arrangements (forums establishment / maintenance, SLA's, MOU's, performance monitoring, contract management) <p>Implement district municipal services</p> <ul style="list-style-type: none"> • Spatial development planning • Infrastructure development • Social development • Local municipal institutional support • Municipal health services <p>Corporate governance practices</p> <ul style="list-style-type: none"> • Compliance management • Risk management <p>Business leadership</p> <ul style="list-style-type: none"> • Strategic positioning (strategic planning, municipal structuring) • Business culture • Business performance management



WATERBERG DISTRICT MUNICIPALITY

	<ul style="list-style-type: none"> • Communication • Service delivery • Stakeholder management <p>Resource management</p> <ul style="list-style-type: none"> • People management • Information management • Knowledge management • Programme/project management • Contract management
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Mining investment • Tourism investment • Wildlife management • Agricultural farming • Donor funding • Political stability • Legislative framework • Education system • Management of dreaded diseases • Intergovernmental support • Absence of a provincial planning framework 	<ul style="list-style-type: none"> • Budget constraints • Diminishing revenue base • Insufficient skills base • Diminishing intergovernmental grants • Poverty • Insufficient Provincial Government support • Unemployment • Insufficient industrial investment • Insufficient job opportunities • Unclear roles and responsibilities on powers and function between Province and Local Government • Inadequate Transport network • Restrictive legislative requirements • Crime

Vulnerabilities:

- HIV Aids, Natural Disasters



WATERBERG DISTRICT MUNICIPALITY

2.2.4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

2.2.4.1. Audit Reports 06 - 07 Fiancial Year

	Waterberg	Bela-Bela*	Thabazimbi*	Mookgopong	Modimolle	Lephalale	Mogalakwena
03/04	Qualified				Unqualified		
04/05	Qualified				Qualified		
05/06	Qualified						
06/07	unqualified				Pending		

	District	Bela-Bela	Thabazimbi	Mookgopong	Modimolle	Lephalale	Mogalakwena
Municipalities that have adopted a rates policy.	N/A	Yes	Yes	We did but need to be reviewed	Yes	No	Yes
Municipalities that have compiled valuation rolls.	N/A	Yes	Still in progress	1999/2000, busy with the one in line with the Property Rates Act, No, 6 Of 2004	Yes	Yes (1)	No



WATERBERG DISTRICT MUNICIPALITY

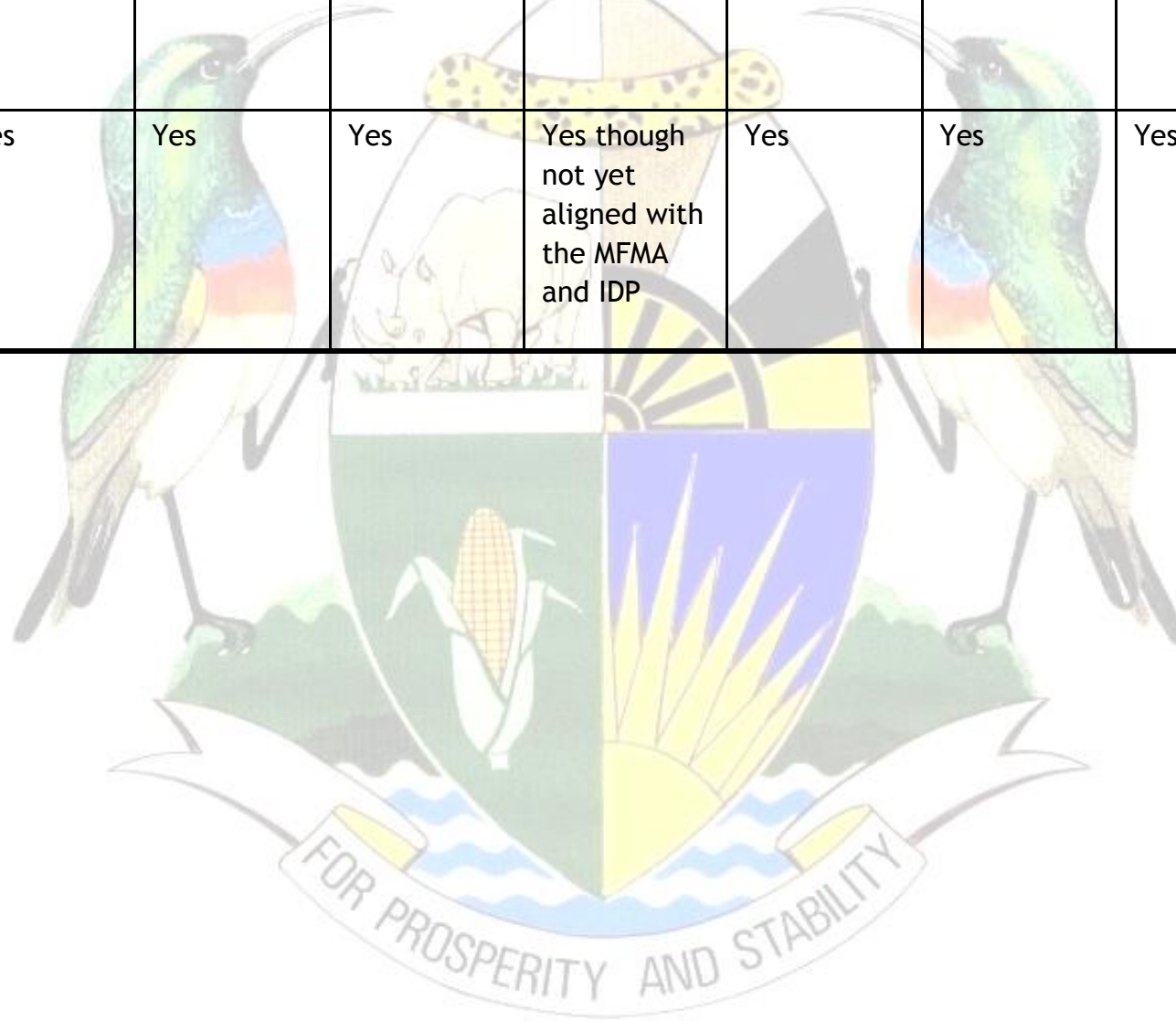
Municipalities with established audit committees.	Yes	Yes	Yes	Yes in line with the previous WDM resolution	Yes	Yes	Yes
Municipalities that make use of a “shared services” audit committee	Yes	Yes	No	N/A	N/A	No	Yes

	Waterberg	Bela-Bela	Thabazimbi	Mookgopong	Modimolle	Lephalale	Mogalakwena
Establishment of Internal Audit Unit	Yes	Yes	No	The Internal Auditor will start in March 2008	Yes	Yes	Yes
Municipalities with adopted anti-corruption policy.	Yes	No	No	No	Yes	No	Yes
Municipalities with an adopted supply chain management policy.	Yes	Yes	Yes	To be reviewed in line with the SCM National	Yes	Yes	Yes



WATERBERG DISTRICT MUNICIPALITY

				framework			
Establishment of budget and treasury offices.	Yes	Yes	Yes	Yes though not yet aligned with the MFMA and IDP	Yes	Yes	Yes





WATERBERG DISTRICT MUNICIPALITY

2.2.5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Municipalities in South Africa are required to compile Integrated Development Plans for their areas of jurisdiction in terms of the Municipal Systems Act No. 32 of 2000. At the outset of the 2008/2009 IDP Review process, the Waterberg District Municipality embarked on a series of Public Information Meeting as outlined in its Process Plan. The purpose of the Public Information

Meetings being to identify develop concerns and identify urgent issues. Some discussion about progress that has been made in the addressing of development needs over the past five years was also requested. At the Public Information Meetings, communities were also requested to attend the Forum meetings to ensure that their locally specific issues are raised.

2.2.5.1. INTERGOVERNMENTAL ACTIONS

Waterberg District Municipality, together with its six local municipalities, has adopted a Waterberg District Municipality Inter Governmental Protocol Framework. Emanating from the framework, the District has

established a forum known as the WDM Intergovernmental Forum which is a consultative forum for the District Municipality and the Local Municipalities.

2.2.5.2. IGR Forums established by Waterberg District Municipality

NAME	COMPOSITION	PURPOSE	NUMBER OF METTINGS HELD
District Mayors Forum	The Executive Mayor of the WDM; Mayors of	Draft national and provincial policy and legislation relating to matters affecting local	3



WATERBERG DISTRICT MUNICIPALITY

	<p>local municipalities; Municipal Managers of both the District and Local municipalities; Head of Sector Departments</p>	<p>government interest in the District; Implementation of national and provincial policy and legislation with respect to matters affecting local government in the District; Matters arising in the Premier's intergovernmental Forum; Mutual support in terms of section 88 of the Municipal Structures Act, 1998 (Act 117 of 1998); Service Delivery in the District; and Coherent planning and development in the District.</p>	
<p>District Municipal</p>	<p>Municipal Managers of</p>	<p>Providing technical support to the Mayors Forum;</p>	



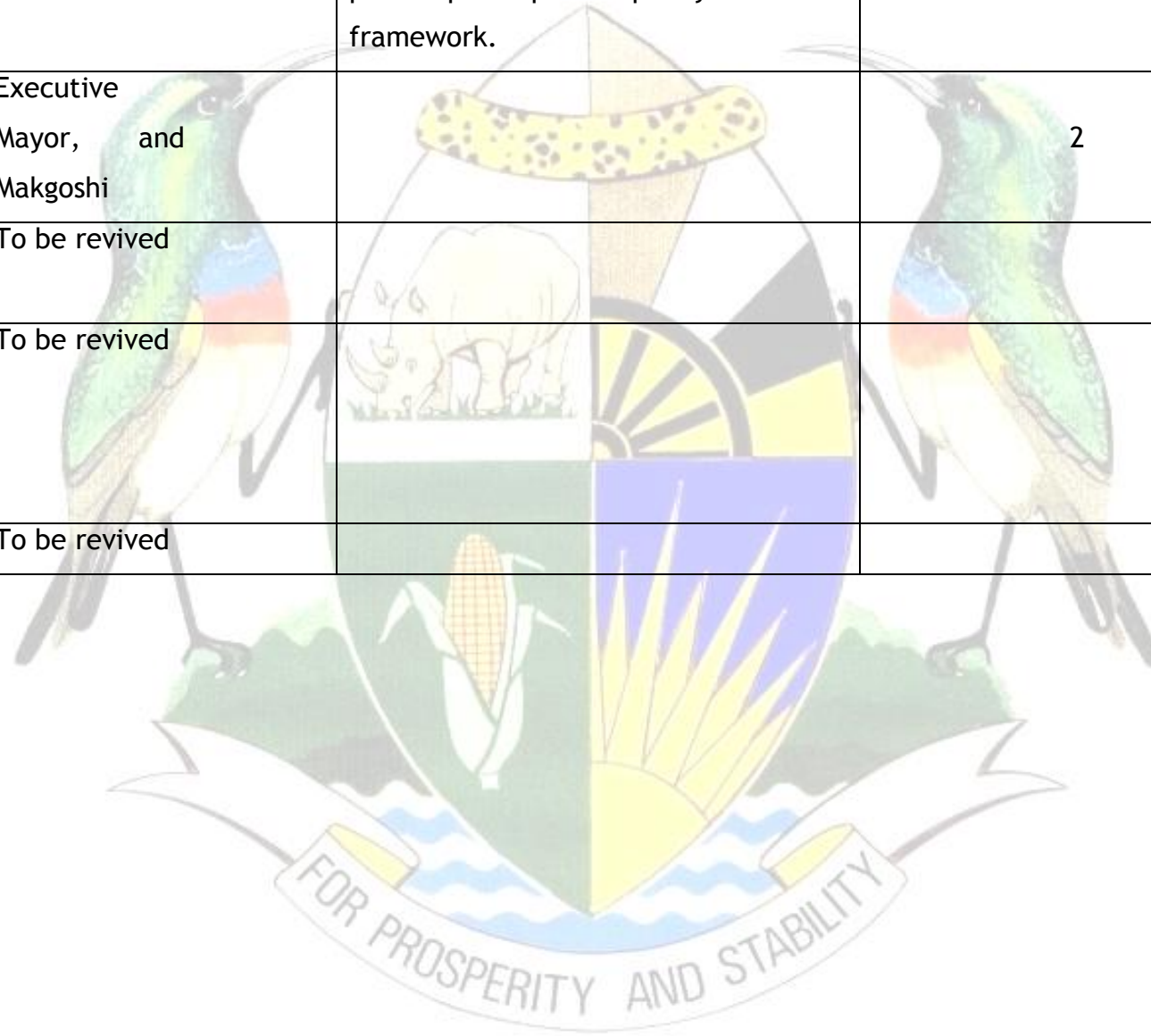
WATERBERG DISTRICT MUNICIPALITY

Managers Forum	both the District and Local municipalities; Head of Sector Departments	Implementing the decisions of the Mayors Forum;	3
Speakers' Forum	Both the District and Local Municipalities' Speaker	Provide political guidance in the determination of policy objectives; Make decision regarding community participation and consultations; Consult with social partners on Government Flagship Programmes such as as CDWs' Ward Committees and Multi - Purpose Community Centres; Monitor the implementation of CDWs, Ward Committees and	2



WATERBERG DISTRICT MUNICIPALITY

		public participation policy framework.	
Traditional Leaders	Executive Mayor, and Makgoshi		2
Economic Cluster	To be revived		
Governance and Administration Cluster	To be revived		
Social Cluster	To be revived		





WATERBERG DISTRICT MUNICIPALITY

2.2.5.3. DISTRICT FRAMEWORK AND PROCESS PLAN - IDP, PMS AND BUDGET

The Waterberg District Municipality, together with its six local municipalities, prepared a District Framework and Process Plan according to the required stipulations. A notice was published in the national and regional news papers, notifying the public of the process and the District Framework and Process Plan. Input and

comments were invited on the District Framework and Process Plan and thereafter the Plan was adopted by the Waterberg District Municipality and local municipalities. The District Framework and Process Plan determined the methodology and process for the formulation of the IDP Review document.

2.2.5.4. STAKEHOLDER AND COMMUNITY INVOLVEMENT MEETINGS DURING 08 - 09 IDP REVIEW

MEETING	VENUE	DATE	TIME
REP FORUM	THE PARK HOTEL - MOKOPANE	25 SEPTEMBER 2007	10H00
	BELA BELA LODGE	17 MARCH 2008	10H00
IMBIZOs	NORTHAM - THABAZIMBI	15 FEBRUARY 2008	10H00
CO-ORDINATING COMMITTEE	WATERBERG CONVENTION CENTRE	16 SEPTEMBER 2007	10H00
		22 FEBRUARY 2008	10H00
BUSINESS SECTOR	ENTABENI LODGE	18-19 SEPTEMBER 2007	10H00
IDP VISITS	SHANGRILA	05 DECEMBER 2008	10H00
IDP/BUDGET ROADSHOWS	THABAZIMBI - Regorogile Hall	14 May 2008	16h00
	BELA BELA - Aventura Resort	15 May 2008	08h00



WATERBERG DISTRICT MUNICIPALITY

	MODIMOLLE - O.R. Tambo Hall	15 May 2008	16H00
	LEPHALALE - Mogol Hall	17 May 2008	15H00
	MOOKGOPHONG - Stad Saal	16 May 2008	16H00
	MOGALAKWENA - Aboo Tayob Hall	20 May 2008	10H00

In addition to the above, an advert was placed in the National, Provincial and Regional newspapers for 31 days for public comments on the Draft 2008 - 2009 IDP Review after it was adopted by the council on the 29 March 2008. Public comments were further accommodated in this final IDP document.

The following table high-lights the key intergovernmental challenges needed to unlock economic and development potential in the District. It should be noted that in the event that actors are unable to resolve challenges, where appropriate, the presidency could be called upon to intervene as part of the NSDP pilot project.



WATERBERG DISTRICT MUNICIPALITY

SECTOR	ISSUE	ACTION	ROLE PLAYERS
WATER	Water needs and supply management requirements across the District must be quantified.	<p>Agreement is needed on standardized source of statistics for the quantification of water needs and the related planning and implementation interventions.</p> <p>Agreement is needed on alternative sources of water supply given different economic and spatial contexts. This would require inter-governmental cooperation in conducting a detailed analysis across the District.</p> <p>The results of the analysis will then be used to form the basis for an inter-governmental agreement on an integrated strategy, implementation and resourcing plan.</p> <p>Specific emphasis should be given to the challenges around the Flag-Boshielo Dam</p>	<p>District Municipality</p> <p>All Local Municipalities;</p> <p>DWAF's (Water Services, Water Resources and Forestry Divisions.)</p>
	High costs of pipeline installation in the Mogalakwena area result in serious delays in water resourcing and management strategies.	<p>Agreement must be reached with National Treasury regarding potential sources of financing of the Mogalakwena pipeline installation.</p> <p>The District Municipality must be included in deliberations of the Premier's Office, DWAF, DME, as part of the existing Committee.</p>	OTP, DWAF, NT, WDM, LM, DME
	<p>The Mokolo Dam wall could be raised by 15 meters to increase the catchment's capacity.</p> <p>A decision is needed on the extension of the Dam in the Lephalale areas.</p>	<p>Inter-governmental agreement is needed to conduct a hydrological feasibility study regarding the extension of dam wall by 15 meters.</p> <p>In the event that the wall will be raised, an additional multi-lateral agreement is needed with Botswana, Zimbabwe and Mozambique</p>	<p>DWAF in partnership with DM, LM to commission hydrological study.</p> <p>OTP to commission meeting with DWAF, DFA, DM to meet regarding multi-lateral agreements and related protocols.</p>
	LM are not readily equipped to deal with high level investment and resourcing needs of huge bulk infrastructure investment.	Inter-governmental agreement is reached on the provision or secondment of 'transactional advisors' to advise District and Local Municipalities on the most appropriate funding and investment models regarding mega- investment	DM, LM, NT



WATERBERG DISTRICT MUNICIPALITY

	At the same time they have to be accountable for financing and maintenance of such investments in the medium- to long term	projects.	
SANITATION	Water supply in the District Municipality is a challenge therefore alternatives to waterborne sewage need to be considered and agreed to.	Based on technical inputs by DWAF, CSIR and other research institutions agreement must be reached on the most appropriate technical solution.	DWAF to take lead on alternative WBS in collaboration with DM
	Role players are not using standardize baseline statistics As a result, villages in Mogalakwena and Lephalale areas which did not feature in StatsSA data are not accounted for in service provision prioritization processes.	General agreement was reached in the meeting that DWAF and IDP stats be used as baseline data. This agreement needs to be formalized in the District.	DWAF, LM and DM
	The current overload of sanitation infrastructure has negatively impacted new developments. This is exacerbated by limited water supply.	Agreement must be reached on the need to expand infrastructure to address the radical urban expansion taking place across the District but especially in the Modimolle and Bela Bela areas.	DM, LM, DWAF to discuss alternatives.
REFUSE REMOVAL	Land fill sites are not managed in accordance with regulations. In Lephalale water management problem is exacerbated by the absence of waste management strategies.	Agreement must be reached on identifying and adopting alternative strategies and methodologies for refuse removal and refuse disposal in rural areas. District to explore talks with CSIR, DEAT on biomass conversion.	DM, DEAT, DWAF, LM, Eskom, CSIR
	Problems with biomass conversion and licensing and cost of conversion render it difficult for municipalities to deal with this challenge on its own. Dumping sites are not managed properly.	Initiatives of the ESKOM development foundation looking at conversion and management needs to be explored	



WATERBERG DISTRICT MUNICIPALITY

	By products from industry and mines and how this is managed need to be monitored.		
MINING	District and Local Municipalities are not included in provincial and national deliberations with mining and investment companies that impact on local areas.	An agreement needs to be signed with DME, Provincial government and LM/ DM on protocols with regard to investment in local areas. This should include information on: Prospecting Community reallocation and settlement strategies strategies Service requirements and	DME, District, OTP, mining companies
	Local municipalities do not contribute towards agreements on Social and Labour Plans with the Mines.	Local and District Municipalities be included in the approval mechanisms from DME regarding Social and Labour Plans submitted by the mines.	DM, LM, DME, mines
	Transport blockages hindering pace at which mining development can take place in both Lephalale and Mogalakwena areas	Inter-governmental agreement be reached under the leadership of the Premier's Office to on addressing access issues pertaining to road infrastructure in the District. As part of this agreement should be the review of financial models.	National department of transport, SAMRA, Provincial Department of transport, Lephalale, Waterberg District and Local Municipalities
	In Mogalakwena ownership of land and mineral rights are unclear.	Agreement needs to be obtained on the status of mineral rights and communicated to all relevant role players.	Premiers Office, DME, DLA, LM, DM
ROADS AND TRANSPORT	Studies commissioned by Spoornet on whether to transport coal from Lephalale to Richards Bay needs to be completed.	A decision is needed on most appropriate strategy for coal transportation. This needs to be communicated with Local and District municipalities.	DM, Mines, DT, DME



WATERBERG DISTRICT MUNICIPALITY

	<p>Specific roads priority actions includes: R33 and N11 unlock mining potential with Botswana and Polokwane.</p> <p>R33 road between Modimolle and Lephalale needs upgrade.</p> <p>Road between Modimolle and Mabatlane needs upgrade.</p> <p>Rail between Brits and Lephalale also needs upgrading. Condition of rail to carry the heavy load (more than 30 tons) is not clear.</p> <p>R33 road between Modimolle to Lephalale study was concluded. Financing cannot be done by Province. This requires National treasury to give permission for province to take up loan.</p>	<p>Specific roads implementation plan needs follow up.</p> <p>NT, TIL, SANRA deciding R33 road. Includes distance between Modimolle and Lephalale. Funding model agreed on and being explored needs finalization.</p> <p>Project underway with Dept roads and transport with all municipalities on the development of an appropriate roads and transport plan. DM and dept of roads and Transport to communicate progress.</p> <p>Decision needed on R33 road from Lephalale to Modimolle. High level intervention needed.</p>	<p>OTP, DM and Department of Roads and transport to follow up on challenges</p>
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WATERBERG DISTRICT MUNICIPALITY

	<p>South African National Roads Agency to upgrade R33. Agreement needed to make it a priority.</p> <p>Need guarantee that the upgrade will take place in the near future.</p> <p>R33: decision needed by Province to ensure clear guideline from National Treasury.</p>	<p>National Treasury and SANRA to agree on guarantee for future loan</p> <p>DM should secure funding for gravel roads en-route to Botswana.</p> <p>NT to give direction on best models for roads extension.</p> <p>TIL to coordinate and report on findings to all affected stakeholders.</p> <p>Decisions needed on the following other roads:</p> <p>Roads in biosphere- engaging EU to fund project to upgrade road. Information sharing needed with locals municipalities.</p> <p>Alma to Marakele and Thabazimbi to Mabatlane.</p> <p>Road from Mogalakwena to Marken a problem.</p>	<p>National Treasury, SANRA and District Municipality, Provincial Department of Transport.</p>
	<p>Current EPWP is not optimal for rapid delivery of services and quality requirements of Mogalakwena Local Municipality</p>	<p>Agreement on additional funds needed from National Treasury to construct road using labour-based methods and technologies.</p> <p>EPWP is perceived as failing, due to perceptions that the labour force is being exploited. The need is for an agreement that would ensure that the remaining components of the project be completed as a matter of urgency.</p>	<p>Provincial dept of public works; RAL; DM and LM.</p>
<p>AGRICULTURE</p>	<p>Water supply for agricultural development is a significant challenge.</p> <p>There is a challenge around access to viable</p>	<p>Assessment and agreement is needed regarding the water supply and water management strategies over the medium- to long-term.</p> <p>DM and Department of Agriculture to reach agreement on</p>	<p>DWAF, WDM and Lephalale to follow up on water provision alternatives and possible DM, Department of</p>



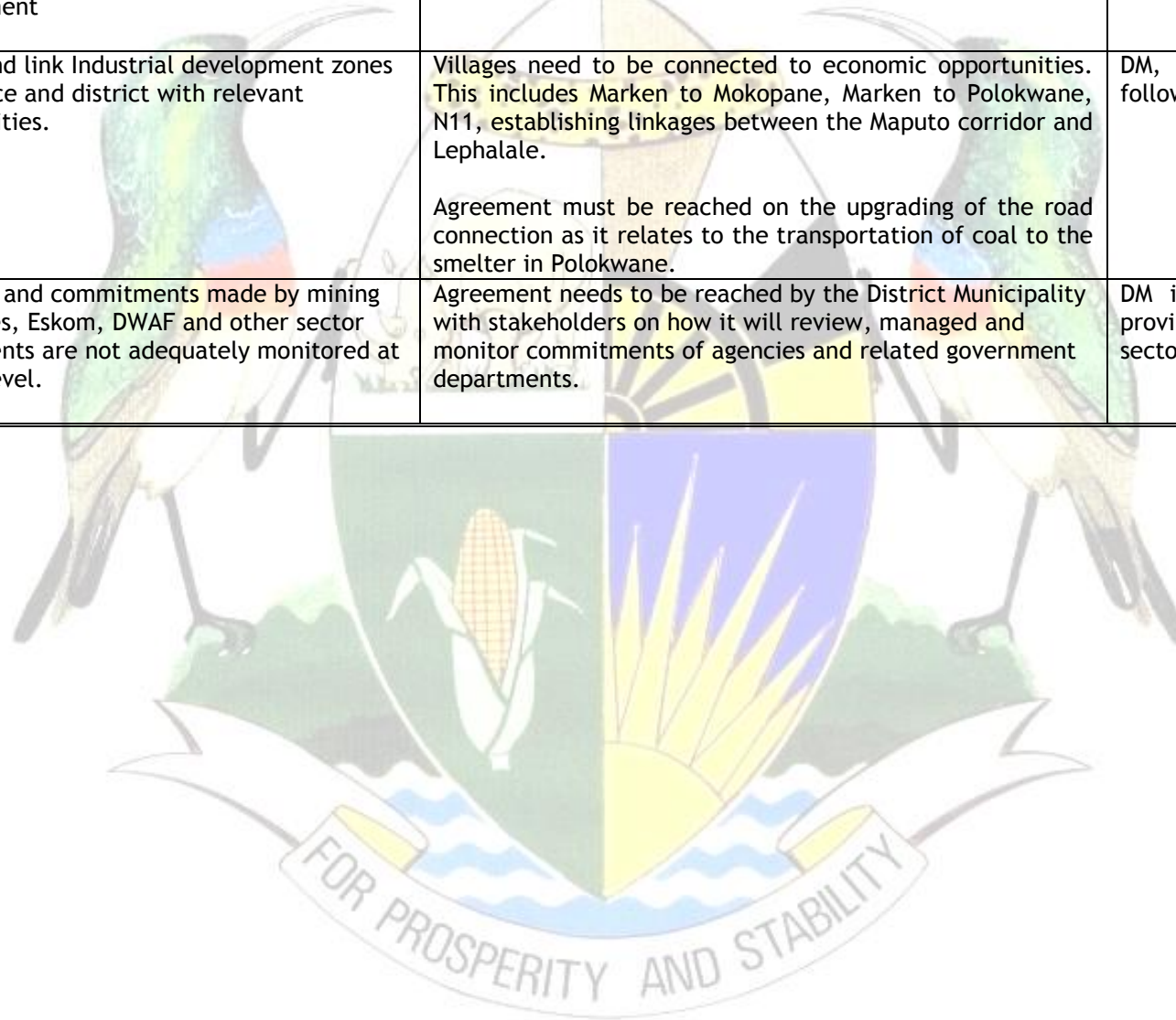
WATERBERG DISTRICT MUNICIPALITY

	<p>agricultural opportunities, financing for agricultural development, capacity and resourcing for small scale farming initiatives and the finalization of land acquisition and transfers.</p> <p>Access to profitable agricultural ventures that are sustainable remains a problem without access to proper financing,</p> <p>Transformation of agricultural farms to more profitable game farming initiatives across the Waterberg presents a labour, service provision and skills challenge for the District.</p> <p>Regional marketing and specialization of chicken farming initiatives have significant spin-offs for local entrepreneurs</p>	<p>priority areas.</p> <p>Agreement and information is needed at District level on financing intermediaries for agriculture sector.</p> <p>Agreement is needed on how to address the current shift from agricultural production to game farming, and its impact on local labour supply.</p> <p>Agreement on strategies required to address the peri-urban growing trend is required.</p> <p>Agreement needs to be reached with the mines to ensure poultry interventions link into the potential market presented by the mines.</p> <p>Agreement must be reached on the level of support to be given to the African Rural Development Corporation, NGO which is linking local agricultural production with national and international markets.</p> <p>Agreement on water supply as it pertains to these issues is required.</p> <p>Agreement on how successful grape farming initiatives can be replicated by emerging farmers and communities to ensure spread of the benefits of these viable investment opportunities.</p>	<p>Agriculture, Dept of Roads and transport</p>
<p>LAND</p>	<p>Information gaps exist on progress with land reform initiatives</p>	<p>Research to be commissioned and agreement be reached on land restitution progress and impact of change in land use given high rate of conversion of agricultural farms into game and hunting farms.</p>	<p>DM</p>



WATERBERG DISTRICT MUNICIPALITY

	Administrative delays with land release is hindering agricultural and economic development	High level assistance is needed with unlocking blockages with land release especially land owned by DLA and Eskom.	DM, DLA, OTP Presidency
INDUSTRIAL DEVELOPMENT ZONES	Unlock and link Industrial development zones in Province and district with relevant opportunities.	<p>Villages need to be connected to economic opportunities. This includes Marken to Mokopane, Marken to Polokwane, N11, establishing linkages between the Maputo corridor and Lephalele.</p> <p>Agreement must be reached on the upgrading of the road connection as it relates to the transportation of coal to the smelter in Polokwane.</p>	DM, LM and DRT, LIP to follow up
MONITORING OF DEVELOPMENT	Decisions and commitments made by mining companies, Eskom, DWAF and other sector departments are not adequately monitored at district level.	Agreement needs to be reached by the District Municipality with stakeholders on how it will review, managed and monitor commitments of agencies and related government departments.	DM in collaboration with province and affected sector department





2.2.6. NON - CORE FUNCTIONS

2.2.6.1. OVERVIEW OF CRIME

Crime prevention was identified as one of the district - wide priorities. Presently two out of four Municipalities in the district has identified crime as a priority in their IDP. The other Municipalities are silent on crime prevention despite the fact that Waterberg is a tourist area. Out of 21 prioritised Police Station in Limpopo, Waterberg District Municipality has three, namely:

- Mahwelereng;
- Mokopane; and
- Bela-Bela.

These Police Stations contribute to high crime rate i.t.o. reporting statistics in the Province. Mahwelereng Police Station is among the police station that contributes a high number of contact crimes in the whole country.

2.2.6.1.1. Most Prevalent Crimes in Waterberg

Stock theft
Robbery with weapon other than firearm
Theft of motor vehicle
Indecent assault

There are twenty-seven 27 Police Stations in the District Municipality. Unfortunately, some of these Police Stations are not in line with municipal boundaries, for example: Police Stations in Capricorn fall within Waterberg District Municipality and some Police Stations in Sekhukhune falls within Waterberg District Municipality. Crime Prevention goes beyond the provision of Police Stations and Police Services. It implies that the broader community in collaboration with all spheres of government has to be partners in crime prevention.



WATERBERG DISTRICT MUNICIPALITY

Attempted murder

Burglary

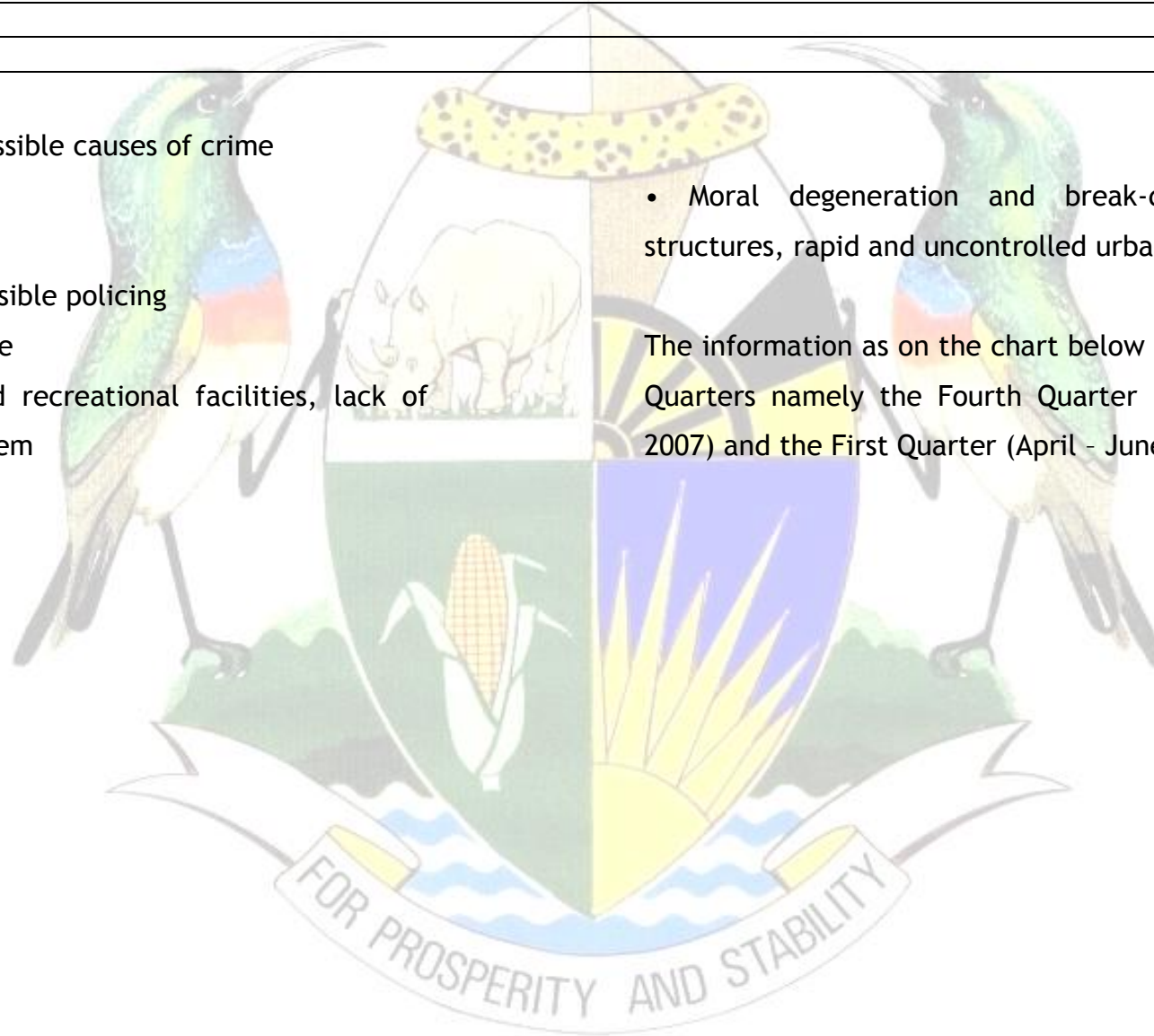
Robbery aggravating

Source: SAPS, District, 2007

2.2.6.1.2. Identified possible causes of crime

- Unemployment
- Poverty
- Inadequate or inaccessible policing
- Alcohol and drug abuse
- Lack of sporting and recreational facilities, lack of skills, and low self-esteem
- Moral degeneration and break-down of family structures, rapid and uncontrolled urbanisation

The information as on the chart below span over two (2) Quarters namely the Fourth Quarter (January - March 2007) and the First Quarter (April - June 2007).





WATERBERG DISTRICT MUNICIPALITY

PERFORMANCE CHART

Quarter 2 - 2007/2008 (July, August & September) Theft (Other) 2007			
Decreasing/Equal Priority Crimes			
Crimes	% Down	Crimes	% Up
Attempted Murder	-40.48	Theft of All Stock	63.64
Attempted Theft of Motor Vehicle and Motorcycle	-30	Robbery with Weapon Other Than Firearm	61.11
Burglary (Excluding Residential Premises)	-22.45	Theft of Motor Vehicle and Motor Cycle	41.82
Theft Off/from Motor Vehicle	-10.11	Indecent Assault	35.71
Common Robbery	-9.9	Burglary (Houses)	22.31
Assault common	-8.97	Robbery Aggravating	20.59
Assault Gbh	-5.57	Arson	16
Fraud	-4.17	Malicious Damage to Property	12.1
Theft (Other)	-0.94	Shoplifting	11.36
Murder	0	Rape	9.4
Attempted Robbery: Aggravated: with Fire-arm	0		
Attempted Theft (Other)	0		
Quarter 3 - 2007/2008 (October, November & December 2007)			
Decreasing/Equal Priority Crimes			
Crimes	% Down	Crimes	% Up
Attempted Murder	-50	Indecent Assault	40
Arson	-34.78	Attempted Murder	34.48
Attempted Burglaries (Business)	-33.33	Burglary (Excluding Residential Premises)	27.66
Attempted Theft of Motor Vehivle and Motor Cycle	-25	Robbery Aggravating	25.81
Murder	-23.91	Burglary (Houses)	12.17
Shoplifting	-17.95	Fraud	7.5
Theft of All Stock	-10.17	Theft of Motor Vehicle and Motor Cycle	5.63
Rape	-7.36	Assault Gbh	5.03
Theft Off/from/Off Motorcycle	-2.38	Robbery with Weapon Other Than Firearm	4.65
Common Robbery	-0.58	Malicious Damage to Property	3.5
Attempted Robbery: Aggravated: with Fire-arm	0	Theft (Other)	2.15
Attempted Theft From/off Motor Vehicle	0	Assault (Common)	2.06



CHALLENGES:

- Poor lighting in certain areas that contribute to the commission of these crimes;
- Inaccessible roads in rural areas like Bakenberg, Mapela and surrounding areas in Mahwelereng as well as Gilead policing areas;
- .
- The escalating number of Illegal operation of shebeens and unlicensed liquor outlets that sell liquor to children less than 18 years of age

2.2.6.2. HEALTH

Co-ordination of health services should take place at district level where different health rendering authorities should formulate a plan called the District Health Plan which should be linked to the district municipality's Integrated Development Plan. The plan

sets out the goals and strategies that will enable the health district to best meet the health needs of its population and includes details of the funding allocated for implementation.

2.2.6.2.1. Primary Health Care Facilities

Municipality	Hospital	Population	Clinic	Mobile Clinic
Mogalakwena Mahwelereng Local Area	Voortrekker Mokopane Provincial	126 081	Mahwelereng Clinic 1	Greater Potgietersrus
			Mahwelereng Clinic 2	Sekgakgapeng
			Mahwelereng Zone 2	Potgietersrus mobile
			Bokwalakwa clinic	
			Mogalakwena clinic	
			Bakernberg clinic	Bakenberg mobile



WATERBERG DISTRICT MUNICIPALITY

Bakernberg Local Area	George Masebe Hosp	64 573	Paulos clinic	Bakenberg mobile 2
			Mokamole clinic	Bakenberg mobile 3
			Tiberius clinic	
			Jakkalskuil clinic	
Mapela Local Area		61 482	Mapela clinic	Sterkrivier mobile
			Tshamahansi clinic	Mapela mobile 1
			Pholotji clinic	Mapela mobile 2
			Phafola clinic	Gillemburg mobile
			Mamaselela clinic	
			Mosesetjane clinic	
			Serkwater clinic	
			Vaalkop clinic	
Municipality	Hospital	Population	Clinic	Mobile Clinic
Rebone Local Area		52 325	Bavaria clinic	Koedoesrand mobile 1
			Lekhureng clinic	Koedoesrand mobile 2
			Mankuwe clinic	
			Mattanau clinic	
			Rebone clinic	
			Segole clinic	
			Weldevreden clinic	
Bela Bela	Warmbaths Hospital	56 562	Warmbaths clinic	Mobile 1
			Settlers clinic	Mobile 2
			Pienaarsrivier clinic	
			Bela Bela clinic	
Modimolle	FH Odendaal Hospital	79 056	Modimolle Town clinic	Tuinplaas mobile
			Vaalwater clinic	Vaalwater south mobile
			Alma clinic	Mobile East
			Phagameng clinic	North and South
Mookgophong		33 530	Naboom clinic	Roedtan mobile
			Roedtan clinic	Palala mobile



WATERBERG DISTRICT MUNICIPALITY

			Mookgophong clinic	
			Mookgophong H centre	
Thabazimbi	Thabazimbi Hospital	69 251	Dwaalboom clinic	Mobile 1
			Kromdraai clinic	Mobile 2
			Regorogile clinic 1	Mobile 3
			Swartklip clinic	Mobile 4
			Northam clinic	Kromdraai mobile
			Rooiberg clinic	
			Town clinic	
			Chromite clinic	
			Regorogile clinic 2	
Municipality	Hospital	Population	Clinic	Mobile Clinic
Lephalale	Ellisras Hospital Witpoort Hospital	104 010	Lephalale clinic	Lephalale north
			Abbotspoort clinic	Vaalwater north mobile
			Shomgoane clinic	Beauty mobile
			Seleka clinic	Witpoort mobile
			Ellisras clinic	Steenbokpan mobile
			Marapong clinic	

Source: Department of Health, 2008

CHALLENGES:

- The devolution of municipal health services
- Limited/no access to ARV services district wide
- High vacancy rates of professionals at hospitals
- Lack of access, utilization of VCT, care and support services
- Poor conditions in rural hospitals and clinics



WATERBERG DISTRICT MUNICIPALITY

- Impact of HIV/AIDS on the working force w.r.t public servants
- NGO are not involved in departmental programmes
- Non-compliance with the legislation pertaining to healthy meat production by the abattoir

2.2.6.3. Education

MUNICIPALITY	TYPE OF SCHOOL						LEARNERS		EDUCATORS		LEARNERS PER EDUCATOR RATIO ACCEPTABLE RATIO: 1:35 - SECONDARY 1: 40 - PRIMARY	NO. OF CLASSROOMS	SCHOOLS WITH		
	SEC	SPECIAL	PRIMARY	COMBINE D	FET	TOTAL	FEMALE	MALE	FEMALE	MALE			ELECT	WAT	SAN
BELA-BELA	3	1	20	6	0	30	5 680	5 754	191	127	36.0	485	25	27	29
LEPHALALE	28	0	77	8	1	114	18 912	15 830	726	558	27.1	1 086	83	72	97
MODIMOLLE	7	1	56	14	0	78	8 604	8 309	337	193	27.0	582	53	34	74
MOGALAKWENA	104	0	167	13	1	285	54 135	54 867	1 919	1 461	32.2	173	205	159	234
MOOKGOPHONG	3	0	16	5	0	24	2 853	2 587	127	68	28.0	2418	11	15	22
THABAZIMBI	5	0	41	2	0	48	4 092	4 394	195	91	30.0	303	27	36	41
TOTAL	150	2	225	48	2	579	94 276	91 741	3 495	2 498	31.0	5 047	404	343	497

Source: Department of Education, 2007

❖ There are a total number of 30 schools in Bela-Bela municipal area. From the said total number of schools 25 have electricity whilst 27 have access to clean water. One (01) school require sanitation, 03 still require to be provided with water services whereas 05 need to be electrified.

The learner teacher ratio was recorded at 36.0 (which means on average each teacher handles 36 learners per class).

❖ In Lephalale municipal area 83 schools have access to electricity whereas 72 have access to water. Out of 114 schools, only 97 have access to



WATERBERG DISTRICT MUNICIPALITY

sanitation, which mean that there is a backlog of 17 schools that need sanitation, 31 require electricity and 42 needing water provisions. The learner per educator ratio accounts for 27.1 learners per educator on average. There are more female learners attending school than male learners. The number of female educators is higher than that of male educators.

- ❖ Modimolle has 53 schools that are electrified and 34 that have access to water supply. With 78 schools, 74 have sanitation facilities. The status regarding schools with basic services indicates a need to still supply 25 schools with electricity, 44 with water supply and 4 with sanitation services. There is a high number of female learners as compared to male learners. The indications are further that there are more female educators than their male counterparts. Learner-teacher ratio is at 27.0 learners per class.
- ❖ There are schools in the 285 Mogalakwena municipal area. A total number of 159 schools

have access to water supply. Only 205 schools have access to electricity. From the total number of schools, 234 schools are recorded to be having sanitation facilities. There is a further need to provide 80 schools with electricity, 126 require water supply whereas 51 still need to be provided with sanitation facilities. There are more male learners than females. The female educators outnumber their male counterparts. The learner-teacher ratio is at 32.2 per class.

- ❖ Mookgophong has a total number of 24 schools. Fifteen (15) schools have water supply and 11 having access to electricity. With 23 schools, 22 have sanitation facilities. There is still a need to provide 13 schools with electricity, 09 with water supply and 02 with sanitation facilities. The female learner s outnumber male learners. There are more female educators than males. The learner per educator ratio is at 28.0 per class.
- ❖ Thabazimbi has 48 schools in total. From the total number 41 have access to sanitation and 36 having

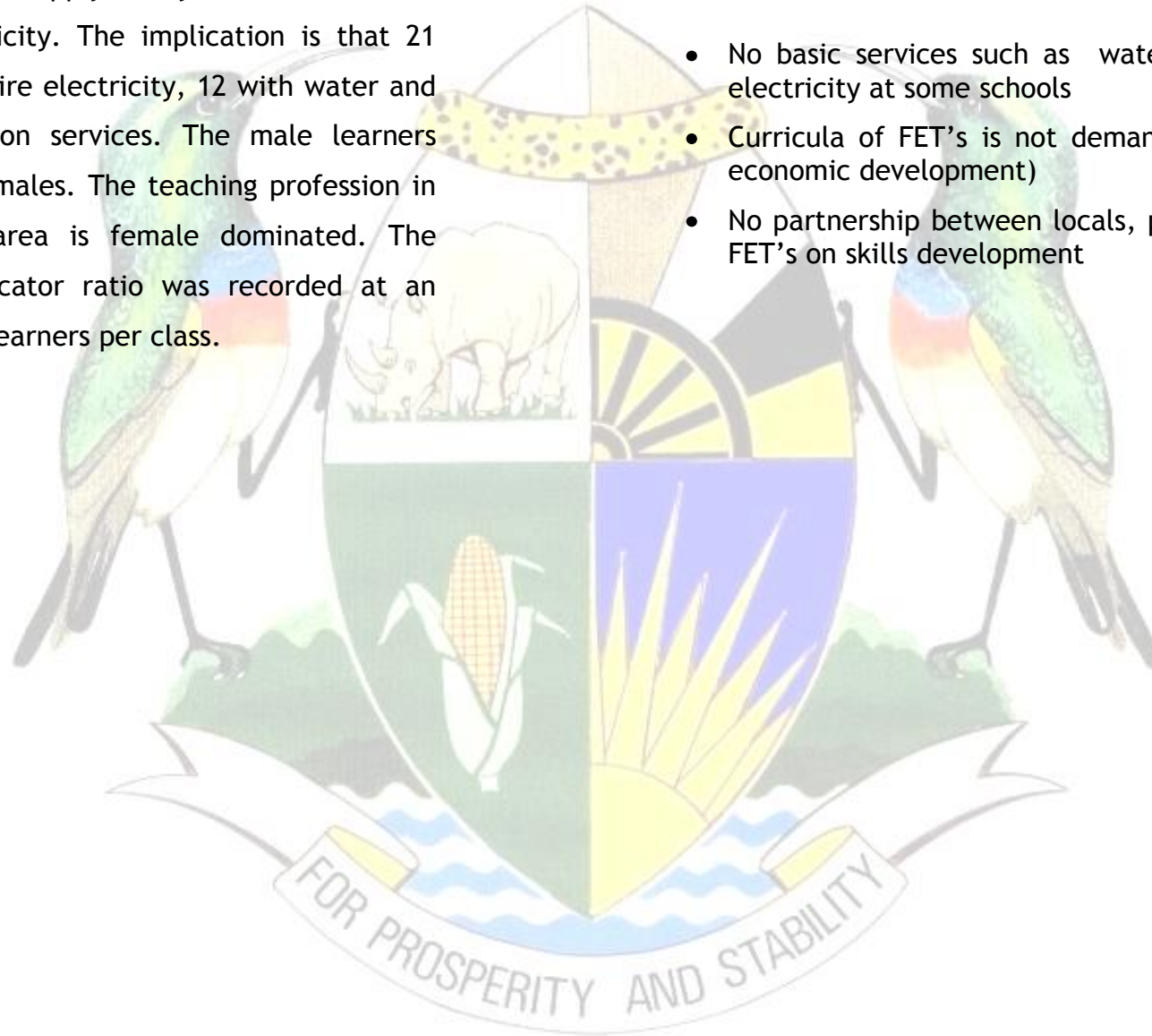


WATERBERG DISTRICT MUNICIPALITY

access to water supply. Only 27 schools have access to electricity. The implication is that 21 schools still require electricity, 12 with water and 07 with sanitation services. The male learners dominate the females. The teaching profession in this municipal area is female dominated. The learner per educator ratio was recorded at an average of 30.0 learners per class.

CHALLENGES:

- No basic services such as water, sanitation and electricity at some schools
- Curricula of FET's is not demand orientated (e.g economic development)
- No partnership between locals, private sector and FET's on skills development





WATERBERG DISTRICT MUNICIPALITY

2.2.6.4. Social Development

2.2.6.4.1. Beneficiaries in Receipt of Social Grants within the Waterberg District Municipal Area

LOCAL MUNICIPALITY	OLD AGE	DIS	WAR VETERAN	COMB	GRAND IN AID	FOSTER CARE BENEFICIARIES	FOSTER CARE CHILDREN	CARE DEPENDENCY BENEFICIARIES	CARE DEPENDENCY CHILDREN	CHILD SUPPORT BENEFICIARIES	CHILD SUPPORT CHILDREN	TOTAL	
												BEN	CHILDREN
MOGALAKWENA	24104	7135	15	13	136	1363	2148	438	439	40527	72667	74169	75254
BELA BELA	2018	1151	1	2	26	357	570	56	58	4960	8753	8627	9381
MODIMOLLE	2196	1295	3	2	16	331	580	83	88	7235	13577	71244	14245
LEPHALALE	4378	2482	5	7	43	470	747	114	121	10863	20147	18476	21015
MOOKGOPHONG	985	405	0	2	7	75	114	31	33	2872	5234	4408	5381
THABAZIMBI	1793	1043	2	1	7	177	276	63	65	4892	8471	8041	8812
TOTAL	35474	13511	26	27	235	2773	4435	785	804	71349	128849	124965	134088

Source: South African Social Security Agency, Limpopo Region, 2008

NB: Combination refers to people who are getting Old Age Grant and Child Support Grant.

Grand in Aid refers to Old Age people who are at home not housed in an old aged institution.

Care dependency Grant refers to people with disability from 18 years old.

Old Age - Mogalakwena Local Municipality (24104) has the highest number of people receiving Old Aged pension, followed by Lephalale Local Municipality (4378) and Modimolle Local Municipality (2196) and Mookgophong Local Municipality is the least with a total number of (985). Bela-Bela Local Municipality has (2018) pensioners while Thabazimbi Local Municipality

has (1793) people receiving old aged pension. The total number of people receiving Old Aged pension in Waterberg District Municipality is (35474).

Disability - It is evident from the table above that (13511) people receive disability grants in the district.

War Veterans - There are (27) people-receiving aid as War Veteran in the whole district. Number of people receiving Grand in Aid is (235). For Forster Care Grant Beneficiary there are (2773) people in number and Forster Care Grant Children is (4435). Child Dependency Grant Beneficiary there are (785) and



WATERBERG DISTRICT MUNICIPALITY

Child Dependency Grant Children are (804). For Child support Grant Beneficiary they are (71349) in number and Child Support Grant Children are (128849). Total number of beneficiary is (124965) and total number of children is (134088).

The conclusion that could be derived from the above table is that a total number of 124 965 receive social grants and can thus be declared economically inactive. The said number account for a total population of (20.3%) (2006 was 19.1%) district wide.

CHALLENGES:

- Lack of pay point facilities and office accommodation (offices are shared with other departments);
- Number of pay points do not have proper infrastructure i.e. water, sanitation, fencing, etc.





2.2.7. IMPLICATIONS OF THE SITUATIONAL ANALYSIS

The demographics show a noticeable uneven development within the District. On the one hand there is a noticeably rural-urban divide coupled with high levels of poverty in rural areas. The causes of rural poverty are very complex and are a mixture of various forces. Basic to poverty in the Waterberg district is access to basic services; health services, employment, and land. The Waterberg District Municipal Vision elements relating to addressing imbalance of the past and service provision needs to be translated into substantial development strategies in order to address these challenges.

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

- Unemployment
- Poverty Alleviation
- Services backlog including Free Basic Services
- Special Programmes (i.e. HIV and AIDS Plan, Youth Development Plan, Gender Plan, and Disabled Plan)

- Health Care
- Local Economic Development
- Infrastructure development and maintenance
- Land Acquisition
- Environmental Conservation
- Spatial Development, Land Use Management and Land Development
- Rural Development
- Community Development
- Skills Development
- Institutional Development

The under-mentioned Issues from a municipal perspective were identified and listed according to order of priority:

- 1. Water, Sanitation & Drought relief
- 2. Roads and Storm water
- 3. Economic Development;
- 4. Transport Planning



WATERBERG DISTRICT MUNICIPALITY

- 5. Land Development
- 6. Municipal Health and Environmental Management
- 7. Social Development
- 8. Disaster Management
- 9. Community Participation & Communication
- 10. Institutional Development
- 11. Education
- 12. Safety and Security
- 13. Sports, Arts and Culture
- 14. Electricity





3. OBJECTIVES AND STRATEGIES

VISION

Waterberg the cradle of rural growth and development

MISSION

To provide a municipal governance management framework that ensures sustainable service delivery towards a better life for all.





3.1. Guiding Policies and Legislations

This section constitutes the alignment between the national objectives (Millenium Development Goals); Provincial Growth and Development Strategy [PGDS], National Spatial Development Perspective (NSDP) principles and the Accelerated and Shared Growth Initiative of South Africa [ASGISA] principles, Five

National Key Performance Areas for Local Government, and the municipal strategic priorities; it further reflects on the state of the nation address [SONA]; and the state of the province address [SOPA] delivered in February 2007.

3.1.1 Millenium Development Goals

GOAL 1: ERADICATE EXTREME POVERTY AND HUNGER	
TARGET	INDICATOR
Target 1: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day.	1. Proportion of population below \$1 (PPP)per day 2. Poverty gap ratio(incidence x depth of poverty) 3. Share of poorest quintile in national consumption
Target 2: Halve, between 1990 and 2015 , the proportion of people who suffer from hunger.	4. Prevalence of underweight children under five years of age 5. Proportion of population below minimum level of dietary and energy consumption
GOAL 2: ACHIEVE UNIVERSAL PRIMARY EDUCATION	
TARGET	INDICATOR
Target 3: Ensure that ,by 2015, children everywhere, boys and girls alike , will be able to complete a full course of primary schooling.	6. Net enrolment ratio in primary education 7. Proportion of pupils starting grade 1 who reach grade 5 8. Literacy rate of 15-24 years-olds
GOAL 3 :PROMOTE GENDER EQUALITY AND EMPOWER WOMEN	
TARGET	INDICATOR
Target 4: Eliminate gender disparity in primary and secondary education preferably by 2005 and to all levels of education no later than 2015	9. Ratios of girls to boys in primary, secondary and tertiary education 10. ration of literate females to males of 15-24 year-olds 11. Share of women in wage employment in the non agricultural sector



WATERBERG DISTRICT MUNICIPALITY

	12. Proportion of seats held by women in national parliament
GOAL 4 :REDUCE CHILD MORTALITY	
TARGET	INDICATOR
Target 5 : Reduce by two thirds, between 1990 and 2015, the under five mortality rate.	13. Under five mortality rate 14. Infant mortality rate 15. Proportion of 1 year-old children immunized against measles
GOAL 5 : IMPROVE MATERNAL HEALTH	
TARGET	INDICATOR
Target 6 : Reduce by three- quarters, between 1990 and 2015, the maternal mortality ratio.	16. Maternal mortality rate 17. Proportion of births attended by skilled health personnel
GOAL 6 :COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES	
TARGET	INDICATOR
Target 7 : Have halted by 2015 and begun to reverse the spread of HIV/AIDS	18. HIV prevalence among 14-24 year old pregnant women 19. Condom use rate of the contraceptive prevalence rate 20. Number of children orphaned by HIV/AIDS
Target 8 : Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases.	21. Prevalence and death rates associated with malaria 22. Proportion of population in malaria risk areas using effective malaria prevention and treatment measures 23. Prevalence and death rates associated with TB 24. Proportion of TB cases detected and cured under directly observed treatment short course
GOAL 7 :ENSURE ENVIRONMENT SUSTAINABILITY	
TARGET	INDICATOR
Target 9 : Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environment resources.	25. Proportion of land area covered by forest 26. Ratio of area protected to maintain biological diversity to surface area 27. Energy use (kg oil equivalent) per \$1 GDP (PPP) 28. Carbon dioxide emissions (per capita) and consumption of ozone depleting CFCs 29. Proportion of population using solid fuels
Target 10 : Halve ,by2015 ,the proportion of people without sustainable access to safe drinking water.	30. Proportion of population with sustainable access to an improved water source, urban and rural
Target 11 : By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers.	31. Proportion of urban population with access to improved sanitation 32. Proportion of households with access to secure tenure (owned or rented)



WATERBERG DISTRICT MUNICIPALITY

GOAL 8 : DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT	
TARGET	INDICATOR
<p>Target 12 : Develop further an open , rule -based, predictable , non-m discriminatory trading and financial system. Includes a commitment to good governance, development and poverty reduction -both nationally and internationally.</p>	
<p>Target 13: Address the special needs of the least developed countries. Includes: tariff and quota free access of least developed countries' exports; enhanced programme of debt relief for HIPC and more generous ODA for countries to poverty reduction.</p>	<p><u>Official development Assistance</u> 33. Net ODA , total and to LDCs, as percentage of OECD/DAC donors gross national income 34. Proportion of total bilateral, sector-allocable ODA of OECD/DAC donors to basic social services (basic education, primary health care, nutrition, safe water and sanitation) 35. Proportion of bilateral ODA of OECD/DAC donors that is untied</p>
<p>Target 14: Address the special needs of landlocked countries and small island developing states. (through the programme of Action for the sustainable Development o f small island Developing states and the outcome of the twenty- second special session of the General Assembly)</p>	<p><u>Market access</u> 38. Proportion of total developed country imports (by value and excluding arms) from developing countries and LDCs admitted free duties. 39. Average tariffs imposed by developed countries on agricultural products and textiles and clothing from developing countries 40. Agricultural support estimate for OECD countries as per GDP 41. Proportion of ODA provided to help build trade capacity</p>
TARGET	INDICATOR
<p>Target 15 : Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term.</p>	<p><u>Debt sustainability</u> 42. Total number of countries that have reached their HIPC decision points and number that have reached their HIPC completion points 43. Debt relief committed under HIPC initiative, US\$ 44. Debt service as a percentage of exports of goods and services</p>
<p>Target 16 :In co- operation with developing countries , develop and implement strategies for decent and productive work for youth</p>	<p>45. Unemployment rate of 15-24 years, each sex and total</p>
<p>Target 17 :In co-operation with pharmaceutical companies,</p>	<p>46. Proportion of population with access to affordable essential drugs on</p>



WATERBERG DISTRICT MUNICIPALITY

provide access to affordable, essential drugs in developing countries	a sustainable Basis
Target 18: In co-operation with the private sector, make available the benefits of new technologies, especially information and communication	47. Telephone lines and cellular subscribers per 100 population 48. Personal computers in use per 100 population and internet users per 100 population

3.1.2 FIVE PRINCIPLES OF THE NSDP

- Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key;
- Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy health and educational facilities) wherever they reside;
- Beyond the constitutional obligation identified in Principle 2 above, Govt spending on fixed investment, should be focused on localities of economic growth and/or economic potential in order to:
 - ◆ gear up private sector investment
 - ◆ stimulate sustainable economic activities
 - ◆ create long-term employment opportunities
- Efforts to address past and current social inequalities should focus on people not places:
 - In localities with low development potential, Govt spending should focus on providing social transfers, human resource development and labour market intelligence which would enable people to become more mobile and migrate to localities that are more likely to provide sustainable employment or other economic opportunities.
 - In localities where there are both high levels of poverty and development



WATERBERG DISTRICT MUNICIPALITY

potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities.

- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres

- Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

- Human resources capacity
- Management and Operational System
- To implement IDP's and LED's
- Integration of planning and implementation across the government spheres
- Intergovernmental Relations Framework Act as a guiding tool of integration and planning
- Lessons learnt from Project Consolidate
- Properly qualified managers, professional and technical personnel
- Job creation
- Reduction of unemployment by half [2014]
- HIV and Aids mainstreaming
- Bucket Eradication [2007]
- Alignment of PGD and IDP's to land distribution programme
- Youth and women co-operatives programme

3.1.3 REFLECTIONS FROM THE STATE OF THE NATION ADDRESS, FEBRUARY 2008

- Realistic IDP's
- Credible Local Economic Development Programme

3.1.4 STRATEGIC OBJECTIVES OF THE PGDS

Five Key Objectives:



WATERBERG DISTRICT MUNICIPALITY

1. Improve the quality of life of the population of Limpopo
 2. Growing the economy
 3. To improve the institutional efficiency and effectiveness of government
 4. Regional integration
 5. Enhance innovation and competitiveness
- Eliminating the second economy
 - Human resource training
 - Expanded Public Works Programme
 - Youth skills training
 - Governance and institutional interventions
 - Skills problems identified in project consolidate
 - Deployment of graduates
 - Expenditure management
 - To improve the capacity of local government to support local economic development

3.1.5 REFLECTIONS FROM THE STATE OF THE PROVINCE ADDRESS, FEBRUARY 2008 - Business as unusual

- Municipal transformation and capacity development
- Basic service delivery and infrastructure development
- Local Economic Development
- Financial management
- Improving functionality of ward committees
- Project Consolidate initiatives
- Strengthening Intergovernmental Relations
- Support to municipalities

- Intervention in the EPWP
- New elements of EPWP: Early Childhood Development component, home based care

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

3.1.6 ACCELERATED SHARED GROWTH INITIATIVE IN SOUTH AFRICA

- Education and skills development

3.1.7 FIVE NATIONAL KEY PERFORMANCE AREAS FOR LOCAL GOVERNMENT

- ◆ Good Governance
- ◆ Financial Viability
- ◆ Institutional Development
- ◆ Service Delivery



WATERBERG DISTRICT MUNICIPALITY

◆ Local Economic Development

Strategic Goal 2: To promote management capacity in the District municipal area

3.1.8 WATERBERG DISTRICT MUNICIPALITY'S STRATEGIC OBJECTIVES

Strategic Goal 3: To implement district municipal services

Strategic Goal 4: To ensure effective corporate services

Strategic Goal 1: To provide a sound district regulatory framework

3.2. STRATEGIC GOALS AND OBJECTIVES FRAMEWORK

<p>STRATEGIC GOALS AND OBJECTIVES FRAMEWORK</p>	<ul style="list-style-type: none"> • To provide a sound district regulatory framework <ul style="list-style-type: none"> ○ Policy instruments (policies, strategies, standards, plans, guidelines, standard operating procedures) ○ Legislative instruments (by-laws, agreements) ○ External stakeholder compliance monitoring (audits, assessments, enforcements, inspections) ○ Status monitoring (surveys, surveillance, detections, testing) ○ Authorisation decisions (permits, certification, licenses) • To promote management capacity in the District municipal area <ul style="list-style-type: none"> ○ Advisory services (technical advice, consultation, information sharing) ○ Awareness creation (events, campaigns, seminars, conferences, publications, Imbizos, summits) ○ Stakeholder institutional arrangements (forums establishment / maintenance, SLA's, MOU's, performance monitoring, contract management) • To implement district municipal services <ul style="list-style-type: none"> ○ Spatial development planning ○ Economic development planning ○ IDP co-ordination ○ Infrastructure development ○ Social development
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WATERBERG DISTRICT MUNICIPALITY

	<ul style="list-style-type: none">○ Local municipal institutional support○ Municipal health services○ Environmental / Conservation management○ Disaster risk management● To ensure effective corporate services<ul style="list-style-type: none">○ Corporate governance practices<ul style="list-style-type: none">○ Compliance management○ Risk management○ Business leadership<ul style="list-style-type: none">○ Strategic positioning (strategic planning, municipal structuring)○ Business culture○ Business performance management○ Communication○ Service delivery○ Stakeholder management○ Resource management<ul style="list-style-type: none">○ People management○ Financial management○ Information management○ Asset management○ Knowledge management○ Programme/project management○ Contract management
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3.2.1. CORE BUSINESS VALUES

CORE BUSINESS VALUES	<ul style="list-style-type: none">● Commitment● Integrity● Productivity● Excellence
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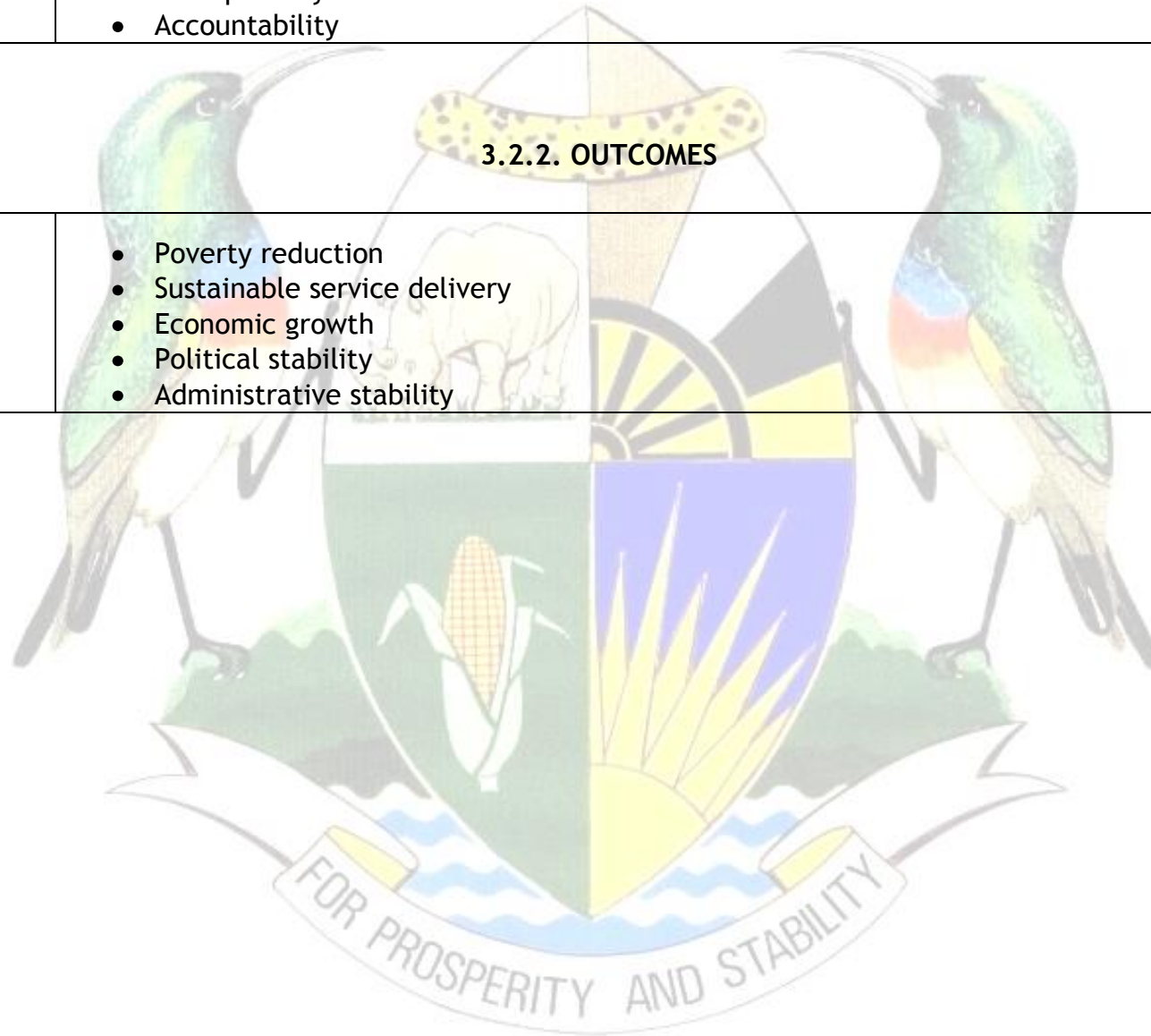


WATERBERG DISTRICT MUNICIPALITY

	<ul style="list-style-type: none">• Transparency• Accountability
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3.2.2. OUTCOMES

OUTCOMES	<ul style="list-style-type: none">• Poverty reduction• Sustainable service delivery• Economic growth• Political stability• Administrative stability
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WATERBERG DISTRICT MUNICIPALITY

3.2.3. STAKEHOLDER FRAMEWORK

STAKEHOLDER FRAMEWORK

- **Clients**
 - Users of sold services
- **Beneficiaries**
 - Waterberg community
 - General public
 - Local municipalities
- **Service providers (inbound to business entity)**
 - Providers of funds
 - Providers of technology
 - Providers of infrastructure / facilities
 - Providers of information
 - Providers of services
- **Regulators**
 - Auditor General
 - Standing / portfolio Committees
 - Relevant Government Departments
 - Relevant PFMA Chapter 13 institutions
 - Constitution Chapter 9 and 10 institutions
- **Strategic partners**
 - Private-public partnerships
 - Public public partnership
 - Public-private partnerships
- **Service providers (outbound - providing services on behalf of business entity to business entity clients)**
 - Local municipalities
 - Government departments
 - Consultants / contractors
- **Organised coalitions**
 - Labour
 - Local government

○ Business **2008/2009 IDP REVIEW**

- **Employees**
- **Media**



Section 26(c) of the Municipal Systems Act, 2000 (Act No. 32 of 2000) stipulates that an Integrated Development Plan must reflect, *“the council’s development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs”*.

The municipality identified four (4) Strategic goals and the Key performance areas (objectives) as illustrated above.

The under-mentioned Issues from a municipal perspective were identified and listed according to order of priority:

1. Water, Sanitation & Drought relief
2. Roads and Storm water
3. Economic Development;
4. Transport Planning
5. Land Development
6. Municipal Health and Environmental Management
7. Social Development
8. Disaster Management

9. Community Participation & Communication
10. Institutional Development
11. Education
12. Safety and Security
13. Sports, Arts and Culture
14. Electricity



WATERBERG DISTRICT MUNICIPALITY

3.3. ALIGNMENT OF THE WDM STRATEGIC GOALS WITH NATIONAL KPA'S

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic Goal 1: To provide a sound district regulatory framework

OBJECTIVES / KPA	PERFORMANCE INDICATOR	TARGET 08/09	TARGET 09/10	TARGET 10/11
Policy instruments (policies, strategies, standards, plans, guidelines, standard operating procedures)	• New policy instruments planned versus milestones met (%)	90	90	90
	• Policy instruments planned to be reviewed versus reviewed (%)	85	90	90
	• Ad hoc regulatory inputs requested versus provided (%)	95	95	95
Legislative / legal instruments (by-laws, agreements)	• New legislative instruments planned versus milestones (%)	90	95	95
	• Legislative instruments planned to be reviewed versus reviewed (%)	90	95	95
External stakeholder compliance monitoring (audits, assessments, enforcements, inspections)	• Compliance monitoring interventions planned versus conducted (%)	90	95	95
	• Ad hoc compliance monitoring requests versus conducted (%)	90	95	95
	• Recommendations approved versus implemented by external stakeholders (%)	85	90	90
	• Council resolutions versus implemented by external stakeholders (%)	80	80	85
Status monitoring (surveys, surveillance, detections, testing)	• Status monitoring interventions planned versus conducted (%)	80	85	90
	• Ad hoc status monitoring requests received versus conducted (%)	90	90	90
	• Recommendations approved versus implemented (%)	65	70	75



WATERBERG DISTRICT MUNICIPALITY

	<ul style="list-style-type: none"> • Council resolutions versus implemented (%) 	85	90	95
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Strategic Goal 2: To promote sound management capacity in the District municipal area

OBJECTIVES / KPA	PERFORMANCE INDICATOR	TARGET 08/09	TARGET 09/10	TARGET 10/11
Technical training / Advisory services (technical advice, consultation, information sharing)	<ul style="list-style-type: none"> • Advisory services requested versus provided (%) 	85	90	95
	<ul style="list-style-type: none"> • Advisory services planned versus provided (%) 			
	<ul style="list-style-type: none"> • Training interventions planned versus conducted (%) 	70	75	80
	<ul style="list-style-type: none"> • Information sharing interventions planned versus conducted (%) 			

Strategic Goal 3: To implement district municipal services

OBJECTIVES / KPA	PERFORMANCE INDICATOR	TARGET 08/09	TARGET 09/10	TARGET 10/11
Spatial development planning	<ul style="list-style-type: none"> • District spatial development framework milestones met (%) 	70	75	80
IDP co-ordination	<ul style="list-style-type: none"> • District IDP co-ordination implementation plan milestones met (%) 	70	75	80
Social development	<ul style="list-style-type: none"> • District social development plan milestones met (%) 	75	80	80
Local municipal Institutional support	<ul style="list-style-type: none"> • Local municipal institutional support milestones met (%) 	70	75	80
Municipal health services	<ul style="list-style-type: none"> • Municipal health plan milestones met (%) 	70	70	70
	<ul style="list-style-type: none"> • Municipal health standards targets met (%) 	70	70	70
Environmental / Conservation management	<ul style="list-style-type: none"> • District conservation plan milestones met (%) 	55	60	65
	<ul style="list-style-type: none"> • Compliance to international conservation protocols (%) 	55	60	65



WATERBERG DISTRICT MUNICIPALITY

	<ul style="list-style-type: none"> District development compliance to EIA standards (%) 	55	60	65
Disaster risk management	<ul style="list-style-type: none"> District disaster risk management plan / framework milestones met (%) 	60	65	70

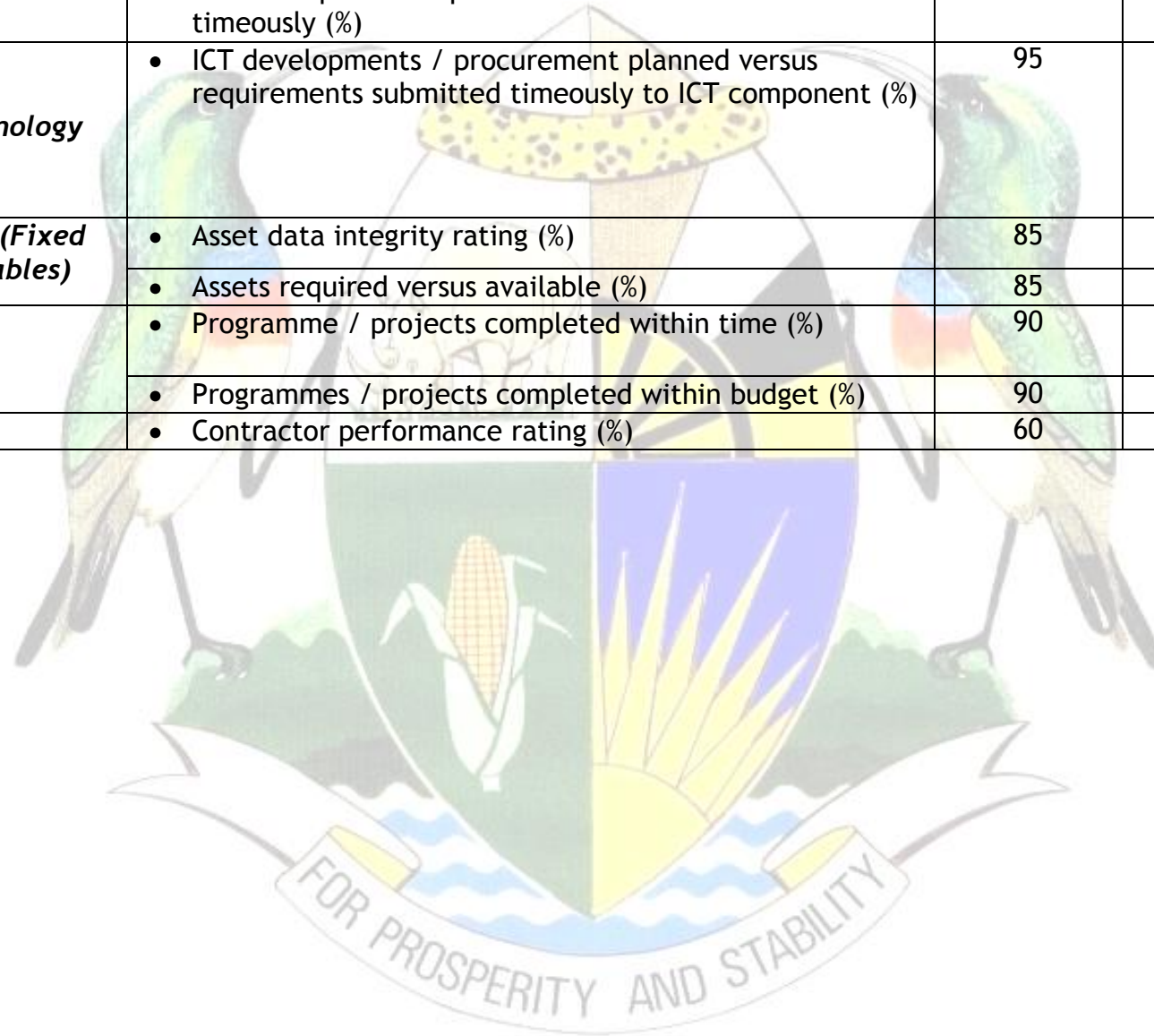
Strategic Goal 4: To ensure effective support services

OBJECTIVES / KPA	PERFORMANCE INDICATOR	TARGET 08/09	TARGET 09/10	TARGET 10/11
Business leadership / management <i>(Strategic positioning; Organisation culture; Business performance management; Stakeholder management; Communication; Service delivery)</i>	<ul style="list-style-type: none"> Business culture / employee satisfaction rating (%) 	50	52	55
	<ul style="list-style-type: none"> Business targets met (%) 	75	80	80
	<ul style="list-style-type: none"> Stakeholder satisfaction rating (%) 	60	65	70
	<ul style="list-style-type: none"> Internal service level charters required versus signed (%) 	80	85	90
	<ul style="list-style-type: none"> Internal stakeholder consultative forums planned to be established versus established (%) 	90	90	90
Resource management <ul style="list-style-type: none"> <i>People management</i> 	<ul style="list-style-type: none"> Budgeted positions filled (%) 	40	35	30
	<ul style="list-style-type: none"> Skills development plan targets met (%) 	70	75	80
	<ul style="list-style-type: none"> Additional human resource capacity required versus business case provided (%) 	100	100	100
	<ul style="list-style-type: none"> Human resources required versus requirements submitted timeously (%) 	100	100	100
	<ul style="list-style-type: none"> Interns trained (n) 	15	15	20
<ul style="list-style-type: none"> <i>Financial management</i> 	<ul style="list-style-type: none"> Variance on budget spent (%) 	10	10	10
	<ul style="list-style-type: none"> Services provided versus fees collected (%) 	80	85	90
<ul style="list-style-type: none"> <i>Information / knowledge management</i> 	<ul style="list-style-type: none"> Knowledge planned to be documented versus documented (%) 	60	65	70



WATERBERG DISTRICT MUNICIPALITY

	<ul style="list-style-type: none"> Website updates required versus content submitted timeously (%) 	95	95	95
<ul style="list-style-type: none"> Information / communication (connectivity) technology management 	<ul style="list-style-type: none"> ICT developments / procurement planned versus requirements submitted timeously to ICT component (%) 	95	95	95
<ul style="list-style-type: none"> Asset management (Fixed assets and consumables) 	<ul style="list-style-type: none"> Asset data integrity rating (%) 	85	90	95
	<ul style="list-style-type: none"> Assets required versus available (%) 	85	90	95
Programme / project management	<ul style="list-style-type: none"> Programme / projects completed within time (%) 	90	90	90
	<ul style="list-style-type: none"> Programmes / projects completed within budget (%) 	90	90	90
Contract management	<ul style="list-style-type: none"> Contractor performance rating (%) 	60	65	70





WATERBERG DISTRICT MUNICIPALITY

KPA 2: BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT

OBJECTIVES / KPA	PERFORMANCE INDICATOR	TARGET 08/09	TARGET 09/10	TARGET 10/11
Spatial development planning	<ul style="list-style-type: none"> District spatial development framework milestones met (%) 	70	75	80
Economic development planning	<ul style="list-style-type: none"> Economic development plan milestones met (%) 	70	75	80
	<ul style="list-style-type: none"> State wide economic planning milestones met (%) 	70	75	80
	<ul style="list-style-type: none"> Jobs planned to be created versus created (%) 	65	70	75
Infrastructure development	<ul style="list-style-type: none"> Infrastructure planned to be developed versus milestones met (%) 	85	90	95
	<ul style="list-style-type: none"> Infrastructure planned to be procured versus milestones met (%) 	65	70	75
	<ul style="list-style-type: none"> Infrastructure plan milestones met (%) 	90	90	90
	<ul style="list-style-type: none"> Maintenance budget required as per regulations versus secured (%) 	70	70	70



WATERBERG DISTRICT MUNICIPALITY

KPA 3 LOCAL ECONOMIC ECONOMIC DEVELOPMENT

Strategic Goal 3: To implement district municipal services

OBJECTIVES / KPA	PERFORMANCE INDICATOR	TARGET 08/09	TARGET 09/10	TARGET 10/11
Spatial development planning	<ul style="list-style-type: none"> District spatial development framework milestones met (%) 	70	75	80
Economic development planning	<ul style="list-style-type: none"> Economic development plan milestones met (%) 	70	75	80
	<ul style="list-style-type: none"> State wide economic planning milestones met (%) 	70	75	80
	<ul style="list-style-type: none"> Jobs planned to be created versus created (%) 	65	70	75
Infrastructure development	<ul style="list-style-type: none"> Infrastructure planned to be developed versus milestones met (%) 	85	90	95
	<ul style="list-style-type: none"> Infrastructure planned to be procured versus milestones met (%) 	65	70	75
	<ul style="list-style-type: none"> Infrastructure plan milestones met (%) 	90	90	90
	<ul style="list-style-type: none"> Maintenance budget required as per regulations versus secured (%) 	70	70	70



WATERBERG DISTRICT MUNICIPALITY

KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Goal 4: To ensure effective support services

OBJECTIVES / KPA	PERFORMANCE INDICATOR	TARGET 08/09	TARGET 09/10	TARGET 10/11
Corporate governance practices (Compliance management; Best practices management; Risk management)	• Audit queries received versus responded to (%)	95	95	95
	• Compliance to regulatory frameworks (%)	85	85	90
• Financial management	• Variance on budget spent (%)	10	10	10
	• Services provided versus fees collected (%)	80	85	90
• Asset management (Fixed assets and consumables)	• Asset data integrity rating (%)	85	90	95
	• Assets required versus available (%)	85	90	95
Programme / project management	• Programme / projects completed within time (%)	90	90	90
	• Programmes / projects completed within budget (%)	90	90	90



WATERBERG DISTRICT MUNICIPALITY

KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal 2: To promote sound management capacity in the District municipal area

OBJECTIVES / KPA	PERFORMANCE INDICATOR	TARGET 08/09	TARGET 09/10	TARGET 10/11
Technical training / Advisory services (technical advice, consultation, information sharing)	• Advisory services requested versus provided (%)	85	90	95
	• Advisory services planned versus provided (%)			
	• Training interventions planned versus conducted (%)	70	75	80
	• Information sharing interventions planned versus conducted (%)			
Awareness creation (events, campaigns, seminars, conferences, publications, Imbizo's, summits)	• Awareness interventions planned versus conducted (%)	85	90	95
Stakeholder institutional arrangements (forums establishment / maintenance, SLA's, MOU's, performance monitoring, contract management)	• Stakeholder forums planned to be established versus established (%)	85	90	95
	• Forums functionality gaps identified versus recommendations made (%)	95	95	95
	• SLA's / MOU's / agreements planned versus submitted for signature (%)	90	95	95
	• SLA's / MOU's / agreements submitted versus signed (%)	55	60	65



WATERBERG DISTRICT MUNICIPALITY

4. PROGRAMMES/PROJECTS TO BE IMPLEMENTED IN 08/09 FINANCIAL YEAR

PRIORITY NO 2: ROADS AND STORMWATER			
PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Integrated Infrastructure Master Plan (additional allocation)	R1 000 000	District - Wide	WDM
Upgrade of Road Bakenberg to Mapela via Sepherane & Mmahlogo (D3507) (additional allocation)	R5 100 000	Mogalakwena	WDM
PRIORITY NO 3: ECONOMIC DEVELOPMENT			
PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Coordination of District	R400 000	District -Wide	WDM



WATERBERG DISTRICT MUNICIPALITY

wide LED			
Bela Bela Flea Market (50% contribution)	R80 000	Bela Bela	WDM
Madisha / Dipudi Goat Co-operative	R850 000	Mookgophong/Modimolle	WDM/LIBSA
Honey Bee Project	R500 000	District - Wide	WDM
Upgrading of Abattoir	R1 550 000	Modimolle	WDM
Tourism Development	R1 250 000	District -Wide	WDM
Waterberg Biosphere Meander Route	R900 000	Lephalale, Modimolle and Mogalakwena	WDM
PRIORITY NO 4: TRANSPORT			



WATERBERG DISTRICT MUNICIPALITY

PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Coordination & implementation of Integrated Transport Plan	R357 000	District -Wide	DPT OF ROADS & TRANSPORT

PRIORITY NO 5: LAND

PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Policy on Land Use	R550 000	District Wide	WDM
WDM District Wide Spatial Development Framework Review	R300 000	District Wide	WDM
Conveyancing	R400 000	District Wide	WDM

PRIORITY NO.06: MUNICIPAL HEALTH AND ENVIRONMENTAL MANAGEMENT



WATERBERG DISTRICT MUNICIPALITY

PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Develop and review air quality plan	R500 000	District Wide	WDM
PRIORITY NO.07: HEALTH & SOCIAL DEVELOPMENT			
PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Municipal Health Plan	R500 0000	District Wide	WDM
PRIORITY NO 8: DISASTER MANAGEMENT			
PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Disaster-Centre-Lephalale	R3 000 000	District Wide	WDM
PRIORITY NO 9: COMMUNITY PARTICIPATION AND COMMUNICATION			



WATERBERG DISTRICT MUNICIPALITY

PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Communication	R300 000	District Wide	WDM
District public participation	R650 000	District Wide	WDM
PRIORITY NO 10: INSTITUTIONAL DEVELOPMENT			





WATERBERG DISTRICT MUNICIPALITY

Institutional Study / S78 assessment - Health	R400 000	District - Wide	WDM
Implementation of IT Master Plan - Financial Management System	R2 500 000	District - Wide	WDM
Partitioning of existing offices	R400 000	WDM Offices	WDM
PMS Review and Implementation	R2 200 000	WDM Offices	WDM
Upgrade of surveillance cameras @ WDM	R100 000	WDM Offices	WDM
PRIORITY NO 13: SPORTS, ARTS AND CULTURE			
Co-ordination of Sports, Arts and Culture	R950 000	District Wide	WDM



WATERBERG DISTRICT MUNICIPALITY

4.1. Roll - Over Programmes/Projects from the Previous Financial Years to be implemented in 08/09

PRIORITY NO 1: WATER, SANITATION & DROUGHT RELIEF			
PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Northam Sewer Ext 5 Phase 2 & Ext 7	R9 000 000	Northam	WDM
PRIORITY NO 2: ROADS AND STORMWATER			
PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Integrated Infrastructure Master Plan	R150 000	District - Wide	WDM
Construction of bridge Rust de Winter - small holdings (EPWP)	R2 500 000	Bela Bela-Phagameng	WDM
PRIORITY NO 3: ECONOMIC DEVELOPMENT			
PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING



WATERBERG DISTRICT MUNICIPALITY

Upgrading of the abattoir	R2 000 000	Modimolle	WDM
Construction of Wildlife Centre - Feasibility Study	R3 000 000	Mabatlane	WDM/OTP
Lephalale Agricultural Corridor	R3 000 000	Modimolle & Mogalakwena	WDM
Tourism Development	R700 000	District -Wide	WDM
Promotion of Waterberg icons	R100 000	District -Wide	WDM
PRIORITY NO 5: LAND			
PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Policy on Land Use	R150 000	District Wide	WDM
PRIORITY NO.06: MUNICIPAL HEALTH AND ENVIRONMENTAL MANAGEMENT			



WATERBERG DISTRICT MUNICIPALITY

PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Identification, auditing and maintenance of landfill sites	R4 000 000	District Wide	Buyisa - E - Bag
Refuse Buy Back centre at Mogalakwena	R1 200 000	Mogalakwena	WDM

PRIORITY NO 8: DISASTER MANAGEMENT

PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Disaster-Centre-Lephalale	R2 000 000	Lephalale	WDM

PRIORITY NO 9: COMMUNITY PARTICIPATION AND COMMUNICATION

PROJECT NAME	BUDGET	LOCATION	SOURCE OF FUNDING
Communication	R2500 000	District Wide	WDM
District public participation	R400 000	District Wide	WDM

PRIORITY NO 10: INSTITUTIONAL DEVELOPMENT



WATERBERG DISTRICT MUNICIPALITY

Procurement of movable assets	R2 500 000	WDM Offices	WDM
Institutional Study	R300 000	WDM Offices	WDM
Training of volunteer Fire Fighters	R330 000	WDM Offices	WDM/Department of Labour
Implementation of IT Master Plan	R1 800 000	WDM Offices	WDM & DLGH
PRIORITY NO 13: SPORTS, ARTS AND CULTURE			
Co-ordination of Sports, Arts and Culture	R500 000	District Wide	WDM

TOTAL OF 08 - 09 IDP REVIEW BUDGET = R24 687 425

TOTAL OF ROLL OVER BUDGET = R33 880 000

TOTAL BUDGET TO BE IMPLEMENTED IN 08/09 = R58 567 425



5. INTEGRATION

With the Integration Phase of the IDP process the Municipality ensures that project proposals conform to objectives and agreed strategies with resource frames (financial and institutional) and with legal requirements. Moreover, the individual project proposals have to be scheduled in terms of content, location and timing in order to arrive at consolidated integrated programmes for the municipality, as well as sector agencies or corporate services providers involved in the provision of services. The purpose of this section is to report on and ensure that national and provincial guidelines related to crosscutting dimensions are adequately considered. This was achieved by the drafting of various inter-sector programmes, as prescribed in the Municipal Systems Act, 2000 (Act 32 of 2000), other legislation, and the IDP Guide Packs. Please note that the Waterberg District Municipality had insufficient resources for the drafting of specific sector plans/programmes to the required level of detail in all instances. Only the plans/programmes essential to the IDP process at this

point in time have, therefore, been drafted, as required.

Chapter 6 reflects an executive summary of the various sector plans/Strategies and programmes compiled and prepared by the district municipality. The sector plans and programmes are a component of the IDP of the district municipality and form part of the integration process. Some of these plans were prepared/developed and others reviewed in close co-operation with the relevant cluster initiatives and directly informs and aligns with the relevant Category B sector plans.

The Revised IDP for the Waterberg District Municipality reflects a summary of each of the various sector plans and programmes that have been developed.

The summary of sector plans and programmes included in this chapter are:

- Integrated Transport Plan
- Integrated Waste Management Plan
- Integrated Environmental Plan



WATERBERG DISTRICT MUNICIPALITY

- Local Economic Development Strategy
- Disaster Management Plan
- District Spatial Development Framework
- Organisational Performance Management System
- Poverty Alleviation & Gender Equity Plan
- Social Crime Prevention Strategy
- HIV/Aids Plan
- Housing Plan
- Education Plan
- Health Plan
- Air Quality Management Plan
- Tourism Development Strategy
- Mining Development Strategy
- Water Services Development Plan
- 5 Year Financial and Capital Investment Plan
- Municipal Institutional Plan
- Agricultural Strategy
- Electrification Plan
- Risk Management Strategy

5.1. Integrated Transport Plan

As part of the Waterberg District Municipality's IDP review process, the preparation of an Integrated Transport Plan was commissioned. This section of the IDP report only provides a concise introduction and overview of the more detailed Integrated Transport Plan. The following areas are highlighted:

- Introduction
- Overview of key issues
- Overview of objectives and strategies

It is important to note that the more detailed "Integrated Transport Plan" report be read in conjunction with the revised IDP document for the district municipality. This section only provides an overview of the more detailed Integrated Transport Plan.

5.1.1 Introduction

The purpose of the Integrated Transport Plan is:



WATERBERG DISTRICT MUNICIPALITY

- To develop a long-range vision for transport in the district
 - To identify key concerns and issues which currently exist within various transport sectors/priority areas
 - To identify a policy framework with objectives and strategies for each transport sector that will facilitate Waterberg District Municipality achieve their transport vision
 - To develop a priority transport project list with budgets and timeframes
- ❖ Public transport should be prioritised but effective delivery is hindered by:
 - Lack of transport infrastructure particularly in rural areas
 - Poor condition of roads
 - Missing road links
 - Lack of formal public transport stops
 - Lack of formalisation of public transport operators, particularly minibus taxis
 - Limited funding to subsidise public transport services
 - Lack of information and awareness
 - Negative perception of public transport as an effective mode

5.1.2. Overview of key issues

Key issues were developed based on an evaluation of strategic national, provincial and local policies as well as an analysis of existing conditions in Waterberg District Municipality. The key issues that were identified in transport for the area are summarized as follows:

- ❖ Transport should support the local and economic growth in the district, but is limited due to:
 - Lack of transport infrastructure particularly road condition and missing links in rural areas



WATERBERG DISTRICT MUNICIPALITY

- Few strategic routes i.e. road and rail, are suitable for freight
- Poor transport services limit access to social services and economic opportunities
- Limited provision for informal trading or businesses at public transport facilities
- ❖ Rural areas in particular need focus because of:
 - Lack of transport infrastructure
 - Poor condition of roads and lack of connections
 - Poor quality of life for rural population, particularly high unemployment and poverty
- ❖ Non-motorised transport (NMT) should have a greater priority but is hampered due to:
 - Lack of awareness of the role of non-motorised modes of transport
 - Lack of funding and other basic transport infrastructural needs force NMT to a secondary concern
 - ❖ Institutional issues exist around:
 - Clarity of responsibilities of the various authorities in term of transport
 - Lack of capacity within the transport sector impedes delivery
 - ❖ Road safety should be prioritised by addressing the following problems:
 - Fencing on major roads
 - Improved signage
 - Improvement of pedestrian environment



WATERBERG DISTRICT MUNICIPALITY

5.1.3. Programmes/Projects of Department of Roads & Transport, RAL and SANRAL

RAL NO.	ROAD NO.	DESCRIPTION	ACTIVITY	LOCAL MUNICIPALITY	DISTRICT	2008/2009 BUDGET ALLOCATION (R'M)	2009/2010 BUDGET ALLOCATION (R'M)	2010/2011 BUDGET ALLOCATION (R'M)
	D3500,D4380, D3505,D3561, D192	GaKgabudi to Mapela to Bakenberg to Mogalakwena to Marulaneng to Segole to Rapadi to Marken	Upgrading(gravel to tar)	Mogalakwena	Waterberg	3 812 673		
546	D192	Marken to GaRapadi to Masebe game lodge to Magagamatala to Kgopung to Kabeana to Makekeng to road P19/1	Upgrading(gravel to tar)	Mogalakwena	Waterberg	4 605 063.06	33.000	20.000
547	D3537	Harry Openheimer (N11) to Puidiyakgopa to Bakenberg: 18 km	Upgrading(gravel to tar)	Mogalakwena	Waterberg		32.000	
351	D3110	Ga-Seleka to Shongoane	Upgrading(gravel to tar)	Mogalakwena	Waterberg	62 279 224.53		
	D192	Kgopong - Makekeng	Upgrading: Gundo Lashu	Mogalakwena	Waterberg			
548	D3521	Mabuladihlare - D4380	Upgrading: Gundo Lashu	Mogalakwena	Waterberg			
	D888, D192	Rhynosterfontein/Melkrivier (Road P19/1) to Kabeana/ Kgopung to GaMosidi to Makekeng to road P19/1 (George Masebe Hospital)	Upgrading(gravel to tar)	Mogalakwena	Waterberg			
	D3564,D3556	Marken to Gilead	Upgrading(gravel to tar)	Mogalakwena	Waterberg			20.000
	D1179	Tolwe to Maasstroom	Upgrading(gravel to tar)	Lephalale	Waterberg			
389	D1897	Radium Road (P1/3 to NW/ Cyferskuil)	Upgrading(gravel to tar)	Bela Bela	Waterberg	21 330 946.30		
391	D2533/D1000	Mabula/Mabalingwe: Rietspruit to Flora	Upgrading(gravel to tar)	Bela Bela	Waterberg	21 427 251.75		



WATERBERG DISTRICT MUNICIPALITY

392	P20/1,D1234,D869, D1309, D2702	Koedoeskop to Northam to Dwaalboom (PPC):50/50	Upgrading(gravel to tar)	Thabazimbi	Waterberg		30.000	20.000
	D2702, D1629, D113	Dwaalboom to Derdepoort (border-line with Botswana)	Upgrading(gravel to tar)	Thabazimbi	Waterberg			20.000
	D115, D727	Swartklip Mine to Thabazimbi Rural to road D1173 (Botswana border)	Upgrading(gravel to tar)	Thabazimbi	Waterberg			
458	D1231,D3363, D3371	Mokopane to GaMashashane	Upgrading (gravel to tar)	Mogalakwena/ Aganang	Waterberg/ Capricorn		33.000	20.000
457	D1711	Marken to Rebone: 31 km	Upgrading (gravel to tar)	Mogalakwena	Waterberg	30.000	33.000	15.000
549	D1069,D922, D710, D2748 , P240/1 ,D794	Mookgopong to road P84/1 to Alma to Marekeli National Park to Thabazimbi	Upgrading (gravel to tar)	Modimolle/ Thabazimbi	Waterberg		30.000	
	D190,D710,D1965	Mookgopong to Buffeshoek/Melkrivier and to Marken	Upgrading (gravel to tar)	Modimolle	Waterberg			
	P16/2	Thabazimbi to Buffelsdrift border- post	Upgrading (gravel to tar)	Thabazimbi	Waterberg			
	D928	Marakele National Park to Leeupoort	Upgrading (gravel to tar)	Thabazimbi	Waterberg			
425	D192	Kgopong - Makekeng	Upgrading: Gundo Lashu	Mogalakwena	Waterberg			
	D180, D178	Belabela to Alma	Upgrading(gravel to tar)	Belabela	Waterberg			20.000
TOTAL UPGRADING/TARRING FOR WATERBERG						124.700	191.000	135.000
568	D1649/D2702	Thabazimbi to Dwaalboom	Maintenance	Thabazimbi	Waterberg			
569	P134/2, P134/3	Zebediela to Roedtan to Mookgopong	Maintenance	Mookgopong	Waterberg			
499	P19/1	Mokopane -Kloof Pass- Marken	Maintenance	Mogalakwena	Waterberg			
	P20/1	Bela-Bela to Koedoeskop	Maintenance	Bela Bela	Waterberg			
	P16/2	Rustenburg to Northam to Thabazimbi	Maintenance	Thabazimbi	Waterberg			
570	P110/1	Brits to Koedoeskop to Thabazimbi	Maintenance	Thabazimbi	Waterberg			
	D336, P84/1	Thabazimbi to Lephallale	Maintenance	Thabazimbi	Waterberg			
	D1235	Brits (P110/1) to Northam	Maintenance	Thabazimbi	Waterberg			



WATERBERG DISTRICT MUNICIPALITY

	P84/1,D887	Lephalale to GaSeleka to Tom Burke to Monte Christo	Maintenance	Lephalale	Waterberg		
571	P84/1	Modimolle to Mabatlane: 63 km and Vaalwater to road D336: 54 km	Maintenance (Rehabilitation)	Modimolle/ Lephalale	Waterberg		
572	P198/1	Mabatlane to Lephalale: 87 km	Maintenance	Modimolle/ Lephalale	Waterberg		
500	D2460	Thabazimbi to Riversdal towards Dwaalboom	Maintenance	Thabazimbi	Waterberg		
	D1675	Lephalale to Vaalpenskraal	Maintenance	Lephalale	Waterberg		
501	P19/2	Marken to Lephalale	Maintenance	Lephalale	Waterberg		
	P51/1, P83/1: N11	Grobblersdal to Marble Hall to Roedtan to Mokopane to Groblersbrug	Maintenance	Grobblersdal/ Marble Hall/ Mookgopong/ Lephalale	Waterberg		
502	D3110	GaSeleka	Maintenance	Lephalale	Waterberg		
503	P165/1, D639	Rietfontein to Buffelsdoorn to Rietfontein	Maintenance	Mookgopong	Waterberg		
504	P55/1	Marble Hall to Modimolle	Maintenance	Modimolle	Waterberg		
505	P85/2	Leeuwaarden to Settlers	Maintenance	Mookgopong/ Bela Bela	Waterberg		
506	D943	Gruisfontein to Bekend Valley	Maintenance	Mookgopong	Waterberg		
507	P184/1	Settlers to Modimolle	Maintenance	Bela Bela/ Modimolle	Waterberg		
	D2536	Settlers	Maintenance: Bridge NB078 reconstruction	Bela Bela	Waterberg		
508	D885	Doornfontein (Mokopane) to Singapore to Mogologolo	Maintenance	Mookgopong	Waterberg		
509	D626	Pienaarsriver/Grootboom (P1/3) to Dinokeng National Nature Reserve to Zwartkop (D1944)	Maintenance	Bela Bela	Waterberg		
573	P1/3	Bela Bela to Pinnarsriver	Maintenance	Bela Bela	Waterberg		
	D48	D626 to GP Boarder: Witwal	Maintenance	Bela Bela	Waterberg		
	D1944	Zwartkop (D626) to Rooikop	Maintenance	Bela Bela	Waterberg		
510	D936	P1/3 to Settlers	Maintenance	Bela Bela	Waterberg		



WATERBERG DISTRICT MUNICIPALITY

514	D887	Tom Burke (Groblersbrug) to Rosendale (D1556) towards Alldays	Maintenance	Lephalale	Waterberg			
	D1179	Mazila (N11) to Rooigrond (D2441)	Maintenance	Lephalale	Waterberg			
	D972/D579	Vaalwater to Kloof-Pass	Maintenance	Modimolle	Waterberg			
	D192/D345	Rondeboschje (P1/5) to Sterkrieviernedelsetting to Roodepoort (P19/1)	Maintenance	Mogalakwena	Waterberg			
511	D1070	Tweefontein to Cyferfontein	Maintenance	Bela Bela	Waterberg			
	D2091	Tuinplaats (P85/1 to D946)	Maintenance	Moogopong	Waterberg			
	D2756	Zamenkomst (P55/1 to P85/2)	Maintenance	Moogopong	Waterberg			
512	D599	Buiskop to Tweefontein (P1/4 to D1070)	Maintenance	Bela Bela/ Modimolle	Waterberg			
	P184/1	Cyferfontein to Hamburg (P55/1 to P85/1)	Maintenance	Modimolle/ Bela Bela	Waterberg			
	D180/D908	Bela Bela to Buffelspruit to Frischgewaard	Maintenance	Bela Bela	Waterberg			
513	P85/1	Bela Bela - Settlers	Maintenance	Bela Bela	Waterberg			
	P85/2	Marble Hall to Settlers	Maintenance	Bela Bela	Waterberg			
574	D1554	Marken (P19/1) to Mazila (N11)	Maintenance	Mogalakwena/ Lephalale	Waterberg			
	Various roads	Gundo Lashu roads	Maintenance	All	Waterberg		1.000	1.000
TOTAL MAINTENANCE FOR WATERBERG						94.000	68.648	73.883





5.2. Integrated Waste Management Plan

As part of the Waterberg District Municipality's IDP review process, a minor review of the Integrated Waste Management Plan was done. This section of the IDP Report only provides a concise introduction and overview of the more detailed Integrated Waste Management Plan. The following areas are highlighted:

- Introduction
- Overview of key issues

It is important to note that the more detailed "Integrated Waste Management Plan" report be read in conjunction with the revised IDP document for the District Municipality. This section only provides an overview of the more detailed Integrated Waste Management Plan.

5.2.1. Introduction and Overview

5.2.1.1. Overview of Key Issues

The key Waste Management issues that were identified are summarised as follows:

- Public and environmental health:

The cleansing and waste disposal services within the district are inadequate though in some instances satisfactory. In terms of environmental law the general situation does not meet the requirements.

In many instances, residents have to deal with the waste themselves in a manner that is unsatisfactory. Cleansing services from municipalities is ineffectual and mostly non-existent. Disposal sites are more often inadequately engineered and are not operated properly.

As a consequence the district is strewn with litter presenting an unsightly appearance. Residents are subjected to serious nuisance factors such as the acrid smell of burning refuse and fly and rodent infestations. Most importantly, public and environmental health is seriously at risk. The fumes emanating from burning refuse can, in some instances, be toxic. Ground and surface waters can become contaminated with toxins and pollutants emanating from the improperly managed waste. As a result downstream users and consumers of



WATERBERG DISTRICT MUNICIPALITY

the ground and surface waters are exposed to these toxins and pollutants.

❖ Institutional:

The causal effects of poor service delivery are, in the main, insufficient resources, inadequate policy guidelines, inadequate planning, inadequate management and lack of technical expertise and capacity.

❖ Waste Minimisation:

National policy requires the reduction of waste disposal by landfill by 50% by the year 2012.

The feasibility of recycling and composting has been completed. Attempts are currently being made in

certain areas of the district to reduce waste disposal by landfill in accordance with the policy.

❖ Infrastructure Development:

It is necessary that all options with regard to service delivery and infrastructure development be considered in order to ensure an efficient, effective and environmentally acceptable waste collection and disposal service. A model that considers regional waste disposal facilities (as opposed to each local municipality disposing of their waste individually) has been investigated and has proved feasible in the eastern region of the district.

5.3. Integrated Environmental Plan

5.3.1. Introduction

The key findings of the situation analysis indicated that there are vast areas of high biodiversity in the Waterberg District area. It is aimed at informing

environmentally-wise land use decisions, in order to ensure sustainable development.

The analysis showed that there are prime areas, although over utilisation of resources occurs. Many of the freshwater systems are polluted due to poor



WATERBERG DISTRICT MUNICIPALITY

sanitation and control of effluent from factories. The status of groundwater and wetlands is unknown. There are many cultural heritage sites in the district, few of which are formally protected. The majority of sites require maintenance and protection.

Objectives and strategies

Objectives and strategies were developed from the key issues identified in the State of Environment Report. These objectives were structured in accordance with Waterberg District Municipality's powers and functions.

The following objectives and strategies were noted:

Objective Strategy:

- ❖ Develop and implement an Environmental Management System;
- ❖ Increase the institutional capacity of the Waterberg District Municipality and local municipalities with regards to environmental matters;
- ❖ Promote sustainable utilisation of renewable resources;

- ❖ Promote sustainable utilisation of non-renewable resources;
- ❖ Audit and assess all mines, quarries and borrow pits owned by Waterberg District Municipality;
- ❖ Promote the protection of biodiversity;
- ❖ Lobby for the protection of areas of high biodiversity;
- ❖ Promote responsible eco-tourism;
- ❖ Eradicate and control alien species on property owned by Waterberg District Municipality;
- ❖ Promote an unpolluted environment;
- ❖ Control and monitor sources of pollution of potable water;
- ❖ Promote and prioritise projects that encourage a pollution-free environment;
- ❖ Air pollution monitoring programme;
- ❖ Promote cultural heritage awareness and management;
- ❖ Promote cultural resource protection;
- ❖ Assessment of tourism potential;
- ❖ Update State of Environment Report and IDPs;



❖ Compliance with all South African legislation;

❖ Ensure compliance with all South African legal requirement.

5.4. Local Economic Development Strategy

As part of the Waterberg District Municipality's IDP Review Process, the preparation of a Local Economic Development Plan was commissioned. This section of the IDP Report only provides a concise introduction and overview of the comprehensive Local Economic Development Plan. The following areas are highlighted:

- Introduction;
- Overview of key issues; and
- Overview of objectives and strategies.

It is important to note that the more detailed "Local Economic Development Strategy" should be read in conjunction with the revised IDP document for the district municipality. This section only provides an overview of the Local Economic Development Strategy.

5.4.1. Introduction and Overview

The objective of the Local Economic Development Strategy is to:

"Formulate a local economic development strategy for the area under the Waterberg District Municipality jurisdiction."

In order to achieve this objective, clear outputs were identified and include amongst others:

- Clear, implementable and agreed upon LED strategy of the Waterberg District Municipality;
- Meetings and interview with various stakeholders.

5.4.2. Overview of key issues

The LED within the various municipalities are being constrained by, amongst other, the following critical areas:



WATERBERG DISTRICT MUNICIPALITY

- Following the withdrawal of the regional incentives, the local economies were declining. Linked to this decline is the deterioration of the investment climate. This deterioration effect has contributed to the decision-making process of the local business to migrate to other more investor-friendly regions.
- The increased vacancies within the local economy caused an overall weakening of the tax base. This weakening contributed to the decreased ability of the local municipalities to maintain the infrastructures (hard and soft) of the nodes. This caused the downward cycle to gain momentum. Therefore, the situation led to a direct need for active intervention into the deterioration of the local investment climate.
- A spectrum of developmental services is being implemented and is provided by the various provincial government departments. However,

the co ordination and alignment of these activities are not being performed optimally.

- The limited awareness of the different funders and types of support that can be accessed, together with the deficient ability to formulate business plans and facilitate the application process is hampering LED efforts.

The local economies within the Waterberg District should be stimulated through the development and formulation of a development strategy, which takes into consideration the strengths as well as the weaknesses of the local conditions. The most important considerations, which were identified by the role-players, are condensed into the following main points:

- One institution should be identified to play a leading role of co-ordinating economic development services rendered by service providers in its area of jurisdiction



WATERBERG DISTRICT MUNICIPALITY

- Investment in strategic economic infrastructure in areas identified with economic potential.
 - Integration of programmes, plans and budgets of relevant service providers into the IDP should be viewed as a priority.
 - Easy flow of relevant information to all local municipalities and community structures.
 - Support the capacities of local municipalities to plan, implement and monitor LED activities
- utilisation of the local produce in value-adding activities must be achieved through the progressive promotion and establishment of agro-processing activities within the rural areas. Furthermore, the existing tourism activities should be encouraged and supported to expand their current activities not only to the immediate surroundings but also to more decentralised regions. Such expansion must be undertaken in close consultation with the local communities in order to ensure that local buy-in is obtained.

The improved utilisation of the existing agricultural resources must be encouraged and linked to, especially the existing (and potential), eco-tourism opportunities. Although not directly linked to the commercial agricultural activities, the high levels of subsistence farming in the district should be encouraged to be refurbished in a manner that is conducive to the formation of a stronger emerging farmer base which can be guided through the transformation process in order to become commercially viable and sustainable. The

The support that needs to be provided to the local entrepreneurs should be of such a nature that they are within the necessary guidelines, as well as grass-roots information with regards to project management and implementation which will be to the benefit of the local communities as well as increase the success rate of the small-scale ventures. A SMME support and development strategy is a definite vehicle and mechanism, which should be formulated in a manner that is conducive to the establishment and delivery of appropriate SMME



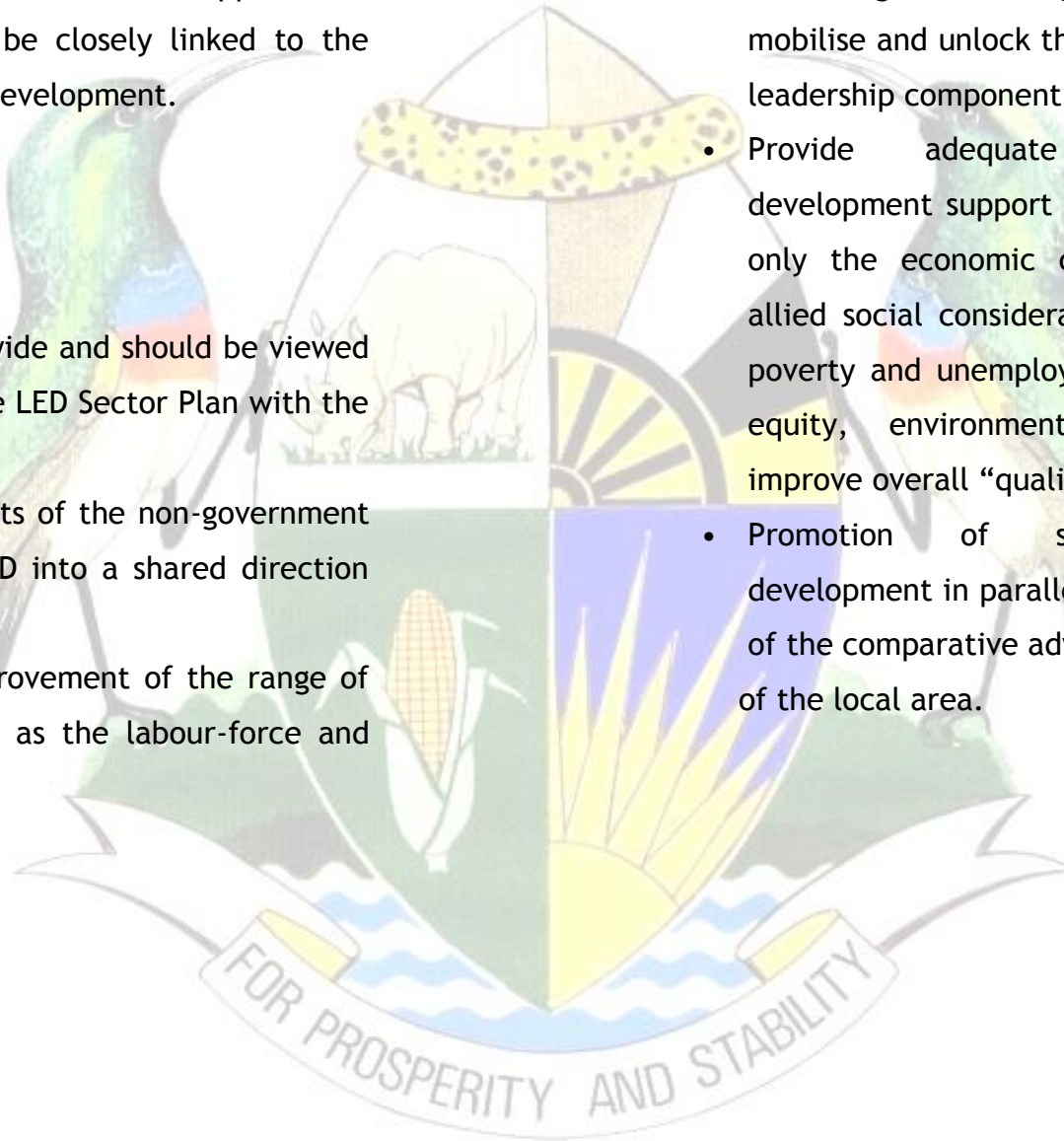
WATERBERG DISTRICT MUNICIPALITY

activities within the region. The SMME support and development strategy should be closely linked to the appropriate human resources development.

5.4.3. Objectives

These objectives are district-wide and should be viewed as the overall objectives of the LED Sector Plan with the Waterberg District:

- To re-align the efforts of the non-government entities active in LED into a shared direction of the LED drive.
- To facilitate an improvement of the range of employment as well as the labour-force and income growth.
- To strengthen local government in order to mobilise and unlock the latent, but important, leadership component in the LED process.
- Provide adequate and appropriate development support in order to address, not only the economic concerns, but also the allied social considerations such as: reducing poverty and unemployment, generate income equity, environmental enhancement and improve overall “quality of life”.
- Promotion of sustainable economic development in parallel with the maximisation of the comparative advantages of the local area.

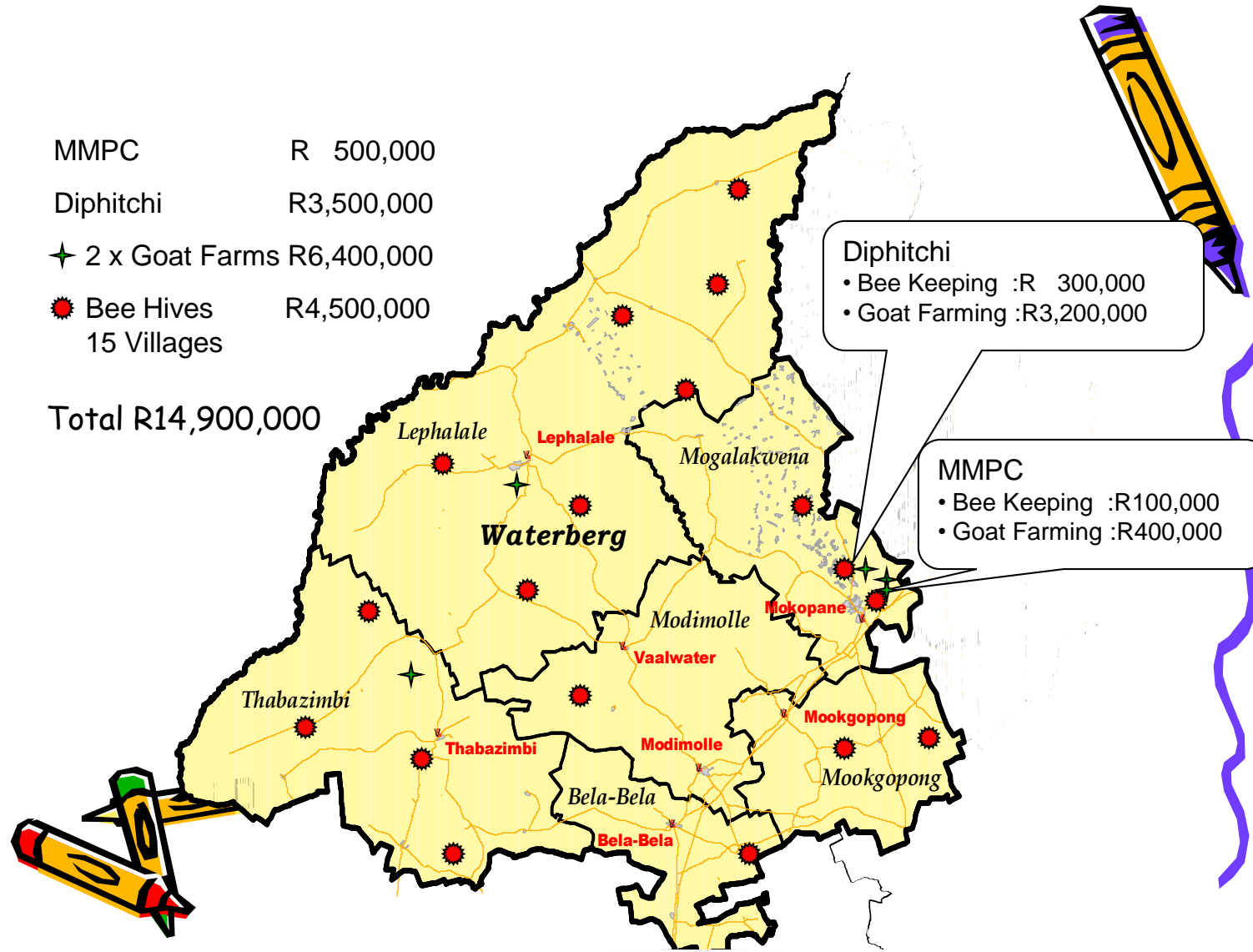




WATERBERG DISTRICT MUNICIPALITY

5.4.4. Programmes/Projects from the Office of the Premier

- MMPC R 500,000
 - Diphitchi R3,500,000
 - + 2 x Goat Farms R6,400,000
 - Bee Hives R4,500,000
 - 15 Villages
- Total R14,900,000**





5.5. Agricultural Strategy

5.5.1. Agricultural Plan: Introduction and Purpose

The purpose of the Agricultural Development Strategy is to provide a framework for agricultural development initiatives within the district, and to give specific focus to Waterberg District Municipality in its local economic development and poverty relief work within the agricultural sector.

5.5.2. Overview of Key Issues

A situation analysis and review of the agricultural sector within the district reveals a number of issues which impact significantly on the agricultural development of the district. These include:

- The district has a very diverse natural resource base, which in general has limited agricultural potential in the greater part of the district.

- Extensive livestock production (beef, sheep and goats) utilising natural vegetation is the largest enterprise within the sector and is best suited to the greater portion of the area.
- Other significant agricultural enterprises include: milk production, game, citrus, hydroponics, irrigated vegetable production, poultry, grapes etc.
- Field crop production is sub optimal for commercial production in many areas due to low rainfall and poor soils. It is however the most widely grown crop and makes a significant contribution to food security, poverty alleviation and household subsistence.
- Existing and new irrigation projects within the district have the potential to make a significant contribution to production, local economic development and employment creation.



WATERBERG DISTRICT MUNICIPALITY

- The region is characterised by diverse land use and ownership and there is a need to align agricultural development and transformation, with land reform.
- Agriculture on communal land faces unique constraints and challenges coupled with the difficulties facing agriculture generally. Development in these areas requires different interventions to those required by the commercial sector.
- A careful balance between economic development and sustainable resource use and protection of natural resources is required.
- Commercial agriculture contributes significantly to the district's economy and
- .
- requires interventions, which create an enabling environment in which both established farmers and emerging commercial farmers can thrive and develop.
- Emerging commercial farmers require special attention and support for transformation of the sector.
- Household food production is seen as a means of improving food security by utilising agricultural resources.
- Improved institutional co-ordination of activities, interventions, programmes and projects is identified as a key issue for improved delivery and successful development of the sector





5.5.3. Programmes/Projects of Department of Agriculture in Waterberg

LDA 2008-2013 KEY ECONOMIC PRIORITY PROJECT AREAS																
	PROJECT NAME	PROJECT OBJECTIVES/PURPOSE	KEY PROJECT ACTIVITIES	RELEVANT PGDS KEY PRIORITY AREA LINKED TO THE PRIORITY PROJECT	DISTRICT MUNICIPALITIES	Champion/s	REQUESTED AMOUNT	2007-8 ALLOCATION	2008-9 ALLOCATION	2009-2010	2010-2011	2011-2012	2012-2013	Funding Source	Project Status	Project Ranking
1	Integrated Livestock	To promote Indigenous Livestock Blouberg integrated Livestock Enterprise project	1. Livestock Breeding infrastructure. 2. Grazing Management fencing. 3. Disease control & handling facilities. 4. Develop Feedlot. 5. Develop Abattoir	Enterprise Diversification. Market Access. Promotion of BBBEE and AgriBEE.	Sekhukhune, Capricorn and Waterberg	TPS, Agribusiness	50,000,000	7,000,000	6,000,000	12,000,000	13,000,000	6,000,000	6,000,000	IGP	Feasibility in Waterberg and Capricorn done and implementation underway.	2
6	Mechanization Revolving Credit Scheme MERECAS	3.1 Increasing productive investment infrastructure in agriculture in rural areas, 3.2 Empowerment of agribusiness rural entrepreneurs, 3.3 Broadening access to mechanized traction power to Black rural entrepreneurs,	1. Establishment of Limpopo Mechanization Association, 2) Create Revolving Credit Scheme, 3) Appoint Service Providers for mechanization package, and Ensure economic empowerment on infrastructure in rural areas.	Increasing economy of the province. BBBEE and AgriBEE and reduction of poverty.	All Local Municipalities (Priorities: Irrigation Schemes)	Agribusiness And TPS	420,000,000	20,000,000	25,000,000	50,000,000	100,000,000	100,000,000	125,000,000	IGP	Appointment of service provider/s by 1st December 2007	1
7	Table Grapes	Develop table grape production among the Youth farmers (80Ha) (25,25,30)	Land Preparation, Orchard Establishment, Seedling Purchase	Enterprise Diversification. Market Access. Access to agricultural land. Poverty eradication. Promotion of BBBEE and AgriBEE.	Sekhukhune and Waterberg	Agribusiness And TPS	50,000,000	5,000,000	10,000,000	15,000,000	10,000,000	10,000,000	0	IGP	Feasibility completed and project commenced	2
8	Revitalization of Irrigation Schemes	Revitalization, Re-engineering and Institutional change for irrigation schemes	Provide Infield irrigation technology; provide bulk infrastructure and establishing business institutional structure for irrigation farmers	Value-addition in agro-value chain. Investing in technology for production. Enterprise diversification. Increase the value of agriculture in the province.	All Local Municipalities (Priorities: Irrigation Schemes)	TPS and Agribusiness	1,062,133,000	141,000,000	162,000,000	220,000,000	300,000,000	0	0	IGP	8 contractors on site. Construction of pipeline in Metz and upper Boshielo 10km done. Bulk water systems being developed on 11 schemes where Infiled is complete. Launched Makuleke on 250ha.	2
9	Agribusiness Market Access Facilities	Domestic market access interventions	provision of product value adding facilities and re-fridgerated transport (10 ton & 30 ton trucks) including LR	Value-addition in agro-value chain. Investing in technology for production.	All Local Municipalities	Agribusiness, LAR	120,000,000	20,000,000	45,000,000	35,000,000	20,000,000			IGP	Feasibility and Planning & Facilitation	



WATERBERG DISTRICT MUNICIPALITY

		projects	Enterprise diversification. Increase the value of agriculture in the province.															
	Export market Interventions	Export facilitation. Compliance to Global GAAP and Haccip. (Infrastructure refurbishment and Upgrading).	Value-addition in agro-value chain. Investing in technology for production. Enterprise diversification. Increase the value of agriculture in the province.	All Local Municipalities	Agribusiness	40,000,000	4,000,000	10,000,000	10,000,000	16,000,000	0	0	IGP	Feasibility, Planning & implementation in most of the of the projects done on demand.		1		
Agricultural dam's safety plan	Comply with DWAF safety requirements of agricultural irrigation dams.	Dam-wall re-lining and maintainance.	Investing in infrastructure.	All Local Municipalities	SRM	15,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	0	IGP	feasibility planning and implementation		1		
IT master system plan	bridge the digital divide and increasing connectivity to local municipalities	Data lines, inter and intra-net, VOIP and EDMS	Improving institutional efficiency and inter-governmental relations.	All Local Municipalities	GITO	41,000,000	1,700,000	3,000,000	10,000,000	15,000,000	11,300,000	0	ES	Implementation		1		
Intergrated white meat production program (IWMPP)	promotion of white meat cluster	Intergrated Poultry	Enterprise Diversification. Market Access. Promotion of BBBEE and AgriBEE.	All districts	TPS, Agribusiness, LAR and ARDC	80,000,000	15,000,000	20,000,000	20,000,000	15,000,000	10,000,000	0	CASP, IGP, ES	Project is under implementation		1		
	promotion of protein based inland water fish production	Intergrated Aquaculture				21,000,000	500,000	5,000,000	10,000,000	5,500,000	0	0	CASP, IGP, ES	Project is under implementation		1		
	promotion of commercial honey beekeeping enterprises	Intergrated Honey Bee Production				50,000,000	5,000,000	0	10,000,000	20,000,000	15,000,000	0	0	CASP, IGP, ES	Project is under implementation		1	
	Promotion of pork production	Intergrated Swine Production				5,000,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000	500,000	0	0	CASP, IGP, ES	Project identification and feasibility		
	promotion of ostrich production	Intergrated Ostrich production				10,000,000	500,000	2,000,000	5,000,000	3,500,000	0	0	0	CASP, IGP, ES	Project identification and feasibility		2	
Indiginous commodity value chains	Promotion and commercialization of indeginous high value crops and medicinal shrubs and herbs.	Propagation of production material, production promotion, processing and product and by-product marketing	Enterprise Diversification. Market Access. Promotion of BBBEE and AgriBEE.	All districts	TPS, LAR, Agribusiness & R&T	5,000,000	500,000	1,000,000	1,000,000	1,500,000	1,000,000	0	CASP, IGP, ES	Project Under Implementation		2		
Office Space	Enhance the Departmental office space and facilities closer to service delivery points	Develop facilities Farmer Training Centres/Colleges	Improving institutional efficiency and inter-governmental relations.	All Districts	Corporate Services R&T	69,200,000	24,000,000	23,000,000	22,200,000				ES	Project Under Implementation		1		
		Develop facilities at Research stations				116,620,000	31,815,000	27,805,000	26,835,000	25,442,000		ES	Project Under Implementation		1			
		Provide District Municipality offices				50,000,000	0	0	25,000,000	25,000,000		ES	Identification		2			
		Provide Local Municipality offices & facilities				101,800,000	15,600,000	35,000,000	22,000,000			ES	Planning & Implementation		1			
Limpopo Agribusines Development Academy	Development of Human Resource potential of the Province and scarce skills in Agricultural sector: Operators, Mechanics, Technicians & Leadership.	Provide Training Farm Management Skills, Agribusiness administration, Agro Toursim, Mechanization Use, Water management, & Farmer Leadership skills improvement,	Human Resource Development	All Dsitrics	Agribusiness, R & T	60,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000		ES & Donor	Project Under Implementation		1		



WATERBERG DISTRICT MUNICIPALITY

			HIV Aids Awareness programs.													
*	* Legend: 1- Priority, 2- Necessary, 3- Desirable, 4- Nice to Have & 5- Irrelevant					2,411,753,000	308,615,000	399,165,000	525,035,000	600,442,000	175,940,000					

AGRIPLANNING AND AGRIBUSINESS DEVELOPMENT INFRASTRUCTURE

Programme	Project Name	Area	Region/District	Municipality	Project description/type of structure	Feasibility Status	Job Creation capacity - no of workers	Status of Designs	Project manager	Project duration		Project cost		
										Date: Start	Date: Finish	Budget	2008/09	2009/10
FRESH PRODUCE MARKET														
	Fresh Produce Market Satellite	Grobelaarsberg	Waterberg	Lepalale	Creation of mini produce market	To be completed	40 temporary and 15 permanent	To be done	Municipal Manager	01/04/2008	31/03/2009	R 7,000,000	R 7,000,000	
MEAT PROCESSING														
	Modimolle Abattoir	Modimolle	Waterberg	Modimolle	Construction of an abattoir	Completed	80 temporary and 30 permanent	To be done	Municipal Manager	01/04/2008	31/03/2010	R 30,000,000	R 15,000,000	R 15,000,000
MAIZE PROCESSING AND STORAGE														
	Maize and Sorghum Storage Facility		Sekhukhune/Waterberg/Vhembe		Completion of feasibility studies	To be completed	Staff	Standard	Manager - Grain crops	01/01/2007	31/01/2007	R 500,000		
		Roedtan	Waterberg	Mokgopong	Construction of storage facility	To be completed	15 temporary and 5 permanent	Standard	Municipal Manager	01/04/2008	31/03/2010	R 3,000,000	R 3,000,000	
RIPENING, DRYING AND COLD ROOMS														
	Cold Room Facility	Seleka	Waterberg	Lephalale	Construction of vegetable cold rooms	To be completed	10 temporary and 5 permanent	Standard	Municipal Manager	01/04/2008	31/03/2010	R 7,500,000	R 7,500,000	

LAND AND AGRARIAN REFORM

No.	Programme	Project Name	Area	Region/District	Municipality	Project description/type of structure	Project duration		Project cost			Implementing Agent (e.g. own/dept, IDT, Public Works, etc)	Tendering date	Earliest date on site	2008/9	2010/11	2011/12
							Date: Start	Date: Finish	Average cost	Total Budget	Budget with 6% inflation						
									0	0		2007-02-180	2007-04-180	0	0	0	
	Restitution	Pienaarsrivier	1966		Belabela	Livestock			502.00	986,932	1,112,685	2007-02-181	2007-04-181	209,230	221,783	235,090	
		Lehlaneng	64		Belabela	Irrigation			5000.00	320,000	360,774	2007-02-182	2007-04-182	67,840	71,910	76,225	
	SLAG	Mathanjane CPA	1102		Belabela	Water Resource Development & handling facilities	2009-04-01	2010-04-01	1000.00	1,102,000	1,242,415	2007-02-183	2007-04-183	233,624	247,641	262,500	
		Rua-Naga	649		Belabela	Water Resource Development & handling facilities	2009-04-01	2010-04-01	1000.00	649,000	731,695	2007-02-184	2007-04-184	137,588	145,843	154,594	
		Seabe Farmers Co-op.	284		Belabela	Water Resource Development & handling facilities	2009-04-01	2010-04-01	1000.00	284,000	320,187	2007-02-185	2007-04-185	60,208	63,820	67,650	
		Rua-Naga (Merinovlakte)	202		Belabela	Water Resource Development & handling facilities	2011-04-01	2012-01-01	3000.00	606,000	683,216	2007-02-186	2007-04-186	128,472	136,180	144,351	
	LRAD	MATSHENI FARMING	603.5		Belabela	Abbartoir	2011-04-01	2012-01-01	900.00	543,123	612,327	2007-02-187	2007-04-187	115,142	122,051	129,374	
		TSHOANE FARMING	636.8		Belabela	Water Resource Development & handling	2008-04-	2009-04-	600.00	382,051	430,731	2007-02-	2007-04-	80,995	85,854	91,006	



WATERBERG DISTRICT MUNICIPALITY

					facilities	01	01					188	188			
	MADIMOTHOA FARMING	375.9		Belabela	Water Resource Development & handling facilities	2008-04-01	2009-04-01	500.00	187,949	211,897		2007-02-189	2007-04-189	39,845	42,236	44,770
	MASOMBUKA FARMING	151.5		Belabela	Water Resource Development & handling facilities	2007-04-01	2008-04-01	600.00	90,909	102,492		2007-02-190	2007-04-190	19,273	20,429	21,655
	MOKOELE FARMING	175.5		Belabela	Water Resource Development & handling facilities	2007-04-01	2008-04-01	750.00	131,655	148,430		2007-02-191	2007-04-191	27,911	29,585	31,361
	PILUSA FARMING PROJ.	41.2		Belabela	Irrigation Infrastructure & Shade netting	2010-04-01	2011-04-01	10000.00	412,441	464,994		2007-02-192	2007-04-192	87,437	92,684	98,245
	PAUL BALOYI PROJECT	36.6		Belabela	Irrigation Infrastructure & Shade netting	2010-04-01	2011-04-01	10000.00	365,654	412,245		2007-02-193	2007-04-193	77,519	82,170	87,100
	VHADAU FARMING PROJ.	33.6		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	10000.00	335,907	378,708		2007-02-194	2007-04-194	71,212	75,485	80,014
	MAHLANGU VEC. PROJ	27.3		Belabela	Irrigation Infrastructure & Shade netting	2008-04-01	2009-04-01	10000.00	272,759	307,514		2007-02-195	2007-04-195	57,825	61,294	64,972
	BJM FARMING	149.9		Belabela	Irrigation Infrastructure & Shade netting	2008-04-01	2009-04-01	10000.00	1,499,245	1,690,277		2007-02-196	2007-04-196	317,840	336,910	357,125
	MSIZA CR	105.8		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	10000.00	1,057,572	1,192,326		2007-02-197	2007-04-197	224,205	237,658	251,917
	MOTHOA T. P	76.8		Belabela	Irrigation Infrastructure & Shade netting	2007-04-01	2008-04-01	10000.00	768,492	866,412		2007-02-198	2007-04-198	162,920	172,696	183,057
	MAHLANGU S.S	82.8		Belabela	Irrigation Infrastructure & Shade netting	2007-04-01	2008-04-01	10000.00	828,346	933,893		2007-02-199	2007-04-199	175,609	186,146	197,315
	MSIZA FAMILY	85.9		Belabela	Irrigation Infrastructure & Shade netting	2009-04-01	2010-04-01	10000.00	858,534	967,927		2007-02-200	2007-04-200	182,009	192,930	204,506
	NDALA S.C	31.6		Belabela	Irrigation Infrastructure & Shade netting	2009-04-01	2010-04-01	10000.00	316,021	356,288		2007-02-201	2007-04-201	66,996	71,016	75,277
	MOLETE BAFA-BADLENI BETTY	34.6		Belabela	Irrigation Infrastructure & Shade netting	2009-04-01	2010-04-01	10000.00	346,347	390,478		2007-02-202	2007-04-202	73,426	77,831	82,501
	SIBIYA PROJECT	43.9		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	10000.00	439,489	495,488		2007-02-203	2007-04-203	93,172	98,762	104,688
	BOGOSHI S.E	47.4		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	10000.00	473,947	534,337		2007-02-204	2007-04-204	100,477	106,505	112,896
	MPHAHLELE M.J	76.9		Belabela	Irrigation Infrastructure & Shade netting	2007-04-01	2008-04-01	10000.00	768,500	866,421		2007-02-205	2007-04-205	162,922	172,697	183,059
	BADIRELENG HARVEST	36.7		Belabela	Irrigation Infrastructure & Shade netting	2007-04-01	2008-04-01	10000.00	367,305	414,106		2007-02-206	2007-04-206	77,869	82,541	87,493
	PHAGUNI CASH CROPS	26.7		Belabela	Irrigation Infrastructure & Shade netting	2007-04-01	2008-04-01	10000.00	267,401	301,473		2007-02-207	2007-04-207	56,689	60,090	63,696
	EPHRAIM & MINAH NDALA	180.4		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	5000.00	901,988	1,016,917		2007-02-208	2007-04-208	191,221	202,695	214,856
	LUHLAZA FAMILY FARMING	30.6		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	10000.00	306,487	345,539		2007-02-209	2007-04-209	64,975	68,874	73,006
	MASANGO B.L	145.5		Belabela	Irrigation Infrastructure & Shade netting	2008-04-01	2009-04-01	10000.00	1,454,800	1,640,169		2007-02-210	2007-04-210	308,418	326,923	346,538
	MABENA PETRUS&ELEANOR MTSWENI	227.3		Belabela	Water Resource Development & handling facilities	2008-04-01	2009-04-01	5000.00	1,136,676	1,281,510		2007-02-211	2007-04-211	240,975	255,434	270,760
	TSWAI M.J	115.2		Belabela	Irrigation Infrastructure & Shade netting	2009-04-01	2010-04-01	5000.00	576,000	649,393		2007-02-212	2007-04-212	122,112	129,439	137,205
	MOKOKA FARMING PROJECT	21.8		Belabela	Irrigation Infrastructure & Shade netting	2009-04-01	2010-04-01	5000.00	109,146	123,053		2007-02-213	2007-04-213	23,139	24,527	25,999
	JOHANNES & LETTY KUTU	86.0		Belabela	Irrigation Infrastructure & Shade netting	2010-04-01	2011-04-01	5000.00	430,000	484,790		2007-02-214	2007-04-214	91,160	96,630	102,427
	MTHIMUNYE PROJECT	30.1		Belabela	Irrigation Infrastructure & Shade netting	2010-04-01	2011-04-01	5000.00	150,300	169,451		2007-02-215	2007-04-215	31,864	33,775	35,802
	MAHLANGU & MALESELA FARMING PROJECT	311.7		Belabela	Water Resource Development & handling facilities	2011-04-01	2012-01-01	3000.00	935,146	1,054,301		2007-02-216	2007-04-216	198,251	210,146	222,755
	SIZWENE PROJECT	108.6		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	5000.00	543,050	612,245		2007-02-217	2007-04-217	115,127	122,034	129,356
	SJ MAHLANGU FARMING	65.4		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	5000.00	326,900	368,553		2007-02-218	2007-04-218	69,303	73,461	77,869
	MAUBANE M.C	52.0		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	5000.00	260,000	293,129		2007-02-219	2007-04-219	55,120	58,427	61,933
	BOGASHI FARMING PROJECT	76.9		Belabela	Irrigation Infrastructure & Shade netting	2007-04-01	2008-04-01	5000.00	384,550	433,549		2007-02-220	2007-04-220	81,525	86,416	91,601
	SITHOLE FARMING PROJECT	26.3		Belabela	Irrigation Infrastructure & Shade netting	2007-04-01	2008-04-01	5000.00	131,350	148,086		2007-02-221	2007-04-221	27,846	29,517	31,288
	MAUBANE M.T FARMING PROJECT	225.9		Belabela	Water Resource Development & handling facilities	2011-04-01	2012-01-01	500.00	112,965	127,359		2007-02-222	2007-04-222	23,949	25,385	26,909
	A.K MAHLANGU	168.5		Belabela	Water Resource Development & handling facilities	2011-04-01	2012-01-01	500.00	84,250	94,985		2007-02-223	2007-04-223	17,861	18,933	20,069
	P.PILA	26.4		Belabela	Irrigation Infrastructure & Shade netting	2008-04-01	2009-04-01	10000.00	264,000	297,639		2007-02-224	2007-04-224	55,968	59,326	62,886
	TSHEHLO FARMING	101.5		Belabela	Irrigation Infrastructure & Shade netting	2008-04-01	2009-04-01	10000.00	1,014,747	1,144,045		2007-02-225	2007-04-225	215,126	228,034	241,716
	FEPA SETSHABA	21.4		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	10000.00	214,290	241,595		2007-02-226	2007-04-226	45,429	48,155	51,045
	TEBOGO FARMING ENTERPRISE	21.4		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	10000.00	214,133	241,418		2007-02-227	2007-04-227	45,396	48,120	51,007



WATERBERG DISTRICT MUNICIPALITY

	MATHIKANA FARMERS	385.5		Belabela	Water Resource Development & handling facilities	2007-04-01	2008-04-01	500.00	192,745	217,304		2007-02-228	2007-04-228	40,862	43,314	45,912	
	MATHIKANA FARMERS	85.7		Belabela	Irrigation Infrastructure & Shade netting	2007-04-01	2008-04-01	10000.00	856,532	965,670		2007-02-229	2007-04-229	181,585	192,480	204,029	
	SYFERKUIL FLOWER PROJECT	42.0		Belabela	Irrigation Infrastructure & Shade netting	2010-04-01	2011-04-01	10000.00	420,000	473,516		2007-02-230	2007-04-230	89,040	94,382	100,045	
	MALEGA MOLOTO FARMING PROJECT	21.4		Belabela	Irrigation Infrastructure & Shade netting	2010-04-01	2011-04-01	10000.00	214,133	241,418		2007-02-231	2007-04-231	45,396	48,120	51,007	
	SEKHU+4 PROJECT	364.1		Belabela	Water Resource Development & handling facilities	2011-04-01	2012-01-01	500.00	182,026	205,220		2007-02-232	2007-04-232	38,590	40,905	43,359	
	SPMNGUNI FARMING	70.7		Belabela	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	10000.00	706,600	796,634		2007-02-233	2007-04-233	149,799	158,787	168,314	
	SONAH POULTRY	11.8		Belabela	Poultry houses & Abbatoir	2008-04-01	2009-04-01	20000.00	235,468	265,471		2007-02-234	2007-04-234	49,919	52,914	56,089	
STATE	Haakdorningbuilt Farm No.49 JR Port. 2	925.0	WATERBERG	Belabela	Livestock	2008-04-01	2009-04-01	200.00	185,000	208,572		2007-02-235	2007-04-235	39,220	41,573	44,068	
	Haakdorningbuilt Farm no.49JR (Remainder)	960.0	WATERBERG	Belabela	Livestock	2010-04-01	2011-04-01	200.00	192,000	216,464		2007-02-236	2007-04-236	40,704	43,146	45,735	
	LQ Rochelle Farm No.177 JR Port.3	192.1	WATERBERG	Belabela	Livestock	2010-04-01	2011-04-01	300.00	57,621	64,963		2007-02-237	2007-04-237	12,216	12,949	13,726	
	Tamotie Pan Farm No.175 JR(remainder)	1322.3	WATERBERG	Belabela	Livestock	2009-04-01	2010-04-01	200.00	264,463	298,161		2007-02-238	2007-04-238	56,066	59,430	62,996	
	Worcester Farm No.481 KR Port. 1	85.7	WATERBERG	Belabela	Irrigation Infrastructure	2009-04-01	2010-04-01	15000.00	1,284,798	1,448,505		2007-02-239	2007-04-239	272,377	288,720	306,043	
	Rust de Winter	1000.0	WATERBERG	Belabela	Irrigation	2009-04-01	2010-04-01	15000.00	15,000,000	16,911,279		2007-02-240	2007-04-240	3,180,000	3,370,800	3,573,048	
	Belabela Private	900.0	WATERBERG	Belabela	Irrigation	2009-04-01	2010-04-01	10000.00	9,000,000	10,146,767		2007-02-241	2007-04-241	1,908,000	2,022,480	2,143,829	
									0	0		2007-02-242	2007-04-242	0	0	0	
Restitution	Baphalane	1884		Modimolle				400.00	753,600	849,623		2007-02-243	2007-04-243	159,763	169,349	179,510	
	Modimolle New Proj	15495		Modimolle	Livestock and Irrigation	2008-04-01	2012-03-31	800.00	12,396,000	13,975,481		2007-02-244	2007-04-244	2,627,952	2,785,629	2,952,767	
LRAD	SKILPAD ZACHARIA MOSIMA FAMILY	6.7		Modimolle	Poultry houses & piggery	2007-04-01	2008-04-01	566.00	3,766	4,246		2007-02-245	2007-04-245	798	846	897	
	DILLEY FARM DWELLERS	6.0		Modimolle	Poultry houses & piggery	2007-04-01	2008-04-01	35000.00	210,000	236,758		2007-02-246	2007-04-246	44,520	47,191	50,023	
	MOTSWENENG LELAU	19.2		Modimolle	Poultry houses & piggery	2008-04-01	2009-04-01	35000.00	672,497	758,186		2007-02-247	2007-04-247	142,569	151,124	160,191	
	DUROC PROJECT	42.0		Modimolle	Poultry houses & piggery	2008-04-01	2009-04-01	15000.00	630,000	710,274		2007-02-248	2007-04-248	133,560	141,574	150,068	
	DIBILIKOMO FARMING PROJECT	129.0		Modimolle	Poultry houses & piggery	2007-04-01	2008-04-01	10000.00	1,290,000	1,454,370		2007-02-249	2007-04-249	273,480	289,889	307,282	
	MAKGALE & LEKALE GREENHOSE	20.9		Modimolle	Poultry houses & piggery	2007-04-01	2008-04-01	15000.00	313,427	353,363		2007-02-250	2007-04-250	66,446	70,433	74,659	
									0	0		2007-02-251	2007-04-251	0	0	0	
Restitution	Legata-Kgopung	1671		Mogalakwena	Livestock	2007-04-01	2008-04-01	300.00	501,300	565,175		2007-02-252	2007-04-252	106,276	112,652	119,411	
	Mabjaneng	3706		Mogalakwena	Livestock	2007-04-01	2008-04-01	300.00	1,111,800	1,253,464		2007-02-253	2007-04-253	235,702	249,844	264,834	
	Koka Matlou	2955	WATERBERG	Mogalakwena	Livestock	2007-04-01	2008-04-01	300.00	886,500	999,457		2007-02-254	2007-04-254	187,938	199,214	211,167	
	Lebelo	3600	WATERBERG	Mogalakwena	Livestock	2007-04-01	2008-04-01	300.00	1,080,000	1,217,612		2007-02-255	2007-04-255	228,960	242,698	257,259	
	Seema Community	1848		Mogalakwena	Livestock	2007-04-01	2008-04-01	300.00	554,400	625,041		2007-02-256	2007-04-256	117,533	124,585	132,060	
SLAG	Hwibi	926	WATERBERG	Mogalakwena	Livestock	2007-04-01	2008-04-01	300.00	277,800	313,197		2007-02-257	2007-04-257	58,894	62,427	66,173	
	Bohwa-bja-Rena	22500	WATERBERG	Mogalakwena	Water Resource Development & handling facilities	2007-04-01	2008-04-01	400.00	9,000,000	10,146,767		2007-02-258	2007-04-258	1,908,000	2,022,480	2,143,829	
	Bophelo-ke-Semphekgo	50	WATERBERG	Mogalakwena	Water Resource Development & handling facilities	2010-04-01	2011-04-01	10000.00	500,000	563,709		2007-02-259	2007-04-259	106,000	112,360	119,102	
LRAD	JJ FARMING CC	162.8	WATERBERG	Mogalakwena	Water Resource Development & handling facilities	2010-04-01	2011-04-01	10000.00	1,628,120	1,835,573		2007-02-260	2007-04-260	345,161	365,871	387,823	
	LAFATA AGRICULTURAL PROJECT	407.6	WATERBERG	Mogalakwena	Water Resource Development & handling facilities	2008-04-01	2009-04-01	200.00	81,520	91,907		2007-02-261	2007-04-261	17,282	18,319	19,418	
	TSOGANG LE ITERELE PROJECT	148.1	WATERBERG	Mogalakwena	Water Resource Development & handling facilities	2008-04-01	2009-04-01	15000.00	2,222,115	2,505,254		2007-02-262	2007-04-262	471,088	499,354	529,315	



WATERBERG DISTRICT MUNICIPALITY

	BASADI TEMONG PROJECT	32.1	WATERBERG	Mogalakwena	Irrigation Infrastructure & Shade netting	2007-04-01	2008-04-01	20000.00	642,636	724,520		2007-02-263	2007-04-263	136,239	144,413	153,078
	RHENOSTERFONTEIN	40.0	WATERBERG	Mogalakwena	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	20000.00	800,000	901,935		2007-02-264	2007-04-264	169,600	179,776	190,563
	SOMO M.L	32.9	WATERBERG	Mogalakwena	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	20000.00	658,710	742,642		2007-02-265	2007-04-265	139,647	148,025	156,907
STATE	Gillimburg/Matlala-Bavaria	4085.6	WATERBERG	Mogalakwena	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	817,120	921,236		2007-02-266	2007-04-266	173,229	183,623	194,641
	Gillimburg/Matlala-Thaba	2782.7	WATERBERG	Mogalakwena	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	556,540	627,454		2007-02-267	2007-04-267	117,986	125,066	132,570
	Gillimburg-Bakenberg	3880.5	WATERBERG	Mogalakwena	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	776,100	874,990		2007-02-268	2007-04-268	164,533	174,405	184,870
	Gillimburg-Mapela & Vaaltyn	7943.8	WATERBERG	Mogalakwena	Livestock Infrastructure	2011-04-01	2012-01-01	200.00	1,588,760	1,791,198		2007-02-269	2007-04-269	336,817	357,026	378,448
	Gillimburg-Mashashane	4664.4	WATERBERG	Mogalakwena	Livestock Infrastructure	2011-04-01	2012-01-01	200.00	932,880	1,051,746		2007-02-270	2007-04-270	197,771	209,637	222,215
Restitution	Rooipan	1484		Mookgopong	Water Resource Development & handling facilities	2010-04-01	2011-04-01	1000.00	1,484,000	1,673,089		2007-02-271	2007-04-271	314,608	333,484	353,494
	Madisha	1671		Mookgopong	Water Resource Development & handling facilities	2010-04-01	2011-04-01	400.00	668,400	753,567		2007-02-272	2007-04-272	141,701	150,203	159,215
	De Hoop	678		Mookgopong	Water Resource Development & handling facilities	2011-04-01	2012-01-01	400.00	271,200	305,756		2007-02-273	2007-04-273	57,494	60,944	64,601
	Ga Tjale/Aphane	1238		Mookgopong	Water Resource Development & handling facilities	2011-04-01	2012-01-01	400.00	495,200	558,298		2007-02-274	2007-04-274	104,982	111,281	117,958
SLAG	Baroka CPA	214		Mookgopong	Water Resource Development & handling facilities	2009-04-01	2010-04-01	2000.00	428,000	482,535		2007-02-275	2007-04-275	90,736	96,180	101,951
	Arejeng-Mmogo CPA	142		Mookgopong	Water Resource Development & handling facilities	2009-04-01	2010-04-01	2500.00	355,000	400,234		2007-02-276	2007-04-276	75,260	79,776	84,562
	Arejeng-Mmogo CPA	254		Mookgopong	Water Resource Development & handling facilities	2009-04-01	2010-04-01	2000.00	508,000	572,729		2007-02-277	2007-04-277	107,696	114,158	121,007
	Kekana Trust	547		Mookgopong	Water Resource Development & handling facilities	2008-04-01	2009-04-01	2000.00	1,094,000	1,233,396		2007-02-278	2007-04-278	231,928	245,844	260,594
	Ga-Mmasebetsa	294		Mookgopong	Water Resource Development & handling facilities	2008-04-01	2009-04-01	2000.00	588,000	662,922		2007-02-279	2007-04-279	124,656	132,135	140,063
LRAD	DIRE FAMILY	1000.6		Mookgopong	Livestock Infrastructure	2007-04-01	2008-04-01	300.00	300,177	338,425		2007-02-280	2007-04-280	63,638	67,456	71,503
	APMAKE-MAMOSO FARMING CC	1370.4		Mookgopong	Livestock Infrastructure	2010-04-01	2011-04-01	150.00	205,566	231,759		2007-02-281	2007-04-281	43,580	46,195	48,967
	BAMMAMAHLAMAMOTSE FARMING CC	1424.2		Mookgopong	Livestock Infrastructure	2010-04-01	2011-04-01	150.00	213,632	240,853		2007-02-282	2007-04-282	45,290	48,007	50,888
	MMATJEKANE FARMING CC	1371.8		Mookgopong	Livestock Infrastructure	2011-04-01	2012-01-01	150.00	205,770	231,989		2007-02-283	2007-04-283	43,623	46,241	49,015
	LEBOGA-TEMO-O-RWALE	1533.1		Mookgopong	Livestock Infrastructure	2011-04-01	2012-01-01	150.00	229,965	259,267		2007-02-284	2007-04-284	48,753	51,678	54,778
	BANABAKGOTSO FARMING CC	1728.6		Mookgopong	Livestock Infrastructure	2007-04-01	2008-04-01	150.00	259,284	292,322		2007-02-285	2007-04-285	54,968	58,266	61,762
	BAMBANANI PROJECT	21.0		Mookgopong	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	20000.00	420,000	473,516		2007-02-286	2007-04-286	89,040	94,382	100,045
	RAMEETSE FAMILY (7)	78.0		Mookgopong	Irrigation Infrastructure & Shade netting	2011-04-01	2012-01-01	15000.00	1,170,000	1,319,080		2007-02-287	2007-04-287	248,040	262,922	278,698
	MOKGAKANE M.F	502.0		Mookgopong	Water Resource Development & handling facilities	2010-04-01	2011-04-01	300.00	150,600	169,789		2007-02-288	2007-04-288	31,927	33,843	35,873
	MADIDIMALO PROJECT	838.8		Mookgopong	Water Resource Development & handling facilities	2010-04-01	2011-04-01	400.00	335,501	378,250		2007-02-289	2007-04-289	71,126	75,394	79,917
	Lehumo Tshemong Project	171.3		Mookgopong	Water Resource Development & handling facilities	2008-04-01	2009-04-01	5000.00	856,532	965,670		2007-02-290	2007-04-290	181,585	192,480	204,029
	A Re Rekelaneng Naga	2008.5		Mookgopong	Water Resource Development & handling facilities	2008-04-01	2009-04-01	1000.00	2,008,519	2,264,442		2007-02-291	2007-04-291	425,806	451,354	478,436
STATE	Appelfontein	1272.9	WATERBERG	Mookgopong	Livestock Infrastructure	2010-04-01	2011-04-01	150.00	190,935	215,264		2007-02-292	2007-04-292	40,478	42,907	45,481
	Doorn Poort/Kutumela	645.2	WATERBERG	Mookgopong	Livestock Infrastructure	2008-04-01	2009-04-01	150.00	96,778	109,109		2007-02-293	2007-04-293	20,517	21,748	23,053
	Doorn Poort/Kutumela	627.8	WATERBERG	Mookgopong	Livestock Infrastructure	2008-04-01	2009-04-01	150.00	94,170	106,169		2007-02-294	2007-04-294	19,964	21,162	22,432
	Elandskraal Farm 644 KS	350.0	WATERBERG	Mookgopong	Livestock Infrastructure	2010-04-01	2011-04-01	150.00	52,500	59,189		2007-02-295	2007-04-295	11,130	11,798	12,506
	Foleys Rust/Nonyana	1654.5	WATERBERG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	248,168	279,789		2007-02-296	2007-04-296	52,612	55,768	59,114
	Gaasterland	1476.1	WATERBERG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	221,415	249,627		2007-02-297	2007-04-297	46,940	49,756	52,742
	Klipfontein	1345.0	WATERBERG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	201,751	227,458		2007-02-298	2007-04-298	42,771	45,337	48,058
	Mokkafontein	765.3	WATERBERG	Mookgopong	Livestock Infrastructure	2008-04-01	2009-04-01	150.00	114,798	129,425		2007-02-299	2007-04-299	24,337	25,797	27,345
	Mokkafontein	729.6	WATERBERG	Mookgopong	Livestock Infrastructure	2008-04-01	2009-04-01	150.00	109,439	123,384		2007-02-300	2007-04-300	23,201	24,593	26,069



WATERBERG DISTRICT MUNICIPALITY

		Plaatdoorn Farm No.635 KS	1348.9	WATERBERG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	202,337	228,118		2007-02-301	2007-04-301	42,895	45,469	48,197
		Restaurant Port.1	337.7	WATERBERG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	50,653	57,107		2007-02-302	2007-04-302	10,738	11,383	12,066
		Restaurant Port.2	337.7	WATERBERG	Mookgopong	Livestock Infrastructure	2010-04-01	2011-04-01	150.00	50,653	57,107		2007-02-303	2007-04-303	10,738	11,383	12,066
		Restaurant Remainder	649.9	WATERBERG	Mookgopong	Livestock Infrastructure	2008-04-01	2009-04-01	150.00	97,483	109,904		2007-02-304	2007-04-304	20,666	21,906	23,221
		Schuilptaats Farm No. 596 KS	1369.7	WATERBERG	Mookgopong	Livestock Infrastructure	2008-04-01	2009-04-01	150.00	205,449	231,628		2007-02-305	2007-04-305	43,555	46,169	48,939
		Sedan/Sedikila	560.1	WATERBURG	Mookgopong	Livestock Infrastructure	2010-04-01	2011-04-01	150.00	84,021	94,727		2007-02-306	2007-04-306	17,812	18,881	20,014
		Tygerpad Port.1	345.2	WATERBERG	Mookgopong	Livestock Infrastructure	2010-04-01	2011-04-01	150.00	51,773	58,370		2007-02-307	2007-04-307	10,976	11,634	12,333
		Tygerpad Port.2	388.6	WATERBERG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	58,297	65,725		2007-02-308	2007-04-308	12,359	13,100	13,886
		Tygerpad Port.3	257.0	WATERBERG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	38,545	43,457		2007-02-309	2007-04-309	8,172	8,662	9,182
		Tygerpad (Remainder)	82.2	WATERBERG	Mookgopong	Livestock Infrastructure	2011-04-01	2012-01-01	150.00	12,323	13,894		2007-02-310	2007-04-310	2,613	2,769	2,935
		Vangheining Farm No. KS Port.1	674.1	WATERBERG	Mookgopong	Livestock Infrastructure	2011-04-01	2012-01-01	150.00	101,118	114,002		2007-02-311	2007-04-311	21,437	22,723	24,087
		Vangheining Farm no KS (Remainder)	696.7	WATERBERG	Mookgopong	Livestock Infrastructure	2008-04-01	2009-04-01	150.00	104,511	117,827		2007-02-312	2007-04-312	22,156	23,486	24,895
		Vooruitgang Farm No.634 KS Port.1	515.8	WATERBERG	Mookgopong	Livestock Infrastructure	2008-04-01	2009-04-01	150.00	77,376	87,236		2007-02-313	2007-04-313	16,404	17,388	18,431
		Vooruitgang Farm no:634 KS (Remainder)	1156.3	WATERBERG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	173,448	195,548		2007-02-314	2007-04-314	36,771	38,977	41,316
		Platdoorn	1348.9	WATERBERG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	202,337	228,118		2007-02-315	2007-04-315	42,895	45,469	48,197
		Hinlopen	760.0	WATERBURG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	113,995	128,520		2007-02-316	2007-04-316	24,167	25,617	27,154
		Hinlopen Port. 2	80.5	WATERBURG	Mookgopong	Livestock Infrastructure	2010-04-01	2011-04-01	150.00	12,081	13,620		2007-02-317	2007-04-317	2,561	2,715	2,878
		Hinlopen Remainder	608.1	WATERBURG	Mookgopong	Livestock Infrastructure	2010-04-01	2011-04-01	150.00	91,221	102,844		2007-02-318	2007-04-318	19,339	20,499	21,729
		Witfontein	471.3	WATERBERG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	70,691	79,698		2007-02-319	2007-04-319	14,986	15,886	16,839
		Witfontein Farm no 688 KS Port.2	471.2	WATERBERG	Mookgopong	Livestock Infrastructure	2009-04-01	2010-04-01	150.00	70,676	79,681		2007-02-320	2007-04-320	14,983	15,882	16,835
		Witfontein Farm no 688 KS(Remainder)	835.6	WATERBERG	Mookgopong	Livestock Infrastructure	2011-04-01	2012-01-01	150.00	125,342	141,313		2007-02-321	2007-04-321	26,573	28,167	29,857
		Zorgvliet Farm No.650KS Port.1	517.9	WATERBERG	Mookgopong	Livestock Infrastructure	2011-04-01	2012-01-01	150.00	77,680	87,578		2007-02-322	2007-04-322	16,468	17,456	18,504
		Zorgvliet no Farm 650 KS Port.2	571.9	WATERBERG	Mookgopong	Livestock Infrastructure	2011-04-01	2012-01-01	150.00	85,780	96,710		2007-02-323	2007-04-323	18,185	19,277	20,433
		Vuursteenlaaste Farm 594 KS Port.1	688.4	WATERBERG	Mookgopong	Livestock Infrastructure	2008-04-01	2009-04-01	150.00	103,260	116,418		2007-02-324	2007-04-324	21,891	23,205	24,597
		Vuursteenlaaste Farm 594 KS Port.2	271.0	WATERBERG	Mookgopong	Livestock Infrastructure	2008-04-01	2009-04-01	150.00	40,652	45,831		2007-02-325	2007-04-325	8,618	9,135	9,683
		Vuursteenlaaste Farm 594 KS Port.3	214.1	WATERBERG	Mookgopong	Livestock Infrastructure	2010-04-01	2011-04-01	150.00	32,120	36,213		2007-02-326	2007-04-326	6,809	7,218	7,651
		Vuursteenlaaste Farm 594 (Remainder)	214.1	WATERBERG	Mookgopong	Livestock Infrastructure	2010-04-01	2011-04-01	150.00	32,120	36,213		2007-02-327	2007-04-327	6,809	7,218	7,651
		Kalkpan farm port.1 683 KR	416.0	WATERBERG	Mookgopong	Livestock and Irrigation	2011-04-01	2012-01-01	700.00	291,167	328,268		2007-02-328	2007-04-328	61,727	65,431	69,357
		Kalkpan farm Port.5 683 KR	299.8	WATERBERG	Mookgopong	Livestock and Irrigation	2011-04-01	2012-01-01	700.00	209,850	236,589		2007-02-329	2007-04-329	44,488	47,158	49,987
									0	0			2007-02-330	2007-04-330	0	0	0
RESTITUTION		Tale Ga-Morudu	18669		Lephalale	Livestock and Irrigation			400.00	7,467,600	8,419,111		2007-02-331	2007-04-331	1,583,131	1,678,119	1,778,806
		Morongoa	319		Lephalale	Livestock Infrastructure			400.00	127,600	143,859		2007-02-332	2007-04-332	27,051	28,674	30,395
SLAG		Leeuwdrift	131		Lephalale	Water Resource Development & handling facilities	2010-04-01	2011-04-01	4000.00	524,000	590,767		2007-02-333	2007-04-333	111,088	117,753	124,818
		Thusanong	813		Lephalale	Water Resource Development & handling facilities	2010-04-01	2011-04-01	400.00	325,200	366,637		2007-02-334	2007-04-334	68,942	73,079	77,464
		Kilana Trust	374		Lephalale	Water Resource Development & handling facilities	2008-04-01	2009-04-01	600.00	224,400	252,993		2007-02-335	2007-04-335	47,573	50,427	53,453
LRAD		KUTUMELA M.K	1027.8		Lephalale	Livestock Infrastructure	2008-04-01	2009-04-01	200.00	205,568	231,761		2007-02-336	2007-04-336	43,580	46,195	48,967
		SEKANKA T.J	1628.0		Lephalale	Livestock Infrastructure	2007-04-01	2008-04-01	200.00	325,600	367,087		2007-02-337	2007-04-337	69,027	73,169	77,559



WATERBERG DISTRICT MUNICIPALITY

						01	01					337	337			
	KGATLA M.J	1580.2		Lephalale	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	316,050	356,320		2007-02-338	2007-04-338	67,003	71,023	75,284
	LEGONG L.	1710.0		Lephalale	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	342,000	385,577		2007-02-339	2007-04-339	72,504	76,854	81,465
	MONYEKI M.F	1465.9		Lephalale	Livestock Infrastructure	2010-04-01	2011-04-01	200.00	293,186	330,543		2007-02-340	2007-04-340	62,155	65,885	69,838
	MORAPEDI M.A	1674.6		Lephalale	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	334,926	377,602		2007-02-341	2007-04-341	71,004	75,265	79,780
	JORDAAN FARMING PROJECT	172.5		Lephalale	Irrigation Infrastructure	2009-04-01	2010-04-01	5000.00	862,549	972,454		2007-02-342	2007-04-342	182,860	193,832	205,462
	EBENEZAR CHICKEN	20.6		Lephalale	Irrigation Infrastructure	2010-04-01	2011-04-01	20000.00	412,416	464,965		2007-02-343	2007-04-343	87,432	92,678	98,239
	REFILWE PROJECT	1102.2		Lephalale	Livestock Infrastructure	2007-04-01	2008-04-01	200.00	220,441	248,529		2007-02-344	2007-04-344	46,734	49,538	52,510
	LEBODI/RASIKHUPHI CATTLE FARMING PROJECT	775.4		Lephalale	Livestock Infrastructure	2007-04-01	2008-04-01	200.00	155,085	174,846		2007-02-345	2007-04-345	32,878	34,851	36,942
	LEMA GARARO FOOD & DEVELOPMENT	721.2		Lephalale	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	144,249	162,629		2007-02-346	2007-04-346	30,581	32,416	34,361
STATE	Baklyplaats Farm No.751 LR	2500.9	WATERBERG	Lephalale	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	500,180	563,912		2007-02-347	2007-04-347	106,038	112,400	119,144
	Gras Valey/Moyaha	1576.0	WATERBERG	Lephalale	Livestock Infrastructure	2010-04-01	2011-04-01	200.00	315,200	355,362		2007-02-348	2007-04-348	66,822	70,832	75,082
	Rooikop Monyeki	1573.0	WATERBERG	Lephalale	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	314,600	354,686		2007-02-349	2007-04-349	66,695	70,697	74,939
	Steilloop block(unit 12)	1547.0	WATERBERG	Lephalale	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	309,400	348,823		2007-02-350	2007-04-350	65,593	69,528	73,700
	Steilloop block(unit 14)	1793.0	WATERBERG	Lephalale	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	358,600	404,292		2007-02-351	2007-04-351	76,023	80,585	85,420
	Steilloop block(unit 17)	1665.0	WATERBERG	Lephalale	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	333,000	375,430		2007-02-352	2007-04-352	70,596	74,832	79,322
	Steilloop block(unit19)	1495.0	WATERBERG	Lephalale	Livestock Infrastructure	2009-04-01	2010-04-01	200.00	299,000	337,098		2007-02-353	2007-04-353	63,388	67,191	71,223
									0	0		2007-02-354	2007-04-354	0	0	0
	RAKGASE FARMING	3079.8		Thabazimbi	Livestock Infrastructure	2010-04-01	2011-04-01	300.00	923,936	1,041,663		2007-02-355	2007-04-355	195,874	207,627	220,084
	MOKONYANE FARMING	532.7		Thabazimbi	Livestock Infrastructure	2010-04-01	2011-04-01	200.00	106,538	120,113		2007-02-356	2007-04-356	22,586	23,941	25,378
	Dabchick Project	864.3		Thabazimbi	Livestock Infrastructure	2010-04-01	2011-04-01	300.00	259,297	292,336		2007-02-357	2007-04-357	54,971	58,269	61,765
	MIRACLE MILES INVESTMENT 5	104.4		Thabazimbi	Water Resource	2010-04-01	2011-04-01	3500.00	365,303	411,849		2007-02-358	2007-04-358	77,444	82,091	87,016
	KHOZA J.H	10.4		Thabazimbi	Irrigation Infrastructure	2007-04-01	2008-04-01	680.00	7,077	7,979		2007-02-359	2007-04-359	1,500	1,590	1,686
	MOOIVALEI CITRUS PROJECT	91.6		Belabela	Packhouse & Irrigation Infrastructure	2007-04-01	2008-04-01	10000.00	915,869	1,032,568		2007-02-360	2007-04-360	194,164	205,814	218,163

ANIMAL HEALTH

No	Programme	Project Name	Area	District	Municipality	Project description/type of structure	Feasibility Status	Job Creation capacity- Person days	Status of Designs	Project manager	Date: Start	Date: Finish	NEEDED	CURRENT	GAP	COST per Unit	Budget	Tendering date	2007/08	2008/9	2009/10	2010/11	2011/12
1	Animal Health & Veterinary	Disease control & Handling facilities	203 villages	6 Districts	All 25 municipalities	Construction of 203 Dipping and handling facilities	Regulatory requirement	42,630	Standard	Municipality Manager	2007/04/01	2012/03/31	1400	1197	203	60,000	12,180,000	01 January 2007	2,436,000	2,436,000	2,436,000	2,436,000	2,436,000



WATERBERG DISTRICT MUNICIPALITY

7	Supply of Mechanical Hoists to promote Meat safety	130 wards	All 6 districts	All 25 municipalities	Supply mechanical hoists to promote meat safety for nonpaying guests	To be done	0	Standard	D.P Phakula	2007/04/01	2010/03/31	130	0	130	5,000	650,000	01 January 2007	260,000	260,000		
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5.6. Tourism Development Strategy

5.6.1. Introduction

5.6.1.1. Background to the report

The Waterberg District Municipality (WDM) is a unique part of South Africa, which from a tourism point of view, has not yet capitalised on its full potential as a destination. Although the region is a growing destination, it is recognized that greater inroads into the sizable domestic market and the high yield international market could be made. The diversity of product in the region and the commitment of both stakeholders and Government bodies bodes well for the future of tourism in the WDM.

The Waterberg District Municipal Government has recognised the need for a Tourism Development and Implementation Plan (TDIP) as a strategic tool that will provide overall direction for future tourism development. However, it is important to also be realistic in the approach to future tourism

development in the WDM. Although the TDIP can greatly assist in unlocking the tourism potential in the District, change will not occur overnight and the development of public and private sector partnerships will be key to moving forward as a destination.

KPMG Hospitality, Leisure and Tourism, in conjunction with Z2 Consultants is delighted to be involved in the development of the TDIP and we are pleased to present Phases One and Two of the project as part of this strategic document.

5.6.1.2. Study objectives

The study objectives for this project are as follows:

- to review tourism policies, legislation and work previously undertaken at a national, provincial and district level;



WATERBERG DISTRICT MUNICIPALITY

- to consolidate relevant work already undertaken in order to achieve cohesion and direction in strategic tourism planning for the region;
- to conduct a high level tourism supply 'audit' of the region in relation to its natural, historical and cultural assets, existing tourism product, clustering of tourism products, infrastructure and support services;
- to identify tourism flows to and within the region and analyse tourism demand in terms of source markets, volumes and tourist behavioural trends (travel motivation, patterns, spending, consumption, etc.);
- to identify and analyse existing gaps between current tourism demand and supply;
- to communicate with various communities, stakeholders and interest groups to obtain their views on future direction of tourism in the Waterberg District;
- in conjunction with stakeholders develop a clear vision for tourism in the region, set strategic goals and objectives and identify key issues and challenges facing tourism development in the region;
- to provide a spatial framework for tourism development including the identification of existing tourism nodes, potential nodal development opportunities, tourism corridors, and recommendations regarding specific tourism support service and infrastructure requirements;
- to prepare a tourism product development and marketing framework including the identification of potential flagship tourism development projects, the formulation of a tourism marketing and promotion strategy and recommendations regarding points that will assist in a tourist information system;
- to establish an organisational structure that includes an analysis of current institutional arrangements, tourism development support systems and human resource capacity and a



WATERBERG DISTRICT MUNICIPALITY

framework to manage tourism growth and development in the District; and

- to develop a high level implementation plan which identifies key priority interventions, timeframes, resource implications and institutional roles and responsibilities, and includes a monitoring and evaluation system to ensure effective implementation of the Tourism Development Strategy.

The delivery of this Strategy aims to realize the above objectives and provide direction for the WDM in moving forward as a tourism destination.

A Tourism Development and Implementation Plan for the WDM have been identified as a key lever to facilitate the growth and development of tourism in the region. KPMG are pleased to present the findings for this Strategy against the study objectives that this Strategy has outlined and according to a phased and consultative methodological approach.

5.7. Mining Development Strategy

5.7.1. Purpose and Background

The purpose of this strategy formulation process is to provide WDM with a policy instrument by which leadership and strategic direction can be given to the mining industry for:

- Increased competitiveness on a sustainable basis,
- Increased investment as a basis for job creation and economic growth,
- Improvements in the quality of life of the district population, including priorities such as BEE, as well as reductions in HIV/AIDS and poverty,
- Regional integration.

This mining development strategy is part of a broader intervention that is aimed at accelerated economic development in Waterberg District.

The mining development strategy will be compiled in the following five distinct phases:

- Policy and Geology Assessment
- Current Situation Assessment and Scenario Analysis
- Project Development Opportunities,



WATERBERG DISTRICT MUNICIPALITY

- Implementation Plan, and
- Consolidation

The policy assessment that is contained in this report includes an assessment of the relevant national legislation, as well as provincial, district and local municipality development plans. This report also contains a geological assessment of Waterberg District.

5.8. Marketing and Investment Strategy

5.8.1. INTRODUCTION

5.8.1.1. Purpose

The purpose of the Waterberg Marketing and Investment Strategy is to provide a tool that promotes the District as a preferred investment and trade location in South Africa through marketing the competitive advantages of opportunities in the area. Waterberg seeks to offer international investors a wide-ranging service to support and facilitate investment in the District and growth into Limpopo Province, South Africa and other respective international

markets. It also seeks to be a leading business development network for the District businesses seeking to expand current operations into other parts of the world.

The overall aim of the strategy is to promote local initiatives that contribute towards poverty reduction and unemployment in the District, as much as attracting both national and international investors in order to ensure that local human capital and resources are effectively integrated.

5.8.1.2. Background

Marketing and Investment Strategy is an integral part of the broader initiative of Waterberg District Municipality to identify potential investment opportunities within the District in order to improve the quality of life and the standards of living of its communities. This is in consistent with the expectations set out in the White Paper on Local Government, which prescribes that municipalities are responsible for “reviewing existing policies and procedures to enhance employment and investment” and that:



WATERBERG DISTRICT MUNICIPALITY

...Municipalities need to develop a coherent infrastructure investment plan, which sets out how they will achieve infrastructure targets, and mobilise public and private funding sources for capital and recurrent expenditure.¹

It is on the basis of this background that Waterberg District Municipality finds it necessary to formulate a strategy that provide overall guidelines with regard to the general marketing of the District's opportunities and initiatives to attract potential investors in the area. The major challenge for the Waterberg District Municipality is to generate opportunities, which will create jobs and reduce the high levels of poverty and unemployment experienced by the majority of the people, especially those residing in rural areas. By using a Marketing and Investment Strategy, the Waterberg District Municipality could identify investment opportunities that can be marketed locally, nationally, and internationally as need arise.

The present strategy sets out the following:

- First, it provides a broad definition of Waterberg District Municipality in terms of its strategic location within the Limpopo Province and its significance in terms of proximity to neighbouring countries such as Botswana, Zimbabwe and Mozambique;
- The Waterberg District Municipality Profile, which includes the population, employment status, income, age groups and education levels;
- The economic profile of Waterberg as well as the existing opportunities in terms of investing in agriculture, mining and tourism;
- The Policy and Legislative Framework guiding the marketing and investment strategies;
- The Marketing Growth Analysis, its trends and projections of potential growth in Waterberg area;
- The Product Portfolio in the different strategic economic sectors of Waterberg;
- The Value Chain Cluster of Waterberg Strategic sectors;



WATERBERG DISTRICT MUNICIPALITY

- Adoption of corporate strategies such as vertical and horizontal integration to advance the cause of BEE companies, PPP and SMME initiatives;
- The overall Strategy for Marketing and Investment of Waterberg as a region; and
- Essential guidelines of branding and positioning Waterberg as a preferred region for investment.

Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives.ⁱⁱⁱ

5.8.2. Background to Marketing and investment strategy

Traditionally, municipalities in South Africa have always played a role in local investment. Municipalities employ people from the local area, purchase goods and services, develop infrastructure and regulate the use of land. All of these activities impact on the local economy. In addition to these ‘traditional’ roles of service provision and regulation, the Constitution defines one of the objects of local government as the “promotion of social and economic development.”

The advent of the post-apartheid government, the Reconstruction and Development Programme (RDP), the New Constitution Act 108 of 1996, and new local government policy framework and legislation have promulgated that municipalities should promote economic development of communities, thus pushing local government structures beyond the narrow role of service provision. In view of the above, the Constitution of South Africa regards a developmental local government as a municipality that is able to govern, which is equipped with the financial and administrative capacity to:

- Provide democratic and accountable government for local communities;

The White Paper introduces the concept of “developmental local government”, which is defined as: ⁱⁱ



WATERBERG DISTRICT MUNICIPALITY

- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment; and
- Encourage the involvement of community in the affairs of local government.
-

The Municipal Structures Act of 1995 delineates the structures governing the municipalities, which are bestowed with the authority to initiate developmental activities.^{iv} The Municipal Systems Act of 2000 entrusts local government with developing its communities including the formulation of Integrated Development Plans (IDPs).^v

Given this context, it has become clear that only a strong, synergetic partnership among spheres of government, public and private institutions, donors and civil society organizations, and respective local and international investors can bring about a desired economic development within the Waterberg District Municipality. The District seeks to provide communities with access to key resources needed to take

control of their own economic destinies through identification and packaging of local investment opportunities,. Notwithstanding the above background, there is a need to put the Waterberg District Municipality under context. In order to clearly ascertain the investment opportunities in Waterberg District Municipality, it is best to begin at the beginning, and review the profile of the area.

5.9. Disaster Management Plan

As part of the Waterberg District Municipality's IDP Review Process, a study was commissioned to formulate a Disaster Management Framework, which is regarded as the first step towards the development of a "District-Wide Disaster Management Plan" for the Waterberg District Municipality area.

This report provides an overview of the work completed to date which includes the following:

- Key issues identified as part of the Gap Analysis Report



WATERBERG DISTRICT MUNICIPALITY

- Disaster Management Policy Framework Document Outline
- An overview of objectives and strategies

It is important to note that the Disaster Management Framework should be read in conjunction with the revised IDP document for the Waterberg District Municipality. This report only highlights a summary and overview of the Disaster Management Framework.

5.9.1. Introduction and Overview

Overview of Key Issues

The key issues identified via the gap analysis that was undertaken, are as follows:

- No Disaster Management Frameworks have been completed to date by any of the municipalities.
- Equipment is limited and no standards have been set as yet.

- There appears to be a lack of a standardised approach toward community participation and the handling of volunteer issues.
- Primary and secondary roles have not been identified.
- There is a clear need for more human capacity.
- Most local municipalities indicated that they have no budget item referred to as “disaster management”.

The Disaster Management (Policy) Framework has been formulated in terms of the new Disaster Management Act (2002) and the relevant principles contained within it. To this extent, the Disaster Management (Policy) Framework comprises the following strategic outline:

Outline of the Disaster Management (Policy) Framework

- Vision



WATERBERG DISTRICT MUNICIPALITY

- Mission
 - Objectives
 - Analysing the environment (internal and external)
 - Formulating disaster management strategies
 - Compiling detailed plans
 - Implementation of detailed plans
 - Measurement of results and
 - Corrective actions
- To formulate appropriate prevention and mitigation strategies to avoid or at least reduce the negative consequences of disasters.
 - To establish and maintain realistic and affordable disaster management structures within the local municipalities and at district municipal level.
 - To ensure that all service providers accept their roles within disaster management and actively participate in projects and plans as it pertains to them, in the interest of all the people within

5.9.2. Disaster Management: Objectives and Strategies

In addition to the latter objectives and strategies as stipulated in the White Paper on Disaster Management has been formulated as follows. These objectives and strategies seek to address legislative requirements.

- To have a functional Disaster Management Centre at every local municipality in the Waterberg District Municipal area.
- Waterberg District Municipal area.
 - To create and maintain greater preparedness and awareness amongst all that live and work within the district boundaries on actual and potential hazards and the need for enhanced preparedness to deal with disasters.
 - To ensure that regular liaison takes place between all stakeholders on any disaster management issue that could or would impact on them.
 - To obtain realistic dedicated disaster management funding.



WATERBERG DISTRICT MUNICIPALITY

- To ensure that all resources (human, equipment, plans) are readily available to effectively respond to disasters.
- To recover cost-effectively after a disaster has occurred.
- To ensure that effective and efficient relief measures are timeously implemented.
- .
- To ensure that effective and efficient reconstruction and rehabilitation measures are timeously implemented

5.10. District Spatial Development Framework

Waterberg District Municipality has adopted a District - Wide Spatial Development Framework in 2004 that will be reviewed in 08-09 financial year to accommodate the current spatial patterns. The settlement hierarchy developed for the Limpopo (currently under review) in the Limpopo Provincial Spatial Rationale assists in the categorisation of the hierarchy of towns and settlements prevailing in the Waterberg district. The Provincial Spatial Rationale motivates the categorisation of settlement in the province. Within this framework, five levels of settlement are identified in the Provincial Spatial Rationale,

which correlate broadly to a strategic framework for investment in settlement.

With regard to the above strategic framework for investment in levels of settlement, a number of key implications for the management of settlement development are derived. A settlement hierarchy is usually based on the **classification of individual settlements**² (e.g. towns and villages). This would mean that the approximately 2 450 towns and villages in the



WATERBERG DISTRICT MUNICIPALITY

Limpopo Province would have been individually classified in terms of a proposed hierarchy. Polokwane (Pietersburg) would have been the highest order settlement with second order settlements such as Mokopane (Potgietersrus), Thohoyandou, Tzaneen, Makhado (Louis Trichardt), etc. Third order settlements would have included places such as Giyani, Lebowakgomo, possibly Jane Furse, etc.

The settlement hierarchy as contained in the Limpopo Province Spatial Rationale (Review) 2002 is as follows:

First Order Settlements (Growth Points) [GP]:

Growth points are further divided into three categories, viz.:

- Provincial Growth Point [PGP];
- District Growth Point [DGP]; and
- Municipal Growth Point [MGP].

Second Order Settlements (Population Concentration Points) [PCP].

Third Order Settlements (Local Service Points) [LSP].

Fourth Order Settlements (Village Service Areas) [VSA].

Fifth Order Settlements (Remaining Small Settlements) [SS].

Settlement clusters therefore indicate priority development areas/nodes in which primarily first order settlements (three

types of growth points) and second order settlements (population concentration points) are identified. **Growth points** are therefore the highest order in the settlement hierarchy, with **Population Concentration Points** being the second order in the settlement hierarchy.

There are six towns within the Waterberg District that are seen from a provincial perspective to be higher order urban areas where the highest levels of investment (First Order Settlements) could be targeted to achieve key development goals. These are identified as Mokopane (Provincial Growth Point), Mookgophong (Provincial Growth Point), Modimolle (Provincial Growth Point) Bela-Bela (Provincial Growth Point), Thabazimbi (Provincial Growth Point) and Lephalale (Provincial Growth Point);

In addition, six townships or smaller towns in the district are identified in the Provincial Spatial Rationale for so-called Municipal Growth Points; that is investment to boost capacities of existing infrastructure or to extend institutional capacity for developmental purposes. These are identified as Pienaarsrivier, Vaalwater, Rebone, Bakenberg, Roedtan and Northam;



WATERBERG DISTRICT MUNICIPALITY

In the strategic terms adopted by the Provincial Spatial Rationale, the remaining settlements within the Waterberg District should be seen as areas that, in the first instance, should be regarded as settlements that need to achieve basic levels of services.





WATERBERG DISTRICT MUNICIPALITY

5.11. Five - Year Financial and Capital Investment Programme

PROJ NO	PROJECT	RESPONSI-BLE MANAGER	Projected roll-over as at 30 June 2008	MTEF					TOTAL CAPITAL BUDGET	FUNDER
				IDP CAPITAL	IDP OPERATING	08/09	09/10	10/11		
PRIORITY NO 1: WATER, SANITATION AND DROUGHT RELIEF										
DSA -31	Northam Sewer Ext 5 Phase 2 & Ext 7	MID	9,000,000	-	-	-	-	-	-	WDM
	TOTAL		9,000,000	-	-	-	-	-	-	
PRIORITY NO 2: ROADS AND STORMWATER										
DRS-33	Integrated Infrastructure Master Plan	MID	150,000	-	1,000,000	1,000,000	-	-	1,000,000	WDM
DRS-36	Upgrade of Road Bakenberg to Mapela via Sepherane & Mmahlogo (D3507)	MID	-	-	5,100,000	5,100,000	-	-	5,100,000	WDM
DRS-37	Construction of bridge Rust de Winter - small holdings (EPWP)	MID	2,500,000	-	-	-	-	-	-	WDM
NEW	Resealing of street in Bela Bela	MID	-	-	-	-	2,850,000	2,000,000	4,850,000	WDM
NEW	Bela Bela Township Storm water	MID	-	-	-	-	2,000,000	-	2,000,000	WDM
	TOTAL		2,650,000	-	6,100,000	6,100,000	4,850,000	2,000,000	12,950,000	
PRIORITY NO 3: ECONOMIC DEVELOPMENT										
DUE018	Promotion of Waterberg icons	MPED	100,000	-	-	-	-	-	-	WDM
DUE 29	Upgrading of the abattoir	MID	2,000,000	1,550,000	-	1,550,000	-	-	1,550,000	WDM
DUE-31	Coordination of District wide LED	MPED	-	-	480,000	480,000	-	-	480,000	WDM
DUE-34	Construction of Wildlife Centre	MID	3,000,000	-	-	-	-	-	-	Office of the Premier
DUE-35	Madisha Goat Co-operative	MPED	-	-	850,000	850,000	-	-	850,000	WDM/LIBSA
DUE-37	Lephalale Agricultural Corridor	MPED	3,000,000	-	-	-	-	-	-	WDM & EU LED
DUE-38	Tourism Development	MPED	700,000	-	1,250,000	1,250,000	1,000,000	1,000,000	3,250,000	WDM
NEW	Honey Bee Project	MPED	-	-	500,000	500,000	-	-	500,000	WDM & LMS
NEW	Waterberg Biosphere Meander Route	MPED	-	-	900,000	900,000	-	-	900,000	
	TOTAL		8,800,000	1,550,000	3,980,000	5,530,000	1,000,000	1,000,000	7,530,000	
PRIORITY NO 4: TRANSPORT										



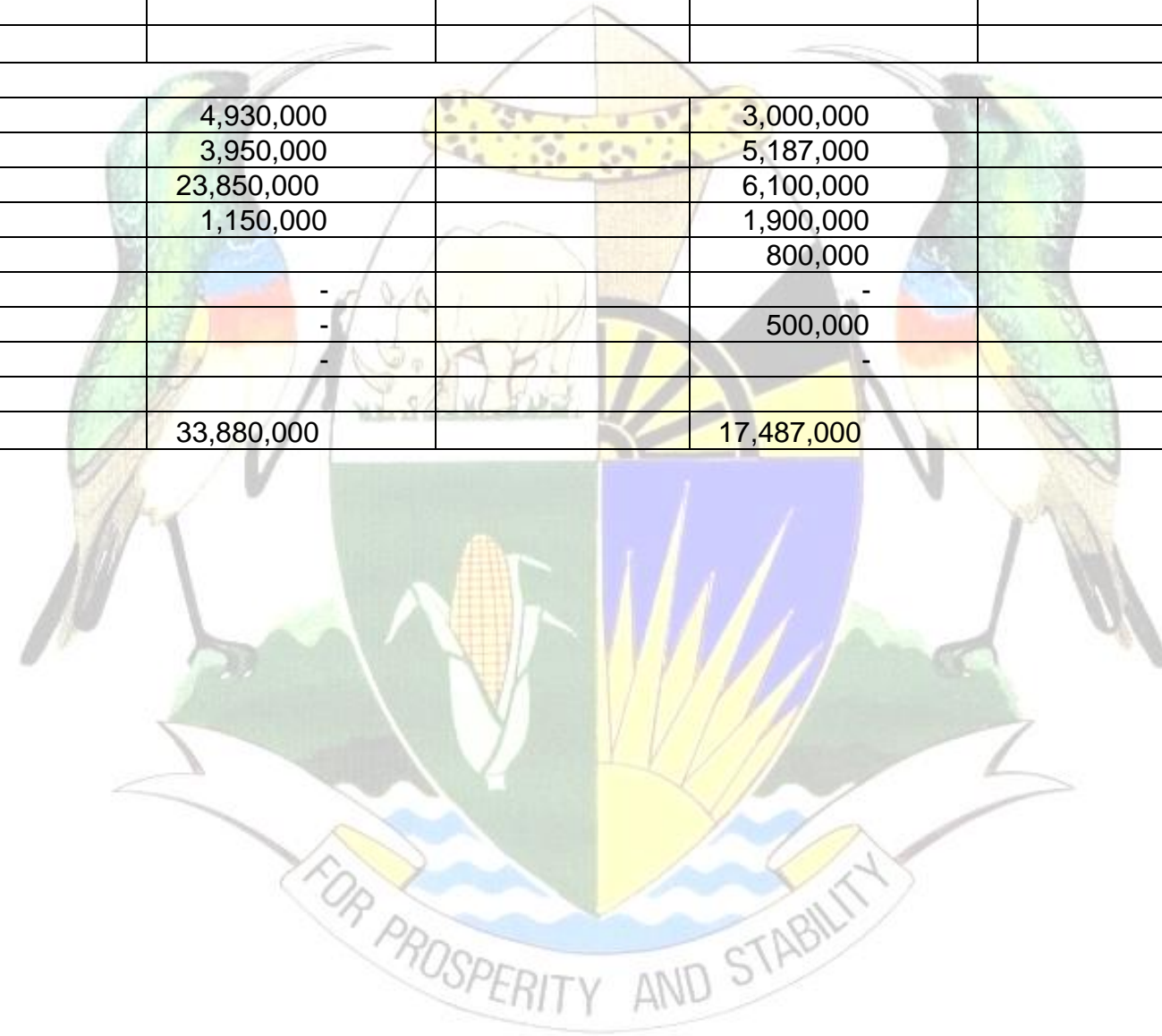
WATERBERG DISTRICT MUNICIPALITY

NEW	Coordination & implementation of Integrated Transport Plan	MPED	-	-	357,000	357,000	-	-	357,000	DPT OF ROADS & TRANSPORT
	TOTAL		-	-	357,000	357,000	-	-	357,000	
PRIORITY NO 5: LAND										
LA - 04	Policy on Land Use	MPED	150,000	-	550,000	550,000	-	-	550,000	WDM
NEW	WDM District Wide Spatial Development Framework Review	MPED	-	-	300,000	300,000	-	-	300,000	WDM
NEW	Conveyancing	MCSSS	-	-	400,000	400,000	-	-	400,000	WDM
	TOTAL		150,000	-	1,250,000	1,250,000	-	-	1,250,000	
PRIORITY NO.06: ENVIRONMENTAL MANAGEMENT										
DSE-06	Identification, auditing and maintenance of solid waste landfill sites	MID	4,000,000	-	-	-	-	-	-	WDM
DSE-09	Refuse Buy Back centre at Mogalakwena	MID	1,200,000	-	-	-	-	-	-	Buyisa - E - Bag
DSE - 07	Develop and review air quality plan	MSDCS	-	-	500,000	500,000	-	-	500,000	WDM
	TOTAL		5,200,000	-	500,000	500,000	-	-	500,000	
PRIORITY NO.07: HEALTH & SOCIAL DEVELOPMENT										
DHW-07	Municipal Health Plan	MSDCS	-	-	500,000	500,000	-	-	500,000	WDM
	TOTAL		-	-	500,000	500,000	-	-	500,000	
PRIORITY NO 8: DISASTER MANAGEMENT										
DDM-02	Disaster-Centre-Lephalale	MID	2,000,000	2,500,000	-	2,500,000	-	-	2,500,000	WDM
NEW	Review of Disaster Management Plan	MSDCS	-	-	300,000	300,000	-	-	300,000	WDM
	TOTAL		2,000,000	2,500,000	300,000	2,800,000	-	-	2,800,000	
PRIORITY NO 9: COMMUNITY PARTICIPATION AND COMMUNICATION										
CO-09	Communication	MEMO	250,000	0	300,000	300,000	200,000	200,000	700,000	WDM
CO-011	District public participation	MEMO	400,000	0	650,000	650,000	-	0	650,000	WDM
	TOTAL		650,000	0	950,000	950,000	200,000	200,000	1,350,000	
PRIORITY NO 10: INSTITUTIONAL DEVELOPMENT										
DIN - 017	Procurement of movable assets	MCSSS	2,500,000	-	-	-	-	-	-	WDM
DIN-19	Institutional Study/ S 78 assessment	MCSSS	300,000	-	400,000	400,000	-	-	400,000	WDM
DIN-022	Training of volunteer Fire Fighters	MCSSS	330,000	-	-	-	-	-	-	WDM
DIN-021	Implementation of IT Master Plan	MCSSS	1,800,000	2,500,000	-	2,500,000	-	-	2,500,000	WDM
NEW	Partitioning of existing offices	MCSSS	-	400,000	-	400,000	-	-	400,000	WDM
NEW	PMS	MCSSS	-	-	2,200,000	2,200,000	1,000,000	-	3,200,000	WDM



WATERBERG DISTRICT MUNICIPALITY

NEW	Upgrade of surveillance cameras @ WDM	MCSSS	-	100,000	-	100,000	-	-	100,000	WDM
	TOTAL		4,930,000	3,000,000	2,600,000	5,600,000	1,000,000	-	6,600,000	
PRIORITY NO 13: SPORTS, ARTS AND CULTURE										
DSC-07	Co-ordination of Sports, Arts and Culture	MEMO	500,000	-	950,000	950,000	-	-	950,000	WDM
	TOTAL		500,000		950,000	950,000	-	-	950,000	
	GRAND TOTAL 08/09 SDBIP		33,880,000	7,050,000	17,487,000	24,537,000	7,050,000	3,200,000	34,787,000	
							WDM		34,430,000	
							Dpt of Roads & Transport		357,000	
OPERATING EXP PROJECTS:										
03		MCSSS	4,930,000	3,000,000		1,000,000		-		
04		MPED	3,950,000	5,187,000		1,000,000		1,000,000		
05		MID	23,850,000	6,100,000		4,850,000		2,000,000		
06		MEMO	1,150,000	1,900,000		200,000		200,000		
07		MSDCS		800,000				-		
08		MSDCS	-	-				-		
09		MSDCS	-	500,000				-		
20		MPED	-	-				-		
			33,880,000	17,487,000		7,050,000		3,200,000		





WATERBERG DISTRICT MUNICIPALITY

5.12. Poverty Alleviation & Gender Equity Plan

Currently, Waterberg District Municipality does not have the Poverty Alleviation & Equity Plan. It is proposed that the said Plan will be developed in 2009/10 financial year.

5.13. Social Crime Prevention Strategy

Social Crime Prevention is not a core function of the Waterberg District Municipality. The responsibility lies with the Department of Safety and Security. Currently, Waterberg District Municipal area does not have the Social Crime Prevention Strategy.

5.14. Social Development and Health Plans

Social Development and Health are not the core responsibility of the Waterberg District Municipality. The responsibility lies with the Department of Health and Department of Social Development. Currently, Waterberg District Municipality does not have a Municipal Health Plan. It envisaged that the Municipal Health Plan will be developed during 2008/09 financial year.





WATERBERG DISTRICT MUNICIPALITY

5.14.1. Infrastructure Programmes/Projects of the Department of Health

No	Project Name	Project Description	District	Municipality	Implementing Agent	Planning & Design		MTEF Expenditure Estimates			Amount Required for Project	Co-ordinates	
						F/Y	Budget	2008/09	2009/10	2010/11		X	Y
												R'000	
1	Five Malaria Camps	Malaria Camp	All	Various	DPW	2008/09	1,300	5,000	8,000		13,000		
2	Staff Accommodation	Accommodation	All	Various	DPW	2004/05	28,254	85,000	87,000	84,000	353,171		
3	Six Hospital Mortuaries	Forensic Mortuary	All	Various	DPW	2008/09	4,800	9,000	12,600	20,000	48,000		
85	Thabazimbi Phase A & B	Hospital - District	Waterberg	Thabazimbi	DPW	2007/08	11,340	39,120	46,900	32,750	63,000		
86	Warmbaths Hospital	Hospital - District	Waterberg	Bela - Bela	DPW	2009/10	6,902		25,000	42,000	38,346		
87	Thabaleshaba/Rebone Health Centre	Community Health Centre	Waterberg	Mogalakwena	DPW	2005/06	6,923	22,000	11,452		49,452		
88	Elandskraal PHC	Clinic	Waterberg	Mookgopong	DPW	2006/07	344	2,771			4,300		
89	Bela Bela LA	Clinic	Waterberg	Bela Bela	DPW	2006/07	344	1,270			4,300		
90	Regorogile Clinic	Clinic	Waterberg	Thabazimbi	DPW	2006/07	344	2,775			4,300		
91	Vaalwater	Clinic	Waterberg	Modimolle	DPW	2006/07	344	2,775			4,300		
92	Regorogile 2	Clinic	Waterberg	Thabazimbi	DPW	2007/08	360	3,300	1,200		4,500		
93	Pienaars Rivier	Clinic	Waterberg	Bela - Bela	DPW	2008/09	376		2,500	2,200	4,700		
94	Rooiberg	Clinic	Waterberg	Thabazimbi	DPW	2008/09	376		2,500	2,200	4,700		
95	Smashersblock	Clinic	Waterberg	N/A	DPW	2008/09	376		2,500	2,200	4,700		
96	George Masebe Hospital	Hospital - District	Waterberg	Mogalakwena	DPW	2006/07		8,000			16,000		
97	Lephalale EMS	Ambulance base	Waterberg	Lephalale	DPW	2007/08	440	4,714			4,396		
98	George Masebe EMS	Ambulance base	Waterberg	Mogalakwena	DPW	2007/08	440	4,714			4,396		
99	Waterberg Central Laundry	Hospital - Regional	Waterberg	Mogalakwena	DPW						78,025		
100	Mokopane New Nursing College	Nursing College	Waterberg	Mogalakwena	DPW	2006/07	19,249	5,000	20,000	20,000	192,491		



WATERBERG DISTRICT MUNICIPALITY

5.14.2. Infrastructure Programmes/Projects of the Department of Social Development

No	Project Name	Project Description	District	Municipality	Implementing Agent	Planning & Design		MTEF Expenditure Estimates			Amount Required for Project
								2008/09	2009/10	2010/11	
						FY	Budget	R'000			
54	Thaba Leshoba	One Stop Centre	Waterberg	Mogalakwena	DPW	2008/09	509	1,963			5,085
55	Modimolle	One Stop Centre	Waterberg	Modimole	DPW	2008/09	509	1,963			5,085
56	Northam	One Stop Centre	Waterberg	Thabazimbi	DPW	2008/09	470	3,235	1,465		4,700
57	Lesodi	One Stop Centre	Waterberg	Mogalakwena	DPW	2008/09	470	3,235	1,465		4,700
58	Mookgopong	One Stop Centre	Waterberg	Mookgopong	DPW	2008/09	470	3,235	1,465		4,700
59	Pienaarsrevier	One Stop Centre	Waterberg	Bela - Bela	DPW	2008/09	470	3,235	1,465		4,700
60	Waterberg Secure Care New	Secure Care Centre	Waterberg	Mogalakwena	DPW	2008/09	3,090	20,000	10,900		30,900
61	Bakenberg Childrens Home New	Childrens Home	Waterberg	Mogalakwena	DPW	2009/10	1,000		3,000	7,000	10,000
62	Rooiberg	One Stop Centre	Waterberg	Thabazimbi	DPW	2009/10	470		3,235	1,465	4,700
63	Shongoane	One Stop Centre	Waterberg	Lephalale	DPW	2009/10	470		3,235	1,465	4,700
64	Radium	One Stop Centre Satellite	Waterberg	Bela - Bela	DPW	2009/10	200		1,200	800	2,000
65	Mosesejane	One Stop Centre Satellite	Waterberg	Mogalakwena	DPW	2009/10	200		1,200	800	2,000
66	Mokopane	One Stop Centre	Waterberg	Mogalakwena	DPW	2010/11	470			3,235	4,700
67	Makope	One Stop Centre	Waterberg	Mogalakwena	DPW	2010/11	470			3,235	4,700
68	Pienaarsrevier	One Stop Centre Satellite	Waterberg	Bela - Bela	DPW	2010/11	200			1,200	2,000
69	Rapadi	One Stop Centre Satellite	Waterberg	Mogalakwena	DPW	2010/11	200			1,200	2,000
70	Thobela CBR	Community Based Rehabilitation Centre	Waterberg	Mogalakwena	DPW	2008/09	167	1,667			1,667

5.15. HIV/Aids Plan

Currently, Waterberg District Municipality does not have the HIV/Aids Plan.

5.16. Housing Plan

Waterberg District Municipality does not have the authority to render this service. The responsibility lies with the Department of Local Government & Housing and six local municipalities within Waterberg.



WATERBERG DISTRICT MUNICIPALITY

5.17. Education Plan

Waterberg District Municipality does not have the authority to render this service. The responsibility lies with the Department of Education

5.17.1. Programmes/Projects of the Department of Education

PROJECT DESCRIPTION	OVERALL BUDGET PER MUNICIPALITY		
	WATERBERG DISTRICT		
	Mogalakwena	Modimolle	Mookgopong
Building Off Shoots Schools	R 8,500.00	R24,000.00	
Condemned schools -1st Phase	R 6,300.00		
Condemned school Phase 2	R 6,300.00		
Water to schools	R 1,250.00	R1,250.00	R1,250.00
Mobile Classrooms	R 2,000.00	R2,000.00	R2,000.00
Renovation Maintanance	R 734.17	R735.17	R735.17
Circuit Office	R 9,600.00		



WATERBERG DISTRICT MUNICIPALITY

Condemned schools(Add Class.&Sanitation	R 9,600.00		
Condemned schools(2nd Phase-Admin blocks)	R 23,500.00		
Refurbishment to Education Multi Purpose Center	R 12,400.00		

PROJECT DESCRIPTION	OVERALL BUDGET PER MUNICIPALITY		
	WATERBERG DISTRICT		
	Thabazimbi	Lephalale	Bela-Bela
Building Off Shoots Schools		R27,000.00	R20,500.00
Condemned schools -1st Phase			R1,400.00
Condemned school Phase 2	R3,500.00	R1,400.00	R1,250.00
Water to schools	R1,250.00	R1,250.00	R2,000.00
Mobile Classrooms	R2,000.00	R2,000.00	
Renovation Maintanance	R734.17		R734.17
Circuit Office			
Condemned schools(Add Class.&Sanitation			R3,800.00
Condemned schools(2nd Phase-Admin blocks)			R31,000.00

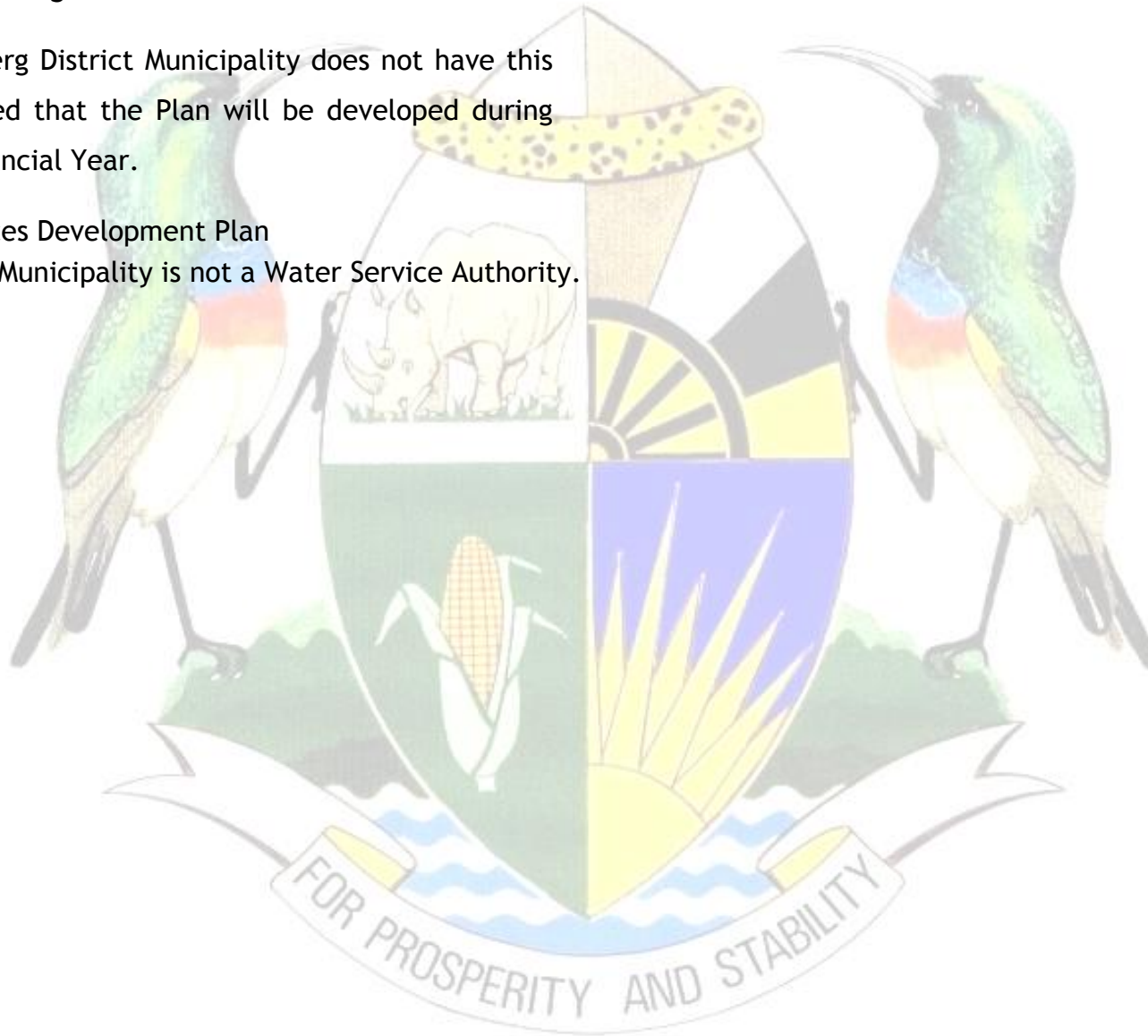


5.18. Air Quality Management Plan

Currently, Waterberg District Municipality does not have this Plan. It is envisaged that the Plan will be developed during the 2008/2009 Financial Year.

5.19. Water Services Development Plan

Waterberg District Municipality is not a Water Service Authority.





5.19.1. Programmes/Projects of the Department of Water Affairs and Forestry

NO	PROJECT NAME	PROJECT DESCRIPTION	DISTRICT	MUNICIPALITY	IMPLEMENTING AGENT	OVERALL BUDGET (RM)	PLANNING AND DESIGN		PERIOD OF IMPLEMENTATION					BUDGET (RM)	CO-ORDINATES		STATUS
							2007/08	2008/09	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014		X	Y	
318	Bela-Bela: Develop new borehole system	GW, PS, PL	Waterberg	Bela Bela		6.00			1.00	1.00	1.00			2.99			Construction
319	Bela-Bela Ext. of Sewer Purification Plant	TW	Waterberg	Bela-Bela		6.20	0.86	3.48	1.45	1.45	1.45			4.34			Feasibility
320	Bela-Bela New Sewer Purification - Radium	TW	Waterberg	Bela-Bela		3.00			1.04					1.04			Construction
320.1	Magalies Water to Waterberg (LPR004)	Feasibility	Waterberg	Bela-Bela, Modimolle	DWAF	0.8	0.8							0.8			
321	Mokuruanyane RWS - development of river source	GW, PI, PS	Waterberg	Lephalale		4.80	4.80		1.60	1.60	1.60			4.80			Design
322	Onverwacht Reservoir: Lephalale	R	Waterberg	Lephalale		10.24			1.13	1.13	1.13			3.40			Construction
323	Refurbishment of water schemes in various villages	PL, R, RET	Waterberg	Lephalale		1.04	1.04		1.04					1.04			Feasibility
324	Witpoort bulk water supply	R, PL	Waterberg	Lephalale		1.47			0.88					0.88			Construction
324.1	Lephalale Bulk Water Augmentation (Eskom) - LPR003	Feasibility	Waterberg	Lephalale	DWAF	1.50	1.00	0.50						1.50			
325	Mabaleng Sewer Purification Plant	TW	Waterberg	Modimolle		7.55	1.00	2.00	2.50	2.50	2.50			7.50			Feasibility
326	Mabatlane - Equipping of Additional Boreholes	GW	Waterberg	Modimolle		5.75			1.92	1.92	1.92			5.75			Feasibility
327	Mabatlane - Upgrading of Water Pipeline	PL	Waterberg	Modimolle		1.50			1.50					1.50			Feasibility
328	Mabatlane Waste Water Treatment Plant	TW	Waterberg	Modimolle		4.50	1.00	2.00	1.50	1.50	1.50			4.50			Feasibility
329	Modimolle - Upgrading of Water Purification Plant	TW	Waterberg	Modimolle		8.60			2.87	2.87	2.87			8.60			Feasibility
330	Modimolle 3 MI Storage Reservoir	R	Waterberg	Modimolle		3.00			1.00	1.00	1.00			3.00			Feasibility
331	Modimolle Waste Water Treatment Works	TW	Waterberg	Modimolle		19.00	2.00	8.00	6.33	6.33	6.33			19.00			Feasibility



WATERBERG DISTRICT MUNICIPALITY

332	Modimolle water pressure tower	R	Waterberg	Modimolle		14.31	3.45			3.75	3.75	3.75			11.25			Construction
333	Upgrading of Main Sewer Pipeline from Abbatoir	PL	Waterberg	Modimolle		3.80				1.27	1.27	1.27			3.80			Feasibility
334	Bakenberg RWS	PL	Waterberg	Mogalakwena		25.98				8.66	8.66	8.66			25.98			Construction
335	Basogadi bulk water	PL	Waterberg	Mogalakwena		2.50				0.83	0.83	0.83			2.50			Construction
336	Ditlotswane Water Project	PL, RET	Waterberg	Mogalakwena		0.82				0.78					0.78			Recon
337	Flag Boshielo Water Supply Feasibility Study	STUDY	Waterberg	Mogalakwena		3.00	0.50			1.00	1.00	1.00			3.00			Feasibility
338	Ga chere,Ga Mushi water supply	GW, R, PL, RET	Waterberg	Mogalakwena		0.88												Construction
339	Gillimberg bulk water supply	GW, R, TW, PS, PL	Waterberg	Mogalakwena		2.38												Feasibility
340	Harm Water Project	GW, RET	Waterberg	Mogalakwena		2.02	1.97			1.97					1.97			Feasibility
341	Kaditshwene Water Supply	GW, RET	Waterberg	Mogalakwena		2.33	2.30			0.77	0.77	0.77			2.30			Feasibility
342	Kromkloof Water Supply	GW, PL, RET	Waterberg	Mogalakwena		1.81	1.79			1.79					1.79			Feasibility
343	Lusaka/Dikgopeng Water Supply	BH, PL	Waterberg	Mogalakwena		2.02				1.55					1.55			Construction
344	Mabula/Harmansdal water	PL, RET	Waterberg	Mogalakwena		1.35	1.35			1.35					1.35			Design & Tender
345	Makobe pilot water project	PL, RET	Waterberg	Mogalakwena		0.53	0.53			0.53					0.53			Recon
346	Marulaneng Water Project	BH, RET	Waterberg	Mogalakwena		2.10	5.08			1.69	1.69	1.69			5.08			Recon
347	Mushi water	PL, RET	Waterberg	Mogalakwena		1.46	1.46			1.46					1.46			Design & Tender
348	ORWSDP Bulk Supply Phases L1 & L2 Rural Local Bulk System : DWAF Regional Bulk Infrastructure Grant (LPR015)	PL, GW, R, PS	Waterberg	Mogalakwena		105.00	19.00	33.00		48.00	5.00				105.00			Feasibility
349	Pudiakgopa Water Supply	R, RET	Waterberg	Mogalakwena		1.14	0.43	1.10		1.53					1.53			Feasibility
350	Rebone Sewer Project	PS,PL	Waterberg	Mogalakwena		8.73	8.70			2.90	2.90	2.90			8.70			Feasibility
351	Sepharane Water Supply	PL, RET	Waterberg	Mogalakwena		0.93	0.91			0.91					0.91			Feasibility



WATERBERG DISTRICT MUNICIPALITY

352	Taolome and Goodhope Water Project	PL, RET	Waterberg	Mogalakwena		0.86	0.83		0.83					0.83			Feasibility
353	Mookgophong Tin Mine Bulk Water Pipe Line	PL	Waterberg	Mookgopong		5.13			1.59					1.59			Completion
354	Mookgophong Welgevonden Bulk Water Pipe Phase 4	PL	Waterberg	Mookgopong		1.39			0.32					0.32			Completion
355	Northam Bulk Network	PL	Waterberg	Thabazimbi		5.00	1.00	2.00	1.67	1.67	1.67			5.00			Feasibility
356	Northam Ext. 7	PL, RET	Waterberg	Thabazimbi		8.30			2.77	2.77	2.77			8.30			Design & Tender
357	Northam Waste Water Treatment Plant	TW	Waterberg	Thabazimbi		12.00			4.00	4.00	4.00			12.00			Feasibility
358	Rooiberg & Leeupoort / Raphuti Bulk Water Ph 2	PL, PS	Waterberg	Thabazimbi		9.00			3.00	3.00	3.00			9.00			Feasibility
359	Rooiberg Bulk Water pipeline: Phase 2	PL	Waterberg	Thabazimbi		10.31			1.68					1.68			Completion
360	Rooiberg BW pipeline	PL	Waterberg	Thabazimbi		9.00			1.89	1.89	1.89			5.68			Completion
361	Schilpadsnest / Smashblock - Provision of Potable Water	PL, R, PS	Waterberg	Thabazimbi		10.00			3.33	3.33	3.33			10.00			Feasibility
362	Thabazimbi / Marakele Bulk Water Pipeline	PL, PS	Waterberg	Thabazimbi		5.00			1.67	1.67	1.67			5.00			Feasibility
363	Thabazimbi Upgrading of Borehole WS	GW	Waterberg	Thabazimbi		5.00			1.67	1.67	1.67			5.00			Feasibility
364	Thabazimbi Upgrading of Bulk Water System	PL, R	Waterberg	Thabazimbi		13.00			4.33	4.33	4.33			13.00			Feasibility
365	Thabazimbi Upgrading of Sewer Works	TW, PL	Waterberg	Thabazimbi		10.00			3.33	3.33	3.33			10.00			Feasibility



5.20. Infrastructure Development Plan

Currently, Waterberg District Municipality does not have this Plan. It is envisaged that the Plan will be developed during the 2008/2009 Financial Year

.

5.21. Organisational Performance Management System

5.21.1 Introduction

Modern citizens are also modern consumers, with far greater access to information and to sophisticated services. Consumers want to know how effective the public services are operating and the quality of services they are getting in return for their taxes. All over the world reporting on the performance of public services has been growing apace. Not every country employs performance measurements and some have adopted very different approaches than others. However, a clear international trend is being established: performance reporting in one form or another is here to stay.

In South Africa with our legacy of neglected communities, performance management can make a substantial contribution in shifting the emphasis to improved service delivery to poorer areas. Municipalities are responsible to attend to developmental local government based on the empowerment and development of all our communities. **Performance management is the monitoring and evaluation of an organisation (or individuals working for the organisation) against agreed criteria in order to reach goals and objectives. Measurement takes place in line with the organisation's vision, mission and strategic goals.**



WATERBERG DISTRICT MUNICIPALITY

Performance management ensures that organisations are doing their best to meet their developmental goals. Whether it is data about strategic, long-term, outcome based goals or short-term efficiency savings, knowing how we are doing is a critical ingredient in knowing how to do it better. Integrated Development Planning (IDP) was introduced as the strategic management tool to realise the developmental role of local government. Performance management is another management tool introduced to facilitate the implementation of the IDP and as such forms an integral part of the IDP. The Waterberg District acknowledge the fact that the needs of the communities that the municipality serves are growing proportionally larger than the available resources to fulfil those needs. It is thus necessary to make strategic decisions for the optimal use of those scarce and limited resources to ensure the maximum impact in addressing those needs. The current IDP Review was specifically structured to provide a framework for such strategic decision making; it lays the platform for putting in place a Waterberg District

performance management system that ensures that the desired results are achieved during implementation.

5.21.2. Policy Overview and Legislative Requirements

The Performance Management System is informed by the following policy and legislation:

- The Constitution of the Republic of South Africa (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho Pele, 1998).
- The White Paper on Local Government (1998).
- The Municipal Systems Act (Act 32 of 2000).
- Municipal Planning and Performance Management Regulations (24 August 2001).

The *Constitution*, in particular Chapter 7 (Local Government), provides for the establishment of the local sphere of government. The Constitution established a complete new operational framework for municipalities. There is increased pressure on the fiscal



WATERBERG DISTRICT MUNICIPALITY

resources of municipalities with new goals such as the promotion of social and economic development and equity; the promotion of a safe and healthy environment and the encouragement of local community participation in the formulation of policies, programmes and budgets.

Section 152(1) of the Constitution sets out the goals and objectives of local government:

- to provide democratic and accountable government for local communities;
- to ensure the provision of services to local communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment;
- and
- to encourage the involvement of communities and community organisations in the matters of local government.

The *Batho Pele White Paper* puts forward eight principles for good public service. This document acknowledges and ascribes to these principles. The

White Paper on Local Government introduced the practise of performance management to local government as a tool to ensure developmental local government. Such practice further serves to increase the accountability of the municipality and the trust of the community towards such municipality. The *Municipal Systems Act* provides specifically for individual municipalities to develop their own performance management systems in the interest of efficient and effective management toward planning targets and the achievement and maintenance of quality and accountability in the delivery of projects and services to the communities within the municipality.

- The Act requires all municipalities to:
- establish a performance management system;
- set key performance indicators (KPI's);
- set measurable performance targets;
- involve the local community in the development, implementation and review of the performance management system and in



WATERBERG DISTRICT MUNICIPALITY

the setting of key performance indicators and performance targets;

- monitor and review performance based on indicators linked to the IDP;
- monitor the impact and effectiveness of any services, policies, programs or plans;
- take steps to improve performance;
- promote a culture of performance management among its political structures, political office bearers and councilors and in its administration;
- publish an annual report on performance for the councilors, staff, the public and other spheres of government; and
- audit the results of the performance measurement as part of internal auditing processes and annually by the Auditor General.

- the framework that describes and represents the municipality's cycle and
- processes for the PMS and other criteria and stipulations and the adoption of the
- PMS;
- the setting and review of Key Performance Indicators (KPI's);
- the general KPI's;
- the setting of performance targets;
- the monitoring, measurement and review of performance;
- internal auditing of performance measurements; and
- community participation in respect of performance management.

5.21.3 Elements of the Waterberg District Municipality Performance Management System

The ***Municipal Planning and Performance Management Regulations*** deal with provisions for the following aspects of the Performance Management System (PMS):

The performance management system will be specifically structured to integrate all those processes and systems required to operationalise the Waterberg



IDP. In this regard, the Waterberg District Municipality commits itself to put a Performance Management System in place within the first quarter of the financial year 2007/08.

Some of the critical aspects to be included are to:

- Clarify performance expectations by setting standards and targets to be achieved for each of the indicators to be used in the assessment of performance.
- Monitor, measure, assess and evaluate performance.
- Link all jobs to the strategic priorities and objectives in the IDP and enable staff to understand how their jobs contribute to these.
- Ensure resources are directed and used in efficient, effective and strategic ways by each employee, department and hence the whole municipality.

- Include communities and other stakeholders in decision-making, monitoring and evaluation of what was achieved and whether it was adequate.
- Learn from experience and use it to continuously improve on delivery.
- Maintain transparency and accountability and promote good governance.

5.21.4. Levels of Performance Measurement

Organisations are made up of individuals. Organisational performance thus cannot exist without concerted and aligned individual performance. Individual output measures must be closely linked to organisational outcomes. Performance measurement for the municipality will be done on three separate, but interrelated levels of performance which is linked throughout this system:

- (a) Firstly performance measurement will measure success on the overall strategic and organisational level. The purpose is to measure the organisational success in



WATERBERG DISTRICT MUNICIPALITY

achieving the strategic and organisational goals through the implementation of the Waterberg District Municipality IDP.

(b) Secondly performance measurement will be done on the level of the municipal manager and Sec. 57 managers. It will determine whether top management is doing the right things in the right manner to ensure the correct outputs and deliverables desired by the strategic and overall organisational performance.

(c) Thirdly performance measurement will be done on the individual level of all the other employees.

5.21.5. The Development Challenge

The Waterberg District Municipality is committed to develop a system that integrates the Integrated Development Planning process and the Performance Management process in terms of the requirements and provisions of Chapters 5 and 6 of the Municipal Systems Act, 2000 (Act 32 of 2000). Our IDP Review process was specifically structured to lay the basis for and act as planning stage for performance management. In this

way the Waterberg District Municipality performance management will fulfil the implementation management, monitoring and evaluation of the Waterberg District Municipality IDP process". This also complies with the prescriptions in the Performance Management Guide for Municipalities, DPLG, 2001 (p16) that states that: *"The IDP process and Performance Management process should appear to be seamlessly integrate"*

5.21.1.1 What are we looking for in a performance management system for Waterberg?

- Seamlessly integrated with the Waterberg District Municipality IDP and all its components;
- Developed around the specific circumstances of the municipality;
- Simple and easy to understand;
- Focused and balanced and measuring what it is suppose to measure;
- Realistic and progressive;
- Practical and easy to maintain; and



WATERBERG DISTRICT MUNICIPALITY

- Result orientated, i.e. measuring outputs and outcomes.

5.21.1.1. So how will we do it?

The aim is to develop a performance management system for Waterberg District Municipality that are strategically and theoretically sound; a system that will help to serve and deliver according to the needs of citizens. This forms part of the collective strategic management approach which integrates the IDP, financial management, programme and project management and performance management into one system. In the current Waterberg District Municipality IDP Review process, the vibrant public and social partner interaction has challenged us to move away from a situation where the IDP-, budget- and performance management processes are separate actions run by different departments. The intention is to follow one integrated route marked by visible leadership from the Municipal Manager and the Managers, competently supported by the Departmentst. The current IDP Review has also indicated that strategic

management is far too extensive to manage without a smart computerized database system. The development of a database that provides real practical solutions to municipal management is therefore a pronounced need.

A good performance management system should integrate easily with the goals and strategies of a Municipality. It must furthermore allow the Municipality to put its goals and strategies into action in order to provide quality service to its customers, as well as its employees. There should be measurable results. Following an assessment of the underlying principles of systems currently in practice worldwide, it became clear that a performance management system based on the principles of an approach called the *Balanced Scorecard* is the only one that will really work for Waterberg District Municipality Municipality -to *transform ideals and goals into tangible results*.

The Balanced Scorecard is a worldwide-accepted strategic management tool that translates an organisation's strategy into terms that can be



WATERBERG DISTRICT MUNICIPALITY

understood, communicated and acted upon. It provides the understanding, focus and alignment that unlocks and focuses the strategic skills and knowledge of the organization towards a shared vision. The Balanced Scorecard focuses primarily on strategic issues and will -

- translate Waterberg District Municipality's organisational strategy into tangible objectives and measures;
- use four perspectives to ensure a balanced approach, i.e.: Customer (Community) perspective, Financial perspective, Internal Processes, and Learning and Growth;
- provide a visual representation of the organisational game plan; and
- allow us to measure financial and customer (community) results, operations and organisational capacity.

In line with the inputs made by the public and social partners during the IDP participation process, the performance management system must closely relate to the vision, mission and strategy of the Municipality. For this to happen, we base our system on some of the important principles, suggested by the social partners during the IDP Review process, including:

- The end purpose of the performance management system must be to improve municipal as well as individual performance.
- The system must be simple and easy to understand.
- Objectives, expectations and responsibilities must be clearly spelled out in order to achieve success.
- The performance management system must produce a reliable picture of municipal performance.
- Indicators must be easily measurable and provide early warning signs in case of underperformance.

5.21.6. Our Principles



WATERBERG DISTRICT MUNICIPALITY

- Performance results must be easy to communicate both internally within the organisation and externally to the community.
- The system must be flexible enough to accommodate new and changing priorities and challenges.
- The system must measure organisational as well as individual performance and must lead to guide-lines for better service delivery, career planning and personal development of employees.
- The system must adhere to the Municipal Systems Act No 32 of 2000.
- provide strategic information to Council – information they can easily understand and use;
- integrate strategic planning and resource allocation;
- build organisational capacity;
- improve management effectiveness by providing appropriate information for directing change; and
- communicate progress to all the customers (communities) and employees.

5.21.7. Benefits to Waterberg District Municipality

The *Balanced Scorecard* approach will benefit the municipality in several ways. It will:

- clarify the organisation's vision and mission;
 - align this vision and mission with customer requirements and day-to-day work;
 - help the organisation to become more strategic by narrowing its focus;
- The *Balanced Scorecard* approach will also:
- balance both internal and external stakeholder concerns, giving a much more comprehensive and balanced picture of how we are doing;
 - consider all the important operational measures at the same time, letting us see whether improvement in one area is achieved at the expense of another;



WATERBERG DISTRICT MUNICIPALITY

- develop consensus and teamwork throughout the organisation;
- effectively communicate strategic intent, and track performance against established objectives; and
- translates strategy into a clear set of objectives, which are then further translated into a system of performance measurements

that effectively communicates a powerful, forward-looking, strategic

5.22. Electrification Plan

Waterberg District Municipality does not have the authority to render this service. The responsibility lies with the Department of Minerals & Energy and six local municipalities within Waterberg.





WATERBERG DISTRICT MUNICIPALITY

5.22.1. Programmes/Projects of ESKOM

District Council	Municipal Code	Project Type	Project Name	Project Status	Sum of TOTAL PLANNED CAPEX	Sum of TOTAL PLANNED CON	Remarks	
Waterberg	Bela-Bela	HOUSEHOLDS			R -	0		
		BELA-BELA TOTAL				R -	0	
	Lephalale	HOUSEHOLDS	MARAPONG (EXTENTIONS 1-2 & 3)	DRA	R 3,204,942	663	Complete, awaiting to be energised	
		Lephalale Total				R 3,204,942	663	
	Mogalakwena	HOUSEHOLDS	KGOBUDI	DRA	R 1,110,599	162	Project at execution stage	
		HOUSEHOLDS	MACHIKIRI	CRA	R 900,000	150	Project at execution stage	
		HOUSEHOLDS	MALEPETLEKE	DRA	R 582,860	114	Complete, awaiting to be energised	
		HOUSEHOLDS	MOLEKANE	DRA	R 2,605,786	480	Complete, partially energised	
		HOUSEHOLDS	MASODI Phase 1	DRA	R 6,300,000	1,050	Detail design stage	
		HOUSEHOLDS	MILLENIUMPARK	ERA	R 1,923,778	276	Complete and energised	
		HOUSEHOLDS	SEKGOBOKO	DRA	R 980,921	193	Complete , awaiting to be energised	
		HOUSEHOLDS	TSHAMAHANSI	CRA	R 666,000	111	Project at execution stage	
		Mogalakwena Total				R 15,669,944	2,636	
	Waterberg Total					R 18,874,886	3,299	



¹ 5.23. Risk Management Strategy

The Waterberg District Municipality fully supports the broader strategy of government to improve risk management, control and governance processes. The policy is also in line with the key transformation priorities of Batho Pele, which are, among other things;

- Economic, efficient and effective use of resources;
- maintenance of a high standard of professional service ethos and
- Transparency and accountability.

The Government, as the curator for public funds, pledged to take responsibility for these funds by passing legislation to ensure economic, efficient and effective utilisation of public resources. The Municipal Finance Management Act, Act 56 of 2003 is aimed at:

5.23.1. PURPOSE / OBJECTIVE

The purpose of this Risk Management Policy is to outline the minimum requirements for Corporate Risk Management within the Municipality in order to address

- Modernising the system of financial management;
- Enabling local authorities managers to manage, but at the same be more accountable;
- Ensuring the timely provision of information;
- Eliminating waste and corruption in the use of public assets

Section 165 of the MFMA (Act 56 of 2003) provides for the maintenance of:

- an effective, efficient and transparent system of financial and risk management and internal control;
- a system of internal audit under the control and direction of the Audit Committee.

the Executing Authority's expectations in terms of Corporate Risk Management and that of section 62(1)(c) of the Municipal Finance Management Act 56 of 2003.



5.23.2. MANDATE / LEGAL FRAMEWORK

This policy derives its mandate from the following legislative prescripts:

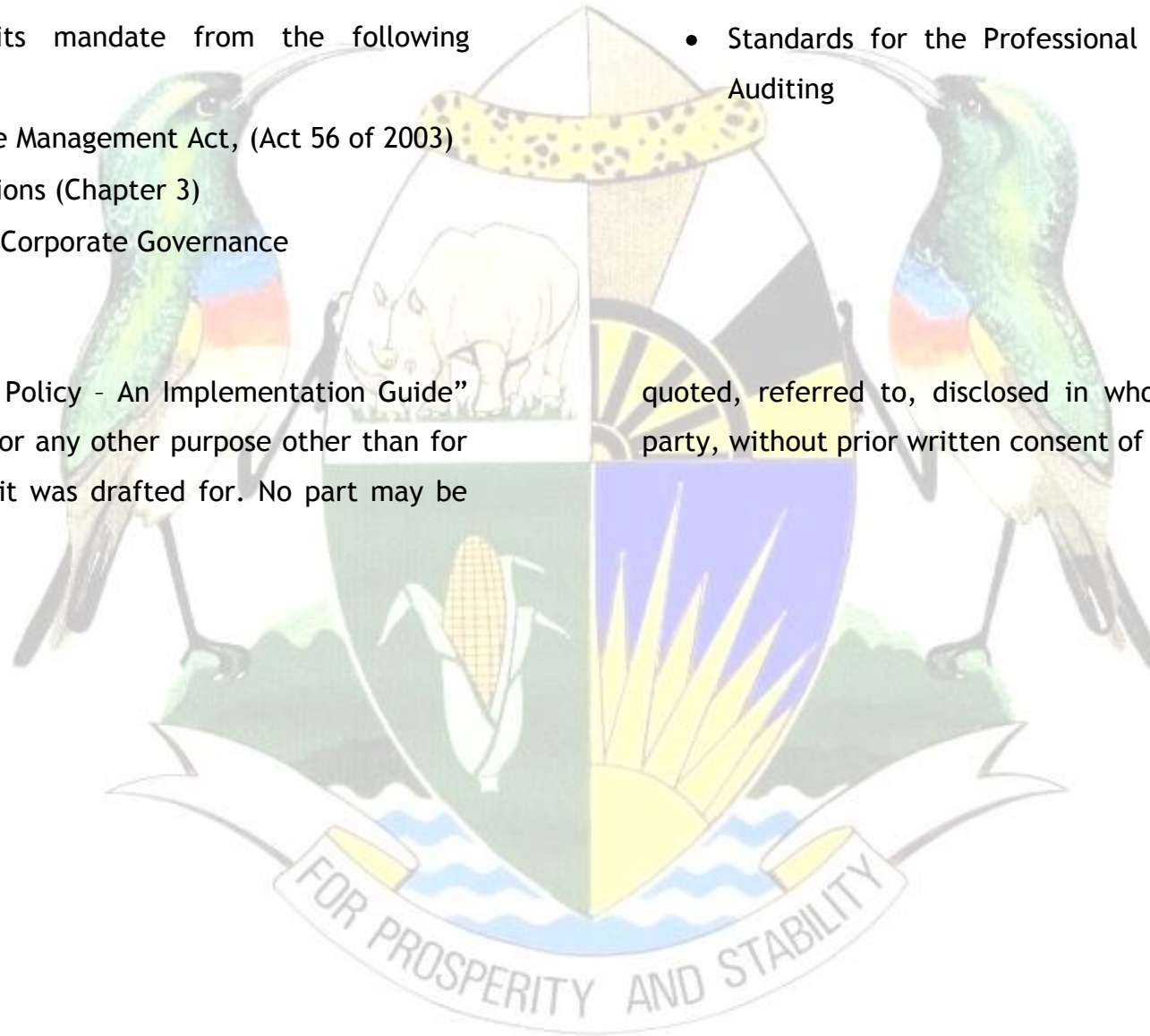
- Municipal Finance Management Act, (Act 56 of 2003)
- Treasury Regulations (Chapter 3)
- King II Report on Corporate Governance

- Standards for the Professional Practice of Internal Auditing

5.23.3. DISCLAIMER

The “Risk Management Policy - An Implementation Guide” should not be utilized for any other purpose other than for the purpose for which it was drafted for. No part may be

quoted, referred to, disclosed in whole, or part, by any party, without prior written consent of the Municipality.





“We are not being arrogant or complacent when we assert that our district, as a united region, has never in its entire history enjoyed such a confluence of encouraging possibilities. And sparing neither effort nor strength, we can and shall build a District that truly belongs to all who live in it, united in our diversity!” (President Mbeki: State of the Nation address 2005)

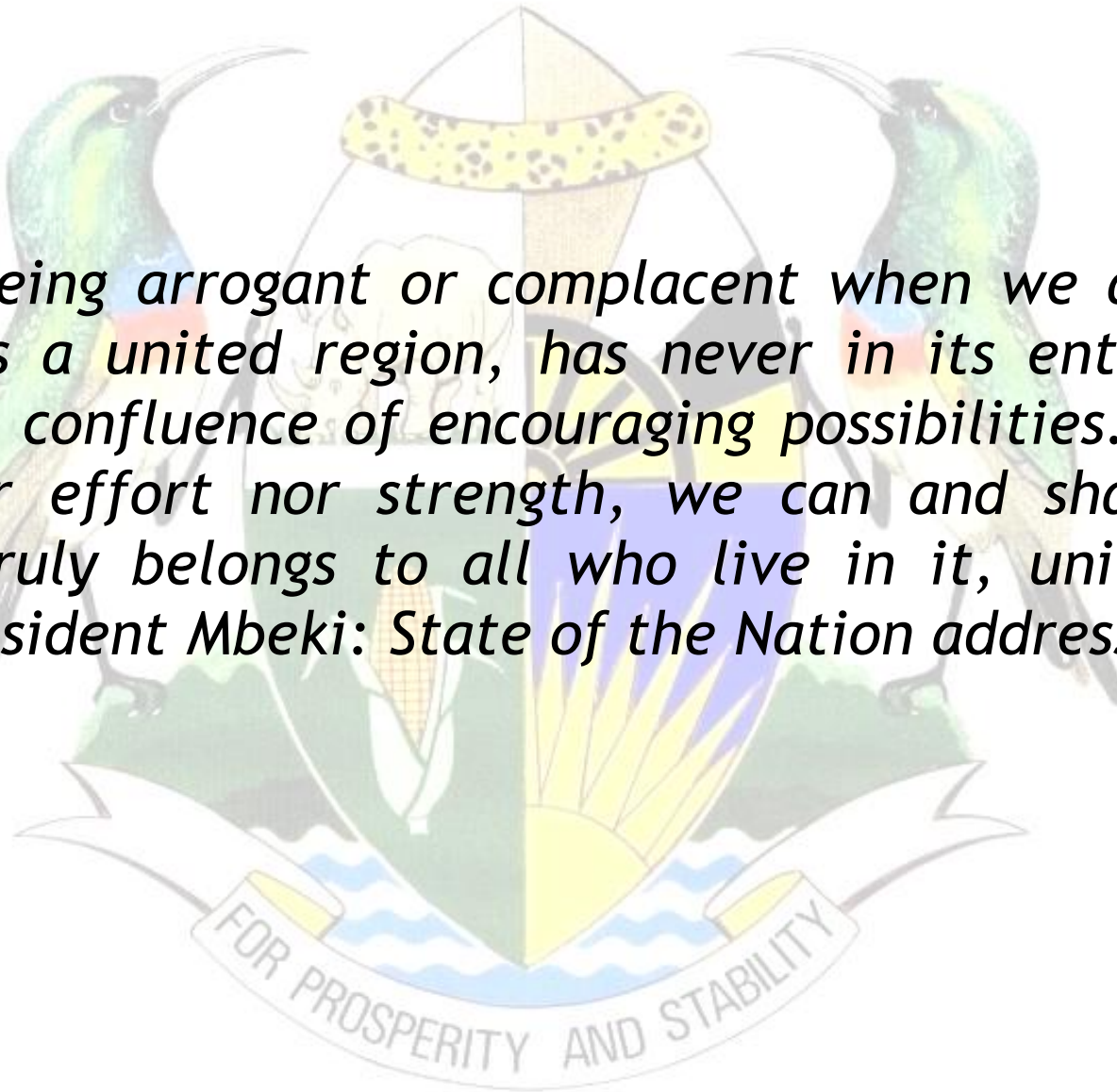




TABLE OF CONTENTS

i. PURPOSE.....	12
A.1. THE PLANNING PROCESS AND INTRODUCTION OF INTEGRATED DEVELOPMENT PLANNING	2
A.1.1. Basis for Review	2
B.1. Organisational Arrangement	4
C.1. PROCESS OVERVIEW: STEPS AND EVENTS	6
PREPARATORY PHASE	6
E.1. SELF-ASSESSMENT OF THE PLANNING PROCESS	17
1. OVERVIEW	19
1.1. LESSONS LEARNT FROM THE PREVIOUS IDP CYCLE.....	21
2. WHERE ARE WE NOW?: SITUATIONAL ANALYSIS.....	25
2.1. DEMOGRAPHIC OVERVIEW.....	25
2.1.1. DEMOGRAPHIC PROFILE - POPULATION & GROWTH.....	26
2.2.1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT.....	30
2.2.1.1. BASIC SERVICES	30
2.2.1.1.1. WATER SUPPLY	30
2.2.1.2.1. INFRASTRUCTURE DEVELOPMENT	34
2.2.1.3. OVERVIEW OF PUBLIC TRANSPORT	37
2.2.1.4. LAND REFORM, LAND RESTITUTION (LAND CLAIMS), HOUSING AND SPATIAL DEVELOPMENT AND LAND USE.....	39
2.2.1.4.2. SETTLED LAND CLAIMS (LAND RESTITUTION) IN THE WATERBERG DISTRICT MUNICIPAL AREA PER LOCAL MUNICIPALITY	41
2.2.1.4.6. SPATIAL DEVELOPMENT AND LAND USE OVERVIEW.....	47
2.2.1.5. DISASTER MANAGEMENT OVERVIEW.....	51



WATERBERG DISTRICT MUNICIPALITY

2.2.1.7. ENVIRONMENTAL MANAGEMENT, MUNICIPAL HEALTH AND NATURAL ENVIRONMENT OVERVIEW	59
2.2.1.7.1. ENVIRONMENTAL MANAGEMENT	59
2.2.1.7.2. MUNICIPAL HEALTH	63
2.2.1.7.3. NATURAL ENVIRONMENT	65
2.2.1.8. KEY CHALLENGES FACING THE WATERBERG DISTRICT MUNICIPAL AREA	66
2.2.2. LOCAL ECONOMIC DEVELOPMENT	71
2.2.2.1. KEY PILLARS OF DEVELOPMENT IN THE WATERBERG - MINING, AGRICULTURE AND TOURISM	74
2.2.2.1.1. Mining	74
2.2.2.1.1.1. Issues and Challenges emanating from District Growth and Development Summit	76
2.2.2.1.2. Agriculture	77
2.2.2.1.2.3. Tourism	79
2.2.2.1.2.3.1. Commercialisation of Parks (Limpopo Tourism and Parks)	83
2.2.2.1.2.3.2. Areas with Massive Eco-Tourism Potential	83
2.2.2.1.2.3.1. Issues and Challenges emanating from District Growth and Development Summit	84
2.2.2.2. IDENTIFYING NEEDS IN WATERBERG: A NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE APPROACH	85
2.2.2.3. UNLOCKING POTENTIAL AND MEETING REQUIRED NEEDS OF KEY DEVELOPMENT AREAS IN WATERBERG DISTRICT	86
2.2.2.4. Mainstreaming of Designated Groups/Marginalised Communities in to Waterberg District Economic Development	89
2.2.3. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	98
2.2.3.1. ORGANISATIONAL STRUCTURE OF WATERBERG DISTRICT MUNICIPALITY	98
2.2.3.2. ORGANISATIONAL DEVELOPMENT WATERBERG DISTRICT MUNICIPAL AREA	99
2.2.3.3. MANAGEMENT OF WATERBERG DISTRICT MUNICIPAL AREA	99
2.2.3.4. EMPLOYMENT EQUITY OF WATERBERG DISTRICT MUNICIPAL AREA	101
2.2.3.5. PERFORMANCE MANAGEMENT SYSTEM	102
2.2.3.6. Issues emanating from the District Growth and Development Summit	103
2.2.3.7. GENERAL OVERVIEW OF THE INSTITUTIONAL SWOT ANALYSIS - WATERBERG DISTRICT MUNICIPALITY	147
2.2.4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	149
2.2.5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	150
2.2.5.3. DISTRICT FRAMEWORK AND PROCESS PLAN - IDP, PMS AND BUDGET	150



WATERBERG DISTRICT MUNICIPALITY

2.2.6. NON - CORE FUNCTIONS	153
2.2.6.1. OVERVIEW OF CRIME	153
2.2.6.2. HEALTH	148
2.2.6.3. Education	149
2.2.6.4. Social Development.....	147
2.2.7. IMPLICATIONS OF THE SITUATIONAL ANALYSIS.....	147
3. OBJECTIVES AND STRATEGIES.....	147
VISION.....	147
MISSION.....	147
3.1. Guiding Policies and Legislations.....	148
3.1.1 Millenium Development Goals.....	148
3.1.2 FIVE PRINCIPLES OF THE NSDP	149
3.1.3 REFLECTIONS FROM THE STATE OF THE NATION ADDRESS, FEBRUARY 2008	147
3.1.4 STRATEGIC OBJECTIVES OF THE PGDS	147
3.1.5 REFLECTIONS FROM THE STATE OF THE PROVINCE ADDRESS, FEBRUARY 2008 - Business as unusual	148
3.1.6 ACCELERATED SHARED GROWTH INITIATIVE IN SOUTH AFRICA.....	148
3.1.7 FIVE NATIONAL KEY PERFORMANCE AREAS FOR LOCAL GOVERNMENT.....	148
3.1.8 WATERBERG DISTRICT MUNICIPALITY'S STRATEGIC OBJECTIVES	149
3.2. STRATEGIC GOALS AND OBJECTIVES FRAMEWORK.....	149
3.2.1. CORE BUSINESS VALUES	147
3.2.2. OUTCOMES.....	148
3.2.3. STAKEHOLDER FRAMEWORK.....	149
3.3. ALIGNMENT OF THE WDM STRATEGIC GOALS WITH NATIONAL KPA'S	146
4. PROGRAMMES/PROJECTS TO BE IMPLEMENTED IN 08/09 FINANCIAL YEAR.....	154
5. INTEGRATION.....	164
5.1. Integrated Transport Plan.....	147
5.1.3. Programmes/Projects of Department of Roads & Transport, RAL and SANRAL	147
5.2. Integrated Waste Management Plan.....	151



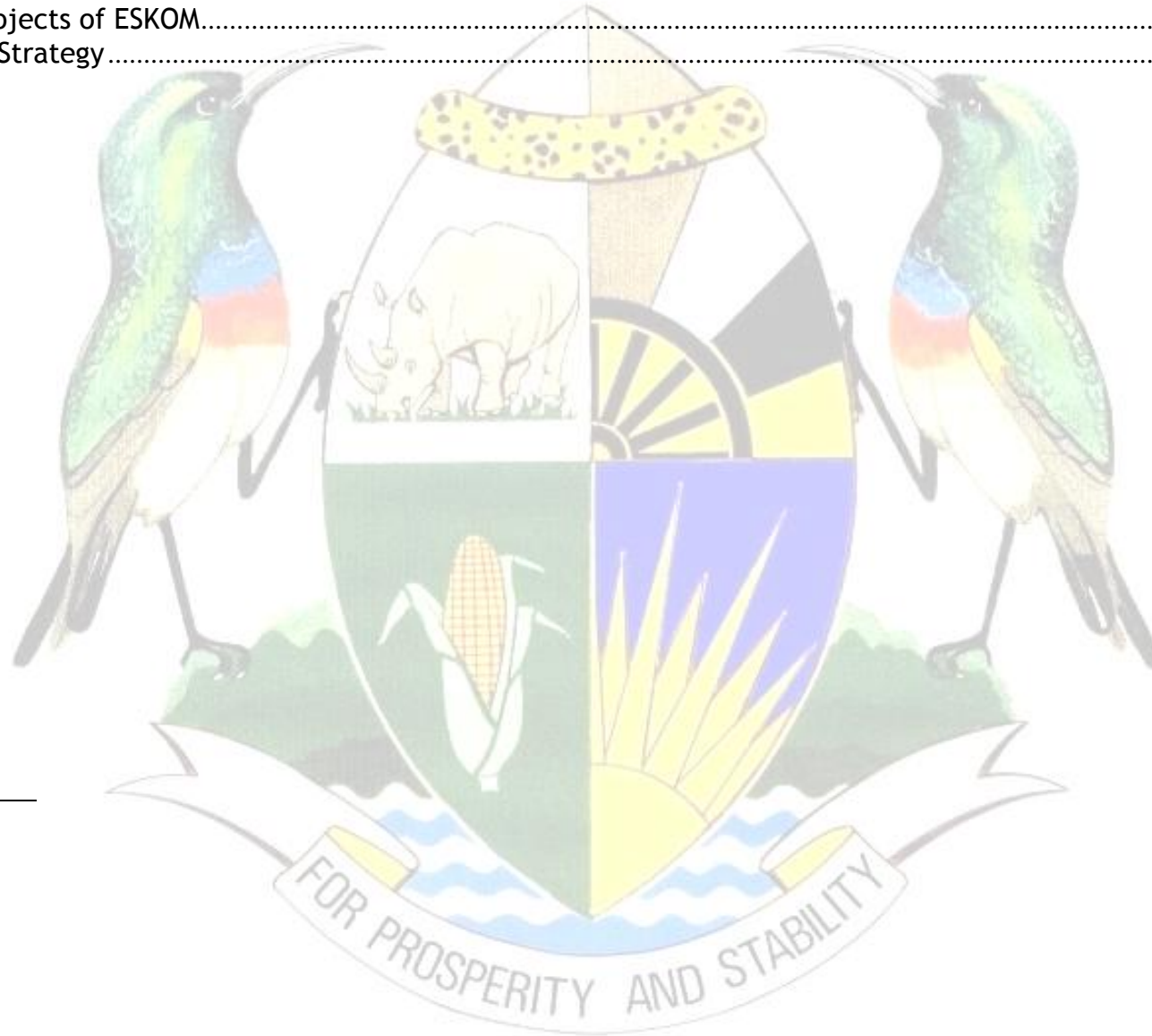
WATERBERG DISTRICT MUNICIPALITY

5.3. Integrated Environmental Plan.....	147
5.4. Local Economic Development Strategy.....	148
5.4.4. Programmes/Projects from the Office of the Premier.....	147
5.5. Agricultural Strategy.....	148
5.5.3. Programmes/Projects of Department of Agriculture in Waterberg.....	147
5.6. Tourism Development Strategy.....	156
5.6.1. Introduction.....	156
5.6.1.1. Background to the report.....	156
5.6.1.2. Study objectives.....	156
5.7. Mining Development Strategy.....	158
5.8. Marketing and Investment Strategy.....	159
5.8.1. INTRODUCTION.....	159
5.8.1.1. Purpose.....	159
5.8.1.2. Background.....	159
5.8.2. Background to Marketing and investment strategy.....	161
5.9. Disaster Management Plan.....	162
5.10. District Spatial Development Framework.....	165
5.11. Five - Year Financial and Capital Investment Programme.....	168
5.12. Poverty Alleviation & Gender Equity Plan.....	171
5.13. Social Crime Prevention Strategy.....	171
5.14. Social Development and Health Plans.....	171
5.14.1. Infrastructure Programmes/Projects of the Department of Health.....	172
5.14.2. Infrastructure Programmes/Projects of the Department of Social Development.....	173
5.15. HIV/Aids Plan.....	173
5.16. Housing Plan.....	173
5.17. Education Plan.....	174
5.17.1. Programmes/Projects of the Department of Education.....	174
5.18. Air Quality Management Plan.....	176
5.19. Water Services Development Plan.....	176
5.19.1. Programmes/Projects of the Department of Water Affairs and Forestry.....	177
5.20. Infrastructure Development Plan.....	180
5.21. Organisational Performance Management System.....	180



WATERBERG DISTRICT MUNICIPALITY

5.22. Electrification Plan	189
5.22.1. Programmes/Projects of Eskom.....	190
5.23. Risk Management Strategy	191





Local Government White Paper, 1998 pp25, 30.

ⁱⁱ See Section 152 of *The Constitution of the Republic of South Africa*.

ⁱⁱⁱ The White Paper on Local Government. 1998, p17.

^{iv} The Municipal Structures Act No 117 of 1998

