



IDP/BUDGET 2022/2023

**FOR
FETAKGOMO TUBATSE LOCAL MUNICIPALITY**

**VISION:
"A DEVELOPED PLATINUM CITY FOR A SUSTAINABLE HUMAN
SETTLEMENT"**

COUNCIL RESOLUTION: SC/34/2022

ADOPTED: 26 MAY 2022

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Acronyms/Abbreviations

Abbreviations	Explanation
AIDS	Acquired Immune Deficiency Syndrome
ANC	Antenatal Care
B2B	Back to Basics
CDWs	Community Development Workers
DBSA	Development Bank of Southern Africa
DDPF	District Development Planning Forum
COGHSTA	Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA)(Limpopo)
DoA	Department of Agriculture
DME	Department of Mineral and Energy
DRM	Disaster Risk Management
DWA	Department of Water Affairs
FBE	Free Basic Electricity
FBW	Free Basic Water
FTLM	Fetakgomo Tubatse Local Municipality
GIS	Geographic Information System
GGP	Gross Geographical Product
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IDT	Independent Development Trust
IEC	Independent Electoral Commission
IGR	Intergovernmental Relation
KPA	Key Performance Area
LED	Local Economic Development
LFPR	Labour Force Participation Rate
LGDP	Limpopo Growth and Development Plan

Abbreviations	Explanation
LUMS	Land Use Management Scheme
MDG	Millennium Development Goals
MFMA	Municipal Finance Management Act
MSA	Municipal Systems Act
Mscosa	Municipal Regulations on Standard Chart of Accounts
NGP	NGP (New Growth Path)
LDP	Limpopo Development Plan
OTP	Office of the Premier
PDPF	Provincial Development Planning Forum
PHC	Primary Health Care
PMS	Performance Management System
QLFS	Quarterly Labour Force Survey
RAL	Roads Agency Limpopo
RDP	Reconstruction and Development Programme
SAPS	South African Police Services
SDF	Spatial Development Framework
SDM	Sekhukhune District Municipality
SMME	Small, Micro and Medium Enterprise
FTC	Fixed Term Contract
SPLUMA	Spatial Planning and Land Use Management Act, 2013
LGNCC	Local Geographical Names Change Committee
HAD	Housing Development Agency



FOREWORD BY THE MAYOR

We present the 2022/23 IDP and Budget to this august house we presentand the communities of Fetakgomo Tubatse Municipality. In terms of the law, this is the first IDP and Budget presented by the Council that was elected to office in 2021. We would like to take this opportunity to thank the previous Council for the good work done over the past five years. Ours is to continue the foundation laid and work towards putting the Municipality at the highest point.

I would like to take this opportunity on behalf of Council to formally congratulate the Municipality for receiving Unqualified audit opinion from the Auditor General.

This is a major achievement which must be celebrated since the amalgamation of the two Municipalities. Since 2016, this Municipality has gone though many challenges and which at one stage threatened its existence and liquidity. The public confidence was at its lowest

When this Council was inaugurated on the 22nd November 2021, we made a commitment to our communities that we will be responsive and double our efforts to deliver basis services. This is the same commitment that we are making today in this house.

We cannot allow distance between ourselves and the communities we are serving, we must strive to be always visible and have continuous engagements with our electorates. In the same vein, we would like to thank Madame Speaker and her office for establishing an important component that helps us to engage the communities. The office was able to establish ward committees in all 39 wards within the stipulated time of 120 days after the inauguration of a new Council. We thank our officials who conducted this programme diligently despite the challenges faced on the ground.

Our Ward committee members have been inaugurated and given an induction on how to conduct their work in their respective wards. We do not have a reason why we cannot reach our communities because all mechanisms have been put in place. On behalf of the Council, I would like to welcome all ward committee members and congratulate them on the new responsibility bestowed to be the agents of change in the society. Let us go out there and do good to humanity.

Our Councillors have been taken to various capacity building programmes and various Portfolio committees are busy with their own engagement sessions with the departmental management to be exposed to functions of various departments. The objective of these exercises is to equip us to be able to play oversight role over departments. Capacity building programmes will continue to be conducted as and when it is necessary. Our machinery is now well-oiled to work effectively and efficiently.

Madame Speaker, this Council is fortunate to be in a position to have direct engagement with the communities since President Cyril Ramaphosa lifted the National State of disaster. This has enabled us to interact with our communities during the public participation programme on the draft IDP and Budget which took place in April 2022. It has been an experience to have those direct engagements during the session and we would like to thank all members of the society who attended the meetings. We are humbled by this support and the confidence people have in our government.

The following are some of the proposals that emanated during the IDP and Budget engagements sessions. These proposals can assist the Municipality to plan properly within the available resources.

- Clean portable water
- Electrification of households
- Access roads and bridges
- Sanitation
- Provision of RDP houses
- Fencing of cemeteries
- Internships and learnerships
- High mast and streetlights
- Clinics
- Local economic development support

Some of the proposals do not fall within our powers and functions but will strive to facilitate with the relevant authorities for attention and implementation. Conducting public participation process is sometime emotive because communities are worried about the pace at which services are provided. It must be our commitment to improve on the timelines given to implement projects.

During the strategic planning session of the Municipality in February, we stressed to Administration that conditional grants must be utilised for its intended purposes and at no cost should the funds be returned to Treasury. We made the similar call during the last Exco Lekgotla that forward planning must be prioritised in all projects and that our Infrastructure Development and Technical services department be capacitated to be equal to the task. Our quest is to achieve Clean Audit opinion and it is possible to do that if we work smart, respect deadlines, and use resources efficiently.

Madame Speaker, allow me to present the 2022/23 IDP and budget for the consideration by the House. Our budget is mainly funded by Grants and own funding from the revenue collected. Since the advent of Covid 19 pandemic, most funds have been cut to allocate more resources to fight the Corona virus. As Council we need to come up with ways to increase our revenue collection to be able to meet some of the basic services demands. We are still facing a huge backlog in terms of electrification and road infrastructure and something drastic must be done to mitigate this challenge.

On the same breath, we must mention that an amount of R18 million was received from the VBS liquidators, and we are hoping that with time, the Municipality will receive further proceeds.

I therefore present the following for the consideration of Council.

- ✓ That Council adopts the annual budget for 2022/23 financial year as follows:

- ✓ Total revenue be budgeted at R987 599 216 for 2022/23, decreasing to R959 807 488 and R966 330 899 for the MTREF period,
- ✓ Total operational expenditure be budgeted at R 798 816 186, increasing to R791 853 998, and remaining at R827 556 766 for the MTREF period,
- ✓ Total capital expenditure be budgeted at R 385 808 600, decreasing to R177 953 034, and decreasing to R149 152 000 for the MTREF period,
- ✓ That Council gives approval and implementation of the annual budget related policies from 1 July 2022 as follows:
 - ✓ Principles and policy on credit control and debt collection,
 - ✓ Principles and policy on Indigent consumers,
 - ✓ Assets management policy,
 - ✓ Tariff policy,
 - ✓ Borrowing policy,
 - ✓ Budget policy,
 - ✓ Virement policy
 - ✓ Cash management and Investment policy,
 - ✓ Property rates policy,
 - ✓ Supply Chain Management Policy
 - ✓ Impairment Policy
 - ✓ Funding and Reserves Policy
 - ✓ Cost Containment Policy
 - ✓ Insurance Policy
 - ✓ Loss Control Policy
 - ✓ Claims & Loss Control Committee Policy
- ✓ That Council approves the reviewed tariffs to be implemented from 1 July 2022 for billing purposes,
- ✓ That the annual budget for the financial year 2022/23 MTREF be submitted to National and Provincial Treasury and relevant stakeholders in the prescribed format.
- ✓ That Council authorizes Accounting Officer to engage department of energy for acceleration programme to be funded out of integrated National Energy Programme
- ✓ That Council authorizes Accounting Officer to proceed with bridging / pledging process to raise funding for acceleration programme through financial market.
- ✓ That the Mayor play oversight on the implementation of the budget as empowered by section 52 of the MFMA
- ✓ That the annual budget for 2022/23 MTREF be placed on the Fetakgomo Tubatse Municipality website as prescribed by MFMA section 75(1).

I THANK YOU .

CLLR. MAILA E E

CHAPTER ONE: INTRODUCTION

1.1 INTEGRATED DEVELOPMENT PLAN OVERVIEW

The Local Government Municipal Systems Act, 32 of 2000, section 25, stipulates that each municipal council must, within a prescribed period after the start of its elected term, adopt a strategic plan known as the Integrated Development Plan (IDP). The Integrated Development Plan (IDP) which links, integrates and coordinates plans and considers the development of the municipality and the IDP is a five (5) year plan which is reviewed annually.

The Integrated Development Plan (IDP) and processes to be followed are outlined for the elected council or municipalities to follow and adhere to. The chapter 5 of the Municipal Systems Act, section 23 stipulates that Municipal planning to be developmental Oriented so to ensure that it strives to achieve the objects of local government set out in section 152 of the Constitution and together with other organs of state contributes to the progressive realization of the fundamental rights contained in section 24,25, 26, 27 and 29 of the Constitution.

The Fetakgomo Tubatse Local Municipality (FTLM) has a major responsibility to ensure that the municipal planning and budgeting processes are driven from the community-based planning. The chapter 4 of the Municipal Systems Act, section 16, mandates the municipality to develop a culture of community participation and involves the community to participate in all the affairs of the municipality

1.2 THE SCOPE OF THE INTEGRATED DEVELOPMENT PLAN (IDP)

The scope of Integrated Development Plan (IDP) interms of the Department of Co-operative Governance Human Settlements & Traditional Affairs (COGHSTA) Limpopo Credible assessment IDP framework. The IDP chapters must demonstrate the preparatory phase which must provide how the municipal planning process will be unfolled, clarifies the roles and responsibilities and alignment of planning processes e.g. powers and functions of the municipality, IDP structures and responsibilities, municipal priorities, IDP process plans adopted to develop the current IDP of the 2022/23 and lastly the public participation.

The development of 2022/23 Integrated Development Plan (IDP) will provide the overview of the IDP, and the process followed or unfolled in all five phases, namely preparation, analysis, strategies, projects, integration and the final approval phase of the IDP per Key Performance Areas.

The Constitution of South Africa requires the municipalities to fulfill their required manadate to be developmental, therefore the Fetakgomo Tubatse Local Municipality prepared their first (1st) review of 2022/2

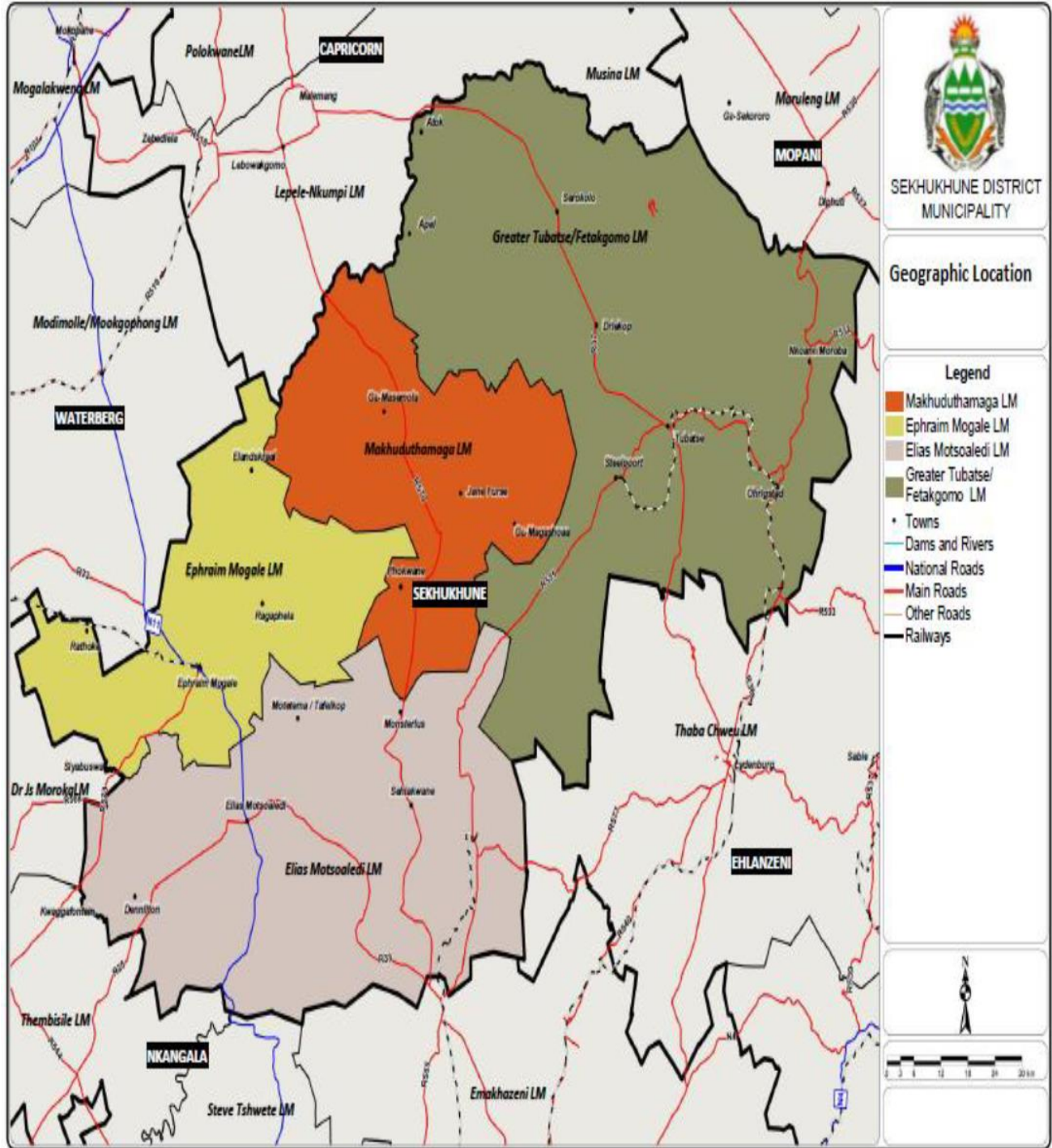
1.3 ABOUT FETAKGOMO TUBATSE LOCAL MUNICIPALITY

The Fetakgomo Tubatse Local Municipality was established and officially proclaimed in terms of Section 12 Notice Limpopo Provincial Gazette no. 2735, titled: “Notice in terms of s12 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998): Disestablishment of Existing Municipalities and Establishment of New Municipalities”, dated 22nd July 2016 issued by the Member of the Executive Council (MEC) for local government in Limpopo Province. The municipality was formed as a sequel to an amalgamation between the former Fetakgomo Local Municipality and the former Greater Tubatse Municipality, which municipalities were established after the 2000 Local Government Elections as an outflow of the municipal demarcation board. The amalgamation was given a force of law in the aftermath of the 2016 Local Government Elections, which municipal elections were held on the 03rd of August 2016. Both the former FTM and former GTM were classified as categories B municipalities due to their spatial and economic characteristics.

Its municipal boundaries have been determined in the Demarcation Notice published in Gazette no. 2629 dated 11 November 2015. The MDB (Municipal Demarcation Board) Circular 8/2015: Redetermination of Municipal Boundaries in terms of Section 21 of Local Government: Municipal Demarcation Act, 1998, has re-determined the municipal boundaries of Fetakgomo Tubatse Local Municipality by amalgamating the former municipal areas of FTLM (Lim 474) and GTM (Lim 475) into the boundaries of the new municipal area. 4590001.

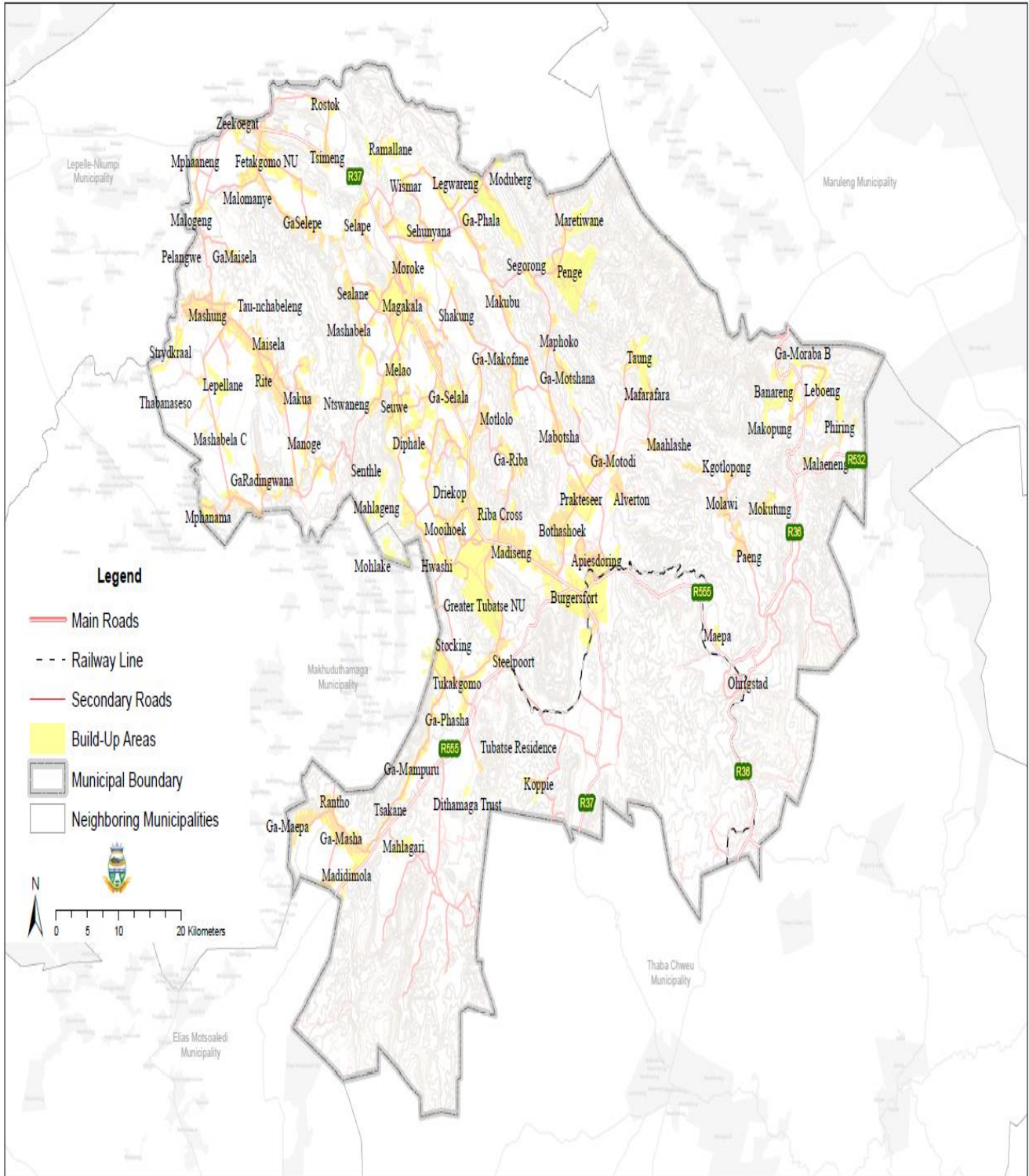
1.3.1 THE REGIONAL CONTEXT

The Fetakgomo Tubatse Local Municipality regional context is located north of N4 highway, Middleburg, Belfast and Mbombela; and east of the N1 highway; Groblersdal and Polokwane. The municipal area of jurisdiction covers approximately 4550.001105 square kilometres or 45500.1105 ha in size. The area is known as the middelveld as it is located between the Highveld and lowveld regions. It is located within the Sekhukhune District Municipality (SDM) of the Limpopo Province.



SEKHUKHUNE DISTRICT MUNICIPALITY MAP

The below map indicates The Fetakgomo Tubatse Municipal Description and Villages per ward



Ward no.	Villages/ Town/Townships
01	Mapareng,GaMabelane,Makgalane,Newstands,Maepa,Makopung,Ohrigstad,Mokutung,Malaeneng,Manthibi
02	Mahlakwena, Malaeneng , Tukakgomo 1, Tukakgomo 2 , Gareagopola , Molawetse ,Mapodile , Legabeng ,Tshutshumela , Mshengo ville ,Matimatjatji , Dingindoda
03	Maroteng Matebeleng, Maebe, Ga-phasha, Malekaskraal
04	Mpita, Matsianeng , Riba Cross
05	Pomping and Thabaneng, Polaseng Morewane, Madithongoane, Madiseng, Sethokgeng, London, Stasie, Mandela 1 and 2, Mandela Lepakeng , Mmandela Crossong , Sedibaneng.
06	Ga-Mampuru , New stands , Nazareth , Motseng , Sethokgeng , Dipolateng , Potase , Ditenseng , Ga – Phasha , Sethokgeng / Matshele Shushunmela Mokgethi , Bokome , Maraganeng , Maribiri, Magaseng , Monare section
07	Mashibishane , Tsidintsi ,Mooihoek , France , Kampeng , Gowe , Legononong , Mogoleng
08	Diphale ,Seuwe ,Magabaneng, Madikane,Modimole,Mantsakane
09	Sehunyane,Shaking,Thokwane,Malokela ,Ga-Phala,Modubeng,
10	Tjate,Ga Mongatane,Maakgake, Tidintitsane,Dithabaneng,Makgopa Serafa ,Madifahlane
11	Garagopola, Legabeng ,Maroga – Phalatseng ,Morethe ,Moeng ,Morokadieta ,Phogole ,Digabane Difataneng
12	Ga Mamphahlane,Makabing New stands,Suncity New Stands, Hwashi-Difagate,Komane-Pitsaneng,Ga- MpurukMotomelane,Swale,Sekiti,Crossong,Mahubane,Middleburg New Stands,Sehlaku,Molongwane,Balotsaneng,Letsopeng
13	Praktiseer, Praktiseer, Ext 2-10 and 15; Tshwelopele Park; Ramaube
14	Moroke, sekhutlong, magobading, Motlouela, habeng, moshira, Ga-Mathule
15	Ditwebeleng,Kgwete,Shakung,Masete Morapaneng ,Mashishi
16	Kgopaneng,Maakubu,Mokgotho ,Malepe,Maretlwaneng, Mamogolo ,Lefahla,Motshana ,Moraba ,Penge
17	Mphethi , Maapea ,Selala, Magnyaka ,Mahlokwane
18	Manoke , Burgersfort ,Mashamothane Zone1, Mashamothane B1, Aapiendooring , Praktiseer Segorong ,Tiny Darling sections
19	Magologolo, france park, legabeng, motaganeng, Barcelona, mohlopi, maathipa, kampeng, france ext 2, maditameng, khulwane, Komane, mmiditsi, modupi, Riba Moshate, Sekoma
20	Bothashoek , Dooringkop, Pologong, Dithabaneng, Riverside, Phelindaba, Pakaneng, Sofaya, Naledi, Santeng, Mashemong, Khalanyoni, Legabeng,
21	Motlolo , Ga Podila , Sekopung ,Ga Makofane ,Pidima
22	Taung, Makotaseng, Matokomane, motodi
23	Kgotlopong, Mahlatsi, Mafarafara, Motlailane & Alverton
24	Makgopa, Makwareng, Mogoleng, Matshirtsane, Phadishanong, Maakgongwane, Masakeng, Ga-Molai, Ga-kgwedi, Lebalelo, Paeng, Majaditshakhudi, Dresde
25	Mashemong, Mashamothane Zone 2-8, Mareseleng, Madiseng zone 1 & 2, Mashifane park

Ward no.	Villages/ Town/Townships
26	Rutseng, Ga-Nkoana, Banareng, Ga-moraba A&B, Lepelle, Tswenyane & Phiring
27	Moshate, tsakane, kalkontein, mabelane, makakatela, Kutullo A&B, shushumela & matepe, kutullo C&D, dithamaga & Madibeng
28	Ga-Rantho and Ga-Masha
29	Maphopha, Ntake, Makua, Ratau, Maepa, and Maseven
30	Mabochoa village, Mokobola village, Praktiseer township
31	Mogale wa Bagale, Makgemeng, Kopie & Mangabane, Steelport, Boerkomskraal
32	Shubushubung , Rostock, seokodibeng Juven, Mahlabeng, Mooilyk, Tjibeng, Ledingwe, Phasha Makgalanoto, Phasha Selatole, Ga-Mampa and Seokodibeng
33	Mogabane-shole, Boselakgaka, Selepe Moshate, Selepe Mashemong, Manotoana Moshate, Checkers, Mosotse-Motjatjane, Phashaskraal, Swazi-Mnyamane, Manotoana Mashemong
34	Mokgotho, Monametse, Sefateng, Mohlahlaneng, Bogalatladi, Mafeane, Mogolaneng, Mabulela, Maruping, Mogabane, Malomanye, Mphaaneng & Mashikwe
35	Ga-Maisela India, Pelangwe, Modimolle, Malogeng, Maesela-Mahlabaphoko, Makuswaneng, Nkoana Moshate, tau mankotsane, mahlakanaselong
36	Tau Nchabeleng, Ga Tebeila Nchabeleng, Mabopo Nchabeleng, Mashung Nchabeleng, Ga Nkwana Mashung, Ga-Nkwana Moedimabele, Ga-Nkwana Avenue, Mooiplaas, Masha Makopole
37	Strydkraal B, Matlala, thobehlale, thabanaseshu, mashabela, matamong, seleteng, moshate, magagamatala, sekapapakeng, malaeneng A&B, Mototolwaneng, matebana and radingwana
38	Ga Seroka (sentlhane, maretlwaneng, magwete, maribishing, Ga Lebeya, Legotong), Manoge (nyakelang, garagopola, Makgophaneng, Lehlokong, Lekubeng, Mashokolo, Sotwane), Mashilabele (new settlement home affairs, Mshenguville, magaaneng, sekhutlong, lekgwareng, lehlabile, Ga-oria, shenyaneng, shushumela, thananeng), Phahlamanoge (moshate, setopong, letolong, phomolong, kgwaripane, Mmabatho, Ga ramushu), Masehleng (sefateng, difoiyeng, mokiritlaneng, ga mashilo, ga-mahlanya, ga-ramushu), Phageng (phageng north & south), Ga-mmela (marokolong, legabeng, ga-mohlala, ga-motsana, mmakatshaba, segwegwe, moshate), Ga-Radingwana (lemaswi, seakhutswane, thabaneng, segare, molapomoso, morarelelng, ga-maapea)
39	Mokhulwane, Magotwaneng, Marakwaneng, Ga-Matsimela/mesopotamia, Makgwareng/Ga-photo, Lerajane, Mmashaku, Makgaleng, Sekabeng/Tjebane, Sehlabaneng, sekateng/bofala, Ditlokwe,
Total	387 Villages

1.3.2 VISION AND MISSION

The Fetakgomo Tubatse Local Municipality 2022/23 Integrated Development Plan in the next five year 5 represents the Mission and Vision identified as follows:

VISION:

A DEVELOPED PLATINUM CITY FOR A SUSTAINABLE HUMAN SETTLEMENT

MISSION STATEMENT:

Committed to provide efficient integrated services, radical socio-economic transformation, industrialisation and enabling environment through partnerships for a sustainable development

- Accountable through active community participation;
- Economic enhancement to fight poverty, inequality, and unemployment;
- Render accessible, sustainable, and affordable service;
- Municipal transformation and institutional development and;
- Sustainable livelihoods through environmental management.

FETAKGOMO TUBATSE LOCAL MUNICIPALITY AMENABLE POWERS AND FUNCTIONS

Function	Authorized
Municipal planning	Yes
Building regulations	Yes
Local tourism	Yes
Trading regulations	Yes
Street trading	Yes
Control of undertakings that sell liquor to the public	Yes
Street lighting	Yes
Municipal roads	Yes
Traffic and parking	Yes
Municipal public transport	Yes
Billboards and the display of advertisements in public places (dort says it's their function i.e on their owned roads, unless on our roads -ask?)	Yes
Local sport facilities	Yes
Local amenities	Yes
Refuse management	Yes
Municipal cemeteries, funeral parlours and crematoria	Yes
Public places (with ftm but not in gtm)	Yes
Municipal airport	Yes

1.3.3 INTEGRATED DEVELOPMENT PLANNING GUIDING PRINCIPLES

Integrated Development Planning is a process through which municipalities prepare a strategic development plan which extends over a five –year period. The Integrated Development Plan (IDP) is a product of this planning process. The Fetakgomo Tubatse Local Municipality IDP is the principal strategic planning instrument which gives guides and informs all planning, budgeting, management and decision-making processes in the municipality.

Since the dawn of democratic election in South Africa in 1994, functions of municipalities changed, and more emphasis was on the development role of local authorities. Development local government can only be realized through the Integrated Development Planning.

Integrated development planning is one of the key tools for local government to cope with its new developmental role. In contrast to the role planning has played in the past, integrated development planning is now seen as a function of municipal management, as part of an integrated system of planning and delivery.

The IDP process is meant to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. Integrated Development Plans, however, will not only inform the municipal management to guide activities of spheres of government, and the private sector within the municipal jurisdiction.

Section 28 and 34 of the Municipal Systems Act (No.32 of 2000) stipulate the need for each municipality to develop and adopt an IDP, which should be reviewed annually. The strategic Planning document of the municipality IDP adopted at the beginning of each five year of council term after a Local Government election. The 2022/23 IDP and Budget 1st review was adopted by council on the 26 May 2022.

In terms of the **Municipal Systems Act of 2000** as amended stipulates the core components of integrated development plan must reflect the following:

- a) the municipal council’s vision for the long-term development of the municipality with special emphasis on the municipality’s most critical development and internal transformation needs;
- b) an assessment of the existing level of development in the municipality, which must include and identification of communities which must include an identification of communities which do not have access to basic municipal services.
- c) the council’s development priorities and objectives for its elected term, including its elected term, including its local economic development aims and its internal transformation needs;
- d) the council’s development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;

- e) a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- f) the council's operational strategies;
- g) applicable disaster management plans;
- h) a financial plan which must include a budget projection for a least the next three years; and
- i) the key performance indicators and performance targets determined in terms of section 41.

Section 156 of the Constitution of the Republic of South Africa (1996), provides that:

- ✚ A municipality has an executive authority in respect of and has the right to administer the local government matter listed in Part B of schedule 4 and Part B of schedule 5 and any other matter assigned to it by national or provincial legislation.
- ✚ A municipality may make and administer by-laws for effective administration of the matters which has the right to administer.
- ✚ The national government and provincial government must assign to a municipality, by agreement and subject to any condition, the administration and subject to any conditions, the administration of a matter listed in Part A of schedule 4 or Part A of Schedule 5 which necessarily relates to local government, if that matter would most effectively by administered locally and the municipality has the capacity to administer it.
- ✚ A Municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.

The Constitution of the Republic of South Africa (1996) commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

The Integrated Development Planning process originates in the Constitution of the Republic of South Africa (Act 108 of 1996), which instructs local government to:

- ✚ Provide democratic and accountable government to all communities;
- ✚ 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 communities and community organisations in matters of local government.

THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO. 16 OF 2013

The Spatial Planning and Land Use Management Act No 16 of 2013 sets the legal framework for all spatial planning and land use management legislation in South Africa. It seeks to promote

consistency and uniformity in procedures and decision-making. Other objectives include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments.

SPLUMA requires national, provincial, and municipal spheres of government to prepare SDF's that establishes a clear vision which must be developed through a thorough inventory and analysis based on national spatial planning principles and local long-term development goals and plans. SDF's are thus mandatory at all three spheres of government.

NATIONAL DEVELOPMENT PLAN

This IDP/Budget proposes to argue that South Africa displays what could be seen or described as a "top-down, and, at the same time, bottom-up" process of development planning. The NDP is a plan for the country to encourage long term planning i.e.,2030.

In the general scheme of things, the NDP provides a general methodology and approach for planning across government spheres, thereby informing development plans, policies and programmes of all spheres and agencies of government as a matter of policy.

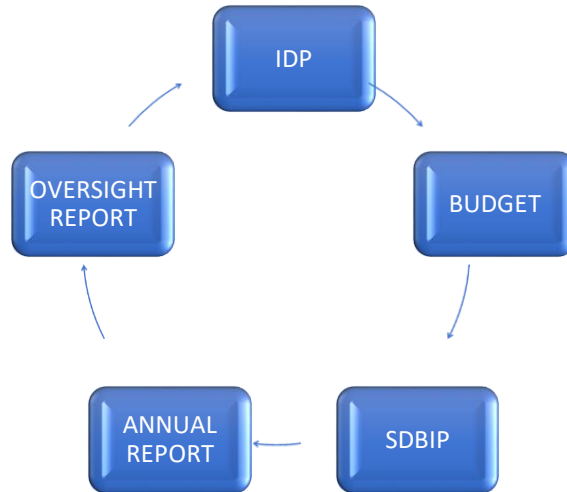
The Fetakgomo Tubatse Local Municipality as one of the distressed mining town's municipality. This was attributable to lots of mining activities taking place within the Fetakgomo Tubatse Local Municipality government municipal area. This IDP envisages incorporating general assumptions and contexts underpinning both the National Development Plan (NDP) as well as the Limpopo Development Plan.

The first transitional IDP /Budget of this council was adopted after the amalgamation of former Fetakgomo Local Municipality and the former Tubatse Local Municipality after local government election of 2016, then a consolidated IDP/Budget was adopted by the council.

This IDP/Budget is therefore primarily about continuation of the work the municipality has been doing in the last four years.

1.4 MUNICIPAL PLANNING AND REPORTING CLYCLE

Section 21(1)(b) of the Local Government: Municipal Finance Management Act 56 of 2003 (MFMA) has general similarities and/or generally echoes Section 28(1) of the Local Government: Municipal Systems Act 32 of 2000 (MSA) thereby prescribing that the Mayor of the Municipality must at least 10 months before the commencement of the financial year, table in the Council a time schedule outlining key deadlines for the preparations, tabling and approval of the annual budget and also the review of the Integrated Development Plan.



INTEGRATED DEVELOPMENT PLAN (IDP)

Integrated Development Plan (IDP) is five strategic planning document of a municipality which guides developments in the municipal area and surrounding municipalities, it supersedes all municipal plans. Its development is informed by chapter 04 of Local Government Municipal Systems Act No. 32 of 2000, which mandates municipalities to undertake a developmentally oriented planning process.

It is a significant tool for Local Government to deal with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic, and strategic manner.

BUDGET

Section 16 of Municipal Finance Management Act (MFMA) Act no 56 of 2003 requires council of a municipality to approve annual budget of the municipality 90 days before the start of the new financial year. The annual Budget must generally be divided two sections which are: Capital and operating budgets. The Mayor of the Municipality must within 90 days before the start of the new/coming financial year table the Annual Budget to council for approval.

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN(SDBIP)

Chapter 1 of the Municipal Finance Management Act, (Act 56 of 2003) (MFMA) defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget which must include (as part of the top-layer) the following:

(a) Projections for each month:

- (i) Revenue to be collected, by source, and
- (ii) Operational and capital expenditure, by vote.
- (b) Service delivery targets and performance indicators for each quarter.

In terms of National Treasury's Circular No.13 the SDBIP must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation. It specifically requires the SDBIP to include:

- (i) Monthly projections of revenue to be collected for each source;
- (ii) Monthly projections of expenditure (operating and capital) and revenue for each vote;
- (iii) Quarterly projections of service delivery targets and performance indicators for each vote;
- (iv) Information for expenditure and delivery; and
- (v) Detailed capital works plan.

In terms of sections 69(3) (a) and (b) of the MFMA the accounting officer of a municipality must submit a draft SDBIP and draft the annual performance agreements for the municipal manager and all senior managers to the mayor within 14 days after the approval of an annual budget. Furthermore, according to section 53(1) (c) (ii) and (iii) of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. This coincides with the need to table at Council, drafts of the annual performance agreements for the municipal manager and all senior managers as required in terms of section 57(1) (b) of the MSA.

Alignment of IDP, Budget and SDBIP

- ✚ Integrated development plan (IDP), Sets out the municipality's goals and development plans.
- ✚ Council adopts the IDP and undertakes an annual review and assessment of performance.
- ✚ Budget: The IDP informs the budget. The budget sets out the revenue raising and expenditure plan of the municipality for approval by council. It is linked to the service delivery and budget implementation plan (SDBIP). The budget and the SDBIP lay the basis for the performance agreements of the municipal manager and senior management.

MONITORING, MEASUREMENT AND REVIEW OF PERFORMANCE

Quarterly Performance Reporting on Progress against SDBIP

The Municipal Performance Management System (PMS) allows for monitoring of organisational performance on a quarterly basis. This Monitoring process culminates in performance assessment and reporting of progress of performance against the top layer SDBIP to Council. The quarterly reports are prepared to identify performance achievements and gaps, based on set IDP targets and indicators.

Mid-Year Budget and Performance Assessment Report

Section 72 (1) of MFMA (Act 56 of 2003) requires the accounting officer of the Municipality to assess by 25 January each year the performance of the municipality during the first half of the financial year considering:

- (i) Monthly statements referred to in section 71 of MFMA for the first half of the financial year
- (ii) The municipality's service delivery performance during the first half of the financial year, and the service delivery targets, and the performance indicators set in the SDBIP.
- (iii) The past year 's annual Report and progress on resolving problems identified in the Annual report; and
- (iv) The performance of every municipal entity under the sole or shared control of the municipality.

Submit a report of such assessment to:

- (a) The Mayor of the Municipality
- (b) The National Treasury and
- (c) The provincial Treasury

ANNUAL REPORT

According to Section 121 of MFMA, act 56 of 2003 every municipality or municipal entity must for each financial year prepare an annual report and table it to council within nine months after the end of the financial year.

The purpose of Annual Report Provide record of activities of the municipality or municipal entity during the financial year to which the report relates; to provide a report on performance against the budget of the municipality or municipal entity for the financial year; and to promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity.

The Annual Report content includes the followings: Annual financial statement; Annual performance report; Auditor General's report; assessment by the municipal accounting officer of any arrears on the municipal taxes and services charges; particulars of any corrective action taken or to e taken in response to issues raised in the audit reports; and any information as determined by the municipality.

OVERSIGHT REPORT

Within two months after council has adopted the Annual Report a committee which will have been delegated to assess and review the Annual Report (MPAC) should table to council an oversight report on the Annual Report. The Oversight report must contain council comments on the Annual Report and indicate whether the council has approved the annual report with or without reservations; has rejected the annual report or has referred the annual report back for revision of those components that can be revised.

Generation of an oversight report is a consultative process through which the elected MPAC will meet with different stakeholders discussing the content of the Annual report. Section 129(2) of MFMA , Act 56 of 2003 requires the accounting office to attend these consultative meetings to clarify any question that may arise in the meeting regarding the annual report. Within seven days after council has approved the oversight report the accounting office must publicise it.

MFMA Circular No. 88

The circular aims to support the alignment of planning and reporting instruments for a prescribed set of municipal performance indicators. The Municipal Systems Act (MSA) and the MFMA require alignment between planning and reporting instruments such as the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP) and the Annual Report. However, there has been some confusion as to the results level that indicators in the SDBIP occupy, particularly in component 3. Quarterly projections of service delivery targets and performance indicators for each vote.

This is particularly in relation to the goals and objectives set out over the medium term in the IDP, and how they are measured. This circular aims to clarify this matter by prescribing common municipal performance indicators for similar or equal municipalities.

The circular is currently introduced as pilot in all municipalities in South Africa for 2021/2022 financial year. As a start there will be quarterly reporting on the identified common indicators which will not form part of the section 46 reports (Annual Performance report) of 2021/2022 financial year, meaning not to be audited by AGSA by the end of the financial year until the piloting period has developed further into real reporting by all municipalities.

PHASES AND ACTIVITIES OF THE IDP /BUDGET/PMS PROCESS PLAN

The table below shows the phases of the IDP Process and Activities entailed of IDP and Budget.

PHASES OF THE IDP PROCESS	
IDP PHASES	ACTIVITIES
Preparatory Phase	<ul style="list-style-type: none"> • Identification and establishment of stakeholders; • Structures and sources of information; • Development of the IDP Process Plan.
Analysis Phase	Compilation of levels of development and backlogs that suggest areas of intervention.
Strategies Phase	Reviewing the Vision, Mission, Strategies, Objectives Linkages of problem statements, development of strategies and outcome.
Projects Phase	Identification of possible projects and their funding sources.

Integration Phase	Sector plans, policies, by-laws summary inclusion and programmes of action.
Approval Phase	Submission of Draft IDP to Council <ul style="list-style-type: none"> Public Participation and publication Review , Amendments of the Draft IDP according to comments; Submission of final IDP to council for approval and adoption

The IDP/Budget process undertaken for the 2022/23 Financial Year adopted by council to guide

the 2021/22-2023/26 IDP and Budget Cycle especially the 1st review for the 2022/2023 IDP and

Budget. Below is the IDP/Budget Process Plan for 2022/23 adopted on the 27th of July 2021,

Resolution No: OC11/2021.

MONTH	ACTIVITY	TARGET DATE
July 2021	PREPARATORY PHASE	July 2021
	Review of previous year's IDP/Budget process plan, MTEF included. EXCO provides political guidance over the budget process and priorities that must inform preparations of the budget. IDP/Budget Steering Committee meeting. Consultation with established Committees and fora Signing of 2021/22 performance agreements by senior and Level 1 managers 4 th Quarter Performance Lekgotla (2020/21)	
August 2021	Ward-to-Ward based data collection/ priority needs. Collate information from ward based data. Submit AFS (Annual Financial Statements) for 2020/21 to AG. Submit 2020/21 Annual Performance Report to AG & Council Structures	August 2021
September 2021	ANALYSIS PHASE	September 2021
	Council determines strategic objectives for service delivery through IDP review processes and the development of the next 3 year budget (including review of sector departments plans). Determine revenue projections and propose tariffs and draft initial allocations per function and department for 2022/2023 financial year. Consult with provincial and national sector departments on sector specific programs for alignment (schools, libraries, clinics, water, electricity, roads, etc). Finalize ward-based data compilation for verification in December 2021. Update Council structures on updated data.	
October 2021	STRATEGIES PHASE	October 2021
	Quarterly (1 st) review of 2021/22 budget, related policies, amendments (if necessary), any related consultative process. Begin preliminary preparations on proposed budget reviews for 2021/22 financial year with consideration being given to partial performance of 2021/22 1 st quarter EXCO Lekgotla for 2021/22 financial year	

	Submission of 2021/22 1st Quarter performance report to council	
November 2021	PROJECTS PHASE	November 2021
	Confirm IDP projects with district and sector departments. Engage with sector departments' strategic sessions to test feasibility of attendance to planned sessions. Review and effect changes on initial IDP draft.	
December 2021	INTEGRATION PHASE	December 2021
	Review budget performance and prepare for adjustment of the 2021/22 Budget Consolidated Analysis Phase in place IDP/Budget Steering Committee meeting IDP Rep Forum.	
January 2022	Table Draft 2020/21 Annual Report to Council. Submit Draft Annual Report to AG, Provincial Treasury (PT)and COGHSTA Publish Draft Annual Report in the municipal jurisdiction (website etc). Prepare Oversight Report for the 2020/21 financial year. Mid-Year Performance Lekgotla/Review/Strategic Submission of 2nd quarter report to council Submission of Mid – Year report to Mayor, COGHSTA, National and Provincial treasury; Table Mid – year Report to council Planning Session, (review of IDP/Budget, related policies and consultative process).	January 2022
February 2022	Table Budget 2021/22 Adjustment (if necessary). Submission of Draft IDP/Budget for 2022/2023 to Management, relevant stakeholders & structures; Table adjusted SDBIP Conduct individual performance assessments	February 2022
March 2022	Council considers the 2022/2023 Draft IDP/Budget/SDBIP. Publish the 2022/2023 Draft IDP/Budget for public comments. Adoption of Oversight Report for 2020/21.	March 2022
April 2022	APPROVAL PHASE	April 2022
	Submit 2022/2023 Draft IDP/Budget to the National Treasury, Provincial Treasury and COGHSTA in both printed & electronic formats. Community Consultation and with key stakeholders. 3rd Quarter Exco – Lekgotla; Submission of 3rd quarter performance report to council	
May 2022	IDP/Budget Steering Committee meeting. Submit Final Draft IDP/Budget for 2022/2023 with incorporated comments from stakeholders' consultation to Council for approval. Prepare SDBIP for 2022/2023 f/y.	May 2022
June 2022	Submission of the SDBIP to the Mayor. Prepare 2022/2023 Performance Agreements of MM, Senior Managers and Middle Managers for 2022/2023 performance year.	June 2022

The implement the IDP process plan it is a major responsibility of all stakeholders and IDP steering committee establish to monitor the implementation of the IDP/Budget Process plan. Although specific sectors must be engaged for local planning, sector planning.

LIMPOPO DEVELOPMENT PLAN

The strategy outline of this IDP will be able to draw linkages with reference to the Limpopo development objectives. As a corollary, the LDP (2015-2019) identifies Fetakgomo Tubatse Local Municipality under the platinum cluster due to its considerable potential and competitive advantage for economic cluster development. The municipality is also identified as a provincial growth point. Specifically, Fetakgomo Tubatse Local Municipality and Musina Local Municipality were identified as a Special Economic Zone. The entire planning outline of this IDP/Budget is designed on the floor plan of the provincial and national contexts.

The purpose of the Limpopo Development Plan (LDP), 2015-2019, is to:

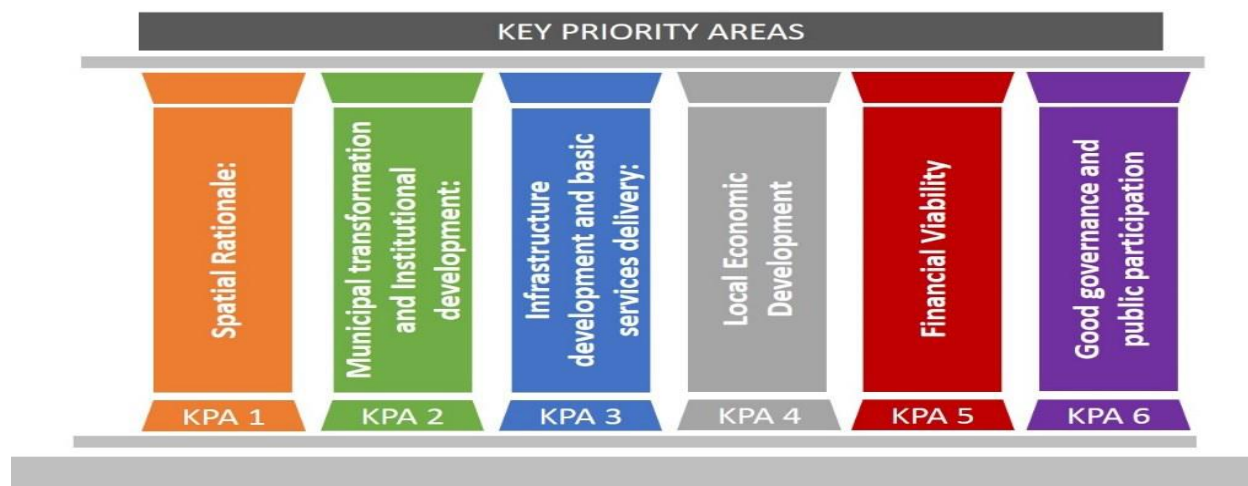
- ✚ Outline the contribution from Limpopo Province to the NDP and national Medium-Term Strategies Framework.
- ✚ Provide a framework for the strategic plans of each provincial government department; as well as the IDP's and sector plans of district and local municipalities.
- ✚ Create a structure for the constructive participation of private sector business and organised labour towards the achievement of provincial growth and development objectives; and
- ✚ Encourage citizens to be active in promoting higher standards of living in their communities.

The entire strategy outline is therefore designed on the floor plan of the 14 development outcomes contained in the National Medium Term Strategic Framework for 2015-2019. Development is defined as broad-based improvements in the standard and quality of living of people throughout the Province, to which all institutions, including government, business, organised labour and citizens contribute. Annual improvements in job creation, production, income, access to good public services and environmental management are the instruments to reach the goal of development.

The outcomes approach that is reflected in the MTSF moves beyond the erstwhile focus on activities and outputs. It places the emphasis on the development improvements (outcomes and impacts) that are to be achieved. It requires a change-management approach to business from all stakeholders, rather than merely a bureaucratic compliance approach.

1.4.1. FETAKGOMO TUBATSE KEY PERFORMANCE AREAS

The Fetakgomo Tubatse Local Municipality's IDP identified 6 pillars of key priority areas within the municipality.



14 OUTCOMES:

Outcome 1:	Quality Basic Education	Outcome 8:	Human Settlement Development
Outcome 2:	Long and Healthy Life	Outcome 9:	Developmental Local Government
Outcome 3:	All People are Safe	Outcome 10:	Environmental Protection
Outcome 4:	Decent Employment through Inclusive	Outcome 11:	Regional Integration
Outcome 5:	Skilled and Capable Workforce	Outcome 12:	Developmental Public Service
Outcome 6:	Competitive Economic Infrastructure	Outcome 13:	Inclusive Social Protection System
Outcome 7:	Comprehensive Rural Development	Outcome 14:	Social Cohesion

KEY GOVERNANCE PRIORITIES



SUSTAINABLE DEVELOPMENT GOALS (SDGS) 2016



Source: http://www.za.undp.org/content/south_africa/en/home/post-2015/sdg-overview/

A Synopsis on Key Developments, Achievements and Challenges Besetting Fetakgomo Tubatse Local Municipality.

Over the past five years the municipality has implemented programs and projects that have assisted in alleviating poverty and have improved the socio-economic conditions of the people of Fetakgomo Tubatse Local. New civic centre was developed and assisted in making sure that enough office space is available for personnel.

The Municipality was focusing on the following strategic programs during the past five financial years:

- ✚ Acquiring of additional power and functions in order that the revenue base can improve
- ✚ Obtain clean audit by 2015
- ✚ Development of vision 2030 blueprint for long term planning
- ✚ Review and implement municipal by-laws
- ✚ Review and implement municipal policies
- ✚ Review and implement municipal sector plans
- ✚ Eradication of poverty within the municipal area by creating jobs
- ✚ Maintenance of the existing infrastructure to ensure effectiveness and efficiency of the municipal infrastructure
- ✚ Capacitate the workforce to optimize service delivery
- ✚ Implementation of the waste PPP program
- ✚ Implementation of NDPG and Operation Mabone programs
- ✚ Purchase the rented municipal building
- ✚ Growing the municipal revenue base by attracting new investments
- ✚ Infrastructure development

The municipality has constituted a number of oversight committees or structures e.g. Performance management system; management review committee; EXCO Lekgotla; Internal Audit; Audit committee; Municipal public accounts committee etc. The above stated structures will ensure that the strategic objectives of the municipality are realized by playing an oversight role and reporting to Council respectively.

THE INTEGRATED DEVELOPMENT PLAN ASSESSMENT BY COGHSTA BY LIMPOPO PROVINCIAL

The Limpopo provincial department annually conduct IDP assessments in terms of section 32 of Municipal Systems Act No. 32 of 2000. The table below shows the Fetakgomo Tubatse Local Municipality rating of the previous five years and the alignment as sustained in the part years. the assessment criteria all key performance areas are assessed and MEC made general findings for all the municipalities in Limpopo Province.

2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
High	High	High	High	High	Sustained

1.4.2 OPPORTUNITIES OFFERED BY THE FETAKGOMO TUBATSE LOCAL MUNICIPALITY:

- (a) Mining investment opportunity;
- (b) Land availability opportunity;
- (c) Tourism opportunity.
- (d) Funding source opportunity from private sector; and
- (e) Job creation opportunity from infrastructure investment.

It is trite that the intrusion of the volcanic Bushveld igneous complex into the sedimentary rock of the Transvaal system has resulted in a great metamorphism; causing the introduction of minerals such as: chrome; vanadium; platinum; asbestos; Andalusite and magnetite. With the exception of the creativity of people; mining still presents the largest opportunity in the area to a sustainable base; whereby the local economy and the area is growing at a higher pace. The mining activities and Natural resources available in the area have created a definite potential to develop tourism and thereby to diversify the economic base of the municipality.

The below digrams indicate the 2021 to 2026 Local government manadates which the current council are to consider in their development of strategic planning for the next five years in addressing the community challenges and basic service delivery.

2021 / 2026 LOCAL GOVERNMENT MANDATES

WATER , SANITATION, SEWERAGE AND ROADS: fix roads, potholes, sewerage spillages and broken water pipes

ELECTRICITY: ensure all poor households receive the amount of free electricity allocations that they are entitled to.

LAND AND HOUSING: upgrade informal settlements and change current land-use approaches including municipal land-use zoning

FOOD SECURITY: ensure support for community and co-operative food gardens , making municipal land available for such projects and link food production to support small-scale farmers and local procurement.

2021 / 2026 LOCAL GOVERNMENT MANDATES

FIGHT CORRUPTION AND END WASTAGE: focus on ethics and implementation risk management

FINANCIAL VIABLE: Strengthen measures to generate revenue and improve revenue collection

SKILLS MUST BE UNCEASINGLY UPGRADED, INCLUDING SKILLS ALIGNED TO JOB OPPORTUNITIES AND SUSTAINABLE ECONOMIC DEVELOPMENT

2021 / 2026 LOCAL GOVERNMENT MANDATES

WORK WITH THE MULTI-SECTORAL CO-ORDINATING STRUCTURE INCLUSIVE OF ALL KEY STAKEHOLDERS THAT HAS BEEN CREATED TO DEAL WITH THE PLAGUE OF GBV IN OUR SOCIETY

ENSURE THAT PROGRAMMES OF INFRASTRUCTURE DEVELOPMENT, BASIC SERVICES, HOUSING, AND LOCAL ECONOMIC DEVELOPMENT ADDRESS THE SPECIFIC NEEDS OF WOMEN, PEOPLE WITH DISABILITIES, THE ELDERLY AND CHILDREN.

1.4.3 To Be Expected From Fetakgomo Tubatse Local Municipality in the Foreseeable Future

Fetakgomo Tubatse Local Municipality plans to attain the following:

No.	Priority Area	Key Performance Area	Strategic Objectives
1	Access to Basic Services	Basic Services Delivery & Infrastructural Development	To facilitate basic services delivery and infrastructural development / investment
2	Job Creation	Local Economic Development	To create an environment that promotes growth and development thereby facilitating job creation
3	Spatial Rationale	Spatial Rationale	To promote integrated human settlements and agrarian reform
4	Organisational Development	Municipal Transformation & Organisational Development	To build municipal capacity by way of raising institutional efficiency, effectiveness and competency
5	Financial Viability	Financial Viability	To improve overall municipal financial management
6	Good Governance	Good Governance & Public Participation	To promote a culture of participatory democracy and good governance

FTLM ALIGNMENT TO FIVE KEY GOVERNMENT TASK



1.4.4 FETAKGOMO TUBATSE LOCAL MUNICIPALITY IDP AND BUDGET STRUCTURES AND RESPECTIVE RESPONSIBILITIES:

STRUCTURE	RESPONSIBILITIES
Municipal council	<ul style="list-style-type: none"> - Final Decision Making - Consider and adopt a process plan - Consider, adopt and approve the IDP and budget
Executive committee	<ul style="list-style-type: none"> - Decide on the process plan

STRUCTURE	RESPONSIBILITIES
chaired by the Mayor	<ul style="list-style-type: none"> - Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP, or to delegate this function to Municipal Manager - Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting.
Ward councillors	<ul style="list-style-type: none"> - link the planning process to their constituencies or wards - Be responsible for organising public consultation and participation - Ensure that the annual business plans and municipal budgets are linked to and based on the IDP.
IDP Manager	<ul style="list-style-type: none"> - Prepare the process plan - Undertake the overall management and co-ordination of the planning process - Ensure that all relevant actors are appropriately involved - Nominate persons in charge of different roles - Be responsible for the day-to-day management of the drafting process - Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements - Respond to comments on the draft IDP from the public, horizontal alignment with other spheres of government to the satisfaction of the Council - Ensure proper documentation of the results of the planning of the IDP document, and - Adjust the IDP in accordance with the MEC for Local Government's proposals <p>Even if the Municipal Manager delegates some of the functions to the IDP Manager, he or she is still Accountable for the entire process.</p>
Heads of Departments and Officials/ Steering committee	<ul style="list-style-type: none"> - Provide relevant technical, sector and financial information to be analysed for determining priority issues - Contribute technical expertise in the consideration and finalisation of strategies and identification of projects - Provide departmental operational capital, - Budgetary information - Responsible for preparing amendments to the draft IDP for submissions to municipal council for approval
IDP representative forum	<ul style="list-style-type: none"> - Represent the interests of their constituencies in the IDP process - Provide an organisational mechanism for discussion, negotiation and decision making between stakeholders and the municipality - Ensure communication between all stake-holders representatives, and - Monitor the performance of the planning and implementation process
	<p>IDP Representative forum code of conduct</p> <ul style="list-style-type: none"> - Meeting schedules must be adhered to - Agenda facilitation and documentation of meetings - Align their activities with the responsibilities of the forum as outlined in the IDP - Regular reporting to constituencies - Require majority for any issue to be resolved

1.5 FETAKGOMO TUBATSE LOCAL MUNICIPALITY WITHIN THE NATIONAL AND PROVINCIAL PLANNING CONTEXT:

Alignment of FTLM Key Priorities Areas; Development Objectives; Limpopo Development Plan (LDP), NDP, Back to Basics and mSCOA						
FTLM Key Priority areas	FTLM Key Performance Area	FTLM (IDP) Strategic Objectives	Limpopo Development Plan (LDP) Key Pillars	National Development Plan (NDP) Key Pillars	Back to Basics Strategy Key Performance Areas	Municipal Regulations on Standard Chart of Accounts (mSCOA)
Access to Basic Services	Basic Services Delivery & Infrastructural Development	To facilitate basic services delivery and infrastructural development investment.	Infrastructure development	Building capabilities of the people and the state;	Basic Service: Creating Conditions for Decent Living	Improve measurement of the impact on service delivery and the community.
Job Creation	Local Economic Development	To promote economic development in the FTLM Municipal Area	Economic development and transformation	A developmental state capable of correcting historical inequalities and creating opportunities for more people while being professional, competent and responsive to the needs of all citizens;	Basic Service: Creating Conditions for Decent Living	Ensure alignment and implementation of the IDP as all expenditure, both capital and operating will be driven from a project.
Spatial Rationale	Spatial Rationale	To promote integrated human settlements.	Integrated sustainable rural development & sustainable human settlements	South African leaders putting aside narrow sectarian interests in favour of national interest and putting the country first.	Basic Service: Creating Conditions for Decent Living	Improve quality of information for budgeting and management decision making
Organisational Development	Municipal Transformation & Organisational Development	To strengthen institutional efficiency and governance	Building a developmental and Capable State	Have South Africans be active citizens in their community and in the development of the country;	Building Capable Institutions and Administrations	Improve oversight functions by council as the required information will be tabled for policy decisions, tariff modelling and monitoring.
Financial Viability	Financial Viability	To improve overall municipal financial management	Building a developmental and Capable State	A growing and inclusive economy with higher investment, better skills, rising savings and greater levels of competitiveness;	Sound financial management	Accurate recording of transactions therefore reducing material misstatements
Good Governance	Good Governance & Public Participation	To enhance good governance and public participation	Social cohesion and transformation	Unite all South Africans around a common programme to fight poverty and inequality and promote social cohesion.	Public Participation & Putting people first	Reduce the month/year end reconciliation processes and journals processed

1.6 List of Community Structures

WARD	NAME OF COMMUNITY STRUCTURES E.G. SANCO	TYPE.
01	MSAIC, DDAPJC, Home Based Care, Home Based Care, Home Based Care, Ngwanatsela Creche Youth, DA, ANC Women, Makgakgasa Step, Home Based Care	NGO & CBO
02	SANCO, Development forum, Development forum	
03	Kholofelo Gospel Group, Batlou gardening, Mohlaetse drop in centre, Baroka ba phasha brick making and gardening, Maebe care group	Music Artist, NPO
04	Batau Home Based Care, Diboro Disability Centre, Child Aid Home Based Care	NGO, CBO, NP
05	CPF, Ikemeng General Farming, Dithamaga General farming, Arerataneng Old Age, Bright Future Youth. Civil Society Dev Initiatives Ratehu Primary cooperative, Vulamehlo	CBO, NGO, NPO
06	Bophelo Home Based Care	NPO
07	DYDEP Home Based Care	NPO
08	Diphale Home Based Care, Modimolle Home Based Care, Diphale Traditional Dance, Mantjakane Clinic Steering Com, Local Sports Comm, Magabaneng Community Trust, Seuwe Dev Forum, Diphale Water Comm, Mantjakane	CBO, NGO
09	Sehunyane water committee	NGO
10	Tjate Kiba, Home Based Care, Djate Gardening, Mashabela Kiba, Swale Fishery	NPO, CBO
11	Gamaroga Home Based Care	NGO
12	Maadagshoek Home Base Care, HC Boshoff Clinic comm, Koni Phuti Comm Dev structure, Itireleng Maadagshoek Youth, Matimatjati Agric, Maadagshoek Cooperatives, Mamphahlane Cattle Farmers	NGO, CBO
13	Home Based Care, VEP, CPF	NGO, CBO
14	Zakheni, Dilokong protective disability, Motlouela old age, Habeng Home based care, Habeng development forum, Badisi ba itabeng	NPO
15	Morapaneng Home Based Care, (SEJN) Sekhukhune Environmental, Home Based Care, Swaranang, HBC/CWP	NGO, NPO
16	Madikabe HBC, Phafogang HBC, ANC, SANCO, EFF	NPO, NGO,
17	Mamopo HBC, Phutanang HBC	NPO
18	CPF, Youth against Crime, Pastors and Woman Against Crime, Manoke Home Based Care Drop in Centre, SANCO (Manoke)	NPO
19	None	None
20	Bothashoek Home Based Care	NGO
21	Hlapologang Aged Clinic, SADC, SANCO, Mamapo HBC	NPO
22	Madama home base care, Isibindi child and youth care, Bambanane home base care, Bogwasha protective work	NGO, NPO
23	Thandanani Homebase, Alverton help self-group, Lehlabile old age	NGO
24	Home base care	NGO
25	Batau home based care, Madiseng Home based care	NPO
26	CPF, Home base care, Irrigation scheme, Civic	CBO, NPO, NG
27	09 CPF	NGO
28	Ngwaabe home base care, Kokwaneng mogokadi disability centre, Ngwaabe youth against crime	NGO
29	Ngwaabe home base care, Kokwaneng mogokadi disability centre, Ngwaabe youth against crime, CPF Rehoboth substance abuse, Maseven skills development committee	NGO
30	Mokobola community project, Bapedi reka kgona, Reshogathari, Badisa ba dikgomo, SANCO, Traditional healers, Praktiseer disability, Home base care, Home base care, Vodaville development forum	NPO, NGO
31	Mangabane community development and business forum, Itireleng home base care, Burgersfort home base care	NPO
32	Imologa disability centre, Motswadibe home base care, Tsoga o sepele old age, Tlemaganang drop in	NPO
33	Baroka ba selepe home base care, Manotoana home base care, Swazi Mnyamane home base care	NPO
34	Samanco Jaghlost community structure, Potlake management forum, Business forum, Water committee	CBO
35	Phafogang, Ikageng home base care	NGO
36	Itshepeng HBC, Lawrence Phokanoka dropping, Phela o Phedishe, Fetakgomo farming Projects, Gosebo Home based care, Aganang; RWA	NPO
37	Mantshatlala fibre project, Baphelon home base care, Mapuwe Agrisen, LPR, Phela o Phedishe gradening, Monoka Development forum, Youth against crime, Victim empowerment, HTA, Aganang Home base care, Ngwanamante, Thetiane Piggery, Ikhlofeleng farming, Areshomeng, Mogo	NPO
38	Awake & Rise Home Based Care, CPF, CWP, Phahla HBC, Arejeng Borotho Baroka, Makoko Farmers, Ikageng Home-Based Care Group, Bana ba Nkwe Traditional Dance, Ikageng Drop-in centre, Basadi ba Jamaica, Mashilabele Majakathata, Mashilabele Reakgona, Makgobola Naga, Ikageng Old Age, Bahwaduba, Disabled, Mashilabele Supers, Mashilabele All Stars, Toishi United FC, Shenyangeng Jamaica FC, Phageng Brazil FC, Mmela Rangers FC	NPO
39	CPF, Nchabeleng pensioner association, Badishi retimelwetswe farming, Itekeng home base care	CBO, NPO

CHAPTER TWO: SITUATIONAL ANALYSIS OF FETAKGOMO LOCAL MUNICIPALITY

2.1 INTRODUCTION:

The imperatives to appropriately plan for the development of the Fetakgomo Tubatse Local Municipality (FTLM), it is critical to identify the essentials of FETAKGOMO TUBATSE LOCAL MUNICIPALITY: population, an appropriate demographics as well as the anticipated trends in development after amalgamation. The Fetakgomo Tubatse Local Municipality is a Special Economic Zones programme which must accommodate industriliation within the municipality as mining town.

2. 1.1 DEMOGRAPHIC PARAMETERS

2.1.2 Current situation

According to the 2011 Stats SA information; the total population of the Fetakgomo Tubatse Local Municipality is approximately 429 471 with 106 050 households; these make Fetakgomo Tubatse Local Municipality (FTLM) a municipality with highest population in the District. 2016 Community Survey as compared to the 2011 Stats SA results that the FETAKGOMO TUBATSE LOCAL MUNICIPALITY records population increase of 489 902 (12%) with household increase of 125 454 . As per the current community survey 2016 the FETAKGOMO TUBATSE LOCAL MUNICIPALITY households increased with 19 404 (15%).

TOTAL POPULATION BY AGE AND GENDER DISTRIBUTION

Age - 5 year age groups by Sex for Person Weight, Fetakgomo Tubatse			
	Male	Female	Grand Total
00-04	26816	27240	54056
05-09	24714	24739	49452
10-14	22774	21192	43966
15-19	32003	28667	60670
20-24	30329	27152	57481
25-29	30051	28938	58989
30-34	22098	23907	46006
35-39	11514	13768	25282
40-44	10130	10409	20539
45-49	7050	9176	16226
50-54	6165	8840	15004
55-59	4890	6247	11137
60-64	4507	5539	10046

Age - 5 year age groups by Sex for Person Weight, Fetakgomo Tubatse			
	Male	Female	Grand Total
65-69	2015	4682	6697
70-74	1460	4823	6282
75-79	845	2650	3495
80-84	401	1732	2134
85+	417	2023	2440
Grand Total	238179	251723	489 902

Source: Statistics South Africa, Community Survey 2016.

The table above indicate ample evidence demonstrating that the FETAKGOMO TUBATSE LOCAL MUNICIPALITY population has increased. 2011 Census demographic research observes that median age for the municipality population is around 15-19 years for both female and male at 60670. The other population group of 24-25 for both female and male recorded as 58 989 this means that they represent the entire population of the municipality. The below table of 2016 community survey indicate the sex ratio of the district. Consequently, FETAKGOMO TUBATSE LOCAL MUNICIPALITY at 97.9 % reveals that there are more males found within the local municipality.

The Stats SA 2021 municipal estimates 521 715, the estimated growth of 2011 and 2021 is estimates 21.71%. the below diagram shows the estimated gender by age from 2011 and 2021.

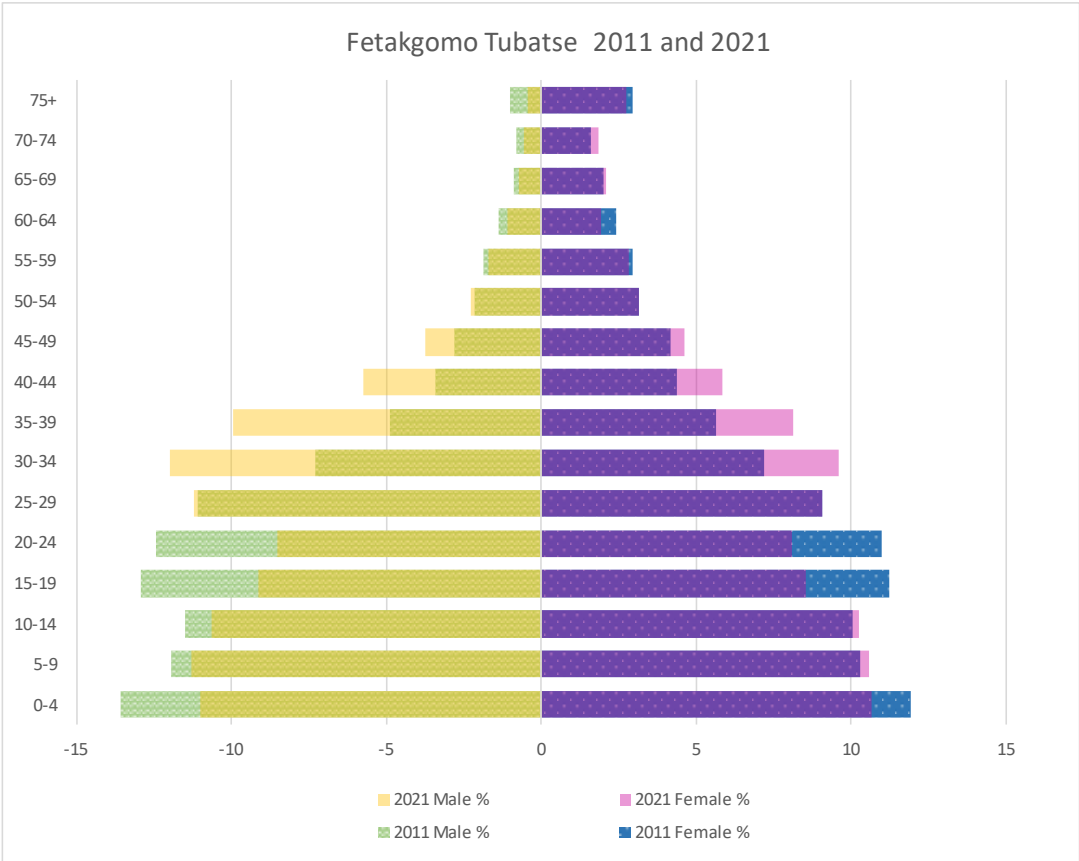


Table below indicates population by Geography and Gender: Source STATSA 2011 and 2016

2011 STATSA				2016 COMMUNITY SURVEY			
Municipalities	Male	Female	Total	Male	Female	Total	Growth Rate
Sekhukhune district	497 648	579 191	1 076 840	548 463	621 299	1 169 762	0.019
Ephraim Mogale	58 207	65 442	123 648	59 908	67 260	127 168	0.006
Elias Motsoaledi	115 503	133 860	249 363	125 133	143 123	268 256	0.017
Makhuduthamaga	121 282	153 075	274 358	124 963	158 993	283 956	0.008
Fetakgomo	42 258	51 536	93 795	43 732	52 936	96 668	0.007
Tubatse	160 398	175 278	335 676	194 726	198 987	393 713	0.036

The table above indicate the total number of Households for **FETAKGOMO TUBATSE LOCAL MUNICIPALITY** in 2011 as combined was **106 050** and **125 454** in 2016; which makes the municipality the biggest municipality in the District. The municipality has shown a growth of **8%** growth in 2016; this might be due to the mining activities taking place in the area.

Community Survey (2016) SEX RATIO.

2.1.3 POVERTY AND INCOME

The poverty is defined as a state or condition in which a person or community lacks the financial resources and essentials to enjoy a minimum stand of life. The SUSTAINABLE DEVELOPMENT GOALS (SDGS) adopted on 2016 its main purpose is to end poverty. The below table indicate comparison of poverty in the Sekhukhune District and Fetakgomo Tubatse is the highest.

2011 STATSA			2016 community survey	
Municipalities	Poverty headcount	Intensity poverty	Poverty headcount	Intensity poverty
Sekhukhune	11.3	41.6	13.6	42.4
Ephraim mogale	10.3	41.0	13.1	41.5
Elias motsoaledi	8.5	41.3	10.9	42.3
Makhuduthamaga	12.2	41.4	15.3	42.5
Fetakgomo	9.6	41.3	14.7	41.5
Tubatse	13.5	42.2	14.2	42.9

Source: Statistics South Africa (CS 2016)

The following SDGs indicators goals 1, 2, 3, & 6 are used as a linkages to the domains of the deprivation as is recognised and measured separately:

Domains	Indicator
Income and Material Deprivation	3
Employment	2
Health	1
Education	1
Living environment	6

The following are the deprived wards in the Fetakgomo Tubatse Municipality as per the Statistics South Africa of 2011.

No on Provincial rank	Local Municipality	Ward Number	Number of Domain	Ward Pop
10	Fetakgomo	94704001: Ward 1	5	6 087
27	Fetakgomo	94704004: Ward 4	4	5 994
42	Fetakgomo	94704011: Ward 11	3	9 448
43	Fetakgomo	94704002: Ward 2	3	8 024
44	Fetakgomo	94704009: Ward 9	3	6 445
50	Fetakgomo	94704003: Ward 3	2	7 431
54	Fetakgomo	94704006: Ward 6	2	8 564
1	Greater Tubatse	94705021: Ward 21	5	6 490
3	Greater Tubatse	94705022: Ward 22	5	8 634
6	Greater Tubatse	94705015: Ward 15	5	8 288
11	Greater Tubatse	94705029: Ward 29	5	11 520
13	Greater Tubatse	94705005: Ward 5	4	14 041
19	Greater Tubatse	94705027: Ward 27	4	12 464
25	Greater Tubatse	94705009: Ward 9	4	11 608
31	Greater Tubatse	94705028: Ward 28	3	11 741
32	Greater Tubatse	94705019: Ward 19	3	10 799
38	Greater Tubatse	94705024: Ward 24	3	8 951
39	Greater Tubatse	94705017: Ward 17	3	11 533
40	Greater Tubatse	94705023: Ward 23	3	9 620

No on Provincial rank	Local Municipality	Ward Number	Number of Domain	Ward Pop
41	Greater Tubatse	94705014: Ward 14	3	12 605
46	Greater Tubatse	94705025: Ward 25	2	14 059
48	Greater Tubatse	94705013: Ward 13	2	17 007
49	Greater Tubatse	94705008: Ward 8	2	11 294
51	Greater Tubatse	94705007: Ward 7	2	12 084

Source: Statistics South Africa 2011

2.1.4 EDUCATION

Although there appear to be a significant amount of school infrastructure, supported by reasonable scholar transport, scholars do not complete secondary education. The mean years of schooling in FTLM was only 7,91 years in 2019. Although this has improved in recent years, and although it is better than its competitors, the reality is that it shows that a significant amount of people drops out before completing schools, in most cases in Grade 7 or 8 contributing to the low literacy rate of 72.5% in 2019. According to SDM, one of the factors that contribute to low quality of education in the district is the learner/teacher ratio and class size, where smaller classes are considered beneficial as they allow teachers to pay attention and meet the needs of individual learners. There are 4575 teachers within the 375 schools with a total of 14,521 learners at a student-teacher ratio of 32:1, which is considered high and had been increasing between 2016 and 2018. It had further been reported that public schools, particularly the ones in rural areas, lack educators. Table below gives a picture of the findings for 2016 community survey.

Highest level of education for Person Weight, LIM476	No	%
No schooling	95120	19.42
Grade 0	18553	3.79
Grade 1/Sub A/Class 1	12883	2.63
Grade 2/Sub B/Class 2	12709	2.59
Grade 3/Standard 1/ABET 1	15633	3.19
Grade 4/Standard 2	14459	2.95
Grade 5/Standard 3/ABET 2	15429	3.15
Grade 6/Standard 4	17087	3.49
Grade 7/Standard 5/ABET 3	14222	2.90
Grade 8/Standard 6/Form 1	22789	4.65
Grade 9/Standard 7/Form 2/ABET 4/Occupational certificate NQF Level 1	37182	7.59
Grade 10/Standard 8/Form 3/Occupational certificate NQF Level 2	52040	10.62
Grade 11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	63487	12.96

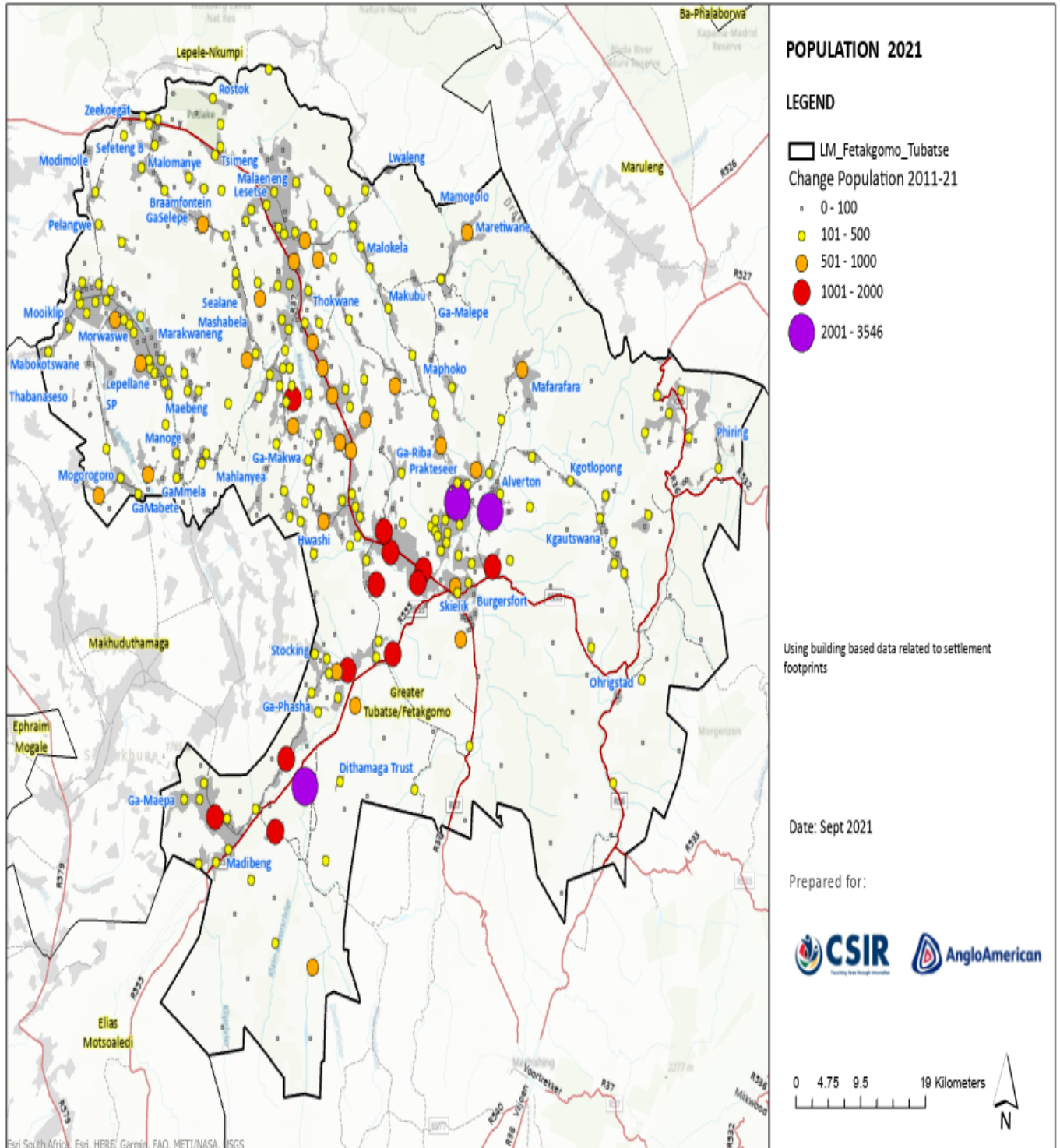
Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	69789	14.25
NTC I/N1	652	0.13
NTCII/N2	1188	0.24
NTCIII/N3	1921	0.39
N4/NTC 4/Occupational certificate NQF Level 5	2264	0.46
N5/NTC 5/Occupational certificate NQF Level 5	1148	0.23
N6/NTC 6/Occupational certificate NQF Level 5	2667	0.54
Certificate with less than Grade 12/Std 10	205	0.04
Diploma with less than Grade 12/Std 10	358	0.07
Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	1445	0.29
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	3695	0.75
Higher Diploma/Occupational certificate NQF Level 7	1456	0.30
Post-Higher Diploma (Master's)	1241	0.25
Bachelor's degree/Occupational certificate NQF Level 7	2071	0.42
Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	1481	0.30
Master's/Professional Master's at NQF Level 9 degree	106	0.02
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	80	0.02
Other	1372	0.28
Do not know	4945	1.01
Unspecified	224	0.05
Grand Total	489902	100.00

Source: Statistics South Africa Community survey (2016)

People with Disabilities within LIM476 Municipality: Source: Statistics South Africa Community survey (2016)		
	Number	Percentage
No difficulty	416895	85.10
Some difficulty	12847	2.62
A lot of difficulty	4061	0.83
Cannot do at all	1194	0.24
Do not know	281	0.06
Unspecified	570	0.12
Not applicable	54056	11.03
Grand Total	489902	100.00

2.1.5 POPULATION CHANGES

The below maps depicts the population changes since 2011 to 2021 for the Fetakgomo Tubatse Municipality, the purple circles indicate the areas of largest population growth for example at Praktiseer and Alverton area has experienced some large increase in population change.



2.2 SPATIAL RATIONALE

2.2.1 INTRODUCTION

In 2000, the Municipal Systems Act no. 32 of 2000 (MSA) established a framework for municipal planning and performance management. The Act changed the way in which municipalities develop policies as it seeks to clarify sustainable development within local governance and the role that communities should play in the integrated development planning phase. Section 26 (e) states that the SDF should accompany the municipal IDP and that the SDF should provide guidelines for the compilation of a land use management system within the affected municipality.

According to the MSA, the SDF forms a core component as a sector plan of an Integrated Development Plan (IDP) and should provide basic guidelines for the municipality's land use management system. Therefore, all land development related IDP projects should be informed by the SDF and be spatially referenced in an endeavor to achieve the desired spatial pattern of a municipality.

In terms of Part B of Schedule 4 of the Constitution of the Republic of South Africa, 1996 municipal planning is a core function of the local municipalities. To give effect to the constitutional mandate, Section 34 of the MSA and Section 20 of Spatial Planning and Land Use Management Act No. 16 of 2013 respectively, call upon municipalities to formulate the Spatial Development Frameworks.

The spatial patterns that shape the Fetakgomo Tubatse Local municipality are shaped by the following features, which collectively create a distinct spatial character of the municipality; namely: Roads, Topography, Tenure arrangements, Mining Activities, Agriculture, Tourism.

THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO 16 OF 2013 (SPLUMA)

Spatial Planning and Land Use Management Act, Act 16 of 2013 is a legal framework that oversees spatial planning and land use management across municipalities in South Africa. The Act intended to repeal the Development Facilitation Act and other respective planning laws that were discovered to be unconstitutional. One of its rationales is the planning of the entire municipalities while making provisions for the wall-to-wall land-use schemes that cover the whole jurisdiction of the municipalities.

It seeks to promote consistency and uniformity in procedures and decision-making. SPLUMA requires national, provincial, and municipal spheres of government to prepare SDFs that establishes a clear vision which must be developed through a thorough inventory and analysis based on national spatial planning principles and local long-term development goals and plans. SDFs are thus mandatory at all the three spheres of government. Objectives of SPLUMA are:

- Provision for inclusive, developmental, equitable and efficient spatial planning in different spheres of government
- Provision of a framework for the monitoring, coordination and review of spatial planning and land use management systems
- To provide a framework for policies, principles, norms and standards spatial planning and land use management
- To address past spatial and regulatory imbalances, application procedures and decision-making authorities

POLICIES AND PLANS AFFECTING SPATIAL PLANNING

In undertaking spatial analysis and / or planning, consideration must be positioned on government policies, frameworks and plans. This allows for alignment between national, provincial, and local government. Taking into consideration the three tiers of government, a number of policies have, over time, been critical in the process of spatial planning and development of SDFs. The table below provide a list of the critical policies and plans affecting spatial planning.

Table: Policies and Plans affecting Spatial Planning

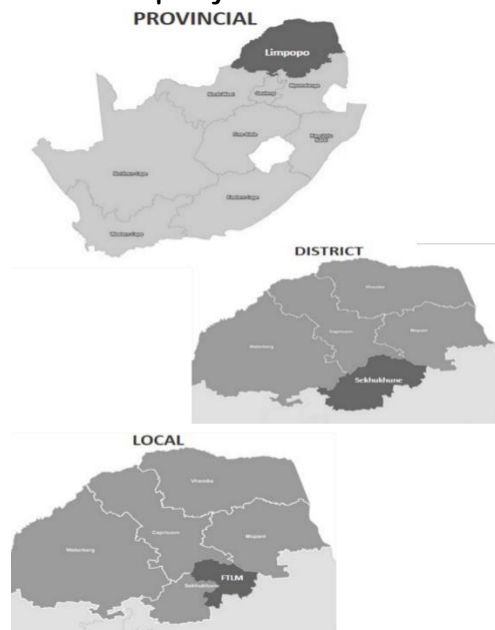
01 NATIONAL	
<ul style="list-style-type: none"> • National Development Plan: Vision 2030 • New Growth Path • National Spatial Development Framework (NSDF) • State of the Nation Address • National Infrastructure Plan • Industrial Policy Action Plan (IPAP) • Regional Industrial Development Strategy 	<ul style="list-style-type: none"> • Agricultural Policy Action Plan (APAP) • National Transport Master Plan • Integrated Resource Plan for Electricity • Integrated Urban Development Framework • National Comprehensive Rural Development Programme • The Agri-Parks Initiative
02 PROVINCIAL	
<ul style="list-style-type: none"> • Limpopo State of the Province Address. • Limpopo Development Plan (LDP) • Limpopo Green Economy Plan • Limpopo Provincial SDF • Limpopo Economic Development Agency (LEDA) Annual Report • Limpopo Integrated Infrastructure Master Plan (LIMP) 	
03 LOCAL: DISTRICT /MUNICIPAL	
<ul style="list-style-type: none"> • Sekhukhune District Rural Development Plan • Sekhukhune District Bioregional Plan 2018 • Sekhukhune District IDP 2020/21 • Sekhukhune District One Plan 2021 • Sekhukhune District SDF 2018 • Fetakgomo Tubatse IDP 2020/21 • Fetakgomo Tubatse Municipal SDF,2020 	<ul style="list-style-type: none"> • Fetakgomo Tubatse LED Strategy • Draft Steelpoort Precinct Plan 2021 • Draft Burgersfort Precinct Plan 2021 • Draft Apel Precinct Plan 2021 • Draft Urban Regeneration Strategy 2021 • Draft Burgersfort & Steelpoort Densification Policy,2021 • Dilokong Corridor Spatial Transformation Plan, 2017.

2.2.2 REGIONAL CONTEXT

Fetakgomo Tubatse is located within the Sekhukhune District in Limpopo province. The province is in the far Northern part of South Africa and is also known as the gateway to other African countries as it shares borders with three neighbouring countries: Botswana, Zimbabwe and Mozambique. The province also shares provincial borders with Gauteng, Mpumalanga and Northwest provinces.

The province is divided into five Municipal districts (Mopani, Vhembe, Capricorn, Waterberg and Sekhukhune) which are further divided into 22 Local Municipalities. Fetakgomo Tubatse Local Municipality (FTLM) is one of the four local municipalities that forms part of the Sekhukhune District Municipality (SDM).

The municipality share borders with Makhuduthamaga Local Municipality and Elias Motsoaledi



Local Municipality in the Sekhukhune District, Lepelle Nkumpi Local Municipality in the Capricorn District Municipality, Maruleng Local Municipality in Mopani District and Thabachweu Local Municipality in the Ehlanzeni District Municipality of the Mpumalanga Province.

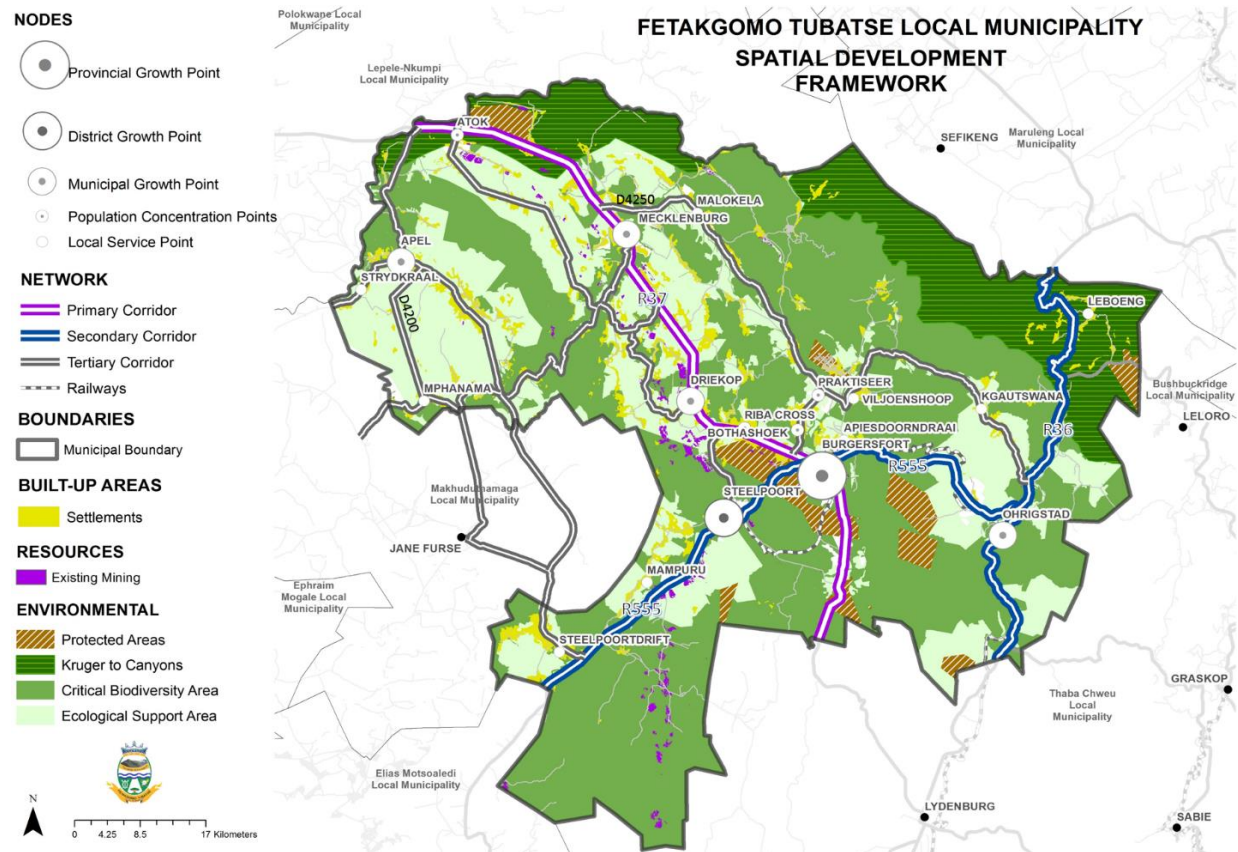
FTLM is the biggest of the four local municipalities within Sekhukhune District measuring a total area of 5 693 km². FTLM covers about 42% of the Sekhukhune District. According to the official demographic survey results (2016), the municipality is a home of a total population of 490 381 people.

KEY STRUCTURING ELEMENTS

The municipality functions as a strong economic centre within the SDM due to the concentration of mining activities along the R37 and R555 (Dilokong Corridor). As such, mining is not only the major source of employment and economic growth within the municipality, but also the District. Minerals found within the LM include platinum, chrome, vanadium, andalusite, silica and magnetite. The current and planned expansion of mining activities within the LM is placing extreme pressure on the environment and is resulting in land use conflicts with other uses such as agriculture.

Retail, trade, services and agriculture also contribute to the municipal economy. Agricultural products cultivated in this area include citrus, vegetables, corn and maize. Livestock farming includes cattle, goats and game. The municipality generally features a dispersed settlement structure, with a greater concentration of settlements within the western extents. Although featuring a number of major roads (R37, R36 and R555), the municipality's numerous settlements are only accessible via secondary gravel roads. The map below depicts some of the key spatial features within the FTLM.

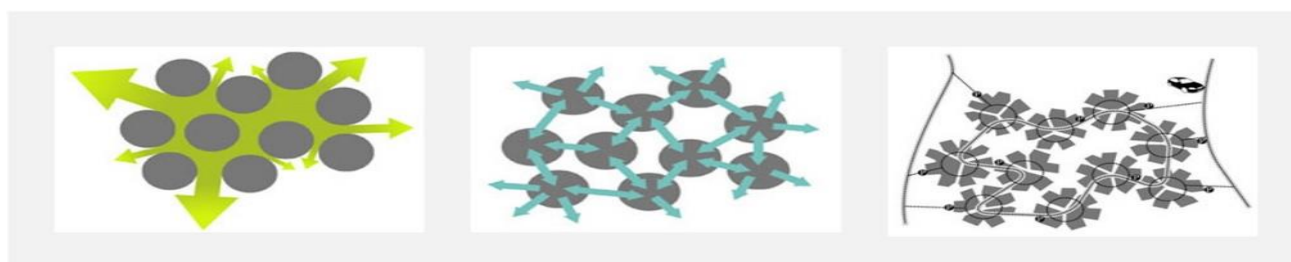
Map: Nodes and Corridors



The eastern limb of the Bushveld Igneous Complex (mining belt) is emerging as important structuring element of the municipality's spatial development, which will be increasingly dominant in future. The mining activities will affect mainly the western quadrant of the municipality. It is expected that retail and service businesses will respond to the opening of mines and the development of housing by also locating close to these areas. In time, this may eventually alter the current fragmented spatial pattern by creating few large urban settlements, if the expected scale of mining activities materializes.

PLANNING POPULATION (2002)	SETTLEMENT CLASSIFICATION	POPULATION PROJECTIONS			INCREMENTAL POPULATION		GROWTH RATE	
		2005	2010	2020	2005-2010	2010-2020	2005-2010	2010-2020
577	Growth Point: Burgersfort Total	600	8589	28431	7989	19842	70.3	12.7
14700	Growth Point: Driekop Total	15291	16155	18985	864	2830	1.1	1.6
11065	Growth Point: Ga-Kgwete Total	11510	12161	14291	651	2130	1.1	1.6
207	Growth Point: Ohrightstad Total	215	227	267	12	40	1.1	1.6
998	Growth Point: Penge Total	1038	1097	1289	59	192	1.1	1.6
2019	Growth Point: Steelpoort Total	2100	2219	2607	119	388	1.1	1.6
54569	Pop Concentration: Batau / Praktiseer Total	56762	59968	70475	3206	10507	1.1	1.6
804	Pop Concentration: Ga-Masete Total	836	883	1038	47	155	1.1	1.6
15475	Pop Concentration: Ga-Masha Total	16098	17007	19986	909	2979	1.1	1.6
34773	Third Order Settlements Total	36171	38213	44910	2042	6697	1.1	1.6
6952	Commercial Farm Land Total	7231	7640	8979	409	1339	1.1	1.6
115439	Tribal Areas Scattered Total	120080	126867	149085	6787	22218	1.1	1.6
257578	Grand Total	267932	291026	360343	23094	69317	1.7	2.2

Nodes



Based on the development trends in the Fetakgomo Tubatse Local Municipality, the settlement hierarchy was identified as follows:

Table: Nodes

Order	Nodes	Settlement
First Order	Provincial Growth Point	Burgersfort
	District Growth Point	Steelpoort
	Municipal Growth Point	Ohrigstad Driekop Mecklenburg Apel
Second Order	Population Concentration Points (PCPs)	Riba Cross/ Mashamothane Bothashoek Praktiseer Atok
Third Order	Local Service Points (LSPs)	Kgautswana Mampuru and extension Malokela A and B Leboeng Mphanama
Fourth Order	Village Service Points	Steelpoortdrift Apiesdoorndraai/Dresden Viljoenshoop

Burgersfort is identified as a provincial growth point and is located where the sections of R555 and R37 are coterminous, virtually at the centres of the Fetakgomo Tubatse. It is one of the major trading towns in Limpopo. It consists of higher order land uses such as retail shops, warehouses, government offices (e.g. Municipal offices), transport interchange facilities, e.g. taxi and bus rank, railway station; social facilities, etc. serving the hinterland of about 50 km. This town is located roughly in the geographic centre of the municipal area, and this makes it accessible to the majority of people. “Burgersfort is also a municipal capital of Greater Tubatse Local Municipality, which increases its status in the region.

A number of housing developments are planned on the northeast side of Burgersfort. This has also triggered numerous retail and service businesses. The town is also starting to experience problem characteristic of growing urban area, viz, the growth of informal settlements, traffic congestion on certain road section, rising land prices, declining capacity of bulk engineering infrastructure, etc. It also seems that the recent housing development does not match the required social facilities, such as schools and halls. The town is among the fast-growing small towns in and around Limpopo.

Steelpoort is identified as the District growth Point. Steelpoort in comparison to Burgersfort, comprised more of manufacturing industries and mining related suppliers whilst the latter is more dominated by the retail and service centre. This growth point mostly serves the mining community. There are about six operating mines around the town. Steelpoort town is characterized by a mixed used development; including heavy engineering enterprises; suppliers to the mines; transport facilities; building material suppliers; distributors/ wholesale, medium density housing and small retail component. About sixty per cent of industrial township, i.e. Steelpoort Ext 7 is occupied. Some of the service businesses related to mining have even emerged in fringe areas in the former Lebowa i.e. Tukakgomo and Eerste Geluk, Mapodile just south of Steelpoort.

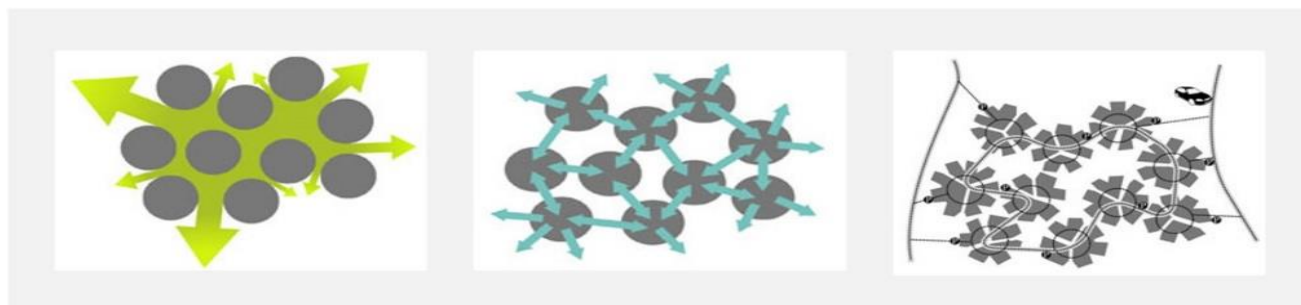
The D4190 (Pelangwe to Mabulela) (15 km) road hugs Burgersfort, Polokwane, and other special places in Limpopo such as Moria, Podingwane et cetera. It is therefore a recognised priority road in this IDP/Budget because of its potential to increase economic fortune and viability of the FTLM. Lead to promotion and optimum exploration of tourism.

Furthermore, the D4200 Mphanama to Jane Furse to Apel (39 km), which links the Mphanama to Jane Furse which is one of the growth points of the district (SDM) in terms of the District’s Spatial Development Framework.

The municipal growth points are Ohrigstad, Driekop, Apel and Mecklenburg. These settlements except Ohrigstad are expected to grow faster due to mining related development occurring around them. More services need therefore to be rendered in these settlements. Ohrigstad is a small rustic town located along major roads of R36. The town is stagnant with little building activity taking place. There are number of vacant stands and business premises in Ohrigstad.

These properties are also poorly maintained. Mecklenburg is located in the former Lebowa homeland territory along the R37 Dilokong Corridor. The settlement of Mecklenburg is anchored by the police station, Mines and the hospital, and surrounded by the series of hills forming an amphitheatre around an extensive flat land. The settlement is formed along the movement spine road (R37) and a number of roads taking off this main route at almost regular intersection. Generally, the housing densities in these areas are not more than 10 units per ha.

Corridors



The main transport routes within the municipality can be divided into the hierarchy of Primary, Secondary and Tertiary corridors.

Table: Corridors

Order	Corridor	Description
Primary	R37 (Dilokong Corridor)	The Primary Corridor (R37) runs through the municipal area in a North-South direction, connects Burgersfort with Polokwane and Lydenburg.
Secondary	R555 Regional Route R36 Provincial Route	The Secondary Corridors traversing the municipal area is the R555 Regional Route (connecting Steelpoort before crossing the R37 and ends at an intersection with the R36 Route at Ohrigstad.) and the R36 Provincial route (traversing the municipality in a North-South direction to the east of the municipal jurisdiction connecting Ohrigstad).
Tertiary	Ngwaabe Corridor D4190 D4200 D4252 D40454	The Tertiary Corridors consist of the following routes which form part of the central nerve system of the municipality: Ngwaabe Corridor to Jane Furse Pelangwe to Mabulela (D4190) Mphanama to Jane Furse to Apel (D4200) Mphanama to Mashabela (D4252) Road D40454 to Mphanama to Petseng to Ntswaneng to Ga-Kgwete

Clusters



Previously the Municipality did not consist out of any clusters. The clusters should be used for administrative purposes. The primary objective is to ensure an adequate level of service delivery within the communities is reached in each cluster. The spatial form of the Municipal clusters is based on the Municipal ward boundaries. The Municipality is divided into 6 clusters, each representing different wards. The table below depicts the 6 clusters and the municipal wards located in each cluster.

Table: Municipal Clusters

Clusters	Wards
Cluster A	4, 5, 7, 8, 10, 11, 13, 15, 17, 18, 19, 20, 21, 25, 30
Cluster B	2, 6, 12, 27, 28, 29, 31
Cluster C	1, 24, 26
Cluster D	9, 14, 16, 22, 23
Cluster E	3, 36, 37, 38, 39
Cluster F	32, 33, 34, 35

Tubatse Special Economic Zone (SEZ)

The Tubatse SEZ is located in the Eastern Limb of the Bushveld Igneous Complex in Steelpoort. There is already developed property for the manufacturing of the mining input supplies in Steelpoort which LEDA is in the process of acquiring (LEDA, 2017). The establishment of the Special Economic Zone (SEZ) in Tubatse is driven by the projected mining and beneficiation outlook of the Platinum Group of Metals (PGM) in South Africa. According to LEDA (2017), the Tubatse Special Economic Zone will impact positively on more than a million people in the

province due to improved economic activities within the Dilokong Spatial Economic Initiative as well as improving economic progress within other districts and municipalities.

The SEZ is established to:

- Support local economic development,
- Create jobs and contribute to the National GDP,
- Facilitate the creation of an industrial complex,
- Develop infrastructure required to support the development of targeted industrial activities,
- Attract foreign and domestic direct investment,
- Provide the location for the establishment of targeted investments.
- Enable the beneficiation of mineral and natural resources;
- Take advantage of existing industrial and technological capacity,
- Promote integration with local industry and increasing value-added production

Key Challenges:

- Inadequate capacity (Skills and Human Resource) to drive SEZ at District and Local level.
- Inadequate resources from the district to develop Regional Industrial Master plan which will guide the development of infrastructure projects
- No clear governance structures to oversee SEZ process.
- Lack of stakeholders support from both government and private sector.

Possible Interventions:

- There should be establishment of SEZ board in line with tripartite agreement to be signed by 3 spheres of government
- Provide budget and human capacity to drive Regional Industrial Master Plan.
- To appoint/ designate SEZ Champions at Provincial, District, and local level.
- Signing of tripartite agreement be done to secure commitments from the three spheres of government into the SEZ process.

2.2.3 SUMMARY OF KEY SPATIAL CHALLENGES AND INTERVENTIONS

Spatial Challenges	Summary of intergovernmental spatial transformation actions or interventions
<ul style="list-style-type: none"> • Over-all challenges affecting the municipality: <ul style="list-style-type: none"> - Uncertainty about the status of land ownership especially with reference to 	<ul style="list-style-type: none"> • The municipality has developed a Spatial Development Frameworks in terms of SPLUMA,

<p>state and tribal land prohibits future development and investments.</p> <ul style="list-style-type: none"> - Unresolved and competing land claims in the area threaten to destabilize future development. - Land claims processes take long. - Dispersed rural settlements making bulk infrastructure provision expensive - Sprawled development. - Inadequate land for development. - Land invasion. - Unauthorized land use. - There is an increasing number of informal settlements in areas close to mining and commercial agricultural activity <ul style="list-style-type: none"> • Specific challenges affecting the Apel area: <ul style="list-style-type: none"> - Dispersed rural settlements making bulk infrastructure provision expensive. - Majority of land in Apel area is under Traditional authorities - Land ownership patterns discourage potential investors - Residential development is uncoordinated, largely due to the inadequate management of land. • Specific challenges affecting the Burgersfort area: <ul style="list-style-type: none"> - Dispersed nature of the Central Business District and inconsistent development-Land invasion. - Unauthorized land use. - Increased Commuter and Heavy Vehicle Traffic - Inadequate road markings and traffic signs - No or limited on-street parking - Inconsistent or non-existent pavements, walkways, and other facilities for pedestrians - No safe street crossings and vehicle/pedestrian conflict - Unstructured formal and informal trading - Lack of street furniture - Uncontrolled informal signage 	<p>which advocate for increased urban densities to reduce sprawl and costs.</p> <ul style="list-style-type: none"> • Development and implementation Water Master Plan • Land acquisition • The District SDF proposes the establishment of a strong, district driven, Environmental Management Unit / Office that will coordinate all environmental matters within the district in conjunction with the provincial department responsible for environmental affairs and be responsible for the formulation and implementation of the District Environmental Management Plan (EMP). • Township Establishment and Upgrading of land tenure. Current projects include Tubatse A, Tubatse Extensions, Fetakgomo Extension 2, Mashilabele, Dresden, Portion 6 Hoeraroep. • About 25 pipeline projects representing 14 100 units have been identified across the district under the Informal Settlements Upgrading (ISU) programme, and a further 17 480 units for the Rural Housing Programme (Sekhukhune SDF, 2018). • Human settlement Master Plan. • Enforcement of municipal SPLUM by laws across the district. • The development and implementation of wall-to-wall land use scheme will assist with the identified land use challenges affecting communal land. • Implementation of SPLUMA compliant municipal SDF across the municipality. • Workshopping of traditional authorities on spatial planning and use management processes, policies, and tools.
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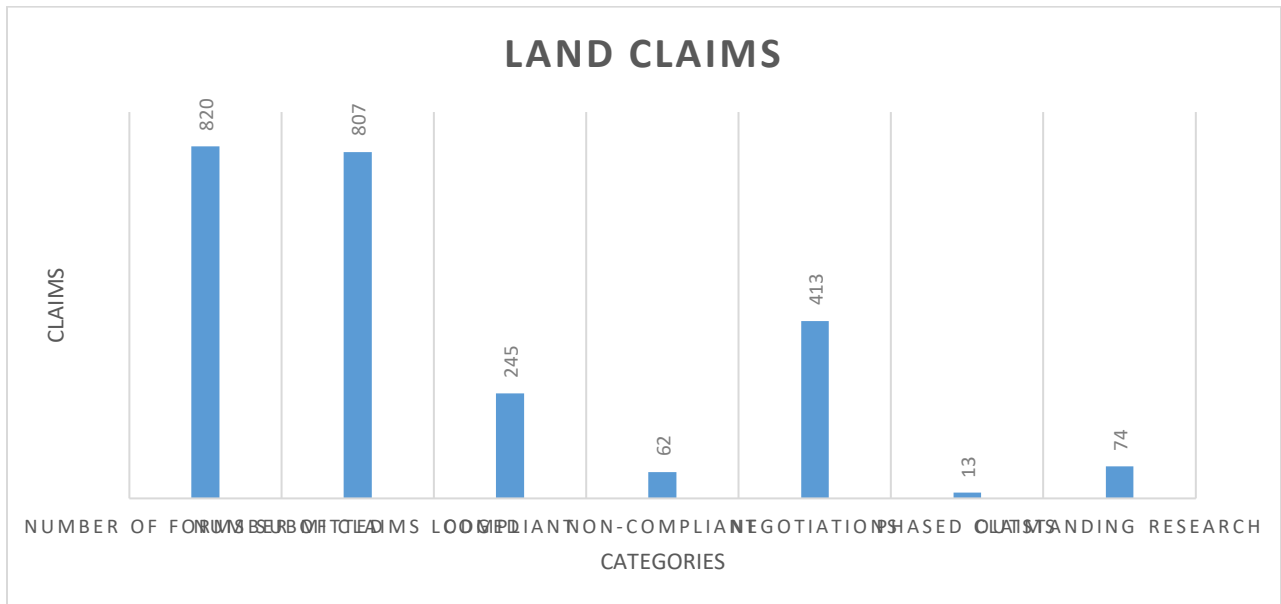
LAND CLAIMS

Approximately 60% of the municipal land is under claims. These claims are almost entirely in rural areas that were part of the former Lebowa territory. In order to spatially illustrate where land claims have been lodged a parent farm layer was used due to a lack of detailed property descriptions, thus it is important to note that these locations are only approximated and do not indicate exact coordinates of land claims.

The map below shows that a large part of the municipality is under claims, and most of these claims are still being researched, only about 9 claims have been settled. The following land claims could not be mapped as the described properties could not be identified.

Table: Land Claims Land Claims	
Number of forms submitted	820
Number of claims lodged	807
Compliant	245
Non-Compliant	62
Negotiations	413
phased Claims	13
Outstanding Research	74

Status of Claim	Number	Percentage
Dismissed	50	6.1%
Dismissed (Offer has been approved)	1	0.1%
Financial Compensation: Finalised	89	10.9%
Financial Compensation: Not Finalised	66	8.1%
Further Research	2	0.2%
Gazetted	2	0.2%
Land Restoration: Finalised	17	2.1%
Land Restoration: Phased Outstanding	12	1.5%
Negotiations	5	0.6%
Researched	351	43.0%
Research : external	51	6.2%
Research: Internal	167	20.4%
Research report enroute	1	0.1%
S42D Enroute	2	0.2%
Settled	1	0.1%
Total	817	100.0%



LAND AVAILABILITY

CATEGORY	STATUS
MUNICIPAL LAND AUDIT REPORT	IN PLACE. IT COVERED MAINLY THE TOWNSHIPS
PERCENTAGE OF LAND OWNED BY THE MUNICIPALITY	1.7 %
PERCENTAGE OF LAND OWNED BY PRIVATE	71,34 %
PERCENTAGE OF LAND OWNED STATE	26,92 %
PERCENTAGE OF VACANT LAND	UNDETERMINED

LAND INVASIONS

“Land invasion” refers to the illegal occupation of land, with the intention of establishing dwellings/settlement upon it. Land invasions have become a major challenge in the municipality. Currently, private/State land is being invaded by communities at an alarming rate. Land invasions should not be tolerated and should be dealt with as part of the Land Use Scheme or land Invasion Strategy. The table below summarises the applicable legislation with regard to land invasions.

Legislation applicable to land invasions

Legislation	Content
The Constitution of the Republic of South Africa, 108 of 1996	Define the roles and functions of local government, which include access to basic services, promotion of social and economic development, safe and healthy environment, basic needs, and involvement of communities.

The National Development Plan	Promote the upgrading of informal settlements with relocation as last resort
Integrated Urban Development Plan	Promote the upgrading of informal settlements
The White Paper on South African Land Policy of 1997	Evictions as a solution to land invasions are a measure of last resort.
Prevention of Illegal Eviction from and unlawful occupation of Land Act, 19 of 1998 (PIE)	Provides procedures for eviction of unlawful occupants and prohibits unlawful evictions. The Act protects both occupiers and land owners.
The Housing Act, 107 of 1997	Every Municipality must ensure that, the inhabitants of its area of jurisdiction have access to adequate housing, set housing delivery goals and identify and designate land for housing development.
The Spatial Planning and Land Use Management Act, 16 of 2013 (SPLUMA)	The SDF should identify the designation of areas in the municipality where incremental upgrading is applicable. The Land Use Scheme should include provision that permits incremental introduction of land use management and regulation in areas under traditional leadership, rural areas, informal settlements, slums and previously disadvantage areas.
The National Housing Code 2009	The code sets overall housing vision and guidelines for South Africa

The Land Invasion Strategy 2018 identified the following land invasions within the Fetakgomo Tubatse Local Municipality:

- Burgersfort Ext 10: Erf 474, 475, 479 and 480
- Mecklenburg B: Portion 5 of the farm Mecklenburg 112 KT
- Tubatse A Extensions of the farm Praktiseer 275 KT
- Ga-Mapodile: Erf 587 and Erf 603
- Appiesdoringdraai: Portion 8,9,10,11,12 of the farm 298 KT

Rationale behind land invasions

The following causes and effects have been identified as part of the draft Land Invasion Strategy:

- Land is not protected
- Land that is available is too expensive
- Unavailability of land within strategic locations
- High property services charges and rates
- Housing backlog

- Citizens see land occupation as a quick and cheap way to jump the queue or housing waiting list
- Land politicization
- The poor conditions of informal settlements

2.2.4 TRADITIONAL AREAS

Majority of the municipality's settlements are under traditional authorities, who have jurisdiction over about 351 820 ha of land, which is approximately 62% of the municipality's land area. This shows that municipal authorities need to have continuous communication with traditional authorities to ensure a well-functioning municipality.

Table: Traditional Authorities

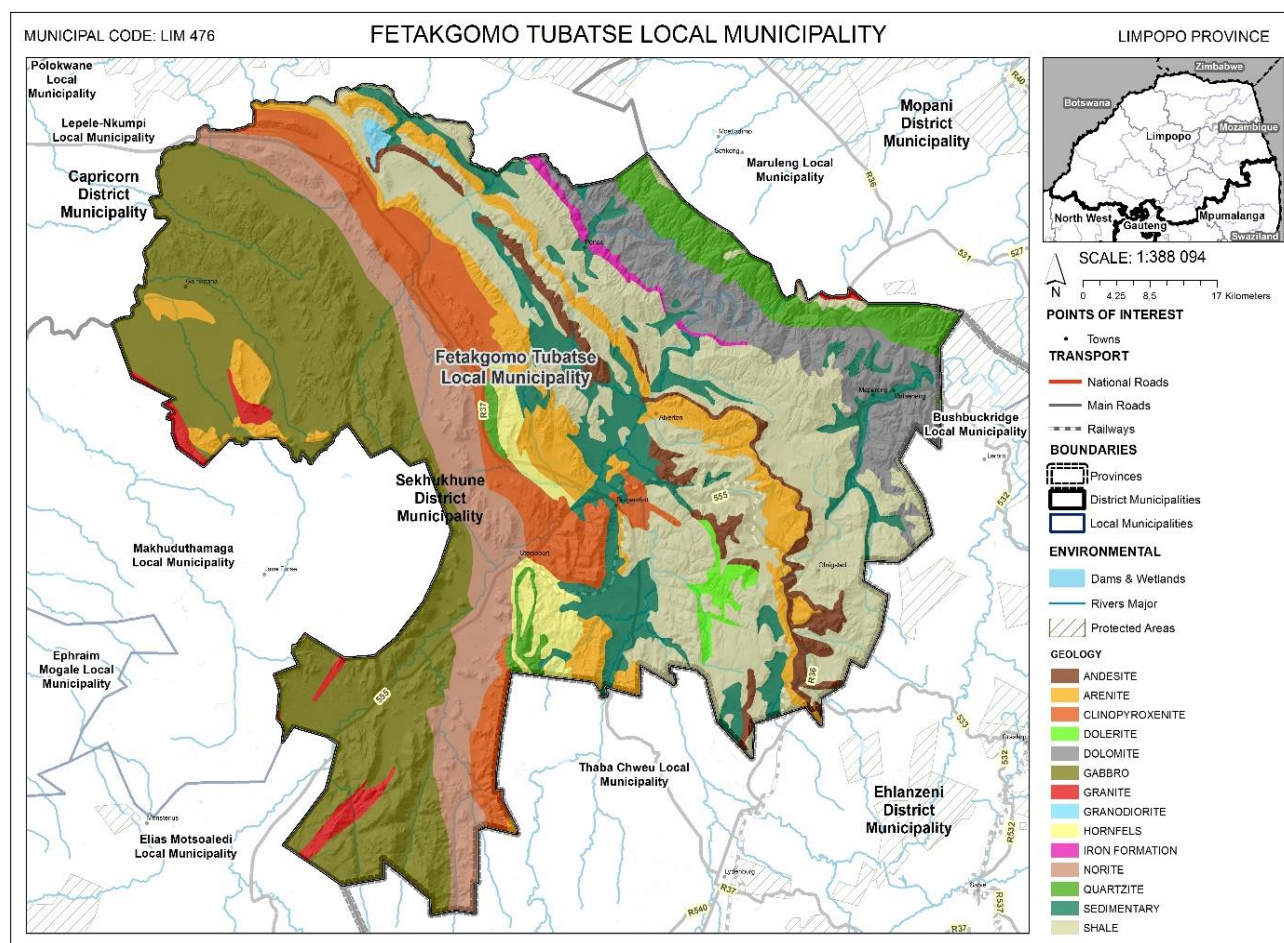
TA Name	Chief	Bantustan	Hectares
Matoke	H Manoke	Lebowa	3 007
Roka(Mashishi)	Mashishi M S	Lebowa	10 274
Roka(Makgalanotho)	Phasa T M	Lebowa	14 509
Roka(Malepe)	Malepe A E	Lebowa	24 093
Roka Phasa-Phokoane	Phasa K P	Lebowa	4 104
Pulana Maroga	Maroga J	Lebowa	6 201
Ba-Bina-Noko-Ba -Mampuru	Mampuru M H	Lebowa	2 785
Bahlakwane-ba-Malekane	Malekane N M	Lebowa	3 641
Tau(Phahlamohlaka)	Phahlamohlaka K P	Lebowa	7 288
Tau(Kgaphola)	Kgapola T J	Lebowa	11 340
Maisela(Manotwane)	Maesela D S	Lebowa	5 233
Roka-Radingwane	Radingoana M J	Lebowa	5 813
Bahlakwane-Ba-Maphopha	Vacant	Lebowa	2 184
Roka-Lebea	Seroka T M	Lebowa	3 896
Babina-Noko ba Mohlaletsi	Sekhukhune K	Lebowa	2 936
Nareng-Thokwane	Kwete M	Lebowa	8 123
Baroka ba Mashabela	Mashabela N W	Lebowa	8 243
Roka-Motshana	Komane N R	Lebowa	8 883
Roka-Selepe	Selepe D A	Lebowa	5 233
Swazi-Mnyamane	Nkosi P J	Lebowa	7 898
Twako-Mohlala	Mohlala M B	Lebowa	5 142
BaPedi ba Ramaube	Ramaube S	Lebowa	2 497
Twako-Maepa	Maepa S P	Lebowa	9 441
Maisela-Moswatse	Maisela S M	Lebowa	7 198
Tau-Mankotsane	Nchabeleng M R	Lebowa	10 884
Maisela-Mahlabaphoko	Maisela S M	Lebowa	5 756
Batau-Nchabeleng	Nchabeleng N Z	Lebowa	13 775
Baroka-ba-Nkwana	Phasha N A	Lebowa	49 348
Hlakwana-Rantho	Rantho N J	Lebowa	11 286
Ba-Kgwete-Ba-Kgautswane	Kgoete T A	Lebowa	36 757
Bakotwe-Ba-Makofane	Mafokane M	Lebowa	6 405
Kwena-Mafolo	Mafolo M T	Lebowa	6 655
Bakoni-Phuti	Riba J	Lebowa	10 918
Dinkwanyane	Dinkwanyane T M	Lebowa	15 700

Magadima-Ntweng-Ba-Magakala	Ntwampe L	Lebowa	3 770
Manoke	Manoke MHO	Lebowa	3 007
Marota-Bogashwa	Sekhukhune P R	Lebowa	7 593

2.2.5 ENVIRONMENTAL ANALYSIS AND OPPORTUNITIES

Geology

Geology influences the topography of an area, as well as its soil types and its potential for agriculture. Usually, there is more than one rock type for each rock formation. Fetakgomo Tubatse Local Municipality is located in the eastern part of the Bushveld Igneous Complex and the Transvaal geological system and as a result, it is underlain by sedimentary and volcanic rock formations. The municipal area is covered by quite a number of geological elements; however, Gabbro covers the largest area of the municipality as it covers approximately 25.9% of the municipal area, followed by Shale covering approximately 22.1% of the area. The third element is Norite which covers over 9% of the municipal area. Due to its geological composition, the municipal area is characterised by steep rising mountains.



Terrain Types

Terrain type data is a technique used to quantitatively describe relief. It describes the terrain or relief of an area by means of percentage level land and local relief. The terrain is illustrated by means of a gradient from level plains or plateaus to high mountains and potential opportunities for arable land use where climate permits. High local relief indicates transport barriers, meso-climate variability and high scenic value. Level land that is surrounded by mountains may offer opportunities for high-value fruit crops under irrigation.

The majority of the municipality can be said to exhibit a terrain type of “low mountains” which covers approximately 36.97% of the municipal area, followed by a terrain type of “plains with open low hills/ridges” which cover 19.3% of the municipal area. Plains with open high hills/ridges cover 9.93%, rolling/irregular plains with high hills/ridges covers 9.81% and high hills/ridges cover 8.02% of Fetakgomo Tubaste’s municipal area. Other terrain types cover less than 3.2% of the municipal area.

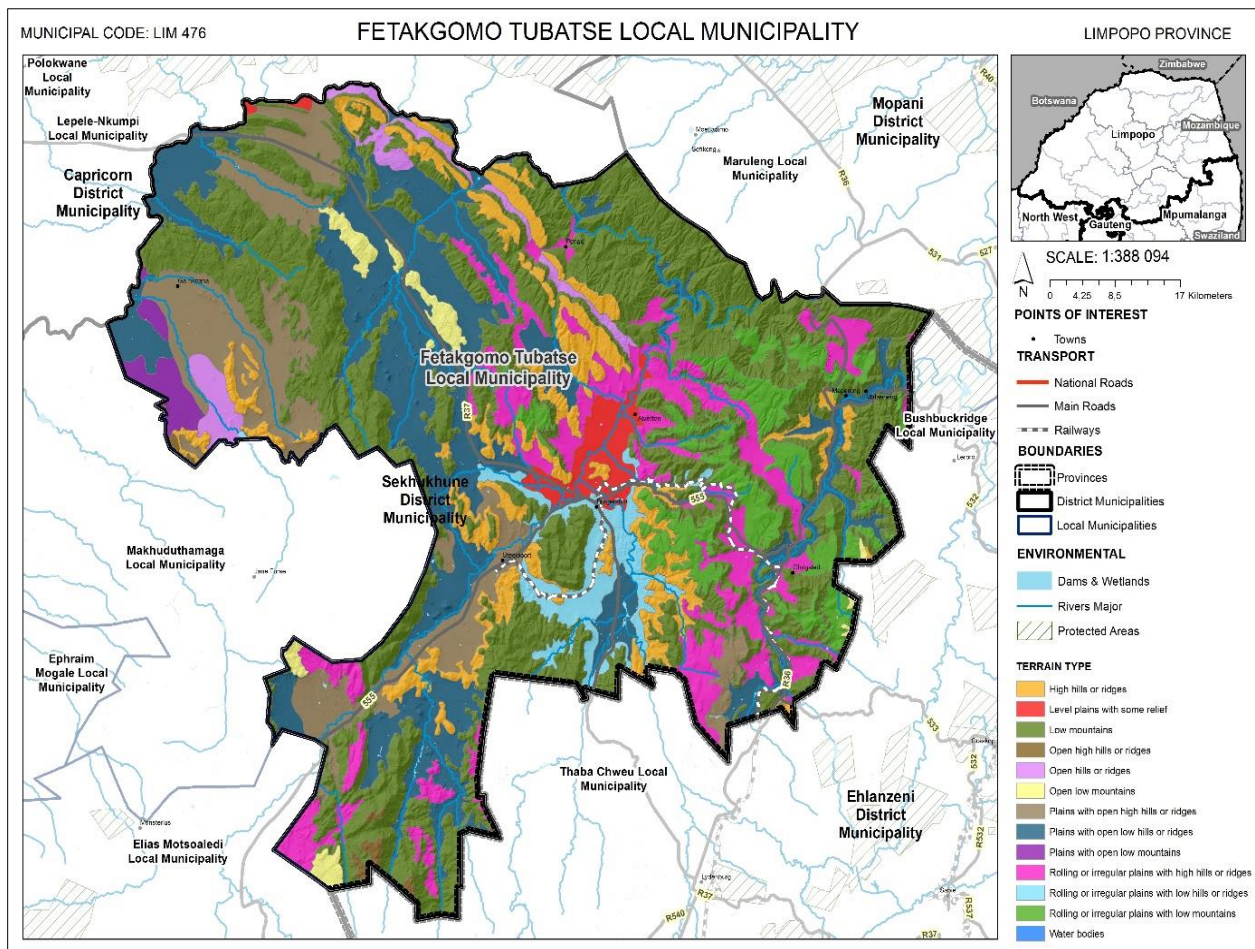
Development implications: Fetakgomo Tubatse has a mountainous landscape, and in that case development needs to be kept away from hills and mountainous areas, mainly because the cost of development and the provision of infrastructure in these areas increases and also because development can contribute towards erosion and environmental problems.

Logic Applied to Terrain Type

Symbol	Description (After Kruger, 1973; 1983)	Local relief (m) 1
A: Plains or plateaus with > 80% level land – land with slope less than 8%		
A1	Level plains or plateaus	0-30
A2	Level plains or plateaus with some relief	30-90
A3	Open plains or plateaus with low hills or ridges	90-150
A4	Open plains with high hills or ridges	150-300
A5	Open plains with low mountains	300-900
B: Rolling landscapes, broken plains or plateaus with 50-80% level land		
B1	Rolling or broken plains or plateaus with low relief	0-30
B2	Rolling or broken plains or plateaus with some relief	30-90
B3	Rolling or broken plains or plateaus with low hills or ridges	90-150
B4	Rolling or broken plains with high hills or ridges	150-300
B5	Rolling or broken plains with low mountains	300-900
C: Open hills, ridges or mountains with 20-50% level land		

C2	Open low hills or ridges	0-30
C3	Open hills or ridges	30-90
C4	Open high hills or ridges	90-150
C5	Open low mountains	150-300
D: Hills, ridges or mountains with <20% level land		
D2	Low hills or ridges	0-30
D3	Hills or ridges	30-90
D4	High hills or ridges	90-150
D5	Low mountains	150-300
D6	High mountains	>900

Map: Terrain Types



Slope

The following table indicates the potential for development at various degree classes of slope.

Degree Slope and Developmental Potential

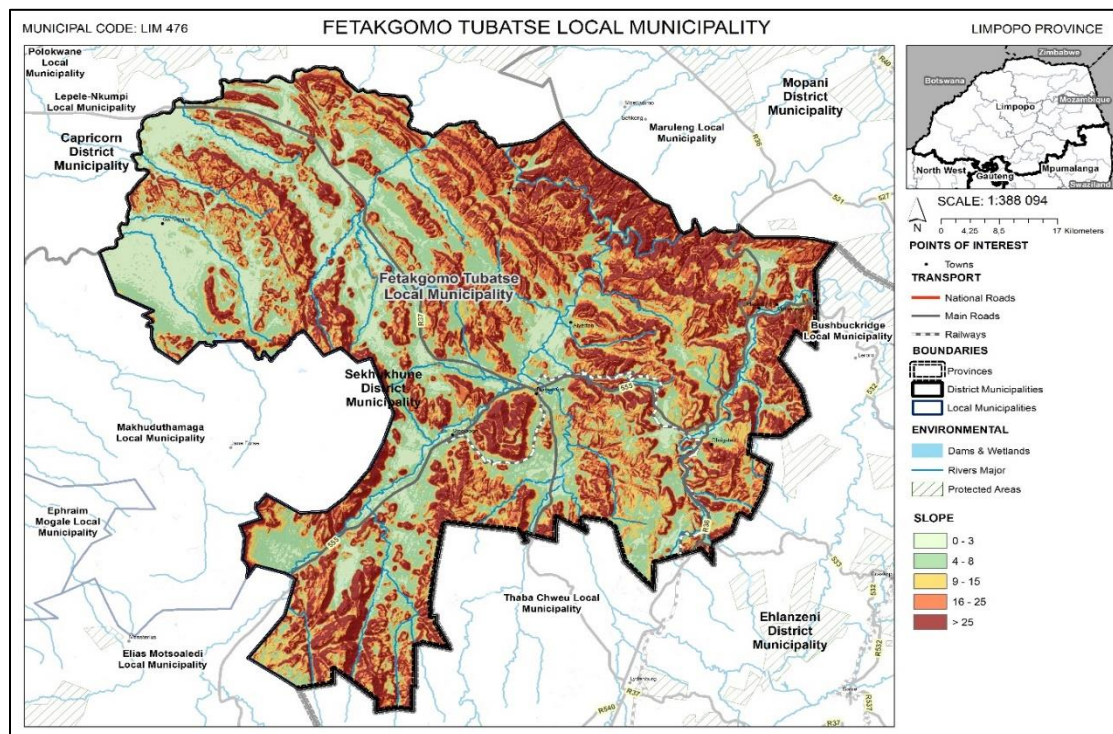
Degree of slope (%)	Development Potential
0% - 3%	Generally suitable for all development and uses
4% - 8%	Suitable for medium density residential development, agriculture, industrial and institutional uses
9% to 15%	Suitable for moderate to low-density residential development, but great care should be exercised in the location of any commercial, industrial, or institutional uses.
16% to 25%	Only suitable for low-density residential, limited agricultural and recreational uses.
Over 25%	Only used for open space and certain recreational uses.

Source: (Lehigh Valley Planning Commission, 2008)

In alignment with terrain type data, the slope analysis indicates that Fetakgomo Tubatse has a mountainous landscape. A large part of the municipality has steep slopes i.e. slopes above 15% which are spread out all over the municipal area.

Development Implications: Steep slopes constrain development, hence development within Fetakgomo Tubatse Local Municipality will be quite challenging because of its steepness in slope, and the lack of areas that are suitable for all development and uses.

Map: Slope



Soil

A soil can be regarded as any weakly cemented or un-cemented build-up of mineral particles formed by weathering rock with void spaces filled with air and/or water between the particles. The weathering products of rock depend on the rock forming minerals (parent material), the climatic conditions under which they had formed and the time of exposure to weathering processes. Soils are shallow on hard or weathered rock. Deep, rich soils are not found on steep slopes and therefore most of the areas with a higher gradient have shallow soils. Deep soil deposits are found along rivers and streams on level to moderate slopes.

Soil Classes

The majority of Fetakgomo Tubatse's consists of non-soil land classes, which take up approximately 52.65% of the municipal area. This type of soil class has a favourable property of which the areas which has this type of soil class may be water intake areas, and the limitation associated to these areas may have restricted land use options.

Majority of the municipal area is covered by swelling clay with no swell-shrink potential (i.e., 32.72% of the municipal area), followed by swelling clays with low swell-shrink potential (26.22%), and thirdly by swelling clays with very low swell-shrink potential (19%).

Unlike the terrain and slope analysis, the swelling clay analysis favours development within the municipality, because swelling clays present an unfavourable engineering impact and is associated with the cracking of structure walls etc. the fact that the majority of the municipal area consists of none to very low swell-shrink potential swelling clays, development within the municipality will not largely be affected by the swelling clay limitations.

Soil Erosion Susceptibility

The municipal area consists of a variety of soils which are moderately susceptible, somewhat susceptible and not susceptible to wind erosion. However, the majority of the municipality is covered by land consisting of sandy clay loams to clays which are not susceptible, followed by loamy sands sub-dominant which are moderately susceptible to wind erosion. The municipal area does not have pure sands that are highly susceptible to wind erosion.

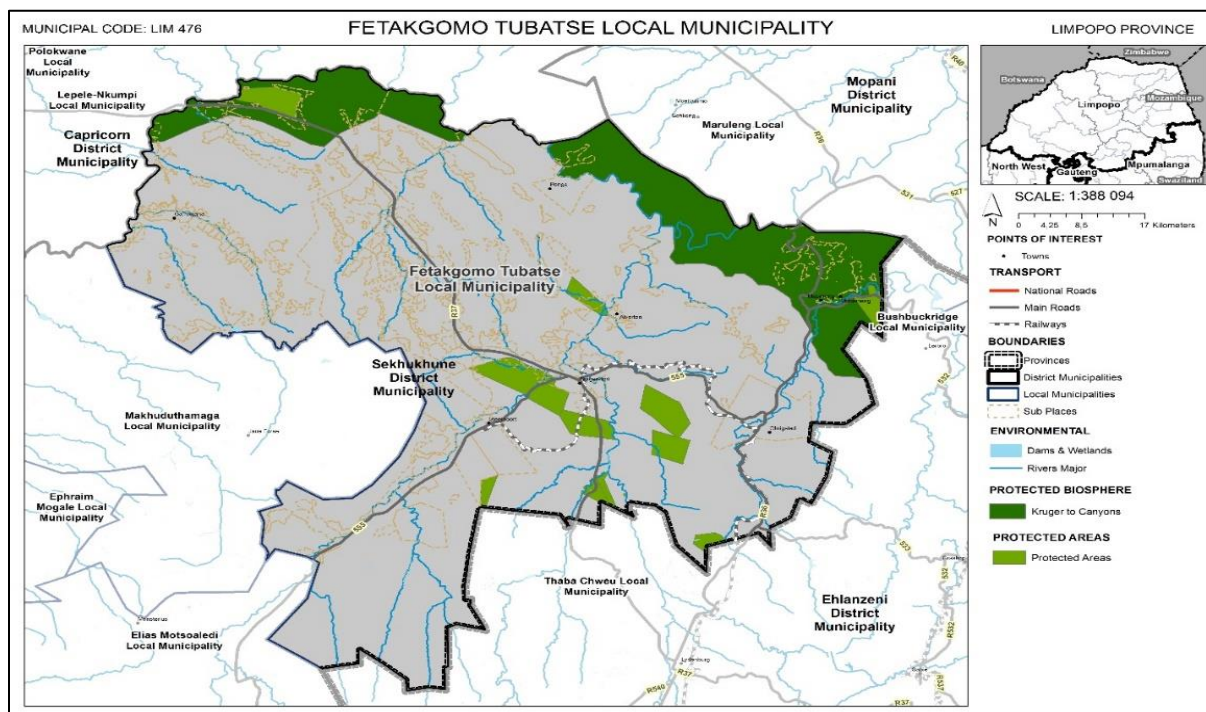
Protected Areas

A large portion of land, possibly over 80%, in Fetakgomo Tubatse Local Municipality is natural environment, which comprises of bushveld and areas of thinly dispersed and scattered grassland. The Kruger to Canyon biosphere, which is said to contain approximately 75% of all terrestrial bird species, 80% of all raptor species, 72% of all mammals, 50% of all butterflies and 50% of all frog species found in South Africa, stretches onto the municipality's northern borders, this presents benefits for the municipality.

Fetakgomo Tubatse Local Municipality has multiple nature reserves which form part of its protected areas as the municipality deems it important to preserve its natural environment. The following table shows the Nature Reserves that are found within the municipality and the land area they cover.

Protected Areas Name	WCMC Type	Site Type	Hectares
Presswomen Private Nature Reserve	National	Nature reserve	3 375,8
Berghoek Private Nature Reserve	National	Nature reserve	702,2
Blyderivierspoort Nature Reserve	National	Nature reserve	1 687,7
De Bad Nature Reserve	National	Nature reserve	16
De Hoop Private Nature Reserve	National	Nature reserve	21,7
G. L. Vosloo Private Nature Reserve	National	Nature reserve	856,6
Glen Ora Private Nature Reserve	National	Nature reserve	2 197,1
Kasma Private Nature Reserve	National	Nature reserve	534,2
Luiperdhoek Private Nature Reserve	National	Nature reserve	1 960,2
Milford Private Nature Reserve	National	Nature reserve	1 333,7
Oraben Private Nature Reserve	National	Nature reserve	803,9

Map: Protected areas



Biodiversity

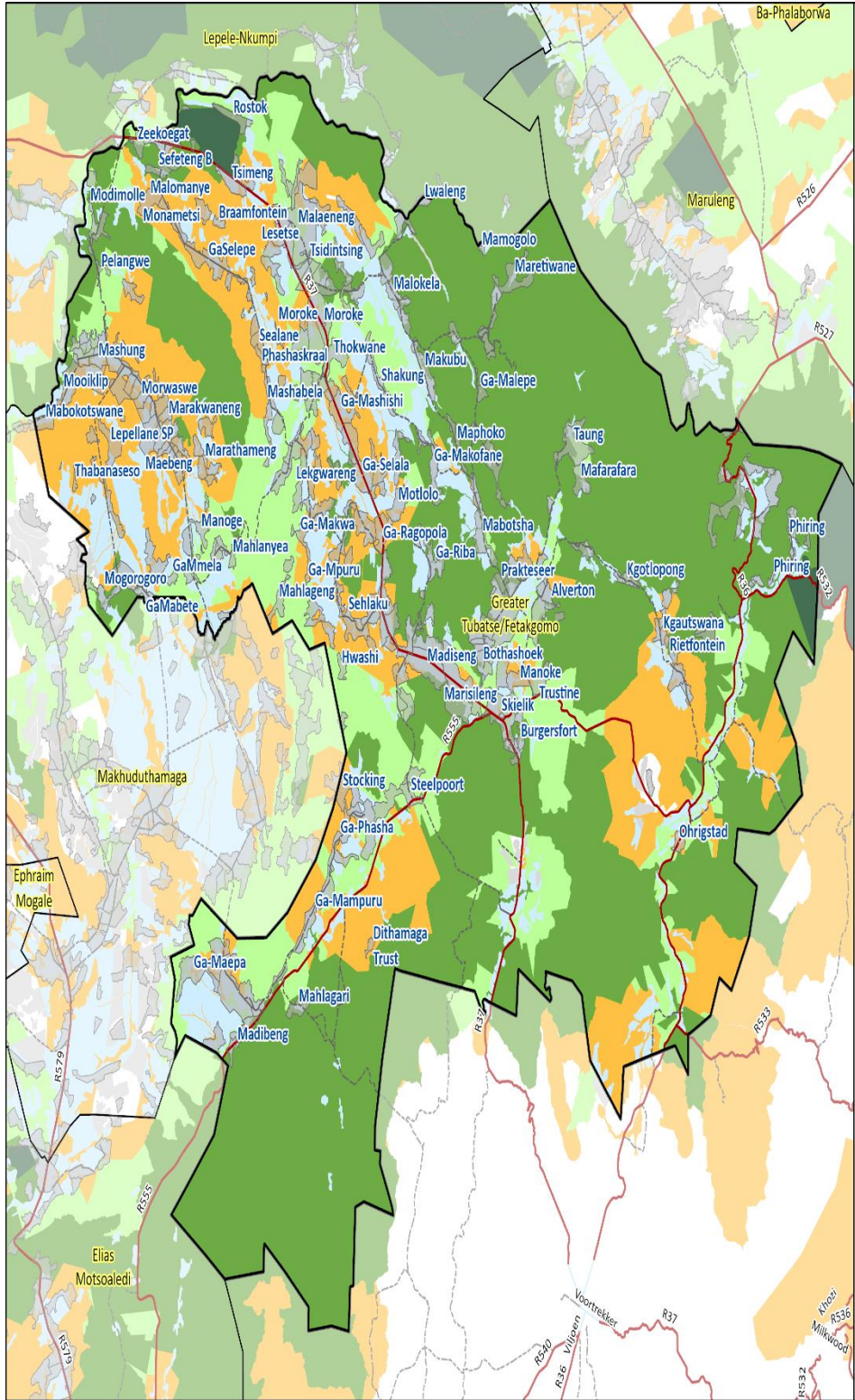
Critical Biodiversity Areas (CBA & ESA) is the collection of sites that are required to meet the region's biodiversity targets, it is thus important that they are maintained in the appropriate condition for their category. Critical biodiversity areas are areas of the landscape that need to be maintained in a natural or near-natural state in order to ensure the continued existence and functioning of species and ecosystems. In other words, if these areas are not maintained in a natural or near-natural state then biodiversity targets cannot be met. Maintaining an area in a natural or near-natural state can include a variety of biodiversity-compatible land uses and resource uses.

The following table shows the CBA categories in the municipality and the amount of land they cover. CBA 1 covers the largest area in the municipality as it covers 50% of the municipal area. CBA 2 and ESA 2 cover 15% of the municipal area. ESA 1 covers 19% of the municipal area.

Table: Biodiversity areas and land cover

Environmental Categories	Hectares	Percentage
Critical Biodiversity Area 1	286 331	50.3%
Critical Biodiversity Area 2	83 974	14.7%
Ecological Support Area 1	108 583	19.1%
Ecological Support Area 2	82 792	14.5%
No Natural Remaining	1 671	0.3%
Other Natural Area	1 614	0.3%
Protected Area	4 480	0.8%
Total	569 445	100.0%

The below map indicates the critical Biodiversity Areas and Ecological support Areas by CSIR 2021



CRITICAL BIODIVERSITY AREAS and ECOLOGICAL SUPPORT AREAS

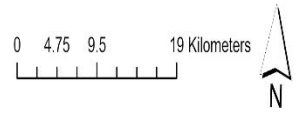
LEGEND

- LM_Fetakgomo_Tubatse
- Critical Biodiversity Areas
- CBA Category
 - Protected Area
 - Critical Biodiversity Area 1
 - Critical Biodiversity Area 2
 - Ecological Support Area 1
 - Ecological Support Area 2
 - Other Natural
 - No Natural Remaining

Data from the Department of Environmental Affairs and Forestry

Date: Sept 2021

Prepared for:



Folcier: D:\MCDP_Anglo\Evidence_MCDP\ArcMapPro_Projects\Fetakgomo Tubatse projects\

Rivers

The area is covered by a number of rivers and streams, providing habitable areas along it and its branches. The municipality's current Integrated Development Plan (IDP) seeks the conservation of its natural environment, and one of the objectives identified for the achievement of this goal is the protection of groundwater quality and river systems for water supply to communities. This is because the rivers are the key source of drinking water for the many communities that do not have access to piped water. The following are the rivers within the municipality: Groot-Dwarfs; Klein-Dwarfs; Steelpoort; Tubatsane; Moopetsi; Spekboom; Mabitsana; Tshwetlane; Hodupong; Matadi; Mabogwane; Olifants; Motse; Monametsi; Pelangwe; Mohlaletsi; Ohrigstad; Vyehoek; Mantshibi; Waterval; and Eloffspruit .

The rivers and watercourses within the municipality flow into various dams within and around the Fetakgomo Tubatse Local Municipal boundary, stretching into dams in other municipalities. This shows that the water system within the municipality is not isolated, it is a system that functions together with the watercourses in its neighboring municipalities. Implications for land use management:

- No agricultural activity should take place closer than 32 metres from any riverbank.
- Developments below a dam wall, must take cognisance of the dam failure flood line.
- No development within the specified flood line and where the integrity of a riverbank may be compromised.

Dams

Dams within the municipal area are the following:

Tubatse Dam; Tweefontein Mine Return Water Dam; Richmond Dam; Lepellane Dam; and Vlakfontein Dam. Implications for land use management:

- Existing settlements should be encouraged to relocate outside of these flood lines.
- No future settlements within the 1:100 year flood line and dam failure flood lines.
- No development should be closer than 32m from the high-water mark of any unprotected dam, until such time as the Disaster Management Plan identifies settlements that are at risk of being flooded.

Wetlands

Wetlands occur as individual endorheic pans, linear riverine systems, slope depression, flat and fringe wetlands. All wetlands are temporary – i.e., filling up briefly after summer rains. Pans are of ecological importance in arid regions for their ability to hold water and often unique associated biota. A large amount of mining activities within the municipal area may pose a threat to natural wetlands and should be very carefully managed.

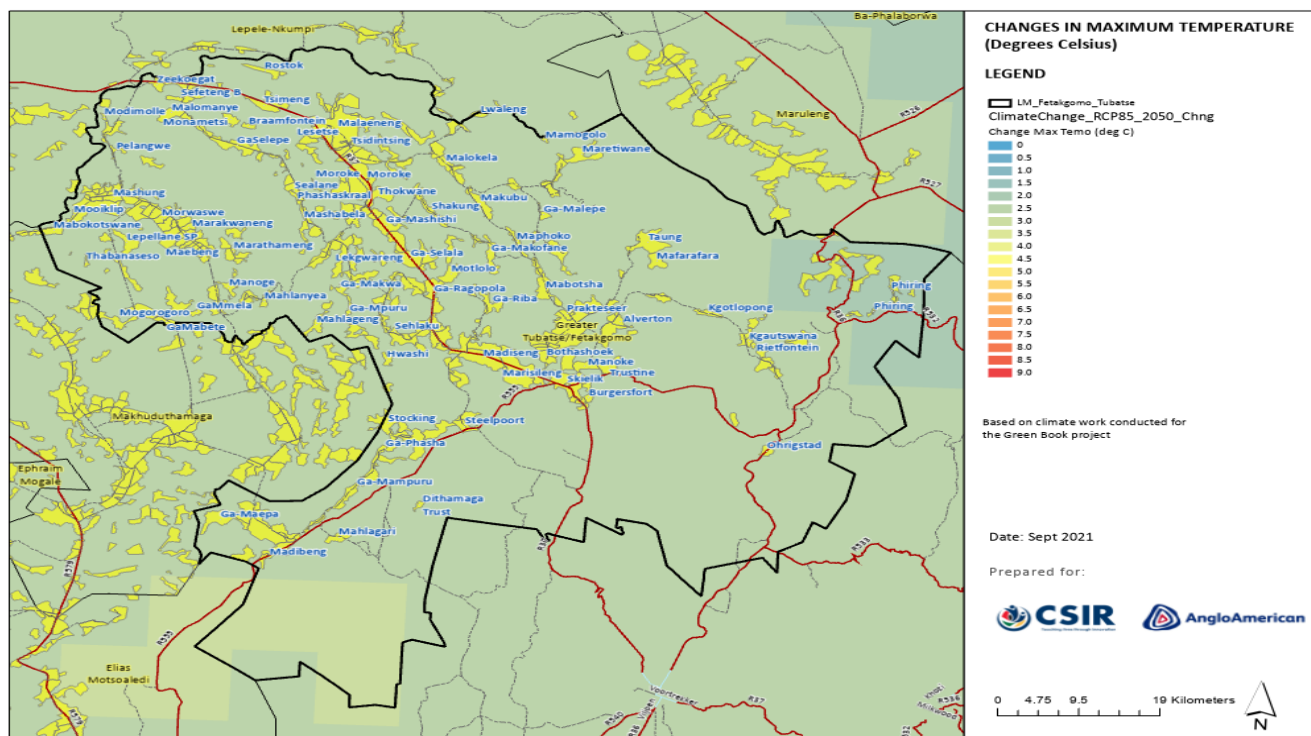
Hydrology

To sustain the growth of specific riverine ecosystems adequate water flow and good quality water are required. The integrity of aquatic habitat and water quality are major determinants of the biological communities in a system. The biological integrity of the system will be adversely affected if for a number of reasons habitat is lost or degraded. Thus, habitat availability and diversity are important in supporting diverse biological communities and provides an indication of the current ecological integrity of an ecosystem.

Climate

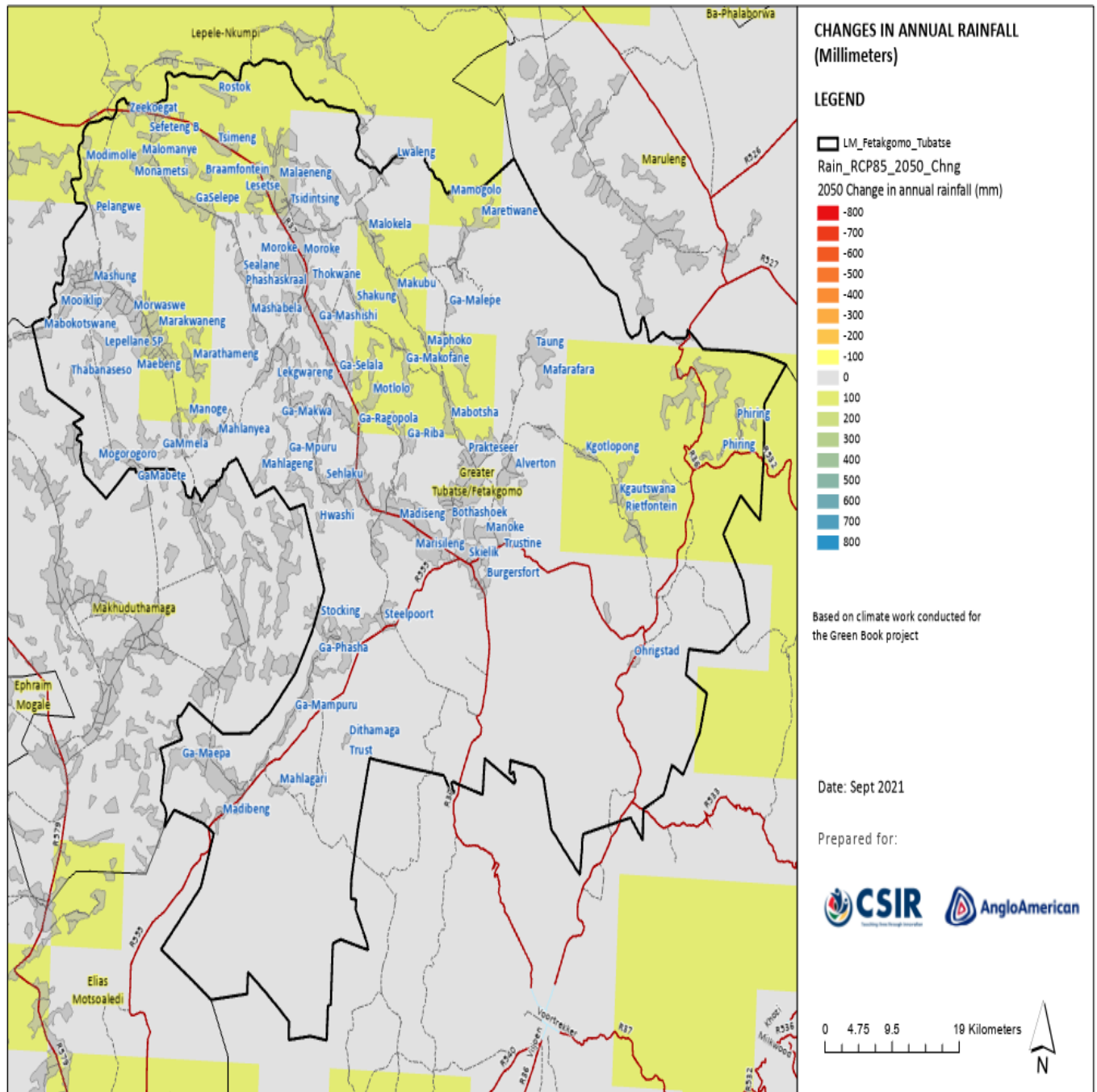
(a) Temperature

The minimum annual temperature in Fetakgomo Tubatse Local Municipality varies largely between 4.1°C - 8 °C, whereas the maximum annual temperature varies largely between 25.1°C - 31°C. The following maps show the changes in weather temperatures in the municipality. The change in the number of considering the RPC 8.5 low mitigation scenario reflects for 2050 the expected increase in maximum temperatures over the region.



(b) Rainfall

Rainfall occurs mainly during late summer (February) and can be highly unpredictable, with rainfall patterns within the municipality being highly variable. 63% of the Limpopo Province is occupied by the rainfall class of 401-600 (mm a⁻¹) (ARC-ISCW, 2005) which is the range in which most of the local municipality falls in



Air Quality

The Air Quality Act is there to protect the environment by providing reasonable measures for the protection and enhancement of the quality of air in the Republic. The Act aims to prevent air pollution and ecological degradation as well as securing ecologically sustainable development while promoting justifiable economic and social development.

Air pollutants are defined as substances which, when present at high enough concentrations, produce significant negative impacts on people and/or the environment. The main or key pollutants that are likely to be detected in the district include SO₂, NO_x, CO, PM and VOCs. The origin and health impacts associated with these pollutants will be discussed in a later chapter.

The Tubatse Local Municipality is found in the Northern eastern part of the District. The main towns in the area are Burgersfort and Steelpoort. The main activity in this area is the mining of chrome and platinum. There are also three chrome smelters in the area. This then means that the area is likely to have air pollutants like sulphur dioxide, nitrous oxides, chromium (VI) and particulate matter. There is also significant traffic in the area due to the transportation of minerals which introduces a substantial pollution from the vehicles. Other pollutants like pesticides can also emanate from the farms around Ohrigstad towards Burgersfort, of which the extent has not yet been determined.

One key element, which is of paramount importance for the Greater Tubatse is to put real time air pollution monitoring measures in place as soon as is practically feasible, so as to determine the extent of the problem and/or the concentrations of air pollutants in the area of jurisdiction, since air pollution has economic and social implications. This will also allow for accurate dispersion modelling. Currently, the district has three passive air quality monitoring stations which are being monitored by an independent company. The pollutants being monitored include SO₂, NO_x and Fallout dust. The results that are being obtained indicate the following:

Surface pollution: All the waste is collected and dumped at Burgersfort municipal landfill site. Empty cans, bottles, plastics and paper are the most dumped litter in the areas of Burgersfort, Ohrigstad, Praktiseer, Steelpoort and Ga-mapodile. There are no formal litter picking done in the rural areas of Greater Tubatse Municipality. Old mining areas such as Penge, Taung, and Krommelenboog etc are regarded as the most hazardous areas due to the asbestos remains exposed either by rain and life stock.

Emphasis must also be made on the mines and agricultural activities that are currently taking place in the area in making sure that they are restricted from using hazardous chemicals that might result as a threat to the environment. There is a need for the Municipality to develop

Environmental management policy and strategy in making sure that the environment is managed properly. Total amount of waste collected for 2008/09 in Greater Tubatse amounts to 32 341 m³.

2.2.6 MUNICIPAL GEOGRAPHIC INFORMATION SYSTEM(GIS)

Geographic Information System (GIS) unit, was established in the municipality around 2009. GIS is a computer technology that is used to capture, store, retrieve, manipulate, and present geographic data for wide range of applications. The application allows the municipality to better manage their assets, communicate and collaborate, answering critical questions, and eventually combining a variety of geographic information in different formats for analysis.

The innovative ways of using GIS in a municipal environment

- Public reporting
- Collecting public inputs
- Public safety information
- Engage community involvement in municipal planning

Intergovernmental relation

Limpopo GIS forum was established as a platform for geographic related communications. The forum presents an opportunity to network and share experiences and best practices in the application of spatial information management practices in governance.

SDI Act, 2003

The discipline is regulated by the Spatial Data Infrastructure Act, 2003 applicable to all users of spatial information and organs of state that hold spatial information. The Act ensures capturing and publishing of metadata, standard and prescription to facilitate sharing of information, and ways to avoid duplication. The committee for spatial information (CSI) was established to oversee the implementation of the Act.

GIS as a rapidly evolving tool, is an important tool for local government that unlocks the data's full potential in the analysis to assist in decision making process to enhance service delivery.

2.2.7 HOUSING

Housing is a functional area of concurrent national and provincial legislative competence in terms of Schedule 4, Part A of the Constitution (1996). Section 26 (1) of the said Constitution enshrines the inalienable right to housing by stipulating that " *Everyone has the right to have access to adequate housing*". The Housing Act 107 of 1997 details the functions of provincial government and municipalities in relation to housing provision. The municipalities have a clear mandate to ensure that communities have access to adequate housing and services, the specific function of executing national and provincial housing programmes lies with provincial government.

The Municipal housing environment comprises formal and informal dwellings. A number of households are in miserable housing conditions including informal settlements, backyard rental

shacks, overcrowded in formal urban houses, and rural areas without proper access to basic services. In addition to this, excessive urbanization for employment opportunities as a result of mining activities continues to put pressure on demand of housing.

The table below illustrates the distribution of households by type of main dwelling.

2011	CS 2016							
	Formal	Traditional	Informal	Other	Formal	Traditional	Informal	Other
Sekhukhune	234 095	10 107	17 861	1 738	254 466	14 351	17 738	3 934
Ephraim mogale	30 102	773	1 232	177	30 719	375	2 557	285
Elias motsoaledi	54 503	2 274	3 141	334	58 729	2 740	3 432	1 429
Makhuduthamaga	58 744	2 819	3 398	256	57 541	2475	3 891	862
Fetakgomo	21 535	451	685	181	21 448	731	360	383
Tubatse	69 212	3 790	9 406	791	86 029	8 030	7 498	974

Source: Statistics South Africa, 2016

According to the above table, approximately 107477 households live in formal dwelling within the municipality.

HOUSEHOLD SIZE OF FETAKGOMO TUBATSE LOCAL MUNICIPALITY (FTLM)

The population of the municipality stood at 489 381 people and 125 463 households in 2016. Fetakgomo Tubatse Local Municipality experienced some growth in five years where the population of the municipality stood at 429 471 people and 106 050 households in 2011. This indicates an increase of 14.18% in population and an increase of 18.31% in households within the period of 5 years. The challenges recorded as incomplete housing units dating back to early 2010s, High housing demand and no well researched priority list.

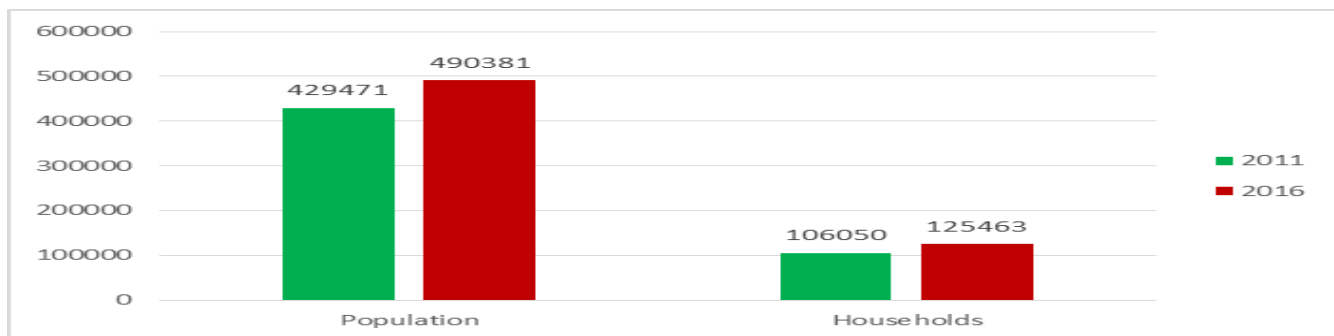
Population and Households

FTLM	2011	2016	Increase between 2001 - 2011	% growth
Population	429 471	490 381	60 910	14.18%
Households	106 050	125 463	19 413	18.31%

Source: (StatsSA, 2016)

The following figures depict the increase population and household sizes between 2011 and 2016.

Figure 4-5: Population and household sizes in 2011 and 2016

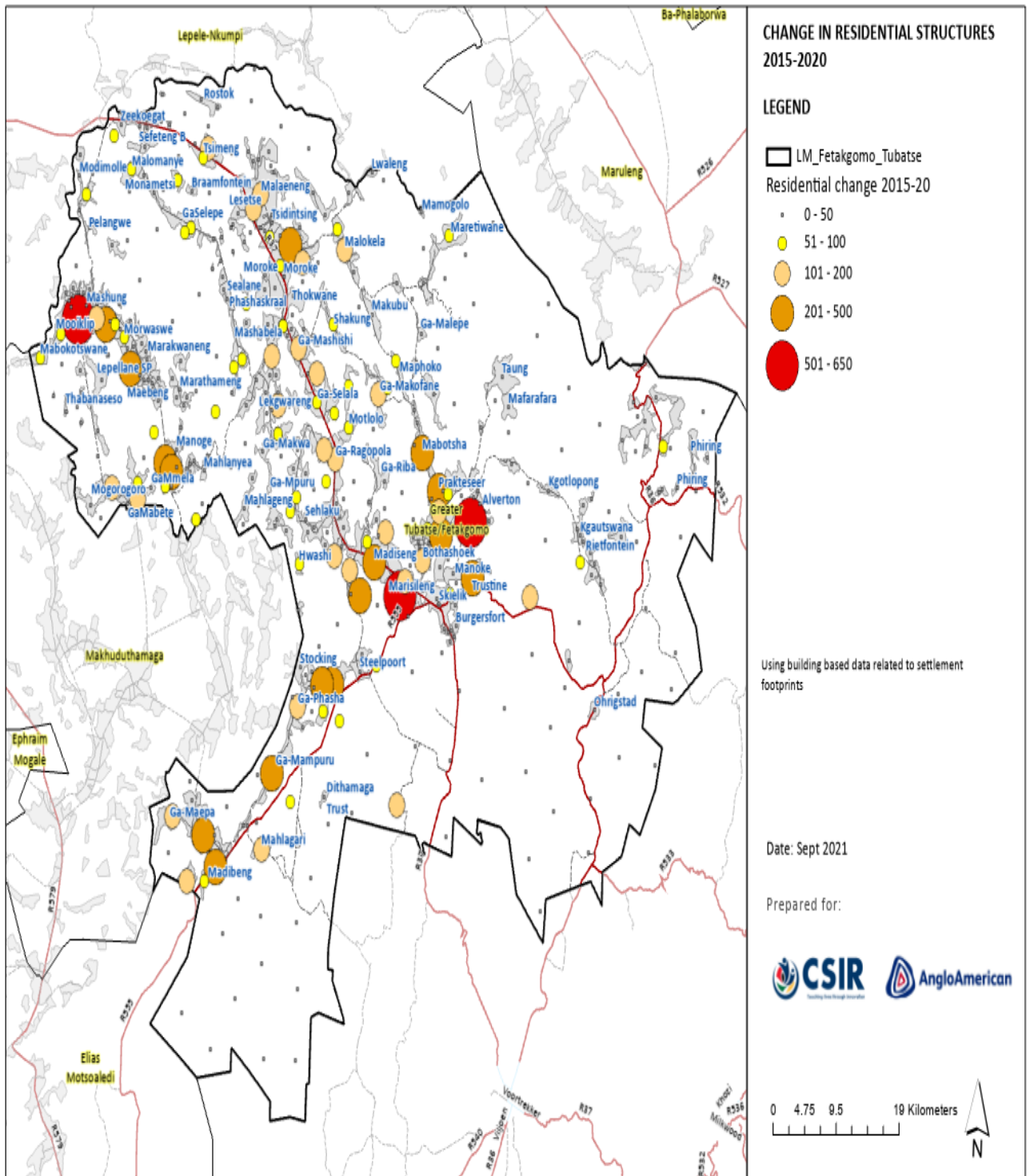


Source: (StatsSA, 2016)

The table below indicates the Main dwelling that household currently lives in for Household weight,

	Total number of Households	Percentage%
Formal dwelling/house or brick/concrete block structure	95887	76.49
Traditional dwelling/hut/structure made of traditional mater	8744	6.98
Flat or apartment in a block of flats	272	0.22
Cluster house in complex	30	0.02
Townhouse (semi-detached house in a complex)	275	0.22
Semi-detached house	48	0.04
Formal dwelling/house/flat/room in backyard	5893	4.70
Informal dwelling/shack in backyard	3908	3.12
Informal dwelling/shack not in backyard (e.g., in an informal	3943	3.15
Room/flat let on a property or larger dwelling/servants' quart	4996	3.99
Caravan/tent	75	0.06
Other	1282	1.02
Unspecified	9	0.01
Grand Total	125 361	100.00

Source: Statistics South Africa Community survey (2016)



Traditional Authority Areas with Formal Residential Structures

Residential structures in Traditional Authority Areas					
Settlement	Year2010	Year2015	Year2020	Percentage of TA residential structures	Percentage of total residential structures in LM
Anglo Plat	1273	1312	1424	1.43%	0.95%
Banareng	864	898	922	0.93%	0.61%
Bogalatladi	145	150	162	0.16%	0.11%
Boshoek	334	354	387	0.39%	0.26%
Braamfontein	147	158	171	0.17%	0.11%
Debeila	392	397	452	0.46%	0.30%
Dithabeneng	94	99	99	0.10%	0.07%
Fetakgomo	1353	1364	1377	1.39%	0.92%
Forong	252	262	277	0.28%	0.18%
Ga-Kgoete	1209	1251	1380	1.39%	0.92%
Ga-Machacha	1085	1120	1170	1.18%	0.78%
GaMaisela	340	352	361	0.36%	0.24%
Ga-Makofane	1170	1198	1327	1.34%	0.88%

HOUSING BACKLOGS

The need for housing within the Municipality is increasing on alarming rate due to the influx of people into town for employment opportunity. The alarming urbanisation is triggered by the thriving of mines around Burgersfort and Steelpoort. The table below depicts a detailed picture of housing backlog in a statistical perspective that there are 16755 (8%) within the municipality. Although all most wards have previously benefited from the RDP housing implementation, about 16755 (8%) persons/families are still in need of RDP houses.

INFORMAL SETTLEMENTS PROFILE

This section provides a synopsis of informal settlements within the jurisdiction of the Fetakgomo Tubatse Local Municipality. There is a high rate of mushrooming of Informal Settlements within the Jurisdiction of the Municipality because of employment opportunities.

CATEGORY	STATUS
NUMBER OF INFORMAL SETTLEMENT AND CATEGORY	10
STATUS OF UPGRADING	Formalization on two informal settlements (Tubatse A EXT 11 and 3).
PROPERTY DESCRIPTION PER INFORMAL SETTLEMENT	ErF 479 Burgersfort Ext 10 Remaining Extent of Portion 8 of the Farm Steelpoordrift 296 KT (Mashifane) Remainder of the farm Eerstegeluk 327 KT (Ga Mapodile). Portion 18 and 22 of the farm Aapiesdoorndraai 298 KT. Tubatse-A EXT 11: Portion 22 Of the Farm Praktiseer 275 KT (the municipality is formalizing this area)

PROPERTY DESCRIPTION PER INFORMAL SETTLEMENT	Tubatse-A Ext 3: Remainder of the farm Praktiseer 275 KT (THE MUNICIPALITY IS FORMALIZING THIS AREA) Portion 2 and 13 of the farm Forest Hill 117 KT (Ga Mashishi). Portion 5 of the farm Mecklenburg 112 KT (Mecklenburg B) Remainder of the farm Hoeraroep 515 KT (Ga Nkoana) Portion 2 of the Remainder of the farm Doornveld 781 KS (Mphanama)
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To summarize some of the above, there is a huge and fast mushrooming informal settlements within the Municipality is known as ‘*Extension 10*’. Extension 10 informal settlement is located in close proximity to Burgersfort Clinic and opposite to Burgersfort Mall. It is estimated to have approximately 1571 informal structures, comprising 1232 occupied dwellings, 278 vacant or unoccupied dwellings and 54 structures used for non-residential purposes. The estimated total number of households is about 1210.

The specific sub-problem statement in this regard is the unserviced and undeveloped area/land Fetakgomo Extension 1 Township on Portion 2 of Hoeraroep. The township is registered and proclaimed. The restoration of the land available for development has always been integral part of our struggle for socio-economic emancipation. In this regard, we are engaging various stakeholders for the installation of bulk services on this township.

HOUSING ACCREDITATION

Accreditation is the recognition by a provincial MEC responsible for Human Settlements that whilst a municipality has met certain criteria and standards, it requires additional support and capacity prior to assuming full responsibilities for the administration of national housing programmes. The Housing Act 107 of 1997 provides for “accreditation” as a capacitation mechanism to allow for the administration of national housing programmes by municipalities. However, if the full responsibility for the administration of national housing programmes is to be transferred, then the Constitutional and legal framework for assignment of powers and functions needs to be followed. To effect the above, the MEC of Coghsta has amongst others identified Fetakgomo Tubatse Local Municipality for accreditation (capacitation to administer certain national housing programmes). This is an opportunity for the Municipality to get resources for development of Integrated and Sustainable Human Settlements which will add value to the growth of the local economy.

The municipality is proposed for level one (01) accreditation. This means that it will be assigned with additional housing functions such as managing beneficiaries, subsidy budget planning and allocation, and priority programme management and administration are therefore assigned to the Municipality. To effect the above, Coghsta has appointed Service Provider to assist the municipality in compiling business plans, data collection and assembling, and so forth in order to

pave ways for accreditation. More so, the task team from the municipality have been appointed to complement the aforementioned project.

TENURE UPGRADING

Security of tenure is a central part of the housing development process. There are number of subsidized housing units in the Municipality wherein the beneficiaries are not yet in possession of Deed of Transfers. For example, Ga-mapodile, Tubatse A. Majority of beneficiaries in these areas are having Deed of Grants. Coghsta is embarking upon the process of issuing Deed of Transfers at Ga-Mapodile A and Ga-mapodile B and the municipality is currently busy doing the same for Tubatse A Township. The Ga-Mapodile process of upgrading is completed, whereas Tubatse A process is estimated to be completed in 2022.

Greenfield developments for implementation of Integrated and Sustainable Human Settlements are intended to take place within strategic areas of the Municipality. The developments of this nature often assist in addressing social cohesion, gap market as well as the local economic spin-offs.

To effect the above, The Department of Human Settlements have purchased a parcel of land (Mooifontein Farm 313 KT) measuring 107, 2353 Ha in extent for development of Integrated and Sustainable Human Settlements. The Department of Cooperative Governance, Human Settlements and Traditional Affairs together with the Municipality, and the Housing Development Agency are working together on re-designing a township to suits the principles of Integrated and Sustainable Human Settlements. The project intends to cater the mixed income groups including lower income group to promote integrated society regardless of their economic backgrounds. The Department of Rural Development and Land Reform have donated portions 8, 9,10,11,12 of the farm Aapiesdoorindraai 298kt measuring 639,1743Ha in total. The municipality is currently developing a township on Portion 10 of the farm Aapiesdoorndraai 298 KT and it measures 233, 2713 hectares for purpose of integrated human settlement and Land fill measuring 249,5714Ha in extent is being developed by the municipality on portion 09 of the farm Aapiesdoorndraai 298KT.

SOCIAL/RENTAL HOUSING

Affordable rental housing or institutionally managed housing forms part of the Municipal housing conditions. The Municipality has taken initiatives to upgrade Extension 10 Informal Settlement for the purpose of Social/Rental housing implementation. To effect the above, the Market and Socio-Economic Survey to inform the need for Social/Rental Housing has been conducted. More so, the Municipality has also promulgated the rezoning to “Residential 3” to allow social housing. The municipality has set aside a budget for the feasibility study of the parcel of land upon which the Informal Settlement is located to check if social housing will be feasible. The project is listed on

the project pipeline from COGHSTA to solicit funding for top structure when planning phase is completed.

BUILDING CONTROL

Building Control is the statutory function assigned to local authorities in terms of the constitution. It was formed in line with the section 5 of the National Building Regulations and Building Standard Act 103 of 1977. It also assigns duties to local authorities, the most important of which are the approval of building plan application, enforcement of the regulation and the issuing of certificates of occupancy.

Building activities controlled and regulated by Building Control unit include:

- Erection of new buildings
- Alteration/extension/conversion of existing buildings
- Demolition of existing buildings/structures

Services provided by Building Control unit include the following:

- Building plan approval
- Minor works permit approval (for work such as swimming pools, small 'Wendy' houses etc,)
- Extension of the validity of an approved building plan
- Temporary structures permits
- hoarding permits
- Demolitions permits
- Copies of approved building plans

In addition, other responsibilities are:

- Building Inspection during the construction period
- Issuing of Occupation Certificates
- General enforcement of building Regulations
- Investigation and resolving building complaints, contraventions.

HOUSING CHALLENGES:

- ✚ Dispersed & unbalanced settlements
 - ✚ Inability to acquire level 1 housing accreditation
 - ✚ Abandoned Breaking New Grounds (BNG) houses due to unavailability of basic services
 - ✚ Illegal sale and occupation of BNG houses
 - ✚ Illegal buildings (building without approved plans)
 - ✚ Urban congestion and fragmentation
 - ✚ Limitation on land acquisition
 - ✚ Poor infrastructure services
 - ✚ Inadequacy of housing programmes
 - ✚ Poor security of tenure
- Urban Housing Developments

2.3 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT ANALYSIS

The Fetakgomo Tubatse Local Municipality (FTLM) analysis of infrastructure and basic services such as water, sanitation, electricity, housing, refuse removal, roads, storm water drainage system and public transport and telecommunication. The Sekhukhune District Municipality is the water authority however the FTLM has a role of identifying water backlogs in its jurisdiction. The table below gives a picture of challenges.

2.3.1 Water Provision

The table below gives a picture of challenges from ward 1 to 39 in terms of the accessibility of water in the municipality.

WARD NO.	CHALLENGES
1	<ul style="list-style-type: none"> -At Ramakgai section, no water infrastructure and community fetch water 10km away at Maepa. - At Makgalane water reservoir capacity not enough for the community and it is owned by the Dept. of Agriculture - Sections at Mokutung have no stand pipes only one borehole supply the village. - At Makopung only borehole supplying two resevoirs, and unable to make the reservoir full - At new stands need stand pipes and no pipes at section next to police station along R36 road - At Malaeneng no infrastructure at Matshokgeng section, have two resevoirs but only one is functional - At Maepa pump machine not working properly and SDM takes time for repairs - At Mapareng no water in the borehole and one borehole supplying half of the village - Ga mabelane reservoir is too small - At Ohrighstad borehole is privately owned and need pipe links
2	At Mapodile there is shortage of water,
3	<ul style="list-style-type: none"> - No water source at King Tulare's Palace - There is need for stand pipes along Mohlaletse community Hall - At Matebeleng, Phukubjane,GA-Phasha Ga-Tebeila, Sekateng, Ga Matji no water supply. -Maebe borehole project not completed. - At Sekateng and Maroteng there is a need of water supply - Water project at Moshate is abandoned
4	-At Mpita Letswane community share water source with animals.

WARD NO.	CHALLENGES
	<ul style="list-style-type: none"> - Matsiyane borehole is dry and the entire ward have no access to water. - Legabeng and Madithongwane need extension of pipelines - At Riba cross east and central need extension of pipelines - there is a shortage of water the entire ward
5	-water pumps not functional to supply Pumping, Mandela 1 & 2, Stasie and Polaseng villages
6	<ul style="list-style-type: none"> -At Phasha village and Mokgethi section there is a need for portable water - At Ka-Motseng (Ga-Mampuru) no access water due to illegal connections - No water supply at (Ga-Phasha) Monare, Mokgethi, Maraganeng - Shortage of water due to dry boreholes
7	<ul style="list-style-type: none"> - There is a shortage of water at Holong - At Legonong there is need for Reservoir
8	<ul style="list-style-type: none"> - Ga Makhwae 319 households, have 5000 litres jojo tanker using petrol generator, petrol takes a months to be delivered. - No pipelines and water source not enough - Tsokung using diesel water pump and takes a month to be delivered - Reservoir and community taps - At Ditijane there is shortage of water - At Legabeng Electric meter box not working - At Dipatji access water from a well. - Ga-Malemane no enough water - At At Seuwe chassis felt inside the borehole and Elements broken inside the borehole - Ga Makete – transformer is available for the borehole but no panel box and have 1 jojo tanker out of 127 households - At Modimolle a stopping valve to divide the water by sections
9	<ul style="list-style-type: none"> *At Thokwane Need water at Maubeng section next to Twickenham camp at Thokwane *At Ga Phala No water at new stands *At Malokela No water at Molapong, Ga-Mampa, Phukubyeng *At Sehunyane Need water pump at Maselapata and Sehunyane at the back of the reservoir *At Shakung Need stopping valve *New stands need extension of water pipes
10	*Many sections of Ga Mongatane do not have stands pipes

WARD NO.	CHALLENGES
	<p>*Only one borehole and it is unable to supply the whole village</p> <p>Reservoir too small</p> <p>*One borehole supplying two reservoir and always the reservoir is full</p> <p>*Pump machine sometimes out of order</p> <p>*The machine is too small do not supply the whole village</p> <p>Reservoir is too small, currently the reservoir belongs to the Dept</p> <p>Borehole do not have water</p>
11	<p>Illegal connections at Garagopola and Legabeng</p> <p>Un-equipped borehole at Phalatjeng village</p> <p>Shortage of water at Digabane, Morokadieta and Sikite village</p>
12	<p>* Ga Mamphahlane there is a for need two reservoirs Lebenkeleng and Losereng</p> <p>Pipeline extensions at Makabing and Losereng</p> <p>Upgrade two boreholes at Leporogwaneg H120772 and Lebenkeleng H121362A</p> <p>*Swale need New borehole and pipeline extensions</p> <p>*Ga Mpuru Need reservoir, borehole and pipeline extensions</p> <p>*Mahubane Crossong need reservoir, borehole and pipeline extension</p> <p>*Sehlaku Change diesel machine in to electric water pump</p> <p>*Mashibishane Water project need intervention and electricity</p> <p>*Balotsaneng Equipping borehole no H12/2984</p> <p>Pipeline extension at Lepakeng and Lagos Letsopeng</p> <p>*Ga Komana need reservoir at Pitsaneng and Mosola and pipelines</p> <p>*Matimatjatji Extension of reservoir the recent one is too small,Equip the two boreholes with electric pump,need of pipe line extension of new stand</p> <p>*Hwashi / Difagate Need reservoir at Motayane ,Pipeline extension from Mabudubutswane to Thankgeng</p>
13	<p>Illegal water connections at Extension 1 or Praktiseer A</p> <p>At Praktiseer and Tswelopele park ,ext 3-6 community buy water</p> <p>There is no pipes, get water from those who sell water, Borehole does not have enough.</p>
14	<p>-At Sekhutlong people drink contaminated water with animals and their nearest Motse River.</p> <p>- No water at Motloulela, Sebepe section, Moshira, Legabeng, Sekhutlong, Mrooke, Habeng, Motloulela</p>

WARD NO.	CHALLENGES
	- Incomplete water project at Motloulela, Sebepe section Borehole at Zone 3 need electrification and jojo tanks for storing
15	At Kgwete,Shakung,Mashishi,Ditwebeleng,Masete boreholes are dry Reticulation is needed, Reservoir is too small to supply Masete.
16	- Water tanker supply once a month, reticulation, additional boreholes in all the villages. -Dikgageng section) they need borehole to be drilled and be equipped and the old borehole need to be re-drilled - In Other Sections Of A And B ,need Pipe Line From Penge Pump Station, 4 Jojo Tanks for sections, drilling of 2 boreholes, - 4 boreholes , 8 Jojo tanks for reticulation to new stand - At kgopaneng, Ga-Malepe, Ga-Moraba need boreholes, connection of pump and water reticulation.
17	- Diesel water pump be converted to electricity pump.
18	- Ga-Manoke and Appies (a new bulk water project needed) - Extension of pipes needed for Legabeng and Ditshweneng
19	- All villages there are no water infrastructure
20	-At Legabeng, Doornkop, Khalanyoni, there is illegal connections and taps available but with no water, and water pump not working at Doornkop. -At Santeng water pumps not working and taps are without water - At Mashemong taps are available but no, and there is water leakage of main borehole near Bothashoek sports ground - At Dithabaneng there are taps with no water and there is a borehole next to Magagula 's rent place which is not functional -At Pologong taps have no water and there is a borehole which is not functional - At Riverside there are no taps and water infrastructure -At Phelendaba no taps and water infrastructure and there is a borehole next to Mmiditsi river bridge which is not functional -At Sofaya taps with no water and there is a borehole at Mokgohlong and another one near Malapane which are not functional - At Naledi taps have no water, and Pakaneng there is water infrastructure but taps have no water anymore. There is a need for taps at sports ground and near Magagula brickyard
21	-No water at GaMakofane (Sefateng and Sekopung) due to illegal connections -Shortage of water at Pidima due to shortage of pipe lines
22	-Lebalelo bulk water reservoir Khuepu project not completed

WARD NO.	CHALLENGES
	<ul style="list-style-type: none"> -At Motodi Water shortage due to high number of households - At Taung water pump machine too small to cater the whole village - At Matokomane have borehole and shortage of water pipe line
23	<ul style="list-style-type: none"> -Alverton water contract still waiting for the contractor since FEBRUARY 2018 and water pump machine not working. -Need for renovation of dam at Stasie -Motlailane water pump broken and Mahlashi water pump not working since April 2018 -Water shortage at Leshwaneng and Mashemong section - No water at Kgotlopong, Maahlashi, Stellenbosch, Nazareth, Alverton, and Motlailane - pump machine had fallen into the hole and water tankers are not supplying enough water
24	Water challenges at GaMolai, Lebelelo, GaKgweri and Paeng, Masakeng, GaKgweri, Majaditshukudu
25	Lack of water at Mashamthane
26	<ul style="list-style-type: none"> -Two boreholes are not working at Matshogeng - No source of water at Rutseng -Pumping machine broken at Banareng
27	- No water for the ward
28	<ul style="list-style-type: none"> -Shortage of water in the ward Maintenance of breakdowns is poor
29	<ul style="list-style-type: none"> -Vandalized valves and reticulation at GaNtake, Maphopha, Makua, Ratau -At Maseven, Diesel generator has no battery -Shortage of water at Ga-Makua, Ratau, GaMaepa via Mpelegane section due to lack of pressure from the pump and breaking of valves
30	<ul style="list-style-type: none"> * At Mountain view, Vodaville, Extension 11, Sehloi need yard connection *At Mountain ville, Magabe park, Mabotsha newsstand, Makobola new stand extension of reticulation, *Maintenance of existing taps at Dark city, Township *Shortage in the entire ward ,Illegal connections should be abolished
31	<ul style="list-style-type: none"> *Kopie village needs urgent water pipes, jojo tanks and pumping machine to supply the whole villages. *Insufficient water supply in the whole ward, community buy water,*Most communal boreholes not functioning * Water project at Dresden not implemented * Koppie village is without water

WARD NO.	CHALLENGES
32	<p>*Shortage water in the entire ward, new reticulation</p> <p>* At Mohlabeng village at times spend two to three weeks without water.</p> <p>*there is a need for electric pump machine instead of diesel pump.</p> <p>*We want another big reservoir as the village is growing.</p>
33	<p>*At Swazi-Mnyamane next to Hlapogadi School old diesel pump broken & inefficient.</p> <p>* Extension of borehole for the entire villages.</p> <p>*At GaManotoana Checkers & Mašemong section, reticulation not reaching other villages due to low pressure from single borehole</p> <p>* At Ga Selepe Kgoladitshelo section no reticulation pipes installed, borehole more than 1km from most households</p> <p>* Ga Selepe Mašemong & Malaeneng sections, no water supply, 2 boreholes low pressure, pipelines not reaching most households (investigate borehole capacity)</p> <p>* At Boselakgaka & Sekhutlong sections, no water supply to all households</p> <p>*Mogabane & Shole Sections No water supply to most households. A single borehole 4km away from the end of section. Concrete reservoir constructed at Fanang Diatla but never utilised</p>
34	<p>*At Bogatladi's water machine has broken down.</p> <p>*There is an equipped borehole at Bogatladi Sekgwarapaneng which is not functioning, *No access water at Mabulela</p> <p>*Stealing of transformers result in shortage of water (Monametse)</p>
35	<p>*At pelangwe, Nkoana, malogeng , Mahlakanaselong</p> <p>Mapodi, Apel, Makhuswaneng and modimolle there is shortage of water</p> <p>*Tau Mankotsane need water reservoir.</p>
36	<p>*There is inconsistency supply from both Nkadimeng and Olifantspoort schemes</p> <p>*Alternative boreholes are needed in all villages</p> <p>*Maloto boreholes need to be electrified</p> <p>*Operators to be hired for Strydkraal B, Matlala and Radingwana villages</p> <p>*There is a need for pipe line extension in all villages and sections</p> <p>*Mashabela village pipeline to be connected with Thabanaseshu pipeline</p> <p>* Bulk water stopped due traditional authorities fighting for land</p> <p>Shortage of water</p>
37	<p>•There is inconsistency supply from both Nkadimeng and Olifantspoort schemes</p> <p>•Maloto boreholes need to be electrified</p>

WARD NO.	CHALLENGES
	<ul style="list-style-type: none"> •There is a need for pipe line extension in all villages and sections •Mashabela village pipeline to be connected with Thabanaseshu pipeline
38	There is a water project underway which is not complete
39	<ul style="list-style-type: none"> • At Magotwaneng there is serious inconsistent supply of water in this community • Mokhulwane Ditlokwe, Sekubeng, Rite and masehlaneng area no reticulated • Lerajane and Lerajane Ditlokwe (Mohlaletse) a water scheme was abandoned in 2009/The area is not reticulated • Mohlaletse malaeneng/Bofala/Sekateng other areas have yard connections but receives no water during supply • Connect Ga-Matsimela (Nokaneng) to Ga-Photo reservoir not reticulated

When analysis is done for all 39 wards, the main challenge is the significant water deficit (shortage) within the Municipality. This is caused and aggravated by insufficient sources of water. There is material intolerable interruptions of water supply in the overall municipal space of the households are unable to access water within the RDP standard (200 meters from the residence. Further we notice that in terms of the sources of water our community's access water through boreholes, rivers, taps and tinkering system, there are 413 communal and 3243 owned boreholes. Households without yard connection backlog is at 127 396. A handful of about 51007 of the households have yard connections.

FREE BASIC WATER

Fetakgomo Tubatse Municipality (FTM) is neither a Water Services Authority nor a Water Service Provider. These functions was assigned to the Sekhukhune District Municipality (SDM). **The SDM is responsible for provision of Free Basic Water (FBW) to the 39 wards of the municipality.** The table below paints Fetakgomo Tubatse Municipality as a water stressed municipality. According to community survey 2016 records that **58 255** have access to piped water and at **67 208** have no access to piped water.

PIPED WATER

Census 2011		Community 2016		
	Access to piped water	No access to piped water	Access to piped water	No access to piped water
Sekhukhune	198 272	65 530.0	140 957	149 570.0

Ephraim mogale	27 102	5 181.0	19 566	14 369.0
Elias motsoaledi	40 195	20 056.0	31 678	34 681.0
Makhuduthamaga	47 801	17 416.0	31 458	33 312.0
Fetakgomo Tubatse Local	83173	22877.0	58255.0	67 208.0

Source: Statistics South Africa Community survey (2016)

The table above for water provision in the Municipality indicates that water shortage is the main challenge in all the villages or 39 wards. The main causes of water shortage or deficit is the **insufficient sources of water**.

The total number of households estimated at **133 106 and** are unable to access water. The backlog is estimated at **90 %**. One of the main challenges is the water illegal connections, limited communal, aging infrastructure, drought, lack of financial resources, topography of the area, informal and scattered settlements, Fetakgomo Tubatse Municipality not water authority, insufficient bulk supply and water sources. All most (**90%**) villages have no access to water and depend on privately owned water sources and boreholes.

The table above also records that there are **413 communal** boreholes of which some are dysfunctional/waterless. The analysis indicates that a considerable proportion of our population are dependent on borehole water.

The municipality is providing free basic water services to its communities, most of the households are classified as poor or indigent – where the total income is below R1, 500 per month. Present, approximately 60% of the households fall into this category, however the municipality is supposed to be updating its Indigent Register on an annual basis. These are the households to which Free Basic Water must be supplied, and to whom the Equitable Share subsidy applies.

Access to safe drinking water supply service for Household weight, LIM476:

Total number of households		Percentages
Yes	78584	62.69
No	44427	35.44
Do not know	1623	1.29
Unspecified	726	0.58
Grand Total	125 361	100.00

Source: Statistics South Africa Community survey (2016)

The table above as recorded by the community survey 2016 indicate that **78584 (62.69%)** of households have access to safe drinking water supply service and further records that **44 427 (35.44 %)** have no access to safe drinking water supply service.

The following table below clearly indicate or depict the water sources within the Municipality.

Supplier of the main source of drinking water, for Household weight, LIM476

	Total number of households	Percentages%
A municipality	47271	37.71
Other water scheme (e.g. community water supply)	29161	23.26
A water vendor	7712	6.15
Own service (e.g. private borehole; own source on a farm; et	21638	17.26
Flowing water/stream/river/spring/rain water	17203	13.72
Do not know	2258	1.8
Unspecified	117	0.09
Grand Total	125361	100

Source: Statistics South Africa Community survey (2016)

The table above indicate the supplier of the main sources of drinking water in the municipality the **47 71 (37.71%)** drinkable water is supplied by a municipality (SDM), total number of **29 161 (23.26%)** depend on the water scheme and total number of **21 638 (17.26%)** depend on own services or boreholes.

2.3.2 SANITATION

Sanitation services is a function of the Sekhukhune District Municipality. According to the Sekhukhune District's Water Sector Development Plan (2004), Fetakgomo Tubatse Municipality has a huge backlog in sanitation provision. Generally, sanitation facilities in some villages are in a poor state hence the Sekhukhune District Municipality is currently constructing VIP toilets in most villages of the municipality.

Most industrial consumers are in the existing urban centers (e.g. Burgersfort and Steelpoort) and discharge their effluent into the municipal sewers for treatment at the Waste Water Treatment Works. The table below indicate the number of households with septic toilet facilities, VIP, toilet below RDP, without sanitation facilities, flush toilets and status of sewerage plants/works in all 39 wards. The table below depict wards with sewerage plants as follows at ward 1, 13, &18 are functional and of ward 02, 16 & 34 not functioning.

Sanitation Challenges:

- Insufficient basic level sanitation services (85%) & unsanitary environment
- upgrading of existing sewage plants
- No adequate monitoring of sanitation projects
- water borne Ablution facilities in all Municipal & Community Facilities

Table below indicates the list of the current status of Wastewater Treatment Works:

LOCATION	TYPE	PRESENT CAPACITY	REQUIREMENT
Burgersfort	Conventional	1.5Ml/day	Increase capacity
Praktiseer	Ponds	0.4Ml/day	Increase capacity
Penge	Conventional	Dysfunctional	Must be revitalised
Ga-mapodile	Ponds		Increase capacity
Ohrigstad	Septic tanks		Construction of new sewerage system
Steelpoort	Conventional	0.5ml/day	Increase capacity

The Steelpoort sewerage plant is refurbished to cater for the development taking place in the area and to eliminate overcapacity to the facility. There is a clear overloading of the plant due to chemical toilet and septic tank discharged at treatment works. However, there is a planned sewerage works downstream for Steelpoort and Winterveldt. The main type of toilet facility used for Household weight, FTLM:

	Total number of households	Percentages %
Flush toilet connected to a public sewerage system	5893	4.70
Flush toilet connected to a septic tank or conservancy tank	1906	1.52
Chemical toilet	6003	4.79
Pit latrine/toilet with ventilation pipe	36442	29.07
Pit latrine/toilet without ventilation pipe	64538	51.48
Ecological toilet (e.g. urine diversion; enviroloo; etc.)	436	0.35
Bucket toilet (collected by municipality)	78	0.06
Bucket toilet (emptied by household)	1015	0.81
Other	3119	2.49
None	5932	4.73
Grand Total	125361	100.00

Source: Statistics South Africa Community survey (2016)

Almost 13% of 25981 the households use VIP (Ventilated Improved Toilets) toilets with no bucket system in use. In terms of the National Sanitation Policy, there is a variety of forms, equivalent to VIP as long as it meets certain criteria, in terms of cost, structures, health benefits and environmental impact. Bucket latrines are the most obvious that do not meet RDP requirements and are not in existence in the Municipality.

Sanitation target (2010) was not achieved. Thus, decent sanitation for all remains a wish for the communities in the municipal area. Therefore provision of quality or adequate sanitation is needed in many a households in different wards without sanitation infrastructure and or of below RDP standard. The need for VIP toilets also exists. The table below depict a total number of 436 (0.35%) for Pit with ventilation (VIP).

Table below indicates household by type of toilet facility in Fetakgomo Tubatse Local Municipality (FTLM).

TOILET TYPE	CS 2007	2011 STATSA	CS 2016	
	Total number of households			Perctanges
Flush toilets (connected to sewerage system)	4796	5 661	5893	4.70
Flush toilets with septic tanks	865	5 252	1906	1.52
Dry toilet facility	2931		6003	4.79
Chemical toilets	4330	737	36442	29.07
Pit latrine without ventilation	46961	60 097	64538	51.48
Pit with ventilation(VIP)		7 795	436	0.35
None	6728	1 382	78	0.06

Source: Statistics South Africa Community survey (2016)

IMPROVED SANITATION

2011			2016	
	Flush/chemical toilet	Other	Flush/chemical toilet	Other
Sekhukhune	22 687	241 114.0	31 233	259 293.0
Ephraim mogale	4 067	28 217.0	4 213	29 723.0
Elias motsoaledi	7 792	52 459.0	10 209	56 149.0
Makhuduthamaga	3 009	62 208.0	3 009	61 760.0

Fetakgomo	794	22 057.0	2 316	20 607.0
Tubatse	7 026	76 174.0	11 486	91 054.0

Source: Statistics South Africa Community survey (2016)

2.3.3 Electricity

Fetakgomo Tubatse Local Municipality (FTLM) is not the electricity Authority nor Provider and this is the sole competency of ESKOM. The municipality is only responsible for the coordination of the service by making sure that communities are consulted and by compiling a priority list. The only provider of electricity in the region is ESKOM, which has installed basic infrastructure to provide electricity to the communities. For most part, the rural population has no electricity. Lack of access to electricity to some villages poses a problem to the municipality as it impacts negatively on local economic development and community projects. Plans are underway for the municipality to start positioning itself and applying for electricity authority during the financial year under review.

DoE has developed a District Wide Energy Master Plan which will also assist in fast tracking electrification of villages within the Municipality. The Municipality partially meet the millennium development goals on 90 villages and new settlement.

The municipality having a major challenge of old villages without electrification of 28117 need to be electrified, 13811 are households needing post connections.

The Municipality introduced operation mabone program with an aim to accelerate household connections and to eradicate the backlog. The Following villages are benefiting from the Operation Mabone program as phase one: Sekopung; Makofane; Pidima; Makgalane; Banareng; Makopung; Taung; Matokomane; Makotaseng; Dithamaga; Leboeng; Buffelshoek; Koppie; Mokutung; France; Mandela Park; Kampeng; Maputle; Dibakwane; Barcelona.

Phase two of the program includes the following villages: Mashamuthane south; Mashamuthane south; Mashamuthane west; Vodaville; Mountain view; Praktiseer extension 3; Praktiseer ext 11; Khalanyoni; Dithabaneng; Phelindaba; Riverside; Tswelopele park and Pakaneng.

Electrification Challenges:

- Post connection electricity/ extensions backlog
- Households without electricity
- High number of indigents
- Incomplete operation Mabone programme

	Connected to electricity	Not connected to electricity
Sekhukhune	265 470	25 057
Ephraim mogale	33 027	909
Elias motsoaledi	62 463	3 895
Makhuduthamaga	62 209	2 560
Fetakgomo Tubatse Local	107 770	17692

Source: Statistics South Africa Community survey (2016)

The general challenges identified are FETAKGOMO TUBATSE LOCAL MUNICIPALITY is not an electricity authority, scattered settlements, migration and immigration, highest electricity backlogs in the district, electricity capacity not available in other areas, no accurate indigent register for the provisioning of free basic electricity and Limited resources

Main sources of energy for Cooking Households weight: Fetakgomo Tubatse Local Municipality

	Total number of households	Percentages %
Electricity from mains	83302	66.45
Other source of electricity (e.g. generator; etc.)	189	0.15
Gas	1448	1.15
Paraffin	10530	8.40
Wood	29229	23.32
Coal	45	0.04
Animal dung	31	0.02
Solar	188	0.15
Other	16	0.01
None	285	0.23
Unspecified	98	0.08
Grand Total	125361	100.00

Source: Statistics South Africa Community survey (2016)

FREE BASIC ELECTRICITY

Fetakgomo Tubatse Local Municipality developed Indigent registers and policies for the provisioning of Free Basic Electricity. Currently only 22.1% of the total households in the Free Basic Electricity and **10244** households receives the service and **17200** households on waiting list. Both Indigent registers and policies from the two former municipalities must be consolidated and or rationalised.

Household access to electricity for Household weight, Fetakgomo Tubatse FTLM

	Total number of households	Percentages %
In-house conventional meter	6824	5.44
In-house prepaid meter	96593	77.05
Connected to other source which household pays for (e.g. con	2337	1.86
Connected to other source which household is not paying for	2016	1.61
Generator	14	0.01
Solar home system	702	0.56
Battery	-	-
Other	328	0.26
No access to electricity	16546	13.20
Grand Total	125361	100.00

Source: Statistics South Africa Community survey (2016)

The above table indicate the household's access to electricity and total number of **16546 (13.20%)** represents households with no access to electricity, and **96593 (77.05%)** present total number of households with in-house prepaid meter.

The table below indicate main sources of energy for water heating for Household weight, LIM476:

	Total Number of households	Percentages
Electricity from mains	77253	61.62
Other source of electricity (e.g. generator; etc.)	226	0.18
Gas	1015	0.81
Paraffin	9165	7.31
Wood	35715	28.49
Coal	123	0.10
Animal dung	67	0.05
Solar	344	0.27
Other	140	0.11
None	1128	0.90
Unspecified	184	0.15
Grand Total	125361	100.00

Source: Statistics South Africa Community survey (2016)

The table below indicate the number of households for the main source of energy for lighting for household LIM476: Fetakgomo/Tubatse

	Total number of Households	Percentages
Electricity from mains	105540	84.19
Other source of electricity (e.g. generator; etc.)	294	0.23
Gas	107	0.09
Paraffin	2485	1.98
Candles	14678	11.71
Solar	1391	1.11
Other	198	0.16
None	204	0.16
Unspecified	464	0.37
Grand Total	125361	100.00

Source: Statistics South Africa Community survey (2016)

The above table indicates total number of households for the main source of energy for lighting and **105540 (84.19%)** of households of Electricity main, of **2485(1.98%)** households still uses paraffin for the energy for lighting and **14678(11.71%)** households uses candles. This depicts the need for all households to have access to electricity.

2.3.4 REFUSE REMOVAL

Fetakgomo Tubatse Local Municipality is rendering waste collection services through a contracted service provider in Burgersfort, Praktiseer, Steelpoort, Ohrigstad and Ga Mapodile . Waste collection at Apel, Strdkraal A and B is done in house through Municipal resources (trucks and operators). The Municipality has also placed skip bins at strategic points along the R37 road which are being collected weekly by the Service provider as per the drafted and communicated waste collection schedule.

In line with the Back to Basic approach, the Municipality is in the process of extending the waste collection scope to other rural villages and has already started in Strydkraal with other villages having been identified as well. There are also initiatives that the Municipality has planned and are at an advance stage that relates to implementation of cleaning and clearing of town project to promote healthy and habitable environments.

There are challenges with regard to escalated unauthorised disposal of waste which has seen the implementation of good green deeds project from Limpopo Department of Economic

Development, Environment and Tourism coming handy in that regard. Despite this initiative, the illegal dumping is still prevalent which would require additional good green deeds beneficiaries and strict enforcement of by-laws by the Municipality. The burning of waste in municipal skip bins is a common and a disturbing phenomenon which obviously contributes to air pollution and tempers with good health of the people of Fetakgomo Tubatse Local Municipality

The illegal dumping problem is mostly prevalent in areas like Praktiseer, Tukakgomo, along the R37 road and the R555 road. Old heavy machinery tyres, used diapers are generally some form of waste that is also illegally disposed within the municipality. The total number of households benefiting from this services from households having their refuse removed by municipality weekly, has improved to **8279** of the households receiving the service by 2016.

The current study estimates that 40053(95%) household in the Apel region have no formal refuse removal services and thus need this service. They tend to use dongas, forests, open spaces and own created refuse dump. The widespread inadequacy of formal refuse removal services in the municipal area poses a health hazard to the rural communities-it is particularly a problem for businesses. Also worth noting is that there was formal waste collection in four piloted wards but it has since been abandoned due to reluctance of households to pay the service fee. The collection of the 4wards started in 2009 as a pilot project which started as food for waste and the programme was phased out in 2010.

Mine Waste

Mines within the municipality have subcontracted private companies to collect their general waste. Waste that is disposed at the the landfill site is only general waste and is estimated at 484tonnes per month

WASTE DISPOSAL SITES

Landfile Sites

The municipality is currently having only Malogeng Landfill site after the decommissioning of Burgersfort Landfill site. The distance from Burgersfort to Malogeng is estimated at around 70 km on a road trip and this makes access to landfill site very costly for users and would contribute to early depletion of airspace in the landfill site. The municipality has its plans afoot in the development of new Appiesdoringdraai landfill site in Burgersfort to ameliorate the situation

Challenges

Malogeng landfill site is currently the only landfill site and has its cells nearing to reach capacity due to volumes of waste tons disposed from households, businesses and the mines. The municipality is in the process of developing two cells to address the challenge. Meanwhile, the contracted service provider would be on site till the end of December 2020 for the other Contractor to commence in January 2021. The internal landfill audits are continuous with external audit to be implemented in the second quarter of 2020/2021 after implementation disturbance caused by Covid 19 lockdown.

Burgersfort Landfill Site

The closure license for Burgersfort Landfill site is available and plans are afoot for construction and rehabilitation thereof. Re-claimers that were attached to this site find it very hard to survive in the absence of functional landfill site in the Burgersfort area.

Transfer Stations

A transfer station is a building or processing site for the temporary deposition of waste and are often used as a places where local waste collection vehicle will deposit their waste cargo prior to loading into large vehicle. The municipality does not have any transfer station. As a result six areas have been identified and approved by council were they can commission a transfer station. The approved areas are listed below:

- Dilokong cluster
- Moroke cluster
- Penge cluster
- Leboeng cluster
- Ngwaabe cluster and
- Mphanama cluster

(Source: Integrated Waste Management Plan)

For the Financial year 2020/21, the Municipality has prioritised implementation of two (2x) transfer stations after the land for implementation of Ngwaabe transfer station was invaded.

CHALLENGES OF REFUSE AND WASTE MANAGEMENT

CHALLENGES	MITIGATION
Lack of refuse removal truck drivers	Conversion of the existing driver to have Code 14
Lack of Human Capital	Allocate additional funding
Expansion of refuse removal to all the wards	Prioritize expansion of refuse per each financial year
Loss of revenue/Reluctance of household to pay tariffs	Engagement with affected communities

Solid waste disposal and industrial waste disposal infrastructure is needed as there has been an emergence of many industries thus the high demand. There is a little of these waste disposal facilities in place within the municipality some are not regulated to ensure environmental soundness, health and hygiene.

Land Fill Site in Fetakgomo Tubatse Local Municipality (FTLM)

Site Name	Status	Recommendation
Burgersfort land fill site	Licensed	Closure permit in place
Malogeng land fill site	Licensed	Functional

2.3.5.1 Waste Prevention and Minimization

The Municipality is currently embarking on a process of securing PPP (Public Private Partnership) with the assistance of the National Treasury. The program is at an advanced stage and the

municipality was hoping that phase one of the program was to be implemented during the 2012/13 financial year. This was stalled due to the Preferred Bidder having not able to secure funding as part of the prequalifying conditions.

The current recycling programmes are in a very small scale as a result of lack of understanding of the long-term benefits of recycling by waste generators and the education of the public remove the section as the project has lapsed or no update.

Recycling at Burgersfort Landfill

A portion of the landfill next to the gate is used for recycling. The recycling activity is an initiative of a private contractor. Employees of the private contractor reclaim from the workface and transfer the material to the recycling shed. This is a small-scale recycling due to the contaminated material that is collected from the household/businesses and transported in a compactor or truck mixed.

Recycling Challenges

Separation at source *and* Households

Critical to a successful waste reduction or recycling programme is a good culture of separation at source. The concept requires an aggressive educational approach in municipal jurisdictions due to its strong wards systems. Community radio stations are a powerful medium in such communities and they could play a major educational role with regard to raising the level of awareness in the promotion of source separation and recycling.

Business

Most businesses have not realised the importance of recycling and due to the volumes of recyclable material that come out of their premises, entrepreneurs have seized the opportunity e.g. sorting is done at Shoprite Checkers in Steelport.

Mines

According to the Naude study, mine waste in its entirety is collected by private contractors who possibly have taken advantage of the opportunities and value associated with recycling and as result most of the general waste that is generated from the mines is recycled.

The table below indicate the **refuse removal for household's weight, LIM476: Source: Statistics South Africa Community survey (2016)**

	Total number of Households	Percentages
Removed by local authority/private company/community members at least once a week	12095	9.65
Removed by local authority/private company/community members less often than once a week	882	0.70
Communal refuse dump	2835	2.26
Communal container/central collection point	228	0.18
Own refuse dump	95483	76.17
Dump or leave rubbish anywhere (no rubbish disposal)	13133	10.48
Other	705	0.56
Grand Total	125361	100.00

2.3.5 ROADS AND STORMWATER

The municipal road network only 527 surfaced and un-surfaced roads is at 870. This means the majority of the wards depend on un-surfaced roads for access to socio-economic opportunities. These un-surfaced roads are particularly found in scattered villages. Most of these roads are poorly maintained and thus transport is limited due to deteriorating roads.

These roads are mainly used by buses and taxis to transport passengers in the area. Both surfaced and un-surfaced roads deteriorate during rainy seasons and lack of storm water drainage and bridges worsen the problem. The roads are largely in poor conditions and even rocky, this further indicate that most access roads are not tarred and in a bad state. Furthermore it is evident that during rainy seasons most access roads are muddy and most of the people crosses the rivers to access other villages.

The table below describes the current state of roads (road conditions) and provide an indication of the backlog thereof within the Fetakgomo Tubatse Local Municipality.

Table below indicates road ownership in terms of kilometres:

NAME	PAVED	GRAVEL	EARTH TRACKS
<i>SANRAL</i>	<i>173km</i>		
<i>RAL</i>	<i>127km</i>	<i>103km</i>	
<i>DISTRICT roads</i>	<i>15km</i>	<i>381km</i>	
<i>FGTM roads</i>	<i>212 km</i>	<i>386 km</i>	<i>249km</i>

The Special Economic Zone and the Presidential special package initiatives, there is a need for the municipality, Road agency Limpopo and South African Road Agency to start prioritising the

widening and upgrading of the, D4190 Pelangwe to R37, R37 road (Polokwane to Burgersfort), and the R555 road (Middleburg to Burgersfort).

The table below indicates the Strategic Roads within the Municipal Jurisdiction

Strategic roads	Strategic importance of the road
D4190 (Pelangwe to Mabulela) (15 km)	The road hugs Burgersfort, Polokwane and other special places in Limpopo such as Moria, Podingwane et cetera, its potential is to increase economic fortune and viability of Apel area and lead to promotion and optimum exploration of tourism.
D4200 Mphanama to Jane Furse to Apel (39 km)	The road connects to Jane Furse which is one of the growth points of the District (SDM) in terms of the District's Spatial Development Framework. Further connect from Debeila to Mphanama, Nchabeleng to Nkwana, Mashung, and Mabopo to Sekhukhune college or FET.
D4252 Mphanama to Mashabela	The Road connects to Mashabela from Janefurse to Polokwane and links Fetakgomo and Makhuduthamaga local municipalities
D4180, D4185, D4170, D4167, D168 (Sefateng/Bokoni Platinum Mine to Diphale/Driekop to Crossing to Tukakgomo) (70 km)	Connect Bugersfort with Apel and also has the potential to vibrate the local economy.
D4252, D4200, D4213, D4212, D4220, D4185 (Road D40454 to Mphanama to Petseng to Ntswaneng to Ga-Kgwete) (47 km)	Connects Makhuduthamaga subsequently connect Mpumalanga, Gauteng and Kwa-Zulu Natal Provinces.
D5013 (Phasha/Makgalanoto to R37 to Tsw+ ereng to Sentlane to Ledingwe)	Connects settlements (villages) within the Municipality, increase mobility and ease access to services (i.e health, education etc)
D4126, D4127 (Tjibeng to Rostock to Shubushubung)	Connects settlements (villages) within the Municipality, increase mobility and ease access to services (i.e health, education etc)
D4197 (Malogeng to Malomanye)	Intersects settlements (villages) within the Municipality, increase mobility and ease access to services (i.e health, education etc)

Strategic roads	Strategic importance of the road
D4128, D3130 (Lesetse to Seokodibeng) and Ga-Phasha to Ga- Mampa	Connects settlements (villages) within the Municipality, increase mobility and ease access to services (i.e health, education etc)
Ga-Oria to Tsate	Promotion of tourism
	Ga-Riba road
	Averton –Kgautswane connecting R36
D4140	Connects Morulaneng; Pidima; Kgopaneng; Malokela to R37
	Connecting Praktiseer; Ga-Motodi; Makotaseng and Taung

ROAD NETWORK: A FURTHER REFLECTION

The total road network in Fetakgomo Tubatse Local Municipality (FTLM) is estimated at nearly 400 km. The provincial and district road network is currently the responsibility of the Road Agency Limpopo (RAL). The tarred Provincial Road P33 (R37) extends through the northern part of the municipal area and links the Apel and nearby villages with Polokwane/Lebowakgomo to the west and Burgersfort/Lydenburg to the east. The R37 was transferred to the South African National Roads Agency recently and is therefore classified as a national road. The R37 forms part of the Dilokong Spatial Development Initiative (SDI) and the development corridor covers an area on either side of the R37 route from Polokwane through Atok, Mecklenburg, and Driekop to Burgersfort.

Apel, which is classified as a ‘Municipal Growth Point’ and serves as the ‘capital’ area, is linked to the R555 (Burgersfort/Stoffberg road) via the tarred Provincial Road D4190. Tarred road D4250 links Apel with Lebowakgomo in the Capricon District Municipality. The 6 km of the 21km road D4190 that links Apel with the R37 is upgraded to tar, the remaining 15km needs to be tarred to provide effective access to the Dilokong Corridor which would, in turn, unlock the economic potential of the area. The road signage, especially two entry posts have been established (Ga-Oria and Strydkraal). It should be emphasised that is difficult to find as it does not appear on maps. This is important because the absence of sufficient directional road signage is a significant constraint to economic development in the area.

Storm Water Drainage System /Bridges

Storm water drainage system is needed in gravel roads because largely all gravel roads do not have storm water drainage. Only a few portion of the paved/tarred roads have Storm water drainage and of the few the drainage system not working. There is a total of **362** bridges needed

to be increased in almost the villages. Table below indicate the Storm water drainage system backlogs as it is a need in all gravel roads because largely all gravel roads do not have storm water drainage. Roads to schools, gravesites, moshate and to other strategic areas (i.e to clinics) are predominantly gravel. The table below indicate areas in need of bridges and challenges.

Ward No.	Areas of bridges needed	Challenges
01	100 meters from tarring road linking Malaeneng and Mapareng,02 Makgalane ,R555 near Hanna Lodge. Crossing the river to the cemetery,Near the school Dimanameng ,Linking of Mapareng and Malaeneng	Difficult to cross during rainy season from Mapareng to Malaeneng. During rainy season it is difficult for the Hearse to cross the river to cemetery
02	1 bridge needed to each village	Need bridge to connect Legabeng Molawetsi with Magasego
03	Bridge to cemeteries at Ga-mmakopa and Tsereng ,From taxi rank to Mapulaneng	Roads to cemeteries not accessible during rainy season
04	Need culvert, storm water and Bridge	Difficulty during rainy season to cross to school, town
05	Small access bridges to the cemetery , Tsola Borokgo section next to pump machine Upgrading of existing bridge at Madiseng & Sethokgeng, Access bridge need to Sasko Bakery , Between Crossong and Lepakeng	Difficulty during rainy season to cross to school,town, Not accessible by small vehicles
06	Ga-mampuru	Tubatse River
07	Kampeng to Tumishi P School,France to Gowe primary school, Mogoleng to Tumishi School,	Difficulty during rainy season to cross to school,town, Need overhead and access bridge
08	Mosego Moopetsi, Mogompane ,Tshenyane , Lenganeng Next to Moshate	Need access bridge, Difficulty during rainy season to cross to school, town, 2 current ones damaged
09	Between Ga-bata's house and poor tarven ,Mmamotabo Section	Most roads need bridges
10	Mohlwago river ,Motse river ,Motlamotse river dithabaneng river ,Makgopa,Serafa river ,Madifahlane river	Difficulty during rainy season to Cross
11	Thabaneng (Garagopola from Legabeng to Maroga Primary), Between Selala & Old Mine Between Selala & Moeng	Strickey to cross the donga ,The community are struggling to cross
12	Bridge on main road on Jordan Leselagong Road joining Sehlaku, Main road from Suncity-Motomelane , Komana main road, Mashibishane , Balotsaneng , Motholeni Primary & Small at Lekgwareng	Difficulty during rainy season to Cross to school

Ward No.	Areas of bridges needed	Challenges
	Mowa river and small bridge at Mamphahlane Seloane & Modikologo , Junior sport field sekutu tuckshop, Phutimogolodi Motse and Mathekgeng, Molopeng, Maletle & madibaneng	
13	Gravel road to public works Road from Segorong to extension 8	Difficulty during rainy season to Cross and children to go to school
14	Motse river, Sebere zone 1 and Legabeng	Unable to cross to other villages
15	Morapaneng – Moshate ,Tshesane /New Stands Shakung /Masete,Ditwebeleng –Moshate ,Maselapata x3 ,Makgole-Mogolobe	Need big bridge at Motse river to Moshate Slippery during rainy season
16	Next to Peter Motswiane ,6 access bridges at Mokgotho , 01 bridge from Herbert Matabane to Leagathoko , Next to Makwale P ,Motshana crèche , Magatagabotse ,Along the tarred road to Kgakantshana Primary , New town ,Hospital ,Penge ,Shopping centre	Difficulty to cross over the donga Difficulty of vehicle to cross during rainy seasons
17	Natlela,Maatladi ,Dithole ,Semaie	Difficult to cross from Natlela to Selala Clinic During summer & rainy seasons children find difficult to cross over to school Difficult to cross to Ratanang School
18	All villages	Difficulty rain season No access to main road
19	Motaganeng to legabeng, magologolo, riba moshate, Maroga via motlolo, kampeng to mosholo	No access road to school and cemeteries
20	Between Dithabaneng & Pologong Road to graveyard at Riversite from Phelindaba Road to Pologong Cemeteries	Difficulty rain season No access to main road
21	Wela Ohwe Next to Blue Birds Litre Shop,Next to cally, Morulaneng & segoane road ,Kgapamadi ,Malaeneng to Taung ,Montia to Moeding	Difficulty to cross to the cemetery Unaccessibility to cross Mookitsi Road too small and slippery during rainy season Unaccessible top cross to ther villages Diffult to cross over to school
22	Magokolotsaneng to tshehlwaneng, masoganeng to magokolotsaneng, sikibiti to tshehlwaneng, moruleng o mosweu and	Difficulty in rainy seasons

Ward No.	Areas of bridges needed	Challenges
	moeding wa makwateng, moeding wa phokane, moeding wa kerekeng ya Roma and zcc, from ga-morena to ga-mabelane, from moshate to motodi graveyard, from motseo's house to lepelle's house	
23	To taung clinic, Sedibeng, lehlabile, legabeng, lebowa schools, to malekgobo, to stellembosch, to stasie section, to Nazareth cemeteries	No access roads
24	Makgongwane, paeng and majaditshukudu	No accessibility to schools and graveyard
25	A bridge to from Mareseleng to Mashamthane zones	The current bridge is only one vehicle pass
26	Between Ga-nkoana and malekgwerana, makgwareng ga-sepeke section,	Motorists and pedestrians are unable to pass during rainy seasons
27	Monokaneng access bridge, to buffelshoek and cemeteries	Access bridge in Manoke
28	Ntswaneng section, masago p.school and nkotwane sec school	Access bridge needed

Ward no	Areas of bridges needed	Challenges
29	Between talane sports ground to sengange sec school, Between ga-mokgwadi mphosa to mmushi graveyard, Between ga-mothupi to ntake graveyard, Between school and sethogola crèche, Between 12 apostolic to ntswaneng section, between sports ground to mokgwadi graveyard, between moshate and dithabaneng, to maepa tribal office, between motsetladi to mpelegane section, between makgwale section and mampharafara, between ga-tau to ma-seven graveyard	During rainy season, learners are unable to go to school, poor roads to cemeteries
30	Sedibeng section Next to mokobola cemetery Airport and moukangwe high school Sedibe and meruleng street	No access to schools and graveyard during rainy seasons, No access to magabe park and koboti primary
31	Zone 4, Access to Riba cross	No access road to undercity section and zone 4 to graveyard Makgemeng to makurung to R37
32	Sekape, mokorokope, moshwashwaneng, valley from tjibeng section D to morwaswi secondary, sentlhane, tswereng, mampa cross, kgagodi bridge, ngwanankaya, taung, segololo	During rainy season, learners are unable to go to school
33	31	Inaccessibility to graveyard, school
34	From mafeane to malomanye, mabulela A and B, culvet bridge needed to mafise school, between malomanye and D4190	During rainy season, learners are unable to go to school
35	Matlading, makgathe, Next to modimolle primary, moshate, Ga-leshong next to moroka lebole school	Need for Access road and bridges
36	There is a need for access road to school, Moshate	Need internal streets
37	Between matlala and thobehlale, thabanaseshu and D4200, moretlwe-mashabela, between D4200 and mashabela, mphanama primary, diphanaeng, maloto road, ga-phogole, mmuane, ga-spamo, mashelane, mabowe school, serotheng, to makgwane, road to Sekhukhune college	Access roads not accessible during rainy season
38	-Graveyard, senthlane, Garots, ;Phageng (N1) linking MMela & Phageng Segwegwe;Morotong linking Manoge & Lehlokong ;Monankwe linking Mashilabele & Manoge, ;Graveyard to to Matlou;Main road to mangwato,to Mpati, phuthihlogwane;Phuthihlogwana to Ga-Tshoshane, Letolong to Moletse primary;From Chashane to Motubatse;From Kgwaripane to Kanana From Kanana to Masehleng primary school;From Mainroad to Mokiritlaneng, To Mahlanya, to Gathoobane, to Garamushu;From Mashilabele old to mashilabele new, from mashilabele to graveyard sekhutlong @ Magaaneng;From Mashilabele to Modiba liking mashilabele and Manoge/sekhutlong.	Dongas
39	Magotwaneng culvet bridge to cemetery, magakala, manankane, tsweele, madimong, Mesopotamia,ga-motswako,ga-profesa,	Roads are muddy and slippery

Roads and Storm water challenges:

- ✚ Impassable roads (rocky, dongas etc)
- ✚ All gravel roads lack storm water drainage
- ✚ Bridges needed in areas where people cross the river during rainy season

2.3.6 Public Transport

Transportation planning is evolving in South Africa as is the case with spatial systems. It is worth noting that the evolution of transport policy and legislation is not rapid like spatial transformation. At the same time, given that the land use planning and transport are manifestly interrelated – the need for improved transportation planning and system is not surprising. Transport planning in South Africa became a statutory planning activity with the enactment of the Urban Transportation Act (Act 78 of 1977) together with Road Transport Act (Act 74 of 1977). The Urban Transport Act 78 of 1977 providing for urban transport plans was superseded by the National Land Transport Transition Act (Act 22 of 2000) that formed the basis for IDPs by acknowledged need to accommodate such policy change. In the timeline of land transport policy and legislation framework a period leading to 2000 Act provided a preparative transformation brought about by Constitution (1996). A number of statutory policies were published starting with the White Paper on National Transport Policy (1996) and Moving South Africa (Vision 2020) (1998).

Section 36 of the National Land Transport Act, (Act No. 5 of 2009) requires preparation of the Integrated Transport Plan (ITP). Pfkani-Kusile Consulting has been appointed by Fetakgomo-Tubatse Local Municipality (FTLM) to undertake the development of Integrated Transport Plan (ITP) within its area of jurisdiction utilizing applicable legislative frameworks in June 2019. A point of departure was the project initiation/inception and mobilization resulting in an Inception Report detailing the project execution and deliverables.

The contents of this ITP are in line with the Technical Transport Planning Guidelines for Local Integrated Transport Plans to be prepared by Type 3 Planning Authorities, 2009. This informed the project steps, as well as method statements and resulting deliverables produced during each stage of this ITP project containing information about the status quo; transport trends in the FTLM area – technical infrastructure, transport demand and possibilities, transport modes, occupied area and space for transport needs, route utilization, environmental, social, economic, financial and other impacts; system administration and management; objectives and proposed interventions of the projects.

On the basis of the study status quo and trends, one of the striking findings is that taxis are major mode of public transport – there are approximately 817 taxi vehicles in FTLM. Overall, the road capacity is higher than demand in FTLM. However, in Burgersfort the road capacity (specifically

R37) is lower than demand resulting in an average driving speed at morning and afternoon peak times of about 29 and 26 km/hr respectively, which is high compared to other similar cities in the world. There are also few locations in which traffic slows down significantly. It was observed and found out that road and intersection capacity was affected by lack of approach lanes, lack of free left turn lanes, poor or outdated signal programs, and unregulated parking in the city Centre. The traffic in the city centre varies a lot during weekdays. Friday appears to be the most trafficked day. Furthermore, the last working day at the end of a month is peak day as many people come to the city centre to withdraw their monthly salary from ATMs and do shopping and other payments.

Inductive to proposed interventions stakeholder consultation played an important role throughout the various phases of the transport planning process, including formulation of Transport Vision Statements, Goals and Objectives; co-ordination with FTLM ITP TSC and PSC; and listing of the planning projects and prioritization input. Then, funding strategy and summary of proposals and programmes were undertaken. And the following aspects were covered: summary of proposals; funding strategy; prioritization of projects; budget per project and programme; strategic action plan covering a 20-years planning horizon; and 5-years more detailed and prioritized implementation plan to guide future budgetary allocations.

The proposed solutions include managing the transport supply, increase roadway (15Kms new lanes should be constructed on the R37 from the CBD), improving existing infrastructure for increasing capacity (bottlenecks have been identified on the R37 estimably 10–15kms to the city amongst others due to uncontrolled intersections. Further recommendation being that road be barricade/fenced side by side and provide for a grade-separated intersection (e.g. fly over) would fall within this category), re designing existing infrastructure for increasing capacity (converting existing road space for high occupancy vehicles either by introducing bus lanes or providing bus ways) and construct outer ring road – Eastern and Western ring (to increase road capacity by constructing ring roads to reduce traffic congestion in city areas), amongst others.

The Department of Transport and Community Safety (LDoT) is the public transport authority. The Sekhukhune District Municipality helps in respect of transport planning. As a challenge/backlog there is inadequacy of public transport in some areas within Fetakgomo Tubatse Local Municipality (FTLM). According to the norms and standards (Limpopo Office of the Premier, 2012), public transport access should not be more than 10 minutes' walk. The dominant modes of public transport within Fetakgomo Tubatse Local Municipality (FTLM) are buses and taxi.

The envisaged plan will the modes of transport found in the area, via, railway and road transport. **The road transport is the common public transport to provide service to the community in remote areas, i.e. buses (Greater North Transport) and mini-taxis. It also serves as the mode to transport raw materials to and from the mines including agricultural products.**

The route utilization survey recorded 405 taxi vehicles and 18 Great North Transport buses and a number of other private bus transport companies like, Sekhukhune express, Nnyanashakwane bus services, Mahlangu bus services, Thembaletu bus services, Midbank buses and Vuthimlilo and Segweka bus services are providing service in this municipal area.

Unregulated and influx of Mini taxis operating as metered taxis within the Burgersfort and Steelpoort areas are posing a threat to road users as majority of them are not road-worthy. The survey also showed a high volume of weekend operations to transport shoppers from rural hinterlands to Burgersfort. The taxi route survey showed that there were 71 taxi and bus routes in former Greater Tubatse Municipality but in this survey the outward bound and inward bound route were individually identified.

These routes virtually penetrate all the villages around the urban centres of Burgersfort, Steelpoort and Ohrigstad. The spatial structure particularly the radial nature of public transport into and from Burgersfort town sees this town function as a focal point but there is no real inter-modal system to speak of. The buses and the taxis do not feed each other but generally compete along the same routes.

In terms of destination, Burgersfort functions as fulcrum of the local taxi movement with the rest going to Praktiseer, Polokwane, Gauteng and Ohrigstad or Steelpoort. There are long distance taxis operating from three urban nodes going to areas beyond municipal boundaries such as Polokwane, Witbank, Jane Furse, Middleburg, Marblehall, Tembisa and Johannesburg.

Railway transport of general freight is only rendered in Ohrigstad, Burgersfort and Steelpoort. There is no passenger train service, particular referring to daily commuter service, operating in the area. The department of Transport has since promised with the construction of multimodal transport facility in Burgersfort town but to date nothing is coming forth. The table below indicate the state of our taxi ranks and conditions of the facilities.

The availability of stable public transport and different modes of transport (taxis and buses) is a strength that is acknowledged by the Municipality. However lack of infrastructure has become a challenge. There is lack of public transport facilities and as such the overwhelming majority of the taxi facilities are informal. The National department of transport, Provincial department of transport together with the municipality is busy with the development of plans for the integrated modal transport facility in the Burgersfort town which will also add value to the transport service after its completion.

The Municipality together with the SANRAL is currently busy with plans of developing a transport facility in the Burgersfort town. Public transport is needed especially from Phageng to Jane Furse,

from Jane Furse to Phageng and from Moralele section Ga-radingwana, to Jane Furse, Ga-Mampa, Ga – Selepe, Health Centre and Mphanama to Bopedi Shopping Complex.

Taxis operating within the Municipality mainly use the tarred R37 (Burgersfort-Polokwane), D4250 (Apel Cross-Lebowakgomo) and D4190 (Apel-Sekhukhune-Steelpoort) roads. The poor condition of the gravel section of the D4190 that links Apel with the R37 poses a challenge to commuters as most taxi operators are unwilling to use the road. There are challenges facing transport insufficient taxi rank infrastructure, most of the mini or metered taxis are not road worthy and do not have operating permits, traffic congestion in Burgersfort town, no transport facilities in some parts of the municipality especially in rural areas, mushrooming of pick up points within town by mini taxis, mini taxi operating beyond their boundaries and delays by the department of road and transport to issue permits for taxis

Transport Challenges:

- ✚ Dispersed & unbalanced settlements causing poor accessibility connectivity
- ✚ Lack of effective transport planning unit
- ✚ High concentration of traffic around town
- ✚ Lack of transport facilities

2.3.7.1 Licensing Services

Fetakgomo Tubatse Local Municipality (FTLM) is an agent of the Department of Transport and Community Safety in the administration of driver's licenses, vehicle licenses at Mabopo Testing station (Ga-Nchabeleng) and a Vehicle Testing station. However the Steelpoort Vehicle Testing Station and the Praktiseer are too old and no longer habitable due to their dilapidated conditions. At the time of writing this report Praktiseer was under construction and should be completed on or before 31 December 2018 to perform functions like registration and licensing of motor vehicle; roadworthy tests and vehicles; application and examining of learners and driving licenses; authorization to drive municipal motor vehicle and application for professional driving permits. Meanwhile Steelpoort Vehicle Testing Station has applied for conversion to become registering authority

Driving License Testing Centre (Dltc)

The Municipality has experienced constant suspensions over the past years by the Provincial monitoring unit as a result of the station not complying with the minimum requirements as entailed in the Road Traffic Act 93 of 1996. Amongst the issues raised is the unsuitability of the building (dilapidated structure) of the Praktiseer DLTC, shortage of office space to render other services such as filing , waiting areas and offices. The ablution facilities for the public have always been an issue as they are not sufficient to service the number of patrons visiting the station on daily basis.

On daily basis the station renders services such as Applications for Learners licenses, drivers' licenses, and renewal of drivers' licenses and PrDP approximately 400 people.

Steelpoort Vehicle Testing Station

The Municipality took over the Steelpoort VTS in 2009 from private owners. Since this take over, the station has not been refurbished to reflect the image of the Municipality.

The station renders vehicle testing for roadworthiness to 30 vehicles being tested per day. The challenge experienced by the users is that after testing the vehicles for roadworthiness, they are still expected to travel approximately 20KM to Burgersfort to issue license discs whereas this could be done at the same station if the RA function was also rendered there. The following challenges are facing the municipality old building infrastructure and furniture, shortage of staff, overcrowding at DLTC, VTS and RA, insufficient office space, lack of ICT services, lack of maintenance, no perimeter fencing in all licensing stations, and unarmed security personnel in facilities.

2.3.7.2 Traffic and Road Safety

The core function of traffic services is to make the roads safe to all users within the municipal area. This is done through visible law enforcement, road safety campaigns and scholar patrol programmes. The Fetakgomo Tubatse Local Municipality has experienced an increase in the number of motorists over the years which then put pressure on our insufficient resources (Road infrastructure, personnel, taxi rank facilities and equipments).

The geographical area which covers the whole municipal jurisdiction stretches the current resources and the operations cannot be rendered sufficiently at some part of the municipal areas. Road accidents are still a major challenge in some part of the Municipality due to reckless and negligent driving, alcohol abuse and stray animals. Traffic officers need to attend basic crash investigation course, this will assist in putting corrective law enforcement counter measures which will reduce the accidents in the area. Community road safety awareness and Mayoral imbizos are held quarterly with partners with sector departments, Mining houses, and other stakeholders to educate school children, pedestrians and taxi drivers about road safety issues and service provision is made on the day.

The Municipality has a challenge of having one main road that connects two major towns which is Polokwane and Nelspruit. The R37 road is too narrow to handle the amount of traffic volume which includes traffic congestion on daily basis and trucks due to the mining activities taking place in the area. During rainy seasons, the R37 road experience flooding which creates problems to

motorists due to insufficient of storm water drainage system on the R37 road. Engagement with SANRAL is at advance stage to expand the road network at R37 dual carriage way.

The availability of stable public transport and different modes of transport (taxis and buses) is a strength that is acknowledged by the Municipality. However, lack of infrastructure has become a challenge. There is lack of public transport facilities and as such the overwhelming majority of the taxi facilities are informal. The National department of transport, Provincial department of transport together with the municipality is busy with the development of plans for the integrated modal transport facility in the Burgersfort town which will also add value to the transport service after its completion.

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Road safety /Traffic Challenges:

- ✚ Stray domestic animals on the public roads
- ✚ Traffic congestion within Burgersfort town
- ✚ Inadequate traffic and licensing stations
- ✚ Public transport conflict
- ✚ Inadequate public transport and facilities
- ✚ Delay of maintenance of traffic lights
- ✚ Insufficient traffic vehicles

2.3. 8. Communication

The Fetakgomo Tubatse Loca Municipality (FTLM) has developed its communication strategy and is reviewed on annual basis. There is a dedicated communication unit available which serves as a key driver of the strategy. There are several means of communications used e.g. print media and

electronic media. The municipality also uses its web-site for communication purposes. Several structures such as Ward Councillors, Ward committees, Community Development workers and Magoshi are also used as vehicles for communication in the area.

The Municipality communicates its planning processes and the implementation of both the IDP and Budget using the media for both internal and external communication. The following challenges were identified:

- ✚ In effective Customer care
- ✚ Poor network (cell phone, TV & radio) coverage
- ✚ Lack of newspaper access e.g. City press, Sowetan
- ✚ Most of ward still on 2nd and 3rd Generation of network data broadband
- ✚ No access to wifi in libraries
- ✚ Limited post offices

2.3. 9 CEMETERIES

The Municipality has 05 municipal cemeteries in Penge, Burgersfort, Mapodile, Praktiseer and Ohrigstad. The municipality has no jurisdiction over existing village cemeteries. However the municipality has assisted with fencing of rural cemeteries. There is no revenue which is generated from rural cemeteries.

With regard to municipal cemeteries, a service fee is payable upon request and periodic maintenance is done by general assistants and EPWP participants. There is an acute shortage of manpower in the cemetery unit as the only available staff is in Praktiseer and Penge cemeteries.

The municipality is currently not rendering crematoria services within its jurisdictional area.

The Fetakgomo Tubatse Local Municipality experiences quite a sizeable number of grave digging requests on weekly basis. This exerts pressure on the available general assistants that have to ensure that the whole municipal area is serviced. Currently, the satellite offices based in Praktiseer, Mapodile, and Ohrigstad are responsible for the coordination of grave excavation with the assistance of the one operator (TLB). The cemeteries section is also responsible for burial, exhumation, pauper and reburial of deceased people. Numbering of individual graves especially at Praktiseer, Ohrigstad, Mapodile and Burgersfort municipal cemeteries.

There are security personnel working on full time basis at the above all municipal cemeteries except Burgersfort. A Praktiseer cemetery is without electricity; almost has reaches its capacity and this renders water to be infrequent thus affecting ablution facilities.

It must also be noted that there are a few number of villages which are still using backyard and kraals as cemeteries. There challenges recorded as thus: most village cemeteries are not fenced, some communities still utilizes kraals and backyard as cemeteries, insufficient burial space in Praktiseer, and Burgersfort cemetery is not fenced and therefore poses a risk to tombstones. There is poor workmanship of cemetery infrastructure at Mapodile and Praktiseer which seem to be a cause for the fallen palisade fencing, animals gain access to facilities and destroys erected tombstones ,Water pipes leaks in Penge and Ohrigstad cemeteries, Insufficient guard houses in cemeteries. Theft of water pump and jojo tank in Mapodile cemetery and vandalism in most cemeteries.

Cemeteries challenges:

- ✚ Council has approved Cemetery By-Law for public consultation to solicit inputs
- ✚ Praktiseer Cemetery is full to its capacity
- ✚ Paper Recording of Deceased
- ✚ Untarred Roads to Cemeteries
- ✚ Pressure on Sebidikane for fencing
- ✚ 15% VAT increase on Tariff at Praktiseer
- ✚ No provision of cremation services in all municipal own cemeteries
- ✚ No Regional Cemetery at Apel Region

2.4 ECONOMIC ANALYSIS (LOCAL ECONOMIC DEVELOPMENT)

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) mandates that municipalities must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community. The need for strengthening local economies accord by myriads of legislative prescripts, where the National LED Strategy and Policy Framework provides in addition support to municipalities to prepare implementable LED Strategies that are aligned with the municipal IDPs.

This section focuses on the characteristics of the Fetakgomo Tubatse Local economy more specifically the key economic activities that shape it. The section also provides a synopsis of the municipal economy assessment and highlights its competitive and comparative advantage. Although Fetakgomo economy remains predominantly rural, the current key economic drivers present a great potential for the improvement in the economic conditions of the general community of the Fetakgomo Tubatse Local Municipality.

The disestablished municipalities (Fetakgomo Local Municipality and Greater Tubatse Local Municipality) have previously adopted respective LED strategies which were aligned to the National Development Plan and Limpopo Development Plan (LDP). The newly amalgamated Municipality in the process of rationalizing both strategies to form the Fetakgomo Tubatse Local Economic Development Plan which will then direct the economic agenda of the Municipality.

ECONOMIC PROFILE OF FETAKGOMO TUBATSE MUNICIPALITY.

The Fetakgomo Tubatse Municipality is the largest municipality in the Sekhukhune District with higher poverty rates however the local economy is driven by the mining sector and agricultural activities. The district is driven by the large domination of the mining activities which further contribute to the province at large.

Municipal Gross Domestic Product within the District

MUNICIPALITY	2018 (current prices)	Share of district municipality	2008 (Constant prices)	2018 (Constant Prices)	Average annual growth
Elias Motsoaledi	11.92	26.63%	6.31	6.89	0.88%
Ephraim Mogale	4.30	9.62%	2.42	2.64	0.89%
Makhuduthamaga	6.71	14.99%	3.72	4.31	1.48%
Fetakgomo Tubatse	21.82	48.76%	11.98	15.05	2.30%

The table above indicate that Fetakgomo Tubatse had the highest average annual economic growth averaging 2.30% between 2008 and 2018, when compared to the rest of the regions within Sekhukhune District Municipality.

The Plan is set to focus on key economic areas of development anchored on coordinating public and private investment in flagship projects focusing on economic drivers related to infrastructural development, small to medium enterprises; agricultural and agro processing; mining and beneficiation; tourism and destination marketing; manufacturing and value addition; and the Green economy in the municipality.

Legislative and Policy Framework as strategy could not be developed in isolation of the political, economic and social factors affecting the Municipality, a strategic review of relevant national and provincial policy documents was carried out.

The municipality has been identified for a development of Special Economic Zone (SEZ), the SEZ is an advantageous tool to kick-start industrialization within FTLM. The SEZ has been envisaged to become a gateway for new economic opportunities as well as employment opportunities, which by extension generate income for consumption. The SEZ has been coined as the Tubatse Special Economic Zone which will focus on the following economic sectors food processing, agri-

2.4.1 LED Problem Statement

The Fetakgomo-Tubatse Local Municipality hosts the most portion of the eastern limb of the PGM and the chrome ore. The municipality together with other government sector are busy with projects in expanding the roads, ensuring there is water to run the mines, sourcing electrical energy to supply the mine and community etc. To this effect, FTLM hosts a town, Burgersfort, a provincial growth point and Steelpoort, a district growth point. The growth of these towns should stimulate investments that can accrue due to mine developments.

The challenge faced by the FTLM is that mining houses and mining operators source their input supplies and skills from far flung areas in Gauteng Province and also imports materials that would otherwise be manufactured in the area. To this effect, the municipality needs to conduct a study on the potential of localized mineral beneficiation in order to attract investments which would maximize the usage and occupancy of the Special Economic Zone resulting in job opportunities. The spin-offs of the increased beneficiations are expected to diversify the economic sector in further manufacturing & property development, and logistics and warehousing. Hence, it is opportune time for the FTLM to develop a study on the potential of localized mineral beneficiation.

Notwithstanding the fact that other studies were done, we note that such studies were concerned about and treated South Africa as a single unit and therefore resulted in recommendations that cannot find local answers from a municipal context.

Below is a narrative of sector performance for the Fetakgomo Tubatse Local Municipality and the economic demographics thereof.

Mining Sector

FTLM is characterized by large presence of mining activities along the R555 and R37 provincial roads. This sector includes the extracting and beneficiating of minerals such as platinum, lead, chrome, black chrome and other precious minerals. This sector includes the extracting and beneficiating of minerals occurring naturally, including solids, liquids and crude petroleum and gases. It also includes underground and surface mines, quarries and the operation of oil and gas wells as well as all supplemental activities for dressing and beneficiating of ores and other crude materials. The below table indicate policies, policy direction and impact on Local Economic Development (LED).

Provincial GDP contributions

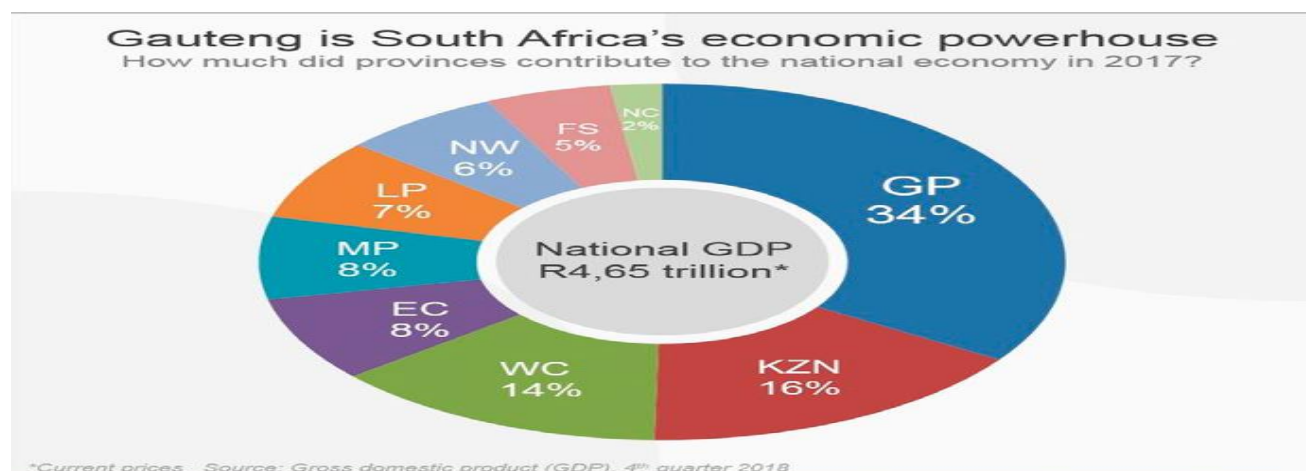


Figure 5-4 Source: Stats SA, GDP 4th Quarter 2018

The Limpopo province (LP) contributes 7% to the National GDP of R4.65 trillion. It is ranked number eight in terms of GDP contribution with a GDP per person R59 283.

Limpopo Unemployment Rate

Quarterly Labour Force Survey, Quarter 4: 2018 Table 2.3: Labour force characteristics by province and metro (concluded)								
Oct-Dec 2017	Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	Qtr-to-qtr change	Year-on-year change	Qtr-to-qtr change	Year-on-year change
Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Per cent	Per cent
Limpopo								

Population 15-64 yrs	3 705	3 718	3 731	3 744	3 756	12	51	0,3	1,4
Labour force	1 763	1 799	1 781	1 821	1 769	-53	6	-2,9	0,3
Employed	1 417	1 441	1 436	1 478	1 477	-1	59	-0,1	4,2
Unemployed	346	359	345	344	292	-51	-54	-15,0	-15,6
Not economically active	1 941	1 918	1 950	1 922	1 987	65	46	3,4	2,3
Discouraged work-seekers	379	408	414	444	542	98	163	21,9	42,8
Other	1 562	1 510	1 536	1 478	1 445	-33	-117	-2,2	-7,5
Rates (%)									
Unemployment rate	19,6	19,9	19,3		18,9	16,5		-2,4	-3,1
Employed/population ratio (absorption)	38,3	38,7	38,5		39,5	39,3		-0,2	1,0
Labour force participation rate	47,6	48,4	47,7		48,7	47,1		-1,6	-0,5

Source: Stats SA Quarterly Labour Force Survey, Quarter 4: 2018

Employment by Industry in Limpopo Province

Industry	Oct-Dec 2017	Jan-March 2018	April-June 2018	July-Sept 2018	Oct-Dec 2018	Qrt-Qrt Change	Year-Year Change	Qrt-Qrt Change	Year-Year Change
	thousands	thousands	thousands	thousands	thousands	thousands	thousands	%	%
Agriculture	136	130	158	148	138	-10	2	-6.5	1.6
Mining	92	81	88	89	106	17	14	18.6	14.7
Manufacturing	90	88	80	79	91	13	1	16.3	1.5
Utilities	11	9	11	9	15	6	4	68.3	39.1
Construction	154	146	150	163	146	-16	-8	-10.1	-5.1
Trade	298	328	318	354	354	1	57	0.2	19
Transport	55	58	51	51	56	5	0	9.4	0.7
Finance	119	141	119	120	120	0	1	0.2	1.3
Community & Social Services	338	339	327	347	329	-18	-9	-5.3	-2.8
Private Households	123	121	134	118	120	2	-3	1.8	-2.4
Total	1,416	1,441	1,436	1,478	1,475	0	59		

Source: Stats SA, Quarterly Labour Force Survey, Quarter 4: 2018

The provincial statistics show that the number of employed persons increased in five of the nine provinces between Q3: 2018 and Q4: 2018. An increased number of the employed persons was recorded in Limpopo with 59 000. The three biggest industries that contributed to the increase in employed people was Utilities (39.1%), Trade (19%) and Mining (14.7%) whilst the three sectors that contracted were Construction (-5.1%), Community & Social Services (-2.8%) and Private Households (-2.4%).

Gap analysis

The following constraining forces hinder the growth of the sector:

- Shortage of mission-critical skills among locals leaves mine houses with no option to recruit outside the local municipality. This alone scuttles the municipality’s home-grown job creation efforts and aspirations;
- The industry suffers from persistent economic exposures arising from hostile rand dollar exchange rates which is another major threat to the industry;
- Ownership structure of local mining houses still in the monopolistic hands of foreign syndicates who resist moves to partner with local mining entrepreneurs;
- Protracted labour unrest that manifest themselves in deadly wild cat strikes has attracted the censure of the international investment community;
- Capital flight as foreign capital owners diverts FDI to other mining environments like Angola, Zimbabwe and Namibia;
- Exclusion of locals in local supply chain deals and transactions that often ferment local hatred against mining operations;
- Poor coordination and monitoring of implementation of social labour plans.

Key Existing and Anticipated Actors in the Mining Sector

	Mine and Process Operation	Place
1	Xstrata Alloys Lion Ferrochrome Operation	Steelport
2	Xstrata Alloys Thornecliffe Chrome Mine	Steelport
3	ASA Metals/Dilokong Chrome Mine	Driekop
4	Marula Platinum	Meckelenburg
5	Rhino Minerals Havercroft Mine	Mecklenburg
6	Samancor CR Eastern Chrome Mines	Steelport
7	Samancor Tubatse Ferrochrome	Steelport

8	African Rainbow Minerals Two Rivers Platinum Mine	Steelport
9	Platinum Australia PhokaThaba Platinum	Mecklenburg
10	Anglo American Modikwa Platinum Mine	Driekop
11	Anglo American Twickenham Mine	Mecklenburg
12	Anglo American Der Brochen	Mecklenburg
13	Assmang Dwarsrivier Mine	Steelport
14	Northam Platinum Booyendale	
15	Implats Tamboti Platinum	
16	Umnotho weSizwe Mooihoek Chrome Mine	
17	Bokoni Platinum Mine	Atok
18	Elephant River Granite	
19	Sefateng Chrome	Sefateng

Key actors in the sector include inter alia; Implats Tamboti Platinum, Anglo America Modikwa Platinum Mine, Marula Platinum, Xstrata Alloys, Bokoni, Lion Ferrochrome Operation etc. Data in Table 13 shows that Fetakgomo-Greater Tubatse Municipality is the preferred destination of structured foreign interests in the mining sector. While the influx of FDI into the municipality is good news, the municipality will robustly deploy its bargaining strengths to arm twist mining houses to draft or include locals into their ownership structures

Name of the Mine	Location	Ward No.
Twickenham Platinum Mine	Tjate	10
Modikwa Platinum Mine	Driekop	07
Marula Platinum Mine	Diphale	10
Chromex Platinum Mine	Serafa	10
Black Chrome Mine	Ga- Maroga	11
Elephant River Granite Mine	Madiphodi between Masehleng and Ntswaneng	38
Sefateng Chrome Mine	Tjibeng	32
Bauba Platinum Mine	Tjibeng	32
Samancor Eastern Chrome Mine /Dorenboch/Lannex/Tweefntein/ Ferrochrome Operation Lwala/ Tubatse	Steelpoort	31/02
Der Brochen	Steelpoort	27
Bokoni Platinum Mine	Atok	34,33
Glencore / Thorn Cliff, Magareng, Hellena and Lion Ferrochrome	Steelpoort	27
Two Rivers Platinum Mine	Steelpoort	27
Boysendal Mine	Steelpoort	27
Dwarsrivier Chrome Mine	Steelpoort	27
Lesego Platinum Mine		
Nkwe Platinum Mine	Maandagsoek	12
Annesley Andalusite Mine	Segorong	16

Mining Challenges.

- Community riots/ protests
- High Unemployment Rate
- Recognition of Community Engagement Forums.
- Interference / dispute by royal houses during the implementation of projects by the mines
- Illegal mining
- Low Skills Base
- Environmental Degradation
- Poor beneficiation of the mineral resources

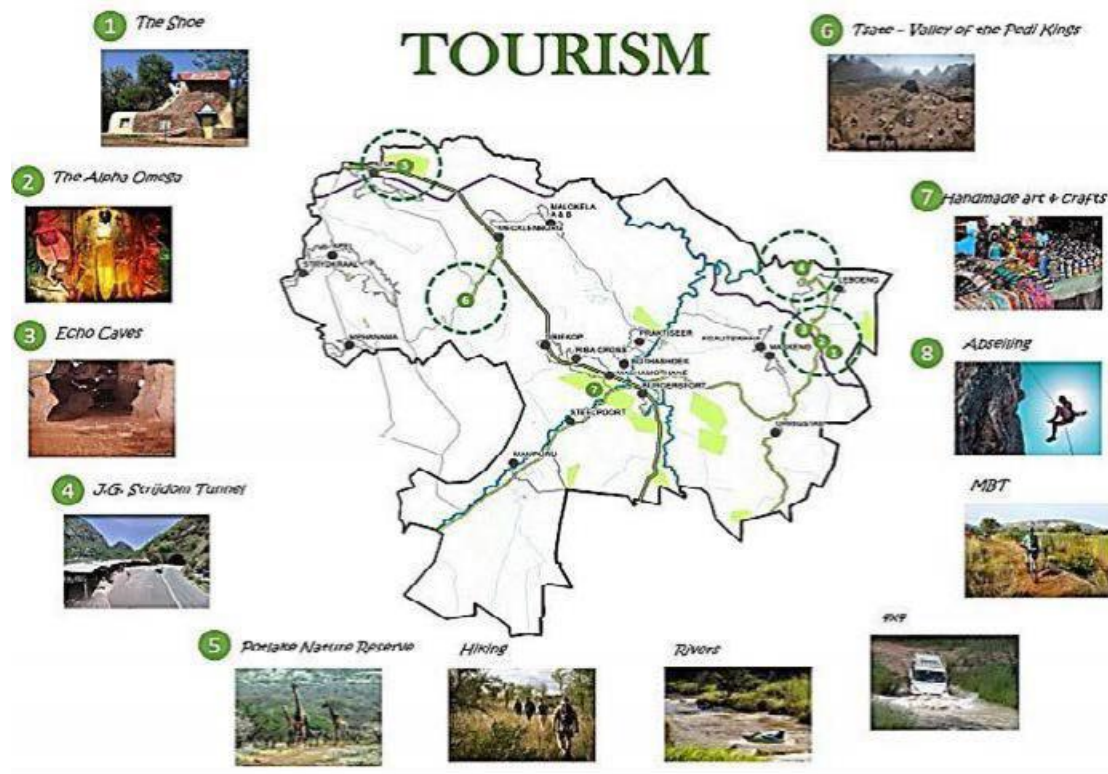
Special Economic Zone (SEZ) Establishment

- Limpopo Provincial Government identified the Fetakgomo-Tubatse area for SEZ development.
- The LEDA Limpopo has made the presentation to both EXCO and Management of FTLM on the 07 March 2019

- Special Economic Zone is proposed to be established at Dithamaga Trust ward 27
- The cluster-based Limpopo Development Plan which is aligned with the National Development Plan aims to build competitive industrial clusters.
- Is supportive of the government's national policy of regional integration, industrialisation and inclusive growth.
- The Tubatse SEZ is driven by amongst others the projected mining minerals beneficiation strategies and objectives for South Africa.

2.4.2 Tourism Sector

Tourism Attraction FTLM is surrounded by beautiful mountains, and boasts a rich cultural history. Tourism activities forming part of both economic activity areas are primarily related to nature tourism, game farming and hunting. 101 The following primary tourism areas and facilities are located within the FTLM102: • Caves (ward 1,3 and 12) • Magnetic stones (ward 3 and 6) • Mountain (ward 5) • Foot print, carve and Mohlapo (ward 6) • River, sand and rocks (ward 9) • Potlake game reserve • Sehlakwe water falls • Phahlananoge wind stones Figure 10 illustrates the tourism attractions within FTLM. The map shows that that there is a cluster of activity in the east of FTLM, while the other attractions are scattered throughout the municipality. Not listed in the figure include Thaba Moshate hotel Casion and Convention Resort, Tjate Heritage Site, Voortrekkers' Grave, Lenao La Modimo/ God's Foot Print, Monametsespring Waterm, Echo-Stone, the De Hoop Dam and several other attractions



Generally, owing to its disposition, the tourism sector is positively linked to other sectors of the economy like agriculture, transport, finance and trade. The following are potential tourism opportunities within the Fetakgomo Tubatse Municipality:

Tjate Heriatge Site, Potlake Game Reserve, Lenao La Modimo, Platinum Belt, Strydom Tunnels and other leisure establishments. Linkage with Mpumalanga creates potential for tourism by-passes hence a need for alternative route to easy traffic on R37 and R555.

Gap analysis

- The unique selling benefits (USBs) of local heritage sites and other tourism facilities in the municipality are not effectively profiled and marketed;
- Tourism sector is being overshadowed by mining to the extent that more strategic focus is unevenly invested in the latter at its expense;
- Lack of a coordinated multi-sectoral vision and strategy to deliver the local economy from its traditional mining base into other equally critical sub-sectors;
- Absence of graded establishment hotels and modern airports to make the municipality ease-to-access by global tourists;
- Establishments are still registered under Mpumalanga Province which courses confusion to visitors searching places of stay in FTLM
- The Tourism Forum is at its infancy stage
- The Routes are not named nor marked for easy navigation by the tourists
- Poor emphasis in village Tourism expressed and strong bias towards traditional tourism products;
- Lack of tailor-made communication material and tourism marketing infrastructure.

2.4.3 Economic sector SWOT Analysis

The **strength** depicts what can be done within Local Economic Development & Tourism (LEDT) department. The **weakness** depicts challenges within the municipality which needs to be instructed by the Municipal Manager for departments to collaborate.

The **opportunity** can be done with involvement from other external sources like district municipality, Coghsta and other economic cluster department and parastatals. The **weakness** is inherently attitude and external factors that draws back the development. They are external factors that are influenced over time.

Municipal enterprises as per the sectors

Economic Sector	No. of Business Enterprises
Agriculture	65

Economic Sector	No. of Business Enterprises
Tourism	3
Services	8
Construction	7
Manufacturing	4
Mining	2
Arts, Culture & Tradition	1
Retail	2

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Qualified and experienced staff • A sound ICT infrastructure and network, • Passion for SMME development, • Skill diversity and mix within senior management team, • A functional governance framework and system, • A vibrant SMME and Cooperative business development model, • Well-developed financial and accounting system and framework, • Community-driven business support programs , • Solid financing partnerships with Government, • A comprehensive economic development plan with tangible milestones, • Strong partnerships with private sector (mines and big business etc.) 	<ul style="list-style-type: none"> •Emerging monitoring and evaluation framework (M&E), •Embryonic coordination and inter-divisional synergies, •Budding research, lobbying and advocacy frameworks, •Weak staff cohesion and coalition building mechanisms, •Embryonic internal communication management systems, •Absence of a coherent job evaluation and grading policy, •A weak funding base– over-reliance on government injection, •Absence of vibrant staff development incentives •Communication breakdown among different departments, •Weak financial and operating leverage, •Funding diversity is still embryonic- Excessive reliance on fiscus 	<ul style="list-style-type: none"> •Government’s support to economic development initiatives is solid, •Partnerships with private sector in SMME development remains untapped, •SMME friendly policies and support mechanisms, •Economy showing signs of recovery 	<ul style="list-style-type: none"> •HIV and AIDS is a threat business, •Donor fatigue, •Global recession has put significant strain on the fiscus •Grant policy kills entrepreneurship spirit and creates a dependency syndrome

Summary of Economic Sectors: This section outlines viable alternatives to put each economic sector on the pedal of high absorption matrix

Agriculture	Mining	Manufacturing	Construction	Trade
<ul style="list-style-type: none"> •Through public-private partnerships, we intend to facilitate mechanization linkages and transactions that benefit enterprising small-holder farmers in rural areas; •Exert relentless pressure on the Department of Land Reform to fast-track agrarian reforms where local productive farmers will have negotiated access and ownership to arable productive land; •Coordinate outcome-based multi-sectoral support initiatives to ensure local black farmers enjoy unlimited access to all the four factors of production (land, finance, training and natural resources) •Provide incentives to attract young black agricultural professionals into investing in agricultural projects; •Proactively facilitate adequate and responsive financial governance training to farming cooperatives sprout throughout the municipality; •Liaise with local universities and training institutions to 	<p>Effectively addressing the skill-gap can only be realized when the municipality gang-up with local mining houses and local universities and FETs to train local youths in mining related courses. Creating a talented pool of local young mining engineers, technicians and electricians is the way to go;</p> <p>Diversify the local economy by focusing and directing investment in non-mining areas;</p> <p>Activate and coordinate home-grown social labour plans monitoring and compliance initiatives;</p> <p>Initiate structured dialogue sessions via investment conferences and Indabas aimed to achieve stakeholder convergence around common economic development agenda that benefit locals;</p> <p>Create a cocktail of economic incentives to lure mining houses to set-up ore beneficiation plants;</p>	<p>Remoulding the sector on the backbone of thriving and resilient SME sector with a strong bias towards agro-processing, beneficiation and a value-addition focus;</p> <p>Radically restructure the municipality’s mining-driven and retail fuelled economy into a production-based tertiary fuelled economy;</p> <p>Devise a battery of structured and targeted manufacturing incentives to lure real manufacturing projects into the municipality;</p> <p>Team up with development partners like IDC, SEDA, LEDA and NEF to design and finance home-grown agro-processing factories in the municipality;</p> <p>Roll-out a massive factory shell infrastructure projects for parcelling factory space to SMMEs with a bias towards manufacturing concerns;</p> <p>Facilitate roll-out of investment projects with a bias towards import substitution in order to</p>	<ul style="list-style-type: none"> •Facilitate the re-introduction of emerging contractors development programmes where black contractors will be enlisted on intensive training and skilling programmes; •Increase monitoring and surveillance activities as a deterrent measure against the cancerous vice of fronting; •Ensure BBBEE certificates obtained by emerging contractors are SANAS certified and compliant; •Liaise with local vocational training centres to ensure emerging contractors access accredited construction management skills 	<p>Liaise with enterprise development agencies and business chambers like SEDA, LEDA, IDC, NEF, NDA and SEFA, to develop a raft of responsive policy measures to restore the fortunes of the sector;</p> <p>Commission a study on how to bring black-owned retail shops back to their yesteryear glory days – this study will go a long way in rationalising responsive interventions in the sector;</p> <p>Coordinate and craft a multi-sectoral response approach in the sector to ensure coherence in the manner government agencies address enterprise development challenges in the municipality;</p> <p>Roll-out targeted business management training programmes in conjunction with venture creation support experts and training organisations;</p> <p>Create a database of all retail or spaza shops trading in the local municipality to determine their trading and ownership status;Transport, Communication and Storage</p>

Agriculture	Mining	Manufacturing	Construction	Trade
<p>facilitate roll-out of R&D projects that upscale productivity levels of smallholder black farmers</p>	<p>Encourage local ownership of strategic mining projects through facilitation of joint venture agreements and consortiums between locals and external investors</p>	<p>curb the municipality's rising import bill;</p> <p>Develop FT/GTM's own tailor-made version or home-grown industrial policy;</p> <p>To clique-up with universities and research institutions with the aim to roll-out research and development undertakings that have a bias towards increasing the manufacturing base of the municipality;</p> <p>At political level, the municipality will drum up support of legislation by Department of Minerals Resources (DMR) that discourages the exportation of unprocessed ore products by mining houses. The bottom line will be to lobby and enforce legislation that supports the government's broad beneficiation agenda.</p>		<p>Conduct a feasibility study on how to widen access to broadband connectivity to areas traditionally eluded with such a facility;</p> <p>Liaise with national and provincial departments of transport and local taxi associations on how the municipality can roll-out a reliable, efficient, and safe public transport without driving existing operators out of business using private-equity funds or public-private partnership arrangements;</p> <p>Craft a bankable business case to establish a world-class airport infrastructure in FTLM to facilitate the easy flow of business tourist arrivals in the city to be;</p>

Finance	Community Services	Tourism	SMMEs
<p>•Organising an outcome-based Greater Tubatse Development Finance Conference where local economic development agents will have an opportunity to dialogue with DFIs with the objective of enhancing closer cooperation on common development issues;</p> <p>•Create synergies with commercial banks and other DFIs aimed at looking into the feasibility of establishing cooperative banking portals owned and managed by local small-scale investors.</p> <p>•Improve local-led monitoring mechanisms to ensure the financial sector sell their products and services for the common good of society and local communities;</p> <p>•In liaison with NCR and other stakeholders, ensure that all micro-lenders within the municipality are properly registered and regulated;</p> <p>•Teaming up with local DFIs to escalate measures to educate and sensitise locals on how to unlock productive funding from the financial industry;</p>	<ul style="list-style-type: none"> • Integration of local communities in the municipality’s waste management plans can unlock great business opportunity avenues for local communities with interests in the sector; • Upscaling measures that improve the social-engineering potential or inclination of the local communities; • Fast-track proactive mechanisms aimed at speeding up delivery of social services to HDIs in a manner that guarantees their participation and involvement in all phases of the delivery value chain; • Putting in place aggressive measures to ensure that those contracted to provide essential social services are accountable, responsive and compliant with best practices and service delivery standards. 	<ul style="list-style-type: none"> • Develop Tourism Forum for the benefit of Village Tourism based on Culture and heritage and Tourism attractions • Devise a coordinated tourism marketing strategy aimed at marketing prospective tourism sites to both domestic and global tourists; • Conduct a feasibility study that seeks to build a strong business case to build air landing strip • Launch a coordinated exercise to identify and document the unique selling propositions of all prospective tourism products in the municipality. • Include Tourism establishments on the Municipal Website 	<ul style="list-style-type: none"> • Provision of adequate factory space • Easy access to business finance like cooperative banking and Development bank to easy their lending criteria • Training in business skills

Table below clearly presents the landscape in terms of the existence of the predominant SMME

2.4.4 Business Activities

Ward	Total number of businesses	Analysis of type of business		
		Type of business		
		Spaza	Formal shops	Other (e.g garden)
1	117	31	26	Mnisi gardern, 4 sewing, 1 cashloans, 1 shoe maker, 1 fish& chips, 2
2	73	127	42	19
3	31	24	8	N/A
4	56	56	5	9
5	94	67	16	(PTY) LTD Garden, faming , Co-operative,
06	44	45	05	N/A
07	51	28	23	N/A
08	25	27	27	N/A
09		22	24	N/A
10	40	25	21	Gardening, fishery
11	48	16	27	5
12	39	18	21	06 Agricultural project
13	105	78	27	Hawkers and dress makers
14	134	57	39	48
15	92	52	39	Garden
16	73	31	37	Tlokoa Matlakala vegetable projects, hunadi Matjie Vegetable Project, Atchaar Factory, poultry farm, Moretlwaneng Vegetable project.
23	28	12	16	N/A
24	4	30	4	2
25	79	50	19	Brick making and gardens
26	32	19	19	Gardening
27	60	24	34	N/A
28	29	11	18	N/A
29	46	23	23	3 gardens, 1 poultry, 1 Garden
30	49	45	13	None
31	96	24	53	Brick yard and chicken farm
32	46	12	45	4 gardens
33		26	13	Brakfontein bkoni platinum mine, Klipfontein bokoni mine, twickenham mine
34		42	49	Driving school, Car Wash, Garden

Ward	Total number of businesses	Analysis of type of business		
		Type of business		
		Spaza	Formal shops	Other (e.g garden)
35	23	9	3	None
36	65	40	25	Taverns and bottle store
37	63	33	44	Chicken farming
38	55	34	23	13 Liquer Stores
39	36	10	26	N/A

The Fetakgomo Tubatse Local Municipality is economically the most marginal region of the Limpopo province. The area is solely dependent on government handouts and migrant labor income for survival. The Limpopo development plan suggests programs that will improve the economic status of the Province like: integrated poverty reduction program, Building Material manufacturing Program, SMME's and Co-operatives and the integration of the National Youth Agency Program into the provincial program.

Table below indicates Employment status by gender of FTLM

Gender by Official employment status							
for Person weighted, LIM474: Fetakgomo - LIM475: Greater Tubatse, 15 - 64							
	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Age less than 15 years	Not applicable	Total
Male	38311	25764	5300	50475	-	-	119849
Female	20389	37604	8576	69243	-	-	135811
Total	58700	63367	13877	119717	-	-	255661

Source: Stats SA 2011

Table showing Labor force projections for 2011-2030 FTGM

INDICATOR	2011	2015	2020	2025	2030
Population	385 000	430 800	487 400	538 100	579 700
Working age population	236 390	271 400	316 800	360 500	405 800
LF participation rate%	38.4	40	44	48	50
Labour force	90 770	108 560	139 400	173 000	202 900
New jobs	0	10 000	10 000	10 000	5 000
Employment	53 220	63 220	83 220	83 220	88 220
Unemployment rates%	41	42	47	52	56

2..4.5 Fetakgomo Tubatse Local Municipality Vision 2030 Development

The South African Government has developed a National Development Plan which seeks to create a South African economy that is more dynamic. It is envisaged that in 2030, the economy should be close to full employment; equip people with skills they need; ensure that ownership of production is less concentrated and more diverse and be able to grow rapidly.

The Medium Term Strategic Framework reflects the action plan for the NDP and the new growth path for the first five years. The MTSF is under-pinned by the following fourteen outcomes:

- Outcome 1: improved quality of basic education
- Outcome 2: A long and healthy life for all South Africans
- Outcome 3: All people in South Africa are and feel safe
- Outcome 4: Decent employment through inclusive economic growth
- Outcome 5: Skilled and capable workforce to support an inclusive growth
- Outcome 6: An efficient, competitive and responsive economic infrastructure network
- Outcome 7: vibrant equitable and sustainable rural communities with food security for life
- Outcome 8: sustainable human settlements and improved quality of household life
- Outcome 9: A responsive; accountable and efficient local government system
- Outcome 10: Environmental assets and natural resources are protected and continually enhanced
- Outcome 11: Create a better South Africa and contribute to a better Africa and world
- Outcome 12: An efficient and development oriented public service and an empowered citizenship
- Outcome 13: An inclusive and responsive social protection system and
- Outcome 14: Nation Building

The Limpopo Government has adopted the Limpopo Development Plan (LDP 2015/2019) which is aligned to the National plan. The plan identifies municipal as a Growth point or nodal development based on the spatial targeting and Purpose of the LDP 2015-19 is to:

- Outline the contribution from Limpopo Province to the NDP and National MTSF for the period ;
- Provide framework for the strategic plans of each provincial department as well as the IDPs and sector plans of districts and local municipalities

- Create a structure for the constructive participation of private sector business and organised labour towards the achievement of provincial growth and development objectives and;
- Encourage citizens to be active in promoting higher standards of living in their communities

Number of Jobs Created through municipal Expanded Public Works Programme (EPWP) and Community Work Programme (CWP)

Number of Jobs Created through municipal Expanded Public Works Programme (EPWP) and Community Work Programme (CWP): 2020/21

Programme	Total Number Jobs Created	Males	Females	Disability	Youth
Fetakgomo Tubatse Cleaning Services EPWP	105(ended September 2020) 50 currently				
Fetakgomo Tubatse Infrastructure Services EPWP	104 MIG 120 (public works) 164 routine road works				
Community Work Programme (CWP)	2842	2483	359	09	579

Distribution of monthly income for individuals FTLM: Source STATSA 2011

Individual monthly income by Gender			
for Person weighted, LIM474: Fetakgomo - LIM475: Greater Tubatse			
	Male	Female	Total
No income	88 965	116 868	205 833
R 1 - R 400	50 444	51 927	102 370
R 401 - R 800	4 270	6 357	10 627
R 801 - R 1 600	16 773	27 723	44 496
R 1 601 - R 3 200	7 756	4 067	11 823
R 3 201 - R 6 400	11 647	3 472	15 120
R 6 401 - R 12 800	6 946	2 785	9 731
R 12 801 - R 25 600	3 221	1 676	4 897
R 25 601 - R 51 200	1 028	313	1 341
R 51 201 - R 102 400	135	38	173
R 102 401 - R 204 800	89	61	150
R 204 801 or more	88	35	123
Unspecified	9 611	10 654	20 265
Not applicable	1 654	817	2 471
Total	202 627	226 792	429 419

Source: Stats SA 2011

Unemployment Database as per qualifications:

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
01	Grade 12	211	11 dressmakers at Mapareng, Maepa, GaMabelane, Makgalane, Malaeneng and Newstands
	Honours Degrees	07	Building nest, blompot
	Bachelor's Degrees	03	Floor and wall tiles at Mokutung
	Diploma	04	2 capentors
	National Certificates	33	Bitmaking and 07 shoemakers at Gamabelane, Mokopung, Malaeneng and Mapareng
	Abet Level 4 &5	94	
02	Grade 12	N/A	Still undertaking the data process
	Honours Degrees		
	Bachelor's Degrees		
	Diploma		
	National Certificates		
	Abet Level 4 &5		
03	Grade 12	605	Capending and constraction
	Honours Degrees	180	Dress Making and teachers
	Bachelor's Degrees	90	Visual art and nursing
	Diploma	108	Hair dressing and artisans
	National Certificates	308	Catering
	Abet Level 4 &5	400	Music Artists , Coplars
04	Grade 12	63	None
	Honours Degrees	-	
	Bachelor's Degrees	13	
	Diploma	25	
	National Certificates	15	
	Abet Level 4 &5	12	
05	Grade 12	1800	Engineering
	Honours Degrees	2	Diesel Mechanics
	Bachelor's Degrees	2	Electricians
	Diploma	30	Artisans
	National Certificates	1800	Capenters, Plumbers
	Abet Level 4 &5	300	Brick layers
06	Grade 12	106	None
	Honours Degrees	11	
	Bachelor's Degrees	15	

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	Diploma	13	
	National Certificates	48	
	Abet Level 4 &5		
07	Grade 12	520	none
	Honours Degrees	240	
	Bachelor's Degrees	160	
	Diploma	310	
	National Certificates	118	
	Abet Level 4 &5	660	
08	Grade 12	165	Bricklayers, Electricians, Accountants, Teachers, Nurses, shoemakers, Dress makers, Boilermaker,
	Honours Degrees	3	
	Bachelor's Degrees	7	
	Diploma	124	
	National Certificates	93	
	Abet Level 4 &5	98	
09	Grade 12	65	none
	Honours Degrees	3	
	Bachelor's Degrees	1	
	Diploma	7	
	National Certificates	65	
	Abet Level 4 &5	18	
10	Grade 12	58	none
	Honours Degrees	20	
	Bachelor's Degrees	50	
	Diploma	70	
	National Certificates	40	
	Abet Level 4 &5	15	
11	Grade 12	65	Industrial engineering, business management, Marketing Management and Information management
	Honours Degrees	None	
	Bachelor's Degrees	None	
	Diploma	6	
	National Certificates	None	
	Abet Level 4 &5	None	
12	Grade 12	245	none
	Honours Degrees	10	

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	Bachelor's Degrees	22	
	Diploma	75	
	National Certificates	252	
	Abet Level 4 &5	230	
13	Grade 12	48	Nurses, Marketing, Technicians, capenters Boiler makers, HR officers Practioners, Civil Mechanical engineering, educators Doctors, and lawyers
	Honours Degrees	13	
	Bachelor's Degrees	8	
	Diploma	44	
	National Certificates	69	
	Abet Level 4 &5	35	
	National Certificates	160	
	Abet Level 4 &5	208	
14	Grade 12	1385	none
	Honours Degrees	18	
	Bachelor's Degrees	27	
	Diploma	90	
	National Certificates	89	
	Abet Level 4 &5	91	
15	Grade 12	1240	Engineering Computer skills
	Honours Degrees	65	
	Bachelor's Degrees	142	
	Diploma	253	
	National Certificates	1579	
	Abet Level 4 &5	343	
17	Grade 12	100	none
	Honours Degrees	30	
	Bachelor's Degrees	35	
	Diploma	50	
	National Certificates	60	
	Abet Level 4 &5	80	
18	Grade 12	4320	Doctors, educators & engineers
	Honours Degrees	200	
	Bachelor's Degrees	190	
	Diploma	2080	
	National Certificates	1625	

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	Abet Level 4 &5	225	
19	Grade 12	300	Doctor, nurses & educators
	Honours Degrees	3	
	Bachelor's Degrees	2	
	Diploma	17	
	National Certificates	300	
	Abet Level 4 &5		
20	Grade 12	65	none
	Honours Degrees		
	Bachelor's Degrees	8	
	Diploma	20	
	National Certificates	50	
	Abet Level 4 &5	15	
	Total		
21	Grade 12	520	Engineers
	Honours Degrees	17	
	Bachelor's Degrees	51	
	Diploma	401	
	National Certificates	320	
	Abet Level 4 &5	16	
22	Grade 12	106	none
	Honours Degrees	03	
	Bachelor's Degrees	06	
	Diploma	18	
	National Certificates	22	
23	Abet Level 4 &5	3116	none
	Honours Degrees		
	Bachelor's Degrees	16	
	Diploma	33	
	National Certificates	10400	
	Abet Level 4 &5	541	
24	Grade 12	10000	Bricklayers, famers, elctricians
	Honours Degrees	10	
	Bachelor's Degrees	30	

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	Diploma	30	
	National Certificates	25	
	Abet Level 4 &5	150	
25	Grade 12	120	Sewing , electrical , mechanical engineering
	Honours Degrees	10	
	Bachelor's Degrees	20	
	Diploma	35	
	National Certificates	50	
	Abet Level 4 &5	300	
26	Grade 12	344	none
	Honours Degrees	20	
	Bachelor's Degrees	6	
	Diploma	20	
	National Certificates	30	
	Abet Level 4 &5	20	
28	Grade 12	105	none
	Honours Degrees	None	
	Bachelor's Degrees	None	
	Diploma	30	
	National Certificates	78	
	Abet Level 4 &5	38	
29	Grade 12	858	Trainings and Learnerships Adminitration, 3 teaching (educators), computers IT, Business Studies & Engineering, Capenters, Bricklayers, Education Level 1& to level 4
	Honours Degrees	1	
	Bachelor's Degrees	1	
	Diploma	6	
	National Certificates	28	
	Abet Level 4 &5	45	
30	Grade 12	2100	Paving, builders,
	Honours Degrees	None	Capenters, upholtrs
	Bachelor's Degrees	None	Shoemakers
	Diploma	2980	Dressmakers, bakers
	National Certificates	10900	Electricians, boilermakers
	Abet Level 4 &5	794	Mechanics, plumbers
31	Grade 12	113	

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	Honours Degrees	7	Electricians, Capenters, welders, Dressmakers, Artists, Bricklayers
	Bachelor's Degrees	4	
	Diploma	18	
	National Certificates	5	
	Abet Level 4 &5	80	
32	Grade 12		None
	Honours Degrees		
	Bachelor's Degrees		
	Diploma		
	National Certificates		
	Abet Level 4 &5		
33	Grade 12	11000	Artisans, Caepenters, bricklayers, mine workers, drivers
	Honours Degrees	40	Teachers, Public Admin, Geologists, Metallurgists, MiningEngineer, Librarian
	Bachelor's Degrees	200	Lawyers
	Diploma	1500	Computer technicians, Artisans, Teachers, surveyors
	National Certificates	-	
	Abet Level 4 &5	1800	Mine workers
34	Grade 12	216	Welding, Boiler Maker, Capenters, Civil Engineering & Mechanical Engineering
	Honours Degrees	35	
	Bachelor's Degrees	20	
	Diploma	84	
	National Certificates	159	
	Abet Level 4 &5	93	
35	Grade 12	1638	Bricklayers,
	Honours Degrees	25	Painters
	Bachelor's Degrees	105	Capenters
	Diploma	319	Engineers
	National Certificates	549	Fashion designers
	Abet Level 4 &5	646	Teachers
36	Grade 12	958	Capenters, engineers, Administrators and computer
	Honours Degrees	628	Doctors and Nurses
	Bachelor's Degrees	200	Educators
	Diploma	900	
	National Certificates	958	

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	Abet Level 4 &5	1250	
37	Grade 12	477	55 bricklayers
	Honours Degrees	32	27 Electricians
	Bachelor's Degrees	69	18 IT
	Diploma	74	12 Engineers
	National Certificates	25	22 Nurses
	Abet Level 4 &5	43	15 Police and 07 Doctors
38	Grade 12	700	Capnters, Dress Making , Shoemakers
	Honours Degrees	25	Builders, Engineers, Welders, Doctors
	Bachelor's Degrees	54	Nurses, Teachers, Social workers
	Diploma	60	
	National Certificates	137	
	Abet Level 4 &5	43	
39	Grade 12	4563	10 Doctors
	Honours Degrees	108	6 engineering
	Bachelor's Degrees	225	20 Capenters
	Diploma	500	2 fashion designers
	National Certificates	986	66 Bricklayers and 04 Boilmakers
	Abet Level 4 &5	108	14 Police and 200 teachers

Sources FETAKGOMO TUBATSE LOCAL 2016

POVERTY Levels

Census (2011)			Community survey (2016)	
	Poverty headcount (%)	Intensity poverty	Poverty headcount	Intensity poverty
Sekhukhune	11.3	41.6	13.6	42.4
Ephraim mogale	10.3	41.0	13.1	41.5
Elias motsoaledi	8.5	41.3	10.9	42.3
Makhuduthamaga	12.2	41.4	15.3	42.5
Fetakgomo Tubatse Local	11.6	41.8	14.5	42.2

According to table above shows the comparison of Census 2011 poverty levels are measured by poverty headcount as combined 11.6 %, intensity poverty 41.8%. The Community Survey 2016 combined poverty headcount is at 14.5 % and intensity poverty at 42.2%.

Education Levels

Table below indicates highest level of education for Person Weight, FETAKGOMO TUBATSE

	Total number	Percentages
No schooling	95120	19.42
Grade 0	18553	3.79
Grade 1/Sub A/Class 1	12883	2.63
Grade 2/Sub B/Class 2	12709	2.59
Grade 3/Standard 1/ABET 1	15633	3.19
Grade 4/Standard 2	14459	2.95
Grade 5/Standard 3/ABET 2	15429	3.15
Grade 6/Standard 4	17087	3.49
Grade 7/Standard 5/ABET 3	14222	2.9
Grade 8/Standard 6/Form 1	22789	4.65
Grade 9/Standard 7/Form 2/ABET 4/Occupational certificate NQF Level 1	37182	7.59
Grade 10/Standard 8/Form 3/Occupational certificate NQF Level 2	52040	10.62
Grade 11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	63487	12.96
Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	69789	14.25
NTC I/N1	652	0.13
NTCII/N2	1188	0.24
NTCIII/N3	1921	0.39
N4/NTC 4/Occupational certificate NQF Level 5	2264	0.46
N5/NTC 5/Occupational certificate NQF Level 5	1148	0.23
N6/NTC 6/Occupational certificate NQF Level 5	2667	0.54
Certificate with less than Grade 12/Std 10	205	0.04
Diploma with less than Grade 12/Std 10	358	0.07
Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	1445	0.29
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	3695	0.75
Higher Diploma/Occupational certificate NQF Level 7	1456	0.3
Post-Higher Diploma (Masterâ)	1241	0.25
Bachelorâ€™s degree/Occupational certificate NQF Level 7	2071	0.42
Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	1481	0.3
Masterâ€™s/Professional Masters at NQF Level 9 degree	106	0.02

	Total number	Percentages
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	80	0.02
Other	1372	0.28
Do not know	4945	1.01
Unspecified	224	0.05
Grand Total	489902	100

Source: statssa, community survey 2016

Table below indicates SWOT analysis Strengths and weaknesses of key sectors of the economy of the Municipality

Strengths and Weaknesses of All Sectors

Strength The area is a mining area Hospitality sector has potential to grow	Weakness Unavailability of skills needed in the mines from the local community High rate of unemployment and poverty resulting in increased crime rate Uncoordinated presidential node status and fragmented planning
Opportunities High opportunities for economy to grow Youthful population	Threats Inadequate beneficiation of the local community from economic activities in the area Environmental degradation Migration and immigration High level of HIV/AIDS Instability in the community due to mining activities

Strong points	Close to the large platinum mine Land available Situated at an axis point to Burgersfort, Marble Hall and Polokwane Some good tarred provincial roads Close to the Olifants River (water supply) Situated in picturesque countryside	Intellectual capital at the Local Municipality Work ethic of the Local Municipality Commitment of municipal leadership to change Committed community leaders to improving the economy Process to address land ownership issue has already started
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Weak points	<p>Opportunities related to mine not utilised</p> <p>Poor road connection to mine - D4190</p> <p>Multi-jurisdictional Land ownership constraint – delayed and lost economic development because current regulations rewards gate keeping behaviour</p> <p>Backlog in basic infrastructure</p> <p>Fetakgomo is not located on maps</p> <p>Limited access to telecommunication infrastructure</p>	<p>Shortages of skills</p> <p>Low levels of education</p> <p>Local priorities not linked effectively to District and Provincial priorities</p> <p>Local priorities not linked effectively to public sector support agencies</p>
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Strengths and Weaknesses of the Mining Sector

	Comparing locational factors (place)	Competitiveness of sectors
Strong points	<p>Vast and rich deposits of platinum ore</p> <p>Situated on the Dilokong Corridor, close to the smelter</p>	<p>High value mineral</p> <p>Extracted at competitive cost</p> <p>Linked to international value chain</p> <p>Financially very strong</p>
Weak points	<p>Uncertainty about land availability for expansion and housing</p> <p>Distance from Polokwane</p>	<p>Ability to anticipate and manage community development expectations</p> <p>Relationship challenges with neighbouring communities</p> <p>Difficulty in obtaining surface rights license</p> <p>Limited accommodation for staff and visitors, alternative Polokwane</p>

Strengths and Weaknesses of the Agricultural Sector

	Comparing locational factors (place)	Competitiveness of sectors
Strong points	<p>Availability of water (near rivers)</p> <p>Fertile soil; Land availability ; Favourable climate conditions ; Close to the mine as a market; Auction link to the market</p>	<p>Existing underutilised irrigation schemes</p> <p>Long seasons for production; Existing skills</p> <p>Markets for livestock; Potential for commercialisation</p>
Weak points	<p>Ownership of land, little investment due to uncertainty, scale of production</p> <p>Risks associated with periods of drought</p> <p>Transport to markets is expensive</p> <p>No scientific information on type of crop potential for the area</p> <p>No veterinary services</p> <p>Poor prices from small auctions</p> <p>Erosion, overgrazing</p> <p>Ineffective technical support to farmers</p>	<p>Subsistence level farming persists</p> <p>Limited access to constant demand markets</p> <p>Limited access to suppliers</p> <p>Limited access to market information</p> <p>Uneconomical scale of production</p> <p>Lack of expertise, experience / skills training</p> <p>Poor networking and partnerships</p>

Strengths And Weaknesses Of The Transport And Logistics Sector

	Comparing locational factors (place)	Competitiveness of sectors
Strong points	Close to mine market; Existing routes Provincial roads in fairly good condition	Existing service providers Existing taxi rank
Weak points	Distance to Polokwane Poor road condition to the mine Fluctuating transport fares	Poor condition of vehicles Lack of Batho Pele principles in the industry (Poor service levels and ethics)

Strengths and Weaknesses of the Retail and Trade Sector

	Comparing locational factors (place)	Competitiveness of sectors
Strong points	Close to the mine market; Available human capacity to grow this sector	New shopping centre being built
Weak points	D4190 road in poor condition Lack of business support services Lack of local support	Few successful partnerships Shortage of business skills

Strengths And Weaknesses Of The Tourism Sector

	Comparing locational factors (place)	Competitiveness of sectors
Strong points	Unmet need for accommodation from Mine- and Municipal- visitors Picturesque area with potential for many activities related to the landscape Rich cultural historical area, Many heritage sites Good sites for accommodation – Olifants river, Potlake nature reserve	Friendliness of the people
Weak points	Land/site availability/ownership (investment risk) No road signage to the area Poor road condition of the D4190 Confusion around the name of the town Fetakgomo is not located on maps Undeveloped attraction/heritage sites	No visitor accommodation in the immediate area

We are, notably, blessed with some of the natural resources as reflected below:

Natural Resources

Type	Description of economic development potential of the natural resources
Caves	Tourism opportunity – attract cultural tourism
Manufacturing Marula	Lot of trees in the area
Large grazing area	Agricultural potential, land care project
Granite prospecting	Mining
Sand	It is potential natural resource

Type	Description of economic development potential of the natural resources
Caves and magnetic stones	Rich with indigenous culture and that can create tourism opportunities
Marula tree	
River/Dam	Fishing and generate income by selling the products
Marula Tree	Marula beer (selling such beer contribute towards income generation)
Mountain	Tourist attraction
Foot print	Tourist attraction
Magnetic stone	Tourist attraction
Carve & Mohlapo	Tourist attraction
Caves & rich soil	Soil fertility in the area- potential for agri-business
Stones	Building
River	Sand collectors
Grinade	Building concrete
River ,Sand & Rocks	River provide of water, fishing and recreational opportunities
N/A	
Quarry stone	Building
Meetse a Mamogashoa	
Cave	Tourist attraction
Game reserve	Tourist attraction
Sehlakwe water falls	Tourist attraction

Potential Economic Activities

Opportunity	Funding status	Current status
Disable Centre	European Union	Functional
Poultry & vegetable	Social Development	Functional
Mining	Marlin & Kelgran	Waiting for licensing
Crushing	LIBSA	Functional
Mamakuru	None	Not functional
Mapuwe Garden Project	National Development Agency (NDA)	Functional
Morako wa Matebele	Not confirmed	
Kutukubje Cave	Not Confirmed	
Mining and farming	N/A	There is a need for water to grow crops and people with mining skills to empower the community
N/A	N/A	N/A
Farming	N/A	Not operating (Operation hunger no longer operating)

Opportunity	Funding status	Current status
Mining potential	N/A	No activity but initial studies confirming mining potential in the Ward were performed
Fetakgomo Cooperative Farming	N/A	Operating
Nchabeleng Cooperative Agricultural	N/A	Lack infrastructure & thus no progress
Lepellane Irrigation Scheme	N/A	Lack infrastructure & thus no progress
Access to Agricultural Land	N/A	No progress
Farming	Department of Agriculture	Projects not well managed
Ikageng Ga-Masha Cooperative Farming	Department of Agriculture & DTI	Functional
Tourism		
Shopping complex	Predominantly private	Active
Hawkers	None	Operating
Mining opportunities, agricultural farming, poultry farming	No source of funds	N/A
Game reserve	Potlake Game Reserve	Operational
Mining	Leboa Platinum Mine	Operational
Mining	ANGLO Platinum, ANORAQ & Sefateng Chrome	Functioning except the newly proposed Sefateng Chrome Mine

Ward	NAME of Project or Co-operative	Status e.g. operating	Sector e.g. Agriculture	Village	Type of business e.g. Cooperative
1	Mapaneng Sports Information Centre	Operating	Sports	Mapareng	Cooperative
	Baitshepi Agricultural Cooperative	Not operating	Agriculture	Ga-Mabelane	Cooperative
	Lokologang Agricultural Cooperatie	Operating	Agriculture	Newstands	Cooperative
	Barutile Cooperative	Operating	Agriculture	Ga-Mabelane	Cooperative
	Bahloki Cooperative	Not operating	Agriculture	Makgalane	Cooperative
	Itsosheng	Not operating	Agriculture	Ga-Mabelane	Cooperative
	Lehlabile community project	Not operating	Agriculture	Newstands	Cooperative
	Babanane Long sight Agricultural project	Operating	Agriculture	Maepa	Cooperative
	Bakopane Mokutung Agricultural Project	Not operating	Agriculture	Mokutung	Cooperative
	Dillo development Agricultural Project Poultry and job creation	Not operating	Agriculture	Mapareng	Cooperative
	Mogaba Agricultural poject	Operating	Agriculture	Mokutung	Cooperative

Ward	NAME of Project or Co-operative	Status e.g. operating	Sector e.g. Agriculture	Village	Type of business e.g. Cooperative
	Itsosheng Agricultural Project	Operating	Agriculture	Mokung	Cooperative
2	Tukakgomo Bricks	n/a	n/a	n/a	n/a
3	Mohlaletse disabled center	Operating	Agriculture and fencing	Maebe	Cooperative
4	Bakone phuti	n/a	n/a		n/a
	Mpita co-operative	n/a	n/a	Riba Cross	n/a
	Matsaneng	n/a	n/a	n/a	n/a
5	CS	Operating	Agriculture	Mandela 2	Farming
	Ikemeng Cooperative	Operating	Agriculture	Polaseng	Piggery
6	Nkgoleng poultry	n/a	n/a	n/a	n/a
7	Batswalo	Operating	Agric	France	Co-operative
	Temothuo	Operating	Agric	Boitumelo	Co-operative
	Tepane (tshwelopele)	Operating	Agric	Kampeng	Co-operative
8	Rethabile poultry	operating	Agric	Diphale	n/a
9	Malokela	Operating	n/a	Malokela	n/a
	Thokwane	operating	n/a	Thokwane	n/a
10	Djate gardening	Operating	Agric	Djate	Co-operative
	Djate heritage site	Operating	Tourism	Djate	n/a
	Swaale fishery	Operating	Agric	Swaale	Co-operative
11	Maputle cooperative	Not operating	Agriculture	Maputle	Cooperative
12	Reka kgona textile workers	Not yet	Agric	Swale	Co-operative
	Greater maandagshoek mixed farming	Not operating	Agric	Swale	Co-operative
	ECD primary co-operative	Operating	Education	Mpuru, Swale & Mamphahlane	Co-operative
	Greater maandagshoek tissue making	Not operating	n/a	n/a	Co-operative
	Maandagshoek road construction	Not operating	n/a	Maandagshoek	Co-operative
	Maandagshoek mokgase cleaning	Not operating	n/a	n/a	Co-operative
13	Molatswaneng coop	Operating	Agriculture	Praktiseer tswelopele	Agricultural coop
	Mokwakkwane	Operating	Agriculture	Praktiseer tswelopele	Agricultural coop
	Mkhondo KW	Operating	Agriculture	Praktiseer tswelopele	Crop production
	Moresela farming project	Operating	Agriculture	Praktiseer tswelopele	Crop production

Ward	NAME of Project or Co-operative	Status e.g. operating	Sector e.g. Agriculture	Village	Type of business e.g. Cooperative
	Greenlife (pty)	Operating	Agriculture	Praktiseer tswelopele	Crop production
	Mphe mphe coop	Not yet	Agriculture	Praktiseer tswelopele	Co-operative
	Bagale bat emo coop	Not yet	Agriculture	Praktiseer tswelopele	Co-operative
	Magabe food	Operating	Agriculture	Praktiseer tswelopele	n/a
14	Motloulela project	operating	Agriculture	Motloulela	Co-operative
	Bakanang bakery	operating	Bakery	Motloulela	Co-operative
	Magakala mixed farming	operating	Agriculture	Moroke	Co-operative
	Moroke irrigation scheme	operating	Agriculture	Moroke	Co-operative
	Moroke BEE keeping	operating	Agriculture	Moroke	Co-operative
	Makoale piggery	operating	agriculture	Moroke	Co-operative
15	Djaleale Coop	operating	Agric	Mashishi	Co-operative
	Mamogwane Coop	operating	Agric	Shakung moroleng	Co-operative
	Makopi vegetable	operating	Agric	Ga-kgoete	Co-operative
16	Tlokoa Matlakala vegetable project	Not operating	Agriculture	Kgopaneng	Cooperative
	Hunadi Matjie Vegetable project	Not operating	Agriculture	Maakubu	Cooperative
	Atchaar factory	Operating	Agriculture	Mokgotho	Cooperative
	Mamogolo Poultry farming	Not operating	Agriculture	Mamogolo	Cooperative
	Human project	Partially operating	Agriculture	Motshana	Cooperative
	Humana project	Partially operating	Agriculture	Moraba	Cooperative
17	Natlela	Not operating	Agric	Ga-Mahlokwane	Agric project
	Selala clinic	Operating	Agric	Ga-Selala	Project
	Nalane	Not operating	Agric	Ga-Maapea	Project
	Tau kolobe	Not operating	Agric	Ga-Maapea	Poultry
	The shelter	Not operating	Agric	Ga-Mphethi	Project
18	Itekeng ma-africa	Not operating	Agric	Manoke	Co-operative
19	n/a	n/a	n/a	n/a	n/a
20	n/a	n/a	n/a	n/a	n/a
21	n/a	n/a	n/a	n/a	n/a
22	Masumu refe diatla	Not operating	Agric	Taung	Co-operative
	Matokomane vegetable	Not operating	Agric	Matokomane	Co-operative

Ward	NAME of Project or Co-operative	Status e.g. operating	Sector e.g. Agriculture	Village	Type of business e.g. Cooperative
	Tsogang vegetable	Not operating	Agric	Matokomane	Project
	Fanang diatla vegetable	Not operating	Agric	Motodi	project
23	Motheo	Not operating	Agric	Mahlashi	Co-operative
	Mafarafara coop	Not operating	Agric	Mafarafara	Co-operative
	Alverton coop	Not operating	Agric	Alverton	Co-operative
	Diphetogo	Not operating	Multi-purpose	Alverton	Co-operative
24	JKS Construction	Operating	Construction	Legokgwaneng	Co-operative
	Tshosha	Operating	Construction	Mogoleng	Co-operative
25	Madiseng Co-operative	Not operational	Agriculture	Madiseng	Cooperative
	Mashamthane Co-operative	Not operational	Agriculture	Mashamthane	Cooperative
26	Bosele gardening project	operating	Agric	Rutseng	Co-operative
27	Phumelo sewing project	Operating	Sewing	Malekane	Project
	Tsa mampela project	Operating	Agric	Tsakane	Project
	Segoigoi sewing project	Operating	Agric	Malekane	Project
	Steelpoortdrift irrigation	Operating	Sewing	Malekane	Co-operative
28	Ikageng bakery	Operating	Bakery	Ga-masha	Co-operative
	Madimoga farming	Operating	Agric	Ga-masha	Co-operative
	Mahlako project	Operating	Agric	Ga-masha	Co-operative
	Mashipsisane farming	Operating	Agric	Ga-masha	Co-operative
	Malegetlane poultry	Not Operating	Poultry	Ga-rantho	Co-operative
	Dira poultry	Not Operating	Poultry	Ga-rantho	Co-operative
	Madimoga Agric	Operating	Agric	Ga-masha	Co-operative
29	Ratanang Makua	Operating	Agriculture	Makua	Cooperative
	Baile kae Batlokwa	Operating	Agriculture	Maphopha	Cooperative
30	None	None	None	None	None
31	Lupotos	Not operating	Engineering	Dresten	Co-operative
	Love & Peace	Not operating	Agric	Dresten	Co-operative
32	Togamaano Cooperative	Operating	Agriculture	Shubushubung	Cooperative
	Tshishi	Operating	Agriculture	Shubushubung	Cooperative
	Grass to grace	Operating	Agriculture	Rostock	Cooperative
	Thuntsha lerole	Operating	Agriculture	Mahlabeng	Cooperative
	Moshwashwaneng	Operating	Agriculture	n/a	Cooperative
33	None	N/A	N/A	N/A	N/A

Ward	NAME of Project or Co-operative	Status e.g. operating	Sector e.g. Agriculture	Village	Type of business e.g. Cooperative
34	Atok mixed farming	Not operating	Agric	Sefateng	Co-operative
	Itireleng	Not operation	Bakery	Monametse	Co-operative
	Phakgamang	Not operating	Agric	Malomanye	Co-operative
	Kukanang	Not operating	Agric	Mphaaneng	Co-operative
35	Ikageng home base care	Operating	Agriculture	Pelangwe	Co-operative
36	Ga-masha cattle association	n/a	Agriculture	Strydkraal A	Cooperative
	Fetakgomo farming	n/a	Agriculture	Ga-Nchabeleng	Cooperative
37	Areshomeng Mogo	Operating	Agriculture	Sepakapakeng	Cooperative
	Mantshatlala	Operating	Fiber	Magagamatala	Cooperative
	Mapuwe gardening	Operating	Farming	Malaeng	Cooperative
	Phela o Phedishe	Operating	Agriculture	Matebana	Cooperative
	Mphanama bakery	collapse	Bakery	Mototolwaneng	NPO
	Aganang home base	Operating	Homebased	Strydkraal B	Cooperative
	Ngwanamante	Operating	Farming	Strydkraal b	Cooperative
	Thetiane Piggery	Operating	Farming	Strydkraal B	Cooperative
	Ikhlofeleng	Operating	Farming	Radingwana	Cooperative
	Mamolabe aged	Operating	n/a	Radingwana	NPO
	Mpepu	Operating	n/a	Radingwana	Cooperative
	Ikemeleng	Operating	Farming	Radingwana	Cooperative
38	Banna le Basadi Temong Agriculture Co op	Domant	Agriculture	Phaahlamanog e	Cooperative
	Mashilabele Poultry and Gardening Agriculture	Operating	Dairy	Mashilabele	Cooperative
	Ithusheng Tjibeng Bakery Co op	Operating	Manufacturing	Seroka	Cooperative
	Letsogapele Retail Co op	Operating	Services	Mashilabele	Cooperative
	Tadimasekgapa Crush Stone Coop	Operational	Mining	Phahlamanoge	Cooperative
	Thuding Tourism Coop	Not Operational	Tourism	Phahlamanoge	Cooperative
	Mapshikologane Farming Project	Operational	Agriculture	Phaahlamanog e	Cooperative
	Banna Le Basadi Temong	Operational	Agriculture	Phaahlamanog e	Cooperative
	Lebowa Based Organizations	Operational	ECD, Agriculture, Old Age.	Phahlamanoge	Non-Organization
	Diphola Trading Cooperative	Operational	Agriculture	Mashilabele	Cooperative
Dihlabakela Farming Cooperative	Operational	Agriculture	Ga-Mmela	Cooperative	

Ward	NAME of Project or Co-operative	Status e.g. operating	Sector e.g. Agriculture	Village	Type of business e.g. Cooperative
	Bothale Waste Management & Suppliers	Operational	Waste Collection	Ga-Seroka	Registered
	Nyakelang Greenary and Projects Primay Cooperative	Not Operational	Agriculture	Ga-Seroka	Cooperative
39	Fetakgomo farming Agric Cooperative	Operating	Agriculture	Ga-Nchabeleng	Cooperative
	Ikageng dressmaking Cooperative	Operating	Sewing	Mohlaletse	Cooperative
	Bonolo dress making Cooperative	Operating	Sewing	Mohlaletse	Cooperative
	Mohlaletse poultry and fishing	Operating	Agriculture	Mohlaletse	Cooperative
	Maswia Ngwato	Operating	Agriculture	Ga-Nchabeleng	Cooperative
	Mohlaletse Badisha Agric	Operating	Agriculture	Mohlaletse	Cooperative
	Lediti interior design	Operating	Manufacturing	Ga-Nchabeleng	Cooperative
	Mothopong gardening	Operating	Agriculture	Ga-Nchabeleng	Cooperative
	Modulathoko gardening	Operating	Agriculture	Mohlaletse	Cooperative
	Mohlaletse agric producers	Operating	Agriculture	Mohlaletse	Cooperative
	Ipoteng trading	Operating	Manufacturing	Ga-Nchabeleng	Cooperative
	Nchabeleng pensioners Association	Operating	Agriculture	Ga-Nchabeleng	NPO
	RSC services	Operating	Security	Ga-Nchabeleng	Cooperative
	Mmabathwane trading	Operating	Catering	Ga-Nchabeleng	Close Cooperative
	Escof music	Operating	Entertainment	Ga-Nchabeleng	Close Cooperative
	Boreadi Drop-in centre	Operating	Baking, Agric and fashion	Mohlaletse	Cooperative
	Majammogo	Operating	Agriculture	Matsimela	Cooperative
	Bofegana farm	Operating	Agriculture	Ga-Nchabeleng	Cooperative
	Phahlana Morokoma	Operating	Agriculture	Mohlaletse	Cooperative

2.5 FINANCIAL VIABILITY

The Fetakgomo Tubatse Local Municipality (FTLM) has established a fully functional and effective Budget and Treasury Office (BTO) in line with chapter 9, section 80 of the MFMA. The key role of BTO is to carry out Revenue, Expenditure, Assets and Liability (REAL) as well as the strategic financial advice to both the senior management and the Council.

The Fetakgomo Tubatse Local Municipality (FTLM) has the following revenue sources: Property Rates, Refuse Removal, Licences and permits, other sundry income and receive income from National Government for the Municipality to be able to perform its powers and functions in terms of section 152 of the Constitution of the Republic of South Africa. It is in this context that the National Government has to allocate some resources in a form of Grants for Municipalities to be able to render services.

All the expenditures incurred are generally in line with the approved budget in terms of section 15 of the MFMA and policies and procedures that governs expenditures management. The municipality complies with sections 65 and 66 of MFMA. Furthermore the system of internal controls were established and maintained to ensure that there is no breakdown in business process and activities. Budget management was decentralised to the senior managers responsible for budget vote which means section 77 of the MFMA were complied with. All the section 71 and 52 reports were submitted to Provincial Treasury and National Treasury as well as to Council and this are an indication of oversight mechanism hence the principle of transparency and accountability. Municipality has implemented supply chain management system which seeks to address all the underlying challenges within the sphere of supply chain or procurement level and the SCM policy has been successfully align with various circular on SCM issued by National Treasury. The Municipality has also established a new Financial reporting Unit which will be responsible for Annual Financial Statement preparation and also adhere to reporting standards as mandated by National Treasury.

Municipality has also successfully implemented an asset register and is also complying fully with Generally Recognised Accounting Practice standards and the requirement of Municipal Budget Regulation and Reporting. Municipality have achieved 95% of MFMA compliance in terms of monitoring tool issued by National Treasury which means Municipality is MFMA compliant in terms of implementation. Municipality is working on 30 days turnaround time for processing procurement or tenders since procurement of goods and service equal service delivery, Municipality is working hard to make procurement to be efficient and effective in order to meet the objective of section 217 of the constitution. Municipality is focusing on contract management as part of key driver to success on monitoring of performance of service providers with an intention of ameliorating high level of inefficiencies such as unspent grants and poor performance

by service providers. Liquidity committee has been established to ensure that the municipality approves a funded budget and all conditional grants are cash backed. The retention account is opened to side aside retention money held for completed projects.

All the statutory reports were submitted to relevant authorities on time and key MFMA reports are required to be published in the municipal website in order to enhance transparency in line with section 75 of the MFMA. Municipality use the following pillars as the measures of financial health;

1. Operating expenditure as the percentage of cash;
2. Creditors as percentage of cash and investments;
3. Revenue as a percentage of debtors;
4. Year in year increase in debtors;
5. Overspending on operational budget and;
6. Under spending on capital budget
7. Cash Coverage

The robust internal control measures were put in place to ensure that sections 32 of MFMA expenditures are prevented or detected timeously and all the fruitless and wasteful expenditure as well as irregular. A checklist is developed to check compliance of all payments being made. Payment of creditors is done on a weekly basis to ensure that all creditors are paid timeously. Strict budget monitoring mechanics are in place to ensure that the municipality utilise appropriate line items in the budget. Due diligence on all tenders is done to ensure compliance. Proper documents management and record keeping is also in place.

Section 21 of the constitution of the Republic of South Africa, 1996 provides that national legislation must prescribe measures to ensure transparency and expenditure control in each sphere of government by introducing generally recognised accounting practice, uniform expenditure classifications and uniform treasury norms and standards.

Municipal Regulations on Standard Chart of Accounts (mSCOA) to non-pilot municipalities in preparation for full mSCOA compliance by 1 July 2017. The municipality is in a process of implementing mSCOA which will provide a uniform and standardised financial transaction classification framework. Essentially this means that mSCOA prescribes the method and format that municipalities and their entities should use to record and clarify all expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes and legislative reporting.

Although the municipality is not fully compliant with mSCOA, a road map is developed with key milestones to ensure compliance in future. The mSCOA committee has re-established and will be fully functional.

Mscoa Benefit for the Municipality

- Accurate recording of transactions therefore reducing material misstatements
- Reduce the month/year end reconciliation processes and journals processed
- Improve quality of information for budgeting and management decision making
- Improve oversight functions by council as the required information will be tabled for policy decisions, tariff modelling and monitoring.
- Ensure alignment and implementation of the IDP as all expenditure, both capital and operating will be driven from a project.
- Improve measurement of the impact on service delivery and the community.

5.1 Grants received by Fetakgomo Tubatse Local Municipality (FTLM)

Section 214(1) of the Constitution of the Republic of South Africa, 1996 requires an Act of Parliament to provide for the equitable division of revenue raised nationally among the National, Provincial and Local Spheres of Government and any other allocation to Provinces, Local Government or Municipalities from the National Government's share of revenue, and conditions on which those allocations may be made.

LIM476 Tubatse Fetakgomo - Table A7 Budgeted Cash Flows											
Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	-	-	126 238	117 613	117 613	36 524	117 613	134 945	134 945
Service charges		-	-	-	24 324	22 470	22 470	10 336	20 245	22 024	22 024
Other revenue		-	-	-	42 933	74 933	74 933	26 856	81 866	20 453	20 453
Transfers and Subsidies - Operational	1	-	-	-	482 685	482 685	482 685	362 429	545 664	567 386	592 006
Transfers and Subsidies - Capital	1	-	-	-	119 240	156 730	156 730	89 240	119 759	111 852	111 852
Interest		-	-	-	7 285	7 285	7 285	-	8 285	8 633	9 013
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(323 564)	(341 992)	-	(631 475)	(656 186)	(656 186)	(335 175)	(673 555)	(672 594)	(672 626)
Finance charges		(249)	(843)	-	(680)	(680)	(680)	-	(5 000)	(15 365)	(15 365)
Transfers and Grants	1	(154)	(845)	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		(323 967)	(343 679)	-	170 550	204 851	204 851	190 210	214 877	177 334	202 302
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	-	-	(181 722)	(218 414)	(218 414)	(83 479)	(385 809)	(149 152)	(149 152)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	-	(181 722)	(218 414)	(218 414)	(83 479)	(385 809)	(149 152)	(149 152)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	144 906	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	(37 200)	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	(37 200)	-	-	-	144 906	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(323 967)	(343 679)	-	(48 372)	(13 563)	(13 563)	106 730	(26 025)	28 182	53 150
Cash/cash equivalents at the year begin:	2	-	-	213 363	213 363	298 161	298 161	526 262	298 161	272 136	300 318
Cash/cash equivalents at the year end:	2	(323 967)	(343 679)	213 363	164 991	284 598	284 598	632 992	272 136	300 318	353 468
References											
1. Local/District municipalities to include transfers from/to District/Local Municipalities											
2. Cash equivalents includes investments with maturity of 3 months or less											

2.5.2 Fetakgomo Tubatse Municipality Government Grants and Subsidies

AREA	2022/2023 MTREF		
	BUDGET YEAR 2022/23	ESTIMATE BUDGET YEAR 2023/24	ESTIMATE BUDGET YEAR 2024/25
TOTAL REVENUE CAPITAL REPLACEMENT RESERVES	(987 599 216) (60 000 000)	(959 807 488) (12 500 000)	(966 330 899) (17 500 000)
TOTAL EXPENDITURE	798 816 186	791 853 998	827 556 766
CAPEX - OWN FUNDS	(124 050 000)	(71 027 734)	(37 300 000)
BORROWING(ELECTIFICATIO N) CAPEX MIG	(142 000 000) (91 758 600)	(95 925 300)	(100 358 000)
CAPEX INEP GRANT	(28 000 000)	(11 000 000)	(11 494 000)
TOTAL CAPEX	385 808 600	177 953 034	149 152 000
SURPLUS/(DEFICIT)	4 974 430	2 500 456	7 122 132

Challenges for Financial Viability

- Poor implementation of credit control and debt collection strategy
- Lack of revenue enhancement strategy
- Lack of long term funding plan
- Poor grant management
- Poor contract management & SCM processes which lead to fruitless and irregular expenditure
- Poor financial risk management
- Poor maintenance of assets and lack of asset management plan
- Implementation of tariffs which are not cost reflective
- Poor cash coverage period
- Ineffective BTO Structure
- Poor billing management and inadequate management of indigent policy

LIM476 Tubatse Fetakgomo - Table A7 Budgeted Cash Flows											
Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	-	-	126 238	117 613	117 613	36 524	117 613	134 945	134 945
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Interest		-	-	-	7 285	7 285	7 285	-	8 285	8 633	9 013
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(323 564)	(341 992)	-	(631 475)	(656 186)	(656 186)	(335 175)	(673 555)	(672 594)	(672 626)
Finance charges		(249)	(843)	-	(680)	(680)	(680)	-	(5 000)	(15 365)	(15 365)
Transfers and Grants	1	(154)	(845)	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		(323 967)	(343 679)	-	170 550	204 851	204 851	190 210	214 877	177 334	202 302
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	-	-	(181 722)	(218 414)	(218 414)	(83 479)	(385 809)	(149 152)	(149 152)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	-	(181 722)	(218 414)	(218 414)	(83 479)	(385 809)	(149 152)	(149 152)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	144 906	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	(37 200)	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	(37 200)	-	-	-	144 906	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(323 967)	(343 679)	-	(48 372)	(13 563)	(13 563)	106 730	(26 025)	28 182	53 150
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References											
1. Local/District municipalities to include transfers from/to District/Local Municipalities											
2. Cash equivalents includes investments with maturity of 3 months or less											

AUDIT ACTION PLAN AND AUDIT OUTCOME VERIFICATION

Status on the Verification of the Audit Outcomes

2017/18	2018/19	2019/20	2020/21
Qualification	Qualification	Qualification	Unqualified

FTM retained qualified audit opinion and all matters have been addressed with the steering committee.

Summary of the main issues affected the audit opinion

1. Irregular expenditure
2. Commitments
3. Bank & Cash

Summary of the progress on the implementation of Audit action plan

#	Status	Total	Resolved	% Resolved	Reviewed by Internal Audit
1	Revenue	5	0	0%	No
2	Expenditure	6	0	0%	No
3	Financial Reporting	3	0	0%	No
4	Legal Services	1	0	0%	No
5	Budget	4	0	0%	No
6	Human resources	2	0	0%	No
7	Other disclosure	1	0	0%	No
8	Assets	17	11	65%	Yes
9	SCM	5	0	0%	No
10	IT			0%	No
11	AOPO	2	0	0%	No
12	Infrastructure (Technical)	9	0	0%	No

2.5.3 Revenue Sources and Management

REVENUE	OBSERVATION
Rental of municipal facilities (community halls, leasing of office space, guest house)	Municipality generate income from various leases as part of the investment property, however, the challenge remains the lease cost which are below market value. Office of the CFO is in the process of receiving the lease to ensure that all the leases are market related.
Land use applications	The Municipality is generating an income from the land use applications. The collectable application fees vary in accordance to land use type that one is applying for. The fees are only payable once the application has been approved by the CoGHTA. The payment for building plans and other services are add on an ad hoc basis.
Investment and tender documents	The interests earned on investment and tender documents are also revenue sources
Traffic functions	This remain key source of revenue in the municipality as municipality claims 100% on learners licence and 80% on the other agreed upon services with Department of Transport and Roads.
Property rates	Municipality is levying rates across the jurisdiction of the municipality and the main contributor of the property rates are mining industrial, business, and agricultural and households and municipality is currently working on the valuation roll to ensure completeness through Section 78 of the MPRA.
Refuse Removal	The municipality collect revenue from refuse collection at private disposal into landfill site.
Advertisement and billboards	Municipality operates various billboards through the use of advertising agency. The monthly invoices are issued to the advertising agency.
Electricity Revenue	Municipality is in the process of applying for distribution licenses through NERSA as part of enhancement of revenue and this will increase municipal revenue by 60% as compared to the baseline.

2.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Council

As a concrete example of good governance and public participation, Community Development Workers (CDWs) have been appointed and ward committees have been established to serve as interface (link/conduits) between the Municipality and the community. Delineation of the spatial rationale remains a major challenge with the traditional authorities in the Municipality allocating residential site and business sites in the rural areas.

The Fetakgomo/ Greater Tubatse Council is made up of 77 Councilors comprising 39 ward Councilors and 38 PR Councilors. It has a collective executive system headed by the Mayor, while the Council is chaired by the Speaker elected in terms of Section 48 and Section 36 of the Municipal Structures Act (117 of 1998) respectively. ANC is the majority party in the council, it comprises 54 councilors followed by 15 EFF, 4 DA, SADA 1, COPE 1, PAC 1, and AZAPO.

Table below shows representation of different Political parties and Traditional Leaders in the Council

Stakeholder	Number
Africa National Congress	54
EFF	15
DA	04
SADA	01
COPE	01
PAC	01
AZAPO	01
Traditional Leaders	12

Portfolio committees were established following the provisions of Section 80 of the Municipal Systems Act of 2000. There are 12 Traditional Leaders seconded by the Limpopo House of Traditional Leaders serving in the Fetakgomo Tubatse Local council. The table below stipulates section 80 committees as follows:

Section 80 Committees established in Fetakgomo Tubatse Local Municipality.

COMMITTEE
Finance portfolio committee
Corporate Services portfolio committee
Economic, Land and Development portfolio committee

Community services portfolio committee
Technical Services portfolio committee

Section 79 committees of the Municipal Systems Act

NAME OF COMMITTEE
Rules Committee
Oversight Committee
Audit committee
Municipal public Accounts committee
Town planning committee
Geographical names committee
Petition and Ethics committee

Stakeholder Relation Analysis.

Stakeholder	Function
Fetakgomo Tubatse Local Municipal Council	<p>Prepare process plan for IDP Revision</p> <p>Undertake the overall management, coordination, and monitoring of the process as well as the drafting of the local IDP</p> <p>Approve IDP within the agreed framework</p> <p>Submit necessary documentation on each phase of the IDP to the District</p> <p>Ensure participatory planning that is strategic and implementation oriented</p>
SDM	<p>Compile IDP framework for whole district</p> <p>Ensure alignment of IDPs in the District</p> <p>Prepare joint strategy workshops with local municipalities, provincial & national role players & other subject matter specialists.</p>
Office of the Premier (OTP)	<p>Ensure Medium Term Frameworks and Strategic Plans of Provincial Sector Departments consider IDPs</p> <p>Support and monitor COGHSTA alignment responsibilities</p> <p>Intervene where there is a performance problem of provincial departments</p> <p>Investigates issues of non-performance of provincial government as may be submitted by any municipality</p>
COGHSTA	<p>Ensure horizontal alignment of IDPs of various municipalities</p> <p>Ensure vertical/sector alignment between provincial sector departments/provincial strategic plans and IDP process at local level</p>

	Ensure alignment between provincial departments and designated parastatals
Sector Departments (service authority)	<p>Identify an IDP Coordinator in the Sector Department (a consistent, knowledgeable person and responsible for all IDP related issues in the Department)</p> <p>Contribute technical knowledge, ideas and sector expertise to the formulation of municipal strategies, projects and sector plans</p> <p>Actively participate in the various Task Teams established for IDP process</p> <p>Provide departmental operational and capital budgetary information</p>
IGR structures	<p>Provide dialogue between sectors for holistic infrastructure development</p> <p>Promote inter-governmental dialogue to agree on shared priorities & interventions</p>
LEDET(regulatory)	Providing advice on environmental, economic development and trading issues.
Department Mineral and Energy	Provide support in monitoring implementation of social labour plans of the Mining house/
Treasury (regulatory)	Provide support to ensure that FGTM complies with MFMA and relevant regulation.
Traditional leaders	Interest groups such as Magoshi, CBOs, NGOs, may be involved in the local IDP Representative Forum. Aim is to
Private/Business Sector	<p>Submit their projects in the IDP of the municipality</p> <p>Provide information on the opportunities that the communities may have in their industry</p>
Mining House	Corporate social responsibility/investment through SLPs
Service providers	To be contracted to provide specified services
Civil society (CBOs, NGOs, Organisations for youth, women and people with disability, tertiary and research institutions)	Inform and consult various interests of the community
Communities	<p>Identify community needs</p> <p>Discuss and comment on the draft IDP review</p> <p>Monitor performance in the implementation of the IDP</p> <p>Participate in the IDP Representative Forum</p>
Ward Committees	<p>Articulate the community needs</p> <p>Participate in the community consultation meetings</p> <p>Help in the collection of the needed data/research</p>
Community Development Workers	Help in the generation of the required data, thereby providing requisite support to Ward Committees
Political Parties	Provide inputs
Media	Inform the public on the municipal activities and Municipal Marketing.

Customer Care.

Fetakgomo Tubatse Loca Municipality is busy with the development of a customer care system. The Development bank of South Africa together with Anglo is busy assisting the municipality by funding the program. A well-equipped call center has been established. Challenge is that the said equipment must be replicated in other areas of the former Fetakgomo municipality.

Citizens and customers are given opportunities to raise their complaints through walk-ins, Presidential, Premier Hotlines that are attended within a month.

Those that visit the municipality are given the opportunity to raise their concerns and their compliments, and complaints registers are attended within 5 working days, some of the cases are repeated while other are referred to Sekhukhune District Municipality.

Most of the cases relates to shortages of water and roads that need to be tarred.

PUBLIC PARTICIPATION

Fetakgomo Tubatse Loca Municipality has established its public participation unit. The unit comprises four officials focusing on special programs and public participations. Community development workers and ward committees are linked to this unit for reporting purposes and alignment. Public participation strategy is in place to guide activities that have to be undertaken by the unit. The Unit has also established clusters for the purpose of public participation processes for the IDP and the Budget. Public gatherings are the sole responsibilities of the public participation unit.

FRAUD AND CORRUPTION

From a good governance and public participation point of view it is worth mentioning that the Municipality has Fraud Prevention Strategy which includes Fraud and Corruption Prevention Plan, Internal Audit Charter, Audit Committee Charter, Internal Audit Unit as well as Audit Committee and Risk Committee. At present the Risk Management Framework which includes Risk Management Policy framework exists. The above seek to address a plethora of audit, anti-corruption, and risk management challenges. Municipality is responsible for the latter, thereby making the Municipality to utilise its hotline, presidential and Premier hotline respectively.

Internal Audit and Audit Committee

Introduction

Legal framework

In terms of section 216(1)(c) of the Constitution of the Republic of South Africa, (Act 108 of 1996), national legislation must prescribe measures to ensure both transparency and expenditure control in all spheres of government by introducing uniform treasury norms and standards.

Good governance involves how an organization is managed, its organizational culture, policies, strategies, and the way it deals with its stakeholders. The internal auditor and audit committee provide objective, independent advice to improve oversight, governance and help to mitigate risks.

Working with the internal auditor, the audit committee brings different skills and expertise to assist in improving the performance of an institution. The internal auditor and audit committee does not assume any management functions, nor should management exert any undue influence over the work of the internal auditor and audit committee.

Section 165 of the MFMA requires that each municipality and each municipal entity must have an internal audit unit. The internal audit unit of a municipality or municipal entity must:

- Prepare a risk-based audit plan and an internal audit program for each financial year.
- Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:
 - i. Internal audit;
 - ii. Internal controls;
 - iii. Accounting procedures and practices;
 - iv. Risk and risk management;
 - v. Performance management;
 - vi. Loss control;
 - vii. Compliance with this Act, the annual Division of Revenue Act and any other applicable legislation; and
- Perform any such other duties as may be assigned to it by the accounting officer.

It also provides that the internal audit function may be outsourced if the municipality or municipal entity requires assistance to develop its internal capacity and the council of the municipality or board of directors of the entity has determined that this is feasible or costeffective.

Section 166 of the MFMA requires that each municipality and municipal entity must have an audit committee. The audit committee must advise the municipal council, the political officebearers, the accounting officer and the management of the municipality or municipal entity on matters relating to:

- Internal financial control and internal audits;
- Risk management;
- Accounting policies;
- The adequacy, reliability and accuracy of financial reporting and information;
- Performance management;
- Effective governance;
- Compliance with the Act,
- the annual Division of Revenue Act and any other applicable legislation;
- Performance evaluation;

- and any other issues referred to it by the municipality or municipal entity.

CHALLENGES

- Inadequate personal Development - Continuously strive to obtain further training to advance our knowledge, skills, and awareness of emerging issues affecting all departments and faces of the municipality and its environment
- Inadequate human resources. The municipality is currently functioning with 2 personnel in the internal audit unit with is one Chief audit Executive and one internal auditor.
- Internal Audit further rely on the use of Interns which are contracted for a period of 2years in training. In addition, the unit utilise use of external services (Service provider to complement the inhouse resources and enhance capacity on instances where we need expertise to execute some of Audits which needs special skills and or are conflicted).

AUDIT COMMITTEE

The audit committee operates as a committee of the council. The audit committee performs the responsibilities assigned to it by the MFMA (sections 165 and 166), and the corporate governance responsibilities delegated to it under its charter by the council.

A charter is the written terms of reference approved by the council which outlines the mandate of the audit committee. The charter becomes the policy of the audit committee which then informs the contracts of the audit committee members.

Composition

Section 166 provides for a minimum requirement for the composition of an audit committee. The audit committee must comprise of at least three (3) persons who are not in the employ of the municipality or municipal entity.

In terms of best practice, the number and/or size of audit committees can be increased to address the requirements, peculiarities, and needs of the municipality or its entity which will also be guided by the approved charter. These requirements apply to all municipalities regardless of whether the audit committee is established through a shared service or is outsourced through another mechanism.

The Municipality has appointed its audit committee members, who will serve in both Audit and Performance Committee meetings and is functional. The committee comprises of 5 independent members appointed by council.

The Audit and Performance Committee has developed its charter for 2021/2022 which was appointed by council as a policy for the Audit and Performance Committee.

The Audit and performance committee for the municipality is reporting directly to Council as required by law.

INTERNAL AUDIT

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The Purpose of internal audit

The role of internal audit is to provide independent assurance that an organisation's risk management, governance and internal control processes are operating effectively.

Legislative Mandate

Section 62 of the MFMA requires amongst others, that the accounting officer of a municipality must take all reasonable steps to ensure that the municipality has and maintains effective, efficient, and transparent systems of internal audit operating in accordance with any prescribed norms and standards.

Establishment of Internal Audit Activity

Section 165 of the MFMA prescribes the establishment of the internal audit activity. Internal audit is an important component of internal control, risk management and corporate governance and provides the necessary assurance and advisory services to the organisation. Internal audit activity is one of the most significant management tools and can provide value added services to the municipality or municipal entity. When objectively and adequately resourced, internal audit should be in a position to provide management with assurance regarding the effectiveness of the system of internal control, risk management and governance processes.

The municipality has established internal audit unit and is functional. The unit currently comprises of two personnel and two interns.

The Audit Committee has approved the following internal audit framework for 2021/2022 financial year:

- i. 3-year strategic Internal Audit Plan (Annual plan included in the strategic plan);
- ii. Internal Audit Methodology
- iii. Internal Audit Charter

The audit plan which is developed by the Internal Audit unit is linked or integrated into the risk strategy and serves as a vehicle to monitor progress and the processes followed during the risk reduction phase.

Types of audits

Risk based audits

Given the results from the risk assessments performed (which generally indicate only adequate-to-weak control environments) it may be appropriate for internal audit to focus its attention on the high-risk areas, mostly concentrating on ensuring that key controls are in place and adhered to.

Compliance and limited regularity Audit

Internal audit may decide to focus its attention on certain medium to lower risk areas, in order to achieve general or specific improvements in the control environment or culture.

Compliance Auditing is performed after the internal controls have been evaluated and is defined as test of controls. The overall objective of this is to express an opinion - i.e., satisfactory, needs improvement, or unsatisfactory on the achievement of the control objectives of each significant system.

Performance Auditing

The promotion of economy, efficiency and effectiveness depends on adequate overall management arrangements for planning, budgeting, authorization, control, and evaluation of the use of resources. Whereas accounting officers are responsible for the implementation of proper functioning of such overall management arrangements, the responsibility of performance audit is to confirm independently that these measures do exist and are effective and report to the management and the Audit Committee on these issues.

Computer Review

Information Technology (IT) controls are reviewed to obtain an understanding of the control environment, to support the audit risk assessment and to ensure that proper IT controls are in place in such a way as to ensure that IT supports the business objectives of the organization.

Ad hoc Assignments

The Audit Committee and Accounting Officer can instruct Chief Audit Executive to conduct an investigation / audit on their behalf even though the area under review was not scheduled to be reviewed in the current operational internal audit plan, but such requests should flow from the written authorised charter and with the approval of the audit committee. However before accepting these requests the chief audit executive should assess the requests against the planned audits and prioritise them based on how much value can be added, prior to deciding whether to accept the requests.

Internal Audit Reporting Lines

Internal Audit reports administratively to the Accounting Officer (Municipal Manager) and Functionally to the Audit Committee.

Table below indicates audit outcomes for the Fetakgomo Tubatse local municipality for the past 4 financial years:

2016/2017	2017/2018	018/2019	2019/2020	2020/21
Qualified	Qualified	Qualified	Qualified	Unqualified

Good governance and public participation challenges

- ✚ Insufficient implementation of risk management processes
- ✚ Non-attendance by some stakeholders of IGR structures (governance systems) which impacts on institutional performance
- ✚ In effective Customer care
- ✚ Minimal participation of designated groups

2.7. SOCIAL ANALYSIS

2.7. 1 Health facilities

Name	Total	VILLAGE AND WARD
Total of Health centers	02	Ga-Nchabeleng and Maandagshoek
Total of clinics	38	
Total of Hospitals	02	Driekop and Moroke
Mobile points available	64	
Total of Backlogs	05	Shakung, Shubushubung, Mafarafara, Maahlashi-Alverton & Kgopaneng

The table below indicate status of Health facilities and ward challenges:

Ward	Village	Clinic/mobile	If mobile state frequency of visit	Challenges/comments
1	Makopung	Mobile	Once in two weeks	There is a need for a clinic as people travel long distance to reach health services
	Makgalane	No	No	People travel six km to swarang clinic
	Ga Mabelane	Clinic	n/a	Over crowding
	Newstands	Clinic	n/a	Over crowding & lack of medicines
	Mapareng	Mobile	Once per month	
	Malaeneng	Mobile	Not reliable	People foot to Phiring clinic
	Mokutung	Mobile	Once per month	Far from clinic
	Ohrigstad	No clinic and mobile	n/a	Access clinic at Burgersfort clinic
	Maepa	No mobile and clinic	n/a	Access clinic Burgersfort clinic
2	Mapodile	Ga-Ragopola	Once a week	There is a need for central clinic as Mapodile Clinic is far from other villages
3	Ga-Mmakopa Badimong	Mobile	Once a week	There is a need for mobile to atleast 3days per week
	Tsereng(Pukubjane and Senthlane),	Mobile	Once a week	There is a need for mobile to atleast 3days per week
	Mapulaneng	Mohlaletse clinic	None	Clinic is not easily accessible especially old age people it is far and they pay transport.
	Ga- Phasha,	Mohlaletse clinic	None	Clinic is not easily accessible especially old age people it is far and they pay transport.
	Ga-Tebeila	Mohlaletse clinic	None	None

Ward	Village	Clinic/mobile	If mobile state frequency of visit	Challenges/comments
	Maroteng Tsate	Mohlaletse clinic	None	Clinic is not easily accessible especially old age people it is far and they pay transport.
	Selotsane, Molalaneng Leswaneng,	Mohlaletse clinic	None	Clinic is not easily accessible especially old age people it is far and they pay transport.
	Matebeleng	Mohlaletse clinic	None	None
	Mogolwaneng,	Mohlaletse clinic	None	None
	Shushumela	Mohlaletse clinic	None	Clinic is not easily accessible especially old age people it is far and they pay transport.
	Maebe,	Mohlaletse clinic	None	None
	Ga-Matjie,	Mohlaletse clinic	None	None
	Makola	Mohlaletse clinic	None	None
	Lekgwarapeng	Mohlaletse clinic	None	None
	Rite	Mohlaletse clinic	None	Clinic is far from the village
	Sekateng	Mohlaletse clinic	None	None
4	Mpita, Matsianeng & Riba Cross	none	none	community travel long distance to the clinic
5	Mandela 122	None	None	Distance to Access Clinic
	Pomping	None	None	
	Polaseng	None	None	
	London	None	None	
	Stasie	Mobile	Daily	Crossing – R37
	Morewane	None	None	Distance
	Lepakeng	None	None	None
	Crossong	None	None	None
	Sedibaneng	None	None	None
Madiseng	Mobile	Regularly	None	
6	Dipolateng	clinic	n/a	n/a
7	Gowe, Kampeng, France, Hollong, Moihoek, Maпонong, Legononong, Boitumelo & Lekgwareng	All villages use Dilokong hospital	n/a	n/a
8	Seuwe	Matsageng clinic	n/a	Clinic does not operate 24 hours, community travel long distance to the clinic
9	Shakung	Mobile	n/a	A need for a clinic
	Thokwane	Mobile	n/a	n/a
10	Mashabela	Clinic	n/a	Road towards the clinic is slippery and thus inaccessible during rainy season
11	Makgopa	Mobile	Once a week	n/a
12	Swale	Clinic	n/a	No medical facilities
	Komane	Mobile	n/a	Road not properly maintained Shortage of staff at H.C. Boschhoff Health Centre

Ward	Village	Clinic/mobile	If mobile state frequency of visit	Challenges/comments
13	Praktiseer, Ext 2-10 and 15; Tshwelopele Park; Ramaube	Clinic	n/a	Poor service Shortage of medication
14	Moroke	Clinic Mecklenburg	n/a	Staff not cooperating with the community
	magobading	Mobile	Once a week	n/a
	Habeng	Mobile	Once a month	n/a
	Moshira	Mobile	Once a month	n/a
15	Mashishi	Under construction by C.Trust	Thursday	Sometimes not coming
	Kgoete, masete, morapaneng & mphogo	No clinic or mobile	n/a	Travel long distance to access health facilities
	Shakung	mobile	Monday & Wednesday	Sometimes not coming during rainy seasons
	Ditwebeleng	mobile	Tuesday	n/a
16	Kgopaneng	Mobile	Once a week	Scheduled days not followed
	Maakubu	Mobile	Once a week	Scheduled days not followed
	Mokgotho	None	None	There a need for clinic
	Malepe	None	None	Mobile/ clinic needed
	Moretlaneng	Clinic	N/A	None
	Mamogolo	None	None	Mobile is needed
	Lefahla	None	None	Mobile needed
	Motshana	Clinic	N/A	None
	Moraba	None	None	Revive mobile clinic
Penge	Hospital	N/A	Dysfunctional	
17	Ga-selala	clinic	n/a	Shortage of staff and medications Operate during the day only
	Ga-mahlokwane	mobile	Once a month	Community travel long distance to access clinic at Ga-selala
18	Burgersfort town	clinic	24hrs	A need for extension of the clinic
	Manoke	Mobile	Once per week	n/a
19	Riba moshate	Clinic	n/a	Need for a Doctor
20	Bothashoek	Clinic	n/a	Challenge of the structure only 2 cubicles Does not operate 24 hours
21	Makofane & Motlolo	Clinic	n/a	n/a
22	Taung	Clinic	n/a	Shortage of water
	Makotaseng	Mobile	Once a week	Sometimes fails to come
	Matokomane	Mobile	Once a week	Sometimes fails to come
	Motodi	Clinic	n/a	n/a
23	Mafarafara,	Mobile	Once a month	There is clinic needed in the ward as there is no clinic.
	Alverton	Mobile	Once a month	
	Kgotlopong	Mobile	Once a month	
	Mahlatsi	Mobile	Once a month	
	Motlailan	Mobile	Once a month	
24	Paeng & Makgopa	Mobile	Once a week	n/a
25	Mareseleng	None	None	There is a need for clinic in all the villages

Ward	Village	Clinic/mobile	If mobile state frequency of visit	Challenges/comments
26	Rutseng, Ga-Nkoana, Banareng, Ga-moraba, Lepelle A&B, Tswenyane, Matshokgeng & Phiring	Clinic		Old people had to wait for long hours to be assisted, request for intervention by the department
27	Malekane, Kutullo,	Mobile	Once a week	All villages need mobile
28	Ga-Rantho	clinic	none	Shortage of nurses
29	Maphopha	Mobile	Once a week	Scheduled days not followed
	Maepa	Mobile	Once a week	Scheduled days not followed
	Maseven	Mobile	Once a week	Scheduled days not followed
	Makua	None	Once a week	Mobile needed
	Ratau	None	Once a week	Mobile needed
30	Oak city, Vodaville, Mountain view, Town(kweledi), Extension1(Airport), Extension 11(Showground), Mapareng(Mabocho), Thabakhulwane (Mabocho), Lekgwareng (Mokobola), Mokobola (Morulaneng)	None	None	There is a need for a clinic as people travel long distance to access health service at ward 13 Gamanyake and Penge
31	Dresten and Makgemeng village	Mobile	Once a week	Need for a clinic
	Mangabane village	Mobile	Thursday	
32	Shubushubung	Mobile	Once a week	n/a
	Rostock	Mobile	Once a week	n/a
	Mahlabeng	Mobile	Once a week	n/a
	Tjibeng	Mobile	Once a week	n/a
	Mooilyk	None	None	There is need for clinic and mobile and people travel long distances
	Ga-Mampa	None	n/a	There is a need for clinic or mobile as they access clinic at Ga-Phasha
	Seokodibeng	Mobile	n/a	There is a need for clinic or mobile at least twice a week
	Ledingwe	Mobile	n/a	n/a
33	Mogabane –shole		n/a	There is a need for clinic
	Selepe Moshate	Clinic	n/a	n/a
	Checkers	Clinic	n/a	n/a
	Swazi- mnyamane		n/a	There is a need for clinic
34	Mokgotho, Monamets e, Sefateng, Mohlahlang, Bogalatladi, Mabulela, Maruping, Mogabane, Malomanye,	Mobile all villages Clinic at Sefateng	Once a week	People travel long distance to access clinic

Ward	Village	Clinic/mobile	If mobile state frequency of visit	Challenges/comments
	Mphaaneng & Mashikwe			
35	Ga-Maisela	None	n/a	There is lack of medication in the clinics
	India	None		
	Pelangwe	None		
	Modimolle	None		
	Malogeng	None		
	Apel	Yes		
	Mapodi,	None		
	Maesela-Mahlabaphoko,	None		
	Mapulaneng,	None		
Nkoana Moshate,	Yes			
Matheba(majane)	None			
36	Mooiplaas	None	n/a	There is a need for mobile clinic
	Strydkraal	Masha clinic	n/a	Closed and night
	Nchabeleng health Clinic			There is a need for Nchableng health Clinic to be converted to a hospital
37	Sepakapakeng	Mobile	n/a	Mobile clinic no longer adhering to schedule
	Moagagamatala,	Mobile	n/a	Accommodation is challenges
	Moshate	None	N/A	There only use Mphanama clinic
	seleteng	None	N/A	
	Matamong	None	N/A	
	Malaeneng	None	N/A	
	Mototolwaneng	None	N/A	
	Matebana	None	N/A	There is need for mobile clinic as they travel long distance
	Radingwana	None	N/a	There is a need for mobile clinic as they access clinic in Ikageng
	Ga-Mashabela	None	N/a	Mobile Clinic need
	Thanaseshu	Mobile	N/A	Mobile Clinic need
	Thobehlale	None	N/A	There is need clinic
	Ga-Matlala	None	N/A	There is need clinic and mobile
Strydkraal B	None	N/A	There is a need for clinic or mobile	
38	Ga-Seroka	Clinic	N/A	There is cracks inside the container,
	Manoge	-	N/A	There is a need for clinic and mobile
	Mashilabele	Mobile	On Thursday	The schedule is not followed accordingly as its been 3months without mobile clinic
	Phageng	-	N/A	N/A
	Ga-Mmela	Clinic	N/A	N/A
	Phahlamanoge	Clinic	N/A	N/A
Masehleng	-	N/A	There is a need for mobile clinic	
39	Lerajane Ditlokwe	Clinic	N/A	

Ward	Village	Clinic/mobile	If mobile state frequency of visit	Challenges/comments
	Mokhulwane Ditlokwe	Clinic	N/A	There is a need for health service in all villages

HIV/ AIDS AND TB, STI

HIV and AIDS is increasingly becoming a major public health problem and accounting for the highest number of deaths in the country. Statistics already indicates that one out of five people are HIV positive. Apart from addressing preventative and curative approaches it is important to address social conditions aggravating the vulnerability of communities to HIV and AIDS, such as poverty especially among rural women. Linkages between community care and support services and health facilities should be developed to ensure holistic approach to the handling of the epidemic.

Dependency ratio will increase dramatically in the short term and decline in the medium to long term (10 to 15 years) source: The Impact of HIV and AIDS on Planning Issues is enormous as the change of demographics is rapid and unpredictable. The Town and Regional Planning Commission Report indicate that the number of orphans will increase resulting in children headed households. This is already a problem especially in housing with an increase in children headed households.

The economy will be affected negatively as the household income will increasingly be spent on medical costs initially, and finally resulting in loss of income. In order to fight against this pandemic HIV and AIDS, GTM has developed local HIV and AIDS response strategy to appropriately address the pandemic.

There are collaborative efforts from the NGO community that assists the municipality in curbing further spread of the pandemic in this local sphere. Their scope includes heightening awareness through campaigns, HIV counseling and testing (HCT), ARV provisions and referrals. The Tubatse Home Community based care umbrella coordinates efforts of all home community based care groups operational in the Municipality. The Municipality has a functional Local AIDS Council that drives the implementation of Local HIV/AIDS and TB response strategy in the local sphere. It has also moved into the establishment Ward Based AIDS council in all municipal wards. The appointment of a full time Coordinator has gone a long way in the reported milestones.

2.7.2 Educations

School facilities

Descriptions	Totals
Combined schools	09
Primary Schools	128
Secondary Schools	233
Higher Institutions	02
Special school	01
Private schools	16
ECD Centres	250
Challenges	Interventions
-Burned schools during service delivery protests	Building more class rooms to manage overcrowding
-Over crowding	-Maintenance of Infrastructure
-Dilapidated buildings	-Provision of Mobile Class rooms
-Old Buildings	-Eradication of Pit latrines
-PitLatrines	

The table below indicates the Schools Needing Extension of Blocks, Renovation / Upgrading and Construction (New)

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
1	Ohrigstad/ Maepa Sec. School	Mareolege Primary, Matlabong Primary, Mokutung Primary, Kgaola Secondary, Legabeng Primary, Mahlatsegwane Secondary, Laerskool Ohrigstad.	At maepa there is need for water and ablution facilities
2	Mahloakweng and Ga-Ragopola	Maelebe Primary School, and Shopyane Primary School need for upgrading	Maelebe Shopyane and Kgahlanong
3	Moshiane Primary School	Thete High School Mohlaletse High School Maphuthe Primary School Leganabatho Primary School Matleu Primary School	Maebe Primary School Peu Secondary School Matleu Primary School
4	None	none	none
5	N/A	Morewane Primary School	Morewane Primary School Mogolo Sec School

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
6	Ngwanatheko, Mampuru, makopole, rehlahleng, nkokoane, mante, mashupje, kgoboko	Ngwanatheko	n/a
7	France village	Gowe primary	Tumishi primary, Bonwankwe school, Nakgwadi school
8	Diphale (Ga-malemane, Dipatji, Ga-Makhwae, Tsokung and Ga-mabilo)	Matladi-a-phaahla, Diketepe primary, Dihlabakela sec, Tswako primary	Hlahlana
9	N/A	N/A	Letolwane primary, Potoko high, Mahlo Mmutlane high
10	Primary schools at Djate, Monampane, Ga-Mongatane, Ga-makgopa, Serafa, Madifahlane and secondary at Ga-Mongatane	Djate primary, Mosego Sec, Monampane Primary, Lephenye Sec, Motlamotse primary, Teleki primary, Makgopa primary, Setlamorago primary and Diphala primary	Djate primary, Mosego Sec, Monampane Primary, Lephenye Sec, Teleki primary, Makgopa primary, Tshihlo Sec and Diphala primary
11	Sebope Primary School	2	2
	Maroga Primary School	6	2
	Maputle High School	2	3
	Maboeletsa primary School	2	2
	Maroka Dieta Primary School	1	2
	Molaka Primary School	N/A	2
12	Matholeni, Ratau	Marole secondary, Phuti Nare, Marole High school	Moruladilepe primary, Molaka primary
13	Madikiloshe Malepe, Segorong, Dr Selahle high	Bogwasha	Leolo, bogwasha
14	N/A	Malegod primary	Moro ke primary 3 blocks Ntwampe high 3 blocks Maepa primary 2 blocks Motloulela high 3 blocks Mohloping primary 3 blocks Kgolane high 2 blocks Ledingwe primary 1 block Makwane high 3 blocks Malegod primary 1 block Hlakanang primary 4 blocks Magobanya high 2 blocks

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
15	Mashishi (mahlapa), Shakung ,Morapaneng, Ditwebeleng	Makofane primary,Moroleng primary,Shakung high, Mabje a kgoro, ,Tekanang sec,Masegodu primary	Seoke primary, Mphogo primary Moila sec, Mabje a kgoro
16	1 Kgopanong	Masenyeletse Primary	Masenyeletse Primary
	1Maakubu	Manawe Sec School	Manawe Sec School
	1 Malepe	Kanama Sec School	Kanama Sec School
	1Maretlwaneng	Legathoko Sec and Pre-school	Legathoko Sec and Pre-school
	1Mamogolo	Makidi Sec & Mamogolo Primary	Makidi Sec & Mamogolo Primary
	1Motshana	Makgatagabotse Sec School	Makgatagabotse Sec School
	1Moraba	Kgakantshane Primary	Kgakantshane Primary
1 Penge	Penge Primary	Penge Primary	
17	N/A	Phogole ,Ntoshang ,Ratanang new school	Phogole 1 block & hall, Ntoshang 1 block & hall,Mosedu 1 block & hall, Selala primary admin block, hall & library,Ratanang library & hall,Mamogede library & hall,Mohlophe 1 block
18	Burgersfort ext10	Tubatse primary, Manoke high	Manoke high, Mafemane primary Ikhwezi primary
19	N/A	All schools	All school
20	Secondary school Bothashoek	Phaahla high,Tshwelopele primary, Mokgabudi primary,Madinoge primary, Mahlagaume primary	Phaahla high,Tshwelopele primary, Mokgabudi primary,Madinoge primary, Mahlagaume primary
21	N/A	Ntibaneng, moisele & Mafolo	Makofane, Ntibaneng, Mafolo & Kgomatlou
22	Taung & motodi	Taung high, Ntlaisheng primary, Tswetlane primary, Marota primary	Taung high, Ntlaisheng primary, Tswetlane primary, Marota primary
23	Nazaretha Alverton primary and secondary school	Mashakwaneng ,Sedibeng, Maatserepe Primary	Lehlabile
24	Majaditshukudu, Makgopa	Matshaile, Mahlahle, Morwakgwadi, Dipitsi & Legoleng	Mashakwaneng, Mathafeng Motlailane,Matshaile, Mahlahle, Morwakgwadi, Dipitsi & Legoleng
25	Mareseleng	There is a need for a school	Primary and Secondary School
	Mashifane	Primary school needed	
26	Leboeng primary, Banareng	Upgrading hall	n/a
27	Kutullo need secondary school	Malekane primary	Ngwanathupane primary need 01 block and admin
28	n/a	Masha primary,Masago primary	Masha primary, Masago primary

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
		Ngwaabe sec, Ngwanangwato sec	
29	Maphopha School	Upgrading hall	None
	Sengange H	Upgrading hall	None
	Shorwane H	Renovation	Extension of blocks
	Dikgageng P	Upgrading hall	Extension of blocks
	Mashego H	Upgrading hall	Extension of blocks
	Madiete P	Renovation	Extension of blocks
	Ntake P	Renovation	n/a
	Maaphoko P		
	Maagwale H		
	Nthule Pre School		
	Matladi Pre School		
	Maubane Day care		
	Magawane Pre School		
	Segopotse crèche		
	Motsetladi Pre School		
Maselatole Preschool			
Naledi crèche			
30	High school (Dark city	Kweledi Secondary	Koboti Primary
	Paepae High School		Thabane Primary
	Priamary School		Mabocho Primary
	Higschool (Extension 11)		Mokobela Primary
	Nkota High School		Kweledi secondary
	Sehloi Primary School		
31	Dresten, Makgemeng & Kopie need secondary schools	Magakantshe Primary	None
32	Seroletshidi secondary	Lebelo Primary	Nyaku Secondary
		Kwano Primary	Mogale Primary
		Morwaswi Secondary	Malegase Primary
		Makgalanoto Priamry	Modiadie Secondary
33	Mogabane	Selepe Primary	Sejadipudi Primary
		Lefakgomo secondary	Selepe Primary
		Manotoana Primary	Lefakgomo Secondary
		Motjatjana Primary	Tloupthuthi secondary
		Hlapogadi Primary	Ramoko Primary
		Kangaza secondary	
34	Makudu primary	Mphaaneng primary, Selebalo Sec, Serokolo Sec, Mafise primary, Phoko primary, Mafene primary	Bogalatladi primary, Serokolo Sec
35	Mphela Marumu	n/a	Extension
	Modimolle Primary	Renovation	Extension
	Idia Primary	Renovation	Extension
	Nkoana Primary	Renovation	Extension
	Maphotle	Renovation	Extension
36	Ngwanamala	Upgrading	Extention of office
	Tlakale	n/a	Extention of office
	Frank Mashile	n/a	Extention of office

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
	Madithame	Upgrading	n/a
	Moenyane	Upgrading	n/a
	Masha Makopole	N/A	Extention of office
37	Sepakapakeng Primary	Mphanama Primary	Mphanama Primary
	Matebana Primary	Makelepeng High	Makelepeng
	Magagamatala High school	Thobelahlale	Modipadi primary
		Phukubjane	Strydkraal B primary
38	Mashilabele Primary and Secondary	Strydkraal B primary	Phukubjane primary
		Dinakanyane High	Seroka Primary
		Mankopodi Primary	Dinakonyane High
		Mashilabele Primary	Mankopodi Primary
		Mmotong Primary	Pakeng Primary
		Mohwaduba Secondary	Masehleng Primary
		Masehleng Primary	Mohwaduba Secondary
39	Hans Komane Secondary	Mashilabele Primary	Mashilabele Primary
		Hans Komane	Maisela Primary
		Maisela Primary	Lerajane Primary
		Lerajane Primary	Lerajane Primary
		Phutakwe secondary	Phutakwe secondary
		Mampuru Thulare Primary	Mampuru Thulare Primary
		Lerajane Ditlokwe	N/A
Mokhulwane Ditlokwe	N/A	N/A	

Source: FTLM 2019

2.7. 4 Social Security

The table below show the 2019 South African Social Security Agency beneficiary list of 120 952 people received social grants under this category (OAG, CSG, CDG, GIA, and FCG).

List of social grants recipients for Fetakgomo Local Municipality:

Local Office	Local Office Key	Grant Type	Total Number Of Applications
APEL	966000	Old Age Grant	40
		Disability Grant	43
		Foster Care Grant	14
		Grant-In-Aid	95
		Care Dependency Grant	3
		Child Support Grant	203
		Total	398
LEBOENG	968000	Old Age Grant	4
		Disability Grant	15
		Foster Care Grant	1
		Grant-In-Aid	6
		Care Dependency Grant	1

		Child Support Grant	50
		Total	77
MOROKE	961300	Old Age Grant	24
		Disability Grant	53
		Foster Care Grant	9
		Grant-In-Aid	25
		Care Dependency Grant	9
		Child Support Grant	248
		Total	368
PRAKTISEER	961500	Old Age Grant	73
		Disability Grant	98
		Foster Care Grant	12
		Grant-In-Aid	26
		Care Dependency Grant	8
		Child Support Grant	525
		Total	742

Source : Local SASSA 2022

List of social grants recipients for Fetakgomo Local Municipality:

GRANT TYPE	Total Number of Beneficiaries
1. Old Age	10476
2. Disability Grant	7397
3. War Veteran	0
4. Combination	10
5. GIA	2020
6. Foster care grant beneficiary	2970
7. Foster care grant kids	4041
8. Child disability grant beneficiary	1691
9. Child disability grant kids	1285
10. Child support grant/ beneficiaries	78023
11. Child support grant kids	144 819
Total beneficiaries	125 564
Total kids	150 145
Total grants	553 119

SASSA 2022

The table below gives an indication of challenges faced at pay points.

Ward	Villages/Town/Towns hips	Type of facility: Open Space/Community Hall/Traditional Authority Office/Shop	Fencing		Ablution facilities		Water facilities	
			Yes	No	Yes	No	Yes	No
1	Ohrigstad	Police station	Yes		Yes			No
	Ohrigstad	Post Office	Yes		Yes			No
	Makopung	Open Space		No		No		No
	Mokutung	Shop	Yes		Yes			No
2	Mapodile	Closed yard (building)	Yes			No	Ye	
		Other villages uses open space						
3	Malekaskraal	Tribal Hall	Yes			No		No
	Ga-Phasha	Tribal yard	Yes			No		No
	Maroteng	Tribal Hall	Yes		Yes			No
	Matebeleng	N/A	n/a	n/a	n/a	n/a	n/a	No
	Maebe.	Matji Pay Point (SASSA Still Hall)	Yes		Yes			No
4	Mpita, Matsianeng & Riba Cross	School yard		No		No		No
5	Madiseng	Traditional authority		No		No		No
	Mandela 122	None		No		No		No
	Polaseng	None		No		No		No
	London	None		No		No		No
	Stasie	None		No		No		No
	Crossong	None		No		No		No
	Pomping	Open space		No		No		No
	Sedibaneng	None		No		No		No
	Morewane	Open space		No		No		No
	Lepakeng	None		No		No		No
6	sethokgeng, mokgethi,	Open space & Traditiona authority	Yes		Yes		Yes	
7	Gowe, Kampeng, France, Hollong, Moihoek, Maponong, Legononong, Boitumelo & Lekgwareng	All villages use the same place at Malapane hall		X		X		X

Ward	Villages/Town/Towns hips	Type of facility: Open Space/Community Hall/Traditional Authority Office/Shop	Fencing		Ablution facilities		Water facilities	
			Yes	No	Yes	No	Yes	No
8	Diphale, seuwe, magabeneng, mantjakane, modimolle, madikane	Traditional authority office, moshate open space and shop	X		X	x	X	x
9	Thokwane, Shakung, Sehunyane, Malokela, Ga-phala and Modubeng			x		x		X
10	Djate, Madifahlane, Mashabela	Traditional authority, creche		X		X		X
11	Maroga	Traditional Authority	Yes				Yes	
12	Mamphahlane, Gampuru, sehlaku, Komane, matimatjatji	Community hall, traditional authority, school, open space	x			x	X	x
13	Praktiseer, Ext 2-10 and 15; Tshwelopele Park; Ramaube	Open space		X		X		X
14	Moroke, sekhutlong, magobading, Motlouela, habeng, moshira, ga-mathule	Community hall, church, disable centre and home base care centre	X			x	x	No water at community hall
15	Kgoete, mashishi, morapaneng, ditwebeleng, shakung, masete & Mphogo	Traditional authority at Mashishi, Kgwete & Masete, shop at Morapaneng, open space at Shakung & no pay point at Ditwebeleng & Mphogo	X		x		x	X at shakung
16	Kgoapaneng	Community hall	Yes			No	No	
	Maakubu	Traditional authority	Yes			No		No
	Mokgotho	Community hall	Yes			No		No
	Malepe	N/A	N/A		N/A		N/A	
	Maretlwaneng	Traditional authority office		No		No		No

Ward	Villages/Town/Towns hips	Type of facility: Open Space/Community Hall/Traditional Authority Office/Shop	Fencing		Ablution facilities		Water facilities	
			Yes	No	Yes	No	Yes	No
	Mamogolo	Open space		No		No		No
	Lefahla	n/a						
	Motshana	Traditional authority office	Yes			No		No
	Moraba	Open space		No		No		No
	Penge	n/a						
17	Ga-mahlokwane, Ga-selala, Ga-manyaka & Ga-maapea	Hall at Ga-manyaka, shop at Ga-maapea, traditional authority at Ga-selala and Ga-mahlokwane	xGa-selala& Ga-manyaka	x	x	xGa-maapea & Ga-mahlok wane	x	
18	Manoke, apiesdoring and burgersfort town	Community hall, shops and banks	X		X		X	
19	Moshate, maditameng	Hall & shop	X hall	X shop			X hall	shop
20	Bothashoek	Clinic	X		x		X	
21	Motlolo & Makofane	Traditional office		x		x		x
22	Taung	Open space	Yes	-	-	No	-	No
23	Kgotlopong, Mahlatsi, Mafarafara, Motlailane & Alverton	n/a	n/a	n/a	n/a	n/a	n/a	n/a
24	Villages	Open space		X		X		X
25	Mashamothane	Traditional Authority	Yes	No	Yes	No	Yes	No
26	Rutseng, Ga-Nkoana, Banareng, Ga-moraba A&B, Lepelle, Tswenyane & Phiring	Community Hall Traditional office Open space	Yes	No	Yes	No	n/a	No
27	Moshate, tsakane, kalkontein, Buffelshoek, mabelane, makakatela, Kutullo A&B, shushumela & matepe, kutullo C&D,	Traditional Authority Open space shop	Yes	n/a	n/a	No	n/a	No

Ward	Villages/Town/Towns hips	Type of facility: Open Space/Community Hall/Traditional Authority Office/Shop	Fencing		Ablution facilities		Water facilities	
			Yes	No	Yes	No	Yes	No
	dithamaga & madibeng							
28	Ga Rantho	Traditional hall	Yes	n/a	Yes	n/a	n/a	No
	Ga Masha	Disability centre	Yes	n/a	Yes	n/a	n/a	No
29	Maphopha, Ntake, Makua, Ratau, Maepa, and Maseven	Open space	n/a	No		No	n/a	No
30	Mokobola	Old age centre		No		No		No
	Maboch	Private space		No		No		No
	Vodaville, Mountain, Darkcity, Extension 11	None	N/A	N/A	N/A	N/A	N/A	N/A
31	Dresden village, Makgemeng, Kopie & Mangabane, Steelport	None	n/a	n/a	n/a	n/a	n/a	n/a
32	Shubushubung, Rostock, seokodibeng Juventus, Mahlabeng, Moilyk, Tjibeng, Ledingwe, Phasha Makgalanoto, Phasha Selatole, Ga-Mampa and Seokodibeng	Community halls Thobejane shop Traditional Authority No paypoint at Shubushubung	Yes	n/a	Yes	n/a	Yes	n/a
33	Selepe Moshate	Traditional authority office	Yes			No		No
	Manotoana Moshate	Traditional authority office						
	Swazi- Mnyamane	Traditional authority office						
34	Monametse, bogalatladi, malomanye, maruping & Sefateng	Shop, poultry site, community hall & Traditional Office	X		X	X		X
35	Maisela moswatse) India, Pelangwe, Malogeng, Maesela- Mahlabaphoko, Mapodi, Nkoana Moshate, Apel	Traditional Authority Community hall Open space	Yes	n/a	Yes	n/a	Yes	n/a

Ward	Villages/Town/Towns hips	Type of facility: Open Space/Community Hall/Traditional Authority Office/Shop	Fencing		Ablution facilities		Water facilities	
			Yes	No	Yes	No	Yes	No
36	Tau Nchabeleng	Traditional authority	Yes		Yes		Yes	
	Masha	Traditional authority	Yes		Yes		Yes	
37	Strydkraal B, Thobehlale, Magagamatala, Moshate, Mototolwaneng, Radingwana	Community hall	Yes	n/a	n/a	No	n/a	No
		Traditional authority Shop						
38	Ga-Seroka	Traditional Authority	Yes		Yes	No		No
	Manoge	Traditional Authority		No				No
	Mashilabele	Pay point	Yes		Yes			No
	Phageng	Shop (Mashia)	Yes		Yes			No
	Ga-Mmela	Traditional		No		No		No
	Phahlamanoge	Traditional	Yes			No		No
	Masehleng	No paypoint (Tau Phahlamohlaka)		No		No		No
39	Ga-Matsimela		Yes		Yes		Yes	
	Mokhulwane			No		No		No
	Ga-Maisela		Yes		Yes		Yes	

Source FTLM 2019

2.7.5 Safety and security

The following table indicates the category of crime, hotspot areas of crime and nearest police stations in the Fetakgomo Tubatse Loca Municipality

Ward	Nearest police station	Hotspot area of crime	Category of crime e.g. Burglary
1	Leboeng SAPS	Market, New bus stop, Graskop cross, Ga-Majosi	Murder, Burglary, domestic violence, stock theft
		Pilgrim Cross	Murder
	Ohrigstad	Gampokota cross	Murder
		Abel Erasmus street	Burglary
		Shops	Burglary
		Maepa	robbery

Ward	Nearest police station	Hotspot area of crime	Category of crime e.g. Burglary
		Hanna Lodge cross	Dumping of deceased bodies , in fighting at taverns,
2	Burgersfort	Diporwaneng, Ga-Ragopola, Molwetsi, Mpho Tuckshop	Rape, Murder and Assaults
3	Apel police station	Maebe (taxi rank & Bannyaneng)	Theft, sexual crime, burglary at business premises and assaults
		Ga-Phasha	Assaults and burglary
		Ga-Mahlanga	TV thefts
		Matebeleng	TV thefts
		Ga-Peter Kgahlantshong	TV thefts and nyaope (sales)
		Maebe Primary	Sexual crime, and TV thefts
		Kgopaneng	TV theft, sexual crime, burglary at business premises and assaults
		Tlapeng la tladi	Sexual crime and assaults
4	n/a	Mpatsing tarven, matsineng and Moseileng street, OJ,Matsineng and Mosoma Tarven	Car hijacking, robbery, rape & house breaking
5	Tubatse, burgersfort	Riba cross	Rape, Robbery
		All area	House braking, theft, murder, illegal weapon
6	Nazareth mapodile	n/a	Stock theft, house breaking and robbery
7	Driekop satellite station	R37 road in conjunction with Dilokong hospital cross, maandagshoek cross	Theft, car hijacking, rape, assault
8	Mecklenburg	Diphale, the entire ward	Robbery and school breaking
9	Mecklenburg		Tv theft
10	Mecklenburg	Taxi rank next Twickenham champ, Djate next to Mathakane mountain	Burglary at business, stock theft and robbery
11	Driekop satellite Police Station	Maroga corner to Dilokong mine	Hijacking, raping and killings, budglary, and house theft/robbery
12	Mecklenburg	Molongwane village, sehlaku bus stop, crossong village, swale old hospital, masojana surrounding	Robing people during the night
13	Tubatse Praktiseer	Mokgetla board,Praktiseer crossing,Batubatse cross	Burglary
14	Mecklenburg	Motloulela, magobading cross, sekhutlong bridge, mathule cross and moshira cross	Stock theft, house breaking, robbery, rape and hijacking

Ward	Nearest police station	Hotspot area of crime	Category of crime e.g. Burglary
15	Mecklenburg	Mapompale, corner Twickenham bookshop, Ditwebeleng corner hackney especially on R37 junction	Robbery, burglary, theft, rape & hijacking
16	Mecklenburg , Praktiseer	Mokgotho, Maretlwaneng, Motshana	Theft and burglary at Mokgotho Theft and House breaking at Maretlwaneng, and Theft and Robbery at Motshana
17	Mecklenburg & Driekop satellite	Marula cross, ga-maroga to ga-mahlokwane	Rape and hijack
18	BURGERSFORT	Informal settlement ext10, Leeuvallei next to Excel garage, castle square	Murder, burglary, theft of motor vehicles, rape
19	Mecklenburg	Mohlopi, modupi, riba moshate, maditameng	Rape, theft of motor vehicles
20	Tubatse	Bothashoek Pologong, Dithabaneng, santeng sections, Riverside, Sofaya	Robbery, rape, murder, house breaking, common assault
21	n/a	n/a	n/a
22	Tubatse	n/a	n/a
23	Tubatse Praktiseer	Alverton shopping centre	Stock theft, burglary
24	Leboeng	Paeng and Matshiletsane	Burglary
25	Tubatse SAPS and Burgersfort SAPS	Bodershoek junction, Zone 4, Madiseng, Mareseleng	Buglary, general theft
26	Leboeng	n/a	Stock theft and burglary at school and shop
27	Sekhukhune	Next to steel bridge	Car hijack and robbery
28	Sekhukhune station	Ga-masha next to masha primary, Maseven cross next to Ngwaabe Sec, Ga-Rantho next to Ngwaabe reservior	n/a
29	Sekhukhune SAPS	Maphopha Bus Stop	Robbery and Drugs, Abuse, Rape
30	Tubatse SAPS	Darkcity, Mountainview, Vodaville, Mokobula, Mabocho, Extension 11	Burglary
31	Burgersfort	Makgemeng and along the Roads	Common assault, house breakin, burglary, livestock theft
	Steelport	Makgemeng	Common assault house breaking
32		GaMpusheng to Shubushubung	Rape, murder and robbery
		Rostock, Mahlabeng , Mooilyk	Stolen of livestock and housebreaking

Ward	Nearest police station	Hotspot area of crime	Category of crime e.g. Burglary
		Tjibeng – Ga Kay Shop, Tjibeng cross	Rape and Murder car accident
		Ga-Phasha	Cable theft
		Ledingwe R37	Rape, Robbery, Murder and House breaking
		Seokoding, Ga-matemane cross, next to kgagudi primary	Robbery, and Housebreaking
		Ga-Mampa R 37 road and Ga-Mampa via mampa cross	Robbery
33	Mecklenburg Police (40Km)	Selepe, Manotoana	Burglary, theft, assault
34	Apel & Mecklenburg	Bogalatladi, Sefateng & Monametse	House breaking
35	Apel Police Station	Nkoana, Apel, Pelangwe, Modimolle	Buglary
36	Apel police station	Ga-Nchabeleng, Gankwana, Apel, Strydkraal A	Buglary, cow and goat theft
37	Apel police station	Malaeng, Moshate, Magagamatala, Radingwana, Matlala, Mashabela, Thobehale	Burglary, Killings and stock theft
38	Apel Police Station	Ga-Oria	Robbery, Rape
		Dibolwane (Coner Seroka)	Robbery, Rape
		Moeding Kgodiopong (Masehleng)	Robbery, Rape
		Moeding Legabeng	Robbery, Rape
		Letolong Section (corner Lethoba & Timber)	Robbery, Rape
		Mashilabele Ext	House Breaking
39	Apel Police Station	Lerajane Bridge	Murder, Burglary and
		Makgwaneng	
		Filling station	
		Ga-Manchidi	
		Ga-Matsimela	

Sources FTLM 2019

Crime per category for 2021

Crime statistic per station

BURGERSFORT POLICE STATION

CRIME CATEGORY	April to June 2020_21	April to June 2021_22	Count Diff	% Change
Murder	1	5	4	400.0%
Sexual Offences	12	4	-8	-66.7%
Attempted murder	2	5	3	150.0%
Assault with the intent to inflict grievous bodily harm	13	28	15	115.4%
Common assault	27	54	27	100.0%
Common robbery	9	10	1	11.1%
Robbery with aggravating circumstances	22	31	9	40.9%
Total Contact Crimes (Crimes Against The Person)	86	137	51	59.3%
Rape	8	3	-5	-62.5%
Sexual Assault	2	1	-1	-50.0%
Attempted sexual offences	2	0	-2	-100.0%
Contact sexual offences	0	0	0	0 Counts
Total Sexual Offences	12	4	-8	-66.7%
Carjacking	1	3	2	200.0%
Robbery at residential premises	7	0	-7	-100.0%
Robbery at non-residential premises	9	7	-2	-22.2%
Bank Robbery	0	0	0	0 Counts
Robbery of cash in transit	0	1	1	1 Count Higher
Truck hijacking	0	0	0	0 Counts
Arson	1	1	0	0.0%
Malicious damage to property	10	32	22	220.0%
Total Contact-Related Crimes	11	33	22	200.0%
Burglary at non-residential premises	34	25	-9	-26.5%
Burglary at residential premises	21	34	13	61.9%
Theft of motor vehicle and motorcycle	4	3	-1	-25.0%
Theft out of or from motor vehicle	20	30	10	50.0%
Stock-theft	6	2	-4	-66.7%
Total Property-Related Crimes	85	94	9	10.6%
All theft not mentioned elsewhere	75	80	5	6.7%
Commercial crime	9	14	5	55.6%
Shoplifting	50	73	23	46.0%

Total Other Serious Crimes	134	167	33	24.6%
Total 17 Community Reported Serious Crimes	316	431	115	36.4%
Illegal possession of firearms and ammunition	0	4	4	4 Counts Higher
Drug-related crime	6	18	12	200.0%
Driving under the influence of alcohol or drugs	0	2	2	2 Counts Higher
Sexual offences detected as a result of police action	0	3	3	3 Counts Higher
Total Crime Detected As A Result Of Police Action	6	27	21	350.0%

APEL POLICE STATION

CRIME CATEGORY	April to June 2020_21	April to June 2021_22	Count Diff	% Change
Murder	1	3	2	200.0%
Sexual Offences	7	10	3	42.9%
Attempted murder	2	2	0	0.0%
Assault with the intent to inflict grievous bodily harm	10	27	17	170.0%
Common assault	8	16	8	100.0%
Common robbery	3	6	3	100.0%
Robbery with aggravating circumstances	16	20	4	25.0%
Total Contact Crimes (Crimes Against The Person)	47	84	37	78.7%
Rape	7	9	2	28.6%
Sexual Assault	0	1	1	1 Count Higher
Attempted sexual offences	0	0	0	0 Counts
Contact sexual offences	0	0	0	0 Counts
Total Sexual Offences	7	10	3	42.9%
Carjacking	1	2	1	100.0%
Robbery at residential premises	0	2	2	2 Counts Higher
Robbery at non-residential premises	12	9	-3	-25.0%
Bank Robbery	0	0	0	0 Counts
Robbery of cash in transit	0	0	0	0 Counts
Truck hijacking	0	0	0	0 Counts
Arson	1	1	0	0.0%
Malicious damage to property	20	25	5	25.0%

Total Contact-Related Crimes	21	26	5	23.8%
Burglary at non-residential premises	15	29	14	93.3%
Burglary at residential premises	30	28	-2	-6.7%
Theft of motor vehicle and motorcycle	0	3	3	3 Counts Higher
Theft out of or from motor vehicle	3	4	1	33.3%
Stock-theft	7	6	-1	-14.3%
Total Property-Related Crimes	55	70	15	27.3%
All theft not mentioned elsewhere	27	17	-10	-37.0%
Commercial crime	8	8	0	0.0%
Shoplifting	1	6	5	500.0%
Total Other Serious Crimes	36	31	-5	-13.9%
Total 17 Community Reported Serious Crimes	159	211	52	32.7%
Illegal possession of firearms and ammunition	4	0	-4	-100.0%
Drug-related crime	12	7	-5	-41.7%
Driving under the influence of alcohol or drugs	1	3	2	200.0%
Sexual offences detected as a result of police action	0	0	0	0 Counts
Total Crime Detected As A Result Of Police Action	17	10	-7	-41.2%

MECKLENBURG POLICE STATION

CRIME CATEGORY	April to June 2020_21	April to June 2021_22	Count Diff	% Change
Murder	3	2	-1	-33.3%
Sexual Offences	8	12	4	50.0%
Attempted murder	2	3	1	50.0%
Assault with the intent to inflict grievous bodily harm	19	30	11	57.9%
Common assault	22	24	2	9.1%
Common robbery	5	7	2	40.0%
Robbery with aggravating circumstances	15	16	1	6.7%
Total Contact Crimes (Crimes Against The Person)	74	94	20	27.0%
Rape	7	10	3	42.9%
Sexual Assault	1	1	0	0.0%
Attempted sexual offences	0	0	0	0 Counts

Contact sexual offences	0	1	1	1 Count Higher
Total Sexual Offences	8	12	4	50.0%
Carjacking	3	3	0	0.0%
Robbery at residential premises	3	2	-1	-33.3%
Robbery at non-residential premises	7	4	-3	-42.9%
Bank Robbery	0	0	0	0 Counts
Robbery of cash in transit	0	0	0	0 Counts
Truck hijacking	0	0	0	0 Counts
Arson	0	1	1	1 Count Higher
Malicious damage to property	30	23	-7	-23.3%
Total Contact-Related Crimes	30	24	-6	-20.0%
Burglary at non-residential premises	8	9	1	12.5%
Burglary at residential premises	44	27	-17	-38.6%
Theft of motor vehicle and motorcycle	2	2	0	0.0%
Theft out of or from motor vehicle	3	1	-2	-66.7%
Stock-theft	4	9	5	125.0%
Total Property-Related Crimes	61	48	-13	-21.3%
All theft not mentioned elsewhere	41	18	-23	-56.1%
Commercial crime	8	7	-1	-12.5%
Shoplifting	0	1	1	1 Count Higher
Total Other Serious Crimes	49	26	-23	-46.9%
Total 17 Community Reported Serious Crimes	214	192	-22	-10.3%
Illegal possession of firearms and ammunition	3	1	-2	-66.7%
Drug-related crime	0	4	4	4 Counts Higher
Driving under the influence of alcohol or drugs	0	5	5	5 Counts Higher
Sexual offences detected as a result of police action	0	4	4	4 Counts Higher
Total Crime Detected As A Result Of Police Action	3	14	11	366.7%

TUBATSE POLICE STATION

CRIME CATEGORY	April to June 2020_21	April to June 2021_22	Count Diff	% Change
Murder	1	1	0	0.0%
Sexual Offences	5	17	12	240.0%
Attempted murder	0	4	4	4 Counts Higher
Assault with the intent to inflict grievous bodily harm	40	68	28	70.0%
Common assault	47	68	21	44.7%
Common robbery	10	17	7	70.0%
Robbery with aggravating circumstances	14	18	4	28.6%
Total Contact Crimes (Crimes Against The Person)	117	193	76	65.0%
Rape	5	12	7	140.0%
Sexual Assault	0	4	4	4 Counts Higher
Attempted sexual offences	0	1	1	1 Count Higher
Contact sexual offences	0	0	0	0 Counts
Total Sexual Offences	5	17	12	240.0%
Carjacking	0	1	1	1 Count Higher
Robbery at residential premises	2	2	0	0.0%
Robbery at non-residential premises	3	4	1	33.3%
Bank Robbery	0	0	0	0 Counts
Robbery of cash in transit	0	0	0	0 Counts
Truck hijacking	0	0	0	0 Counts
Arson	0	2	2	2 Counts Higher
Malicious damage to property	44	32	-12	-27.3%
Total Contact-Related Crimes	44	34	-10	-22.7%
Burglary at non-residential premises	9	21	12	133.3%
Burglary at residential premises	38	54	16	42.1%
Theft of motor vehicle and motorcycle	3	2	-1	-33.3%
Theft out of or from motor vehicle	4	1	-3	-75.0%
Stock-theft	4	3	-1	-25.0%
Total Property-Related Crimes	58	81	23	39.7%
All theft not mentioned elsewhere	41	57	16	39.0%
Commercial crime	5	17	12	240.0%

Shoplifting	0	0	0	0 Counts
Total Other Serious Crimes	46	74	28	60.9%
Total 17 Community Reported Serious Crimes	265	382	117	44.2%
Illegal possession of firearms and ammunition	1	0	-1	-100.0%
Drug-related crime	3	9	6	200.0%
Driving under the influence of alcohol or drugs	3	14	11	366.7%
Sexual offences detected as a result of police action	0	1	1	1 Count Higher
Total Crime Detected As A Result Of Police Action	7	24	17	242.9%

ORIGHSTAD POLICE STATION

CRIME CATEGORY	April to June 2020_21	April to June 2021_22	Count Diff	% Change
Murder	0	0	0	0 Counts
Sexual Offences	1	0	-1	-100.0%
Attempted murder	1	0	-1	-100.0%
Assault with the intent to inflict grievous bodily harm	0	1	1	1 Count Higher
Common assault	2	2	0	0.0%
Common robbery	0	1	1	1 Count Higher
Robbery with aggravating circumstances	2	3	1	50.0%
Total Contact Crimes (Crimes Against The Person)	6	7	1	16.7%
Rape	1	0	-1	-100.0%
Sexual Assault	0	0	0	0 Counts
Attempted sexual offences	0	0	0	0 Counts
Contact sexual offences	0	0	0	0 Counts
Total Sexual Offences	1	0	-1	-100.0%
Carjacking	0	0	0	0 Counts
Robbery at residential premises	1	0	-1	-100.0%
Robbery at non-residential premises	0	0	0	0 Counts
Bank Robbery	0	0	0	0 Counts
Robbery of cash in transit	0	0	0	0 Counts
Truck hijacking	0	1	1	1 Count Higher

Arson	0	0	0	0 Counts
Malicious damage to property	1	1	0	0.0%
Total Contact-Related Crimes	1	1	0	0.0%
Burglary at non-residential premises	1	1	0	0.0%
Burglary at residential premises	4	1	-3	-75.0%
Theft of motor vehicle and motorcycle	1	0	-1	-100.0%
Theft out of or from motor vehicle	0	0	0	0 Counts
Stock-theft	0	2	2	2 Counts Higher
Total Property-Related Crimes	6	4	-2	-33.3%
All theft not mentioned elsewhere	4	6	2	50.0%
Commercial crime	0	2	2	2 Counts Higher
Shoplifting	0	0	0	0 Counts
Total Other Serious Crimes	4	8	4	100.0%
Total 17 Community Reported Serious Crimes	17	20	3	17.6%
Illegal possession of firearms and ammunition	0	0	0	0 Counts
Drug-related crime	0	1	1	1 Count Higher
Driving under the influence of alcohol or drugs	0	4	4	4 Counts Higher
Sexual offences detected as a result of police action	0	0	0	0 Counts
Total Crime Detected As A Result Of Police Action	0	5	5	5 Counts Higher

LEBOENG POLICE STATION

CRIME CATEGORY	April to June 2020_21	April to June 2021_22	Count Diff	% Change
Murder	1	0	-1	-100.0%
Sexual Offences	1	0	-1	-100.0%
Attempted murder	0	0	0	0 Counts
Assault with the intent to inflict grievous bodily harm	2	6	4	200.0%
Common assault	3	6	3	100.0%
Common robbery	0	0	0	0 Counts
Robbery with aggravating circumstances	2	0	-2	-100.0%

Total Contact Crimes (Crimes Against The Person)	9	12	3	33.3%
Rape	0	0	0	0 Counts
Sexual Assault	1	0	-1	-100.0%
Attempted sexual offences	0	0	0	0 Counts
Contact sexual offences	0	0	0	0 Counts
Total Sexual Offences	1	0	-1	-100.0%
Carjacking	0	0	0	0 Counts
Robbery at residential premises	0	0	0	0 Counts
Robbery at non-residential premises	2	0	-2	-100.0%
Bank Robbery	0	0	0	0 Counts
Robbery of cash in transit	0	0	0	0 Counts
Truck hijacking	0	0	0	0 Counts
Arson	0	0	0	0 Counts
Malicious damage to property	3	4	1	33.3%
Total Contact-Related Crimes	3	4	1	33.3%
Burglary at non-residential premises	3	1	-2	-66.7%
Burglary at residential premises	2	10	8	400.0%
Theft of motor vehicle and motorcycle	0	0	0	0 Counts
Theft out of or from motor vehicle	1	1	0	0.0%
Stock-theft	3	1	-2	-66.7%
Total Property-Related Crimes	9	13	4	44.4%
All theft not mentioned elsewhere	2	5	3	150.0%
Commercial crime	0	0	0	0 Counts
Shoplifting	0	0	0	0 Counts
Total Other Serious Crimes	2	5	3	150.0%
Total 17 Community Reported Serious Crimes	23	34	11	47.8%
Illegal possession of firearms and ammunition	0	0	0	0 Counts
Drug-related crime	0	3	3	3 Counts Higher
Driving under the influence of alcohol or drugs	0	2	2	2 Counts Higher
Sexual offences detected as a result of police action	0	0	0	0 Counts
Total Crime Detected As A Result Of Police Action	0	5	5	5 Counts Higher

2.7.6 Disaster Management

The Disaster Management Act; Act 57 of 2002, defines disaster management as a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at prevention or reducing the risks of disaster. The service is shared service between Fetakgomo Tubatse LM (FTLM) and Sekhukhune District Municipality in terms of the Municipal demarcation board and Municipal systems Act, 32 of 2000. The Municipality has established a disaster management sub unit to respond to disasters within the municipal jurisdiction. The Municipality experienced disaster related incidents from time to time as a result of natural and unnatural causes

A number of disaster related incidents are normally reported in summer where houses are blown away by strong winds and or storms. Structural fires are also experienced throughout the year as well as sporadic disaster incidences of drowning and related traumatic incidences are experienced. All these require coordinated disaster response or interventions. The challenge is that the disaster management unit is not properly resourced in terms of adequate staffing and equipments. The temporary houses that are provided by Coghsta are not enough to respond to temporary housing needs in the area.

The unit is unable to assist all victims with necessary disaster relief material such as blankets and sponges due to budgetary constraints. The unit also conducts disaster awareness campaigns to educate residents on dangers of building houses under ESKOM servitude lines; building in flood line areas; uncontrolled shacks and building in road reserves. With the advent of Covid 19 in December 2019, the unit has expanded the scope of work to include continuous Covid 19 awareness to municipal residents.

Disaster Management Challenges:

- ✚ Insufficient budget for disaster related matters
- ✚ Insufficient personnel to cover the municipal area in case of disaster incident occurrences
- ✚ Insufficient tools of trade for Disaster Management Unit
- ✚ Disaster Management Plan is yet to be reviewed
- ✚ Lack of Indigent/Pauper/exceptional burial policy
- ✚ Adherence to 12 hours response turn around standard.

2.7.7 Sports, Arts and Culture

The Fetakgomo Tubatse Local Municipality (FTLM) has a dedicated unit for Sports, Arts and Culture unit with the main mandate of developing facilities in that arena as well as to coordinate sports, arts and culture programmes in partnership with stakeholders. The Municipality is having acute shortage of facilities as some are under construction and are not yet ready for utilization whilst others are dilapidated. The Construction of Mapodile, Ohrigstad and Motodi are underway and are at various stages of completion.

Other facilities are Apel sports complex that was developed by Sekhukhune District Municipality and Radingoane sports complex that was developed by the de-established Fetakgomo Municipality respectively. Both facilities are vandalized and not functional. In the current, the nearby communities are complaining of the existence of Apel sports complex as its bushy, dilapidated and harboring criminals that are torturing civilians. Talks are underway between the local and district municipality. The other sporting complex is at Ga- Radingoane that has been washed away and needs total revamp.

The Municipality does not have a stadium and has been an expressed community need from time immemorial. Sporting facilities generally exist in the urban schools and mines. Hence, they are placed in the urban areas and are therefore not accessible to the extended rural population. A Ntoampe sports facility was constructed in the Moroke area through the assistance of the Provincial department of sports arts and culture, Transnet and the Municipality which was used as a Public Viewing Area (PVA) during the FIFA World Cup but has since been destroyed as a result of ownership conflicts between the traditional authority and the Municipality.

Rural villages often have some informal sport facilities such as an open soccer field used for community sports. However, these are just open pitches in the communities that do not have the necessary infrastructure to develop sustainable sports and recreation precincts. The Sport and Recreation is done on voluntary basis in any sport and recreation activity which contributes to the improvement of general health; skills and well-being of a person; society and a nation. The priority of the Municipality is to enhance participation of sport and recreation event. As an added function the municipality was able to launch Sport Council comprising of sporting codes like soccer; softball; netball; volleyball; cricket and others to mention a few.

The game of football in Fetakgomo Tubatse Local Municipality is not a recent phenomenon, The are male and female football players of all age groups, coaches, administrators and referees, as well as service providers such as medical staff. Football is part of people's everyday lives. Countless football players are constantly seeking to improve their game. The creation of a conducive infrastructure and enlisting the help of coaches will help the football players to improve the performance as desired.

South African Football Association has established Fetakgomo LFA which comprises of the following teams/clubs:

Masesgange Rangers-Ga Nchabeleneg MokhulwanE, Maebe Rolling Rocks-Mohlaletse Ga Matji, Mphanama United-Mphanama Malaeneng, Magape Football Club- Mphanama Prim, Rowa Football Club- Mphanama Prim, Mooiklip Football Club-Mphanama Dithothwaneng Secondary School, Real Genz-Sekhukhune College Ga Nchabeleng, Mphanama Living Brothers-Mphanama next to Tribal Office, Motene Home Defenders-Kgabeng ga Motene, Sekhukhune United-Mohlaletse Ga Sethunya, Haleluya Football Club-Ga Phasha Selatole, Maubeng Football Club-Thokwnae Ga Kgwete, Phaswane Football Club-Mandagshoek Swaele, Royal Pirates-Montros, Mooihoek X1 Exper-Mooihoek, Mohlopi Football Club-Driekop Sehlaku High School, Moiseloo Football Club – Driekop, Underground-Rivercross, PEE85-Mabochoa-Malaeneng, Golden Aces-Phiring, Platinum City-Steelpoort-Dithamaga

Cultural Services

The provision of arts and cultural services is an important function as it support social cohesion within the municipality. The Municipality has since been able to establish arts and culture council to coordinate and promote talents; promote culture of reading and contribute towards the development and appreciation of the arts and culture in general

There are currently six Thusong Service centers in Fetakgomo Tubatse Local Municipality (FTLM) which are Leboeng, Kgautswane, Kgopaneng, Atok, Mohlaletse and Mapodile Thusong Service centers. The municipality has progressively constructed community halls during the past years at Driekop and Mokgotho, Leboeng, Tjate, Sefateng, Seokodibeng, Mphanama, Strydkraal, Tau-Mankotsane, Moses Mabochoa, Pelangwe, Selepe community hall and Sefateng. Various mining houses have also build community halls as part of their social labor plans in areas like, Ga Manyaka, Mandagshoek and Legabeng village near Ga-Maroga.

Challenges:

- ✚ Inadequate sports and recreational facilities
- ✚ Insufficient budget for sports, arts & culture activities
- ✚ Insufficient staff

2.7.8 Libraries

A public library is a library facility that is accessible by the general public and is usually funded from public sources with the purpose of providing information to the general public to satisfy their informative, education and recreational needs. Out of the 167 villages that are within the

Fetakgomo Tubatse Local Municipality, there are only four (4) Public Libraries that are predominately in towns and township with the exception of Apel Public Libraray.

The Library facilities are situated in Apel, Mapodile, Ohrigstad and Burgersfort and are at varying levels of functionality. The issue of addressing library infrastructure backlogby DSAC becomes imminent when looking into the number of libraries that serve the total number of 167 villages in the Municipal jurisdiction. Annually Integrated Development Programme (IDP) consultations processes indicate the need by various communities to have a library

Structurally, Apel and Mapodile Public Libraries have no space challenges and conform to set norms and standards of the Department of Sports, Arts and Culture. The two facilities were developed by the Department of Public Works and Samancor Mine respectively. In the current, the Apel Public Library is managed by the Department of Sports, Arts and Culture as the facility is not yet handed over to the local Municipality. The staffing and library materials are also made available by DSAC.

On the other hand, Mapodile Public Library is resourced in terms of Library materials by Rotary Foundation, Department of Sports, Arts and Culture and Fetakgomo Tubatse Local Municipality. Whilst the appointment of personnel is by both DSAC and the Municipality. The rest of the Libraries have space challenges which then works against the need of the users. There are some community initiatives at Ga- Kgwete and Mashamthane villages that require support of both DSAC and the Municipality to qualify them to be library facilities.

List of Libraries in Fetakgomo Tubatse Local Municipality

No	Library	Ward	Village	Area	Management
01	Atok TSC	30	Atok	Atok	FTLM
02	Mapodile	02	Ga-Mapodile	Steelpoort	FTLM
03	Burgersfort	18	Burgersfort	Burgersfort	FTLM
04	Ohrigstad	01	Ohrigstad	Ohrigstad	FTLM
05	Moses Mabotha	Regional	Regional	Apel	DSAC

The concentration of these facilities is mostly in towns and townships with acute shortage of these facilities in rural villages. Municipal residents have access challenges as they have to criss cross distances in pursuit of this service Two out of the four libraries are old, dilapidated, with inadequate space for users. Not all libraries have reasonable accommodation to enable access for both able bodied and the physically challenged. In terms of Schedule 2 Part B of the Constitution of the Republic of South Africa, libraries are an exclusive mandate of the Provincial Department of Sports, Arts and Culture.

The Municipality is currently rendering this function as an unfunded mandate as there is no financial support from the Province. Interpretations of the so called “Unfunded Mandate” is hampering the expansion and rendering of library services in Fetakgomo Tubatse **The support that the Department of Sports, Arts and Culture is offering is appointment of qualified Librarians on a three year contract basis, procurement of library material, internet connectivity services and refurbishment of library facilities. As a Municipality, we have not as yet benefitted from development of new library project from the Department.**

Despite this Constitutional mandate on Libraries, the Municipality has appointed qualified Librarians and Assistant Librarians in the facilities during the Transitional Local Government era. The co-working on the programme is implemented through a signed service level agreement between the Municipality and the Department to outline roles and responsibilities of each partner in the library service . Most of these facilities lack current information resources to meet the needs of the users. Currently the monthly statistics of library users is at around 16000 for all the Libraries combined. The figures would be grossly affected by Covid 19 regulations on the closure of all public facilities including Libraries during Covid 19 Lockdown period

Public libraries in the Municipality operate from 07h30 – 16h00 except for Mapodile that opens from 07h00 to 18h00 as they use the shift system to be able to cater for the needs of the working community as well. The community has indicated a need for Saturday library hour extension and the Municipality is planning to consider the request once the Libraries fully re-open after Covid 19 lockdown period. Library ‘service has so far conducted outreach programs in line with library calendar to encourage residents to make use of libraries and be informed of Library offerings to potential users. Burgersfort library is in a process of acquiring Braille material for inclusion of disabled users in their programmes. Areas that indicate a pressing need for a Library include Fetakgomo, Ga- Masha, Moshira, Leboeng and Praktiseer.

HERITAGE SITES

The Municipality has no museum at the moment. Management of heritage sites with Fetakgomo Tubatse Local Municipality is the competency of Sekhukhune District Municipality which annually holds Heritage celebration at Djate Heritage Site. The other heritage sites in the Municipality are Djate, Eco-caves and footprint at Ga- Mashabela.

PUBLIC AMENITIES

Recreational Parks

Public amenities should be reachable and usable by the community which includes swimming pools; parks; museums and community facilities. The Municipality has two Recreational parks,

namely Apel and Burgersfort which are at varying levels of functionality. The Burgersfort Recreation Park was developed with compliments from Limpopo Department of Economic Development, Environment and Tourism and is bigger compared to the rest in terms of size and usage. The Municipality is moving towards full commercialization of these parks and the 2020/2021 tariff structure has embodied the park fees.

Community Halls

There are ten community halls in the municipality at various stages of development and functionality. Out of the 10 community halls, Leboeng is vandalized beyond occupation and would require full scope refurbishment. Generally, these Facilities are under -utilized as residents prefer to hold their events at home. Full time utilization is at Mokgotho community hall due to a resident project in the form of a home based care group that is occupying the facility and assist with scheduling of community meetings, facility maintenance and upkeep. Pelangwe is also relatively better utilized compared to the remaining lot. The rest of the community halls are used on need basis for community meetings, contractors putting their materials Etc. There are water challenges in most of the Community halls The table below is a list of Community Halls within Fetakgomo Tubatse Local Municipality:

No	Community Hall	Ward	Village	Area
00	Moses Mabotha Civic Hall	Regional	Regional	Apel
01	Mphanama	37	Mphanama	Apel
02	Mohlaletse	03	Mohlaletse	Apel
03	Strydkraal	36	Strydkraal	Apel
04	Pelangwe	35	Pelangwe	Apel
05	Seokodibeng	32	Seokodibeng	Mecklenburg
06	Tjate	10	Tjate	Burgersfort
07	Moeng	11	Ga-Moeng	Burgersfort
08	Driekop	07	Frans Section	Burgersfort
09	Mokgotho	16	Ga-Mokgotho	Penge
10	Leboeng	26	Nkoana/Molapo	Ohrigstad

2.8 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

2.8.1 Institutional Analysis

This section provides a synopsis of institutional analysis. It tells an important story of the municipality based on nine (9) critical components of the institutional plan, viz: powers and functions; Organisational Structure; Policies, Procedures and systems; Council and Committees' functioning; Performance Management System; Workplace Skills Plan; Employment Equity; human resource plan (OHS, EAP, Staff Retention and succession plans); and resources. The detailed analysis and/or status quo report on each of the component appear below.

FETAKGOMO TUBATSE LOCA MUNICIPALITY (FTLM) POWERS AND FUNCTIONS:

The powers and functions of the Fetakgomo Tubatse Local Municipality (FTLM) are based on the provisions of the Constitution of the Republic of South Africa (RSA, 1996: Section 156 and 229 read with part B of both Schedules 4 and 5) as well as the Local Government: Municipal Structures Act (RSA, 1998:s83). The amenable functions are listed below:

2.8.2 Illustration of Powers and Functions amenable to Fetakgomo Tubatse Local Municipality

FUNCTION	AUTHORISED	PROVIDED BY
Water and sanitation	No	SDM
Electricity Reticulation	No	ESKOM
Municipal Roads	Yes	FTLM
Other roads (District and Provincial and National)	No	SDM and Limpopo Department Transport
Housing	No	COGHSTA
Building regulations	Yes	FTLM
Local tourism	Yes	FTLM
Disaster management	yes	FTLM and SDM
Fire fighting	No	SDM
Street lighting	Yes	FTLM
Traffic and Parking	Yes	FTLM
Trading regulations	Yes	FTLM
Local sports facilities	yes	FTLM
Municipal planning	yes	FTLM

Municipal public transport	Yes	FTLM
Storm water	No	SDM
Municipal airport	Yes	FTLM
Billboards and advertising	Yes	FTLM
Control of liquor and food outlet and street trading	Yes	FTLM
Local amenities	yes	FTLM
Waste management	yes	FTLM
Parks and recreations	yes	FTLM

Status of Top positions

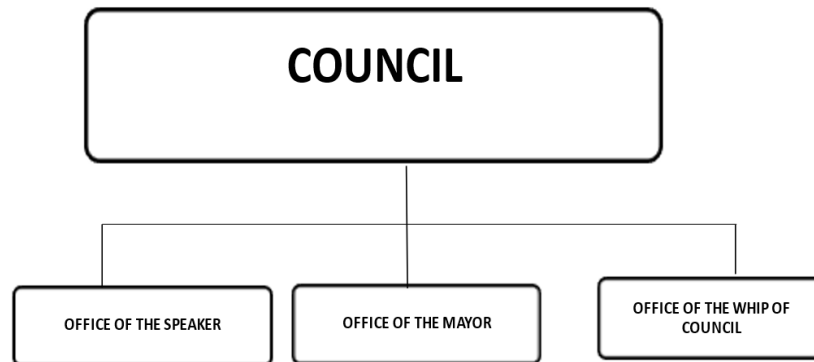
POSITIONS	STATUS
MUNICIPAL MANAGER	Vacant
CHIEF FINANCIAL OFFICER	Filled
DIRECTOR CORPORATE SERVICES	Vacant
DIRECTOR TECHNICAL SERVICES	Filled
DIRECTOR DEVELOPMENT PLANNING	Filled
DIRECTOR COMMUNITY SERVICES	Filled
DIRECTOR LOCAL ECONOMIC DEVELOPMENT	Filled

2.8. 3 Fetakgomo Tubatse Local Municipality (FTLM) Staff compliment

DESCRIPTION	STATUS
Total positions on organogram	626
Total filled positions	305
Total vacant positions	321
Female	125
Male	180
People Living with Disability	4
African	301
Coloured	02
Indian	None
Whites	2
Filling of Top Management Posts	05

POSITIONS	STATUS
MUNICIPAL MANAGER	Filled
CHIEF FINANCIAL OFFICER	Filled
DIRECTOR CORPORATE SERVICES	Vacant
DIRECTOR TECHNICAL SERVICES	Vacant
DIRECTOR DEVELOPMENT PLANNING	Filled
DIRECTOR COMMUNITY SERVICES	Filled
DIRECTOR LOCAL ECONOMIC DEVELOPMENT	Filled

ORGANISATIONAL STRUCTURE OF FETAKGOMO TUBATSE MUNICIPALITY 2020/2021 Adopted on the 26/05/2022 Resolution No: SC 31 2022



OFFICE OF THE SPEAKER

DIVISION : SPEAKER'S OFFICE

PURPOSE : To provide Council Support and Public Participation Services

FUNCTIONS :

1. Provide Secretariat and Logistical Services
2. Facilitate Public Participation Services
3. Manage Ward committee programmes
4. Manage Administrative support of the office
5. Provide VIP Protection services

PUBLIC PARTICIPATION SERVICES

1 X Manager
1 x Senior Public Participation Coordinator
4 X Public Participation Coordinator
1 X Ward Committee Coordinator
1 X Admin Clerk–Public Participation

COUNCIL SUPPORT SERVICES

1 X Manager Council Support
1 X Personal Assistant Speaker
1 x Secretary Speaker
2 x Personal Protection Officer
2 x Chauffer
1 x MPAC Researcher
4 X Committee Officer
1 X Admin Clerk– Council Support Services

ORGANISATIONAL STRUCTURE 2022/23 FINANCIAL YEAR

OFFICE OF THE MAYOR

PURPOSE : To provide Support Services to Office of the Mayor

FUNCTIONS:

1. Provide Admin Support to the Mayor
2. Manage Special Focus Programmes
3. Provide VIP Protection and Protocol Services

1x Manager Office of the Mayor
1 x Mayoral Spokesperson
1x Personal assistant
1x Secretary
1X Protocol officer
2x Protection personal Officer
2x Chauffers
1x Senior special programme officer
4 x Special programme officers
1 x Youth Coordinator
1x Committee secretary

ORGANISATIONAL STRUCTURE 2022/23 FINANCIAL YEAR

OFFICE OF THE WHIP OF COUNCIL

WHIP OF COUNCIL OFFICE

PURPOSE : To monitor effective functioning of council and its committees

FUNCTIONS:

1. Convene Party Caucus
2. Convene Whippery Forum

1 x Personal Assistant
1 x Secretary

ORGANISATIONAL STRUCTURE 2022/23 FINANCIAL YEAR

OFFICE OF THE MUNICIPAL MANAGER

MUNICIPAL MANAGER'S OFFICE

PURPOSE : TO MANAGE ADMINISTRATION OF THE MUNICIPALITY

FUNCTIONS :

1. Provide Financial Management Services
2. Manage Implementation of Integrated Development Plan
3. Manage Corporate Services
4. Manage Infrastructure Development and Technical Services
5. Manage Community Development
6. Manage Development Planning
7. Manage promotion of Local Economic Development & Tourism
8. Manage Internal Audit and Risk Services
9. Manage Institutional Performance
10. Manage Communication Services
11. Manage Legal Services
12. Manage provision of services within the Regional Office

1 x Municipal Manager
1 x Manager in the Municipal Manager's office
1 X Researcher
1 x Personal Assistant
1 x Secretary

ORGANISATIONAL STRUCTURE 2022/23 FINANCIAL YEAR

MUNICIPAL MANAGER'S OFFICE

INTERNAL AUDIT
 PURPOSE : To provide Internal Audit Services
 FUNCTIONS :
 1. Provide Internal Audit Services
 2. Monitor compliance to rules and regulations
 3. Provide advisory services to Senior Management
 4. Provide Administrative Support to Audit Committee

1 X Manager Internal Audit
 2 X Senior Internal Auditor
 5 X Internal Auditor

STRATEGIC PLANNING
 PURPOSE : To Manage Implementation of Integrated Development Planning
 FUNCTIONS :
 1. Manage Development of Integrated Development Plan

1 X Manager
 2 X IDP Officer

RISK AND SECURITY MANAGEMENT
 PURPOSE : To Manage Risk and Security Services
 FUNCTIONS :
 1. Provide Risk Management Services
 2. Provide Security Management Services

1 X Chief Risk Officer
 1 X Senior Risk Officer
 2 X Risk Officer
 2 X Security Management Officer
 2 x Control room operator

COMMUNICATIONS
 PURPOSE : To provide communication services
 FUNCTIONS :
 1. Manage communication services
 2. Manage Media Services
 3. Manage Intergovernmental relations services

1 X Manager
 1 X Spokesperson
 3 X Communication Officer
 1 x Intergovernmental Relations Officer
 1 X Graphic Designer
 4 x Receptionist
 2 x Call centre operator

PERFORMANCE MANAGEMENT SYSTEMS
 PURPOSE : To provide Performance Management Systems
 FUNCTIONS :
 1. Manage Institutional Performance
 2. Manage individual performance

1 X Manager
 3 X PMS Officer

DIVISION : LEGAL SERVICES
 PURPOSE : Render Legal services
 FUNCTIONS :
 1. Manage and provide support and advice in litigations
 2. Monitor compliance to legislation

1 x Manager Legal Services
 1 x Senior Legal Officer – Litigations
 1 x Senior Legal Officer – Compliance
 2 x Legal Officer
 2 x Legal services clerk

DEPARTMENT : COMMUNITY DEVELOPMENT
PURPOSE : TO MANAGE COMMUNITY DEVELOPMENT
FUNCTIONS :
 1. Manage waste and environmental services
 2. Facilitate Libraries, sports, arts and culture Services
 3. Manage social services
 4. Manage road traffic
 5. Manage Licensing Services
 6. Manage cemeteries, crematoria and recreational facilities

1 x Director ;
 1 x Secretary

DIVISION : PARKS, CEMETERY, CREMATORIA AND RECREATIONAL FACILITIES
PURPOSE : To manage Parks, Recreation, cemeteries and crematoria facilities
FUNCTIONS :
 1. Manage provision of recreational facilities services
 2. Manage provision of cemetery services
 3. Manage provision of crematoria services

1 X Manager
 1 X Senior Cemetery, Crematoria and Recreational Facilities Officer
 1 X Horticulturist
 2 X Foreman Recreational Facilities
 2 X Foreman Cemetery and Crematoria
 30 x General worker- Recreational facilities
 30 x General worker-Cemetery and Crematoria

DIVISION WASTE AND ENVIRONMENTAL MANAGEMENT
PURPOSE : To manage Waste and Environmental services
FUNCTIONS :
 1. Manage provision of waste and environmental services
 2. Manage provision of landfill site services
 3. Manage waste management facilities

1 X Manager
 2 X Senior Waste and Environmental Services Officer
 2 X Environmental Officer
 2 X Waste Management Officer
 1 x Senior Landfill Site Supervisor
 2 x Landfill site Supervisor
 10 x Plant Operator
 4 x Landfill site Clerk
 2 x Waste Management and Environmental Clerk
 60 x General Worker -Waste Management

DIVISION : SOCIAL SERVICES
PURPOSE : To manage Social services
FUNCTIONS :
 1. Manage coordination of Disaster Management Services
 2. Manage provision of services within community halls
 3. Manage provision of Thusong Services Centres Programs
 4. Manage community facilities

1 X Manager
 1 X Senior Coordinator Thusong Services Centres
 5 x Social Coordinator Thusong Service Centre
 1 x Senior Disaster Coordinator
 2 x Disaster Management Coordinator
 2 x Disaster Management Clerk
 5x Receptionist- Thusong Service Centre
 20 x General worker- Thusong service Centres

DIVISION : SPORTS, ARTS AND CULTURE
PURPOSE : To facilitate Libraries, sports, arts and culture services
FUNCTIONS :
 1. Manage coordination of Sports, Arts and Culture services

1 x Manager
 1 x Senior Librarian
 6 x Librarian
 6 x Library Assistant
 2 x Sports, arts and culture Officer
 2 x Sports, Arts and Culture Clerk
 12 x General workers

Department : Community Development

/continued

DIVISION : Traffic and Law Enforcement Service

PURPOSE : To manage Traffic Law Enforcement

FUNCTIONS :

1. Manage Provision of traffic Law enforcement service

1 x Chief Traffic Officer
1 x Deputy Chief Traffic Officer
5 x Traffic Superintendent
5 x Assistant Superintendent Traffic
19 x Senior Traffic Officers
2 x Supervisor Data Capturer
37 x Traffic Officer
3 x Data Capturer
3 x Help desk Clerk
20 x Traffic Warden

DIVISION : LICENSING

PURPOSE : Manage Licensing services

FUNCTIONS :

1. To Manage provision of Licensing Services

1 x Chief Licensing Officer
1 x Deputy Chief Licensing Officer
3 x Management RepVehicles
3 x Management Rep DITC
3 x Assistant Management RepVehicle
3 x Assistant Management RepDITC
2 x Senior Licensing Officer DITC
2 x Senior Licensing Officer Vehicle testing
2 x Senior Licensing Officer- Registration Authority
4 x Assistant Licensing Officer
6 x Examiner of Vehicles
3 x Pit Assistant
16 x Examiner of Drivers Licence
16 x EnatisClerk
8 x Filing Clerk

<p><u>DEPARTMENT : INFRASTRUCTURE DEVELOPMENT AND TECHNICAL SERVICES</u></p> <p>PURPOSE : TO MANAGE INFRASTRUCTURE DEVELOPMENT AND TECHNICAL SERVICES</p> <p>FUNCTIONS :</p> <ol style="list-style-type: none"> 1. Manage engineering services 2. Manage Roads and storm water 3. Manage implementation of projects
<p>1 x Director</p> <p>1 x Accountant Infrastructure Projects</p> <p>1 x Secretary</p>

<p><u>DIVISION : ENGINEERING SERVICES</u></p> <p>PURPOSE : To manage Engineering Services</p> <p>FUNCTIONS :</p> <ol style="list-style-type: none"> 1. To provide Operation and Maintenance 2. To provide Planning, Design and Monitoring 3. To coordinate the supply of Electricity Services 4. Build and maintain street lights, Traffic Lights and High Mast Lights 5. Maintain Municipal Buildings
<p>1 x Manager</p> <p>2 x Senior Technician Civil Building and water engineering</p> <p>2x x Senior Technician Electrical</p> <p>1 x Artisan Builder</p> <p>3 x Technician Electrical</p> <p>2 x Artisan Electrical</p> <p>1 x Admin Clerk Engineering Services</p> <p>6 x Handyman</p>

<p><u>DIVISION : PMU SERVICES</u></p> <p>PURPOSE : To manage Implementation of Projects</p> <p>FUNCTIONS :</p> <ol style="list-style-type: none"> 1. Manage Implementation of Infrastructure Projects
<p>1 X Manager</p> <p>2 x Senior Technician</p> <p>4 x Technician -PMU</p> <p>2 x Junior Technician -PMU</p> <p>1 x Admin Clerk PMU</p> <p>1x EPWP coordinator</p> <p>1x Data capturer</p> <p>1 x Admin Officer</p>

<p><u>DIVISION : ROADS AND STORMWATER</u></p> <p>PURPOSE : To manage Roads and Storm water Infrastructure</p> <p>FUNCTIONS :</p> <ol style="list-style-type: none"> 1. Manage Operations and Maintenance of Roads and Storm water Infrastructure
<p>1 X Manager</p> <p>2 X Senior Technician Roads and Storm water</p> <p>2 x Technician Roads and Stormwater</p> <p>2 x Artisan Foreman Roads and Stormwater</p> <p>20 x Plant Operators</p> <p>10 x General Workers</p> <p>1x Senior mechanic</p> <p>2 x Mechanic</p> <p>2 x Assistant mechanic</p> <p>2 x Admin Clerk Roads and Storm Water</p>

ORGANISATIONAL STRUCTURE 2022/23 FINANCIAL YEAR

DEPARTMENT : BUDGET AND TREASURY
 PURPOSE : TO PROVIDE FINANCIAL MANAGEMENT SERVICES
 FUNCTIONS :
 1. Manage expenditure services
 2. Manage Budget and Reporting
 3. Provide Supply Chain Management services
 4. Manage Revenue services
 5. Manage Assets

1 x Chief Financial Officer
 1 x Senior Budget and Treasury Accountant Regional Office
 1 x Secretary

DIVISION : EXPENDITURE MANAGEMENT
 PURPOSE : To manage expenditure services
 FUNCTIONS :
 1. Manage Creditors
 2. Manage payroll services
 3. Manage implementation of all payments
 4. Manage expenditure

1 x Manager
 2 x Senior Accountant Expenditure
 4 x Accountant Expenditure
 4 x Admin Clerk Expenditure

DIVISION : Contract and Internal controls
 PURPOSE : To render contract management services
 FUNCTIONS :
 Contract management and compliance

1 X Manager
 1 x Senior Officer - Contracts
 3 x Officer - Contracts
 1 x Admin Clerk - Contracts

DIVISION : ASSET MANAGEMENT
 PURPOSE : To provide asset management services
 FUNCTIONS :
 1. Manage asset depreciation and disposals
 3. Compile and maintain a comprehensive municipal Infrastructure asset register

1 X Manager
 1 x Senior Accountant Infrastructure Assets
 1 x Senior Accountant Movables
 2 x Asset Officer
 5 x Asset Clerk

DIVISION : BUDGET REPORTING
 PURPOSE : To manage budget planning and Management Services
 FUNCTIONS :
 1. Prepare Municipal Budgets
 2. Facilitate compilation of Departmental Budgets

1 x Manager
 1 x Senior Accountant Budget
 1 x Senior Accountant –Bank Reconciliation
 1 x Accountant Budget
 1 x Accountant – Bank reconciliation

DIVISION : REVENUE MANAGEMENT
 PURPOSE : Manage Revenue Services
 FUNCTIONS :
 1. Manage Debtors
 2. Manage Billing and Revenue
 3. Monitor Income

1 x Manager
 2 x Senior Accountant Revenue
 4 x Accountant Revenue
 2 x Senior Revenue Clerk
 4 x Revenue Clerk
 7 x Cashiers

ORGANISATIONAL STRUCTURE 2022/23 FINANCIAL YEAR

/ continued

DEPARTMENT : BUDGET AND TREASURY
 /CONTINUED

DIVISION : SUPPLY CHAIN MANAGEMENT LOGISTICS, DEMAND AND ACQUISITION
 PURPOSE : To provide supply chain management services
 FUNCTIONS:
 1. Manage procurement services
 2. Manage Supply Chain Performance
 3. Manage logistics and inventory

1 x Manager
 1 x Senior SCM Officer- Demand
 1 x Senior Officer Acquisition
 1 x Senior SCM Officer- Logistics
 5 x SCM Officer
 1 x Admin Clerk
 2 x Logistics Officer
 2 x Logistics Clerk
 2 x Bid Committee Officer
 3 x Filing Clerk

DIVISION : FINANCIAL REPORTING
 PURPOSE : To manage financial reporting
 FUNCTIONS :
 1. Compilation of Financial Reports
 2. Manage Financial Operations

1 x Manager
 2 x Senior Officer Financial Reporting
 1 x Admin Officer
 2 x Filing Clerk

ORGANISATIONAL STRUCTURE 2022/23 FINANCIAL YEAR

<p><u>DEPARTMENT : LOCAL ECONOMIC DEVELOPMENT AND TOURISM</u></p> <p>PURPOSE : TO PROMOTE LOCAL ECONOMIC DEVELOPMENT AND TOURISM</p> <p>FUNCTIONS :</p> <ol style="list-style-type: none"> 1. Manage promotion of Local Tourism 2. Manage Local Business Support 3. Manage Marketing Services 4. Coordination of Mining and Industrialisation Services 5. Manage facilitation of job creation
<p>1 x Director Local Economic Development</p> <p>1 x Secretary</p>

<p><u>DIVISION : LOCAL TOURISM AND MARKETING</u></p> <p>PURPOSE : To manage promotion of Local Tourism and Marketing</p> <p>FUNCTIONS :</p> <ol style="list-style-type: none"> 1. Manage facilitation of tourism attraction areas 2. Manage and facilitate investment and enterprise development 3. Manage promotion of Local products and services 4. Manage distribution of marketing information 5. Manage Tourism Information 6. Provide Tourism development support 7. Manage facilitation of eco -mobility and transport tourism
<p>1 x Manager</p> <p>1 x Senior local tourism officer</p> <p>1x Senior marketing officer</p> <p>1x Marketing officer</p> <p>1 x Tourism Officer</p> <p>1 x Tourism Admin Clerk</p> <p>1x Marketing clerk</p>

<p><u>DIVISION : LOCAL BUSINESS SUPPORT</u></p> <p>PURPOSE : To Manage Local Business Support</p> <p>FUNCTIONS :</p> <ol style="list-style-type: none"> 1. Manage provision of support to informal businesses 2. Manage provision of support to co - operatives and SMME's 3. Manage agri- business development support 4. Manage facilitation of job creation programmes
<p>1 X Manager</p> <p>1 x Senior LED Officer</p> <p>4 x LED Officer – Local Business Support</p> <p>1 x EPWP Coordinator</p> <p>1 x Data capturer</p> <p>1 x LED Clerk</p>

<p><u>DIVISION : MINING AND INDUSTRIALIZATION SERVICES</u></p> <p>PURPOSE : To Manage coordination of Mining and Industrialisation services</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage coordination of Mining and community engagement services 2. Manage coordination of Industrialisation services
<p>1 x Manager</p> <p>1 x Senior Mining and Industrialisation Officer</p> <p>2 x Mining & Industrialization Officer</p> <p>1x SEZ Officer</p>

ORGANISATIONAL STRUCTURE 2022/23 FINANCIAL YEAR

DEPARTMENT : DEVELOPMENT PLANNING

PURPOSE : TO MANAGE DEVELOPMENT PLANNING AND LAND ASSEMBLY

FUNCTIONS :

1. Manage Spatial Planning and Land Use
2. Manage Housing, Property Management and Building Control
3. Manage GIS and Cadastral Information

1 x Director Development Planning

1 x Secretary

DIVISION : Spatial Planning and Land Use

PURPOSE : To manage Spatial Planning and Land Use

FUNCTIONS :

1. To Manage Spatial Planning and Land Use Management
2. Manage GIS and Cadastral Information

1 x Manager Spatial Planning and Land Use

1 x Senior Spatial Planner

2 x Spatial Planner

1 x Senior Land Use Planner

2 x Town Planner

2 x Land Use Officer

1 x Senior Transport Planner

1x Transport Planner

1 x Tribunal Registrar

1 x Town Planning Admin Clerk

1 x GIS Specialist

2x GIS Technicians

1x Senior Land Surveyor

2 x Land Surveyor Technicians

1 x GIS Clerk

DIVISION: Housing, Property Management and Building Control

PURPOSE: To manage Housing, Property Management and Building Control

FUNCTIONS:

1. Manage implementation of Housing and Building Regulations.
2. Manage Property development

1 x Manager

1 x Senior Housing Officer

1 x Housing Officer

1 x Housing Admin clerk

1 x Senior Building Inspector

6 x Building Control Inspector

2 x Building control Admin clerk

1 x Senior Property Officer

2x Property Officer

DEPARTMENT : CORPORATE SERVICES

PURPOSE : TO RENDER CORPORATE SUPPORT SERVICES

FUNCTIONS :

1. Manage Human Resources Management
2. Manage Training and Development
3. Manage Information Technology
4. Manage Executive Support and Council Support Services
5. Manage Labour Relations
6. Manage Record Services
7. Manage Fleet and Facilities
8. Manage OHS and Employee Wellness

1 X Director

1 x Secretary

**DIVISION : HUMAN RESOURCES
MANAGEMENT**

PURPOSE : To manage Human Resources Management

FUNCTIONS :

1. Render Human Resources management Service
2. Manage Organisational Development
3. Manage Occupational Health and safety
4. Maintain sound Labour Relations
5. Manage employer and employee relations
4. Manage Employee wellness programs

1 x Manager

1 x Senior HR Officer

1 x Senior Labour Relations

1 x Senior OHS Officer

3 x HR Officer

2 x OHS Officer

2 x EAP Officer

2 x Labour Relations Officer

1 x Admin Clerk – OHS

2 x Admin Clerk - HRM

**DIVISION : HUMAN RESOURCES
DEVELOPMENT**

PURPOSE : To Manage Human Resources Development

FUNCTIONS :

1. Manage Skills Development
2. Facilitate Internships and Learnerships
3. Manage Internal and External Bursaries
4. Manage Training and Development

1 x Manager

1x Senior HRD officer

2x HRD officer

2 x Admin Clerk – HRD

**DIVISION : FLEET MANAGEMENT
SERVICES**

PURPOSE : To manage provision of transportation services

FUNCTIONS :

1. Manage Fleet Services

1 x Manager

1x Senior Fleet Officer

2x Fleet Officers

1x Fleet and Facilities clerk

1 x Driver Supervisor

7 x Messenger/ Driver

**DIVISION : INFORMATION
TECHNOLOGY**

PURPOSE : To Manage Information Technology

FUNCTIONS :

1. To manage Information Technology

1 x Manager

1 x Senior IT Officer

2 x IT Officer – Systems Applications

2 x IT Officer – Network

2 x IT Technician

CORPORATE SERVICES

/continued

DIVISION : RECORDS AND FACILITIES MANAGEMENT

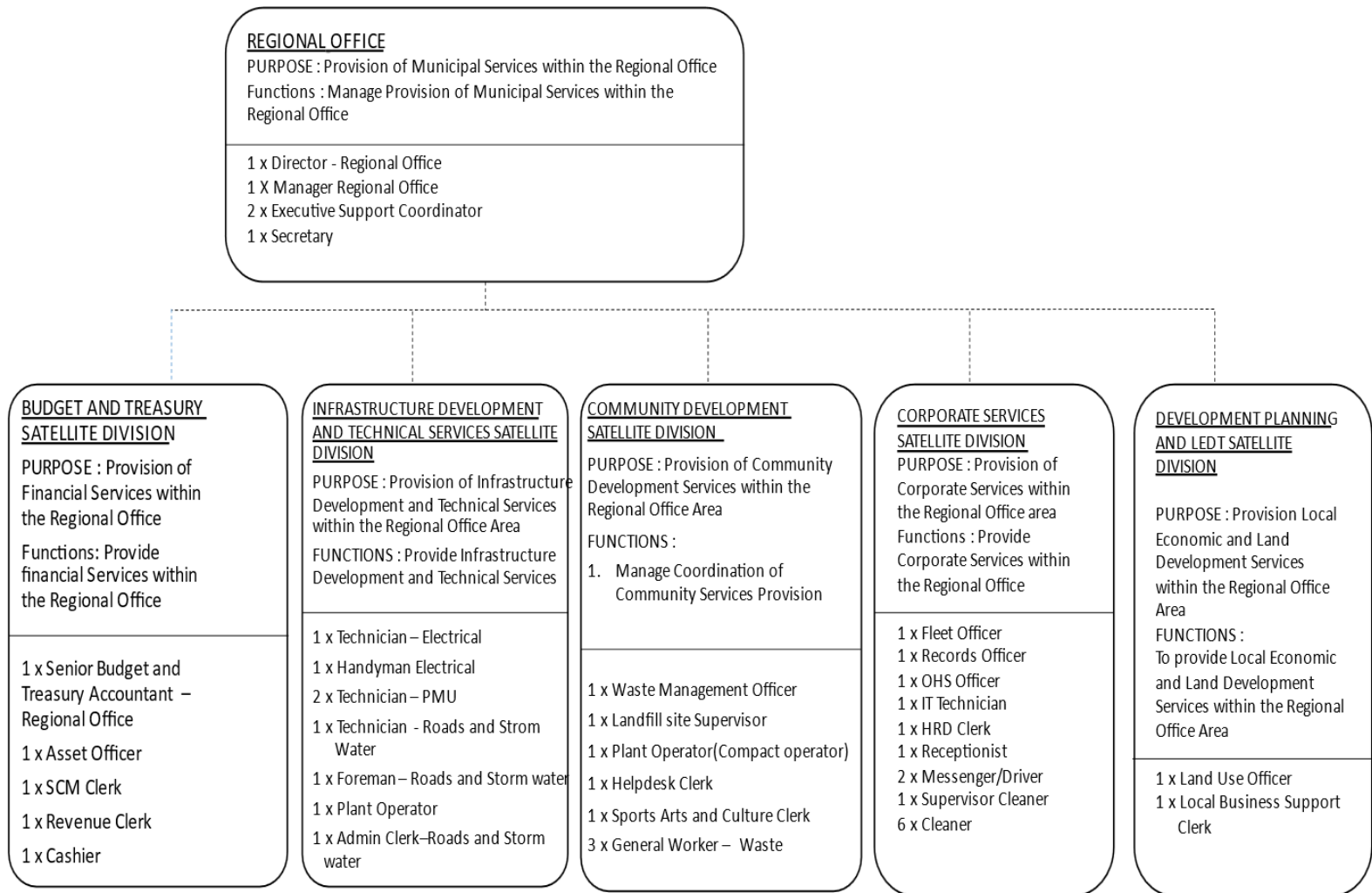
PURPOSE : Management of records and provision of facilities

FUNCTIONS :

1. Provide General Record Management Services
2. Manage Archives
3. Manage Registry Services
4. Manage Facilities Services

1 x Manager
1x Senior facilities officer
1 x Senior Records Officer
3 X Area Head : Mapodile Ohrigstad,
Praktiseer;
3 x Admin Clerk Satellite Offices
2x Facilities officer
2 x Supervisor Cleaners
40 x Office Cleaners
3 x Handyman
3 x Records Officer
2 x Registry Clerk
2 x Office Assistant

ORGANISATIONAL STRUCTURE 2022/23 FINANCIAL YEAR



ORGANISATIONAL STRUCTURE 2022/23 FINANCIAL YEAR

2.8.4 Skills profile and needs for both Councillors and Officials

Municipalities are required in terms of the Skills Development Act no 97 of 1998 to facilitate training for capacity building in order to address skills gaps created as a result of the past. Fetakgomo Tubatse Local Municipality (FTLM) pays the skills development levy on a monthly basis as required by the Skills Development Levies Act no 9 of 1999.

A skills audit is conducted on an annual basis to inform the Workplace skills plan which guides all the training to be conducted throughout the year, the Workplace skills plan and Annual Training Reports are then submitted annually to the LGSETA.

Table below indicates the skills needs for 2019/2020 and 2020/2021 Officials:

SKILLS NEEDS	2019/2020	2020/2021
Finance	54 5 - Trained in MFMP 5 - rained in Adv. Excel	40
ADMINISTRATION	18	18
TECHNICAL	71 4 – Trained in Operation of Cherry Picker Truck Training	67
LEGAL	2	2
CORPORATE	5 2 – Trained in (OD-ETP) Occupationally Directed Education, Training & Practices 2 – Trained in Employment Equity 1 – Trained in Good Governance	34
MANAGEMENT AND LEADERSHIP	25 12 – Local Economic Development 1 – Employment Equity 1 – Good Governance in HRD	11
PROTECTION SERVICES	28	28
Middlel and High level skills	13	13
Busaries awarded to leaners	10 10 - Bursaries were awarded to 10 needy learners (External)	10

2.8.5 Legal services

During the financial year under review; the Municipality experienced high number of law-suits as a result of administrative decision that were either right or wrong. It should be noted that administrative actions of the Municipality can be only challenged if they are erratic and/or in other instances, Citizens and business challenges actions taken by the Municipality if such actions are made to be sound or prudent. The unit is to conduct legal audit on all legislation having an impact on the municipality in the next financial year to be able to strictly monitor compliance each relevant department further ensure effective, accountable and clean local government that works together with the alignment of regulations adopted both by national, provincial government and local government. The unit is committed to work with the Risk unit in continuous updates of Fraud Prevention Policy will be continuously implemented. The development and management contract, litigations register with intentions of monitoring actions and progress on municipal lawyers and instructions.

2.8.6 Labour relations

Fetakgomo Tubatse Local Municipality subscribes to all legislation regulating employment relations within the workplace. Labour relations sub-unit has been established with the sole mandate of ensuring a balance with regard to employment practices within the workplace.

Fetakgomo Tubatse Local has a functional Local Labour Forum is constituted. The forum must work in line with the SALGBC main collective agreement. The committee must sit on monthly basis to discuss issues relating to employment relations.

2.8.7 Information Technology status

IT audit was carried out in accordance with the International Standards on Auditing of the International Auditing and Assurance Standards Board (IAASB) and the Standards for Information Auditing of the Information Systems Audit and Control Association (ISACA). The effectiveness of the general controls surrounding the IT environment at the municipality was measured against the internationally accepted Control Objectives for Information and Related Technology (COBIT) framework and industry best practices

2.8.8 Business continuity and disaster recovery

ICT Business continuity describes the daily information and communication technology activities that are undertaken to enable the municipality to perform its key functions and deliver its ICT services.

It involves disaster recovery, planning and contingency planning, data recovery, risk management and emergency response.

Disaster recovery is an element of ICT business continuity. It is the required to restore a system, service or data to its prior to a disaster or the closest achievable stat of depending on the success of the disaster recovery operations.

2.8.9 POLICIES AND PLANS FOR FETAKGOMO TUBATSE LOCAL MUNICIPALITY: FGTM

POLICY/PLAN	STATUS
Integrated SDF	Approved
LUMS	Approved
Integrated waste management plan	Approved
Employment equity plan	Approved
Workplace skills plan	Approved
HIV/AIDS plan	Approved
LED strategy	Approved
Housing sector plans	Draft
Revenue enhancement plan	Approved
Disaster management plan	Approved
Capital investment plan	Approved
Environment management plan	None (district)
Energy master plan	None (ESKOM)
Water services development plan	None (district)
Integrated transport plan	Approved
Risk management strategy and plan	Approved
5 year investment plan	Approved
Consolidated infrastructure plan	Draft
Roads and storm water management plan	Approved
Water sector plan	Draft
Investment of funds policy	Approved
Credit control policy and debt control manual	Approved
Water services operations and maintenance strategy(GSDM)	Approved
Water services by-laws(GSDM)	Approved
Asset management policy	Approved
Supply chain management policy	Approved
Fleet management policy	Approved

POLICY/PLAN	STATUS
Performance management policy	Approved
Communication strategy	Approved
Customer Care Framework	Approved
Public participation policy	Draft
Mayor and Speaker discretionary policy	Draft
Management of public gathering policy	Draft
Delegation of powers and functions policy	Review
Rules of order policy	Review
IT policy	Approved
Street by-law	Gazetted
Management and control of Hostel by-law	Gazetted
Informal street trading by-law	Gazetted
Waste management by-law	Gazetted
Traffic by-law	Gazetted
Noise abatement	Gazetted
Hiring of community by-law	Gazetted
Electricity by-law	Gazetted
Crematories and crematoria by-law	Gazetted
Emergency services by-law	Gazetted
Licensing and control of establishment that sell food to the public by-law	Gazetted
Municipal Turnaround Strategy	Approved
Granting aid	Draft

Performance Management System

As the integration phase highlights, the PMS framework of the municipality is being implemented to assess both institutional and individual performance. The former Fetakgomo Municipality has during the 2008/2009 financial year started to cascade PMS implementation to managers reporting to section 57 managers. The former Greater Tubatse Municipality's PMS focuses only on the Institutional performance.

The cascading of the PMS is tied to the introduction of performance commitments to first level managers and level four officers. The FTM's PMS Consumerates with its financial resources. Thus, every financial year, the institution was budgeting for the performance bonuses to cater for the reward of those deserving informed by the performance reports.

To bring the PMS framework in par with current programme and mandates, the municipality with special focus of the following areas as listed below:

- Integration of principles underpinning PMS.
- Integration of Back to Basics.
- Integration of Spatial Rationale as one of the Key Performance Areas of municipal governance.
- Integration of Core Competence Requirements; and
- Schedule of Performance Review.

Employment Equity Challenges

The human resource plans including the Employment Equity Plan (EEP) which was recently reviewed to address the above shortcomings are listed in the integration phase. The main challenge at present revolves around implementation of the Plan.

The Municipality is 52:25 grappling with the **employment equity challenge** of ensuring that its structures reflect equitable representation of all groups, particularly the people with disability. The male-female ratio stands at 49:22 excluding interns. This translates into the municipality having 31% of its workforce being women while men contribute 69% of the workforce. Thus, the municipality has a variance of 19% to achieve the gender balance amongst its workforce.

- Nonresponsive
- of the gender to the municipal recruitment drive
- Municipality too rural

- Inadequate social facilities and infrastructure in the municipality
- High vacancy rate on the organogram
- High suspension rate and therefore this culminates to high acting rate in most positions
- Brain drain
- Inadequate implementation of the employment equity plan
- No equity plan available for the municipality

HUMAN RESOURCE PLANS.

The municipal Systems Act no32, of 2000 section 67 (1) A municipality, in accordance with applicable law and subject to any applicable collective agreement, must develop and adopt appropriate systems and procedures, consistent with uniform standards prescribed in terms of section 72 (1) (c) , to ensure fair , efficient , effective and transparent personel administration wich include the following:

Municipal Transformation Challenges:

- ✚ Inadequate institutional governance systems
- ✚ Lack of proper coordination on formulation and implementation of by-laws
- ✚ High volume of litigations against the Municipality due to uncoordinated contract management
- ✚ Inadequate maintenance of municipal facilities
- ✚ Inadequate disaster preparedness and IT connectivity
- ✚ Inadequate records management
- ✚ Limited powers & functions

2.9 Community Needs Analysis

Chapter 4 of the Municipal Systems Act No.32 of 2000 stipulates that the local community following from public participatory engagements of Fetakgomo Tubatse Local Municipality (FTLM) with communities and stakeholders issues repeatedly surfaced as overarching needs of the community and thus are recognised as ward priority in this IDP/Budget. The municipality applied the community based planning approach to stimulate participatory governance by awarding community members a fair opportunity to deliberate on issues affecting them in their respective wards. Furthermore, this approach was implemented to include the local community in decision-making, planning and generally allowing them to play an active part in their own development. The IDP Rep forum meeting was held with different stakeholders on the 11 December 2020, which gave emphasis on issues of priority per ward and challenges of the entire Fetakgomo local municipality.

The below schedule of all the planned meetings for all Public Participation meetings held in preparation for the IDP/Budget 2022/23 financial year is outlined in the table below.

<i>DATE</i>	<i>TIME</i>	<i>STAKEHOLDER</i>	<i>VENUE</i>
08/04/2022	09h00	Magoshi	Apel (Municipal Council Chamber)
11/04/2022	09h00	IDP/Budget Rep. Forum	Municipal Council Chamber (Burgersfort)
12/04/2022	11h00	General Public	Mphanama (Community Hall)
13/04/2022	11h00	General Public	Kgautšwane (Community Hall)
19/04/2022	11h00	General Public	Seokodibeng (Community Hall)
20/04/2022	11h00	General Public	Mandagshoek (Community Hall)
21/04/2022	11h00	General Public	Maseven (Sports ground)
22/04/2022	11h00	General Public	Ga- Mokgotho (Community Hall)
26/04/2022	11h00	General Public	Apel (Moses Mabothe Community Hall)
28/04/2022	17h00	Business/Rate Payers/ Labour	Municipal Council Chamber (Burgersfort)
29/04/2022	11h00	People with Disabilities	Masha Village (Ngwaabe Disabled Centre)

The following are challenges raised in all clusters during the public participation

- ✓ Water
- ✓ Electricity
- ✓ Roads and storm water drainage
- ✓ Bridges
- ✓ Health /clinic
- ✓ Police station

- ✓ RDP houses
- ✓ Waste removal
- ✓ Cemeteries
- ✓ Land acquisition
- ✓ Sports and recreational facilities
- ✓ High mast lights
- ✓ Traffic lights
- ✓ Promotion of heritage sites and tourism
- ✓ Bus services
- ✓ Educational facilities
- ✓ Library
- ✓ Scholar transport
- ✓ Network connectivity

The above issues raised by the community mainly are the powers and functions of sector departments, Sekhukhune district municipality as their water authority however the Fetakgomo Tubatse municipality will ensure that it fastrack the engagement with relevant sectors to fastrack service delivery especially on provincial roads

TABLE BELOW INDICATE WARD PRIORITY FOR 2022/23 IDP/BUDGET:

Ward NO.	PRIORITY	Village	CHALLENGES
01	Roads and Bridges	Mokutung	D2277 No schooling during rainy season The road is slippery Need tarred road
		Mapareng	From Mapareng to Malaeneng the road is very bad Need a bridge to connect the two villages at Ngoneng River
		Makgalane	Tarring of road from Leboeng market to Makgalane
		Maepa	Tarring or paving of road at Maepa
		Ohrigstad	Tarring of road at Tamboti Street
		Ga Mabelane	Internal road at Ga Mabelane need Donga
	Waste Removal	Ohrigstad	The town is not clean and tidy Alvyn and Suikerbos waste removal need to be considered
	High Mass and Street Lights	Ohrigstad	Ohrigstad streetlights not working
		Maepa	Maepa high mass light not operational and it is a danger zone
	Schools	Maepa	Construction of a high school
Clinic	Maepa	Clinic does not come regularly High rate of teenage pregnancies	
02	Lights	Steelpoort Town Mahlakoena Ga reagopola	Need apolo lights
	Roads	Steelpoort Town	Need maintenance of that road
		Mapodile	Upgrading of internal roads
	Access Bridges	Didingwe Molawetsi	Need access bridges
		Mapodile Matimatjatji	The road leading Mapodile to Matimatjatji need access bridges
	Water	Whole ward	Need water
Maganagobushwa		Repair of old water pumps	

		Molawetsi Mapodile	Replacement of stolen water pipes needed Incomplete water project
	Clinic	Mahlakoena Ga ragopola	Need a clinic
	Schools	Ward 02	Building of primary and secondary school
03	ELECTRICITY	Lekgwarapaneng and Rite, Mogohlwaneng, Maebe, Maroteng, Matebeleng Ga Phasha and Malekaskraal	Post connection
	sanitation	Malekaskraal (Ga Mmakopa)	Community use forest to relive them selves
	Water	Completing Maebe Phase 04 water project. Completing Lepelle water pipes at Malekaskraal. Reservoir Ga Phasha Borehole at Ga Tebeila	Maebe project stopped after contractor under quoted in 2010/2021 Financial Year. The project finished in 2009 without convening any drop of water to date. No action from SDM. No reservoir at Ga Phasha No reservoir at Ga Tebeila
	Roads	Establishment of main access Road pavements and ring road Completion of Lerajane to Tswereng and Mmakopa Pemuda road. Road to Mohlaletse community Hall Gravelling of all ward access roads and establishment of Internal storm water drainages	4 main streets identified. The road was abandoned at about 80% completion in 2009 No access road to Mohlaletse community Hall Access roads are all damaged.
	Bridges	Maroteng. 2* Mabotagale Culverts Matebeleng and Mapulaneng Bridges Mapulaneng and Matebeleng Bridges.	Community of Maroteng Ga Phasha, Ga Tebeila can't cross the river when raining. To rebuild the culvert's for they were swiped by rain. All bridges are depilated.
	RDP Houses	Mmakopa, Maebe, Maroteng Ga- Phasha and Matebeleng	We have at least 800 indigents needing the Houses.
	High mast lights	2* Maebe, 2* Matebeleng, 3* Tswereng, 1 Ga Mmakopa	All places are dark To fix all dead current High Mast Lights.
	Cemeteries	Mmakopa, Tswereng, Thete, Matji and Gaphasha	Need for mass Central cemetery in ward 03 ward
	Sports complex	Grading of all 08 Sports Ground and need for Sports complex in the Ward 03	Kids need recreational facilities.
	Library	Ward 03	Community need library
04	Water	Mpita village, Matsianeng, Madithongwane, Legabeng, Riba cross east & central	Need for extension of pipes, shortage of water because of illegal connections
	RDP Houses	Mpita village, Matsianeng, Madithongwane, Legabeng	Need for RDP houses for the poor and unemployed people
	Sanitation	Mpita village, Matsianeng,	
	Road	Mpita village, Matsianeng. Madithongwane, Legabeng, ribacross east & central	No access road, roads needs to be upgraded

05	Roads	London, Stasie mandela 1-2, Mandela Lepakeng & Crossong	Paving of main streets
		O.J via Fanang Diatla Gen Dealer to Madiseng Moshate	Paving of main streets
		Madithongwane small access bridge via ZCC to Polaseng	Paving of main streets
		From uncle Williams sign board via Mabudutswane cemetery to Sedibaneng cemetery	Paving of main streets
		From stasie sports ground via Nthame primary to Stasie cemetery	Paving of main streets
	Access Bridges	Between Mandela Lepakeng and Letlabela Creche	Need Access Bridges
		Between Mandela Lepakeng and crossong	Need Access Bridges
		Polaseng at Old borehole (Legadimane Sec)	Need Access Bridges
		Pomping section next to Tebele family	Need Access Bridges
	Storm Water Drainage	London Stasie Mandela 01-02 Mandela Lepakeng Crossong	Need storm water drainage
	Apolo Lights	Mandela 1	Unenergized high mast light at Mandela 1 sports ground
		London O.J. Ga Riba Cross and Steelpoort Cross Morewane and Polaseng	Need Apolo Lights
	Cemeteries	Polaseng Stasie London	Need cemeteries
VIP Toilets	Pomping	Unfinished / incomplete toilets project at Pomping section project No. SK8/3/1-19/2015/16	
Land care	Madiseng	Need prevention of soil erosion	
06	Electricity	Mampuru	Need 60 pole connection
		Motseng Section / Dipolateng Potase	Need 10 pole connection
			Need 82 pole connection
		Gaphasha	
		Bokome section	Need 15 pole connection
		Mokgethi section	Need 20 pole connection
		Sethokgeng section	Need 55 pole connections
	Free Basic Electricity	Phasha Mampuru	Need free Basic Electricity
	Sanitation	Phasha Mampuru	Need 100 VIP Toilets
	Apolo Lights	Mampuru Mampuru	Needs 12 Apolo Lights
	RDP Houses	Phasha Mampuru	Need 210 RDP Houses
Roads	Phasha Mampuru Ga Malekane	Need speed humps from Ga Malekane road D1392 via Mampuru Phasha Paving from main road to the cemetery	
Sports Ground		Grading of all sports ground	
07	Electricity	Mshemong, Mooihoek	Other sections are without electricity
	High mast light	Kampeng, france, legononong, tsidintsi, mooihoek mashemong	High rate of occur during darkness

	Access bridge	Kampeng, legononong, france	Difficult to cross tepane river to school during rainy season, mokgorwane river to school, Gowe primary to other destination, Pororo river to Nakgwadi sec school
	VIP toilets	Kampeng, Gowe, france, hollong, legononong, tsidintsi, mooihoek mashemong	No VIP toilets at all
	Water	Kampeng, Gowe, france, hollong, legononong, tsidintsi, mooihoek mashemong	Boreholes drilled but not
	RDP houses	Kampeng, Gowe, france, hollong, legononong, tsidintsi, mooihoek mashemong	Number of households still living in shacks, there were 23 RDP houses allocation approved but not built so far.
	Roads	Kampeng, Gowe, france, hollong, legononong, tsidintsi, mooihoek mashemong	All internal roads are severely damaged, our gravel road from Gowe to Kampeng need regravelling and storm water drainage are not working
	Water	Diphale, Ditijaneng, Ga-Makete	No access to water to the villages
08	Electricity	Diphale, Ga-Makete	79 households at Diphale and 77 households at Gamakete do not have electricity
	RDP HOUSES	Magabaneng, Mantjekane, Modimolle, Madikane	34 household at Magabaneng, 29 household at Mantjekane and 32 household at Modimolle needs RDP houses
	Tar road	Modimolle	RAL tar road incomplete and no access road
	Sanitation	Magabaneng	Need for VIP sanitation
09	RDP Houses	Thokwane Shakung Sehunyane Malokela ga Phala Modubeng	Need allocation of RDP houses
	VIP Toilets	Thokwane Shakung Malokela Ga Phala Modubeng	Need VIP Toilets
	Electricity	Thokwane Shakung Malokela Sehunyane Ga Phala Modubeng	Need electricity at New stands
	Water	Thokwane	Extensions of water pipe lines for the new households
		Shakung	Provision of water at new stands
		Sehunyane	Need reservoir Extension of water pipes
		Malokela	Extensions of water pipes at new stands
		Ga Phala	Extensions of pipes at new stands
		Modubeng	Extension of pipes at Senyathe section
	Roads	Ga Phala Modubeng	Road from Ga-Phala to Modubeng need rehabilitation
10	Electricity	Mahopaneng section Dithwaing section Meelwane section Morakeng section Maruping section	Need electricity
	Water	Madifahlane No.2 Matishane Dithwaing Serafa Sekutlong Maakgake Makgopa	Need water

		Dithabaneng Marapong Maruping Meelwane Swale Malaeneng Morakeng Tidintitsane	
	Roads Tarred / paved roads and access bridges	Dipurung roads Dithwaing roads Dithabaneng roads Tidintitsane road Mokgomemg road Makete road Swale road Marapong road	Need tarred roads and bridges Paving of all roads from the tribal authorities From Mokgomeng road to Ga Mosoma From Makete road to Moshate road
	Access Bridges	Marapong section Tidintjane section	Need Access Bridges
	RDP Houses	Marapong section Djate village Madifahlane village	Need RDP Houses
	Cellphone Tower	Marapong village Djate village Madifahlane village	Need cellphone Tower
11	Access road	Garagopola, Mooihoek, Legabeng, Mooihoek malaeneng, Moeng, Morethe	All the access road in the villages needs regravelling
	High mast lights	Mooihoek, Garagopola	High rate of crime and house breaking
	RDP houses	Mooihoek, Garagopola, Moeng	Need for RDP houses
	Electricity	Garagopola south	120 houses without electricity
	Borehole and pump machine	Morokadieta, Digabane	Need for transformer and pump machine, extension of pipes
12	Water	Sekiti	Shortage of water Need 3x boreholes Need 3 resevoirs (Khutwaneng, Separakongand Modutubwane) Replacement of old pipeline to new pipeline
		Mpuru	Need 2x boreholes at Separakong Need 2x boreholes at Motomelane Need 2x boreholes at Taleng Need water pipelines
	Lights	Sekiti	Need 3x high mast lights Need of street lights all villages Need high mast lights at Komane Need high mast lights at Balotsaneng
	RDP Houses	All villages of Ward 12	Need of 100 RDP Houses
	Backlog of the RDP Project	Matimatjatji	Bakuta Developing Project during 2020/21 they did not complete the housing project
		Swale	
		Mamphahlane	
	Roads	Sekiti	Gravelling / tarring of road from Sekiti community hall to Moloka primary school Gravelling / tarring of road from Mokoena to mawela Gravelling / tarring of road from Score / Kgwapa to Khutwaneng Gravelling / tarring of road to Sekiti cemetery Access road to new stands Sebopela to Nonyana
		Mpuru	Gravelling / tarring of road from Pita to Mabilo cemeteries

			Paving / tarring of road from Tlapalamodikologo to Madingwane tuckshop Fixing of all the internal roads
		Mamphahlane	Gravelling from Baroka ba Mamphahlane Tribal Council via Mamphahlane Creche to Sehlaku and Balotsaneng The road from Hlala Meeting/ Leporongwaneng via Mamphahlane Sport ground connecting Mamphahlane Creche
		Hwashi	Gravelling from Modikwa plant passing Makgapeng joining Balotsaneng
		Swale	Gravelling from Sun city to mashishi shop passing Mohlala tuckshop connecting Mpuru bridge Gravelling the road to Bohlanka and Lekgwareng
		Balotsaneng	Gravelling from Mankgakganuyane to Molopeng joining Madibanyaneng Gravelling from Molopeng to Letsopeng and Mosukurusu Gravelling from Molopeng to Banareng Grave-yard passing ZCC St Engenas ZCC and Maandagshoek sport field
		Komana	Gravelling the road from maila Mapitwane joining, Seolomathebo to Komana and Pitsaneng
		Mohubane	Gravelling from Sebopele shop to modutubane joining main road at Leopeng la Ditshipa
		Molongwane	Graveling from Madigage butchery to odl Molongwane sport ground and makola shop joining Mankgagane
	Electricity	Sekiti	Electrification of the new stands Need post connections Need free Basic electricity
	EPWP	Hwashi and Mamphahlane Mpuru and Swale Sekiti and Mahubane Sehlaku and Molonwane Balotsaneg	Need EPWP Protects
	Toilets	Mpuru	Need VIP Toilets
	Community Hall	Mpuru Mamphahlane Swale Mahubane Balotsaneng Hwashi	Need of community hall
	Schools	Mpuru	Construction of new school at Ratau Primary school, Setlopong and Phutinare senior sec school
	Cemeteries	Mpuru Sehlaku	Fencing of Mabilo cemeteries and toilets Fencing of Sehlaku cemeteries Fencing of Banareng cemeteries and provision of toilets
	Network	Mpuru ,Swale , Komane	Need a network coverage at Mamphahlane Swale , Mpuru Komane / Difagate
	Hospitals	Old HC Boshoff	Construction of the following departments at Old HC Bosshoff Hospital Home Affairs ,SASSA , Labour, Social & Welfare Department Mobile police Station , Water Affairs ,Taxi Rank , Post Office
13	Upgrading of water purification plant	Ramaube section next to IPC church Ext 06 Praktiseer	Unable to perform household services
	Electricity	Praktiseer	Illegal water connections by community members
	High Mast Lights and Street Lights	Ext 2,3,4 and 8	Need high mast lights , Need street lights, More crime occurring darkness
	Roads	Tubatse A	Need a Tar Road
		Ext 02	Need Regravelling
		Tubatse and it's the whole extensions	Need Base Beams at all corners of the township and extensions

	Community Hall	Praktiseer	Need community hall Need pensioner pay point No place to hold meetings
	Library	Praktiseer	Leaners are unable to find information Need Library
	Refuse removal	Praktiseer	Illegal dumping of rubbish
	Sewerage system	Praktiseer	To be extended to the whole ward
	Sewerage pond	Praktiseer - Segorong	Remove the sewerage pond from Segorong section , as it can cause diseases like
	Hawkers stalls	Praktiseer	Need electricity at the stalls
	Support of Youth Developments	Praktiseer	Job creation
14	Water	Sekutlong, Motloulela, Moroke, Moshira, Habeng, Magobading	No water at Sekutlong since 2012, need for boreholes at other villages
	Roads	Magobading, Motloulela to seokodibeng, Moroke, Moshira to Habeng	Access roads are not good need for tar road
	Electricity	Motloulela, Moroke, Moshira, Habeng, Magobading	<ul style="list-style-type: none"> 200 households at Habeng, 400 households at Magobading, 30 households at Moshira, 15 households, 100 households at Moroke, 15 at Motloulela needs post connections
	Community hall	All ward	
15	Water	Shakung	Shortage of water around the village, Need borehole Need pipes and new pump
		Masete	Mphogo and Moraba sections with shortage of water Broken water pump since reported to District no action taken
		Mashishi	Need extension of pipes at Mamphake, Separakong and Morantjing
		Ga Kgwete	Water is available but need jojo tanker and reservoir to supply the whole village
		Ditwebeleng	Leakage of pipes, Replacement of the old system , Construction of reservoir
	Electricity	Shakung, Masete Mashishi , Ga Kgwete , Ditwebeleng , Morapaneng	Need electricity post connections for the whole ward
	RDP houses	Shakung , Masete Mashishi , Ga Kgwete , Ditwebeleng , Morapaneng	Running short of RDP Houses for the whole ward Need more allocation
	Sanitation / VIP Toilets	Shakung	Received Need 230 toilets
		Mashishi	Received 300toilets
		Masete	Received 36 toilets
		Kgwete	Received 1000 toilets
		Ditwebeleng	Received 18 toilets
		Morapaneng	0 allocation 18 rejected and need enough allocation of toilets
	Roads	Shakung	Paving of road D4177 Tarring/ paving of road to Moshate
		Mashishi	D4174 Road from R37 via Moshate its tarred and need gravelling of the internal roads
		Masete	Paving / tarring of road D4176
		Kgwete	Internal roads joining R37 need regravelling
		Ditwebeleng / Morapaneng	Tarring / paving of road 4184 Need 6km tarring of road
	Cemetery		
		Shakung	Fencing of cemeteries
		Mashishi	Fencing of cemeteries
		Masete	Fencing of cemeteries
		Kgwete	Fencing of cemeteries

		Ditwebeleng / Morapaneng	Fencing of cemeteries	
16	Roads	Ga Mokgotho	Tarring / paving of road from Bridge at Makhwese Sec school to Rotole Primary school Tarring / paving of road from Makhwese sec school via community hall to Mokgotho Moshate Tarring of all internal roads	
		Maakubu	Tarring of road D4140 From Malokela to Morulaneng Tarring of road D4140 main road to Moshate Roka Malepe Regravelling of all internal roads	
		Motshana	Tarring of road D2537 main road to Moshate of Motshana Komane Tarring of road from Moshate via Motsepulana to Ga Motodi need to be tarred Fixing of all internal roads	
		Lefahla	Tarring of road from Mokgotho to via Lefahla access bridge to Moshate Mametsato Sekgola section Tarring of road from Lefahla access bridge to Moshate of Machubeng section Fixing of all internal roads	
		Ga Moraba	Tarring of road D2537 main road to Moshate , Fixing of all internal roads	
		Ga Malepe	Road from D2537 main road via Moshate of Maleka via Malepe access road to Mantopi primary school back to D2537 main road Fixing of all internal roads	
		Kgopaneng	Tarring of road D4140 Tarring of road from corner café via Moshate of Matlakala via Mamoshane to Annesley Mine D2537 Fixing of all internal roads	
		Mamogolo	Tarring of road D2537 main road to Moshate of Malatji Patching / closing of potholes at road D2537 Fixing of all internal roads	
		Penge	Tarring of road D2537 from Ga Moraba to Ga Mamogolo Road D2337 need the white line, animal sign and road sign Fixing of all internal roads	
		Maretlwaneng	Fixing of all internal roads	
		RDP Houses	Maetlwaneng	Need 150 units
			Kgopaneng	Need 50 units
			Ga mamogolo	Need 35 units
	Penge		Need 35 units	
	Ga Motshana		Need 70 units	
	Ga Mokgotho		Need 40 units	
	Lefahla		Need 20 units	
	Ga Malepe		Need 10 units	
	Maakubu		Need 50 units	
	Electricity	All Ward 16 villages except Penge and Kgopaneng	Need post connection	
		Penge / Maretlwaneng	Needs voltage connection for 70 units	
		Kgopaneng	Need voltage connection of 30 units	
	VIP Toilets	Maretlwaneng	Need 500 units	
		Ga Mokgotho	Need 500 units	
		Penge	Need 370 units	
		Ga Motshana	Need 300 units	
		Maakubu	Need 500 units	

		Kgopaneng	Need 100 units
		Lefahla	Need 50 units
		Ga Malepe	Need 50 units
		Ga mamogolo	Need 70 units
		Ga Moraba	Need 50 units
	High Mass Lights	Penge	Need 06 High Mass Lights
		Ga Motshana	Need 05 High Mass Lights
		Maretlwaneng	Need 07 High Mass Lights
		Ga Moraba	Need 04 High Mass Lights
		Maakubu	Need 03 High Mass Lights
		Kgopaneng	Need 04 High Mass Lights
		Ga Malepe	Need 04 high mass lights
		Ga Mokgotho	Need 06 high mass lights
		Lefahla	Need 05 high mass lights
		Ga Mamogolo	Need 03 high mass lights
	Water	Kgopaneng	2x boreholes drilled but not equipped from 2010/2017 till now
		Maakubu	2x boreholes at Dikgageng section to be drilled and equipped
		Ga Moraba	Need reticulation in another section
		Ga Motshana	Need water reticulation and additional 2x boreholes
		Penge	Section A and B need pipeline from the pump station Need 4x jojo tankers to supply the section with drinking water 2x additional boreholes needed They need refurbishment of Penge Pump Station and also for a regional bulk water supply
		Mokgotho	Need 4x borehole and 8x Jojo tankers for reticulation on new stands
		Maretlwaneng	Need reservoir to supply other household in the mountain section Refurbishment of Penge pump station and regional bulk infrastructure
		Mamogolo	Need borehole
		Sehlabeng	Need borehole
	Access Bridges	Ga Motshana	Need 3 access bridges
		Ga Mokgotho	Need 2 access bridges
		Lefahla	Need 1 access bridges
		Penge	Need 2 access bridges
	Community hall	Maretlwaneng	Maintenance of the Maretlwaneng community hall
17	Electricity	Maapea Mpheti Mahlokwane	Lot of illegal electricity connections Need electricity since 2006
	Water	Maapea Mpheti Mahlokwane Manyaka Matladi section Selala Dikwateng section Thwatwa Makoloto	Diesel water pump not working Water is unreliable Need jojo tankers
	Fencing of cemeteries	Maapea graveyard	Need proper fencing Need toilet
	Bridges	Mahlokwane -Natilela section	Difficult to cross from Natilela to Ga selala clinic
		Manyaka - Maatladi section	Difficult for learners to attend school during summer
		Mpheti - Sedibeng	Difficult for vehicles to drive to Ga Mpheti in summer
		Selala - Semae	Difficult for learners to attend school during summer

		Thwatwa - Makoloto	Difficult for learners to attend school during summer
	Tarring of roads	Selala- Moshate	Road to Moshate is too dusty- need tar road
		Mahlokwane - Manyaka	Access to health care services from Ga Mahlokwane to selala clinic is a challenge due to the state of that road
		Mphethi - selala	Road from Mpuru cross to Ga-Mpheti need tarring
	Regravelling of roads	Maapea - Mpheti- Selala	Road from R37 to ga Mpheti needs rgravelling Road from R37 to Moshate also need regravelling
	Sanitations	Maapea Manyaka Mpheti Selala	Need sanitation
	Apolo Lights	Mahlokwane	Apolo light needed from Cross road to Ntoshang
		Mpheti	Hijacking and rape zone (Ga Piet)
		Maapea	Hijacking and rape zone (Makofane shop)
	Schools	Ga Selala - Ratanang High	need additional classrooms and renovations
		Ga mahlokwane - Ntoshang	need additional classrooms and renovations
		Ga manyaka - Mokwadibe and manyaka Primary	need additional classrooms and renovations
	RDP Houses	Ga Maapea Mpheti Manyaka Selala Mahlokwane	Need allocation of RDP Houses
18	Pavement of internal streets	Burgersfort ext 10	Internal streets damaged during rainy season
	High mast lights	Burgersfort ext 10	No street lights
	Community hall	Burgersfort ext 10 & Apiesdoring	No place for community to hold meetings
	Tar road for D4425 road	Manoke	No proper road
	Access bridge	Manoke	Unable to pass during rainy season
	RDP houses	Apiesdoring	People still staying inside mud houses which are not safe
	Sports complex	Manoke	No proper sports facilities
19	Access bridges	Motaganeng / Motaganeng Ext 02 Magologolo/ New residential	Need access bridges
	Water	Legabeng France park Khulwane Motaganeng Motaganeng ext 02 Maathipa	Need water
	Electricity	France park Legabeng ext 02 Motaganeng Motaganeng Ext 02	Need electricity
	Roads	Motlolo Magologolo Barcelona Maathipa Legabeng	Needs roads
	Vegetable Garden	Magologolo Mohlophi Riba village	Need vegetable garden
	Apollo Lights	Mohlophi Maathipa Riba Moshate	Need apollo lights
20	Roads	Bothashoek Clinic to Marebane	Paving of tarring of internal road

		Bothashoek Apolong to Ga Sehlangu or St Engenas church	Need regravelling and maintenance of old bridge
		From gabo Papi Motene to Mokgabudi primary	Completion of unfinished road
		Riverside	Regravelling of riverside road to the cemetery
		Mashemong	Regravelling of mashemong road from the clinic to Sebitsi Rest and Liquor
		Pakaneng	Regravelling of Pakaneng road to cemetery
		Phelindaba	Regravelling of Phelindaba road to Mahlagaume Primary school
	Water	For the whole Bothashoek village	Supply of water
	Cemeteries	Pologong	Fencing of cemetery
	Sports Ground	For the whole ward	Maintenance f sports grounds
	RDP Houses	For the whole ward	Allocation of RDP Houses
VIP Toilets	For the whole ward	Allocation of VIP toilets	
21	Water	Taung , Motodi and Praktiseer, Makotaseng, Matokomane	<p>Boreholes are not working well at Taung</p> <p>No water reticulation causes by illegal connections at Praktiseer ext 11</p> <p>Maintenance needed at Makotaseng</p> <p>Need for extension of pipelines and borehole at Matokomane, community rely on one borehole</p>
	Access bridge	Taung Motodi Praktiseer Matokomane	<p>Magokolotsaneng to Taung cemetery, Tshehlwaneng to taung cemetery, sefateng one culvert near mocheneng</p> <p>Masoganeng near Ga-Ratshoshi access bridge</p> <p>Bridge from Taung to Mafarafara</p> <p>Access bridge to Ga-Motodi Morena section</p> <p>Motodi access bridge from moshate, access bridge from stassie to cemetery</p> <p>Access bridge from Morena to Mabelane to cemetery</p> <p>Installation of culvert along the road D4150</p> <p>Access bridge near st Engenas church and Ga-mahlangu</p> <p>Bridge from Makotaseng to Mafarafara</p>
	Roads	Taung, Motodi, Praktiseer, Matokomane, Makotaseng	<p>Need for tar road on road D4150 from Taung to Ga-motodi</p> <p>Tar or paving road at Praktiseer extension 11, road is dusty and slippery during rainy season</p> <p>Tar or paving of ring road from Monganeng to Ga-morena and Dikgogong to Ga-morena and Mafogo Mabelane, Motodi stassie, Moshate section Ga-Motodi, road to moshate Ga-Kgoshi Sekhukhune</p> <p>Regravelling of all Morena access road</p>

			Road to Taung clinic and Taung cemetery
	High mast lights	Whole ward	All high mast lights in the WARD must be switched on
	Electricity	Taung, Matokomane, Praktiseer, Motodi	No electricity at Taung since 1994 till to date Need for post connection at Ga-Morena and Motodi stassie
	Schools	Ga Morena, Praktiseer	Dikotope Secondary school need new classrooms Ga-Morena and Praktiseer ext 11 need Primary school
	ECD	Whole ward	All ECD in ward 22 should be provided with clean water and proper classrooms
	Health	Makotaseng and Matokomane	Proper shelter should be provided for mobile clinic visits
	Sports	Motodi	Motodi sports complex should meet PSL standard and provided with 2 grand stands and proper green artificial grass
	RDP houses	Praktiseer ext 11, Taung, Motodi, Matokomane and Makotaseng	
	VIP toilets	All villages in the ward	
	Agricultural farming		All farmers in the ward should be provided with proper irrigation scheme and fencing
	Cemeteries	Taung	Need for fencing at Taung cemetery
	Environment	Taung	EPWP and CWP programme to help with soil erosion at Taung cemetery or installation of Gabions
22	Electricity	Taung	Electricity challenge at Taung since Operation Mabone stopped
	Sanitation	All villages	Need for allocation in all villages
	RDP houses	All villages	Need for more allocation of RDP houses in all villages
	Tar road	Motodi	Tar road needed from Motodi to Taung the road is in bad condition
23	Primary school	Alverton Nazareth	The village has emerged big
	Clinic	Alverton, Motlailane, Mahlashi, Kgotlopong, Mafarafara,	Villages are scattered and in need of health facilities, the issue of Ward based clinic wont help, instead it will create a crack to the united ward.
	Community hall	Mahlashi, Alverton and Kgotlopong	Community hall is needed
	Network connectivity	Kgotlopong, Leshoaneng section	Poor access to network need to network tower
	Access bridge	Alverton, Motlailane, Mahlashi, Kgotlopong, Mafarafara,	Need for access bridge to schools, cemeteries at the mentioned villages
	RDP houses	Nazareth, Kgotlopong and Mahlatsi	
	High mast lights	Alverton	High rate of crime

	Sanitation	Nazareth	Need for sanitation to the new settlement at Nazareth and other sections
	Electricity	Kgotlopong, Mahlashi and Alverton	Post connections needed
24	Tar road	Makgopa village Matshiretsane to Makgwareng	Tarring of D2405 Construction of Dresden access road Access road from D2405 to Makgopa village Access road from Matshiretsane via tribal office to Makgwareng
	Access bridge	Maakgongwane	Need for the access bridge
	Electricity	Phadishanong, Makgwareng ext, Majaditshukudu	Need for post connection and new electrification project at Majaditshukudu
	Water	Majaditshukudu Phadishanong and Makgwareng	Construction of borehole and water pipe line Extension of water pipeline
	Schools	Dipitsi primary, legoleng primary, Mahlahle primary, Matshaile primary	Rehabilitation of all school buildings Construction of new schools at Majaditshukudu primary and Dresden secondary
	High mast light	All villages	Construction of high mast lights in all villages
	Other		Renovation of community hall and maintenance of sport facilities at Kgautswane Development of Tribal offices RDPs and VIP Toilets Development of Rietfontein clinic
25	1	Thaba Moshate and Mashifane park	Access road between R555
	2		Access road from R37 via Mareseleng to Makgemeng
	3	From Mareseleng to zone 5 Mashamothane	Access bridge
	4	Mashamothane	Soil erosion
	5	All villages	Internal street paving
	6	All villages	Water reticulation
	7	Zone 1, 5 and 8 and Mashemong section	Electrification/ post connections
26	1	Vrystad Phiring, Matshokgeng, Ga-Moraba, Ga-Nkoana, Rutseng, Marulaneng, Tswenyane, Lepelle and Banareng	Electricity
	2		Access bridge
	3		High mast lights
	4		Palisade fencing of cemeteries
	5		RDP houses
	6	Matshokgeng	Borehole
	7	From Leboeng to Phiring Ga Sarel	Access road
27	Water	Tsatsapane, Nokaneng and Mashatang	
	Electricity	All sections and new settlement	
	RDP houses	All section	

	VIP toilets	All section	
	High mast lights	All section	
	Roads	Moshate to makakatele, Mashatang	
	Bridges	Makakate, kutullo and Nokaneng	
	Cemeteries	Kutullo, Nokaneng and Dithamaga	Need for fencing of cemeteries
	Schools	Kutullo	Need for secondary school
	Network tower	Nokaneng	Need for Vodacom, mtn and cell c network tower
	Clinic	kutullo	
28	Road	Ga-Maphopha	Need for road from steelbridge to Ga-maphopha Road to moshate, school and graveyard
	Multi-purpose centre		
	Sports field		
	Hospital		
29	1	All six villages	Roads to meshate, schools and graveyards Electrification for new stands, Makua, Ratau, Maepa, Ntake and Maphopha new stands High mast lights needed RDP houses and VIP toilets needed Access bridge for all villages needed Repairing of road from Maphopha bus stop to Ga-Maepa village
	2	Ga-Maphopha village	Access bridge from Talane sports ground to Sengange secondary school Multi-purpose centre Access bridge Makololwane section next to Ga-Mphosa Mokgwadi Extension of pavement road at Motshosho new stand Primary school at Matshosho new stand
	3	Ga-Makua village	Bridge from school to Sethokgola crech Sportsfield needed
	4	Ga-Ntake village	Access bridge to Ga-Ntake graveyard Access bridge to Mogauwane crech Water reticulation at Ga-Ntake Magohlong section
	5	Ga-Ratau village	Community hall needed Access bridge to Mokgwadi graveyard Access bridge next to Moshate Ga Ratau
	6	Ga-Maepa village	Three access bridge needed: Motsetladi river, Mpelegane bridge, Maepa tribal authority
	7	Maseven village	Community hall Fencing of graveyard Road D4240 to Maseven clinic Road extension to R555 Two access bridge needed: bridge to graveyard and Ga-Mokgwadi to R555 road
30	Water	Mabocho,Mapareng, Malaneng,Thabakhu lwane,Magabe Park,	Upgrading bulk water supply source (more equipped borehole) Yard connections JoJo tanks installations (2 *each sections) Borehole (equipped)at morulaneng and Sehloi Yard connections

	<p>GA- BM Thabane section,</p> <p>New settlements- mapareng next to PaePae School, new stands, separamong, hlahlaneng, Ga-BM Thabane, thabakhulwane, morulaneng,</p> <p>Mokobola (sehloi, morulaneng, lekgwareng)</p> <p>Praktiseer Mountain view, votaville, Tubatse A (dark city and town)</p>	<p>2 Pump machines needed for 2 pump stations</p> <ul style="list-style-type: none"> • JoJo tanks installation (2 each section) <p>Installation of transformer at Praktiseer bulk water</p> <p>Supply booster pump house</p> <p>Unfenced reservoirs Extension of pipelines to new settlements Yard connections</p>
Electricity	<p>Mabocho, Mapareng next to Paepae school, malaeneng, new stands, hlahlaneng, separamong Ga BM Thabane section, Thabane section new settlement, Thabakhulwane Magabepark, Praktiseer</p> <p>Mountain square, mountain view, vodaville, tubatse A (dark city)</p>	<p>Energizing the high mast light Post connections</p> <p>Electrification Projects</p>
Roads	<p>Mabocho, Mookobola, Morulaneng, Mountain square, Magabepark, Mountain view, vodaville, Tubatse A</p>	<p>Paving or tarring</p> <p>Re-gravelling and grading</p>
Storm water management	<p>Mabocho, mountain view, vodaville, tubatse A</p>	<p>Renovation of old storm water drainage surrounding the areas</p> <p>Constructions of storm water drainage at the base of the Mountains (dams for animals)</p>
Access bridges	<p>Mokobola, Mabocho, Magabepark, Dark city, Mountain view, Mountain Square</p>	<p>Construction of two bridges respectively at Tubatse A, Mokobola and one magabepark, four bridges at mabocho</p>

	Cemeteries	Mabocho and Praktiseer	Fencing of the cemetery and supply of sanitation
	Health	Mabocho, mokobola, vodaville, magabe park	Building a clinic Mobile clinic
	Education	Paepae sec school, Thabane primary, Mabocho primary, mokobola primary, sehloi primary, nkota sec school, Kweledi sec school, kobodi primary,	Construction of administration blocks, class rooms and laboratories, school halls, Upgrading of sports fields
	Sanitations, RDP houses, Community halls	Whole ward	
31	Electricity	Makgemeng matshelapata, Makurung section, Mangabane	700 households 200 households
	RDP Houses	Matshelapata 100 Makurung section 300 Mangabane 300	
	Water	Makgemeng matshelapata, Makurung section, Mangabane, Kopie	
	Regravelling of access road	Makgemeng matshelapata, Makurung section, Mangabane, Kopie	
	VIP Toielts	Makgemeng matshelapata 700, Makurung section 150, Mangabane 300	
	Access bridge	Kopie	
32	Unemployment	The whole ward	High rate of unemployment and causes illegal mining that causes lot of death. Illegal mining causes dams and during rainy season those dams are full of water and causes floods that entering in the houses and damages furniture, and they can also damage access roads. They can also cause death to young people as they can go to those dams to swim and most of our children don't know how to swim. Can also kill livestock of the community. High rate of unemployment youth and qualified professionals from tertiary institute.
	Road	Tjibeng via Mooiluk, Mahlabeng, Rostock to Shubushubung village	Road from R37 Tjibeng via Mooiluk, Mahlabeng, Rostock to Shubushubung village are in bad condition that during rainy season community of that villages cannot able to access their essential needs and services e.g access to health, education, work, food etc. The road to that villages is in need of regravelling and bridges for four valleys. Road from Ledingwe need regravelling and the bridge to cemeteries, also colvet for two dongas.

			<p>Access roads from Tjibeng village are in need of regravelling and one bridge from Moraswi secondary to graveyard.</p> <p>Road from R37 to via Ga-Phasha to Ga-Mampa need regravelling and bridges for two valleys.</p> <p>Road from Seokodibeng to Kgagudi primary school need bridge .</p>
	Water	The whole ward	<p>The whole ward still fetched some water to a long distance.</p> <p>Community used to buy water.</p> <p>Most of boreholes not functioning because of mortars need to be fixed e.g at Seokodibeng community did not have water for couple of four months.</p>
	RDP'S	All villages	<p>Unfinished RDP HOUSES.</p> <p>Most of the beneficiaries not being approved and are mostly in need.</p>
	Sanitation	All villages	Some of the members of the community are still in need of sanitation.
	Electricity	All villages	<p>High mass light not functioning</p> <p>Most of new settlement in need of new electrification project.</p>
33		Mogabane/Shole Village	<p>Unemployment rate is high.</p> <p>The village has no access to drinkable water/running water. There are blocked pipes for bulk water which were intended to eradicate the drought. In addition to this, there is an unused dam which was built for the purpose of storing water from the abovementioned blocked pipes. As such, the community needs a borehole and a pipeline to best curb the drought.</p> <p>There is a need for post connections/ electrifying of new homes.</p>
		Ga-Selepe Village	<p>Unemployment rate is high.</p> <p>Most parts/sections of the village is without drinking water.</p> <p>Boselakgaka and Sekhutlong sections have absolutely no means to a running tap. The villagers still share a well with animals. There is a need for a borehole and a pipe line.</p> <p>Mataung section has limited access to running water except the villagers' collective effort to drill their own water well. An additional borehole and a new pipe line is the solution.</p> <p>Mashemong/Kgoladitshelo section has limited access to drinkable water. There is a need for a borehole and a pipeline throughout the section.</p> <p>Mataung High Mast light needs reconnection/maintenance after being out of power for two years.</p> <p>Phasweng area has a borehole that needs water testing and equipping necessary to address the water shortages around the section.</p> <p>There is a need for post connection throughout the village.</p> <p>No access to primary health care despite having a clinic in the village</p>
		Ga-Manotwane Village	<p>High unemployment rate.</p> <p>Most sections of the village has no access to drinking water.</p> <p>Mahuduong and Mogolaneng section needs pipes (approximately 1300 metres) to equip a community borehole to ensure that villagers get access to water.</p> <p>Mashemong section needs a new pipeline to expand the already existing distribution channels.</p> <p>Checkers section needs equipping of two community boreholes to ensure that residents get access to water.</p> <p>There is a need for maintenance of Mahuduong, Manotwane Primary/Mogolaneng and Mashemong High Mast lights. They have been out of service since early 2019 making it hard for residents to cope with the darkness.</p> <p>No access to primary health care after working hours despite having a clinic in the village.</p> <p>There is no need for a clinic to be built at Ga-Manotwane as previously submitted. A clinic is there. The need is for it to operate 24/7 to enable our people to access primary health care as and when the need arises.</p>
		4. Mosotsi Village	<p>High unemployment rate.</p> <p>There is a need for a community hall. Community meetings are held under a tree.</p> <p>The whole village needs access to drinkable water. Villagers travel about a kilometer to get to a functional tap.</p>

			There is a need for post connections.
		Ga-Phasha	High unemployment rate. Ramoko Primary school building needs a revamp/eradication. Sekhutlong section needs a High Mast light. Mashegeng section needs a High Mast light.
		Sealane	High unemployment rate. Villagers have no access to drinkable water. They all get to have one chance a month to get access to water. There is a connectivity/network issue from Ga-Manotwane to Sealane. As such, an aerial is needed.
34	High Mast Light	Mashikwe and all villages	High mast lights not working
	Unemployment	Mashikwe and all villages	Most of youth are not working , Mine closed
	Water	Mashikwe	Samancor water project not completed
	Network	All villages	
	Regravelling	All villages	Roads are not in good conditions
	Cemetery	All villages except Mashikwe	Livestocks breaks tombstones
	Fencing	Mohlalhaneng, Mphaaneng, and Mogolaneng	
	Electricity	All villages except Mashikwe	Need Post connections Applications take time to respond
		Mafeane	Need 30 pole connections
	Covid 19 JoJo Tanks	Mphaaneng, Mokgotho Mafeane Malomane	Need 4 Jojo tanks Need 1 jojo tank Need 1 jojo tank Need 1 jojo tank
	RDP Houses	Mafeane	Allocated only 50 houses they did not cover the whole village
Sanitation	Sefateng	Need sanitation	
	Mafeane	Need 100 toilets	
35	Water	India Takaneng, Malogeng, Pelangwe	
	RDP houses	All villages	
	Sanitation	All villages	
	Bridges	Nkwana, Pelangwe, Modimolle, Apel	
	High Mast light	All villages	
	Fencing of cemeteries		
	Clinics	Pelangwe, India, Malogeng	
36	Water	Mashung, gan-chabeleng, gan-kwana, Apel, strydkraal A, Mmotwaneng, mabopo	Pipe lines needed
	Internal roads	Mashung, gan-chabeleng, gan-kwana, Apel, strydkraal A, Mmotwaneng, mabopo	Regravelling needed

	Electricity	Mashung, gan-chabeleng, gan-kwana, Apel, strydkraal A, Mmotwaneng, mabopo	Post connection
	High mast lights	Mashung, Gan-chabeleng, Gan-kwana, Apel, strydkraal A, Mmotwaneng, mabopo	Need for high mast lights in all villages
37	Water	All villages in the ward	There is water scarcity in the ward. Nkadimeng and Olifantspoort to assist in supplying water on a daily basis
	Roads	Strydkraal B, Matlala and Thobehlale, Thabanaseshu, Radingwana, Matamong, sepakapakeng	Access road from Masha to Thabanaseshu was once regravelled but now it's almost damaged Access road to sepakapakeng via moloto need to be regravelled Access road to mmakgwane need regravelling Access road leading to Sekhukhune TVET was once budgeted for but nothing has been done
	RDP houses	Strydkraal B, Matlala and Thobehlale, Thabanaseshu, Matebane, Mototolwaneng, Moshate, Malaeneng A&B, sepakapakeng	Need for 565 houses, Destitute community members are staying in collapsing shacks seeking the intervention from Coghsta INCOMPLETE RDP houses
	Electricity	Strydkraal B, Matlala, Matebane, Matamong, Magagamatala, Radingwana, Malaeneng A&B, sepakapakeng	286 houses needs post connections
	High mast light	Radingwana	The light at Morareleng section was never connected High mast lights implemented in the ward needs maintenance for them to operate
	Mphanama multipurpose	Mphanama	The handing over of the building should be fast tracked for the Municipality to take control of the building
	Bridge	Strydkraal B, Matlala, Thobehlale, Mashabela, Thabanaseshu, Seleteng, Matamong, Magagamatala, Radingwana, Malaeneng A&B, sepakapakeng	38 bridges needed across all the villages
	Cemeteries	Matlala, Thobehlale, Mashabela, Thabanaseshu, Matamong, Magagamatala, Radingwana,	Cemeteries at the villages needs palisade fencing

		sepakapakeng, Mototolwaneng	
38	Water	Masehleng - sefateng section , Mokiritlaneng Section, Difoiyeng section, Phahlamanoge - kanana section, Mashilabele - Ga Oria section, Shenyaneng Section, Mashilabele old Section, Mashilabele new section, Magaaneng, Lekgwareng and Sekhutlong sections Ga mmela , legabeng section, Marokolong Section, Ikageng clinic, Phageng, Ga seroka Manoge/Matlou	One jojo tank used to feed the community with water while the jojo is lying down. The other jojo need to be connected as one jojo is not enough for the community. Water extensions needed in the new settlement of Phahlamanoge. The village experience lot of illegal connections that need to be legalised. Community only getting water after three weeks from Nkadimeng scheme. Community relying on buying water. Old scheme was destroyed by the maintenance team long time ago and never fixed/repared Additional reservoirs needed to relieve the current reservoirs and give effect to the extensions of water to all new settlement.
	Cemeteries	Sekhutlong, Phahlamanoge, Seroka Manoge, Shenyaneng Phageng , Magaaneng Mahlakanaseleng, Oria Masehleng, Radingwana Mmela	Cemetery need proper fencing with palisade to give dignity to our love ones and to avoid demolished of tombstones by animals
	Electricity	Mashilabele new, Lehlabile Ext, shenyaneng ext, Makgophaneng Radingwana Ext, mmela Motshana, Thabaneng Ext, Phahlamanoge New settlement, Masehleng new Settlement and	More than 450 households need electricity mapping/survey was done, designs completed but the implementation of the project took long time. Need for new post connections in all the sections

		Kanana ext, Seroka and Matlou Extensions	
	High Mast Lights	Masehleng, Ga oria fourways, Ga mmela and Radimmela Radingwana, Manoge Seroka and Magwete Phahlamanoge Phageng, Marokolong Mashilabele All villages of our Ward	High mast lights not connected and energized
	Roads	Ga oria to tjate, Seroka Ga oria, Ga mmela	Road D4220 connecting old fetakgomo to tubatse from Ga Oria via Phahlamanoge and Tjate to R37 need tar. the road appear on the IDP for a long time. The road is not taken care of as it took months and months to be graded. Pemuda road that was left incomplete from Ga Seroka to Mohlaletse. Muddy during rainy seasons and lot of pot holes. Road from Ga Oria via Ga Mmela to Mphanama is very bumpy and need to be expanded. Sharp curve need to be gentle. Road from Mmela cross to Ga Radingwana need tar
	Access road	Mashilabele to Sekhutlong, Seroka Phahlamanoge, Mmela Radingwana, Manoge Seroka, Sentlhane section, Phageng Matlou, Masehleng, Ga oria, Magaaneng, Seroka, magwete Maretlwaneng Section, Phageng Phahlamanoge - Fase ga thabana, phomolong, Letolong and ga Tshoshane Radingwana, Morare leng Segare and Molapomoso, Ga radingwana to Sekhukhune tvet College, Phahlamanoge Mashilabele, Shenyaneng, Phahlamanoge, Masehleng, Mmela Seroka, Radingwana	Very muddy during rainy seasons.need paving or gravelling as the road lead to Magaaneng, Sekhutlong and Manoge cemeteries. Access road to Seroka cemetery was paved and left incomplete. Very muddy and need culvert bridge. Access road to moshate very rocky need tar or paving. Access road to Mankopodi P. school and Manoge cemetery very muddy need regravelling, tar or paving. Very muddy people cannot go out to their work or children to school. need regravelling, tar or paving. Access road to mmotong P. school ver rocky and muddy need regravelling or paving Access road to Matlou cemetery very muddy need regravelling. Access road to Masehleng cemetery, Mokiritlaneng, Ga Mashilo and Ga Mahlanya very rocky need regravelling, tar or paving. Access road to Mahlakanaseleng cemetery to Sekhutlong cemetery and Manoge cemetery very rocky need regravelling. Access road to Magaaneng village and Magaaneng cemetery very muddy need regravelling. Access road from the cemetery to Magwete, Maribishing to Sentlhane Access road from Shenyaneng to Lemaswi very rocky need regravelling or grading. from Ga Lepitsi to Phageng cemetery and Phageng village need regravelling, paving or tar

	Access bridge	Mashilabele, magaaneng, Seroka Manoge, Masehleng Phageng , Ga mmela Ga radingwana Phahlamanoge	The access bridge was built and washed away by the first rain. During Mayor's budget speech he announced that the bridge will be built. Modiba x1 Monankoe x2 Lehlabile x1 Mashilabele new settlement x2, Ga Peanuts x1 cemetery x1, Seroka clinic x1 Ga Rods x1, Maretlwaneng x1, X5 Need for access bridge as the village is not easily accessible. Segwegwe x3, Matshipisane x1 Kanana x1, Lehlokong x1 Matlou x1 Ga Mahlanya x1 Masehleng cross x1 Ramushu x1
	RDP houses	Mashilabele , Phahlamanoge, Mmela Phageng, Radingwana, Phahlamanoge, seroka Mashilabele, Phahlamanoge, Seroka Mmela, Masehleng , Manoge and Matlou Phageng, Radingwana	Incomplete RDP houses from 2017. No clear information of what will happen Beneficiaries fill up the forms and were approved but their houses were never built. Too much backlog of RDP houses in all villages of our ward. destitute people are living in a dilapidated houses and shacks and are in need of RDP houses.
	Sanitation	Mashilabele, Mmela , Phageng , Phahlamanoge, Seroka , Manoge and Matlou Masehleng, Radingwana	Only 250 toilets out of more than 1000 households backlog were built in Mashilabele. The last time the sanitation was allocated in our ward was in 2017. Most households in our ward need toilets as most of our toilets are health hazardous. Only 230 toilets were built out of backlog of more than 9000 households A need to address backlog to all villages
	Community hall	Mashilabele, Mmela , Phageng, Masehleng	Need for community halls as our community are holding their meetings in the school and sometimes disturb the lessons
	Libraries	Mashilabele, Phahlamanoge, Seroka, mmela, Radingwana	Need for libraries in our communities to encourage reading and love of books.
	Sports complex	Mashilabele , Phahlamanoge , Seroka	There is no sporting facilities in the community. annual sporting activities were organised in a dilapidated grounds. need for sports complex were different sporting code can be organised. Grading of all 23 football ground in our ward.
	Communication/network tower	Mashilabele, Masehleng, sefateng Marokolong	The village is growing fast and is very accessible but there is a problem of network in the village. Need for both Vodacom and MTN network tower. No network coverage need for both Vodacom and MTN towers. No radio coverage need for SANTECH tower.
	Storm water drainages	Mmela, Ga oria , Phahlamanoge , Masehleng, Matlou , Seroka	Mmela cross storm water drainage needed From Ga Malatji to Oria bridge, From Ga Lekwankwa to Phahlamanoge bridge From Difoiyeng to Phaahla cross, Nyakelang to Morotong bridge , Ga Rods majakathata
	Clinic	Seroka Phahlamanoge And ikageng	The clinic is in a dilapidated condition due to muddy condition. Need for the relocation of the clinic. Clinics no longer working on weekends due to the shortage of nursing staff more especially midwives. people travel long distances. Mobile clinic needed @ Mashilabele, Masehleng, Phageng, Radingwana and Manoge
	Unemployment	All villages of our Ward	High rate of unemployment amongst the youth, woman and the people @ large.

	Hawkers stall	Mashilabele - ga oria fourways	Hawkers stall along the main road.
	Land care and waste environment	Ga seroka - ga rods Ga matlou, Ga oria Manoge, Magaaneng Mashilabele Phahlamanoge, Gammela, Ga seroka , Masehleng, Manoge and Matlou, Radingwana , Phageng	Need for prevention of soil erosion Morotong Old Oria shop, Monankoe Need for waste bin in all our village to promote clean environment. Promotion of refuse removals.
39	Roads	Ga Matsimela	Slippery or rainy days
		Mokhulwane streets	
		Ga - Photo	
		Dr Manchidi street	
		Ga - Debeila street to Mohlaletse	
	Water	Sekubeng	Need water reticulation
		Dibilwaneng	Need water reticulation
		Masehlaneng	Need water reticulation
		Rite New settlement	Need water reticulation
		Lerajane Ditlokwe	Need water reticulation
		Mokhulwane Ditlokwe	Need water reticulation
	Electricity	Masehlaneng	Need electrification
		Rite New Settlement	
		Dibikwaneng	
		Mokhulwane Ditlokwe	
	Reservoir	Magotwaneng	Area has no water
		Ga Matsimela	Area receive less water
		Rite	Need reticulation
	Culvert Bridge	Sekhubeng	Areas are not accessible
		Masehleng	
RDP Houses	Mohlaletse Ga Nchabeleng	Need RDP Houses	
Cemeteries	Mokhulwane	Need cemetery	
	Ga Matsemela	Need cemetery	

CHAPTER 3: STRATEGIC PHASE

1. BACKGROUND

Section 35(a) and (b) of the Municipal Systems Act 32 of 2000 stipulates thus ,the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning management and development, in the municipality; binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails.

2. STRATEGIC APPROACH

Strategies Phase involves formulation of strategies to address problem issues identified in the Analysis Phase in the medium, short and long term. It provides core ideology of the Municipality, for example formulation of vision (achievable statement about future of the Municipality, where the municipality wants to go in the near future. This includes the development of objectives (what the Municipality would like to achieve in order to address problem issues and realized the vision). Strategies phase is about finding the most appropriate ways/means of achieving municipal objectives.

The Fetakgomo Tubatse Local Municipality has aligned its objectives and strategies goals to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies.

Strategic planning means to make the best use of limited resources considering the given conditions and policies to give guidelines which includes the following:

- **Prioritising** on issues or challenges identified in the status quo analysis chapter 2 of the 2021/22 IDP and focusing more on services delivery priorities as directed by the ward base planning from all 39 wards within our jurisdiction.
- **Addressing** root causes of problems or challenges identified and give guide to strategic phase considering the development of strategies.
- **Consideration** of given resources and relevant context into account to come out of the best solutions attached to prioritisation.
- **Identification and analysing** alternative strategies to options e.g. (asking the “How-question”) rather than going for preconceived solutions.

MUNICIPAL STRATEGIC OBJECTIVES
To facilitate basic services delivery and infrastructural development / investment
To create an environment that promotes growth and development thereby facilitating job creation
To promote integrated human settlements and agrarian reform
To build municipal capacity by way of raising institutional efficiency, effectiveness and competency
To improve overall municipal financial management
To promote a culture of participatory democracy and good governance

VALUES

Values are a believe system that motivate people to act one way or another. They serve as a guide for human behaviour. In organisations like the municipality, values shape the culture. The values must be internalised by everyone in the organisation.

The Fetakgomo Tubatse Local Municipality adopted the following values that are aligned to the South African Constitution, 1996. Table 3.3 depicts the values and the descriptive analysis of each.

Values	Descriptive analysis
High standard of professional ethics	Professionalizing local government is identified as essential tenet of transformation of the sector. The Municipality upholds high standard of professional ethics as enunciated in the Constitution. Hard work, service to the people, humility, honesty, and respect are integral components of professional values. Respect not only the laws of the land but also one another in a performance relationship - this emphasises mutual respect and regard for dignity of a person or his/her responsibility.
Consultation	Regular consultation with the people about the services the Municipality provides.
Service Standards	Need to specify the quality of services people can expect.
Access	Increase access to services especially people disadvantaged by attitude related barriers.
Courtesy	Treatment of customers with courtesy, concern, and consideration. Things such as smile, respect for customers, apology if things go wrong – this cost nothing.
Information	Provide more & better information about services so that customers have full, accurate relevant and up-to-date information about services they are entitled to receive.
Openness and Transparency	Tell people how the Municipality runs, its departments cost and who oversees what function and services.
Redress	If the promised standard of services is not delivered (failures/mistakes/performance problems occur), citizens should be offered an apology, a full explanation, and a speedy and effective remedy; and when the complaints are made, citizens should receive a sympathetic, positive response.
Value for Money	Give the best possible value for money so that customers feel that their contribution through taxation rate and contributors to service is used effectively, efficiently and savings ploughed back to improve their lives. The implementation of Batho Pele Principles is continuous process, not a once off-task, to be done all the time.

The table below provides a broad conceptual overview of Outcome Nine (09) which has profound bearing on local government, ***“A responsive, accountable, effective and efficient local government system”*** with seven (07) outputs:

Output and Measures / Conceptual Overview		
Output 1	Implement a differentiated approach to municipal financing, planning & support	Credible & simplified IDPs for delivery of municipal services. Entail revenue management & plan/strategy. Ensure that critical posts (MM, CFO, Engineer/Technical Services, Town Planner) are audited & filled by competent & suitably qualified individuals.
Output 2	Improving access to basic services	In respect of this output, the following targets are set for period ending 2014: Water (100% supply), sanitation (100%), refuse removal (75%), electricity. Establish Bulk Infrastructure Fund to unlock delivery of reticulation services.
Output 3	Implementation of the Community Work Programme	Initiatives that provide work opportunities to communities at local level e.g. through functional co-operatives. Useful work (i.e. 1-2 days a week or one week a month) at specific wards needs to be identified. The overall national target for CWP job opportunities is 4.5million.
Output 4	Actions supportive of the human settlement outcome	Procure well located land. Release of land for low income & affordable housing to support delivery of housing units with 30 to 45 minute journey to work & services using less than 8% of disposable income for transport by 2014. The objective is to create a well-functioning, integrated & balanced rural settlements
Output 5	Deepen democracy through a refined Ward Committee model	Strengthen people-centred approach to governance & development (i.e. community participation, ward committees etc.)
Output 6	Administrative & financial capability	Sustain clean audit. Monthly average collection rate on billing to rise to 90%. Reduce debtors (should not be more than own revenue)
Output 7	Single widow of c o-ordination	Finalization of changes on powers & functions. Review of legislation & policies (implementation more by national & provincial government)

MUNICIPAL SWOT ANALYSIS

	WEAKNESSES
Adequate systems in place, i.e., plans, policies procedures	Non-implementation of By-Laws, policies, and systems (plans and policies, etc.)
Improving financial management and viability of municipality	No compliance to existing policies, management, and High level of grievances amongst staff
Good relationship with Magoshi	Unavailability of budget to accommodate the structure, high level of vacancies, loss of institutional memory, duplication

	municipal functions by appointing service providers
substantive appointments in key municipal positions	No electronic record system
Financial viability	High unemployment and especially amongst youth
	Volatile community procurement??
	Lack of accountability and strategic direction due to continued change of administrative leadership
	Departmental By-Laws not published
	Delayed appointment of consultants and limited capability for expenditure
	Communities have insufficient access to social facilities, and there is a lack of social facilities planning and partnership
	High levels of unemployment of the youth
	Inadequate coordination of Skills Interventions, youth, and other development policies in municipality
OPPORTUNITIES	THREAT
Community radio stations and newspapers in place and functional (Good for communication and outreach)	Inadequate infrastructure such as roads, bridges
Job Creation opportunities	inadequate water provision/water shortages
SEZ – Special Economic Zone	political interference in day-to-day municipal operations
Water Source development	Acting officials in key municipal functions
Minerals reserves and presence of mining industry in the municipality	Dependence on external service providers

DEPARTMENTAL SWOT ANALYSIS

SPATIAL RATIONALE

Department	Core Functions	Departmental Vision
Development Planning	Municipal planning	“Champion in development planning and facilitation of implementation of sustainable and integrated human settlements”
	Spatial planning and Land use management	
	Municipal land management	
	Cadastral information management	
	Building management	
	Facilitation and monitoring of implementation of human settlements	

STRENGTHS	WEAKNESSES
<p>A dynamic workforce incorporating young professional eager to learn and experienced professionals with high knowledge retention.</p> <p>A dedicated workforce prepared to do what it is expected to get the work done</p> <p>Applicable By-law, policies, and strategies in place e.g., NBR, municipal planning By-law, SDF etc.</p> <p>Land disposal committee in place to ensure optimum land utilisation</p> <p>Land availability</p> <p>Land use committee and land use appeal committee in place to adjudicate applications with objection prior to SPLUMA</p>	<p>Under staffing</p> <p>High rate of vacancies including management vacancies poses threat for instability and good administration</p> <p>Lack of admin support impacts negatively on the workflow</p> <p>Lack of online integrated application systems affecting the filling and flow of land use and building applications</p> <p>Inadequate enforcement team to enforce the By-law on land use, building and land invasion</p>
OPPORTUNITIES	THREATS
<p>Establish the sole MPT to fastrack the processing of land development applications (AO, MPT and AA)</p> <p>Establish the sole Appeal Authority to speedup the land development appeals.</p> <p>Recruitment of anti-land invasion response team.</p> <p>Harmonious and coordinated human settlement.</p>	<p>Land invasion.</p> <p>Traditional authority conflict on land issues, ownership, and authority.</p> <p>Construction of illegal building structures.</p> <p>Undue delay on attending contravention notices arising from enforcement of the by-law poses threat for anarchy.</p> <p>IT lowering production rate.</p>

The table below outlines the alignment of the KPAs, Strategic Objectives, associated problem statement, interventions, outcome, impact, and key performance indicators per priority area identified by the Fetakgomo Tubatse LM.

MUNICIPAL DEPARTMENTAL CONTRIBUTIONS

Department	Core Functions	Departmental Vision
Budget & Treasury	Financial planning & management	“A Custodian of Sound Financial Management”
	Revenue management	
	Expenditure management	
	Asset management	
	Contract Management	
	Supply Chain Management	
Technical Services	Annual Financial Statements compilation	“A Champion in Infrastructure Development”
	Engineering master planning	
	Infrastructure projects’ implementation, management, monitoring & evaluation	
	MIG expenditure	
	Internal streets	
	Street lighting	
	High mast lighting	
Development Planning	Operations & maintenance	“Premier Department in Development Planning & sustainable integrated human settlements”
	General engineering services	
	Municipal planning	
	Land use management	
	Spatial planning	
Local Economic Development & Tourism	Building regulations	“A Champion of local economic Growth & Development”
	Human settlements / housing services	
	Mining	
	Agricultural	
	Local tourism	
	Industrialisation	
	Social services	
	Local business support	
Community Services	Cooperative support	“A Vehicle for Sustainable Community Services”
	Public private partnership	
	Trading regulations	
	Emergency services	
	Law enforcement	
	Drivers’ and vehicle licensing	
	Public facilities	
Corporate Services	Environmental management / refuse removal	“Centre for Good Governance”
	Cemeteries’ management	
	Sports, recreation, arts & culture	
	Community safety	
	Customer care	
	Legal Services	
	By-laws development & enforcement	
	Organisational development	
	Human resource management & development	
	Individual Performance Management	
	Executive support / Council secretariat	
	Special programmes and events	
	Ward Committees	
Municipal Manager	Public Participation	“An Effective and Accountable Administration”
	Communications, Marketing and Publicity	
	IT Support	
	Records Management	
	Fleet & facilities management	
	Strategic planning	
	Corporate performance management system	
	Intergovernmental relations	
	External Audit	

	Internal Audit	
	Risk Management	
	Audit Committee Support	
	MPAC Support	
	Departmental support & management	

KPA1. Spatial Rationale: The Objective: To Promote integrated sustainable human settlements (*Output 04*)

KPA	Problem statement	Code	Development strategies	Outcome
Spatial Rationale	Undeveloped acquired municipal land	SP/1	Township establishment processes	Disposable land
	Lack of proper traditional settlements	SP/2	Demarcation of sites	Well Planned rural settlements
	Land invasion	SP/3	Intensify awareness, educate communities & traditional leaders on land use management and land development. Erection of notice boards and fencing Engagement with DRDLR on land invasion	Safe and healthy living environment Security
	Illegal Land Use	SP/4	Implementation of municipal SPLUMA by-law and enforcement thereof. Finalisation and implementation of Wall to Wall Land Use Scheme.	Desirable and harmonious land development.
		SP/5	Formalisation of informal settlements	
	Outdated land use management tools (SDF, Land Use Scheme etc.)	SP/6	Finalisation and implementation of municipal Spatial Development Framework Finalisation and implementation of Land Use Scheme.	Desirable and harmonious land development.
	Dispersed & unbalanced settlements	SP/8	Finalisation and implementation of wall to wall Land Use Management Scheme. Finalisation and implementation of Spatial Development Framework. Development of precinct plan.	Compact city
	Lack of effective transport planning	SP/9	Establishment of transport planning unit. Development and implementation of integrated transport plan. Engagement with stakeholder forum (Transport Forum, Department of Transport etc) for the development of Integrated Transport Plan (ITP) and By-pass roads.	Integrated and efficient transportation
	High concentration of traffic around town	SP/10	Development of by-pass route (Western Ring Road)	Smooth and easy traffic flow
	Inability to implement level 1 housing functions.	SP/11	Capacitation of housing Unit. Finalisation of housing accreditation. Undertake feasibility study to ascertain the options of	Harmonious & Coordinated human settlements.

KPA	Problem statement	Code	Development strategies	Outcome
			upgrading or relocation of informal settlements.	
	Lack of security of land tenure	SP/12	Engagement with stakeholders' forum (such as traditional leaders) for tenure upgrading considerations. Upgrading of land tenure of R293 townships.	Secured tenure & investment attraction
	Abandoned Breaking New Grounds (BNG) houses due to unavailability of basic services	SP/14	Engage COGHSTA, Mines, etc. on the provision of services in greenfields	Informed beneficiaries and community at large
	Illegal sale and occupation of BNG houses.	SP/15	Underpin housing consumer education.	Informed beneficiaries and community at large
	Poor workmanship and incomplete BNG houses	SP/16	NHBRC, Municipal building inspector and COGHSTA project manager to ensure quality control during the construction process. Develop a Register to register snag list identified during site inspection and write it in the site instruction book and monitor the progress.	Safe and quality structures.
	Illegal buildings (building without approved plans)	SP/17	Awareness of National Building Regulations and Building Standards Act 103 of 1977 Implementation of Building Regulations by-law through Inspections and turnaround time for approved plans	Safe, quality and compliant structures
	Urban congestion and fragmentation	SP/18	Development and implementation of densification policy	Compact city
		SP/19	Development of encroachment analysis report	Compliant structures
	Uncoordinated systems	SP/20	Development of GIS billing system.	Improved revenue collection
	Lack of identifiable and numbered properties in rural areas	SP/21	Development of identifying and numbering system of properties in rural areas.	Traceable properties
	Illegal outdoor advertising	SP/22	Review and implementation of outdoor advertising policy	Desirable outdoor advertising
	Lack of property management tool	SP/23	Development of property management plan Review of land disposal policy	Harmonious and co-ordinated property management
	Lack of Building Plans filing system	SP/24	Development of a building plans filing system	Secure, quality and convenient building plan management

MUNICIPAL TRANSFORMATION

MUNICIPAL STRATEGY

The Fetakgomo Tubatse strategy is developed from a combination of the Logic Frame and the Theory of Change methodology. In the methodology followed, the strategic objectives are developed from the priority area and KPAs. These strategic objectives are the big picture goals for the municipality. In their nature, strategic objectives describe what the municipality will do to try to fulfil its mission. Therefore, strategic objectives are performance goal. These strategic goals include specific financial and non-financial objectives and results a municipality aims to achieve over a specific period, usually the next three to five years.

Fetakgomo Tubatse decided on the following strategic objectives. These objectives are aligned to the municipal priority areas and KPAs. The table 3.4 depicts the alignment of the priority areas, KPAs and the Strategic Objectives.

Priority Area	KPA	Strategic Objectives
Access to Basic Services	Basic Services Delivery & Infrastructural Development	To facilitate basic services delivery and infrastructural development / investment
Job Creation	Local Economic Development	To create an environment that promotes growth and development thereby facilitating job creation
Spatial Rationale	Spatial Rationale	To promote integrated human settlements and agrarian reform
Organisational Development	Municipal Transformation and Organisational Development	To build municipal capacity by way of raising institutional efficiency, effectiveness, and competency
	Community Services/Development	Promote sustainable environmental management and mitigation of environmental impacts
Financial Viability	Financial Viability	To improve overall municipal financial management
Good Governance	Good Governance & Public Participation	To promote a culture of participatory

Based on the aligned priority areas, KPAs and the strategic objectives, the municipality identified and developed the following areas:

- a. ***The strategic problems (Problem statements):*** These problem statements are the identification of the issue(s) and causes that prohibits the municipality from achieving their objectives. Sometimes these could include the effects of the problem in the running of the municipality or effect on the services delivery mandate.
- b. ***The key intervention(s):*** Key interventions are high level programmes and projects that the municipality need to embark upon to address the strategic problems identified. This could be one intervention that addresses several problems.

- c. **Outcome statement:** The outcomes are an indication of what will happen if the intervention is implemented.
- d. **Impact statement:** The impact draws the municipality to their core mandate. This is usually customer/ citizen oriented and is long term effect of the implementation of the interventions
- e. **The Key Performance Indicators:** This is the measurement that will be used to assess if the objective / intervention/outcome has been met. The strategic indicators could be an index (made of several indicators).
- f. **Risks:** Risks are issues/ processes that are outside the control of the municipality. These could include dependencies to other spheres of government, private sector, and other external stakeholders. The management of risks is very critical and is also dependent on the relationships that the municipality develops with the stakeholders.

KPA 2: Municipal transformation and Institutional development: *The Objective is to build municipal capacity by way of raising institutional efficiency, effectiveness and competency (output 01-07)*

KPA	Problem statement	Code	Development strategies	Outcome
Municipal transformation and organisational development	Inadequate institutional governance systems	MT/1	Review & implementation of municipal planning frameworks, e.g. IDP/Budget	Synchronised planning, credible IDP/Budget
	Lack of proper coordination on formulation and implementation of by-laws	MT/2	Coordinate formulation and implementation of municipal by laws to ensure compliance and enforcement	Good governance
	High volume of litigations against the Municipality due to uncoordinated contract management	MT/3	Integration of contract management with legal services to ensure compliance and promote alternative dispute resolution methods	Minimize litigation costs
	Inadequate disaster preparedness and IT connectivity	MT/4	By-laws: Implementation and rationalization of existing by-laws	Improved regulatory compliance environment
		MT/5	Development and Implementation of Disaster Recovery Plan (DRP) and Business Continuity	Secured data center
		MT/6	Development and Implementation of network connectivity.	Integrated network connectivity and accessibility
			Development of IT Master Plan.	
		MT/7	Enhancement & improvement of legislative compliance.	Good governance and accountability
	MT/8	Ensure provision of adequate & reliable information management systems.	Effective and efficient information management	
		Installation of Wi-fi connection to municipal facilities		
Lack of effective HR Resource Management and development	MT/9	Ensure realistic human resources development and effective Human Resource Management	Improved skills and work performance	
	MT/10	Rationalization and review HR Management policies		
	MT/9	Engage various stakeholders for training programmes support for internal &		

KPA	Problem statement	Code	Development strategies	Outcome
			external stakeholders (bursaries & training programmes)	
		MT/11	Development of appropriate HR policies to support organization development	
		MT/12	Skills development for employees and councilors	
		MT/13	Employee Satisfactory survey	
		MT/14	Implementation of Performance Management System	Institutional accountability & attainment of municipal goals
		MT/15	Promulgation of municipal by-law	
		MT/16	Promoting Employment Equity Plan	Practices or factors that promote employment equity and diversity
		MT/17	Ensure compliance to applicable labour legislation	Productive & performance focused personnel & maximum compliance to legislation
		MT/18	Ensure functionality of the Local Labour Forum	Sound labour relations
		MT/19	Development of remuneration policy and salary structure	Salary parity
		MT/20	Finalization of job evaluation and placement	Improved work performance
		MT/21	Implementation of Anti-Corruption and Fraud Prevention Strategy	Prevention of corruption & enhanced institutional accountability
	Insufficient municipal resources	MT/22	Provision of efficient fleet management	Reliable fleet management services
		MT/23	Source of lease for maintenance of municipal fleet e.g. vehicles, yellow machinery and trucks	
		MT/24	Provision of office furniture	
	Unavailability of policies	MT/25	Development of Fleet Management policy	
	High rate of litigations	MT/26	Development and implementation of appropriate mechanisms to reduce litigations	Legislative compliance
	Inadequate maintenance of municipal facilities	MT/27	Implementation of condition assessment plan	Safe environment
		MT/28	Refurbishment of old municipal building	
		MT/29	Provision of adequate staff for maintenance	
	Unavailability of office space	MT/30	Provision of Office space for the Municipality	
	Conflicts within communities & among stakeholders	MT/31	Development of Stakeholder Engagement Strategy	Social cohesion
		MT/32	Development of Stakeholder Engagement Strategy	
		MT/33	Development of Stakeholder Engagement Strategy	
	Inadequate records management	MT/34	Ensure functionality of record management	Sustainability of institutional memory
		MT/35		Social cohesion

KPA	Problem statement	Code	Development strategies	Outcome
	Inadequate security management	MT/36 MT/37	Development of Stakeholder Engagement Strategy Strengthen security management	Sustainability of institutional memory & business continuity
	Limited powers & functions	MT/38	Lobby in partnership with stakeholders for amenability for increased powers & functions such as: *Water services provider / authority. *Electricity licensing. *Housing authority; and *Executive Mayoral status.	Safe municipal assets and work environment
	Limited Occupational health and safety	MT/39	Promotion of occupational health and safety e.g., medical surveillance, fumigation in the municipal facilities	Improved, fully responsive municipal administration
	Limited Occupational health and safety	MT/40	Wellness Programs for employees	Health and safety environment

KPA 3: infrastructure development and basic services delivery: The Objective “To facilitate for basic services delivery and infrastructural development / investment” (OUTPUT 02),

The Fetakgomo Tubatse Municipality aims to fastract the development of infrastructure for the municipality to be more accommodative of growth and sustainable opportunities and monitoring, effective and efficient service delivery to our communities in line with our strategic objective.

KPA	Problem statement	Code	Development strategies	Outcome
	Shortage of portable water and reliable water sources	SD.1	Identify and prioritise villages with no water infrastructure	Access to water
		SD.2	Submit to SDM for prioritisation of extension on bulk water to new areas	
		SD.3	Monitor execution of feasibility studies prior construction to enable quality infrastructure	Quality assurance
		SD.4	Facilitation of Internal water supply (Community and Municipal Facilities).	Access to portable water
	Inadequate operation and maintenance of water infrastructure	SD.5	Highlight to SDM for improved and acceptable turnaround time of maintenance & operation of water infrastructure	Functional water infrastructure
	Lack of Infrastructure Operational Maintenance plan	SD.6	Development of Infrastructure Operational Maintenance Plan e.g Public lighting, Roads & stormwater and Community Facilities.	Prolonged assets lifespan for sustainable service provision
	Insufficient basic level sanitation services (85%) & unsanitary environment	SD.7	Engage SDM for allocation of sufficient sanitation units to meet national target	Improved access to healthy sanitation
		SD.8	Facilitate for the construction & upgrading of existing sewage plants	
		SD.9	Monitor execution of feasibility studies prior construction to enable quality infrastructure	Quality assurance
		SD.10	Facilitate engagement of all targeted communities in sanitation awareness/education	Informed communities
		SD.11	Facilitate monitoring of sanitation projects	Satisfied beneficiaries

KPA	Problem statement	Code	Development strategies	Outcome
		SD.12	Construction of water borne Ablution facilities in all Municipal & Community Facilities	Improved OHS, Environmental friendly
	Post connection electricity/ extensions backlog	SD.13	Engage Eskom in prioritisation of villages in line with the IDP's priority list	Broad coverage electrification Solar energy Street lights, Highmast lights
		SD.14	Update data on households that need Post Connections with possibility of new projects	Access to electricity by all households
		SD.15	Provision of solar energy	Access to solar energy
		SD.16	Ensure availability of Business Plans for non-electrified households	Broad coverage electrification
	Households without electricity	SD.17	Provision of electricity to households	Access to electricity
	High number of indigents	SD.18	Ensure that indigents benefits from FBE, awareness to communities on registration and collection	Improved FBE configured indigent beneficiaries
		SD.19	Constant updating of beneficiary list/database	Reliable beneficiary data base. Benefit by all deserving
	Impassable roads (rocky, dongas etc)	SD.20	Mobilise resources through engagements with RAL, DoRT & SANRAL for surfacing and maintenance of District, Provincial and national roads.	Improved accessibility & mobility for communities
			Development of municipal access Roads Master plan	
			Implementation of municipal access roads per priority list	
			Construction and maintenance of municipal roads and bridges (walkways).	
	Shortage housing units	SD.21	Negotiate, monitor implementation of adequate of low cost housing units with COGHSTA.	Access to housing by the needy
	Cemeteries	SD.22	Identify, prioritise & construction of fence and ablution facilities	Human dignity & healthy environment
	Inadequate Refuse management and illegal dumping	SD.23	Maintenance of the waste management assets, existing, develop new landfill sites, and an expand refuse collection.	Sustainable & affordable waste management services
	Huge storm water drainage backlog	SD.24	Engage DoRT, SANRAL & other relevant authorities for provision of storm water drainage in their respective roads	Improved accessibility & mobility within FTLM
			Construction of storm water drainage in municipal roads	
			Maintenance of storm water drainage in all municipal access roads.	
	Poor network (cell phone, TV & radio) coverage	SD.25	Follow up with SENTECH, ICASA, Cell phone operations & relevant authorities for strengthening network coverage within FTM.	Effective communication

KPA	Problem statement	Code	Development strategies	Outcome
	Inadequate access to telephones		Lobby for TELKOM in favour of provision of landline/telephone facilities	
	Inadequate working relationship with sector departments	SD/26	Engage the sectoral departments by having infrastructure working session	Improved working relationship with sectoral departments
	Insufficient municipal resources (plant and equipment)	SD/27	Leasing of plant and equipment (earthmoving machinery)	Effective maintenance on roads.
	Delays in projects completion due to community protests and other community leaders demands	SD/28	Engage all stakeholders before the project can start	Projects completion timeously
	Withholding of MIG allocations and or transfers due to delays in projects implementation	SD/29	Project identification, feasibility studies conducted, and appointment of contractors prior a year of implementation i.e. forward planning	MIG allocation 100% spends on projects.

KPA: 4 Local Economic Development & Tourism

Objective: To create an environment that promotes growth, development thereby facilitating job creation and inequality poverty (OUTPUT03)

The Local Economic Development & Tourism is for the municipality to assist our communities to participate in the building of the municipal growth and improve the quality of life, hence it is municipal mandate to develop strategic direction to attract investments and create job opportunities and facilitation for SMME's and tourism attraction. The below strategies are linked with municipal strategic objectives.

KPA	Problem statement	Code	Development strategies	Outcome
Local Economic Development	Inadequate environment to support viable local economic growth and development	LED/1	Create an enabling environment for the attraction, retention and expansion of foreign and local investments through development and rigorous implementation through multi stakeholder engagements	Viable environment for economic activity
		LED/2	Design a proactive approach for local and foreign investment through provision of incentives in exchange for socio-economic development, skills transfer and job creation	
		LED/3	Rationalization and implementation of the Local Economic Development Strategy	
	Inadequate economic sector diversification (outweighed by mining)	LED/4	Lobby for mining houses to jointly fund and support catalytic sector projects in tourism, agriculture and manufacturing (non-mining linked) to create alternative economy for sustainable economic development.	Diversified local economy

KPA	Problem statement	Code	Development strategies	Outcome
			Facilitate the establishment of Special Economic Zone in FTLM (SEZ)	
		LED/5	*Create environment for engagement and development of SLPs projects. *Ensure implementation and reporting of SLP projects.	
	High levels of unemployment and poverty	LED/6	*Facilitate access to job opportunities (casual and permanent) through public private partnerships.	Poverty alleviation Community empowerment
		LED/7	*Facilitate socio-economic empowerment programs through training, skills development and mentorship programs in the poorest rural communities *Lobby and facilitate learnerships and internship programmes for unemployed graduates. *Encourage entrepreneurship to unemployed graduates.	
		LED/8	*Promote and support community-based income generating projects *Support and initiate job opportunities programmes such as EPWP and CWP.	
	Skill deficit	LED/09	Conduct initiatives for feasibility study on a mining training college	Efficient Skills complementing the mining industry
	Inadequate investment in agriculture (crop farming and animal rearing)	LED/10	*Resuscitation of the agricultural sector through partnerships with the DTI for growing high value crops for job creation. *Resuscitate and support Agricultural schemes. *Create conducive environment for Market Linkages for local Agricultural enterprises.	Food security
		LED/11	Spearhead the establishment of an agricultural skills support centre that will champion the skill development framework in the agricultural sector *Facilitate training and workshops for local Agriculture enterprises. *Facilitate Agricultural exhibitions/EXPOs (local & international). *Facilitate Market Linkages (internal and external markets)	
		LED/12	Identify and facilitate the transformation of Praktiseer, Strydskraal, Ohristad and Penge area into an Agricultural corridors	
		LED/13	Facilitate Sector specific capacity interventions with SEDA.	
	Inadequate support to SMMEs	LED/13	Facilitate Sector specific capacity interventions with SEDA.	Self-reliant SMMEs

KPA	Problem statement	Code	Development strategies	Outcome
Local Economic Development		LED/14	Facilitate linkages of SMMEs to available opportunities especially in the rural areas through Enterprise Supplier Development (ESD) programme.	
			Facilitate Ward based Entrepreneurship Awareness with various stakeholders (e.g SEDA, leda)	
	Dormant tourism sector	LED/15	Promote local and regional tourism through marketing of available destinations i.e. ecotourism, historical sites and cultural/heritage sites	Exploited tourism opportunities
		LED/16	Enhance sector competitiveness through financial and technical support to conferencing accommodation facilities, as well as creating a signature ambiance for the local facilities	Preserved heritage sites and culture
		LED/17	Promotion and preservation of culture and heritage Sites within Fetakgomo Tubatse LM	
		LED/18	Establishment of an Information Desk (maps, and handbooks) located at the <i>Burgersfort Crossing Mall</i> to promote local tourism	
		LED/19	Utilization of municipal website, and billboards as a marketing tool.	
	Limited mining contribution to community development & Beneficiation	LED/20	Influence/input in mines' social responsibility plans and monitor implementation	Improved social corporate responsibility
		LED/21	Establish partnership with government and private sector other key stakeholders to support local economic development	Value chain creation
		LED/22	Intensify campaigns aimed at up-scaling localised beneficiation plants of locally mined	
		LED/23	Advocate for increased budgetary support towards SLP projects and CSI projects as implemented by mines	
		LED/24	Development and enforcement of Street Trading By-Law.	
		LED/25	Re-establishment of Street Trade Management Committee and gazetting of Street Trade Charge Sheet	
		LED/26	Establishment of Hawkers Association Committee constituting of representatives from various subcommittees and from the entire municipality.	
LED/27		Facilitate for construction of new stalls in areas of need and concentration for economic activities.		

KPA	Problem statement	Code	Development strategies	Outcome
		LED/28	Facilitate for maintenance of existing hawkers stalls by providing Equipment of service infrastructure (water, electricity and sanitation), maintenance and branding of all municipal stalls	
Local Economic Development	Inadequate manufacturing and industrial opportunities	LED/29	Facilitate the establishment Special Economic Zones (SEZ) programme in FTLM	Diversified Economic growth
			Promotion of various sector manufacturing opportunities across sectors, agriculture, energy, ICT, textile etc.	

KPA.5 FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: "TO IMPROVE OVERALL MUNICIPAL FINANCIAL MANAGEMENT" OUTCOME 06,

The financial viability of the municipality reflects the financial situation, ensure that strategies will drive the municipality to attain the clean audit and reduce irregulars within all departments and raise revenue.

KPA	Problem statement	Code	Development strategies	Outcome	
Financial viability	Limited revenue base	F.1	Concentrate on collection of revenue from the following potential sources. Traffic function (Learners' drivers license, renewal & registration of motor vehicles & testing services), Property rates, Renting of Council facilities, Billboards tariffs, Building Regulations, Refuse removal and collection Land use application	Financially viable & sustainable municipality	
	Limited revenue base	F.2	Collect refuse from Tubatse Ex 2	Sustainable municipality	
	Resistance by property owners to pay property rates, Lack of supplementary valuation roll	F.3	Implementation of certified valuation roll & compilation of supplementary valuation roll Appoint a municipal valuer	Improved revenue base Credible valuation roll & Improved revenue base	
	Accounts not reaching customers	F.4	Municipal open an account with post office	Improved distribution of accounts	
	Inadequate debt collection rate	F.5	Maximum debt collection rate (hand over debtors to debt collectors)	Increased revenue	
	Customers not responding to debt collectors	F.6	Enforce litigation processes	Improved revenue	
	Non-compliant Asset Register	F.7	Maintenance & Updating of Asset Register	Satisfied customers / GRAAP compliant Asset Register	
	High grant dependency / indigent community		F.8	Engaging LEDET on devolution of trade regulation function	Diversified revenue sources
			F.9	Lobby for Investments and funding e.g. DBSA	Financial viability

KPA	Problem statement	Code	Development strategies	Outcome
		F.10	Provision of basic services to the indigent community	Satisfied customers / low grant dependency
	High rate of unemployment	F.11	To ensure effective implementation of the indigent policy	
	Slow indigent registration process	F.12	Ward councillors should actively drive the indigent registration process	Improved management of debt
	Negative Audit outcomes	F.13	Ensure adherence of Financial principles and legislative frameworks	Unqualified report
	Incomplete of MSCOA compliance	F.14	Ensure compliance of MSCOA implementation and functional steering committee.	MSCOA Compliance
	Late payment of creditors	F.15	Adherence to section 65 of MFMA and monitoring of invoices.	MFMA compliance
	Poor record keeping	F.16	Provision of enough space for filling	
		F.17	Development of Expenditure Management Policy	

Kpa.6 Good governance and public participation

Strategic Objective: "To promote a culture of participatory and good governance" Output 05

The municipality strive to attain good governance by promoting responsiveness to community needs and priorities. The municipality wish to be more transparent accommodative and compliance with legislative directive and regulatory prescripts, customer care is more important. The municipality is linked our output 05.

KPA	Problem statement	Code	Development strategies	Outcome
-Good Governance and Public participation	Inaccessible Cemeteries and Inadequate municipal owned Cemeteries	GG.1	Identify, prioritise & construct user friendly cemeteries with necessary infrastructure. e.g feasibility study and expand function of crematorium services)	Human dignity & healthy environment
		GG.2	Development and maintenance of Municipal Regional Cemeteries	
		GG.3	Installation of Electronic Cemetery Software Management System(4 municipal cemeteries)	
	Insufficient Parks	GG.4	Identification of suitable land for development new parks , and rehabilitation of existing parks	Improved social cohesion
		GG.5	Development of spray parks	
		GG.6	Maintenance and beautification of parks and open spaces e.g. grass cutting	
	Nonadherence to the traffic regulations.	GG.7	Increase resources to deal with law enforcement e.g calibration of speed and roadblock trailer equipment devices.	Safer communities and road users comply with traffic laws
		GG.8	Roads safety and law enforcement campaigns and Roadblocks	
	Traffic congestion	GG.9	Visible municipal traffic officers. Lobby for alternative route to ease traffic congestion on R37	

KPA	Problem statement	Code	Development strategies	Outcome
	Insufficient vehicles, learners and drivers licensing centres	GG.10	Decentralisation of licensing services across the Municipal areas	Improved service delivery Improved revenue collection
	Unpaid Traffic fine Inadequate Transport facilities	GG.11	Increase the scope of work of the existing service provider to include functions such as sms, phoning and posting of letters to the offenders	Enhance Revenue Collection Effective and Efficient transport system
		GG.12	Development of transport master plan	
		GG.13	Engagement forum for transport with sector departments. e.g rural safety	
	Landfill sites Management	GG.14	Facilitation and rehabilitation of taxi ranks	
		GG.15	Effective disposal site by conducting compliance matters eg Monthly Project meeting Landfill site Monitoring External audit	
		GG.16	Rehabilitation of landfill site and identify new landfill site. Development of Cells(TOR) compliance with LEDET regulations	
	Air pollution, environmental pollution and Climate change	GG.17	Development of waste management transfer stations	
		GG.18	Implementation of an Integrated waste management plan approved by council	
		GG.19	Collection of households refuse removal Eradication of illegal dumps hotspots Expansion of refuse removal to other areas	
	Lack of Environmental education	GG.20	Minimization of waste management e.g storage facilities , recyclers	Clean, safe and healthy environment
		GG.21	Undertake environmental awareness & encourage solar and other sources of energy friendly and greening of the municipality.	
		GG.22	Implementation of waste management By Laws	
	Inadequate Refuse management and illegal dumping Insufficient resources(budget) to respond timeously on Disaster incidents	GG.23	Maintenance of the waste management assets, existing, develop new landfill sites, Extension of refuse collection to unserved areas. Clearing of skip bins placed in strategic areas. Encourage recycling programmes. Development of transfer stations	Sustainable & affordable waste management services Safe and resilient communities
		GG.24	Mobilisation of & provision of relief to disaster victims within prescribe period of 12hrs. Educate communities about disaster management. Lobby for partnership with other sectors in favour of provision/location of a Disaster Management Centre within FTLM.	

KPA	Problem statement	Code	Development strategies	Outcome
			Development/rationalisation of Disaster Management Plan	
		GG.25	Functional disaster advisory forum	
	Insufficient libraries	GG.26	Continuous Engagements with DSAC to build more libraries and function effectively Operating libraries over the weekend LSA signing and monitoring implementation	Improved literacy levels
	Lack of Sporting facilities	GG.27	Development of multi sports facilities to cater for all sporting codes. Facilitate Sports arts and culture programmes Grading of existing sports field	Social Cohesion
	Non-functionality of Sports Council	GG.28	Facilitate and revive the sport council and sitting allowance be paid Forge partnerships with Sports federations e.g. SAFA, Netball SA, Rugby SA and Swim SA	Improved social cohesion
		GG.29	Development and implementation of internal audit Annual plan. Installation of internal audit system e.g. team-mate.	
		GG.30	Follow-up on external audit (AG's management letter.	
		GG.31	Establishment of functional audit and performance audit committee	
		GG.32	Review of institutional performance management information, systems and compliance with laws, acts and procedures. Review of implementation of municipal strategic plans and operational plan.	
		GG.33	Conduct Ad-hoc investigations	
		GG.34	Conduct specialised Audits e.g IT audit	
		GG.35	Review of internal Audit frameworks	
		Insufficient implementation of risk management processes	GG.36	
	GG.37		Establish security control room e.g CCV camera monitoring	
	GG.38		Develop, review and monitor implementation of risk management processes.	
	Non-attendance by some stakeholders of IGR structures (governance systems) which impacts on institutional performance	GG.39	Strengthening the support model for governance structure (Council, Exco & other Council Committees)	Adequate institutional governance system
		GG.40	Bench mark for improvement	Good governance
		GG.41	Employ customized capacity building for governance structure	Capacitated stakeholders governance structure
		GG.42	Support & strengthen existing fora i.e. IDP Forum, Magoshi Forum and other IGR structures	Structured participation

KPA	Problem statement	Code	Development strategies	Outcome
			Ensure ward committee supports	
		GG.43	Ensure integrated service delivery & support for cross cutting issues	Co-operative governance & social accountability
		GG.44	Ensure alignment of community outreach and public participation programs from all spheres of government.	Informed communities
		GG.45	Rationalisation of public participation policy	
		GG.46	Improve municipal wide communication and review of communication strategy. Eg. Media realise and marketing and branding.	
	Minimal health provision on facilities	GG.47	Stakeholder engagements with department of Health and other social partners for mobile clinic and private hospitals e.g mining houses	Accessibility of health services closer to our communities.
	HIV/AIDS prevalence	GG.48	Forge partnership with stakeholders e.g. awareness campaigns	Reduced rate of HIV/AIDS infection
	Minimal participation of designated groups	GG.49	Strengthening support for Youth Council, Women Council, Disability Council, children, moral regeneration and military veterans	Mainstreaming and integration of focus groups' interests into municipal development planning enterprise
	Lack of sports facilities and inadequate maintenance	GG.50	Develop and maintain sports facilities Develop & implement sports programmes.	Healthy and competitive communities
	Fraud & corruption	GG.51	Development & implementation of Fraud Prevention Strategy	Clean administrative governance
		GG.52	Development & annual review of strategic & operational risk registers	
	Inadequate security management systems	GG.53	Develop, implement and monitor total security function.	Safeguarding of municipal facilities and its employees.
	Inadequate educational facilities & equipment	GG.54	Engage Dept. of Education for construction of schools, upgrading/renovation, extension of blocks, general infrastructural provision & equipment at schools	Improved and safe learning environment.
	In effective Customer care	GG.55	Revitalisation of call centre and suggestion box	Improved service delivery.
	Minimal participation of designated groups	GG.56	Strengthening support for Youth Council, Women Council, Disability Council, children, elderly, aids council & moral regeneration	Mainstreaming and integration of focus groups' interests into municipal development planning enterprise

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
1	Basic Services Delivery & Infrastructural Development	To facilitate basic services delivery and infrastructural development / investment	Lack of engineering capacity (Reliance on service providers)	Improving procurement processes and systems (contractor appointment and management)	Improved access to basic services	Sustainable human settlements	% Decrease of infrastructure backlog
			Inability to spend grant funding	Building capacity to enable municipal teams to do work done by consultants	Improved engineering capabilities		
			High infrastructure services backlog (Water, Sanitation, Roads and Electricity)	Build Engineering capacity to support other departments			
				Improve infrastructure planning			
2	Local Economic Development	To create an environment that promotes growth and development thereby facilitating job creation	High unemployment rate	Development Tourism strategy	Shared economic growth and development	Improved livelihoods	economic indices i.e. reduced unemployment, standard of living etc
			High vacancy rate (in the Department)	Finalise the land tenure and land rights			
				Develop coordination mechanism for the Social Labour Plans			
				Work with DALARRD to capacitate local farmers on new technologies			
				Develop infrastructure to support economic projects			
				Coordinating Local economic opportunities			
3	Spatial Rationale	To promote integrated human settlements and agrarian reform	Land Invasions and illegall and uses	Formalisation/ upgrading of informal settlements	Improved spatial structure	Sustainable Settlements	Sustainability index
			Dispersed and unbalanced settlements	Provide integrated decent and sustainable settlements	Compact and accessible settlements		
			Inability to acquire level 1 housing accreditation	Apply for the level 1 housing accreditation			
			Unavailability of basic services	Provision of basic services			
			Urban congestion and fragmentation	Apply sustainable urban design principles			
			Housing backlog	Develop relevant by-laws & development contributions			
4	Municipal Transformation and Organisational Development	To build municipal capacity by way of raising institutional efficiency,	Inadequate institutional governance systems	Review & implementation of municipal planning frameworks, e.g. IDP/Budget	Synchronised	Implementable IDP	% increase in services delivery to communities

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
		effectiveness, and competency	Lack of proper coordination on formulation and implementation of by-laws	Coordinate formulation and implementation of municipal by laws to ensure compliance and enforcement	planning, credible IDP/Budget		
			High volume of litigations against the Municipality due to uncoordinated contract management	Integration of contract management with legal services to ensure compliance and promote alternative dispute resolution methods	Minimize litigation costs		
			Inadequate disaster preparedness and IT connectivity	By-laws: Implementation and rationalization of existing by-laws	Improved regulatory compliance environment		
				Development and Implementation of Disaster Recovery Plan (DRP) and Business Continuity	Secured data center		
				Development and Implementation of network connectivity.	Integrated network connectivity and accessibility		
				Development of IT Master Plan.	Integrated network connectivity and accessibility		
				Enhancement & improvement of legislative compliance.	Good governance and accountability		
				Ensure provision of adequate & reliable information management systems.	Effective and efficient information management		
				Installation of Wi-fi connection to municipal facilities	Effective and efficient information management		
			Insufficient implementation of risk management processes	Installation of security systems & tools e.g. access control system	Effective internal control systems and Good governance		
				Establish security control room e.g. CCTV camera monitoring	Effective internal control systems and good governance		
				Develop, review, and monitor implementation of risk management processes.	Effective internal control systems and good governance		
			Non-attendance by some stakeholders of IGR structures (governance systems) which impacts on institutional performance	Strengthening the support model for governance structure (Council, Exco & other Council Committees)	Adequate institutional governance system		
				Benchmark for improvement	Good governance		
				Employ customized capacity building for governance structure	Capacitated stakeholders' governance structure		

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
				Support & strengthen existing fora i.e. IDP Forum, Magoshi Forum and other IGR structures	Structured participation		
				Ensure ward committee supports	Structured participation		
				Ensure integrated service delivery & support for cross cutting issues	Co-operative governance & social accountability		
				Ensure alignment of community outreach and public participation programs from all spheres of government.	Informed communities		
				Rationalisation of public participation policy	Informed communities		
				Improve municipal wide communication and review of communication strategy. Eg. Media realise and marketing and branding.	Informed communities		
			Fraud & corruption	Development & implementation of Fraud Prevention Strategy	Clean administrative governance		
				Development & annual review of strategic & operational risk registers	Clean administrative governance		
			Inadequate security management systems	Develop, implement and monitor total security function.	Safeguarding of municipal facilities and its employees.		
			Inadequate educational facilities & equipment	Engage Dept. of Education for construction of schools, upgrading/renovation, extension of blocks, general infrastructural provision & equipment at schools	Improved and safe learning environment.		
			In effective Customer care	Revitalisation of call centre and suggestion box	Improved service delivery.		
			Minimal participation of designated groups	Strengthening support for Youth Council, Women Council, Disability Council, children, elderly, aids council & moral regeneration	Mainstreaming and integration of focus groups' interests into municipal development planning enterprise		
	Community Services/Development	Promote sustainable environmental management and mitigation of environmental impacts	Inadequate social facilities High levels of water, air, and land pollution	Develop and maintenance of social facilities Solid waste management and minimisation through improved collection, disposal, recycling and increase landfill sites with permits	Healthy living and working environment for our people and future generations	Reduced deaths by environmental disasters (Reduced effects of climate change)	

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
				Reducing atmospheric pollutants to comply with Ambient Air Quality Standards.			
				Develop Smart City concepts (Wi-Fi connection at strategic locations))			
				Upgrading and maintenance of sport facilities			
				Promoting employee's wellness program			
				To promote sustainable environmental management and mitigation of environmental impacts			
5	Financial Viability	To improve overall municipal financial management	Untapped revenue base	Adopted revenue enhancement strategy for implementation			
			Non-Compliant financial statement	Submission of AFS with no material error to AGSA			
			Low Collection vs billing	Improved collection rate to an acceptable level	100% spending		
			Non-adherence to 30 days payment period norm	Maintain payment level to below 30 days by introduction of triplicate invoices and performance measure for payment to be part of directors and managers relevant			
			Poor Liquidity	Improvement of liquidity ratio			
			Low spending on conditional Grants	Implement forward planning and structured procurement strategy			
			Non-compliant Asset Register	Regular Maintenance & Updating of Asset Register including annual review of the assets register	GRAP compliant Asset Register		
			Lower cash coverage period	Improvement of cash surplus to meet the national treasury norms on cash coverage	Maintained a minimum cash coverage of 4 months		
			High UIF&W expenditure	Enforcement of full compliance to SCM prescripts and related	Clean governance		
			Negative Audit outcomes	Stricter adherence of financial principles and legislative frameworks	Unqualified report /clean audit		
			Inadequate contract management	Implementation of digital contract management solution and enforcement	Clean governance		
			Production of unfunded budget	Ensuring that SLAs are signed timeously	Funded budget		

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
6	Good Governance & Public Participation	To promote a culture of participatory	Inadequate coordination of HR Interventions and policies	Develop an Organisational plan	Capacitated municipal structure (vacancies identified and strategic positions filled)	Municipality that is accountable, is fair and effective	% Staff members expertise (related staff member expertise vs requires expertise- this could include qualifications, experience etc)
				Implement the Employee health and safety compliance policy	Municipality is OHS/EAP compliant		
				Implement Municipal Facility Management (incl fleet and IT infrastructure) plan/policy?	Maintained infrastructure and reduce costs of maintenance.		
				Develop Knowledge management plan	electronic record management systems in place		
				Roll out training of council committees on their roles and responsibilities and development	Council fully inducted and aware of structures and roles		
				Implement Special Programmes (HIV and Aids, Youth, Moral Regeneration, Children, Gender, Elderly, and Disability	Youth involvement and employment, community engagement on projects		
			Inadequate implementation of risk management strategies.	Review and monitor the implementation of risk management policy and strategy.	Adequate internal control systems and good governance	# of risk assessment facilitated	
						# of Risk management committee meetings held	
						# of reports produced on the progress made in the implementation of identified action Plans to mitigate risks	
						# of risk management reports submitted to Audit committee	
Inadequate security management systems	Review, implement and monitor total security functions.	Safeguarding of municipal facilities and its employees	Safe working conditions	# of Installed security systems & tools e.g. access control system			
				100% Established security control room e.g. CCV camera monitoring			
						# of security audits produced	

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
				Development of Business Continuity Management and Disaster Recovery Plan	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	# of municipal offices where security equipment, systems and tools installed.
							# of reports produced on security inspections conducted to appointed private security companies.
							# of security awareness campaigns facilitated
							# of Municipal sites/ offices where CCTV Cameras, upgraded, maintained and installed.
							# of municipal offices where alarms and access Control systems installed or maintained
							% on the development of BCM and DRP.
				Review and monitor the implementation of Anti- fraud and corruption strategy/policy	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	# of reports produced on reported fraud & corruption cases.
							# of Anti-Fraud and corruption awareness campaigns facilitated
			Lack of Business Continuity Management	Development of Business Continuity Management and Disaster Recovery Plan	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	% on the development of BCM and DRP.
			Ineffective implementation of Anti-fraud and corruption strategy and policies	Review and monitor the implementation of Anti- fraud and corruption strategy/policy	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	# of reports produced on reported fraud & corruption cases.
							# of Anti-Fraud and corruption awareness campaigns facilitated

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
1	Basic Services Delivery & Infrastructural Development	To facilitate basic services delivery and infrastructural development / investment		Improving procurement processes and systems (contractor appointment and management)	Improved access to basic services	Sustainable human settlements	% Decrease of infrastructure backlog
			Lack of engineering capacity (Reliance on service providers)	Building capacity to enable municipal teams to do work done by consultants	Improved engineering capabilities		
			Inability to spend grant funding	Build Engineering capacity to support other departments			
			High infrastructure services backlog (Water, Sanitation, Roads and Electricity)	Improve infrastructure planning			
2	Local Economic Development	To create an environment that promotes growth and development thereby facilitating job creation	High unemployment rate	Development Tourism strategy	Shared economic growth and development	Improved livelihoods	economic indices i.e. reduced unemployment, standard of living etc
			High vacancy rate (in the Department)	Finalise the land tenure and land rights			
				Develop coordination mechanism for the Social Labour Plans			
				Work with DALARRD to capacitate local farmers on new technologies			
				Develop infrastructure to support economic projects			
				Coordinating Local economic opportunities			
3	Spatial Rationale	To promote integrated human settlements and agrarian reform	Land Invasions and illegal and uses	Formalisation/ upgrading of informal settlements	Improved spatial structure	Sustainable Settlements	Sustainability index
			Dispersed and unbalanced settlements	Provide integrated decent and sustainable settlements	Compact and accessible settlements		
			Inability to acquire level 1 housing accreditation	Apply for the level 1 housing accreditation			
			Unavailability of basic services	Provision of basic services			
			Urban congestion and fragmentation	Apply sustainable urban design principles			
			Housing backlog	Develop relevant by-laws & development contributions			

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
4	Municipal Transformation and Organisational Development	To build municipal capacity by way of raising institutional efficiency, effectiveness, and competency	Inadequate institutional governance systems	Review & implementation of municipal planning frameworks, e.g. IDP/Budget	Synchronised		
			Lack of proper coordination on formulation and implementation of by-laws	Coordinate formulation and implementation of municipal by laws to ensure compliance and enforcement	planning, credible IDP/Budget		
			High volume of litigations against the Municipality due to uncoordinated contract management	Integration of contract management with legal services to ensure compliance and promote alternative dispute resolution methods	Minimize litigation costs		
			Inadequate disaster preparedness and IT connectivity	By-laws: Implementation and rationalization of existing by-laws	Improved regulatory compliance environment		
				Development and Implementation of Disaster Recovery Plan (DRP) and Business Continuity	Secured data center		
				Development and Implementation of network connectivity.	Integrated network connectivity and accessibility		
				Development of IT Master Plan.	Integrated network connectivity and accessibility		
				Enhancement & improvement of legislative compliance.	Good governance and accountability		
				Ensure provision of adequate & reliable information management systems.	Effective and efficient information management		
				Installation of Wi-fi connection to municipal facilities	Effective and efficient information management		
				Installation of security systems & tools e.g. access control system	Effective internal control systems		

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
			Insufficient implementation of risk management processes		and Good governance		
				Establish security control room e.g CCV camera monitoring	Effective internal control systems and good governance		
				Develop, review, and monitor implementation of risk management processes.	Effective internal control systems and good governance		
			Non-attendance by some stakeholders of IGR structures (governance systems) which impacts on institutional performance	Strengthening the support model for governance structure (Council, Exco & other Council Committees)	Adequate institutional governance system		
			Fraud & corruption	Benchmark for improvement	Good governance		
				Employ customized capacity building for governance structure	Capacitated stakeholders' governance structure		
				Support & strengthen existing fora i.e. IDP Forum, Magoshi Forum and other IGR structures	Structured participation		
				Ensure ward committee supports	Structured participation		
				Ensure integrated service delivery & support for cross cutting issues	Co-operative governance & social accountability		
				Ensure alignment of community outreach and public participation programs from all spheres of government.	Informed communities		
				Rationalisation of public participation policy	Informed communities		
				Improve municipal wide communication and review of	Informed communities		

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
				communication strategy. Eg. Media realise and marketing and branding.			
				Development & implementation of Fraud Prevention Strategy	Clean administrative governance		
				Development & annual review of strategic & operational risk registers	Clean administrative governance		
			Inadequate security management systems	Develop, implement and monitor total security function.	Safeguarding of municipal facilities and its employees.		
			Inadequate educational facilities & equipment	Engage Dept. of Education for construction of schools, upgrading/renovation, extension of blocks, general infrastructural provision & equipment at schools	Improved and safe learning environment.		
			In effective Customer care	Revitalisation of call centre and suggestion box	Improved service delivery.		
			Minimal participation of designated groups	Strengthening support for Youth Council, Women Council, Disability Council, children, elderly, aids council & moral regeneration	Mainstreaming and integration of focus groups' interests into municipal development planning enterprise		
	Community Services/Development	Promote sustainable environmental management and mitigation of environmental impacts	Inadequate social facilities	Develop and maintenance of social facilities	Healthy living and working environment for our people and future generations		
			High levels of water, air, and land pollution	Solid waste management and minimisation through improved collection, disposal, recycling and increase landfill sites with permits			
				Reducing atmospheric pollutants to comply with Ambient Air Quality Standards.			
				Develop Smart City concepts (Wi-Fi connection at strategic locations))			

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
				Upgrading and maintenance of sport facilities			
				Promoting employee's wellness program			
				To promote sustainable environmental management and mitigation of environmental impacts			
5	Financial Viability	To improve overall municipal financial management	Untapped revenue base	Adopted revenue enhancement strategy for implementation			
			Non-Compliant financial statement	Submission of AFS with no material error to AGSA			
			Low Collection vs billing	Improved collection rate to an acceptable level			
			Non-adherence to 30 days payment period norm	Maintain payment level to below 30 days by introduction of triplicate invoices and performance measure for payment to be part of directors and managers relevant			
			Poor Liquidity	Improvement of liquidity ratio			
			Low spending on conditional Grants	Implement forward planning and structured procurement strategy	100% spending		
			Non-compliant Asset Register	Regular Maintenance & Updating of Asset Register including annual review of the assets register	GRAP compliant Asset Register		
			Lower cash coverage period	Improvement of cash surplus to meet the national treasury norms on cash coverage	Maintained a minimum cash coverage of 4 months		
			High UIF&W expenditure	Enforcement of full compliance to SCM prescripts and related	Clean governance		
			Negative Audit outcomes	Stricter adherence of financial principles and legislative frameworks	Unqualified report /clean audit		
			Inadequate contract management	Implementation of digital contract management solution and enforcement	Clean governance		
			Production of unfunded budget	Ensuring that SLAs are signed timeously	Funded budget		

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
6	Good Governance & Public Participation	To promote a culture of participatory	Inadequate coordination of HR Interventions and policies	Develop an Organisational plan	Capacitated municipal structure (vacancies identified and strategic positions filled)	Municipality that is accountable, is fair and effective	% Staff members expertise (related staff member expertise vs requires expertise- this could include qualifications, experience etc)
				Implement the Employee health and safety compliance policy	Municipality is OHS/EAP compliant		
				Implement Municipal Facility Management (incl fleet and IT infrastructure) plan/policy?	Maintained infrastructure and reduce costs of maintenance.		
				Develop Knowledge management plan	electronic record management systems in place		
				Roll out training of council committees on their roles and responsibilities and development	Council fully inducted and aware of structures and roles		
				Implement Special Programmes (HIV and Aids, Youth, Moral Regeneration, Children, Gender, Elderly, and Disability	Youth involvement and employment, community engagement on projects		
			Inadequate implementation of risk management strategies.	Review and monitor the implementation of risk management policy and strategy.	Adequate internal control systems and good governance		# of risk assessment facilitated
							# of Risk management committee meetings held
							# of reports produced on the progress made in the implementation of identified action Plans to mitigate risks

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
							# of risk management reports submitted to Audit committee
			Inadequate security management systems	Review, implement and monitor total security functions.	Safeguarding of municipal facilities and its employees	Safe working conditions	# of Installed security systems & tools e.g. access control system
		100% Established security control room e.g CCV camera monitoring					
		# of security audits produced					
		# of municipal offices where security equipment, systems and tools installed.					
		# of reports produced on security inspections conducted to appointed private security companies.					
		# of security awareness campaigns facilitated					
		# of Municipal sites/ offices where CCTV Cameras, upgraded, maintained and installed.					
			# of municipal offices where alarms and access Control systems installed or maintained				
			Lack of Business Continuity Management	Development of Business Continuity Management and Disaster Recovery Plan	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	% on the development of BCM and DRP.

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
				Review and monitor the implementation of Anti- fraud and corruption strategy/policy	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	# of reports produced on reported fraud & corruption cases.
				Development of Business Continuity Management and Disaster Recovery Plan	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	# of Anti-Fraud and corruption awareness campaigns facilitated
			Ineffective implementation of Anti-fraud and corruption strategy and policies	Review and monitor the implementation of Anti- fraud and corruption strategy/policy	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	% on the development of BCM and DRP.
							# of reports produced on reported fraud & corruption cases.
							# of Anti-Fraud and corruption awareness campaigns facilitated

CHAPTER 4: PROJECT PHASE

This chapter depicts key projects for the coming year as aligned to the budget. A mixture of both top layer and some departmental programmes and project. The top layer and departmental programmes and projects are aligned with the status quo analysis report which was adopted by council around 03 December 2021 and the report stated the challenges emanating from all 39 wards. The strategies were also developed trying to come up with the solutions linked to challenges therefore projects and programmes were identified and linked to budget for the coming years (MTRF) serious effort has been taken to align the projects with the interventions proposed in the Back-to-Back Strategy and Action Plan. All the below projects are divided according to Key Performance Areas, projects description/name, strategic objectives smart indicators and targets.

The projects/programmes identified and approved by council will then be aligned to the Service Delivery Budget Implementation Plan (SDBIP) for the council and administration to monitor quarterly implementation or progress of the projects/programmes. Furthermore, the chapter will outline projects from Sekhukhune District Municipality, Sector Departments, and Mining Sectors as part of alignment and integration of programmes to be undertaken within our Municipal jurisdiction.

The main purpose of this chapter is to ensure that there is service delivery programmes and projects which are aligned with indicators and targets for the next financial for smooth implementation processes. In terms of Section 25(1:a) of Local Government: Municipal Systems Act No.32 of 2000(as amended) stipulates that a municipality links, integrates and coordinates plans and takes into account proposals for development of the municipality.

KPA1. Spatial Rationale: The Objective: To promote integrated human settlements (Output 04)

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/23	2023/24	2024/25				
TOP LAYER PROJECTS: SPATIAL RATIONALE										
SPT/1	Formalization of Dresden informal settlement	% progress in formalization of Dresden informal settlement	50% progress in formalization of Dresden informal settlement	R 330 000	R0.00	R0.00	R 330 000	18	Dresden	DVP
SPT/2	Formalization of Mashifane informal settlement	% progress in formalization of Mashifane informal settlement	50% progress in formalization of Mashifane informal settlement	R 1000 000	R 1000 000	R0.00	R2 000 000	25	Mashifane	DVP
SPT/3	Formalization of Praktiseer Extensions informal settlement	% Progress in formalisation of Praktiseer Extensions (±4574 Erven)	50% progress in formalization of Praktiseer Extensions (±4574 Erven)	R2 550 000	R0,00	R0.00	R 2 550 000	13,18,22, 30	Praktiseer	DVP
SPT/4	Formalization of Strydkraal informal settlement	% progress in formalization of informal settlement Strydkraal B	80% progress in formalization of informal settlement Strydkraal B	R 700 000	R0.00	R0.00	R 700 000	36	Strydkraal	DVP
SPT/5	Land Tenure Security	% Progress in finalization of upgrading of Land Tenure Security -Tubatse A	15% Progress in finalization of upgrading Land Tenure Security - Tubatse A	R1,7 000 000	R0,00	R0,00	R1,7 000 000	13,18,22,30	Praktiseer extensions	DVP
SPT/6	Land invasion interventions on municipal owned land	# of Reports submitted to council on land invasion interventions on municipal owned land	4 reports submitted to council on land invasion interventions on municipal owned land	R0.00	R0.00	R0.00	R0.00	18,36,31, 13,22,30, 2, 1	Burgersfort, praktiseer, Mapodile, Aapiesdoorndraai, Hoeraroep, Ohrigstad	DVP
SPT/7	Hoeraroep township establishment (1000 erven)	% Progress in finalization of township establishment on donated land (Ptns 5 , 6 & 7 of Farm Hoeraroep KS)	70% Progress in finalization of township establishment on donated land (Ptns 5 ,6 & 7 of Farm Hoeraroep KS)	R986 000,00	R0.00	R0.00	R986 000,00	35,36, 37	Mashung, Mabopo	DVP

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
DEPARTMENTAL PROJECTS SPATIAL RATIONALE										
SPD/1	Awareness on functionality of Breaking New Grounds (BNG) Houses	# of Breaking New Grounds (BNG) Housing Consumer awareness conducted	4 Breaking New Grounds (BNG) Housing Consumer Education awareness conducted	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/2	Awareness of national building regulations and land use management	# of national building regulations and land use management campaigns conducted	4 national building regulations and land use management campaigns conducted	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/3	Approval of Building plans	turnaround time in approving Building Plans less than or equals' to 500m ² (≤)	30 working days turnaround time in approving Building Plans	R0.00	R0.00	R0.00	R0.00	All	All	DVP
		turnaround time in approving Building Plans greater than (>500m ²)	60 working days turnaround time in approving Building Plans greater than (>500m ²)	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/4	Relocation and rectification of township beacons in Urban areas	% of resolved queries raised with the municipality on boundary encroachment disputes	100% resolved raised with the municipality on boundary encroachment disputes	R 200 000	R208 000	R208 000	R616 000	1, 18,31,13,30,35,36,37, 14	All townships	DVP
SPD/5	Implementation of Municipal Planning Tribunal	# of land development applications submitted to Joint Municipal Planning Tribunal	08 land development applications submitted to Joint Municipal Planning Tribunal	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/6	Finalization of establishment of Municipal Planning Tribunal (MPT)	% Progress in finalization of establishment of Municipal Planning Tribunal (MPT)	75% progress in finalization of establishment of Municipal Planning Tribunal	R1 500 000	R1 566 000	R 1 566 000	R4 632 000	All	All	DVP
SPD/7	Finalization of Burgersfort precinct plan	% Progress in finalization of Burgersfort precinct plan	20% Progress in finalization of Burgersfort precinct plan	R 200 000	R0.00	R0.00	R 200 000	18	Burgersfort	DVP
SPD/8	Atok precinct plan	% Progress in development of Atok precinct plan	100 % Progress in development of Atok precinct plan	R 750 000	R0.00	R0.00	R 750 000	34	Atok	DVP
SPD/9	Anti-land invasion conducted	% of Anti-land invasion conducted	100% Anti-land invasion conducted	R530 000	R 553 320	R 553 320	R1 636 640	All	All	DVP
SPD/10	Engagement with Department of Agriculture and Land Reform and Rural Development (DALRRD) on land invasion	# of engagements with Engagement with Department of Agriculture and Land Reform and Rural Development (DALRRD) on land invasion	4 engagements with Engagement with Department of Agriculture and Land Reform and Rural Development on land invasion	R0.00	R0.00	R0.00	R0.00	All	All	DVP

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
SPD/11	Inspection of Reconstruction Development Programme housing units by National Home Builders registration council (NHBC) Cooperative Governance Human settlements and Traditional Affairs (Coghsta) & Municipality.	# Reconstruction Development Programme housing units by National Home Builders' registration council (NHBC) Cooperative Governance Human settlements and Traditional Affairs (Coghsta) & Municipality.	100 RDP housing units inspected by NHBC, Coghsta & Municipality. Reconstruction Development Programme housing units by National Home Builders' registration council (NHBC) Cooperative Governance Human settlements and Traditional Affairs (Coghsta) & Municipality.	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/12	Finalization and implementation of Land Development Appeal Authority	% progress in finalization of Land Development Appeal Authority	75% progress in finalization of Land Development Appeal Authority	R500 000	R 522 000	R 522 000	R 1 544 000	All	All	DVP
		% of land development applications appeals received and resolved	100% of land development application appeals received and resolved	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/13	Finalization of Land Development Applications and Building Plans Management System	% Progress in finalization of Land Development Applications and Building Plans Management System	30% Progress in finalization of Land Development Applications and Building Plans Management System	R 450 000	R0.00	R0.00	R 450 000	All	All	DVP
SPD/14	Geographical Information Systems (GIS)maintenance	% GIS maintenance	100% GIS maintenance	R 250 000	R250 000	R0.00	R 500 000	All	All	DVP
SPD/15	Resurveying and registration of land	% Progress in resurveying and registration of land	100% Progress in resurveying and registration of land	R 600 000	R 626 400	R 626 400	R 1 852 800	All	All	DVP
SPD/16	Stakeholder engagement for provision of bulk services	# of stakeholder engagement meetings held for provision of bulk services	4 stakeholder engagement meetings held for provision of bulk services	R 20 000	R 20 880	R 20 880	R61 760	All	All	DVP
SPD/17	Review of land disposal policy	% progress in review of Land Disposal Policy	100% progress in review of Land Disposal Policy	R 0. 00	R 0. 00	R 0. 00	R 0. 00	All	All	DVP
SPD/18	Determination of floodline around major streams and low-lying areas.	% progress in determination of floodline around major streams and low lying area	50% progress in determination of floodline around major streams and low lying area	R1 522 000	R1 566 000	R0, 00	R 3 088 000	All	All	DVP
SPD/19	GIS policy and standards	% progress in development of GIS policy and standards:	100% progress in development of GIS policy and standards:	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/20	Development of Fetakgomo Tubatse Local	% progress in development of Fetakgomo Tubatse	50% progress in development of Fetakgomo Tubatse Local	R 761 000	R783 000	R0,00	R 1 544 000	All	All	DVP

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
	Municipality Building rubble Policy	Local Municipality Building rubble policy	Municipality Building rubble policy							
SPD/21	Human settlement masterplan	% progress in the development of human settlement Masterplan	50% progress in the development of human settlement Masterplan	R 1 217 600	R1 252 800	R0,00	R 2 470 400	All	All	DVP

KPA 2: Municipal transformation and Institutional development: *The Objective is to build municipal capacity by way of raising institutional efficiency, effectiveness and competency (output 01-07)*

Project No.	Project/Programme	Performance Indicator	2022/2023Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
TOP LAYER PROJECTS										
MTT/01	Organisational development	Organisational structure approved	2023/24 Organisational Structure adopted by council	R0	R0	R0	R0	N/A	N/A	Corporate Services
MTT/02	LLF reports	# of Labour related report submitted to council	4 reports on Labour matters submitted to council	R 900 000	R939 600	R 1 200 078	R 3 039 678	N/A	N/A	Corporate Services

Project No.	Project/Programme	Performance Indicator	2022/2023Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
TOP LAYER PROJECTS FOR THE MUNICIPAL MANAGERS OFFICE										
MTT/03	Approval of 2023/24 SDBIP	# of SDBIP approved by the Mayor within 28 days after council has approved 2023/2024 municipal budget	SDBIP approved by the mayor within 28 days after council has approved 2023/2024	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTT/04	Performance Agreements for Senior Managers	# of senior manager signed performance Agreement within prescribed timeframe	8 of senior manager signed performance Agreement within prescribed timeframe	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTT/05	2022/23 Mid – Year performance Report	# of 2022/23 mid year performance reports submitted to the Mayor,	2022/23 mid year performance reports submitted to the Mayor, National and Provincial	R0.00	R0.00	R0.00	R0.00	All	All	MM's office

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
		National and Provincial Treasury	Treasury by 25 January 2023							
MTT/06	Annual Performance Report	# of 2021/2022 Annual Performance Report submitted to Auditor General of South Africa (AGSA)	2021/2022 Annual Performance Report submitted to Auditor General of South Africa (AGSA) by 31 August 2022	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTT/07	2021/2022 Annual Report	# of 2021/2022 Annual Report submitted to council	2021/2022 Annual report submitted to council by 30 January 2023	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTT/08	2021/2022 Oversight Report	# of 2021/2022 Oversight Report submitted to Council	2021/22 Oversight Report submitted to Council by 30 March 2023	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTT/09	Cascading of Performance Management Systems to other municipal employees	% Cascading of Performance Management Systems to task grade 14-18 employees	100% Cascading of Performance Management Systems to task grade 14-18 employees by 30 June 2023	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTT/10	2023/24 Integrated Development Plan (IDP)	# Of 2023/24 Integrated Development Plan (IDP) submitted to council	2023/24 Integrated Development Plan (IDP) submitted to council by 31 May 2023	R.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTT/11	Litigation Reports	# of litigation reports submitted to Council	4 litigation reports submitted to Council	R.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office

Project - No.	Project/Programme	Performance Indicator	2022/2023Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
DEPARTMENTAL PROJECTS OPERATION PROJECTS – LABOUR RELATIONS										
MTD/01	Employee conduct reports	# Employee conduct reports on hearings submitted to council	4 employee conduct reports on hearings submitted to council	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
MTD/02	Functionality of LLF	# of LLF Meetings held	12 LLF Meetings held	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
MTD/03	Labour Relations Disciplinary procedures	Turnaround time in initiating Disciplinary hearing matters from the date reported.	90 days in initiating disciplinary matter from the date reported.	R200 000	R208 800	R218 196	R626 996.	N/A	N/A	Corporate Services
DPARTMENTAL PROJECT: OCCUPATIONAL HEALTH AND SAFETY										
MTD/04	Implementation of OHS Policy	# of OHS audits conducted	01 - OHS audit conducted	R 450 000	R469 800	R490 941	R 1 410 741	N/A	N/A	Corporate Services
		# of reports produced on site inspection and monitoring of Capital projects	4 - reports produced on site inspection and monitoring of Capital projects	R0	R0	R0	R0	N/A	N/A	Corporate Services
		# of OHS committee meetings held	4 OHS Meetings held	R0	R0	R0	R0	N/A	N/A	Corporate Services
		# of medical surveillance conducted	01 Medical surveillance conducted	R1 600 000	R 1 670 400	R 2 727 450	R 5 997 850	N/A	N/A	Corporate Services
		# of fumigation, pest control and decontamination conducted in the municipal facilities	4 fumigation, pest control and decontamination	R 800 000	R835 200	R 1 309 176	R2 944 376	N/A	N/A	Corporate Services
		# of COIDA returns of earnings (Compensation Fund) submitted to Compensation Commissioner	1 COIDA return of Earnings submitted to Compensation Commissioner	R 2 000 000	R 2 088 000	R 3 272 940	R 7 360 940	N/A	N/A	Corporate Services
		# of Reports produced on replenishing of First Aid Kits	1 report on Replenished First Aid Kits	R 150 000	R 156 600	R 163 647	R570 247	N/A	N/A	Corporate Services
MTD/05	Wellness Programs	# of reports generated on Wellness Programs	4 Reports generated on Wellness intervention/Programs conducted	R700 000	R730 800	R 1 090 980	R 2 521 780	N/A	N/A	Corporate Services

Project - No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
MTD/06	Personal Protective Equipment or Clothing	# of reports produced on issuing of Personal Protective Clothing	4 Reports on Personal protective equipment and clothing issued and distributed	R 1 000 000	R 1 044 00	R 1 090 980	R 3 134 980	N/A	N/A	Corporate Services
MTD/07	Employees Satisfactory Survey	# of reports produced on Employees Satisfactory Survey	1 Report on employees Satisfactory Survey conducted	R250 000	R261 000	R272 745	R 783 745	N/A	N/A	Corporate Services
MTD/08	Purchases of COVID 19 supplies	# of Report on COVID 19 supplies purchased	4 Reports on COVID 19 supplies purchased	R 800 000	R835 200	R 1 000 000	R 2 635 200	N/A	N/A	Corporate Services
MTD/09	Skills Development Programmes / TRAINING	# of employees supported through Internal bursary	5 employees supported through Internal bursary	R 500 000	R522 000	R545 490	R1 567 490	N/A	N/A	Corporate Services
		# of learners supported through External bursary	20 learners supported through External bursary	R 2 000 000	R2 088 000	R2 181 000	R6 269 960	N/A	N/A	Corporate Services
		# of employees trained	50 Employees trained	R 2 453 862	R2 561 832	R 2 677 114	R7 692 808	N/A	N/A	Corporate Services
		# of Councilors trained	77 councilors trained	R2 000 000	R 2 088 000	R2 181 960	R 9 769 960	N/A	N/A	Corporate Services
DEPARTMENTAL: FLEET & FACILITIES MANAGEMENT										
MTD/10	Implementation of hybrid Municipal fleet management solutions' project	# of quarterly reports on implementation of the hybrid municipal fleet management solution	4 quarterly reports on implementation of the hybrid municipal fleet management solution	R 4 000 000	R 4 500 000	R 3 000 000	R11 500 000	N/A	N/A	Corporate Services
MTD/11	Finance Lease/ Operating (civic centre)	# of reports for office finance lease	4 quarterly reports for office finance lease payments	R34 200 000	R0.00	R0.00	R34 200 000	N/A	N/A	Corporate Services
MTD/12	Repairs and maintenance of Building Head office	# of reports on repairs and maintenance of head office building conducted	4 quarterly reports generated on repairs and maintenance on 4 Ablution facilities, Doors, Water and Reticulation.	R 5 000 000	R 5 200 000	R5 500 000	15 700 000	N/A	N/A	Corporate Services
MTD/13	Repairs & maintenance of municipal facilities (community halls, sports facilities and Hawkers stalls, Thusong Centres)	# of reports on repairs and maintenance conducted on community halls, sports facilities and Hawkers stalls, Thusong Centres	4 quarterly reports generated on repairs and maintenance of 4 Ablution facilities, Doors, ceilings conducted on community halls, sports facilities and Hawkers stalls community halls	R1 807 600	R1 887 134	R 1 972 055	R 5 666 790	N/A	N/A	Corporate Services

Project - No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
MTD/14	Repair and Maintenance of Buildings at regional office	# reports of Repair and Maintenance conducted on Municipal Buildings at regional office	4 quarterly reports generated on repairs and maintenance of 4 Ablution facilities, Doors, Water reticulation conducted on Municipal buildings at Regional Office	R 2 620 000	R 2 735 280	R2 858 368	R8 213 648	N/A	N/A	Corporate Services
MTD/15	Refurbishment of old municipal building in Burgersfort	% of reports generated on refurbished old municipal building in Burgersfort	100% reports generated on refurbished old municipal building in Burgersfort	R0	R0	R0	R0	N/A	N/A	Corporate Services
MTD/16	Office furniture and equipment	# of reports generated for office furniture purchased	4 Reports generated on purchased office furniture	R0	R0	R0	R0	N/A	N/A	Corporate Services
MTD/17	Cleaning Services	# of reports generated on cleaning services provided	4 Reports generated on cleaning services provided	R3 700 000	R 3 862 800	R5 454 900	R13 017 700	N/A	N/A	Corporate Services
MTD/18	Repairs and Maintenance of Machinery and Equipment (Yellow Machines, Trucks and vehicles)	# of reports generated on Yellow Machines, Trucks and vehicles repaired and maintained	4 quarterly reports generated on repairs and maintenance of 4 Yellow Machines, Trucks and vehicles	R 4 500 000	R 5 000 000	R 5 500 000	R 15 000 000	N/A	N/A	Corporate Services
MTD/19	Installation of Air – conditioning Systems	% of reports generated on Installation of Air - Conditioners	100% reports on processes for Installation of Air Conditioners Appointment of service provider on a fixed term contract	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
DEPARTMENTAL: RECORDS MANAGEMENT										
MTD/20	Disposal of redundant records	# of Progress report on disposal of redundant records	1 report on redundant records disposed off	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
MTD/21	Awareness campaigns on record management	# of Awareness campaign on records management	4 Awareness campaign on records management	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
MTD/22	Review of Municipal File Plan	# of Progress report on the reviewing Municipal File Plan	1 report on reviewing of Municipal File Plan	R 700 000	R522 000	R545 490	R 1 567 490	N/A	N/A	Corporate Services

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/2023	2023/2024	2024/2025				
DEPARTMENTAL PROJECTS FOR MUNICIPAL MANAGERS OFFICE										
MTD/23	EXCO – Lekgotla	# of Exco – Lekgotla facilitated	04	R60 000	R65 000	R70 000	R195 000	N/A	N/A	MM office
MTD/24	Performance Assessment	# of senior managers performance assessments arranged	02	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
		# of level one managers performance assessment arranged	02	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/25	Quarterly Performance Reports	# of quarterly performance report submitted to council	04	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/26	Back to Basic programme (B2B)	# of Back to Basic report submitted to COGHSTA	04	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/27	Circular 88 report	# of circular 88 reports submitted to COGHSTA	04	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/28	2023/24 IDP/Budget	# of 2022/23 IDP/Budget Process Plan submitted to Council	1 2022/23 IDP/Budget Process Plan submitted to Council by 31st of August 2022	R 1 033 840	R 1 079 328	R 1 127 898	R 3 241 066	All	All	MM's office
		# of 2023/24 Status Quo Analysis report submitted to Council	01 2023/24 Status Quo Analysis report submitted to Council by 31st December 2022							
		# Strategic planning Report submitted to council	01 Strategic planning Report submitted to							

			council by 31st March 2023							
		# Public participation report for 2023/24 IDP submitted to council	01 Public participation report for 2023/24 IDP submitted to council by 31st of May 2023							
		# Draft IDP 2023/24 submitted to council	01 Draft IDP 2023/24 submitted to council by 31st March 2023							
		# Final IDP 2023/24 developed	01							
MTD/29	Litigation Reports (Defending and Instituting cases for and against the municipality)	# of Litigation reports submitted to council Quarterly	04	R5000 000.00	R5 220 000	R5 454 900	R 15 674 900	All	All	MM's office
MTD/30	Turnaround time in responding to legal issues	Turnaround time in responding to legal issues from the date reported	07 working days Turnaround time in responding to legal issues from the date reported	R0.00	R0.00	R0.00	R0.00	All	All	MM's office

KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES DELIVERY: THE OBJECTIVE “TO FACILITATE FOR BASIC SERVICES DELIVERY AND INFRASTRUCTURAL DEVELOPMENT / INVESTMENT” (OUTPUT 02)

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
Top Layer Projects											
BSDT/1	Construction of Appiesdoring to Manoke Moshate Access road	% Construction of Appiesdoring to Manoke moshate access road	47% Progress in Construction of Appiesdoring to Manoke Moshate Access road (1.5km)	R 15 000 000	R 17 000 000	N/A	R 32 000 000	MIG	25	Manoke	Technical Services
BSDT/2	Construction of Mareseleng Access bridge & Access Road	% Progress in Construction of Mareseleng Access bridge & Access Road	55% Progress in Construction of Mareseleng Access bridge & Access Road	R 15 000 000	R 13 461 509	N/A	R 28 461 509	MIG	25	Mareseleng	Technical Services
BSDT/3	Construction of Ga-Debeila to Mohlaletse Internal Street.	% progress in construction of Ga-Debeila to Mohlaletse Internal Street.	40% Construction of Ga-Debeila to Mohlaletse Internal Street. (4.5km)	R 49 159 717	N/A	N/A	R 49 159 717	MIG	36	Mohlaletse, Nchabeleng	Technical Services
BSDT/4	Construction of Magakala access bridge and access road – Phase 2	% Progress in Construction of the Magakala Access bridge and access roads	N/A	N/A	R 22 855 750	N/A	R 22 855 750	MIG	37	Magakala	Technical Services
BSDT/5	Construction of Mashung Internal streets (Nthabiseng, Nkoana and Apel) – Phase 1	% Progress in Construction of Mashung Internal streets	N/A	N/A	R 27 729 803	N/A	R 27 729 803	MIG	36	Mashung	Technical Services
BSDT/6	Completion of Ohrigstad Sports Complex Phase 2	% Completion of Ohrigstad Sports Complex Phase 2	20% Completion of Ohrigstad Sports Complex – Phase 2	R 1 400 000	R 5 000 000	R 4 000 000	R 11 000 000	OWN	01	Ohrigstad	Technical Services
BSDT/7	Completion of Radingwana Sports Complex Phase 2	% progress in completion of Radingwana Sports Complex Phase 2	35% Completion of Radingwana Sports Complex – Phase 2	R 2 000 000	R 7 000 000	R 3 000 000	R 12 000 000	OWN	38	Radingwana	Technical Services

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
BSDT/8	Municipal Electrification projects	# of Municipal households electrified	10041 municipal households electrified	R 50 000 000	N/A	N/A	R 50 000 000	OWN/INEP	1, 5, 13, 18, 19, 20, 25,26, 31, 32, 33, 34	OWN Taung, Mandela east west and Central, Tshwelopele park, mountain square, Magaba Park Leboeng Moraba, Nkoana, Magabane/selep(Maroteng, Tsibeng, Sealane, Bogalatladi, Mahlabeng new stand, Serishane, Taung & Segolo), Burgersfort Ext 54,58, 71 & 72 INEP Tselepele park Riverside phase 2 Phakaneng phase 2	Technical Service
BSDT/9	Planning and Design of Streetlights at Main intersections.	% Completion of Planning and Design of Streetlights at Main Intersections	50% Completion of Planning and Design of Streetlights at Main intersections	R500 000	N/A	N/A	R 5 00 000	Own	Different villages	Steelpoort 4 way cocal cola to Tubatse Ferrochrome, R37 Bothashoek to Praktiseer, R555 to Motaganeng, Steelpoort to Ribacross, Burgersfort to Lydenburg, Apel 4 way to Regional office	Technical Services
BSDT/10	Rehabilitation of Mabocha Access bridge	% Progress in rehabilitation of Mabocha Access bridge	67% progress in rehabilitation of Mabocha Access bridge	R 4 000 000	R 1 000 000	N/A	R 5 000 000	OWN	30	Mabocha	Technical Service
BSDT/11	Rehabilitation of Mashilabele Access bridge	% Progress in rehabilitation of Mashilabele Access bridge	50% in rehabilitation of Mashilabele Access bridge	R 3 000 000	R 1 000 000	N/A	R 4 000 000	OWN	38	Mashilabele	Technical Service

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
BSDT/12	Completion of Magotwaneng access road	% Completion of Magotwaneng access road	100% Completion of Magotwaneng access road	R 3 000 000	N/A	N/A	R 3 000 000	OWN	37	Magotwaneng	Technical Service
BSDT/13	Repairs and Maintenance of Municipal Roads	# of Rehabilitation of municipal roads	2 municipal roads rehabilitated	R 5 000 000	R 8 500 000	N/A	R 13 500 000	OWN	2 & 18	Mapodile and Burgersfort	Technical Serviced
		% of municipal surfaced roads identified for maintenance maintained	100% of municipal surfaced roads identified for maintenance maintained	R17 000 000	R 17 480 000	R 18 546 660	R 53 026 660.00	OWN	All	Different villages	Technical Services
		*Turnaround time in fixing potholes from the identified date	*30 working days Turnaround time in fixing potholes from the identified date								
BSDT/14	Maintenance of Traffic lights	Turnaround time in fixing traffic light from the date observed	30 working days Turnaround time in fixing traffic light from the date observed	R 3 000 000	R 3 132 000	R 3 272 940	R 9 404 940.00	OWN	Ward 18 and 13	Praktiseer and Burgersfort	Technical Services
BSDT/15	Maintenance of streetlights and high mast lights	Turnaround time in fixing street lights and high mast light from date reported	30 working days Turnaround time in fixing streetlights and high mast light from date reported	R 4 000 000	R 4 176 000	R 4 363 920.	R 12 539 920.	OWN	All	All villages	Technical Services
BSDT/16	Free Basic Electricity	# FBE campaigns held	2 FBE campaigns held	R 8 270 000	R 8 633 880	R 9 048 306	R 25 952 186.00	OWN	All	All villages	Technical Services
		# of Indigent households receiving FBE	7500 Indigent households receiving FBE								
Departmental projects											
BSDD/1	Fencing of Steelpoort Vehicle Testing Station	% progress in fencing Steelpoort Vehicle Testing Station	70% progress in fencing of Steelpoort Vehicle Testing Station	R 500 000	N/A	N/A	R 500 000	OWN	31	Steelpoort	Technical Services
BSDD/2	Development of access road at Malogeng Landfill site	% progress in the development of access road at Malogeng Landfill site	100% progress in development of access road at Malogeng Landfill site	R 2 500 000	N/A	N/A	R 2 500 000	OWN	37	Malogeng	Technical Services
BSDD/3	Construction of new Burgersfort Landfill Site	% Progress in Construction of	13.3% progress in the Construction of New	R 16 500 000	R 70 000 000	R 63 500 000	R 150 000 000.00	MIG / OWN/ PPP	31	Appiesdoring	Technical Services

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
		new Burgersfort Landfill site	Burgersfort Landfill site								
BSDD/4	Fencing of Sebidikane/ Burgerfort Cemetery	% progress in fencing of Sebidikane / Burgersfort cemetery	100% progress in fencing of Sebidikane/ Cemetery	R 1 300 000	N/A	N/A	R 1 300 000	OWN	18	Burgersfort	Technical Services
BSDD/5	Completion of New Apiesdoring Regional Cemetery	% progress in completion of Apiesdoring Regional Cemetery	100% progress in completion of Apiesdoring Regional Cemetery	R 300 000	N/A	N/A	R 300 000	OWN	18	Apiesdoring	Technical Services
BSDD/6	Construction of Makua Library	% Progress in Construction of Makua Library	55.% Progress in Construction of Makua Library	R 6 500 000	R 5 267 709.79	N/A	R 11 767 709.79	OWN	29	Makua	Technical Services
BSDD/7	Construction of Praktiseer Library	% progress in construction of Praktiseer Library	80% progress in construction of Praktiseer Library	R 13 000 000	R 3 460 023.60	N/A	R 16 460 023.60	OWN	13	Praktiseer	Technical Services
BSDD/8	Planning and Design of Mphanama internal street	% Planning and Design of Mphanama internal street	100% progress in Planning and Design of Mphanama internal street	R 500 000	N/A	N/A	N/A	OWN		Mphanama	Technical Services
BSDD/9	Rehabilitation of Vehicle Testing Station -Mabopo	% progress in rehabilitation of Vehicle Testing Station -Mabopo	100% progress in rehabilitation of Vehicle Testing Station -Mabopo	R 1 500 000	R 1 000 000	N/A	R 2 500 000	OWN	36	Mabopo	Technical Services
BSDD/10	Rehabilitation of Burgersfort Taxi Rank	% progress in Rehabilitation of Burgersfort Taxi Rank	60% progress in Rehabilitation of Burgersfort Taxi Rank	R 5 000 000	R 9 500 000	N/A	R 14 500 000	OWN	18	Burgersfort CBD	Technical Services
BSDD/11	Construction of Mashamotane access road to Moshate	% Construction of Mashamotane access road to Moshate	0% Construction of Mashamotane access road to Moshate	N/A	N/A	R 30 000 000	R 30 000 000	MIG	25	Mashamothane	Technical Services
BSDD/12	Construction of Gaselala Access road to Moshate	% Construction of Gaselala access road to moshate	0% Construction Gaselala Access road to moshate	N/A	N/A	R 19 500 000	R 19 500 000	MIG		Ga Selala	Technical Services
BSDD/13	Construction of Praktiseer roads and stormwater	% Construction of Praktiseer roads and stormwater	0% Construction Praktiseer roads and stormwater	N/A	N/A	R 35 000 000	R 35 000 000	MIG	13	Praktiseer	Technical Services

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
BSDD/14	Construction of Mapodile roads and stormwater	% Construction Mapodile roads and stormwater	0% Construction of Mapodile roads and stormwater	N/A	R 30 000 000	N/A	N/A	MIG	2	Mapodile	Technical Services
BSDD/15	Construction of Stoking road & stormwater	% Construction of Stoking road & stormwater	0% Construction of Stoking road & stormwater	N/A	N/A	R 5 000 000	R 19 000 000	OWN/MIG	2	Stocking/Mapodile	Technical Services
BSDD/17	Planning and design of Access road to Moshate Kgautswane	% planning and design of Access road to Moshate Kgautswane	100% planning and design for access road to Moshate Kgautswane	R 300 000	N/A	N/A	R 300 000	OWN	24	Kgautswane	Technical Services
BSDD/18	Planning and Design Access road to Moshate Makofane	% planning and design access road to Moshate Makofane	100% planning and design access road to Moshate Makofane	R 300 000	N/A	N/A	R 300 000	OWN	21	Makofane	Technical Services
BSDD/19	Planning and Design Access road to Moshate Ranto	% planning and design for access road to moshate Ranto	100% planning and design access road to Moshate Ranto	R 300 000	N/A	N/A	R 300 000	OWN	28	Ga-Ranto	Technical Services
BSDD/20	Planning and design access road to Moshate Phasha Selatole	% Planning and design access road to moshate Phasha Selatole	100% planning design access road to Moshate Phasha Selatole	R 300 000	N/A	N/A	R 300 000	OWN	32	Phasha Selatole	Technical Services
BSDD/21	Planning and design of Maepa Access Road	% Planning and design of Maepa Access Road	100% Planning and design of Maepa Access Road	R 300 000	N/A	N/A	R 300 000	OWN	14	Ga Maepa	Technical Services
BSDD/22	Planning and design access road Moshate Ga-Kgoete	%Planning and design access road Moshate Ga-Kgoete	100% Planning and design access road to Ga-Kgoete	R 300 000	N/A	N/A	R 300 000	OWN	15	Ga-Kgoete	Technical Services
BSDD/23	Planning and design of Phiring Access Road	% Planning and design of Phiring Access Road	100% Planning and design of Phiring Access Road	R 300 000	N/A	N/A	R 300 000	OWN	26	Phiring	Technical Services
BSDD/24	Planning and design of Dresden Access road	% Planning and design of Dresden Access road	100% Planning and design of Dresden Access road	R 300 000	N/A	N/A	R 300 000	OWN	24	Dresden	Technical Services
BSDD/25	Planning and Design of Nkotsane Primary School Access Bridge	% Planning and Design of Nkotsane Primary School Access Bridge	100% Planning and Design of Nkotsane Primary School Access Bridge	R 500 000	N/A	N/A	R 500 000	OWN	36	Apel	Technical Services

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
BSDD/26	Closure of old Burgersfort Landfill Site	% Closure of old Burgersfort Landfill site	50% Closure of old Burgersfort Landfill Site	R 1 300 000	R 7 000 000	R 9 000 000	R 17 300 000	Own	18	Burgersfort	Technical Services
BSDD/27	Construction Penge transfer Station	% Construction of Penge Transfer Station	50% Construction of Penge Transfer Station	R 1 500 000	N/A	N/A	R 1 500 000	Own	16	Penge	Technical
BSDD/28	Construction of Mphanama transfer station	% Construction of Mphanama Transfer station	50% Construction of Mphanama Transfer Station	R 1 500 000	N/A	N/A	R 1 500 000	Own	37	Mphanama	Technical
BSDD/29	Planning and Design of Fetakgomo Extension 1 Township Development	% Planning and Design of Fetakgomo Extension 1 Township	100% Planning and Design of Fetakgomo Extension 1 Township Infrastructure Development	R 500 000	R 500 000	N/A	R 1 000 000	Own	36	Apel	Technical Services
BSDD/30	Development of Malogeng Landfill Cell	% progress in planning and design of Malogeng Landfill Cell	100 % progress in planning and design of malogeng landfill cell	R 4 500 000	N/A	N/A	R 35 000 000	Own		Malogeng	Technical Services
		% progress in construction of Malogeng Landfill Cell	20% progress in planning and design of malogeng landfill cell								
BSDD/31	Planning and Design of Tidintijane Access bridge	% Planning and Design of Tidintijane Access bridge	100% Planning and Design of Tidintijane Access bridge	R 300 000	N/A	N/A	R 300 000	OWN	10	Tidintijane (Motse River)	Technical Service
BSDD/32	Planning and Design of access of bridge to Shubushung	% Planning and design of access bridge to Shubushung	100% Planning and design of access bridge to Shubushung	R 300 000	N/A	N/A	R 300 000	Own	32	Shubushung	Technical Services
BSDD/33	Planning and design of Malomanye Access road	% Planning and design of Malomanye Access road	100% Planning and design of Malomanye Access road	R 300 000	N/A	N/A	R 300 000	Own	34	Malomanye	Technical Services
BSDD/34	Development of pound	% Planning and design of vehicle pound	100% planning and design of vehicle pound	R 300 000	R0	R0	R 300 000	Own	18	Burgersfort	Technical Service

Project name	Project type	Number of households	2022/23 budget
Integrated electrification program (inep)			
1.	Electrification of mandela east and west	1544	R 32 655 600,00
2.	Electrification of mandela central	1000	R 21 150 000,00
3.	Electrification of taung	743	R 15 714 450,00
4.	Electrification of riverside phase 2	620	R 8 883 000,00
5.	Electrification of phakaneng phase	420	R 10 998 000,00
6.	Electrification mountain square/mogaba park	1900	no capacity
7.	Electrification moraba, nkoana and rutseng	1500	R 31 725 000,00
8.	Electrification of mogabane and selepe (tsibeng, maroteng, sealane, bogatlatladi, mahlabeng new stand, serishane, taung & segolo)	571	R 12 076 650,00
9.	Electrification of burgesfort ext 71,72,58 and 54 and streetlights	543	R 11 484 450,00
10.	Electrification of tswelopele park	1200	R 25 380 000,00
11.	Mogabading, moshing, motloulela, moroke, mashakaneng/ mabulela	580	R 0.00
13.	Ga-mahlokwane electrification project	217	R0.00
14.	Alverton	600	R0.00
15.	Ga-kgwete electrification project	350	R0.00
16.	Mpharong, malomonye, maruping, maseane, sefateng, mmabulela, matshekaneng, bogatlatladi a&b, mohlalhaneng, mogolaneng, monametse, mokgotho	1900	R0.00
17.	Diphale electrification project	657	R0.00
18.	Motaganeng ext 2	587	R0.00
19.	Phiring vrystad, matshokgeng, tswenyane, rutseng, lepelle	1200	R0.00
20.	Mashung, ga nchabeleng, ga nkoana, strykraal a, mmotwaneng Mabopo	900	R0.00
21.	Strydkraal b, matlal, matebane, matamong, magagamatala, radingwana,	420	R0.00

Project name	Project type	Number of households	2022/23 budget
Integrated electrification program (inep)			
22	Planning and design of streetlights at main intersections.		R 0.00
Total budget			R 170 067 150.00

KPA: 4 LOCAL ECONOMIC DEVELOPMENT & TOURISM OBJECTIVES: TO CREATE AN ENVIRONMENT THAT PROMOTES GROWTH, DEVELOPMENT THEREBY FACILITATING JOB CREATION AND INEQUALITY POVERTY (OUTPUT03)

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Responsible Department
				2022/23	2023/24	2024/25		
TOP-LAYER PROJECT								
LEDT/01	Rationalization & Review of Local Economic Development Strategy	% Rationalization & Review of Local Economic Development Strategy	50 % Rationalization & review of Local Economic Development Strategy by 30 June 2023	R250 000	R0.00	R0.00	R250 000	LED
LEDT/02	Long Term Economic Growth strategy	% progress in Development of Long-Term Economic Growth strategy	100% progress in the development of Long Term Economic Growth strategy by 30 June 2023	R850 000	1000 000	R0.00	R1 850 000	LEDT
LEDT/03	Development of Tjate Heritage Site	% progress in Development of Tjate Heritage Site proposal (Request for Proposal)	100% progress in Development of Tjate Heritage Site proposal by 30 June 2023	R 300 000	R1100 000	R1 200 000	R2 650 000	LEDT
LEDT/04	Fetakgomo Tubatse Local Municipality Special Economic Zone (FTLM SEZ) Institutional Framework	% Progress in Development of Fetakgomo Tubatse Local Municipality Special Economic Zone (FTLM SEZ) Institutional Framework	100% Progress in development of Fetakgomo Tubatse Local Municipality Special Economic Zone (FTLM SEZ) Institutional Framework by 30 June 2023	R500 000	R1 000 000	R2 000 000.00	R3 5000 000	LEDT

LEDT/05	Commercialization of Local Economic Development Trading Facilities	%Progress in Commercialization of Local Economic Development Trading (Public Private Partnerships model with Municipality)	100% Commercialization of Local Economic Development /Facilities in Burgersfort Town (Public Private Partnerships model with Municipality) by 30 June 2023	R500 000	R500 000	R0.00	R1 000 000	LEDT
LEDT/06	Fetakgomo Tubatse Local Municipality (FTLM) Grant Funding Policy	% of identified cooperatives supported through grant funding policy	100% identified cooperatives supported through grant funding policy within 6 month	R 0 .00	R 0 .00	R 0 .00	R 0 .00	LEDT
LEDT/07	Fetakgomo Tubatse Local Municipality (FTLM) Extended Public Works Program (EPWP) Policy	% progress in implementation of Fetakgomo Tubatse Local Municipality (FTLM) Extended Public Works Program (EPWP) Policy	100% progress in implementation of Fetakgomo Tubatse Local Municipality (FTLM) Extended Public Works Program (EPWP) Policy	R 0 .00	R 0 .00	R 0 .00	R 0 .00	LEDT
LEDT/08	Fetakgomo Tubatse Local Municipality (FTLM) Small Micro Medium Enterprise (SMME) By-Laws	% Progress in implementation of Fetakgomo Tubatse Local Municipality (FTLM) Small Micro Medium Enterprise (SMME) By-Laws	100% progress in implementation of Fetakgomo Tubatse Local Municipality (FTLM) Small Micro Medium Enterprise (SMME) By-Laws	R 80 000	R 0 .00	R 0 .00	R 0 .00	LEDT
LEDT/09	Feasibility Study and funding model Western and Eastern Ring-Roads	% Progress in conducting Feasibility study and funding model of western and eastern ring-roads	100% progress in conducting Feasibility study and funding model of western and eastern ring-roads by 30 June 2023	R 1 000 000	R1 500 000	R0.000	R 2 500 000	LEDT
	Planning and design of East & West Ring Roads	% of planning design of East West Ring Roads	100% planning and design of East West Ring Roads	R 4 000 000	R 1 000 000	N/A	R 5 000 000	LEDT
LEDT/10	Job Creation and Skills Development Facilitation	# of Jobs created through Local Economic Development (LED) programmes	3232 Jobs created through Local Economic Development (LED) programmes by 30 June 2023	R0.00	R0.00	R0.00	R0.00	LEDT

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2024/25	2024/25				
DEPARTMENTAL PROJECTS										
LEDD/1	LED Fora	# of LED/Sector Forums held	4 LED Forums held	R310 000	R320 000	R350 000	R 980 000	N/A	N/A	LEDT
		# of Economic Summits Held	2 Summits Held (LED & Mining Summit)	R 500 000	R550 000	R600 000	R1 650 000	N/A	N/A	LEDT
LEDD/2	Local Farmers and Cooperatives Support	# of existing Agricultural schemes supported	4 existing Agricultural schemes supported	R787 000	R1 000 000	R1 500 000	R23 287 000	N/A	TBC	LEDT
		# of sustained agricultural projects supported	4 sustained agricultural projects supported							
		# of New Agricultural projects supported	04 New Agricultural projects supported							
		# of Agricultural/Co-ops Summits/Seminar facilitated	02 Agricultural Summits/Seminars facilitated							
LEDD/3	Street Traders (Hawkers) Support	# initiatives facilitated for monitoring of existing stalls	3 initiatives facilitated for monitoring of existing stalls	R0.00	R0.00	R0.00	R0.00	Across all wards	Across all wards	LEDT
		# of initiatives towards maintenance of hawkers stalls	03 initiatives towards maintenance of hawkers stalls: Installation of services (Praktiseer, Burgersfort and Apel)	R0.00	R0.00	R0.00	R0.00			LEDT
LEDD/4	Local Business Skills Support	# of business skills Trainings/Workshops facilitated	04 business skills Trainings/Workshops facilitated	R 60 000	R 65 000	R 70 000	R 195 000	Across all wards	Across all wards	LEDT
		# of Local Business Advisory Centre Ward-Based Outreach	4 Local Business Advisory Centre Ward-	R 60 000	R 65 000	R 70 000	R 195 000	Across all wards	Across all wards	LEDT

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2024/25	2024/25				
DEPARTMENTAL PROJECTS										
		Programmes (Intergovernmental stakeholders)	Based Outreach Programmes (Intergovernmental stakeholders)							
LEDD/5	Mentorship Support for Youth, Women & People with Disabilities SMMEs	# of Youth, Women & People with Disabilities SMMEs supported	*02 Youth, *02 Women & *02 People with Disabilities SMMEs (04) to be supported	R145 000	R150 000	R160 000	R455 000	Across all wards	Across all wards	LEDT
LEDD/6	Mining & Industrial Facilitation	# of Fetakgomo-Tubatse Municipal Mining Forums Held	*2 Quarterly Mining Forums Held	R0.00	R0.00	R0.00	R0.00	All affected wards	All affected villages	LEDT
		# of Social Labour Plans reports generated	*4 Social Labour Plans reports generated	R0.00	R0.00	R0.00	R0.00	Mining Wards	Mining Villages	LEDT
		%Alignment of Social Labour Plans with the IDP Community Needs	100% of Alignment of Social Plans with the IDP Projects Community Needs	R0.00	R0.00	R0.00	R0.00	Mining wards	Mining villages	LEDT
		# of initiatives facilitated towards Mining Community Stakeholder Engagement Forums	*20 Initiatives facilitated towards Mining Community Stakeholder Engagement Forums	R0.00	R0.00	R0.00	R0.00	Mining Wards	Mining Wards	LEDT
		% of queries/complaints on Mining Community Interventions and Stabilization responded	100% of queries/complaints on Mining Community Interventions and Stabilization responded	R0.00	R0.00	R0.00	R0.00	Mining Wards	Mining Wards	LEDT
		# of initiatives facilitated towards Mining Community Stakeholder Engagement Forums	*20 Initiatives facilitated towards Mining Community Stakeholder Engagement Forums	R0.00	R0.00	R0.00	R0.00	Mining Wards	Mining Wards	LEDT
LEDD/7	Promotion of Local Tourism	# Tourism Promotion Support		R924 000	R100 000	R1 500 000	R2 924 000	All Wards		LEDT
		Fetakgomo Tubatse Tourism (Destination Marketing)	# FTLM Destination Marketing Document	# FTLM Destination	R150 000	R261 500	R273 529	R 785 029	18	LEDT

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2024/25	2024/25				
DEPARTMENTAL PROJECTS										
				Marketing Document						
LEDD/8	Catalytic Projects	Development of investment and catalytic projects	# of catalytic projects facilitated 30 June 2023	2 of catalytic projects facilitated	R0.00	R0.00	R0.00	R0.00	N/A	LEDT
LEDD/9	Local Business Database	Compilation of local businesses database	% progress in updating local businesses database	100% progress in updating local business database	R0.00	R0.00	R0.00	R0.00	Across all wards	LEDT
LEDD/10	Business Operating Permits	Business Operating permits	% of Business Operating permit issued to local traders	100% Business operating permits issued to traders as when requested	R200 000	R250 000	R300 000	R750 000	Across all wards	LEDT

KPA.5 FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: "TO IMPROVE OVERALL MUNICIPAL FINANCIAL MANAGEMENT" OUTCOME 06

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Responsible Department
				2022/23	2023/24	2024/25		
TOP LAYER PROJECTS BUDGET AND TREASURY								
BTOT/01	2023/24 Budget	2023/24 budget submitted to council	Funded 2023/24 Budget submitted to council 31 May 2023	R0.00	R0.00	R0.00	R0.00	BTO
		# of 2022/23 Budget Adjustment submitted to council	2022/23 Adjustment budget submitted to council by 28 February 2023	R0.00	R0.00	R0.00	R0.00	BTO
		Turnaround time on submission of 2022/23 Mid-Year Report (s72) to the Mayor, National treasury & provincial treasury	2022/23 Mid-Year Report (s72) submitted to the Mayor, National Treasury & Provincial treasury by 25 January 2023	R0.00	R0.00	R0.00	R0.00	BTO

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Responsible Department
				2022/23	2023/24	2024/25		
		# Turnaround time on submission of financial reports to Provincial Treasury and the Mayor	4 MFMA section (s52) Reports submitted to the Mayor within 30 days after end each quarter	R0.00	R0.00	R0.00	R0.00	BTO
BTOT/02	Financial Reporting	# of Catalytic Projects to be funded	4 of Catalytic Projects to be funded	R0.00	R0.00	R0.00	R0.00	BTO
		% Atteintment of clean audit	100% Atteintment of clean audit by 2022/2023	R0.00	R0.00	R0.00	R0.00	BTO
		Submission of credible Annual Financial Statements to Auditor General of South Africa	Submission of credible Annual Financial Statements to Auditor General of South Africa by 31 st August 2022	R 3 000 000	R 3 132 000	R 3 272 940	R 9 404 940	BTO
BTOT/03	Expenditure Management	Turnaround time in payment of creditors from date receipt of invoice in Budget and Treasury Office	30 days turnaround time in payment of Creditors from date receipt of invoice in Budget and Treasury Office	R0.00	R0.00	R0.00	R0.00	BTO
BTOT/04	SCM and Contract Implementation	% of tenders awarded above R300 000 to BBEE level 1 bidders	80% of tenders awarded above R300 000 to BBEE level 1 bidders	R0.00	R0.00	R0.00	R0.00	BTO
		% Prevention of new irregular expenditure in all tenders above R 300 000	100% prevention new irregular expenditure in all tenders above R 300 000					
BTOT/05	Measurement of Liquidity Norm	Compliant ratio liquidity norm report	Compliant liquidity norm ratio measured (02.01)	R0.00	R0.00	R0.00	R0.00	BTO
BTOT/06	Revenue Management	% Billing vs revenue collected	80% Billing vs revenue collected	R 0.00	R0.00	R0.00	R0.00	BTO
BTOT/7	Implementation of cost containment and loss control	% Cost Savings on annual expenditure	10% cost savings annual expenditure	R0.00	R0.00	R0.00	R0.00	BTO
BTOT/8	Implementation of Council resolutions	% Implementation of Council resolutions	100% Implementation of council's resolution	R0.00	R0.00	R0.00	R0.00	BTO
BTOT/9	Compliance of strategic risk management	% Compliance on strategic risk management issues	80% compliance on strategic risk management issues	R0.00	R0.00	R0.00	R0.00	BTO

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Responsible Department
				2022/23	2023/24	2024/25		
DEPARTMENTAL PROJECTS BUDGET AND TREASURY								
BTOD/01	Budget and Financial Reporting	# of MFMA compliance reports submitted relevant stakeholders	12 Monthly Reports (s71) submitted to Mayor & provincial treasury within 10 working days after the start of each month	R0.00	R0.00	R0.00	R0.00	BTO
		# Limpopo Provincial Treasury circular 2 reports submitted to Provincial Treasury by 20 th of each month	12 Limpopo Provincial Treasury circular 2 reports submitted to Provincial Treasury by 20 th of each month	R0.00	R0.00	R0.00	R0.00	BTO
		% Reduction of bank reconciliation ng items	80% Reduction of bank reconciliation items per quarter	R0.00	R0.00	R0.00	R0.00	BTO
		Turnaround time in submission of information to AGSA	3 days turnaround time in submission of information to AGSA	R0.00	R0.00	R0.00	R0.00	BTO
		% Progress in reduction of internal audit findings	100% progress in reduction of internal audit findings	R0.00	R0.00	R0.00	R0.00	BTO
		% Compliance on Risk management issues	80% compliance on Risk management issues	R0.00	R0.00	R0.00	R0.00	BTO
		% Implementation of Audit & Performance committee resolutions	90% implementation of Audit & Performance committee resolutions	R0.00	R0.00	R0.00	R0.00	BTO
		# 2023/24 credible draft budget submitted to council	2023/24 credible draft budget submitted to council by 31 st March 2023	R0.00	R0.00	R0.00	R0.00	BTO
		# of MSCOA implementation	4 Quarterly MSCOA Reports submitted to Audit committee	R 2 600 000	R 2 714 400	R 2 836 548	R 8 150 948	BTO
% of prevention of cash unauthorised expenditure	100 % prevention of cash unauthorised expenditure							
BTOD/02	SCM Demand, Logistics and Acquisition	% of quotations awarded to youth, women and disability	50% of quotations awarded to youth, women and disability category	R 2 200 000	R0.00	R0.00	R0.00	BTO
		% reduction of deviations from procurement processes	90% reduction of deviations from procurement processes					
		% Compliance and implementation of Demand Management plan	90% Compliance and implementation of Demand Management plan					
		% compliance on minimum stock level	50% compliance on minimum stock level					
		# of transversal vetting system procured	1 of transversal vetting system procured	R 2 250 000	R 2 349 000	R 2 454 555	R 7 053 555	BTO
BTOD/03	SCM contract and compliance	% Detection of fruitless and wasteful expenditure	100% detection of fruitless and wasteful expenditure	R 2 250 000	R 2 349 000	R 2 454 555	R 7 053 555	BTO

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Responsible Department
				2022/23	2023/24	2024/25		
DEPARTMENTAL PROJECTS BUDGET AND TREASURY								
		Turnaround time of service level agreement (SLA)	30 days turnaround time after acceptance of the awarded bidder	R0.00	R0.00	R0.00	R0.00	BTO
		Turnaround time for notifying user departments about expiry existing of contracts	5 months notification to user departments prior the expiry of contracts	R0.00	R0.00	R0.00	R0.00	BTO
		# of Contract performance Assessment conducted	4 Contract performance Assessment conducted	R0.00	R0.00	R0.00	R0.00	BTO
BTOD/04	Expenditure Management	% Compliance to statutory payments	100% compliance to statutory payments within 7 day after month end	R0.00	R0.00	R0.00	R0.00	BTO
		% Cash back on retention account	100% cash back on retention account	R0.00	R0.00	R0.00	R0.00	BTO
BTOD/05	Asset Management	% Reduction of assets discrepancies	80% Reduction of assets discrepancies	R 4 740 000	R 4948 560	R 5 171 245	R 14 859 805	BTO
		% Infrastructure assets capitalized	90% infrastructure assets capitalized					
		# of Self-Insurance reports	4 Quarterly reports on self-insurance					
		Turnaround time in insuring assets after delivered to the municipality	30 days turnaround time in insuring assets after delivered to the municipality					
BTOD/06	Revenue Management	#General and Supplementary Valuation Roll submitted to CFO	General and Supplementary Valuation Roll submitted to CFO	R 4 015 200	R 4 191 869	R 4 380 503	R 12 587 572	BTO
		Turnaround time in issuing clearance figures and clearance certificates	10 working day Turnaround time in issuing clearance figures and clearance certificates					
		Completion date in generation of indigent register	30 June 2023 of indigent register submitted to council					
		% Reduction of collectable debt book	30% reduction of collectable debt book	R 2 620 000	R 2 735 280	R 2 858 367	R 8 213 647	BTO
BTOD/07	Accounting and Financial Reporting	# of preparation of Financial Statements	3 Quarterly preparation of financial statement submitted to Audit Committee	R0.00	R0.00	R0.00	R0.00	BTO
		% Compliance on Risk management issues	80% compliance on Risk management issues	R0.00	R0.00	R0.00	R0.00	
		% Implementation of Audit & Performance committee resolutions	90% implementation of Audit & Performance committee resolutions	R0.00	R0.00	R0.00	R0.00	

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Responsible Department
				2022/23	2023/24	2024/25		
DEPARTMENTAL PROJECTS BUDGET AND TREASURY								
		% Implementation of post audit action plan	100% implementation of post audit action plan submitted to Audit Committee					

KPA.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE: "TO PROMOTE A CULTURE OF PARTICIPATORY AND GOOD GOVERNANCE" OUTPUT 05

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/2023	2023/2024	2024/2025				
TOP LAYER PROJECTS INTERNAL AUDIT										
GGT/1	Internal Audit Projects conducted	# of Internal Audit projects to be conducted and completed	27- Internal Audit projects to be conducted and completed	R 3 100 000,00	R 3 233 200,00	R 3 377 026,80	R 9 710 226,80	ALL	ALL	MM's Office
GGT/2	Development/ Review and approval of Internal Audit strategic and governance documents	% Review and approval of Internal strategic and governance documents	100% Development/ Review and approval of Internal Audit strategic and governance documents *Internal Audit Charter *Internal Audit Plan *Internal Audit Methodology	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
GGT/3	Functionality of Audit and Performance committees	% Review and approval of Audit and Performance committees Charter	100% Review and approval of Audit and Performance committees Charter	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# of Audit Committee reports Submitted to council	4 Audit Committee reports Submitted to council	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# Of Performance Committee reports Submitted to council	4 Performance Committee reports Submitted to council	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
DEPARTMENTAL PROJECTS: INTERNAL AUDIT										

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/2023	2023/2024	2024/2025				
GGD/1	Internal Audit Projects conducted	# of Internal Audit projects to be conducted and completed	27- Internal Audit projects to be conducted and completed	R 3 100 000,00	R 3 233 200,00	R 3 377 026,80	R 971 0226,80	ALL	ALL	MM's Office
		# of Internal Audit reports submitted to Audit and Performance Committee	27- Internal Audit reports submitted to Audit Committee							
GGD/2	Functionality of Audit and Performance committee	# of Audit Committee meetings held	4 Audit Committee meetings held	R 1 520 900,00	R 1 587 777,80	R 1 659 206,02	R 4 767 883,82	ALL	ALL	MM's Office
		# of Performance Committee meetings held	4 Performance Committee meetings held							
GGD/3	Follow up on Audit implementation plans	# of External Audit Follow-up conducted	2 External Audit Follow-up conducted	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# of Internal Audit Follow-up conducted	4 Internal Audit Follow-up conducted							

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/23	2023/24	2024/25				
TOP LAYER PROJECTS: RISK										
GGDT/4	Implementation of risk management policy and strategy.	# of risk assessment facilitated	3 risk assessment facilitated	R200 000	R220 000	R250 000	R670 000	ALL	ALL	MM's Office
GGDT/5	Implementation of Anti-fraud and corruption strategy/policy	# of reports produced on reported fraud & corruption cases.	4 reports produced on reported fraud & corruption cases produced through Hotline or internal.	R100 000	R150 000	R200 000	R 450 00	ALL	ALL	MM's Office
GGDT/6	Implementation of security policy and plans	# of security audits produced	2 security audits produced	R250 000	R270 00	R300 000	R820 000	ALL	ALL	MM's Office

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
DEPARTMENTAL PROJECTS: RISK										
GGD/4	Implementation of risk management policy and strategy.	# of risk assessment facilitated	4 risk assessment facilitated	N/A	N/A	N/A	N/A	ALL	ALL	MM's Office
		# of Risk management committee meetings held	4 Risk Management Committee Meetings held	R 110 000	R114 840.00	R120 007.80	R 344 847.80	ALL	ALL	MM's Office
		# of risk management reports submitted to Audit committee	4 risk management reports submitted to Audit committee	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# of reports produced on the progress made in the implementation of identified action Plans to mitigate risks.	3 reports on progress made on the implementation of action plans produced	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
GGD/5	Development of Business Continuity Management	% on the development of BCM	100% developed BCM	R 1600 000	R 1670 400.00 000	R 1745 568.00	R 5015 968.00	ALL	ALL	MM's Office
GGD/6	Implementation of Anti-fraud and corruption strategy/policy	# of reports produced on reported fraud & corruption cases.	4 reports produced on reported fraud & corruption cases produced through Hotline or internal.	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# of Anti-Fraud and corruption awareness campaigns facilitated	2 Anti-Fraud & corruption awareness campaigns facilitated	R 100 000	R 104 400.00	R 109 098.00	R 313 498.00	ALL	ALL	MM's Office
GGD/7	Procurement and installation of security equipment, systems and tools (security monitoring tools, boom gates, turnstiles gates, metal detectors, X-ray machines, etc.	# of municipal offices where security equipment, systems and tools installed.	4 municipal offices where security equipment, systems and tools installed.	R300 000	R300 000	R200 000	R 800 000	ALL	ALL	MM's Office
GGD/8	Implementation of security policy and plans	# of security inspections conducted of private security companies.	12 reports produced on security inspections conducted to private security companies.	R47000 000	R49 068 000 .00	R51 276 000	R 147 344 000	ALL	ALL	MM's Office
		# of security audits produced	2 security audits produced	R 0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# of security awareness campaigns facilitated	2 security awareness campaigns facilitated	R100 000	R110 000	R120 000	R330 000	ALL	ALL	MM's Office
GGD/9	Establishment and maintenance of municipal control room	# Control room established	1 municipal control room established	R 0.00	R 0.00	R0.00	R 0.00	ALL	ALL	MM's Office
GGD/10	Installation and maintenance of Alarm and access Control systems	# of municipal offices where alarms and access Control systems installed or maintained	5 municipal offices/sites where alarms and access Control systems installed or maintained	R250 000	R250 000	R0.00	R500 000	ALL	ALL	MM's Office
GGD/11	Upgrading & Maintenance of existing CCTV Cameras and Installation on of new CCTV Camera's in	# of Municipal sites/ offices where CCTV Cameras, upgraded, maintained, and installed.	5 Municipal sites/ offices where CCTV Cameras, upgraded, maintained, and installed.	R2000 000	R1000 000	R1000 000	R 4000 000	All	All	MM's Office

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
	the critical areas as well as Control room.									

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/23	2023/24	2024/25				
TOP LAYER PROJECTS: COMMUNICATION										
GGT/7	Communications strategy	% Review of the Communication strategy	100% review of the Communication strategy by 30 June 2023	R50 000	R52 200	R54 548	R156 748	N/A	N/A	MM 'S OFFICE
GGT/8	Newsletters	# of newsletters produced	4 newsletters produced	R100 000	R104 400	R109 098	R1 084 000	N/A	N/A	MM'S OFFICE
GGT/9	Communications equipment's	# of communication equipment's purchased	7 communication equipment's purchased (2 x LCD screens 2 x sets of sirens 2 x drones 1 x mobile projector)	R300 000	R330 000	R363 000	R993 000	N/A	N/A	MM'S OFFICE
GGT/10	Customer care	# of initiatives conducted on revival of customer care mechanism	3 initiatives conducted on revival of customer care mechanisms (Establishment of call Centre, 2 Batho Pele forums)	R150 000	R156 600	R163 647	R470 247	N/A	N/A	MM'S OFFICE
GGT/11	Public relations	# of Intergovernmental Relation meetings organized	4 Intergovernmental Relation meetings organized	R1 000 000	R1 044 000	R1 090 980	R3 143 980	N/A	N/A	MM ' OFFICE
		# of investment conference arranged	1 investment conference arranged							
		# of media networking sessions organized	2 media networking sessions organized							
		# of sponsorship graded	1 sponsorship graded							
GGT/12	National symbols	# of National symbols procured	1 x Mayoral chain procured 1 x Speaker's robe	R600 000	N/A	N/A	R600 000	N/A	N/A	MMS OFFICE

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
DEPARTMENTAL PROJECTS COMMUNICATION										

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
GGD/12	Advertisement	Turnaround time in placing adverts	7 days turnaround time in placing adverts from end user department	R 1 200 000	R1 252 800	R1 309 176	R3 761 967	N/A	N/A	MM'S OFFICE
GGD/13	Marketing and branding	# of marketing and branding materials procured	Diaries, Calendars, Gazebos and banners, Posters, Flyers ,Folders Signage	R1 200 000	R1 252 800	R1 309 167	R3 761 967	N/A	N/A	MM'S OFFICE
GGD/14	Public media	# of media statements	12 media statements released Advertorials	R 1 000 000	R1 044 000	R1 090 980	R3 143 980	N/A	N/A	MM'S OFFICE
GGD/15	Customer care	Customer care survey conducted	Completion date of the customer care survey	R250 000	R261 000	R272 745	R783 745.	N/A	N/A	MM'S OFFICE

PROJECT NO.	PROJECT/PROGRAM ME	PERFORMANCE INDICATOR	2022/23 TARGETS	BUDGET & TARGET			OVERALL TOTAL	WARDS	VILLAGES	RESPONSIBLE DEPARTMENT
				2022/23	2023/24	2024/25				
DEPARTMENTAL Project : Public Participation										
GGD/16	Public Participation	# of public participation facilitated for Annual report presentation	1 - public participation facilitated for Annual report presentation	R 334 430.22	R349 145,15	R 379 781,99	R1 063 357.36	All wards	All villages	Corporate Services Corporate Services
		# of public participation facilitated for IDP/BUDGET presentation	1 – public participation facilitated for IDP/BUDGET presentation	R 769 192.46	R803 287.59	R839 173.59	R 2 411 653.64	All wards	All villages	
		# reports of public participation facilitated for By- laws presentation	4 reports on public participation facilitated for by – laws presentation	R 135 534.79	R 141, 498.32	R 1147 865.74	R 424 898.85	All wards	All villages	
GGD/17	Ward committee support	# of consolidated ward committee reports submitted to council	4 consolidated ward committee reports submitted to council	R0.00	R0.00	R0.00	R0.00	N/A	N/A	
		# of ward committee Conference held	1 - ward committee Conference held	R 1 500 000	R 1 566 000	R1 636 470	R 7 702 470	N/A	N/A	

		# Training of ward committee secretaries	1 report on ward committee secretaries trained	R 500 000	R 522 000	R 545 490	R1 567 490	N/A	N/A	
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PROJECT NO.	PROJECT/PROGRAM ME	PERFORMANCE INDICATOR	2022/23 TARGETS	BUDGET & TARGET			OVERALL TOTAL	WARDS	VILLAGES	RESPONSIBLE DEPARTMENT
				2022/23	2023/24	2024/25				
DEPARTMENTAL PROJECTS: COUNCIL SUPPORT										
GGD/18	Council Support	# reports of council committees meetings (BTO,CC, DVP, CS, ITS & LED) held	12 reports on committee meetings held	R20 000,00	R20 880,00	R 21 819,60	R82 699,60	N/A	N/A	Corporate Services
		# of ordinary council meetings held	4 ordinary council held	R20 000,00	R20 880,00	R21 819,60	R82 699,60	N/A	N/A	
		# special council	3 Special council held							
GGD/19	MPAC Programmes	# of MPAC reports tabled to council	4 MPAC reports tabled to council	R74 000,00	R77 256,00	R80 732,52	R231 988,52	N/A	N/A	Corporate Services
	Rules,Ethics and Public Participation Committee	# Rules Ethics and Public Participation Committee held	4 meeting held	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
GGD/20	Local Geographic names committee	# LGNC Committee meetings held	4 LGNC meetings held	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
		# Number of names changed	2 names changed	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services

DEPARTMENTAL PROJECT : INFORMATION TECHNOLOGY										
GGD/21	FTLM Network Infrastructure and Connectivity	# Reports on maintenance and monitoring of network infrastructure and connectivity	4 reports on maintenance and monitoring of network infrastructure and connectivity	R10, 000 000	R 11, 000 000	R 12, 000 000	R 33, 000 000	1,2,3,13,18,34 & 36	Burgersfort, Ohrigstard, Mohlal etsi,Mapodile,Praktisier,Mashung & Atok	Corporate Services

GGD/22	Review of Disaster Recovery Plan and Service Continuity	# disaster recovery plan and service continuity reviewed	1 Disaster Recovery Plan and service continuity reviewed	R 0.00	R 0.00	R 0.00	R 0.00	18	Burgersfort	Corporate Services
GGD/23	IT Software Licences	% IT Software Licenses renewed	100% of IT software Licenses renewed	R 5 000 000	R 5 150 000	R 5 300 000	R 15 450 000	18 & 36	Mashung & Burgersfort	Corporate Services
GGD/24	Implementation of IT Systems Support	Turnaround time for providing support fixing IT Systems	5 working days turnaround time for t for providing support in fixing IT Systems	R 4,768,750	R4 969 038	R5 187 675	R14 925 463	18 & 36	Mashung & Burgersfort	Corporate Services
GGD/25	IT Governance	# Development of IT Policies	6 IT Policies developed	R 1 920 881	R 1 920 881	R 1 920 881	R 0.00	1,2,3,13,18,34 & 36	Burgersfort, Ohrigstard, Mohlal etsi, Mapodile, Praktisier, Mashung & Atok	Corporate Services
GGD/26	IT Computer Hardware's	# Replacement of old IT computer Hardware's	4 reports on IT computer Hardware's replaced	R 2 000 000	R 2 200 000	R 2 500 000	R 6 700 00	1,2,3,13,18,34 & 36	Burgersfort, Ohrigstard, Mohlal etsi, Mapodile, Praktisier, Mashung & Atok	Corporate Services
GGD/27	Public Wi-Fi	# Public Wi-Fi installation		R1 500 000.00	R0	R0	R1 500 000.00		(Areas to be identified by speakers office)	Corporate Services
GGD/28	Leasing of Printing and Copies machine	# Lease agreement on Printing and photocopying machine	1 lease agreement concluded on printing and photocopying machine	R 3 800 000	R 3 950 000	R 4 000 000	R11 750 000	18 & 36	Mashung & Burgersfort	Corporate Services
	User access Management Support	# Review of User access conducted on municipal systems (Payday, Munsoft, Azure Active Directory)	4 Reports on user access conducted	R0	R0	R0	R0	R0	N/A	Corporate Services

Project No.	Project/Programme	Performance Indicator		Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
DEPARTMENTAL SPECIAL PROGRAMMES PROJECTS EXECUTIVE SUPPORT									
GGD/29	Special Programmes	# of Disability initiatives conducted	4 Disability Initiatives conducted	R 274 051,25	R286 109,51	R298 984,43	R859 145,19	N/A	Corporate Services
		# of Youth initiatives conducted	4 Youth initiatives conducted	R1 000 000,00	R1 044 000,00	R1 090 980,00	R 3 934 980,00	N/A	Corporate Service

*		# of Mandela Day held	1 Mandela day Held	R54 967,00	R 57 385,55	R 59 967,90	R227 287,45	N/A	Corporate Service
		# of Children Initiatives conducted	4 Children initiatives conducted	R115 320,77	R 120 394,88	R 286 109,51	R 521 825,15	N/A	Corporate Service
		# of Gender Initiatives conducted	4 Gender Initiatives conducted	R 115 320,77	R120 394,88	R 125 812,65	R 361 528,29	N/A	Corporate Service
		#of Elderly Initiatives conducted	4 Elderly initiatives conducted	R115 320,77	R 120 394,88	R125 812,65	R361 528,29	N/A	Corporate Service
		# of Moral Regeneration initiatives conducted	4 Moral regeneration initiatives conducted	R138 450,69	R 144 542,52	R151 046,94	R 566 023,65	N/A	Corporate Service
		#of Local Aids Council initiatives conducted	4 Local Aids Council initiatives conducted	R1 000 000,00	R1 044 000,00	R 1 090 980,00	R 3 134 980,00	N/A	Corporate Service
GGD/30	Mayoral Programmes	# Stakeholder Engagement held	4 Stakeholder Engagement held	R 50 000,00	R 52 200,00	R 54 549,00	R 206 749,00	N/A	Corporate Service
		# of Mayoral Imbizos facilitated	4 Mayoral Imbizos facilitated	R 450 000,00	R 469 800,00	R 490 941,00	R 1 710 741,00	N/A	Corporate Service
GGD31	Executive Committee support	# of EXCO meetings held	12 EXCO meetings held	R20 000,00	R 20 880,00	R 21 819,60	R62 699,60	N/A	Corporate Services
GGD/32	Mayoral Magosi Forum	# of Mayoral Magoshi Forum held	4 Magoshi forum held	R 70 000,00	R 73 080,00	R 76 368,60	R269 448,60	N/A	Corporate Services

DEPARTMENT OF COMMUNITY DEVELOPMENT PROJECTS FOR THE 2022/23-2024/25

STRATEGIC OBJECTIVE: "TO PROMOTE A CULTURE OF PARTICIPATORY AND GOOD GOVERNANCE" OUTPUT 05

Project No.	Project/Programme	Performance Indicator	Target	Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
TOP LAYER PROJECT COMMUNITY DEVELOPMENT SERVICES									
GGT/13	Development of New Burgersfort Landfill site though Public Private Partnership(PPP)	% progress in addressing license conditions of new Burgersfort landfill site	100% progress in addressing license conditions of new Burgersfort landfill site	R1,500 000	R 0	R0	R 1,500 000	18 Burgersfort	Community Development

GGT/14	Development of community development by-laws	% Progress in development of community development by-laws	100% progress in development of community development by-laws	R100 000	R 0	R0	R100 000	All wards	Community Development
GGT/15	Review of Integrated Waste Management Plan (IWMP)	% progress in the of Integrated Waste Management Plan (IWMP)	100% progress in the review of Integrated Waste Management (IWMP)	R300 000	R 0	R0	R300 000	All Wards	Community Development
GGT/16	Maintenance of recreational parks	# of Recreational parks maintained	03 recreational parks maintained.	R543,400	R567,310	R592,839	R1,703,549	18, 36	Community Development
GGT/17	Commercialization of Municipal Recreational Parks	% of progress in the commercialization of Municipal Recreational Parks	100% progress in the commercialization of Municipal Recreational Parks	R0	R0	R0	R0	18, 36	Community Development
GGT/18	Implementation of the findings from Transport Inspectorate Unit	% implementation Transport Inspectorate Unit finding submitted to the municipality	100% implementation of Transport Inspectorate Unit finding submitted to the municipality	R 0	R 0	R0	R0	13, 18,31, 36	Community Development
GGT/19	Contracted refuse removal services conducted	# of contracted refuse removal services conducted	5 contracted refuse removal services conducted (Praktiseer, Steelpoort, Mapodile, Ohrigstad & Burgersfort)	R 12,831,232.68	R 13,447,131.85	R14,052,252.78	R40,330,617.31	01, 02, 13, ,18 and 31	Community Development

Project No.	Project/Programme	Performance Indicator	Target	Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
DEPARTMENTAL PROJECT CEMETERIES AND PARKS									
GGD/33	Maintenance of cemeteries	# of municipal cemeteries maintained	5 x municipal cemeteries maintained (Sebidikane, Praktiseer, Ohrigstad, Penge & Mapodile)	R 256,000	R 261,000	R 272,745	R789745	01,02, 13, 16,18,31 Penge, Mapodile, Praktiseer, Ohrigstad ,Burgersfort	Community Development
GGD/34	Feasibility study for Apel Regional cemetery	% Progress in the conducting feasibility study for Apel regional cemetery.	100% progress in conducting Apel regional cemetery feasibility study	R 1, 000 ,000	R0.00	R0.00	R 1, 000, 000	37 Apel	Community Services
GGD/35	Planting of trees and flowers	# of trees and flowers planted	100 trees and 100 flowers planted	R 300 000	R313200	R327294	R940494	02,, 03, 13, 16, 18, 31, 35, 36	N/A

Project No.	Project/Programme	Performance Indicator	Target	Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
DEPARTMENTAL PROJECT COMMUNITY SAFETY									
GGD/36	Coordination of community development fora	# of community development fora coordinated	07 fora coordinated (Transport, Community Safety , Disaster Advisory, Disaster Tech, Sports Confederation, Art and Culture Advisory, Environmental)	R 40 000	R40417.60	R40839.96	R121257.56	All Wards	Community Development
GGD/37	Awareness campaigns conducted	# of awareness campaigns conducted	04 awareness campaigns conducted (Road safety, Thusong Service, Environmental and Disaster Awareness)	R2 5000	R 25261	R25524.98	R75785.98	All Wards	Community Development
GGD/38	Calibration of Traffic devices	# of traffic devices calibrated	07 traffic devices calibrated	R 200 000	R 209,600	R219,032	R 628632	All Wards	Community Development
GGD/39	Purchasing of traffic official uniform	# of traffic official uniform purchased	384 official traffic uniform purchased. (32 each of trousers, shirts, jackets, jerseys, shoes, socks, caps, ties, belts, reflective coats jackets, raincoats)	R 1, 100 000	R 1, 152 800	R 1 ,204 676	R 3 457 476	All wards	Community Development
GGD/40	Coordination of community development services	# of community development services coordinated	02 community development services coordinated (Traffic stations and Thusong Service Centers)	R0.00	R0.00	R0.00	R0.00	All	Community Development
GGD/41	Establishment of weigh bridge	% Progress in facilitating the establishment of weigh bridge	5% facilitation of weigh bridge establishment	R0	R0	R0	R0	31	Community Development
GGD/42	Operation of Traffic Management Solution	% Procurement of traffic management solution	100% procurement of traffic management solution	R 500 000	R524 000.00	R 547 580	R 1 571 580	All wards	Community Development
GGD/43	Operation and Management of landfill sites	# of landfill site managed	1x land fill site managed	R12377,496,60	R12.971,616,44	R13,555,339,18	R38904452.22	35	Community Services

GGD/44	Units receiving weekly service refuse removal	# of units receiving weekly refuse removal services	11 500 units (Households, Business and government facilities receiving weekly refuse removal services)	R0	R0	R0	R0	01,02,13,18,30,31& 36	Community Services
GGD/45	Land fill audits conducted	# of landfill audits conducted	08 Internal Landfill audits conducted	R400 000	R419200	R438064.00	R 125 7264,00	18 & 35	Community Development
			03 External landfill Audits conducted						
GGD/46	Purchase of refuse working tools	# of refuse working tools purchased	650 Refuse working tools purchased.	R 300 000	R R303,132	R306,299.73	R 909,431.73	All wards	Community Development
GGD/47	Procurement of concrete street bins	# of concrete street bins procured	50 concrete street bins procured	R600 000	R628 800	R657 096	R 1 885 896,00	01, 18, 31, 36	Community Development
GGD/48	Pilot project for the extension of waste management services to rural areas	# of rural areas for pilot project on waste collection	2 x rural areas for pilot projects on waste collection (Lerajane & Praktiseer Ext 2)	R100 000	R 104 800	R109 516	R314 316,00	Ward 13 Praktiseer Ext 2 & Lerajane Ward 39	Community Development
GGD/49	Cleaning of Towns	# of towns receiving cleaning services	03 towns receiving cleaning services (Burgersfort, Ohrigstad & Steelpoort)	R3 500 000	R3 668 000	R3 833 060	R11 001 060	BGF, Steelpoort & Ohrigstad 02,13,31	Community Development

Project No.	Project/Programme	Performance Indicator	Target	Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
DEPARTMENTAL PROJECT: DISASTER MANAGEMENT									
GGD/50	Purchase of disaster relief material	# Of disaster relief material purchased	2000 disaster relief material purchased	R 2 000 000	R2 088 000	R2 181 960	R6269 960	All wards	Community Development
GGD/51	Development of polies	# of Policies developed	04 policies developed (Procedure manual for community facilities, paupers burial, disaster relief and library policy)	R0.00	R0.00	R0.00	R0.00	All wards	Community Services
GGD/52	Conducting of pauper's burials	% of qualifying paupers burials conducted	100% of qualifying paupers burials conducted	R 550 000	R 574 200	R 6 000 39	R 1 724 239	All wards	Community Services

Project No.	Project/Programme	Performance Indicator	Target	Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
DEPARTMENTAL PROJECT: SPORTS ARTS AND CULTURE									
GGD/53	Sports, Arts and culture programmes conducted	# Sports, Arts and culture programmes conducted	2x sports, art and culture programmes conducted	R400 000	R404176	R408399.64	R1,212,575.64	All wards	Community Services
		# of library materials purchased	300 library materials purchased for Libraries	R 8 00 000	R 838 400	R 876 128	R 1 759 528	Ohrigstad,Mapodile, Burgersfort & Atok 01,02,18 & 34	Community Development
GGD/54	refurbishment of modular library	% progress in the refurbishment of modular library Burgersfort	100 % progress in the refurbishment of modular library Burgersfort	R200 000	R0	R0.00	R200 000t	18	Community Development
GGD/55	Development of Gymnasium	% progress in the development of Burgersfort Gymnasium	5% development of Gymnasium-	R0	R0	R0	R 0		
GGD/56	Development of Convention Centre	% progress in the development of Convention Centre	5% progress in the development of Convention Centre	R0	R0		R 0		
GGD/57	Development of Burgersfort Stadium	% Progress in Development of Burgersfort Stadium	5% progress in the development of Burgersfort Stadium	R0	R0	R0	R0	18	Community Development
GGD/58	Development of pound	% Progress in the development of animal pound	100% in the development of animal pound	R0.	R0	R0	R 0	14/15	Community Development
GGD/59	ad hoc collection of waste in the Apel area	% Progress in ad hoc collection of waste in the Apel area	100% Progress in ad hoc collection of waste in the Apel area	R300 000	R303132	R306299.73	R909,431.73	3, 35,,36,37,39	Community Development

SLP PROJECTS BY MINING HOUSES

Project no	Project Name	Community /ward	Budget
EASTERN CHROME MINES (GLENCORE MERAPE VENTURE)			
01	Kutullo (600 households)	27	R16m
02	Tsakane (300 households)	27	R9m
03	Tukakgomo (300 households)	02	R16m
04	Mahlakwena (300 households)	02	R9m
TOTAL R50m			

Project no	Project Name	Community /Ward no	Budget
BOOYSENDAL MINE			
01	Installation of high mast lights at Maseven	Maseven	R4 000 000
02	Installation of high mast lights at kutullo	Kutullo	R4 000 000
03	Installation of high mast lights at Ga-Rantho and Ga- Masha	Ga-Rantho & Ga-Masha	R5 000 000
04	Special Presidential Project Ga-malekane bridge	Ga-Malekane	R10 000 000
TOTAL R23 000 000			

Project no	Project Name	Community / Ward no	Budget
SAMANCOR EASTERN CHROME MINE			
01	Electrification	Pakaneng-Choma	R10 000 000
02	Water Provision	Ga Mawela and Moletsi	R2 000 000
TOTAL R12 000 000			

Project no	Project Name	Community /Ward no	Budget
BCR MINES			
01	Construction of road from Kalkfontein to R555	Kalkfontein	R12 000 000
TOTAL R12m			

MOTOTOLO DER BROCHEN MINE					
Project No	Ward No	Village	Project name	Budget	Financial Year
01	02 and 27	Ga Mawela, Dithamaga Ga Malekana, Ga mampuru, Ga Mapodile, Kutullo	Provision of water infrastructure	R15 000 000.00	2021-2025
02	27	Ga Mawela , Dithamaga Ga Malekana, Kutullo	Construction and installation of high mast lights	R15 000 000.00	2021-2025

03	27	Ga Mawela Ga Leshaba Moletsi	Electrification of households	R10 316 000.00	2021-2025
04	27	Nokaneng , Kalkfontein	Construction of Early Childhood Development Centre	R6 172 000.00	2021-2025
05	02,06,27,28,29	All wards villages	Support learner development and material supply	R7 000 000.00	2021-2025
06	06,27,28,29	Ga Mampuru, Ga Malekana, Ngwaabe Ga Masha	School programme (Anglo American Education Programme)	R10 000 000.00	2021-2025
07	27	Nokaneng , Kalkfontein	ECD Leadership and character building	R6 532 000.00	2021-2025
08	27	Ga Masha	Refurbishment of health facility (Ngwaabe clinic)	R4 700 000.00	2021-2025
09	27,28,29	Ngwaabe , Steelpoort	Support to improving health in school	R4 838 000.00	2021-2025
10	02,06,27,28,29	All wards villages	supply of emergency and planned patient transport(Ambulance)	R2 612 000.00	2021-2025
11	06,27,28,29	Maseven , Ga-Masha Ga-Mampuru, Steelpoort	support and training of Maseven, Ngwaabe, Boschklouf and Eerstegeluk clinics	R3 000 000.00	2021-2025
12	02,06,27,28,29	All villages	Social cohesion programme (interfaith programme)	R7 000 000.00	2021-2025
13	27,28	Ga Mawela Ga Leshabane/Moletsi Nokaneng Kalkfontein Ga Malekana	Internent connections at mmmahlagare combined schools:Gobetse high; Ngwaabe comprehensive school and CPA offices	R4 000 000.00	2021-2025
14	02,06,27,28,29	All villages	Anglo Zimele (youth enterprise supplier development)	R32 000 000.00	2021-2025
15	27	Ga Mawela	Tourism project for Ga Mawela; st George Farm	R6 000 000.00	2021-2025

NKWE PLATINUM MINE

PROJECT NAME	WARD NO	VILLAGE	2019/20	2020/2021	2021/2022	2022/23	2023/24
Water supply	12	Garatouw (Ga Mpuru)					
Water supply	12	Mandagshoek (Mamphahlane)	R2m	R2m	R2m	R3m	R1m
Water supply	12	De Kom (Ga Komane)					

TSHEPONG CHROME MINE

PROJECT NO	PROJECT NAME	VILLAGE	FINANCIAL YEARS	BUDGET
01	Electrification of villages	Ga maroga	2023-2027	R3

		Ga Selala Natilela				
02	Construction of road and bridge from Ga Maroga to R37	Ga maroga Ga Selala Natilela	2023-2027			R8m
03	Building of Multipurpose indoors sports facility	Central Maroga Ga Selala and Natilela	2023-2027			R5m
04	Scholarship programme	Ga Maroga Ga Selala Natilela	2023-2027			R300k
MODIKWA PLATINUM MINE						
PROJECT NAME	VILLAGE / BENEFICIARY	2019	2020	2021	2022	2023
Learner support	High schools in 8 villages		R500k		R500k	
Teacher Development	All schools in 8 villages	R500k		R500k		R500k
Bursaries	high schools in 8 villages	R1.5m	R1.6m	R1.7m	R1.8m	R1.9m
MCCP by Anglo mine						
Municipal capacity and partnership programme			TBC			

		BLACK CHROME MINE	
PROJECT NO	PROJECT NAME	BUDGET	FINANCIAL YEAR
01	Upgrade of Morethe village Borehole	R190 802	2019
02	Upgrade/ Replace Moeng village borehole	R190 802	2020
03	Upgrade of water infrastructure at Kampeng village	R33 540	2021
04	Upgrade of water infrastructure at Maroga / phalatseng	R70 615	2021
05	Upgrade of water infrastructure at Dithamaga village	R45 783	2018
06	Mashemong village	R40 280	2018
07	Upgrade of water infrastructure at Mandela village	R56 876	2021
PROJECT NO	PROJECT NAME	BUDGET	FINANCIAL YEAR
08	Upgrade of water infrastructure at Mangabane village	R54 410	2022
09	Upgrade of water infrastructure at Makurung village	R40 616	2022
10	Upgrade of water infrastructure at Madutameng village	R39 140	2022

PROJECTS BY SECTOR DEPARTMENTS

Project Name	Project Type	TOTAL Planned CAPEX 2022/2023	TOTAL Planned Connections 2022/2023	Comments
INFRASTRUCTURE PROJECTS ESKOM				
Malatjie SS	Infrastructure - Substation	R 5 198 204,19		
Ga-Mphethi Feederline Upgrade	Infrastructure - Line	R 4 236 986,72		
Ohrigstad-Rietvlei 22kV Feeder Split 17km Hare line	Infrastructure - Line	R 4 236 986,72		
Malatjie 132KV Loop-In	Infrastructure - Line	R 9 774 979,19		
Malatjie132KV Loop-Out	Infrastructure - Line	R 9 534 425,87		
Penge-Havercroft 132KV joining Line	Infrastructure - Line	R 5 679 543,74		
Fetakgomo- Tubatse Infills	Infills	R 6 482 589,68	765	

Project Name	Planned CAPEX	Planned Connections	YTD Actual CAPEX	YTD Actual Connections	Comments
2023/24 ESKOM					
Ga-Mphethi	R 1 518 004.00	37	R 0.00	0	Busy finalising the detailed designs
Ga-Riba Cross (Legabeng)	R 2 217 465.75	71	R 0.00	0	Busy finalising the detailed designs
Majaditshukhudu	R 7 920 069.82	395	R 0.00	0	Busy finalising the detailed designs
Mashakaneng/ Mabulela	R 1 127 858.04	45	R 0.00	0	Busy finalising the detailed designs
Motlolo/Podile	R 21 315 532.89	482	R 0.00	0	Busy finalising the detailed designs
Mashilabele/Shushumela ext	R 4 381 101.91	190	R 0.00	0	No capacity
Fetakgomo-Tubatse 5B	Draft Plan				
R 38 480 032.41		1 220	R 0.00	0	

INFRASTRUCTURE WATER AND SANITATION

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
BULK OPERATIONS									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
By improving water quality compliance by June 2023	Refurbishment of Praktiseer WTW	Dilapidated WTW	Dilapidated WTW	Number of WTW refurbished	1 WTW (Praktiseer) refurbished	R4,000,000.00	R10,000 000. 00	R10,000 000. 00	SDM
PLANNING WATER SERVICE DEVELOPMENT PLAN									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
By improving water service provisioning by June 2023	Feasibility studies and technical reports - Praktiseer	Infrastructure without electronic management system	New project	Number of feasibility studies conducted technical report developed	1 feasibility study conducted & 1 technical report developed	R1 000 000,00	R1,500,000. 00	R1,500,000.00	SDM
	Feasibility studies and technical reports - Mapodile	Infrastructure without households' meters	New project	Number of feasibility studies conducted technical report developed	1 feasibility study conducted & 1 technical report developed	R1,000,000.00	R1,500,000. 00	R1,500,000.00	SDM
RBIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
By implementing RBIG projects to reduce water services backlog	Construction of Mooihoek bulk water	Construction of 3 Kilometres of bulk water	1 X 5 ML concrete reservoir	Number of km of bulk pipeline and	3 Kilometres of bulk water supply pipeline and 1	R35,000,000.00	R15,000,000. 00	R0.00	RBIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
with 90% by June 2024	supply Phase G1.1	supply pipeline. Construction of 1 package plant type clarifier	completed Phase 4BA	package plant constructed	package plant constructed				
	Construction of Mooihoek bulk water supply Phase G1.2	Construction of 4.7 Kilometers of bulk water supply pipeline.	2.4 Kilometres of bulk water supply pipeline constructed	Number of km of bulk water supply pipeline constructed	2.3 Kilometres of bulk water supply pipeline constructed	R15,509,315. 24	R0.00	R0.00	RBIG
	Construction of Mooihoek bulk water supply Phase G2	Commissionin g of 4.9 Kilometres of bulk water supply pipeline and 500KL Reinforced Concrete Reservoir	5.3 Kilometres of bulk pipeline constructed	Number of Kilometres of bulk water supply pipeline and Reinforced Concrete Reservoir constructed	4.9 Kilometres of bulk water supply pipeline and 500KL Reinforced Concrete Reservoir constructed	R4,500,000.0 0	R0.00	R0.00	RBIG
	Construction of Mooihoek Reservoirs phase 4H1	10ML reinforced concrete reservoir	12ML/day Mooihoek Water Treatment Works	Number of Reservoirs constructed	Planning and design including documentation for construction of concrete reservoir	R0.00	R25,000,000. 00	R35,000,000. 00	RBIG
By implementing RBIG projects to reduce water	Construction of Mooihoek	10ML reinforced	12ML/day Mooihoek Water	Number of Reservoir constructed	Planning and design including documentation for	R0.00	R25,000,000. 00	R35,000,000. 00	RBIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
services backlog with 90% by June 2024	Reservoirs phase 4H2	concrete reservoir	Treatment Works		construction of concrete reservoir				
WSIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
By implementing scope through tender contracting strategy by June 2023	Maebe Water Intervention Project – Phase IV	998HH	4 kilometres of water pipeline and 2 boreholes completed	Number of Reverse Osmosis Plant and Wastage Line to specified discharge point constructed	1 Reverse Osmosis Plant and Wastage Line to specified discharge point constructed	R19,379,619.49	R0.00	R0.00	WSIG
	Tukakgomo Water Intervention Phase V	735HH	3.5 km of pipeline and water abstraction point	Kilometre of pipeline constructed, and number of water metres installed	3km of pipeline constructed and 486 water meters installed	R8,100,000.00	R0.00	R0.00	WSIG
MIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
By implementing scope through tender contracting strategy by June 2023	Zaaiplaas Village Reticulation Phase 2 (Vlakfontein, Slovo and remaining village) - CO	8868HH	Incomplete construction of Dindela Reservoir	Percentage Reservoir constructed	100% Reservoir constructed	R8,000,000.00	R0.00	R0.00	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
	Motlailana and Makgemeng Water supply	1959HH	5,16 Kilometres of bulk line constructed	Number of Kilometres of bulk and reticulation pipeline, yard connection and concrete reservoirs constructed	16.5 Kilometres of bulk and reticulation pipeline, 1304-yard connection and 2 concrete reservoirs constructed	R11,314,943.70	R0.00	R0.00	MIG
	NSD07 Regional Water Scheme Construction of reservoirs	12475HH	13 Kilometres of bulk pipeline constructed; 3 reservoirs completed	Number of bulk pipelines constructed and concrete reservoirs completed (1ML and 3ML reservoirs)	3km of bulk pipelines constructed and 2 concrete reservoirs completed (1ML and 3ML reservoirs)	R4,042,602.77	R0.00	R0.00	MIG
By implementing scope through tender contracting strategy by June 2023	Malekana Regional Water Scheme	6401HH	14 kilometres of water pipeline and 4 reservoirs completed	Number of km of reticulation and bulk pipeline constructed	84.35km of reticulation and bulk pipeline constructed	R120,553,542.88	R70,000,000.00	R0.00	MIG
	Lebalelo South Phase 3(Ga -Maroga & Motlolo)	2349HH	32.7 kilometres of bulk line and 6 concrete reservoirs constructed	Number of km bulk and reticulation pipeline constructed, refurbishment of boreholes, WTW constructed and number of house water metres connected	24km bulk and 25.3km reticulation pipeline constructed, 3 refurbishment of boreholes, 1 WTW constructed and 912 house water metres connected	R67,246,488.89	R0.00	R0.00	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
	Upgrading of De Hoop WTW	93764HH	Ga Malekana 12MI Water Treatment Works	Number of sludge dams and pumps upgraded	2 sludge dams, 3pumps upgraded	R90,000,000.0 0	R31,234,087. 84	R0.00	MIG
By implementing scope through tender contracting strategy by June 2023	Mampuru Bulk Water Scheme	6520HH	Ga Malekana 12MI Water Treatment Works	Km for bulk pipeline constructed	Register the project for MIG funding	R0.00	R157,404,551.11	R179,038,65 9.00	MIG
	Tubatse LM Rural Household sanitation Phase 2(Phase 2.5)	58171HH	2000 VIP units constructed	Number of VIP sanitation units constructed	769 VIP sanitation units to be constructed	R10,000,000.0 0	R10,000,000. 00	R10,000,000. 00	MIG
	Fetakgomo LM Rural Household Sanitation Phase 2(Phase 2.5)	12682HH	500 VIP units constructed	Number of VIP sanitation units constructed	769 VIP sanitation units to be constructed	R10,000,000.0 0	R10,000,000. 00	R10,000,000. 00	MIG

MUNICIPALITY	PROJECT NAME AND DESCRIPTION	ESTIMATED BUDGET IN 2022/23
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DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT		
Fetakgomo Tubatse	Kgapane Fresh Produce Phase 1: Development of irrigation system, shade nets, packing shed, ablution facilities and related accessories.	R1 000 000
	Grass to graze (Awarded for borehole development)	R 600 000
DEPARTMENT OF HEALTH		
Fetakgomo Tubatse	Dilokong Hospital_New Hospital Laundry	R 1 500 000
Fetakgomo Tubatse	Dilokong Hospital_Repairs & Maintenance to MCCE and Neonatal facilities (Phase A)	R 500 000

DEPARTMENT	PROJECT	NATURE OF INVESTMENT	LOCAL MUNICIPALITY	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
DEPARTMENT OF SPORT, ARTS AND CULTURE							
Department of sport, arts and culture	Building/Structures	Maintenance and Repairs	Greater Tubatse/Fetakgomo	480 000,0	0	0	Community Library Service Grant
Cooperative Governance of Human Settlements and Traditional Affairs (CoGHSTA)							
Human Settlement	SEKHU/FETAKGOMO-TUBATSE MUNI./KIMBERLY (86) RURAL 17/18	Infrastructure Transfers - Capital	Greater Tubatse/Fetakgomo	6 818 453,00	0	0	Human Settlements Development Grant
Human Settlement	SEKHU/FETAKGOMO-TUBATSE MUNI./KIMBERLY (86) RURAL 17/18	Infrastructure Transfers - Capital	Greater Tubatse/Fetakgomo	5 662 783,00	0	0	Human Settlements Development Grant
Human Settlement	MOREJE	Infrastructure Transfers - Capital	Greater Tubatse/Fetakgomo	4 160 412,00	0	0	Human Settlements Development Grant
Human Settlement	PHAMELA IRDP - PHASE 1	Infrastructure Transfers - Capital	Greater Tubatse/Fetakgomo	43 316 115,00	0	0	Informal Settlements Upgrading

DEPARTMENT	PROJECT	NATURE OF INVESTMENT	LOCAL MUNICIPALITY	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
							Partnership Grant - Provinces
Human Settlement	HDA PHASE 1	Infrastructure Transfers - Capital	Greater Tubatse/Fetakgomo	61 928 476,00	0	0	Informal Settlements Upgrading Partnership Grant - Provinces
Human Settlement	SPLISH SPLASH	Infrastructure Transfers - Capital	Greater Tubatse/Fetakgomo	3 813 711,00	0	0	Human Settlements Development Grant
Human Settlement	RIROTHE RURAL	Infrastructure Transfers - Capital	Greater Tubatse/Fetakgomo	12 943 504,00	0	0	Human Settlements Development Grant
Department of Health							
Dept of Health	Dilokong Hospital_Repairs & Maintenance to MCCE and Neonatal facilities (Phase A)	Maintenance and Repairs	Greater Tubatse/Fetakgomo	500 000,00	530 000,00	530 000,00	Health Facility Revitalisation Grant
Dept of Health	Nchabaleng CHC: Replacement or Refurbishment of Stand by Generators & Related Infrastructure	New or Replaced Infrastructure	Greater Tubatse/Fetakgomo	0	0	0	Health Facility Revitalisation Grant
Dept of Health	Dilokong Hospital_New Hospital Laundry	Upgrading and Additions	Greater Tubatse/Fetakgomo	1 500 000,00	1 590 000,00	1 590 000,00	Health Facility Revitalisation Grant
Department of Agriculture and Rural Development (DARD)							
Dept of Agriculture and Rural Development	Tompi Water Supply Maintenance	Maintenance and Repairs	Greater Tubatse/Fetakgomo	1 500 000,00	2000000	2500000	Comprehensive Agricultural Support Programme Grant

DEPARTMENT	PROJECT	NATURE OF INVESTMENT	LOCAL MUNICIPALITY	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
Dept of Agriculture and Rural Development	Kolokotela	Upgrading and Additions	Greater Tubatse/Fetakgomo	0	0	500000	Comprehensive Agricultural Support Programme Grant
Dept of Agriculture	Phiring Irrigation Scheme	Upgrading and Additions	Greater Tubatse/Fetakgomo	0	0	500000	Comprehensive Agricultural Support Programme Grant
Dept of Agriculture	Tompi Seleka upgarde of 6 storey hostel building	Upgrading and Additions	Greater Tubatse/Fetakgomo	10 000 000,00	10000000	10000000	Land Care Programme Grant
Dept of Agriculture	Hunadi Vertiver	Upgrading and Additions	Greater Tubatse/Fetakgomo	150 000,00	0	0	Comprehensive Agricultural Support Programme Grant
Road Agency Limpopo (RAL)							
RAL	3year Household Routine Roads Maintenance at Greater Tubatse Municipality	Maintenance and Repairs	Greater Tubatse/Fetakgomo	10 000 000,00	10 000 000,00	14 000 000,00	Provincial Roads Maintenance Grant
RAL	RAL/T978 Maintenance of road D4042 Maseven	Infrastructure Transfers - Current	Greater Tubatse/Fetakgomo	331 150,00	0	0	Provincial Roads Maintenance Grant
RAL	RAL/T981 Road D2537 Maintenance of Burgersford to Penge	Infrastructure Transfers - Current	Greater Tubatse/Fetakgomo	1 750 000,00	0	0	Provincial Roads Maintenance Grant
RAL	RAL/T989 Maintenance and rehabilitation of the Steelport Bridge	Infrastructure Transfers - Current	Greater Tubatse/Fetakgomo	5 000 000,00	1 000 000,00	0	Provincial Roads Maintenance Grant
RAL	RAL/T1180 Road D4169 from R37 to Maroge	Infrastructure Transfers - Current	Greater Tubatse/Fetakgomo	6 000 000,00	5 000 000,00	5 000 000,00	Provincial Roads Maintenance Grant
RAL	RAL/T1023 P169/2 - Mapodile	Infrastructure Transfers - Current	Greater Tubatse/Fetakgomo	5 000 000,00	2 882 192,00	21 600 000,00	Provincial Roads Maintenance Grant

DEPARTMENT	PROJECT	NATURE OF INVESTMENT	LOCAL MUNICIPALITY	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
RAL	RAL/T1044 Riba Cross (R37) to Steelpoort (R555)	Infrastructure Transfers - Current	Greater Tubatse/Fetakgomo	5 000 000,00	0	36 000 000,00	Provincial Roads Maintenance Grant
RAL	RAL/T1045 Maintenance of Road D4134 Seokodibeng to Malokela	Infrastructure Transfers - Current	Greater Tubatse/Fetakgomo	6 000 000,00	5 000 000,00	5 000 000,00	Provincial Roads Maintenance Grant
RAL	Road D4170 Driekop to Modimolle	Infrastructure Transfers - Current	Greater Tubatse/Fetakgomo	6 000 000,00	0	0	Provincial Roads Maintenance Grant
RAL	Road D4209 Oria to Ga-Seroka	Infrastructure Transfers - Current	Greater Tubatse/Fetakgomo	6 000 000,00	0	0	Provincial Roads Maintenance Grant
RAL	RAL/T987 Atok Mine Sefateng to Ga Selepe to Modimolle	Infrastructure Transfers - Capital	Greater Tubatse/Fetakgomo	13 059 012,00	22 174 000,00	35 000 000,00	Equitable Share
RAL	RAL/T866 20km D4182, D4185, D4432, D4180	Infrastructure Transfers - Capital	Greater Tubatse/Fetakgomo	6 464 736,00	0	0	Equitable Share
RAL	RAL/T857 23.6km D4200-Jane Furse to Mphanama to Apel	Infrastructure Transfers - Capital	Greater Tubatse/Fetakgomo	33 623 625,00	21 821 017,00	0	Equitable Share
RAL	RAL/T1051 D4199 Apel to Ga-Nkoana to D4190	Infrastructure Transfers - Capital	Greater Tubatse/Fetakgomo	40 792 714,00	45 000 000,00	47 000 000,00	Equitable Share
Department of Education							
Department of Education	Makgale Phasha Sec School	New or Replaced Infrastructure	Greater Tubatse/Fetakgomo	878 436,00	0	0	Education Infrastructure Grant
Department of Education	MABOA SECONDARY SCHOOL	New or Replaced Infrastructure	Greater Tubatse/Fetakgomo	3 256 506,00	0	0	Education Infrastructure Grant
Department of Education	POTLAKE SECONDARY	Upgrading and Additions	Greater Tubatse/Fetakgomo	200,00	200,00	0	Education Infrastructure Grant
Department of Education	Poo Secondary School Phase 2	Upgrading and Additions	Greater Tubatse/Fetakgomo	1 149 605,00	0	0	Education Infrastructure Grant

DEPARTMENT	PROJECT	NATURE OF INVESTMENT	LOCAL MUNICIPALITY	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
Department of Education	PAEPAE SECONDARY	Upgrading and Additions	Greater Tubatse/Fetakgomo	4 000 000,00	200,00	0	Education Infrastructure Grant
Department of Education	MOKOBOLA SECONDARY	Upgrading and Additions	Greater Tubatse/Fetakgomo	224,00	0	0	Education Infrastructure Grant
Department of Education	MODIPA AGRICULTURAL SCHOOL	Upgrading and Additions	Greater Tubatse/Fetakgomo	548 600,00	0	0	Education Infrastructure Grant
Department of Education	MAKOPI SECONDARY	Upgrading and Additions	Greater Tubatse/Fetakgomo	1 049 665,00	0	0	Education Infrastructure Grant
Department of Education	Itirele Sec School	Upgrading and Additions	Greater Tubatse/Fetakgomo	1 695 012,00	0	0	Education Infrastructure Grant
Department of Education	ITSOSENG PRIMARY SCHOOL	Upgrading and Additions	Greater Tubatse/Fetakgomo	1 120,00	443 392,00	0	Education Infrastructure Grant
Department of Education	LEBOENG PRIMARY SCHOOL	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Shorwane Secondary School	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 632 000,00	0	0	Education Infrastructure Grant
Department of Education	Makhwese Secondary	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Mankopane Primary	Upgrading and Additions	Greater Tubatse/Fetakgomo	230,00	0	0	Education Infrastructure Grant
Department of Education	Matleu Primary	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant

DEPARTMENT	PROJECT	NATURE OF INVESTMENT	LOCAL MUNICIPALITY	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
Department of Education	David Scara Kutumela Primary School	Upgrading and Additions	Greater Tubatse/Fetakgomo	40,00	900,00	0	Education Infrastructure Grant
Department of Education	Moisele Primary	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Mookotsi Primary	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Morehuse Primary School	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Morokadieta Primary	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Mphaaneng Primary Nkota Secondary School	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Phutakwe Secondary School	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Seroletshidi Secondary	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Thabane Primary School	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	3 362 608,00	0	Education Infrastructure Grant
Department of Education	Tseke Primary School	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Mashwele Primary School	Upgrading and Additions	Greater Tubatse/Fetakgomo	400,00	-	0	Education Infrastructure Grant
Department of Education	Mohloping Primary	Upgrading and Additions	Greater Tubatse/Fetakgomo	4 000 000,00	13 000 000,00	0	Education Infrastructure Grant

DEPARTMENT	PROJECT	NATURE OF INVESTMENT	LOCAL MUNICIPALITY	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
Department of Education	Makhwese Secondary	Upgrading and Additions	Greater Tubatse/Fetakgomo	220,00	5 000 000,00	0	Education Infrastructure Grant
Department of Education	Diphuti Primary School	Upgrading and Additions	Greater Tubatse/Fetakgomo	300,00	0	0	Education Infrastructure Grant
Department of Education	Moloke Primary	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Thabane Primary	Upgrading and Additions	Greater Tubatse/Fetakgomo	1 120,00	887 976,00	0	Education Infrastructure Grant
Department of Education	Mamolobela Secondary	Upgrading and Additions	Greater Tubatse/Fetakgomo	34,00	0	0	Education Infrastructure Grant
Department of Education	TLOUPHUTI SECONDARY	Upgrading and Additions	Greater Tubatse/Fetakgomo	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Motsepe Primary	Upgrading and Additions	Greater Tubatse/Fetakgomo	501 511,00	0	0	Education Infrastructure Grant
Department of Education	Motloulela Secondary	Upgrading and Additions	Greater Tubatse/Fetakgomo	828 071,00	0	0	Education Infrastructure Grant

DEPARTMENT	PROJECT	NATURE OF INVESTMENT	LOCAL MUNICIPALITY	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
Department of Education	Masha Primary	Upgrading and Additions	Greater Tubatse/Fetakgomo	300,00	0	0	Education Infrastructure Grant
Department of Education	Manoke Secondary	Upgrading and Additions	Greater Tubatse/Fetakgomo	200,00	100,00	0	Education Infrastructure Grant
Department of Education	Riba Primary	Upgrading and Additions	Greater Tubatse/Fetakgomo	200,00	0	0	Education Infrastructure Grant
Department of Education	MAPHADIME SECONDARY SCHOOL MALOPE PRIMARY	Upgrading and Additions	Greater Tubatse/Fetakgomo	500,00	3 947 200,00	0	Education Infrastructure Grant

CHAPTER 5: INTEGRATION PHASE

INTRODUCTION

This chapter presents an integration phase of this IDP. It sums up the overarching frameworks, policies, strategies and sector plans that seek to synergic ally address the challenges identified in the analysis phase and promote the principles of sustainable development. These will be discussed in accordance with the KPAs.

ALIGNMENT WITH SECTOR PLANS

The Municipal Systems Act states that municipalities must exercise their executive and legislative authority within the constitutional system of co-operative government. The IDP would be aligned with national and provincial governments' plans. Key development plans such as the National Development Plan and the Limpopo Development Plan to ensure alignment with national and provincial development priorities.

KPA 1: SPATIAL RATIONALE: SECTOR PLANS

SECTOR PLAN	DESCRIPTION	STATUS
FTLM Spatial Development Framework (SDF), 2020	The FTLM has developed its Spatial Development Framework in 2018 in terms of the provision of section 12 of Spatial Planning and Land Use Management Act, Act 16 of 2013.	COMPLETED and adopted by Council in 2020 under Council Resolution no : OC14/2020 and it was gazetted on the 14 February 2020.
FTLM Building regulations By-Law, 2018	FTLM adopted the building regulations By-Law, 2018 in terms of section 12(3) of the Municipal Systems act, 2000(Act No.32 2000) and the National Building regulations and Building standard Act, 1977.	Adopted by council in 2018 (council resolution number – (OC06/2018) and gazetted on the 21st September 2018.
FTLM Land Use Management By-law, 2018.	The aim of the by-law is to regulate land use management and spatial planning development (future planning) as mandated by the SPLUMA, 2013.	By-law has been approved by the Council (Council resolution OCO5/2018) and gazetted on the 05/10/2018).
FTLM LUS, 2021	FTLM Land Use Scheme is being developed in terms of the provision of Section 23(1) of the Spatial Planning and Land Use Management, Act 16 of 2013.	Council has adopted final draft of the LUS. The LUS will be gazetted in due course.
FTLM Land Disposal Policy, 2017	The FTLM has adopted the Land Disposal Policy in 2017 and The main objective of this policy is to provide for the management, lease and disposal of Council's immovable property in compliance with the Supply Chain Management Policy.	The Land Disposal Policy was adopted by council in 2017 (Council resolution number – (SC39/2017)
FTLM Housing Sector Plan, 2018	The Housing Sector Plan was adopted by Council in 2018. The Housing Sector Plan provides guidelines for the delivery of adequate housing as enshrined in Sec 26(1) of the Constitution of the Republic of South Africa.	The Land Disposal Policy was adopted by council in 2018 (council resolution number – (SC26/2018)

SECTOR PLAN	DESCRIPTION	STATUS
FTLM Land Invasion Prevention Strategy, 2018	The FTLM has developed a Land Invasion Prevention Strategy in 2018. The Land Invasion Prevention Strategy is to explore mechanisms that can be used to prohibit invasion against municipal owned land which will in turn assist the Municipality to regulate and maintain land development within the jurisdiction of the Municipal area.	The FTLM Land Invasion Prevention Strategy was adopted by council in 2018
FTLM Land Audit Report, 2019	The purpose is to protect and identify municipal land and record the ownership of our citizens in FTLM jurisdiction.	The FTLM Land Audit Report , 2019 was adopted by Council in 2019
Burgersfort Precinct Plan, 2021	A precinct plan is a planning tool that sets out a vision for the future development of a place. The Burgersfort Precinct Plan will establishes a planning and management framework to guide development and land-use change within a delineated area with the aim of achieving sustainable environmental, social and economic objectives.	Phase 1 has been completed.
Steelpoort Precinct Plan, 2021	A precinct plan is a planning tool that sets out a vision for the future development of a place. The Burgersfort Precinct Plan will establishes a planning and management framework to guide development and land-use change within a delineated area with the aim of achieving sustainable environmental, social and economic objectives.	Phase 3 has been completed.
Development Of Wall-To-Wall Land Use Scheme Adopted by council		
Ftlm Integrated Transport Plan adopted by council		

KPA: 2 INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Human Resource Policies (The FTM has managed to develop, consolidate and adopt its Human Resource Policies including):

Sector Plan	A brief description and overview
Attendance and punctuality policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017
Bursary Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017
OHS Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017

Sector Plan	A brief description and overview	
Overtime Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017	
PMF Performance Management Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017	The framework is reviewed annually, currently the municipality has started with the review process for 2019/20 the draft is issued out for management inputs.
Recruitment Selection Appointment Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017	
SCM Supply Chain Management Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017	
Secondment Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017	
Subsistence & Travel Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017	
Travel Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017	
Records Management Policy	This policy is adopted by council on the 30 th January 2018, Resolution No. OC98/2018	
Registry Procedure Manual	This policy is adopted by council on the 30 th January 2018, Resolution No. OC98/2018	
Education, Training and Development Policy (29 June 2009, Council Resolution C15/09)	This policy recognises a workplace as an active learning environment and commits the FTM to undertake education, training and development of its employees as per the Skills Development Act. This is part of capacity building for employees.	
Bursary Policy	The purpose of the policy is to regulate and provide a framework through which financial aid and support can be provided to employees and members of the community for the advancement of their studies. Resolution No: SC31B/2017	
Travel and out of pocket expenses policy for councillor	The aim of this policy is to provide the municipality with comprehensive travel and out of pocket expenses policy framework for councillors for implementation within the municipality. Resolution SC31B/2017.	
Subsistence and Travelling Policy	The subsistence and travelling policy for FTLM was adopted in 2017. The main objective of this policy is to set out the basis for the payment of subsistence and travel allowance for the purposes of official travelling. Resolution SC31B/2017	
Leave policy	Leave policy for GTM was adopted in 2011. Its objective is to guide all municipal employees on requirements for applications for various types of leaves available to them.	
Staff Retention Policy (29 th June 2009, Council Resolution C01/09)	The FTM developed and adopted a retention policy in the 2008/2009 financial year with the intention to keep critical skills and attract new ones. Regarding succession planning, the FTM does not have such, succession plan. This is attributed to the environment within which the municipality	

Sector Plan	A brief description and overview
	operates and which is largely influenced by politics. As a point of emphasis, the purpose of the policy is to prevent loss of competent staff that can have adverse effect on service delivery, retain and attract key staff members whose services are regarded as critical to achieve the vision and mission of the FTM, to identify individuals' potential for assuming a higher degree of responsibility, to develop skills base for succession planning and to create and sustain a pleasant humane working environment.
Employee Assistance Programme Policy	It is geared towards attending the wellness of employee in order that their emotional and social challenges do not negatively affect their performance at work. The policy introduces support system that employees can rely on in times of need. However, this policy was only developed during the 2008/2009 financial year and it has never been put to test. Through it the municipal employees can address their psycho-social problems.
Occupational Health and Safety Policy	Occupational Health and Safety policy was developed in 2017. The need for the policy stems from safety policy to Occupational Health and safety Act, 1993 which requires employers, including municipalities amongst other things to develop and adopt an occupational health. Resolution SC31B/2017
Employment Equity Plan	<p>The EEP for GTM developed the policy in 2015. The policy aims to address the following challenges:</p> <ul style="list-style-type: none"> -Address under-representation of designated groups in all occupational categories and levels in the work force -Identifying and developing strategies for the achievement of numerical goals and timetables for the implementation of affirmative action measures , taking into account the mission of the GTM -Establishing of procedures for the monitoring and enforcement of the implementation process -Establish procedures to address and resolve disputes regarding implementation and enforcement of EE. <p>The objective of the plan is to achieve equitable representation of suitably qualified people from designated groups within each occupational category and level in the workplace and comply with s20 of the Employment Equity Act (no. 55 of 1998). It deals with staff placement (those in the employ of FTM and those transferred by other spheres) and set forth placement procedures.</p>
Fetakgomo File Plan	The objective of the file plan is to ensure that all correspondence is filed correctly and ensure that permanently valuable documents are not destroyed and to prevent the retention of ephemeral documents.
Human Resource Policies and Procedures (18 th December 2008, Council Resolution C97/08)	It contains Recruitment, Selection and Appointment, Conditions of Service (Grievance Procedures, Discipline & Disciplinary Procedures, Personnel Retrenchment and Personnel Replacement Policy), Basic Conditions of Employment Act, Code of Conduct, Overtime Policy, Leave and Overtime Forms
Workplace Skills Plan	A Workplace Skills Plan for the Greater Tubatse Municipality was adopted in September 2015 and its main objectives are to capacitate employees

Sector Plan	A brief description and overview	
	<p>with necessary skills in order to maximise service delivery in municipal workplace. This was developed in terms with SAQA requirements and is reviewed annually for its alignment with the IDP.</p> <p>Fetakgomo Municipality develops and implements the workplace skills plans every financial year. The plan is developed in consultation with the staff members, committees and councillors. Individuals from the mentioned stakeholders complete questionnaires that serve as tools to identify training needs. The training needs are further consolidated in to the workplace skills plan and submitted to LG SETA after approval by the council. This should be able to serve as an intervention in addressing the issues of scarce skills.</p>	
Institutional Plan	<p>The FTM has the Institutional Plan adopted in 2010 which addresses institutional challenges highlighted in the analysis phase. According to the IDP Guide Packs, municipalities are expected to develop institutional plans. The primary objective of an institutional plan is to ensure that consistent and integrated set of measures are put in place for institutional development. The secondary objectives include providing for gender equity and appropriate transformation in the light of the Constitution of South Africa, Act No 33 of 2000 and the Employment Equity Act, No 55 of 1998 of as well as reviewing the institutional arrangements and implications of the planning process in keeping with the IDP. The Plan has a consolidated summary of the institutional activities that flow from the prioritised proposals developed in the IDP processes. The institutional plan is required to result in the following outputs: (a) It must address the gender and equity imbalances facing the municipality, (b) A realistic institutional plan given the financial resources at the disposal of the municipality. (c) The consideration of service partnerships and the recognition that the NPO/CBO sector has an important role to play in service delivery oriented towards sustainability. (d) The institutional environment must create a learning base for in-house training of future local government practitioners.</p>	
Fetakgomo Tubatse Local Municipality (FTLM) performance Management framework.	<p>The objectives of institutionalising Performance Management system, beyond the fulfilling of legislative requirements, is to serve as a primary mechanism to monitor, review and improve the implementation of the municipality's IDP.</p>	<p>The framework is reviewed annually, currently the municipality has started with the review process for 2019/20 the draft is issued out for management inputs.</p>
Attendance and Punctuality Policy	<p>The municipality is responsible for providing the public, both residents and businesses alike with services required to effectively and efficiency operate the municipality. Resolution SC31B/2017</p>	
ICT Change Management Policy	<p>The FTM has adopted ICT Change Management Policy Council resolution No. (C38/2014). The purpose of this policy is to provide the Fetakgomo Municipality with a procedure for the change control function that shall be established to manage record and track all changes for Fetakgomo Municipality ICT environment. The objective of this policy is to ensure that standardized processes are followed and adhered to accordingly. This is to ensure that no changes take place as a quick change, with "after the fact" documentation, without any prior authorisation.</p>	

Sector Plan	A brief description and overview
ICT Steering Committee Charter	ICT Steering committee Charter Council resolution No. (C39/2014) as the policy-level group responsible for providing leadership and direction in support of the Office of the Municipal Manager. The ICT Steering Committee’s central focus is to provide the executive leadership for the coordination of ICT related activities between, among, and within the Municipality. The ICT steering committee shall also seek where feasible to societies and others aid in the development and implementation. The objective of this policy is to assists the Municipal Management in governing and overseeing Fetakgomo’s IT matters/activities, assessing feasibility of IT plans and providing requisite recommendations to management to the benefit of the institution, support the Municipal management by giving guidance and helping clarify priorities on IT issues and to ensure that decisions and actions are managed and implemented.
Information Technology User Access Management Policy & Procedure	Information Technology User Access Management Policy & Procedure Council Resolution No (C40/2014) . This Policy and Procedure intends to protect the Confidentiality, Integrity, and Availability of Fetakgomo Local Municipality’s Information and Information Systems by preventing unauthorised user(s) access to Fetakgomo local Municipality Information and Information Systems. This policy establishes a procedure in accordance with the Access Control policy for the authorization, modification, review, and revocation of a user’s access “Business Applications” Munsoft and VIP. It also describes requirements for training those involved in the access control process. The main objective of this policy is to control the allocation of access rights to information and information systems including granting and revoking of access to all information systems and services.
Information Communication Technology Policy	<p>The FTM has developed ICTP and adopted by Council on the 30 June 2014 Resolution No: (C73/2014). All the employees’ share the information communication technology facilities at Fetakgomo Local Municipality (FTM). These facilities are provided to employees for the purpose of conducting municipality business. FTM does permit a limited amount of personal use of these facilities, including but not limited to computers, printers, e-mail and internet access. However, these facilities must be used responsibly by everyone, since misuse by even a few individuals has the potential to negatively impact productivity, disrupt municipal business and interfere with the work or rights of others. Therefore, all employees are expected to exercise responsible and ethical behavior when using FTM’s Information Communication Technology facilities. Any action that may expose potential system failure is prohibited and may result in disciplinary action up to and including termination of employment and/or criminal prosecution.</p> <p>The Fetakgomo Local Municipality ICT Policy (ICTP) document sets out the principles and standards which determine acceptable use of the Information Communication Technology of the Municipality. The primary aim of this ICTP document is to balance protection of the systems, services and information that makes up those resources.</p>
Information Technology Strategy Plan Policy	The FTM has developed IT Strategy Plan Policy council resolution No. C72/2014 which is required to provide a long-term vision for information systems and information technology in Fetakgomo Local Municipality that is based on the Municipalities strategies and vision, human and information needs, and regulatory compliance. The IT Strategy presents a framework and methodology to provide management with the facilities to help them

Sector Plan	A brief description and overview
	achieve their overall strategic objectives, plan, review, and control information systems projects. The IT Strategy also contains specific elements to give guidance on what is required and how it will be done, the use of explicit tools to support and automate the process, and how to manage and sustain the quality of the results.
Information & Communication Technology Governance Framework Policy	<p>The FTM developed an Information & Communication Technology Governance Framework Policy Council Resolution No: C71/2014. The main purpose of information technology by Municipality improves:</p> <p>a) Direct or indirect service delivery to the public, including but not limited to, equal access by the public to services delivered by the Municipality.</p> <p>B) Productivity of the Municipality.</p> <p>c) Cost-efficiency of the Municipality.</p> <p>The lack of a governance-wide IT governance framework has resulted in a fragmented approach to the implementation of and adherence to policies and standards, and unlocking the value that ICT could contribute to business enablement.</p>
ICT Firewall Policy	ICT Firewall Policy Council Resolution No. (C43/2014).The purpose of this ICT Firewall Policy is to allow or block unauthorized network or Internet devices and services sending traffic or receiving traffic over a network. To define standards for provisioning security devices owned and/or operated by FTM. The main objective is to prevent exploitation of insecure services, restrict inbound/outbound traffic from unregistered devices, control inbound/outbound access to/from specific services or devices and monitor traffic volumes; to provide guidance on when firewalls are required or recommended.
Information Technology Backup Policy Review	The FTM developed Information Technology Backup Policy Review and adopted Council Resolution No: C70/2014.The purpose of this policy) must be copied onto secure storage media on a regular basis (i.e., backed up), for the purpose of disaster recovery and business resumption. This policy outlines the minimum requirements for the creation and retention of backups. Special backup needs which exceed these minimum requirements, should be accommodated on an individual basis.
Sports Arts and Culture Plan	The FTM, through Community Services, has developed the Sports Arts and Culture Plan on May 2013. This plan outlines the community services work and key activities to be undertaken in respect of sports, arts and culture. The sports Indaba normally held annually are derivative of this plan.
Legal Policy and Procedure	The Legal Policy and Procedure Council Resolution No. (C42/2014).The purpose of this Legal Services Policy and Procedure is to define the scope of legal services provided by the Municipality; define the responsibilities of officers or consultants involved in the provision of legal services; define the responsibilities of employees within the Municipality in relation to accessing legal services; and establish procedures for the management of legal services and matters.

Sector Plan	A brief description and overview
Procedure Manual: Grader, Tipper Truck and TLB	The purpose of the Operations Manual is to regulate the use and operations of the municipal Grader, TLB and Tipper Truck
Overtime Policy	Overtime policy adopted by council Resolution SC31B/2017. The main purpose to conform to the determination of earnings thresholds as issued by the minister of labour from time to time and also to provide control mechanisms on the performance of overtime by council employees.
Recruitment, selection and appointment policy.	The recruitment, selection and appointment policy adopted by council Resolution SC31B/2017. The municipality recognises that its employment processes practices and procedures must comply with the principle of the rule of law includes the principle of legality which requires the municipality its political structures and political offices-bearers as well as its employees, to comply at all times and without exception with the relevant legal prescripts governing the situation concerned.
Secondment and acting in higher positions policy	The Secondment and acting in higher positions policy adopted by council Resolution SC31B/2017. The municipality views the transfer and secondment of employees as an important human resource tool to improve performance and to attain employees to skill enhancement.
Records Management Policy	The records management policy adopted by council on the 30/01/2018 resolution: OC98/2018.
Registry Procedure Manual	The Registry Procedure Manual adopted by council on the 30/01/2018 resolution: OC98/2018.

BY-LAWS

The following by-laws exist within the Municipality:

Sector Plan	A brief description and overview
Standard Child Care Facilities By-Law	The By-law provides for procedures, methods and practices to regulate child care facilities.
By-Law Relating To Streets	The By-law provides for procedures, methods and practices to regulate the utilisation of streets.
Refuse Removal By-Law	GTM developed the refuse removal by-law in terms with section 75 (1) of the municipal systems act, 2000. The by-law was developed in 2009. The Purpose of the by-law is to promote the achievement of a safe and healthy environment for the benefit of the residents in the area. It also seeks to provide procedures, methods and practices to regulate the dumping of refuse and removal thereof in GTM area of jurisdiction.
	It promotes safe and healthy environment by regulating dumping of refuse and the removal thereof.
Billboards By-Law	It provides for procedures, methods and practices to regulate billboards.
Building Regulations By Law	It protects public health and safety as it relates to construction and occupancy of buildings and structures. It further promotes good

Sector Plan	A brief description and overview
	practice in the design and construction of buildings for people in or around the buildings and others affected by the buildings.
Refuse Removal policy (CSC04/09)	The Refuse Removal Policy enables the FTM to protect health of the public, promote quality and sustainability of the environment by controlling pollution of ecosystem and empower communities to take responsibility for the cleanliness of their environment.
Fetakgomo Atok Thusong Service Centre (TSC) Policy (CSC03/09)	This policy seeks to promote cost effective, integrated, efficient and sustainable service provision. It attempts to ensure equitable and effective access to government information and services to the people, thereby building partnership between government, local communities, civil society and private sector.

KPA: 3 BASIC SERVICE DELIVERY AND INFRASTRUCTURE PLANNING: SECTOR PLANS

Sector Plan	A brief description and overview
Water Services And maintenance strategy	The plan seek to achieve the following key objectives: Analyze the current level of services to the communities, determine the desired level of services by the community, determine future demand and forecasts, lifecycle of assets including background data, routine maintenance plan and information flow requirements.
Water Sector Plan	The FTM has and reviewed the Water Sector Plan in the 2006/2007 Financial Year. The plan was adopted by the Council in the 2007/2008 financial year. The ultimate goal of the plan is to facilitate and influence the provision of portable water within all areas of Fetakgomo. The objectives include the integration of the water sector plan with the overall water needs outlined in this IDP and to consider various environmental requirements of water for economic development.
Procedure Manual: Grader, Tipper Truck and TLB	The purpose of the Operations Manual is to regulate the use and operations of the municipal Grader, TLB and Tipper Truck

KPA: 4 LOCAL ECONOMIC DEVELOPMENT: SECTOR PLANS

Sector Plan	A brief description and overview	STATUS
Local Economic Development Strategy	The newly merged municipality is currently in progress to have the two LED Strategies rationalized. The framework is need to align to the municipal SDF, LUMS and NDP. The framework should be inclusive of a Marketing Strategy, Tourism Strategy and guide the establishment of the SEZ within FTLM.	Draft LED strategy waiting to serve to council
Tourism Plan	The FTM has adopted council resolution no :(DP19/10) the Tourism Plan which seeks to provide tourism guidelines within Fetakgomo. The main purpose of the plan is to promote tourism within the FTM. The merged municipality is underway in merging the two LED from both municipalities and have 1 concise	The specification for the TOR have served before the bid specification committee and the project is due to be advertised including appointment is envisaged with the 2022/23.

Sector Plan	A brief description and overview	STATUS
	document. The final LED Strategy will be inclusive of a Tourism Plan and Marketing Plan.	
Small Micro Medium Enterprises By-Law	The draft document will be serving before municipal structures with the 2018-19 FY and due for approval in 2019-20 FY.	
Street Trading By-Laws	The municipality aims at regulating and formalising the informal street trading economic activities more especially through the municipal CBD. The municipality needs to have a framework that enables a step by step procedural process were communities and the enforcement unit would have had active participation in the draft document prior to implementation.	The draft document will be serving before municipal structures with the 2018-19 FY and due for approval in 2019-20 FY.
SLP and IDP Rationalization Framework	<p>This framework will assist the municipality to keep track and maintain the Social Labour Plans (SLP) and (CSI) submitted by mines to DMR for their mining licences applications and commitments.</p> <p>The document/framework would guide service delivery projects co-ordinated by the municipality and mining sector. The framework will be incorporating the vision that the municipality has in terms of development through the SDF, LUMS and guide also investment opportunities between the mining houses in anticipation of the establishment of an industrialised economic hub. The industrialised economic hub would be informed by the SEZ Policy to be drafted by council.</p>	The municipality has appointed a service for 3 years (2018-19 FY till 2020-21 FY) the final approval for the framework is 2020-21 FY
EPWP Policy	The Expanded Public Works Programme (EPWP) is a nation-wide Government programme aiming at drawing significant numbers of unemployed into productive work, so that they increase their capacity to earn an income. Job creation and skills	The draft document will be serving before municipal structures within the 2018-19 FY and due for approval in 2019-20 FY.

Sector Plan	A brief description and overview	STATUS
	<p>development remain key priorities of the South African Government. The Expanded Public Works Programme (EPWP) is a Cabinet endorsed Programme aimed at creating work opportunities. The Programme is implemented by all spheres of government, across four (4) defined sectors, namely the Infrastructure, Social, Non-State and Environment and Culture sectors. The Programme's overall coordinator is the National Department of Public Works (DPW).</p> <p>The Programme is implemented in the context of strategic Government initiatives which includes the New Growth Path (NGP).</p>	
FTLM GRANT FUNDING POLICY	Draft in place awaiting PPP virtual with Cllrs , submission to council for approval	
FTLM TOURISM PLAN	To be included in the LED Strategy	
FTLM MARKETING PLAN	To be included in the LED Strategy	
FTLM SMME BY-LAW	Draft in awaiting PPP virtual with Cllrs , submission to council for approval	
STREET TRADING BY-LAW	Draft awaiting PPP virtual with Cllrs , submission to council for approval	
EPWP POLICY	Policy available council approved	
SEZ PROJECT	Finalization of the SEZ	

KPA: 5 FINANCIAL VIABILITY: SECTOR PLANS

Financial Policies	Council Resolutions
Principles and Policy on credit control and Debt collection	COUNCIL ADOPTED THE POLICIES ON THE 26th MAY 2020, RESOLUTION NO: SC37/2022
Principles of policy on indigent consumers	
Asset Management policy	
Tariff policy	
Borrowing policy	
Budget Policy	
Virement policy	
Cash management and investment policy	
Property rates policy	
Supply chain management policy	
Standard for infrastructure procurement and Delivery Management	
Funding and Reserve Policy	
Cost containment Policy	
Insurance Policy	
Debt write off policy	

Sector Plan	A brief description and overview
Revenue Enhancement Strategy ((SC23/2015)	<p>Revenue Enhancement Plan for the Greater Tubatse Municipality has developed a revenue enhancement plan in 2016. Its main objectives are to put in place systems and programs that will assist the municipality in maximizing its revenue collection. The plan is aligned with the PGDS, NSDP, GTM LED strategy and other provincial and national documents that inform growth and development.</p> <p>The FTM has adopted the Revenue Enhancement Strategy on 28 May 2014. The strategy is intended to enhance the revenue base of FTM.</p>
Fixed Assets Policy (SC23/2015)	The FTM has adopted the Fixed Assets Policy on the 28 May 2015.
Financial Management Plan (SC23/2015)	The FTM has at the moment the three/3 year's Financial Plan which addresses the financial challenges highlighted in the Analysis Phase. The financial priority of the municipality is viability and sustainability. The Financial Plan is aligned to the Medium Term Revenue Expenditure Framework and caters for the income, revenue and expenditure for the year under review as well as two/2 outer years. This plan is under the stewardship of the Finance Department. The process of extending the financial plan to cover five years throughout will unfold with the development and finalization of the Municipal Infrastructure Investment Framework (MIIF).
Finance Procedure Manual (SC23/2015)	The FTM has adopted Finance procedure manual on the 28 May 2015. The main purpose is to ensure that all purchases of the organisation must be done in accordance with council's Supply Chain Management Policy.
Indigent Policy (SC23/2015)	<p>GTM developed the policy in 2015 and the policy seeks to ensure that the subsidy scheme for indigent households forms part of the financial management system of Greater Tubatse Municipality and to ensure that the same procedure is followed for each individual case.</p> <p>Grants-in-aid may, within the financial ability of the Municipality, be allocated to household owners or tenants of premises who receive electricity (directly from Eskom), refuse removal, water and sewer (rendered per service level agreement for Greater Sekhukhune DM) and assessment rate services, in respect of charges payable to the Municipality for such services.</p>

Sector Plan	A brief description and overview
	<p>The FTM has an Indigent Policy (2015). This policy provides indigent support insofar as municipal services to indigent households. Indigent household means a household income of not more than R1, 100 (monthly) irrespective of the source of income, plus six dependents living together under the same house. If there are income earners in the household who are not dependent on the applicant, their income is included.</p>
Banking and Investment Policy (SC23/2015)	<p>This policy is aimed at gaining optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes.</p>
Investments policy	<p>Investment policy for GTM was approved in 2011 and its purpose is to ensure that investment of surplus funds forms part of the financial management procedures of the Greater Tubatse Local Municipality and to ensure that prudent investment procedures are applied consistently.</p>
Budget and Virement Policy (SC23/2015)	<p>It was adopted by council on the 28 May 2015. The policy aims to set budgeting principles which the municipality should follow in preparing annual budget, in implementing and controlling the budget during the financial year, in adjusting the budget as directed by the MFMA. The annual budget is the financial planning document that involves all operating revenue and expenditure decisions.</p>
Cash Shortage Management Policy	<p>The FTM adopted Cash Shortage Management Policy on the 28 May 2015. The main objectives of the policy is to describe the steps to be taken when there is a cash shortage subsequent to a cashing up procedure at any cash collection point of the municipality.</p>
Cash Management and Investment Policy	<p>The CIF for the Greater Tubatse Municipality is developed in accordance with the local government: Municipal Finance Management Act (MFMA) Act No: 56 of 2003 and the investment and PPP regulations for the MFMA published in Government Gazette 27431 of 2005.</p> <p>The FTM adopted Cash Management and Investment Policy on the 28 May 2014. The purpose of this policy is to ensure that investment of surplus funds forms part of the financial management procedures of the FETAKGOMO LOCAL Municipality and to ensure that prudent investment procedures are applied consistently.</p>
Payroll procedure Manual (SC23/2015)	<p>The FTM adopted Payroll procedure manual on the 28 May 2015.</p>
Property Rates Policy	<p>Property rates policy for GTM was approved in 2008. The purpose of this policy is to allow Council to exercise its power to impose rates within a statutory framework, with the aim to enhance certainty, uniformity and simplicity, taking into account the historical imbalances within communities, as well as the burden of rates on the poor.</p> <p>As trustees on behalf of the local community, the Municipality shall adhere to its legislative and moral obligation to ensure it implements this policy to safeguard the monetary value and future service provision invested in property.</p> <p>The FTM adopted Property Rates Policy on the 28 May 2015. This policy document guides the annual setting (or revision) of property rates tariffs. It does not necessarily make specific property rates tariffs proposals. Details pertaining to the applications of the various property rates tariffs are annually published in the Provincial Gazette and the municipality's schedule of tariffs, which must be read in conjunction with this policy.</p>

KPA: 6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION: SECTOR PLANS

Sector Plan	A brief description and overview	STATUS
Ward establishment policy and operation (code of conducts)	The policy was adopted by council on the 14 of January 2022, resolution no: SC15/2022, the main objective is to enhance participatory democracy in local government.	
Public Participation Policy	Still on draft stage	
Communication Strategy	the policy is at draft stage waiting to serve council	
Customer care	the draft stage	
Draft Protocol Manual	Adopted 2020/21 financial	
Stakeholder Engagement Strategy (SES)	<p>The FTM has adopted the Stakeholder Engagement Strategy (SES) Council Resolution number C12/12 (2012/13), The primary statement of the problem is delayed or unsuccessful implementation of developmental projects as flagged in the Service Delivery and Budget Implementation Plan (SDBIP) and other sources of mandate. It is common cause that this problem has reared its ugly head in recent years and regrettably exacerbates the social problems our IDP (Integrated Development Plan) seeks to address from a systemic point of view such as decaying infrastructure, slow economic growth, poverty, inequality and unemployment and so forth. These problems have widespread, far reaching prejudicial ramifications on the municipal population in general and governance in particular. Loss of community confidence in municipal government and governance, lack of co-operation on activities and conflicts are among other detrimental impacts of inadequate stakeholder engagement. The SES grapples with an answer to this problem from a systemic point of view.</p>	
Risk Management Policy	<p>Risk management is recognised as an integral part of responsible management and the Municipality therefore adopts a comprehensive approach to the management of risk. The features of this process are outlined in the Municipality’s Risk Management Strategy. It is expected that all Directorates, Sub-directorates, units, operations and processes will be subject to the Risk Management Strategy. It is the intention that these Directorates, Sub-directorates and Units will work together in a consistent and integrated manner, with the overall objective of reducing risk, as far as reasonably practicable. Effective risk management is imperative to the Municipality to fulfil its mandate, the service delivery expectations of the public and the performance expectations within the institution itself. The realisation of the Municipality’s strategic plan depends on the institution being able to take calculated risks in a way that does not jeopardize the direct interests of stakeholders. Sound management of risk will enable the Municipality to anticipate and respond to changes in its service delivery environment, as well as make informed decisions under conditions of uncertainty.</p>	<p>This policy is adopted by council on the 26th October 2017, Resolution No: OC42/2017</p>

Sector Plan	A brief description and overview	STATUS
Anti-corruption and fraud Prevention Plan	<p>Fraud represents a significant potential risk to the Municipality's assets and reputation. The Municipality is committed to protecting its funds and other assets. The Municipality will not tolerate corrupt or fraudulent activities whether internal or external to the organizations, and prosecute any parties involved on fraud activities.</p> <p>This Anti-Corruption Strategy and Fraud Prevention have been developed as a result of the expressed commitment of Government to fight corruption. It is also an important contribution to the National Anti-Corruption Strategy of the country and supplements both the Public Service Anti-Corruption Strategy and the Local Government Anti-Corruption Strategy.</p>	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017
Risk Management Strategy	<p>The risk management strategy outlines a high level plan on how the Municipality will go about implementing its risk management policy. The risk management strategy is informed by the risk management policy.</p> <p>The risk management strategy and risk management implementation plan are developed together to ensure connectivity and continuity. Both documents should be approved and reviewed in three years or when need arise.</p>	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017
Fraud Risk Management	<p>Fraud represents a significant potential risk to the Municipality's assets and reputation.</p>	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017
Risk Management Charter	<p>The Risk Management Committee Charter has been established to assist the Accounting Officer to fulfil his / her risk management and control responsibilities in accordance with prescribed legislation and corporate governance principles.</p> <p>The primary objective of the Committee is to assist the Accounting Officer in discharging his / her accountability for risk management by reviewing the effectiveness of the institution's risk management systems, practices and procedures, and providing recommendations for improvement.</p>	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017
Security Policy	<p>A security policy is the essential basis on which an effective and comprehensive security program can be developed. The importance of this critical component of the overall security system, however, is often overlooked. A security policy is the primary way in which management's expectations for security are translated into specific and measurable goals and objectives. It is crucial to take a top down</p>	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017

Sector Plan	A brief description and overview	STATUS
	<p>approach based on a well stated policy in order to develop an effective security system.</p> <p>On the contrary, if there isn't a security policy defining and communicating those decisions, then they will be made by the individuals designing, installing and maintaining security systems. This will result in a disparate and less than optimal security system being implemented.</p> <p>A security policy is a formal statement of the rules through which people are given access to an institution's premises, assets, and technology and information assets. The security policy should define what business and security objectives management desires, but not how these solutions are engineered and implemented.</p>	
Disability Framework for Local Government	Developed by SALGA in partnership with the Department of COGTA, the FTM approved the Disability Framework for Local Government which aim at guiding municipalities among others to: (1) mainstream disability into the Key Performance Areas of local government's IDPs, PGDS, (2) ensure the participation of people with disabilities in governance and democratic processes, (3) develop and implement programmes to empower people with disabilities, and (4) heighten the implementation of the Integrated National Disability Strategy in local government.	
CUSTOMER CARE FRAMEWORK	<p>Section 95 of the Local Government Municipal Systems Act, Act No 32 of 2000 requires a Municipality to exercise Customer Care and Management in relation to levying of rates and other taxes.</p> <p>And Whereas Section 156(1) of the Constitution of the Republic of South Africa, 1999 conferred powers of the Municipality to administer. Now therefore the Municipal Council of Fetakgomo Tubatse Local Municipality adopts the Customer Care Framework as set out in this document</p>	
Fetakgomo Youth Development Framework	The FTM's Youth Development Policy was approved by the Council, Council Resolution No: (CS20/2013) with the overall aim to improve contact between the municipality and the youth and specifically to ensure active involvement of young people in the municipal enterprise, to improve the quality of life of young people in Fetakgomo, developing and implementing a coordinated, multi-sectoral, interdisciplinary and integrated approach in designing and executing programmes and interventions that impact on major youth issues and ensuring that youth service delivery is aligned to the municipal service delivery priorities. The policy points out the nine guiding pillars for youth development i.e. job creation programme, poverty alleviation programme, skills development programme, health promotion, recreational programme, arts, culture and heritage promotion programme, good governance, social responsibility and youth moral regeneration.	
HIV/AIDS Mainstreaming Strategy for Fetakgomo Local Municipality	<p>The GTM has developed its HIV/AIDS Plan in 2009 and is aligned with the framework for an integrated local government response to HIV/Aids developed by the provincial and local government (2007) and the HIV and AIDS and STI strategy plan for South Africa 2007-2011.</p> <p>Following are HIV and AIDS and STI strategic plan for South Africa 2007-2011 developed by the South African National Aids Council: •Partnership, •Leadership, •Capacity building, •Communication, •Equal access, •Protecting rights of the children, •Targeting vulnerable groups</p> <p>The FTM has developed and adopted the HIV/AIDS Mainstreaming Strategy during the 2007/2008 financial year. The strategy is aimed at increasing awareness on the pandemic in the municipal area. It also empowers</p>	

Sector Plan	A brief description and overview	STATUS
	councillors and employees of Fetakgomo Municipality to deal with HIV/AIDS matters in service delivery.	
Fleet management policy	Fleet management policy for GTM was adopted in 2008. The objective of the Greater Tubatse municipality fleet operations is to provide appropriate vehicles for the different department's operations within the Greater Tubatse municipality to assist these operations fulfil their municipal objectives. The overall objective is to select the best vehicles for the different departmental requirements based on technical and Total Cost of Operation (TCO) criteria. The policy will ensure the effective management and cost control of the fleet within the overall Greater Tubatse municipality and departmental budgets. The current program of the Greater Tubatse municipality is to outsource the core fleet management operations to the service provider. A specific Service Level Agreement (SLA) must be in place with the service provider.	
Integrated Waste management Plan(IWMP be incorporated in the IDP adoption phase) Chapter 3 section 11 4a(ii) of the Waste Act states that each municipality must include the approved IWMP in its IDP as contemplated in Chapter 5 of the Municipal System Act for approval by council	Approved by council on the 26/07/2018 Council Resolution No.OC17/2018 to address all areas of waste management-from waste prevention and minimization (waste avoidance), to its collection, storage, transport, treatment, recovery and final disposal. It will not only address the practicalities of waste management but also the issues of public education and changing concept; as these are vital to a successful management system	The IWMP was endorsed by the MEC for Department of Economic, Environmental and Tourism on the 16/10/2018
<p>Draft Waste Management by-law Integrated Waste Management Plan (IWMP)- endorsed by MEC Draft noise pollution by –law Draft Indigent and paupers burial policy Draft Library management policy Draft Procedure manual for sport facility Draft Disaster management plan Draft Cemetery and Crematoria by-law</p>		

Sector Plan	A brief description and overview	STATUS
Disaster Management Plan	The Disaster Management Act 57 of 2002 state that each organ of state must have a Disaster Management Plan and review and update it regularly. Planning for the disaster leads to organizational preparedness and readiness in anticipation of an emergency or disasters. The aim of the disaster management plan is for the municipality to be practical in implementation of the plan. This document is therefore guided amongst others by Disaster Management Act 57 of 2002, National Disaster Management Framework as well as the Constitution of Republic of South Africa Act 108 of 1996. Each section of this Disaster Management Plan seeks to address the multi-disciplinary, multi-sectoral and coordinated approach to disaster management as stipulated in the Act.	DRAFT submitted to Council for noting and therefore awaiting Council resolution
Fetakgomo Tubatse Local Municipality Draft Noise Control by law	FTLM like other local municipalities are mandated by Section 25(e) of Environmental Conservation Act, 1989 (Act 73 of 1989) to regulate and control noise, vibration and shock within its jurisdiction. Municipal System Act and Constitution also allows local municipalities to develop by-laws that are in line with national legislations and relevant provinces' legislations that must be enforced within their specific jurisdictions. FTLM has therefore developed draft noise control by-law to regulate disturbing noise and noise nuisance within its jurisdiction.	Draft By- law in place. No public consultation taken place due to lack of capacity within the municipality.
Draft Waste Management By- law	To deliver integrated environment & solid waste management services and to regulate the removal and disposal, of waste by establishing a system to ensure that the removal and disposal, is done in a manner that would not cause harm to human health or damage to the environment, and in particular	The Draft Waste Management By-Law still on a Public and Stakeholder Consultation Processes which started in March 2018

Internal Audit Methodology	The objective of this guide is to establish a standard methodology for conducting internal audit reviews as required in terms of section 165 & 166 of the Municipal Finance Management Act (MFMA), and	The Internal Audit Methodology was developed and approved by Audit
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	<p>Treasury Regulations. This methodology is applicable to all audit reviews except those conducted by specialised audit functions.</p> <p>This guide must be used in conjunction with all other relevant policy documents, for example, the Internal Audit Charter and Audit Committee Charter.</p> <p>Although the scope and nature of the system being audited may differ substantially from one Audit to the next, this methodology must be applied to the adequate and effective review of all systems of internal control.</p>	<p>Committee during June 2021 and further noted by council during August 2021 with council resolution: OC80/2021</p>
Internal Audit Charter	<p>The purpose of the charter is to set out the nature, role, responsibility, status and authority of Internal Auditing within the municipality and to outline the scope of the internal audit.</p> <p>The charter determines the ability and responsibility of the Internal Audit function set by the Audit Committee and explains the roles and scope of the Internal Audit within Fetakgomo Tubatse Local Municipality.</p>	<p>Internal Audit Charter was developed and approved by Audit Committee during June 2021 and further noted by council during August 2021 with council resolution: OC80/2021</p>
Audit Committee Charter	<p>Outlines the role and purpose of the Audit Committee within the municipality, which is to assist the Municipal Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the Municipality's process for monitoring compliance with laws and regulations and the code of conduct.</p> <p>The audit committee operates as a committee of the council. The audit committee performs the responsibilities assigned to it by the MFMA (sections 166), and the corporate governance responsibilities delegated to it under its charter by the council.</p> <p>The charter outlines the basis for:</p> <ul style="list-style-type: none"> ▪ Preparing the audit committee's annual work plan; ▪ Setting the agenda for meetings; ▪ Requesting skills and expertise; ▪ Making recommendations to the accounting officer and municipal council; ▪ Assessing the audit committee's performance by its members, municipal council, management, Auditor-General and internal auditors; and ▪ Contributions and participation at meetings. 	<p>Audit Committee Charter was developed and approved by Audit Committee during June 2021 and further noted by council during August 2021 with council resolution: OC80/2021</p>

OTHER DISTRICT (SDM)'S PLANS COVERING FTM'S DEVELOPMENTAL ISSUES

The table below highlights some of the SDM's plans which have substantive bearing on FTM and consequently FTM did not deem develop own, additional plans as they (SDMá) adequately cater

and attend to the needs as identified in the Analysis Phase - the FTM makes use of the following SDM's plans:

SDM's Sector Plan	A brief description and overview
Road Master Plan	The SDM has developed the district wide Road Master Plan which provides basis for engagement to address the road backlogs identified in the previous discussion, Analysis Phase.
Integrated Waste Management Plan	The FTM's refuse removal project has its persuasion in the SDM's Integrated Waste management Plan (IWMP). This means that the SDM's IWMP finds application at FTM. The SDM's IWMP is supplemented by the FTM's IEP as previously shown developed and adopted in 2003.
Air Quality Management Plan (AQMP)	As its function (environmental management / air quality), the SDM's AQMP of 2008 gives prominence to air quality issues that are common place within the FTM in line with s15(2) of the NEMA (National Environmental Management Act) as well as Air Quality Act (no.39 of 2004). It presents qualitative extent of air pollution rather than quantitative description because the main causes of air pollution within FTM are insignificant.
Integrated Transport Plan	Adopted by council in 2021