



DRAFT IDP/BUDGET 2021/22-2023/26

FOR

FETAKGOMO TUBATSE LOCAL MUNICIPALITY

VISION:

“A DEVELOPED PLATINUM CITY FOR A SUSTAINABLE HUMAN SETTLEMENT”

COUNCIL RESOLUTION: SC75/2021

ADOPTED: 30/03/2021

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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
LUMS	Land Use Management Scheme

Abbreviations	Explanation
MDG	Millennium Development Goals
MFMA	Municipal Finance Management Act
MSA	Municipal Systems Act
Mscoa	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
HDA	Housing Development Agency

1. CHAPTER 1: IDP OVERVIEW

1.1 INTRODUCTION AND BACKGROUND

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.

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 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.

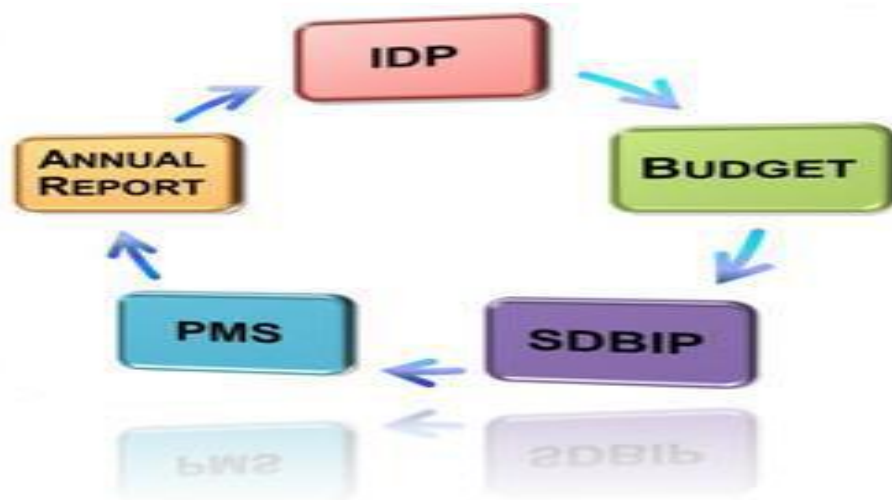
The five year IDP/Budget for 2016/17 – 2020/21 financial year typically would have been an IDP /Budget of the new term of office, but because of the scheduling of the election and the simultaneous need to comply with the law, an IDP/Budget has to be produced overlapping into the new term.

This IDP/Budget is therefore primarily about continuation of the work the municipality has been doing in the last three 3 years.

1.2 2020/21 IDP/BUDGET PROCESS PLAN

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.



1.2.1 INTERGRATED DEVELOPMENT PLAN (IDP)

The Integrated Development Planning (IDP) in terms of section 23 of the Municipal Systems Act No.32 of 2000 A municipality must undertake developmentally-oriented planning. IDP is a process through which the municipalities prepare strategic development plans for a five-year period. An IDP is one of the significant tools 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.

According to the Local Government Municipal Systems Act No. 32 of 2000, all municipalities have to undertake a process of the development of IDP's. The IDP is a legislative requirement it has legal status and it supersedes all other plans that guide development at local government level or municipal jurisdiction.

1.2.2 PERFORMANCE MANAGEMENT SYSTEM

Section 34 of the Municipal Systems Act No. 32 of 2000 and the Municipal Planning and Performance Management Regulations (2001), which stipulates that:

- ✚ A Municipal Council must review its integrated development plan annually in accordance with an assessment of its performance measurements in terms of section 4 I;
- ✚ to the extent that changing circumstances so demand;
- ✚ and May amend its IDP in accordance with a prescribed process

1.2.3 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The Municipal Finance Management Act Number 56 (2003) introduced additional requirements for the municipal budgeting, planning and performance monitoring into the local government legislative framework. The management reforms introduced by the MFMA is the requirement that municipalities must develop “SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN”, which must be submitted to the Mayor by the Municipal Manager within 14 days after the adoption of the budget by the municipal council and should be approved by the Mayor within a month thereafter.

1.2.4 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 Institutional 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

The performance monitoring and reporting processes, and in addition to quarterly performance reports, each year the municipality’s midyear performance report which presents budget and performance assessment at mid-year. Quarterly Service Delivery and Budget Implementation Plan reports are prepared and submitted to the Executive Mayor, Council, Provincial and National Treasuries, and CoGHSTA. All these are done in compliance with Section 72 of the Municipal finance Management Act (MFMA).

Annual Report

The Annual Report content give guides to the municipality, councillors, stakeholders , residents, oversight committees, institutions and other users with progress made on service delivery. It further shows alignment to the Integrated Development Plan (IDP), Budget, Service Delivery and Budget Implementation Plan (SDBIP), as well as in-year reports e.g. quarterly reports. In line with MSA (2000) and MFMA (2003) (121) and the relevant National Treasury, Circular 63 on the MFMA 56 of 2003, Annual Report containing both financial and nonfinancial performance for each financial year. Annual Report provides a record of the activities performed by the municipality.

Phases and Activities of the IDP /Budget/PMS process Plan

The table below shows the phases of the IDP Process and Activities entailed for the review 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 2021/22 Financial Year adopted by council to inform

Or guide the Fifth review of the IDP/Budget. IDP/Budget Process Plan for 2021/22 adopted on the 20th August 2020, Resolution No: OC04/2020

MONTH	ACTIVITY	TARGET DATE
July 2020	PREPARATORY PHASE	July 2020
	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 2020/21 performance agreements by senior managers 4 th Quarter Performance Lekgotla (2019/20)	
August 2020	Ward-to-Ward based data collection. Collate information from ward based data. Submit AFS (Annual Financial Statements) for 2019/20 to AG. Submit 2019/20 Annual Performance Report to AG & Council Structures	August 2020
September	ANALYSIS PHASE	September 2020

2020	<p>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).</p> <p>Determine revenue projections and propose tariffs and draft initial allocations per function and department for 2021/2022 financial year.</p> <p>Consult with provincial and national sector departments on sector specific programs for alignment (schools, libraries, clinics, water, electricity, roads, etc).</p> <p>Finalize ward based data compilation for verification in December 2020.</p> <p>Update Council structures on updated data.</p>	
October 2020	<p>STRATEGIES PHASE</p> <p>Quarterly (1st) review of 2020/21 budget, related policies, amendments (if necessary), any related consultative process.</p> <p>Begin preliminary preparations on proposed budget reviews for 2020/21 financial year with consideration being given to partial performance of 2020/21</p> <p>1st quarter EXCO Lekgotla for 2020/21 financial year</p> <p>Submission of 2020/21 1st Quarter performance report to council</p>	October 2020
November 2020	<p>PROJECTS PHASE</p> <p>Confirm IDP projects with district and sector departments.</p> <p>Engage with sector departments' strategic sessions to test feasibility of attendance to planned sessions. Review and effect changes on initial IDP draft.</p>	November 2020
December 2020	<p>INTEGRATION PHASE</p> <p>Review budget performance and prepare for adjustment of the 2020/21 Budget</p> <p>Consolidated Analysis Phase in place</p> <p>IDP/Budget Steering Committee meeting</p> <p>IDP Rep Forum</p>	December 2020
January 2021	<p>Table Draft 2019/20 Annual Report to Council.</p> <p>Submit Draft Annual Report to AG, PT and COGHSTA</p> <p>Publish Draft Annual Report in the municipal jurisdiction (website etc).</p> <p>Prepare Oversight Report for the 2019/20 financial year.</p> <p>Mid-Year Performance Lekgotla/Review/Strategic</p> <p>Submission of 2nd quarter report to council</p> <p>Submission of Mid – Year report to Mayor, COGHSTA, National and Provincial treasury;</p> <p>Table Mid – year Report to council</p> <p>Planning Session, (review of IDP/Budget, related policies and consultative process).</p>	January 2021
February 2021	<p>Table Budget 2021 Adjustment (if necessary).</p> <p>Submission of Draft IDP/Budget for 2021/2022 to Management, relevant stakeholders & structures;</p> <p>Table adjusted SDBIP</p> <p>Conduct individual performance assessments</p>	February 2021
March 2021	<p>Council considers the 2021/2022 Draft IDP/Budget/SDBIP.</p> <p>Publish the 2021/2022 Draft IDP/Budget for public comments.</p> <p>Adoption of Oversight Report for 2019/20.</p>	March 2021

April 2021	APPROVAL PHASE Submit 2021/2022 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	April 2021
May 2021	IDP/Budget Steering Committee meeting. Submit Final Draft IDP/Budget for 2021/2022 with incorporated comments from stakeholders' consultation to Council for approval. Prepare SDBIP for 2021/2022 f/y.	May 2021
June 2021	Submission of the SDBIP to the Mayor. Prepare 2021/2022 Performance Agreements of MM, Senior Managers and Middle Managers for 2021/20212performance year.	June 2021

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. The following activities bears evidence of process followed during the review:

Preparation Phase:

- Ward data base questionnaire was developed and distributed to all 39 wards and returned on the 28th August 2020.
- Tribal authorities also submitted priority need on the 10 September 2020 to be aligned.
- The IDP/Budget Process plan was advertised in the local and national newspapers

Analysis Phase:

- During this phase strategic documents such as IDP, Service Delivery and Budget Implementation Plan (SDBIP), Mid-year performance, Budget and Annual Report were used to assess the performance of the municipality. The municipal performance report was developed to guide the development of the 2021/22 IDP/Budget.
- The status quo analysis phase was done through ward base planning, issuing of questionnaires to all 39 wards;
- The IDP/Budget representative forum was held on the 11th December 2020.

1.3 FETAKGOMO TUBATSE LOCAL MUNICIPALITY AMENABLE POWERS AND FUNCTIONS

<i>Function</i>	<i>Authorized</i>
<i>Municipal planning</i>	<i>Yes</i>
<i>Building regulations</i>	<i>Yes</i>
<i>Local tourism</i>	<i>Yes</i>
<i>Trading regulations</i>	<i>Yes</i>

<i>Street trading</i>	<i>Yes</i>
<i>Control of undertakings that sell liquor to the public</i>	<i>Yes</i>
<i>Street lighting</i>	<i>Yes</i>
<i>Municipal roads</i>	<i>Yes</i>
<i>Traffic and parking</i>	<i>Yes</i>
<i>Municipal public transport</i>	<i>Yes</i>
<i>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?)</i>	<i>Yes</i>
<i>Local sport facilities</i>	<i>Yes</i>
<i>Local amenities</i>	<i>Yes</i>
<i>Refuse management</i>	<i>Yes</i>
<i>Municipal cemeteries, funer al parlours and crematoria</i>	<i>Yes</i>
<i>Public places (with ftm but not in gtm)</i>	<i>Yes</i>
<i>Municipal airport</i>	<i>Yes</i>

1.4 A DESCRIPTION OF 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 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 11November 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 FTM (Lim 474) and GTM (Lim 475) into the boundaries of the new municipal area. 4590001.

The Fetakgomo Tubatse Local Municipality 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.

The political governance of the municipality, Fetakgomo Tubatse Local Municipality, is operated on a collective executive system combined with a ward participatory system. The municipality has a total of 39 wards, making it the third (03) largest municipality in the Limpopo Province in terms of wards after Polokwane with 45 wards and Thulamela with 41 wards. The municipality has a total of 77 councillors, of these, 39 are ward councillors while 38 were proportionally elected. The Executive Committee of the municipality is led by the Mayor while the municipal Speaker presides over the Council in terms of Section 37 and 49 of the Local Government: Municipal Structures Act 117 of 1998 respectively.

The municipality comprises approximately 342 villages. The municipality is largely dominated by rural landscape with only 06 (six) proclaimed townships. Like most rural municipalities in the Republic of South Africa, Fetakgomo Tubatse Local Municipality is characterised by weak economic base, inadequate infrastructure, major service backlogs, dispersed human settlements and high poverty levels. This led to description of various municipal categorisation, for example, in its 'State of Local Government in South Africa: Overview Report, the Department of Cooperative Governance (CoG) (2009:22) describes category B4 municipalities as those municipalities which are mainly rural, located in economically depressed areas, consequently having difficulties in attracting and retaining skilled managers/professionals and are struggling from a revenue generation perspective. As earlier alluded to, the portions the rural heritage of the municipality in terms of which settlements are far apart makes the provision and maintenance of services very costly and/or exorbitant. Some of these areas are too small to attain the economic threshold required to provide social facilities in a cost-effective manner. The following map indicates the location of Fetakgomo Tubatse Local Municipality government municipality in Limpopo Province:

1 FETAKGOMO / GREATER TUBATSE LOCAL MUNICIPALITY

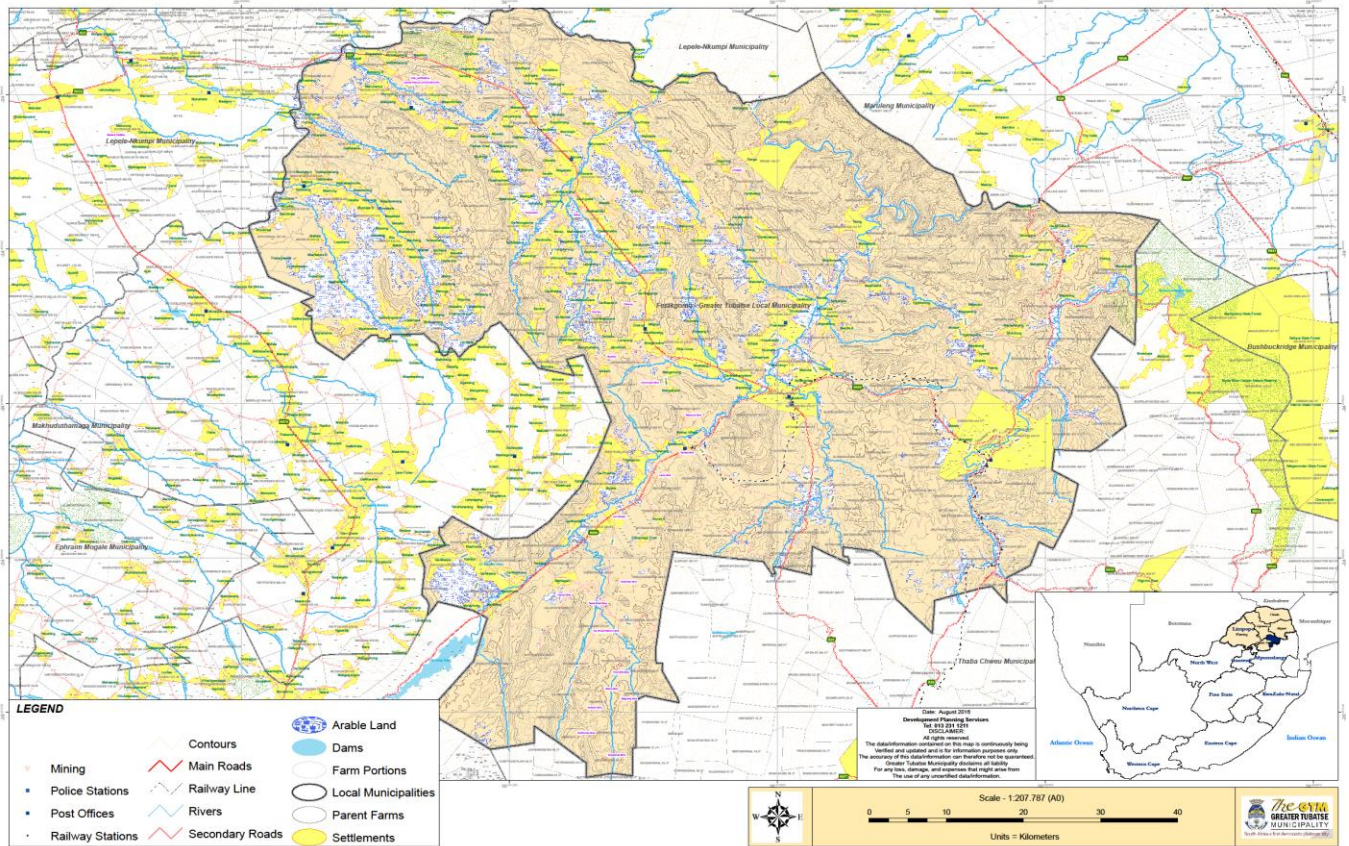


TABLE 3: FETAKGOMO TUBATSE LOCAL MUNICIPALITY: CONSTITUTING VILLAGES:

Ward no.	Villages/ Town/Townships	Number of households	% of Municipal Total	Gender		Ward ID	Registered voters	Type of dwelling (e.g. shacks, traditional houses)
				Female	Male			
01	Mapareng,GaMabelane,Makgalane,Newstands,Maepa ,Makopung,Ohrigstad,Mokutung,Malaeneng,Manthibi	3 521	2%	7 249	5 172	94706001	4 297	Shacks,Traditional ,RDP
02	Longtill,Tukakgomo ,Tukakgomo 2Molawetsi,Ga-Ragopola, Mahlakwena, Legabeng ,Phapong	6300	3.1%	13 385	11815	94706002	4 646	Shacks,Traditional ,RDP
03	Ga-Mmakopa, Tsereng(Pukubjane and Senthlane), Mapulaneng, Ga- Phasha, Ga-Tebeila, Maroteng Tsate, Selotsane, Molalaneng , Leswaneng, Matebeleng, Mogolwaneng, Shushumela, Maebe, Ga-Matjie, Makola, Legwarapeng, Rite, Sekateng.	3615	2%	8730	3377	94706003	4 851	Traditional, shacks and RDP houses
04	Mpita, Matsianeng ,Riba Cross	6688	3%	13400	13352	94706004	4 397	Shacks,Traditional ,RDP
05	Pomping and Thabaneng,Polaseng Morewane,Madithongoane,Madiseng,Sethokgeng,London,Stasie,Mandela 1 and 2,Mandela Lepakeng ,Mmandela Crossong ,Sedibaneng.	12000	6%	22450	21550	94706005	5 398	Shacks,Traditional ,RDP
06	Nazareth new stand, Ga-nkgetheng, ka-motseng, sethokgeng, potas, ditenseng, mokgethi, maraganeng, maribiri, magaseng, monare, Dipolateng.	8342	4.2%	17200	16168	94706006	5 645	Shacks, traditional dwelling, brick
07	Legononong ,Gowe ,Kampeng France,Boitumelo,Hollong,Mashemong,Tsidintshi ,Mogoleng	3220	2%	6540	6340	94706007	4 807	Shacks, Traditional
08	Diphale ,Seuwe ,Magabaneng, Madikane,Modimole,Mantsakane	4297	2%	8600	8588	94706008	5 377	Shacks and informal settlement
09	Sehunyanne,Shaking,Thokwane,Malokela ,Ga-Phala,Modubeng,	2314	1.1%	4784	4472	94706009	5 146	Shacks Traditional
10	Tjate,Ga Mongatane,Maakgake, Tidintitsane,Dithabaneng,Makgopa Serafa ,Madifahlane	1751	1%	3635	3369	94706010	5 278	Shacks and Brick
11	Garagopola,Legabeng,Ga-Maroga / Phalatseng ,Ga-Morethe,Digabane Morokadieta,Sekiti,Molongwane,Mooihoek	5295	3%	10196	10984	94706011	4 871	Shacks,Traditional RDP
12	Ga Mamphahlane,Swale ,Ga-MpuruMahubane Crosson,Sehlaku, Molongwane,Mashibishane,Balotsaneng Komana,Matimatjatji ,Hwashu / Difagate	3165	1.5%	6430	6230	94706012	4 274	Shacks, traditional, dwelling, brick houses

Ward no.	Villages/ Town/Townships	Number of households	% of Municipal Total	Gender		Ward ID	Registered voters	Type of dwelling (e.g. shacks, traditional houses)
				Female	Male			
13	Praktiseer, Praktiseer, Ext 2-10 and 15; Tshwelopele Park; Ramaube	16 865	9%	28400	29060	94706013	6 451	Shacks, Wood, Traditional, RDP
14	Moroke, sekhutlong, magobading, Motloulela, habeng, moshira, Ga-Mathule	4435	2%	2210	2225	94706014	4 797	Shacks and Traditional
15	Ditwebeleng, Kgwete, Shakung, Masete Morapaneng, Mashishi	11 846	6%	27 777	20 183	94706015	5 840	Brick house, shacks & RDP house
16	Kgopaneng, Maakubu, Mokgotho, Malepe, Maretlwaneng, Mamogolo, Lefahla, Motshana, Moraba, Penge	3 289	2%	6300	6856	94706016	5 355	Shacks, Traditional, RDP
17	Mahlokoane, Manyaka, Maapea, Mphethi, Selala	5450	3%	10223	9622	94706017	5 489	Shacks, traditional dwelling, brick houses
18	Burgersfort Town, Manoke Village, Aapiesdoring	3280	2%	8 746	4 373	94706018	4 954	Town Houses, Rental Rooms Shacks and Traditional, RDP
19	Magologolo, france park, legabeng, motaganeng, Barcelona, mohlopi, maathipa, kamping, france ext 2, maditameng, khulwane, Komane, mmiditsi, modupi, Riba Moshate, Sekoma	3941	2%	7994	7770	94706019	4 828	Shacks and brick houses
20	Bothashoek, Dooringkop, Pologong, Dithabaneng, Riverside, Phelindaba, Pakaneng, Sofaya, Naledi, Santeng, Mashemong, Khalanyoni, Legabeng	13000	7%	21980	20020	94706020	5 747	Shacks, Traditional, RDP Houses
21	GaMakofane, Pidima, Sekopung, Motlolo Ga-Podile	3698	2%	6300	6000	94706021	5 321	Brick houses,
22	Taung, Makotaseng, Matokomane, motodi	3083	1.5%	6205	6127	94706022	4 532	Traditional houses and shacks
23	Kgotlopong, Mahlatsi, Mafarafara, Motlailane & Alverton	2290	1%	4596	4564	94706023	5 007	Traditional houses and shacks
24	Makgopa, Makgwareng, Legogwaneng, Mogoleng, Matshiretsane, Phadishanong, Maakongwane,	3600	2%	7294	7106	94706024	4 268	Shacks and RDP houses

Ward no.	Villages/ Town/Townships	Number of households	% of Municipal Total	Gender		Ward ID	Registered voters	Type of dwelling (e.g. shacks, traditional houses)
				Female	Male			
	Masakeng, Ga-Molai, Ga-kgwedi, Lebalelo, Paeng, Majaditshakhudi							
25	B1, Mashamothane, Zone 1-8, Mareseleng, Mashamthane zone 1&2, Mashifane park	10600	5%	21350	21050	94706025	5 911	Bricks, shacks
26	Rutseng, Ga-Nkoana, Banareng, Ga-moraba A&B, Lepelle, Tswenyane & Phiring	2880	1.4%	5860	5660	94706026	4 457	Shacks and mud houses
27	Moshate, tsakane, kalkontein, mabelane, makakatela, Kutullo A&B, shushumela & matepe, kutullo C&D, dithamaga & madibeng	2377	1%	4802	4706	94706027	4 660	Traditional houses and shacks
28	Ga-Rantho and Ga-Masha	4600	2%	9780	8620	94706028	5 020	RDP houses, brick and traditional houses
29	Maphopha, Ntake, Makua, Ratau, Maepa, and Maseven	3427	2%	5 204	3381	94706029	4 646	RDP houses, mud and traditional houses
30	Park city, Vodaville, Mountain view, Township, Airport, Showground, Mapareng, Thabakhulwane, Lekgwareng, Morulaneng, Magabe park, Mountain square.	8596	4.3%	17384	17000	94706030	6 585	Bricks and shacks
31	Dresden village, Makgemeng, Kopie & Mangabane, Steelport	4825	2.4%	6671	6524	94706031	4 488	RDP houses, shacks and brick houses
32	Shubushubung , Rostock, seokodibeng Juven, Mahlabeng, Moosilyk, Tjibeng, Ledingwe, Phasha Makgalanoto, Phasha Selatole, Ga-Mampa and Seokodibeng	4 151	2%	9810	2 836	94706032	6 017	Shacks
33	Mogabane-shole, Boselakgaka, Selepe Moshate, Selepe Mashemong, Manotoana Moshate, Checkers, Mosotse-Motjatjane, Phashaskraal, Swazi-Mnyamane, Manotoana Mashemong	3 489	2%	8 894	5093	94706033	5 104	Brick houses and shacks

Ward no.	Villages/ Town/Townships	Number of households	% of Municipal Total	Gender		Ward ID	Registered voters	Type of dwelling (e.g. shacks, traditional houses)
				Female	Male			
34	Mokgotho, Monametse, Sefateng, Mohlahlaneng, Bogalatladi, Mafeane, Mogolaneng, Mabulela, Maruping, Mogabane, Malomanye, Mphaaneng & Mashikwe	2941	1%	4 952	3 007	94706034	5 954	RDP houses, brick and traditional houses
35	Ga-Maisela India, Peiangwe, Modimolle, Malogeng, Maesela-Mahlabaphoko, Makuswaneng, Nkoana Moshate, tau mankotsane, mahlakanaselong	4290	2%	4893	4250	94706034	4 386	Shacks, mud houses and bricks
36	Moshate Tau Nchabeleng, Mapoteng, Tebeila, Mabopo, Mashung Ga Nchabeleng, Ga Nkwana Mashung, Apel Madithame, Mooiplaas, Masha, Strydkraal A	4697	2%	9592	9196	94706036	6 003	Bricks, RDP, Muddy, shacks
37	Strydkraal B, Matlala, thobehlale, thabanaseshu, mashabela, matamong, seleteng, moshate, magagamatala, sekapakeng, malaeneng A&B, Mototolwaneng, matebana and radingwana	4746	2.3%	10 339	8645	94706037	5 506	Shacks and brick houses
38	Ga-Seroka, Manoge, Mashilabele, Phageng, Masehleng, Ga-Mmela, Phahlamanoge	3080	1.5%	5005	4960	94706038	4 789	Shacks, Bricks, Mud
39	Mokhulwane, Magotwaneng, Marakwaneng, Ga-Matsimela/mesopotamia, Makgwareng/Ga-photo, Lerajane, Mmashaku, Makgaleng, Sekabeng/Tjebane, Sehlabaneng, sekateng/bofala, Ditlokwe,	2754	1.3%	6264	5829	94706039	4 585	Bricks, Shacks Traditional houses
Total	387 Villages	202 738	100%	193 915	343 855		199 687	

Source (FETAKGOMO TUBATSE LOCAL MUNICIPALITY 2020/2021)

TABLE: 4 CONTACTS DETAILS OF WARD COUNCILLORS

Ward No	Ward Councillors: Surname & Initials			Contact No
Ward 1	Cllr	Mabelane	M. M.	082-725-4170
Ward 2	Cllr	Makine	M. P.	076-828-1420
Ward 3	Cllr	Radingwana	M. R.	082-753-1597
Ward 4	Cllr	Mamogale	M. F.	071-627-2303
Ward 5	Cllr	Lewele	B.M	079 157 8990
Ward 7	Cllr	Riba	M. R.	073-331-9940
Ward 8	Cllr	Mohubedu	P. S.	072-860-4217
Ward 9	Cllr	Malakane	O. A.	082-099-5962
Ward 10	Cllr	Mahlaba	L. M.	076-410-0218
Ward 11	Cllr	Magane	M. T.	079-455-5016
Ward 12	Cllr	Mahlake	T. V.	072-419-3366
Ward 13	Cllr	Moshwane	X. E.	083-693-2187
Ward 14	Cllr	Makofane	N. N.	079-581-4065
Ward 15	Cllr	Kgaphola	M. A.	076-312-2094
Ward 16	Cllr	Khoza	M. R.	082-446-5148
Ward 17	Cllr	Mphethi	M. M.	082-760-5154
Ward 18	Cllr	Ngwatla	T. J.	082-078-8828
Ward 19	Cllr	Malomane	K. H.	082-776-4010
Ward 20	Cllr	Lekwadi	M. I.	076-011-3466
Ward 21	Cllr	Mokgotho	L. L.	082-085-6359
Ward 22	Cllr	Malatji	M. L.	072-645-1752
Ward 23	Cllr	Maphakge	R. A.	072-845-1001
Ward 24	Cllr	Mnisi	H. D.	060-735-5167
Ward 25	Cllr	Mosoma	S. E.	082-624-4559
Ward 26	Cllr	Molapo	N. T.	072-173-0245
Ward 27	Cllr	Makua	L. C.	076-454-9081
Ward 28	Cllr	Rantho	L. J.	082-433-5355
Ward 29	Cllr	Mariri	M. L.	072-632-1197
Ward 30	Cllr	Thobejane	M. L.	082-583-9304
Ward 31	Cllr	Mohlala	S. G.	082-725-7251
Ward 32	Cllr	Maisela	R. P.	072-038-1345
Ward 33	Cllr	Selepe	M. E.	076-562-5896
Ward 34	Cllr	Manale	R. E.	072-508-4248
Ward 35	Cllr	Ratsoma	M. J.	076-609-8009
Ward 36	Cllr	Moifo	K. H.	072-252-5615
Ward 37	Cllr	Diphofa	D. K.	072-779-1646
Ward 38	Cllr	Makua	M. J.	072-061-6896
Ward 39	Cllr	Mashabela	M. N.	076-193-6791

1.5 LEGAL CONTEXT OF THE IDP AND INTERGOVERNMENTAL, POLICIES:

The following policy and legislative prescripts have specific and widespread bearing on the IDP processes, viz:

Constitution of the Republic of South Africa (1996), White Paper on Local Government (1998), Municipal Demarcation Board Act (1998), Local Government: Municipal Structures Act (1998), Local Government: Municipal Systems Act (2000), Local Government: Municipal Finance Management Act (2003), Inter-Governmental Relations Framework Act (2005), Municipal Property Rates Act (2004), Labour Relations Act No. 66 of 1995, Employment Equity Act (2004), Skills Development Act of No 97 of 1988, Spatial Planning and Land Use Management Act (2013), Restitution of Land Rights Act (1994), Disaster Management Act (2002), Fire Brigade Service Act (FBSA), Housing Act (1997), National Environmental Management Act (1998), Environment Conservation Act (1989), White Paper on Environmental Management Policy (1998), White Paper on Integrated Pollution and Waste Management for South Africa (2000), Minerals Act (1991), National Water Act (1998), White Paper on Energy Policy (1998), National Land Transport Transition Act (2000), National Heritage Resources Act (1999), White Paper on Safety and Security 1998, Electricity Regulation Act (2006), The National Youth Development Agency Act (2008), The Reconstruction and Development Programme 1994, The Growth, Employment and Redistribution Programme (1996), The Accelerated Shared Growth Initiative –South Africa (ASGISA) 2007, National Development Plan (2012), Limpopo Development Plan 2015, Sekhukhune District Municipality’s IDP, Integrated Sustainable Rural Development Strategy, The National Housing Code, Industrial Strategy for RSA (2001), National Strategic Plan on HIV/AIDS/STD (2012-2016), National 10-point Plan of Action for Welfare and Development (incl. National Plan of Action for Children), National Youth Policy 2015-2020, Human Resource Development Strategy for SA (2001), Industrial Development Strategy for Sustainable Employment and Growth (2001) and Provincial Departments’ 5 Year Plans. Of paramount importance is that Fetakgomo Tubatse Local Municipality IDP indicates alignment to national and provincial planning contexts. Disaster risk management is facilitated by community services within FTLM hence this is the SDM function, this means that the former (Fetakgomo Tubatse Local Municipality Community Services) interacts with the latter (SDM) on DRM (Disaster Risk Management).

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.

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.

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

FIVE KEY TASK TO GROW SOUTH AFRICA (SONA 2019)



SUSTAINABLE DEVELOPMENT GOALS (SDGS) 2016



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

1.6 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 blue print 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.

1.7 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.

1.8 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	Development 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

1.9 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 chaired by the Mayor	<ul style="list-style-type: none"> - Decide on the process plan - 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 stake-holders and the municipality

	<ul style="list-style-type: none">- 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

1.10 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) Development 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

1.11 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 , Mohlaletse 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 InitiativesRatehu Primary cooperative , Vulamehlo	CBO,NGO,NP O
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, Matimatjatji Agric Project ,Maadagshoek Cooperatives , Mamphahlane Cattle Farmers	NGO,CBO
13	Home Based Care , VEP , CPF	NGO,CBO
14	Zakheni , Dilokong protective disability , Motloulela 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	Mamapo 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,Ikholofeleng farming ,Areshomeng, Mogo	NPO
38	Awake & Rise Home Based Care, CPF,CWP, Phahla HBC,Arejeng Borotheo Baroka,Makoko Farmers, Ikageng Home-Based Care Group, Bana ba Nkwe Traditional Dance, Ikageng Drop-in centre , Basadi ba Jamaica , Mashilabele Majakathata,Mashilabele Rekagona, Makgobola Naga,Ikageng Old Age, Bahwaduba,Disabled,Mashilabele Supers, Mashilabele All Stars, Toishi United FC, Shenyaneng Jamaica FC,Phageng Brazil FC, Mmela Rangers FC	NPO
39	CPF, Nchabeleng pensioner association,Badishi retimelwetswe farming,ltekeng home base care	CBO, NPO

CHAPTER 2: SITUATIONAL ANALYSIS

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.

2.1.1 DEMOGRAPHIC PARAMETERS (CONTEXTS)

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
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.

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.

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

No on Provincial rank	Local Municipality	Ward Number	Number of Domain	Ward Pop
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
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

Highest level of education for Person Weight, LIM476		
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)		
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. 2 SPATIAL RATIONALE

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 seek 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 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.

POLICIES AND PLANS AFFECTING SPATIAL PLANNING

01 NATIONAL

- National Development Plan: Vision 2030
- New Growth Path
- State of the Nation Address 2018
- National Infrastructure Plan
- Industrial Policy Action Plan (IPAP)
- Regional Industrial Development Strategy
- 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

- 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 (LIIMP)

03 LOCAL: DISTRICT/MUNICIPAL

- Sekhukhune District Rural Development Plan
- Sekhukhune District Bioregional Plan 2018
- Sekhukhune District IDP 2018/19
- Sekhukhune District Draft SDF 2018
- Fetakgomo Tubatse IDP 2018/19
- Fetakgomo LED Strategy 2016/17
- Burgersfort LSDF 2010
- Apel Precinct Plan 2009
- Ohrigstad Development Plan
- Fetakgomo Spatial Development Framework 2006/07
- Greater Tubatse LM Spatial Development Framework 2007
- Housing Market Overview – Human Settlements Mining Town Intervention
- Tourism
- Dilokong Corridor Spatial Transformation Plan 2017

LIMPOPO ECONOMIC DEVELOPMENT AGENCY (LEDA) ANNUAL REPORT 2017

According to LEDA (2017), by the Minister of Trade and Industry (DTI). 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

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.

Provincial Growth Development Strategy identifies development of corridors as one of the strategies to concentrate economic activities within a defined spatial area. Corridors identified in FTLM are as follows:

- Dilokong Corridor
- Jane Furse Corridor
- Burgersfort Stoffberg Corridor

Settlement Hierarchy	
First order settlements (Growth points)	Provincial Growth Points (PGPs); Burgersfort
Second order settlements (Population concentration points)	District Growth Points (DGPs); Steelpoort
Third order settlements (Local Service Points)	Municipal Growth Points (MGPs): Ohrigstad, Driekop and Mecklenbur
Fourth order settlements (Village service areas)	Population Concentration Points (PCPs): Riba Cross and Praktiseer
Local Service Points (LSPs):	Kgautswana, Maakgongywane, Masakeng, Mophalema, Mampuru and Extension, Molokela A & B and Leboeng.

KEY SPATIAL CHALLENGES THAT THE APEL AREA IS FACING:

- Dispersed rural settlements making bulk infrastructure provision expensive
- Majority of land in Fetakgomo is under Traditional authorities
- Land ownership patterns discourage potential investors
- Residential development is uncoordinated, largely due to the inadequate management of land.

THE MOST NOTABLE EXISTING CHALLENGES IN BURGERSFORT ARE:

- Dispersed nature of the Central Business District and inconsistent development
- 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

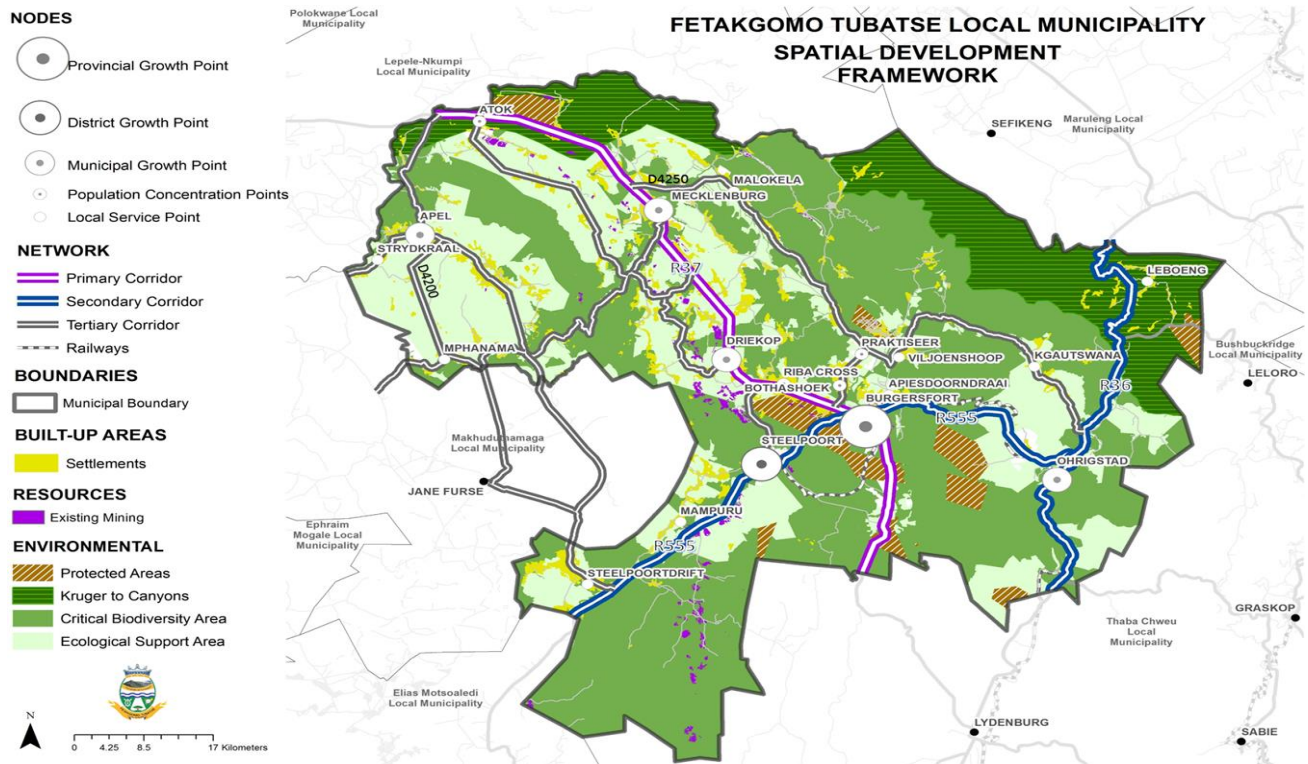
- Unstructured formal and informal trading

- Lack of street furniture

- Uncontrolled informal signage

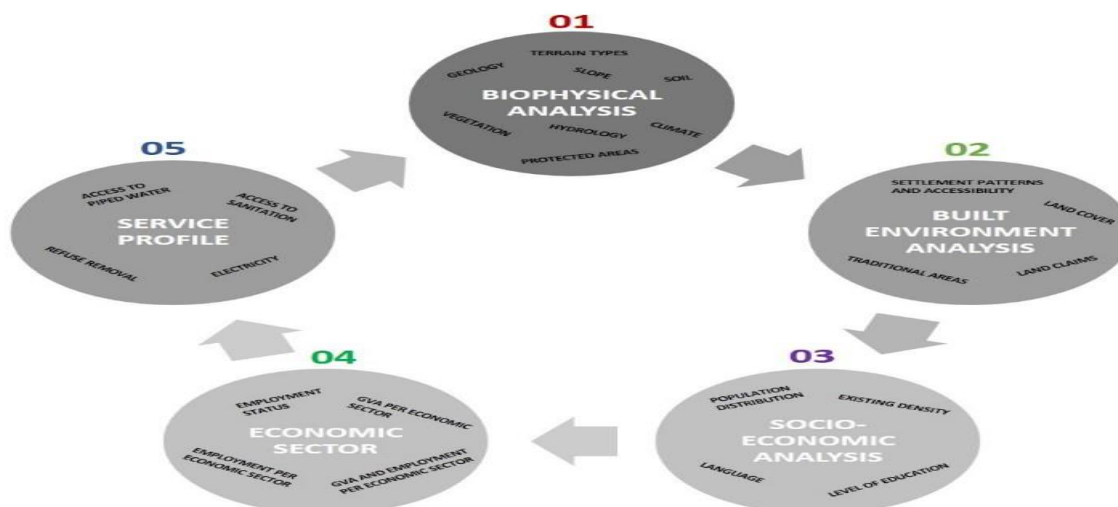
NODAL POINT/CLUSTER

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



SPATIAL CHALLENGES AND OPPORTUNITIES

The figure below depicts the process that was followed in identifying the spatial challenges and opportunities in Fetakgomo Tubatse Local Municipality. The challenges each ward face as follows:



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.

The associated engineering impact of Shale includes: expansive clay; low shear strength; high settlement; slaking on exposure; semi or impervious soil; dispersive soil; and poor compaction or workability. Norite is part of the basic igneous rocks and has similar engineering impacts as Shale i.e. expansive clay; low shear strength; semi to impervious soil; and poor compaction or workability. Other impacts associated with Norite are unstable slopes and uneven bedrock surface (The Department of Public Works South Africa, 2007).

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.

SLOPE

Slope steepness is used by municipalities to determine whether or not a particular site can be developed. As slopes become steeper, the provision of infrastructure become more difficult and more expensive. Slopes are generally measured in percentages of which steep slopes are classified as slopes of 15% and above. The average slope of a site is used in regulating steep slopes, and the proposed development footprint must preferably be outside the areas of steep slope, where slopes more than 25% are totally discouraged for any development besides that of open space and certain recreational uses (Lehigh Valley Planning Commission, 2008). 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)

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

Dominant soil classes were created for the use in algorithms for the assessment of agricultural potential in conjunction with rainfall and soil depth data.

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.

Table 4-7: Protected Areas Name	WMCM 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

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 table below indicate 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%

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 river bank.
- 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 river bank 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

It is predicted that climate change will directly impact South Africa's mean annual temperature and rainfall ranges which will influence pest and disease distributions, flowering and fruiting seasons, and ground water resources (South African Fruit & Wine Initiative, 2009).

On the topic of climate and agriculture, total yield on any farm is the product of climate and soil that can be regarded as the yield potential of that area. Certain crops favour certain climatic requirements for example maize is a warm weather crop and is not grown in areas where the mean daily temperature is less than 19°C or where the mean of the summer months is less than 23°C. The critical maximum temperature destructively affecting yield is approximately 32°C and frost can damage maize at all growth stages (DAFF, 2003).

Air Quality

THE NATIONAL ENVIRONMENTAL AIR QUALITY ACT NO. 39 OF 2004

The objectives of the Air Quality Act are 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.

Climate change: Climate change is a global climate patterns, apparent from the mid to the late 20th century onwards; attributed largely to the increased levels of atmospheric carbon dioxide produces by the use of fossil fuels.

A continuous flow of energy from the sun heats the Earth, Naturally occurring gases in the atmosphere , known as greenhouse gases – this includes carbon dioxide; trap the heat like a blanket, keeping the Earth at an average of 15 degrees Celsius – warm enough to sustain life. The overuse of fossil fuels is increasing, co₂ in the atmosphere will also increase, trapping more and more heat and warming the earth.

As a result, we are seeing more dramatic weather patterns across the globe resulting in devastating natural disasters and shrinking the world's ice shelves and glaciers due to warming sea water. Because ice acts as a solar reflector, the less ice there is the less heat the Earth reflects.

Effects of global warming are the ecological and social changes caused by the rise in global temperatures, the rising sea levels and the decreased snow cover in the Northern hemisphere. There is a scientific consensus that climate change is occurring, and that human activities are primary drivers.

The United Nations climate change conference was held in Durban from 28 November - 11December 2011. The conference resulted in the adoption of 19 COP decisions and 17m CMP decisions and approval of a number of conclusions by the subsidiary bodies. These outcomes cover a wide range of topics, notably the establishment of a second commitment period under the Kyoto protocol, a decision on long term cooperative action under the convention, the launch of a new process towards an agreed outcome with legal force applicable to all parties to the convention, and operationalization of the green climate fund.

The South African position is that there should be a different responsibility for emission of the past, but equal responsibilities for emission of the future.

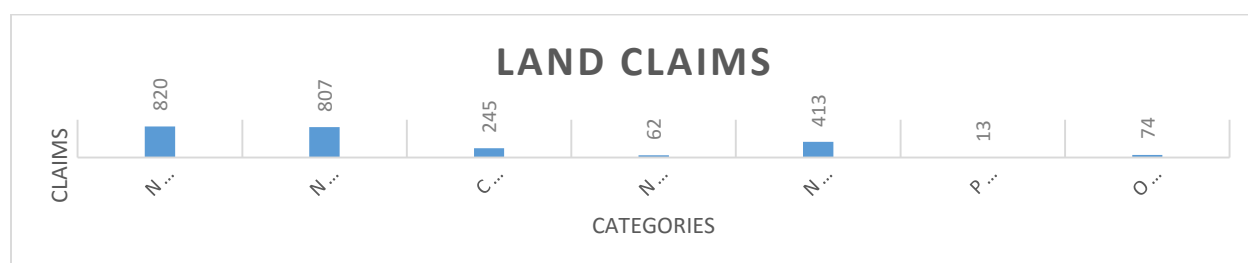
LAND CLAIMS

According to the municipality's 2017/18 IDP, 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 4-13: 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 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

Land Tenure System

A re-configured single, coherent four-tier system of land tenure, which ensures that all South Africans, particularly rural blacks, have a reasonable access to land with secure rights, in order to fulfil their basic needs for housing and productive livelihoods.

Clearly defined property rights, sustained by a fair, equitable and accountable land administration system within an effective judicial and 'governance' system.

Secure forms of long-term land tenure for resident non-citizens engaged in appropriate investments which enhance food sovereignty and livelihood security, and improved agro-industrial development.

Effective land use planning and regulatory systems which promote optimal land utilization in all areas and sectors; and, effectively administered rural and urban lands, and sustainable rural production systems.

The principles which underpin land reform are three-fold:

- (a) De-racialising the rural economy;
- (b) Democratic and equitable land allocation and use across race, gender and class; and,
- (c) A sustained production discipline for food security

Strategic Thrust of Land Reform:

Land Reform is located within the CRDP, and is anchored by the following pillars:

- (a) A coordinated and integrated broad-based agrarian transformation;
- (b) An improved land reform programme; and,
- (c) Strategic investment in economic, cultural, ICT and social infrastructure for the benefit of all rural communities.

While separate in the design, rural development and land reform are aligned at policy, programme and institutional levels to ensure coordinated service delivery. In pursuit of agrarian transformation, the link between the land question and agriculture is acknowledged as the basis of the search for an economic rationale and a vision of a post-reform agrarian structure. Yet, demand for land may be for other productive but non-agricultural uses.

Chart 1: Land use composition for the former FTLM

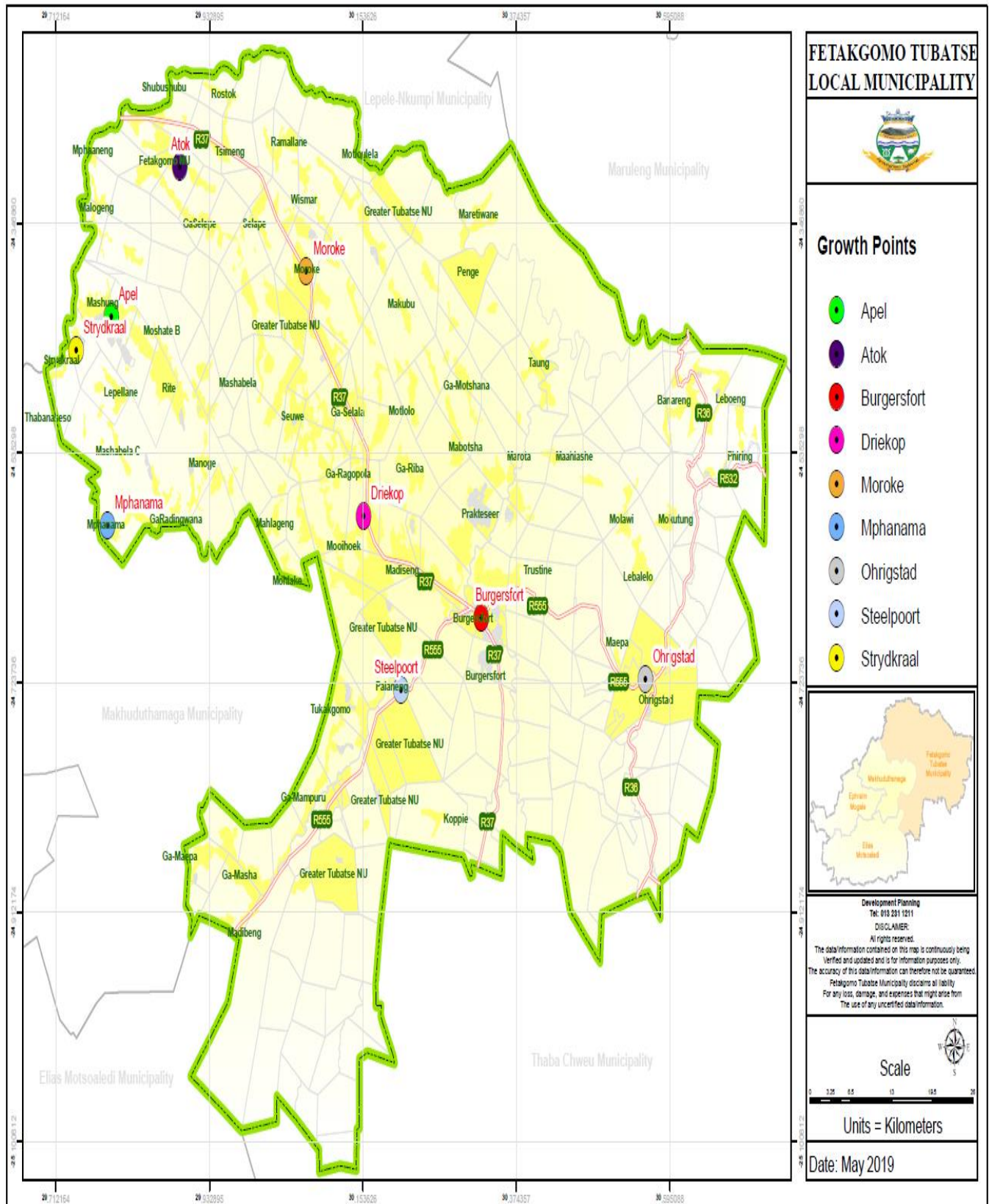
Land Use type	Total number of uses	Percentage of uses
Residential 1	14685	95%
Residential 2	70	0.10%
Business 1	178	1.10%
Business 2	97	0.60%
Institutional	92	0.60%
Educational	80	0.50%
Industrial	12	0.10%
Municipal & Special	47	0.30%
Agricultural	30	0.20%
Public Open Space	293	1.90%
Total land uses	15527	100%

2.2 Economic trends

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: Ohrighstad 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

Growth Points



Provincial Growth Points (PGPs):

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.

The **Apel nodal point** located on the farm Hoeraroep 515Ks presents a strategically growth opportunity. This is another **institutional and business** capital node of the It is spatially the central location of the other three nodes. It accounts for about 39% of the municipal households. It is the population concentration node of the former Fetakgomo Local Municipal FTM, it Comprises Wards 3, 5, 6 and 8.

District Growth Points (DGPs):

The growth points in Sekhukhune, five are situated within former Greater Tubatse, followed by Elias Motsoaledi and Marble Hall with three each, Makhuduthamaga with two, and lastly former Fetakgomo with only one growth point. The growth points are summarised in the table below:

Expected Population Growth Areas / Points for the GSDM. Municipality	% of People Residing in Growth Points and Population Concentration Points	Provincial Growth Points	District Growth Points	Municipal Growth Points
Fetakgomo Tubatse	77%	Burgersfort	Steelpoort	Mecklenburg , Driekop, Ohrigstad Apel
Greater Marble Hall	66%	Marble Hall	-	Van der Merweskraal, Elandskraal
Elias Motsoaledi	61%	Groblersdal	-	Monsterlus ,Motetema
Makhudutamaga	51%	-	Jane Furse	Phokwane

Steelpoort is identified as the second order of settlement hierarchy within the FTLM. 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.

Municipal Growth Points (MGP):

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.

Spatial rationale considerations from the office of the Premier are as follows:

- The profile lacks analysis. It does not provide information beyond title deeds and tenure as well as issues relating to growth points
- No mention of what to be done or not relating to harnessing the fact that the Local Municipality has an SEZ.
- New development in the municipality e.g. (land earmarks for building of malls, residential);
- There should be proper monitoring and evaluation of the impact of land redistribution and the effectiveness of post settlement support;
- Clear spatial challenges
- Spatial priorities for 2021/22 and next five years.

2.3.4 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.

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 as a result of employment opportunities. One of the 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, Coghtsta 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 2021.

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 so as 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 Aapiessdoorindraai 298kt measuring 639,1743Ha in total. The municipality is currently

developing a township on Portion 10 of the farm Aapiendoordraai 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 Aapiendoordraai 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 so as to check if social housing will be feasible. The project is listed on the project pipeline from COGHSTA in order 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. The National Building Regulation and Building Standards Act (103 of 1977) 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, and etc.

HOUSEHOLD SIZE OF FETAKGOMO TUBATSE LOCAL MUNICIPALITY (FTLM)

The population of the municipality stood at 490 381 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.

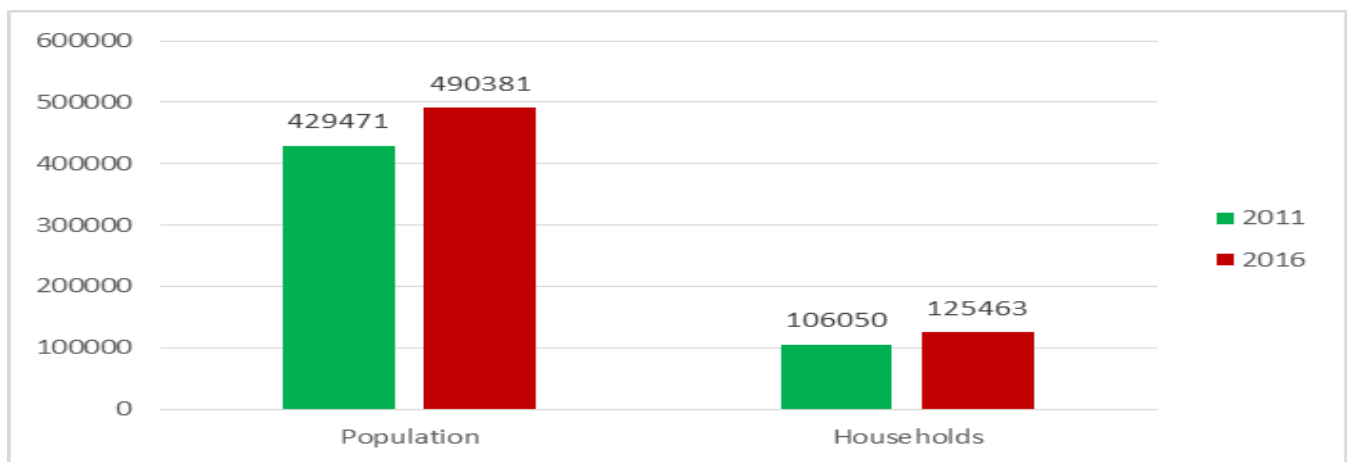
Population and Households

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)

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-Mampururu) 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	<ul style="list-style-type: none"> *Many sections of Ga Mongatane do not have stands pipes *Only one borehole and it is unable to supply the whole village

WARD NO.	CHALLENGES
	<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, Moroke, Habeng, Motloulela</p> <p>- Incomplete water project at Motloulela, Sebepe section Borehole at Zone 3 need electrification and jojo tanks for storing</p>
15	<p>At Kgwete, Shakung, Mashishi, Ditwebeleng, Masete boreholes are dry</p>

WARD NO.	CHALLENGES
	Reticulation is needed, Reservoir is too small to supply Masete.
16	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -No water at GaMakofane (Sefateng and Sekopung) due to illegal connections -Shortage of water at Pidima due to shortage of pipe lines
22	<ul style="list-style-type: none"> -Lebalelo bulk water reservoir Khuepu project not completed -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

WARD NO.	CHALLENGES
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
32	<ul style="list-style-type: none"> *Shortage water in the entire ward, new reticulation * At Mohlabeng village at times spend two to three weeks without water. *there is a need for electric pump machine instead of diesel pump. *We want another big reservoir as the village is growing.

WARD NO.	CHALLENGES
33	<p>*At Swazi-Mnyamane next to Hlapogadi School old diesel pump broken & inefficient.</p> <p>* Extention 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 Kgoladitshehlo 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 Boselagaka & Sekhutlong sections, no water supply to all households</p> <p>*Mogabane & Shole SectionsNo 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 Bogalatladi's water machine has broken down.</p> <p>*There is an equipped borehole at Bogalatladi Sekgwarapaneng which is not functioning ,</p> <p>*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 inconsistence 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 inconsistence supply from both Nkadimeng and Olifantspoort schemes</p> <p>•Maloto boreholes need to be electrified</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>
38	<p>There is a water project underway which is not complete</p>

WARD NO.	CHALLENGES
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 household		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		Percetanges	
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 Loca 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

COMMUNITY SURVEY 2016		
	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 depict the need for all households to have access to electricity.

2.3.5 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 the access of communities 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
Sekhukhune	234 095	10 107	17 861	1 738
Ephraim mogale	30 102	773	1 232	177
Elias motsoaledi	54 503	2 274	3 141	334
Makhuduthamaga	58 744	2 819	3 398	256
Fetakgomo	21 535	451	685	181
Tubatse	69 212	3 790	9 406	791

Source: Statistics South Africa, 2016

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

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 as a result of employment opportunities. One of the 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 earmarked for Township Establishment Portion 2 of Hoeraroep. The Limpopo Department of Cooperative Governance, Human Settlements and Traditional Affairs has appointed conveyancer to register the township. We are now busy with design for internal

street and engagements are in advance stage for water and sanitation facilities. 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 developmental services on the acquired land. We still count on the corporation of the leaders of institutions of traditional rule (Magoshi).

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 identified five (5) municipalities, namely Fetakgomo Tubatse Local Municipality, Lephalalle, Musina, Makhado and Polokwane 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 aforementioned municipalities except Polokwane are proposed for level one (01) accreditation. This means the said municipalities 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, Coghtsta has appointed Service Provider to assist municipalities in compiling business plans, data collection and assembling, and so forth in order to pave ways for accreditation. More so, the task teams from municipalities 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, Burgersfort Extension 10, Tubatse A. Majority of beneficiaries in these areas are having Deed of Grants. Coghsta has embarked upon the process of issuing Deed of Transfers at Ga-Mapodile and Ga-mapodile A and the municipality is currently busy doing the same for Tubatse A Township. The aforementioned process is estimated to be completed by not later June 2019.

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 106, 747 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 so as to promote integrated society regardless of their economic backgrounds.

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 set aside a budget for the rezoning and park closure of the parcel of land upon which the Informal Settlement is located so in order to procure appropriate land use rights. The project is listed on the project pipeline from Coghsta in order 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. The National Building Regulation and Building Standards Act (103 of 1977) 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
- Change of use 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, and etc.

HOUSEHOLD SIZE OF FETAKGOMO TUBATSE LOCAL MUNICIPALITY (FTLM)

The below table by Statistics South Africa (Census 2011, and Community Survey 2016), found that in 2011 Fetakgomo and Greater Tubatse Municipalities as combined **106 050** households, and current community survey 2016 is at **125 361** within Fetakgomo Tubatse Local Municipality. The figures as compared to the previous studies (**19404**) represents 85 per cent increase households. The challenges recorded as incomplete housing units dating back to early 2010s, High housing demand and no well researched priority list.

Population and Households

2011			CS 2016	
	Total households	Size of households	Total households	Size of households
Sekhukhune	263 802	4.1	290 489	4.0
Ephraim mogale	32 284	3.8	33 936	3.7
Elias motsoaledi	60 251	4.1	66 330	4.0
Makhuduthamaga	65 217	4.2	64 769	4.4
Fetakgomo Tubatse	106 050	8.1	125 454	8

Source: Statistics South Africa Community survey (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)

HOUSING CHALLENGES:

- ✚ Dispersed & unbalanced settlements
- ✚ Inability to implement level 1 housing functions
- ✚ 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

2.3.6 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 temers 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 projects 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
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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

2.3.7 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>
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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)

Strategic roads	Strategic importance of the road
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)
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 Capricorn 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

Ward No.	Areas of bridges needed	Challenges
12	<p>Bridge on main road on Jordan Leselagong</p> <p>Road joining Sehlaku, Main road from Suncity-Motomelane , Komana main road, Mashibishane , Balotsaneng , Motholeni Primary & Small at Lekgwareng</p> <p>Mowa river and small bridge at Mamphahlane</p> <p>Seloane & Modikologo , Junior sport field sekutu tuckshop, Phutimogolodi Motse and Mathekgeng, Molopeng, Maletle & madibaneng</p>	Difficulty during rainy season to Cross to school
13	<p>Gravel road to public works</p> <p>Road from Segorong to extension 8</p>	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	<p>Morapaneng – Moshate ,Tshesane /New Stands</p> <p>Shakung /Masete,Ditwebeleng –Moshate ,Maselapata x3 ,Makgole-Mogolobe</p>	<p>Need big bridge at Motse river to Moshate</p> <p>Slippery during rainy season</p>
16	<p>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</p>	<p>Difficulty to cross over the donga</p> <p>Difficulty of vehicle to cross during rainy seasons</p>
17	Natlela, Maatladi ,Dithole ,Sema	<p>Difficult to cross from Natlela to Selala Clinic</p> <p>During summer & rainy seasons children find difficult to cross over to school</p> <p>Difficult to cross to Ratanang School</p>
18	All villages	<p>Difficulty rain season</p> <p>No access to main road</p>
19	Motaganeng to legabeng, magologolo, riba moshate, Maroga via motlolo, kampeng to mosholo	No access road to school and cemeteries
20	<p>Between Dithabaneng & Pologong</p> <p>Road to graveyard at Riversite from Phelindaba</p> <p>Road to Pologong Cemeteries</p>	<p>Difficulty rain season</p> <p>No access to main road</p>
21	<p>Wela Ohwe Next to Blue Birds Litre Shop, Next to cally,</p> <p>Morulaneng & segoane road ,Kgapamadi ,Malaeneng to Taung ,Montia to Moeding</p>	<p>Difficulty to cross to the cemetery</p> <p>Unaccessibility to cross Mookitsi</p> <p>Road too small and slippery during rainy season</p>

Ward No.	Areas of bridges needed	Challenges
		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 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	Difficulty in rainy seasons
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

2.3.8 Public Transport

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 municipality has advertised the review of the integrated transport plan under the tender number FTM/T12/18/19 which closes on the 08 August 2018. The envisaged plan will include 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.

The Municipality together with the department of transport Limpopo Province 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.

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 Local 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

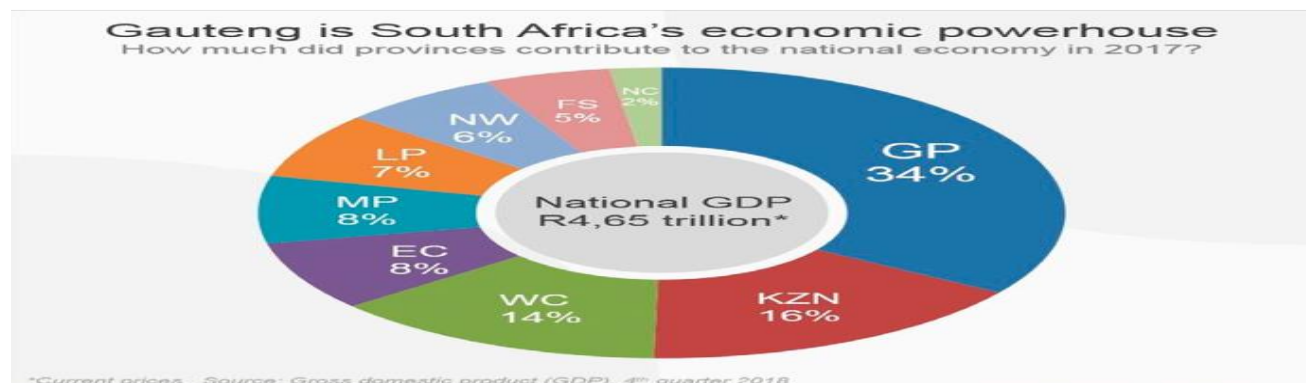


Figure 5-4 Source: Stats SA, GDP 4th Quarter 2018

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	Mecklenberg
12	Anglo American Der Brochen	Mecklenberg
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

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.

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
Booyesdal Mine	Steelpoort	27
Dwarsrivier Chrome Mine	Steelpoort	27
Lesego Platinum Mine		
Nkwe Platinum Mine	Maandagsoek	12
Annesley Andalusite Mine	Segorong	16

- The Tubatse SEZ is driven by amongst others the projected mining minerals beneficiation strategies and objectives for South Africa.

2.4.2 Tourism Sector

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
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

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	Abet Level 4 &5	300	Brick layers
06	Grade 12	106	none
	Honours Degrees	11	
	Bachelor's Degrees	15	
	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	

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	National Certificates	None	
	Abet Level 4 &5	None	
12	Grade 12	245	none
	Honours Degrees	10	
	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

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	Honours Degrees	200	
	Bachelor's Degrees	190	
	Diploma	2080	
	National Certificates	1625	
	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	

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	Abet Level 4 &5	541	
24	Grade 12	10000	Bricklayers, famers, elctricians
	Honours Degrees	10	
	Bachelor's Degrees	30	
	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

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	National Certificates	10900	Electricians, boilermakers
	Abet Level 4 &5	794	Mechanics, plumbers
31	Grade 12	113	Electricians, Capenters, welders, Dressmakers, Artists, Bricklayers
	Honours Degrees	7	
	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

Ward	QUALIFICATIONS	Total Number of Qualification	Skills available
	Honours Degrees	628	Doctors and Nurses
	Bachelor's Degrees	200	Educators
	Diploma	900	
	National Certificates	958	
	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 Carpenters
	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

	Total number	Percentages
Bachelor's degree/Occupational certificate NQF Level 7	2071	0.42
Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	1481	0.3
Master's/Professional Masters 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

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)	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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	Situated in picturesque countryside	
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>

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>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>

	Ineffective technical support to farmers	
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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

Type	Description of economic development potential of the natural resources
Large grazing area	Agricultural potential, land care project
Granite prospecting	Mining
Sand	It is potential natural resource
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

Opportunity	Funding status	Current status
N/A	N/A	N/A
Farming	N/A	Not operating (Operation hunger no longer operating)
Mining potential	N/A	No activity but initial studies confirming mining potential in the Ward were performed
Fetakgomo Farming Cooperative	N/A	Operating
Nchabeleng Agricultural Cooperative	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 Farming Cooperative	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

Ward	NAME of Project or Co-operative	Status e.g. operating	Sector e.g. Agriculture	Village	Type of business e.g. Cooperative
	Dillo development Agricultural Project Poultry and job creation	Not operating	Agriculture	Mapareng	Cooperative
	Mogaba Agricultural project	Operating	Agriculture	Mokutung	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

Ward	NAME of Project or Co-operative	Status e.g. operating	Sector e.g. Agriculture	Village	Type of business e.g. Cooperative
	Moresela farming project	Operating	Agriculture	Praktiseer tswelopele	Crop production
	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

Ward	NAME of Project or Co-operative	Status e.g. operating	Sector e.g. Agriculture	Village	Type of business e.g. Cooperative
22	Masumu refe diatla	Not operating	Agric	Taung	Co-operative
	Matokomane vegetable	Not operating	Agric	Matokomane	Co-operative
	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
	Mashapisane 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

Ward	NAME of Project or Co-operative	Status e.g. operating	Sector e.g. Agriculture	Village	Type of business e.g. Cooperative
	Moshwashwaneng	Operating	Agriculture	n/a	Cooperative
33	None	N/A	N/A	N/A	N/A
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
	Ikholofeleng	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	

Ward	NAME of Project or Co-operative	Status e.g. operating	Sector e.g. Agriculture	Village	Type of business e.g. Cooperative
	Dihlabakela Farming Cooperative	Operational	Agriculture	Ga-Mmela	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)

LIM476 Tubatse Fetakgomo - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		9 890	53 328	420 868	456 109	560 832	560 832	482 685	501 248	523 191
Local Government Equitable Share		–	–	415 486	452 557	557 280	557 280	478 597	498 698	520 641
Expanded Public Works Programme Integrated Grant		1 279	2 035	1 786	1 052	1 052	1 052	1 688	–	–
Integrated National Electrification Programme Grant		–	–	–	–	–	–	–	–	–
Local Government Financial Management Grant		4 045	3 951	3 000	2 500	2 500	2 500	2 400	2 550	2 550
Municipal Demarcation Transition Grant		4 566	–	–	–	–	–	–	–	–
Municipal Disaster Relief Grant		–	–	596	–	–	–	–	–	–
Municipal Infrastructure Grant		–	47 342	–	–	–	–	–	–	–
Provincial Government:		–	1 055	–	–	–	–	–	–	–
Municipal Systems Improvement		–	1 055	–	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
Limpopo Appeal Tribunals		–	–	–	–	–	–	–	–	–
Unspecified		–	–	–	–	–	–	–	–	–
Total Operating Transfers and Grants	5	9 890	54 383	420 868	456 109	560 832	560 832	482 685	501 248	523 191
Capital Transfers and Grants										
National Government:		86 449	5 032	108 377	83 797	113 066	113 066	119 240	106 588	111 974
Integrated National Electrification Programme		–	–	–	–	–	–	–	–	–
Integrated National Electrification Programme Grant		–	5 032	31 297	–	–	–	20 000	10 000	11 000
Municipal Infrastructure Grant		86 449	–	55 100	83 797	113 066	113 066	99 240	96 588	100 974
Water Services Infrastructure Grant		–	–	21 979	–	–	–	–	–	–
Provincial Government:		–	–	–	–	28 257	28 257	–	–	–
Specify (Add grant description)		–	–	–	–	28 257	28 257	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
Total Capital Transfers and Grants	5	86 449	5 032	108 377	83 797	141 323	141 323	119 240	106 588	111 974
TOTAL RECEIPTS OF TRANSFERS & GRANTS		96 339	59 414	529 245	539 906	702 155	702 155	601 925	607 836	635 165

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.

2.5.2 FGTM Government Grants and Subsidies

AREA	2020/2021 MTREF		
	BUDGET YEAR	ESTIMATE BUDGET YEAR	ESTIMATE BUDGET YEAR
	2020/21	2021/2022	2022/2023
TOTAL REVENUE	802 006 574	819 141 201	876 878 792
TOTAL EXPENDITURE	(617 570 744)	(644 098 970)	(710 865 076)
CAPEX - OWN FUNDS	(60 900 000)	(85 118 050)	(69 112 715)
CAPEX MIG	(79 607 150)	(86 375 500)	(91 758 600)
OPERATION MABONE – LOAN FUNDING	(40 000 000)	-	-
TOTAL CAPEX	(180 507 150)	(171 493 550)	(160 871 3154)
SURPLUS/(DEFICIT)	3 928 680	3 548 681	5 142 401

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	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	-	-	-	31 593	31 593	185 971	103 011	107 338	51 881
Service charges		-	-	-	-	9 356	9 356	4 989	18 212	18 977	19 812
Other revenue		-	-	-	-	(970 118)	(970 118)	103 646	(13 146)	5 671	65 517
Transfers and Subsidies - Operational	1	-	-	-	-	557 280	557 280	(897)	482 685	501 248	523 191
Transfers and Subsidies - Capital	1	-	-	-	-	-	-	49 297	119 240	106 588	111 974
Interest		-	-	-	-	-	-	2 133	7 285	7 591	7 925
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		-	-	-	-	(618 183)	(618 183)	(295 283)	(558 673)	(570 484)	(560 951)
Finance charges		-	-	-	-	-	-	-	(20)	(21)	(21)
Transfers and Grants	1	-	-	-	-	-	-	-	(1 330)	(1 386)	(1 447)
NET CASH FROM/(USED) OPERATING ACTIVITIES		-	-	-	-	(990 071)	(990 071)	49 856	157 264	175 523	217 881
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		-	-	-	-	116 620	116 620	94 404	(200 914)	(156 890)	(148 280)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	-	-	116 620	116 620	94 404	(200 914)	(156 890)	(148 280)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	(40 000)	(40 000)	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	(37 200)	(37 800)	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	(40 000)	(40 000)	-	(37 200)	(37 800)	-
NET INCREASE/ (DECREASE) IN CASH HELD		-	-	-	-	(913 451)	(913 451)	144 260	(80 850)	(19 167)	69 601
Cash/cash equivalents at the year begin:	2	135 990	3 609	94 179	180 582	224 843	224 843	-	213 363	132 513	113 346
Cash/cash equivalents at the year end:	2	135 990	3 609	94 179	180 582	(688 608)	(688 608)	144 260	132 513	113 346	182 947

LIM476 Tubatse Fetakgomo - Table A1 Budget Summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousands										
Financial Performance										
Property rates	-	126 280	112 149	138 115	140 902	140 902	95 979	121 787	127 389	133 249
Service charges	-	14 588	21 526	14 133	24 805	24 805	18 237	25 921	27 114	28 341
Investment revenue	-	11 936	2 216	980	7 164	7 164	7 425	10 486	10 968	11 473
Transfers recognised - operational	-	342 846	415 896	504 641	420 272	420 272	410 786	456 109	495 641	532 287
Other own revenue	-	37 863	47 947	53 590	57 900	57 900	35 219	63 903	66 842	74 917
Total Revenue (excluding capital transfers and contributions)	-	533 514	599 733	711 458	651 043	651 043	567 646	678 206	727 955	780 287
Employee costs	-	165 477	162 641	225 103	197 778	197 778	158 039	200 681	221 422	235 045
Remuneration of councillors	-	29 637	31 419	33 586	33 586	33 586	28 167	35 685	37 915	40 285
Depreciation & asset impairment	-	113 993	116 921	79 392	104 653	104 653	-	89 877	93 802	131 285
Finance charges	-	(396)	249	1 315	1 315	1 315	1 021	955	999	1 045
Materials and bulk purchases	-	389	1 346	2 269	3 269	3 269	1 775	6 657	6 964	7 284
Transfers and grants	-	241	154	1 263	1 263	1 263	107	1 372	1 435	1 501
Other expenditure	-	332 690	235 931	233 177	274 695	274 695	141 824	271 858	283 316	297 330
Total Expenditure	-	642 031	548 661	576 104	616 560	616 560	330 933	607 085	645 853	713 734
Surplus/(Deficit)	-	(108 517)	51 072	135 354	34 483	34 483	236 713	71 121	82 102	66 493
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	-	5 032	20 000	128 606	128 606	30 549	83 797	91 183	96 588
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	86 450	1	3	3	3	-	3	3	4
Surplus/(Deficit) after capital transfers & contributions	-	(22 067)	56 105	155 357	163 092	163 092	267 261	154 922	173 288	163 085
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	-	(22 067)	56 105	155 357	163 092	163 092	267 261	154 922	173 288	163 085
Capital expenditure & funds sources										
Capital expenditure	-	36 483	75 217	155 357	163 092	163 092	72 276	150 893	203 953	194 599
Transfers recognised - capital	-	(360)	5 244	94 655	119 811	119 811	58 677	79 607	115 431	124 504
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	3 967	60 702	43 282	43 282	13 599	71 286	88 522	70 035
Total sources of capital funds	-	(360)	9 211	155 357	163 092	163 092	72 276	150 893	203 953	194 599
Financial position										
Total current assets	-	122 327	212 025	(388 764)	255 330	255 330	350 875	464 926	486 312	508 683
Total non current assets	-	2 611 397	2 194 043	208 080	1 854 682	1 854 682	2 266 319	3 996 014	4 225 950	4 401 608
Total current liabilities	-	276 090	283 529	(61 403)	42 909	42 909	234 153	361 799	378 442	395 851
Total non current liabilities	-	25 414	17 518	(9 278)	(9 278)	(9 278)	16 514	(23 002)	17 780	18 598
Community wealth/Equity	-	2 432 239	2 104 992	(110 004)	2 076 380	2 076 380	2 370 366	2 247 820	2 362 461	2 452 958
Cash flows										
Net cash from (used) operating	-	(466 386)	(356 732)	(451 721)	(441 906)	(441 906)	(330 471)	(475 479)	(508 402)	(536 834)
Net cash from (used) investing	-	-	-	-	-	-	-	-	-	-
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	-	(330 395)	(353 122)	(448 111)	(347 812)	(347 812)	(330 757)	(460 430)	(968 833)	(1 505 687)
Cash backing/surplus reconciliation										
Cash and investments available	-	3 657	94 175	(552 932)	67 732	67 732	160 961	151 120	158 072	165 343
Application of cash and investments	-	249 846	248 882	(61 403)	26 189	26 189	193 637	324 229	339 143	354 744
Balance - surplus (shortfall)	-	(246 189)	(154 707)	(491 529)	41 543	41 543	(32 676)	(173 109)	(181 072)	(189 401)
Asset management										
Asset register summary (WDV)	-	2 544 702	2 167 290	208 080	1 854 682	1 854 682	1 854 682	3 969 261	4 197 966	4 372 336
Depreciation	-	113 993	116 921	79 392	104 653	104 653	104 653	89 877	93 802	131 285
Renewal and Upgrading of Existing Assets	-	4 593	1 972	19 870	11 190	11 190	11 190	9 186	16 804	6 722
Repairs and Maintenance	-	104 662	4 285	12 382	25 196	25 196	25 196	31 908	37 916	33 970
Free services										
Cost of Free Basic Services provided	-	123	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	9 303	10 469	-	-	-	7 904	7 904	8 268	8 648
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sew erage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

AUDIT ACTION PLAN AND AUDIT OUTCOME VERIFICATION

Status on the Verification of the Audit Outcomes

2016/17	2017/18	2018/19	Projected Outcome for 2019/20
Qualification	Qualification	Qualification	Unqualified

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

Summary of the progress on the implementation of Audit action plan

Components	No of Audit Findings	Status	Target Date
Matters Affected Audit Report	18	Resolved	30 th June 2020
Other important matters	28	Resolved	30 th June 2020
Information system Audit	15	Resolved	30 th June 2020
Audit Of Predetermine Objectives (AOPO)	15	Resolved	30 th June 2020
Supply Chain Audit	10	Resolved	30 th June 2020
Components Infrastructure Projects Audit	05	Resolved	30 th June 2020

Summary of the main issues affected the audit opinion

1. Property plant and equipment – Land not accounted in the financial statements
2. Consumers debtors from non-exchange transactions
3. Consumegrs debtors from exchange transactions
4. Revenue from non-exchange transactions
5. Expenditure
6. Irregular expenditure
7. Commitments
8. Contingent liabilities
9. Contingent assets

LIM476 Tubatse Fetakgomo - Table A1 Budget Summary

Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousands										
Financial Performance										
Property rates	126 280	112 149	112 040	121 787	121 787	121 787	91 106	139 269	145 119	151 504
Service charges	14 588	21 526	21 779	25 921	25 921	25 921	17 155	25 921	27 010	28 199
Investment revenue	11 936	2 216	9 952	10 486	10 486	10 486	4 149	7 285	7 591	7 925
Transfers recognised - operational	342 846	415 896	420 868	456 109	560 832	560 832	424 576	482 685	501 248	523 191
Other own revenue	37 863	47 947	60 443	63 903	64 486	64 486	26 843	76 881	80 110	67 317
Total Revenue (excluding capital transfers and contributions)	533 514	599 733	625 082	678 206	783 513	783 513	563 830	732 041	761 077	778 135
Employee costs	165 477	162 641	175 835	200 681	199 256	199 256	138 026	201 548	213 727	226 995
Remuneration of councillors	29 637	31 419	31 962	35 685	35 685	35 685	22 221	35 685	37 915	40 285
Depreciation & asset impairment	113 993	116 921	105 980	89 877	89 677	89 677	-	101 582	105 880	113 046
Finance charges	(396)	249	843	955	1 355	1 355	2	20	21	21
Inventory consumed and bulk purchases	-	594	631	549	549	549	131	549	572	596
Transfers and grants	241	154	845	1 372	1 722	1 722	444	1 330	1 386	1 447
Other expenditure	332 690	235 931	259 305	271 858	322 490	322 490	293 094	362 673	361 806	338 526
Total Expenditure	641 642	547 910	575 401	600 976	650 733	650 733	453 918	703 386	721 307	720 916
Surplus/(Deficit)	(108 128)	51 823	49 681	77 230	132 780	132 780	109 912	28 655	39 771	57 219
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	5 032	108 377	83 797	113 066	113 066	35 371	119 240	106 588	111 974
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	86 450	1	-	3	28 309	28 309	9 616	3	3	4
Surplus/(Deficit) after capital transfers & contributions	(21 678)	56 857	-	161 030	274 156	274 156	154 899	147 898	146 362	169 197
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(21 678)	56 857	-	161 030	274 156	274 156	154 899	147 898	146 362	169 197
Capital expenditure & funds sources										
Capital expenditure	36 483	73 293	85 785	150 893	267 514	267 514	106 757	200 914	156 890	148 280
Transfers recognised - capital	(360)	5 244	70 614	79 607	137 314	137 314	33 224	114 278	101 759	106 925
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	3 005	15 170	71 286	130 200	130 200	73 533	86 636	55 131	41 355
Total sources of capital funds	(360)	8 249	85 785	150 893	267 514	267 514	106 757	200 914	156 890	148 280
Financial position										
Total current assets	122 327	213 142	273 638	466 270	412 246	412 246	259 984	226 987	168 575	167 797
Total non current assets	2 611 397	2 192 120	2 320 595	3 996 014	4 112 627	4 112 627	2 427 352	2 224 606	2 265 531	2 349 655
Total current liabilities	276 090	283 313	258 718	275 094	(18 988)	(18 988)	226 458	238 676	209 313	218 522
Total non current liabilities	25 414	17 518	11 741	56 998	8 984	8 984	252	(582)	(607)	(634)
Community wealth/Equity	(21 678)	56 857	158 058	161 030	274 156	274 156	154 899	147 898	146 362	169 197
Cash flows										
Net cash from (used) operating	-	-	-	-	(990 071)	(990 071)	49 856	157 264	175 523	217 881
Net cash from (used) investing	-	-	-	-	116 620	116 620	94 404	(200 914)	(156 890)	(148 280)
Net cash from (used) financing	-	-	-	-	(40 000)	(40 000)	-	(37 200)	(37 800)	-
Cash/cash equivalents at the year end	135 990	3 609	94 179	180 582	(688 608)	(688 608)	144 260	132 513	113 346	182 947
Cash backing/surplus reconciliation										
Cash and investments available	3 657	94 175	213 363	151 120	113 803	113 803	295 550	154 443	93 048	28 952
Application of cash and investments	249 846	248 666	222 231	237 524	1 242 721	1 242 721	269 564	131 690	131 555	101 500
Balance - surplus (shortfall)	(246 189)	(154 491)	(8 868)	(86 403)	(1 128 918)	(1 128 918)	25 986	22 753	(38 507)	(72 548)
Asset management										
Asset register summary (WDV)	2 544 702	2 165 366	2 249 903	3 969 261	4 085 874	4 085 874	4 085 874	2 197 852	2 237 654	2 320 551
Depreciation	113 993	116 921	105 980	89 877	89 677	89 677	89 677	101 582	105 880	113 046
Renewal and Upgrading of Existing Assets	4 593	1 972	2 296	9 186	7 000	7 000	7 000	16 786	19 559	17 383
Repairs and Maintenance	104 662	4 285	10 502	31 908	51 400	51 400	51 400	46 187	45 335	47 452
Free services										
Cost of Free Basic Services provided	123	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	9 303	10 469	10 480	7 904	7 904	7 904	7 890	7 890	8 221	8 583
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

AUDIT ACTION PLAN AND AUDIT OUTCOME VERIFICATION

Status on the Verification of the Audit Outcomes

2016/17	2017/18	2018/19	2019/20
Qualification	Qualification	Qualification	Audit in progress

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. Property plant and equipment – Land not accounted in the financial statements
2. Consumers debtors from non-exchange transactions
3. Consumegrs debtors from exchange transactions
4. Revenue from non-exchange transactions
5. Expenditure
6. Irregular expenditure
7. Commitments
8. Contingent liabilities
9. Contingent assets

Summary of the progress on the implementation of Audit action plan

#	Status	Total	Resolved	% Resolved	Reviewed by Internal Audit
1	Revenue	10	10	100%	Yes
2	Expenditure	14	14	100%	Yes
3	Financial Reporting	3	3	100%	Yes
4	Legal Services	5	5	100%	No
5	Budget	3	3	100%	Yes
6	Human resources	3	3	100%	No
7	Other disclosure	3	3	100%	Yes
8	Assets	5	5	100%	Yes
9	SCM	18	18	100%	Yes
10	IT	15	15	100%	No
11	AOPO	16	16	100%	No
12	Infrastructure (Technical)	8	8	100%	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.

AUDITS COMMITTEE

The Municipality has appointed its audit committee members and is functional. The Audit committee for the municipality is reporting directly to Council as required by law. The Risk Management Strategy of the Fetakgomo Tubatse Loca Municipality is identifying risk areas which

need to be monitored on daily basis. 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. The municipality is developing annual action plans to deal with issues or comments in the management letter raised by the Auditor General.

INTERNAL AUDIT

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

The Internal Audit Work Plan for the year 2016/17 was approved by the Audit Committee. Annual financial statements are prepared annually and are submitted to the Auditor General for auditing.

Table below indicates audit outcomes for the Former Greater Tubatse municipality for the past 8 financial years:

2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	July 2016- August 2016
Disclaimer	Qualified	Qualified	Adverse	Disclaimer	Disclaimer	Qualified	Qualified

Table below indicates audit outcomes for the Former Fetakgomo municipality for the past four financial years:

2008/9	2009/10	2010/11	2011/12	2012/2013	2013/2014	2014/15	2015/16	July 2016- August 2016
Unqualified with emphasis of matter	Clean opinion	Clean Audit opinion	Qualified	Qualified	Disclaimer	Qualified	Unqualified	unqualified

The audit outcomes for the Fetakgomo Tubatse Municipality for 2017/18 qualified audit. 2018/19 Audit out come still outstanding.

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, Moihoeck, Maponong, 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. Boschoff Health Centre
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

Ward	Village	Clinic/mobile	If mobile state frequency of visit	Challenges/comments
	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
	Moretlwaneng	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
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),Thabakhul	None	None	There is a need for a clininc as people travel long distance to access health service at ward 13 Gamanyake and Penge

Ward	Village	Clinic/mobile	If mobile state frequency of visit	Challenges/comments
	wane (Mabocha), Lekgwareng (Mokobola), Mokobola (Morulaneng)			
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, Monametse, Sefateng, Mohlahlaneng, Bogalatladi, Mabulela, Maruping, Mogabane, Malomanye, Mphaaneng & Mashikwe	Mobile all villages Clinic at Sefateng	Once a week	People travel long distance to access clinic
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	

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

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 Ragopola Ga-	Maelebe Primary School, and Shopyane Primary School need for upgrading	Maelebe

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
		need for upgrading	Shopyane and Kgahlanong
3	Moshiane Primary School	Thete High School	Maebe Primary School
		Mohlaletse High School	Peu Secondary School
		Maphuthe Primary School	Matleu Primary School
		Leganabatho Primary School	
		Matleu Primary School	
4	None	none	none
5	N/A	Morewane Primary School	Morewane Primary School Mogolo Sec School
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, Motlammotse 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	Malegodi primary	Moroke 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

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
			Makwane high 3 blocks Malegodi primary 1 block Hlakanang pprimary 4 blocks Magobanya high 2 blocks
15	Mashishi (mahlapa), Shakung ,Morapaneng, Ditwebeleng	Makofane primary,Moroleng primary,Shakung high, Mabje a kgoro, ,Tekanang sec,Masegodi 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,Mosedi 1 block & hall, Selala primary admin block, hall & library,Ratanang library & hall,Mamogege 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	

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
	Mashifane	Primary school needed	Primary and Secondary School
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 Ngwaabe sec, Ngwanangwato sec	Masha primary, Masago primary
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		
	Makgwale 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
	Highschool (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	Tlouputhi 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

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
	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
	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		

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

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 2019

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

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
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
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, Motloulela, 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

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
16	Kgopaneng	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
	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, Gaselala, 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	Yes	No	Yes	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
		Open space						
27	Moshate, tsakane, kalkontein, Buffelshoek, mabelane, makakatela, Kutullo A&B, shushumela & matepe, kutullo C&D, dithamaga & madibeng	Traditional Authority Open space shop	Yes	n/a	n/a	No	n/a	No
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						

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
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
36	Tau Nchabeleng	Traditional authority	Yes		Yes		Yes	
	Masha	Traditional authority	Yes		Yes		Yes	
37	Strydkraal B, Thobehlale, Magagamatala, Moshate, Mototolwaneng, Radingwana	Community hall Traditional authority Shop	Yes	n/a	n/a	No	n/a	No
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	

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 Local 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
	Ohrigstad	Pilgrim Cross	Murder
		Gampokota cross	Murder
		Abel Erasmus street	Burglary
		Shops	Burglary
		Maepa	robbery
		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

Ward	Nearest police station	Hotspot area of crime	Category of crime e.g. Burglary
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	Motlouela, magobading cross, sekhutlong bridge, mathule cross and moshira cross	Stock theft, house breaking, robbery, rape and hijacking
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	BURGERSFO RT	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 assult
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

Ward	Nearest police station	Hotspot area of crime	Category of crime e.g. 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 , Moilyk	Stolen of livestock and housebreaking
		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, Thobehlale	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	

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' 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-Kgabene 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-Mabocha-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 Mabotha, 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 predominatly 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 Mabothe 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	FGTM (FTLM)
Other roads (District and Provincial and National)	No	SDM and Limpopo Department Transport
Housing	No	COGHSTA
Building regulations	Yes	FGTM (FTLM)
Local tourism	Yes	FGTM (FTLM)
Disaster management	yes	FGTM (FTLM) and SDM
Fire fighting	No	SDM
Street lighting	Yes	FGTM (FTLM)
Traffic and Parking	Yes	FGTM (FTLM)
Trading regulations	Yes	FGTM (FTLM)
Local sports facilities	yes	FGTM (FTLM)
Municipal planning	yes	FGTM (FTLM)
Municipal public transport	Yes	FGTM (FTLM)
Storm water	No	SDM
Municipal airport	Yes	FGTM (FTLM)
Billboards and advertising	Yes	FGTM (FTLM)
Control of liquor and food outlet and street trading	Yes	FGTM (FTLM)
Local amenities	yes	FGTM (FTLM)
Waste management	yes	FGTM (FTLM)
Parks and recreations	yes	FGTM (FTLM)

Status of Top positions

POSITIONS	STATUS
MUNICIPAL MANAGER	Vacant

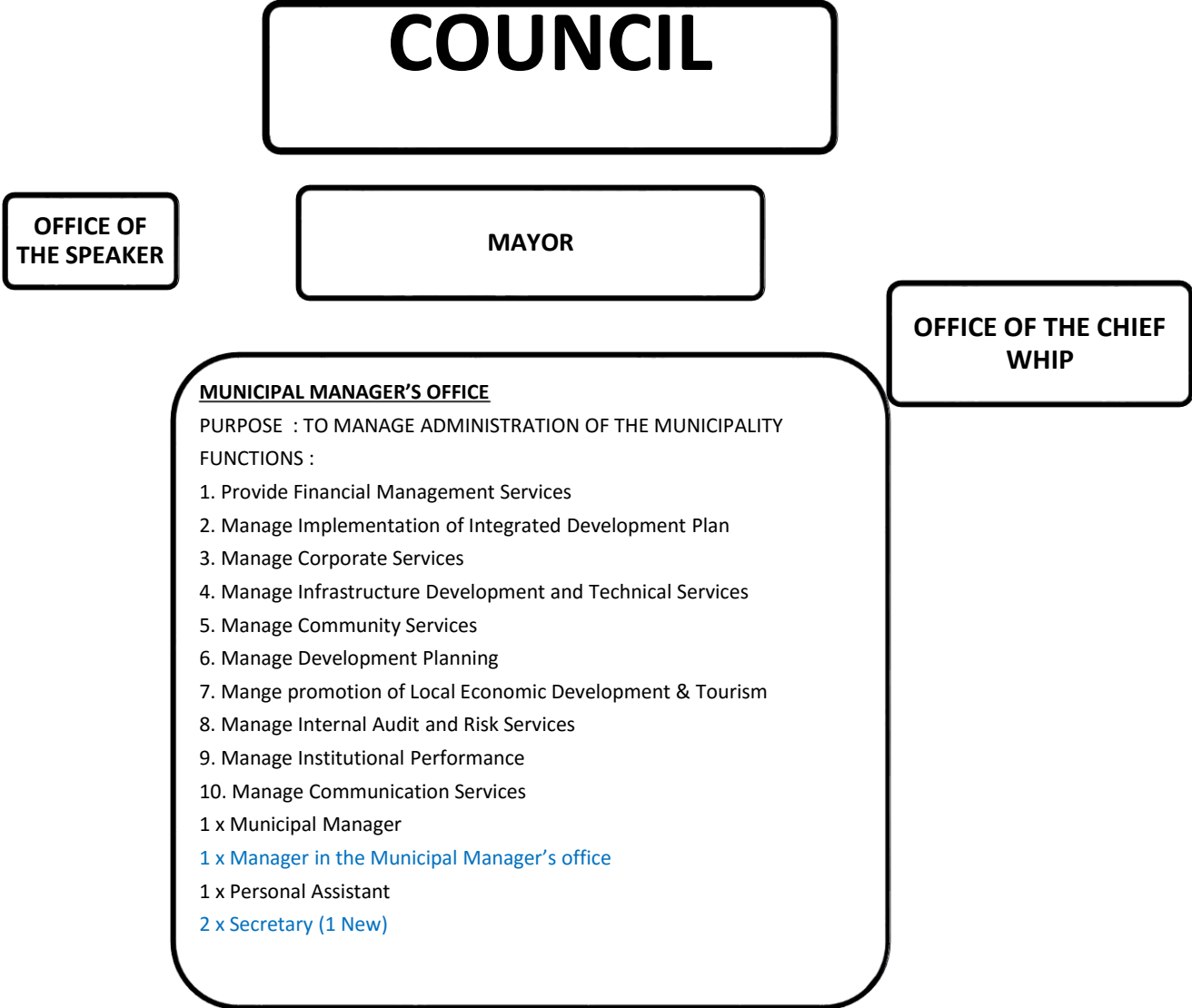
CHIEF FINANCIAL OFFICER	Filled
DIRECTOR CORPORATE SERVICES	Vacant
DIRECTOR TECHNICAL SERVICES	Filled
DIRECTOR DEVELOPMENT PLANNING	Filled
DIRECTOR COMMUNITY SERVICES	Filled
DIRECTOR LOCAL ECONOMIC DEVELOPMENT	Filled

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 29/05/2020 Resolution No: SC65/2020**



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

**DIVISION : MAYOR ADMIN
SUPPORT SERVICES**

1X Manager
1 X Personal Assistant
1 X Secretary
2 X Protocol Officer
3 X Chauffer
7 x Special Programme
Officer (5 New positions)
1x Committee Secretary

**DIVISION : SPECIAL
PROGRAMMES UNIT**

1 X Manager
7 x Special Programmes
Officer
1 x Committee Secretary
1 x Events Coordinator
1 x Exco/Mayor's
Spokesperson

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

SPEAKER ADMINISTRATION

1 x Personal Assistant
1 x Secretary

PUBLIC PARTICIPATION

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

COUNCIL SECRETARIAT SERVICES

1 X Manager
1 x MPAC Researcher
4 X Committee Officer
1 X Admin Clerk – Council Support Services

OFFICE OF THE CHIEF WHIP

CHIEF WHIP OFFICE

PURPOSE : To monitor effective functioning of council and its committees

FUNCTIONS:

1. Convene Party Caucus
2. Convene Whipery Forum

1 x Secretary
1 x Administrative Officer

MUNICIPAL MANAGER'S OFFICE

1 x Manager in in Municipal Manager's Office
1 x Personal Assistant
2 x Secretary (1 new)

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 Chief Audit Executive
1 X Senior Internal Auditor (1 position out)
4 X Internal Auditor

STRATEGIC PLANNING

PURPOSE : To Manage Implementation of Integrated Development Planning

FUNCTIONS :

1. Manage Development of Integrated Development Plan

1 X Manager
1 x Senior IDP Officer
2 X IDP Officer
1 X Admin Clerk IDP

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
1 x Senior Security Management Officer
2 X Security Management Officer
2 X Risk Officer

COMMUNICATIONS

PURPOSE : To provide communication services

FUNCTIONS :

1. Manage communication services
2. Manage Media Services

1 X Manager
1 X Spokesperson
1 x Senior Communication Officer
4 X Communication Officer
1 X Events Management Officer
1 X Graphic Designer
3 x Receptionist
3 x Call centre operator

PERFORMANCE MANAGEMENT SYSTEMS

PURPOSE : To provide Performance Management Systems

FUNCTIONS : Manage Institutional Performance

1 X Manager
1 x Senior PMS Officer
2 X PMS Officer
1 X Admin Clerk PMS

DIVISION : PARKS, CEMETERY, CREMATORIA AND RECREATIONAL FACILITIES

PURPOSE : To manage Parks, Recreation, cemeteries and crematoria facilities

FUNCTIONS :

1. Manage Parks and recreational facilities
2. Manage provision of cemetery services
3. Manage provision of crematoria services

- 1 X Manager
- 1 X Senior Parks, Cemetery, Crematoria and Recreational facilities Officer
- 1 X Horticulturist
- 1 X Foreman Parks and Facilities
- 1 X Foreman Cemetery and Crematoria
- 15 x General worker – Parks and Recreational facilities
- 15 x General worker – Cemetery and Crematoria

DEPARTMENT : COMMUNITY SERVICES

PURPOSE : TO MANAGE COMMUNITY SERVICES

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 parks, cemeteries, crematoria and recreational facilities
- 1 x Director
 - 1 x Secretary

DIVISION WASTE AND ENVIRONMENTAL MANAGEMENT

PURPOSE : To manage Waste and Environmental services

FUNCTIONS :

1. Manage waste and environmental services
2. To manage landfill site services

- 1 X Manager
- 1 X Senior Waste and Environmental Services**
- 2 X Environmental Officer
- 2 X Waste Management Officer
- 1 x Senior Landfill Site Supervisor
- 2 x Landfill site Supervisor
- 4 x Compact Operator
- 2 x Landfill site Clerk
- 2 x Waste Management Clerk
- 20 x General Worker – Waste Management

DIVISION : SOCIAL SERVICES

PURPOSE : To manage Social services

FUNCTIONS :

1. Coordinate Disaster Management Services
2. Coordinate provision of free basic services
3. Co-ordinate facilities and provision of services at Thusong Services Centres

- 1 X Manager
- 1 X Senior Coordinator Thusong Services Centres
- 5 x Social Coordinator – Thusong Service Centre
- 1 x Senior Disaster Coordinator**
- 1 x Disaster Management Coordinator
- 1xdisaster driver
- 1 x Disaster Management Clerk
- 5x Receptionist – Thusong Service Centre

DIVISION : SPORTS, ARTS AND CULTURE

PURPOSE : To facilitate Libraries, sports, arts and culture services

FUNCTIONS :

1. Coordinate Sports, Arts and Culture services
- 1 x Manager
 - 1 x Senior Sports, Arts and Culture Officer
 - 1 x Senior Librarian
 - 5 x Librarian
 - 5 x Library Assistant
 - 2 x Sports, arts and culture clerk

DIVISION : ROAD TRAFFIC & LICENSING

PURPOSE : To manage road traffic and licensing services

FUNCTIONS :

1. Manage Law enforcement
- 1 x Chief Traffic Officer
 - 1 x Deputy Chief Traffic Officer
 - 2 x Traffic Superintendent
 - 2 x Assistant Superintendent Traffic
 - 30 x Traffic Officer
 - 5 x Traffic Officer - By-Law Enforcement**
 - 5 x Traffic Officer – By Law enforcement (Hawkers)
 - 2 x Supervisor Data Capturer**
 - 4 x Data Capturer**
 - 3 x Help desk Clerk
 - 12 x Enatis Clerk
 - 4 x Filing Clerk

DIVISION : LICENSING

PURPOSE : To Manage Licensing Services

FUNCTIONS : Manage Licensing Services

- 1 x Chief Licensing Officer
- 1 x Deputy Chief Licensing Officer
- 2 x Management Rep - Vehicles
- 2 x Management Rep -DLTC
- 2 x Assistant Superintendent - Vehicles
- 2 x Senior Licensing Officer – DLTC
- 2 x Senior Licensing Officer – Vehicles
- 2 x Senior Licensing Officer – Registration Authority
- 4 x Examiner of Vehicles
- 2x Pit Assistant
- 15 x Examiner of Drivers Licence
- 12 x Enatis Clerk

DEPARTMENT : TECHNICAL SERVICES

PURPOSE : TO MANAGE INFRASTRUCTURE DEVELOPMENT AND TECHNICAL SERVICES

FUNCTIONS :

1. Manage engineering services
2. Manage Roads and storm water
3. Manage implementation of projects

1 x Director

1 x Secretary

DIVISION : ENGINEERING SERVICES

PURPOSE : To manage Engineering Services

FUNCTIONS :

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

1 x Chief Engineer

2 x Manager

1 x Senior Technician Civil - Building and Plumbing

1x x Senior Technician Electrical

1 x Technician Builder

1 x Technician Plumber

1 x Technician Electrical

2 x Artisan Plumber

2 x Artisan Builder

3 x Artisan Electrical

1 x Admin Clerk

6 x Handyman

DIVISION : PMU SERVICES

PURPOSE : To manage Implementation of Projects

FUNCTIONS :

1. Manage Implementation of Infrastructure Projects

1 X Manager

2 x Senior Technician

6 x Technician

1 x Admin Officer

1 x Admin Clerk

DIVISION : ROADS AND STORMWATER

PURPOSE : To manage Roads and Stormwater Infrastructure

FUNCTIONS :

1. Manage Operations and Maintenance of Roads and Stormwater Infrastructure

1 X Manager

1 X Senior Technician – Roads and Stormwater

1 x Senior Technician – Diesel

1 x Senior Technician – Petrol

1 x Technician Petrol

1 x Technician Diesel

1 x Technician Roads and Stormwater

1 x Artisan Foreman Roads and storm water

2 x Artisan Mechanic –Diesel

2 x Artisan mechanic Petrol

20 x Plant Operators

10 x General Workers

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 Deputy Financial Services
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
1 x Senior Accountant Expenditure
1 x Senior Accountant Payroll
4 x Accountant Expenditure
4 x Admin Clerk Expenditure

DIVISION : SUPPLY CHAIN MANAGEMENT CONTRACT

PURPOSE : To render contract management services

FUNCTIONS :

1. Contract management and compliance
- 1 X Manager
1 x Senior SCM Officer - Contracts
2 x SCM Officer - Contracts
1 x Admin Clerk - Contracts

DIVISION : ASSET MANAGEMENT

Asset Infrastructure and Movables to be merged)

PURPOSE : To provide asset management services

FUNCTIONS :

1. Manage asset depreciation and disposals
2. Manage logistics and inventory
3. Compile and maintain a comprehensive municipal Infrastructure asset register

1 X Manager
2 x Stores Officer
2 x Asset Officer
2 x Stores Clerk
2 x Asset Clerk

DIVISION : SUPPLY CHAIN MANAGEMENT – DEMAND AND ACQUISITION

PURPOSE : To provide supply chain management services

FUNCTIONS:

1. Manage procurement services
 2. Manage Supply Chain Performance
- 1 x Manager
1 x Senior SCM Officer
5 x SCM Officer
1 x Admin Clerk

DIVISION : BUDGET AND REPORTING

PURPOSE : To manage budget planning and Management Services

FUNCTIONS :

1. Prepare Municipal Budgets
2. Facilitate compilation of Departmental Budgets
3. Compilation of Financial Reports

1 x Manager
1 x Senior Accountant Budget and Reporting
1 x Accountant Budget & Reporting
1 x Manager Reporting
1 x Senior Accountant Budget and Reporting
1 x Accountant Budget & Reporting
2 x Admin Clerk – Budget

DIVISION : REVENUE MANAGEMENT

PURPOSE : Manage Revenue Services

FUNCTIONS :

1. Manage Debtors
2. Manage Billing and Revenue
3. Monitor Income

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

DIVISION : FINANCIAL INTERNAL CONTROL AND COMPLIANCE

1 X Manager
1 x Accountant
1 x Admin Clerk

DEPARTMENT : LOCAL ECONOMIC DEVELOPMENT AND TOURISM

PURPOSE : TO PROMOTE LOCAL ECONOMIC DEVELOPMENT AND TOURISM

FUNCTIONS :

1. Manage PROMOTION OF Local Tourism
2. Manage Local Business Support
3. Manage Marketing Services
4. Coordination of Mining and Industrialisation Services

1 x Director Local Economic Development

1 x Secretary

DIVISION : LOCAL TOURISM

PURPOSE : To manage promotion of Local Tourism

FUNCTIONS :

1. Manage facilitation of tourism attraction areas
2. Manage Tourism Information
3. Provide Tourism development support
4. Manage facilitation of eco-mobility and transport tourism

1 x Manager

2 x Tourism Officer
Expenditure

1 x Tourism Admin Clerk

DIVISION : LOCAL BUSINESS SUPPORT

PURPOSE : To Manage Local Business Support

FUNCTIONS :

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

1 X Manager

1 x Senior LED Officer

4 x LED Officer – Local Business Support

DIVISION : MARKETING SERVICES

PURPOSE : To Manage provision of Marketing Services

FUNCTIONS :

1. Manage and facilitate investment and enterprise development
2. Manage outdoor advertising
3. Manage promotion of Local products and services
4. Manage distribution of marketing information

1 X Manager

2 x Marketing Officer

2 x Marketing Clerk

DIVISION : MINING AND INDUSTRIAL SERVICES

PURPOSE : To Manage coordination of Mining and Industrialisation services

FUNCTIONS:

1. Manage coordination of Mining services
2. Manage coordination of Industrial services

1 x Manager

2 x Mining & Industrial Officer

DEPARTMENT : DEVELOPMENT PLANNING

PURPOSE : TO MANAGE DEVELOPMENT PLANNING AND PROPERTY MANAGEMENT

FUNCTIONS :

1. Manage Land Use and Spatial Planning
2. Manage Property, Housing and Building Control

1 x Director Development Planning

1 x Secretary

DIVISION : LAND USE MANAGEMENT

PURPOSE : To manage Land Use and Spatial Planning

FUNCTIONS :

1. Spatial Planning and Land Use Management

1 x Chief Town Planner

1 x Senior Town Planner

1 x Town Planner

1 x GIS Specialist

1 x Land Survey Technician

2 x GIS Technician

2 x Land Use Officer

1 x Auxiliary Services Officer

1 x Tribunal Registrar

1 x Admin Clerk Tribunal

1 x Admin Clerk GIS

DIVISION : PROPERTY, HOUSING AND BUILDING CONTROL

PURPOSE : To Manage Property , Housing & Building Control

FUNCTIONS :

1. Manage Implementation of Housing, Properties and Building Regulations

1 X Manager

1 x Senior Property and Housing Officer

1 x Senior Building Inspector

1 x Housing Officer

1 x Property Valuation Officer

5 x Building Inspector

1 x Property Valuation Clerk

1 x Building Control Admin Clerk

DIVISION : HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

PURPOSE : To manage Human Resources and Development

FUNCTIONS :

1. Render Human Resources management Services
 2. Manage Occupational health and Safety
 3. Manage Organisational Development and Design
 4. Manage Training and Development
 5. Manage Individual Performance
- 1 x Manager
2 x Senior HR Officer
2 x OHS Officer
1 x Organisational Development Officer
2 x EAP Officer
3 x HR Officer
2 x Admin Clerk - HRM
1 x Skills Development Facilitator
1 x HRD Officer
1 x PMS Officer – HRD
2 x Admin Clerk – HRD
1 x Manager – Employee Health and wellness
1 x Senior Employee Health and Wellness
1 x Admin Officer - OHS

DEPARTMENT : CORPORATE SERVICES

PURPOSE : TO RENDER CORPORATE SERVICES

FUNCTIONS :

1. Manage Human Resources
 2. Manage Human Resources Development
 3. Manage Legal Services
 4. Manage Record Services
 5. Manage Information Technology
 6. Manage Council Support Services
 7. Manage Executive Support
 8. Manage Fleet and Facilities
 9. Manage Labour Relations
- 1 x Director
1 x Secretary

DIVISION : RECORDS MANAGEMENT

PURPOSE : To manage Records Services

FUNCTIONS :

1. Provide General Record Management Services
 2. Manage Archives
 3. Manage Registry Services
- 1 x Manager
1 x Chief Records Officer
1 x Senior Records Officer
1 X Senior Registry Officer
2x Registry Officer
2 x Records Officer
2 x Registry Clerk
2 x Records Clerk
1 x Office Assistant Clerk
1 x Senior Photocopy operator
1 x Photocopy operator
1 x Photocopy machine operator
3 x Driver Messenger

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
1 x Website Administrator

DIVISION : LABOUR RELATIONS

PURPOSE : To Manage Labour Relations

FUNCTIONS : Manage Labour Relation Services

- 1 x Manager
1 x Senior Labour Relations
2 x Labour Relations Officer

DIVISION : FLEET AND FACILITIES MANAGEMENT

PURPOSE : To Provide Fleet and Facilities Management

FUNCTIONS :

1. Manage Fleet Services
 2. Manage Facilities Services
- 1 x Manager
1x Senior Fleet Officer
1x Senior Facilities Officer
3 x Area Head - Satellite Offices
2 x Facilities Officer
3 x Fleet Officer
3 X Admin Clerk Satellite Offices
2 x Supervisor Cleaners
30 x Office Cleaners ,4 x Vehicle Cleaner,7 x Messenger/ Driver
1 x Senior Handyman,2 x Handymen,2 x Handyman Assistants(General Assistants),1 x Supervisor Drivers
7 x Drivers,1 x Senior Mechanic
1 x Mechanic,2 x Mechanical Workshop Assistants(Consider Technical Services ones)

DIVISION: LEGAL SERVICES

PURPOSE : Render Legal Services

FUNCTIONS :

1. Manage and Provide Support in Litigation
 2. Provide Support in Contract administration
 3. Monitor compliance to legislation
- 2 x Manager
2 x Senior Legal Officer
2 x Legal Services Clerk

DEPARTMENT : REGIONAL OFFICE - APEL

PURPOSE : TO RENDER ADMINISTRATIVE SERVICES TO THE REGIONAL OFFICE

FUNCTIONS :

1. Manage Regional Office Administration Services
2. Manage Administration of Satellite Offices

1 x Director

1 x Secretary

DIVISION : REGIONAL OFFICE

PURPOSE : To manage Administration of the Regional Office

FUNCTIONS :

1. Render Corporate Support Services
2. Render Financial management Support Services
3. To render Development Planning Support Services
4. To render Local Economic Development Support Services
5. To render Infrastructure Development Support Services
6. To render Community Support Services

1 x Senior Administration Officer

2 x Administrative Clerk

2 x Receptionist

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 - Trained 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
Middle and High level skills	13	13
Bursaries awarded to learners	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

POLICY/PLAN	STATUS
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
Performance management policy	Approved
Communication strategy	Approved
Customer Care Framework	Approved
Public participation policy	Draft
Mayor and Speaker discretionary policy	Draft
Mangement of public gathering policy	Draft
Delegation of powers and functions policy	Review

POLICY/PLAN	STATUS
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 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.

- None responsive 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 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.

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 28 November 2019, which gave emphasis on issues of priority per ward and challenges of the entire Fetakgomo local municipality.

Key Municipal Service Delivery Priority since 2017/2022- 2022-2024 cycle:

- Water
- ELECTRICITY
- ROADS AND STORM WATER DRAINAGE
- BRIDGES
- WASTE REMOVAL
- CEMETERIES
- LAND ACQUISITION
- SPORTS AND RECREATIONAL FACILITIES
- HIGH MAST LIGHTS
- TRAFFIC LIGHTS
- PROMOTION OF HERITAGE SITES AND TOURISM

TABLE BELOW INDICATE WARD PRIORITY FOR 2021/22 IDP/BUDGET:

Ward	PRIORITY	Village	WARD CHALLENGES
01	Water	Maepa, Makgalane, Makutung Newstand, Gamabelane, Makopung, Mapareng, Malaeneng	There is no water at all, No infrastructure no borehole extension to Morula sun, borehole is needed and extension of pipes
	Community hall	Newsstands	No community hall at the village
	Access bridge	Mapareng & Makgalane	Bridge about to sink, during rainy season not easy to connect with Makgalane
	Network tower	Makopung	Difficult to communicate because there is no network
	Grading of roads	Mokutung, Malaeneng to Mapareng	Access road in bad condition
	Fencing of cemeteries	Mokutung and Maepa	Cemeteries not fenced
	High mast light	Makgalane, Mapareng, Malaeneng, Mokutung, Gamabelane newstand	Criminals are not easily seen or identified at night
02	Lights	Steelpoort Town	
	Roads	Steelpoort Town	
03	Road	All Maebe areas, D4204 Ga-phasha to Malekaskraal, D4209,	All access roads are damaged and muddy D4202 its incomplete
	Bridges	D4206 (kgahlantshong mohlaletsi clinic to maroteng), D4209 from taxi rank to mapulaneng, from Tswereng to Gaseroka, Matebeleng to Ga-phasha, Reconstruction of 2 Mabotagale bridges	Community struggle to pass through during rainy seasons
	RDP houses	All villages in the ward	600 households in need of RDP houses
	Sanitation	Maebe, Malekaskraal	People still uses low standard toilets
	Cemeteries	Malekaskraal (new), Seroka (new), Matjie, Ga-phasha, Mositsa	The old cemetery is full at Malekaskraal, need new one
	Water	All villages at ward	Community had to buy water, King Thulare 03 to drill water borehole and equip it, Phukubjane need borehole
	High mast light	Maebe(2), Matebeleng (2), Gamatjie (2), Malekaskraal-Tswereng (4), Phukubjane (1), Ga-phasha (1)	High criminal activities occurs due to darkness
	Sports ground		All the sports ground need refurbishment
	Post office	Ward 03	No post office in the ward
	Electricity post connection	Rite, Lekgwarapaneng, Mogohlwaneng, Maebe, Matebeleng, Ga-phasha, Maroteng, Malekaskraal	Need for post connection (new households)
	Expand community hall	Mohlaletse community hall	The hall is too small to accommodate ward masses
	Streets lights	D4190	Crime challenges
Mohlaletse fire station	Ward 03	Lots of fire breakdown	
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	Paving of main street from London to crossong	London, stasie, mandela 1&2, lepakeng and crossong	Members of community travel long distances from where they stay to access public transport to burgersfort town
	Access bridge	Mandela Lepakeng Mandela crossong	Learners attending at Sekakate primary struggle to cross a big donga during rainy season. The donga is between sasko bakery and letlabela crech Learners from crossing are struggling to cross the value steel donga that is between Mr Sithole cottages and bakoni kings soccer field
	Storm water drainage	London, stasie, mandela1&2, mandela lepakeng & crossong	During rainy season lots of water from R37 road destroys internal streets
	High mast lighst	London, stasie, pomping, crossing, madiseng, morewane	There is robbery especially monthend, cellphone theft and rapes
	Paving of madiseng main road from OJ via Fanang diatla general dealer to Bakoni ba Riba tribal authority	Madiseng village	The main road from Madiseng access bridge is rocky to Sekabate primary and tribal authority
06	Water	Ga Phasha Mampuru	Need water supply at Phasha Mampuru, boreholes, jojo tanks and pipes
	Roads	Ga Phasha	Need access roads of the following : -Maraganeng from Ga Mphego -Maribiri from Matamong -Magaseng from Ga Dan -Mokgethi from Mashilo shop -Sethokgeng, Bokome and Moshate
		Ga Mampuru	Need access road from ka Motseng from leboneng -Nkgetheng from Letlapeng -New stands from Ga Dr Pookoadi -Sethokgeng from Tribal office -ditensing from Boschloof clinic Dipolateng from Ngwanatho Primary school
	Lights	Ga Phasha	New stands need electricity
	Cemetery	Ga Mampuru	New stands need electricity
		Ga Phasha	Need palisade fencing for new cemetery
Ga Mampuru		Ka Motseng and Potase need fencing of cemetery	
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 sanotation
09	Water	Thokwane, shaking, molapong, Ga-mampa, Phukubjeng, Ga-phala	Need pipe extensions and reticulation
	Roads	Ga masete, Ga phala	Gravel road from ga masete to shaking extension, from Ga-phala to modubeng
	Toilets	Thokwane, Sehunyane, Ga phala	Need for VIP toilets
	Electricity	Thokwane, shaking, Sehunyane, Matshelapata, senyato	Need for post connections
	RDP houses	Thokwane, Sehunyane, Ga phala, Modubeng	210 households in need of RDP houses
	Clinic	Shakung	15km to the clinic and mobile clinic does not adhere to their schedules
10	Electricity	Ga-mongatane, serafa, madifahlane, tjate, ga-makgopa, dithabaneng, maakgake	Need for post connection in all villages, crime occur during darkness
	water	Ga-mongatane, serafa, madifahlane, tjate, ga-makgopa, dithabaneng	No water at all villages need for jojo tanks to assist the old boreholes
	RDP houses	Ga-mongatane, serafa, madifahlane, tjate, ga-makgopa, maakgake	A need for RDP houses for orphans
	toilets	Ga-mongatane, serafa, madifahlane, tjate, ga-makgopa, maakgake	Need for VIP toilets in all villages
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	Electrification	Mamphahlane, Mahubane, Sehlaku, Matimatjaji, Hwashi	A need for post connection in all villages
	Water	Mamphahlane, mahubane, sehlaku, swale	Shortage of water need for new pipe line and additional jojo tanks
	Access road	Ga-komane	Need for access road at Ga-komane
13	Upgrading of water purification plant	Praktiseer	Illegal connection by community members
	Electricity	Ext 6 Praktiseer, Ramaube sec next to IPC church	Unable to perform household services
	Roads	Praktiseer	Poor access roads
	Community hall	Praktiseer	No places to hold meetings
	Library	Praktiseer	Learners are unable to find school information
	Sewage system	Praktiseer	To be extended to whole village
	Sewage pond	praktiseer	Remove it from Segorong section, can cause malaria
	Land tenure security	Praktiseer	Lack of ownership
	High mast lights	Praktiseer	More crime occurs during darkness
	Refuse removal	Praktiseer	Illegal dumping of rubbish
Local farmers support	Praktiseer	Lack of funds and job creation	

	Hawker stalls	Praktiseer	No electricity at the stalls
	Support of youth development	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	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	Morapaneng Ditwebeleng Kgwete/Shaku Mashishi Masete/Mphogo	Leakage on galvanized pipe caused loss of water Small galvanized reservoir does not accommodate the growing development around the area Dry boreholes caused damages around the sections Some sections are running short of water (Jojo tank required) Water not sufficient enough to accommodate the area (Additional Jojo tank required)
	Roads	Morapaneng/Ditwebeleng Masete/Mphogo/Shakung Kgwete/Mashishi	D4184 needs tire to stop donga erosion (Internal road gravelling) D4177/76 full of potholes and also pump (needs paving/tire) D4174 pump/potholes (needs tire)
	Electricity	All	About 400 houses in all new sections need post connection/even solar energy is required
	VIP/Sanitation	Morapaneng Ditwebeleng	0% since they rejected 18 and needs more than that More is needed due to population growth
	RDP	All	Many disadvantaged community members around the ward are in need of RDP houses
16	Water	Kgopaneng Maakubu Moraba Sehlabeng Maretlwaneng Motshana	No water No water and community survives by buying water There is a need of a water reticulation in Phase 2 and about 15 water tabs in Phase 1 Borehole drilling is needed Needs refurbishment of the pump station for bulk regional supply Leagathoko Secondary School needs Jojo tanks Addition of pumps in each borehole with own pipes straight to the reservoir Water scarcity problem and has one existing borehole but not in working order due to lack of electricity Water reticulation is needed from Zonneskyn Bulk Water Project implanted in 2001 There is a need of boreholes at Magatagabotse Senior Secondary School and Motshana Primary School
	Electricity	Sehlabeng ,Kgopaneng , Maretlwaneng ,Penge ,Moraba Motshana	

Roads	<p>Motshana</p> <p>Penge</p> <p>Lefahla</p> <p>Mokgotho Maakubu Moraba</p> <p>Mamogolo</p> <p>Kgopaneng</p>	<p>Main road via Moraba cross to Motshana needs to be re-gravelling and to be paved or tarred</p> <p>Internal roads needs to be graded and graveled</p> <p>Extension of Motshana road to Motodi roads needs to be implemented and to be paved or tarred</p> <p>Sealing of potholes at road D2537</p> <p>Bridge needed to cross over from Centre B to Newtown</p> <p>Deforestation and cleaning alongside the streets from Mess section to Ga-ishe section and also from T-junction near the clinic to the streets of Newtown</p> <p>Main road from No. 1 to zone 1 has potholes that needs to be patched</p> <p>There are streets that need to be rehabilitated</p> <p>Roads need to be tarred or paved from Ga-Mokgotho cross to Lefahla Moshate</p> <p>Road to Rotole school needs to be re-graveled and paved</p> <p>D4140 road needs to be graveled and tarred</p> <p>Inner roads need to be graded</p> <p>Road D2537 to Moshate needs to be paved or tarred</p> <p>Maintenance of D2537 road from Maretlwaneng to Mamogolo</p> <p>Caution to prevent falling rocks at the main road D2537</p> <p>Groveling of the internal roads</p> <p>There is a need of a tarred road from main road to Moshate</p> <p>Main road needs to be tarred</p> <p>Inner roads need to be graveled and paved</p>
VIP/Sanitation	<p>Maretlwaneng Motshana</p> <p>Penge</p> <p>Mamogolo</p> <p>Lefahla</p> <p>Kgopaneng</p>	<p>There is a need for VIP toilets</p> <p>There are 50 VIP toilets in progress</p> <p>There is a need of IP toilets in bulk</p> <p>Still waiting for approval of VIP toilets</p> <p>There is a need for VIP toilets</p> <p>There is shortage of VIP toilets</p> <p>There is a need for VIP toilets</p>
RDP	<p>Mamogolo</p> <p>Kgopaneng</p> <p>Maretlwaneng</p> <p>Lefahla</p> <p>Penge</p> <p>Maakubu</p> <p>Moraba</p> <p>Motshana</p>	<p>RDP houses needed and only 5 built so far</p> <p>6 RDP houses approved from 2016/17 financial year</p> <p>There is a need for RDP housing</p> <p>RDP houses approved from 2015/16 financial year but not yet implemented</p> <p>38 RDP houses needed</p> <p>Only 6 RDP houses approved for financial year 2016/17 but not yet implemented</p> <p>There is a shortage of RDP houses</p> <p>RDP houses approved for 2017/18 financial year, awaiting for contractor to begin building</p> <p>Still awaiting RDP houses approved in 2015 and 2019</p> <p>Only 5 RDP houses built which were approved in 2016</p> <p>9 RDP houses are in progress</p> <p>More RDP houses are needed</p>
High Master Lights	<p>Maakubu</p> <p>Kgopaneng</p> <p>Maretlwaneng</p> <p>Penge</p> <p>Motshana</p>	<p>There is a need of 4 high master lights</p> <p>High master light installed in financial year 2015/16 but not functional</p> <p>There is a need of 2 high master lights</p> <p>High master lights needed at Centre A & B, Newtown, Ga-ishe, Zone 1 and 2</p> <p>There is a need of a high master light</p>
Bridges	<p>Motshana</p>	<p>Low level bridge needed from Motshana Creche and Motshana Primary School</p> <p>Low level bridge from main road and corner Magatagabotse</p> <p>Senior Secondary School needs maintenance and repairs</p>

	Network Tower	Mamogolo	Tower needed due to poor signal
	School	Maretlwaneng Moraba	Leagothoko Secondary School needs an upgrade School closed after principal and teachers went AWOL Currently in communication with Mme Khavamphe from provincial office of the president
	Community Hall	Mamogolo and Motshana	Community hall needed
	Employment	Motshana Moraba	Work opportunities for the youth needed (CWP/EPWP) Lack of learnerships and unemployment is a challenge
	SASSA Pay Point		
17	Electricity	Maapea & Mphethi Mahlokwane	Community has been waiting for electricity since 2006 They tried illegal connection
	Water	Maapea Mphethi Mahlokwane Manyaka Maatadi Section: Selala-Dikwataneng Section Maapea and Mphethi Twatwa makoloto	Diesel machine has issues Water is not reliable Diesel machine has issues Diesel machine has issues Diesel machine and Jojo tank needed Jojo tank is needed Diesel machine is a challenge for all villages within ward 17
	Fencing of graveyard	Maapea	There is no proper fence in the graveyard No toilets in the graveyard
	Bridges	Mahlokwane (Natilela) Manyaka (Maatodi) Maapea (Ditholo) Mphethi (Sedibeng) Selala (Sema)	Difficult to cross from Natilela to Ga-Selala Clinic Difficult for children to go to school during summer Difficult to cross from Ga-Maapea to Ga-Podila Difficult for vehicles to travel to Ga-Mphethi in summer Difficult for children to go to school during summer
	Tar of roads	Selala Mahlokwane Manyaka Maapea-Mphethi	The road to Moshate is too dusty Access to healthcare services from Ga-Mahlokwane to Ga-Selala Clinic Prevent school children to cross the road when going to school Road from Mpuru cross is not in good condition to Ga-Mphethi
	Sanitation	Maapea, Manyaka, Mphethi and Selala	Sanitation is needed
	Re-gravelling of roads	Maapea – Mphethi Selala	Road from R37 to Ga-Mphethi needs re-gravelling Road from R37 to Moshate is not in good condition
	Apollo Light	Mahlokwane Ga-Mphethi Ga-Maapea	Grass road to Ntoshong Hijacking and rape zone (Ga-Piet) Hijacking and rape zone (Makofane shop)
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	Electricity	Motaganeng ext 2, France park	The village has no electricity for more than 5 years
	Water	Motaganeng ext 2, France park	
	RDP Houses	Motaganeng ext 2, France park, Makgemeng, Komane, Riba, Modupi, Barcelona, Kampeng, Sekome, Legabeng, Mmiditsi	

	VIP toilets	Motaganeng ext 2, France park, Makgemeng, Komane, Riba, Modupi, Barcelona, Kampeng, Sekome, Legabeng, Mmiditsi	
20	Water	Bothashoek	Communal taps are running dry and as a results communities tampers with Lepelle pipeline
	Electricity	Bothashoek	There is no electricity at Riverside, Pakaneng, Phelindaba and Dithabaneng. Criminal are taking the advantage of darkness to commit crime
	Road	Bothashoek	All internal roads need regravelling
	Sanitation	Bothashoek	Have backlog of VIP toilets at Dithabaneng, Pakaneng, Riverside, Phelindaba
	RDP Houses	Bothashoek	People are still living in shacks and traditional houses
	Bridges	Bothashoek	During rainy season people are unable to cross from Dithabaneng to Pologong and Phelindaba to Riverside
	Cemeteries	Bothashoek	Pologong cemetery needs fencing and toilets
21	Electricity	Motlolo & Ga-podile	Many houses without electricity at newsstands, high number of robbery, rapes and house breaking due to darkness
	School (kgomatau primary school)	Pidima	Broken windows and wall no longer suitable for pupils to attend in it
	Tar road	Motlolo, Ga-podile, Sekopung, Ga-makofane, Pidima	Slippery when raining
	Bridge	D419 Sekopung –Ga-makofane next to sunrise tarven	There is a big hole and rocks on the road
	Water	Ga-makofane (phefong and tareaneng)	Shortage of pipeline and illegal connctions
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	Water	Alverton	Leaking of the reservoir, no connection of pipes to Nazareth, Stellembosch and Marikana. Mandela section need 2 boreholes. Balotsaneng section and legwagwaneng need pipe connctions
	Clinic	Alverton, Motlailane, Mahlashi, Kgotlopong, Mafarafara,	The ward need its own clinic
	Community hall	Mahlashi and Motlailane	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
24	Tar road Water Employment Fencing of cemeteries Quick medical assistance	All villages	
25	Internal road	Whole ward	Eroited
	High mast light	Whole ward	High rate of crime
	Post connection	Whole ward	
	Water	Whole ward	No water in the villages
	Fencing of cemeteries	Whole ward	Vandalization of tombstones

	Bridges	Mareseleng zone 5, Mareseleng to Makgemeng, Mashifane to Thaba moshate	The roads are inaccessible
	Robot	Bothashoek and Mashifane junction	High traffic volume
26	Electricity	Phiring vrystad, Ga Nkoana, Ga-Moraba, Matshokgeng, Tswenyane	People still staying in darkness
	Tar road	Phiring	Used as alternative road from R36
	Pavement	Lepelle	The road is slippery during rainy season
	Palisade fence for cemeteries	Phiring vrystad, Ga Nkoana, Ga-Moraba, Matshokgeng, Tswenyane, Rutseng, Banareng, Lepelle	Tombstones are being damaged without fencing
	High mast lights	Phiring, Ga Nkoana, Ga-Moraba, Matshokgeng, Tswenyane, Rutseng, Lepelle	High rate of crime
27	Water reticulation	Kutullo (shushumela)	
	Sanitation	All villages	
	Post office		
	High mast lights		
	Network tower	Tsakane	
	Library		
28	Water	Rancho (Ntswaneng), Ga-masha zone 5	No water reticulation
	Electricity	Rancho (ntswaneng)	No electricity at the village
	RDP houses	Masha & Rancho	Need for RDP houses
	Access road	Rancho (ntswaneng) Masha zone 5	Access road in poor condition
	High mast light	Masha & Rancho	High rate of crime due to darkness
	Landfill site	Ngwaabe	No proper site for dumping of rubbish
	Access bridge	Ngwaabe & Malekane	Lot of traffic congestion at malekane steelbridge
29	Water	Maepa, Makua/ratau	Shortage of water
	Electricity	Ratau, Ntake, Maepa, Makua	No electricity for new sections
	High mast light	Maepa, Mpelegane, Maseven, Ntake, Talane, Matshosho	No high mast light in the villages
	Access bridge	Maseven, Maepa, Mpelegane, Rancho, Ntswaneng, Maphopha (sengange sec school)	Road not accessible need an access bridge
	RDP houses	Maphopha, Ntake, makua, Maepa, Ratau, Maseven	Need for RDP houses
	Primary & secondary classrooms	Ntake, Maphopha, Maepa, Makua, Maseven	Shortage of classrooms and blocks for all 9 schools in ward 29
	Tar/ Paved road	All six villages	Road to Meshate, school and graveyard in poor condition

30	Water	Tubatse A (Darkcity and town) Mountain View Vodaville Extension 2 (airport & showground) Mabocho (Magabe Park, Mapareng, Malaeneng, Thabakhulwana) Mokobola (Sehloi/Morulaneng) Mountain Square	Installation of a transformer at Praktiseer bulk water Supply booster pump house, unfenced reservoirs Maintenance of existing structures Extension of pipelines to new settlements Yard connection Upgrading of the Mabocho bulk water supply source (more equipped borehole) Borehole (equipped) at Morulaneng and Sedibeng
	Electricity	Tubatse A (Darkcity) Mountain View, Vodaville, Mountain Square, Magabe Park, Mabocho, New Settlement, Mokobola, New Settlement Extension 2	Energizing the high mast light, post connection, electrification
	Roads	Tubatse A, Mountain View, Vodaville, Extension II, Magabe Park, Mabocho, Mokobola, Mountain Square	Re-gravelling, tarring or paving, grading
	Storm water management	Tubatse A, Vodaville, Mountain View, Mabocho, Extension II	Renovation of old storm water drainage surrounding Dark City; Construction of storm water drainage at the base of the mountain (dams for animals)
	Education	Tubatse A (Bogwasha Primary, Kweledi Secondary School, Koboti Primary), Extension II, Mabocho (Paepae Secondary, Thabahe Primary, Mabocho Primary), Mokobola (Selloi Primary, Mokobola Primary, Nkota Secondary)	Construction of administration blocks, classrooms and laboratories, school halls, building a comprehensive school for Extension II
	Bridges	Tubatse A, Extension II and Motodi, Magabe Park, Mabocho, Mokobola	Construction of two bridges respectively at Tubatse A, Extension II, Mokobola and Motodi, one bridge at Magabe Park, three bridges at Mabocho
	Health	Mabocho, Mokobola, Extension II, Vodaville, Magabe Park	Building a clinic or mobile clinic services
	Sanitation	Whole ward	Backlog
	Cemeteries	Praktiseer and Mabocho	Fencing of the cemetery and supply of sanitation
	Sports fields	Whole ward	Grading and levelling of 16 sports fields
RDP Houses	Whole ward	Backlog	
31	Water	Dresden, Mangabane, Kopie, Makgemeng	
	Roads	Dresden, Mangabane, Kopie, Makgemeng, steelpoort	
	Access bridge	Dresden, Mangabane, Kopie (main road to school) Makgemeng (makuring)	
	High mast light	Dresden, Mangabane, Makgemeng	
	RDP houses	Dresden, Mangabane, Kopie, Makgemeng	
	Community hall	Dresden, Kopie, Makgemeng	
	High school	Dresden, Kopie, Makgemeng	
32	Roads	Tjibeng to Mahlabeng	Access road connecting the two villages in poor condition
	Electricity	Seokodibeng (Gamateman & Gatsila section)	No electricity and have been waiting for long to be electrified

	Water	Ga-Phasha (chris section)	
	RDP houses	Ga-mampa	Disputes between community and Kgoshi lead to the appointed contractor being terminated
33	Water	Mogabane-shole	No access to water at the village
	Road	Boselakgaka-sekhutlong	Road D4180 need an upgrade from gravel to tar
	Electricity	Selepe moshate, Mashemong	
	High mast lights	Madingwane, Tseladitshelo	
	Clinic	Manotoana checkers	
	Housing & sanitation	Mosotse	
	School	Phashaskraal	
	School laboratory center	Swazi mnyamane	
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	Mohlahlaneng, 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, ga-nchabeleng, gankwana, Apel, strydkraal A, Mmotwaneng, mabopo	Pipe lines needed
	Internal roads	Mashung, ga-nchabeleng, gankwana, Apel, strydkraal A, Mmotwaneng, mabopo	Regravelling needed
	Electricity	Mashung, ga-nchabeleng, gankwana, Apel, strydkraal A, Mmotwaneng, mabopo	Post connection

	High mast lights	Mashung, Ga-Nchabeleng, Ga-nkwana, 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	<ul style="list-style-type: none"> • 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 Morarelang 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, sepakapakeng, Mototolwaneng	Cemeteries at the villages needs palisade fencing
38	Water	Shenyaneng, Mashilabele	Shenyaneng does not have constant water supply since 2016 to date, there is water crisis at mashilabele extension
	VIP toilets	Mashilabele, ga-mmela, manoge, shenyaneng	There is large number of households without toilets
	Electricity	Mashilabele extension, ga-mmela, thabaneng	
	Fencing of cemeteries	Manoge, phahlamano, mashilabele, Phenyang, Ga-mmela, Ga-seroka	The cemetery at Ga-mela is full to its capacity and need new fence
	RDP houses	Phahlamano, Ga-mmela, mashilabele, Ga-seroka	There are incomplete RDP houses in all the mentioned villages
	Culverts	Mashilabele and Phakgeng	The culverts were washed away by rain. The road to phageng is inaccessible
	Paving of internal streets	Tau phahlamohlaka tribal office	The road to the tribal office needs to be paved.
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	
		Masehlaneng	
		Rite New settlement	
		Lerajane Ditlokwe	
		Mokhulwane Ditlokwe	
	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 Matsimela	

Ward No.	Tribal authority	Community Needs / challenges
03	Batau Ba Matji Tribal Authority	*Key Roads to Ga Matji Royal Place and roads network * Schools , SASSA Paypoint at Ga Matji *Road D4190 main road to Schoonord need maintenance
03	The Kingdom of Bapedi Nation	Provision of LED Lights at Maebe Tjate III Royal Residence
	Roka Radingwana Traditional Council	Tarring of road from Ga Radingwana to Sekhukhune Tvet college
09	Bakone Ba Masete Traditional Council	Construction of community cemetery at Ga Masete
09, 16 and 30	Roka Malepe Traditional Council	*Road D4140 from Malokela to Morulaneng still rocky and dusty *No access water reliever , since they have drilled borehole 3 years back , construction of community health clinic at Wimbledon (Maakubu Village) , construction of RDP Houses (since they have introduced the contractor to the Roka Malepe Traditional council no progress to date ; needs sign boards of directions of the villages ; community development , bursaries, farming projects and development programme at Roka Malepe community
16	Roka Motshana Traditional Council	*Needs community hall *VIP toilets/ sanitation *Culvert / low level bridge <ul style="list-style-type: none"> - From main road D4142 and corner Magatagabotse High school - At Lekgwareng section via Mathankeng are - Access bridge from Lekgwareng to Motshana crèche and Motshana HP School

Ward No.	Tribal authority	Community Needs / challenges
		<p>*Tarred road or paving of road D4142 from Morgenson to both Motshana clinic and Roka Motshana Traditional Council</p> <p>*Extension of road D4142 to Ga-Motodi via Ga-Motshana need tarring or paving</p> <p>*Internal roads needed in bulk</p> <p>*Electricity post connections needed</p> <p>*Four high mast lights needed urgently</p> <p>*Street lights needed</p> <p>*Boreholes needed at schools: Magatagabotse Sec School and Motshana HP school</p> <p>*Water reticulation from Zonneschyn Bulk Water project implemented in 2001 with cost of plus or minus R2.5 needed</p> <p>*Work opportunities for youth CWP & EPWP</p> <p>*Poverty alleviation project bursaries</p> <p>*Motshana Clinic</p> <ul style="list-style-type: none"> - Extending the facility main building with counselling room for stand by nurses - Levelling the space in front of the clinic gate for parking - Road sign at Morgenson 125 KT Ga Moraba and clinic gate - Removal of big stones inside inside clinic yard - Installation of purifier - Draining / emptying waste of patients toilets
20	Bapedi Ba Ramaube Traditional Council	Demarcation of residential sites , Primary school site ,Construction of stadium ,Electricity supply ,Fencing of graveyards ,Paving of main roads
21	Kwena Mafolo Traditional Council	<p>*Electricity ,Shortage of electricity at Motlolo(Malaeneng,Taung, and Panorama)</p> <p>*Need Fence, toilets, boreholes and road at the new graveyard</p> <p>*Access bridges x3,Sports ground ,High mast lights x4,Clinic ,Streets lights ,Need fencing at the cemetery ,Mafolo park,Roads ,Community hall ,Opening of court (Motlolo)</p> <p>*Mining</p>
22	Roka Motshana Traditional Council	<p>*Needs for Taung Community : Roads ,Water and infrastructure ,RDP Houses,Cemetery fence ,Electricity ,Access bridges in all section ,Needs for Makwataseng community ,Road ,RDP Houses ,Mobile clinic , Cemetery fence, Crop farming field fence</p> <p>-Needs for Matokomane community : Road , RDP Houses ,Mobile clinic</p> <p>-Water and Infrastructure ,Crop farming field fence</p>
27	Masha Traditional Authority	<p>*Construction of secondary school; Upgrade water system; Extension of electricity for household connection; Need Hospital and clinic; Nokaneng Home Based care Centre</p> <p>*High Mast Lights , Need Library , Need Electricity Substations , Need New cemetery and fencing, Upgrading of roads at cemetery , Upgrade gravel road to main village</p>

Ward No.	Tribal authority	Community Needs / challenges
		water pump, to prevent slippery when is raining; Establish and construction of Early Childhood Development Centre , Need 400 RDP Houses , Mashagosebo Heritage Park , Upgrade sports Ground , Community Hall ; Pedestrian roads and storm water drainage ;Construction of community hall; Pedestrian roads and storm water drainage ; police station and Post Office are far from the community
27	Bahlakwane Ba- Malekane Traditional Council	*Need a health Centre ; Proper access road to the community service Centre *proper fence with lockable gate for the whole community Centre including the Royal Family *Need street lights at strategic crime hotspot ; Construction of proper internal roads *Fencing of cemetery at Mooimeisiefontein (Tsakane)
	Bakoni Tau-Phuti CPA	*Need access road ,Need RDP houses ,Water maintenance *Electricity (power failure – technicians take time to restore electricity)
28	Bahlakwana Ba Rantho Traditional Council	Electrification and water reticulation at Rantho Villages
29	Tswako Maepa Traditional Council	*Maintenance of road , Need clinic , Electricity post connections, Motsetladi Bridge ,Apolo Lights, Community Hall , Need sports field , Basket Ball and Netball court ,Tennis court , Access road to the Royal Council , Needs paving *Needs bridges , Tarring of road to the Tribal office , Demarcation of New stands
31	Banareng Ba Ga Mohlala Traditional Council	*Construction of an access bridge at Dresden village Mathankeng section * Extension of New access road at Undercity section at Dresden *Tarring or Paving of Dresden access road *Need access bridge at Kopie and road at Kopie Primary school *Need Bridge at Makgemeng Makurung section *Need a high mast lights at Makgemeng, Kopie and Mangabane *Regravelling of road at Makgemeng, Kopie and Mangabane *Need water reticulation at Makgemeng, Kopie and Mangabane *Need electricity post connections at Makgemeng, Dresden and Mangabane *Need secondary school at Dresden and Mangabane
35 and 36	Tau Mankotsane Traditional Council	<ul style="list-style-type: none"> • Mankotsane Access bridge and road • Admin block at Nkotsane Primary school • Admin block at Madithame school • Electricity at sesesehu township • Water at sesesehu township • Need high mast light at Moedimabele • Need recreational park at ward 36 • Planning of internal streets at Apel- Mashung

Ward No.	Tribal authority	Community Needs / challenges
36	Masha Makopole Traditional Council	*Provision of clean bulk water to the community *Need fencing of cemeteries at Mooiplaas and Strydkraal A *Provision of 3x Apollo lights with street lights *Construction of sports Centre, *Paving or tarring of road Mooiplaas *Need sanitation , Construction of Post Office or Pay Point, Construction of RDP Houses , Construction of Fence at water reservoir , Development of shopping Centre
	Traditional Leader Mamphahlane Kgoete Maadagshoek	Needs for Mamphahlane community <ul style="list-style-type: none"> - Reservoir - Street lights - Paving of internal roads - VIP Toilets at Moshate - Maintenance of high mast lights and other villages Mahubane needs water and street lights Sehlaku high mast lights Sekiti street lights and additional jojo tanks Digabane borehole and streets lights Swale water and street lights Maapea water and street lights Molongwane street lights Mashibishane street light Hwashi maintenance of high mass lights Identification of EPWP's at Baroka Ba Mamphahlane Traditional Council
	Roka Mashishi Traditional Council	Roads <ul style="list-style-type: none"> - - Paving of 6km road No.D4174 - Upgrading of road from Mogolobe to Ga mphogo - Road from R37 to Moranching 8km - Road from Leshihwaneng to Ntage joining road D4174 - All internal roads at Ga-Phaphulle to Mamphake new stands - Road from D4174 to Ngwanalejane cemetery - Need roads culverts and bridges Water and sanitation <ul style="list-style-type: none"> - Upgrading of Mashishi water scheme through Lebalelo pipe line and construction of purification plant - Construction of 200kl concrete dam

Ward No.	Tribal authority	Community Needs / challenges
		<ul style="list-style-type: none"> - Construction of VIP toilets strictly for vulnerable and indigent families <p>Housing</p> <ul style="list-style-type: none"> - 1000 RDP houses needed for vulnerable and indigent families <p>Electricity</p> <ul style="list-style-type: none"> - Energizing of a white elephant mass lights on R37 road at Mamphake - Electrification of all remaining houses at Ga Mashishi - Solar street lights at all internal roads - Upgrading of the existing electricity at Makgole and the village in general <p>Environment</p> <ul style="list-style-type: none"> - Eradication of Alien Plants in the village and along R37 road at Ga Mashishi - Donga reclamation - Upgrading of the existing of contour walls within the village - Refurbishment of Bosebjwa community indigenous reserve(Fencing and eradication of alien plant)
	Phukubjane Community Council	<p>Phukubjane access bridge</p> <p>Water at Phukubjane</p> <p>High mast light at Phukubjane</p> <p>Clinic at Phukubjane</p> <p>Need bridge next to Phukubjane Primary school</p> <p>Need RDP houses at Phukubjane</p>

CHAPTER 3: STRATEGIC PLANNING

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 2019/20 Draft 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.

STRATEGIC PLANNING OBJECTIVES

- ✚ To determine/review the direction of the Municipality
- ✚ To ensure that the Municipality remains relevant to community needs
- ✚ To play government's role in shaping the future
- ✚ To develop a road map (strategic plan) to be followed by all stakeholders
- ✚ To develop clear goals (NDP, LDP) for the cycle remaining.
- ✚ Improve decision-making processes (by setting development guidelines to be followed)
- ✚ Ensure that council, administration and stakeholders adhere into a common vision and set of values

MAJOR CHALLENGES FACING THE MUNICIPALITY

The IDP status Quo report adopted by the council in the second quarter of this financial year 2020/21 indicated the following challenges:

- ✚ Land for development and roads infrastructure
- ✚ Electricity backlog especially in old villages and post connections needed
- ✚ Water shortages
- ✚ Roads, and bridges backlogs
- ✚ Bugersfort has high traffic jam due to trucks
- ✚ No access roads e.g. Ga-komane and Stoking
- ✚ Slow development of the municipal are despite its developmental strengths
- ✚ Reliance on grants due to reliance on two sources of own revenue (Property rates and Refuse) no Water and Electricity Authority
- ✚ Incomplete Municipal Projects

During the Month of January 2021 the strategic sessions conducted internally with all 5 departments. The strategic session of the Municipality held virtual on 17 February 2021 identified critical factors used to prioritization, focusing, addressing the roots of problems, taking own resources into account, and searching for the best solutions as they are summarized as follows:

* To source funding for rehabilitation of Burgersfort taxi rank

* To fast track the development of Burgersfort cemetery

EPWP

*To improve on usage of EPWP grant

*Ensure that selection and recruitment of EPWP beneficiaries are done on time

Access roads

*Ensure that all township roads are well maintained

*Develop strategies to control storm water issues around Praktiseer Extension

*To prioritize roads in and around Burgersfort town which are not in good condition

*intervention to address the challenge of leboeng access road

*Fast track progress regarding western ring road (the pace is very slow)

*Prioritize roads that leads to Magoshi

Municipal Fleet

*fleet services not functional at Corporate Services needs to be taken back to Technical Services Department (yellow machinery) in order to improve service provision, e.g. access roads maintenance

*Ensure that attention given to all incomplete projects from previous IDP commitments (2016/2020)

*PMU must be capacitated for development of project designs and effective monitoring of projects

*Engage Eskom on capacitation of power lines for High Mast Lights, and fastracking of areas which need capacity e.g. Ga-Podile, Motlolo

*Residential sites to be disposed for Farm Hoeraroep

*formalization of informal settlements such as Dresden and Praktiseer ext. 2

*Delay in appointment of advertised posts be attended to

*Strengthen capacity on litigation issues

*To maintain the good relationship with mining houses in order for them to assist in the improval of infrastrustural e.g. electrification of villages

3. THE VISION 2030, MISSION, VALUES AND GOALS

Vision	<ul style="list-style-type: none"> • “A developed platinum city for a sustainable human settlement”
Mission	<p>Mission Statement: Committed to provide efficient integrated services, radical socio-economic transformation, industrialization and enabling environment through partnerships for a sustainable development.</p> <ul style="list-style-type: none"> • 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

3.1 VALUES

The foregoing could especially be achieved by upholding the following values:

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 is in charge of what function and services.

Values	Descriptive analysis
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.

Source: Constitution (RSA, 1996) and RSA (Batho Pele Principles)

3.2 MUNICIPAL STRATEGIC GOALS.

The municipal strategic goals is about alignment of vision, mission and objectives to achieve strategic goals, the following are follows:

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

3.3 MUNICIPAL PRIORITY AREAS, KEY PERFORMANCE AREAS (KPAs) AND STRATEGIC DEVELOPMENT OBJECTIVES

Priority Area	Key Performance Area	Development Objectives
Spatial Rationale	Spatial Rationale	To promote integrated human settlements
Organisational Development	Municipal Transformation & Organisational Development	To build municipal capacity by way of raising institutional efficiency, effectiveness and competency
Access to Basic Services	Basic Services Delivery & Infrastructural Development	To facilitate for basic services delivery and infrastructural development / investment
Job Creation	Local Economic Development	To create an environment that promotes growth, development thereby facilitating job creation and inequality poverty.
Financial Viability	Financial Viability	To improve overall municipal financial management
Good Governance	Good Governance & Public Participation	To promote a culture of participatory and good governance

As spelled out in the Local Government: Municipal Planning and Performance Management Regulations (RSA, 2001:s09) read with the Local Government: Municipal Systems Act (no. 32 of 2000) (RSA, 2000:s26 (c)), targets and indicators are set in later sections of this document. In this regard, six municipal focal strategic priorities have been identified.

The objectives above are aligned to the Limpopo Development Objectives as outlined in the Limpopo Development Plan (2015-2019) which has four (04) specific objectives outlined below:

- Outline the contribution from Limpopo Province to the NDP and national MTSF for this period;
- Provide a framework for the strategic plans of each provincial government department, as well as the IDPs and sector plans of district and local municipalities;
- Create a structure for the constructive participation of private sector business and organized 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” (see LDP, 2015-2019:17 for detailed exposition).

The essence of this IDP is over a medium to a longer horizon, the realization of twelve (12) outcomes which have been approved by the Cabinet for the period ending 2014 and the Medium Term Strategic Framework (MTSF) (the national MTSF for 2015-2019 is the first five-year implementation plan of the National Development Plan), which twelve key outcomes are:

- Improved quality of basic education;
- A long and healthy life for all South Africans;
- All people in South Africa are and feel free;
- Decent employment through inclusive economic growth;
- A skilled and capable workforce to support an inclusive growth path;
- An efficient, competitive and responsive economic infrastructure network;
- Vibrant, equitable and sustainable rural communities with food security for all;
- Sustainable human settlements and improved quality of household life;
- **A responsive, accountable, effective and efficient local government system;**
- Environmental assets and natural resources that are well protected and continually enhanced;
- Create a better South Africa and contribute to a better and safer Africa and World; and
- An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship (RSA, 2010:12).

The municipality is aligning its development plans with the objectives of the District Model for development to focus on the Long-term plans and key transformation processes.

The objectives and focus of the Long-Term Plans will be on:

- a) Managing urbanisation, growth and development;
- b) Determining and/or supporting local economic drivers;

- c) Determining and managing spatial form, land release and land development;
- d) Determining infrastructure investment requirements and ensure long-term infrastructure adequacy to support integrated human settlements, economic activity and provision of basic services, community and social services:
 - Ensuring social and affordable housing provision to meet needs across range of income groups; and
 - Ensuring long-term security of water, energy, food, land and air quality for the people.
- e) Institutionalize long term planning whilst addressing ‘burning’ short term issues

FIVE KEY GOVERNMENT TASK



The content of the Plans will elaborate the key transformation processes required to achieve long-term strategic goals and a desired future in each of the 44 district and 8 metro spaces.



The below table indicate the Alignment of FTLM Key Priorities Areas; Development Objectives; Limpopo Development Plan (LDP), NDP, Back to Basics and mSCOA

The following policy and legislative prescripts have specific and widespread bearing on the IDP processes especially on strategic reviewal:

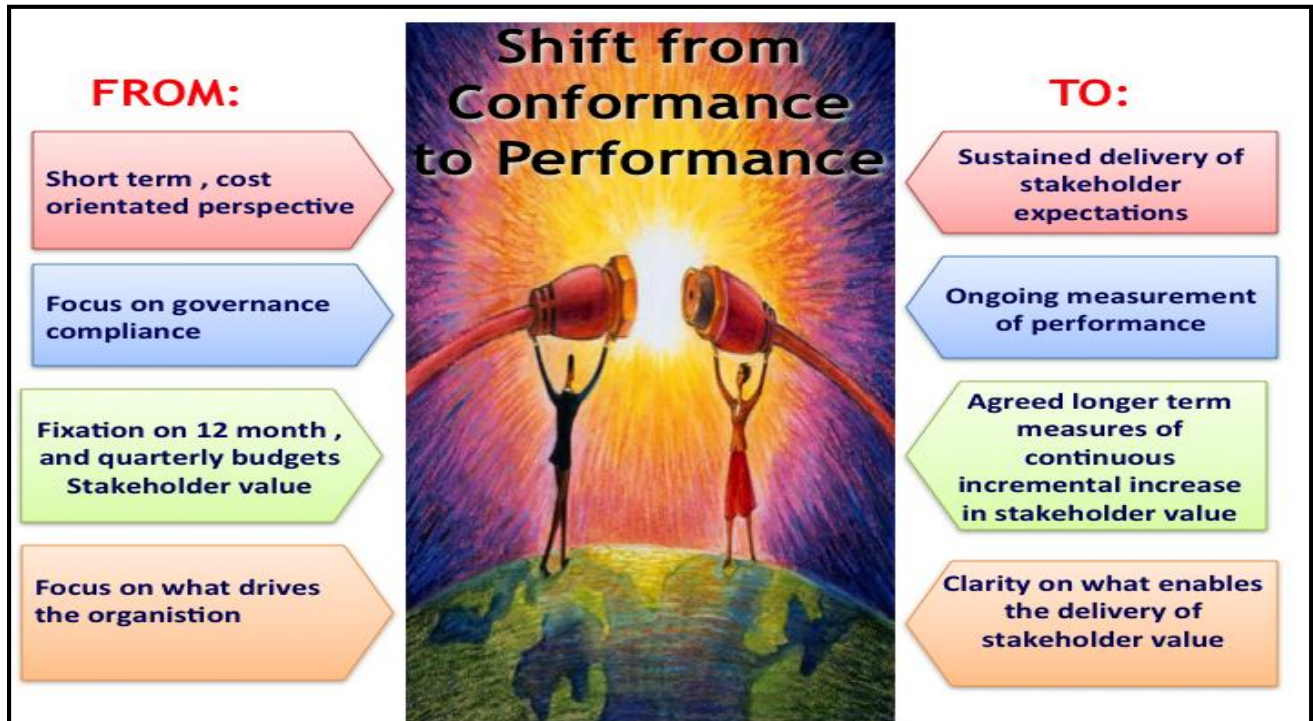
LEGISLATIONS	POLICIES	PRONOUNCEMENTS
The Constitution	SDGs	SONA
Municipal System Act	Agenda 2063	SOPA
Municipal Finance Management Act	NDP, NSDP, SDF	SODA
	LDP	SOLMA
	Key Government Priorities	Circulars

FTLM Key Priority areas	FTLM Key Performance Area	FTLM (IDP) Development 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

THE STRATEGIC PARADIGM

Strategic Paradigm of the Municipality focussed on the movement between the Current and Desired state of Fetakgomo Tubatse Local Municipality. The methodology included the use of various management models as part of a process to establish a paradigm in defining the strategic framework. These are described in the below diagram:



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, and Town Planner) are audited & filled by competent & suitably qualified individuals.
Output 2	Improving access to basic services	In respect of this output, 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. 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)

The municipal Departmental Contributions towards the attainment of the above (inclusive of core Departmental Functions) follow below.

MUNICIPAL SWOT ANALYSIS

The municipal has developed SWOT Analysis to examine and assesses the internal strengths and weaknesses, and external opportunities and threats. An important part of a SWOT analysis involves listing and evaluating the organisation's strengths, weaknesses, opportunities, and threats.

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Adequate systems in place i.e. plans, policies etc. • Qualified personnel and Energetic workforce • Senior positions filled • Performance Management System • Communication systems in place • Internal Audit and Audit Committee functional • Section 79 and 80 committees functional • Good relationship with Magoshi • Youthful Labour force and youth structures in place and functional 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Non-implementation of By-Laws, policies and systems (plans and policies, etc.) • Inadequate policy and legislative compliance • Mismatch/misplaced resources • Lack of tools of trade to perform functions adequately i.e. Fleet and Machinery • Insufficient sports facilities i.e. community facilities i.e. incomplete community facilities • Disclaimer Audit opinion
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<ul style="list-style-type: none"> • Ward committees capacitated and functional • Financial viability • Labour peace • Adequate communication with stakeholders 	<ul style="list-style-type: none"> • Inadequate participation of community and stakeholders in systems of local government • Limited cascading of PMS to lower level • Bureaucracy due to red tape to hamper high performance • Poor delegation of authority • Under staffed in certain Directorates • Low levels of expenditure on conditional grants • Lack of training and coaching of staff • Lack of compensation for local travel claims • Dilapidated building infrastructure and lack of proper maintenance • High backlog on waste collection especially in rural areas
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Community radio station in place and functional • Local newspapers operational • Job Creation opportunities • SEZ – Special Economic Zone • Water Source development • Minerals reserves 	<p>THREATS</p> <ul style="list-style-type: none"> • Poor civic education • Community protests /Violent protest or strikes • Public protest and violence • Illegal gathering • Closure of mines • Retrenchments in the mining industry • Skills mismatch in the community with the job opportunities in the business sector

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	
	Annual Financial Statements compilation	
Technical Services	Engineering master planning	

	Infrastructure projects' implementation, management, monitoring & evaluation	"A Champion in Infrastructure Development"
	MIG expenditure	
	Internal streets	
	Street lighting	
	High mast lighting	
	Operations & maintenance	
	General engineering services	
Development Planning	Municipal planning	"Premier Department in Development Planning & sustainable integrated human settlements"
	Land use management	
	Spatial planning	
	Building regulations	
	Human settlements / housing services	
Local Economic Development & Tourism	Mining	"A Champion of local economic Growth & Development"
	Agricultural	
	Local tourism	
	Industrialisation	
	Social services	
	Local business support	
	Cooperative support	
	Public private partnership	
	Trading regulations	
Community Services	Emergency services	"A Vehicle for Sustainable Community Services"
	Law enforcement	
	Drivers' and vehicle licensing	
	Public facilities	
	Environmental management / refuse removal	
	Cemeteries' management	
	Sports, recreation, arts & culture	
	Community safety	
Corporate Services	Customer care	"Centre for Good Governance"
	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	
	Public Participation	
	Communications, Marketing and Publicity	
	IT Support	
	Records Management	
	Fleet & facilities management	
Municipal Manager	Strategic planning	"An Effective and Accountable Administration"
	Corporate performance management system	
	Intergovernmental relations	
	External Audit	
	Internal Audit	
	Risk Management	
	Audit Committee Support	
	MPAC Support	
	Departmental support & management	

KEY PERFORMANCE AREA	RESOLUTIONS 2020/21
Spatial Rationale	<ul style="list-style-type: none"> • Land Audit • Identify land and projects to be implemented • Do proper planning on the available and consult private land owners • Ensure that land is demarcated and Magoshi are consulted on issues of demarcating land • Put signage on the Municipal land
Municipal Transformation and good governance	<ul style="list-style-type: none"> • Development of policies e.g. fleet management • Cascading of performance management systems • Litigation status report must continuously be presented • Labour issues must be concluded within the municipal processes e.g. LLF • Continuous workshops on HR policies • Continuous report on contract management with service providers • Old municipal offices be refurbishment for staff allocation and some employees to utilise Apel offices. • Fleet management report must be presented to EXCO e.g status of our fleet • Provision of salary disparity

	<ul style="list-style-type: none"> • Job evaluation report be presented to EXCO and management e.g. SALGA & Coghsta
Technical Services	<ul style="list-style-type: none"> • Engage Sekhukhune District on quarterly basis on issues of water e.g RDP Standard be improved to house connections • Finalise the Water Authority status • Strategies of reviving or revitalising the water structures on the ground and with SDM • Prioritise municipal facilities on issues of water and engage Mines to assist • Engage Eskom in finalising Operation Mabone • Ward Councillors to develop post connection list and submit to Eskom • Engage Department of Energy on alternative energy to cover Apel areas • Continuous Monitoring of projects by Councillors • Engage the Department of Roads and Transport on the reasons for closure of Mashifane steel bridge
Community Services	<ul style="list-style-type: none"> • Request Mines to assist in paving Steelpoort Vehicle Testing Station • Equip Mabopo VTS with resources for purpose of functionality to generate revenue • Engage MEC Transport for handover of Mabopo Driver's License Testing Station. • Ensure monitoring of employees at all Municipal Thusong Centres. • Regular maintenance of municipal facilities e.g community halls (Broken doors at Moses Mabotha Civic Hall)
Local Economic Development	<ul style="list-style-type: none"> • Community to be engaged and inform the Municipality on issues related to mining • Plan to assist Hawkers on disposal of rubbish. Distribution of plastic bags • Handover of the Market stalls for usage to avoid vandalism • Reconsider to move back the EPWP project to Community Services • Engage the Department of Mineral Resources on illegal mining specifically the unattended holes which pose danger to community around Atok • Engage the Department of Mineral Resources on development of framework for community mining forums • Ensure that implementation of Mining SLPs is aligned to the community needs • Assist in regulating spaza shops at Households yards • Progress report on mines assisting the municipality with electrification
Strategic Planning (MM's office)	<ul style="list-style-type: none"> • Communication must consider usage of social media to reach most of our communities and attract investors • Encourage our community towards SEZ readiness and identification of opportunities • Township regeneration plan

	<ul style="list-style-type: none"> • All departments are encourage to assist the municipality in identification of grants for investment purpose e.g. SETA • Security personnel must be reduced • continuous theft in our municipal building while security is available e.g. Mabopo • Plans must be developed for the municipal security rather than to outsource • Finger print system must be functional and provide a report • Staff Management e.g. late coming • Technical indicators to be developed in line with the draft SDBIP
Budget and Treasury	<ul style="list-style-type: none"> • Development of funding and reserve policy • Own budgeted projects must be reduced • Travelling and subsitance must be monitored

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

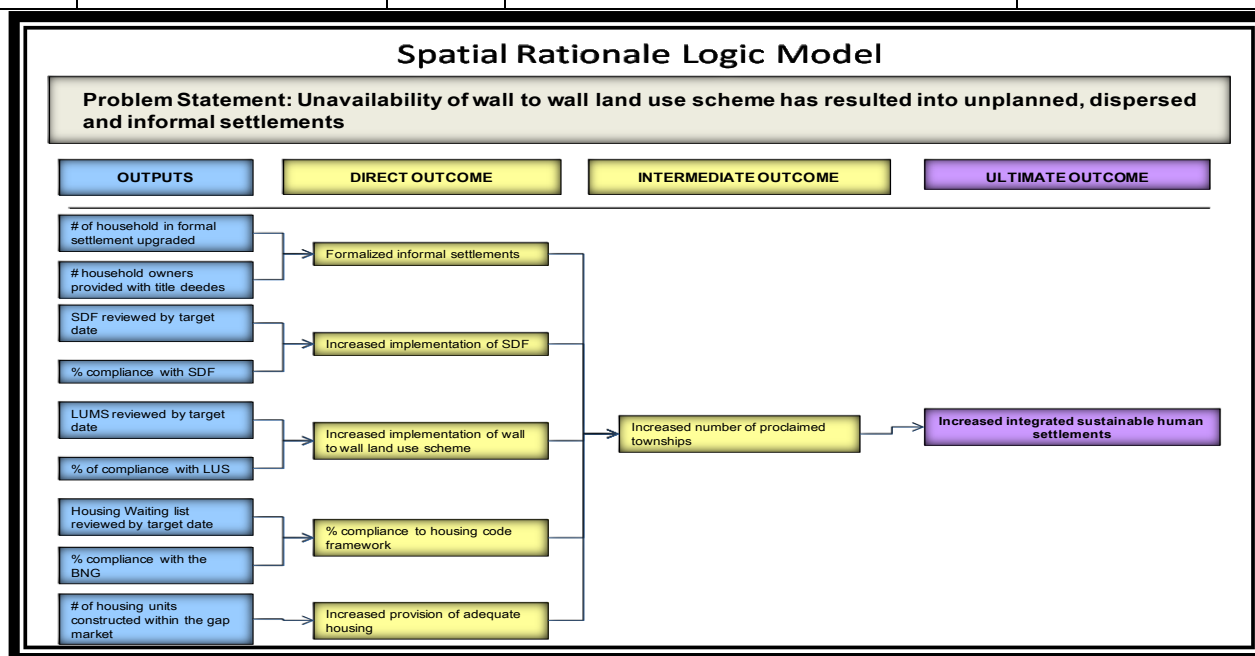
Powers and fuctions of Spatial Rationale implemented by Development Planning Department are as follows:

- **Municipal planning i.e. coordination & management of land use in the municipality.**
- **Building control i.e. ensure quality and safe structures in the built environment.**
- **Billboards management within municipality’s jurisdictional area.**
- **Manage and protect the municipality’s immovable property.**
- **Facilitate transport planning.**

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
			Application for court order to evict unlawful occupants Recruitment of land invasion response team	
	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	
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.	

KPA	Problem statement	Code	Development strategies	Outcome
	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 upgrading or relocation of informal settlements.	Harmonious & Coordinated human 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. Implementation of land tenure upgrade	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

KPA	Problem statement	Code	Development strategies	Outcome
	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
	Uncoordinated land use		Finalisation and implementation of wall to wall land use scheme	Well Planned rural settlements
	Mushrooming of informal settlement		Upgrading and formalisation of informal settlement	
	Lack of planned traditional settlement		Demarcation of sites finalisation and implementation of wall to wall land use scheme	
	Lack of bulk infrastructure on land earmarked for development		Continuous engagement with SDM and other pertinent stakeholders	Integrated planning
	Boundary encroachments		Enforcement of land survey to resolve disputes	



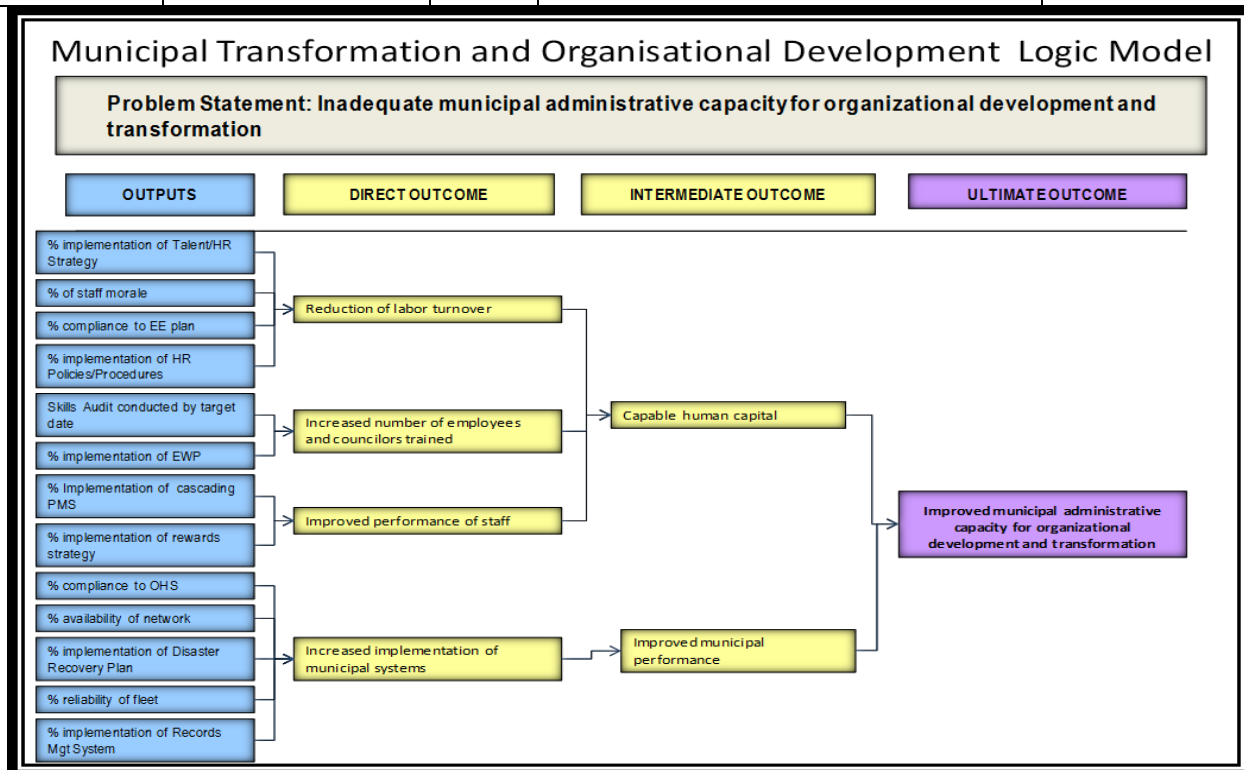
KPA 2: Municipal transformation and Institutional development: The Objective is to build municipal capacity by way of raising institutional efficiency, effectiveness and competency (output 01-07)

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	MT/2	Coordinate formulation and implementation of municipal by laws to ensure compliance and enforcement	Good governance

KPA	Problem statement	Code	Development strategies	Outcome
	implementation of by-laws			
	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 & 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	

KPA	Problem statement	Code	Development strategies	Outcome
		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		
	Inadequate records management	MT/34	Ensure functionality of record management	Sustainability of institutional memory
	Inadequate security management	MT/35	Development of Stakeholder Engagement Strategy	Social cohesion
		MT/36	Strengthen security management	Sustainability of institutional memory & business continuity
MT/37				

KPA	Problem statement	Code	Development strategies	Outcome
	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)

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
		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		

KPA	Problem statement	Code	Development strategies	Outcome
	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	
Inadequate access to telephones		Lobby for TELKOM in favour of provision of landline/telephone facilities		

KPA	Problem statement	Code	Development strategies	Outcome
	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

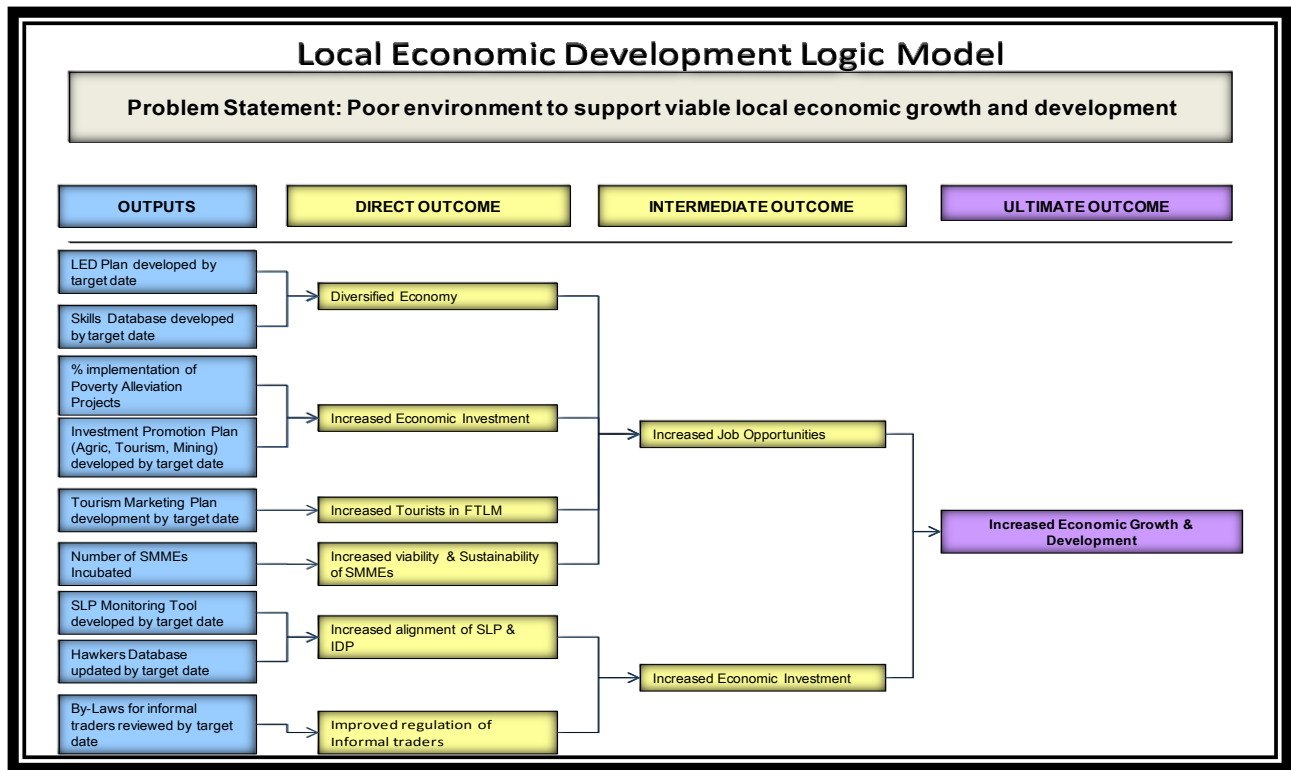
Objective: To create an environment that promotes growth, development thereby facilitating job creation and inequality poverty (OUTPUT03)

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 develop ent.	Diversified local economy
			Facilitate the establishment of Special Economic Zone in FTLM (SEZ)	

KPA	Problem statement	Code	Development strategies	Outcome
		LED/5	<ul style="list-style-type: none"> *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	<ul style="list-style-type: none"> *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	<ul style="list-style-type: none"> *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	<ul style="list-style-type: none"> *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	<ul style="list-style-type: none"> Spearhead the establishment of an agricultural skills support centre that will champion the skill development framework in the agricultural sector 	
			<ul style="list-style-type: none"> *Facilitate training and workshops for local Agriculture enterprises. *Facilitate Agricultural exhibitions/EXPOs (local & international). *Facilitate Market Linkages (internal and external markets) 	

KPA	Problem statement	Code	Development strategies	Outcome
		LED/12	Identify and facilitate the transformation of Praktiseer, Strydkraal, Ohristad and Penge area into an Agricultural corridors	
Local Economic Development	Inadequate support to SMMEs	LED/13	Facilitate Sector specific capacity interventions with SEDA.	Self-reliant SMMEs
		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	
		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 Burgersfort Crossing Mall 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
	LED/21		Establish partnership with government and private sector other key stakeholders to support local economic development	
LED/22	Intensify campaigns aimed at up-scaling localised beneficiation plants of locally mined		Value chain creation	
LED/23	Advocate for increased budgetary support towards SLP projects and CSI projects as implemented by mines			

KPA	Problem statement	Code	Development strategies	Outcome
		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.	
		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 Promotion of various sector manufacturing opportunities across sectors, agriculture, energy, ICT, textile etc.	Diversified Economic growth

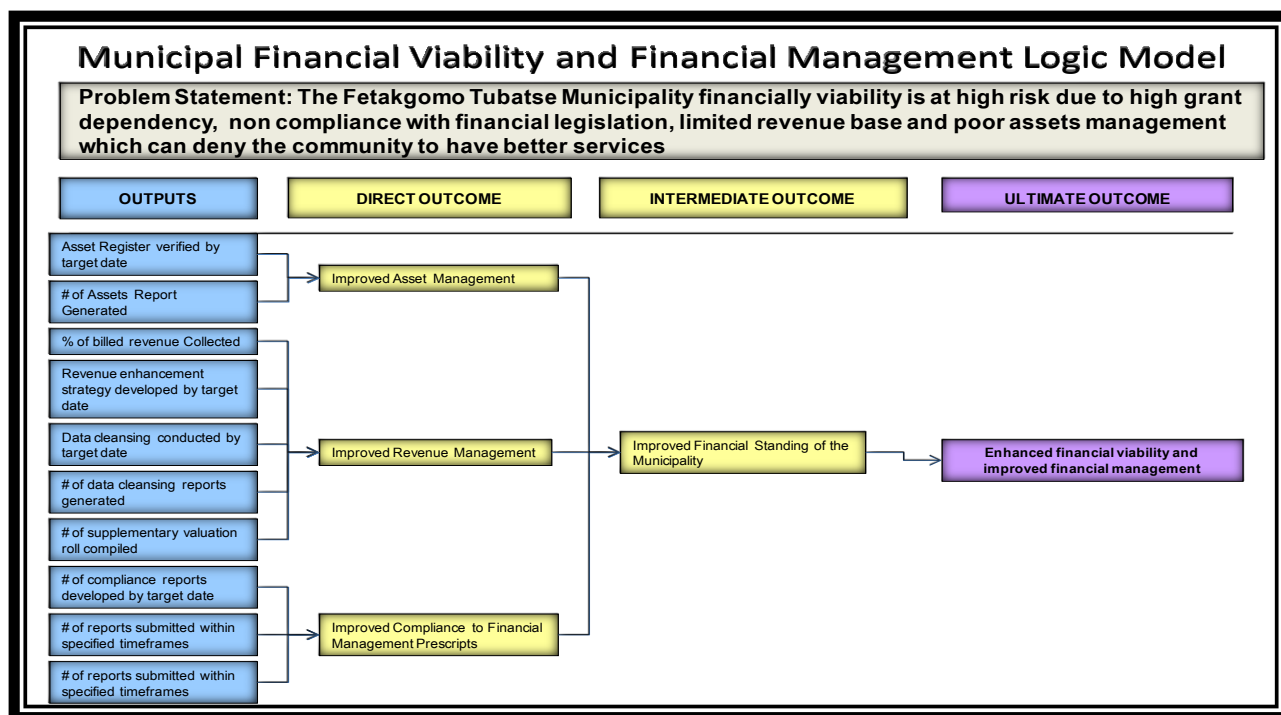


KPA.5 FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: "TO IMPROVE OVERALL MUNICIPAL FINANCIAL MANAGEMENT" OUTCOME 06

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

KPA	Problem statement	Code	Development strategies	Outcome
	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
		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 of payment vouchers	F.16	Provision of enough space for filling	
		F.17	Development of Expenditure Management Policy	

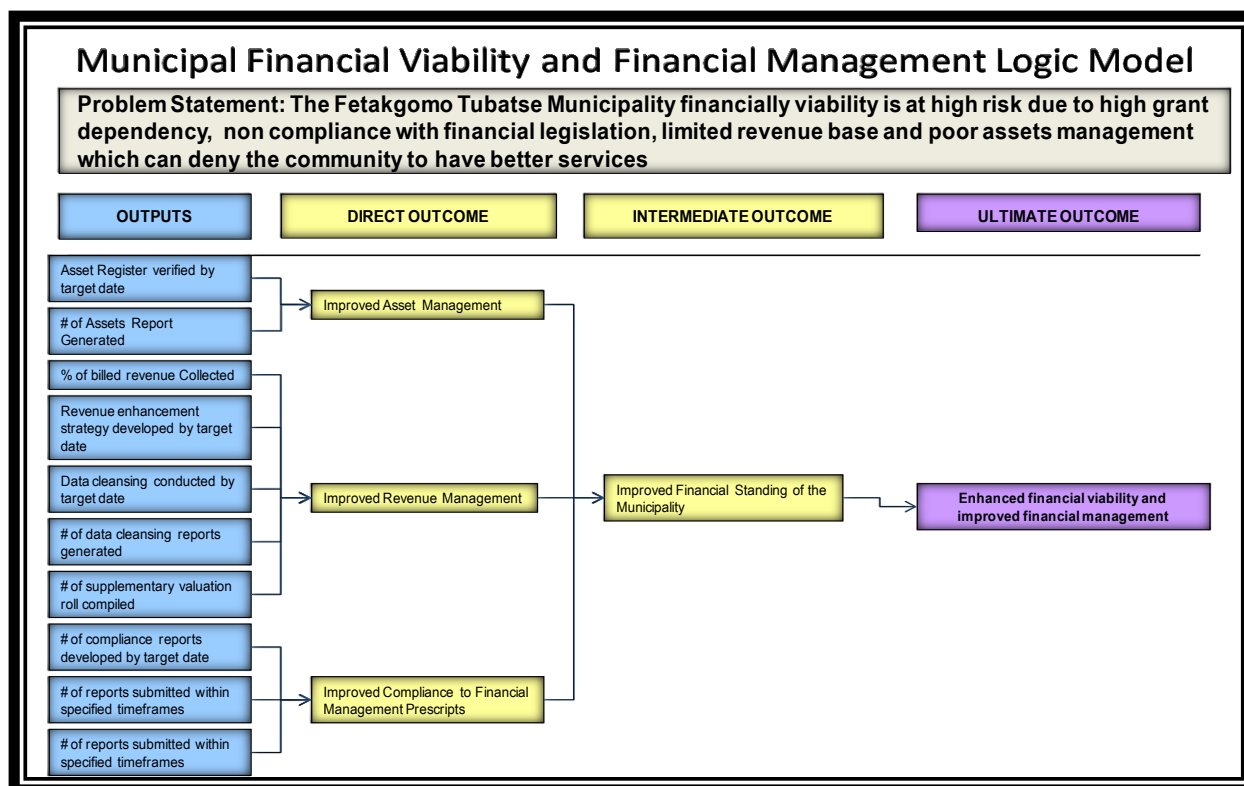


KPA.5 FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: “TO IMPROVE OVERALL MUNICIPAL FINANCIAL MANAGEMENT” OUTCOME 06

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
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KPA	Problem statement	Code	Development strategies	Outcome
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	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
		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
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	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 of payment vouchers	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

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	
	Non adherence to the traffic regulations.	GG.7	Increase resources to deal with law enforcement e.g calibration of speed and road block trailer equipment devices.	Safer communities and road users comply with traffic laws
		GG.8	Roads safety and law enforcement campaigns and Roadblocks	

KPA	Problem statement	Code	Development strategies	Outcome
	Traffic congestion	GG.9	Visible municipal traffic officers. Lobby for alternative route to ease traffic congestion on R37	
	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	Clean, Safe and Healthy Environment
		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 Development of alternative waste disposal site in Burgersfort Expansion of waste collection services to rural areas	
	Air pollution, environmental pollution and Climate change	GG.17	Development of waste management transfer stations. Engagement with Magoshi to donate land	
		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

KPA	Problem statement	Code	Development strategies	Outcome
		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. 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	Installation of security systems & tools e.g. access control system	Effective internal control systems and Good governance
		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	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	

KPA	Problem statement	Code	Development strategies	Outcome
	on institutional performance	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
			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	

CHAPTER 4: PROJECT PHASE

KPA1. Spatial Rationale: The Objective: To promote integrated human settlements (Output 04)

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
INSTITUTIONAL PROJECTS										
SPI/01	Transport planning	% progress in securing servitude for Western ring road	100% progress in securing servitude for Western Ring Road	R1 000 000	R1 044 000	R1 090 980	R3 134 980	18	Burgersfort	DVP
SPI/02	Formalization of informal settlements	% progress in formalization of informal settlements(Dresden)	50 % progress on formalization of informal settlements (Dresden)	R660 000	R0.00	R0.00	R660 000.	31, 36	Dresden, Mashilabele,	DVP
		% progress in formalization of informal settlements(Mashilabele)	50 % progress on formalization of informal settlements (Mashilabele)							
		% Progress in formalisation of Praktiseer Extensions (4574 Erven)	100% Progress in formalisation of Praktiseer Extensions (4574 erven)	R2 550 000	-	-	R2 550 000	13 and 30	Praktiseer	
		% progress in formalization of informal settlements	100 % progress on formalization of informal settlements (Strydkraal A & B)	R 700 000	-	-	R 700 000	36	Strydkraal A & B	
SPI/03	Upgrading of Land tenure Security - Tubatse A	% Progress in Upgrading of Tenure Security - Tubatse A	55% Progress in Upgrading of Land Tenure Security -Tubatse A	R 1 700 000	-	-	R1 700 000	13	Praktiseer	DVP
SPI/04	Fetakgomo Extension 2 (Ptn 6 of Farm Hoeraroep) township establishment (±1000 erven)	% Progress in establishment of township on donated land (Ptn 6 of Farm Hoeraroep KS)	85% Progress in establishment of township on donated land (Ptn 6 of Farm Hoeraroep KS)	R1 000 000	-	-	R1 000 000	36, 37	Mashung, Mabopo	DVP
SPI/05	Development of Fetakgomo Tubatse Platinum City	% Progress in Development of Fetakgomo Tubatse	100% Progress in development of Fetakgomo Tubatse	R 1 000 000	R 1 000 000	-	R 2 000 000	All	All	DVP

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
		Platinum City Master Plan	Platinum City Master Plan							
SPI/06	Development of Fetakgomo Tubatse Urban Regeneration Plan	% Progress in development of Fetakgomo Tubatse Urban Regeneration Plan	100% Progress in development of Fetakgomo Tubatse Urban Regeneration Plan	R 350 000	-	-	R 350 000	18,31	Burgersfort and Steelpoort	DVP
SPI/07	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	R10 000	R10 460	R 10941	R 31 401	All	All	DVP
SPI/08	Mitigation of land invasion	# of report to council on Land Invasion mitigated	4 reports to council on Land Invasion mitigated	R0.00	R0.00	R0.00	R0.00	All	All	DVP

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
OPERATIONAL PROJECTS										
SPO/01	Awareness on functionality of BNG Houses	# BNG Housing Consumer Education workshops conducted	4 BNG Housing Consumer Education workshops conducted	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPO/02	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
SPO/03	Turnaround time in approving Building Plans from date submitted	Turnaround time in approving Building Plans(≤ 500m²)	30 working days Turnaround time in approving Building Plans	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPO/04	Relocation and rectification of township beacons in Urban areas	% of queries raised with the municipality on boundary encroachment disputes resolved	100% progress in relocation of beacons in Urban areas	R300 000	R313 5 00	R500 000	R1 113 500	1, 18,31,13, 30,35,36, 37,14	All townships	DVP

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
SPO/05	Development of densification and CBD boundary policy	% progress in development of densification policy	85 % progress in development of densification policy	R800 000	R0.00	R0.00	R800 000	All	All	DVP
SPO/06	Implementation of Municipal Planning Tribunal	% of land development applications served before Municipal Planning Tribunal	100% land development applications served before Municipal Planning Tribunal	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPO/07	Development of Municipal Planning Tribunal (MPT)	% progress in development of Municipal Planning Tribunal (MPT)	100% progress in development of Municipal Planning Tribunal	R300 000	R313 200	R327 294	R940 494	All	All	DVP
SPO/08	Development of Burgersfort precinct plan	% Progress in development of Burgersfort precinct plan	100% Progress in development of Burgersfort precinct plan	R700 000	R 200 000	R0.00	R 900 000	18	Burgersfort	DVP
SPO/09	Review of Apel precinct plan	% Progress in development of Apel precinct plan	100% Progress in development of Apel precinct plan	R700 000	R0.00	R0.00	R 700 000	36	Apel	DVP
SPO/10	Development of Burgersfort encroachment analysis report	% Progress in development of Burgersfort analysis report	100% Progress in development of Burgersfort analysis report	R250 000	R500 000	R0.00	R750 000	18	Burgersfort	DVP
SPO/11	Engagement with DRDLR on land invasion	# of engagements with DRDLR on land invasion	4 engagements with DRDLR on land invasion	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPO/12	Anti-land invasion response	% of anti-land invasion identified and responded to within 30 days	100% on anti-land invasion identified and responded to within 30 days	R500 000	R0.00	R0.00	R 500 000	All	All	DVP
SPO/13	Inspection of RDP housing units by NHBRC, Coghsta & Z Municipality.	# RDP housing units inspected by NHBRC, Coghsta & Municipality.	100 RDP housing units inspected by NHBRC, Coghsta & Municipality.	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPO/14	Establishment and implementation of Land Development Appeal Authority	%Establishment of Land Development Appeal Authority	100% Establishment of Land Development Appeal Authority	R150 000	R156 900	R164 117	R 471 017	All	All	DVP

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
		% of land development applications appeals received and resolved	100% of land development application appeals received and resolved							
SPO/15	Development of Land Development Applications and Building Plans Management System	% Progress Development of Land Development Applications and Building Plans Management System	100% Development of Land Development Applications and Building Plans Management System	R1 000 000	-	-	R1 000 000	All	All	DVP
SPO/16	Promulgation of approved rezoning applications	% of approved rezoning promulgated	100% of approved rezoning promulgated	R0.00	R0.00	R0.00	R0.00	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	2021/2022Targets	Budget & Target			Overall Total	Ward s	Villages	Responsible Department
				2021/2022	2022/2023	2023/2024				
PMS and IDP										
Institutional Projects										
MTI/01	Approval of 2022/23 SDBIP	Submission of 2021/22 SDBIP to the Mayor for Approval	28 June 2021submission date of 2021/2022 SDBIP to the Mayor's office for Approval	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTI/02	Performance Agreements for Senior Managers	Due date for signing 2021/2022 senior managers Performance Agreements	15 August 2021 senior managers old signed their Performance agreements	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTI/03	Performance Assessment of senior managers	# of Formal Individual Assessment/review conducted	2 Formal Individual Assessment/review conducted (2020/21 final year and 2021/2022 Mid- year)	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTI/04	Review of Performance	Completion date of reviewing 2020/21	31 May 2022 due date for review of 2020/21 Performance Management framework into	R0.00	R0.00	R0.00	R0.00	All	All	MM's office

	Management Framework	Performance Management framework	2021/22 Performance Management Framework							
MTI/05	2021/22 Mid – Year performance Report	Submission of 2021/22 Mid – Year Report to the Mayor, National and Provincial Treasury and COGHSTA	25 January 2022 submission date of 2021/22 Mid – Year Report to the Mayor, National and Provincial Treasury and COGHSTA	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTI/06	2020/21 Annual Performance Report	Submission of 2020//21 Annual Performance Report to AG	31 August 2021 submission date of 2020/21 Annual Performance Report to AG	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTI/07	2020/21 Annual Report	Submission of 2020/21 Annual Report to council	30 January 2022 submission of 2020/21 Annual Report to council	R157,800	R164,743	R172,156	R 494,699	All	All	MM's office
MTI /08	2020/21 Oversight Report	2019/20 oversight report submitted to council	31 March 2022 submission date of 2020/21 Annual report oversight report	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
		Submission of 2020/21 Oversight to AG, Provincial Treasury and COGHTSA	30 April 2022 2020/21 Oversight Report submitted to AG, Provincial Treasury and COGHTSA	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTI/09	2022/23 IDP/Budget	Submission of 2022/23 IDP/Budget to council	31 st May 2022 submission of 2022/23 IDP/Budget to council	R440 918	R463 292	R484 604	R1 326 540	All	All	MM's office
MTI/10	Review of 2021/22 Organisational Structure	2021/2022 Organizational structure reviewed	31 MAY 2022, 2021/22 Organizational Structure reviewed	R0.00	0.00	0.00	0.00	N/A	N/A	Corporate Services
MTI/11	Promulgation of by-laws	# of by-laws promulgated	3 by-laws promulgated	R0.00	R 0.00	R0.00	R 0.00		N/A	Corporate Services
MTI/12	Employee conduct reports	# Employee conduct reports submitted to council (hearings)	4 employee conduct reports (hearings) submitted to council	R0.00	R 0.00	R0.00	R 0.00	N/A	N/A	Corporate Services
MTI/13	Litigation Reports	# of litigation reports submitted to Council	4 litigation reports submitted to Council	R0.00	R 0.00	R0.00	R 0.00	N/A	N/A	Corporate Services
MTI/14	Cascading of Performance Management System	% Progress in cascading PMS to level (grade 14-18) managers	100% Progress in cascading PMS to level (grade 14 -18) managers	R0.00	R0.00	R0.00	R0.00	All	All	Corporate Services
OPERATIONAL PROJECTS										
MTO/1	EXCO – Lekgotla	# of Quarterly EXCO – Lekgotla Organised	4 Quarterly EXCO – Lekgotla Organised	R54 836	R 57 358	R 59 996	R 172 190	All	All	MM's office

MTO/2	Quarterly Performance Reports	# Quarterly Performance Reports submitted to Council	4 Quarterly Performance Report submitted to Council	R 0.00	R 0.00	R 0.00	R 0.00	All	All	MM's office
MTO/3	Back to Basic programme (B2B)	# of monthly B2B reports submitted to COGTA	12 monthly B2B reports submitted to COGTA	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTO/4	Back to Basic programme (B2B)	# of quarterly Back to Basic reports submitted to COGHSTA	4 Quarterly Back to Basic reports submitted to COGHSTA	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTO/5	2022/23 IDP/Budget	Submission of 2022/23 IDP Process plan to council	31 August 2021 submission date of 2022/23 IDP process plan to council	R 500,000	R 522,000	R 545,490	R 1,567,490	All	All	MM's office
		Submission of Analysis phase to council	31 December 2021 2022/23 IDP Analysis phase report submitted to council							
		Strategic Planning	28 February 2022 Strategic planning session arranged							
		Submission of Project phase to council	30 March 2022 Draft 2022/23 IDP submitted to council							
		IDP/Budget public consultation	30 April 2022 IDP/Budget public consultation organised							
		2022/23 Final IDP	31 May 2022 Final IDP submitted to council							

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
OPERATIONAL PROJECTS: Fleet & Facilities Management										
MTO/6	Lease /rentals of vehicles	# quarterly reports on lease & rentals vehicle	4 quarterly reports on lease & rentals vehicle	R10 000 000	R10 368 000	R14 844 928	R35 212 928	N/A	N/A	Corporate Services
MTO/7	Upgrading of municipal fleet management system	#of reports on upgrading of municipal fleet	4 quarterly reports on upgrading of municipal fleet	R 386 000.00	R 402 212.00	R419 909.00	R 1208 121.00	N/A	N/A	Corporate Services

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
		management system	management system							
MTO/8	Finance Lease/ Operating (civic centre)	# of reports for office finance lease	4 quarterly reports for office finance lease	R34 200 000.00	R34 200 000.00	R0.00	R68 400 000.00	N/A	N/A	Corporate Service
MTO/09	Repairs and maintenance of Building Head office	# of reports generated on repairs and maintenance	4 quarterly reports generated on repairs and maintenance	R 4 000 000.00	R5 676 000.00	R5 931 420.00	R15 607 420.00	N/A	N/A	Corporate Service
MTO/10	Repairs & maintenance of municipal facilities (community halls, sports facilities and Hawkers stalls)	# of reports repairs and maintenance of municipal facilities (community halls, sports facilities and Hawkers stalls)	4 quarterly reports generated on repairs and maintenance of (community halls, sports facilities and Hawkers stalls community halls)	R 1 424 719.00	R 1 487 407.00	R 1 554 340.00	R 4 466 466.00	N/A	N/A	Corporate Service
MTO/11	Repair and Maintenance Building regional office	# of Repair and Maintenance Building regional office	4 quarterly reports generated municipal facilities	R 2 500 000.00	R3 110 000.00	R3 249 950.00	R 8 859 950.00	N/A	N/A	Corporate Service
MTO/12	Office furniture and equipment's	# of reports generated for purchase of office furniture	2 Reports generated for purchase of office furniture	R 150 000	R 156 900	R 164 117	R 471 017	N/A	N/A	Corporate Service
MTO/13	Cleaning Materials and equipment's (To be covered by the appointed service providers for both regional and head office)	# of reports generated on purchase of cleaning materials and equipment's	4 Reports generated on purchase of cleaning materials and equipment's	R 400 000	R 416 800.00	R 435 139.00	R 1 251 939.00	N/A	N/A	Corporate Service

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
MTO/14	Repairs and Maintenance of Machinery and Equipment (Yellow Machines, Trucks and vehicles)	# of reports generated for repairs and maintenance of Yellow Machines, Trucks and vehicles	4 quarterly for repairs and maintenance of Yellow Machines, Trucks and vehicles	R 5 000 000.00	R 6 220 000.00	R5 454 440.00	R16 674 440.00	N/A	N/A	Corporate Services.
OPERATIONAL PROJECTS: Fleet & Facilities Management										
MTO/15	Installation of Air – conditioning Systems	# of reports generated on terms of reference developed on appointment of fixed term contract for repairs and maintenance services of air – conditioning systems.	4 quarterly progress reports on appointment of fixed term contract for repairs and maintenance services of air – conditioning systems	R 0.00	R0.00	R 0.00	R0.00	N/A	N/A	Corporate Services.

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
HUMAN RESOURCE DEVELOPMENT										
OPERATIONAL PROJECTS										
MTO/16	Review and Implementation of Employment Equity Plan	Submission date of Employment Equity Reports to the department of Labour	16th January 2020/21 Employment Equity submitted to the Department of Labour.	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
MTO/17	Skills Development Programmes / TRAINING	# employees supported through Internal bursary	20 employees supported through Internal bursary	R 500 000	R521 000.00	R543 924.00	R1 564 924.00	N/A	N/A	Corporate Services
		# learners supported through External bursary	20 learners supported through External bursary	R 800 000	R833 600.00	R870 278.00	R2 503 878.00	N/A	N/A	Corporate Services
		# employees trained	50 Employees trained	R1 050 000	R1 094 100	R1 142 240	R3 286 340	N/A	N/A	Corporate Services
		# Councilors trained	77 councilors trained	R 100 000,00	R 104 600	109 411,60	314 011	N/A	N/A	Corporate Services
		# of Councilors offered Bursaries	25 Councilors offered Bursaries	R 100 000,00	104 600,00	109 411,60	314 011	N/A	N/A	Corporate Services
MTO/18	Review , rationalisation and development of municipal policies	# of municipal policies reviewed, rationalized and developed	17 of municipal policies reviewed, rationalized and developed	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
MTO/19	Implementation of OHS Policy	# of OHS audits conducted	01 - OHS audit conducted	R200,000	R208,800	R 218,196	R626,996	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					N/A	N/A	Corporate Services
		# of OHS committee meetings held	4 OHS Meetings held					N/A	N/A	Corporate Services

		# of medical surveillance conducted	01 Medical surveillance conducted	R 600,000	R 626,400	R 654,588	R 1,880,988	N/A	N/A	Corporate Services
		# of fumigation and pest control conducted in the municipal facilities	4 fumigation and pest control conducted in all municipal offices	R 700,000	R730,800	R763,686	R2,194,486	N/A	N/A	Corporate Services
		# of COIDA returns of earnings (Compensation Fund) submitted to Compensation Commissioner	1 COIDA returns of Earnings submitted to Compensation Commissioner	R 2,500,000	R 2,610,000	R2,727,450	R 7,837,450	N/A	N/A	Corporate Services
		# of Reports produced on replenishing of First Aid Kits	4 quarterly reports produced on replenishing of First Aid Kits	R62,700	R65,459	R68,404	R196,563	N/A	N/A	Corporate Services
MTO/20	Wellness Programs	# of reports generated on Wellness Programs	4 reports generated on wellness Programs	R 600,000	R 626,400	R 654,588	R 1,880,988	N/A	N/A	Corporate Services
MTO/21	Personal Protective Equipment or Clothing	# of reports produced on issuing of Personal Protective Clothing	4 reports generated on issuing of PPE/C	R 500,000	R 522,000	R545,490	1,567,490	N/A	N/A	Corporate Services
MTO/22	Employees Satisfactory Survey	# of reports produced on Employees Satisfactory Survey	1 reports generated on Employees Satisfactory Survey	R 250,000	R 261,000	R 272,745	R 783,745	N/A	N/A	Corporate Services
MTO/23	Covid 19 supplies	# of reports of Covid 19 supplies reports compiled	4 reports of Covid 19 supplies reports compiled	R 2 500 000	R0.00	R0.00	R 2 500 000	N/A	N/A	Corporate Services
LABOUR RELATIONS										
MTO/24	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

		# of LLF reports submitted to Municipal Manager	12 reports submitted to Municipal manager	R0.00	R0.00	R0.00	R0.00	N/A	N/A	
MTO/25	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.	R100 000	R 104 600	R 109 412	R 314012	N/A	N/A	Corporate Services
LEGAL SERVICES										
MTO/26	Litigation Reports (Defending and Instituting cases for and against the municipality)	# of Litigation reports submitted to Municipal Manager	12 litigation reports submitted to Municipal Manager	R7 500 000.00	R7 815 000.00	R8 158 860.00	R23 473 860.00	N/A	N/A	Corporate Services
MTO/27	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							
RECORDS MANAGEMENT										
MTO/28	Awareness campaign on records management	# 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
MTO/29	Purchase of Electronic records management Software, High speed Scanners and Printer	# Progress on acquisition of records management Software, high speed Scanners and Printer	4 quarterly reports on purchases of Electronic Records Management Software, High speed scanners and Printer	1 000 000	1 045 600	1 093 698	3 139 298	N/A	N/A	Corporate Services
MTO/30	Purchase of mobile filling and storage system	# Progress on acquisition of mobile filling and storage System	1 reports on purchase of mobile filling and storage system	R 500 000	R0.00	R0.00	R 500 000	N/A	N/A	Corporate Services

MTO/31	Purchase of 2 x wall mounted air conditioners in the records storage space	# Progress on the acquisition of 2 x wall mounted air conditioners in the records storage space	1 report on purchase of 2 x wall mounted air conditioners in the records storage space	R300 000	R0.00	R0 000	R 300 000	N/A	N/A	Corporate Services
MTO/32	Disposal of redundant records	#Progress report on the disposal of redundant records	1 report on disposal of redundant records	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
MTO/33	Review of Municipal File Plan	#Progress report on the reviewing of policies: Municipal File Plan	1 report on reviewing of policies: Municipal File Plan	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services

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/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Source of funding	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24					
BSDI/01	Completion of Tubatse Fetakgomo Highmast lights - Phase 1	# of Highmast lights to be energized	10 high mast lights to be energized	R10 000 000	N/A	N/A	R 10 000 000	MIG	ALL	Different villages	Technical
BSDI/02	Planning and Design Appiesdrooring to Manoke road	% Planning Design of Appiesdrooring to Manoke road	100% Planning of design Appiesdrooring to Manoke road	R 300 000	N/A	R44,961 824	R 45 261 824	MIG	18	Appiesdrooring to Manoke	Technical Services
BSDI/03	Planning and design of Driekop access road from N3 Gamohlopi to Hollong	% Planning of designs for Access roads N3 Gamohlopi to Holong	100% Planning design of Access road N3 Gamohlopi to Hall completed	R 300 000	R10 000 000	R 15 000 000	R 35 000 000	OWN	7,19	Driekop, Gamohlopi	Technical Services
BSDI/04	Planning and Design of Mashamotane Access road to Moshate	% planning of designs for Mashamotane Access road to Moshate	100% planning designs for Mashamotane Access road to Moshate completed	R 300 000	R5 000 000	R10 000 000	R 15 300 000	own	25	Mashamotane	Technical Services

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Source of funding	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24					
BSDI/05	Planning and design of Mareseleng Access bridge & Access Road	% planning designs for Mareseleng Access bridge & Access Road	100% planning and designs for Mareseleng Access bridge & access roads completed	R 300 000	R19, 923, 64 9,76	R8, 076, 350, 24	R 28 000 000	MIG	25	Mareseleng	Technical Services
BSDI/06	Planning and design of Ga - Selala access road to Moshate	% planning and designs for Selala Access roads to Moshate	100% planning and designs for Selala Access roads to Moshate completed	R 300 000	N/A	R21 000 000	R 21 000 000	MIG	17	Selala	Technical Services
BSDI/07	Magakala access bridge and access road phase 1	% progress in construction of the Magakala Access roads	55% Progress in Construction of the Magakala Access bridge and access roads	R 16 668 023.60	N/A	N/A	R 40,498,12 9.58	MIG	14	Magakala	Technical Services
BSDI/08	Magakala access bridge and access road – Phase 2	% Progress in Construction of the Magakala Access bridge and access roads	50% Progress in Construction of the Magakala Access bridge and access roads	R 20 129 571.40	N/A	N/A	R 40 259 142.78	MIG		Magakala	Technical Services
BSDI/09	Mashung Internal streets (Nchabeleng, Nkoana and Apel) – Phase 1	% Progress in Construction of Mashung Internal streets	100% Progress in Construction of Mashung Internal streets	R34,067,948 .41	R 10 392 051.59	N/A	R 44 460 000.00	MIG	36	Mashung	Technical Services
BSDI/10	Completion of Orghistad Sports Complex – Phase 2	% progress in Completion of Orghistad Sports Complex – Phase 2	100% Completion of Orghistad Sports Complex – Phase 2	R 3 000 000	N/A	N/A	R 3 000 000	OWN	01	Orgistad	Technical Services
BSDI/11	Municipal Electrification projects	# of Municipal households to be electrified	10758 municipal households to be electrified	R 22 000 000	N/A	N/A	R 65 000 000	Own	1, 5, 13, 19,	Taung, Praktiseer X 3 and X 11, Mandela east and west, Barcelona, Maputle, Tshwelopele park,	Technical services

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Source of funding	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24					
										riverside, Pakaneng,	
BSDI/12	Rehabilitation of Mabocho Access bridge	% progress in rehabilitation of Mabocho Access bridge	100% rehabilitation of Mabocho Access bridge	R 2 500 000	N/A	N/A	R 5 000 000	Insurance /OWN	30	Mabocho	Technical Service
BSDI/13	Rehabilitation of Mashilabele Access bridge	% progress in rehabilitation of Mashilabele Access bridge	100% rehabilitation of Mashilabele Access bridge	R 3 00 000	R 4 500 000	R 3 000 000	R 10 000 000	Insurance /OWN		Mashilabele	Technical Service
BSDI/14	Planning and design of N1 road from Bothashoek T – junction to River cross	% Planning Design of N1 road from Bothashoek T – junction to River cross	100 % Planning design of N1 road from Bothashoek T – junction to River cross completed	R 300 000	N/A	R42 887 124	R 43 187 124	MIG	4,5,20,2	Rivercross, mashamothane and bothashoek	Technical

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Source of funding	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24					
Operational projects											
BSD0/1	Maintenance of Roads Infrastructure	# of roads rehabilitated	13 roads re rehabilitated	R 4 500 000	R 10 000 000	12 000 000	R 39 000 000	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	R20 000 000	R15 000 000	R17 000 000	R 57 000 000				
		# of road maintenance reports generated	4 road maintenance reports generated								

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Source of funding	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24					
BSD0/2	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 1 045 000	R 1 093 070	R 1 143 351,22	R 3 100 000	OWN	Ward 18 and 13	Praktiseer and Burgersfort	Technical Services
BSD0/3	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 street lights and high mast light from date reported	R 3 135 000	R 3 279 210	R 3 430 053,66	R 9 700 000	OWN	All	All villages	Technical Services
BSD0/4	Free Basic Electricity	# FBE campaigns held	2 FBE campaigns held	R 6 270 000	R 6 533 340	6 820 807	R 19 624 147	OWN	All	All villages	Technical Services
		# of Indigent households receiving FBE	7500 Indigent households receiving FBE								
BSD0/5	Planning and Design of street lights on main intersections (four way stop next to coke cola to Tubatse ferrochrome) R37 Bothashoek cross , towards Praktiseer, R555 Spar robots to Motaganeng 3 way stop Steelpoort town to Tubatse Ferrochrome, Steelpoort to Riba cross	Completion date for the planning and Design of street lights on main intersections (four way stop next to coke cola to Tubatse ferrochrome) R37 Bothashoek cross , towards Praktiseer, R555 Spar robots to Motaganeng 3 way stop Steelpoort town to Tubatse Ferrochrome, Steelpoort to Riba cross	30 June 2021 Completion for the planning and design of installation of street lights on main intersections (four way stop next to coke cola to Tubatse ferrochrome),R37 Bothashoek cross, towards Praktiseer,R555 Spar robots to Motaganeng 3 way stop Steelpoort town to Tubatse Ferrochrome, Steelpoort to Riba cross	R 300 000	N/A	N/A	R 300 000	OWN	18,13,20,31		Technical Service

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Source of funding	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24					
BSDO/6	Fencing of Steelpoort VTS	% progress report of fencing of Steelpoort VTS	100% progress report on the fencing of Steelpoort VTS	R700 000	R 3 00 000	N/A	R 1000 000	OWN	31	Steelpoort	Technical Services
BSDO/7	Development of access road at Malogeng Landfill site	% progress on the development of access road at Malogeng Landfill site	100% progress on the development of access road at Malogeng Landfill site	R 500 000	N/A	N/A	R 4 200 000	OWN	35	Malogeng	Technical Services
BSDO/8	Development of new Burgersfort Landfill Site	% Progress on the development of new Burgersfort Landfill site	100% progress on the development of New Burgersfort Landfill Site	R 5 000 000	R8 000 000	R 10 000 000	R 23 000 000	OWN	31	Appiesdoring	Technical Services
BSDO/9	Fencing of Sebidikane/ Burgerfort Cemetery	% progress report on the fencing of Sebidikane / Burgersfort cemetery	100% progress report on the fencing Sebidikane/ Cemetery	R700 000	R 300 000	N/A	R 1 000 000	OWN	18	Burgersfort	Technical Services
BSDO/10	Development of New Apiesdoring Regional Cemetery	% progress report on the development of Apiesdoring Regional Cemetery	100% progress report on the development of Apiesdoring Regional Cemetery	R800 000	R 800 000	N/A	R 4 600 000	OWN		Apiesdoring	Technical Services
BSDO/11	Makua Library	% Progress in Construction of Makua Library	100% Progress in Construction of Makua Library	R 2 500 000	R4 500 000	R 3 000 000	R 10 000 000	OWN	29	Makua Library	Technical
BSDO/12	Planning & Design of Praktiseer roads & Stormwater	% progress report of Planning & Design of Praktiseer roads & Stormwater	30 June completion report of Planning & Design of Praktiseer roads & Stormwater	R500 000	R 4 500 000	R 3 000 000	R 10 000 000	OWN/NDPG	13	Practiseer	Technical
BSDO/13	Planning & Design of Mapodile roads & Stormwater	% progress report of Planning & Design of Mapodile roads & Stormwater	30 June completion report of Planning & Design of Mapodile roads & Stormwater	R 500 000	N/A	N/A	R500 000	OWN/NDPG	02	Mapodile	Technical
BSDO/14	Planning & Design of Ohrigstad roads & Stormwater	% progress report report of Planning & Design of Ohrigstad roads & Stormwater	30 June completion report of Planning & Design of Praktiseer roads & Stormwater	R 500 000	N/A	N/A	N/A	OWN/NDPG	01	Ohrigstad	Technical

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Source of funding	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24					
BSDO/15	Praktiseer Library	% progress of construction of Praktiseer Library	100% progress of construction of Praktiseer Library	R2 500 000	R4 500 000	R3 000 000	R10 000 000	OWN	13	Practiseer	Technical
BSDO/16	Hoeraroop portion 2	% progress of construction on sewer, water & electrification of Hoeraroop portion 2	100% progress of construction on sewer, water & electrification of Hoeraroop portion 2	R 300 000	N/A	N/A	R300 000	OWN	36,37	Hoeraroop	Technical
BSDO/17	Strykraal A to Thobehle internal road	% progress of construction of Strykraal A To Thobehle internal road	100% progress of construction of Strykraal A To Thobehle internal road	N/A	N/A	N/A	R15 000 000	MIG	36	Strydkraal A & Thobehle	Technical
BSDO/18	Radingwana to Sekhukhune college internal street	% progress of construction of Sekhukhune internal street	100% progress of construction of Sekhukhune internal street	N/A	N/A	N/A	R4000 000	OWN	37	Radingwana	Technical
BSDO/19	Mphanama Community hall internal street	% progress of construction of Mphanama community hall internal street	100% progress of construction of Mphanama community hall internal street	N/A	N/A	N/A	N/A	OWN	37	Mphanama	Technical
BSDO/20	Rehabilitation of VTS – Mabopo	% progress of rehabilitation of VTS - Mabopo	100% progress of rehabilitation of VTS - Mabopo	R1 500 000	R1500 000	N/A	N/A	OWN	36	Mabopo	Technical
BSDO/21	Rehabilitation of Access Roads to Apel Regional Office	% rehabilitation of Access Roads to Apel Regionl Office	100% rehabilitation of Access Roads to Apel Regional Office	R500 000	N/A	N/A	N/A	OWN	36	Mashung	Technical
BSDO/22	Planning and Design of Ga Komane access road	% planning and designs of Ga Komane access road	100% planning and designs of Ga Komane access road	R500 000	N/A	N/A	N/A	OWN	19	Ga-Komane	Technical
BSDO/23	Planning and Design of Stocking access road	% Planning and Design of Stocking access road	100% Planning and Design of Stocking access road	R500 000	N/A	N/A	N/A	OWN		Stocking	Technical

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Source of funding	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24					
BSDO/24	Construction/Rehabilitation of Burgersfort Taxi Rank	% progress Construction/Rehabilitation of Burgersfort Taxi Rank	100% progress Construction/Rehabilitation of Burgersfort Taxi Rank	R4 000 000	R1000 000	N/A	N/A	OWN	18	Burgersfort	Technical

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	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
INSTITUTIONAL PROJECTS										
LEDI/01	Rationalization & Review of LED Strategy	% Rationalization & Review of LED Plan	100 % Rationalization & review of LED Strategy	R529 500	R400 000	R300 000	R 1 229 500	N/A	N/A	LED
LEDO/02	Long Term Economic Growth strategy	Completion date for Development of Long Term Economic Growth strategy	30 June 2022 Long Term Economic Growth strategy completed	R 2 000 000	1000 000	R0.00	3000 000	N/A	N/A	LEDT
LEDO/03	Development of Tjate Heritage Site	#Draft conceptual document (design drawings) for the development of Tjate Heritage Site	1 draft conceptual document for Tjate Heritage site developed	R 1000 000	R1100 000	R1 200 000	R3 300 000	All wards	All municipal villages	LEDT
LEDI/04	Fetakgomo-Tubatse municipal SEZ	# of initiatives towards SEZ support	4 Initiatives towards SEZ Support	R10 590	R11 077	R11 587	R 33 254	N/A	N/A	LED

LEDI/05	FTLM SEZ Institutional Framework	% Progress Development of FTLM SEZ Institutional Framework	100% Progress FTLM SEZ Institutional Framework	R1000 000	R1 500 000	R2 000 000	R4 5000 000	N/A	N/A	LEDT
LEDI/06	FTLM Grant Funding Policy	% progress in development of Grant Funding Policy	50% progress in development of Grant Funding Policy	R 0 .00	R 0 .00	R 0 .00	R 0 .00	N/A	N/A	Legal Services/ Corporate Services
LEDI/07	FTLM EPWP Policy	% progress in implementation of FTLM EPWP Policy	100% progress in implementation of FTLM EPWP Policy	R 0 .00	R 0 .00	R 0 .00	R 0 .00	N/A	N/A	Legal Services/ Corporate Services
LEDI/08	FTLM Street Trading By-Laws	% progress in development of FTLM Street Trading By-laws	100% progress in development of FTLM Street Trading By-laws	R 0 .00	R 0 .00	R 0 .00	R 0 .00	N/A	N/A	Legal Services/ Corporate Services
LEDI/09	FTLM SMME By-Laws	% progress in development of FTLM SMME By-Laws	100% progress in development of FTLM SMME By-Laws	R 0 .00	R 0 .00	R 0 .00	R 0 .00	N/A	N/A	Legal Services/ Corporate Services
LEDI/10	Job Creation and Skills Development Facilitation	# of Jobs created through LED programmes	3230 Jobs created through LED programmes	R0.00	R0.00	R0.00	R0.00	N/A	N/A	LEDT

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
OPERATIONAL PROJECTS										
LEDO/1	LED Fora	# of LED/Sector Forums held	4 LED Forums held	R105 900	R1 10771	R115867	R 332 538	N/A	N/A	LED
		# of Economic Summits Held	2 Summits Held (LED & Mining Summit)	R 158 850	R16 6157	R173 800	R498 807	N/A	N/A	LED
LEDO/2	Local Farmers and Cooperatives Support	# of existing Agricultural schemes supported	4 existing Agricultural schemes supported	R747 000	R781 362	R817 305	R2 345 667	N/A	TBC	LED

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
		# of sustained agricultural projects supported	4 sustained agricultural projects supported					all wards	TBC	LED
		# of New Agricultural projects supported	04 New Agricultural projects supported					all wards	TBC	LED
		# of Agricultural/Co-ops Summits/Seminar facilitated	02 Agricultural Summits/Seminars facilitated							
LEDO/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	LED /Technical
		# 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			
LEDO/4	Local Business Skills Support	# of business skills Trainings/Workshops facilitated	04 business skills Trainings/Workshops facilitated	R 21180	R 30 923	R 32 345	R 84 448	Across all wards	Across all wards	LED
		# of Local Business Advisory Centre Ward-Based Outreach Programmes (Intergovernmental stakeholders)	4 Local Business Advisory Centre Ward-Based Outreach Programmes (Intergovernmental stakeholders)	R21 180	R25 000	R25 000	R71 180	Across all wards	Across all wards	LED
LEDO/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	R100 000	R100 000	R100 000	R300 000	Across all wards	Across all wards	LED
LEDO/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	LED , DMR & Mines
		# of Social Labour Plans reports generated	*4 Social Labour Plans reports generated	R0.00	R0.00	R0.00	R0.00	Mining Wards	Mining Villages	LED

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
		%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				
		# 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	LED
		% 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	LED
LEDO/7	Promotion of Local Tourism	# of overnight accommodation facilities awareness workshops	1 of overnight accommodation facilities awareness workshops conducted	R 74 130	R 77 540	R 81 107	R 232 777	All Wards	All Wards	LEDT
		# of tourism attraction sites promoted	4 tourists attraction sites promoted	R 50 000	R 0.00	R0.00	R 50 000	All wards	All affected sites	LED
LEDO/08	Develop investment campaigns for implementation of investment and catalytic projects	# of catalytic projects facilitated	2 of catalytic projects facilitated	R0.00	R0.00	R0.00	R0.00	N/A	N/A	LEDT
LEDO/09	Local Economic Development Advisory Committee	Completion date in Establishment of LED advisory committee	31 December 2020 LED advisory committee established	120 000	150 000	190 000	R460 000	N/A	N/A	LEDT
LEDI/10	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	Across all wards	LEDT

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
LEDI/11	Business Operating permits	# of Business Operating permit issued to local traders	3000 Business operating permits issued to traders	R200 000	R250 000	R300 000	R750 000	Across all wards	Across all wards	LED

KPA.5 FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: "TO IMPROVE OVERALL MUNICIPAL FINANCIAL MANAGEMENT" OUTCOME 06

Project No.	Project/Programme	Performance Indicator	Targets 2021/22 Targets	Budget & Target			Overall Total	Responsible Department
				2021/22	2022/23	2023/24		
INSTITUTIONAL PROJECTS								
BTOI/01	Budget and financial Reporting	Approval date of main Municipal Budget of 2021/22	31 May 2021 approval date of main Municipal Budget of 2021/22	R0.00	R0.00	R0.00	R0.00	BTO
		Approval date of 2020/21 Budget Adjustment	28 February 2021 Approval date of 2019/20 Budget Adjustment	R0.00	R0.00	R0.00	R0.00	BTO
		Submission date of 2020/21 Mid-Year Report (s72) to the Mayor, National treasury & provincial treasury	25 January 2021 Submission date of 2020/21 Mid-Year Report (s72) to the Mayor, National treasury & provincial treasury	R0.00	R0.00	R0.00	R0.00	BTO
		#of Quarterly Reports submitted to Council(s52)	4 Quarterly Reports submitted to Council(s52)					
		MSCOA implementation	4 Quarterly Reports submitted to Council	300 000	312 600	312 600	925 200	BTO
		Financial System Management	100% Fully functional of the financial system and support	5 000 000	5000 000	5000 000	15 000 000	BTO
		Implementation of Catalytic Projects	30% attainment of key catalytic projects conducted	R 1 000 000	R 6 000 000	R 6 000 000	R 13 000 000	BTO

Project No.	Project/Programme	Performance Indicator	Targets 2021/22 Targets	Budget & Target			Overall Total	Responsible Department
				2021/22	2022/23	2023/24		
		Submission date of 2020/21 AFS to Auditor General of South Africa	31 August 2021 AFS submitted to Auditor General of South Africa	R0.00	R0.00	R0.00	R0.00	BTO
BTOI/02	External Audit	% of 2019/20 AGSA findings resolved	100% of 2019/20 AGSA findings resolved	7 500 000	7 815 000	7 927 536	23 242 536	All municipal Departments
BTOI/03	Expenditure Management	Turnaround time in payment of creditors from date receipt of invoice in BTO	30 days turnaround time in payment of Creditors from date receipt of invoice in BTO	R0.00	R0.00	R0.00	R0.00	BTO
BTOI/04	SCM Implementation	# SCM reports submitted to council	# 4 SCM reports submitted to council	R 1 000 000	R0.00	R0.00	R 1 000 000	BTO
BTOI/05	Compilation of Supplementary Valuation Roll	#supplementary valuation roll compiled	1 supplementary valuation roll compiled	R 1 800 000	R 800 000	R 5 000 000	R 7 600 000	BTO

Project No.	Project/Programme	Performance Indicator	2020/21 Targets 2021/22 targets	Budget & Target			Overall Total	Responsible Department
				2021/22	2022/23	2023/24		
BTOI/06	Revenue Management	% Billing vs Collection	70% revenue collected from billed revenue sources	4 500 000	4 689 000	4 756 522	R0.00	BTO
BTOI/07	Asset And Inventory Management and Asset management system	# of Municipal asset maintenance reports produced	12 Municipal asset maintenance reports produced (Moved to Corporate)	6 500 000	6 773 000	6 870 531	13 945 522	BTO
		# of Asset counts conducted	4 Asset counts concluded					

Project No.	Project/Programme	Performance Indicator	2020/21 Targets 2021/22 Targets	Budget & Target			Overall Total	Responsible Department
				2021/22	2022/23	2023/24		
BTOI/08	Insurance of Municipal Assets	Turnaround time in insuring assets after delivered to the municipality	24 hours turnaround time in insuring assets after delivered to the municipality	R 4 800 000	R 3 138 000	R 3 282 348	R 11 220 348	BTO
		# of inventory reports produced	4 Inventory Reports produced					
		# of inventory count conducted	4 inventory counts conducted					
		Due date for the procurement of Assets Management system	30 September 2020					
		Self Insurance	Quarterly reports on self-insurance	1000 000	1000 000	1000 000	3000 000	
BTOI/ 09	UIFW and Contract Management	% reduction of UIFW and non-compliance	100% reduction of UIFW and non-compliance to contract management	3 500 000	3 647 000	3 699 517	R10 846 517	BTO
BTOI/10	Implementation of cost containment and loss control	% Cost Savings on annual expenditure	10% Savings annual expenditure	R0.00	R0.00	R0.00	R0.00	BTO
OPERATIONAL PROJECTS								
BTOO/01	Budget & Financial Reporting	# of MFMA compliance reports submitted relevant stakeholders	2 Monthly Reports (s71) submitted to Mayor & provincial treasury	R0.00	R0.00	R0.00	R0.00	BTO
BTOO/02	SCM Implementation	Completion date in reviewing Demand Management Plan (DMP)	31 July 2020	R0.00	R0.00	R0.00	R0.00	BTO
		# of contract performance reports submitted to council	4 contract performance reports submitted to council					
		% of tenders above R100 000 captured on the National Treasury contracts website	100% tenders above R100 000 captured on the National Treasury contracts website					
		% of construction tenders advertised on the CIDB website	100% of construction tenders advertised on the CIDB website					
		# of finance policies reviewed	14 finance policies reviewed (Cost Containment; Credit and Debt policy; Tariff Policy; Property Rates Policy; Cash					

			Management and Investment Policy; SCM Policy; Asset Management Policy; Budget Policy, Virement Policy; Indigent Management Policy; Cash and Investment Policy; Funding and Reserve Policy, Standard For Infrastructure Procurement and Delivery Management and Insurance Policy)					
BTOO/03	Review Of Finance Policies And Strategies	Completion date in generation of indigent register	31 December 2020 of indigent register generated	R0.00	R0.00	R0.00	R0.00	BTO
BTOO/04	Contract and Compliance Management	Document Management	Quarterly Offsite Storage Management report	1 960 000	2 042 320	2 071 729	R6 074 049	BTO
		Contract and Compliance Management	Quarterly Contract and Compliance report	R0.00	R0.00	R0.00	R0.00	BTO
BTOO/05	Financial Reporting	AFS preparation	Quarterly AFS preparation	2 000 000	2 084 000	2 114 010	6 198 010	BTO
		Bank reconciliation report	Quarterly Bank reconciliation reports					BTO
		Operational Reports	Quarterly SDBIP consolidated reports	R0.00	R0.00	R0.00	R0.00	BTO
BTOO/06	Internal Audit and External Audit	% progress in reduction of Internal Audit findings	100% progress in Reduction Internal Audit findings	R0.00	R0.00	R0.00	R0.00	BTO
		% progress in reduction of External Audit findings	100% progress in Reduction External Audit findings					

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	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
INSTITUTIONAL PROJECTS COMMUNITY SERVICES										
GGI/01	Rehabilitation of Apel & Burgersfort Recreation park	Completion date in the rehabilitation of Apel & Burgersfort Recreational Park	30 June 2022 rehabilitation of Apel & Burgersfort Recreational Park completed	R500 000	R700 000	R800 000	R 500 000	36	Ga Nkoana	Community Services
GGI/02	Commercialization of Apel recreational park	Completion date in the commercialization of Apel Recreation Park	30 June 2022 commercialization of Apel Recreation Parks	R500 000	R600 000	R0	R11 00 000	18	All wards	Community Services
GGI/03	Construction of Transfer stations	# of transfer stations constructed	2 transfer stations constructed (Penge and Mphanama Cluster)	R 1500 000	R 1000 000	R 1000 000	R 2000 000	16,37	Penge, and Mphanama	Community Services
GGI/04	Development of Burgersfort Landfill site	Completion date in obtaining landfill operating permit	1 landfill site operating license obtained	R 1 000 000	R 10 000 000	R 5 000 000	R 19 000 000	18	Burgersfort	Community Services
GGI/05	Development of noise pollution by-laws	# of by-law developed	1 x by-laws developed Awaiting Council Approval & gazetting	R50 000	R0.00	R0.00	R50 000	All Cluster	All cluster	Community Services
GGI/06	Development of air pollution by law	# of by-law developed	1 x by-law developed and awaiting Council for noting to public participation	R50 000	R0 00	R0.00	R50 000	All Cluster	All Cluster	Community Services
GGI/07	Review of the rationalized Disaster Management Plan	Completion date for review and rationalization of Disaster Management Plan	31 December 2021 Completion date for review and rationalization of Disaster	R100 000	R 104 600	R 109 412	R 314 012	All	All	Community Services

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
			Management Plan awaiting council for noting and public participation							
GGI/08	Development of Community Safety Plan	% progress on the development of Community Safety Plan	100% progress on the development of Community Safety Plan approved by council for public participation	R0.00	R0.00	R0.00	R0.00	All cluster	All cluster	Community Services
GGI/09	Functionality of FTLM Traffic Stations	# of functional traffic station	04 - Functional Traffic Stations (Budgersfort, Mabopo, Steelpoort and Praktiseer)	R 0.00	R 0.00	0.00	R 0.00	N/A	N/A	Community Services
GGI/10	Facilitate total transfer of facilities into municipal ownership	# of facilities transferred into municipal ownership (Mabopo DLTC & Leboemg TSC)	# two facilities transferred into municipal ownership (Mabopo DLTC & Leboemg TSC)	0.00	0.00	0.00	0.00	01 & 36	Leboeng & Mabopo	Community Services
GGI/11	Implementation of the findings from Transport Inspectorate Unit	# of reports generated on the implementation of the findings from Transport Inspectorate Unit	2 x report on the implementation of the findings from Transport Inspectorate Unit	R 0.00	R 0.00	R 0.00	R 0.00	N/A	N/A	Community Services
GGI/12	Professional service refuse removal	# of refuse removal services reports submitted to council	4 refuse removal services reports submitted to council	R 0.00	R 0.00		R 0.00	N/A	N/A	Community Services
OPERATIONAL PROJECTS										
Parks, Cemeteries and Crematoria										
GGO/01	Annual Renewal of Integrated Cemetery management system	# Integrated Cemetery management system renewed	1 Integrated Cemetery management system renewed	R 150 000	R156 750	R163 804	R150 000.00	18	Burgersfort	Community Services

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
GGO/02	Maintenance of cemeteries	# of municipal cemeteries maintained	5 municipal cemeteries maintained	R 150 000	R 156 750	R 163 804	R 329 712	01,02,13,16,18,31	Penge, Mapodile, Praaktiseer, Ohrigstad, Burgersfort	Community Services
GGO/03	Feasibility study for Apel regional cemetery	# Feasibility study on Apel regional cemetery	1 Apel regional cemetery feasibility study conducted	R 100 000	R0.00	R0.00	R 100 000	37	Apel	Community Services
GGO/04	Maintenance & Beautification	# of reports generated on maintenance and beautification of municipal gardens	4 reports generated on maintenance and beautification of municipal gardens	R 543 400	R 567 853	R 593 406	R 7 706 339	18 & 36	Burgersfort & Apel	Community Services
GGO/05	Maintenance of towns	# of reports on cleaning of town generated	4x of reports on cleaning of town generated	R3 000 000	R4 500 000	R4 702 500			Burgersfort, Steelpoort & Ohrigstad	Community Services
Community Safety										
GGO/06	Transport forum	# of Transport fora held	4 transport fora held	R 10 000	R 10440	R10910	R 332 852	N/A	N/A	Community Services
GGO/07	Road Safety and Law enforcement Campaigns	# of Road Safety and Law enforcement campaigns conducted	4 Road Safety and Law enforcement campaign conducted	R 10 000	R 10440	R10910	R 332 852	All Clusters	All clusters	Community Services
GGO/08	Calibration of speed measuring devices	# of times speed measuring devices calibrated	2 times speed measuring devices calibrated	R 200 000	R 208 800	R 218 196	R 200 000	N/A	N/A	Community Services
GGO/09	Purchasing of traffic official uniform	# of time traffic official uniform purchased	1 time traffic official uniform purchased	R 1060 000	R 1106 640	R 1156 439	R 825 851	N/A	N/A	Community Services
GGO/10	Functionality of Traffic Stations	# Learners tested	4000 Learners tested	R0.00	R0.00	R0.00	R0.00	All	All	Community Services

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
		# of Drivers tested	4000 of Drivers tested	R0.00	R0.00	R0.00	R0.00	All	All	Community Services
		# Vehicles tested for road worthiness	600 Vehicles tested	R0.00	R0.00	R0.00	R0.00	All	All	Community Services
GGO/11	Calibration of vehicles testing machines	# of vehicles testing machines calibrated	2 x calibration of vehicles testing machines	R 200 000	R 208 800	R 218 196	R 628 023	31 & 36	Steelpoort and Mobile VTS	Community Services
GGO/12	Procurement of trees and flowers	# of trees and flowers procured	100 x trees & 100 Flowers procured	R 150 000	R 156 750	R 163 804	R 471 017	All clusters	All clusters	Community Services
GGO/13	Coordination of Community Safety Forum	# of report on the establishment of community safety forum	4 reports generated on the establishment of community safety forum	R 10 000	R 10440	R10910	R 314 012	All Cluster	All clusters	Community Services
GGO/14	Fire arm training refresher course for traffic officers	# of fire arm training of traffic officers attended	2 x fire arm training of traffic officers attended	R 450 000	R 470 700	R 492 352	R 1 413 052	N/A	N/A	Community Services
GGO/15	Advance driver training of traffic officers	# of advance driver training of traffic officers	1 x advance driver training of traffic officers	R 0.00	R 0.00	R 0.00	R 0.00	N/A	N/A	Community Services
GGO/16	Refresher course training of examiners	# of refresher course training attended	1 x refresher course of examiners attended	R 0.00	R0.00	R 0.00	R 0.00	N/A	N/A	Community Services
GGO/17	Traffic Management Systems (New) Migration from Traffman and TCS	# of traffic management systems procured	1 traffic management systems procured	R 100 000	R104 400	R 109 098	R 400 000	N/A	Burgersfort head office and Apel Office	Community Services
Environment and Waste Management										
GGO/18	Operation and Management of landfill sites	# of landfill site maintenance reports produced	4x land fill sites maintenance reports produced	R0.00	R0.00	R0.00	R0.00	34	Malogeng	Community Services

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
GGO/19	Professional service refuse removal	# of households receiving weekly refuse removal services	11 500 households receiving weekly refuse removal services	R10,530,000.00	R10,993,320.00	R11,488,019.40	R 33 065 421	01,02,13,18,30,31&36	Praktiseer, Ohrigstad Mapodile Burgersfort Steelpoort	Community Services
		# of businesses centres receiving weekly refuse removal services	6 businesses centres receiving weekly refuse removal services							
		# of refuse removal services reports submitted to Director	4 refuse removal services reports submitted to Director	R 0.00	R 0.00		R 0.00	N/A	N/A	Community Services
		# of waste liter/pickers purchased	50 waste liter/pickers purchased	R50,000.00	R52,200.00	R54,549.00	R102 900	N/A	N/A	Community Services
GGO/20	Procurement of mobile balling machines	# of mobile balling machines procured	2 x mobile balling machines procured	R 600 000	R 100 000	R 105 800	R 805 800	N/A	N/A	Community Services
GGO/21	Cell development project at Malogeng Landfill site	% Progress in the development of a Cell at Malogeng Landfill Site	100% cell development at Malogeng Landfill site	R400 000	R 417 600	R436 392	R 942 035	34	Malogeng	Community Services
GGO/22	Land Fill compliance Monitoring Committee sessions for both Malogeng and Burgersfort	# of external landfill monitoring sessions conducted	*04x Compliance monitoring committee sessions attended for Malogeng *04 x Compliance monitoring committee session attended for Burgersfort	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Community Services
			*01x external landfill audit conducted for Malogeng	R250 000	R 261 000	R 272 745	R 785 029	18 & 34	Burgersfort & Malogeng	Community Services

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
			*01 x external landfill site audit conducted for Burgersfort							
GGO/23	Environmental Forum Meetings	# of environmental forum meetings attended	02 environmental forum meetings attended	R5000	R5220 00	R5454 90	R0.00	N/A	N/A	Community Services
GGO/24	Purchasing of PPE	% progress in the purchasing of Personal Protective Equipment's /clothing.	100% progress in the purchasing of PPE	R150 000	R 156 600	R 163 647	R 471 017	N/A	N/A	Corporate Services
GGO/25	Purchase of refuse working tools(refuse bags, gloves, dust musk	# of refuse working tools purchased(refuse bags, gloves, dust musk	*600 Refuse working tools purchased: 300 x packets refuse bags *150 x packets gloves *150 x packets dust musk	R 200 000	R208 800	R218 196	R 628 023	N/A	N/A	Community Services
GGO/26	Pilot project for the extension of waste services to rural areas	# of rural areas for pilot project on waste collection	2 x rural areas for pilot projects on waste collection	R2 000 000	R 2088 000	R2181 960	R2 058 000	34 &36	Praktiseer Ext 2 & Atok	Community Services
GGO/27	Cleaning of Towns	# of reports on cleaning of town generated	4x of reports on cleaning of town generated	R3 000 000	R4 500 000	R4 702 500	R1 588 682	02,13, 31	Burgersfort , Steelpoort & Ohrigstad	Community Services
Disaster Management										
GGO/28	Purchase of disaster relief material (blankets & sponges)	# Of disaster relief material purchased	2000 disaster relief material purchased (1355= blankets, 640=sponges, 5 relief shelters	R1,109,862	R1,159,806	R1,211,997	R 3 485 095	N/A	N/A	Community Services

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
	Disaster relief policy	% Development of disaster relief policy	100% disaster relief policy developed							Community Services
GGO/29	Disaster Awareness campaigns held	# of disaster awareness campaigns held	2 disaster awareness campaigns	R 10 967	R 11 460	R 11 976	R 34 438	All Cluster	All clusters	Community Services
GGO/30	Disaster advisory forum	# of disaster advisory forum held	2 disaster forum held	R 11 088	R 11 586	R 12 131	R 34 818	N/A	N/A	Community Services
		# of Disaster Advisory Technical Committee meetings held	2 disaster advisory Technical Committee meetings held							Community Services
GGO/31	Paupers burials for the needy	% of paupers burials request conducted	100% of paupers burials request conducted	R 220 000	R 229 900	R11 586 ,96	R 696 358	All	All	Community Services
GGO/32	Coordination of Thusong Service Center's	# of service level agreements reviewed	10 service level agreements relieved	R0.00	R0.00		R0.00	N/A	N/A	Community Services
		# of Quarterly Thusong Centre Operational Reports generated	4 Quarterly Thusong Centre Operational Reports generated	R0.00	R0.00		R0.00	N/A	N/A	Community Services
		# of Thusong Centre stakeholder forum (LISSC) meetings facilitated	4 Thusong centre stakeholder forum meetings facilitated	R 11 088	R 11 586	R12 131	R 34 818	N/A	N/A	Community Services
		# of Thusong Services centre awareness reports generated	2 Thusong Services centre awareness report generated	R 11 088	R 11 586	R12 131	R 34 818	2,6,12, 27,28, 29,31, 01,24, 26,32, 33,34 & 35	Cluster B,C & F	Community Services

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
Sports, Arts and Culture										
GGO/33	Sports, Arts and culture programmes	# sports, Arts and culture programmes implemented	2 Calendar Events facilitated (library week & world book)	R 0.00	R 0.00	R 0.00	R 0.00	02, 01, 18	Mapodile, Burgersfort, Ohrigstad	Community Services
		# sports, Arts and culture programmes conducted	4 sports, Arts and culture programmes conducted	R0	R0	R0	R0		Leboeng, Driekop, Steelpoort and Apel Clusters	Community Services
		# of books purchased for Public Libraries	300 books purchased for Libraries	R 450 000	R 469 800	R 490 941	R 1 312 568	01,02, 18 & 34	Ohrigstad, Mapodile, Burgersfort & Atok	Community Services

Project No.	Project/Programme	Performance Indicator	2020/2021Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/2022	2022/2023	2023/2024				
Communications : Institutional Projects										
GGI/13	Printing of news letters	# of newsletter editions printed	4 newsletter editions printed	R 300 000	R 313 800	R328 235	R 942 035	ALL	ALL	MM's Office
Operational Projects										
GGO/34	Advertisement	Turnaround time in placing advertisement from the time received from end user department	7 days Turnaround time in placing advertisement from the time received from end user department	R 2 000 000	R2 088 000	R2 181 960	R 6 269 960	ALL	ALL	MM's Office
GGO/35	Communication Strategy	Completion date for reviewing of Municipal Communication Strategy (internal & Public)	31 December 2021 reviewing of Municipal Communication Strategy completed (internal & Public)	R100 000	R0.00	R0.00	R 100 000	ALL	ALL	MM's Office

Project No.	Project/Programme	Performance Indicator	2020/2021 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/2022	2022/2023	2023/2024				
GG0/36	Marketing and Branding of the Municipality	# of promotional materials procured (diaries, calendars, posters, banners & gazebos)	1112 promotional materials procured (1000 diaries, 5 000 calendars, 4 gazebo and 8 banners), 5000 new Councillors posters ,business cards	R 1 200 000	R 1 252 800	R1 309 176	R3 761 976	ALL	ALL	MM's Office
		# of Municipal signage and welcome boards installed	9 welcome boards installed. 12 Municipal signage installed							
GG0/37	Public relations	Image and reputation branding	Appointment of reputation and image consultant	R 1 000 000	R 1 044 000	R1 090 980	R3 143 980	ALL	ALL	MM's Office
		# of Print and Electronic media statements released	24 print and electronic media statements released	R 0.00	R 0.00	R0.00	R0.00	ALL	ALL	MM's Office
GG0/38	Customer care framework	completion date of customer care survey	30 September 2021 customer care survey conducted	R250 000	R261 000	R272 745	R 783 745	ALL	ALL	MM's Office
GG0/39	Communication infrastructure	Procurement of communication tools	3 x Drones 5 x TV sets 5 x Cameras 2 x mobile projectors	R100 000	R111 000	R 122 000	R333 000	ALL	ALL	MM's Office

Project No.	Project/Programme	Performance Indicator	2020/2021 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2020/2021	2021/2022	2022/2023				
RISK MANAGEMENT										
INSTITUTIONAL PROJECTS										
GGI/14	Implementation of risk management policy and strategy.	# of risk assessment reports submitted to Council	3 risk assessment reports submitted to Council	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# of forensic investigation reports produced	4 forensic investigation reports produced	R 3,000,000	R 3,132,000	R 3,272,940	R 9,404,940			
GGI/15	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
GGI/16	Implementation of security policy and plans	# of security audits produced	2 security audits produced	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
OPERATIONAL PROJECT										
GGO/40	Implementation of risk management policy and strategy.	# of risk assessment facilitated	3 risk assessment facilitated	R 0.00	R 0.00	R 0.00	R 0.00	ALL	ALL	MM's Office
		# of Risk management committee meetings held	4 Risk Management Committee Meetings held	100,000.00	104,400.00	109,098.00	313,498.00	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 risks implementation of actions plans.	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
GGO/41	Development of Business Continuity Management and	% on the development of BCM and DRP.	100% developed BCM & DRP	400,000.00				ALL	ALL	MM's Office

Project No.	Project/Programme	Performance Indicator	2020/2021 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2020/2021	2021/2022	2022/2023				
	Disaster Recovery Plan									
GGO/42	Implementation of Anti- fraud and corruption strategy/policy	# of reports produced on reported fraud & corruption cases.	4 reports produced on reported fraud & corruption cases through Hotline and internal.	55,440.00	57,879.36	60,483.93	173,803.29			
		# of Anti-Fraud and corruption awareness campaigns facilitated	1 Anti-Fraud & corruption awareness campaigns facilitated							
GGO/43	Implementation of security policy and plans	# of security inspections conducted on private security companies.	4 reports produced on security inspections conducted on private security companies.	47,000,000.00	49,068,000.00	55,000,000.00	151,068,000.00	ALL	ALL	MM's Office
		# of security audits produced	2 security audits produced	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# of security awareness campaigns facilitated	1 security awareness campaigns facilitated	R55 000	R55 000	R55 000	R165 000	ALL	ALL	MM's Office
GGO/44	Establishment of municipal control room	# of control room established and installation of CCTV cameras	1 municipal control room established and installation of CCTV cameras.	500,000	400,000	100,000	1,000,000	ALL	ALL	MM's Office
GGO/45	Supply and installation of firearm Safes	# of firearm safes purchased	10 of safes firearm purchased	R100 000	R0.00	R0.00	R 100 000	ALL	ALL	MM's Office
GGO/46	PROCUREMENT OF SECURITY EQUIPMENT	% of security equipment procured.	100% security equipment procured	300,000	300,000	20,000	R 620 000	ALL	ALL	MM's Office
GGO/47	INSTALLATION OF ALARM CONTROL SYSTEM	# of alarm control system installed	3 alarm system installed.	250,000	250,000	500,000	R 1000 000	ALL	ALL	MM's Office

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
INTERNAL AUDIT										
INSTITUTIONAL PROJECTS										
GGI/17	Risk Based Audit Projects	# of Internal Audit Risk Based projects conducted	8 - internal audit- risk based audit conducted	1 200 000	1 252 800	1 309 176	3 761 976	ALL	ALL	MM's Office
GGI/18	Development/ Review and approval of Internal Audit frameworks	% Development/ Review and approval of Internal Audit frameworks	100% Development/ Review and approval of Internal Audit frameworks *Internal Audit Charter *Internal Audit Plan *Internal Audit Methodology	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
GG1/19	Functionality of Audit and Performance committee	# of audit committee reports Submitted to council	4 audit committee reports Submitted to council	R 800 000	R 835 200	R 872 784	2 507 984	ALL	ALL	MM's Office
		# of Performance committee reports Submitted to council	4 Performance committee reports Submitted to council					ALL	ALL	MM's Office
GGI/20	Clean Audit	% reduction of AG prior year findings	80% reduction of AG prior year findings	R 0.00	R 0.00	R 0.00	R0.00	ALL	ALL	MM's Office
OPERATIONAL PROJECTS										
GGO/48	Risk Based Audit Projects	# of Internal Audit reports submitted to Audit committee	8- Internal Audit reports submitted to Audit committee	R 0.00	R 0.00	R 0.00	R0.00	ALL	ALL	MM's Office
GGO/49	Performance Audit projects	# of internal Audit Performance Projects conducted	06 - Internal audit- Performance Audit projects conducted	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# of internal audit Performance report submitted to Performance audit committee	06- Performance Audit report submitted to Performance committee	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/24				
GGO/50	Compliance Audit Projects	# of Compliance Audit projects conducted	02 - Internal audit-Compliance audit conducted (Internal Audit Follow-up, AFS Review)	800 000.00	835 200.00	872 784.00	2 507 984.00	ALL	ALL	MM's Office
		# of - Internal audit-Compliance reports submitted to Audit committee	02 - Internal audit-Compliance audit reports submitted to Audit committee	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
GGO/51	Specialized Audit and Ad-hoc Projects	# of Specialized Audit and Ad-hoc Projects reports submitted to Audit Committee	02-Specialized Audit Project (IT Audit and mSCOA) submitted to Audit committee	800 000.00	835 200.00	872 784.00	2 507 984.00	ALL	ALL	MM's Office
			100% of Ad-hoc Request conducted reports submitted to Audit committee	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
GGO/52	Functionality of Audit committee	# of audit committee meetings facilitated	4 audit committee meetings held	20 900.00	21 819.60	22 801.48	65 521.08	ALL	ALL	MM's Office
GGO/53	Clean Audit	# 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

Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2021/22	2022/23	2023/2024				
Public Participation										
GGO/54	Public Participation	# of public participation facilitated for Annual report presentation	1 - public participation facilitated for Annual report presentation	R 318 808	R 332 835	R 347 812	R 999 455	All wards	All villages	Corporate Services
		# of public participation facilitated for	01 – public participation facilitated for	R 388 279	R 405 363	R 423 604	R 1 217 246	All wards	All villages	

		IDP/BUDGET presentation	IDP/BUDGET presentation							
		# of public participation facilitated for laws presentation	4 public participation facilitated By – law presentation	R 338 203	R 353 084	R 368 972	R 1 060 259	All wards	All villages	
GG0/55	Ward committee support	# of consolidated ward committee reports submitted to council	4 consolidated ward committee reports submitted to council	R 6 588 000	R 6 891 048	R 7 208 036	R20 687 084	N/A	N/A	Corporate Services
		# ward committee conference	1 of ward committee conference held	R 2,000,000	R 2,088,000	R 2,181,960	R 6,269,960	N/A	N/A	
COUNCIL SUPPORT										
GG0/56	Council Support	# of EXCO meetings held	12 EXCO meetings held	R 10,000.00	R 10,420.00	R 10,878.48	31,298.48	N/A	N/A	Corporate Services
		# of council committees meetings (BTO,CC, DVP, CS, ITS & LED) held	12 council committees meetings held	R 20 000.00	R 20 840.00	R 21 756.96	R 62 596.96	N/A	N/A	
		# of ordinary council meetings held	4 ordinary council held	R 20 000.00	R 20 840.00	R 21 756,96	R62 596.96	N/A	N/A	
		# special council	3 Special council held							
GG0/57	MPAC Programmes	# of MPAC reports tabled to council	4 MPAC reports tabled to council	R 72 975	R 76 332	R 79 843	R 229 149	N/A	N/A	Corporate Services
GG0/58	Local Geographic names committee	# completion date for the establishment LGNC Committee	31 March 2021	R 26 125	R 27 326,75	R 28 583,78	R82 035.53	N/A	N/A	Corporate Services
		% progress in the development of the Local Geographical Names Change Policy (LGNC)	100% progress in the development of the Local Geographical Names Change Policy (LGNC)	R 0.00	R 0.00	R 0.00	R 0.00	N/A	N/A	R 0.00

GGO/59	Mayoral Magosi Forum	# of Mayoral Magoshi forum held	4 Magoshi forum held	R 50,000	R 52,200	R 54,549	R 156,749	N/A	N/A	Corporate Serices
INFORMATION TECHNOLOGY UNIT										
GGO/60	Network Connectivity	Completion date for Review and implementation Integration Network Connectivity	To develop and implement the integrated Network Connectivity for Municipal Offices by 30 March 2022	R 7,000,000	R 7,308,000	R 7,636,860	R 21,944,860	1,2,3,13,18,34 & 36	Burgersfort, Oristard, Mohlale tsi, Mapodile, Praktisier, Mashung & Atok	Corporate Services
GGO/61	Disaster Recovery Plan and Service Continuity	Review Report of DRP and Service continuity plan	Review of DRP and Service Continuity completed	R 0.00	R 0.00	R 0.00	R 0.00	18	Burgersfort	Corporate Services
GGO/62	IT Software Licences	Renewal of IT Software Licenses	30 March 2022 Renewal of IT software Licenses completed	R 1,567,500	R 1,636,470	R 1,710,111	R 4,914,081	18 & 36	Mashung & Burgersfort	Corporate Services
GGO/63	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	R ,978,575	R 5,202,611	R 14,949,936	18 & 36	Mashung & Burgersfort	Corporate Services
GGO/64	IT Strategy plan	Review of IT Strategy Plan	30 October 2022 review of IT Strategy plan completed.	R 0.00	R 0.00	R 0.00	R 0.00	1,2,3,13,18,34 & 36	Burgersfort, Oristard, Mohlale tsi, Mapodile, Praktisier, Mashung & Atok	Corporate Services
GGO/65	IT Computer Hardware's	Replacement of old IT computer Hardware's	31 st December 2022 for replacement of old IT computer Hardware's replaced	R 1 200 000	R 2 000 000	R 0.00	R 3 200 000	1,2,3,13,18,34 & 36	Burgersfort, Oristard, Mohlale tsi, Mapodile, Praktisier, Mashung & Atok	Corporate Services
GGO/66	Wifi-Connection to Municipal Libraries and Apel Regional Office	Wifi-Connection to Municipal Libraries and Apel Regional Office	30 March 2022 Wifi-Connection to Municipal Libraries and Apel Regional Office	R0.00	R0.00	R0.00	R0.00	1,2,3,13,18,34 & 36	Burgersfort, Oristard, Mohlale tsi, Mapodile, Praktisier, Mashung & Atok	Corporate Services

GGO/67	Leasing of Printing and Copies machine	Leasing of Printing and Copies machine	30 September 2021 Leasing of Printing and Copies machine	R 3 156 000	R 3 301 776	R 3 453 455	R 9 910 931	18 & 36	Mashung & Burgersfort	Corporate Services
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Project No.	Project/Programme	Performance Indicator	2021/22 Targets	Budget & Target			Overall Total	Wards	Responsible Department
				2021/22	2022/23	2023/24			
SPECIAL PROGRAMMES									
GGO/68	Special Programmes	# of Disability initiatives conducted	8 Disability Initiatives conducted	R 52,250	R 54,549	R 57,003	R 163,802	N/A	Corporate Services
		# of Youth initiatives conducted	5 Youth initiatives conducted	R 200,000	R 208,800	R 218,196	R 626,996	N/A	Corporate Service
		# of Mandela Day held	1 Mandela day Held	R 54,967	R 57,385	R 59,967	R 172,320	N/A	Corporate Service
		# of Children Initiatives conducted	4 Children initiatives conducted	R 27,483	R 28,692	R 29,983	R 86,160	N/A	Corporate Service
		# of Gender Initiatives conducted	5 Gender Initiatives conducted	R 27,483	R 28,692	R 29,983	R 86,160	N/A	Corporate Service
		#of Elderly Initiatives conducted	8 Elderly initiatives conducted	R 27,483	R 28,692	R 29,983	R 86,160	N/A	Corporate Service
		# of Moral Regeneration initiatives conducted	8 Moral regeneration initiatives conducted	R 27,483	R 28,692	R 29,983	R 86,160	N/A	Corporate Service
		#of Local Aids Council initiatives conducted	-4 Local Aids Council initiatives conducted	R 131,920	R 137,725	R 143,922	R 413,569	N/A	Corporate Service
GGO/69	Mayoral Programmes	# Stakeholder Engagement held	4 Stakeholder Engagement held	R 50,000	R 52,200	R 54,549	R 156,749	N/A	Corporate Service
		# of Mayoral Imbizos facilitated	4 Mayoral Imbizos facilitated	R 109,934	R 114,771	R 119,935	R 344,640	N/A	Corporate Service

PROJECT BY OTHER SECTORS

RESPONSIBLE MINE	PROJECT NAME	VILLAGE	FINANCIAL YEAR	BUDGET
Tshepong Mine	Electrification project	Ga-Maroga	2021-2022	R3m
Tshepong Mine	Construction of multi purpose indoor sport facility	Ga-Maroga	2022-2023	R5m
Tshepong mine	Construction of Ga-maroga to R37 road and bridge.	Ga-Maroga	2021-2022	R15m
GLENCORE	Electrification program	Kutullo, Ga-Mampuru, Tsakane and Mahlakwena	2021-2025	R50m
GLENCORE	Construction of Water reticulation program and bulk	Ga-Malekane, Ga-Mampuru, Ga-Phasha< Tukakgomo, Mahlakwena, Eerstegeluk, and Stocking	2021-2022	R18m
Modikwa Mine	Water reticulation	Balotjaneng, Mahubane, Digabane, Sekiti, Swale and Hwashi	2021-2022	R13m
Modikwa mine	Tarring of road	Ga-Mamphahlane	2021-2022	R12m
Modikwa mine	Upgrade of road D4167 and D4170	Mandaagshoek	2021-2022	R5m
Modikwa mine	Tarring of road	Masojane to Mpitikoane	2021-2022	R10m
Modikwa mine	Construction of sports complex	Sehlaku	2021-2022	R9m
Nkwe platinum mine	Water reticulation project	Ga-Ratau, Ga-Mpuru and Mamphahlane	2021-2022	R10m
SAMANCORE	Contribution towards construction of Malekane steel bridge	Ga-Malekane	2021-2022	R22m
SAMANCORE	Bulk water supply	Ga-Phasha and Ga-Mampuru	2021-2022	R7.8m
SAMANCORE	Bulk contribution (Dehoop)	Dehoop water supply	2021-2022	R24m
SAMANCORE	Lwala bulk water supply	Lebalela North	2021-2022	R16m
SAMANCORE	Electrification of households	Makgemeng	2020-2021	R8m
DWARS MINE	Electrification of households	Ga-Rantho	2020-2021	R11m
DWARS MINE	Construction of school	Nkotwane Secondary school	2021-2022	R16m
DWARS MINE	Water reticulation program	Ga-Rantho	2020-2021	R3m
ANGLO(Twickenham mine)	Construction of road and Bridge	Ga-Mashbela, Serafa, Madifahlane to R37	2021-2025	R198m
ANGLO(Mototolo)	Contribution towards construction of steelbridge	Ga-Malekane	2020-2021	R10m
DWARS MINE	Contribution towards construction of steelbridge	Ga-Malekane	2020-2021	R15m
ANGLO (Twickenham)	Construction of Acces bridges	Swazi Mnyamane and Ga-Mampa	2021-2022	R30m
ANGLO (Twickenham)	Construction of community library	Ga-Kgoete	2021-2022	R7.5m
ANGLO(Twickenham)	Construction of Early child development centres	Ga-Mashishi and Phashaskraal	2021-2022	R9m

Project Name	Project Type	Budget year	Project Status	No of Connections	No of Stands	BUDGET
ESKOM						
Motlolo/Podile	Household	2021/22	CRA	350	550	R 7,801,857.59
Matjaditshukhudu	Pre-Engineering	2022/23	CRA		450	R 1,671,826.63
Ga-Mphethi	Household	2021/22	CRA	50	101	R 1,114,551.08
Gareagopola	Household	2021/22	ERA	375	500	R 8,359,133.13
Maapea Hlololo	Pre-Engineering	2022/23	CRA		320	R 1,188,854.49
Frans Park	Pre-Engineering	2022/23	CRA		500	R 1,857,585.14
Ga-Mamphahlane	Household	2021/22	CRA	124		R 2,764,086.69
Ga-Mpuru	Household	2021/22	DRA	40	117	R 2,207,373.37
Hwasi	Household	2021/22	DRA	76	105	R 2,651,601.24
Mahubane	Household	2021/22	DRA	116	160	R 4,107,198.76
Mashilabele/Shushumela ext	Household	2021/22	CRA	82	130	R 1,827,863.78
Swale/ MAADAGSOEK	Household	2021/22	DRA	40		R 2,494,804.95
Sehlaku	Household	2021/22	CRA	17	28	R 378,947.37
Mphaaneng ext	Household	2021/22	ERA	17	83	R 1,962,112.69
Ga-Riba Cross(Legabeng)	Pre-Engineering	2022/23	CRA		107	R 397,523.22
Nazareth/Stellenbosch (ELVATON)	Pre-Engineering	2022/23	CRA		773	R 2,871,826.63

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
SEKHUKHUNE DISTRICT									
RBIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
Feasibility report and technical report and Tender scoping documentation	Mooihoek bulk water supply phase 4F1	None	1 Kilometers of bulk water pipeline and concrete reservoirs constructed	Number of km of bulk pipeline tested and commissioned	Testing and commissioning of 1 Km bulk pipeline	R94 645 000.00	R0.00	R0.00	RBIG
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek bulk water supply phase G1.1		1 X 5 Ml concrete reservoir completed Phase 4BA	Number of km of bulk pipeline and package plant constructed	Construction of 3 Kilometres of bulk water supply pipeline. Construction of 1 package plant type clarifier		R0.00	R0.00	RBIG
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek bulk water supply phase G1.2		1 X 5 Ml concrete reservoir completed Phase 4BA	Number of km of bulk pipeline constructed	Construction of 4.7 Kilometers of bulk water supply pipeline.		R0.00	R0.00	RBIG
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek bulk water supply phase G2		17km of bulk water supply pipeline completed	Number of km of bulk pipeline constructed	Construction of 4.9 Kilometres of bulk water supply pipeline. Construction of 500KL Reinforced Concrete Reservoir		R0.00	R0.00	RBIG
Feasibility report and technical report and	Construction of Mooihoek		12Ml/day Mooihoek Water Treatment Works	Number of Reservoir constructed	Procurement of service provider for construction of		R25, 000, 000.00	R0.00	RBIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/FUND NAME
Tender scoping documentation	Reservoirs phase 4H1				10ML concrete reservoir				
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek Reservoirs phase 4H2		12ML/day Mooihoek Water Treatment Works	Number of Reservoir constructed	Procurement of service provider for construction of 10ML concrete reservoir		R25, 000, 000.	R0.00	RBIG
WSIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
Feasibility report and technical report	Maebe Drilling and Equipping of Borehole	1266HH	Three (3) drilled and equipped boreholes and bulk pipeline.	Number of pump station and package plant and storage tank installed	1 Pump station constructed and 1 Reverse Osmosis Water Treatment Package Plant and 1 storage tank installed	R13, 000, 000.	R0.00	R0.00	WSIG
Feasibility report and technical report	Bothashoek Water Supply	556HH	Equipping of 1 borehole and reticulation network with communal stand pipes	Number of boreholes equipped and km of reticulation network with communal stand pipes completed	None	R0.00	R8, 000, 000.	R3, 500, 000. 00	WSIG
Feasibility report and technical report	Tukakgomo RDP Section Borehole	740HH	3.75 Km of water distribution network constructed and 1 raw water abstraction point upgraded	Number of kilometres of network and water meters installed	7 Km of water distribution network constructed and 735 water meters	R9, 000, 000.	R0.00	R0.00	WSIG
Feasibility report and technical report	Rutseng Water Intervention	2066HH	1.2 Km for bulk water constructed and 0 concrete reservoir sealed	Number of Km for bulk water constructed and concrete reservoir sealed	3.8 Km for bulk water constructed and 1 concrete reservoir sealed	R0.00	R0.00	R5, 000, 000. 00	WSIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/FUND NAME
Feasibility report and technical report	Lerajane Drilling & Equipping of Boreholes	704HH	Drilling, testing and equipping of 1 borehole and 4.8km reticulation network with communal standpipes	No of boreholes drilled, tested and equipped and no of km reticulation network with communal standpipes completed	None	R0.00	R0.00	R9, 000, 000. 00	WSIG
Feasibility report and technical report	Moraba Water Reticulation	406HH	2.6km of reticulation network and 1 storage tank	No of km of reticulation network and storage tank completed	None	R0.00	R4, 500, 000. 00	R0.00	WSIG
Feasibility report and technical report	Mashamothane Water Intervention	1308HH	5km reticulation network with 12 communal stand pipes	No of km reticulation network with communal stand pipes completed	None	R0.00	R7, 000, 000. 00	R4, 000, 000. 00	WSIG
Feasibility report and technical report	Tjibeng Extension	802HH	15km of reticulation network with 20 communal stand pipes	No of km of reticulation network with communal stand pipes completed	None	R0.00	R8, 000, 000 .00	R0.00	WSIG
Feasibility report and technical report	Phiring Water Intervention	988HH	Refurbishing the existing borehole and 2 storage tanks	Refurbishing the existing borehole and 2 storage tanks	None	R0.00	R0.00	R4, 152, 000. 00	WSIG
MIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
Implementing scope through tender	Fetagomo VIP Backlog Programme (Phase 2,3)	3772HH	15330 VIP units constructed	Number of VIP sanitation units completed	3120 VIP sanitation units to be constructed	R0.00	R10, 000 000. 00	R10, 000 000. 00	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/FUND NAME
contracting strategy									
Implementing scope through tender contracting strategy	Upgrading of De Hoop Water Treatment Works	1087HH	Ga Malekana 12MI Water Treatment Works	Number of Kilometres of pipeline constructed, number of reservoir completed	Construct 100% remaining works	R60, 505, 976.00	R60, 728, 112.00	R0.00	MIG
Implementing scope through tender contracting strategy	NSD07 Regional Water Scheme Construction of Concrete Reservoirs	12475HH	Ga Malekana 12MI Water Treatment Works	Number of Kilometres of pipeline constructed, number of reservoir completed	Construct 60% of bulk and distribution network	R28, 686, 829.00	R0.00	R0.00	MIG
Implementing scope through tender contracting strategy	De Hoop/Nebo Plateau/Schoonoord Water Scheme Villages: Makgeru, Ga Ratau & Matekane	14609HH	Ga Malekana 12MI Water Treatment Works	Number of Kilometres of pipeline constructed number of reservoirs completed	Construct 60% of bulk and distribution network	R42, 223 394.00	R44, 223 394.00	R0.00	MIG
Implementing scope through tender contracting strategy	Tubatse VIP Backlog Programme (Phase 2,3)	24193 HH	16830 VIP units constructed	Number of VIP sanitation units completed	1300 VIP sanitation units to be constructed	R7, 000, 000.00	R10, 000, 000.00	R10, 000, 000.00	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
Implementing scope through tender contracting strategy	Motlailana, Makgemeng Water Supply	HH	Groundwater Source (Boreholes)	Number of Km for bulk line constructed	KM of bulk line constructed	R29, 409, 971.00	R0.00	R0.00	MIG
Implementing scope through tender contracting strategy	Malekana Regional Water Scheme	6401HH	Ga- Malekana 12MI Water Treatment Works	Number of Km for bulk line constructed	Construct KM of bulk and distribution network	R135, 000, 000.00	R156, 806, 828.00	R69, 836, 602.60	MIG
Implementing scope through tender contracting strategy	Lebalelo South connector pipes and reticulations	10374HH	12MI/day Mooihoek Water Treatment Works	Number of Km for bulk line constructed	Construct KM of bulk and distribution network	R32, 748, 439.30	R0.00	R0.00	MIG
Implementing scope through tender contracting strategy	Lebalelo South: Phase 3 (Ga-Maroga and Motlolo Bulk and Reticulation Infrastructure)	2349HH	12MI/day Mooihoek Water Treatment Works	Number of Km for bulk water constructed	Construct KM of bulk and distribution network	R63, 000, 000.00	R113, 000, 000.00	R61, 412, 452.00	MIG
Approval for funding and register for MIG funding	Mampuru Bulk Water Scheme	6520 HH	Ga-Malekana 12MI Water Treatment Works	Number of Km for bulk line constructed	Construct KM of bulk and distribution network	R57, 222, 987.00	R90, 819, 666.00	R179, 038, 659.00	MIG
Approval for funding and register for MIG funding	Lebalelo Central Regional Water; Sub-Scheme 1,2& 3	12736HH	Groundwater Source (Boreholes)	Number of Km for bulk water constructed and number of boreholes	KM of bulk line constructed	R0.00	R0.00	R100, 000, 000.00	MIG

Department of Public Works, Roads and Infrastructure												
Capital and Maintenance of Projects		Municipality		Coordinates		Period		Project cost vs Expenditure to date		Budget over MTEF period		
Project Name	Project Description	Local Municipality	Status	Latitude	Longitude	Starting date	End date	Total Project Cost	Actual Exp. 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Mahлагаume Primary School	Construction of new facilities and renovation of existing	Greater Tubatse	Site handover	24,60	30,30	29/01/21	29/07/22	R 32m	R0.00	R20m	-	-
LDPWRI-ROADS 18011	Household Routine Maitenance	Greater Tubatse	-	-	-	Apr-19	Nov-22	R41m	R11m	R12m	R1m	-

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	A brief description and overview	
Spatial Development Framework (SDF)	<p>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. The FTLM Spatial Development Framework is aligned with the Provincial Development Strategy (PGDS) with its strong emphasis on improving the quality of life and sustainable development; the PGDS is informed by the National Spatial Development Plan and all provincial documents that have a bearing on growth and development in Limpopo.</p> <p>The aim of a Spatial Development Framework is to provide general direction of preferred land use which therefore guide decision-making and over a multi-year period aimed at the creation of integrated and habitable built and natural environment. In other words the SDF aims at informing the decisions of different organs of state as well as creating a framework to guide and facilitate spatial investment of both private and public sector entities:</p> <p>The SDF aims to address the following deliverables:</p> <ul style="list-style-type: none"> • Existing policies, plans, resolutions and by-laws in the municipality pertaining to spatial issues • The municipal-wide spatial issues (in relation to the needs and the projects identified) • The settlement spatial patterns and dis-functionality. • Identification and analysis of the existing nodal points • Major structuring elements, urbanisation trends and spatial implications • Strategic roads and transportation networks 	SDF is in place, awaiting adoption by the Council for public participation.

Sector Plan	A brief description and overview	
	<ul style="list-style-type: none"> • Municipal investment and spending patterns • Location and trends of basic services and infrastructure • Location of low income houses • Environment conservation and sensitive areas and the impact which development may have on the environment • Areas of agricultural potential land currently affected by land claims • Major sporting nodes or areas with relevant infrastructure • Spatial relationship between urban and rural areas • Relationship between the spatial issues and the vision of the municipality 	
<p>Building regulations By-Law, 2018- (OC06/2018)</p>	<p>FTLM adopted the building regulations By-Law, 2018 in terms of section 12(3) of the Municipal Systems act, 2000(Act No.32 2000). The policy was promulgated in line with the National Building regulations and Building standard Act, 1977 and Regulations made under the Act approved by the Minister of Trade and Industry. It aims at addressing the following:</p> <ul style="list-style-type: none"> -Restriction on the erection of buildings within the one-in –fifty year flood line -Building activities that needs approval from FTM -Construction of Un-approved building plans -Exemptions from required building approvals -Building approval requirements -Certificate of occupancy -Penalties for construction of unapproved building plans -Penalties for altering of existing structures before approval etc. 	<p>The Building Regulations By-Law was adopted by council in 2018 (council resolution number – (OC06/2018) and gazetted on the 21st September 2018.</p>
<p>SPLUMA By-Laws- (OC05/2018)</p>	<p>FTLM has adopted and gazetted its Spatial Planning and land use by-law 2018 on the 5th October 2018.</p> <p>The aim of the by-law is to regulate land use management and spatial planning development (future planning) as mandated by the SPLUMA, 2013.</p>	<p>By-law has been approved by the Council (Council resolution OCO5/2018) and gazetted on the 05/10/2018).</p>
<p>Land Use Scheme (LUS)</p>	<p>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. Its main objectives are to provide wall to wall land development and land use management. It helps the Municipality to determine the use and development of land within the municipal area to which it relates in order to promote, harmonious and compatible land use patterns; aesthetic considerations; sustainable development and densification; and the accommodation of cultural customs and practices of traditional</p>	<p>Draft LUS is in place, awaiting adoption by the Council for public participation</p>

Sector Plan	A brief description and overview	
	communities in land use management. The adoption of LUS is anticipated in 2018/19 financial year	
Informal Settlement Policy	To guard against unlawful occupation of land owned by the municipality. This provides a clear guideline on the processes to follow in the event of invasions.	SC39/2017)
Land Disposal Policy-(SC39/2017)	The FTLM has adopted the Land Disposal Policy in 2017. 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 in a manner that supports the strategic interventions of the national and provincial spheres of government and the strategic objectives of Fetakgomo Tubatse Local Municipality.	The Land Disposal Policy was adopted by council in 2017 (Council resolution number – (SC39/2017)
GIS Policy	To provide guidelines, general principles, and procedures on the use and management of spatial information in the Municipality and ensure spatial enablement of information on land tenure administration in accordance with the municipal land use management controls system.	SC39/2017)
LGNC Policy	To provide general procedural guidelines for naming and renaming of geographical features and entities within the Fetakgomo municipal jurisdiction. The policy enlightened that Correction of the existing euro-centric names and other prevalent ills of the past regime. It was endorsed by the council on the 30 April 2015 under resolution C97/2015.	Local Geographic Names Committee has been moved to the office of the mayor since the amalgamation of the two municipalities. Therefore Office of the Mayor is responsible to give the current status of the policy
Apel Precinct Plan	The Apel Precinct Plan was adopted by the Council in December 2009. The focus of the Plan is to develop a set of guidelines which can and will be used to direct development within the defined area, the Apel node in particular the Hoeraroep farm. As the growth point of the municipal area, the node is currently not developed in a manner that supports most of the characteristics of an ideal growth point node. The plan undertakes precinct analysis/study of the defined area and highlight catalytic public sector led projects that are required to kick start or contribute to the development of the node.	The Plan is in the process of being reviewed and is awaiting budget
Informal Settlement Policy-(C78/2014)	The FTM developed and Informal Settlement Policy adopted by Council on the 30 June 2014. The purpose of this policy is to guide the process to be followed when managing and controlling authorized and unauthorized informal settlement located in Fetakgomo Local Municipality.	The Informal Settlement Policy was adopted by council in 2014 (council resolution number – (C78/2014)

Sector Plan	A brief description and overview	
Housing Sector Plan- (SC26/2018)	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)
Land Invasion Prevention Strategy	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 final Land Invasion Prevention Strategy is in place and awaiting adoption by the Council.
Land use audit report	The purpose is to protect and identify municipal land and record the ownership of our citizens in FTLM jurisdiction.	Adopted by council 2019

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	
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	

Sector Plan	A brief description and overview
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 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.

Sector Plan	A brief description and overview
Occupational Health and Safety Policy	<p>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.</p> <p>Resolution SC31B/2017</p>
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	<p>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.</p>
Human Resource Policies and Procedures (18 th December 2008, Council Resolution C97/08)	<p>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</p>
Workplace Skills Plan	<p>A Workplace Skills Plan for the Greater Tubatse Municipality was adopted in September 2015 and its main objectives are to capacitate employees 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>

Sector Plan	A brief description and overview	
	<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. (<i>C38/2014</i>). 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</p>	

Sector Plan	A brief description and overview
	changes take place as a quick change, with “after the fact” documentation, without any prior authorisation.
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</p>

Sector Plan	A brief description and overview
	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.
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 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> <ul style="list-style-type: none"> 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. B) Productivity of the Municipality. c) Cost-efficiency of the Municipality. <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.

Sector Plan	A brief description and overview
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.
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 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.

Sector Plan	A brief description and overview
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	<p>GTM has developed LED strategy in 2016 and is aligned with the Limpopo Growth and Development Strategy, Provincial Spatial Framework, National Spatial Development Perspectives and ASGISA. The strategy identifies the mining activities taking place in the area as the primary economic activity in GTM. It also outlines key issues that have to be taped into to unlock the economic potential in GTM.</p> <p>The strategy also identified Agricultural sector as a key sector that has to support the mining industry in GTM with agricultural products.</p> <p>Tourism is one other key sector which has to be unlocked and a few sites were identified with key activities or milestone that has to be unlocked for tourism to flourish in the area.</p> <p>FTM has developed the LED Strategy and was approved by the Council (C90/11). This document responds to locational economic constraints of the municipality. It describes the role of the municipality in LED which is more of facilitating than being the primary implementer. The aim of the LED strategy is to create an enabling environment for employment opportunities for local residents, reduce constraints to business investment and growth, tackle market failures to make market work better and strengthen the competitiveness of local firms. The strategy is thus aligned to key planning documents cited in the previous sections like LEGDP, NSDP, NGP (New Growth Path), NDP et cetera</p>	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 2018/19 financial year. The final approved strategy will in the next financial year 2019/20.

Sector Plan	A brief description and overview	STATUS
	<p>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.</p>	
Tourism Plan	<p>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.</p> <p>The merged municipality is underway in merging the two LED from both municipalities and have 1 concise document. The final LED Strategy will be inclusive of a Tourism Plan and Marketing Plan.</p>	<p>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 2018/19 financial year. The final approved strategy will in the next financial year 2019/20.</p>
Grant Funding Policy	<p>The FTM developed Grant funding Policy council resolution No: (C77/2014) and the LED Strategy identifies the Local Farmers Support (LFS) and Youth Enterprise Support (YES) programmes. The programmes are aimed at creating an enabling environment to local business to thrive through the acquisition of assets, for the reduction of costs. In its effort to address the key priorities of government and the Job drivers as identified in the National Development Plan, the municipality sets aside grant funding for the programmes to support local Cooperatives or any form of organized business.</p> <p>This support is primarily aimed at stimulating pro-poor growth whilst strengthening local competitive advantage and paving the way for sustainable economic growth. Moreover, the grant funding support is aimed at providing emerging businesses to increase their outputs and reducing input costs and thereby accessing markets at competitive prices.</p>	<p>The draft FTLM Grant Funding Policy will serve before municipal structures with the 2018/19 FY, approval is envisaged 2019/20 FY.</p>

Sector Plan	A brief description and overview	STATUS
Small Micro Medium Enterprises By-Law	<p>There is a mushrooming of informal small, medium and micro enterprise businesses operating within residential areas such as Spaza shops, Containers, Taverns and Carwash among other micro businesses for catering for the day to day needs of the community. Most of the above mentioned businesses are illegal in the sense that formal town planning processes were not complied with in relation to special land uses. This also includes applications to the business licencing department or LEDT.</p> <p>Given the functions above, it is clear that a Tuck/Spaza shop must not be confused with retail /business facilities on stands located along activity streets or nodes and serving a wider community at a larger scale. In addition, an Erf on which a Tuck/Spaza shop is operated should retain its primary use as residential.</p>	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</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

Sector Plan	A brief description and overview	STATUS
	an industrialised economic hub. The industrialised economic hub would be informed by the SEZ Policy to be drafted by council.	
EPWP Policy	<p>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 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>	The draft document will be serving before municipal structures within the 2018-19 FY and due for approval in 2019-20 FY.
FTLM LED STRATEGY	Advertised closes 26 March 2019	
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 29TH MAY 2020, RESOLUTION NO: SC60/2020
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

Sector Plan	A brief description and overview
	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> <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)	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.
Investments policy	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.
Budget and Virement Policy (SC23/2015)	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.
Cash Shortage Management Policy	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.
Cash Management and Investment Policy	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.

Sector Plan	A brief description and overview
	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.
Payroll procedure Manual (SC23/2015)	The FTM adopted Payroll procedure manual on the 28 May 2015.
Property Rates Policy	<p>Property rates policy for GTM was approved in 2008.</p> <p>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>

With the above policies / plans the FTM hopes to achieve a strong financial position with the ability to: Adjust efficiently to the community's changing services requirements, Effectively maintain, improve and expand the municipality infrastructure, Manage the municipality's budget and cash flow to the maximum benefit of the community and Prudently plan, coordinate and implement responsible and sustainable community development and growth. The previous section, Analysis Phase indicated that the FTM has Audit Committee and Risk Management Committee. It also tabulated the extent to which comments from the Auditor-General's report are being addressed through a comparative analysis of audit opinion from adverse (2005/6) to qualified (2006/7) and to qualified (both 2007/8 and 2008/9 financial years). Further to this the Audit Action Plan to respond to AG was developed and implemented as at 30th January 2010. It entailed corrective steps on report with matters of emphasis.

KPA: 6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION: SECTOR PLANS

Sector Plan	A brief description and overview	STATUS
Policy on Ward Committees	This policy (adopted in 2006) regulates the management and functioning of the Ward Committees in the Municipality. It enables the FTM to have effective Ward Committee system that promotes participatory democracy. The policy carries the role of the Ward Committees at lengths, criteria for membership, election processes, and term of office, filling of vacancies, Ward Committees' meetings, sub-committees, municipal support, accountability and relationships. Consequently, Ward Committees play substantial role in soliciting community views on service delivery and ensure that community views are encapsulated in the IDP/Budget.	

Sector Plan	A brief description and overview	STATUS
	Further to this, the GSDM's budget provide for support to local municipality in general including Ward Committees.	
Public Participation Policy	<p>Greater Tubatse municipality has adopted the public participation strategy in 2012. The strategy is reviewed annually during the review of the IDP and Budget. Purpose of the strategy is to create and encourage members of the community to participate in the affairs of the municipality including the development, implementation and review of the IDP and the budget in terms with chapter 4 of the Local Government Municipal systems act of 2000.</p> <p>Public Participation Policy Council Resolution No. (C03/13).The purpose of this policy is to guide and regulate public participation in Fetakgomo Local Municipality's area of jurisdiction. The main objective of this policy is to provide a broad framework through which the Municipality can engage its stakeholders in the development of plans and the implementation of subsequent decisions or final products. The Municipality also has an obligation to comply with statutory requirements which direct its operations and such statutes alluding to public participation as an integral part of governance. The incorporation of public participation in the municipal programmes is also intended to ensure legitimacy and credibility of processes and final products.</p>	
Communication Strategy	The FTM has adopted the Communication Strategy Council Resolution No: (C47/2014) which aims at making communication between the FTM and its residents more effective. The strategy sets out communication channels the municipality should explore with its citizens.	
Draft Protocol Manual	The FTM has adopted Draft Protocol Manual Council Resolution No. (C71/2015) for the municipality to restore and protect the dignity of our Principals & their entourage, during state events & functions; through professional and standard rules of Protocol practices plus most significant: ensure there is total elimination of common errors & mistakes. Further to render effective and efficient Protocol services at all times to the best of our ability.	
Stakeholder Engagement Strategy (SES)	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.	
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	The Internal Audit Methodology was developed and approved by Audit

Sector Plan	A brief description and overview	STATUS
	<p>Management Act (MFMA), and 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 on the 20 June 2018.</p> <p>Submission was made for council to note Internal Audit frameworks during their ordinary sitting of the 25 October 2018, however council was disrupted.</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. 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 on the 20 June 2018.</p> <p>Submission was made for council to note Internal Audit frameworks during their ordinary sitting of the 25 October 2018, however council was disrupted.</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; 	<p>Audit Committee Charter was developed and approved by Audit Committee on the 20 June 2018.</p> <p>Submission was made for council to note Internal Audit frameworks during their ordinary sitting of the 25 October 2018, however council was disrupted.</p>

Sector Plan	A brief description and overview	STATUS
	<ul style="list-style-type: none"> ▪ Assessing the audit committee’s performance by its members, municipal council, management, Auditor-General and internal auditors; and ▪ Contributions and participation at meetings. 	
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.</p> <p>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>	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017
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

Sector Plan	A brief description and overview	STATUS
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>	<p>This policy is adopted by council on the 26th October 2017, Resolution No: OC42/2017</p>
Fraud Risk Management	<p>Fraud represents a significant potential risk to the Municipality's assets and reputation.</p>	<p>This policy is adopted by council on the 26th October 2017, Resolution No: OC42/2017</p>
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>	<p>This policy is adopted by council on the 26th October 2017, Resolution No: OC42/2017</p>
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 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 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</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
	should define what business and security objectives management desires, but not how these solutions are engineered and implemented.	
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	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. 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	
Fetakgomo Youth Development Framework	The FTM's Youth Development Policy was approved by the Council, Ccouncil 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	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. 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 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 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	

Sector Plan	A brief description and overview	STATUS
	<p>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.</p> <p>A specific Service Level Agreement (SLA) must be in place with the service provider.</p>	
<p>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</p>	<p>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</p>	<p>The IWMP was endorsed by the MEC for Department of Economic, Environmental and Tourism on the 16/10/2018</p>
<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	<p>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.</p>	DRAFT submitted to Council for noting and therefore awaiting Council resolution
Fetakgomo Tubatse Local Municipality Draft Noise Control by law	<p>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.</p>	Draft By- law in place. No public consultation taken place due to lack of capacity within the municipality.
Draft Waste Management By- law	<p>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</p>	The Draft Waste Management By-Law still on a Public and Stakeholder Consultation Processes which started in March 2018

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	Greater Tubatse Municipality has developed its plan in 2016 The plan and development framework in integrated with land development objectives(LDOs) integrated development plans (IDPs) prepared in terms of provincial development planning legislation, such as guide plans, structure plans, development plans, policy plans or other plans affecting the development of land, prepared by other relevant sphere of government The SDM has an Integrated Transport Plan (ITP) which attends to the public and private modes of transport, infrastructure, facilities and services of the Fetakgomo.

The table below is informed by the Addendum 2 to MFMA Circular No. 88 issued on 17th December 2020, Indicators applicable to Local Municipalities for 2021/22. The purpose is to make clear to the 166 Local Municipalities the indicators that are applicable to them for pilot during the 2021/22 financial year. The issuing of Addendum 2 to MFMA Circular No. 88 marks a further step towards the introduction of a singular, differentiated set of indicators for all of local government in line with broader planning, budgeting and reporting reforms, and provides some background information on the reporting reforms process which explains how the common set of indicators for local government was developed. Therefore the final IDP/Budget for 2021-22 to 2023-2026 will be informed by this circular.

1. Putting people first

Ref No.	Output Indicator	Baseline	Annual Target	Quarterly Targets			
				1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
GG2.11	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	100%	100% ward committees with 6 or more ward committee members (excluding the ward councillor)	100% ward committees with 6 or more ward committee members (excluding the ward councillor)	100% ward committees with 6 or more ward committee members (excluding the ward councillor)	100% ward committees with 6 or more ward committee members (excluding the ward councillor)	100% ward committees with 6 or more ward committee members (excluding the ward councillor)
GG2.12	Percentage of wards that have held at least one councillor-convened community meeting	80%	100% of wards that have held at least one councillor-convened community meeting	100% of wards that have held at least one councillor-convened community meeting	100% of wards that have held at least one councillor-convened community meeting	100% of wards that have held at least one councillor-convened community meeting	100% of wards that have held at least one councillor-convened community meeting
GG2.31	Percentage of official complaints responded to through the municipal complaint management system	70%	100% of official complaints responded to through the municipal complaint management	100% of official complaints responded to through the municipal complaint management	100% of official complaints responded to through the municipal complaint management	100% of official complaints responded to through the municipal complaint management	100% of official complaints responded to through the municipal complaint management

2. Local economic development

Ref No.	Output Indicator	Baseline	Annual Target	Quarterly Targets			
				1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
LED1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	5%	30% of total municipal operating expenditure spent on contracted services physically residing within the municipal area	30% of total municipal operating expenditure spent on contracted services physically residing within the municipal area	30% of total municipal operating expenditure spent on contracted services physically residing within the municipal area	30% of total municipal operating expenditure spent on contracted services physically residing within the municipal area	30% of total municipal operating expenditure spent on contracted services physically residing within the municipal area
LED1.21	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	3387	3 800 of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	3 400 of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	3 600 of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	3 700 of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	3 800 of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)
LED2.12	Percentage of the municipality's operating	6%	15% of the municipality's operating	15% of the municipality's operating	15% of the municipality's operating budget spent on	15% of the municipality's operating	15% of the municipality's operating budget spent on

Ref No.	Output Indicator	Baseline	Annual Target	Quarterly Targets			
				1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
	budget spent on indigent relief for free basic services		budget spent on indigent relief for free basic services	budget spent on indigent relief for free basic services	indigent relief for free basic services	budget spent on indigent relief for free basic services	indigent relief for free basic services
LED3.11	Average time taken to finalise business license applications	15 days	15 days taken to finalise business license applications	15 days taken to finalise business license applications	15 days taken to finalise business license applications	15 days taken to finalise business license applications	15 days taken to finalise business license applications
LED3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process	90 days	90 days from the point of advertising to the letter of award per 80/20 procurement process	90 days from the point of advertising to the letter of award per 80/20 procurement process	90 days from the point of advertising to the letter of award per 80/20 procurement process	90 days from the point of advertising to the letter of award per 80/20 procurement process	90 days from the point of advertising to the letter of award per 80/20 procurement process
LED3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	80%	100% of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	100% of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	100% of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	100% of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	100% of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission

3. Transport & roads

Ref No.	Output Indicator	Annual Target	Quarterly Targets			
			1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
TR6.11	Percentage of unsurfaced road graded	40% of unsurfaced road graded	10% of unsurfaced road graded	10% of unsurfaced road graded	10% of unsurfaced road graded	10% of unsurfaced road graded
TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed	5% of surfaced municipal road lanes which has been resurfaced and resealed		3% of surfaced municipal road lanes which has been resurfaced and resealed		5% of surfaced municipal road lanes which has been resurfaced and resealed
TR6.13	KMs of new municipal road lanes built	KMs of new municipal road lanes built				
		Number of potholes reported per 10kms of municipal road network				

4. Good governance

Ref No.	Output Indicator	Baseline	Annual Target	Quarterly Targets			
				1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
GG3.11	Number of repeat audit findings	4	Zero of repeat audit findings				Zero of repeat audit findings
GG3.12	Percentage of councillors who have declared their financial interests	80%	100% of councillors who have declared their financial interests	100% of councillors who have declared their financial interests			
GG3.13		90%	100% of councillors attending council meetings	100% of councillors attending council meetings	100% of councillors attending council meetings	100% of councillors attending council meetings	100% of councillors attending council meetings
GG4.11	Number of agenda items deferred to the next council meeting	0	Zero of agenda items deferred to the next council meeting	Zero of agenda items deferred to the next council meeting	Zero of agenda items deferred to the next council meeting	Zero of agenda items deferred to the next council meeting	Zero of agenda items deferred to the next council meeting
GG5.11	Number of active suspensions longer than three months	0	Zero of active suspensions longer than three months	Zero of active suspensions longer than three months	Zero of active suspensions longer than three months	Zero of active suspensions longer than three months	Zero of active suspensions longer than three months
GG5.12	Quarterly salary bill of suspended officials	0	Zero Quarterly salary bill of suspended officials	Zero Quarterly salary bill of suspended officials	Zero Quarterly salary bill of suspended officials	Zero Quarterly salary bill of suspended officials	Zero Quarterly salary bill of suspended officials

5. Building capable local government institutions

Ref No.	Output Indicator	Baseline	Annual Target	Quarterly Targets			
				1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
GG1.2 1	Staff vacancy rate	60%	20% Staff vacancy rate	20% Staff vacancy rate	20% Staff vacancy rate	20% Staff vacancy rate	20% Staff vacancy rate
GG1.2 2	Percentage of vacant posts filled within 3 months	90%	100% of vacant posts filled within 3 months	100% of vacant posts filled within 3 months	100% of vacant posts filled within 3 months	100% of vacant posts filled within 3 months	100% of vacant posts filled within 3 months

6. Compliance indicators

Ref No.	Outcome Indicator	Baseline	Annual Target	Quarterly Targets			
				1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
C1 (GG)	Number of signed performance agreements by the MM and section 56 managers:	8	8 signed performance agreements by the MM and section 56 managers:	8 signed performance agreements by the MM and section 56 managers:	N/A	N/A	N/A
C2 (GG)	Number of ExCo or Mayoral Executive meetings held:	12	12 ExCo or Mayoral Executive meetings held:	3 ExCo or Mayoral Executive meetings held:	3 ExCo or Mayoral Executive meetings held:	3 ExCo or Mayoral Executive meetings held:	3 ExCo or Mayoral Executive meetings held:
C3 (GG)	Number of Council portfolio committee meetings held:	8	12 of Council portfolio committee meetings held:	3 Council portfolio committee meetings held:	3 Council portfolio committee meetings held:	3 Council portfolio committee meetings held:	3 Council portfolio committee meetings held:
C4 (GG)	Number of MPAC meetings held:	4	4 MPAC meetings held:	1MPAC meetings held:	1MPAC meetings held:	1MPAC meetings held:	1MPAC meetings held:
C5 (GG)	Number of recognised traditional leaders within your municipal boundary	68	68 recognised traditional leaders within your municipal boundary	68 recognised traditional leaders within your municipal boundary	68 recognised traditional leaders within your municipal boundary	68 recognised traditional leaders within your municipal boundary	68 recognised traditional leaders within your municipal boundary
C6 (GG)	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters:	12	12 formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters:	3 formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters:	3 formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters:	3 formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters:	3 formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters:
C7 (GG)	Number of formal (minuted) meetings - to which all senior managers were invited- held:	12	12 formal (minuted) meetings - to which all senior managers were invited- held:	3 formal (minuted) meetings - to which all senior managers were invited- held:	3 formal (minuted) meetings - to which all senior managers were invited- held:	3 formal (minuted) meetings - to which all senior managers were invited- held:	3 formal (minuted) meetings - to which all senior

Ref No.	Outcome Indicator	Baseline	Annual Target	Quarterly Targets			
				1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
							managers were invited- held:
C8 (GG)	Number of councillors completed training:	20	20 councillors completed training:	N/A	N/A	N/A	20 of councillors completed training:
C9 (GG)	Number of municipal officials completed training:	20	20 municipal officials completed training	N/A	N/A	N/A	20 municipal officials completed training
C10 (GG)	Number of work stoppages occurring:	0	0 work stoppages occurring:	0 work stoppages occurring:	0 work stoppages occurring:	0 work stoppages occurring:	0 work stoppages occurring:
C11 (GG)	Number of litigation cases instituted by the municipality:	6	4 litigation cases instituted by the municipality:	1 litigation cases instituted by the municipality:	1 litigation cases instituted by the municipality:	1 litigation cases instituted by the municipality:	1 litigation cases instituted by the municipality:
C12 (GG)	Number of litigation cases instituted against the municipality:	10	4 litigation cases instituted against the municipality:	1 litigation cases instituted against the municipality:	1 litigation cases instituted against the municipality:	1 litigation cases instituted against the municipality:	1 litigation cases instituted against the municipality:
C14 (GG)	Number of forensic investigations conducted:	2	2 forensic investigations conducted:	N/A	2 forensic investigations conducted:	N/A	N/A
C15 (GG)	Number of days of sick leave taken by employees:		Number of days of sick leave taken by employees:	Number of days of sick leave taken by employees:	Number of days of sick leave taken by employees:	Number of days of sick leave taken by employees:	Number of days of sick leave taken by employees:
C16 (GG)	Number of permanent employees employed	304	80 permanent employees employed	N/A	80 permanent employees employed	N/A	N/A
C17 (GG)	Number of temporary employees employed:	12	12 temporary employees employed:	N/A	12 temporary employees employed:	N/A	N/A
C18 (GG)	Number of approved demonstrations in the municipal area:	2	0 approved demonstrations in the municipal area:	0 approved demonstrations in the municipal area:	0 approved demonstrations in the municipal area:	0 approved demonstrations in the municipal area:	0 approved demonstrations in the municipal area:
C19 (GG)	Number of recognised traditional and Khoi-San	12	12 recognised traditional and Khoi-San	12 recognised traditional and Khoi-	12 recognised traditional and Khoi-	12 recognised traditional and Khoi-	12 recognised traditional and

Ref No.	Outcome Indicator	Baseline	Annual Target	Quarterly Targets			
				1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
	leaders in attendance (sum of) at all council meetings:		leaders in attendance (sum of) at all council meetings:	San leaders in attendance (sum of) at all council meetings:	San leaders in attendance (sum of) at all council meetings:	San leaders in attendance (sum of) at all council meetings:	Khoi-San leaders in attendance (sum of) at all council meetings:
C20 (ENV)	Number of permanent environmental health practitioners employed by the municipality:	N/A	N/A	N/A	N/A	N/A	N/A
C21 (ENV)	Number of approved environmental health practitioner posts in the municipality	N/A	N/A	N/A	N/A	N/A	N/A
C22 (GG)	Number of Council meetings held:	4	4 Council meetings held:	1 Council meetings held:	1 Council meetings held:	1 Council meetings held:	1 Council meetings held:
C23 (GG)	Number of disciplinary cases for misconduct relating to fraud and corruption:	0	0 disciplinary cases for misconduct relating to fraud and corruption:	0 disciplinary cases for misconduct relating to fraud and corruption:	0 disciplinary cases for misconduct relating to fraud and corruption:	0 disciplinary cases for misconduct relating to fraud and corruption:	0 disciplinary cases for misconduct relating to fraud and corruption:
C24 (GG)	Number of council meetings disrupted	0	0 council meetings disrupted	0 council meetings disrupted	0 council meetings disrupted	0 council meetings disrupted	0 council meetings disrupted
C25 (GG)	Number of protests reported	0	0 protests reported	0 protests reported	0 protests reported	0 protests reported	0 protests reported
C26 (GG)	R-value of all tenders awarded		R-value of all tenders awarded	R-value of all tenders awarded	R-value of all tenders awarded	R-value of all tenders awarded	R-value of all tenders awarded
C27 (GG)	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:	39	39 awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	39 awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	39 awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	39 awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	39 awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations
C28 (GG)	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:		R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain	R-value of all awards made in terms of Section 36 of the MFMA Municipal	R-value of all awards made in terms of Section 36 of the MFMA	R-value of all awards made in terms of Section 36 of the MFMA Municipal	R-value of all awards made in terms of Section 36 of the MFMA

Ref No.	Outcome Indicator	Baseline	Annual Target	Quarterly Targets			
				1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
			Management Regulations:	Supply Chain Management Regulations:	Municipal Supply Chain Management Regulations:	Supply Chain Management Regulations:	Municipal Supply Chain Management Regulations:
C29 (LED)	Number of approved applications for rezoning a property for commercial purposes:		Number of approved applications for rezoning a property for commercial purposes:	Number of approved applications for rezoning a property for commercial purposes:	Number of approved applications for rezoning a property for commercial purposes:	Number of approved applications for rezoning a property for commercial purposes:	Number of approved applications for rezoning a property for commercial purposes:
C30 (GG)	Number of business licenses approved:		Number of business licenses approved:	Number of business licenses approved:	Number of business licenses approved:	Number of business licenses approved:	Number of business licenses approved:
C31 (GG)	Number of approved posts in the municipality with regard to municipal infrastructure:		Number of approved posts in the municipality with regard to municipal infrastructure:	Number of approved posts in the municipality with regard to municipal infrastructure:	Number of approved posts in the municipality with regard to municipal infrastructure:	Number of approved posts in the municipality with regard to municipal infrastructure:	Number of approved posts in the municipality with regard to municipal infrastructure:
C32 (GG)	Number of positions filled with regard to municipal infrastructure:		Number of positions filled with regard to municipal infrastructure:	Number of positions filled with regard to municipal infrastructure:	Number of positions filled with regard to municipal infrastructure:	Number of positions filled with regard to municipal infrastructure:	Number of positions filled with regard to municipal infrastructure:
C33 (GG)	Number of tenders over R200 000 awarded:		Number of tenders over R200 000 awarded:	Number of tenders over R200 000 awarded:	Number of tenders over R200 000 awarded:	Number of tenders over R200 000 awarded:	Number of tenders over R200 000 awarded:
C34 (GG)	Number of months the Municipal Managers' position has been filled (not Acting):	90 days	Number of months the Municipal Managers' position has been filled (not Acting):	Number of months the Municipal Managers' position has been filled (not Acting):	Number of months the Municipal Managers' position has been filled (not Acting):	Number of months the Municipal Managers' position has been filled (not Acting):	Number of months the Municipal Managers' position has been filled (not Acting):

Ref No.	Outcome Indicator	Baseline	Annual Target	Quarterly Targets			
				1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
C35 (GG)	Number of months the Chief Financial Officers' position has been filled (not Acting):	90 days	Number of months the Chief Financial Officers' position has been filled (not Acting):	Number of months the Chief Financial Officers' position has been filled (not Acting):	Number of months the Chief Financial Officers' position has been filled (not Acting):	Number of months the Chief Financial Officers' position has been filled (not Acting):	Number of months the Chief Financial Officers' position has been filled (not Acting):
C36 (GG)	Number of vacant posts of senior managers:	2	2 vacant posts of senior managers filled	2 vacant posts of senior managers filled	2 vacant posts of senior managers filled	2 vacant posts of senior managers filled	2 vacant posts of senior managers filled
C37 (GG)	Number of approved posts in the treasury and budget office:		Number of approved posts in the treasury and budget office:	Number of approved posts in the treasury and budget office:	Number of approved posts in the treasury and budget office:	Number of approved posts in the treasury and budget office:	Number of approved posts in the treasury and budget office:
C38 (GG)	Number of filled posts in the treasury and budget office:		Number of filled posts in the treasury and budget office:	Number of filled posts in the treasury and budget office:	Number of filled posts in the treasury and budget office:	Number of filled posts in the treasury and budget office:	Number of filled posts in the treasury and budget office:
C39 (GG)	Number of approved posts in the development and planning department:		Number of approved posts in the development and planning department:	Number of approved posts in the development and planning department:	Number of approved posts in the development and planning department:	Number of approved posts in the development and planning department:	Number of approved posts in the development and planning department:
C40 (GG)	Number of filled posts in the development and planning department		Number of filled posts in the development and planning department	Number of filled posts in the development and planning department	Number of filled posts in the development and planning department	Number of filled posts in the development and planning department	Number of filled posts in the development and planning department
C41 (GG)	Number of approved engineer posts in the municipality:	0	1 approved engineer posts in the municipality:	1 approved engineer posts in the municipality:	1 approved engineer posts in the municipality:	1 approved engineer posts in the municipality:	1 approved engineer posts in the municipality:
C42 (GG)	Number of registered engineers employed in approved posts	0	1 registered engineers employed in approved posts	N/A	1 registered engineers employed in approved posts	N/A	N/A
C43 (GG)	Number of engineers employed in approved posts:	1	1 engineers employed in approved posts:	N/A	1 engineers employed in approved posts:	N/A	N/A

Ref No.	Outcome Indicator	Baseline	Annual Target	Quarterly Targets			
				1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
C44 (GG)	Number of disciplinary cases in the municipality:		0 disciplinary cases in the municipality:	0 disciplinary cases in the municipality:	0 disciplinary cases in the municipality:	0 disciplinary cases in the municipality:	0 disciplinary cases in the municipality:
C45 (GG)	Number of finalised disciplinary cases:		Number of finalised disciplinary cases:	Number of finalised disciplinary cases:	Number of finalised disciplinary cases:	Number of finalised disciplinary cases:	Number of finalised disciplinary cases:
C46 (ENV)	Number of approved waste management posts in the municipality:		Number of approved waste management posts in the municipality	Number of approved waste management posts in the municipality	Number of approved waste management posts in the municipality	Number of approved waste management posts in the municipality	Number of approved waste management posts in the municipality
C47 (ENV)	Number of waste management posts filled:	3	3 waste management posts filled:	3 waste management posts filled:	3 waste management posts filled:	3 waste management posts filled:	3 waste management posts filled:
C48 (EE)	Number of approved electrician posts in the municipality:	4	4 approved electrician posts in the municipality:	4 approved electrician posts in the municipality:	4 approved electrician posts in the municipality:	4 approved electrician posts in the municipality:	4 approved electrician posts in the municipality:
C49 (EE)	Number of electricians employed in approved posts:	4	4 electricians employed in approved posts:	4 electricians employed in approved posts:	4 electricians employed in approved posts:	4 electricians employed in approved posts:	4 electricians employed in approved posts:
C50 (WS)	Number of approved water and wastewater management posts in the municipality:	N/A	N/A	N/A	N/A	N/A	N/A
C51 (WS)	Number of filled water and wastewater management posts:	N/A	N/A	N/A	N/A	N/A	N/A
C52 (HS)	Number of maintained sports fields and facilities	4	4 maintained sports fields and facilities	4 maintained sports fields and facilities	4 maintained sports fields and facilities	4 maintained sports fields and facilities	4 maintained sports fields and facilities
C53 (HS)	Square meters of maintained public outdoor recreation space						
C54 (HS)	Number of municipality-owned community halls	8	10 municipality-owned community halls	10 municipality-owned community halls	10 municipality-owned community halls	10 municipality-owned community halls	10 municipality-owned community halls

Ref No.	Outcome Indicator	Baseline	Annual Target	Quarterly Targets			
				1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
C56 (EE)	Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)	0	N/A	N/A	N/A	N/A	N/A
C57 (EE)	Number of registered electricity consumers with a mini grid-based system in the municipal service area	N/A	N/A	N/A	N/A	N/A	N/A
C58 (EE)	Total non-technical electricity losses in MWh (estimate)	N/A	N/A	N/A	N/A	N/A	N/A
C59 (EE)	Number of municipal buildings that consume renewable energy	N/A	N/A	N/A	N/A	N/A	N/A
C60(WS)	Total number of sewer connections	N/A	N/A	N/A	N/A	N/A	N/A
C61 (WS)	Total number of chemical toilets in operation	N/A	N/A	N/A	N/A	N/A	N/A
C62 (WS)	Total number of Ventilation Improved Pit Toilets (VIPs)	N/A	N/A	N/A	N/A	N/A	N/A
C63 (WS)	Total volume of water delivered by water trucks	N/A	N/A	N/A	N/A	N/A	N/A
C67 (FD)	Number of paid full-time firefighters employed by the municipality	N/A	N/A	N/A	N/A	N/A	N/A
C68 (FD)	Number of part-time and firefighter reservists in the service of the municipality	N/A	N/A	N/A	N/A	N/A	N/A
C69 (FD)	Number of 'displaced persons' to whom the municipality delivered assistance	N/A	N/A	N/A	N/A	N/A	N/A
C71 (LED)	Number of procurement processes where disputes were raised	N/A	N/A	N/A	N/A	N/A	N/A
C73 (FD)	Number of structural fires occurring in informal settlements	N/A	N/A	N/A	N/A	N/A	N/A

Ref No.	Outcome Indicator	Baseline	Annual Target	Quarterly Targets			
				1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
C74 (FD)	Number of dwellings in informal settlements affected by structural fires (estimate)	N/A	N/A	N/A	N/A	N/A	N/A
C76 (LED)	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	N/A	N/A	N/A	N/A	N/A	N/A
C77 (LED)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based		B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based
C78 (LED)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned		B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned
C79 (LED)	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement		Spend from all Empowering Suppliers based on the B-BBEE Procurement	Spend from all Empowering Suppliers based on the B-BBEE Procurement	Spend from all Empowering Suppliers based on the B-BBEE Procurement	Spend from all Empowering Suppliers based on the B-BBEE Procurement	Spend from all Empowering Suppliers based on the B-BBEE Procurement
C86 (LED)	Number of households in the municipal area registered as indigent	8490	9000 households in the municipal area registered as indigent	9000 households in the municipal area registered as indigent	9000 households in the municipal area registered as indigent	9000 households in the municipal area registered as indigent	9000 households in the municipal area registered as indigent
C89 (GG)	Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum	0	0 meetings of the Executive or Mayoral Committee postponed due to lack of quorum	0 meetings of the Executive or Mayoral Committee postponed due to lack of quorum	0 meetings of the Executive or Mayoral Committee	0 meetings of the Executive or Mayoral Committee postponed due to lack of quorum	0 meetings of the Executive or Mayoral Committee

Ref No.	Outcome Indicator	Baseline	Annual Target	Quarterly Targets			
				1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
					postponed due to lack of quorum		postponed due to lack of quorum