



DRAFT IDP/BUDGET 2022/2023

**FOR
FETAKGOMO TUBATSE LOCAL MUNICIPALITY**

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

COUNCIL RESOLUTION:SC28/2022

ADOPTED: 30/03/2022

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Acronyms/Abbreviations

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

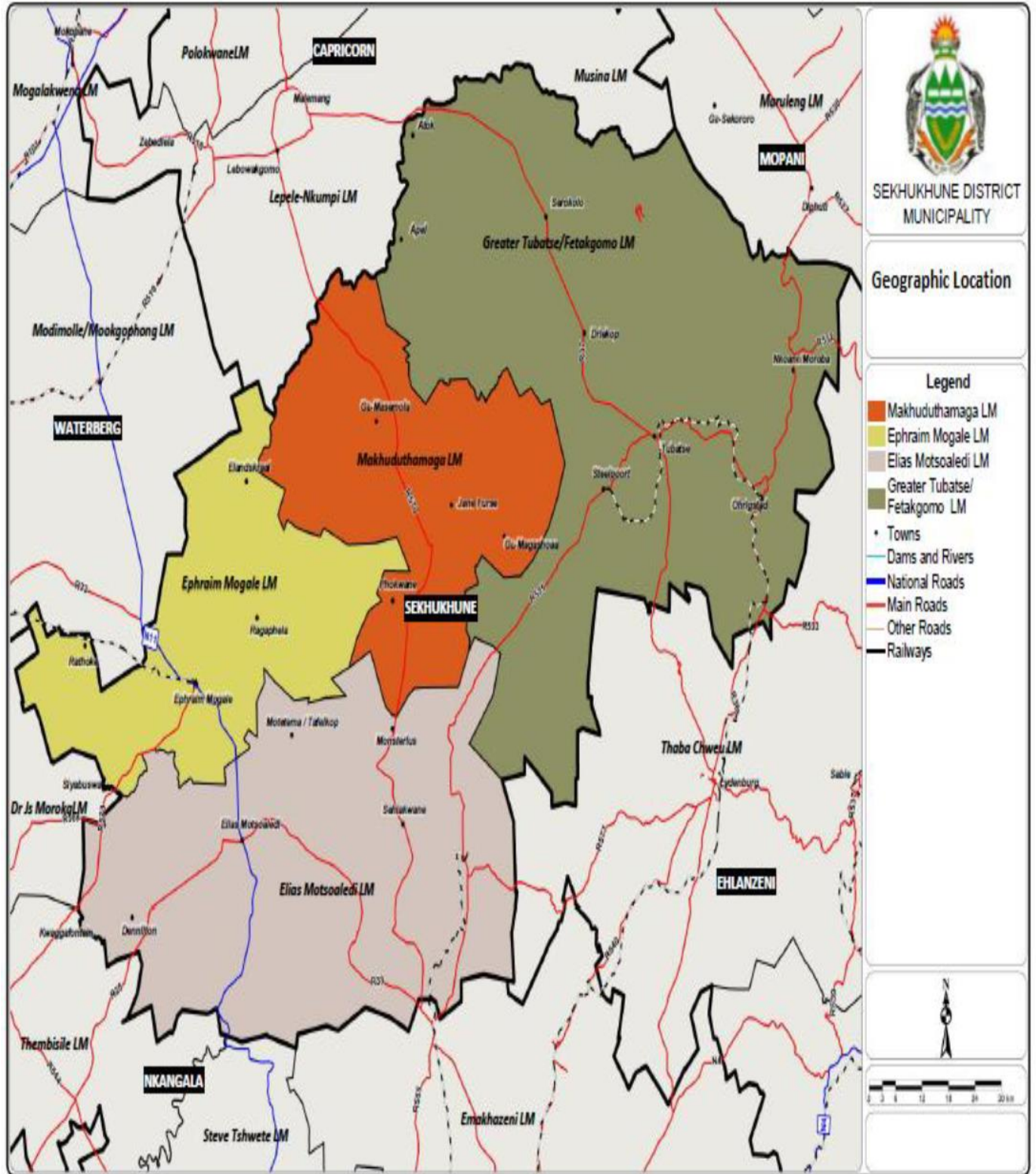
1. CHAPTER IDP OVERVIEW

INTRODUCTION AND BACKGROUND

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

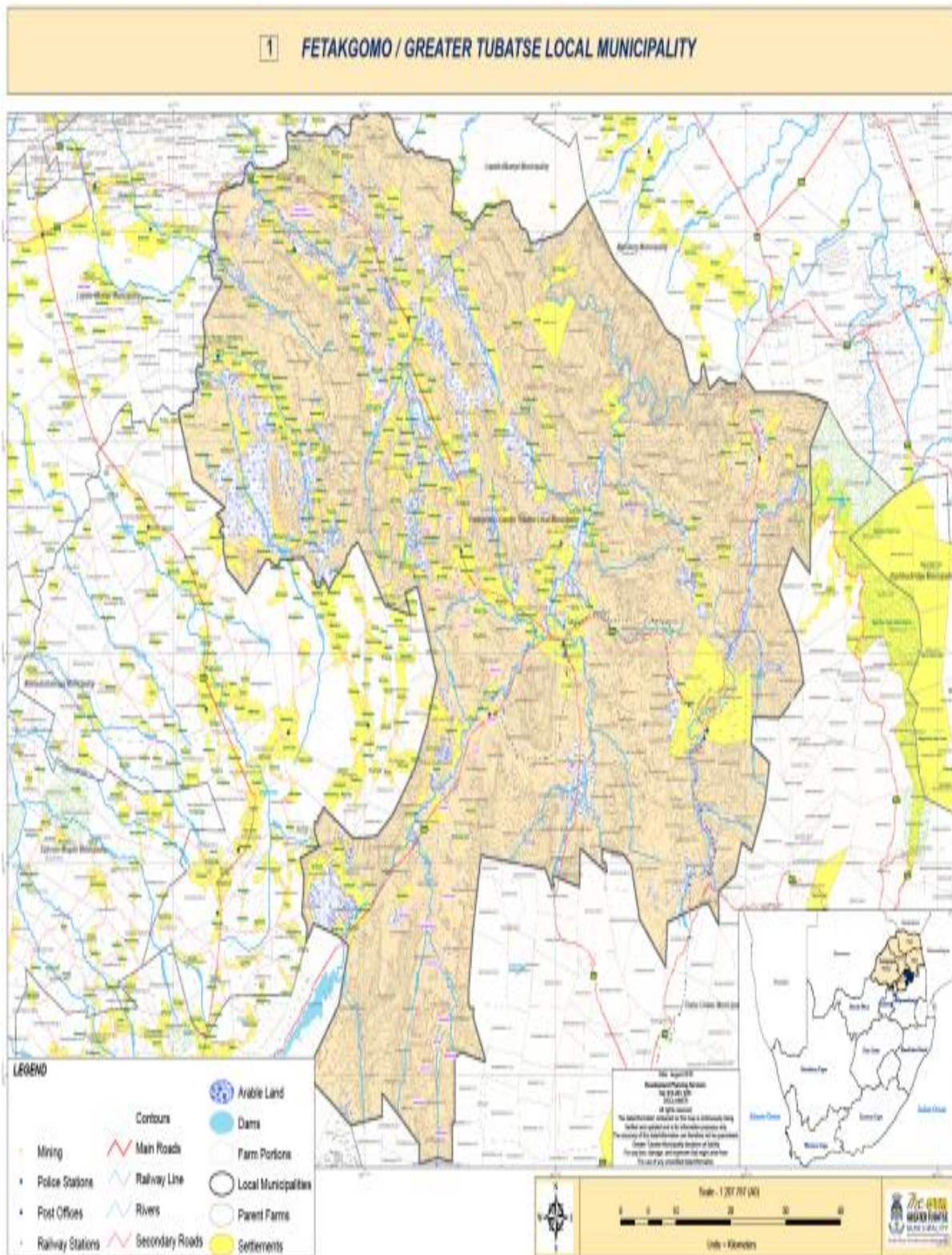
Its municipal boundaries have been determined in the Demarcation Notice published in Gazette no. 2629 dated 11 November 2015. The MDB (Municipal Demarcation Board) Circular 8/2015: Redetermination of Municipal Boundaries in terms of Section 21 of Local Government: Municipal Demarcation Act, 1998, has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



SEKHUKHUNE DISTRICT MUNICIPALITY MAP

Fetakgomo Tubatse Municipal Description and Villages per ward



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

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

1.1 INTEGRATED DEVELOPMENT PLANNING (IDP) OVERVIEW

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

- ✚ Provide democratic and accountable government to all communities;
- ✚ Ensure the provision of services to communities in a sustainable manner;
- ✚ Promote social and economic development;
- ✚ Promote a safe and healthy environment; and
- ✚ Encourage the involvement of communities and community organisations in matters of local government.

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

The Spatial Planning and Land Use Management Act No 16 of 2013 sets the legal framework for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making. Other objectives include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments.

SPLUMA requires national, provincial, and municipal spheres of government to prepare SDF's that establishes a clear vision which must be developed through a thorough inventory and

analysis based on national spatial planning principles and local long-term development goals and plans. SDF's are thus mandatory at all three spheres of government.

National Development Plan

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

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

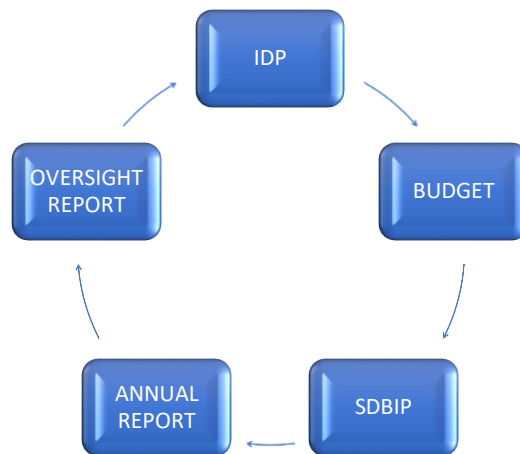
The Fetakgomo Tubatse Local Municipality as one of the distressed mining town's municipality. This was attributable to lots of mining activities taking place within the Fetakgomo Tubatse Local Municipality government municipal area. This IDP envisages incorporating general assumptions and contexts underpinning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

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

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

Municipal planning and reporting cycle

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



Integrated Development Plan (IDP)

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

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

Budget

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

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN(SDBIP)

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

(a) Projections for each month:

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

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

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

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

Alignment of IDP, Budget and SDBIP

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

MONITORING, MEASUREMENT AND REVIEW OF PERFORMANCE

Quarterly Performance Reporting on Progress against SDBIP

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

Mid-Year Budget and Performance Assessment Report

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

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

Submit a report of such assessment to:

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

ANNUAL REPORT

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

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

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

OVERSIGHT REPORT

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

Generation of an oversight report is a consultative process through which the elected MPAC will meet with different stakeholders discussing the content of the Annual report. Section 129(2) of MFMA , Act 56 of 2003 requires the accounting office to attend these consultative

meetings to clarify any question that may arise in the meeting regarding the annual report. Within seven days after council has approved the oversight report the accounting office must publicise it.

MFMA Circular No. 88

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

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

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

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

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

PHASES OF THE IDP PROCESS	
IDP PHASES	ACTIVITIES
Preparatory Phase	<ul style="list-style-type: none"> • Identification and establishment of stakeholders; • Structures and sources of information; • Development of the IDP Process Plan.
Analysis Phase	Compilation of levels of development and backlogs that suggest areas of intervention.
Strategies Phase	Reviewing the Vision, Mission, Strategies, Objectives Linkages of problem statements, development of strategies and outcome.
Projects Phase	Identification of possible projects and their funding sources.
Integration Phase	Sector plans, policies, by-laws summary inclusion and programmes of action.
Approval Phase	Submission of Draft IDP to Council <ul style="list-style-type: none"> • Public Participation and publication • Review , Amendments of the Draft IDP according to comments; • Submission of final IDP to council for approval and adoption

The IDP/Budget process undertaken for the 2022/23 Financial Year adopted by council to guide the 2021/22-2023/26 IDP and Budget Cycle especially the 1st review for the 2022/2023 IDP and Budget. Below is the IDP/Budget Process Plan for 2022/23 adopted on the 27th of July 2021, Resolution No: OC11/2021.

MONTH	ACTIVITY	TARGET DATE
July 2021	PREPARATORY PHASE	July 2021
	Review of previous year's IDP/Budget process plan, MTEF included. EXCO provides political guidance over the budget process and priorities that must inform preparations of the budget. IDP/Budget Steering Committee meeting. Consultation with established Committees and fora Signing of 2021/22 performance agreements by senior and Level 1 managers 4 th Quarter Performance Lekgotla (2020/21)	
August	Ward-to-Ward based data collection/ priority needs. Collate information from ward based data.	August 2021

2021	Submit AFS (Annual Financial Statements) for 2020/21 to AG. Submit 2020/21 Annual Performance Report to AG & Council Structures	
September 2021	ANALYSIS PHASE Council determines strategic objectives for service delivery through IDP review processes and the development of the next 3 year budget (including review of sector departments plans). Determine revenue projections and propose tariffs and draft initial allocations per function and department for 2022/2023 financial year. Consult with provincial and national sector departments on sector specific programs for alignment (schools, libraries, clinics, water, electricity, roads, etc). Finalize ward based data compilation for verification in December 2021. Update Council structures on updated data.	September 2021
October 2021	STRATEGIES PHASE Quarterly (1 st) review of 2021/22 budget, related policies, amendments (if necessary), any related consultative process. Begin preliminary preparations on proposed budget reviews for 2021/22 financial year with consideration being given to partial performance of 2021/22 1 st quarter EXCO Lekgotla for 2021/22 financial year Submission of 2021/22 1st Quarter performance report to council	October 2021
November 2021	PROJECTS PHASE Confirm IDP projects with district and sector departments. Engage with sector departments' strategic sessions to test feasibility of attendance to planned sessions. Review and effect changes on initial IDP draft.	November 2021
December 2021	INTEGRATION PHASE Review budget performance and prepare for adjustment of the 2021/22 Budget Consolidated Analysis Phase in place IDP/Budget Steering Committee meeting IDP Rep Forum.	December 2021
January 2022	Table Draft 2020/21 Annual Report to Council. Submit Draft Annual Report to AG, Provincial Treasury (PT) and COGHSTA Publish Draft Annual Report in the municipal jurisdiction (website etc). Prepare Oversight Report for the 2020/21 financial year. Mid-Year Performance Lekgotla/Review/Strategic Submission of 2nd quarter report to council Submission of Mid – Year report to Mayor, COGHSTA, National and Provincial treasury; Table Mid – year Report to council Planning Session, (review of IDP/Budget, related policies and consultative process).	January 2022
February 2022	Table Budget 2021/22 Adjustment (if necessary). Submission of Draft IDP/Budget for 2022/2023 to Management, relevant stakeholders & structures;	February 2022

	Table adjusted SDBIP Conduct individual performance assessments	
March 2022	Council considers the 2022/2023 Draft IDP/Budget/SDBIP. Publish the 2022/2023 Draft IDP/Budget for public comments. Adoption of Oversight Report for 2020/21.	March 2022
April 2022	APPROVAL PHASE Submit 2022/2023 Draft IDP/Budget to the National Treasury, Provincial Treasury and COGHSTA in both printed & electronic formats. Community Consultation and with key stakeholders. 3rd Quarter Exco – Lekgotla; Submission of 3rd quarter performance report to council	April 2022
May 2022	IDP/Budget Steering Committee meeting. Submit Final Draft IDP/Budget for 2022/2023 with incorporated comments from stakeholders' consultation to Council for approval. Prepare SDBIP for 2022/2023 f/y.	May 2022
June 2022	Submission of the SDBIP to the Mayor. Prepare 2022/2023 Performance Agreements of MM, Senior Managers and Middle Managers for 2022/2023 performance year.	June 2022

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

1.2 FETAKGOMO TUBATSE LOCAL MUNICIPALITY AMENABLE POWERS AND FUNCTIONS

Function	Authorized
Municipal planning	Yes
Building regulations	Yes
Local tourism	Yes
Trading regulations	Yes
Street trading	Yes
Control of undertakings that sell liquor to the public	Yes
Street lighting	Yes
Municipal roads	Yes
Traffic and parking	Yes
Municipal public transport	Yes

Billboards and the display of advertisements in public places (dort says it's their function i.e on their owned roads, unless on our roads -ask?)	Yes
Local sport facilities	Yes
Local amenities	Yes
Refuse management	Yes
Municipal cemeteries, funeral parlours and crematoria	Yes
Public places (with ftm but not in gtm)	Yes
Municipal airport	Yes

1.3 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:

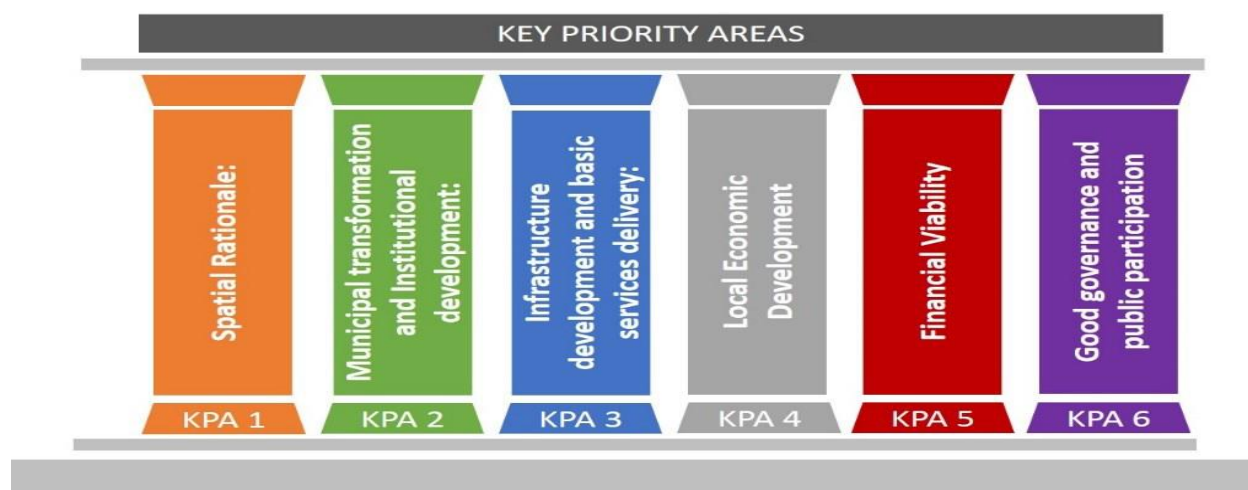
- ✚ Outline the contribution from Limpopo Province to the NDP and national Medium-Term Strategies Framework.
- ✚ Provide a framework for the strategic plans of each provincial government department; as well as the IDP’s and sector plans of district and local municipalities.
- ✚ Create a structure for 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.

FETAKGOMO TUBATSE KEY PRIORITY AREAS

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



14 OUTCOMES:

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

KEY PRIORITIES



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 blueprint for long term planning
- ✚ Review and implement municipal by-laws
- ✚ Review and implement municipal policies
- ✚ Review and implement municipal sector plans
- ✚ Eradication of poverty within the municipal area by creating jobs
- ✚ Maintenance of the existing infrastructure to ensure effectiveness and efficiency of the municipal infrastructure
- ✚ Capacitate the workforce to optimize service delivery
- ✚ Implementation of the waste PPP program
- ✚ Implementation of NDPG and Operation Mabone programs
- ✚ Purchase the rented municipal building
- ✚ Growing the municipal revenue base by attracting new investments
- ✚ Infrastructure development

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

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.

2021 / 2026 LOCAL GOVERNMENT MANDATES

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

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

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

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

2021 / 2026 LOCAL GOVERNMENT MANDATES

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

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

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

11

2021 / 2026 LOCAL GOVERNMENT MANDATES

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

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

12

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

FTLM ALIGNMENT TO FIVE KEY GOVERNMENT TASK



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 - 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 fo - - r 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 ,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	Mamopo HBC, Phutanang HBC	NPO
18	CPF,Youth against Crime, Pastors and Woman Against Crime ,Manoke Home Based Care Drop in Centre, SANCO (Manoke)	NPO
19	None	None
20	Bothashoek Home Based Care	NGO
21	Hlapologang Aged Clinic , SADC , SANCO , Mamapo HBC	NPO
22	Madama home base care, Isibindi child and youth care, Bambanane home base care, Bogwasha protective work	NGO ,NPO
23	Thandanani Homebase , Alverton help self-group,Lehlabile old age	NGO
24	Home base care	NGO
25	Batau home based care , Madiseng Home based care	NPO
26	CPF, Home base care, Irrigation scheme, Civic	CBO,NPO,NG
27	09 CPF	NGO
28	Ngwaabe home base care,Kokwaneng mogokadi disability centre,Ngwaabe youth against crime	NGO
29	Ngwaabe home base care, Kokwaneng mogokadi disability centre, Ngwaabe youth against crime,CPF Rehoboth substance abuse,Maseven skills development committee	NGO
30	Mokobola community project, Bapedi reka kgona,Reshogathari, Badisa ba dikgomo,SANCO, Traditional healers ,Praktiseer disability,Home base care, Home base care,Vodaville development forum	NPO,NGO
31	Mangabane community development and business forum, Itireleng home base care, Burgersfort home base care	NPO
32	Imologa disability centre, Motswadibe home base care, Tsoga o sepele old age, Tlemaganang drop in	NPO
33	Baroka ba selepe home base care, Manotoana home base care, Swazi Mnyamane home base care	NPO
34	Samanco Jaghlost community structure,Potlake management forum,Business forum, Water committee	CBO
35	Phafogang , Ikageng home base care	NGO
36	Itshepeng HBC, Lawrence Phokanoka dropping, Phela o Phedishe ,Fetakgomo farming Projects, Gosebo Home based care , Aganang ;RWA	NPO
37	Mantshatlala fibre project ,Baphelon home base care ,Mapuwe Agrisen,LPR, Phela o Phedishe gradening ,Monoka Development forum,Youth against crime, Victim empowerment, HTA,Aganang Home base care ,Ngwanamante,Thetiane Piggery,Ikholofeleng farming ,Areshomeng, Mogo	NPO
38	Awake & Rise Home Based Care, CPF, CWP, Phahla HBC,Arejeng Borocho 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, Shenyangeng 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

2.2.1 INTRODUCTION

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

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

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

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

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

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

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

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

POLICIES AND PLANS AFFECTING SPATIAL PLANNING

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

Table: Policies and Plans affecting Spatial Planning

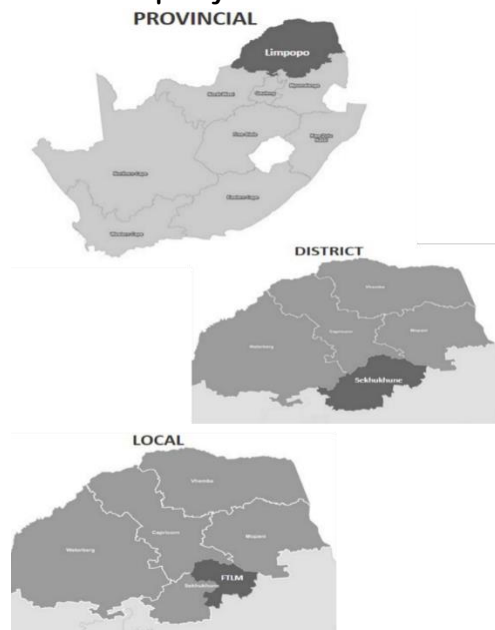
01 NATIONAL	
<ul style="list-style-type: none"> • National Development Plan: Vision 2030 • New Growth Path • National Spatial Development Framework (NSDF) • State of the Nation Address • National Infrastructure Plan • Industrial Policy Action Plan (IPAP) • Regional Industrial Development Strategy 	<ul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

2.2.2 REGIONAL CONTEXT

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

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

The municipality share borders with Makhuduthamaga Local Municipality and Elias Motsoaledi



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

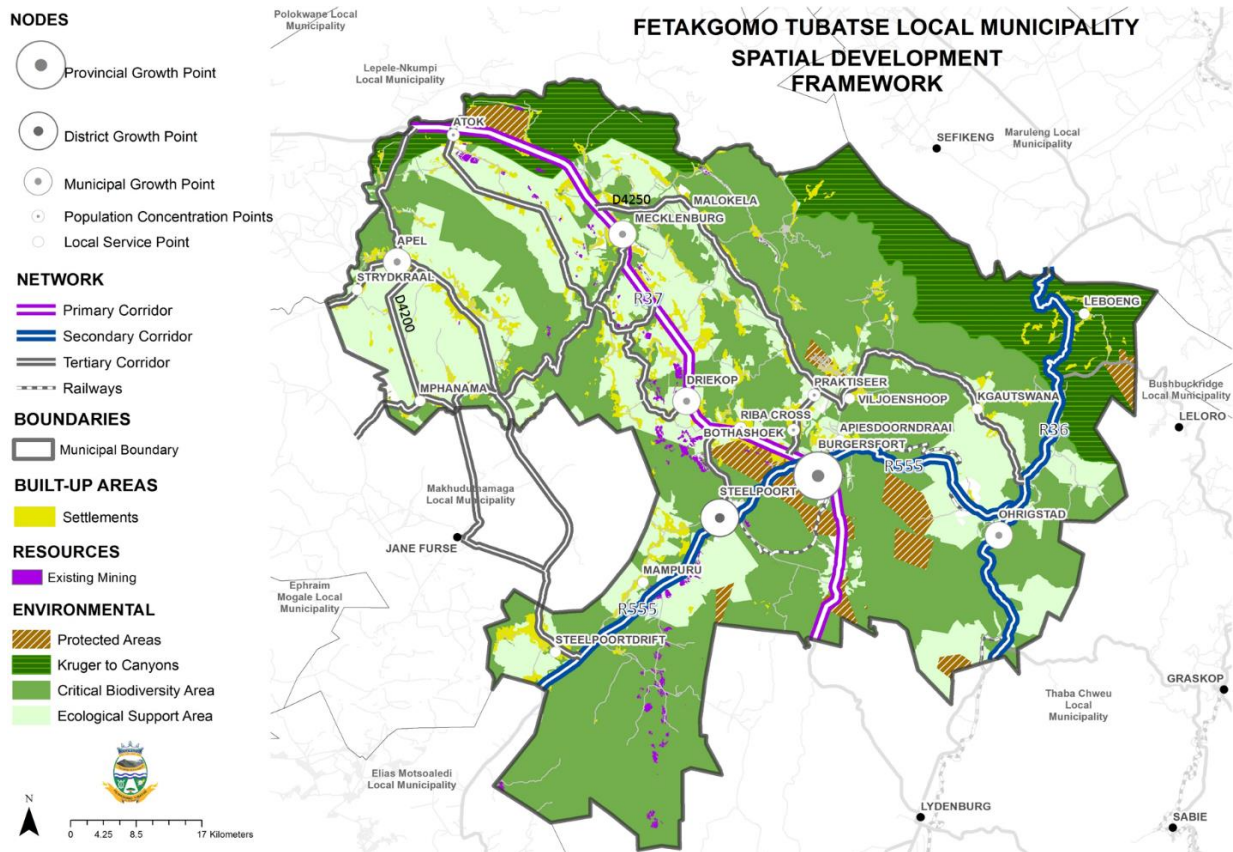
FTLM is the biggest of the four local municipalities within Sekhukhune District measuring a total area of 5 693 km². FTLM covers about 42% of the Sekhukhune District. According to the official demographic survey results (2016), the municipality is a home of a total population of 490 381 people.

KEY STRUCTURING ELEMENTS

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

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

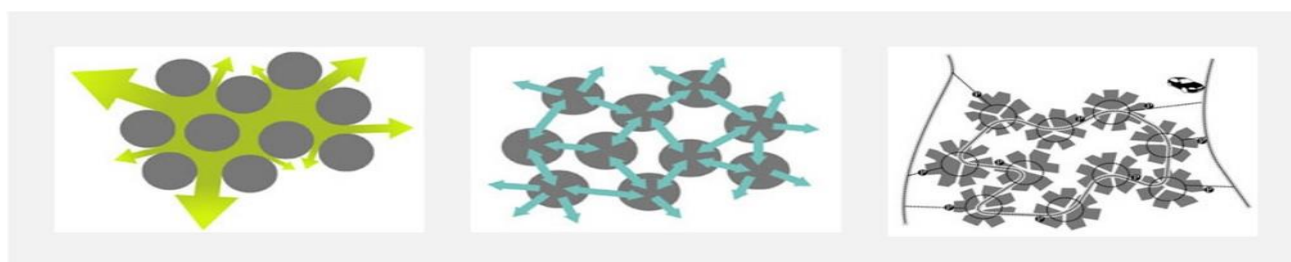
Map: Nodes and Corridors



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

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

Nodes



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

Table: Nodes

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

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

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

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

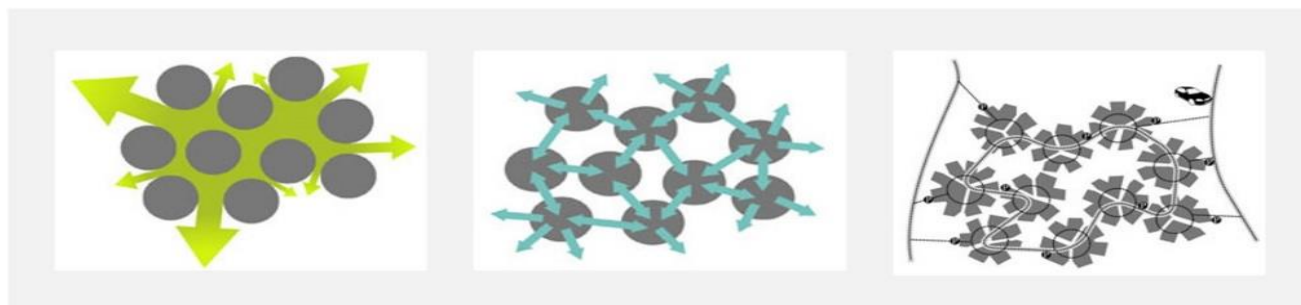
The D4190 (Pelangwe to Mabulela) (15 km) road hugs Burgersfort, Polokwane, and other special places in Limpopo such as Moria, Podingwane et cetera. It is therefore a recognised priority road in this IDP/Budget because of its potential to increase economic fortune and viability of the FTLM. Lead to promotion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

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

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

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

Corridors



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

Table: Corridors

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

Clusters



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

Table: Municipal Clusters

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

Tubatse Special Economic Zone (SEZ)

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

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

The SEZ is established to:

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

Key Challenges:

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

Possible Interventions:

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

2.2.3 SUMMARY OF KEY SPATIAL CHALLENGES AND INTERVENTIONS

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

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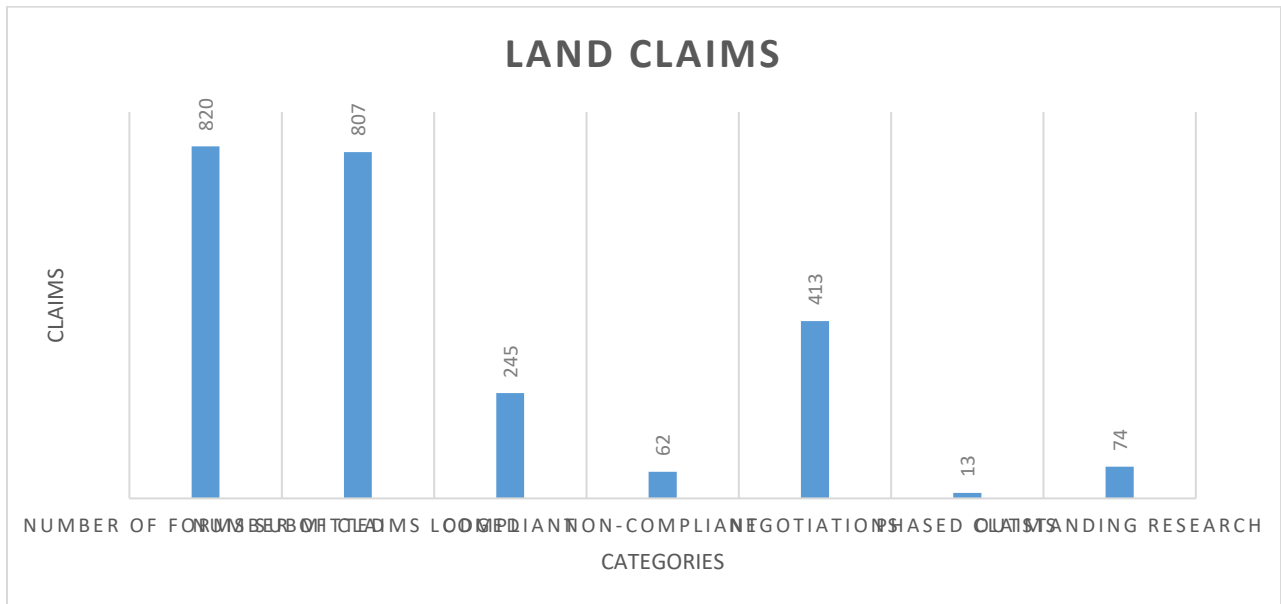
LAND CLAIMS

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

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

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

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



LAND AVAILABILITY

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

LAND INVASIONS

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

Legislation applicable to land invasions

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

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

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

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

Rationale behind land invasions

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

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

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

2.2.4 TRADITIONAL AREAS

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

Table: Traditional Authorities

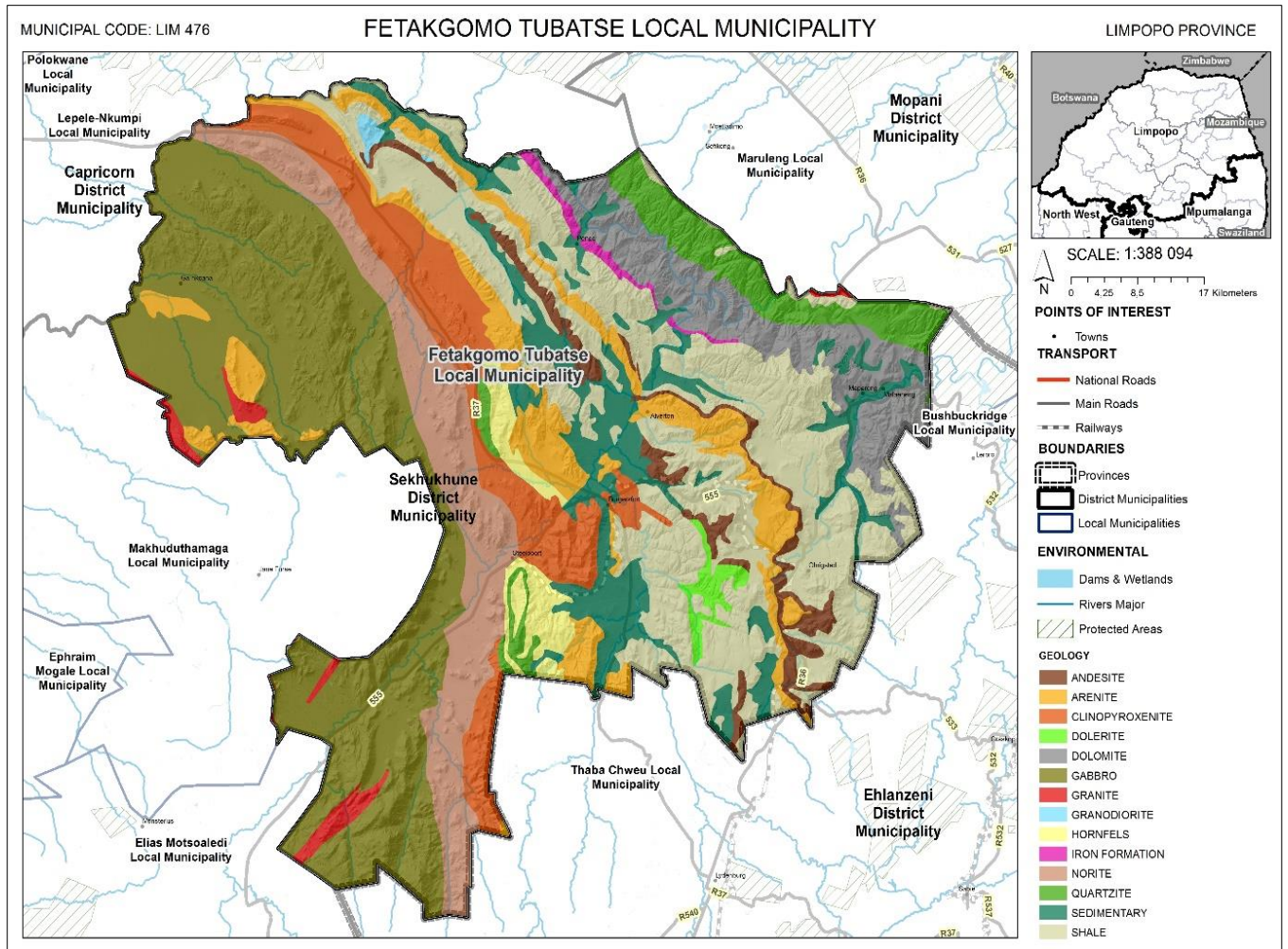
TA Name	Chief	Bantustan	Hectares
Matoke	H Manoke	Lebowa	3 007
Roka(Mashishi)	Mashishi M S	Lebowa	10 274
Roka(Makgalanotho)	Phasa T M	Lebowa	14 509
Roka(Malepe)	Malepe A E	Lebowa	24 093
Roka Phasa-Phokoane	Phasa K P	Lebowa	4 104
Pulana Maroga	Maroga J	Lebowa	6 201
Ba-Bina-Noko-Ba -Mampuru	Mampuru M H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

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

2.2.5 ENVIRONMENTAL ANALYSIS AND OPPORTUNITIES

Geology

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



Terrain Types

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

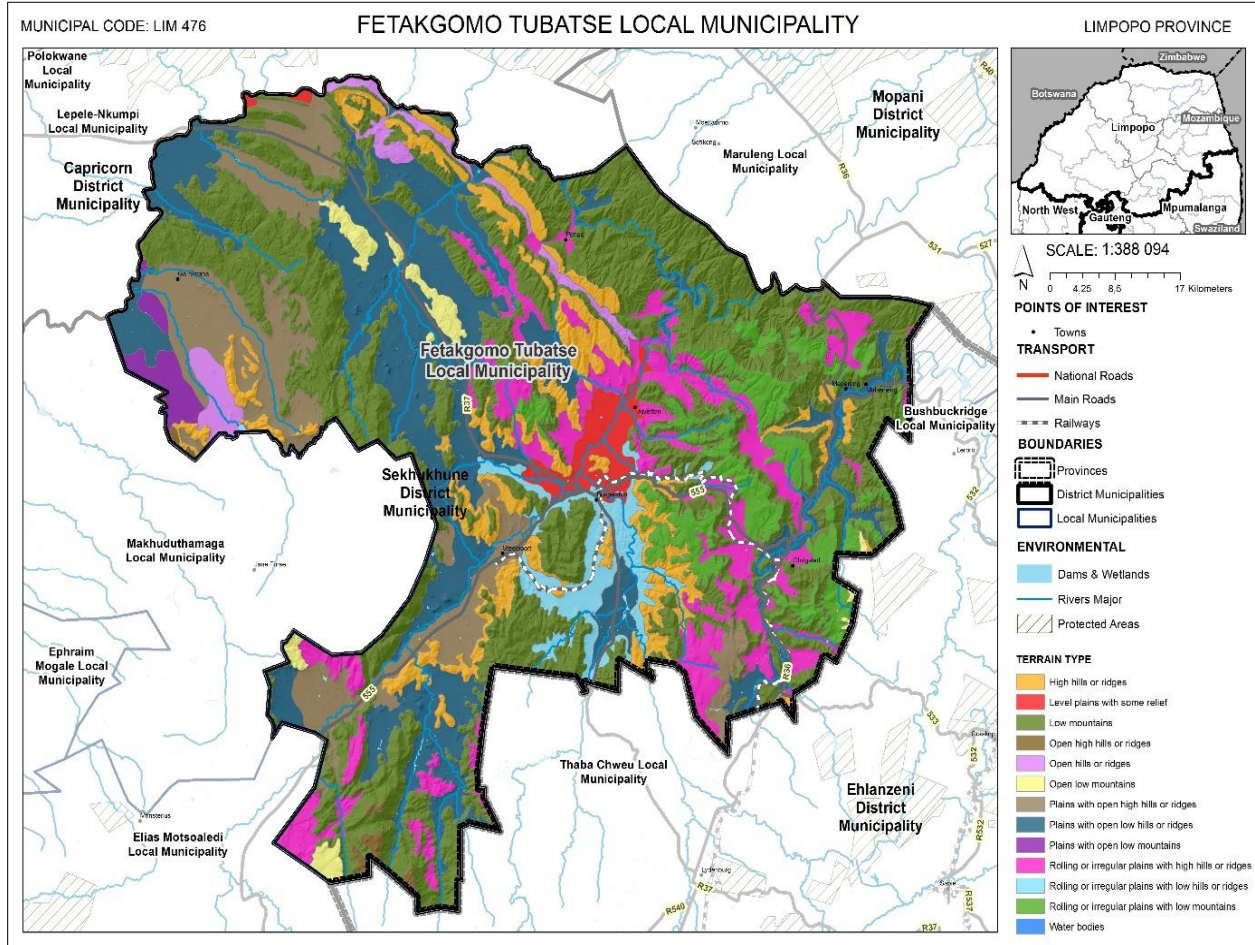
The majority of the municipality can be said to exhibit a terrain type of “low mountains” which covers approximately 36.97% of the municipal area, followed by a terrain type of “plains with open low hills/ridges” which cover 19.3% of the municipal area. Plains with open high hills/ridges cover 9.93%,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

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

Table Error! No text of specified style in document.-1: Logic Applied to Terrain Type

Symbol	Description (After Kruger, 1973; 1983)	Local relief (m) 1
A: Plains or plateaus with > 80% level land – land with slope less than 8%		
A1	Level plains or plateaus	0-30
A2	Level plains or plateaus with some relief	30-90
A3	Open plains or plateaus with low hills or ridges	90-150
A4	Open plains with high hills or ridges	150-300
A5	Open plains with low mountains	300-900
B: Rolling landscapes, broken plains or plateaus with 50-80% level land		
B1	Rolling or broken plains or plateaus with low relief	0-30
B2	Rolling or broken plains or plateaus with some relief	30-90
B3	Rolling or broken plains or plateaus with low hills or ridges	90-150
B4	Rolling or broken plains with high hills or ridges	150-300
B5	Rolling or broken plains with low mountains	300-900
C: Open hills, ridges or mountains with 20-50% level land		
C2	Open low hills or ridges	0-30
C3	Open hills or ridges	30-90
C4	Open high hills or ridges	90-150
C5	Open low mountains	150-300
D: Hills, ridges or mountains with <20% level land		
D2	Low hills or ridges	0-30
D3	Hills or ridges	30-90
D4	High hills or ridges	90-150
D5	Low mountains	150-300
D6	High mountains	>900

Map: Terrain Types



Slope

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

Degree Slope and Developmental Potential

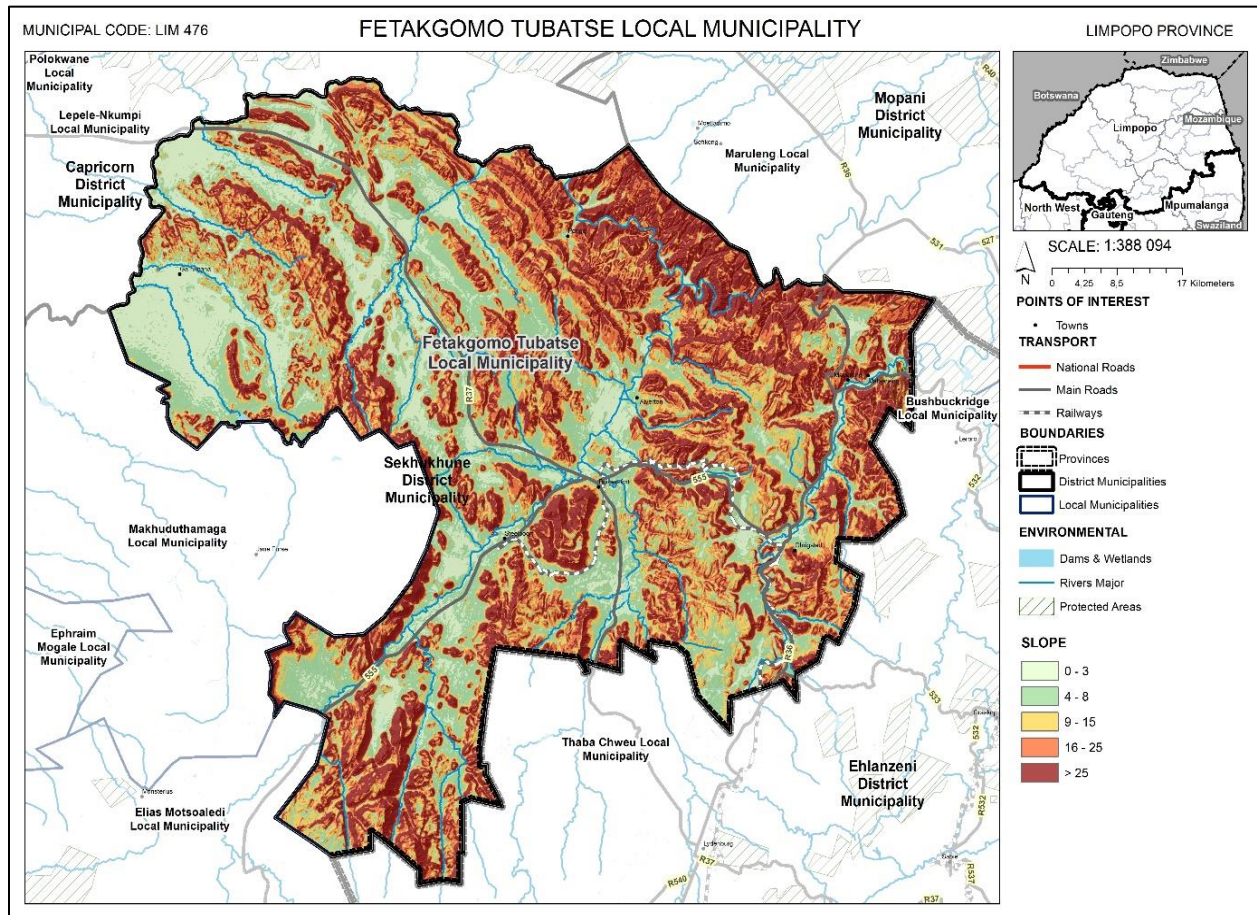
Degree of slope (%)	Development Potential
0% - 3%	Generally suitable for all development and uses
4% - 8%	Suitable for medium density residential development, agriculture, industrial and institutional uses
9% to 15%	Suitable for moderate to low-density residential development, but great care should be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

Source: (Lehigh Valley Planning Commission, 2008)

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

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

Map: Slope



Soil

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

Soil Classes

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

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

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

Soil Erosion Susceptibility

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

Protected Areas

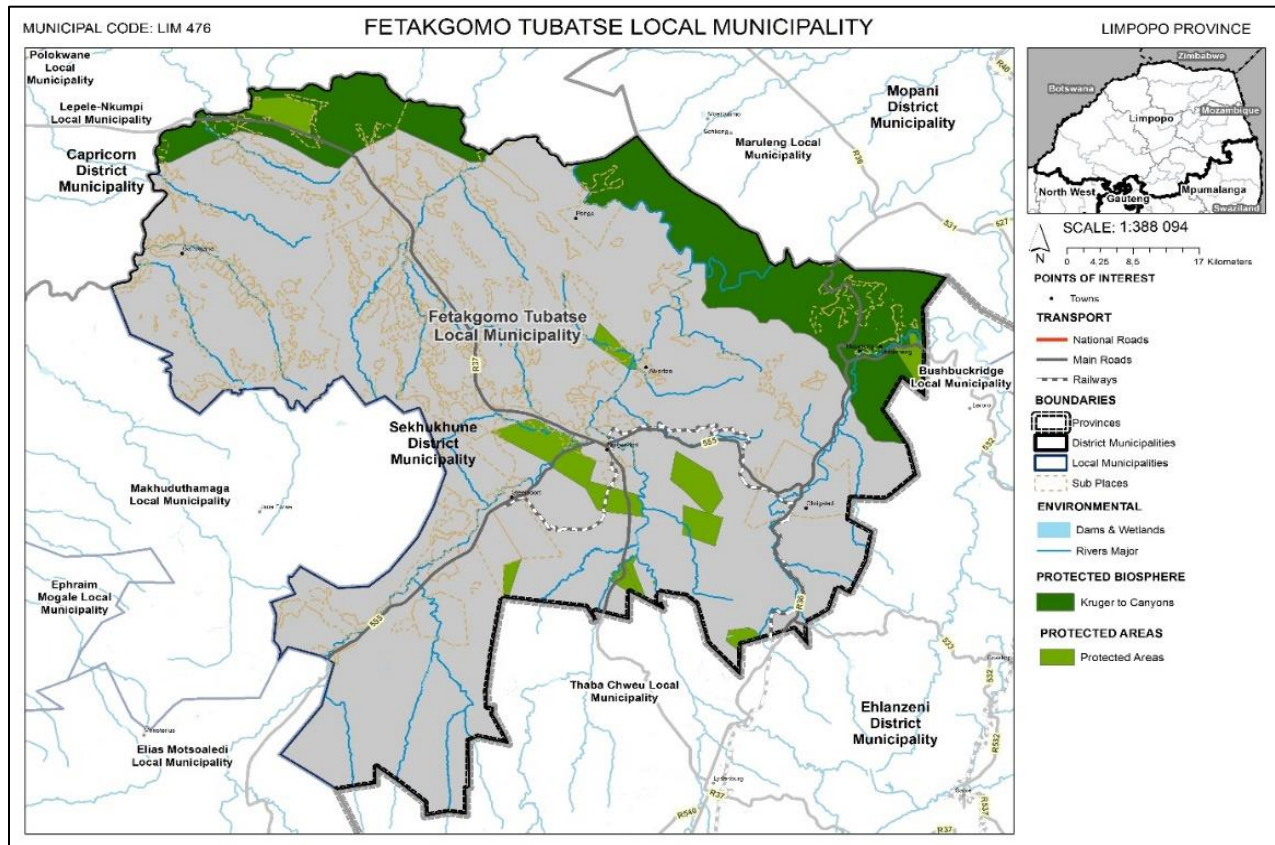
A large portion of land, possibly over 80%, in Fetakgomo Tubatse Local Municipality is natural environment, which comprises of bushveld and areas of thinly dispersed and scattered grassland. The Kruger to Canyon biosphere, which is said to contain approximately 75% of all terrestrial bird species, 80%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

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

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

Map: Protected areas



Biodiversity

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

natural or near-natural state then biodiversity targets cannot be met. Maintaining an area in a natural or near-natural state can include a variety of biodiversity-compatible land uses and resource uses.

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

Table: Biodiversity areas and land cover

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

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-Dwars; Steelpoort; Tubatsane; Moopetsi; Spekboom; Mabitsana; Tshwetlane; Hodupong; Matadi; Mabogwane; Olifants; Motse; Monametsi; Pelangwe; Mohlaetsi; Ohrigstad; Vyehoek; Mantshibi; Waterval; and Eloffspruit .

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

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

Dams

Dams within the municipal area are the following:

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

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

Wetlands

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

Hydrology

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

Climate

(a) Temperature

The minimum annual temperature in Fetakgomo Tubatse Local Municipality varies largely between 4.1°C - 8 °C, whereas the maximum annual temperature varies largely between 25.1°C - 31°C. The following maps show the changes in weather temperatures in the municipality.

(b) Rainfall

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

Air Quality

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

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

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

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

Surface pollution: All the waste is collected and dumped at Burgersfort municipal landfill site. Empty cans, bottles, plastics and paper are the most dumped litter in the areas of Burgersfort, Ohrigstad, Praktiseer, Steelpoort and Ga-mapodile. There are no formal litter picking done in the rural areas of Greater Tubatse Municipality. Old mining areas such as Penge, Taung, and

Krommelenboog etc are regarded as the most hazardous areas due to the asbestos remains exposed either by rain and life stock.

Emphasis must also be made on the mines and agricultural activities that are currently taking place in the area in making sure that they are restricted from using hazardous chemicals that might result as a threat to the environment. There is a need for the Municipality to develop Environmental management policy and strategy in making sure that the environment is managed properly. Total amount of waste collected for 2008/09 in Greater Tubatse amounts to 32 341 m³.

2.2.6 MUNICIPAL GEOGRAPHIC INFORMATION SYSTEM(GIS)

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

The innovative ways of using GIS in a municipal environment

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

Intergovernmental relation

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

SDI Act, 2003

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

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

2.2.7 HOUSING

Housing is a functional area of concurrent national and provincial legislative competence in terms of Schedule 4, Part A of the Constitution (1996). Section 26 (1) of the said Constitution enshrines the inalienable right to housing by stipulating that” *Everyone has the right to have access to*

adequate housing'. The Housing Act 107 of 1997 details the functions of provincial government and municipalities in relation to housing provision. The municipalities have a clear mandate to ensure that communities have access to adequate housing and services, the specific function of executing national and provincial housing programmes lies with provincial government.

The Municipal housing environment comprises formal and informal dwellings. A number of households are in miserable housing conditions including informal settlements, backyard rental shacks, overcrowded in formal urban houses, and rural areas without proper access to basic services. In addition to this, excessive urbanization for employment opportunities as a result of mining activities continues to put pressure on demand of housing.

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

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

Source: Statistics South Africa, 2016

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

HOUSEHOLD SIZE OF FETAKGOMO TUBATSE LOCAL MUNICIPALITY (FTLM)

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

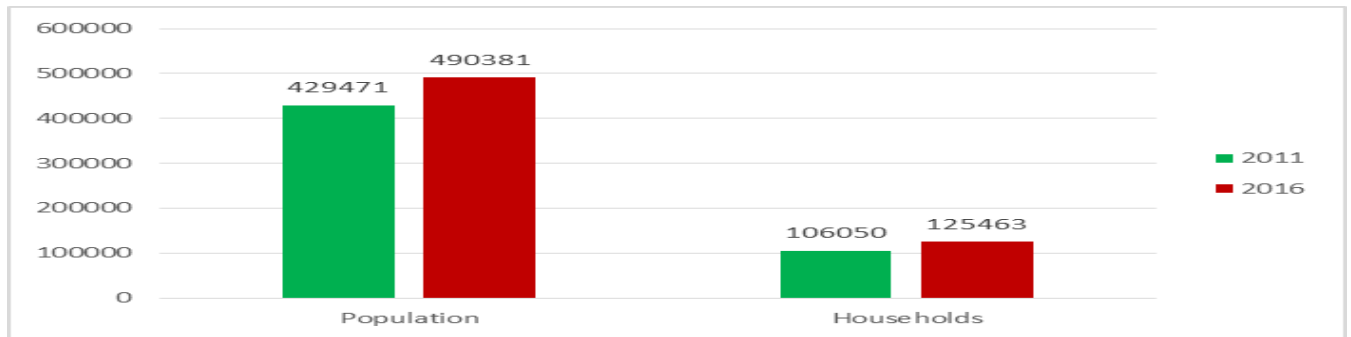
Population and Households

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

Source: (StatsSA, 2016)

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

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



Source: (StatsSA, 2016)

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

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

Source: Statistics South Africa Community survey (2016)

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 Fetakomo Tubatse Local Municipality. There is a high rate of mushrooming of Informal Settlements within the Jurisdiction of the Municipality because of employment opportunities.

CATEGORY	STATUS
NUMBER OF INFORMAL SETTLEMENT AND CATEGORY	10
STATUS OF UPGRADING	Formalization on two informal settlements (Tubatse A EXT 11 and 3).
PROPERTY DESCRIPTION PER INFORMAL SETTLEMENT	ErF 479 Burgersfort Ext 10 Remaining Extent of Portion 8 of the Farm Steelpoordrift 296 KT (Mashifane) Remainder of the farm Eerstegeluk 327 KT (Ga Mapodile). Portion 18 and 22 of the farm Aapiesdoorndraai 298 KT. Tubatse-A EXT 11: Portion 22 Of the Farm Praktiseer 275 KT (the municipality is formalizing this area)
PROPERTY DESCRIPTION PER INFORMAL SETTLEMENT	Tubatse-A Ext 3: Remainder of the farm Praktiseer 275 KT (THE MUNICIPALITY IS FORMALIZING THIS AREA) Portion 2 and 13 of the farm Forest Hill 117 KT (Ga Mashishi). Portion 5 of the farm Mecklenburg 112 KT (Mecklenburg B) Remainder of the farm Hoeraroep 515 KT (Ga Nkoana) Portion 2 of the Remainder of the farm Doornveld 781 KS (Mphanama)

To summarized some of the above, there is a huge and fast mushrooming informal settlements within the Municipality is known as '*Extension 10*'. Extension 10 informal settlement is located in close proximity to Burgersfort Clinic and opposite to Burgersfort Mall. It is estimated to have

approximately 1571 informal structures, comprising 1232 occupied dwellings, 278 vacant or unoccupied dwellings and 54 structures used for non-residential purposes. The estimated total number of households is about 1210.

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

HOUSING ACCREDITATION

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

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

TENURE UPGRADING

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

Tubatse A Township. The Ga-Mapodile process of upgrading is completed, whereas Tubatse A process is estimated to be completed in 2022.

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

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

SOCIAL/RENTAL HOUSING

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

BUILDING CONTROL

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

Building activities controlled and regulated by Building Control unit include:

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

Services provided by Building Control unit include the following:

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

In addition, other responsibilities are:

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

HOUSING CHALLENGES:

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

2.3 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT ANALYSIS

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

2.3.1 Water Provision

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

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

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

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

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

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

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

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

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

FREE BASIC WATER

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

PIPED WATER

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

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

Source: Statistics South Africa Community survey (2016)

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

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

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

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

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

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

Source: Statistics South Africa Community survey (2016)

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

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

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

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

Source: Statistics South Africa Community survey (2016)

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

2.3.2 SANITATION

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

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

Sanitation Challenges:

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

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

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

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

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

Source: Statistics South Africa Community survey (2016)

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

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

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

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

Source: Statistics South Africa Community survey (2016)

IMPROVED SANITATION

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

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

Source: Statistics South Africa Community survey (2016)

2.3.3 Electricity

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

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

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

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

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

Electrification Challenges:

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

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 depicts the need for all households to have access to electricity.

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 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 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

2.3.5 REFUSE REMOVAL

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

In line with the Back to Basic approach, the Municipality is in the process of extending the waste collection scope to other rural villages and has already started in Strydkraal with other villages having been identified as well. There are also initiatives that the Municipality has planned and are

at an advance stage that relates to implementation of cleaning and clearing of town project to promote healthy and habitable environments.

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

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

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

Mine Waste

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

WASTE DISPOSAL SITES

Landfile Sites

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

Challenges

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

Burgersfort Landfill Site

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

Transfer Stations

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

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

(Source: Integrated Waste Management Plan)

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

CHALLENGES OF REFUSE AND WASTE MANAGEMENT

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

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

Land Fill Site in Fetakgomo Tubatse Local Municipality (FTLM)

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

2.3.5.1 Waste Prevention and Minimization

The Municipality is currently embarking on a process of securing PPP (Public Private Partnership) with the assistance of the National Treasury. The program is at an advanced stage and the municipality was hoping that phase one of the program was to be implemented during the 2012/13 financial year. This was stalled due to the Preferred Bidder having not able to secure funding as part of the prequalifying conditions.

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

Recycling at Burgersfort Landfill

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

Recycling Challenges

Separation at source *and* Households

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

Business

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

Mines

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

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

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

2.3.6 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 Tukagomo) (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/Makgаланoto 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 Capricon District Municipality. The 6 km of the 21km road D4190 that links Apel with the R37 is upgraded to tar, the remaining 15km needs to be tarred to provide effective access to the Dilokong Corridor which would, in turn, unlock the economic potential of the area. The road signage, especially two entry posts have been established (Ga-Oria and Strydkraal). It should be emphasised that is difficult to find as it does not appear on maps. This is important because the absence of sufficient directional road signage is a significant constraint to economic development in the area.

Storm Water Drainage System /Bridges

Storm water drainage system is needed in gravel roads because largely all gravel roads do not have storm water drainage. Only a few portion of the paved/tarred roads have Storm water drainage and of the few the drainage system not working. There is a total of **362** bridges needed to be increased in almost the villages. Table below indicate the Storm water drainage system backlogs as it is a need in all gravel roads because largely all gravel roads do not have storm water drainage. Roads to schools, gravesites, moshate and to other strategic areas (i.e to clinics) are predominantly gravel. The table below indicate areas in need of bridges and challenges.

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

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

2.3.7 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.

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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

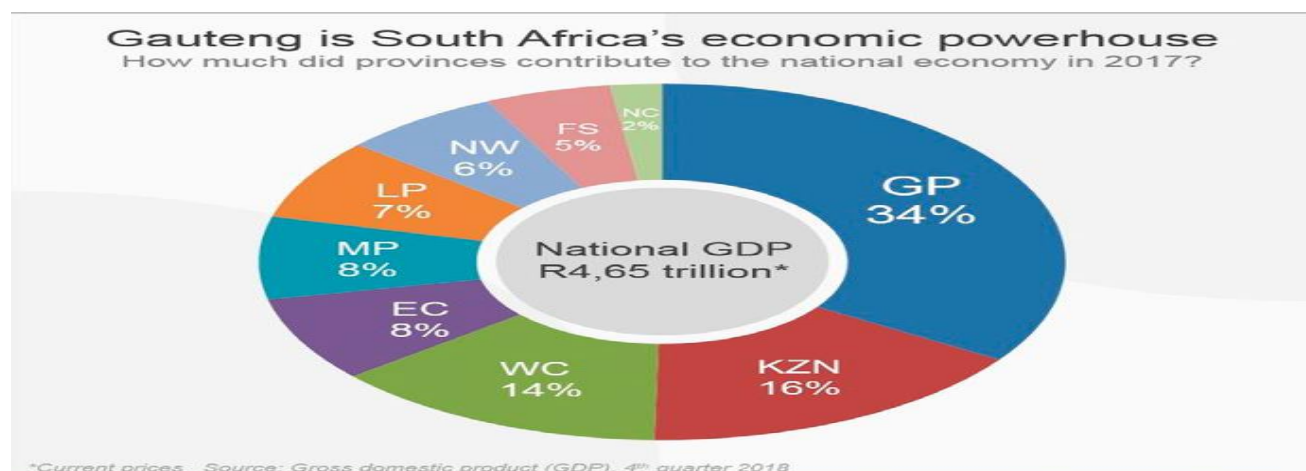


Figure 5-4 Source: Stats SA, GDP 4th Quarter 2018

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 Booysendale	
15	Implats Tamboti Platinum	
16	Umnotho weSizwe Mooihoek Chrome Mine	
17	Bokoni Platinum Mine	Atok
18	Elephant River Granite	
19	Sefateng Chrome	Sefateng

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

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

Mining Challenges.

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

Special Economic Zone (SEZ) Establishment

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

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

2.4.2 Tourism Sector

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 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, Moretiwaneng Vegetable project.
23	28	12	16	N/A
24	4	30	4	2
25	79	50	19	Brick making and gardens
26	32	19	19	Gardening
27	60	24	34	N/A
28	29	11	18	N/A
29	46	23	23	3 gardens, 1 poultry, 1 Garden
30	49	45	13	None
31	96	24	53	Brick yard and chicken farm
32	46	12	45	4 gardens
33		26	13	Brakfontein bkoni platinum mine, Klipfontein bokoni mine, twickenham mine
34		42	49	Driving school, Car Wash, Garden

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

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

Table below indicates Employment status by gender of FTLM

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

Source: Stats SA 2011

Table showing Labor force projections for 2011-2030 FTGM

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

2..4.5 Fetakgomo Tubatse Local Municipality Vision 2030 Development

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

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

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

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

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

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

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

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

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

Distribution of monthly income for individuals FTLM: Source STATSA 2011

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

Source: Stats SA 2011

Unemployment Database as per qualifications:

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

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

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

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

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

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

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

Sources FETAKGOMO TUBATSE LOCAL 2016

POVERTY Levels

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

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

Education Levels

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

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

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

Source: statssa, community survey 2016

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

Strengths and Weaknesses of All Sectors

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

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

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

Strengths and Weaknesses of the Agricultural Sector

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

Strengths And Weaknesses Of The Transport And Logistics Sector

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

Strengths and Weaknesses of the Retail and Trade Sector

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

Strengths And Weaknesses Of The Tourism Sector

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

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

Natural Resources

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

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

Potential Economic Activities

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

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

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

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

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

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

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

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

2.5 FINANCIAL VIABILITY

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

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

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

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

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

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

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

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

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

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

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

Mscoa Benefit for the Municipality

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

5.1 Grants received by Fetakgomo Tubatse Local Municipality (FTLM)

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

LIM476 Tubatse Fetakgomo - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		367,499	420,272	560,832	487,647	487,647	–	545,664	567,153	592,006
Local Government Equitable Share		361,513	415,486	557,280	478,597	478,597		537,000	559,554	584,174
Expanded Public Works Programme Integrated		2,035	1,786	1,052	1,688	1,688		1,285	–	
Local Government Financial Management Grant		3,951	3,000	2,500	2,400	2,400		2,550	2,550	2,550
Municipal Infrastructure Grant		–	–	–	4,962	4,962		4,829	5,049	5,282
Provincial Government:		–	–	–	–	–	–	–	–	–
0										
District Municipality: <i>[insert description]</i>		–	–	–	–	–	–	–	–	–
Other grant providers: <i>[insert description]</i>		–	–	–	–	–	–	–	–	–
Total Operating Transfers and Grants	5	367,499	420,272	560,832	487,647	487,647	–	545,664	567,153	592,006
Capital Transfers and Grants										
National Government:		52,373	99,716	83,797	119,240	94,240	94,240	119,759	106,925	111,398
Integrated National Electrification Programme Grant		5,032	30,697	–	20,000	20,000	20,000	28,000	11,000	11,040
Municipal Infrastructure Grant		47,342	54,594	83,797	99,240	74,240	74,240	91,759	95,925	100,358
DISTRESS MINING TOWN			14,425							
Provincial Government: Other capital transfers/grants <i>[insert description]</i>		–	–	–	–	–	–	–	–	–
District Municipality: <i>[insert description]</i>		–	–	–	–	–	–	–	–	–
Other grant providers: <i>[insert description]</i>		–	–	–	–	–	–	–	–	–
Total Capital Transfers and Grants	5	52,373	99,716	83,797	119,240	94,240	94,240	119,759	106,925	111,398
TOTAL RECEIPTS OF TRANSFERS & GRANTS		419,872	519,988	644,629	606,887	581,887	94,240	665,423	674,078	703,404

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	(853 284 708)	(869 752 890)	(890 112 529)
TOTAL EXPENDITURE	766 847 855	773 666 771	779 996 627
CAPEX - OWN FUNDS	86 300 000	48 083 500	39 393 813
CAPEX MIG	94 278 000	91 758 600	95 925 300
CAPEX INEP	20 000 000	10 000 000	11 000 000
TOTAL CAPEX	200 578 000	149 842 100	146 319 113
CAPITAL REPLACEMENT RESERVES	120 000 000	60 000 000	40 000 000
SURPLUS/(DEFICIT)	5 858 854	6 244 019	3 796 790

Challenges for Financial Viability

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

LIM476 Tubatse Fetakgomo - Table A7 Budgeted Cash Flows

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	-	-	126,238	117,613	117,613	24,966	117,613	122,553	127,945
Service charges		-	-	-	24,324	22,470	22,470	8,481	20,245	22,032	22,024
Other revenue		-	-	-	42,933	74,933	74,933	24,717	81,869	43,356	20,526
Transfers and Subsidies - Operational	1	-	-	-	482,685	482,685	482,685	362,429	545,664	567,153	592,273
Transfers and Subsidies - Capital	1	-	-	-	119,240	156,730	156,730	89,240	119,759	106,925	116,919
Interest		-	-	-	7,285	7,285	7,285	-	8,285	8,633	9,013
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(323,564)	(341,992)	-	(631,475)	(656,186)	(656,186)	(132,876)	(682,983)	(709,580)	(734,142)
Finance charges		(249)	(843)	-	(680)	(680)	(680)	-	(15,000)	(15,660)	(15,365)
Transfers and Grants	1	(154)	(845)	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		(323,967)	(343,679)	-	170,550	204,851	204,851	376,956	195,452	145,411	139,193
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	-	-	(181,722)	(218,414)	(218,414)	(42,845)	(368,909)	(111,425)	(122,468)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	-	(181,722)	(218,414)	(218,414)	(42,845)	(368,909)	(111,425)	(122,468)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	142,000	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	(37,200)	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	(37,200)	-	-	-	142,000	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(323,967)	(343,679)	-	(48,372)	(13,563)	(13,563)	334,111	(31,457)	33,986	16,725
Cash/cash equivalents at the year begin:	2	-	-	213,363	213,363	298,161	298,161	299,105	298,161	266,704	300,690
Cash/cash equivalents at the year end:	2	(323,967)	(343,679)	213,363	164,991	284,598	284,598	633,216	266,704	300,690	317,415

LIM476 Tubatse Fetakgomo - Table A1 Budget Summary										
Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousands										
Financial Performance										
Property rates	112,149	112,005	118,495	139,269	139,269	139,269	76,403	139,269	145,119	151,504
Service charges	21,526	21,779	23,172	25,921	25,921	25,921	23,604	28,921	30,136	31,462
Investment revenue	2,216	9,952	7,099	7,285	7,285	7,285	6,328	8,285	8,633	9,013
Transfers recognised - operational	415,896	420,868	560,832	482,685	482,685	482,685	206,476	545,664	567,153	592,273
Other own revenue	47,947	60,138	70,993	78,881	94,881	94,881	19,993	145,705	93,232	60,598
Total Revenue (excluding capital transfers and contributions)	599,733	624,741	780,590	734,041	750,041	750,041	332,804	867,845	844,272	844,851
Employee costs	162,641	177,884	193,672	201,658	201,658	201,658	131,134	247,114	260,213	272,292
Remuneration of councillors	31,419	31,962	33,603	35,685	35,685	35,685	22,161	37,433	38,402	38,185
Depreciation & asset impairment	116,921	105,670	106,886	101,582	101,882	101,882	-	95,262	99,453	103,929
Finance charges	249	843	4,348	20	20	20	3	15,000	15,660	15,365
Inventory consumed and bulk purchases	1,346	1,765	4,198	10,165	10,545	10,545	248	12,757	13,320	13,919
Transfers and grants	154	845	848	1,330	1,850	1,850	867	10,420	10,881	11,393
Other expenditure	235,931	260,976	351,644	425,078	449,539	449,539	209,516	411,258	423,264	436,354
Total Expenditure	548,661	579,944	695,199	775,518	801,178	801,178	363,929	829,245	861,194	891,436
Surplus/(Deficit)	51,072	44,797	85,392	(41,476)	(51,137)	(51,137)	(31,125)	38,600	(16,921)	(46,585)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	5,032	99,716	81,055	119,240	156,730	156,730	35,188	119,759	106,925	116,919

Surplus/(Deficit) after capital transfers & contributions	56,105	144,513		77,767	105,597	105,597	4,063	158,359	90,004	70,334
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	56,105	144,513	-	77,767	105,597	105,597	4,063	158,359	90,004	70,334
Capital expenditure & funds sources										
Capital expenditure	73,293	85,785	95,564	200,578	273,018	273,018	60,584	368,909	111,425	116,465
Transfers recognised - capital	5,244	70,614	73,570	114,278	151,768	151,768	35,650	119,759	106,925	116,465
Borrowing	-	-	-	-	-	-	-	142,000	-	-
Internally generated funds	3,005	15,170	21,994	86,300	121,250	121,250	24,934	107,150	4,500	-
Total sources of capital funds	8,249	85,785	95,564	200,578	273,018	273,018	60,584	368,909	111,425	116,465
Financial position										
Total current assets	211,908	321,345	396,795	156,289	270,673	270,673	700,783	413,097	481,129	522,923
Total non current assets	2,192,120	2,312,160	2,376,375	2,114,567	2,186,708	4,329,900	2,436,299	2,649,362	2,661,334	2,673,871
Total current liabilities	283,785	274,995	211,530	391,167	260,569	(222,579)	575,812	211,530	211,530	205,527
Total non current liabilities	17,518	11,741	2,929	(582)	(582)	582	2,929	134,929	124,929	114,929
Community wealth/Equity	2,019,523	2,234,596	2,549,154	1,880,272	2,197,395	1,859,395	2,546,553	2,716,000	2,806,004	2,876,338

2020/21

Cash backing/surplus reconciliation										
Cash and investments available	94,175	222,772	299,105	164,991	284,598	284,598	568,251	256,704	280,690	287,415
Application of cash and investments	249,137	240,213	175,908	329,033	241,120	(216,404)	470,972	67,164	36,332	5,780
Balance - surplus (shortfall)	(154,962)	(17,441)	123,197	(164,041)	43,478	501,001	97,279	189,540	244,358	281,635
Asset management										
Asset register summary (WDV)	2,165,366	2,241,469	2,338,551	2,087,814	2,159,954	2,159,954	2,159,954	2,611,538	2,623,510	2,636,047
Depreciation	116,921	105,670	101,981	101,582	101,882	101,882	101,882	95,262	99,453	103,929
Renewal and Upgrading of Existing Assets	1,972	2,296	(979)	17,750	11,300	11,300	11,300	19,950	2,500	-
Repairs and Maintenance	4,285	10,232	30,410	54,662	60,863	60,863	60,863	50,828	53,065	55,453
Cash flows										
Net cash from (used) operating	(323,967)	(343,679)	-	170,550	204,851	204,851	376,956	195,452	145,411	139,193
Net cash from (used) investing	-	-	-	(181,722)	(218,414)	(218,414)	(42,845)	(368,909)	(111,425)	(122,468)
Net cash from (used) financing	-	-	-	(37,200)	-	-	-	142,000	-	-
Cash/cash equivalents at the year end	(323,967)	(343,679)	213,363	164,991	284,598	284,598	633,216	266,704	300,690	317,415
Cash backing/surplus reconciliation										
Cash and investments available	94,175	222,772	299,105	164,991	284,598	284,598	568,251	256,704	280,690	287,415
Application of cash and investments	249,137	240,213	175,908	329,033	241,120	(216,404)	470,972	67,164	36,332	5,780
Balance - surplus (shortfall)	(154,962)	(17,441)	123,197	(164,041)	43,478	501,001	97,279	189,540	244,358	281,635
Asset management										
Asset register summary (WDV)	2,165,366	2,241,469	2,338,551	2,087,814	2,159,954	2,159,954	2,159,954	2,611,538	2,623,510	2,636,047
Depreciation	116,921	105,670	101,981	101,582	101,882	101,882	101,882	95,262	99,453	103,929
Renewal and Upgrading of Existing Assets	1,972	2,296	(979)	17,750	11,300	11,300	11,300	19,950	2,500	-
Repairs and Maintenance	4,285	10,232	30,410	54,662	60,863	60,863	60,863	50,828	53,065	55,453

AUDIT ACTION PLAN AND AUDIT OUTCOME VERIFICATION

Status on the Verification of the Audit Outcomes

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

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

Summary of the main issues affected the audit opinion

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

Summary of the progress on the implementation of Audit action plan

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

2.5.3 Revenue Sources and Management

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

2.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Council

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

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

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

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

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

Section 80 Committees established in Fetakgomo Tubatse Local Municipality.

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

Community services portfolio committee
Technical Services portfolio committee

Section 79 committees of the Municipal Systems Act

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

Stakeholder Relation Analysis.

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

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

Customer Care.

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

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

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

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

PUBLIC PARTICIPATION

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

FRAUD AND CORRUPTION

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

Internal Audit and Audit Committee

Introduction

Legal framework

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

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

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

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

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

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

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

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

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

CHALLENGES

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

AUDIT COMMITTEE

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

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

Composition

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

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

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

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

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

INTERNAL AUDIT

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

The Purpose of internal audit

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

Legislative Mandate

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

Establishment of Internal Audit Activity

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

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

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

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

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

Types of audits

Risk based audits

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

Compliance and limited regularity Audit

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

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

Performance Auditing

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

Computer Review

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

Ad hoc Assignments

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

Internal Audit Reporting Lines

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

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

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

Good governance and public participation challenges

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

2.7. SOCIAL ANALYSIS

2.7. 1 Health facilities

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

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

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

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

Ward	Village	Clinic/mobile	If mobile state frequency of visit	Challenges/comments
13	Praktiseer, Ext 2-10 and 15; Tshwelopele Park; Ramaube	Clinic	n/a	Poor service Shortage of medication
14	Moroke	Clinic Mecklenburg	n/a	Staff not cooperating with the community
	magobading	Mobile	Once a week	n/a
	Habeng	Mobile	Once a month	n/a
	Moshira	Mobile	Once a month	n/a
15	Mashishi	Under construction by C.Trust	Thursday	Sometimes not coming
	Kgoete, masete, morapaneng & mphogo	No clinic or mobile	n/a	Travel long distance to access health facilities
	Shakung	mobile	Monday & Wednesday	Sometimes not coming during rainy seasons
	Ditwebeleng	mobile	Tuesday	n/a
16	Kgopaneng	Mobile	Once a week	Scheduled days not followed
	Maakubu	Mobile	Once a week	Scheduled days not followed
	Mokgotho	None	None	There a need for clinic
	Malepe	None	None	Mobile/ clinic needed
	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

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

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

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

HIV/ AIDS AND TB, STI

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

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

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

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

2.7.2 Educations

School facilities

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

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

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

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
			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 Makwane high 3 blocks Malegodi primary 1 block Hlakanang primary 4 blocks Magobanya high 2 blocks

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

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
		Ngwaabe sec, Ngwanangwato sec	
29	Maphopha School	Upgrading hall	None
	Sengange H	Upgrading hall	None
	Shorwane H	Renovation	Extension of blocks
	Dikgageng P	Upgrading hall	Extension of blocks
	Mashego H	Upgrading hall	Extension of blocks
	Madiete P	Renovation	Extension of blocks
	Ntake P	Renovation	n/a
	Maaphoko P		
	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		Mabochoa 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	Tloupthuthi secondary
		Hlapogadi Primary	Ramoko Primary
		Kangaza secondary	
34	Makudu primary	Mphaaneng primary, Selebalo Sec, Serokolo Sec, Mafise primary, Phoko primary, Mafene primary	Bogalatladi primary, Serokolo Sec
35	Mphela Marumu	n/a	Extension
	Modimolle Primary	Renovation	Extension
	Idia Primary	Renovation	Extension
	Nkoana Primary	Renovation	Extension
	Maphotle	Renovation	Extension
36	Ngwanamala	Upgrading	Extention of office
	Tlakale	n/a	Extention of office
	Frank Mashile	n/a	Extention of office

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

Source: FTLM 2019

2.7. 4 Social Security

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

List of social grants recipients for Fetakgomo Local Municipality:

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

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

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
6	sethokgeng, mokgethi,	Open space & Traditiona authority	Yes		Yes		Yes	
7	Gowe, Kampeng, France, Hollong, Moihoek, Maponong, Legononong, Boitumelo & Lekgwareng	All villages use the same place at Malapane hall		X		X		X

Ward	Villages/Town/Towns hips	Type of facility: Open Space/Community Hall/Traditional Authority Office/Shop	Fencing		Ablution facilities		Water facilities	
			Yes	No	Yes	No	Yes	No
8	Diphale, seuwe, magabeneng, mantjakane, modimolle, madikane	Traditional authority office, moshate open space and shop	X		X	x	X	x
9	Thokwane, Shakung, Sehunyane, Malokela, Ga-phala and Modubeng			x		x		X
10	Djate, Madifahlane, Mashabela	Traditional authority, creche		X		X		X
11	Maroga	Traditional Authority	Yes				Yes	
12	Mamphahlane, Gampuru, seh laku, 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
16	Kgoapaneng	Community hall	Yes			No	No	
	Maakubu	Traditional authority	Yes			No		No
	Mokgotho	Community hall	Yes			No		No
	Malepe	N/A	N/A		N/A		N/A	
	Maretlwaneng	Traditional authority office		No		No		No

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

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

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

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

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

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

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

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 supports 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 built 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 predominantly in towns and township with the exception of Apel Public Library.

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

Structurally, Apel and Mapodile Public Libraries have no space challenges and conform to set norms and standards of the Department of Sports, Arts and Culture. The two facilities were

developed by the Department of Public Works and Samancor Mine respectively. In the current, the Apel Public Library is managed by the Department of Sports, Arts and Culture as the facility is not yet handed over to the local Municipality. The staffing and library materials are also made available by DSAC.

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

List of Libraries in Fetakgomo Tubatse Local Municipality

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

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

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

Despite this Constitutional mandate on Libraries, the Municipality has appointed qualified Librarians and Assistant Librarians in the facilities during the Transitional Local Government era. The co-working on the programme is implemented through a signed service level agreement

between the Municipality and the Department to outline roles and responsibilities of each partner in the library service . Most of these facilities lack current information resources to meet the needs of the users. Currently the monthly statistics of library users is at around 16000 for all the Libraries combined. The figures would be grossly affected by Covid 19 regulations on the closure of all public facilities including Libraries during Covid 19 Lockdown period

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

HERITAGE SITES

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

PUBLIC AMENITIES

Recreational Parks

Public amenities should be reachable and usable by the community which includes swimming pools; parks; museums and community facilities. The Municipality has two Recreational parks, namely Apel and Burgersfort which are at varying levels of functionality. The Burgersfort Recreation Park was developed with compliments from Limpopo Department of Economic Development, Environment and Tourism and is bigger compared to the rest in terms of size and usage. The Municipality is moving towards full commercialization of these parks and the 2020/2021 tariff structure has embodied the park fees.

Community Halls

There are ten community halls in the municipality at various stages of development and functionality. Out of the 10 community halls, Leboeng is vandalized beyond occupation and would require full scope refurbishment. Generally, these Facilities are under -utilized as residents prefer to hold their events at home. Full time utilization is at Mokgotho community hall due to a resident

project in the form of a home based care group that is occupying the facility and assist with scheduling of community meetings, facility maintenance and upkeep. Pelangwe is also relatively better utilized compared to the remaining lot. The rest of the community halls are used on need basis for community meetings, contractors putting their materials Etc. There are water challenges in most of the Community halls The table below is a list of Community Halls within Fetakgomo Tubatse Local Municipality:

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

2.8 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

2.8.1 Institutional Analysis

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

FETAKGOMO TUBATSE LOCA MUNICIPALITY (FTLM) POWERS AND FUNCTIONS:

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

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

FUNCTION	AUTHORISED	PROVIDED BY
Water and sanitation	No	SDM
Electricity Reticulation	No	ESKOM
Municipal Roads	Yes	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

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 28/05/2021 Resolution No: SC 87/2021**

COUNCIL

OFFICE OF THE SPEAKER

OFFICE OF THE MAYOR

OFFICE OF THE CHIEF
WHIP

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

1x Personal Assistant

1x 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 Council secretary

1 x MPAC Researcher

4 X Committee Officer

1 X Admin Clerk – Council Support Services

OFFICE OF THE MAYOR

PURPOSE : To provide Support Services to Office of the Mayor

FUNCTIONS:

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

1x Manager Office of the Mayor

1x Personal assistant

1x Secretary

1X Protocol officer

2x Protection personal

2x Chauffers'

1x Senior special programme officer

4 x Special programme officers

1x Committee secretary

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

OFFICE OF THE MUNICIPAL MANAGER

MUNICIPAL MANAGER'S OFFICE

PURPOSE : TO MANAGE ADMINISTRATION OF THE MUNICIPALITY

FUNCTIONS :

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

1 x Municipal Manager

1 x Manager in the Municipal Manager's office

1 x Personal Assistant

1 x Secretary

MUNICIPAL MANAGER's OFFICE

INTERNAL AUDIT

PURPOSE : To provide Internal Audit Services

FUNCTIONS :

1. Provide Internal Audit Services
2. Monitor compliance to rules and regulations
3. Provide advisory services to Senior Management
4. Provide Administrative Support to Audit Committee

1 X Manager Internal Audit
2 X Senior Internal Auditor
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
2 X IDP Officer

RISK AND SECURITY MANAGEMENT

PURPOSE : To Manage Risk and Security Services

FUNCTIONS :

1. Provide Risk Management Services
2. Provide Security Management Services

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

COMMUNICATIONS

PURPOSE : To provide communication services

FUNCTIONS :

1. Manage communication services
2. Manage Media Services

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

PERFORMANCE MANAGEMENT SYSTEMS

PURPOSE : To provide Performance Management Systems

FUNCTIONS : Manage Institutional Performance

1 X Manager
3 X PMS Officer

DIVISION : LEGAL SERVICES

PURPOSE : Render Legal services

FUNCTIONS :

1. Manage and provide support and advice in litigations
2. Monitor compliance to legislation

1 x Manager Legal Services
2 x Senior Legal Officer
2 x Legal Officer
2 x Legal services clerk

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

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

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
- 6 x Social Coordinator – Thusong Service Centre
- 1 x Senior Disaster Coordinator
- 1 x Disaster Management Coordinator
- 1 x Disaster Management Clerk
- 6 x Receptionist – Thusong Service Centre
- 6 x General worker – Thusong service Centres

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 Librarian
- 5 x Librarian
- 5 x Library Assistant
- 2 x Sports, arts and culture Officer
- 1 x Sports, Arts and Culture Clerk

DIVISION : ROAD TRAFFIC & LICENSING

PURPOSE : To manage road traffic and licensing services

FUNCTIONS :

1. Manage Law enforcement
2. Manage Licensing Services

- 1 x Chief Traffic Officer
- 1 x Deputy Chief Traffic Officer
- 1 x Chief Licensing Officer
- 1 x Deputy Chief Licensing Officer
- 1 X Chief Superintendent
- 5 x Superintendent
- 2 x Management Rep (Vehicles)
- 2 x Management Rep(DLTC)
- 5 x Assistant Superintendents Traffic
- 2 x Assistant Superintendents Vehicles
- 19 x Senior Traffic Officers
- 1 x Senior Licensing Officer DLTC
- 1 x Senior Licensing Officer Vehicle Testing
- 2 x Senior Licensing Officer Registration Authority
- 1 x Supervisor Data Capturer
- 37 x Traffic Officer
- 10 x Traffic Officer – By Law enforcement(Hawkers)
- 1x Senior Data capture
- 3 x Data Capturer
- 3 x Help desk Clerk
- 12 x Enatis Clerk
- 4 x Filing Clerk
- 4 x Examiner of Vehicles
- 3 x Pit Assistant
- 15 x Examiner of Drivers Licence
- 10 x Traffic Warden

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 Manager

2 x Senior Technician Civil - Building and water engineering

2x x Senior Technician Electrical

1 x Artisan Builder

2 x Technician Electrical

2 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

2 x Technician

1 x Admin Clerk

1x EPWP coordinator

1x Data capturer

1 x Admin Officer

DIVISION : ROADS AND STORMWATER

PURPOSE : To manage Roads and Storm water Infrastructure

FUNCTIONS :

1. Manage Operations and Maintenance of Roads and Storm water Infrastructure

1 X Manager

2 X Senior Technician – Roads and Strom water

2 x Technician Roads and Storm water

2 x Artisans

20 x Plant Operators

10 x General Workers

1x Senior mechanic

2 x Mechanic

2 x Assistant mechanic

1 x Admin Clerk - Roads and Storm Water

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 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 : Contract and Internal controls

PURPOSE : To render contract management services

FUNCTIONS :

Contract management and compliance

1 X Manager

1 x Senior Officer - Contracts

3 x Officer - Contracts

1 x Admin Clerk - Contracts

DIVISION : ASSET MANAGEMENT

PURPOSE : To provide asset management services

FUNCTIONS :

1. Manage asset depreciation and disposals

3. Compile and maintain a comprehensive municipal Infrastructure asset register

1 X Manager

1 x Senior Asset Officer

2 x Asset Officer

5 x Asset Clerk

DIVISION : BUDGET REPORTING

PURPOSE : To manage budget planning and Management Services

FUNCTIONS :

1. Prepare Municipal Budgets

2. Facilitate compilation of Departmental Budgets

1 x Manager

1 x Senior Accountant Budget

1 x Accountant Budget

DIVISION : REVENUE MANAGEMENT

PURPOSE : Manage Revenue Services

FUNCTIONS :

1. Manage Debtors

2. Manage Billing and Revenue

3. Monitor Income

1 x Manager

2 x Senior Accountant Revenue

2 x Accountant Revenue

2 x Senior Revenue Clerk

4 x Revenue Clerk

7 x Cashiers

DEPARTMENT: BUDGET AND TREASURY

DIVISION : SUPPLY CHAIN MANAGEMENT – DEMAND AND ACQUISITION

PURPOSE : To provide supply chain management services

FUNCTIONS:

1. Manage procurement services
 2. Manage Supply Chain Performance
 3. Manage logistics and inventory
- 1 x Manager
1 x Senior SCM Officer – Demand
1 x Senior Officer Acquisition
1 x Senior SCM Officer – Logistics
5 x SCM Officer
1 x Admin Clerk
2 x Logistics Officer
2 x Logistics Clerk
2 x Bid Committee Officer
3 x Filing Clerk

DIVISION : FINANCIAL REPORTING

PURPOSE : To manage financial reporting

FUNCTIONS :

1. Compilation of Financial Reports
- 1 x Manager
2 x Senior Officer Financial Reporting
1 x Admin Officer
2 x Filing 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 and Marketing

PURPOSE : To manage promotion of Local Tourism

FUNCTIONS :

1. Manage facilitation of tourism attraction areas
 2. Manage and facilitate investment and enterprise development
 3. Manage promotion of Local products and services
 4. Manage distribution of marketing information
2. Manage Tourism Information
 3. Provide Tourism development support
 4. Manage facilitation of eco-mobility and transport tourism

1 x Manager

1 x Senior local tourism officer

1x Senior marketing officer

1x Marketing officer

1 x Tourism Officer

1 x Tourism Admin Clerk

1x Marketing 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

1 x EPWP Coordinator

1 x Data capturer

1 x LED 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 & Industrialization Officer

1x SEZ Officer

DEPARTMENT : DEVELOPMENT PLANNING

PURPOSE : TO MANAGE DEVELOPMENT PLANNING AND PROPERTY MANAGEMENT

FUNCTIONS :

1. Manage Spatial Planning and Property
2. Manage Housing and Building Control
3. Manager GIS and Cadastral Information

1 x Director Development Planning

1 x Secretary

DIVISION : Spatial Planning and property

PURPOSE : To manage Land Use and Spatial Planning

FUNCTIONS :

1. Spatial Planning and Land Use Management

1 x Manager

1 x Senior Town Planner: Spatial Planning

1x Spatial Planner

1 x Senior Town Planner: Land Use Management

2 x Town Planner

2 x Land Use Inspectors

1 x Senior Transport Planner

1x Transport Planner

1 x Urban Designer

1 x Senior Property Officer

2x Property Officer

1 x Tribunal Registrar

1 x Town Planning Admin (Tribunal registrar

1 x Town Planning Admin (Land Use Applications)

DIVISION : GIS AND CADASTRAL

PURPOSE : To Manage GIS and cadastral.

FUNCTIONS :

1. Manage GIS information and cadastral information

1 X Manager

1x Senior GIS Technician

1 x GIS Specialist

2x GIS Technicians

1x Senior Land Surveyor

2 x Land Surveyor Technicians

1 x Administrator

DIVISION: Building Control and Housing

PURPOSE: To manage Housing and Building Control.

FUNTIONS:

1. Manage implementation of Housing and Building Regulations.

1 x Manager

1 x Senior Housing Officer

3 x Housing Officer

1 x Administrator

1 x Senior Building Inspector

5 x Building Control Officer

2 x Building Control Administrators

DIVISION: HUMAN RESOURCES
MANAGEMENT

PURPOSE: To manage Human Resources Management

FUNCTIONS:

1. Render Human Resources management Services
2. Manage Occupational health and Safety

3. Manage Organisational Development and Design

1 x Manager

1 x Senior HR Officer

2 x HR Officer

1x Senior OHS

3 x OHS Officers

1 x Organisational Development Officer

2 x EAP Officer

2 x Admin Clerk - HRM

1 x OHS Clerk

DEPARTMENT: CORPORATE SERVICES
PURPOSE: TO RENDER CORPORATE SUPPORT SERVICES
FUNCTIONS:

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

DIVISION: HUMAN RESOURCES
DEVELOPMENT

PURPOSE: To Manage Human Resources Development

FUNCTIONS:

1. Manage Skills Development
2. Facilitate Internships and Learnerships

3. Manage Internal and External Bursaries

4. Manage Individual Performance
4. Manage Training and Development

1 x Manager

1x Senior HRD officer

2x HRD officer

2 x Admin Clerk – HRD

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 Senior Records Officer

3 x Records Officer

2 Office automation

2 x Registry Clerk

DIVISION: INFORMATION
TECHNOLOGY

PURPOSE: To Manage Information Technology

FUNCTIONS:

1. To manage Information Technology

1 x Manager

1 x Senior IT Officer

2 x IT Officer – Systems Applications

2 x IT Officer – Network

2 x IT Technician

CORPORATE SERVICES

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 : Mapodile, Ohrigstad, Praktiseer;
 - 2x Fleet Officers
 - 2x Facilities officer
 - 2 x Supervisor Cleaners
 - 40 x Office Cleaners
 - 7 x Messenger/ Driver
 - 2 x Handymen
 - 1x Fleet and Facilities clerk
 - 3 x Admin Clerk- Satellite Offices

DIVISION: LABOUR RELATIONS

PURPOSE : To Manage Labour Relations

FUNCTIONS :

1. Maintain sound Labour Relations
 2. Manage employer and employee relations
- 1 x Manager Labour Relations
 - 1 x Senior Labour Relations
 - 2 x Labour Relations Officer

- DEPARTMENT : REGIONAL OFFICE
- 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
- 1x Manager
- 1 x Secretary

2.8.4 Skills profile and needs for both Councillors and Officials

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

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

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

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

2.8.5 Legal services

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

2.8.6 Labour relations

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

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

2.8.7 Information Technology status

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

2.8.8 Business continuity and disaster recovery

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

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

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

2.8.9 POLICIES AND PLANS FOR FETAKGOMO TUBATSE LOCAL MUNICIPALITY: FGTM

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

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

Performance Management System

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

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

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

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

Employment Equity Challenges

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

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

RACE AND GENDER PROFILE IN THE ORGANISATION

GROUP	MALE	FEMALE	TOTAL
-------	------	--------	-------

Black			
Colored			
Asians			
White			

Equity Targets and Status Quo at the Three Highest Levels in the Municipality for the Period of 2016-2021

LEVEL 0-3		
DESIGNATED	TARGET	STATUS
Black		
Women		
Disabled		

Organisational level		
DESIGNATED	TARGET	STATUS
Black		
Women		
Disabled		

Employment equity status quo

Occupational level	Male	Female	Total
Top Management	3	3	6
Senior Management			
Professionally qualified specialists and Mid Management			
Skilled academically qualified workers at Junior Management			
Semi-Skilled			
Unskilled			
Total permanent			
Temporary employees			
Grand Total			

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

HUMAN RESOURCE PLANS.

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

Municipal Transformation Challenges:

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

2.9 Community Needs Analysis

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

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

FETAKGOMO TUBATSE MUNICIPALITY: 2021/2026 IDP AND BUDGET CONSULTATIVE REPORT

ISSUES RAISED	COMMENTS/INPUTS	DATE	TIME
➤ Water	The Bapedi Kingdom representative raised the water challenge at the royal palace and request the Municipality to assist in this regard.	06/04/2021	10H00
➤ Renaming of some areas/villages	Kgoshi Malekane was not happy about some names, eg Balotšaneng. He proposed for renaming of the area/village.		
➤ Relocation of Sekhukhune District Offices	That the District Offices which are currently at Lebowakgomo should be relocated to Sekhukhune.		

<ul style="list-style-type: none"> ➤ Mining ➤ Upgrading of road ➤ Traffic volume at the Steel bridge in Ngwaabe. ➤ Maintenance of access roads in the villages ➤ Sand Mining 	<p>Mining houses operating in the Fetakgomo Tubatse Municipality only cater for villages in the Burgersfort area leaving out those villages around Apel. A request made that Mines should include them in their SLP's.</p> <p>Marumo`a Kanyane requested for upgrading of the road to Moshate.</p> <p>Request for Traffic Officials to be visible at the Steel bridge to control the traffic.</p> <p>Bad state of Access roads in the villages whilst they have yellow machines in the Municipality which are always reported broken.</p> <p>There is illegal sand mining taking place in the villages which leaves open pits that are dangerous to both humanity and animals.</p>		
RADIO STATION: TUBATSE FM			
<ul style="list-style-type: none"> ➤ Money invested in VBS 	Mr. Tjatji: The Mayor should apologize to the public about the VBS R243M that was wrongly invested in the mutual bank.	13/04/2021	18h00
<ul style="list-style-type: none"> ➤ Electrification project (Operation Mabone) 	The incomplete operation mabone project at Bothashoek. The infrastructure is there but households are not energized. This lead to illegal connections as community do connections on their own from the main line.		
<ul style="list-style-type: none"> ➤ Steel bridge at Ga-Malekane 	A question was raised as to when the construction of the new bridge will start.		
RADIO STATION: SEKHUKHUNE FM			
<ul style="list-style-type: none"> ➤ Municipal offices. ➤ Roads ➤ Water ➤ High Mast Lights ➤ Stembiso Maebela`s case ➤ Exclusion of the Ward in the IDP ➤ Water ➤ Road in Ngwaabe ➤ Electrification project ➤ Mines in Ga-Nkwana area ➤ Training Centre ➤ Bridge ➤ RDP Project 	<p>Mashupje Moriti had no issues to present but a comment to say he supports the plan as presented.</p> <p>Victor Mampuru thanked the Mayor for keeping the promise to completion of Magakala Access road.</p> <p>Mr. Nchabeleng complained about the removal of Municipal offices from Apel.</p> <p>Upgrading of the road to Tau Mankotsane.</p> <p>Upgrading of the road from Ga-Oria (Masehleng) to Tjate.</p> <p>The road to ga- Selepe needs attention</p> <p>There is water challenges at Masehleng and Atok.</p> <p>High Mast Lights that are not energized in the following villages: Atok, Masehleng, Malomanye, Magakala and Mohlaletse.</p> <p>High mast Lights needed at ga-Nchabeleng and Mohlaletsi .</p> <p>Tseke Nchabeleng from Stembiso Trust Fund in Apel request the Municipality to assist a youth who was shot and now living with disability.</p> <p>Mphanama in Ward 37 is not included in the IDP and want to know the reason/s for the exclusion of the area.</p> <p>Residents of the following villages, namely: Madifahlane and Kutullo have water challenges. The available resource does not cover the villages.</p> <p>Roads in Ngwaabe area are in a bad state- they need attention.</p> <p>Incomplete electrification project at Kutullo.</p>	19/04/2021	18h00

<ul style="list-style-type: none"> ➤ Rehabilitation of land. ➤ Library ➤ Upgrading of road ➤ RDP Houses ➤ Ward Management Committee 	<p>There are mines in ga-Nkwana area but they do not benefit the surrounding community.</p> <p>Training Centre for mining skills is needed in Ngwaabe to address the issue of unemployment due to lack of skills in this regard.</p> <p>The bridge in Ward 3 is damaged. There is also a bridge at ga-Nchabeleng which does not assist the community.</p> <p>Incomplete RDP Housing project at Malomanye village in Ward 34. This project was left since 2014.</p> <p>There is incomplete RDP Housing project in Ward 27.</p> <p>A request is made to the Municipality to rehabilitate the portion of land where illegal mining was taking place in Ward 34.</p> <p>There is a need for a library in Ward 34.</p> <p>There is a need for Upgrading of a road to Motloulela.</p> <p>Incomplete RDP Housing Project</p> <p>No community meetings held in Ward 27</p>		
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WRITTEN COMMENTS

NAME	WARD	VILLAGE	ISSUE	COMMENTS/INPUTS
Tjatji Tshepo Oscar	01	Makopung	<ul style="list-style-type: none"> ➤ Road ➤ Network coverage ➤ Water ➤ Employment 	<p>The road from Makopung Primary School to Public Transport junction is in a bad state and need attention.</p> <p>There is no network coverage in the area. As a result, it's difficult to use mobile phone. A network tower is needed.</p> <p>A new borehole is needed. There is water pump machine which is currently not functional hence, a new borehole is needed.</p> <p>Municipality to assist in facilitating Job and learner ship opportunities for the unemployed youth.</p>
No Name	09	Shakung	<ul style="list-style-type: none"> ➤ Road 	Roads are in a bad state with blocked storm-water drainages.
	09	Shakung	<ul style="list-style-type: none"> ➤ Road ➤ Community Hall ➤ Employment ➤ Boundaries 	<p>Re-gravelling of road in the village is needed</p> <p>Community Hall is needed</p> <p>Most of the youth are not working. Can they be assisted to access job opportunities?</p> <p>They need all sections/parts of Shakung village to be under the same Ward.</p>
Babina Tlou ba Maesela Comm. Development Activists	36	Mashung	No service delivery in the community	<p>They need the following:</p> <ul style="list-style-type: none"> • Tarred road • Adequate Community Hall • Public Clinic • Network Tower

				<ul style="list-style-type: none"> • Permanent Community Representatives in our Municipality • Water and Refuse Collections • Jobs-Community Works Programme (CWP) for cleaning Cemetery.
Maisela Mahlabaphooko	35	Ga-Maisela	➤ Road	<ul style="list-style-type: none"> • The road to ga-Maisela need upgrading.
Moloto Adam	09	Shakung	<ul style="list-style-type: none"> ➤ Electricity ➤ Roads ➤ Employment ➤ Water 	<ul style="list-style-type: none"> • Need electrification of New Stands. Solar System can be provided as temporary measure. • Roads in the village need re-gravelling. • Escalating unemployment in the area. • Extension of water pipe line is needed to cover the whole village.
No name	10	Tjate Village	➤ Heritage Site	The project was allocated R1M in the 2020/2021 Financial year and is still allocated the same amount in the 2021/2022 Financial Year.
No name	25	Mashamothane/ Madiseng	➤ Electricity	<ul style="list-style-type: none"> • The author wants to know if Madiseng and Mashamothane villages are covered in terms of electrification project.
No name	09	Malokela	<ul style="list-style-type: none"> ➤ Water ➤ Road 	<p>The area is not covered in the IDP & Budget. The community needs the following:</p> <ul style="list-style-type: none"> • They request that Lebalelo should include the community of Malokela in their plan for provision of water. • Road to the cemetery (matshelapata).
No name	19	Mathipa	➤ Electricity	<ul style="list-style-type: none"> • Electrification of Barcelona because it was mentioned in the IDP/Budget
No name	05	Riba Cross	➤ Electricity	<ul style="list-style-type: none"> • Want to know if Mandela East and West are covered in the electrification project. The two communities have been waiting since 2015.
Walter	09	Shakung	<ul style="list-style-type: none"> ➤ Water reticulation ➤ Roads ➤ Satellite Office ➤ Unemployment ➤ Bursaries/ Learnerships 	<p>Services needed are as follow:</p> <ul style="list-style-type: none"> • Running water in the yards/ households • Good roads- upgrading of a road to Tar • Maintenance of existing road • Satellite certifying station • Job Opportunities • Bursaries and Learner ships
Malatjie ML	09	Shakung	➤ Electricity	<ul style="list-style-type: none"> • Requesting for Solar Panel System as a temporary measure whilst awaiting electrification project to start.

			<ul style="list-style-type: none"> ➤ Fencing of cemeteries ➤ Community Hall ➤ Classrooms ➤ Creche ➤ Sports Ground ➤ Water and Sanitation ➤ Storm Water drainage 	<ul style="list-style-type: none"> • Fencing of the two grave yards/ cemeteries • Need for Community Hall • Construction of additional Classrooms at Potoko Secondary School. • Construction of a Creche. • Clearing and grading of Sports Ground • Provision of Toilets through the Water and Sanitation Project. • Construction of Culverts in the village.
No name	24	Kgautšwane	<ul style="list-style-type: none"> ➤ Road ➤ Sport Facility 	<ul style="list-style-type: none"> • The community need better roads and Sport facility/grounds
Siwela Samson	27	Ga-Malekane (Makakatela Section)		<ul style="list-style-type: none"> • The community need the following: • Access bridge at monokaneng. • High mast lights • Street lights • Post connections for electricity • VIP Toilets • RDP houses • Water • Main and internal roads
Maisela Mahlabaphooko	35	Ga-Maisela	<ul style="list-style-type: none"> ➤ Road 	<ul style="list-style-type: none"> • The community need a road to be tarred.
Manok Traditional Authority	18	Ga-Manok	<ul style="list-style-type: none"> ➤ Local Economic Development 	<p>The following requests were forwarded:</p> <ul style="list-style-type: none"> • Municipality should provide opportunity to Magoshi/ Stakeholders to present their plans for their communities. • Municipality is advised to give much attention to Local Economic Development. Magoshi should be consulted when creating opportunities that promotes growth and development.
Roka Motshana Traditional Council	16	Ga- Motshana	<ul style="list-style-type: none"> ➤ Access road ➤ Water and Sanitation ➤ Access Bridge 	<p>The following comments were made:</p> <ul style="list-style-type: none"> • Five (5) KM access road need to be tarred/ paved from Morgazon (ga-Moraba) to ga-Motsahna- Motshana clinic, Motshana Primary School, Magatagabotse Seconadary School, Roka Motshana Traditional Office and the village at large.

			<ul style="list-style-type: none"> ➤ Community Hall ➤ RDP Houses 	<ul style="list-style-type: none"> • The village is in short of water as from 2016 to date. • Construction of Access bridge to Lekgwareng Section. • Need for Community Hall and recreation facilities. • Need for RDP Houses
Bapedi ba Ramaube Traditional Council	20	Bothashoek	<ul style="list-style-type: none"> ➤ Road ➤ Water ➤ High Mast Lights ➤ Electricity 	<ul style="list-style-type: none"> • Road construction from Ramaube Crèche to old Apostolic church. • Road construction from the clinic to ga - Marebane Café. • There is no enough water supplies in the village. • High Mast Lights needed at the Traditional Office (Moshate). • Follow up on the electrification of the following sections: River- Site, Pakaneng and Tswelopele Park.
Mnisi Collins	30	Praktiseer (Mountain Square Section)	<ul style="list-style-type: none"> ➤ Electricity 	<ul style="list-style-type: none"> • Electrification of Mountain Square Section in Praktiseer. <p>The community request to be considered in the 2021/2022 Budget allocated for electrification projects. A request was submitted through Ward Management monthly reports and the IDP Office, but the community is still without electricity to date.</p>
Banareng ba Selahle Community Trust	24	Majadichukudu	<ul style="list-style-type: none"> ➤ Electricity 	<p>Electrification of Majadichukudu. The community's request is that the project be moved from 2022/2023 to 2021/2022 Financial Year as per their agreement with the Municipality in a meeting held on the 12/03/2020.</p>
Sekgobela SJ	23	Kgotlopong	<ul style="list-style-type: none"> ➤ Electricity 	<p>Community of Kgotlopong are requesting for:</p> <ul style="list-style-type: none"> • Electrification of Mashemong Section in Kgotlopong Village.
Mokoena David	20	Bothashoek	<ul style="list-style-type: none"> ➤ Electricity 	<p>Community of Tswelopele Park and Pakaneng Sections are without electricity. They have been promised electrification of the two areas since 2011. During presentation of the new IDP/Budget the sections were still excluded and they request that they be included in the 2021/2022 budget.</p>
Mosebjadi	34	Atok	<ul style="list-style-type: none"> ➤ Electricity 	<p>The community of Bogalatladi (New Stands) next to ga-Ratsoma need electrification of the village.</p>
No name	38	Mashilabele	<ul style="list-style-type: none"> ➤ Roads 	<p>Re-gravelling of internal roads at Mashilabele (Shushumela) is needed</p>
No name	14	Magakala	<ul style="list-style-type: none"> ➤ Electricity 	<p>Community of Madifahlane are requesting for:</p> <ul style="list-style-type: none"> •Electrification of Mahopaneng Section in Madifahlane Village.

No name	16	Penge	➤ Network Problem	Communities of Penge and ga-Mokgotho have Network challenges and need Network Tower.
No name	22	Taung	➤ Electricity	Community of Taung are requesting for: •Electrification of Taung Village.
No name			➤ Road	Requesting for upgrading of Makofane road from Morulaneng , Maphoko, Pidima to Maakubu.
Thobejane Estras	14	Moroke	➤ Unfenced Cemetery	Community of Moroke requests for fencing of the graveyard at Moroke B(New Stands) opposite Mphaka Filling Station.
Magolegodi tribal council Under (Kgosi Kgagudi Malegodi	14	Moshira	<ul style="list-style-type: none"> ➤ Community hall ➤ Clinic ➤ Parks ➤ Tar road ➤ Streets lights ➤ Sports grounds 	Requesting Access roads to be tarred (D4134)

TABLE BELOW INDICATE WARD PRIORITY FOR 2022/223 IDP/BUDGET:

Ward NO.	PRIORITY	Village	CHALLENGES	
01	Roads and Bridges	Mokutung	D2277 No schooling during rainy season The road is slippery Need tarred road	
		Mapareng	From Mapareng to Malaeneng the road is very bad Need a bridge to connect the two villages at Ngoneng River	
		Makgalane	Tarring of road from Leboeng market to Makgalane	
		Maepa	Tarring or paving of road at Maepa	
		Ohrigstad	Tarring of road at Tamboti Street	
		Ga Mabelane	Internal road at Ga Mabelane need Donga	
		Waste Removal	Ohrigstad	The town is not clean and tidy Alvyn and Suikerbos waste removal need to be considered
		High Mass and Street Lights	Ohrigstad	Ohrigstad streetlights not working
			Maepa	Maepa high mass light not operational and it is a danger zone
	Schools	Maepa	Construction of a high school	
	Clinic	Maepa	Clinic does not come regularly High rate of teenage pregnancies	
	02	Lights	Steelpoort Town Mahlakoena Ga reagopola	Need apolo lights
		Roads	Steelpoort Town	Need maintenance of that road
			Mapodile	Upgrading of internal roads
Access Bridges		Didingwe Molawetsi	Need access bridges	
		Mapodile Matimatjatji	The road leading Mapodile to Matimatjatji need access bridges	
Water		Whole ward	Need water	
		Maganagobushwa Molawetsi Mapodile	Repair of old water pumps Replacement of stolen water pipes needed Incomplete water project	
Clinic		Mahlakoena Ga ragopola	Need a clinic	
Schools	Ward 02	Building of primary and secondary school		
03	ELECTRICITY	Lekgwarapaneng and Rite, Mogohlwaneng, Maebe, Maroteng, Matebeleng Ga Phasha and Malekaskraal	Post connection	
	sanitation	Malekaskraal (Ga Mmakopa)	Community use forest to relieve them selves	
	Water	Completing Maebe Phase 04 water project.	Maebe project stopped after contractor under quoted in 2010/2021 Financial Year.	

		Completing Lepelle water pipes at Malekaskraal. Reservoir Ga Phasha Borehole at Ga Tebeila	The project finished in 2009 without convening any drop of water to date. No action from SDM. No reservoir at Ga Phasha No reservoir at Ga Tebeila
	Roads	Establishment of main access Road pavements and ring road Completion of Lerajane to Tswereng and Mmakopa Pemuda road. Road to Mohlaletse community Hall Gravelling of all ward access roads and establishment of Internal storm water drainages	4 main streets identified. The road was abandoned at about 80% completion in 2009 No access road to Mohlaletse community Hall Access roads are all damaged.
	Bridges	Maroteng. 2* Mabotagale Culverts Matebeleng and Mapulaneng Bridges Mapulaneng and Matebeleng Bridges.	Community of Maroteng Ga Phasha, Ga Tebeila can't cross the river when raining. To rebuild the culvert's for they were swiped by rain. All bridges are depilated.
	RDP Houses	Mmakopa, Maebe, Maroteng Ga-Phasha and Matebeleng	We have at least 800 indigents needing the Houses.
	High mast lights	2* Maebe, 2* Matebeleng, 3* Tswereng, 1 Ga Mmakopa	All places are dark To fix all dead current High Mast Lights.
	Cemeteries	Mmakopa, Tswereng, Thete, Matji and Gaphasha	Need for mass Central cemetery in ward 03 ward
	Sports complex	Grading of all 08 Sports Ground and need for Sports complex in the Ward 03	Kids need recreational facilities.
	Library	Ward 03	Community need library
04	Water	Mpita village, Matsianeng, Madithongwane, Legabeng, Riba cross east & central	Need for extension of pipes, shortage of water because of illegal connections
	RDP Houses	Mpita village, Matsianeng, Madithongwane, Legabeng	Need for RDP houses for the poor and unemployed people
	Sanitation	Mpita village, Matsianeng,	

	Road	Mpita village, Matsianeng. Madithongwane, Legabeng, ribacross east & central	No access road, roads needs to be upgraded
05	Roads	London,Stasie mandela 1- 2,Mandela Lepakeng & Crossong	Paving of main streets
		O.J via Fanang Diatla Gen Dealer to Madiseng Moshate	Paving of main streets
		Madithongwane small access bridge via ZCC to Polaseng	Paving of main streets
		From uncle Williams sign board via Mabudutswane cemetery to Sedibaneng cemetery	Paving of main streets
		From stasie sports ground via Nthame primary to Stasie cemetery	Paving of main streets
	Access Bridges	Between Mandela Lepakeng and Letlabela Creche	Need Access Bridges
		Between Mandela Lepakeng and crossong	Need Access Bridges
		Polaseng at Old borehole (Legadimane Sec)	Need Access Bridges
		Pomping section next to Tebele family	Need Access Bridges
	Storm Water Drainage	London Stasie Mandela 01-02 Mandela Lepakeng Crossong	Need storm water drainage
	Apolo Lights	Mandela 1	Unenergized high mast light at Mandela 1 sports ground
		London O.J. Ga Riba Cross and Steelpoort Cross Morewane and Polaseng	Need Apolo Lights
	Cemeteries	Polaseng Stasie London	Need cemeteries
	VIP Toilets	Pomping	Unfinished / incomplete toilets project at Pomping section project No. SK8/3/1-19/2015/16
Land care	Madiseng	Need prevention of soil erosion	
06	Electricity	Mampuru	Need 60 pole connection
		Motseng Section / Dipolateng Potase	Need 10 pole connection

			Need 82 pole connection
		Gaphasha	
		Bokome section	Need 15 pole connection
		Mokgethi section	Need 20 pole connection
		Sethokgeng section	Need 55 pole connections
	Free Basic Electricity	Phasha Mampuru	Need free Basic Electricity
	Sanitation	Phasha Mampuru	Need 100 VIP Toilets
	Apolo Lights	Mampuru Mampuru	Needs 12 Apolo Lights
	RDP Houses	Phasha Mampuru	Need 210 RDP Houses
	Roads	Phasha Mampuru Ga Malekane	Need speed humbs from Ga Malekane road D1392 via Mampuru Phasha Paving from main road to the cemetery
	Sports Ground		Grading of all sports ground
07	Electricity	Mshemong, Mooihoek	Other sections are without electricity
	High mast light	Kampeng, france, legononong, tsidintsi, mooihoek mashemong	High rate of occur during darkness
	Access bridge	Kampeng, legononong, france	Difficult to cross tepane river to school during rainy season, mokgorwane river to school, Gowe primary to other destination, Pororo river to Nakgwadi sec school
	VIP toilets	Kampeng, Gowe, france, hollong, legononong, tsidintsi, mooihoek mashemong	No VIP toilets at all
	Water	Kampeng, Gowe, france, hollong, legononong, tsidintsi, mooihoek mashemong	Boreholes drilled but not
	RDP houses	Kampeng, Gowe, france, hollong, legononong, tsidintsi, mooihoek mashemong	Number of households still living in shacks, there were 23 RDP houses allocation approved but not built so far.
	Roads	Kampeng, Gowe, france, hollong, legononong, tsidintsi, mooihoek mashemong	All internal roads are severely damaged, our gravel road from Gowe to Kampeng need regravelling and storm water drainage are not working
	Water	Diphale, Ditijaneng, Ga-Makete	No access to water to the villages
08	Electricity	Diphale, Ga-Makete	79 households at Diphale and 77 households at Gamakete do not have electricity
	RDP HOUSES	Magabaneng, Mantjekane, Modimolle, Madikane	34 household at Magabaneng, 29 household at Mantjekane and 32 household at Modimolle needs RDP houses
	Tar road	Modimolle	RAL tar road incomplete and no access road
	Sanitation	Magabaneng	Need for VIP sanitation
09	RDP Houses	Thokwane Shakung Sehunyane Malokela ga Phala Modubeng	Need allocation of RDP houses
	VIP Toilets	Thokwane Shakung	Need VIP Toilets

		Malokela Ga Phala Modubeng	
	Electricity	Thokwane Shakung Malokela Sehunyane Ga Phala Modubeng	Need electricity at New stands
	Water	Thokwane	Extensions of water pipe lines for the new households
		Shakung	Provision of water at new stands
		Sehunyane	Need reservoir Extension of water pipes
		Malokela	Extensions of water pipes at new stands
		Ga Phala	Extensions of pipes at new stands
		Modubeng	Extension of pipes at Senyathe section
	Roads	Ga Phala Modubeng	Road from Ga-Phala to Modubeng need rehabilitation
10	Electricity	Mahopaneng section Dithwaing section Meelwane section Morakeng section Maruping section	Need electricity
	Water	Madifahlane No.2 Matishane Dithwaing Serafa Sekutlong Maakgake Makgopa Dithabaneng Marapong Maruping Meelwane Swale Malaeneng Morakeng Tidintitsane	Need water
	Roads Tarred / paved roads and access bridges	Dipurung roads Dithwaing roads Dithabaneng roads Tidintitsane road Mokgomemg road Makete road Swale road Marapong road	Need tarred roads and bridges Paving of all roads from the tribal authorities From Mokgomeng road to Ga Mosoma From Makete road to Moshate road
	Access Bridges	Marapong section Tidintjane section	Need Access Bridges
	RDP Houses	Marapong section Djate village Madifahlane village	Need RDP Houses
	Cellphone Tower	Marapong village Djate village Madifahlane village	Need cellphone Tower
11	Access road	Garagopola, Mooihoek, Legabeng, Mooihoek	All the access road in the villages needs regravelling

		malaeneng, Moeng, Morethe	
	High mast lights	Mooihoek, Garagopola	High rate of crime and house breaking
	RDP houses	Mooihoek, Garagopola, Moeng	Need for RDP houses
	Electricity	Garagopola south	120 houses without electricity
	Borehole and pump machine	Morokadieta, Digabane	Need for transformer and pump machine, extension of pipes
12	Water	Sekiti	Shortage of water Need 3x boreholes Need 3 resevoirs (Khutwaneng, Separakongand Modutubylene) Replacement of old pipeline to new pipeline
		Mpuru	Need 2x boreholes at Separakong Need 2x boreholes at Motomelane Need 2x boreholes at Taleng Need water pipelines
	Lights	Sekiti	Need 3x high mast lights Need of street lights all villages Need high mast lights at Komane Need high mast lights at Balotsaneng
	RDP Houses	All villages of Ward 12	Need of 100 RDP Houses
	Backlog of the RDP Project	Matimatjatji	Bakuta Developing Project during 2020/21 they did not complete the housing project
		Swale	
		Mamphahlane	
	Roads	Sekiti	Gravelling / tarring of road from Sekiti community hall to Moloka primary school Gravelling / tarring of road from Mokoena to mavela Gravelling / tarring of road from Score / Kgwapa to Khutwaneng Gravelling / tarring of road to Sekiti cemetery Access road to new stands Sebopela to Nonyana
		Mpuru	Gravelling / tarring of road from Pita to Mabilo cemeteries Paving / tarring of road from Tlapalamodikologo to Madingwane tuckshop Fixing of all the internal roads
		Mamphahlane	Gravelling from Baroka ba Mamphahlane Tribal Council via Mamphahlane Creche to Sehlaku and Balotsaneng The road from Hlala Meeting/ Leporongwaneng via Mamphahlane Sport ground connecting Mamphahlane Creche
		Hwashi	Gravelling from Modikwa plant passing Makgapeng joining Balotsaneng
		Swale	Gravelling from Sun city to mashishi shop passing Mohlala tuckshop connecting Mpuru bridge Gravelling the road to Bohlanka and Lekgwareng
		Balotsaneng	Gravelling from Mankgakganuyane to Molopeng joining Madibanyaneng Gravelling from Molopeng to Letsopeng and Mosukurusu Gravelling from Molopeng to Banareng Grave-yard passing ZCC St Engenas ZCC and Maandagshoek sport field
		Komana	Gravelling the road from maila Mapitwane joining, Seolomathebo to Komana and Pitsaneng
		Mohubane	Gravelling from Sebopela shop to modutubylene joining main road at Leopeng la Ditshipa
		Molongwane	Graveling from Madigage butchery to odl Molongwane sport ground and makola shop joining Mankgagane
		Electricity	Sekiti
	EPWP	Hwashi and Mamphahlane Mpuru and Swale	Need EPWP Protects

		Sekiti and Mahubane	
		Sehlaku and Molonwane Balotsaneg	
	Toilets	Mpuru	Need VIP Toilets
	Community Hall	Mpuru Mamphahlane Swale Mahubane Balotsaneng Hwashi	Need of community hall
	Schools	Mpuru	Construction of new school at Ratau Primary school, Setlopong and Phutinare senior sec school
	Cemeteries	Mpuru Sehlaku	Fencing of Mabilo cemeteries and toilets Fencing of Sehlaku cemeteries Fencing of Banareng cemeteries and provision of toilets
	Network	Mpuru ,Swale , Komane	Need a network coverage at Mamphahlane Swale , Mpuru Komane / Difagate
	Hospitals	Old HC Boshoff	Construction of the following departments at Old HC Bosshoff Hospital Home Affairs ,SASSA , Labour, Social & Welfare Department Mobile police Station , Water Affairs ,Taxi Rank , Post Office
13	Upgrading of water purification plant	Ramaube section next to IPC church Ext 06 Praktiseer	Unable to perform household services
	Electricity	Praktiseer	Illegal water connections by community members
	High Mast Lights and Street Lights	Ext 2,3,4 and 8	Need high mast lights , Need street lights, More crime occur during darkness
	Roads	Tubatse A	Need a Tar Road
		Ext 02	Need Regravelling
		Tubatse and it's the whole extensions	Need Base Beams at all corners of the township and extensions
	Community Hall	Praktiseer	Need community hall Need pensioner pay point No place to hold meetings
	Library	Praktiseer	Leaners are unable to find information Need Library
	Refuse removal	Praktiseer	Illegal dumping of rubbish
	Sewerage system	Praktiseer	To be extended to the whole ward
	Sewerage pond	Praktiseer - Segorong	Remove the sewerage pond from Segorong section , as it can cause diseases like
	Hawkers stalls	Praktiseer	Need electricity at the stalls
	Support of Youth Developments	Praktiseer	Job creation
14	Water	Sekutlong, Motloulela, Moroke, Moshira, Habeng, Magobading	No water at Sekutlong since 2012, need for boreholes at other villages
	Roads	Magobading, Motloulela to seokodibeng, Moroke, Moshira to Habeng	Access roads are not good need for tar road
	Electricity	Motloulela, Moroke, Moshira, Habeng, Magobading	<ul style="list-style-type: none"> 200 households at Habeng, 400 households at Magobading, 30 households at Moshira, 15 households, 100 households at Moroke, 15 at Motloulela needs post connections
	Community hall	All ward	

15	Water	Shakung	Shortage of water around the village, Need borehole Need pipes and new pump
		Masete	Mphogo and Moraba sections with shortage of water Broken water pump since reported to District no action taken
		Mashishi	Need extension of pipes at Mamphake, Separakong and Morantjing
		Ga Kgwete	Water is available but need jojo tanker and reservoir to supply the whole village
		Ditwebeleng	Leakage of pipes, Replacement of the old system , Construction of reservoir
	Electricity	Shakung, Masete Mashishi , Ga Kgwete , Ditwebeleng , Morapaneng	Need electricity post connections for the whole ward
	RDP houses	Shakung , Masete Mashishi , Ga Kgwete , Ditwebeleng , Morapaneng	Running short of RDP Houses for the whole ward Need more allocation
	Sanitation / VIP Toilets	Shakung	Received Need 230 toilets
		Mashishi	Received 300toilets
		Masete	Received 36 toilets
		Kgwete	Received 1000 toilets
		Ditwebeleng	Received 18 toilets
		Morapaneng	0 allocation 18 rejected and need enough allocation of toilets
	Roads	Shakung	Paving of road D4177 Tarring/ paving of road to Moshate
		Mashishi	D4174 Road from R37 via Moshate its tarred and need gravelling of the internal roads
		Masete	Paving / tarring of road D4176
		Kgwete	Internal roads joining R37 need regravelling
		Ditwebeleng / Morapaneng	Tarring / paving of road 4184 Need 6km tarring of road
	Cemetery		
		Shakung	Fencing of cemeteries
		Mashishi	Fencing of cemeteries
		Masete	Fencing of cemeteries
		Kgwete	Fencing of cemeteries
Ditwebeleng / Morapaneng	Fencing of cemeteries		
16	Roads	Ga Mokgotho	Tarring / paving of road from Bridge at Makhwese Sec school to Rotole Primary school Tarring / paving of road from Makhwese sec school via community hall to Mokgotho Moshate Tarring of all internal roads
		Maakubu	Tarring of road D4140 From Malokela to Morulaneng Tarring of road D4140 main road to Moshate Roka Malepe Regravelling of all internal roads
		Motshana	Tarring of road D2537 main road to Moshate of Motshana Komane Tarring of road from Moshate via Motsepulana to Ga Motodi need to be tarred Fixing of all internal roads
		Lefahla	Tarring of road from Mokgotho to via Lefahla access bridge to Moshate Mametsato Sekgola section Tarring of road from Lefahla access bridge to Moshate of Machubeng section Fixing of all internal roads
		Ga Moraba	Tarring of road D2537 main road to Moshate , Fixing of all internal roads
		Ga Malepe	Road from D2537 main road via Moshate of Maleka via Malepe access road to Mantopi primary school back to D2537 main road

			Fixing of all internal roads
		Kgopaneng	Tarring of road D4140 Tarring of road from corner café via Moshate of Matlakala via Mamoshane to Annesley Mine D2537 Fixing of all internal roads
		Mamogolo	Tarring of road D2537 main road to Moshate of Malatji Patching / closing of potholes at road D2537 Fixing of all internal roads
		Penge	Tarring of road D2537 from Ga Moraba to Ga Mamogolo Road D2337 need the white line, animal sign and road sign Fixing of all internal roads
		Maretlwaneng	Fixing of all internal roads
RDP Houses		Maetlwaneng	Need 150 units
		Kgopaneng	Need 50 units
		Ga mamogolo	Need 35 units
		Penge	Need 35 units
		Ga Motshana	Need 70 units
		Ga Mokgotho	Need 40 units
		Lefahla	Need 20 units
		Ga Malepe	Need 10 units
Electricity		Maakubu	Need 50 units
		All Ward 16 villages except Penge and Kgopaneng	Need post connection
		Penge / Maretlwaneng	Needs voltage connection for 70 units
	Kgopaneng	Need voltage connection of 30 units	
VIP Toilets		Maretlwaneng	Need 500 units
		Ga Mokgotho	Need 500 units
		Penge	Need 370 units
		Ga Motshana	Need 300 units
		Maakubu	Need 500 units
		Kgopaneng	Need 100 units
		Lefahla	Need 50 units
		Ga Malepe	Need 50 units
		Ga mamogolo	Need 70 units
	Ga Moraba	Need 50 units	
High Mass Lights		Penge	Need 06 High Mass Lights
		Ga Motshana	Need 05 High Mass Lights
		Maretlwaneng	Need 07 High Mass Lights
		Ga Moraba	Need 04 High Mass Lights
		Maakubu	Need 03 High Mass Lights
		Kgopaneng	Need 04 High Mass Lights
		Ga Malepe	Need 04 high mass lights
		Ga Mokgotho	Need 06 high mass lights
		Lefahla	Need 05 high mass lights
	Ga Mamogolo	Need 03 high mass lights	
Water		Kgopaneng	2x boreholes drilled but not equipped from 2010/2017 till now
		Maakubu	2x boreholes at Dikgageng section to be drilled and equipped
		Ga Moraba	Need reticulation in another section
		Ga Motshana	Need water reticulation and additional 2x boreholes
		Penge	Section A and B need pipeline from the pump station Need 4x jojo tankers to supply the section with drinking water

			2x additional boreholes needed They need refurbishment of Penge Pump Station and also for a regional bulk water supply
		Mokgotho	Need 4x borehole and 8x Jojo tankers for reticulation on new stands
		Maretlwaneng	Need reservoir to supply other household in the mountain section Refurbishment of Penge pump station and regional bulk infrastructure
		Mamogolo	Need borehole
		Sehlabeng	Need borehole
	Access Bridges	Ga Motshana	Need 3 access bridges
		Ga Mokgotho	Need 2 access bridges
		Lefahla	Need 1 access bridges
		Penge	Need 2 access bridges
	Community hall	Maretlwaneng	Maintenance of the Maretlwaneng community hall
17	Electricity	Maapea Mpheti Mahlokwane	Lot of illegal electricity connections Need electricity since 2006
	Water	Maapea Mpheti Mahlokwane Manyaka Matladi section Selala Dikwateng section Thwatwa Makoloto	Diesel water pump not working Water is unreliable Need jojo tankers
	Fencing of cemeteries	Maapea graveyard	Need proper fencing Need toilet
	Bridges	Mahlokwane - Natlela section	Difficult to cross from Natlela to Ga selala clinic
		Manyaka - Maatladi section	Difficult for learners to attend school during summer
		Mpheti - Sedibeng	Difficult for vehicles to drive to Ga Mpheti in summer
		Selala - Semae	Difficult for learners to attend school during summer
		Thwatwa - Makoloto	Difficult for learners to attend school during summer
	Tarring of roads	Selala- Moshate	Road to Moshate is too dusty- need tar road
		Mahlokwane - Manyaka	Access to health care services from Ga Mahlokwane to selala clinic is a challenge due to the state of that road
		Mphethi - selala	Road from Mpuru cross to Ga-Mpheti need tarring
	Regravelling of roads	Maapea - Mpheti-Selala	Road from R37 to ga Mpheti needs rgravelling Road from R37 to Moshate also need regravelling
	Sanitations	Maapea Manyaka Mpheti Selala	Need sanitation
	Apolo Lights	Mahlokwane	Apolo light needed from Cross road to Ntoshang
		Mpheti	Hijacking and rape zone (Ga Piet)
		Maapea	Hijacking and rape zone (Makofane shop)
	Schools	Ga Selala - Ratanang High	need additional classrooms and renovations
		Ga mahlokwane - Ntoshang	need additional classrooms and renovations
		Ga manyaka - Mokwadibe and manyaka Primary	need additional classrooms and renovations
	RDP Houses	Ga Maapea Mpheti Manyaka	Need allocation of RDP Houses

		Selala Mahlokwane	
18	Pavement of internal streets	Burgersfort ext 10	Internal streets damaged during rainy season
	High mast lights	Burgersfort ext 10	No street lights
	Community hall	Burgersfort ext 10 & Apiesdoring	No place for community to hold meetings
	Tar road for D4425 road	Manoke	No proper road
	Access bridge	Manoke	Unable to pass during rainy season
	RDP houses	Apiesdoring	People still staying inside mud houses which are not safe
	Sports complex	Manoke	No proper sports facilities
19	Access bridges	Motaganeng / Motaganeng Ext 02 Magologolo/ New residential	Need access bridges
	Water	Legabeng France park Khulwane Motaganeng Motaganeng ext 02 Maathipa	Need water
	Electricity	France park Legabeng ext 02 Motaganeng Motaganeng Ext 02	Need electricity
	Roads	Motlolo Magologolo Barcelona Maathipa Legabeng	Needs roads
	Vegetable Garden	Magologolo Mohlophi Riba village	Need vegetable garden
	Apollo Lights	Mohlophi Maathipa Riba Moshate	Need apollo lights
20	Roads	Bothashoek Clinic to Marebane	Paving of tarring of internal road
		Bothashoek Apolong to Ga Sehlangu or St Engenas church	Need regravelling and maintenance of old bridge
		From gabo Papi Motene to Mokgabudi primary	Completion of unfinished road
		Riverside	Regravelling of riverside road to the cemetery
		Mashemong	Regravelling of mashemong road from the clinic to Sebisi Rest and Liquor
		Pakaneng	Regravelling of Pakaneng road to cemetery
		Phelindaba	Regravelling of Phelindaba road to Mahlagaume Primary school
	Water	For the whole Bothashoek village	Supply of water
	Cemeteries	Pologong	Fencing of cemetery
	Sports Ground	For the whole ward	Maintenance f sports grounds
	RDP Houses	For the whole ward	Allocation of RDP Houses
VIP Toilets	For the whole ward	Allocation of VIP toilets	
21	Water	Taung , Motodi and Praktiseer,	Boreholes are not working well at Taung

		Makotaseng, Matokomane	No water reticulation causes by illegal connections at Praktiseer ext 11 Maintenance needed at Makotaseng Need for extension of pipelines and borehole at Matokomane, community rely on one borehole
Access bridge		Taung Motodi Praktiseer Matokomane	Magokolotsaneng to Taung cemetery, Tshehlwaneng to taung cemetery, sefateng one culvert near mocheneng Masoganeng near Ga-Ratshoshi access bridge Bridge from Taung to Mafarafara Access bridge to Ga-Motodi Morena section Motodi access bridge from moshate, access bridge from stassie to cemetery Access bridge from Morena to Mabelane to cemetery Installation of culvert along the road D4150 Access bridge near st Engenas church and Ga-mahlangu Bridge from Makotaseng to Mafarafara
Roads		Taung, Motodi, Praktiseer, Matokomane, Makotaseng	Need for tar road on road D4150 from Taung to Ga-motodi Tar or paving road at Praktiseer extension 11, road is dusty and slippery during rainy season Tar or paving of ring road from Monganeng to Ga-morena and Dikgogong to Ga-morena and Mafogo Mabelane, Motodi stassie, Moshate section Ga-Motodi, road to moshate Ga-Kgoshi Sekhukhune Regravelling of all Morena access road Road to Taung clinic and Taung cemetery
High mast lights		Whole ward	All high mast lights in the WARD must be switched on
Electricity		Taung, Matokomane, Praktiseer, Motodi	No electricity at Taung since 1994 till to date Need for post connection at Ga-Morena and Motodi stassie
Schools		Ga Morena, Praktiseer	Dikotope Secondary school need new classrooms Ga-Morena and Praktiseer ext 11 need Primary school
ECD		Whole ward	All ECD in ward 22 should be provided with clean water and proper classrooms
Health		Makotaseng and Matokomane	Proper shelter should be provided for mobile clinic visits
Sports		Motodi	Motodi sports complex should meet PSL standard and provided with 2 grand stands and proper green artificial grass

	RDP houses	Praktiseer ext 11, Taung, Motodi, Matokomane and Makotaseng	
	VIP toilets	All villages in the ward	
	Agricultural farming		All farmers in the ward should be provided with proper irrigation scheme and fencing
	Cemeteries	Taung	Need for fencing at Taung cemetery
	Environment	Taung	EPWP and CWP programme to help with soil erosion at Taung cemetery or installation of Gabions
22	Electricity	Taung	Electricity challenge at Taung since Operation Mabone stopped
	Sanitation	All villages	Need for allocation in all villages
	RDP houses	All villages	Need for more allocation of RDP houses in all villages
	Tar road	Motodi	Tar road needed from Motodi to Taung the road is in bad condition
23	Primary school	Alverton Nazareth	The village has emerged big
	Clinic	Alverton, Motlailane, Mahlashi, Kgotlopong, Mafarafara,	Villages are scattered and in need of health facilities, the issue of Ward based clinic wont help, instead it will create a crack to the united ward.
	Community hall	Mahlashi, Alverton and Kgotlopong	Community hall is needed
	Network connectivity	Kgotlopong, Leshoaneng section	Poor access to network need to network tower
	Access bridge	Alverton, Motlailane, Mahlashi, Kgotlopong, Mafarafara,	Need for access bridge to schools, cemeteries at the mentioned villages
	RDP houses	Nazareth, Kgotlopong and Mahlatsi	
	High mast lights	Alverton	High rate of crime
	Sanitation	Nazareth	Need for sanitation to the new settlement at Nazareth and other sections
	Electricity	Kgotlopong, Mahlashi and Alverton	Post connections needed
24	Tar road	Makgopa village Matshiretsane to Makgwareng	Tarring of D2405 Construction of Dresden access road Access road from D2405 to Makgopa village Access road from Matshiretsane via tribal office to Makgwareng
	Access bridge	Maakgongwane	Need for the access bridge
	Electricity	Phadishanong, Makgwareng ext, Majaditshukudu	Need for post connection and new electrification project at Majaditshukudu
	Water	Majaditshukudu Phadishanong and Makgwareng	Construction of borehole and water pipe line Extension of water pipeline
	Schools	Dipitsi primary, legoleng primary. Mahlahle primary, Matshaile primary	Rehabilitation of all school buildings Construction of new schools at Majaditshukudu primary and Dresden secondary
	High mast light	All villages	Construction of high mast lights in all villages

	Other		Renovation of community hall and maintenance of sport facilities at Kgautswane Development of Tribal offices RDPs and VIP Toilets Development of Rietfontein clinic
25	1	Thaba Moshate and Mashifane park	Access road between R555
	2		Access road from R37 via Mareseleng to Makgemeng
	3	From Mareseleng to zone 5 Mashamothane	Access bridge
	4	Mashamothane	Soil erosion
	5	All villages	Internal street paving
	6	All villages	Water reticulation
	7	Zone 1, 5 and 8 and Mashemong section	Electrification/ post connections
26	1	Vrystad Phiring, Matshokgeng, Ga-Moraba, Ga-Nkoana, Rutseng, Marulaneng, Tswenyane, Lepelle and Banareng	Electricity
	2		Access bridge
	3		High mast lights
	4		Palisade fencing of cemeteries
	5		RDP houses
	6	Matshokgeng	Borehole
	7	From Leboeng to Phiring Ga Sarel	Access road
27	Water	Tsatsapane, Nokaneng and Mashatang	
	Electricity	All sections and new settlement	
	RDP houses	All section	
	VIP toilets	All section	
	High mast lights	All section	
	Roads	Moshate to makakatele, Mashatang	
	Bridges	Makakate, kutullo and Nokaneng	
	Cemeteries	Kutullo, Nokaneng and Dithamaga	Need for fencing of cemeteries
	Schools	Kutullo	Need for secondary school
	Network tower	Nokaneng	Need for Vodacom, mtn and cell c network tower
	Clinic	kutullo	
28	Road	Ga-Maphopha	Need for road from steelbridge to Ga-maphopha Road to moshate, school and graveyard
	Multi-purpose centre		
	Sports field		
	Hospital		
29	1	All six villages	Roads to meshate, schools and graveyards Electrification for new stands, Makua, Ratau, Maepa, Ntake and Maphopha new stands High mast lights needed

			RDP houses and VIP toilets needed Access bridge for all villages needed Repairing of road from Maphopha bus stop to Ga-Maepa village
	2	Ga-Maphopha village	Access bridge from Talane sports ground to Sengange secondary school Multi-purpose centre Access bridge Makololwane section next to Ga-Mphosa Mokgwadi Extension of pavement road at Motshosho new stand Primary school at Matshosho new stand
	3	Ga-Makua village	Bridge from school to Sethokgola crech Sportsfield needed
	4	Ga-Ntake village	Access bridge to Ga-Ntake graveyard Access bridge to Mogauwane crech Water reticulation at Ga-Ntake Magohlong section
	5	Ga-Ratau village	Community hall needed Access bridge to Mokgwadi graveyard Access bridge next to Moshate Ga Ratau
	6	Ga-Maepa village	Three access bridge needed: Motsetladi river, Mpelegane bridge, Maepa tribal authority
	7	Maseven village	Community hall Fencing of graveyard Road D4240 to Maseven clinic Road extension to R555 Two access bridge needed: bridge to graveyard and Ga-Mokgwadi to R555 road
30	Water	Mabocho,Mapareng, Malaneng,Thabakhu lwane,Magabe Park, GA- BM Thabane section, New settlements- mapareng next to PaePae School,new stands, separakong,hlahlan eng,Ga-BM Thabane,thabakhul wane,morulaneng, Mokobola(sehloi,morulaneng,lekgwareng) Praktiseer Montain view,votaville,Tubatsa A(dark city and town)	Upgrading bulk water supply source (more equipped borehole) Yard connections JoJo tanks installations (2 *each sections) Borehole (equipped)at morulaneng and Sehloi Yard connections 2Pump machines needed for 2pump stations • JoJo tanks installation(2*each sections) Installation of transformer at Praktiseer bulk water Supply booster pump house Unfenced reservoirs Extension of pipelines to new settlements Yard connections

	Electricity	Mabocho, Mapareng next to Paepae school, malaeneng, new stands, hlahlaneng, separakong Ga BM Thabane section, Thabane section new settlement, Thabak hulwane Magabe park, Praktiseer Mountain square, mountain view, vodaville, tubatse A (dark city)	Energizing the high mast light Post connections Electrification Projects
	Roads	Mabocho, Mcookobola, Morulaneng, Mountain square, Magabe park, Mountain view, vodaville, Tubatse A	Paving or tarring Re-gravelling and grading
	Storm water management	Mabocho, mountain view, vodaville, tubatse A	Renovation of old storm water drainage surrounding the areas Constructions of storm water drainage at the base of the Mountains (dams for animals)
	Access bridges	Mokobola, Mabocho, Magabe park, Dark city, Mountain view, Mountain Square	Construction of two bridges respectively at Tubatse A, Mokobola and one magabe park, four bridges at mabocho
	Cemeteries	Mabocho and Praktiseer	Fencing of the cemetery and supply of sanitation
	Health	Mabocho, mokobola, vodaville, magabe park	Building a clinic Mobile clinic
	Education	Paepae sec school, Thabane primary, Mabocho primary, mokobola primary, sehloi primary, nkota sec school, Kweledi sec school, kobodi primary,	Construction of administration blocks, class rooms and laboratories, school halls, Upgrading of sports fields
	Sanitations, RDP houses, Community halls	Whole ward	
31	Water	Kopie and Mangabane	Equipment of boreholes and extension of pipes/ Kopie and Mangabane
	Roads	Dresden, Kopie, Mangabane and Makgemeng	Regravelling main roads/ Dresden, Kopie, Mangabane and Makgemeng
	Access bridge	Dresden, Kopie, Mangabane and Makgemeng	Dresden, Kopie, Mangabane and Makgemeng

	Electricity/post connections	Dresden, Kopie, and Makgemeng	Dresden, Kopie, and Makgemeng
	RDP houses	Dresden, Kopie, Mangabane and Makgemeng	300 houses needed at Dresden, Kopie, Mangabane and Makgemeng
	Sanitation	Dresden, Kopie, Mangabane and Makgemeng	400 units needed at Dresden, Kopie, Mangabane and Makgemeng
32	Unemployment	The whole ward	High rate of unemployment and causes illegal mining that causes lot of death. Illegal mining causes dams and during rainy season those dams are full of water and causes floods that entering in the houses and damages furniture, and they can also damage access roads. They can also cause death to young people as they can go to those dams to swim and most of our children don't know how to swim. Can also kill livestock of the community. High rate of unemployment youth and qualified professionals from tertiary institute.
	Road	Tjibeng via Mooiluk, Mahlabeng, Rostock to Shubushubung village	Road from R37 Tjibeng via Mooiluk, Mahlabeng, Rostock to Shubushubung village are in bad condition that during rainy season community of that villages cannot able to access their essential needs and services e.g access to health, education, work, food etc. The road to that villages is in need of regravelling and bridges for four valleys. Road from Ledingwe need regravelling and the bridge to cemeteries, also colvet for two dongas. Access roads from Tjibeng village are in need of regravelling and one bridge from Moraswi secondary to graveyard. Road from R37 to via Ga-Phasha to Ga-Mampa need regravelling and bridges for two valleys. Road from Seokodibeng to Kgagudi primary school need bridge .
	Water	The whole ward	The whole ward still fetched some water to a long distance. Community used to buy water. Most of boreholes not functioning because of mortars need to be fixed e.g at Seokodibeng community did not have water for couple of four months.
	RDP'S	All villages	Unfinished RDP HOUSES. Most of the beneficiaries not being approved and are mostly in need.
	Sanitation	All villages	Some of the members of the community are still in need of sanitation.
	Electricity	All villages	High mass light not functioning Most of new settlement in need of new electrification project.
33		Mogabane/Shole Village	Unemployment rate is high. The village has no access to drinkable water/running water. There are blocked pipes for bulk water which were intended to eradicate the drought. In addition to this, there is an unused dam which was built for the purpose of storing water from the abovementioned blocked pipes. As such, the community needs a borehole and a pipeline to best curb the drought. There is a need for post connections/ electrifying of new homes.
		Ga-Selepe Village	Unemployment rate is high. Most parts/sections of the village is without drinking water. Boselakgaka and Sekhutlong sections have absolutely no means to a running tap. The villagers still share a well with animals. There is a need for a borehole and a pipe line. Mataung section has limited access to running water except the villagers' collective effort to drill their own water well. An additional borehole and a new pipe line is the solution. Mashemong/Kgoladitshello section has limited access to drinkable water. There is a need for a borehole and a pipeline throughout the section. Mataung High Mast light needs reconnection/maintenance after being out of power for two years.

			Phasweng area has a borehole that needs water testing and equipping necessary to address the water shortages around the section. There is a need for post connection throughout the village. No access to primary health care despite having a clinic in the village
		Ga-Manotwane Village	High unemployment rate. Most sections of the village has no access to drinking water. Mahuduong and Mogolaneng section needs pipes (approximately 1300 metres) to equip a community borehole to ensure that villagers get access to water. Mashemong section needs a new pipeline to expand the already existing distribution channels. Checkers section needs equipping of two community boreholes to ensure that residents get access to water. There is a need for maintenance of Mahuduong, Manotwane Primary/Mogolaneng and Mashemong High Mast lights. They have been out of service since early 2019 making it hard for residents to cope with the darkness. No access to primary health care after working hours despite having a clinic in the village. There is no need for a clinic to be built at Ga-Manotwane as previously submitted. A clinic is there. The need is for it to operate 24/7 to enable our people to access primary health care as and when the need arises.
		4. Mosotsi Village	High unemployment rate. There is a need for a community hall. Community meetings are held under a tree. The whole village needs access to drinkable water. Villagers travel about a kilometer to get to a functional tap. There is a need for post connections.
		Ga-Phasha	High unemployment rate. Ramoko Primary school building needs a revamp/eradication. Sekhutlong section needs a High Mast light. Mashegeng section needs a High Mast light.
		Sealane	High unemployment rate. Villagers have no access to drinkable water. They all get to have one chance a month to get access to water. There is a connectivity/network issue from Ga-Manotwane to Sealane. As such, an aerial is needed.
34	High Mast Light	Mashikwe and all villages	High mast lights not working
	Unemployment	Mashikwe and all villages	Most of youth are not working , Mine closed
	Water	Mashikwe	Samancor water project not completed
	Network	All villages	
	Regravelling	All villages	Roads are not in good conditions
	Cemetery	All villages except Mashikwe	Livestocks breaks tombstones
	Fencing	Mohlalhaneng, Mphaaneng, and Mogolaneng	
	Electricity	All villages except Mashikwe	Need Post connections Applications take time to respond
		Mafeane	Need 30 pole connections
	Covid 19 JoJo Tanks	Mphaaneng, Mokgotho Mafeane Malomane	Need 4 Jojo tanks Need 1 jojo tank Need 1 jojo tank Need 1 jojo tank
	RDP Houses	Mafeane	Allocated only 50 houses they did not cover the whole village
	Sanitation	Sefateng	Need sanitation
		Mafeane	Need 100 toilets

35	Water	India Takaneng, Malogeng, Pelangwe	
	RDP houses	All villages	
	Sanitation	All villages	
	Bridges	Nkwana, Pelangwe, Modimolle, Apel	
	High Mast light	All villages	
	Fencing of cemeteries		
	Clinics	Pelangwe, India, Malogeng	
36	Water	Mashung, gan- nchabeleng, gan- nkwana, Apel, strydkraal A, Mmotwaneng, mabopo	Pipe lines needed
	Internal roads	Mashung, gan- nchabeleng, gan- nkwana, Apel, strydkraal A, Mmotwaneng, mabopo	Regravelling needed
	Electricity	Mashung, gan- nchabeleng, gan- nkwana, 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	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,	286 houses needs post connections

		Malaeneng A&B, sepakapakeng	
	High mast light	Radingwana	The light at Morareleng section was never connected High mast lights implemented in the ward needs maintenance for them to operate
	Mphanama multipurpose	Mphanama	The handing over of the building should be fast tracked for the Municipality to take control of the building
	Bridge	Strydkraal B, Matlala, Thobehle, Mashabela, Thabanaseshu, Seleteng, Matamong, Magagamatala, Radingwana, Malaeneng A&B, sepakapakeng	38 bridges needed across all the villages
	Cemeteries	Matlala, Thobehle, Mashabela, Thabanaseshu, Matamong, Magagamatala, Radingwana, sepakapakeng, Mototolwaneng	Cemeteries at the villages needs palisade fencing
38	Water	Masehleng - sefateng section , Mokiritlaneng Section, Difoiyeng section, Phahlamanoge - kanana section, Mashilabele - Ga Oria section, Shenyaneng Section, Mashilabele old Section, Mashilabele new section, Magaaneng, Lekgwareng and Sekhutlong sections Ga mmela , legabeng section, Marokolong Section, Ikageng clinic, Phageng, Ga seroka Manoge/Matlou	One jojo tank used to feed the community with water while the jojo is lying down. The other jojo need to be connected as one jojo is not enough for the community. Water extensions needed in the new settlement of Phahlamanoge. The village experience lot of illegal connections that need to be legalised. Community only getting water after three weeks from Nkadimeng scheme. Community relying on buying water. Old scheme was destroyed by the maintenance team long time ago and never fixed/repaired Additional reservoirs needed to relieve the current reservoirs and give effect to the extensions of water to all new settlement.
	Cemeteries	Sekhutlong, Phahlamanoge, Seroka	Cemetery need proper fencing with palisade to give dignity to our love ones and to avoid demolished of tombstones by animals

		Manoge, Shenyaneng Phageng , Magaaneng Mahlakanaseleng, Oria Masehleng, Radingwana Mmela	
Electricity		Mashilabele new, Lehlabile Ext, shenyaneng ext, Makgophaneng Radingwana Ext, mmela Motshana, Thabaneng Ext, Phahlamanoge New settlement, Masehleng new Settlement and Kanana ext, Seroka and Matlou Extensions	More than 450 households need electricity mapping/survey was done, designs completed but the implementation of the project took long time. Need for new post connections in all the sections
High Mast Lights		Masehleng, Ga oria fourways, Ga mmela and Radimmela Radingwana, Manoge Seroka and Magwete Phahlamanoge Phageng, Marokolong Mashilabele All villages of our Ward	High mast lights not connected and energized
Roads		Ga oria to tjate, Seroka Ga oria, Ga mmela	Road D4220 connecting old fetakgomo to tubatse from Ga Oria via Phahlamanoge and Tjate to R37 need tar. the road appear on the IDP for a long time. The road is not taken care of as it took months and months to be graded. Pemuda road that was left incomplete from Ga Seroka to Mohlaletse. Muddy during rainy seasons and lot of pot holes. Road from Ga Oria via Ga Mmela to Mphanama is very bumpy and need to be expanded. Sharp curve need to be gentle. Road from Mmela cross to Ga Radingwana need tar
Access road		Mashilabele to Sekhutlong, Seroka Phahlamanoge, Mmela Radingwana, Manoge Seroka, Sentlhane section, Phageng Matlou, Masehleng, Ga oria,	Very muddy during rainy seasons.need paving or gravelling as the road lead to Magaaneng, Sekhutlong and Manoge cemeteries. Access road to Seroka cemetery was paved and left incomplete. Very muddy and need culvert bridge. Access road to moshate very rocky need tar or paving. Access road to Mankopodi P. school and Manoge cemetery very muddy need regravelling, tar or paving. Very muddy people cannot go out to their work or children to school. need regravelling, tar or paving. Access road to mmotong P. school ver rocky and muddy need regravelling or paving Access road to Matlou cemetery very muddy need regravelling. Access road to Masehleng cemetery, Mokiritlaneng, Ga Mashilo and Ga Mahlanya very rocky need regravelling, tar or paving. Access road to

		Magaaneng, Seroka, magwete Maretlwaneng Section, Phageng Phahlamanoge - Fase ga thabana, phomolong, Letolong and ga Tshoshane Radingwana, Morare leng Segare and Molapomoso, Ga radingwana to Sekhukhune tvet College, Phahlamanoge Mashilabele, Shenyaneng, Phahlamanoge, Masehleng, Mmela Seroka, Radingwana	Mahlakanaseleng cemetery to Sekhutlong cemetery and Manoge cemetery very rocky need regravelling. Access road to Magaaneng village and Magaaneng cemetery very muddy need regravelling. Access road from the cemetery to Magwete, Maribishing to Sentlhane Access road from Shenyaneng to Lemaswi very rocky need regravelling or grading. from Ga Lepitsi to Phageng cemetery and Phageng village need regravelling, paving or tar
	Access bridge	Mashilabele, magaaneng, Seroka Manoge, Masehleng Phageng , Ga mmela Ga radingwana Phahlamanoge	The access bridge was built and washed away by the first rain. During Mayor's budget speech he announced that the bridge will be built. Modiba x1 Monankoe x2 Lehlabile x1 Mashilabele new settlement x2, Ga Peanuts x1 cemetery x1, Seroka clinic x1 Ga Rods x1, Maretlwaneng x1, X5 Need for access bridge as the village is not easily accessible. Segwegwe x3, Matshipisane x1 Kanana x1, Lehlokong x1 Matlou x1 Ga Mahlanya x1 Masehleng cross x1 Ramushu x1
	RDP houses	Mashilabele , Phahlamanoge, Mmela Phageng, Radingwana, Phahlamanoge, seroka Mashilabele, Phahlamanoge, Seroka Mmela, Masehleng , Manoge and Matlou Phageng, Radingwana	Incomplete RDP houses from 2017. No clear information of what will happen Beneficiaries fill up the forms and were approved but their houses were never built. Too much backlog of RDP houses in all villages of our ward. destitute people are living in a dilapidated houses and shacks and are in need of RDP houses.
	Sanitation	Mashilabele, Mmela , Phageng , Phahlamanoge, Seroka , Manoge and Matlou Masehleng, Radingwana	Only 250 toilets out of more than 1000 households backlog were built in Mashilabele. The last time the sanitation was allocated in our ward was in 2017. Most households in our ward need toilets as most of our toilets are health hazardous. Only 230 toilets were built out of backlog of more than 9000 households A need to address backlog to all villages
	Community hall	Mashilabele, Mmela , Phageng, Masehleng	Need for community halls as our community are holding their meetings in the school and sometimes disturb the lessons
	Libraries	Mashilabele, Phahlamanoge,	Need for libraries in our communities to encourage reading and love of books.

		Seroka, mmela, Radingwana	
	Sports complex	Mashilabele , Phahlamanoge , Seroka	There is no sporting facilities in the community. annual sporting activities were organised in a dilapidated grounds. need for sports complex were different sporting code can be organised. Grading of all 23 football ground in our ward.
	Communication/network tower	Mashilabele, Masehleng, sefateng Marokolong	The village is growing fast and is very accessible but there is a problem of network in the village. Need for both Vodacom and MTN network tower. No network coverage need for both Vodacom and MTN towers. No radio coverage need for SANTECH tower.
	Storm water drainages	Mmela, Ga oria , Phahlamanoge , Masehleng, Matlou , Seroka	Mmela cross storm water drainage needed From Ga Malatji to Oria bridge, From Ga Lekwankwa to Phahlamanoge bridge From Difoiyeng to Phaahla cross, Nyakelang to Morotong bridge , Ga Rods majakathata
	Clinic	Seroka Phahlamanoge And ikageng	The clinic is in a dilapidated condition due to muddy condition. Need for the relocation of the clinic. Clinics no longer working on weekends due to the shortage of nursing staff more especially midwives. people travel long distances. Mobile clinic needed @ Mashilabele, Masehleng, Phageng, Radingwana and Manoge
	Unemployment	All villages of our Ward	High rate of unemployment amongst the youth, woman and the people @ large.
	Hawkers stall	Mashilabele - ga oria fourways	Hawkers stall along the main road.
	Land care and waste environment	Ga seroka - ga rods Ga matlou, Ga oria Manoge, Magaaneng Mashilabele Phahlamanoge, Ga mmela, Ga seroka , Masehleng, Manoge and Matlou, Radingwana , Phageng	Need for prevention of soil erosion Morotong Old Oria shop, Monankoe Need for waste bin in all our village to promote clean environment. Promotion of refuse removals.
39	Roads	Ga Matsimela Mokhulwane streets Ga - Photo Dr Manchidi street Ga - Debeila street to Mohlaletse	Slippery or rainy days
	Water	Sekubeng Dibilwaneng Masehlaneng Rite New settlement Lerajane Ditlokwe Mokhulwane Ditlokwe	Need water reticulation Need water reticulation Need water reticulation Need water reticulation Need water reticulation Need water reticulation
	Electricity	Masehlaneng Rite New Settlement Dibikwaneng Mokhulwane Ditlokwe	Need electrification
	Reservoir	Magotwaneng Ga Matsimela	Area has no water Area receive less water

		Rite	Need reticulation
	Culvert Bridge	Sekhubeng	Areas are not accessible
		Masehleng	
	RDP Houses	Mohlaletse Ga Nchabeleng	Need RDP Houses
	Cemeteries	Mokhulwane	Need cemetery
		Ga Matsemela	Need cemetery

CHAPTER 3: STRATEGIC PHASE

1. BACKGROUND

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

2. STRATEGIC APPROACH

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

Strategies phase is about finding the most appropriate ways/means of achieving municipal objectives. The Fetakgomo Tubatse Local Municipality has aligned its objectives and strategies goals to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies.

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

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

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

VALUES

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

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

Values	Descriptive analysis
High standard of professional ethics	Professionalizing local government is identified as essential tenet of transformation of the sector. The Municipality upholds high standard of professional ethics as enunciated in the Constitution. Hard work, service to the people, humility, honesty, and respect are integral components of professional values. Respect not only the laws of the land but also one another in a performance relationship - this emphasises mutual respect and regard for dignity of a person or his/her responsibility.
Consultation	Regular consultation with the people about the services the Municipality provides.
Service Standards	Need to specify the quality of services people can expect.
Access	Increase access to services especially people disadvantaged by attitude related barriers.
Courtesy	Treatment of customers with courtesy, concern, and consideration. Things such as smile, respect for customers, apology if things go wrong – this cost nothing.
Information	Provide more & better information about services so that customers have full, accurate relevant and up-to-date information about services they are entitled to receive.

Values	Descriptive analysis
Openness and Transparency	Tell people how the Municipality runs, its departments cost and who oversees what function and services.
Redress	If the promised standard of services is not delivered (failures/mistakes/performance problems occur), citizens should be offered an apology, a full explanation, and a speedy and effective remedy; and when the complaints are made, citizens should receive a sympathetic, positive response.
Value for Money	Give the best possible value for money so that customers feel that their contribution through taxation rate and contributors to service is used effectively, efficiently and savings ploughed back to improve their lives. The implementation of Batho Pele Principles is continuous process, not a once off-task, to be done all the time.

MUNICIPAL SWOT ANALYSIS

	WEAKNESSES
Adequate systems in place, i.e., plans, policies procedures	Non-implementation of By-Laws, policies, and systems (plans and policies, etc.)
Improving financial management and viability of municipality	No compliance to existing policies, management, and High level of grievances amongst staff
Good relationship with Magoshi	Unavailability of budget to accommodate the structure, high level of vacancies, loss of institutional memory, duplication municipal functions by appointing service providers
substantive appointments in key municipal positions	No electronic record system
Financial viability	High unemployment and especially amongst youth
	Volatile community procurement??
	Lack of accountability and strategic direction due to continued change of administrative leadership
	Departmental By-Laws not published
	Delayed appointment of consultants and limited capability for expenditure
	Communities have insufficient access to social facilities, and there is a lack of social facilities planning and partnership

	High levels of unemployment of the youth
	Inadequate coordination of Skills Interventions, youth, and other development policies in municipality
OPPORTUNITIES	THREAT
Community radio stations and newspapers in place and functional (Good for communication and outreach)	Inadequate infrastructure such as roads, bridges
Job Creation opportunities	inadequate water provision/water shortages
SEZ - Special Economic Zone	political interference in day-to-day municipal operations
Water Source development	Acting officials in key municipal functions
Minerals reserves and presence of mining industry in the municipality	Dependence on external service providers

DEPARTMENTAL SWOT ANALYSIS

SPATIAL RATIONALE

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

STRENGTHS	WEAKNESSES
A dynamic workforce incorporating young professional eager to learn and experienced professionals with high knowledge retention. A dedicated workforce prepared to do what it is expected to get the work done	Under staffing High rate of vacancies including management vacancies poses threat for instability and good administration

Applicable By-law, policies, and strategies in place e.g., NBR, municipal planning By-law, SDF etc. Land disposal committee in place to ensure optimum land utilisation Land availability Land use committee and land use appeal committee in place to adjudicate applications with objection prior to SPLUMA	Lack of admin support impacts negatively on the workflow Lack of online integrated application systems affecting the filling and flow of land use and building applications Inadequate enforcement team to enforce the By-law on land use, building and land invasion
OPPORTUNITIES	THREATS
Establish the sole MPT to fastrack the processing of land development applications (AO, MPT and AA) Establish the sole Appeal Authority to speedup the land development appeals. Recruitment of anti-land invasion response team. Harmonious and coordinated human settlement.	Land invasion. Traditional authority conflict on land issues, ownership, and authority. Construction of illegal building structures. Undue delay on attending contravention notices arising from enforcement of the by-law poses threat for anarchy. IT lowering production rate.

MUNICIPAL TRANSFORMATION

MUNICIPAL STRATEGY

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

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

Priority Area	KPA	Strategic Objectives
Access to Basic Services	Basic Services Delivery & Infrastructural Development	To facilitate basic services delivery and infrastructural development / investment

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

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

- a. **The strategic problems (Problem statements):** These problem statements are the identification of the issue(s) and causes that prohibits the municipality from achieving their objectives. Sometimes these could include the effects of the problem in the running of the municipality or effect on the services delivery mandate.
- b. **The key intervention(s):** Key interventions are high level programmes and projects that the municipality need to embark upon to address the strategic problems identified. This could be one intervention that addresses several problems.
- c. **Outcome statement:** The outcomes are an indication of what will happen if the intervention is implemented.
- d. **Impact statement:** The impact draws the municipality to their core mandate. This is usually customer/ citizen oriented and is long term effect of the implementation of the interventions

e. **The Key Performance Indicators:** This is the measurement that will be used to assess if the objective / intervention/outcome has been met. The strategic indicators could be an index (made of several indicators).

f. **Risks:** Risks are issues/ processes that are outside the control of the municipality. These could include dependencies to other spheres of government, private sector, and other external stakeholders. The management of risks is very critical and is also dependent on the relationships that the municipality develops with the stakeholders.

The table 3.5 below outlines the alignment of the KPAs, Strategic Objectives, associated problem statement, interventions, outcome, impact, and key performance indicators per priority area identified by the Fetakgomo Tubatse LM.

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
1	Basic Services Delivery & Infrastructural Development	To facilitate basic services delivery and infrastructural development / investment	Lack of engineering capacity (Reliance on service providers)	Improving procurement processes and systems (contractor appointment and management)	Improved access to basic services	Sustainable human settlements	% Decrease of infrastructure backlog
			Inability to spend grant funding	Building capacity to enable municipal teams to do work done by consultants Build Engineering capacity to support other departments	Improved engineering capabilities		
			High infrastructure services backlog (Water, Sanitation, Roads and Electricity)	Improve infrastructure planning			
2	Local Economic Development	To create an environment that promotes growth and development thereby facilitating job creation	High unemployment rate	Development Tourism strategy	Shared economic growth and development	Improved livelihoods	economic indices i.e. reduced unemployment, standard of living etc
			High vacancy rate (in the Department)	Finalise the land tenure and land rights			
				Develop coordination mechanism for the Social Labour Plans			
				Work with DALARRD to capacitate local farmers on new technologies			
				Develop infrastructure to support economic projects			
				Coordinating Local economic opportunities			
3	Spatial Rationale	To promote integrated human settlements and agrarian reform	Land Invasions and illegal and uses	Formalisation/ upgrading of informal settlements	Improved spatial structure	Sustainable Settlements	Sustainability index
			Dispersed and unbalanced settlements	Provide integrated decent and sustainable settlements	Compact and accessible settlements		
			Inability to acquire level 1 housing accreditation	Apply for the level 1 housing accreditation			
			Unavailability of basic services	Provision of basic services			

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
			Urban congestion and fragmentation	Apply sustainable urban design principles			
			Housing backlog	Develop relevant by-laws & development contributions			
4	Municipal Transformation and Organisational Development	To build municipal capacity by way of raising institutional efficiency, effectiveness, and competency	Inadequate institutional governance systems	Review & implementation of municipal planning frameworks, e.g. IDP/Budget	Synchronised		
			Lack of proper coordination on formulation and implementation of by-laws	Coordinate formulation and implementation of municipal by laws to ensure compliance and enforcement	planning, credible IDP/Budget		
			High volume of litigations against the Municipality due to uncoordinated contract management	Integration of contract management with legal services to ensure compliance and promote alternative dispute resolution methods	Minimize litigation costs		
			Inadequate disaster preparedness and IT connectivity	By-laws: Implementation and rationalization of existing by-laws	Improved regulatory compliance environment		
				Development and Implementation of Disaster Recovery Plan (DRP) and Business Continuity	Secured data center		
				Development and Implementation of network connectivity.	Integrated network connectivity and accessibility		
				Development of IT Master Plan.	Integrated network connectivity and accessibility		
				Enhancement & improvement of legislative compliance.	Good governance and accountability		
				Ensure provision of adequate & reliable information management systems.	Effective and efficient information management		
				Installation of Wi-fi connection to municipal facilities	Effective and efficient information management		

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
			Insufficient implementation of risk management processes	Installation of security systems & tools e.g. access control system	Effective internal control systems and Good governance		
				Establish security control room e.g CCV camera monitoring	Effective internal control systems and good governance		
				Develop, review, and monitor implementation of risk management processes.	Effective internal control systems and good governance		
			Non-attendance by some stakeholders of IGR structures (governance systems) which impacts on institutional performance	Strengthening the support model for governance structure (Council, Exco & other Council Committees)	Adequate institutional governance system		
				Benchmark for improvement	Good governance		
				Employ customized capacity building for governance structure	Capacitated stakeholders' governance structure		
				Support & strengthen existing fora i.e. IDP Forum, Magoshi Forum and other IGR structures	Structured participation		
				Ensure ward committee supports	Structured participation		
				Ensure integrated service delivery & support for cross cutting issues	Co-operative governance & social accountability		
				Ensure alignment of community outreach and public participation programs from all spheres of government.	Informed communities		
				Rationalisation of public participation policy	Informed communities		
				Improve municipal wide communication and review of communication strategy. Eg. Media realise and marketing and branding.	Informed communities		

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
			Fraud & corruption	Development & implementation of Fraud Prevention Strategy	Clean administrative governance		
				Development & annual review of strategic & operational risk registers	Clean administrative governance		
			Inadequate security management systems	Develop, implement and monitor total security function.	Safeguarding of municipal facilities and its employees.		
			Inadequate educational facilities & equipment	Engage Dept. of Education for construction of schools, upgrading/renovation, extension of blocks, general infrastructural provision & equipment at schools	Improved and safe learning environment.		
			In effective Customer care	Revitalisation of call centre and suggestion box	Improved service delivery.		
			Minimal participation of designated groups	Strengthening support for Youth Council, Women Council, Disability Council, children, elderly, aids council & moral regeneration	Mainstreaming and integration of focus groups' interests into municipal development planning enterprise		
	Community Services/Development	Promote sustainable environmental management and mitigation of environmental impacts	Inadequate social facilities High levels of water, air, and land pollution	Develop and maintenance of social facilities Solid waste management and minimisation through improved collection, disposal, recycling and increase landfill sites with permits Reducing atmospheric pollutants to comply with Ambient Air Quality Standards. Develop Smart City concepts (Wi-Fi connection at strategic locations)) Upgrading and maintenance of sport facilities Promoting employee's wellness program	Healthy living and working environment for our people and future generations	Reduced deaths by environmental disasters (Reduced effects of climate change)	

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
				To promote sustainable environmental management and mitigation of environmental impacts			
5	Financial Viability	To improve overall municipal financial management	Untapped revenue base	Adopted revenue enhancement strategy for implementation			
			Non-Compliant financial statement	Submission of AFS with no material error to AGSA			
			Low Collection vs billing	Improved collection rate to an acceptable level			
			Non-adherence to 30 days payment period norm	Maintain payment level to below 30 days by introduction of triplicate invoices and performance measure for payment to be part of directors and managers relevant			
			Poor Liquidity	Improvement of liquidity ratio			
			Low spending on conditional Grants	Implement forward planning and structured procurement strategy	100% spending		
			Non-compliant Asset Register	Regular Maintenance & Updating of Asset Register including annual review of the assets register	GRAP compliant Asset Register		
			Lower cash coverage period	Improvement of cash surplus to meet the national treasury norms on cash coverage	Maintained a minimum cash coverage of 4 months		
			High UIF&W expenditure	Enforcement of full compliance to SCM prescripts and related	Clean governance		
			Negative Audit outcomes	Stricter adherence of financial principles and legislative frameworks	Unqualified report /clean audit		
			Inadequate contract management	Implementation of digital contract management solution and enforcement	Clean governance		
			Production of unfunded budget	Ensuring that SLAs are signed timeously	Funded budget		

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
6	Good Governance & Public Participation	To promote a culture of participatory	Inadequate coordination of HR Interventions and policies	Develop an Organisational plan	Capacitated municipal structure (vacancies identified and strategic positions filled)	Municipality that is accountable, is fair and effective	% Staff members expertise (related staff member expertise vs requires expertise- this could include qualifications, experience etc)
				Implement the Employee health and safety compliance policy	Municipality is OHS/EAP compliant		
				Implement Municipal Facility Management (incl fleet and IT infrastructure) plan/policy?	Maintained infrastructure and reduce costs of maintenance.		
				Develop Knowledge management plan	electronic record management systems in place		
				Roll out training of council committees on their roles and responsibilities and development	Council fully inducted and aware of structures and roles		
				Implement Special Programmes (HIV and Aids, Youth, Moral Regeneration, Children, Gender, Elderly, and Disability)	Youth involvement and employment, community engagement on projects		
			Inadequate implementation of risk management strategies.	Review and monitor the implementation of risk management policy and strategy.	Adequate internal control systems and good governance	# of risk assessment facilitated	
						# of Risk management committee meetings held	
						# of reports produced on the progress made in the implementation of identified action Plans to mitigate risks	
						# of risk management reports submitted to Audit committee	
Inadequate security management systems	Review, implement and monitor total security functions.	Safeguarding of municipal facilities and its employees	Safe working conditions	# of Installed security systems & tools e.g. access control system			

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
							100% Established security control room e.g CCV camera monitoring
							# of security audits produced
							# of municipal offices where security equipment, systems and tools installed.
							# of reports produced on security inspections conducted to appointed private security companies.
							# of security awareness campaigns facilitated
							# of Municipal sites/ offices where CCTV Cameras, upgraded, maintained and installed.
							# of municipal offices where alarms and access Control systems installed or maintained
				Development of Business Continuity Management and Disaster Recovery Plan	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	% on the development of BCM and DRP.
				Review and monitor the implementation of Anti- fraud and corruption strategy/policy	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	# of reports produced on reported fraud & corruption cases.

	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
							# of Anti-Fraud and corruption awareness campaigns facilitated
			Lack of Business Continuity Management	Development of Business Continuity Management and Disaster Recovery Plan	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	% on the development of BCM and DRP.
			Ineffective implementation of Anti-fraud and corruption strategy and policies	Review and monitor the implementation of Anti- fraud and corruption strategy/policy	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	# of reports produced on reported fraud & corruption cases.
							# of Anti-Fraud and corruption awareness campaigns facilitated

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
1	Basic Services Delivery & Infrastructural Development	To facilitate basic services delivery and infrastructural development / investment		Improving procurement processes and systems (contractor appointment and management)	Improved access to basic services	Sustainable human settlements	% Decrease of infrastructure backlog
			Lack of engineering capacity (Reliance on service providers)	Building capacity to enable municipal teams to do work done by consultants	Improved engineering capabilities		
			Inability to spend grant funding	Build Engineering capacity to support other departments			
			High infrastructure services backlog (Water, Sanitation, Roads and Electricity)	Improve infrastructure planning			
2	Local Economic Development	To create an environment that promotes growth and development thereby	High unemployment rate	Development Tourism strategy	Shared economic growth and development	Improved livelihoods	economic indices i.e. reduced unemployment, standard of living etc
			High vacancy rate (in the Department)	Finalise the land tenure and land rights			

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
		facilitating job creation		Develop coordination mechanism for the Social Labour Plans Work with DALARRD to capacitate local farmers on new technologies Develop infrastructure to support economic projects Coordinating Local economic opportunities			
3	Spatial Rationale	To promote integrated human settlements and agrarian reform	Land Invasions and illegal and uses Dispersed and unbalanced settlements Inability to acquire level 1 housing accreditation Unavailability of basic services Urban congestion and fragmentation Housing backlog	Formalisation/ upgrading of informal settlements Provide integrated decent and sustainable settlements Apply for the level 1 housing accreditation Provision of basic services Apply sustainable urban design principles Develop relevant by-laws & development contributions	Improved spatial structure Compact and accessible settlements	Sustainable Settlements	Sustainability index
4	Municipal Transformation and Organisational Development	To build municipal capacity by way of raising institutional efficiency, effectiveness, and competency	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 disaster preparedness and IT connectivity	Review & implementation of municipal planning frameworks, e.g. IDP/Budget Coordinate formulation and implementation of municipal by laws to ensure compliance and enforcement Integration of contract management with legal services to ensure compliance and promote alternative dispute resolution methods By-laws: Implementation and rationalization of existing by-laws	Synchronised planning, credible IDP/Budget Minimize litigation costs Improved regulatory compliance environment		

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
				Development and Implementation of Disaster Recovery Plan (DRP) and Business Continuity	Secured data center		
				Development and Implementation of network connectivity.	Integrated network connectivity and accessibility		
				Development of IT Master Plan.	Integrated network connectivity and accessibility		
				Enhancement & improvement of legislative compliance.	Good governance and accountability		
				Ensure provision of adequate & reliable information management systems.	Effective and efficient information management		
				Installation of Wi-fi connection to municipal facilities	Effective and efficient information management		
			Insufficient implementation of risk management processes	Installation of security systems & tools e.g. access control system	Effective internal control systems and Good governance		
				Establish security control room e.g CCV camera monitoring	Effective internal control systems and good governance		
				Develop, review, and monitor implementation of risk management processes.	Effective internal control systems and good governance		
			Non-attendance by some stakeholders of IGR structures (governance systems) which impacts on institutional performance	Strengthening the support model for governance structure (Council, Exco & other Council Committees)	Adequate institutional governance system		

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
				Benchmark for improvement	Good governance		
				Employ customized capacity building for governance structure	Capacitated stakeholders' governance structure		
				Support & strengthen existing fora i.e. IDP Forum, Magoshi Forum and other IGR structures	Structured participation		
				Ensure ward committee supports	Structured participation		
				Ensure integrated service delivery & support for cross cutting issues	Co-operative governance & social accountability		
				Ensure alignment of community outreach and public participation programs from all spheres of government.	Informed communities		
				Rationalisation of public participation policy	Informed communities		
				Improve municipal wide communication and review of communication strategy. Eg. Media realise and marketing and branding.	Informed communities		
			Fraud & corruption	Development & implementation of Fraud Prevention Strategy	Clean administrative governance		
				Development & annual review of strategic & operational risk registers	Clean administrative governance		
			Inadequate security management systems	Develop, implement and monitor total security function.	Safeguarding of municipal facilities and its employees.		
			Inadequate educational facilities & equipment	Engage Dept. of Education for construction of schools, upgrading/renovation, extension of blocks, general infrastructural provision & equipment at schools	Improved and safe learning environment.		

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
			In effective Customer care	Revitalisation of call centre and suggestion box	Improved service delivery.		
			Minimal participation of designated groups	Strengthening support for Youth Council, Women Council, Disability Council, children, elderly, aids council & moral regeneration	Mainstreaming and integration of focus groups' interests into municipal development planning enterprise		
	Community Services/Development	Promote sustainable environmental management and mitigation of environmental impacts	Inadequate social facilities	Develop and maintenance of social facilities	Healthy living and working environment for our people and future generations	Reduced deaths by environmental disasters (Reduced effects of climate change)	
			High levels of water, air, and land pollution	Solid waste management and minimisation through improved collection, disposal, recycling and increase landfill sites with permits			
				Reducing atmospheric pollutants to comply with Ambient Air Quality Standards.			
				Develop Smart City concepts (Wi-Fi connection at strategic locations))			
				Upgrading and maintenance of sport facilities			
				Promoting employee's wellness program			
				To promote sustainable environmental management and mitigation of environmental impacts			
5	Financial Viability	To improve overall municipal financial management	Untapped revenue base	Adopted revenue enhancement strategy for implementation			
			Non-Compliant financial statement	Submission of AFS with no material error to AGSA			
			Low Collection vs billing	Improved collection rate to an acceptable level			

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
			Non-adherence to 30 days payment period norm	Maintain payment level to below 30 days by introduction of triplicate invoices and performance measure for payment to be part of directors and managers relevant			
			Poor Liquidity	Improvement of liquidity ratio			
			Low spending on conditional Grants	Implement forward planning and structured procurement strategy	100% spending		
			Non-compliant Asset Register	Regular Maintenance & Updating of Asset Register including annual review of the assets register	GRAP compliant Asset Register		
			Lower cash coverage period	Improvement of cash surplus to meet the national treasury norms on cash coverage	Maintained a minimum cash coverage of 4 months		
			High UIF&W expenditure	Enforcement of full compliance to SCM prescripts and related	Clean governance		
			Negative Audit outcomes	Stricter adherence of financial principles and legislative frameworks	Unqualified report /clean audit		
			Inadequate contract management	Implementation of digital contract management solution and enforcement	Clean governance		
			Production of unfunded budget	Ensuring that SLAs are signed timeously	Funded budget		
6	Good Governance & Public Participation	To promote a culture of participatory	Inadequate coordination of HR Interventions and policies	Develop an Organisational plan	Capacitated municipal structure (vacancies identified and strategic positions filled)	Municipality that is accountable, is fair and effective	% Staff members expertise (related staff member expertise vs requires expertise- this could include qualifications, experience etc)
			Implement the Employee health and safety compliance policy	Municipality is OHS/EAP compliant			
			Implement Municipal Facility Management (incl fleet and IT infrastructure) plan/policy?	Maintained infrastructure and reduce costs of maintenance.			

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
				Develop Knowledge management plan	electronic record management systems in place		
				Roll out training of council committees on their roles and responsibilities and development	Council fully inducted and aware of structures and roles		
				Implement Special Programmes (HIV and Aids, Youth, Moral Regeneration, Children, Gender, Elderly, and Disability)	Youth involvement and employment, community engagement on projects		
			Inadequate implementation of risk management strategies.	Review and monitor the implementation of risk management policy and strategy.	Adequate internal control systems and good governance		# of risk assessment facilitated
							# of Risk management committee meetings held
							# of reports produced on the progress made in the implementation of identified action Plans to mitigate risks
							# of risk management reports submitted to Audit committee
			Inadequate security management systems	Review, implement and monitor total security functions.	Safeguarding of municipal facilities and its employees	Safe working conditions	# of Installed security systems & tools e.g. access control system
							100% Established security control room e.g CCV camera monitoring
							# of security audits produced

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
							# of municipal offices where security equipment, systems and tools installed. # of reports produced on security inspections conducted to appointed private security companies. # of security awareness campaigns facilitated # of Municipal sites/offices where CCTV Cameras, upgraded, maintained and installed. # of municipal offices where alarms and access Control systems installed or maintained
			Lack of Business Continuity Management	Development of Business Continuity Management and Disaster Recovery Plan	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	% on the development of BCM and DRP.
		Review and monitor the implementation of Anti- fraud and corruption strategy/policy		Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	# of reports produced on reported fraud & corruption cases. # of Anti-Fraud and corruption awareness campaigns facilitated	
		Development of Business Continuity Management and Disaster Recovery Plan		Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	% on the development of BCM and DRP.	

A	KPA	Strategic Objectives	Problem Statement	Key Intervention(s) (Strategic Project(s))	Outcome	Impact	KPIs
			Ineffective implementation of Anti-fraud and corruption strategy and policies	Review and monitor the implementation of Anti- fraud and corruption strategy/policy	Adequate internal control systems and good governance	Effective internal control systems, control environment and good governance	# of reports produced on reported fraud & corruption cases. # of Anti-Fraud and corruption awareness campaigns facilitated

This chapter depicts key projects for the coming year as aligned to the budget. A mixture of both top layer and some departmental programmes and project. The top layer and departmental programmes and projects are aligned with the status quo analysis report which was adopted by council around 03 December 2021 and the report stated the challenges emanating from all 39 wards. The strategies were also developed trying to come up with the solutions linked to challenges therefore projects and programmes were identified and linked to budget for the coming years (MTRF) serious effort has been taken to align the projects with the interventions proposed in the Back-to-Back Strategy and Action Plan. All the below projects are divided according to Key Performance Areas, projects description/name, strategic objectives smart indicators and targets.

The projects/programmes identified and approved by council will then be aligned to the Service Delivery Budget Implementation Plan (SDBIP) for the council and administration to monitor quarterly implementation or progress of the projects/programmes. Furthermore, the chapter will outline projects from Sekhukhune District Municipality, Sector Departments, and Mining Sectors as part of alignment and integration of programmes to be undertaken within our Municipal jurisdiction.

The main purpose of this chapter is to ensure that there is service delivery programmes and projects which are aligned with indicators and targets for the next financial for smooth implementation processes. In terms of Section 25(1:a) of Local Government: Municipal Systems Act No.32 of 2000(as amended) stipulates that a municipality links, integrates and coordinates plans and takes into account proposals for development of the municipality.

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

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/23	2023/24	2024/25				
TOP LAYER PROJECTS: SPATIAL RATIONALE										
SPT/1	Formalization of Dresden informal settlement	% progress in formalization of informal settlements (Dresden)	50% progress in planning/ formalization of informal settlements (Dresden)	R 330 000	R0.00	R0.00	R 330 000	18	Dresden	DVP
SPT/2	Formalization of Mashifane informal settlement	% Formalization of informal settlement (+- 1000 sites Mashifane)	100% progress in Planning / formalization of informal settlements (Mashifane)	R 1000 000	R 1000 000	R0.00	R2 000 000	25	Mashifane	DVP
SPT/3	Formalization of Praktiseer Extensions informal settlement	% Progress in formalisation of Praktiseer Extensions (4574 Erven)	65% progress in planning/ formalization of Praktiseer Extensions (±4574 Erven)	R 1 581 250	R968 750	R0.00	R 2 550 000	13,18,22,30	Praktiseer	DVP
SPT/4	Formalization of Strydkraal informal settlement	% progress in formalization of informal settlements (Strydkraal A & B)	80% progress in Planning / formalization of informal settlements (Strydkraal)	R 700 000	R0.00	R0.00	R 700 000	36	Strydkraal	DVP
SPT/5	Land Tenure Security	% Progress in upgrading of Land Tenure Security -Tubatse A	30% Progress in upgrading of Land Tenure Security - Tubatse A	R 700 000	R 700 000	R0.00	R 1 700 000	13,18,22,30	Praktiseer extensions	DVP
SPT/6	Land invasion mitigation	# Reports to council on mitigated land invasion	4 reports to council on mitigated land invasion	R0.00	R0.00	R0.00	R0.00	18,36,31,13,22,30,2,1	Burgersfort, praktiseer, Mapodile, Aapiendoorndraai , Hoeraroep, Ohrigstad	DVP

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
Departmental PROJECTS spatial										
SPD/1	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
SPD/2	Awareness of national building regulations and land use management	# of national building regulations and land use management campaigns conducted	4 national building regulations and land use management campaigns conducted	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/3	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
SPD/4	Turnaround time in approving Building Plans from date submitted	# Turnaround time in approving Building Plans(≥500m²)	60 working days Turnaround time in approving Building Plans	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/5	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	R 300 000	R312 600	R 500 000	R1 112 600	1, 18,31,13,30,35,36,37, 14	All townships	DVP
SPD/6	Implementation of Municipal Planning Tribunal	# of land development applications served before Joint Municipal Planning Tribunal	08 land development applications served before Joint Municipal Planning Tribunal	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/7	Establishment of Municipal Planning Tribunal (MPT)	% progress in establishment of Municipal Planning Tribunal (MPT)	75% progress in establishment of Municipal Planning Tribunal	R300 000	R312 600	R326 354	R936 954	All	All	DVP
SPD/8	Development of Burgersfort precinct plan	% Progress in development of Burgersfort precinct plan	70% Progress in development of Burgersfort precinct plan	R 200 000	R0.00	R0.00	R 200 000	18	Burgersfort	DVP
SPD/9	Atok precinct plan	% Progress in development of Atok precinct plan	100 % Progress in development of Atok precinct plan	R 750 000	R0.00	R0.00	R 750 000	34	Atok	DVP
SPD/10	Anti-land invasion conducted	% progress in Anti-land invasion conducted	100% of anti-land invasion conducted	R,0,00	R,0,00	R0.00	R,0,00	All	All	DVP
SPD/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
SPD/12	Application of Level 1 housing accreditation	% Application of Level 1 housing accreditation	100 % progress in application of Level 1 housing accreditation	R 100 000	R0.00	R0.00	R 100 000	All	All	DVP
SPD/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

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
SPD/14	Establishment and implementation of Land Development Appeal Authority	% Establishment of Land Development Appeal Authority	75% Establishment of Land Development Appeal Authority	R156 300	R163 177	R0.00	R 319 477	All	All	DVP
		% of land development applications appeals received and resolved	100% of land development application appeals received and resolved	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/15	Establishment of Land Development Applications and Building Plans Management System	% Progress in Establishment of Land Development Applications and Building Plans Management System	45% Progress in Establishment of Land Development Applications and Building Plans Management System	R 600 000	R 225 000	R0.00	R 825 000	All	All	DVP
SPD/16	GIS maintenance	% Progress in GIS maintenance	100 % Progress in GIS maintenance	R 250 000	R250 000	R0.00	R 500 000	All	All	DVP
SPD/17	Resurveying and registration of land	% Progress in resurveying and registration of land	100 % Progress in resurveying and registration of land	R 1 000 000	R0.00	R0.00	R 1 000 000	All	All	DVP
SPD/18	Stakeholder engagement for provision of bulk services	# of stakeholder engagement meetings held for provision of bulk services	4 stakeholder engagement meetings held for provision of bulk services	R 10 400	R 10 878	R0.00	R21 278	All	All	DVP
SPD/19	Review of land disposal policy	% progress in review of Land Disposal Policy	100% progress in review of Land Disposal Policy	R 0. 00	R 0. 00	R 0. 00	R 0. 00	All	All	DVP
SPD/20	Determination of floodline around major streams and low lying areas.	% progress in determination of floodline around major streams and low lying area	100 % progress in determination of floodline around major streams and low lying area	R1 000 000	R500 000	R 0. 00	R 1 500 000	All	All	DVP
SPD/21	GIS policy and standards	% progress in development policy and standards:	100% progress in development policy and standards:	R0.00	R0.00	R0.00	R0.00	All	All	DVP
SPD/22	Building rubble Policy	% progress in Building rubble policy	100% progress in Building rubble policy	R 500 000	R0.00	R0.00	R 500 000	All	All	DVP
SPD/23	Human settlement masterplan	% progress in the development of human settlement Masterplan	100 % progress in the development of human settlement Masterplan	R 800 000	R0.00	R0.00	R 800 000	All	All	DVP

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

Project No.	Project/Programme	Performance Indicator	2022/2023Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
TOP LAYER PROJECTS										
MTT/01	Organisational development	Organisational structure approved	Organisational Structure adopted by council	R0	R0	R0	R0	N/A	N/A	Corporate Services
MTT/02	LLF reports	# of Labour related report submitted to council	4 labour related report submitted to council	R 2000 000	R0	R0	R 2 000 000	N/A	N/A	Corporate Services
MTT/03	Approval of 2022/23 SDBIP	# of SDBIP approved by the Mayor	1	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTT/04	Performance Agreements for Senior Managers	# of senior manager signed performance Agreement within prescribed timeframe	8	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTT/05	2022/23 Mid – Year performance Report	# of mid year performance reports submitted to the Mayor, National and Provincial Treasury on or before 25 January2023	1	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTT/06	Annual Performance Report	# of Annual Performance Report submitted to AG on or before 31 August 2022	1	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTT/07	2021/2022 Annual Report	# of Annual Report submitted to council	1	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTT/08	2021/2022 Oversight Report	# of Oversight Report approved by Council	1	R0.00	R0.00	R0.00	R0.00	All	All	MM's office
MTT/09	Approval of 2022/23 SDBIP	# of SDBIP approved by the Mayor	1	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTT/10	Cascading of PMS to other municipal employees	% cascading of PMS to other municipal employees	100%	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
MTT/10	2023/24 IDP/BUDGET	Submission date of Final 2023/24 IDP/Budget to council	31 MAY 2023	R.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTT/11	Litigation Reports	# of litigation reports submitted to Council	4 litigation reports submitted to Council	R.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
DEPARTMENTAL PROJECTS Operation Projects – Labour relations										
MTD/01	Employee conduct reports	# Employee conduct reports submitted to council (hearings)	4 employee conduct reports (hearings) submitted to council	R200 000	R250 000	R300 000	R750 000	N/A	N/A	Corporate Services
MTD/02	Functionality of LLF	# of LLF Meetings held	12 LLF Meetings held	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
MTD/03	Labour Relations Disciplinary procedures	Turnaround time in initiating Disciplinary hearing Matters from the date reported.	90 days in initiating disciplinary matter from the date reported.	R200 000	R300 000	R400 000	R900 000	N/A	N/A	Corporate Services
DPARTMENTAL PROJECT: Human Resources Management										
MTD/04	Implementation of OHS Policy	# of OHS audits conducted and reviewed	01 - OHS audit conducted and reviewed	R300,000	R350 000	R 400 000	R1 050 000	N/A	N/A	Corporate Services
		# of reports produced on site inspection and monitoring of Capital projects	4 - reports produced on site inspection and monitoring of Capital projects	R0	R0	R0	R0	N/A	N/A	Corporate Services
		# of OHS committee meetings held	4 OHS Meetings held	R0	R0	R0	R0	N/A	N/A	Corporate Services
		# of medical surveillance conducted	01 Medical surveillance conducted	R 2 000000	R 3 000 000	R 4 000 000	R 9 000 000	N/A	N/A	Corporate Services
		# of fumigation, pest control and decontamination conducted in the municipal facilities	4 fumigation and pest control conducted in all municipal offices	R 2 500 000	R3 500 000	R5 000 000	R11 000 000	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 4 000 000	R 5 000 000	R5 500 000	R 14 500 000	N/A	N/A	Corporate Services

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
		# of Reports produced on replenishing of First Aid Kits	1 report on Replenished First Aid Kits	R300 000	R400 000	R500 000	R1 200 000	N/A	N/A	Corporate Services
MTD/05	Wellness Programs	# of reports generated on Wellness Programs	4 Reports generated on Wellness intervention/Programs conducted	R 3 000 000	R 4 000 000	R 5 000 000	R 1 200 000	N/A	N/A	Corporate Services
MTD/06	Personal Protective Equipment or Clothing	# of reports produced on issuing of Personal Protective Clothing # delivery note	4 Reports on Personal protective equipment and clothing issued and distributed	R 2 000,000	R 3 000 000	R4 000 000	R9 000 000	N/A	N/A	Corporate Services
MTD/07	Employees Satisfactory Survey	# of reports produced on Employees Satisfactory Survey	1 Report on employees Satisfactory Survey conducted	R 600 000	R 700 000	R 800 000	R 2 1 00000	N/A	N/A	Corporate Services
MTD/08	Purchases of COVID 19 supplies	# Report on COVID 19 supplies purchased	4 Reports on COVID 19 supplies purchased	R 2 500 000	R2 500 000	R2 500 000	R7 500 000	N/A	N/A	Corporate Services
MTD/09	Skills Development Programmes / TRAINING	# employees supported through Internal bursary	5 employees supported through Internal bursary	R 500 000	R521 000	R543 924	R1 564 924	N/A	N/A	Corporate Services
		# learners supported through External bursary	20 learners supported through External bursary	R 800 000	R833 600	R870 278	R2 503 878	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	R1 500 000	R1 563 000	R1 631 772	R4 694 772	N/A	N/A	Corporate Services
DEPARTMENTAL: FLEET & FACILITIES MANAGEMENT										
MTD/10	Implementation of hybrid Municipal fleet management solutions' project	# of quarterly reports on implementation of the hybrid municipal fleet management solution	4 quarterly reports on implementation of the hybrid municipal fleet management solution	R10 500 000	R15 000 000	R20 000 000	R35 000 000	N/A	N/A	Corporate Services
MTD/11	Finance Lease/ Operating (civic centre)	# of reports for office finance lease	4 quarterly reports for office finance lease payments	R34 200 000	R34 200 000	R0.00	R68 400 000	N/A	N/A	Corporate Services
MTD/12	Repairs and maintenance of Building Head office	# of reports on repairs and maintenance of head office building conducted	4 quarterly reports generated on repairs and maintenance conducted	R 10 000 000	R20 000 000	R30 000 000	R60 000 000	N/A	N/A	Corporate Services
MTD/13	Repairs & maintenance of municipal facilities (community halls, sports facilities and Hawkers stalls, Thusong Centres)	# of reports on repairs and maintenance of municipal facilities conducted (community halls, sports facilities and	4 quarterly reports generated on repairs and maintenance of (community halls, sports facilities and	R 3 000 000	R 4 000 000	R 6 000 000	R13 000 000	N/A	N/A	Corporate Services

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
		facilities and Hawkers stalls, Thusong Centres)	Hawkers stalls community halls) conducted							
MTD/14	Repair and Maintenance Building regional office	# reports of Repair and Maintenance of Buildings at regional office conducted	4 quarterly reports generated on repairs and maintenance of Municipal building at Regional Office conducted	R 3 000 000	R4 000 000	R5 500 000	R12 500 000	N/A	N/A	Corporate Services
MTD/15	Refurbishment of old municipal building in Burgersfort	# of reports generated on refurbished of the old municipal building in Burgersfort	4 quarterly reports generated on refurbished municipal building in Burgersfort	R10 000 000	R20 000 000	R10 000 000	R40 000 000	N/A	N/A	Corporate Services
MTD/16	Office furniture and equipment	# of reports generated for office furniture purchased	4 Reports generated on office furniture purchased	R3 000 000	R5 000 000	R10 000 000	R18 000 000	N/A	N/A	Corporate Services
MTD/17	Cleaning Services	# of reports generated on cleaning services provided	4 Reports generated on cleaning services provided	R5 000 000	R5 500 000	R7 000 000	R 17 500 000	N/A	N/A	Corporate Services
MTD/18	Repairs and Maintenance of Machinery and Equipment (Yellow Machines, Trucks and vehicles)	# of reports generated on Yellow Machines, Trucks and vehicles repaired and maintained	4 quarterly reports on Yellow Machines, Trucks and vehicles repaired and maintained	R 6 500 000	R 7 000 000	R10 000 000	R16 674 440	N/A	N/A	Corporate Services
MTD/19	Installation of Air – conditioning Systems	% of reports generated appointment of service provider on a fixed term contract for repairs and maintenance services of air – conditioning systems	100% reports on appointment of service provider on a fixed term contract for repairs and maintenance services of air – conditioning systems	R 5 000 000	R3 000 000	R 3 500 000	R11 500 000	N/A	N/A	Corporate Services
DEPARTMENTAL: RECORDS MANAGEMENT										
MTD/20	Upgrading of Electronic records management Software	# Progress in upgrading of records management Software	1 report on Upgraded records management software	R1 100 000	R1 000 000	R1 500 000	R3 600 000	N/A	N/A	Corporate Services
MTD/21	Acquisition of high speed scanner	# Report on acquisition of high speed scanner	1 report on high speed scanner acquired	R 200 000	R0.00	R0.00	R200 000			
MTD/22	Acquisition of high speed printer	# Report on acquisition of high speed printer	1 report on high speed printer acquired	R200 000	R0.00	R0.00	R200 000			

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/2023	2023/2024	2024/2025				
MTD/23	Disposal of redundant records	# Progress report on disposal of redundant records	1 report on redundant records disposed off	R0.00	R0.00	R0.00	R0.00	N/A	N/A	Corporate Services
MTD/24	Awareness campaigns on record 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
MTD/25	Review of Municipal File Plan	# Progress report on the reviewing Municipal File Plan	1 report on reviewing of Municipal File Plan	R500 000	R750 000	R800 000	R2 050 000	N/A	N/A	Corporate Services

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/2023	2023/2024	2024/2025				
Departmental projects										
MTD/26	EXCO – Lekgotla	# of Exco – Lekgotla facilitated	04	R60 000	R65 000	R70 000	R195 000	N/A	N/A	MM office
MTD/27	Performance Assessment	# of senior managers performance assessments arranged	02	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
		# of level one managers performance assessment arranged	02	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/28	Quarterly Performance Reports	# of quarterly performance report submitted to council	04	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/29	Back to Basic programme (B2B)	# of Back to Back report submitted to COGHSTA	04	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/30	Circular 88 report	# of circular 88 reports submitted to CVOGTA	04	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/31	2023/24 IDP/Budget	Development of IDP/Budget Process Plan	31 August 2022 submission date of 2023/24 IDP process plan to council	R 1 033 840	R 1 079 328	R 1 127 898	R 3 241 066	All	All	MM's office

		Development of Status quo analysis	31 December 2022, 2023/24, IDP Analysis phase report submitted to council							
		Strategic Planning 28 February 2023 Strategic planning session arranged	Submission of Strategic Planning report to council							
		Submission of Public participation report for 2023/24 IDP/Budget	Public participation report for 2023/24 IDP/Budget submitted to council							
		Draft IDP/Budget 2023/24	Draft IDP/Budget 2023/24 submitted to council							
		Development of final IDP/Budget 2023/24	Final IDP/Budget 2023/24 developed							
MTD/32	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	All	All	MM's office
MTD/33	Turnaround time in responding to legal issues	Turnaround time in responding to legal issues from the date reported	07 working days Turnaround time in responding to legal issues from the date reported	R0.00	R0.00	R0.00	R0.00	All	All	MM's office

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/2023	2023/2024	2024/2025				
Departmental projects										
MTD/34	EXCO – Lekgotla	# of Exco – Lekgotla facilitated	04	R60 000	R65 000	R70 000	R195 000	N/A	N/A	MM office
MTD/35	Performance Assessment	# of senior managers performance assessments arranged	02	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
		# of level one managers performance assessment arranged	02	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/36	Quarterly Performance Reports	# of quarterly performance report submitted to council	04	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/37	Back to Basic programme (B2B)	# of Back to Back report submitted to COGHSTA	04	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/38	Circular 88 report	# of circular 88 reports submitted to CVOGTA	04	R0.00	R0.00	R0.00	R0.00	N/A	N/A	MM's office
MTD/39	2023/24 IDP/Budget	Development of IDP/Budget Process Plan	31 August 2022 submission date of 2023/24 IDP process plan to council	R 1 033 840	R 1 079 328	R 1 127 898	R 3 241 066	All	All	MM's office
		Development of Status quo analysis	31 December 2022, 2023/24, IDP Analysis phase report submitted to council							
		Strategic Planning 28 February 2023 Strategic planning session arranged	Submission of Strategic Planning report to council							
		Submission of Public participation report for 2023/24 IDP/Budget	Public participation report for 2023/24 IDP/Budget submitted to council							

		Draft IDP/Budget 2023/24	Draft IDP/Budget 2023/24 submitted to council							
		Development of final IDP/Budget 2023/24	Final IDP/Budget 2023/24 developed							
MTD/40	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	All	All	MM's office
MTD/41	Turnaround time in responding to legal issues	Turnaround time in responding to legal issues from the date reported	07 working days Turnaround time in responding to legal issues from the date reported	R0.00	R0.00	R0.00	R0.00	All	All	MM's office

KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES DELIVERY: THE OBJECTIVE “TO FACILITATE FOR BASIC SERVICES DELIVERY AND INFRASTRUCTURAL DEVELOPMENT / INVESTMENT” (OUTPUT 02)

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
Top Layer Projects											
BSDT/1	Construction of Appiesdoring to Manoke Access road to Moshate	% Construction of Appiesdoring to Manoke road to Moshate	100% Completion of Planning and Design for Appiesdoring to Manoke road to Moshate completed	R 9 428 282	R 15 702 833	R 9 297 166	R 25 000 000	Own / MIG	25	Manoke	Technical Services
BSDT/2	Construction of Mareseleng Access bridge & Access Road	% Progress in Construction of Mareseleng Access bridge & Access Road	100% Progress in Construction of Mareseleng Access bridge & access roads	R 14 170 600	R 13 290 909	N/A	R 28 461 509	MIG	25	Mareseleng	Technical Services
BSDT/3	Construction Ga-Debeila to Mohlaletse Internal Street	% Ga-Debeila to Mohlaletse Internal Street	100% Construction of Ga-Debeila to Mohlaletse Internal Street	R 59 159 717	N/A	N/A	R 59 159 717	MIG	36	Mohlaletse, Nchabeleng	
BSDT/4	Construction of 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	N/A	R 22 855 750	N/A	R 22 855 750	MIG	37	Magakala	Technical Services
BSDT/4	Construction of Mashung Internal streets (Nchabeleng, Nkoana and Apel) – Phase 1	% Progress in Construction of Mashung Internal streets	100% Progress in Construction of Mashung Internal streets	N/A	R 27 729 803	N/A	R 27 729 803	MIG	36	Mashung	Technical Services
BSDT/5	Completion of Orghistad Sports Complex – Phase 2	% Completion of Orghistad Sports Complex – Phase 2	50% Completion of for Orghistad Sports Complex – Phase 2	R 3 000 000	R 7 000 000	R 4 000 000	R 14 800 000	OWN	01	Orgistad	Technical Services
BSDT/6	Completion of Radingwana Sports Complex – Phase 2	% of Radingwana Sports Complex – Phase 2	50% Completion of Planning and Design for Radingwana Sports Complex – Phase 2	R 5 000 000	R 7 000 000	R 3 000 000	R 14 800 000	OWN	38	Radingwana	Technical Services

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
BSDT/7	Municipal Electrification projects	# of Municipal households to be electrified	10758 municipal households & streetlight to be electrified	R 22 000 000	N/A	N/A	R 22 000 000	Own	1, 5, 13, 18, 19, 20, 25, 31, 32, 33, 34	Taung, Mandela east west and Central, Tshwelopele park, riverside, Pakaneng, mountain square, Magaba Park Leboeng Moraba, Nkoana, Magabane/se lep(Maroteng, Tsibeng, Sealane), Burgersfort Ext 71, 72, 58, 54, Steelpoort 4 way cocal cola to Tubatse Ferrochrome, R37 Bothashoek to Praktiseer, R555 to Motaganeng, Steelpoort to Ribacross, BGF to Lydenburg 4 way to Regional office	Technical services
BSDT/8	Rehabilitation of Mabocho Access bridge	% Progress in rehabilitation of	100% rehabilitation of Mabocho Access bridge	R 4 000 000	R 2 000 000	N/A	R 6 000 000	Insurance /OWN	30	Mabocho	Technical Service

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
		Mabocha Access bridge									
BSDT/9	Rehabilitation of Mashilabele Access bridge	% Progress in rehabilitation of Mashilabele Access bridge	100% rehabilitation of Mashilabele Access bridge	R 3 000 000.00	R 3 000 000.00	N/A	R 6 000 000	Insurance /OWN	38	Mashilabele	Technical Service
BSDT/10	Completion of Magotwaneng access road	% Completion of Magotwaneng access road	100% Completion of Magotwaneng access road	R 3 000 000.00	N/A	N/A	R 3 000 000	Insurance /OWN	37	Magotwaneng	Technical Service
BSDT/11	Maintenance of Roads Infrastructure	# of roads rehabilitated	13 roads re rehabilitated	12 000 000	N/A	N/A	R 12 000 000	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	R17 000 000	N/A	N/A	R 17 000 000	OWN	All	Different villages	Technical Services
		# of road maintenance reports generated	4 road maintenance reports generated								
BSDT/12	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 1 143 351	R 1 956 648	N/A	R 3 100 000	OWN	Ward 18 and 13	Praktiseer and Burgersfort	Technical Services
BSDT/13	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 3 430 053	R 3 134 973	R 3 134 973	R 9 700 000	OWN	All	All villages	Technical Services
BSDT/14	Free Basic Electricity	# FBE campaigns held	2 FBE campaigns held	R 8 270 000	R 8 617 340	R 8 996 503	R 25 883 843	OWN	All	All villages	Technical Services
		# of Indigent households receiving FBE	7500 Indigent households receiving FBE								
Departmental projects											
BSDD/1	Maintenance of Roads Infrastructure	# of roads rehabilitated	13 roads re rehabilitated	12 000 000	N/A	N/A	R 12 000 000	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	R17 000 000			R 17 000 000	OWN			

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
		# of road maintenance reports generated	4 road maintenance reports generated								
BSDD/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 1 143 351	R 1 956 648	N/A	R 3 100 000	OWN	Ward 18 and 13	Praktiseer and Burgersfort	Technical Services
BSDD/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 3 430 053	R 3 134 973	R 3 134 973	R 9 700 000	OWN	All	All villages	Technical Services
BSDD/4	Free Basic Electricity	# FBE campaigns held	2 FBE campaigns held	N/A	N/A	N/A	N/A	OWN	All	All villages	Technical Services
		# of Indigent households receiving FBE	7500 Indigent households receiving FBE								
BSDD/1	Fencing of Steelpoort VTS	% progress report of fencing of Steelpoort VTS	100% progress report on the fencing of Steelpoort VTS	R 1 000 000.00	N/A	N/A	R 1 000 000	OWN	31	Steelpoort	Technical Services
BSDD/2	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 2 500 000	N/A	N/A	R 2 500 000	OWN	37	Malogeng	Technical Services
BSDD/3	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 18 428 282	R 10 571 717	N/A	R 29 800 369	MIG / OWN	31	Appiesdoring	Technical Services
BSDD/4	Fencing of Sebidikane/ Burgerfort Cemetery	% progress report on the fencing of Sebidikane / Burgersfort cemetery	100% progress report on the fencing Sebidikane/ Cemetery	R 700 000	N/A	N/A	R 700 000	OWN	18	Burgersfort	Technical Sevices
BSDD/5	Completion of New Apiesdoring Regional Cemetery	% progress report on the completion of Apiesdoring Regional Cemetery	30% completion of Apiesdoring Regional Cemetery	R 4 600 000	N/A	N/A	R 4 600 000	OWN	18	Apiesdoring	Technical Services

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
BSDD/6	Construction Makua Library	% Progress in Construction of Makua Library	100% Progress in Construction of Makua Library	R 4 500 000	R 3 000 000	N/A	R 7 500 000	OWN		Makua	Technical Services
BSDD/7	Construction of Praktiseer Library	% progress of construction of Praktiseer Library	100% progress of construction of Praktiseer Library	R 13 000 000	R 4 500 000	N/A	R 17 500 000	OWN	13	Praktiseer	Technical Services
BSDD/8	Planning and Design of Mphanama Community hall internal street	% Planning and Design of Mphanama community hall internal street	100% Planning and Design for Mphanama community hall internal street	R 300 000.00	R 4 000 000	N/A	N/A	OWN		Mphanama	Technical Services
BSDD/9	Rehabilitation of VTS -Mabopo	% progress of rehabilitation of VTS -Mabopo	100% progress of rehabilitation of VTS -Mabopo	R 1 200 000	N/A	N/A	R 1 200 000	OWN	36	Mabopo	Technical Services
BSDD/10	Rehabilitation of Roads Bopedi shopping complex	% rehabilitation of Roads Bopedi shopping complex	100% rehabilitation of Roads Bopedi shopping complex	N/A	N/A	N/A	N/A	OWN	36	Ga Nkoana	Technical Services
BSDD/11	Construction / Rehabilitation of Burgersfort Taxi Rank	% progress Construction / Rehabilitation of Burgersfort Taxi Rank	100% progress Construction / Rehabilitation of Burgersfort Taxi Rank	R 10 000 000	R 4 500 000	N/A	R 14 500 000	OWN	18	Burgersfort CBD	Technical Services
BSDD/12	Construction of GaMahlopi to Holong Driekop	% Construction GaMahlopi to Holong Driekop	100% Construction GaMahlopi to Holong Driekop	N/A	N/A	R 5000 000	R 5000 000	OWN	7,1937	Driekop	Technical Services
BSDD/13	Construction of Mashamotane access road to Moshate	% Construction of Mashamotane access road to Moshate	100% Construction of Mashamotane access road to Moshate	N/A	N/A	R 5000 000	R 5000 000	OWN	25	Mashamothane	Technical Services
BSDD/14	Construction of Gaselala to moshate	% Construction of Gaselala to moshate	100% Construction Gaselala to moshate	N/A	R 18 200 000	N/A	R 18 200 000	MIG		Ga Selala	Technical Services
BSDD/15	Construction of Praktiseer roads and stormwater	% Construction of Praktiseer roads and stormwater	100% Construction Praktiseer roads and stormwater	N/A	R 3000 000	N/A	N/A	NDPG	13	Prktiseer	Technical Services
BSDD/16	Construction of Mapodile roads and stormwater	% Construction Mapodile roads and stormwater	100% Construction of Mapodile roads and stormwater	N/A	R 16 000 000	N/A	N/A	MIG/NDPG	2	Mapodile	Technical Services
BSDD/17	Construction of Ohristad roads and stormwater	% Construction of Ohristad roads and stormwater	100% Construction of Ohristad roads and stormwater	N/A	R 2000 000	N/A	N/A	NDPG	01	Ohrigstad	Technical Services

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Source	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/2025					
BSDD/18	Construction of Stoking road & stormwater	% Construction of Stoking road & stormwater	100% Construction Stoking road & stormwater	N/A	N/A	R 5000 000	N/A	OWN	2	Stocking/Map odile	Technical Services
BSDD/19	Construction of Strydkraal a & Thobehale	% Construction of Strydkraal a & Thobehale	100% Construction of Strydkraal a & Thobehale	N/A	N/A	R 5000 000	N/A	OWN	36	Strdkraal a & Thobehale	Technical Services
BSDD/20	Planning and design for access road to Moshate kgautswane	% planning and design for access road to Moshate Kgautswane	100% planning and design for access road to Moshate Kautswane	R 300 000	N/A	N/A	R 300 000	OWN	24	Kgautswane	Technical Services
BSDD/21	Planning and Design Access road to Moshate Makofane	100% planning and design access road to Moshate Makofane	100% planning and design access road to Moshate Makofane	R 300 000	N/A	N/A	R 300 000	OWN	21	Makofane	Technical Services
BSDD/22	Planning and Design Access road to Moshate Ranto	% planning and design for access road to moshate Ranto	100% planning and design access road to Moshate Ranto	R 300 000	N/A	N/A	R 300 000	OWN	28	Ga-Ranto	Technical Services
BSDD/23	Planning and design access road to Moshate Phasha Selatole	% Planning and design access road to moshate Phasha Selatole	100% planning design access road to Moshate Phasha Selatole	R 300 000	N/A	N/A	R 300 000	OWN	32	Phasha Selatole	Technical Services
BSDD/24	Planning and design access road to Moshate Moshira	% Planning and design access road to Moshate Moshira	100% Planning and design access road Moshate Moshira	R 300 000	N/A	N/A	R 300 000	OWN	14	Moshira	Technical Services
BSDD25	Planning and design access road Moshate Ga-Kgoete	%Planning and design access road Moshate Ga-Kgoete	100% Planning and design access road to Ga-Kgoete	R 300 000	N/A	N/A	R 300 000	OWN	15	Ga-Kgoete	Technical Services

KPA: 4 LOCAL ECONOMIC DEVELOPMENT & TOURISM OBJECTIVES: TO CREATE AN ENVIRONMENT THAT PROMOTES GROWTH, DEVELOPMENT THEREBY FACILITATING JOB CREATION AND INEQUALITY POVERTY (OUTPUT03)

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Responsible Department
				2022/23	2023/24	2024/25		
TOP-LAYER PROJECT								
LEDT/01	Rationalization & Review of LED Strategy	% Rationalization & Review of LED Plan	100 % Rationalization & review of LED Strategy 30 June 2023	R250 000	R0.00	R0.00	R250 000	LED
LEDT/02	Long Term Economic Growth strategy	Completion date for Development of Long-Term Economic Growth strategy	30 June 2023 Long Term Economic Growth strategy completed 30 June 2023	R850 000	1000 000	R0.00	R1 850 000	LEDT
LEDT/03	Development of Tjate Heritage Site	% Development of Heritage Site conceptual	100% Development of Heritage Site conceptual 30 June 2023	R 300 000	R1100 000	R1 200 000	R2 650 000	LEDT
LEDT/04	FTLM SEZ Institutional Framework	% Progress Development of FTLM SEZ Institutional Framework	100% Progress FTLM SEZ Institutional Framework 30 June 2023	R500 000	R1 000 000	R2 000 000.00	R3 500 000	LEDT
LEDT/05	#RFP Expression of Interest on Commercialization of LED/Trading Facilities (PPP)	%Progress on Development on Commercialization of LED/Trading Facilities (PPP with the Municipality)	100% Commercialization /Model of LED/Facilities Burgersfort Town (PPP with Municipality) 30 June 2023	R500 000	R500 000	R0.00	R1 000 000	LEDT/DVP/BTO
LEDT/06	FTLM Grant Funding Policy	% progress in development of Grant Funding Policy	100% progress in development of Grant Funding Policy	R 0 .00	R 0 .00	R 0 .00	R 0 .00	Legal Services/ Corporate Services
LEDT/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	Legal Services/ Corporate Services

LEDT/08	FTLM SMME By-Laws	% progress in development of FTLM SMME By-Laws	100% progress in development of FTLM SMME By-Laws	R 80 000	R 0 .00	R 0 .00	R 0 .00	Legal Services/ Corporate Services
LEDT/09	FEASIBIITY STUDY WESTERN & EASTERN RING-ROADS	%FEASIBIITY STUDY WESTERN & EASTERN RING-ROADS	100% progress in development of Feasibility Study Western and Eastern Ring roads 30 June 2023	R 1 000 000	R1 500 000	R0.000	R 2 500 000	LEDT/DVPP/BTO
LEDT/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	LEDT

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2024/25	2024/25				
DEPARTMENTAL PROJECTS										
LEDD/1	LED Fora	# of LED/Sector Forums held	4 LED Forums held	R310 000	R320 000	R350 000	R 980 000	N/A	N/A	LED
		# of Economic Summits Held	2 Summits Held (LED & Mining Summit)	R 500 000	R550 000	R600 000	R1 650 000	N/A	N/A	LED
LEDD/2	Local Farmers and Cooperatives Support	# of existing Agricultural schemes supported	4 existing Agricultural schemes supported	R787 000	R1 000 000	R1 500 000	R23 287 000	N/A	TBC	LED
		# of sustained agricultural projects supported	4 sustained agricultural projects supported							
		# of New Agricultural projects supported	04 New Agricultural projects supported							
		# of Agricultural/Co-ops Summits/Seminar facilitated	02 Agricultural Summits/Seminars facilitated							
								all wards	TBC	LED
								all wards	TBC	LED

LEDD/3	Street Traders (Hawkers) Support	# initiatives facilitated for monitoring of existing stalls	3 initiatives facilitated for monitoring of existing stalls	R0.00	R0.00	R0.00	R0.00	Across all wards	Across all wards	LED /Technical
LEDD/4	Local Business Skills Support	# 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			
		# of business skills Trainings/Workshops facilitated	04 business skills Trainings/Workshops facilitated	R 60 000	R 65 000	R 70 000	R 195 000	Across all wards	Across all wards	LED
		# of Local Business Advisory Centre Ward-Based Outreach Programmes (Intergovernmental stakeholders)	4 Local Business Advisory Centre Ward-Based Outreach Programmes (Intergovernmental stakeholders)	R 60 000	R 65 000	R 70 000	R 195 000	Across all wards	Across all wards	LED
LEDD/5	Mentorship Support for Youth, Women & People with Disabilities SMMEs	# of Youth, Women & People with Disabilities SMMEs supported	*02 Youth, *02 Women & *02 People with Disabilities SMMEs (04) to be supported	R145 000	R150 000	R160 000	R455 000	Across all wards	Across all wards	LED
LEDD/6	Mining & Industrial Facilitation	# of Fetakgomo-Tubatse Municipal Mining Forums Held	*2 Quarterly Mining Forums Held	R0.00	R0.00	R0.00	R0.00	All affected wards	All affected villages	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
		%Alignment of Social Labour Plans with the IDP Community Needs	100% of Alignment of Social Plans with the IDP Projects Community Needs	R0.00	R0.00	R0.00	R0.00	Mining wards	Mining villages	LED
		# 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
		# 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
LEDD/7	Promotion of Local Tourism	# Tourism Promotion Support		R924 000	R100 000	R1 500 000	R2 924 000	All Wards		LED
		Fetakgomo Tubatse Tourism (Destination Marketing)	# FTLM Destination Marketing Document	# FTLM Destination Marketing Document	R150 000	R261 500	R273 529	R 785 029	18	LED & T
LEDD/8	Catalytic Projects	Development of investment and catalytic projects	# of catalytic projects facilitated 30 June 2023	2 of catalytic projects facilitated	R0.00	R0.00	R0.00	R0.00	N/A	LED & T
LEDD/9	Local Business Database	Compilation of local businesses database	% progress in updating local businesses database	100% progress in updating local business database	R0.00	R0.00	R0.00	R0.00	Across all wards	Across all wards
LEDD/10	Business Operating Permits	Business Operating permits	% of Business Operating permit issued to local traders	100% Business operating permits issued to traders as when requested	R200 000	R250 000	R300 000	R750 000	Across all wards	Across all wards

KPA.5 FINANCIAL VIABILITY

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

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Responsible Department
				2022/23	2023/24	2024/25		
TOP LAYER PROJECTS								
BTOT/01	Budget	Approval date of main Municipal Budget of 2022/23	31 May 2022 approval date of main Municipal Budget of 2022/23	R0.00	R0.00	R0.00	R0.00	BTO
		Approval date of 2022/23 Budget Adjustment	28 February 2023 Approval date of 2022/23 Budget Adjustment	R0.00	R0.00	R0.00	R0.00	BTO
		Submission date of 2022/23 Mid-Year Report (s72) to the Mayor, National treasury & provincial treasury	25 January 2023 Submission date of 2021/22 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	R 1 572 000	R 1 641 168	R 1 715 021	R 4 928 189	BTO
		Financial System Management	100% Fully functional of the financial system and support	R 5 764 000	R 6 017 616	R 6 288 409	R 18 070 025	BTO
BTOT/02	Financial Reporting	Implementation of Catalytic Projects	30% attainment of key catalytic projects conducted					BTO
		Submission date of 2021/22 AFS to Auditor General of South Africa	31 August 2022 AFS submitted to Auditor General of South Africa	R 3 772 800	R 3 938 803	R4 116 049	R 11 827 652	BTO
BTOT/03	External Audit	% of 2021/2022 AGSA findings resolved	100% of 2021/2022 AGSA findings resolved	R 7 860 000	R 8 205 840	R 8 575 102	R 24 640 942	All municipal Departments
BTOT/04	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
BTOT/05	SCM Implementation	# SCM reports submitted to council	# 4 SCM reports submitted to council	R0.00	R0.00	R0.00	R0.00	BTO
BTOT/06	Compilation of Supplementary Valuation Roll	#Supplementary valuation roll compiled	1 supplementary valuation roll compiled	R 2 515 200	R 2 625 868	R 2 744 032	R 7 885 101	BTO
BTOT/07	Revenue Management	% Billing vs Collection	70% revenue collected from billed revenue sources	R 6 288 000	R 6 564 672	R 6 860 082	R 19 712 754	BTO
BTOT/08	Debt Collection	% Collection on outstanding Debts	30% outstanding debts collected	R 2 620 000	R 2 735 280	R 2 858 367	R 8 213 647	
BTOT/09		# of Municipal asset maintenance reports produced	12 Municipal asset maintenance reports produced	R 6 812 000	R 7 111 728	R 7 431 756	R 21 355 484	BTO

Project No.	Project/Program me	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Responsible Department
				2022/23	2023/24	2024/25		
	Asset And Inventory Management and Asset management system	# of Asset counts conducted	4 Asset counts concluded					
BTOT/10	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 5 240 000	R 5 470 560	R 5 716 735	R 16 427 295	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 2021					
		Self-Insurance	Quarterly reports on self-insurance					
BTOT/ 11	UIFW and Contract Management	% Reduction of UIFW and non-compliance	100% reduction of UIFW and non-compliance to contract management	R 2 934 400	R 3 063 513	R 3 201 371	R 9 199 285	BTO
BTOT/12	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

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Responsible Department
				2022/23	2023/24	2024/25		
DEPARTMENTAL PROJECTS								
BTOD/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
BTOD/02	SCM Implementation	Completion date in reviewing Demand Management Plan (DMP)	31 July 2021 completion date for Demand Management Plan reviewed	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)					
BTOD/03	Review Of Finance Policies And Strategies	Completion date in generation of indigent register	31 December 2021 of indigent register generated	R0.00	R0.00	R0.00	R0.00	BTO
BTOD/04	Contract and Compliance Management	Document Management	Quarterly Offsite Storage Management report	R 4 391 120	R 4 584 329	R 4 790 624	R 13 766 073	BTO
		Contract and Compliance Management	Quarterly Contract and Compliance report	R0.00	R0.00	R0.00	R0.00	BTO
BTOD/05	Financial Reporting	AFS preparation	Quarterly AFS preparation	R0.00	R0.00	R0.00	R0.00	BTO
		Bank reconciliation report	Quarterly Bank reconciliation reports					
		Operational Reports	Quarterly SDBIP consolidated reports					
BTOD/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	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/2023	2023/2024	2024/2025				
INTERNAL AUDIT										
TOP LAYER PROJECTS										
GGT/1	Risk Based Audit Projects	# of Internal Audit Risk Based projects conducted	12 - internal audit- risk based audit conducted	2 500 000				ALL	ALL	MM's Office
GGT/2	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
GGT/3	Functionality of Audit and Performance committee	# of audit committee reports Submitted to council	4 audit committee reports Submitted to council	1 500 000	1 566 000	1 636 470	R4 702 470	ALL	ALL	MM's Office
		# of Performance committee reports Submitted to council	4 Performance committee reports Submitted to council	1 500 000	1 566 000	1 636 470	R4 702 470	ALL	ALL	MM's Office
DEPARTMENTAL PROJECTS: INTERNAL AUDIT										
GGD/1	Risk Based Audit Projects	# of Internal Audit reports submitted to Audit committee	12- Internal Audit reports submitted to Audit committee	R 0.00	R 0.00	R 0.00	R0.00	ALL	ALL	MM's Office
GGD/2	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	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/2023	2023/2024	2024/2025				
GGD/3	Compliance Audit Projects	# of Compliance Audit projects conducted	01 - Internal audit- Compliance audit conducted * Review of Annual financial statements	2 800 000	2 923 200	3 054 744	8 777 944	ALL	ALL	MM's Office
GGD/4	Specialized Audits	# of Specialized Audits reports submitted to Audit Committee	02-Specialized Audit Project reports submitted to Audit committee *IT Audit * mSCOA	2 800 000	2 923 200	3 054 744	8 777 944	ALL	ALL	MM's Office
	Ad-hoc Audit Projects	% of Ad-hoc Request conducted and reports submitted to Audit committee	100% of Ad-hoc Request conducted and reports submitted to Audit committee	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
GGD/5	Functionality of Audit and Performance committee	# of audit committee meetings held	4 audit committee meetings held	1 500 000	1 566 000	1 636 470	R4 702 470	ALL	ALL	MM's Office
		# of Performance Committee meetings held	4 Performance committee meetings held	1 500 000	1 566 000	1 636 470	R4 702 470	ALL	ALL	MM's Office
GGD/6	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
		# of Internal Audit Follow-up conducted	4 Internal Audit Follow-up conducted	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/23	2023/24	2024/25				
TOP LAYER PROJECTS: RISK										
GGDT/4	Implementation of risk management policy and strategy.	# of risk assessment facilitated	3 risk assessment facilitated	R200 000	R220 000	R250 000	R670 000	ALL	ALL	MM's Office

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/23	2023/24	2024/25				
GGDT/5	Implementation of Anti-fraud and corruption strategy/policy	# of reports produced on reported fraud & corruption cases.	4 reports produced on reported fraud & corruption cases produced through Hotline or internal.	R100 000	R150 000	R200 000	R 450 00	ALL	ALL	MM's Office
GGDT/6	Implementation of security policy and plans	# of security audits produced	2 security audits produced	R250 000	R270 00	R300 000	R820 000	ALL	ALL	MM's Office

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
DEPARTMENTAL PROJECTS: RISK										
GGD/7	Implementation of risk management policy and strategy.	# of risk assessment facilitated	4 risk assessment facilitated	R 350 000	R 300 000	R 250 000	R 900 000	ALL	ALL	MM's Office
		# of Risk management committee meetings held	4 Risk Management Committee Meetings held	R 110 000	R150 000	R200 000	R 460 000	ALL	ALL	MM's Office
		# of risk management reports submitted to Audit committee	4 risk management reports submitted to Audit committee	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# of reports produced on the progress made in the implementation of identified action Plans to mitigate risks.	3 reports on progress made on the implementation of action plans produced	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
GGD/8	Development of Business Continuity Management and Disaster Recovery Plan	% on the development of BCM and DRP.	100% developed BCM & DRP	R 2500 000	R 500 000	R 500 000	R 3 500 000	ALL	ALL	MM's Office
GGD/9	Implementation of Anti-fraud and corruption strategy/policy	# of reports produced on reported fraud & corruption cases.	4 reports produced on reported fraud & corruption cases produced through Hotline or internal.	R0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# of Anti-Fraud and corruption awareness campaigns facilitated	2 Anti-Fraud & corruption awareness campaigns facilitated	R 100 000	R 100 000	R 100 000	R 300 000	ALL	ALL	MM's Office
GGD/10	Procurement and installation of security equipment, systems and tools (security monitoring tools, boom gates, turnstiles gates, metal detectors, X-ray machines, etc.	# of municipal offices where security equipment, systems and tools installed.	4 municipal offices where security equipment, systems and tools installed.	R300 000	R300 000	R200 000	R 800 000	ALL	ALL	MM's Office
GGD/11	Implementation of security policy and plans	# of security inspections conducted of private security companies.	12 reports produced on security inspections conducted to private security companies.	R47000 000	R50 000 000	R55 000 000	R 153 000 000	ALL	ALL	MM's Office

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
		# of security audits produced	2 security audits produced	R 0.00	R0.00	R0.00	R0.00	ALL	ALL	MM's Office
		# of security awareness campaigns facilitated	2 security awareness campaigns facilitated	R100 000	R110 000	R120 000	R330 000	ALL	ALL	MM's Office
GGD/12	Establishment and maintenance of municipal control room	# control room established	1 municipal control room established	R 2000 000	R 500 000	R500 000	R 3000 000	ALL	ALL	MM's Office
GGD/13	Installation and maintenance of Alarm and access Control systems	# of municipal offices where alarms and access Control systems installed or maintained	5 municipal offices/sites where alarms and access Control systems installed or maintained	R1500 000	R500 000	R0.00	R2000 000	ALL	ALL	MM's Office
GGD/14	Upgrading & Maintenance of existing CCTV Cameras and Installation on of new CCTV Camera's in the critical areas as well as Control room.	# of Municipal sites/ offices where CCTV Cameras, upgraded, maintained and installed.	5 Municipal sites/ offices where CCTV Cameras, upgraded, maintained and installed.	R2000 000	R1000 000	R1000 000	R 4000 000	All	All	MM's Office

Project No.	Project/Programme	Performance Indicator	2022/2023 Targets	Budget & Target			Overall Total	Wards	Villages	Department
				2022/23	2023/24	2024/25				
TOP LAYER PROJECTS: COMMUNICATION										
GGT/7	Communications strategy	Review of the Communication strategy	Completion date for the review of the Communication strategy	R50 000	R55 000	R60 0000	R165 000	N/A	N/A	MM 'S OFFICE
GGT/8	Newsletters	# of newsletters produced	4 newsletters produced	R450 000	R495 000	R544 500	R1 084 000	N/A	N/A	MM 'S OFFICE
GGT/9	Communications equipments	# of communication equipments purchased	2 x LCD screens 2 x sets of sirens 2 x drones 1 x mobile projector	R300 000	R330 000	R363 000	R993 000	N/A	N/A	MM 'S OFFICE
GGT/10	Customer care	Revival of the customer care mechanism	Establishment of a call centre	R300 000	R550 000	R605 000	R1 655 000	N/A	N/A	MM 'S OFFICE
GGT/11	Public relations	Brand repositioning	# of IGR meetings organised # of investment conferences arranged # of media networking sessions organized # of sponsorship	R2 000 000	R2 200 000	R2 420 000	R6 620 000	N/A	N/A	MM ' OFFICE
GGT/12	Mayoral chain	Procurement of Mayoral chain and Speaker's robe	1 x Mayoral chain procured 1 x Speaker's robe	R1 200 000	N/A	N/A	R1 200 000	N/A	N/A	MMS OFFICE

Project No.	Project/Programme	Performance Indicator	2022/23 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2022/23	2023/24	2024/25				
OPERATIONAL PROJECTS COMMUNICATION										
GGD15	Advertisement	Turnaround time in placing adverts	7 days turnaround time in placing adverts from end user department	R 2 500 000	R2 420 000	R2 662 000	R7 282 000	N/A	N/A	MM'S OFFICE
GGD16	Marketing and branding	# of marketing and branding materials procured	Diaries, Calendars, Gazebos and banners, Posters, Flyers, Folders Signage	R1 8 000 000	R2 200 000	R2 420 000	R4 640 000	N/A	N/A	MM'S OFFICE
GGD17	Public media	# of media statements	12 media statements released Advertorials	R 2 000 000	R2 220 000	R2 420 000	R6 620 000	N/A	N/A	MM'S OFFICE
GGD18	Customer care	Customer care survey conducted	Completion date of the customer care survey	R350 000	R385 000	R423 500	R1 158 500	N/A	N/A	MM'S OFFICE

PROJECT NO.	PROJECT/PROGRAM ME	PERFORMANCE INDICATOR	2022/23 TARGETS	BUDGET & TARGET			OVERALL TOTAL	WARDS	VILLAGES	RESPONSIBLE DEPARTMENT
				2022/23	2023/24	2024/25				
DEPARTMENTAL Project : Public Participation										
GGD/19	Public Participation	# of public participation facilitated for Annual report presentation	1 - public participation facilitated for Annual report presentation	R 333 473	R 348 812	R366 950	R 1 049 235	All wards	All villages	Corporate Services
		# of public participation facilitated for IDP/BUDGET presentation	1 – public participation facilitated for IDP/BUDGET presentation	R 475 134	R 496 990	R522 833	R 1 494 957	All wards	All villages	
		# reports of public participation facilitated for By- laws presentation	4 reports on public participation facilitated for by – laws presentation	R 353 761	R 370 033	R389 274	R 1 113 000	All wards	All villages	
GGD/20	Ward committee support	# of consolidated ward committee reports submitted to council	4 consolidated ward committee reports submitted to council	R 6 891 048	R 7 208 036	R7 582 853	R21 681 937	N/A	N/A	Corporate Services

		# of ward committee Conference held	1 - ward committee Conference held	R2 000 000	R2 104 000	R2 213 408	R6 317 408	N/A	N/A	
		# Training of ward committee secretaries	1 report on ward committee secretaries trained	R500 000	R0	R0	R500 000	N/A	N/A	
DEPARTMENTAL PROJECTS: COUNCIL SUPPORT										
GGD/21	Council Support	# of EXCO meetings held	12 EXCO meetings held	R 10 000,00	R 10 460,00	R 10 941,16	R31 401	N/A	N/A	Corporate Services
		# reports of council committees meetings (BTO,CC, DVP, CS, ITS & LED) held	12 reports on committee meetings held	R 20 000,00	R 20 920,00	R 21 882	R 62 802	N/A	N/A	
		# of ordinary council meetings held	4 ordinary council held	R 50 000	R 52 300	R 54 705,80	R158 00.58	N/A	N/A	
		# special council	3 Special council held							
GGD/22	MPAC Programmes	# of MPAC reports tabled to council	4 MPAC reports tabled to council	R 74 000	R 77 000	R 79 843	R 230 843	N/A	N/A	Corporate Services
GGD/23	Local Geographic names committee	# LGNC Committee meetings held	4 LGNC meetings held	R 28 500	R 31 300	R 32 400	R92 200	N/A	N/A	Corporate Services
		# Number of names changed	2 names changed	R 0.00	R 0.00	R 0.00	R 0.00	N/A	N/A	R 0.00
DEPARTMENTAL PROJECT : INFORMATION TECHNOLOGY										
GGD/24	FTLM Network Infrastructure and Connectivity	# Reports on maintenance and monitoring of network infrastructure and connectivity	4 reports on maintenance and monitoring of network infrastructure and connectivity	R10, 000 000	R 11, 000 000	R 12, 000 000	R 33, 000 000	1,2,3,13,18,34 & 36	Burgersfort, Ohrigstard,Mohlal etsi,Mapodile,Pra ktisier,Mashung & Atok	Corporate Services
GGD/25	Review of Disaster Recovery Plan and Service Continuity	# disaster recovery plan and service continuity reviewed	1 Disaster Recovery Plan and service continuity reviewed	R 0.00	R 0.00	R 0.00	R 0.00	18	Burgersfort	Corporate Services
GGD/26	IT Software Licences	% IT Software Licenses renewed	100% of IT software Licenses renewed	R 5 000 000	R 5 150 000	R 5 300 000	R 15 450 000	18 & 36	Mashung & Burgersfort	Corporate Services
GGD/27	Implementation of IT Systems Support	Turnaround time for providing support fixing IT Systems	5 working days turnaround time for t for providing support in fixing IT Systems	R 4,768,750	R4 969 038	R5 187 675	R14 925 463	18 & 36	Mashung & Burgersfort	Corporate Services

GGD/28	IT Governance	# Review of IT Strategy Plan	1 IT Strategy plan reviewed.	R 1 920 881	R 1 920 881	R 1 920 881	R 0.00	1,2,3,1 3,18,34 & 36	Burgersfort, Ohrigstard,Mohlal etsi,Mapodile,Pra ktisier,Mashung & Atok	Corporate Services
GGD/29	IT Computer Hardware's	# Replacement of old IT computer Hardware's	4 reports on IT computer Hardware's replaced	R 2 000 000	R 2 200 000	R 2 500 000	R 6 700 00	1,2,3,1 3,18,34 & 36	Burgersfort, Ohrigstard,Mohlal etsi,Mapodile,Pra ktisier,Mashung & Atok	Corporate Services
GGD/30	Leasing of Printing and Copies machine	# Lease agreement on Printing and photocopying machine	1 lease agreement concluded on printing and photocopying machine	R 3 800 000	R 3 950 000	R 4 000 000	R11 750 000	18 & 36	Mashung & Burgersfort	Corporate Services
	User access Management Support	# Review of User access conducted on municipal systems (Payday, Munsoft, Azure Active Directory)	4 Reports on user access conducted	R0	R0	R0	R0			Corporate Services

Project No.	Project/Programme	Performance Indicator		Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
SPECIAL PROGRAMMES									
GGD/31	Special Programmes	# of Disability initiatives conducted	4 Disability Initiatives conducted	R 261 250	R 273 267	R 285 837	R 820 354	N/A	Corporate Services
		# of Youth initiatives conducted	4 Youth initiatives conducted	R 2 852 888	R 369 121	R 386 100	R 3 608 109	N/A	Corporate Service
		# of Mandela Day held	1 Mandela day Held	R 54,967	R 57 495,48	R 60 140,27	R 172 602	N/A	Corporate Service
		# of Children Initiatives conducted	4 Children initiatives conducted	R 109 934	R 114 990	R 120280	R 345 204	N/A	Corporate Service
		# of Gender Initiatives conducted	4 Gender Initiatives conducted	R 82 450	R 86 243	R 90 070	R 258 763	N/A	Corporate Service

		#of Elderly Initiatives conducted	4 Elderly initiatives conducted	R 82 450	R 86 243	R 90 070	R 258 763	N/A	Corporate Service
		# of Moral Regeneration initiatives conducted	4 Moral regeneration initiatives conducted	R 131 983	R 138 054	R 144 405	R 414 442	N/A	Corporate Service
		#of Local Aids Council initiatives conducted	4 Local Aids Council initiatives conducted	R 296 821	R 310 475	R 324 757	R 932 053	N/A	Corporate Service
GGD/32	Mayoral Programmes	# Stakeholder Engagement held	4 Stakeholder Engagement held	R 50 000,00	R 52 300,00	R 54 705,80	R 157 005	N/A	Corporate Service
		# of Mayoral Imbizos facilitated	4 Mayoral Imbizos facilitated	R 489 738	R 627 258	R 656 108	R 1 773 104	N/A	Corporate Service
GGD33	Executive Committee support	# of EXCO meetings held	12 EXCO meetings held	R 10 000,00	R 10 460,00	R 10 941,16	R31 401	N/A	Corporate Services
GGD/34	Maypral Magosi Forum	# of Mayoral Magoshi Forum held	4 Magoshi forum held	R50 000	R52 300	R54 705.80	R157 005.80	N/A	Corporate Services

Project No.	Project/Programme	Performance Indicator	Target	Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
TOP LAYER PROJECT COMMUNITY SERVICES									
GGT/13	Development of New Burgersfort Landfill site through Public Private Partnership	% progress in license addressing conditions of new Burgersfort landfill site	100% progress in addressing conditions of new Burgersfort landfill site	R 1000000	R 0	R0	R 1000 000	18 Burgersfort	Community Development
GGT/14	Development of Noise pollution by-laws	% progress in the development of Noise pollution by-law	100% development of noise pollution by-laws gazette	R50 000	R52 600	R55 335 20	R157 935.20	All Cluster	Community Development

GGT/15	Review of IWMP	% progress in the review of IWMP	100% progress in the review of IWMP	R50 000	R0	R0	R50 000	All areas	Community Development
GGT/16	Development of Air quality management- by law	% progress in development of Air quality management by-law	100% Air quality management by-law developed	R100 000	R105200	R110670,40	R315870,40	All Clusters	Community Development
GGT/17	Development of Cemetery and crematoria by-law	% progress in the development of cemetery and crematoria by-law	100% cemetery and crematoria by-law developed	R50 000	R52 600	R55 335 20	R157 935.20	All Cluster	
GGT/18	Development of Waste Management By-Law	% progress in the development of Waste Management By-Law	100% Waste Management By-Law developed.	R50 000	R52 600	R55 335 20	R157 935.20		Community Development
GGT/19	Development of Traffic management by-law	% progress in the development of traffic management by-law	100% traffic management by-law developed	R50 000	R52600	R0.00	R102600	All Cluster	Community Development
GGT/20	Rehabilitation of Municipal Recreational parks	% progress in the rehabilitation of Apel Recreational Park	% progress in the rehabilitation of Apel Recreational Park completed	R567310	R592839	R623666,63	R 1783815,63	36 Ga Nkoana	Community Development
		% progress in the rehabilitation of Burgersfort Recreational Park	100% in the rehabilitation of Burgersfort Recreational Park completed					18 Burgersfort	
GGT/21	Commercialization of Municipal Recreational Parks	% progress in the rehabilitation of Burgersfort Recreational Park	100% in the rehabilitation of Burgersfort Recreational Park completed	R1 00 000	R1 05 200	R110670,40	R315870,40	18 Burgersfort	Community Development
		% Progress in the commercialization of Apel Recreation Park	100% Progress in the commercialization of Apel Recreation Parks					36 Ga-Nkoana	Community Development
		% Progress in the commercialization of Burgersfort Recreation Park	100% Progress in the commercialization of Burgersfort Recreation Park					18 Burgersfort	Community Development

GGT/22	Implementation of the findings from Transport Inspectorate Unit	# of reports generated on the implementation of the findings from Transport Inspectorate Unit	2x report on the implementation of the findings from Transport Inspectorate Unit	R 100 000	R 105 200	R110670,40	R 315870,40	N/A	Community Development
GGT/23	Outsourced refuse removal services	# of refuse removal services reports submitted to council	4 refuse removal services reports submitted to council	R 8530000	R 8973560,00	R9440185,12	R 26943745,1	N/A	Community Development
GGT/24	Development of Animal pound By-Law	%progress in the development of Animal pound by-law	100% progress in the development of Animal pound by-law	N/A	N/A	N/A	N/A	N/A	Community development

Project No.	Project/Programme	Performance Indicator	Target	Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
DEPARTMENTAL PROJECT CEMETERIES AND PARKS									
GGD/34	Annual Renewal of Integrated Cemetery management system	# Integrated Cemetery management system renewed	1 Integrated Cemetery management system renewed	R 150 000	R156 300	R163 177	R469 477	18 Burgersfort	Community Services
GGD/35	Provision of a Server facility	# of Server facility provided	1 Server facility for cemetery management system provided	R 500 000	R200 000	R200 000	R 900 000	N/A	Corporate Services (IT)
GGD/36	Maintenance of cemeteries	# of municipal cemeteries maintained	5 x municipal cemeteries maintained	R 469 477	R 493 889.85	R 519 572.08	R 1 482 938.93	01,02, 13, 16,18,31 Penge, Mapodile, Praktiseer, Ohrigstad ,Burgersfort	Community Development
GGD/37	Feasibility study for Apel Regional cemetery	# Feasibility study on Apel regional cemetery	1 Apel regional cemetery feasibility study conducted	R 1 000 000	R0.00	R0.00	R 1 000 000	37 Apel	Community Services
GGD/38	Maintenance of Parks	# of Parks maintained	4 municipal parks maintained	R 543 400	R 567310	R 592839	R 170 3549,00	18 & 36 Burgersfort & Apel	Community Services

GGD/39	Development of municipal swimming pools	% progress on the development of 2x swimming pools at Burgersfort recreational park	100% progress on the development of 2x swimming pools at Burgersfort recreational park	R1 000 000	R1044000	R1090980	R3134980,00	18 Burgersfort	Technical Services
GGD/40	Beatification of Municipal gardens	# of reports on beautification of municipal gardens	12 reports on municipal gardens beautification	R 0	R0	R0	R0	N/A	N/A
		# of Trees procured	100 trees procured	R300 000	R313200	R327294	R940 494,00		CD
		# of Flowers procured	100 flowers procured						CD
		# of Lawn m ² procured	2000m ² lawn procured						CD

Project No.	Project/Programme	Performance Indicator	Target	Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
DEPARTMENTAL PROJECT COMMUNITY SAFETY									
GGD/41	Coordination of Transport forum	# of Transport fora held	4 transport fora held	R 10 000	R 10 420	R10 878	R31 298,00	N/A	N/A
GGD/42	Promotion Road Safety	# of Road Safety and Law enforcement campaigns conducted	4 Road Safety and Law enforcement campaigns conducted	R 10 000	R 10 420	R10 878	R31 298,00	All Clusters	All clusters
GGD/43	Calibration of speed measuring devices and vehicle testing machines	# of speed measuring devices calibrated	4 speed measuring devices calibrated	R 400 000	R 420 800	R442 681.60	R1 263481.60	N/A	Community Development
GGD/44	Purchasing of traffic official uniform	# Report on traffic official uniform purchased	2 reports on traffic official uniform purchased	R 1060 000	R 1 104 520	R 1 153 119	R 3 317 639,00	N/A	Community Development
GGD/45	Functionality of Traffic Stations	# Reports on Learners tested	12 Reports on Learners tested	R0.00	R0.00	R0.00	R0.00	All	Community Development
		# Reports on Drivers tested	12 Reports on of Drivers tested	R0.00	R0.00	R0.00	R0.00	All	Community Development

		# Reports on Vehicles tested for road worthiness	12 Reports on Vehicles tested	R0.00	R0.00	R0.00	R0.00	All	Community Development
		# Reports on Vehicles registered	12 Reports Vehicle registered	R0.00	R0.00	R0.00	R0.00	All	Community Development
		# Reports on Vehicles licensed	12 Reports Vehicles licensed	R0.00	R0.00	R0.00	R0.00	All	Community Development
GGD/46	Calibration of vehicles testing machines	# of vehicles testing machines calibrated	1 x vehicles testing machine calibrated	R 400 000	R 416 800	R 435 139	R 1 251 939.00	31 & 36	Community Development
GGD/47	Coordination of Community Safety Forum	# Of Community safety forum coordinated	12 Community safety forum meetings	R 10 000	R 10 420	R10 878	R31 298,00	All Clusters	Community Development
GGD/48	Establishment of weigh bridge	% Progress in facilitating the establishment of weigh bridge	100% facilitation of weigh bridge establishment	New project	New project	New project	New project	18	Community Development
GGD/49	Fire arm training attended	# of fire-arm training reports generated	1 x firearm training reports generated	R 450 000	R 473 400	R 498 016.8	R 1 421 416.8	N/A	Community Development
GGD/50	Advance driver training of traffic officers	# of advance driver training of traffic officers facilitated	1 advance training of drivers traffic officers facilitated	R 300 000.00	R 315 600.	R332 011.20	R 947 611,20	N/A	Community Services
GGD/51	Refresher course training of examiners	# of refresher course training attended	1 refresher course of examiners attended	R 50 000.00	R52 600.00	R 55 335.20	R 157 935.20	N/A	Community Services
GGD/52	Traffic Management Systems (New)	# of traffic management systems procured	1 traffic management systems procured	R 100 000	R104 200.00	R 108 785	R 312 985,00	N/A	Community Services
GGD/53	Implementation of integrated service delivery model	# Reports in the implementation of integrated service delivery model	4 in the implementation of integrated service delivery model	N/A	N/A	N/A	N/A	Burgersfort head office and Apel Office	Community Services
GGD/54	Operation and Management of landfill sites	# of landfill site maintenance reports produced	4x land fill sites maintenance reports produced	N/A	N/A	N/A	N/A	34 Malogeng	Community Services
GGD/55	Professional service refuse removal	# of households receiving weekly refuse removal services	11 500 households receiving weekly refuse removal services	N/A	N/A	N/A	N/A	01,02,13,18,30,31& 36 Praktiseer, Ohrigstad Mapodile	Community Services
		# of government institutions receiving weekly refuse removal services	10 x government institutions receiving weekly refuse removal services	N/A	N/A	N/A	N/A	Burgersfort Steelport	Community Services

		# of refuse removal services reports submitted to Director	12 x refuse removal services reports submitted to Director	N/A	N/A	N/A	N/A	N/A	Community Services
GGD/56	Procurement of environmental information boards	# of environmental information boards procured	100 environmental information boards procured	N/A	N/A	N/A	N/A	N/A	Community Services
GGD/57	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	N/A	N/A	N/A	N/A	Malogeng	Technical Services
GGD/58	Land Fill compliance Monitoring sessions conducted	# of compliance landfill monitoring sessions conducted # of external landfill monitoring sessions conducted	*4x Compliance monitoring committee reports compiled for Malogeng *04 x Compliance monitoring committee session attended for Burgersfort	N/A	N/A	N/A	N/A	N/A	Community Development
			*02 x external landfill audit for Malogeng/Burgersfort conducted	R400 000	R 419 2 00	R 438 064,00	R 125 7264,00	Burgersfort & Malogeng 18 & 34	Community Development
GGD/59	Environmental Forum Meetings	# of environmental forum meetings attended	02 environmental forum meetings attended	R5000	R5240 00	R5 475,80	R15 715,80	N/A	Community Services
GGD/60	Purchasing of PPE	% progress in the purchasing of Personal Protective Equipment's /clothing.	100% progress in the purchasing of PPE	R250 000	R 262 000	R 273 790	R 785 790	N/A	Community Development
GGD/61	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 250 000	R 262 000	R 273 790	R 785 790	N/A	Community Development
GGD/62	Procurement of concrete street bins	# of concrete street bins procured	50 x concrete street bins procured	600 000	R628 800	R657 096	R 1885 895,00	N/A	Community Development

GGD/63	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	R100 000	R 104 800	R109 516	R314 316,00	Praktiseer Ext 2 & Lerajane Mohlaletse 34 &36	Community Development
GGD/64	Cleaning of Towns	# of reports on cleaning of town generated	12 x of reports on cleaning of town generated	R3 500 000	R3668 000	R3833 060	R11 001 060	BGF, S/poort & Ohrigstad 02,13,31	Community Development

Project No.	Project/Programme	Performance Indicator	Target	Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
DEPARTMENTAL PROJECT: DISASTER MANAGEMENT									
GGD/65	Purchase of disaster relief material (blankets & sponges)	# Of disaster relief material purchased	2000 disaster relief material purchased (1340=blankets,50=sponges, 10 relief shelters)	R 2 000 000	R2 088 000	R2 181 960	R6269 960	All clusters	Community Development
GGD/66	Development of Disaster relief policy	% progress in the development of disaster relief policy	100% disaster relief policy developed	R0.00	R0.00	R0.00	R0.00	All clusters	Community Services
GGD/67	Disaster Awareness campaigns held	# of disaster awareness campaigns held	2 disaster awareness campaigns	R5 000	R 5 220	R 5454,90	R 15 674,90	All clusters	Community Services
GGD/68	Disaster advisory forum	# of disaster advisory forum held	2 disaster forum held	R5 000	R 5 220	R 5454,90	R 15 674,90	All clusters	Community Services
		# of Disaster Advisory Technical Committee meetings held	2 disaster advisory Technical Committee meetings held	R5 000	R 5 220	R 5454,90	R 15 674,90	All clusters	Community Services
GGD/69	Paupers burials for the needy	% of paupers burials request conducted	100% of paupers burials request conducted	R 550 000	R 574 200	R 6 000 39	R 1 724 239	All clusters	Community Services

Project No.	Project/Programme	Performance Indicator	Target	Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
DEPARTMENTAL PROJECT: THUSONG CENTRES									
GGD/70	Coordination of Thusong Service Center's	# of service level agreements reviewed	6 service level agreements relieved	R0.00	R0.00	R 0.00	R0.00	N/A	Community Services
		# of Quarterly Thusong Centre Operational Reports generated	12 X Quarterly Thusong Centre Operational Reports generated	R0.00	R0.00	R 0.00	R0.00	N/A	Community Services
		# of Thusong Centre stakeholder forum (LISSC) meetings facilitated	4 Thusong centre stakeholder forum meetings facilitated	R 5 000	R 5220	R54 54,90	R 15 674,90	N/A	Community Services
		# of Thusong Services centre awareness reports generated	2 Thusong Services centre awareness report generated	R 5 000	R 5220	R54 54,90	R 15 674,90	2,6,12,27,28,29,31,01,24,26,32,33,34 & 35	Community Services

Project No.	Project/Programme	Performance Indicator	Target	Budget & Target			Overall Total	Wards	Responsible Department
				2022/23	2023/24	2024/25			
DEPARTMENTAL PROJECT: SPORTS ARTS AND CULTURE									
GGD/71	Sports, Arts and culture programmes	# sports, Arts and culture programmes implemented	4 x Library Events facilitated					Mapodile, Burgersfort, Ohrigstad	Community Services
		# sports, Arts and culture programmes conducted	4 x sports, Arts and culture programmes conducted	R1 000 000	R1048 000	R1095 160	R3 143 160	Leboeng, Driekop, Steelpoort and Apel Clusters	Community Development
		% progress in the revival of FTLM sports confederation	100 % progress in the revival of FTLM sports confederation					All villages	

		# of books purchased for Public Libraries	300 books purchased for Libraries	R 8 00 000	R 838 400	R 876 128	R 1 759 528	Ohrigstad,Mapodile, Burgersfort & Atok	Community Development
		# of library information boards	4 x library information boards					01,02,18 & 34	Community Development
		# of library stationery purchased.	500 stationery items purchased,(10x boxes tattle tapes, 10 bundles x date sheets, 4x date stamps, 10 packets x pockets, 50 Rolls x book covers, 20 x celotapes, 200 x plastic carry bag)					Burgersfort, Mapodile, Ohrigstad, Atok. 18,01, 02, 34	Community Development
GGD/72	% progress in refurbishment of modular library	100 % progress in the refurbishment of modular library Burgersfort	New Project	New Project	New Project	New Project	New project	Burgersfort	Community Development
GGD/73	% Development of Gymnasium	% progress in the development of Burgersfort Gymnasium	20% development of Gymnasium	R0	R0	R0	R 0		
GGD/74	Development of Convention Centre	% progress in the development of Convention Centre	5% progress in the development of Convention Centrwe	R0	R0		R 0		
GGD/75	Development of Vehicle Pound	% progress in Development of Vehicle Pound	50 % progress in the Development of Vehicle Pound	New Project	New Project	New Project	New Project	Burgersfort	Community Development
GGD/76	Development of Burgersfort Stadium	% Progress in Development of Burgersfort Stadium	5% progress in the development of Burgersfort Stadium	New Project	New Project	New Project	New Project	18	

SLP PROJECTS BY MINING HOUSES

Project no	Project Name	Community	Budget
EASTERN CHROME MINES (GLENCORE MERAFAE VENTURE)			
ELECTRIFICATION			
01	Kutullo (600 households)	27	R16m
02	Tsakane (300 households)	27	R9m
03	Tukakgomo (300 households)	02	R16m
04	Mahlakwena (300 households)	02	R9m
TOTAL R50m			

Project no	Project Name	Community	Budget
BOOYSENDAL MINE			
01	Installation of high mast lights at Maseven	Maseven	R4 000 000
02	Installation of high mast lights at kutullo	Kutullo	R4 000 000
03	Installation of high mast lights at Ga-Rantho and Ga- Masha	Ga-Rantho & Ga-Masha	R5 000 000
04	Special Presidential Project Ga-malekane bridge	Ga-Malekane	R10 000 000
TOTAL R23 000 000			

Project no	Project Name	Community	Budget
SAMANCOR EASTERN CHROME MINE			
01	Electrification	Pakaneng-Choma	R10 000 000
02	Water Provision	Ga Mawela and Moletsi	R2 000 000
TOTAL R12 000 000			

Project no	Project Name	Community	Budget
BCR MINES			
01	Construction of road from Kalkfontein to R555	Kalkfontein	R12 000 000
TOTAL R12m			

MOTOTOLO DER BROCHEN MINE					
Project No	Ward No	Village	Project name	Budget	Financial Year
01	02 and 27	Ga Mawela, Dithamaga Ga malekana, Ga mampuru Ga Mapodile, Kutullo	Provision of water infrastructure	R15 000 000.00	2021-2025
02	27	Ga Mawela , Dithamaga Ga Malekana, Kutullo	Construction and installation of high mast lights	R15 000 000.00	2021-2025
03	27	Ga Mawela, Ga Leshaba Moletsi	Electrification of households	R10 316 000.00	2021-2025
04	27	Nokaneng , Kalkfontein	Construction of Early Childhood Development Centre	R6 172 000.00	2021-2025
05	02,06,27,28,29	All wards villages	Support learner development and material supply	R7 000 000.00	2021-2025
06	06,27,28,29	Ga Mampuru, Ga Malekana Ngwaabe , Ga Masha	School programme (Anglo American Education Programme)	R10 000 000.00	2021-2025
07	27	Nokaneng , Kalkfontein	ECD Leadership and character building	R6 532 000.00	2021-2025
08	27	Ga Masha	Refurbishment of health facility (Ngwaabe clinic)	R4 700 000.00	2021-2025
09	27,28,29	Ngwaabe Steelpoort	Support to improving health in school	R4 838 000.00	2021-2025
10	02,06,27,28,29	All wards villages	supply of emergency and planned patient transport(Ambulance)	R2 612 000.00	2021-2025
11	06,27,28,29	Maseven , Ga-Masha Ga-Mampuru, Steelpoort	support and training of Maseven, Ngwaabe, Boschloof and Eerstegeluk clinics	R3 000 000.00	2021-2025
12	02,06,27,28,29	All villages	Social cohesion programme (interfaith programme)	R7 000 000.00	2021-2025

PROJECT NO	WARD NO	VILLAGE	PROJECT NAME	BUDGET			FINANCIAL YEAR
13	27,28	Ga Mawela Ga Leshabane/Moetsi Nokaneng Kalkfontein Ga Malekana	Internet connections at mmmahlagare combined schools:Gobetse high; Ngwaabe comprehensive school and CPA offices	R4 000 000.00			2021-2025
14	02,06,27,28,29	All villages	Anglo Zimele (youth enterprise supplier development)	R32 000 000.00			2021-2025
15	27	Ga Mawela	Tourism project for Ga Mawela; st George Farm	R6 000 000.00			2021-2025
NKWE PLATINUM MINE							
PROJECT NAME	WARD NO	VILLAGE	2019/20	2020/2021	2021/2022	2022/23	2023/24
Water supply	12	Garatouw (Ga Mpuru)	R2m	R2m	R2m	R3m	R1m
Water supply	12	Mandagshoek (Mamphahlane)					
Water supply	12	De Kom (Ga Komane)					
TSHEPONG CHROME MINE							
PROJECT NO	PROJECT NAME	VILLAGE	FINANCIAL YEARS	BUDGET			
01	Electrification of villages	Ga maroga, Ga Selala Natlala,	2023-2027	R3			
02	Construction of road and bridge from Ga Maroga to R37	Ga maroga, Ga Selala Natlala,	2023-2027	R8m			
03	Building of Multipurpose indoors sports facility	Central Maroga Ga Selala and Natlala	2023-2027	R5m			
04	Scholarship programme	Ga Maroga, Ga Selala, Natlala	2023-2027	R300k			
MODIKWA PLATINUM MINE							
PROJECT NAME	VILLAGE / BENEFICIARY	2019	2020	2021	2022	2023	
Learner support	High schools in 8 villages		R500k		R500k		
Teacher Development	All schools in 8 villages	R500k		R500k		R500k	
Bursaries	high schools in 8 villages	R1.5m	R1.6m	R1.7m	R1.8m	R1.9m	

		BLACK CHROME MINE	
PROJECT NO	PROJECT NAME	BUDGET	FINANCIAL YEAR
01	Upgrade of Morethe village Borehole	R190 802	2019
02	Upgrade/ Replace Moeng village borehole	R190 802	2020
03	Upgrade of water infrastructure at Kampeng village	R33 540	2021
04	Upgrade of water infrastructure at Maroga / phalatseng	R70 615	2021
05	Upgrade of water infrastructure at Dithamaga village	R45 783	2018
06	Mashemong village	R40 280	2018
07	Upgrade of water infrastructure at Mandela village	R56 876	2021
PROJECT NO	PROJECT NAME	BUDGET	FINANCIAL YEAR
08	Upgrade of water infrastructure at Mangabane village	R54 410	2022
09	Upgrade of water infrastructure at Makurung village	R40 616	2022
10	Upgrade of water infrastructure at Madutameng village	R39 140	2022

PROJECTS BY SECTOR DEPARTMENTS

4.1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

INFRASTRUCTURE WATER AND SANITATION

PROJECT	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
Feasibility studies and technical reports - Praktiseer	1 feasibility study developed	1 500 000,00	1 500 000,00	1 500 000,00	SDM
Feasibility studies and technical reports - Mapodile	1 feasibility study developed	1 500 000,00	1 500 000,00	1 500 000,00	SDM
Construction of Mooihoek bulk water supply Phase G1.1	Construction of 3 Kilometres of bulk water supply pipeline. Construction of 1 package plant type clarifier	R35 000 000.00	R15 000 000.00	R0.00	RBIG
Construction of Mooihoek bulk water supply Phase G1.2	Construction of 2.3 Kilometers of bulk water supply pipeline	R15 509 315.24	R0.00	R0.00	RBIG
Construction of Mooihoek bulk water supply Phase G2	Commissioning of 4.9 Kilometres of bulk water supply pipeline and 500KL Reinforced Concrete Reservoir	R4 500 000.00	R0.00	R0.00	RBIG
Construction of Mooihoek Reservoirs phase 4H1	Planning and design including documentation for construction of concrete reservoir	R0.00	R25 000 000.00	R35 000 000.00	RBIG

PROJECT	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
Construction of Mooihoek Reservoirs phase 4H2	Planning and design including documentation for construction of concrete reservoir	R0.00	R25 000 000.00	R35 000 000.00	RBIG
Nebo BWS Commission Malekana to Jane Furse Pipeline	Conditional assessment, prepare scope of work, remedial work, testing and commissioning, testing of 25 ML command reservoir	R35 000 000.00	R20 000 000.00	R0.00	RBIG
Maebe Water Intervention Project – Phase IV	1 Reverse Osmosis Plant and Wastage Line to specified discharge point	19 379 619.49	R0	R0	WSIG
Tukagomo Water Intervention Phase V	3km of pipeline extension, installation of 486 water meters and repairing of rising main	8 100 000.00	R0	R0	WSIG
Motlailana and Makgemeng Water supply	Constructed 16.498Kilometers of reticulation constructed. 1304-yard connection. 2 x concrete reservoirs constructed. 4 pumphouses electrification.	11,314,943.70	R 0	R 0	MIG
Malekana Regional Water Scheme	Km of reticulation and bulk pipeline constructed, and number of reservoirs constructed	120,553,542.88	70,000,000.00	R 0	MIG
Lebalelo South Phase 3(Ga -Maroga & Motlolo)	Construction of 3.4km bulk, 24km reticulation, refurbishment of 3boreholes, 1 packaged water treatment plant and912 water meters and house connections	67,246,488.89	R 0	R 0	MIG
Upgrading of De Hoop WTW	2 sludge dams, flocculants, and pumps to be upgraded	90,000,000.00	31,234,087.84	R 0	MIG
Mampuru Bulk Water Scheme	Register the project for MIG funding	R 0	157,404,551.11	179,038,659.00	MIG
Fetakgomo LM Rural Household Sanitation Phase 2(Phase 2.5)	769 VIP sanitation units to be constructed	10,000,000.00	10,000,000.00	10,000,000.00	MIG

Project Name	Project Type	TOTAL Planned CAPEX 2022/2023	TOTAL Planned Connections 2022/2023	Comments
ESKOM				
Malatjie SS	Infrastructure - Substation	R 5 198 204,19		
Ga-Mphethi Feederline Upgrade	Infrastructure - Line	R 4 236 986,72		
Ohrigstad-Rietvlei 22kV Feeder Split 17km Hare line	Infrastructure - Line	R 4 236 986,72		
Malatjie 132KV Loop-In	Infrastructure - Line	R 9 774 979,19		
Malatjie132KV Loop-Out	Infrastructure - Line	R 9 534 425,87		
Penge-Havercroft 132KV joining Line	Infrastructure - Line	R 5 679 543,74		
Fetakgomo- Tubatse Infills	Infills	R 6 482 589,68	765	
Ga-Mphethi	Household	R 1 832 989,83	37	
Ga-Riba Cross(Legabeng)	Household	R 2 677 589,89	71	
Motlolo/Podile	Household	R 25 738 505,96	482	
Majaditshukhudu	Household	R 9 563 484,30	395	Capacity Challenge
Mashakaneng/ Mabulela	Household	R 1 361 888,59	45	Capacity Challenge
Mashilabele/Shushumela ext	Household	R 5 290 180,56	190	Capacity Challenge

MUNICIPALITY	PROJECT NAME AND DESCRIPTION	ESTIMATED BUDGET IN 2022/23
DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT		
Fetakgomo Tubatse	Kgapane Fresh Produce Phase 1: Development of irrigation system, shade nets, packing shed, ablution facilities and related accessories.	R1 000 000
	Grass to graze (Awarded for borehole development)	R 600 000
DEPARTMENT OF HEALTH		
Fetakgomo Tubatse	Dilokong Hospital_New Hospital Laundry	R 1 500 000
Fetakgomo Tubatse	Dilokong Hospital_Repairs & Maintenance to MCCE and Neonatal facilities (Phase A)	R 500 000

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 synergically 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

DESCRIPTION	PROGRESS TO DATE	
Spatial Development Framework (SDF)	ADOPTED BY COUNCIL	
Building regulations By-Law, 2018	ADOPTED BY COUNCIL	
Land Use Scheme (LUS)	ADOPTED BY COUNCIL	
Land Disposal Policy	ADOPTED BY COUNCIL	
Housing Sector Plan	ADOPTED BY COUNCIL	
Land Invasion Prevention Strategy	ADOPTED BY COUNCIL	
Land use audit report	ADOPTED BY COUNCIL	
Integrated transport plan	ADOPTED BY COUNCIL	
Urban regeneration strategy	ADOPTED BY COUNCIL	
Sector Plan	A brief description and overview	
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)
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	Local Geographic Names Committee has been moved to the office of the mayor since the amalgamation of the two municipalities. Therefore,

	prevalent ills of the past regime. It was endorsed by the council on the 30 April 2015 under resolution C97/2015 .	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))

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	

Sector Plan	A brief description and overview
SCM Supply Chain Management Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017
Secondment Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017
Subsistence & Travel Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017
Travel Policy	This policy is adopted by council on the 29 th May 2017, Resolution No: SC31B/2017
Records Management Policy	This policy is adopted by council on the 30 th January 2018, Resolution No. OC98/2018
Registry Procedure Manual	This policy is adopted by council on the 30 th January 2018, Resolution No. OC98/2018
Education, Training and Development Policy (29 June 2009, Council Resolution C15/09)	This policy recognises a workplace as an active learning environment and commits the FTM to undertake education, training and development of its employees as per the Skills Development Act. This is part of capacity building for employees.
Bursary Policy	The purpose of the policy is to regulate and provide a framework through which financial aid and support can be provided to employees and members of the community for the advancement of their studies. Resolution No: SC31B/2017
Travel and out of pocket expenses policy for councillor	The aim of this policy is to provide the municipality with comprehensive travel and out of pocket expenses policy framework for councillors for implementation within the municipality. Resolution SC31B/2017.
Subsistence and Travelling Policy	The subsistence and travelling policy for FTLM was adopted in 2017. The main objective of this policy is to set out the basis for the payment of subsistence and travel allowance for the purposes of official travelling. Resolution SC31B/2017
Leave policy	Leave policy for GTM was adopted in 2011. Its objective is to guide all municipal employees on requirements for applications for various types of leaves available to them.
Staff Retention Policy (29 th June 2009, Council Resolution C01/09)	The FTM developed and adopted a retention policy in the 2008/2009 financial year with the intention to keep critical skills and attract new ones. Regarding succession planning, the FTM does not have such, succession plan. This is attributed to the environment within which the municipality 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.

Sector Plan	A brief description and overview
Employee Assistance Programme Policy	It is geared towards attending the wellness of employee in order that their emotional and social challenges do not negatively affect their performance at work. The policy introduces support system that employees can rely on in times of need. However, this policy was only developed during the 2008/2009 financial year and it has never been put to test. Through it the municipal employees can address their psycho-social problems.
Occupational Health and Safety Policy	Occupational Health and Safety policy was developed in 2017. The need for the policy stems from safety policy to Occupational Health and safety Act, 1993 which requires employers, including municipalities amongst other things to develop and adopt an occupational health. Resolution SC31B/2017
Employment Equity Plan	<p>The EEP for GTM developed the policy in 2015. The policy aims to address the following challenges:</p> <ul style="list-style-type: none"> -Address under-representation of designated groups in all occupational categories and levels in the work force -Identifying and developing strategies for the achievement of numerical goals and timetables for the implementation of affirmative action measures , taking into account the mission of the GTM -Establishing of procedures for the monitoring and enforcement of the implementation process -Establish procedures to address and resolve disputes regarding implementation and enforcement of EE. <p>The objective of the plan is to achieve equitable representation of suitably qualified people from designated groups within each occupational category and level in the workplace and comply with s20 of the Employment Equity Act (no. 55 of 1998). It deals with staff placement (those in the employ of FTM and those transferred by other spheres) and set forth placement procedures.</p>
Fetakgomo File Plan	The objective of the file plan is to ensure that all correspondence is filed correctly and ensure that permanently valuable documents are not destroyed and to prevent the retention of ephemeral documents.
Human Resource Policies and Procedures (18 th December 2008, Council Resolution C97/08)	It contains Recruitment, Selection and Appointment, Conditions of Service (Grievance Procedures, Discipline & Disciplinary Procedures, Personnel Retrenchment and Personnel Replacement Policy), Basic Conditions of Employment Act, Code of Conduct, Overtime Policy, Leave and Overtime Forms
Workplace Skills Plan	A Workplace Skills Plan for the Greater Tubatse Municipality was adopted in September 2015 and its main objectives are to capacitate employees with necessary skills in order

Sector Plan	A brief description and overview	
	<p>to maximise service delivery in municipal workplace. This was developed in terms with SAQA requirements and is reviewed annually for its alignment with the IDP.</p> <p>Fetakgomo Municipality develops and implements the workplace skills plans every financial year. The plan is developed in consultation with the staff members, committees and councillors. Individuals from the mentioned stakeholders complete questionnaires that serve as tools to identify training needs. The training needs are further consolidated in to the workplace skills plan and submitted to LG SETA after approval by the council. This should be able to serve as an intervention in addressing the issues of scarce skills.</p>	
Institutional Plan	<p>The FTM has the Institutional Plan adopted in 2010 which addresses institutional challenges highlighted in the analysis phase. According to the IDP Guide Packs, municipalities are expected to develop institutional plans. The primary objective of an institutional plan is to ensure that consistent and integrated set of measures are put in place for institutional development. The secondary objectives include providing for gender equity and appropriate transformation in the light of the Constitution of South Africa, Act No 33 of 2000 and the Employment Equity Act, No 55 of 1998 of as well as reviewing the institutional arrangements and implications of the planning process in keeping with the IDP. The Plan has a consolidated summary of the institutional activities that flow from the prioritised proposals developed in the IDP processes. The institutional plan is required to result in the following outputs: (a) It must address the gender and equity imbalances facing the municipality, (b) A realistic institutional plan given the financial resources at the disposal of the municipality. (c) The consideration of service partnerships and the recognition that the NPO/CBO sector has an important role to play in service delivery oriented towards sustainability. (d) The institutional environment must create a learning base for in-house training of future local government practitioners.</p>	
Fetakgomo Tubatse Local Municipality (FTLM) performance Management framework.	<p>The objectives of institutionalising Performance Management system, beyond the fulfilling of legislative requirements, is to serve as a primary mechanism to monitor, review and improve the implementation of the municipality's IDP.</p>	<p>The framework is reviewed annually, currently the municipality has started with the review process for 2019/20 the draft is issued out for management inputs.</p>
Attendance and Punctuality Policy	<p>The municipality is responsible for providing the public, both residents and businesses alike with services required to effectively and efficiency operate the municipality. Resolution SC31B/2017</p>	
ICT Change Management Policy	<p>The FTM has adopted ICT Change Management Policy Council resolution No. (C38/2014). The purpose of this policy is to provide the Fetakgomo Municipality with a</p>	

Sector Plan	A brief description and overview
	<p>procedure for the change control function that shall be established to manage record and track all changes for Fetakgomo Municipality ICT environment. The objective of this policy is to ensure that standardized processes are followed and adhered to accordingly. This is to ensure that no changes take place as a quick change, with “after the fact” documentation, without any prior authorisation.</p>
<p>ICT Steering Committee Charter</p>	<p>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.</p>
<p>Information Technology User Access Management Policy & Procedure</p>	<p>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.</p>
<p>Information Communication Technology Policy</p>	<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</p>

Sector Plan	A brief description and overview
	<p>disciplinary action up to and including termination of employment and/or criminal prosecution.</p> <p>The Fetakgomo Local Municipality ICT Policy (ICTP) document sets out the principles and standards which determine acceptable use of the Information Communication Technology of the Municipality. The primary aim of this ICTP document is to balance protection of the systems, services and information that makes up those resources.</p>
Information Technology Strategy Plan Policy	<p>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.</p>
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	<p>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.</p>
Information Technology Backup Policy Review	<p>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</p>

Sector Plan	A brief description and overview
	and business resumption. This policy outlines the minimum requirements for the creation and retention of backups. Special backup needs which exceed these minimum requirements, should be accommodated on an individual basis.
Sports Arts and Culture Plan	The FTM, through Community Services, has developed the Sports Arts and Culture Plan on May 2013. This plan outlines the community services work and key activities to be undertaken in respect of sports, arts and culture. The sports Indaba normally held annually are derivative of this plan.
Legal Policy and Procedure	The Legal Policy and Procedure Council Resolution No. (C42/2014).The purpose of this Legal Services Policy and Procedure is to define the scope of legal services provided by the Municipality; define the responsibilities of officers or consultants involved in the provision of legal services; define the responsibilities of employees within the Municipality in relation to accessing legal services; and establish procedures for the management of legal services and matters.
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	<p>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.</p> <p>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.</p> <p>It also seeks to provide procedures, methods and practices to regulate the dumping of refuse and removal thereof in GTM area of jurisdiction.</p> <p>It promotes safe and healthy environment by regulating dumping of refuse and the removal thereof.</p>
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.
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. 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</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>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> <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>	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.
Grant Funding Policy	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. This support is primarily aimed at stimulating pro-poor growth whilst strengthening	The draft FTLM Grant Funding Policy will serve before municipal structures with the 2018/19 FY, approval is envisaged 2019/20 FY.

Sector Plan	A brief description and overview	STATUS
	<p>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>	
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	<p>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.</p>	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</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
	and mining sector. The framework will be incorporating the vision that the municipality has in terms of development through the SDF, LUMS and guide also investment opportunities between the mining houses in anticipation of the establishment of an industrialised economic hub. The industrialised economic hub would be informed by the SEZ Policy to be drafted by council.	
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	

Sector Plan	A brief description and overview	STATUS
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 to cover five years throughout will unfold with the development and finalization of the Municipal Infrastructure Investment Framework (MIIF).

Sector Plan	A brief description and overview
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	<p>The CIF for the Greater Tubatse Municipality is developed in accordance with the local government: Municipal Finance Management Act (MFMA) Act No: 56 of 2003 and the investment and PPP regulations for the MFMA published in Government Gazette 27431 of 2005.</p> <p>The FTM adopted Cash Management and Investment Policy on the 28 May 2014. The purpose of this policy is to ensure that investment of surplus funds forms part</p>

Sector Plan	A brief description and overview
	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. Further to this, the GSDM's budget provide for support to local municipality in general including Ward Committees.	

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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.	
Risk Management Policy	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	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017

Sector Plan	A brief description and overview	STATUS
	<p>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>	
Anti-corruption and fraud Prevention Plan	<p>Fraud represents a significant potential risk to the Municipality's assets and reputation. The Municipality is committed to protecting its funds and other assets. The Municipality will not tolerate corrupt or fraudulent activities whether internal or external to the organizations, and prosecute any parties involved on fraud activities.</p> <p>This Anti-Corruption Strategy and Fraud Prevention have been developed as a result of the expressed commitment of Government to fight corruption. It is also an important contribution to the National Anti-Corruption Strategy of the country and supplements both the Public Service Anti-Corruption Strategy and the Local Government Anti-Corruption Strategy.</p>	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017
Risk Management Strategy	<p>The risk management strategy outlines a high level plan on how the Municipality will go about implementing its risk management policy. The risk management strategy is informed by the risk management policy.</p> <p>The risk management strategy and risk management implementation plan are developed together to ensure connectivity and continuity. Both documents should be approved and reviewed in three years or when need arise.</p>	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017

Sector Plan	A brief description and overview	STATUS
Fraud Risk Management	Fraud represents a significant potential risk to the Municipality's assets and reputation.	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017
Risk Management Charter	<p>The Risk Management Committee Charter has been established to assist the Accounting Officer to fulfil his / her risk management and control responsibilities in accordance with prescribed legislation and corporate governance principles.</p> <p>The primary objective of the Committee is to assist the Accounting Officer in discharging his / her accountability for risk management by reviewing the effectiveness of the institution's risk management systems, practices and procedures, and providing recommendations for improvement.</p>	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017
Security Policy	<p>A security policy is the essential basis on which an effective and comprehensive security program can be developed. The importance of this critical component of the overall security system, however, is often overlooked. A security policy is the primary way in which management's expectations for security are translated into specific and measurable goals and objectives. It is crucial to take a top down approach based on a well stated policy in order to develop an effective security system.</p> <p>On the contrary, if there isn't a security policy defining and communicating those decisions, then they will be made by the individuals designing, installing and maintaining security systems. This will result in a disparate and less than optimal security system being implemented.</p> <p>A security policy is a formal statement of the rules through which people are given access to an institution's premises, assets, and technology and information assets. The security policy should define what business and security objectives management desires, but not how these solutions are engineered and implemented.</p>	This policy is adopted by council on the 26 th October 2017, Resolution No: OC42/2017
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	

Sector Plan	A brief description and overview	STATUS
	disabilities, and (4) heighten the implementation of the Integrated National Disability Strategy in local government.	
CUSTOMER CARE FRAMEWORK	<p>Section 95 of the Local Government Municipal Systems Act, Act No 32 of 2000 requires a Municipality to exercise Customer Care and Management in relation to levying of rates and other taxes.</p> <p>And Whereas Section 156(1) of the Constitution of the Republic of South Africa, 1999 conferred powers of the Municipality to administer. Now therefore the Municipal Council of Fetakgomo Tubatse Local Municipality adopts the Customer Care Framework as set out in this document</p>	
Fetakgomo Youth Development Framework	<p>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.</p>	
HIV/AIDS Mainstreaming Strategy for Fetakgomo Local Municipality	<p>The GTM has developed its HIV/AIDS Plan in 2009 and is aligned with the framework for an integrated local government response to HIV/Aids developed by the provincial and local government (2007) and the HIV and AIDS and STI strategy plan for South Africa 2007-2011. Following are HIV and AIDS and STI strategic plan for South Africa 2007-2011 developed by the South African National Aids Council:•Partnership,•Leadership,•Capacity building,•Communication,•Equal access,•Protecting rights of the children,•Targeting vulnerable groups</p> <p>The FTM has developed and adopted the HIV/AIDS Mainstreaming Strategy during the 2007/2008 financial year. The strategy is aimed at increasing awareness on the pandemic in the municipal area. It also empowers councillors and employees of Fetakgomo Municipality to deal with HIV/AIDS matters in service delivery.</p>	
Fleet management policy	<p>Fleet management policy for GTM was adopted in 2008. The objective of the Greater Tubatse municipality fleet operations is to provide appropriate vehicles for the different department's operations within the Greater Tubatse municipality to assist these operations fulfil their municipal objectives. The overall objective is to select the best vehicles for the different departmental requirements based on technical and Total Cost of Operation (TCO) criteria.</p> <p>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>	

Sector Plan	A brief description and overview	STATUS
	A specific Service Level Agreement (SLA) must be in place with the service provider.	
<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

<p>Internal Audit Methodology</p>	<p>The objective of this guide is to establish a standard methodology for conducting internal audit reviews as required in terms of section 165 & 166 of the Municipal Finance Management Act (MFMA), and 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>The Internal Audit Methodology was developed and approved by Audit Committee during June 2021 and further noted by council during August 2021 with council resolution: OC80/2021</p>
<p>Internal Audit Charter</p>	<p>The purpose of the charter is to set out the nature, role, responsibility, status and authority of Internal Auditing within the municipality and to outline the scope of the internal audit.</p> <p>The charter determines the ability and responsibility of the Internal Audit function set by the Audit Committee and explains the roles and scope of the Internal Audit within Fetakgomo Tubatse Local Municipality.</p>	<p>Internal Audit Charter was developed and approved by Audit Committee during June 2021 and further noted by council during August 2021 with council resolution: OC80/2021</p>
<p>Audit Committee Charter</p>	<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 during June 2021 and further noted by council during August 2021 with council resolution: OC80/2021</p>

	<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. 	
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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.