

DRAFT FIVE YEARS 2011/12 -2015/16 IDP/BUDGET



FETAKGOMO LOCAL MUNICIPALITY

DRAFT FIVE YEARS 2011/12-2015/16 IDP/BUDGET

**VISION 2050: "A VIABLE MUNICIPALITY IN SUSTAINABLE RURAL DEVELOPMENT"**

**MISSION: "TO PROVIDE INTEGRATED SERVICES IN ENABLED ENVIRONMENT FOR GROWTH AND DEVELOPMENT"**

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MAYORAL FOREWORD

This year, 2011, is the year of "... **Consolidating People's Power for the National Democratic Society**". The development of this five year (2011/12 – 2015/16) IDP (Integrated Development Plan) / Budget takes the thematic contents of this strategic period into a full cognisance. It is the strategic period because 2011 marks the completion of the 2<sup>nd</sup> term (of the local government) and the beginning of the 3<sup>rd</sup> term. It is in this spirit this IDP/Budget builds on the previous terms including the 1<sup>st</sup> term (2000 - 2005). It therefore informs the municipal planning context for the next five years (2011/12-2015/16). The development of this five year IDP/Budget is also guided by the legal framework for developmental local government in general and in particular Chapter 5 of the Local Government: Municipal Systems Act (no. 32 of 2000) (RSA, 2000:s35). The strategic importance and the status of the IDP is conceptualised as:

- (a) the planning instrument which informs all decisions with regard to planning, management and development in the Municipality;
- (b) binds the Municipality in the exercise of its executive authority; and
- (c) binds all other persons to the extent that those parts of the IDP that **impose duties** or affect the rights of those persons have been passed as a **by-law** (s35 MSA, no. 32 of 2000).

The Municipality must **give effect** to its IDP and conduct its affairs in a manner which is consistent with its IDP (RSA, 2000:s36). Article 30 of the Local Government: Municipal Systems Act (no.32 of 2000) imposes the following duties unto the Executive Committee:

- (a) manage the drafting of the Municipality's IDP;
- (b) assign responsibilities in this regard to the Municipal Manager; and
- (c) submit the draft plan to the municipal Council for adoption.

These provisions define the political nature of planning within the municipal setting in particular. The Executive Committee is the political custodian of the IDP/Budget.

By embracing this year, 2011, as the year of "... **Consolidating People's Power for the National Democratic Society**" this IDP/Budget accentuates the legacy of hard work and focused performance we have built over the years or so. In the medium to long term, it is intended to create a more prosperous Fetakgomo through:

#### **(a) Creating decent work**

Largely through the LED initiatives (Community Works Programme (CWP), Expanded Public Works Programme (EPWP), we plan to create at least about 1000 jobs annually. This will contribute to the achievement of the overall national target for CPW (Community Work Programme) job opportunities of 4.5million).

**(b) Health**

We will work tirelessly to ensure that the Nchabeleng Health Centre is converted into a Hospital and promote the health of the population as the fundamental human right(s). There is evidence to suggest that we are making impressive progress in the fight against HIV/AIDS. Sekhukhune HIV epidemiological analysis shows a statistically significant decrease of 24% from 21.8% in 2008 to 16.6% in 2009. This can in turn make the life expectancy of our people better.

**(c) Education**

The 2010 matric results show the overall pass rate of over 50%. Although this is acknowledged and the education fraternity is commended, there is a lot that still need to be done in the arena of skilling our people. The underutilisation of the Sekhukhune College continues to be a cause for concern. We will continue to engage with relevant stakeholders to find a solution in this regard.

**(d) Sustainable Rural Development and land reform**

This year, on the 27<sup>th</sup> January, a substantial stride has been made-the DFA (Development Facilitation Act) approval has been granted to the Fetakgomo Local Municipality (FTM) in respect of portion 2 of the Farm Hoeraroep/515KS. The restoration of the land available for development has always been integral part of our struggle for freedom and democracy. 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). The long and short of this IDP/Budget is Sustainable Rural Development which encompasses a whole range of aspects and themes i.e community safety, basic services etc.

Through the document, we are strengthening our commitment to:

- Make Local Government Work Better for You;
- The Inclusive Agenda to Create Decent Work and Sustainable Livelihood;
- Issues of Education, Health, Rural Development, Food Security and Land Reform;
- Deliveriology (effective implementation) and Acceleration of Service Delivery; and
- The Quest to Push back the Frontiers of Poverty.

This IDP/Budget must therefore give hope to the entirety of our local citizenry that, indeed, we are hard at work to bring about a realization of the political theme of the current period, as the year of “...**Consolidating People’s Power for the National Democratic Society**”.

With All Our People, Working Together We Can Do More in Sustainable Rural Development!

By Her Worship

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The Mayor: Cllr Raesetse Elizabeth Sefala

Acronyms / Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
ANC	Antenatal Clinic
DBSA	Development Bank of Southern Africa
DDPF	District Development Planning Forum
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act
DLGH	Department of Local Government and Housing (Limpopo)
DoA	Department of Agriculture
DME	Department of Mineral and Energy
DPLG	Department of Provincial and Local Government
DWA	Department of Water Affairs
FBE	Free Basic Electricity
FBW	Free Basic Water
FIVIMS	Food Insecurity and Vulnerability Information Management System
FTM	Fetakgomo Local Municipality
GGP	Gross Geographical Product
SDM	Sekhukhune District Municipality
HIV	Human Immunodeficiency Virus
IAG	International Assemblies of God
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IDT	Independent Development Trust
IEC	Independent Electoral Commission
KPA	Key Performance Area
LED	Local Economic Development
LGDS	Limpopo Growth and Development Strategy
LIMDEV	Limpopo Development Agency
LSM	Living Standards Measure
LUMS	Land Use Management Scheme
MDG	Millennium Development Goals
MFMA	Municipal Finance Management Act
MTAS	Municipal Turn Around Strategy
MSA	Municipal Systems Act
NDA	National Development Agency
NSDP	National Spatial Development Perspective
OTP	Office of the Premier
PDPF	Provincial Development Planning Forum
PHC	Primary Health Care
PMS	Performance Management System
RAL	Roads Agency Limpopo
RDP	Reconstruction and Development Programme
SAPS	South African Police Services
SAWID	South African Women in Dialogue
SDF	Spatial Development Framework
SMME	Small, Micro and Medium Enterprise

## CHAPTER ONE INTRODUCTORY PHASE ORIENTATION AND EXECUTIVE SUMMARY

### 1.1. INTRODUCTORY ORIENTATION

Introduced in the year 2000, the Integrated Development Planning is a process through which the Fetakgomo Local Municipality (FTM) prepares a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a product of the integrated development planning process mentioned above. Thus there is a strong correlation between the plan (Integrated Development Plan) and the process that underpins it. Several recent studies define IDP as a 'principal strategic planning instrument which guides and informs all planning, budgeting, management, decision-making and development in the municipality' (see DBSA, 2009:14). The Municipality fulfils its developmental mandate through the integrated development planning. In other words the developmental trajectory (orientation) of the municipality is set out in this IDP. Integrated Development Planning can also be perceived as an approach which is aimed at involving the community to find the best solutions towards sustainable development. Although sustainable development is variously defined, the most cited definition is contained in the Report *Our Common Future* (Also known as the Brundtland Report): "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (in DBSA, 2009:10).

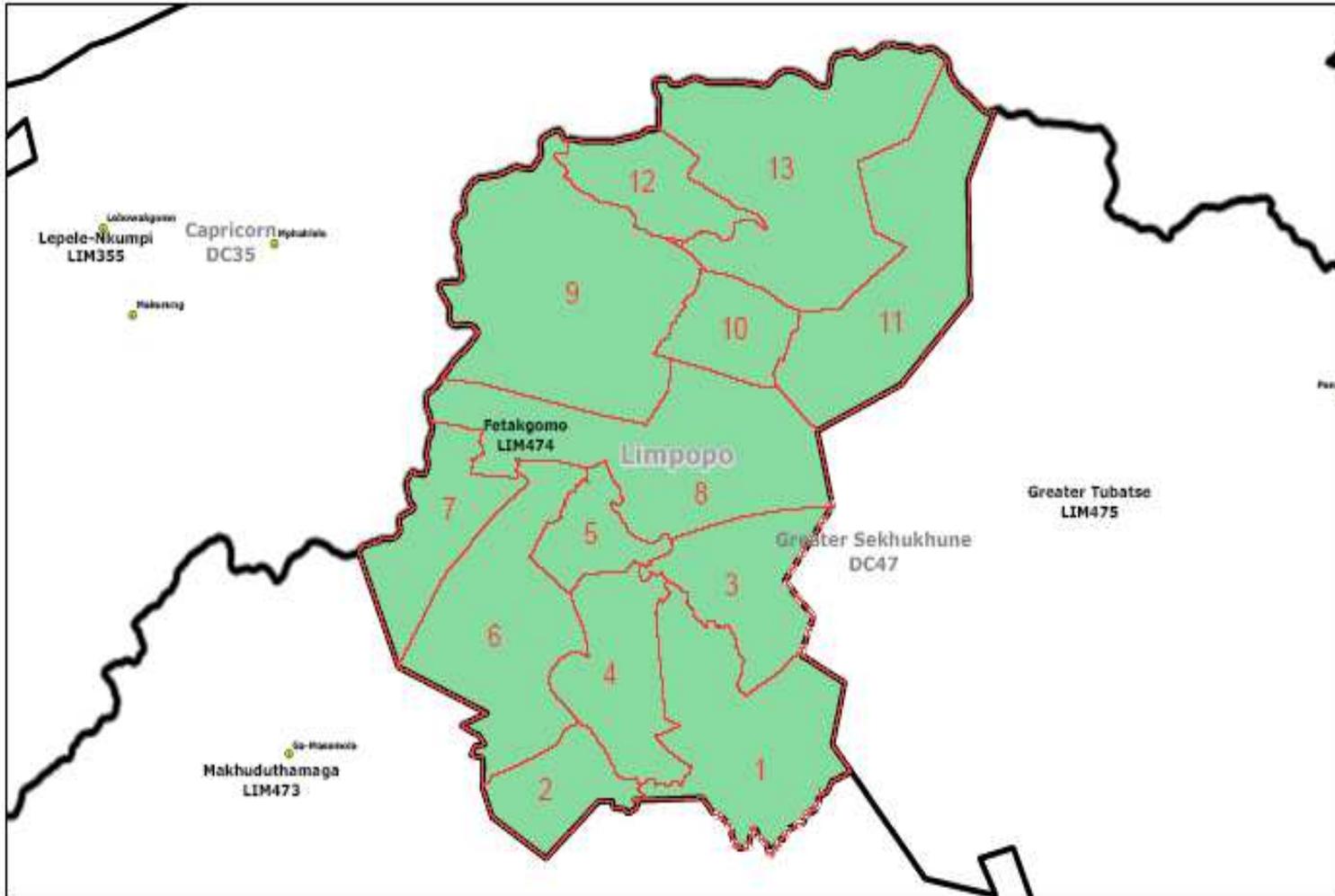
From the outset, it should be pointed out that, legally speaking, IDP supersedes all other plans that guide development at local sphere of government. There is no denying that municipalities are at the coalface of delivery and thus high expectations have been placed and linked to this sphere of government.

### 1.2. EXECUTIVE SUMMARY

#### 1.2.1. Geo-political location of Fetakgomo and identification: A Synopsis

The FTM is a Category B4 Municipality that is located within the Sekhukhune District Municipality (SDM) of the Limpopo Province. In its recent '*State of Local Government in South Africa: Overview Report*', the Department of Cooperative Governance (CoG) (2009:22) describes category B4 municipalities as those municipalities which are mainly rural, located in economically depressed areas, consequently having difficulties in attracting and retaining skilled managers/professionals and are struggling from a revenue generation perspective. As noted in the FTM's Spatial Development Framework (SDF) (2007/8), the Municipality borders Makhuduthamaga on the south, Greater Tubatse on the east and Lepelle Nkumpi Local Municipalities (situated in the Capricorn District Municipality) on the west and north. The municipal area covers **1104.745 square meters (110474.5 hectares)**, which represents 8,3% of the Sekhukhune District's total land area (13 264). The Municipality is divided into 13 wards and four nodal points, viz Atok, Apel, Mphanama and Strydkraal Node. The Municipality is completely rural in nature, dominated by traditional land ownership with a population of approximately 112, 232 people that reside in 87 settlements. The majority of these settlements are small with less than 1000 inhabitants in each. Like most rural municipalities in the country (Republic of South Africa), Fetakgomo is characterised by weak economic base, poor infrastructure, major service backlogs, dispersed human settlements and high poverty levels. The Municipality itself is also an embryonic one that is currently grappling with revenue generation and performing its functions. The spatial location and delimitation of wards are indicated in Figure (i).

Figure (i): Current Ward Delimitation in the Fetakgomo Municipal Area



Source: Municipal Demarcation Board (2008)

As an explication of the above, Figure (ii) will attempt to embody the wards' constituting villages / sections:

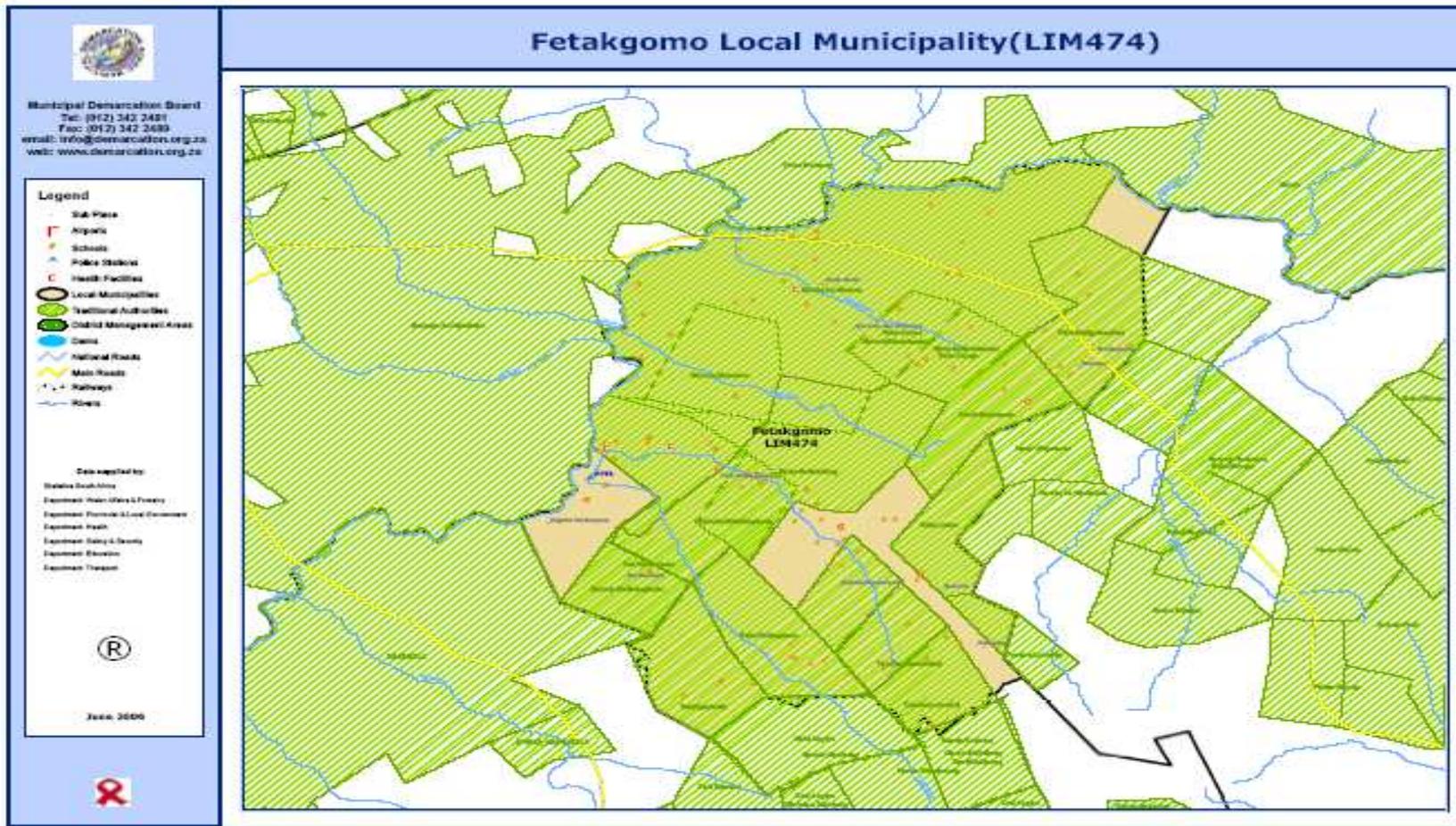
Figure (ii): Wards and Their Constituting Villages



Source: Municipal Demarcation Board (2008)

As observed previously, not all the villages are surfaced/reflected on the map. This could be attributed to the fact that some are too small and as such are subordinated in the main villages. It seems important to demonstrate the farm portions within municipal jurisdiction.

Figure (iii): Farm Portions within Fetakgomo:



Source: Municipal Demarcation Board (2008)

As an expansion of the above an overview of the wards, their constituting villages, households and nodes is presented in Table 1 below.

Table 1: Wards, Villages and Households

Ward	Names of Villages	Number of households	% of municipal total	Ward ID	Registered voters as at 2010/01/07	Node
01	Ga-Mmakwapa, Ga-Seroka, Masehleng & Phahlamanoge	2066	7%	90303001	3258	Mphanama
02	Ga-Matebane, Magabaneng, Magagamatala, Malaeneng, Matamong, Moshate, Mototolwaneng, Seleteng, & Sepakapakeng	2755	9%	90303002	3315	Mphanama
03	Ga-Phasha, Lekgwarapaneng, Maebe, Makola & Rite	2284	8%	90303003	3431	Apel
04	Ga-Mohlala, Mashilabele, Mmela, Phageng & Radingwana	1810	6%	90303004	2797	Mphanama
05	Bofala, Lerajane, Malaeneng/Sekateng, Marakwaneng, Maroteng, Matotomale/Photo, Matsimela, Mesopotamia & Tjate	2360	8%	90303005	3268	Apel
06	Debeila/Mabopo, Ditlokwe/Mokhulwane, Magotwaneng, Makgaleng, Mashung/Tlakale, Masweneng, Mmashaku, Nchabeleng & Tjebane,	2975	10%	90303006	3032	Apel
07	Apel, Matlala, Mashabela, Mooiplaats, Sekurung, Strydkraal A, Strydkraal B, Thabanaseshu & Thobehlele	2920	10%	90303007	3278	Strydkraal
08	Maisela/Mahlabaphoko, Mapodi, Mapulaneng, Mashung & Nkwana	1960	7%	90303008	3229	Apel
09	Ga-Petsa, India (Ga-Maisela), Malogeng, Malomanye, Maruping, Mashilabele, Modimolle, Mogabane, Mphaaneng & Pelangwe	1790	6%	90303009	3003	Atok
10	Manotwane & Selepe	1938	7%	90303010	2811	Atok
11	Ga-Mampa, Ledingwe/Ramallane/Sentlthano, Mosotse, Phasha-Selatole, Phashaskraal & Seokodibeng	2490	8%	90303011	3338	Atok
12	Atokia, Bogalatladi, Mashikwe, Mmabulela, Mohlahlaneng, Mogolaneng & Sefateng	2222	8%	90303012	3034	Atok
13	Mahlabeng, Mokgotho, Monametse, Mooilyk, Rostok, Shubushubung & Tjibeng	2024	7%	90303013	2742	Atok
<b>TOTAL</b>	<b>87</b>	<b>29 594</b>	<b>100%</b>	<b>N/A</b>	<b>40, 536</b>	<b>4 nodes</b>

Source: Fetakgomo Local Municipality (2010), IEC (2010) and Municipal Demarcation Board (2010)

From the supra table, it is quite evident that Wards 06 and 07 constitute significant percentage of the households in the Fetakgomo municipal area while Wards 04 and 09 account for a small proportion. In a wider analytical framework, our villages still reflect a developmental legacy of apartheid – with dispersed human settlements. This makes provision of services exorbitant.

#### 1.2.2. A synopsis on key developments, achievements and challenges besetting the Municipality

All active observers of the Municipality can attest that the FTM has generally performed a sterling work over the last five years or so. It is continued citizen participation in municipal governance that saw the FTM obtaining **position 2 (two)** during the 2008 **Provincial Vuna Awards Competition**. We became the **Winner of the Executive Mayor's Excellence Award** for 2008/9 performance year, conferred in December 2009. While the majority of municipalities in the district and elsewhere receive negative audit opinion, we are exceptional and **leading** in Limpopo, having got a **clean audit opinion** for the financial year 2009/10. This was preceded by unqualified audit opinion in two consecutive years, 2007/8 and 2008/9. This is an indicator that we have sound financial management. As a trend for good practice, the FTM undertakes to sustain this opinion. There is markedly evident commitment on the part of the FTM to consider the comments of the AG (Auditor General). It took extraordinary effort and insight to take the Municipality to where it is today. As one social political scientist Piet Human put it, "Transformation requires extraordinary effort and insight". It, indeed, took extraordinary effort and insight to bring about deliveriolyg to the local citizenry. As a historically economically depressed rural settlement, in 1994 many of our people did not have electricity, shelter, tarred roads, community halls etc.

Today, grid electrification backlog has been eradicated with the following villages currently receiving coverage Ledingwe/Sentlthane/Ramallane, Makgalanoto, Mampa and Shubushubung . Only about **12% (3848 out of 29 594)** of the households will need post connection. Indigent support is currently being provided by the Municipality to over **2 000** households for **Free Basic Electricity**. Working together with ESKOM, at the current rate of all schools in Fetakgomo have been electrified and only one school, Tswereeng Primary School (W11) is awaiting switch on. The same school is currently being renovated/rehabilitated. Also upgraded is Mankopane Primary School at Ward 06. The fact that part of the Nyaku Secondary School blocks are not switching on is still a concern. The Tlakale Primary School has made a request of converting from a billing to a prepaid electricity system. Much still needs to be done in providing facilities at schools, for example it is

found that most schools lack admin blocks. In terms of clinics progress indicates that all clinics have been electrified. In order to improve access to **health services**, additional five clinics, Phasha/Makgalanoto, Selepe, Manotwane, Mphanama, Mphanama and Phahlamanoge Clinics were built within Fetakgomo since the democratic dispensation. Many a clinics, Motsepe, Mankotsane, Nkoana, Poulos Masha, Mohlaetse, Seroka and Ikageng were upgraded and now being upgraded is Nchabeleng Clinic. As the IDP shows about five **(05) fixed clinics are strongly needed for Ward 09 (Malogeng), Ward 13 (Mooilyk), Ward 11 (Ledingwe and Seokodibeng) and Ward 07 (Ga-Matlala/Mashabela)**. Priority should be given to **Ward 09 as regards clinic construction/provision**. Key is the conversion of Health Centre into a Hospital. Moreover, health has been identified as a population priority in the aftermath of the 2009 Provincial and National Elections.

**3184** RDP houses have been completed and provided for those who did not have adequate shelter since 2001. **136 km of roads** have been surfaced to date. **8 km road** has just been surfaced (D4190 and Phase 2 of the Road between Pelangwe and India). Although **five (05) bridges**, Ga-Nkoana, Lerajane, Maroteng to Ga-Phasha, Mokgotho, Phahlamanoge bridges were constructed, **83** bridges are still required within Fetakgomo to improve mobility – for our people to access health services, education etc regardless of rain conditions. The FTM's view though is that the **Phahlamanoge bridge** constructed by the SDM is materially of substandard quality and thus its capacity need to be increased. The learners drivers' license function has been devolved to the Municipality. We are now performing this function at Grade E. The travelling of many kilometres by our people inquest of these services outside Fetakgomo is now a thing of the past. **4000** households have access to **refuse removal** services through the Food For Waste Project. We constructed and officially opened the **Civic Centre** which is now ready for utilisation. **Three (3) community halls**, Pelangwe, Seokodibeng and Mohlaetse Community Halls have been built. Fetakgomo Atok Thusong Service Centre and Mphanamana One Stop Centre are an add on to the latter. **Four (4) cemeteries**, Mphanama, Ga-Selepe, Shubushubung and Mokgotho cemeteries were fenced. Construction of the **Library** is complete and only awaiting equipments such as furniture, study material etc. **Tourism Centre** is under construction. LEDET is currently busy with the construction of portable **market stalls** near Bopedi Complex. The DoRT is also currently constructing the **Driver's License Testing Ground** (K53 Testing Station). Although there exists a need for perfect rectangular storm water drainage, the DoRT has completed a **V drain** along the road D4199 (Ward 08).

This sums up FTM's contribution to rural development and betterment of the lives of our people. Despite the recorded achievements, there is a lot that still needs to be done to eradicate the service delivery backlogs and meet our developmental goals. For example, **water** and **sanitation** backlogs are still significant challenges for the Municipality. The **Municipal Turn Around Strategy** has been developed to mitigate the identified challenges.

In the overall scheme of things, the IDP (Integrated Development Planning) played essential role in bringing about achievements reckoned above. The residents, the electorate stand at the centre of these achievements. They have contributed to our municipal body politic in a positive manner. They have participated actively in rural governance and understood three distinct but interconnected phases that involved the transformation of local government i.e **establishment phase, consolidation phase and sustainability phase**. On balance, we have performed exceptionally well in the first (establishment) and second (consolidation) phases during. The overarching challenge is the **sustainability** of the above by the Municipality. Moreover, **unsustainability of Municipalities is a contemporary recurring topic in the local government sector moving towards 2014 giving rise to proposals of reconfiguration of Municipalities** (due to revenue generation impediments among others). The Strategies Phase which is the subject of some discussion in later chapter(s) will be able to guide how the FTM should respond and by extension relate with this strategic topic. Whereas the latter remain the overarching challenge, other accompanying challenges besetting the FTM, range from demographic to financial.

From a demographic research perspective the Municipality is recording expanding population - 18% population increase, from 2001 to 2007. All demographers (population scientists/experts) concede that expanding population has obvious implications for services and deliveriology. It is estimated that approximately 86% of the people within Fetakgomo live below poverty line. There is high level of male absenteeism because of migrant work outside Fetakgomo, thereby resulting in the Municipality unable to reach her demographic dividend to the fullest. The dependency ratio is at about 61,% (68,319). This means most residents are elderly and children. Unemployment rate is high, 61,4%. This is accompanied by low levels of income. Official estimates are that 64, 233 people within Fetakgomo have no income while about 26, 218 people earn income of between R401 – R800. Over 80% of Fetakgomo households exhibit low Living Standards Measures (LSM). This situation worries this IDP most acutely.

Tourism potential in the area is currently limited by lack of facilities and poor infrastructure. Agricultural development is thwarted by limited access to markets, suppliers and market information. The drought-prone nature of the District also frustrates the emergence of successful commercial farming in the area. Future mining expansion may be hindered by land ownership patterns in the area. Very few economic sectors within Fetakgomo earn revenue from external markets. Significant money flows out of the local economy because residents make their purchases outside Fetakgomo. There are almost no supporting industries in the area, causing people to source these from Polokwane (an hour's drive away). The social services sector is the largest employer in Fetakgomo, which isn't a desirable situation. Community structures tend to reflect social service rather than entrepreneurial orientation. The demographic challenges alluded to earlier thwart economic potential.

In the social field, the Municipality is beset with low/weak educational base and high illiteracy levels. The number of people with no schooling account for 18,7% (18,412) of the population. No schooling proportion is followed by those who have some primary education. There is observed underutilisation of Sekhukhune College. Lack of hospital within Fetakgomo is a grave cause for

concern. So is inaccessibly-located clinics and poor mobile clinic services (not frequent). Poor roads and inadequate public transport hinder access to health and educational services. As with most municipalities serving predominantly rural population, the HIV/AIDS is an issue. Most social welfare pay points lack proper facilities especially water and ablution facilities. This Executive Summary proposes to reflect the stress of lack of Home Affairs Office in the municipal area. Fetakgomo has only 1 police station with no constructed building.

As part of environmental challenges, rainfall patterns in the District are highly variable, thereby disrupting agricultural production and causing related socio-economic stresses. Because of its climatic profile, the District is currently susceptible to both the El Niño and La Niña phenomena. Variations in climate exacerbate the water shortage problem (deficit) which is already a key developmental constraint in the area. In evaluating spatial challenges, the most compelling constraint to development in Fetakgomo is the fact that almost all land (99%) is owned by traditional authorities. This deters potential investors, who would need some form of property guarantee. Unresolved land claims, dual land use management systems and other factors all contribute to the immense spatial challenges facing this area. Unresolved land claims tend to impede socio-economic development in the area. The area's dispersed rural settlements make infrastructure provision expensive (exorbitant). Residential development is chaotic, largely because there is inadequate coordination between the Municipality, the Department of Local Government and Housing and the traditional authorities. Unauthorised land allocation or extension of the allocated site by the residents is also a development planning challenge. The table below illustrates quantitative summation of service delivery backlogs:

Table 2: Illustration on service delivery backlogs

Service level/standard	% of service distribution and accessibility		Current backlogs	Comments
	Census 2001	Community Survey 2007		
<b>Electricity</b>				
			<b>12%</b> (i.e <b>3 647</b> ) households need post connection	The MDG target that all households be electrified in 2012 will be attained. Grid backlog has been eradicated.
<b>Housing</b>				
Brick structure	79.1	90	<b>3 484</b> families/persons are on the RDP waiting list	The national target for all citizens to have adequate housing is 2024. The pace at which RDP housing is moving coupled with incomplete and poorly (substandard quality) constructed RDP houses makes it difficult to confidently forecast that housing target can be achieved in Fetakgomo by 2024. Should the trend continue underachievement of the target can be foretold/predicted.
Traditional dwellings	14.3	5		
Rooms in Backyard	1.0	0.7		
Hostel	-	0.7		
<b>Refuse Removal</b>				
Removed by local authority at least once a week	2.3	6.9	<b>82%</b> (i.e <b>24 267</b> ) households do not have access to formal refuse removal Services	There are currently <b>4000</b> (i.e <b>14%</b> ) households that access the refuse removal service through the Food for waste project
Communal refuse dump	0.7	0.9		
Own refuse dump	76.6	87,5		
No refuse dump	20.4	4.8		
<b>Water</b>				
Piped water inside the yard/dwelling	12.5	9.5	<b>43%</b> ( <b>12, 668</b> ) of households do not have access to water within 200 meters. Nearly <b>60%</b> (i.e <b>50</b> ) of the villages are affected in this regard. Yard connection backlog is <b>89%</b> (i.e <b>26 280</b> households)	There are about <b>3</b> complete water projects in the municipal area but their completion does not translate into access to water by communities due to leakages that resulted from poor workmanship. Number of villages receiving water through tankering is estimated at <b>22</b> . The national <b>target</b> was to eradicate all water supply backlogs by 2008 which was evidently not met. It will take another 5 or 6 years (i.e 2016/2017) before all households have access to water within 200 meters.
Communal stand pipe	45.8	53.6		
Borehole	9.1	5.7		
Spring, dam and stream	27.8	24.6		
Water vendor/tinkering	0.3	8.1		
Rain water	0.3	3.2		
<b>Sanitation</b>				
Flush toilets	2.9	4.7	Sanitation backlog is nearly <b>90%</b> (i.e <b>25 895</b> ) of households.	The MDG target that all households to have decent sanitation by 2010 remained a wish. As a <b>step change</b> , the service authority (SDM) should <b>focus not on one/same Ward in the supply/provision of sanitary facilities</b> . This escalates
Dry toilet facilities	-	1.1		
Chemical	0.9	16.7		

VIP	7.3	69.7		rather than reduce the backlog
Simple ( pit toilets without ventilation)	62.0	-		
Bucket latrine	0.5	-		
None	26.3	8.0		
<b>Roads</b>				
National		40 km	-	40 km surfaced
Provincial		110 km	<b>33 km</b>	73 km surfaced.
Local		185 km (see SDM Road Master Plan)	<b>162 km</b>	23 km surfaced.
Storm water drainage			Eighty three ( <b>83</b> ) bridges are needed. Storm water backlog is generally huge.	All gravel roads have no storm water drainage – only a few of the tarred road have.
Public transport			Public transport backlog exists	There is lack of public transport from Phageng to Jane Furse, from Jane Furse to Phageng and from Moralele section (Ga-radingwana, Ward 4) to Jane Furse. Mphanama to Bopedi Complex, Health Centre (W6) and Ga- Mampa (W11). Communities use private transport in villages such as these where the taxi industry does not operate or is insufficient. This is risky to commuters.
<b>Communication</b>				
			Over <b>80%</b> ( <b>23 971</b> ) of households have no telephones	Wards 1, 5 and 7 have no postal services. Widespread poor network coverage (cell phone & Tv). Wards 5,7,8, 9 & 11 need Cell phone network towers while wards 10,11 and 13 need TV reception.

Source: Stats SA, Community Survey 2007, Census 2001 and FTM 2010

In addition to the above, the FTM has several institutional challenges, for example, limited office space, the Municipality's ability to attract and retain skilled staff is limited – a situation that isn't desirable. There are limited financial resources to sustain transportation of ward committees and communities. The FTM does not perform basic service functions like water, sanitation, roads and electricity from which it could charge service fees for. The Municipality is also unable to levy property rates in its area. As a result, most of the key sources of municipal income are not available to this Municipality. This has manifested itself in a number of financial challenges, inter alia: the Municipality cannot generate sufficient revenue – and the income from service charges, property rates, etc is limited because of the earlier stated situation of Fetakgomo. Chapter two (Analysis Phase) of this IDP provides a deep, rigorous analysis of these challenges.

### 1.2.3. Opportunities offered by the Municipality: a synopsis

Among other opportunities offered by the FTM include: (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.

### 1.2.4. Improving the state of the affairs: a synopsis

In order to improve the situation painted above, the Municipality is embarking on the implementable revenue opportunities, inter alia, bill boards, valuation roll, office lease as well as traffic functions. The Municipality will develop strategies in chapter three of this IDP as a mitigation which include: the need to negotiate with DLGH for provision of housing units, facilitate extension of bulk water to new areas @ 5km per annum, facilitate reticulation of water to villages, facilitate the increase of yard connections, to facilitate for provision of basic level sanitation infrastructure to households in the Municipality by negotiating with the DLGH and SDM for provision of adequate units. To facilitate provision of post connection electricity to needling households. Engage SDM and DoRT in prioritising strategic roads, identification and location of all municipal roads in the provincial data base. To facilitate the creation of **1000** jobs annually. Ensure the implementation of tourism plan. Mobilise resources to establish small scale industries linked to mining. Mobilise resources to establish small scale industries linked to mining. Improve on human resource capacity building. Strengthen support model for ward committees and improve municipal wide communications.

Further to the foregoing, the MTAS (Municipal Turn Around Strategy) has been developed to mitigate the stated challenges. A roll out of the MTAS commenced on the 10<sup>th</sup> February 2010. FTM had a two days Workshop on MTAS from the 8<sup>th</sup>-9<sup>th</sup> March 2010 where councillors, CDWs, Ward Committees, sector departments, business community and other stakeholders were participated. After the adoption by the Council, SC 25/10, it (MTAS) was placed on the municipal website for public viewing and comment along with the IDP/Budget. The MTAS flags two worrying points: (i) inadequate institutional capacity hampering the achievement of municipal objectives and (ii) ineffective functioning of the IGR (Intergovernmental Relations) structures which negatively impact on the institutional performance. According to the Department of Co-operative Governance, the MTAS seeks to, among others, rebuild public trust in local government and restore confidence, thereby, enabling municipalities to meet basic needs of the communities, improve functionality, performance and professionalism, strengthen partnership between local government, communities and civil society, build responsive & accountable local government etc.

#### 1.2.5 To be expected from the Fetakgomo Local Municipality over the next five years

Over the next five years the FTM plans to:  
Over the next five years or so, the FTM plans to:

Priority Area	Development Priorities and Objectives	Key Performance Indicators	Baseline	Target
1. Access to basic services	1. To facilitate for basic services delivery and infrastructural development / investment	% of households with access to basic level water	57% of households	100% by 2014
		% of households with access to basic level sanitation	12% of households	100% by 2014
		% of households with access to housing	88% of households	100% by 2024
		% of villages with access to grid electricity	100%	100% by 2012
		% of households earning less than R1,100 per month with access to free basic services	55% claim FBE while 81% configured	100%
		Tarred roads km	136 km	130 km by 2015
		% of roads maintenance	New indicator	100% by 2015
		Number of bridges constructed	5 bridges	15 bridges by 2015
		% of households with access to refuse removal	14% of households	75% by 2014
		Number of cell phone network towers / stations	9	8 by 2015
2. Spatial Rationale	5. To promote integrated human settlement and agrarian reform	% of land owned by the FTM	0,06% (64 ha)	0.6% (614.2 ha)
3. Job Creation	1. To promote local economic development in the Fetakgomo municipal area	Number of jobs created through LED initiatives including capital projects	1286 (as at end of 2 <sup>nd</sup> quarter i.e Dec 2010)	Reduce unemployment by 2014 (i.e at least creation of 1000 jobs annually)
		Number of wards where CWP is implemented	13 wards	2 wards by 2014
4. Financial Viability	To lift revenue base of the FTM	% growth in revenue collected by the FTM as a percentage of projected revenue target	8%	28%
		% of generation of own revenue	14%	25% own revenue by 2015
		% of the FTM's capital budget actually spent on capital projects on annual basis	70%	100%
		Audit Opinion	Clean Audit Opinion for 2009/10 F/Y	Sustain Operation Clean Audit by 2014
5. Organisational Development	3. To build FTM's capacity by way of raising institutional efficiency, effectiveness and competency	MEC Comment on the FTM's IDP Content Assessment	High credibility rating for 2010/11 IDP	Sustain high IDP credibility rating by MEC
		% of powers and functions performed by the FTM	29%	37% of performance of functions by 2015 (i.e inclusion of trade

				regulation, water provision & roads functions)
6. Good Governance	4. To enhance good governance and public participation	Number of municipal public participation sessions held annually	12	12 public participation sessions annually (incl. nodal & sectoral)
		Number of community meetings convened annually per ward	4	4
		% of functional ward committees	100%	100%
		Number of ward committee management meetings held annually	12	12
		% attendance of ward committee meetings by members	80%	90%
		Number of newsletters produced annually	4	4 newsletters annually

The above priorities position the Municipality to respond to the 2009 political electoral mandate which stresses (1) decent work and sustainable livelihoods, (2) education and skills development, (3) health care, (4) rural development and food security and (5) fighting crime (building cohesive and sustainable communities). The priorities also aim at achieving the Five Year Local Government Strategic Agenda, viz, municipal institutional transformation and organisational development, basic services delivery, local economic development, municipal financial viability, good governance and public participation. Critical is also the issue of HIV/AIDS as well as spatial rationale.

The development of this 5 years IDP/Budget is guided by **Outcome 09**: “A responsive, accountable, effective and efficient local government system” which has seven (07) outputs: Output 1: Implement differentiated approach to municipal planning, Output 2: Improving access to basic services, Output 3: Implementation of the Community Work Programme, Output 4: Actions supportive of the human settlement outcome, Output 5: Deepen democracy through a refined Ward Committee model, Output 6: Administrative & financial capability and Output 7: Single widow of co-ordination.

To achieve the above, projects are identified in the Project Phase of this IDP.

As a logical development of argumentation, the vision (vision 2050) of the FTM is set as follows: “A Viable Municipality in Sustainable Rural Development”. This vision builds on and at the same time contributes to the attainment of the country, South Africa’s vision – “A Better Life For All”. The Municipality’s mission statement is as follows: ‘To provide integrated services in enabled environment for growth and development’.

#### 1.2.6. Policy and Legal Contexts of the IDP

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 (1998), Local Government: Municipal Structures Act (1998), Local Government: Municipal Systems Act (2000), Local Government: Municipal Finance Management Act (2003), Municipal Property Rates Act (2004), Improving Government Performance: Our Approach (2009), Employment Equity Act (2004), Skills Development Act, White Paper on Spatial Planning and Land Use Management, Development Facilitation Act (1995), Restitution of Land Rights Act (1994), Disaster Management Act (2002), 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, Inter-Governmental Relations Framework Act (2005), Electricity Regulation Act (2006), The National Youth Development Agency Act (2008), The Reconstruction and Development Programme, The Growth, Employment and Redistribution Programme (1996), The Accelerated Shared Growth Initiative –South Africa (ASGISA), Domestic Tourism Strategy (2004-2007), National Spatial Development Perspective, Provincial Growth and Development Strategy, Sekhukhune District Municipality’s IDP, Integrated Sustainable Rural Development Strategy (November 2000), The National Housing Code (March 2000), Industrial Strategy for RSA (May 2001), HIV/AIDS/STD Strategic Plan for SA (2000-2005) (February 2000), National 10-point Plan of Action for Welfare and Development (incl. National Plan of Action for Children), National Youth Plan, 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 the FTM’s IDP indicates alignment to national and provincial planning contexts.

## Fetakgomo Within the National and Provincial Planning Contexts: A Synopsis

South Africa displays what could be called a “top-down, and, at the same time, bottom-up” process of development planning. This IDP envisages incorporating general assumptions underpinning the National Spatial Development Perspective (NSDP). Utilising the NSDP as an instrument for planning is a policy imperative and integral part of municipal integrated development planning, in addition of promoting convergence of government’s commitments and actions. The NSDP is a planning document that undertakes multidimensional analysis of the space economy of the country, with a view of providing a greater clarity and understanding about poverty, economy, environment and migration trends from a spatial point of view. Thus, its ultimate purpose (within the South African setting) is to re-configure apartheid spatial relations. Analysis reveals that the NSDP answers three fundamental planning questions – (1) if government were to prioritise investment where would it invest/spend, (2) what kinds of spatial arrangements are convenient for the attainment of nation-building, social and economic inclusion goal, and (3) how can government facilitate decision making to establish processes and mechanisms that will bring about strategic co-ordination, interaction and alignment? While recognising that each sphere of government has its own development tasks, the NSDP establish four intergovernmental planning principles of which three are accentuated, viz: (a) the NSDP guidelines and principles should inform planning for development in all spheres; (b) IDP should reflect the convergence of government commitment and actions within the municipal area and outcomes of alignment; and (c) the necessary mutual alignment between national principles/guidelines, sectoral planning requirements (standards, provincial strategies) and local needs, conditions and resources, must be conducted in the spirit of co-operative governance whereby the plans of one sphere should support those of others (The Presidency, 2006:12-14).

Viewed in this light, the NSDP 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. This IDP embraces methodological and planning paradigms embedded in the NSDP and as a matter of policy and the Limpopo Employment Growth and Development Plan (LEGDP) which sets out a development trajectory for the province as a whole.

### The Limpopo Employment Growth and Development Plan (LEGDP)

The Limpopo Employment Growth and Development Plan (LEGDP) is an official directive for development planning in the Province of Limpopo for the planning period 2009-2014. The thrust of the plan is to identify areas of economic significance or unlock competitive sectors of development, with five specific objectives reassembled below:

- objective 1: create decent work and sustainable livelihoods by way of competitive industrial cluster promotion, infrastructure construction, and various national development programmes;
- objective 2: improve the quality of life of citizens through effective education (including skills development), reliable health care, alert policing, comfortable housing, social grants and sport, with specific emphasis on their own participation in these processes;
- objective 3: promote rural development, food security and land reform in order to spread the benefits of economic growth beyond the urban areas;
- objective 4: raise the effectiveness and efficiency of the developmental state by way of effective organisation structuring and recruiting, targeted training and the building of a culture of service and responsibility, integrated development management, and cooperation between all organisations in the development process;
- objective 5: give specific attention (and allocate sufficient resources) to high-priority challenges of regional cooperation, sustainable development and climate change, black economic empowerment, the informal economy and innovation (see Limpopo Provincial Government, 2009-2014:19 for detailed exposition).

### 1.2.7. Amenable Powers and Functions

From a quantitative analytical procedure , the FTM performs **29% (11 out of 38)** of the powers and functions amenable to municipal government in terms of the Constitution (RSA, 1996), viz: Municipal planning; Cemeteries; Building regulations; Refuse removal; Local tourism; Public facilities; Vehicle licensing and registration; Learners’ drivers Licensing; Billboards & advertising; Street lighting; and Local sports facilities. These functions are performed by the Municipality in the context of this IDP. IDP is the document of all sectors (i.e community, government departments, private sector etc) and not just of the municipal officials and councillors. Community organisations can contribute towards the achievement of developmental objectives. The table next is devoted to community structures.

1.2.8. Community structures

Table 3: Community Structures

Ward	Type	Current activities	Status	Contact details
01	Kiba	Maaparathakga	CBO	072 570 2833
	CPF	Safety issues	NPO	071 1930 077
	SANCO	Community issues	NPO	072 539 6303
	Lemamo Traditional Dance	Traditional dance	NPO	
	Bana Ba Nkwe	Traditional dance	NPO	
	Home Base Care	Care for patients	NPO	082 595 0902
02	Mantshatlala Fibre Project	Produces Mat & baskets	NPO	082 592 9289
	Home Based Care	Care for patients	NPO	082 813 1705
	Mphanama Bakery	Produces bread	Cc	072 038 6097
	Mapuwe Gardening	Produces vegetable	Cc	076 537 7788
	Moroba Disabled Centre	Produces flowers, needle work & baskets	NPO	073 263 0161
	CPF	Safety issues	NPO	076 140 5197
	TCE	Guides people concerning HIV/AIDS	NPO	073 2755 895
	Khommanani	Door-To-Door Health Talk	NPO	072 822 8205
03	Awake & Rise Home Based Care	Care for patients	NPO	0714416324
	Bophelong Environmental Project	Vegetable	NPO	
	Baroka Ba Phala Brick Making & Gardening		NPO	
	Batlou Gardening		NPO	
	CPF	Patrol the village	NPO	
04	Ikageng Home-Based Care Group	Provision of health services. Awareness of Sexually Transmitted Diseases.	NPO	Lizzy: 076 369 5570
	Ga-Radingwana Agricultural Cooperative	Crop production	CBO	072 570 9081
	Mpepu Self-Help Project	Poultry, vegetables & nursery	CBO	
05	Home-Based Care	Care for patients	NPO	076 024 5875
	Ditlokwe Farming Project			
	CPF (Thibela Bosenyi)	Crime prevention	NPO	
	Bodulathoko Poultry Project	Poultry		
06	Community Policing Forum	Crime prevention	NPO	015 622 0101
	Home-Based Care (Itshepeng)	Care for patients	NPO	073 265 1160
	Fetakgomo Farming Project			
	Lawrence Phokanoka Drop in Centre	Care for Orphans and vulnerable children	NPO	
	Nchabeleng Youth Co-operative		NPO	
	Phela o Phedishe	Care for Patients	NPO	0723564690
07	Youth Forum	Fighting crime	NPO/CBO	072 529 4463
	CPF	Fighting crime	NPO	073 016 2412
	Gosebo Home-Based Care	Care for patients	NPO	079 850 7710
	Aganang	Produce vegetables		072 930 3191
	Lapa la Hunadi	Looks after aging population		072 930 3191
	Rural Women Association	Produce vegetables & selling of chicken		076 7474 070
	Mante Vegetable Project	Selling of chicken & vegetables		079 742 5052
	Fanang Diatla HBC	Care for patients	NPO	
	Ikageng	Produce vegetables		082 975 5202

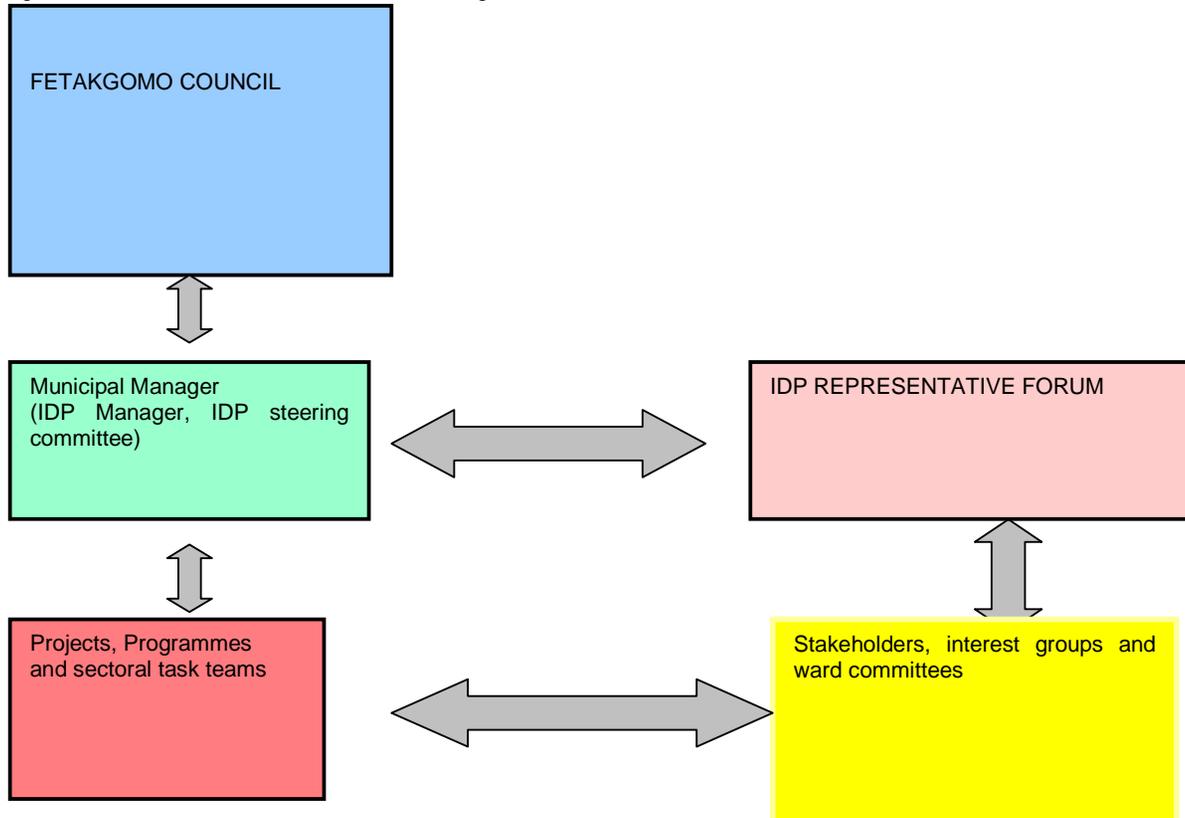
Ward	Type	Current activities	Status	Contact details
	Ditshilwaneng Farmers Primary Cooperative	Poultry & Vegetables		076 965 5087
	Mankotsane Financial Service	Finance service		076 496 8763
	R W A	Agriculture & youth development		
	Ngwanamante	Women's club		
	Lapa ga leje le lengwe Multipurpose Centre			072 673 6629
08	Makgale Project	Make flowers, vegetables & chicken selling	NGO	079 874 3612
	Home-Based Care	Care for patients	NPO	076 646 3631
	Modulathoko	Make vegetables & chicken selling	NPO	078 257 5973
	Home Base Care (Phafogang, Itlhopeng & Itekeng)	Care for patients	NPO	
	Rural Women Association	Garden & sewing	NGO	076 646 3631
	Dikhulong Nkoana Youth Project	Dancing & vegetable making	NGO	072 877 7538
09	Emang Baswa Poultry & Vegetable Project	Ploughing (with involvement of Dept of Agriculture)	NPO	076 670 2682/079 6185122
	Phagamang Womens Club	Ploughing, Vegetables	NPO	074 251 8962
	Pension Volunteer	Data unclear	NPO	076 032 1945
	Water Committee	Attending to water related issues	CBO	076 437 7206
	5 CPFs	Crime prevention	NPO	0828396039 / 0828669881 / 0767701015 / 0828429886
10	CPF	Crime prevention	NPO	07967688854
	Home Based Care	Care for patients	NPO	0728409028
11	Sewing project	Sewing clothes	NPO	N/A
	Bakery	Data unclear	NPO	073 535 9976
	Poultry	Data unclear	NPO	Lucas Mphoka
	Motswadibeng Home Bearers	Care for patients	CBO	0763580749
	Farming & Garden	Farming & garden	NPO	N/A
12	Home-Based Care	Care for patients	NPO	073 237 8362
	CPF	Crime prevention		
	Khomanani	Door-To-Door Health Talk	NPO	073 862 5903
13	Private	Home-Based Care	Operating	Nancy Maphakane
	Motswadibeng Home Base Care			
	Tjibeng Garden	Vegetable	CBO	

Source: Fetakgomo Local Municipality, 2009.

It is apparent from the above table that most of the community structures that exist within Fetakgomo have a predominantly social service orientation rather than entrepreneurial orientation. While this finding is broadly acknowledged, a paradigm shift towards entrepreneurial initiatives is articulated in this chapter/research. This points to the need for creation of projects which have potential economic growth. The level of organizing and initiating capacity of our communities needs to be raised. A failure may lead to a scenario where the stipends received by some of these structures become a permanent feature thereby increasing a dependency ratio which is already reaching alarming proportions within Fetakgomo. There is a school of thought that argues that the low levels and or lack of entrepreneurial thinking is the result of low literacy levels. This perspective appears to take hold within the specificity context of Fetakgomo. The lack of community structures with entrepreneurial focus, then validates our earlier formulated hypothesis.

### 1.2.9. IDP/Budget Structures

Diagram 1: The IDP Institutional Context of Fetakgomo:



The arrows in the diagram above, indicate the flow of information and communication as regards the Integrated Development Planning. As an expansion of the above, the table next deals with role clarification and distribution of responsibilities of structures in the IDP scenario.

1.2.9.1. Distribution of Roles and Responsibilities: A brief stakeholder analysis

Table 4: Distribution of Roles and Responsibilities of Stakeholders in the IDP Scenario

Stakeholders	Roles and responsibilities
Fetakgomo Local Municipal Council	<ul style="list-style-type: none"> <li>Prepare process plan for IDP Revision</li> <li>Undertake the overall management, coordination and monitoring of the process as well as the drafting of the local IDP</li> <li>Approve IDP within the agreed framework</li> <li>Submit necessary documentation on each phase of the IDP to the District</li> <li>Ensure participatory planning that is strategic and implementation oriented</li> </ul>
SDM	<ul style="list-style-type: none"> <li>Compile IDP framework for whole district</li> <li>Ensure alignment of IDPs in the District</li> <li>Prepare joint strategy workshops with local municipalities, provincial &amp; national role players &amp; other subject matter specialists.</li> </ul>
Office of the Premier (OTP)	<ul style="list-style-type: none"> <li>Ensure Medium Term Frameworks and Strategic Plans of Provincial Sector Departments consider IDPs</li> <li>Support and monitor DLGH's alignment responsibilities</li> <li>Intervene where there is a performance problem of provincial departments</li> <li>Investigates issues of non-performance of provincial government as may be submitted by any municipality</li> </ul>
DLGH	<ul style="list-style-type: none"> <li>Ensure horizontal alignment of IDPs of various municipalities</li> <li>Ensure vertical/sector alignment between provincial sector departments/provincial strategic plans and IDP process at local level</li> <li>Ensure alignment between provincial departments and designated parastatals</li> </ul>
Sector Departments	<ul style="list-style-type: none"> <li>Identify an IDP Coordinator in the Sector Department (a consistent, knowledgeable person and responsible for all IDP related issues in the Department)</li> <li>Contribute technical knowledge, ideas and sector expertise to the formulation of municipal strategies, projects and sector plans</li> <li>Actively participate in the various Task Teams established for IDP process</li> <li>Provide departmental operational and capital budgetary information</li> </ul>
IGR structures (Fetakgomo IGR Forum, IDP Rep Forum, IDP Managers' Forum, PDPF, DDPF)	<ul style="list-style-type: none"> <li>Provide dialogue between sectors for holistic infrastructure development</li> <li>Promote inter-governmental dialogue to agree on shared priorities &amp; interventions</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>Participate in the formulation of the plan</li> <li>Submit their projects in the IDP of the municipality</li> <li>Provide information on the opportunities that the communities may have in their industry</li> </ul>
Other Stakeholders	<ul style="list-style-type: none"> <li>Interest groups such as Magoshi, CBOs, NGOs, Organisations for youth, women and people with disability, tertiary and research institutions may be involved in the local IDP Representative Forum. Aim is to consult with and respond to various interests of the community</li> </ul>
Communities	<ul style="list-style-type: none"> <li>Identify and prioritise needs</li> <li>Discuss and comment on the draft IDP review</li> <li>Monitor performance in the implementation of the IDP Review</li> <li>Participate in the IDP Representative Forum</li> </ul>
Ward Committees	<ul style="list-style-type: none"> <li>Articulate the community needs</li> <li>Participate in the community consultation meetings</li> <li>Help in the collection of the needed data/research</li> </ul>
Community Development Workers	<ul style="list-style-type: none"> <li>Help in the generation of the required data, thereby providing requisite support to Ward Committees</li> </ul>

Preparatory data for 2011/12-2015/16 IDP/Budget will be the subject of the next section.

1.2.10 IDP/Budget Process For 2011/12 – 2015/16

Preparatory phase commenced with the process plan. The table below tells a story of the process plan.

Table 5: IDP/Budget Process for the 2011/2012 – 2015/2016

MONTH	ACTIVITY	Target date
<b>PREPARATORY PHASE</b>		
July 2010	Review of previous year's IDP/Budget process, MTEF included. EXCO provides political guidance over the budget process and priorities that must inform preparations of the budget. Compilation of updated ward based data. IDP/Budget steering committee meeting Consultations with established committees and consultative forums.	July 2010
August 2010	Ward-to-Ward based data collection Collate information from ward based data Submit AFS (Annual Financial Statement) for 2009/10 to AG Submit Process plan for 2011/12-2015/16 to Council if there are changes to this one	August 2010
<b>ANALYSIS PHASE</b>		
September 2010	Council determines strategic objectives for service delivery through IDP review processes and the development of the next 5 year budget (including review of sector departments plans). Determine revenue projections and proposed tariffs and draft initial allocations per function and department for 2011/12 financial year. Consult with provincial and national sector departments on sector specific programmes for alignment (schools, libraries, clinics, water, electricity, roads, etc). Finalize ward based data compilation for verification in December 2010. Update council structures on updated data	September 2010
<b>STRATEGIES PHASE</b>		
October 2010	Quarterly (1 <sup>st</sup> ) review of 2010/11 budget/IDP, related policies, amendments (if necessary), any related consultative process Begin preliminary preparations on proposed budget for 2011/12 -2015/16 IDP/Budget with consideration being given to partial performance of 2010/11.	October 2010
<b>PROJECTS PHASE</b>		
November 2010	Confirm IDP projects with district and sector departments. Engage with Sector departments strategic session to test feasibility of attendance to planned sessions. Review and effect changes on initial draft IDP.	November 2010

INTEGRATION PHASE		
December 2010	Review budget performance and prepare for adjustment. Consolidated Analysis Phase to be ready.	December 2010
January 2011	Mid year performance review (2 <sup>nd</sup> ), review of IDP/Budget, related policies and consultative process. Table Draft 2009/10 Annual Report to Council. Submit Draft Annual Report to Auditor General, Provincial Treasury & Dept of Local Government & Housing. Publish Draft Annual Report . Prepare oversight report for the 2009/10 financial year. Table budget adjustment (if necessary).	January 2011
February 2011	Submission of draft budget/ IDP for the next 5 years to Management Submission of draft budget/ IDP and plans to portfolio committees. Submission of draft budget/ IDP to EXCO.	February 2011
March 2011	Council considers the proposed IDP/budget for the next 5 years (2011/12 – 2015/16). Publish the 5 year (2011/12 -2015/16) Draft IDP/Budget for public comments. Adoption of oversight report for 2009/10.	March 2011
APPROVAL PHASE		
April 2011	Submit 2011/12 -2015/16 Draft IDP/Budget to the National Treasury, Provincial Treasury, DLGH & GSDM. Quarterly (3 <sup>rd</sup> ) review of 2009/10 budget/IDP and related policies' amendment (if necessary) and related consultative process. Consultation with National and Provincial Treasury, community participation and stakeholder consultation. Submission of Draft IDP/Budget for 5 years (2011/12 -2015/16) to Council structures with all submissions emanating from the consultative process and taking into account 3 <sup>rd</sup> quarter review of the current year.	April 2011
May 2011	Submission of Draft IDP/Budget for 5 years (2011/12 -2015/16) to the Council for approval. Prepare SDBIP for 2011/2012. Develop Performance Agreements (Performance Plans) of MM, Senior Managers & Middle Managers for 2011/12 performance year.	May 2011
June 2011	Submission of the SDBIP to the Mayor. Submission of final performance agreement to the Mayor.	June 2011

As is customary, three nodal public participation sessions were held in order to receive and synthesise community input into this IDP/Budget. The sessions took place on the 12<sup>th</sup>/10/2010 for the Atok Node, 18<sup>th</sup> /10/2010 for Mphanama Node and 26<sup>th</sup> /10/2010 for Apel and Strydkraal Nodes. The IDP Steering Committee, IDP REP FORUM (held on 13/12/2010), Strategic Planning Sessions (held on the 16<sup>th</sup> -17<sup>th</sup> November 2010 and 18<sup>th</sup>- 21<sup>st</sup> January 2011), data from the questionnaires submitted by the wards, one-to-one interview studies with the ward councillors and myriad of alignment meetings helped a great deal in documenting this IDP/Budget.

#### 1.2.11. Trend Analysis of the MEC For Local Government and Housing's Content Assessment of the FTM's IDP/Budget over two years

The MEC is an active observer and comments and observations are considered and help a great deal in informing the development of this IDP/Budget.

Table 6: Trend Analysis of MEC Opinion of FTM's IDP/Budget Content Assessment Over the Last Four Years

2007/08	2008/09	2009/10	2010/11	2011/12-2015/16 Target
Low	Medium	High	High	High credibility rating

The overarching opinion of the MEC during the 2010/11 IDP/Budget assessment was that the FTM should maintain the status quo i.e. high credibility rating. The target set in the table above indicates the extent of the FTM's consideration to the MEC's comments.

The chapter next comes to grips with the situational analysis.

**CHAPTER TWO  
ANALYSIS PHASE: A SITUATIONAL ANALYSIS**

**2.1. DEMOGRAPHIC PARAMETERS (CONTEXTS)**

This section deals with demographic parameters (contexts) of Fetakgomo

**2.1.1. Population figures**

The most recent survey, 2007, finds the Fetakgomo's population at about 112, 232 (Statistics South Africa, Community Survey 2007) while in 2001 the population was estimated to be 92,083 (Statistics South Africa, Census 2001).

Table 7: Disaggregation of Fetakgomo's Population By Age and Gender Distribution (2007)

Age	Male	%	Female	%	Total
0 – 4	6,632	5,9%	6,706	6%	13,337
5 – 9	6,966	6,2%	7,032	6,3%	13,998
10 – 14	8,706	7,8%	8,446	7,5%	17,152
15 – 19	7,634	6,8%	7,197	6,4%	14,831
20 – 24	4,286	3,8%	5,378	4,8%	9,664
25 – 29	2,703	2,4%	3,189	2,8%	5,893
30 – 34	2,569	2,3%	3,209	2,9%	5,779
35 – 39	1,717	1,5%	3,408	3%	5,125
40 – 44	1,412	1,3%	3,224	2,9%	4,636
45 – 49	1,603	1,4%	2,170	1,9%	3,773
50 – 54	1,229	1,1%	2,358	2,1%	3,657
55 – 59	1,171	1%	1,948	1,7%	3,119
60 – 64	718	0,6%	1,549	1,4%	2,266
65 – 69	1,557	1,4%	1,789	1,6%	3,347
70 – 74	781	0,7%	1,250	1,1%	2,031
75 – 79	628	0,6%	1,094	1%	1,722
80 – 84	137	0,1%	345	0,3%	482
85+	417	0,4%	1,003	1%	1,419
<b>Total</b>	<b>50,937</b>		<b>61,295</b>		<b>112, 232</b>
<b>Percentage</b>	<b>45,4%</b>		<b>54,6%</b>		<b>100%</b>

Source: Statistics South Africa, 2007.

In absence of reliable migration, mortality and natality data, the findings of Statistics South Africa (Community Survey 2007) will be used to undertake demographic analysis of Fetakgomo. The needs of focus groups, viz, youth who represents +/- 48% of the population, women who constitute 54,6% of the population and the people with disability who represent about 4% of the population will be articulated in later section which deals with good governance and public participation. The table below limits itself, for instance, to the number of people with disabilities within Fetakgomo.

Table 8: People With Disabilities Within Fetakgomo

Disability	2007
Sight	897
Hearing	565
Communication	196
Physical	916

Intellectual	462
Emotional	775
Multiple disabilities	588
Total	4399

Source: Statistics South Africa, 2007

The majority of disabilities relate to sight, hearing and physical impairment. It is worth-mentioning that a social facility for people with disability exists at Ward 11.

#### 2.1.2. Employment profile

Table 9 illustrates the employment profile of the Fetakgomo population.

Table 9: Employment profile for Fetakgomo

Persons	2007	% of district total	2001
Employed	7,236 (39%)	2,8%	4,856 (32%)
Unemployed	11,506 (61%)	4,6%	10,455 (68%)
Non-economically active	-	-	33,382
Total labour force	18,742	3,7%	15,311

Source: Statistics South Africa, 2001 and 2007.

#### 2.1.3 Income levels

Table 10 reveals income levels within Fetakgomo.

Table 10: Income Levels

Amount	Persons weighted
No income	64, 233
R1 - R400	26, 218
R401 – R800	1, 905
R801 – R1, 600	13, 699
R1, 601 – R3, 200	1, 685
R3, 201 – R6, 400	761
R6, 401 – R12, 800	1864
R12, 801 – R25, 600	588
R25, 601 – R51, 200	167
R51, 201 – R102, 400	0
R102, 401 – R204, 800	0
R204, 801 or more	0

Source: Statistics South Africa (2007)

#### 2.1.4. Human Development

Like many rural municipalities, Fetakgomo faces a number of social challenges. This section describes the social profile of the area. It provides an overview of education, health, social welfare, safety and food insecurity issues within Fetakgomo.

Education is important for both economic and social development. It is the bedrock on which a nation's economic destiny is built, particularly in today's global knowledge economy. It is also often the primary means through which individuals set out on their personal journeys of growth and attain their distinctive dreams and aspirations. International evidence suggests that countries that invest significantly in education reap major economic benefits in the medium to long term, and help build a more cohesive social fabric within the nation.

Although Fetakgomo exhibits general low educational base (weak skill base), table 11 is found to be exaggerating and therefore some of its findings will be interrogated/contested by this IDP/Budget. It is hypothesised that the situation is better than what the table portrays.

Table 11: Education Profile of Fetakgomo

Highest level of education	Person weighted	%
Grade 0	1,957	2%
Grade 1/sub A (completed or in process)	3,659	3,7%
Grade 2/sub B	4, 730	4,8%
Grade 3/standard 1	5, 081	5,1%
Grade 4/std 2	3, 935	4%
Grade 5/std 3	5, 947	6%
Grade 6/std 4	4, 519	4,6%
Grade 7/std 5	7, 130	7,3%
Grade 8/std 6/form 1	6, 855	7%
Grade 9/std 7/form 2	8, 101	8,2%
Grade 10/std 8/form 3/NTC 1	7, 168	7,3%
Grade 11/std 9/form 4/NTC 2	6, 152	6,3%
Attained Grade 12; out of class but not completed Grade 12	3,858	3,9%
Grade 12/std 10/NTC 111 (without university exemption)	5, 337	5,4%
Grade 12/std 10 (with university exemption)	453	0,5%
Certificate with less than grade 12	645	0,7%
Diploma with less than grade 12	754	0,8%
Certificate with grade 12	566	0,6%
Diploma with grade 12	2,164	2,2%
Bachelor's degree	520	0,5%
Btech	203	0,2%
Post graduate diploma	128	0,1%
Honour's degree	39	0,03%
Higher degree (Masters/PhD)	0	0%
No schooling	18,412	18,7%
Total	98313	100%

Source: Statistics South Africa (Community Survey 2007)

As can be observed above, the data provided by Statistics South Africa on education profile does not tally with the population size provided earlier. Contrary to the findings of the above table, research conducted by the Fetakgomo Local Municipality indicates relatively notable number of confirmed individuals with Masters and Doctoral Degrees within Fetakgomo.

At the bottom of the table, however, illustrates high proportion of illiteracy. This finding is disheartening. No schooling proportion is followed by those who have some primary education. Normative implication is that Fetakgomo is marred by skill shortfall. These findings call for education enterprise to redouble its efforts in the skill provision arena. This is the most effective way of fighting unemployment, low income levels and related features of underdevelopment. The overall Fetakgomo 2010 matric pass rate is **51%** (854 out of 1677 learners who wrote 2010 matric exam passed) which is below the provincial (57.9%) and national (67.8%) average. Top school with 100% pass rate is Dinakanyane in Ward 03, followed by Moloke (90.6%) in Ward 07. The poorly performing school being Hlabirwa (0%), followed by Mohwaduba (06.9%) at Ward 04. The overall top performing Ward is Ward 01 (76%), followed by Ward 04 (62.8%). The wards which performed so badly are Ward 13 (29%) and Wd11 (30.1%). The pace at which the education fraternity is seeking to improve the above table is progressing at the snail's pace.

## 2.2. SPATIAL RATIONALE

### 2.2.1. Spatial Analysis

Land ownership is predominantly under the South African Development Trust but under the custodianship of local traditional authorities. The SDF found that **99%** of land in the municipal area is in under the custodianship of traditional authorities. Approximately **1%** of the land is under the hands of private owners i.e land on Bopedi Shopping Complex and on an emerging mining development along the R37 road. Until October 2009, the FTM did not own a single hector of land. The FTM was honoured to receive **64** hectors of land transfer in its name on the 1<sup>st</sup> October 2009 as part of the Township Establishment Programme. The 64 hectors present an opportunity for the Municipality to attract investors and create an enabling environment for integrated and sustainable human settlement. However, there are still processes to acquire more land in the neighbourhood. The greatest challenge is infrastructure provision on the acquired land. The land issue within Fetakgomo is of critical importance because of the extent of traditional ownership. This affects current land uses in the area, and is an enormously influential determinant of future development in Fetakgomo.

In general terms, the Fetakgomo municipal area exhibits similar settlement patterns to those found in the rest of the Limpopo Province. The area is characterised by dispersed and fairly small settlements. The size and dispersed dynamics of these settlements make it extremely expensive and difficult to provide bulk infrastructure. Settlement pattern is 'ribbon' – along the main roads. Few settlements are scattered away from this pattern. Most of the scattered settlement are either stagnant or are declining. Soil, geomorphologic and topographic analysis of the Fetakgomo municipal area indicates that there exist areas that are not suitable for settlements. Further soil analysis shows that some settlements were founded on rare fertile agricultural soils. This represents a concern of fertile soil sterilization or extension. Another concern is the chaotic and uncoordinated manner in which residential development is currently taking place. This is largely because there is inadequate coordination between the Municipality, the traditional authorities and provincial Department of Local Government and Housing (DLGH). The functions for site demarcation and allocation remain vested with the traditional authorities and provincial Department of Local Government and Housing (DLGH) respectively. In reality, however, traditional authorities within Fetakgomo continue to perform both functions, often with resultant catastrophic effects. It is hoped, however, that the township establishment processes undertaken by the Municipality and the DLGH will improve land use management, particularly at the Apel Nodal Point. This IDP proposes to reflect the stress of land invasion at the area earmarked for Township Establishment.

### 2.2.2. Current settlement patterns threaten development

The FTM's spatial profile has an immediate and devastating bearing on the economic potential of the area. It is unquestionable that land ownership is the single biggest constraint to economic growth in Fetakgomo. The land issue affects everything in this very small economy. It undermines growth in all areas and could almost be deemed one of the main root causes of poverty. Land claims, as well as the availability and ownership of property in traditional authority areas and state owned land, permeates as a constraint through all sectors - from constraining commercial level investment to undermining the scale and viability of emerging farmers. It also undermines capital appreciation of property values for everyone living in the area. The current situation creates investment uncertainty. Potential investors will not come to Fetakgomo if they are unable to own land. Unfortunately, there is very little that a local municipality can do, as most of the influential regulatory powers within the land sector are located at national government level. There was no land use planning policy prior the adoption of LUMS (2008) in Fetakgomo. **Land use allocations and control have been predominantly driven by traditional authorities until recently whereby a significant number of residents have started to apply for Permission To Occupy (PTO) through the Municipality.** The land use applications are processed along the LUMS and SDF guidelines and applications are forwarded to the DLGH for the issuance of PTOs. Traditional Authorities' involvement in this regard is in relation to recommendation of the application to the Municipality while the Municipality verifies that the earmarked land is line with the LUMS and SDF guidelines.

### 2.2.3. Nodal points and hierarchy of settlement

As previously shown, there are four nodal points occurring within Fetakgomo, inter alia, Apel Node, Atok Node, Mphanama Node and Strydkraal Node. The table below attempts to establish hierarchy of settlements for the Municipality from an IDP analysis perspective:

Table 12: Hierarchy of settlements

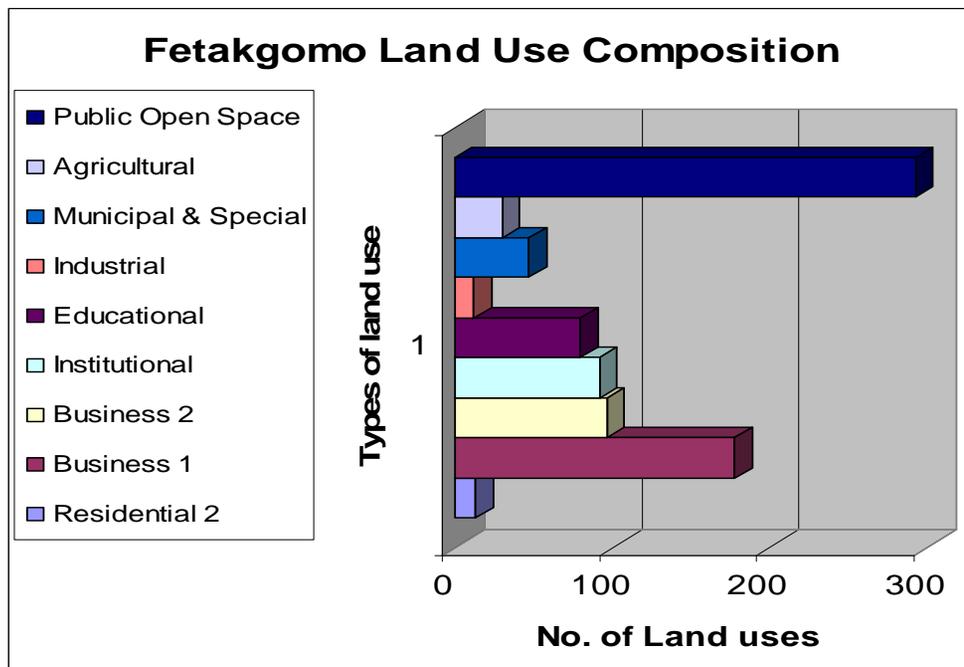
Node	Settlement order	General motivation and defining features
Apel	First order settlement	Because of its status as the municipal growth point. <b>Institutional</b> capital node of the FTM. <b>Business hub</b> of the FTM due to Bopedi Complex. It is spatially the central location of the other three nodes. It accounts for about 33% of the municipal households. It is the population concentration node of the FTM. Comprises Wards 3, 5, 6 and 8
Atok	Second order settlement	Primary <b>mining</b> node. Existence of Atok Thusong Service Centre gives it a local <b>service</b> point status. It represents about 36% of the municipal households (i.e Wards 9, 10, 11, 12 and 13.

Strydkraal	Third order settlement	Primary <b>agricultural</b> node. It consists of Ward 7 and contains nearly 10% of the municipal households.
Mphanama	Fourth order settlement	Has excellent opportunity for <b>tourism</b> development due to Lepellane Dam, Mphanama Cave etc. Characterised by dispersed and fairly small settlements/villages. It is also characterised as the local service point. It consists of Wards 1, 2 and 4. It accounts for 22% of the households

Fetakgomo has one protected environmental conservation area, the Potlake Nature Reserve, which takes up most of the western section of Ward 13. Chart 1 below indicates the various land-uses found in the Fetakgomo jurisdiction and the area that such land-uses cover.

Chart 1: Land use composition for Fetakgomo

Land Use type	Number of uses	Percentage of uses
Residential 1	14685	95%
Residential 2	13	0.10%
Business 1	178	1.10%
Business 2	97	0.60%
Institutional	92	0.60%
Educational	80	0.50%
Industrial	12	0.10%
Municipal & Special	47	0.30%
Agricultural	30	0.20%
Public Open Space	293	1.90%
Total land uses	15527	100%



Source: Fetakgomo Land Use Management Scheme Map(2007)

#### 2.2.4. Current land claims in Fetakgomo

Table 13 indicates the land claims lodged in the Fetakgomo municipal area.

Table 13: Land Claims In The Fetakgomo Municipal Area

Farm name	Claimant	Extent of hectors	Claim Ref number	Bonds/endorsements	Mineral rights holder
Brakfontein 464ks	Roka Selepe tribe	2391.0433	KRP 11213	K143/2000S K5368/2002L	Lebowa Platinum Mine Ltd
Waterkop	Mampa community	2071.3085	KRP 1444	K1002/1993M K2528/1985RM K3343/2003RM K397/1928S K4451/2001RM K4527/1990RM K630/2000RM	Samancor LTD Anglo Operations Gritten Micheal Turmeau Impala Platinum LTD
Klipfontein	Maesela Manotwane	28418803	KRP 1508	I-9024/2000C K143 /2000C	Not Available Not Available
Paradys	Baphoto Batau	2790.5813	T2884/1893	KS 773	Lebowa Mineral Trust
Rem/Moskow	Baphoto Batau	2116.9195	T31525/1895	K1325/2000RM	Lebowa Mineral Trust

Farm name	Claimant	Extent of hectors	Claim Ref number	Bonds/endorsements	Mineral rights holder
Rem/Driekop 540 KS	Baphoto Batau	2811.5246	KRP 1939	K6789/1998RM K6795/1998RM	Highveld Steel Vanadium Corp Ltd Lebowa Mineral Trust
Vlakplaats 770KS		2.9979	T211/1893	1-26760/2000C	Not Available
Rem/Middlepunt KS	Baroka Ba-Nkwana	1544.8853	T24685/1969	KI-9038/200C KI671/2000 RM	Lebowa Mineral Trust
Ptn 1/Hoeraroep 515KS	Baroka Ba-Nkwana	2.9033	T101286/2000	VA21132/2000	Ratsoma Mamogagane Edwin
Schwerin 95 KS	Roka Phasha Mokgаланoto tribe		KRP 1440		
Wismar 96 KT, Jaglust 418 KS, Malekskraal 509 KS and Magnets Vlake 514 KS	The king of Sekhukhuneland		KRP 2585		
Haakdoornhoek 409 KS ,Rostok 410 KS, Moeijeluk 412 KS, Zwitserland 473 KS, Diamant 422 KS, Blauwbloemetjeskoof 428 KS and Dal Josaphat 416 KS	Baroka Ba Nkwana Tribe		KRP 2550		
Winterveld 417 KS	Jibeng community		KRP 1530		
Zeekoegat 421 KS	Phasha and Peta families		KRP 1511		
Quartz hill 542 KS	Roka Mashabela tribe		KRP 1447		
Paschaskraal 466 KS	Mogotse community		KRP 1520		
Balmoral 508 KS	Mokwena E		KRP 3806		
Schoonoord 463 KS	Marota Mohlaltse community		KRP 11200		
Indie 474 KS	Mpaketsana community		KRP 1678		
Dingaanskop 543 KS	Roka Lebea tribe		KRP 1612		
Parys 779	Tswako Lekentle tribal authority		KRP 1522		
Mooiplaas 516 KS and Strydkraal 537 KS	Phokwane tribe		KRP 1895		
Zwartkoppie 413 ks	Baroka Ba Nkwana (Rostok) Community Amendment		KRP11144		
Paradys 773 KS	Mnisi LB	0			
Gceneinde 774KS	Tswako-Lekentle	2570			
Parys 779 KS	Kruger HM, Tau Nkadimeng, Tswako-Lekentle	3428,7081	KRP 1522		
Zoetvelden 780 KS	Moroangoato Tribe	0			
Jadlust 418 KS	Baroka ba Nkoana	1375,0865	KRP 2585		
Middeluin 538 KS	Baroka ba Nkoana	2531,9086	KRP 2550		
Mooiplaats 515 KS	Baroka ba Nkoana, Phokwane Tribe, Tau Tribe, Moroangoato Tribe	0			
Doornveld 781 KS	Tladi SM Chief	0			
Thornhill 544 KS	Tswako-Lekentle	978,2023			
Magnets vlake 541 KS	The Kingdom of Sekhukhune	1128.8235	KRP 2585		
Paschaskraal 466 KS	Mogotse Community	745, 6339	KRP 1520		
Klipfontein 464 KS	Selepe DA	2391,0433			
Umkoanesstad 419 KS	The Kingdom of Sekhukhune & Baroka ba Nkoana	2635, 1021			
Balmoral 508 KS	The kingdom of Sekhukhune	2012,6204	KRP 3806		
Govn Ground 503 KS	Kgosi ME Mogashoa	0			

Farm name	Claimant	Extent of hectors	Claim Ref number	Bonds/endorsements	Mineral rights holder
Hoeraroep 515 KS	Tau-Mankotsana	0			
Goedverwacht 511 KS	Makola JM	2651.2595	KRP 5530		

Source: Regional Land Claims Commissioner, July 2009

Most land claims within Fetakgomo are not likely to be soon resolved. They are on traditional authority land which requires tenure reform rather than restitution. At present, the FTM's role in expediting development is limited to the preparation of community resolutions that must be signed and approved by the Department of Rural Development and Land Reform' Director-General. It is critical that other spheres of government pay more attention to this issue as it currently thwarts potential development initiatives in Fetakgomo.

#### 2.2.5. Allocated sites within villages

Table 14: Allocated sites within villages

Village	Year	Number of sites allocated
Ga-Nkoana	2002/03	548
Fetakgomo	2003/04	1000
Mohlaletse	2003/04	500
Mphanana	2003/04	503
Eersterecht	2004/05	81
Apel/Sesehu	2005/06	300
Mashilabele/Phaahla Manonge	2005/06	300
Fetakgomo Township Establishment	2005/06	801
Seroka/Phahlamanoge	2006/2007	500

Source: DLGH 2009

#### 2.2.6. Environmental analysis

The FTM has fewer environmentally sensitive areas with serious spatial concerns. Potlake game reserve is the premier resource of note in the Municipality that requires both protection and programmes to exploit its potential to economic benefits. The Fetakgomo environment influences economic opportunities in the area, as well as the living conditions of its inhabitants. There have been a few recent studies that have highlighted the important role that climate, for instance, plays in Sekhukhune livelihoods and stresses (Ziervogel et al, 2006; DoA, 2006). More specifically, rainfall patterns in the District are highly variable – a situation that tends to disrupt a wide range of socio-economic activities in the area such as rain-fed crop production, often with very little warning. The Sekhukhune area has in fact been significantly affected by both El Niño and La Niña events in recent years, which has affected the amounts of rainfall received in the area (Ziervogel et al, 2006). El Niño tends to be associated with below average rainfall, whilst La Niña often incurs above average rainfall. The recent drought in the District is partially a result of these phenomena.

##### Biophysical environment

In general, the Sekhukhune climate is highly variable in terms of rainfall intensity, duration and frequency. This exacerbates the water shortage problem, which is a key developmental constraint in the District. The Fetakgomo municipal area is characterised by a hot climate in the Olifants River Valley. The average temperature shows moderate fluctuation with average summer temperatures of 23°C, as well as a maximum of 28°C and a minimum of 18°C. In winter, the average is 13,5°C with a maximum of 20°C and a minimum of 7°C (as measured at the Sekhukhune Weather Station).

Fetakgomo is located in the Summer Rainfall Zone of the country, and receives more than 80% of its rainfall between November and March. The mean annual precipitation (MAP) as measured at the Zebediela Weather Station from 1949 - 2001 was 51 mm. Most of the precipitation occurs between October to March, with the highest average monthly rainfall during January (100,84 mm) and the lowest during July (2,89 mm). Thunderstorms, with the associated low soil penetration and high level of erosion, are common in the area.

## Topography

The Olifants River is located on an open floodplain area. A valley surrounded by the non-perennial rivers is found to the north of the River. Strips of erosion can be found in the valley alongside most of the perennial and non-perennial rivers. Wood was one of the main sources of energy for households, which leads to deforestation and subsequent erosion because of the denuding vegetation. One of the major environmental problems in the area is inappropriate agricultural methods, which leads to overgrazing and desertification (Thabanaseshu). Overgrazing is also the result of too many livestock units per area of land.

## Geology and soil

The regional geology consists of the Eastern Bushveld and Springbok flats regions. The overall geology of the area is classified as follows: Gabbro (South of the R37), Anorite band (adjacent to the R37), Clinopyroxenite (to the North of R37), Arenite (adjacent to the Olifants river).

## Environmental problems and associated development constraints

Table 15 sets out the environmental problems, threats and development constraints in the area.

Table 15: Environmental Problems And Associated Development Constraints

Environmental issue	Status quo and environmental impact
<b>Environment</b>	
Urban greening	The Department of Public Works has launched the concept of Greening Sekhukhune District. There are also greenery programmes that are initiated by Dept of Agriculture that target governmental institutions.
<b>Pollution</b>	
Air pollution	Air quality management should be required by the municipality from agents responsible for pollution. Main sources of pollution include mines' tailing dams within the area. Secondary impact include the effects of fugitive dust on plants Air pollution resulting from use of fire wood for energy purpose, burning of refuse and dust from gravel roads are environmental problems
Water Pollution	Water pollution is the result of the calmative impact of the insufficient solid waste removal, lack of sanitation infrastructure, sewerage effluent etc.
Fires	Uncontrolled fires are an element of concern as far as the environment is concerned. The extent of these conditions is high, with flat areas having medium magnitude rate. Moreover, this influences major risks such as drought and flooding
<b>Conservation</b>	
Biodiversity	A DWAF biophysical impact assessment study for the proposed Rooipoort Dam study indicates some biodiversity hotspots in the study area. However, the biodiversity potential of areas such as Rooipoort Dam has excellent opportunities for tourism development. Loss of plant diversity due to mining activities and or/lack of environmental management Plants are used by locals for firewood, traditional medicines, food, building material, shade/shelter and grazing
Erosion	Informal and subsistence agriculture activities present particular problems. A typical example is lack of arable land that forces communities to cultivate on steep slopes and other environmentally unsuitable area, which increases the occurrence of erosion with the resultant of fertile soil. Wood is still one of the main sources of energy for households (leading to deforestation and subsequent erosion due to the denuding vegetation) Land degradation is a major environmental problem
Over utilisation	One of the major environment problems in the area is incorrect agriculture methods, which leads to overgrazing, denuding of trees, erosion thus resulting in desertification (Thabanaseshu), due to carrying capacity of land being exceeded Overgrazing resulting from too many livestock units per area of land is a problem
Town Lands	On all vacant areas allocated directly adjacent to the major nodes viz. Apel, Atok are of high importance. The optimal future utilisation of these portions of land is critical for the development of the area. Strategies need to be developed to identify the optimal utilisation options for such land and to facilitate and economic development for job creation
Cultural Heritage	The tourism potential of the Fetakgomo Municipality relates directly to the cultural heritage assets. The conservation and optimal utilisation of these assets need to be ensured

Waste	There is formal waste collection, Food for Waste Project which covers three villages Apel, Nkoana and Nchabeleng. The project is currently in its 2 <sup>nd</sup> phase and was launched on the 4 <sup>th</sup> December 2009. The FTM has three recycling clubs that are funded by Buyisa-E-Bag.
Medical Waste	One health centre and four clinics are found within the Apel node. Currently, the Local and District Municipality conduct no waste collection. No facility for the management and disposal of medical waste exist. However, Tshumisano collects from all health institutions within the municipality
Bylaws	Lack of capacity in respect of bylaws enforcement, staff and equipments may hamper proper management of solid waste disposal sites

## Wetlands

About **seven (07)** wetlands have been identified within Fetakgomo, viz, at Malomanye, Pelangwe (Ward 09), Maisela/Marakwaneng, Magabaneng (Ward 05), Ga- Nkwana (Ward 08), Boselakgaka, Mamokgalake (Ga-Selepe) (Ward 10). These **wetlands** need to be protected (take care of them) because they provide source of water and meet spiritual needs of the population. Environmental research reveals that over **50%** of wetlands nationally have been destroyed. Environmental specialists tend to teach that it takes nearly **100 years** for a wetland to resuscitate once it has been destroyed.

## Environmental management

As part of environmental management the FTM has two licensed authorised landfill sites, Malogeng and Mphanama landfill sites. However, the challenge is that serious environmental degradation is visible in most parts of Fetakgomo, a situation that draws stark attention to the need to implement the Municipality's current Environment Management Plan more assertively.

More especially, livestock management and control is a key problem within Fetakgomo. There is a lack of fences in some crop farming areas and along main roads, which results in wandering livestock. These livestock damage crops and cause vehicle accidents along Fetakgomo's main roads.

## 2.3. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT ANALYSIS

This chapter undertakes an analysis of infrastructure and basic services such as water, sanitation, electricity, housing, refuse removal, roads, storm water drainage system and public transport and telecommunication. Table 15 below examines water provision within Fetakgomo.

### 2.3.1. Water

Fetakgomo Municipality is neither a Water Services Authority nor a Water Service Provider. These functions were assigned to the Greater Sekhukhune District Municipality. The table below paints Fetakgomo as a water stressed municipality.

Table 15a: Water Provision

Ward	RDP status, i.e. within 200m from residence		Source of water	Number of boreholes		Number of households with yard connection	Challenges / comments
	Yes	No		Communal	Owned		
01	620 (30%)	1266 (61%)	Borehole/Scheme	18	5	180 (9%)	Non-formal connection. Old damaged & dilapidated infrastructure
02	276 (10%)	2479 (90%)	Water scheme & tinkering	23 (but waterless)	26	N/A	Sometimes unavailability of water
03	1599 (70%)	350 (15%)	Bore holes	31	59	335 (15%)	Water partly supplied and illegal connections
04	1448 (80%)	362 (20)	Borehole, Tankering & Sernce	6 (but only one functional)	3 (but all dysfunctional)	N/A	Yard connections is needed.
05	826 (35%)	897 (38%)	Water scheme (Olifantsouth)	15 (Most are not functional)	134	637 (26%)	Provision for new households. The scheme takes time to be functional. Illegal connections.

Ward	RDP status, i.e. within 200m from residence		Source of water	Number of boreholes		Number of households with yard connection	Challenges / comments
	Yes	No		Communal	Owned		
							Broken pipes. Insufficient water. Functionality of scheme
06	2202 (74%)	773 (26%)	Water scheme, boreholes & river	36	12	N/A	Illegal connection. Not enough water. There are taps without running water.
07	1168 (40%)	650 (22%)	Water scheme & water tank	9	21	1102 (38%)	Water cut-offs
08	980 (50%)	179 (9%)	Water scheme, River & borehole	20	57	801 (41%)	Illegal connections.
09	716 (40%)	1024 (57%)	Water scheme, Stand pipe, Bore hole	32	12	50 (3%)	Illegal connections. No pressure Depend on bore hole Shortage of water
10	1687 (87%)	251 (13%)	Borehole	7	N/A	N/A	Water supply points not to RDP status
11	249 (10%)	2241 (90%)	Borehole (stand pipe)	37	26	N/A	More water needed
12	222 (10%)	1920 (86%)	Boreholes & one reservoir	23	18	80 (4%)	Reservoir is small. Salty water (purification needed)
13	1619 (80%)	276 (14%)	Boreholes	25	25	129 (6%)	Illegal yard connections
Total	13 612 (46%)	12 668 (43%)	04	282	398	3 314 (11%)	N/A

Source: Fetakgomo Municipality, 2010

Another survey finds access to water by households as follows:

Table 15b: Access To Water

Source of water	Number of households
Piped water inside the dwelling	963
Piped water inside the yard	1106
Piped water from access point outside the yard	11722
Borehole	1254
Spring	48
Dam/pool	618
River/stream	3473
Water vendor	1771
Rain water tank	201
Other	695

Source: Statistics South Africa (Community Survey 2007)

When analysis is done, 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 interruption of water supply in the overall municipal space. During the occasional supply (availability) of water, **43% (12 668)** of the households are **unable to access water within the RDP standard** (200 meters from the residence). Nearly **60%** (i.e **50**) of the villages are substantially (most negatively) affected in this regard. These are Phahlamanoge, Masehleng (Ward 1), Ga-Matebane, Magabaneng, Magagamatala, Malaeneng, Matamong, Moshate, Mototolwaneng, Seleteng, Sepakapakeng (Ward 2), Lekgwarapaneng, Rite (Ward 3), Mashilabele, (Ward 4), Malaeneng/Sekateng, Maroteng, Marakwaneng & Matsimela (Ward 5), Ditlokwe/Mokhulwane, Nchabeleng, Mashung, Mashaku, Magotwaneng, Makgaleng, Tjebane, (Ward 6), Mashabela, Matlala, Sekurung, Thabanaseshu, Thobehale, Mooiplaats, Strydkraal A, Strydkraal B (Ward 7), Maisela, (Ward 8), India (Ga-Maisela), Maruping (Ward 9), Manotwane, Selepe (Ward 10), Ga-

Mampa, Ledingwe/Ramallane/Sentlthano, Mosotse, Phasha-Selatole, Phashaskraal, Seokodibeng (Ward 11), Bogalatladi, Mashikwe, Mmabulela, Mohlahlaneng, Mogolaneng and Sefateng (Ward 12). Implicit in the former table is that yard connection backlog is at **89% (26 280)**. A handful of about **11% (3 314)** of the households have yard connections. The main challenge, however, pertains to illegal connection. The national **target** was to eradicate all water supply backlogs by 2008. **The target was evidently not met.** This result, underachievement of the target can have disastrous consequences / scenarios such as *'hot yet uhuru'* or *'muvhango scenario'*. At the current rate of progress it will take another 5 or 6 years (i.e 2016/2017) before all households have access to water within 200 meters. A step change (strategies) is required (SDM and Department of Water & Environmental Affairs). This chapter asserts the need for reduction of water stress at geometric (i.e 1,2,4,8,16,32,64 etc) rather than arithmetic (i.e 1,2,3,4,5,6,7 etc) rate. It is because water is life. This means more water is needed. The table also records that there are 282 communal boreholes but some are dysfunctional/waterless. Therefore they have become white elephant. As a comparative analysis, the findings of the latter table can be assessed relative to the findings of the former. Findings of both tables are conclusive or seem to be indicating that a considerable proportion of our population are dependent on borehole water.

### 2.3.2. Sanitation

The sanitation function is within the Sekhukhune District Municipality. According to the Sekhukhune District's Water Sector Development Plan (2004), Fetakgomo had a huge backlog in sanitation provision in 2004. Table 16 will attempt to demonstrate elementary improvement that has taken place.

Table 16: Sanitation within Fetakgomo

Ward	No of households	No of households with septic toilet facilities	No of households with VIP toilet facilities	No. of households with toilets below RDP	No of households without sanitation facilities	Challenges / comments
01	2066	N/A (0%)	N/A (0%)	1698 (82%)	368 (18%)	Lack of sewerage system
02	2755	N/A (0%)	160 (6%)	1395 (51%)	1200 (43%)	Low quality standard of toilet
03	2284	10 (0,4%)	250 (11%)	1470 (64%)	554 (24%)	Toilets not on good condition
04	1810	N/A (0%)	N/A (0%)	1400 (77%)	410 (23%)	Toilets are of low quality std
05	2360	20 (1%)	110 (5%)	1450 (61%)	780 (33%)	Health risk as a result of those without sanitation i.e., contaminate underground water
06	2975	29 (1%)	1500 (50%)	853 (29%)	593 (20%)	VIP toilets needed
07	2920	41 (1%)	350 (12%)	1029 (35%)	1500 (51%)	Rocky area & difficult to dig a toilet, low quality std of toilet, RDP toilets not on good conditions
08	1960	131 (7%)	180 (9%)	899 (46%)	750 (38%)	More VIP toilets needed
09	1790	N/A (0%)	N/A (0%)	1417 (79%)	373 (21%)	Inadequate sanitation system
10	1938	N/A (0%)	526 (27%)	1091 (57%)	321 (17%)	Forests are used as toilets
11	2490	7 (0,3%)	N/A (0%)	1683 (68%)	800 (32%)	Forest is used as a sanitation
12	2222	90 (4%)	249 (11%)	1746 (79%)	137 (6%)	People not aware of VIP toilets. To They do not put ventilation
13	2024	11 (1%)	35 (2%)	996 (49%)	982 (49%)	Dongas & forests are used as toilets. PHP toilets need to drill.
Total	29 594	339 (1%)	3 360 (11%)	17 127 (58%)	8 768 (30%)	

Fetakgomo Local Municipality, 2010

Sanitation backlog is made up of both households which do not have sanitation facilities and those with facilities below RDP standard. At **25 895** (nearly **90%**), sanitation backlog is hopelessly high in Fetakgomo. **Four (04)** Wards which are hardest hit are **Wards 11, 09, 01 and 04** because they report 100% sanitary backlog(s). They are followed by **Wards 13 (98% backlog), 02 (94% backlog), 05 (94% backlog), 03 (88% backlog), 07 (86% backlog), 12 (85% backlog), 08 (84% backlog), 10 (74% backlog) and 06 (49% backlog)** respectively. Sanitation **target** (2010) was worryingly not achieved. Thus, decent sanitation for all remains a wish for the communities in the municipal area. The current study observes that dongas & forests are used as toilets. This is especially so at the bottom of the table or at Ward 13. This situation is a health hazard and can lead to the outbreak of communicable diseases such as cholera. This is exacerbated by the fact that some communities rely on borehole water. Therefore provision of quality, adequate sanitation is needed in many a households in different wards identified above as without sanitation and of below RDP standard. The need for VIP toilets also exists. As a **step change**, it is important for the service authority (SDM) **not to focus on one/same Ward in the supply / provision of sanitary facilities**. This escalates rather than reduce the backlog. Priority should be given to hardest hit Wards (where the service is most needed and consideration of the overall socio-economic conditions of the area).

### 2.3.3. Electricity

Eskom is largely responsible for the provision of electricity services in the Fetakgomo area. The municipality is responsible for the provision of priority lists that are drawn in consultation with communities. Table 17a below indicates the status of electricity supply within Fetakgomo.

Table 17a: Electrification Within Fetakgomo

Ward	No. of Households	No. of households electrified	No. of households not electrified (grid backlog)	No. of post connections needed	No. of households receiving FBE	Challenges/Comments
1	2066	1851	N/A	215 (10%)	233	Post connection is needed
2	2755	2445	N/A	310 (13%)	220	Many houses do not receive FBE
3	2284	2254	N/A	30 (1%)	520	Post connection (electrification) is needed
4	1810	1320	N/A	490 (27%)	203	Post connection need to be prioritized
5	2360	2330	N/A	30 (1%)	309	New households need to be electrified
6	2975	2405	N/A	570 (19%)	177	Those deserving FBE not registered
7	2920	2207	N/A	713 (24%)	244	Non collection of FBE
8	1960	1710	N/A	250 (13%)	361	Post connection is needed
9	1790	1670	N/A	120 (7%)	226	Some are awaiting post connection.
10	1938	1714	N/A	224 (12%)	218	Post connection is needed
11	2490	2140	N/A	350 (14%)	337	Electricity is needed
12	2222	2122	N/A	100 (5%)	294	Community needs information regarding FBE. Names were submitted but no approval granted thus far
13	2024	1779	N/A	245 (12%)	195	Some need post connection. Some did not register for FBE (it seems to be misunderstood).
Total	29 594	25 947 (88%)	0	3 647 (12%)	3,537 (13%)	

Fetakgomo Local Municipality, 2010

In the current situation assessment, **12% (3 647)** of the households need post connection electrification. **Special attention / priority should be given to Ditlokwe/Mokhulwane at Ward 06** given that legitimate expectations were earlier (2003) created by Eskom whereby **households paid connection fees** to Eskom. That being said, however, it is a matter of historical record that, local evidence presented by the supra table indicates that the FTM will be able to achieve the target by 2012. Grid electricity backlog has been eradicated. A cursory glance at the above table highlights that **88% (25 947)** of the households have been energized. This progress is particularly pleasing and need to be acknowledged by all development role players and stakeholders. The FTM's record of post connection backlog and priority is clearly illustrated in the table that follows.

Table 17b: Electricity post connection backlog and ward priority list:

Ward	Villages	Number of households needing post connection
6	Debeila/Mabopo, Ditlokwe/Mokhulwane, Magotwaneng, Makgaleng, Mashung/Tlakale, Masweneng, Mmashaku, Nchabeleng & Tjebane,	570 (19%)
2	Ga-Matebane, Magabaneng, Magagamatala, Malaeneng, Matamong, Moshate, Mototolwaneng, Seleteng, & Sepakapakeng	310 (13%)
4	Ga-Mohlala, Mashilabele, Mmela, Phageng & Radingwana	490 (27%)
11	Ga-Mampa, Ledingwe/Ramallane/Sentlthano, Mosotse, Phasha-Selatole, Phashaskraal & Seokodibeng	350 (14%)
1	Ga-Mmakwapa, Ga-Seroka, Masehleng & Phahlananoge	215 (10%)
9	Ga-Petsa, India (Ga-Maisela), Malogeng, Malomanye, Maruping, Mashilabele, Modimolle, Mogabane, Mphaaneng & Pelangwe	120 (7%)

Ward	Villages	Number of households needing post connection
7	Apel, Matlala, Mashabela, Mooiplaats, Sekurung, Strydkraal A, Strydkraal B, Thabanaseshu & Thobehlele	713 (24%)
10	Manotwane & Selepe	224 (12%)
13	Mahlabeng, Mokgotho, Monametse, Moosilyk, Rostok, Shubushubung & Tjibeng	245 (12%)
8	Maisela/Mahlabaphoko, Mapodi, Mapulaneng, Mashung & Nkwana	250 (13%)
12	Atokia, Bogalatladi, Mashikwe, Mmabulela, Mohlahlaneng, Mogolaneng & Sefateng	100 (5%)
3	Ga-Phasha, Lekgwarapaneng, Maebe, Makola & Rite	30 (1%)
5	Bofala, Lerajane, Malaeneng/Sekateng, Marakwaneng, Maroteng, Matotomale/Photo, Matsimela, Mesopotamia & Tjate	30 (1%)

Source Fetakgomo Local Municipality, 2010

A direct contact (interface) between ESKOM and the people on the ground is also asserted in this IDP review as a recommendation. A further study indicates use and other sources of energy within FTM as shown below (percentage of households by type of energy used).

Table 17c: Percentage Distribution of Households by Type of Energy Used for Lighting, Heating and Cooking

Source/type of energy	Used for lighting	Used for heating	Used for cooking
Electricity	69,5%	20,1%	30,8%
Gas	-	-	0,3%
Paraffin	7,3%	2,1%	4,1%
Candles	22,9%	-	-
Wood	-	74,5%	64,4%
Coal	-	0,6%	-
Solar	-	-	-
Other	0,3%	2,7	0,4
Total	100%	100%	100%

Source: Statistics South Africa, Community Survey 2007

#### 2.3.4. Housing

Housing delivery is a competence of the Department of Local Government and Housing (DLGH). Fetakgomo Local Municipality's primary role is limited to compiling housing waiting lists. However, the municipality is able to make a careful assessment of housing delivery in the area thus far, and how this impacts on socio-economic development generally. Flowing from the above, the following table critically examines the extent to which RDP housing is implemented in a specific case of Fetakgomo.

Table 18a: Housing

Ward	Total number of households	% of municipal total	RDP Housing implemented		Number of RDP houses (incl. emergency, disaster & PHP houses)	Number of families on waiting list
			Yes	No		
01	2066	7%	X		469	166
02	2755	9%	X		138	102
03	2284	8%	X		180	242
04	1810	6%	X		338	338
05	2360	8%	X		134	358
06	2975	10%	X		345	236
07	2920	10%	X		512	272

Ward	Total number of households	% of municipal total	RDP Housing implemented		Number of RDP houses (incl. emergency, disaster & PHP houses)	Number of families on waiting list
			Yes	No		
08	1960	7%	X		371	269
09	1790	6%	X		191	137
10	1938	7%	X		198	282
11	2490	8%	X		231	547
12	2222	8%	X		357	330
13	2024	7%	X		456	205
Total	29 594	100%	13 wards		3 920	3 484

Source: Fetakgomo Local Municipality, 2010

From the above study, certain inferences could be drawn. In statistical perspective there are about **29, 594** households within Fetakgomo. Although all wards have previously benefited from the RDP housing implementation, about **3 484** persons/families are still in need of **RDP houses** (on the waiting list) compared to **2 402** in the previous financial year, 2010/11, of which represents **31%** increase. The national **target** for all citizens to have adequate housing is by **2024**. As at the end of March 2010, **Indigent Register** showed that approximately **4000** households were indigent within Fetakgomo. **The pace at which RDP housing is moving coupled with incomplete and poorly (substandard quality) constructed RDP houses makes it difficult to confidently forecast that housing target can be achieved in Fetakgomo by 2024.** Should the trend continue underachievement of the target can be foretold/predicted. This can lead to *'not yet uhuru'* or *'muvhango scenario'* over the next 15 years or so.

Like many rural areas in South Africa, Fetakgomo communities have traditionally provided their own shelter from the available natural material in their local areas. As a result, there has historically been no informal settlement such as those found in urban areas within Fetakgomo. However, this trend is beginning to develop in and around new mining areas such as Atok. In addition, the household size of Fetakgomo is represented in the table below:

Table 18b: Household Size of Fetakgomo

Size	Households
01	1814
02	2366
03	3221
04	4008
05	3222
06	2322
07	2260
08	1092
09	965
10+	582
Total	21852

This table has been adapted from Statistics South Africa (Community Survey 2007)

There is a statistically slight variation from other studies, for example Statistics South Africa (Community Survey 2007). The latter found 21 851 households within Fetakgomo in the 2007 Community Survey. This figure (21 852) represents 10,1 per cent of the total district's households (which accounts for 195 285 in absolute number perspective) (Read Statistics South Africa, Community Survey 2007 in this regard).

### 2.3.5. Refuse removal

The refuse removal function is performed by the FTM while SDM is responsible for wider waste management.

Table 19a: Refuse

Ward	Refuse removal status/mechanisms	Challenges
01	Own	Waste removal mechanism is needed
02	Own	Unavailability of refuse removal poses sanitation threats
03	Burning system implemented	System results in air and soil pollution
04	N/A (Burning system implemented in some sections)	Air and or soil pollution is high. This points to a need for landfill site.
05	Own (burning in the yards), dumping in the dongas)	Health risk
06	Food for Waste project which benefits some but not all the households in the ward	Increase/expand Foot for Waste project to cover all households in the ward
07	Food for Waste project which benefits some but not all the households in the ward	Increase/expand Foot for Waste project to cover all households in the ward
08	Food for Waste project which benefits some but not all the households in the ward	Increase/expand Foot for Waste project to cover all households in the ward
09	N/A	No refuse removal plan for area and this can led to environmental hazard
10	Own	Waste removal site needed
11	N/A	Landfill site area is needed
12	Within the yards. It is particularly good at Atokia section	No land, no site in some sections while in other sections there is no access to site.
13	N/A	People dispose waste at the streets. This may lead to diseases

Fetakgomo Local Municipality: 2010

The current study estimates that **24 267 (82%)** households have no formal refuse removal service 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 service in the municipal area poses a health hazard to the rural communities - it is particularly a problem for businesses. The implication of the finding is that the formal refuse removal service is needed in the said wards. Also noteworthy is that there is formal waste collection, Food for Waste Project, which covers three villages Apel, Nkoana and Nchabeleng. About 4000 households in the mentioned villages are benefitting from this project. The project is currently in its 2<sup>nd</sup> phase and was launched on the 4<sup>th</sup> December 2009. It is augmented by the privately owned landfill site at Atok Mine. The majority of the population within Fetakgomo utilises their own dumps for this purpose. These dumps are usually located within the individual property and burnt on an ad hoc basis. Also existing is the recycling club. The FTM has three recycling clubs that are funded by Buyisa-E-Bag. The clubs recycles bottles, cans, plastics, papers and box which are sent to relevant recycling companies such as Collect-Can, Consol, Nampak and even Extrupet. Table 19 below indicates waste management backlogs per ward.

Results of the findings of other studies for example, Statistics South Africa (Community Survey 2007) concur with the above finding by asserting that the large proportion, **19112 households** within Fetakgomo has no rubbish disposal. This leaves the statisticians of Statistics South Africa with the following table:

Table 19b

Refuse disposal	Households weighted
Removed by local authority/private company at least once per week	1327 + 4000 Food for Waste
Removed by local authority/private company less often	165
Communal refuse dump	188
Own refuse dump	19112
No rubbish disposal	1058
Other	-

Source: Statistics South Africa (Community Survey 2007)

At the second first row, the latter table is not vehemently opposed to the former table/finding. The second last row of the former table tends to correspond with the third last row where own refuse dump is a common event. Refuse disposal is needed for a wide variety of reasons. Firstly, to avoid littering and secondly to reduce health risks. Therefore its necessity cannot be over-emphasized. With the licensed authorised landfill site, the Municipality is carrying out landfill site construction which is scheduled for completion in the 2009/10 financial year – it is envisaged to help a great deal in this regard.

### 2.3.6. Roads, storm water drainage system and public transport

The FTM does not have powers and functions on roads. The SDM is responsible for the roads function. Table 20 describes the current state of roads (road conditions) and provide an indication of the backlog thereof within Fetakgomo.

Table 20: Roads

Ward	Description of road conditions				
	Main	To schools	To gravesites	To moshate	To other destination
01	Tarred	Gravel & rocky	Gravel	Gravel & rocky	Gravel
02	Gravel, some construction currently underway	Gravel & bridge needed	Gravel & bridge needed	Gravel, construction underway & bridge needed	Gravel
03	Tar road and predominantly gravel	Gravel	Gravel	Tar road and predominantly gravel	Gravel
04	Below standard	Gravel	Gravel	Gravel	Poor conditions
05	Tarred (except Matsimela, Marakwaneng & Matotomale/Ga-Photo)	Gravel	Gravel	Gravel	Gravel
06	Tarred	Gravel	Gravel	Gravel	Gravel
07	Tarred	Gravel	Gravel	Gravel	Gravel
08	Partly tarred & partly gravel	Gravel	Gravel	Gravel	Good
09	2.5 km between Pelangwe and Maisela is tarred	Gravel	Gravel	Gravel	Gravel
10	Gravel	Gravel	Gravel	Gravel	Gravel
11	Gravel	Gravel	Gravel	Gravel	Gravel
12	Tarred at Sefateng, gravel at other villages	Tarred at Sefateng, gravel at other villages	Gravel	Gravel	Tarred at Sefateng, gravel at other villages
13	Tarred but gravel at Tjibeng, Shubushubung & Mahlabeng	Gravel	Donga	Gravel	Partly tarred and partly gravel

Source: Fetakgomo Local Municipality, 2010

From the supra table a few observations can be drawn. Roads to schools, gravesites, moshate and to other strategic areas (i.e to clinics) are predominantly gravel, largely in poor conditions and even rocky. **136 km roads** have been surfaced. Quantitative estimates are that about **195 km of roads** in Fetakgomo are gravel. The backlog includes nine (10) roads, viz, Pelangwe to R37, road between Mashabela and Mphanama, road between Mabopo (Nchabeleng) and Mphanama, Malomanye and Marupeng, Tjibeng (Mahlabeng) and Shubushubung, Lerajane and Maisela, Magakala and Magabaneng, Ga-Oria and Tjate, Madithame and Ga-Nkoana (D4199), Mashilabele and Lekubeng et cetera. The implications are that the aforesaid roads are impassable and

need a change from gravel to tar. This is especially so during the rainy conditions. There are instances where people cannot go to school or gravesites due to impassable roads. In other words, poor roads and inadequate public transport sometimes hinders access to health and educational services.

Table 21: Strategic Roads Within the Municipal Jurisdiction

Priority	Strategic roads	Strategic importance of the road
01	D4190 (Pelangwe to Mabulela) (15 km)	The 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 FTM. Lead to promotion and optimum exploration of tourism.
02	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.
03	D4180, D4185, D4170, D4167, D168 (Sefateng/Bokoni Platinum Mine to Diphale/Driekop to Crossing to Tukakgomo) (70 km)	Hugs Burgersfort in Tubatse Local Municipality with FTM and also has the potential to vibrate the local economy.
04	D4252, D4200, D4213, D4212, D4220, D4185 (Road D40454 to Mphanama to Petseng to Ntswaneng to Ga-Kgwete) (47 km)	Connects Makhuduthamaga Local Municipality with FTM and subsequently hugs Mpumalanga, Gauteng and Kwa-Zulu Natal Provinces.
05	D5013 (Phasha/Makgаланoto to R37 to Tswereng to Sentlane to Ledingwe)	Connects settlements (villages) within the Municipality, increase mobility and ease access to services (i.e health, education etc)
06	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)
07	D4197 (Malogeng to Malomanye)	Intersects settlements (villages) within the Municipality, increase mobility and ease access to services (i.e health, education etc)
08	D4128, D3130 (Lesetse to Seokodibeng)	Connects settlements (villages) within the Municipality, increase mobility and ease access to services (i.e health, education etc)

Source: Fetakgomo Local Municipality, 2010

These roads have been submitted into the Provincial Road Master Plan, DoRT, through a letter dated 25<sup>th</sup> August 2010. In terms of conditions these roads are all gravel and impassible especially during rainy conditions. They are also hit / marred by lack of storm water drainage. It should be noted that they do not represent the entire road backlog within the Municipality – but they are the most strategic ones.

Road network: a further reflection

The total **road network** in Fetakgomo is estimated at nearly **400 km**. This figure excludes internal streets. 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 Fetakgomo 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' of the Fetakgomo local municipal area, is linked to the R555 (Burgersfort/Stoffberg road) via the tarred District Road D4190. The D4250 that links Apel with Lebowakgomo was tarred as far as Apel Cross. 6.2 km of the gravel section (20 km) of the D4190 that links Apel with the R37 is under construction and needs to be tarred entirely 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 'Fetakgomo' 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

○

Storm water backlog is evidently huge in Fetakgomo. Storm water drainage system is needed in all gravel roads because all gravel roads do not have storm water drainage. Only a few portion of the paved tarred road have storm water drainage. The capacity of constructed Phahlamanoge Bridge needs to be increased.

Table 21: Bridges

Ward	Number of bridges needed	Identified location
01	Seven (7)	Ngwakwaneng, Renkeng, lehlokong, Modiba, Masehleng, Mokiritlaneng and Phahlamanoge
02	Sixteen (16)	Magabaneng (2), Moshate (3, next to boseka café, motheswane and seroteng), Matamong (2, next to Mphanama Primary and Mantshatla Tuck shop), Sepakapakeng (2, Manasaneng and Motsebore), Seleteng (3, next to Morakong, Mothwana café and matamong section), Magagamatala (4, Motheswane and Sehlakole)
03	One (1)	Rite
04	Six (7)	Radingwana (Next to Radingwana Dam), Radingwana (Ga-Maapea next to Tsirirana), Phaageng, Radimmela Primary School and Segare next to Bottle store), Mmela ( Ga-leutle and Ga-Makgale)
05	Two (2)	Tjate to Moshate/Mohlaletsi & Marakwaneng
06	Three (3)	Nchabeleng to Masweneng, Nchabeleng to Magotoaneng & Mokhulwane to Magotwaneng
07	Two (2)	Steneng and Dithopo
08	Three (3)	Moshate-Hlapo, Mapulaneng –Moshate and Mapodi
09	Six (6)	Maruping, Malogeng, Modimolle, Mphaaneng, Pelangwe and Mabulela
10	Thirteen (13)	Phasweng to old clinic, Mashemong and Ga-Matjiane, Mamokgalake river and Boselakgaka, Matshidi, Shole, Mokgokgomeng, Semaneng, Sethulane, Maruping gravesite, Mogoleng and reservoir.
11	Ten (10)	Ledingwe (4), Mosotse (3), Seokodibeng (next to Kgagudi school), Ga-Phasha-Mampa (2)
12	One (1)	Mashikwe
13	Two (2)	Rostock to schools, Monametse/Mokgotho/Rapholo bridge
Total	83	

Source: Fetakgomo Local Municipality, 2010

About **eighty three (83) bridges** are still needed to improve mobility and accessibility for villagers. The table above specifies where the bridges are needed. The recently constructed Phahlamanoge bridge by the SDM is of substandard quality.

## 2.4. SOCIAL SERVICES ANALYSIS

### 2.4.1. Public transport

The Department of Roads and Transport is the public transport authority. The SDM helps in respect of transport planning. The present main public transport challenge is the dispute in the taxi industry (Sekhukhune Taxi Association and Apel Taxi Association) regarding usage of the road, Apel to Mohlaletse. In more than one occasion, the dispute took violent forms. Other challenges pertain to inadequacy or lack of public transport in some areas. Public transport is needed especially from Phageng to Jane Furse, from Jane Furse to Phageng and from Moralele section (Ga-radingwana, Ward 4) to Jane Furse, Ga-Mampa (Ward 11), Health Centre (Ward 06) and Mphanama to Bopedi Shopping Complex. Communities use private transport in villages stated above where the taxi industry does not operate or is insufficient. This means of transport is not recognised by law and is risky to the lives of commuters.

Table 22a indicates the number of taxi ranks in the Fetakgomo municipal area.

Table 22a: Transport facilities in Fetakgomo

Village	No of transport facilities	No of formal transport facilities
Mohlaletse	1	0
Apel	1	1
Atok	1	0
Phasha Selatole	1	0

Source: Fetakgomo Local Municipality 2010

Taxis operating within the Municipality mainly use the tarred R37 (Burgersfort-Polokwane), D4250 (Apel-Apel Cross-Lebowakgomo) and D4190 (Apel-Sekhukhune-Steelport) 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.

#### Bus operations

The 'Great North Transport' is the only bus operator within the Municipality with conventional fixed routes and a fixed schedule system that provides passengers with public transport to work in the morning and back to home in the evening. Table 19 indicates the bus routes in the Fetakgomo municipal area.

Table 22b: Bus Routes In Fetakgomo

Bus Route	Time Schedule
Mohlaletse to Polokwane	06h00
Ga Machacha via Ga-Oria via Nkwana to Burgersfort (Tubatse)	14h00
Phahlamanoge to Jane Furse via Seroka, Mohlaletse, Nchabeleng and Mphanama	06h00
Rostock to Jane Furse	06h00
Mabulela via Selepe to Burgersfort	06h00
Johannesburg to Fetakgomo	Fridays

Source: Fetakgomo Local Municipality 2010

#### 2.4.2. Telecommunications

The most recent findings are exhibited in the following table.

Table 23: Communication (postal services, land lines, network towers, radio & TV reception)

Ward	Description of available communication infrastructure											Challenges	
	Postal services		Land lines		Network tower		Radio Reception		TV reception		Newspaper Access		
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes		No
01		X		X	Yes (1 village)	No (2 villages)	Yes			No		No	Poor reception esp at Phahlamanoge. MTN is needed.
02	X (Malaeng)			X	Yes (1 villages)	No (4 villages)	Yes					No	
03		X (in 2 villages)	X (in 2 villages)	X	Yes (in 1 village)	No (in villages)	Yes (in 3 villages)	No (in 1 village)	Yes (in 1 village)	X (in 3 villages)	City Press		There is a need for communication services
04	X (3 sections)	X (4 sections)		X	Yes	No (in 2 villages)	Yes	No (in 1 village)	Yes	No (1 village)		No	Landlines are needed for business purposes, for faxing machine connection etc
05		X		X		No	Yes		Yes			No	Parts of Lerajane, Matotomale/Photo, Tjate & Matsimela lack network. Need for network tower
06		X (except 1 section)		X		No (except 1 section)	Yes		Yes		City Press		Network does not cover the whole ward. TV reception is not good on some sections.

Ward	Description of available communication infrastructure												Challenges
	Postal services		Land lines		Network tower		Radio Reception		TV reception		Newspaper Access		
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
07		X		X (3 section)	Yes	No	Yes	No	Yes	No		No	Tv signal problems
08	X (2 section)	X (6 sections)	X (1 section)	X (7 sections)		No	Yes			No	City Press, Sowetan, Daily Sun		Postal service only in two section
09		X		X	Yes (4 sections)	No	Yes		Yes (6 villages)	No (2 villages)		No	Mountain disrupt net coverage in to areas
10	X (1 section)	X (1 section)		X	Yes		Yes			No		No	Landline is needed
11	X (2 sections)	X (4 sections)		X	Yes (5 villages)	No (2 sections)	Yes			No		No	Network tower & TV reception still needed.
12	X (2 sections)	X (5 sections)		X (except 1 section)		No (except 2 sections)		No (except 1 section)		No (except 1 section)		No	Network tower to improve the situation is needed
13		X (except Tjibeng)		X	Yes (3 villages)	No (4 sections)		No (except for Monam etse)		No		No	Poor network coverage

Source Fetakgomo Local Municipality, 2010

The table has several implications. Cell phone network continues to be a problem. Newspapers are not easily accessible, even if they are City Press, Sowetan and Daily Sun are the ones that tend to be used by the residents.

Current market research Synovate (cited in Sutherns, 2010:03) shows that 84% per cent of South Africans "cannot live" without their cell phones. Applied to Fetakgomo context, this finding has strong implications for cell phone network towers. Cell phone network coverage is evidently poor and therefore needed in different villages/sections of the municipal wards. For example, Wards 13, 12, 11, 9, 5, 3, 2, 1, 7, 8 etc. Generally, the network coverage is weak/poor in the municipal area. As regards, landlines, previous research (2008/9 IDP) made the following appalling finding and assertion: approximately 68% of households in the municipality are without access to telephones. The situation is assumed to be more severe due to recent (2009) interruption of Telkom services as a result of alleged cable theft. The backlog could be at over 80% (23 9710 at present. Wards, 1, 5 and 7 need postal services. Most households at wards 1, 2, 4, 5, 6, 10, 11 & 13 need landlines. The functional fixed landlines are sometimes interrupted given rural orientation of Fetakgomo. TV reception is a need for wards 10, 11 and 13. Generally, the network coverage is poor. One of the implications of the dismal picture painted in this section is that the majority of households in the municipality still cannot take advantage of the ever-expanding internet and e-mail telecommunication facilities, especially for educational and business purposes. This, in turn, undermines the economic viability of the area.

#### 2.4.3. Free Basic Services

Back in 2003/2004 financial year, the Sekhukhune District officially initiated the process for free basic services. The process was paved by the compilation of indigent registers and facilitation of indigent policy. The district also had yard connections of water services at Mashung (Nkoana and Nchabeleng) in order that the households whose monthly income is beyond R1 100.00 can pay

for the services while those below qualify for 6 kilolitres of water free of charge every month. However, this service was never taken off the ground due to delays by the authority to develop relevant by-laws. To date, all households with yard connections regardless of their indigent status get free water.

The FTM provides the Free Basic Electricity (FBE). The number of households that receive (claim) FBE is estimated to be **2188**, while **3247** of the households are configured (ESKOM October 2009).

Refuse Removal service is also rendered freely through the food for waste programme. The programme ensures that every household within the collection area gets its refuse removed once per week without any payment. But the “free for all” notion will change as soon as the pilot project comes to an end in 2010/2011 financial year. This will be implemented in line with the operationalisation of the landfill site.

## 2.5. ECONOMIC ANALYSIS (LOCAL ECONOMIC DEVELOPMENT)

This section focuses on the characteristics of the Fetakgomo economy more specifically the key economic activities that shape it. The section also provides a synopsis of the Fetakgomo economy assessment and highlights its competitive advantage. It is important to note that as at the end of the 2<sup>nd</sup> quarter of the 2010/11 financial year, cumulative data pointed to about 13867 jobs which were created through LED initiatives. Some of the job opportunities are provided through the Expanded Public Works Programme (EPWP).

The predominant business activities are summarised in the table below:

Table 25: Business Activities

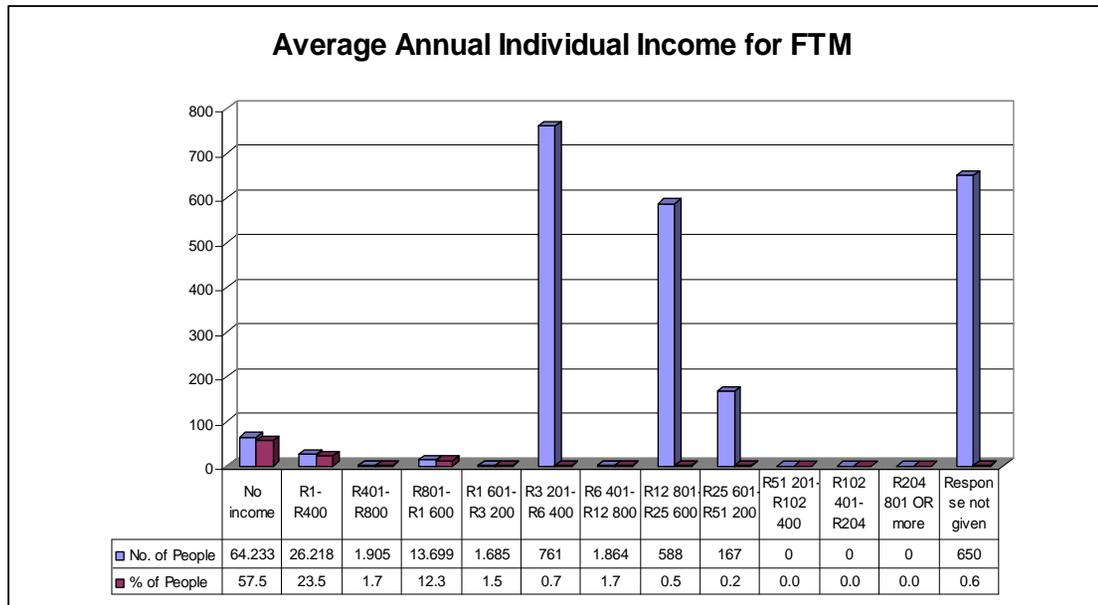
Ward	Total number of businesses	Analysis of type of business		
		Type of business	Legal entity of the business	
		Spaza	Formal shops	Other (e.g garden)
01	29	25	3 (2 welding shops)	Mashilabela Poultry and Gardening Project, Banna le Basadi Temong Project, Tadimasekgapa Mining Cooperative Ltd
02	50	24	15	Collapsed shops
03	29	22	7	6 Garden and liquor store
04	32	14	15	3 Bottle stores
05	49	23	26	5
06	29	13	16	5
07	34	23	28	Poultry farming & liquor store
08	40	20	13	5 (Makgale Gardening, Mohlakamotala, Seribane, Makgale project & Modulathoko Gardening)
09	36	23	13	04
10	30	19	11	1 (Garden)
11	38	19	16	Poultry/Garden
12	26	12	16	Tavern
13	29	17	11	1 Garden at Tjibeng
Total	451	242	189	

Source: Fetakgomo Local Municipality, 2010

In general, Fetakgomo is perceived as being an economically deprived municipality, heavily reliant on public sector employment (34.01 per cent of all employment), remittances and social grants. The average annual household income for Fetakgomo is R 8,000 per annum and almost one third of all households report that they are earning no income.

The 2007 Stats SA Community Survey results indicate that the average annual individual income of the population in the Fetakgomo area is very low. Figure 3 below clearly reflects the extent of poverty in the Fetakgomo area in terms of an overall annual individual income profile. 57.5% of the population does not have any income, while only 0.5% of the population has an average income of more than R12801 per year.

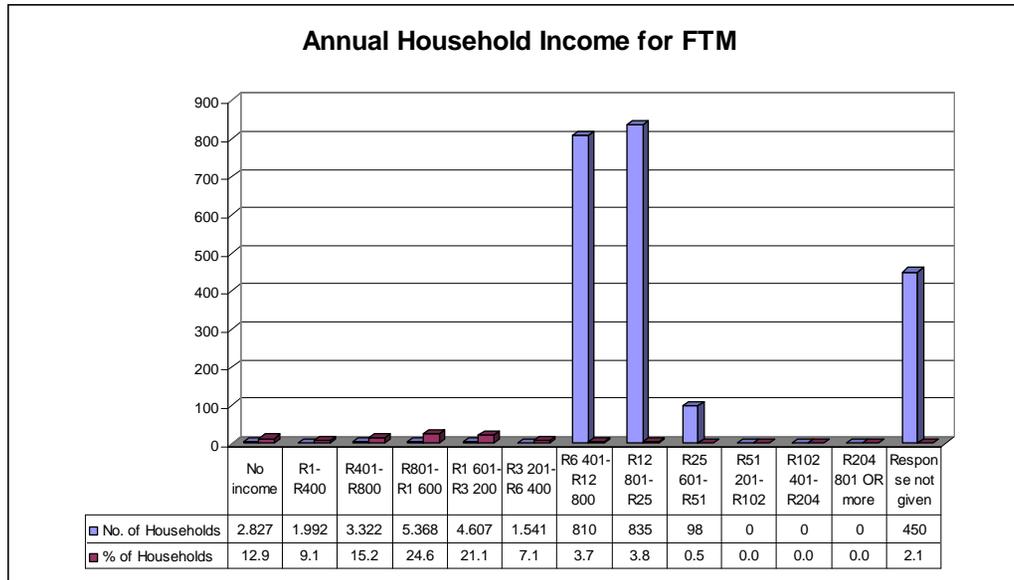
Figure 3: Average Annual Individual Income for Fetakgomo



Source: Stats SA Community Survey 2007

The minimum subsistence income (breadline) for households to survive in Limpopo is considered to be R15 600 per year or R1 300 per month. Figure 4 below indicates that approximately 97.5% of households in Fetakgomo live under the breadline, i.e. earns less than R15 600 per year. Should this persist, this reality implies that approximately 97.5% of households will currently be unable to pay user charges for municipal services.

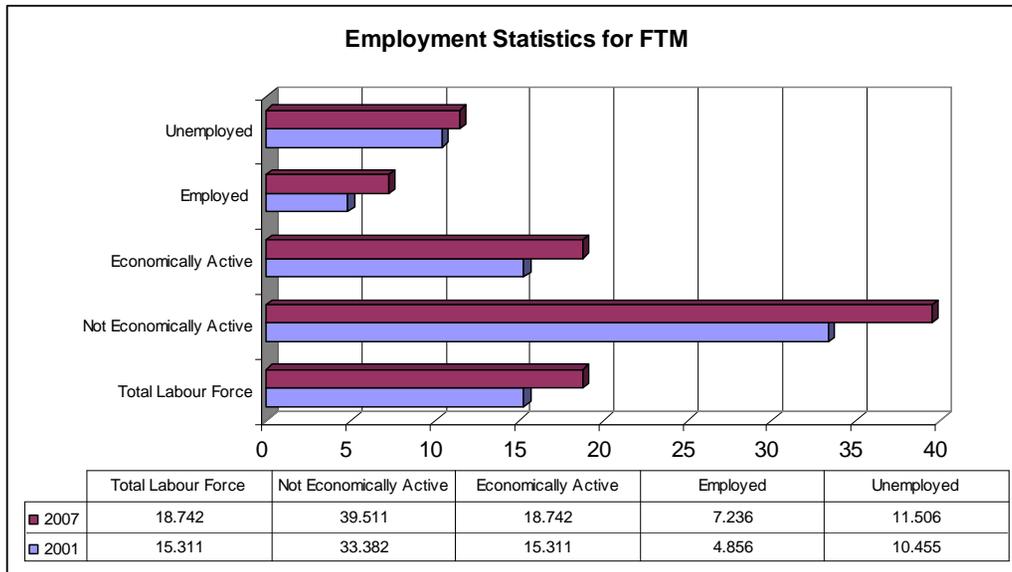
Figure 4: Average Annual Income for Households in Fetakgomo



Source: Stats SA Community Survey 2007

The Stats SA Community Survey results (*Figure 5 below*) points to the fact that “not economically active” population has increased from 33 per cent to 39 per cent from 2001 to 2007 respectively. The results further paint a bleak picture in respect of a large number of unemployed people (11 506) of the total labour force (18 742) in 2007 which has increased as compared to 2001. However, a significant number of people were employed in 2007 compared to 2001. This simply implies that although the employment rate has increased between 2001 and 2007 equally the unemployment rate has increased resulting in the number of jobs lost being replaced by the newly created jobs.

Figure 5: Employment Statistics for Fetakgomo



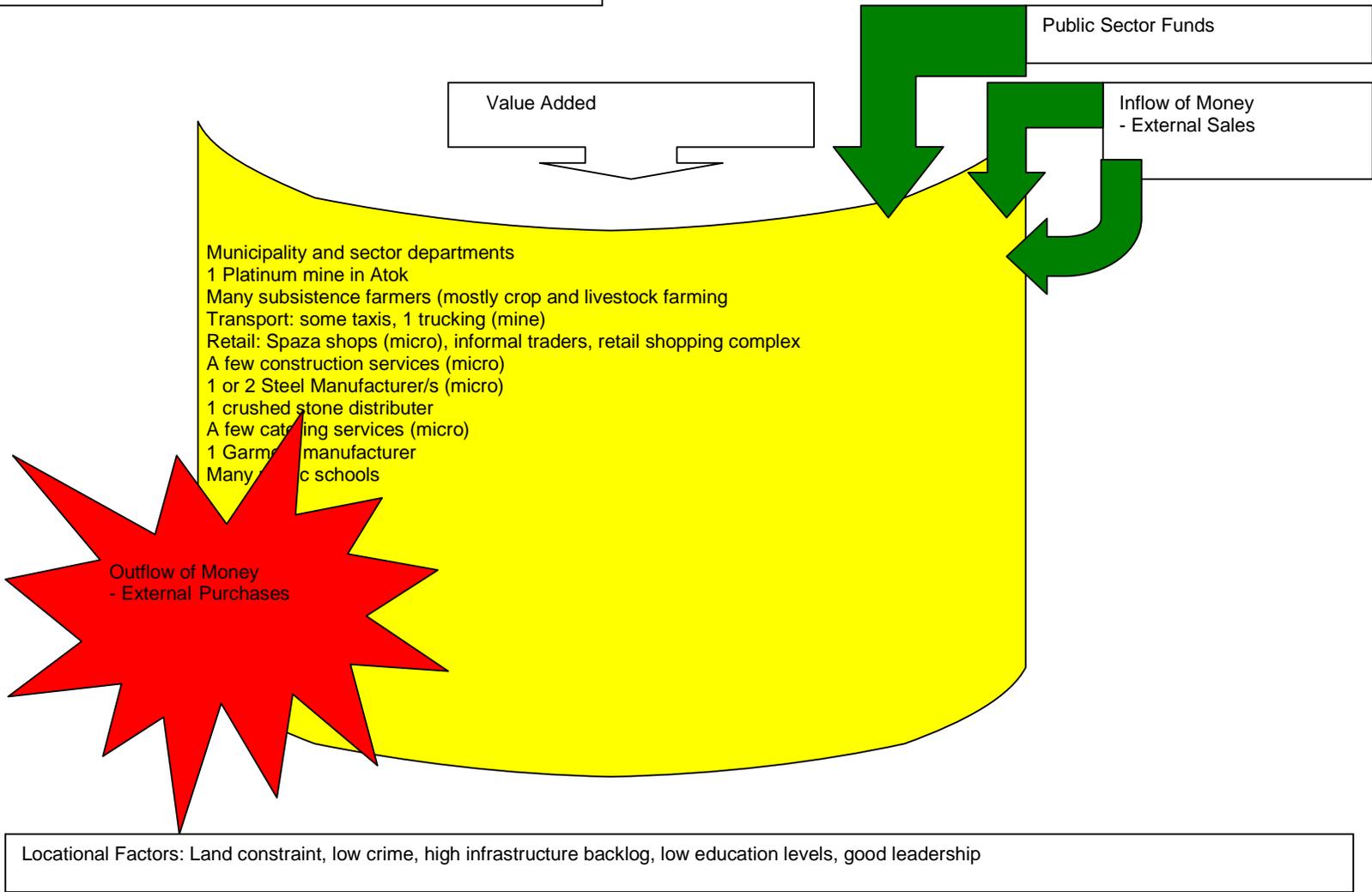
Source: Stats SA Community Survey 2007

2.5.1.Key features of the Fetakgomo economy

The diagram below provides a visual illustration of the main characteristics of the Fetakgomo economy. The mix of business activities in the Fetakgomo local economy as identified is listed in the orange pot in the figure below. The green arrows indicate the main sources of external income (revenue and investment) flowing into (green arrows) and leaking out of (through the hole which is represented by the red star) the economy.

The Fetakgomo Local Economy

Diagram 1b: Key Features of the Fetakgomo's Economy



## Diagram 1b: Key Features of the Fetakgomo's Economy

There are a number of features that are immediately striking about this economy. First, it is apparent that the Fetakgomo economy depends mainly on mining and public sector funding. In addition, multi-jurisdictional land ownership, infrastructure availability and education levels are the main constraints to growth.

It is also striking that significant (local) money flows out of the Fetakgomo economy because local residents make their purchases outside municipal boundaries. Conversely, certain local sectors earn revenue from external markets. These and other important features of the Fetakgomo economy are discussed below.

### External purchases by locals

Local Fetakgomo residents purchase many items, particularly furniture, food and consumables, community services, clothing, vehicles, construction, construction materials and medical services, from external towns and cities. However, the established retail shopping complex has to some limited extent changed this situation and created several opportunities for the Fetakgomo economy by supplying these goods locally.

### Sectors earning revenue from external markets

There are very few sectors that earn revenue from external markets. These include platinum mining, transport (taxis), the informal trade of agricultural produce and the supply of goats to Gauteng and other nearby provinces for traditional rituals. The transport sector relies mainly on proximity to local customers for competitive advantage. Lead enterprises in these sectors have proven their competitiveness by trading profitably in external markets. Beyond these industries, however, mining far outstrips every other sector in this regard. Mining's competitive advantage is more robust due to the rich platinum deposits close to surface, the fact that there is a smelter close by as well as linkages to international value chains.

### Demand conditions

As may be expected in a small rural town, markets and sophisticated demand are limited. However, Fetakgomo is fortunate to have a mine which is linked to the international platinum market and which plans to grow aggressively. The only other significant markets are retail and the public sector which plans to increase investment in basic infrastructure and presents construction opportunities.

### Quality of life

Quality of life factors are important to higher level income persons deciding to live in a particular location. Fetakgomo has an attractive landscape, crime levels are low, living conditions are pleasant and with quality education and recreational facilities available within 1 hour's drive away in Polokwane. The town of Fetakgomo is much closer to Bokone Platinum Mine than Polokwane or Burgersfort. Mine employees living here would save 45 minutes travelling to work twice a day.

The established Fetakgomo Shopping Mall has resulted in few locals travelling to Polokwane and Lebowakgomo regularly to shop and for entertainment. The mall has, among others, the following retail stores in place: clothing stores, and a hardware store.

Four quality of life factors offer possible advantage and should be promoted:

- proximity to work at Bokone Platinum Mine located in Atok;
- an attractive setting for homes;
- low house prices (assuming property rights resolved); and
- low levels of crime.

The other quality of life factors do not offer a comparative advantage and should be improved over time.

## 2.5.2. Key economic sectors

There are some disputes regarding the precise contribution of various sectors to Fetakgomo's Gross Geographical Product (GGP). Nevertheless, this IDP uses the figures provided by the Municipal Demarcation Board in 2000. This is set out in the table below.

Table 26: Sector contributions to Employment in FTM

Sector	No of people employed per sector	% Contribution to employment per sector
<b>Primary Sector</b>		
Agriculture, hunting, forestry and fishing	60	0.82
Mining and quarrying	2362	32.65
<b>Secondary Sector</b>		
Manufacturing	129	1.78
Electricity, gas and water supply	-	-
Construction	326	4.51
<b>Tertiary Sector</b>		
Wholesale and retail trade	592	8.18
Transport, storage and communication	83	1.15
Financial, Insurance, Real estate and business services	-	-
Community, Social and Personal Services	1945	26.88
Other and not adequately defined	186	2.57
Unspecified	1553	21.46
<b>Total</b>	<b>7236</b>	<b>100</b>

Source: Stats SA Community Survey 2007

It is perhaps remarkable that the mining sector contribution has increased from 28.36% (Municipal Demarcation, 2000) to 32.65% (Stats SA Community Survey, 2007). Unlike in the past, the mining sector is on the lead regarding contribution to employment. This is attributable to the mineral deposits found in the area. What is somewhat staggering, however, is that the agricultural sector contributes almost 0.82 to local job positions.

It is worth noting that in recent years, the efficiency of social grant delivery has increased significantly. However, the ability of the Fetakgomo economy to retain this fiscal inflow, through the provision of local goods and services, has not developed commensurately. In addition, a significant part of the economy is dominated by large mining companies with their headquarters and procurement bases outside the Sekhukhune District. This has implications for economic development in the area, and is described elsewhere in this IDP.

The following sub-sections describe some of the key sectors within the Fetakgomo economy.

### **Agriculture / Farming**

Whilst the employment contribution by farming has decline between the period 2000 and 2007, there is potential for improvement based on the possible but effective exploitation of this sector. Two factors contribute to taking this sector more seriously, namely: – indigenous knowledge was previously utilised when these farming areas were utilised productively and the fact that Limpopo Department of Agriculture continuous to invest a substantial infrastructural investment in terms the resuscitation and installation of the existing and new irrigation schemes respectively. In terms of pro poor growth in the context of low levels of education, agriculture offers an option of employment for persons with farming skills. Despite the availability of irrigated land and fertile soil, the agricultural potential is largely unutilised. Funds are also available but appropriate utilisation of the funds remains a challenge.

### **Mining**

Fetakgomo is rich in chrome and platinum. The mining activities are located closer to the smelter. This comparative advantage is competitively utilised at Bokoni Platinum Mine, which belongs to ANAROOG. The mine currently employs 4000 persons and aggressive growth and expansion is planned.

One chrome mine is being proposed in Sefateng and the possibility of locating a chrome smelter can be explored by the private sector. There is also exploration for further platinum and granite mines.

Mining is very capital intensive and a relatively (to capital investment) low absorber of labour. Potential growth opportunity for Fetakgomo downstream in the value chain is limited as the capital intensive smelter is in the neighbouring municipality. The supply chain however offers a wealth of opportunities to a variety of other sectors.

### **Manufacturing**

Current local manufacturing activities are limited mainly to serving local needs in the absence of other competitors. Distance of competitors, customised demands and small orders sustain current activities. An example is a clothing manufacturer focussing on individual garments, typically traditional wear and wedding dresses. Other activities include welding services of burglar bars, security gates etc.

Growth of the mining sector and local proximity may create conditions that lead to development of the manufacturing sector, by a combination of external investors and development of local manufacturers. Growth in this sector is therefore mainly dependant on growth in mining. It could therefore be included under the heading of leveraging opportunities linked to growth in mining.

### **Construction**

The statistics for 2000 suggest construction contributes 6.44% to Fetakgomo employment and it has declined as compared to the 2007 figure of 4.51%. The local industry is limited but has growth potential.

Two key drivers are expected to create conditions for growth in construction – aggressive growth and investment by the mines, which requires infrastructure and housing for staff, as well as the growth of public sector infrastructure development to reduce social infrastructure backlogs.

The construction opportunities linked to mining are mainly during establishment of capacity for mines and will therefore have a much shorter window of opportunity (approximately 4 - 8 years) than the opportunities linked to the operations of the mine (approximately 20 - 30 years). Thereafter, construction will need to compete in other markets with a proximity disadvantage.

### **Retail, Trade and Services**

The previously uncompetitive retail sector consisting of spaza shops is currently being superseded by the establishment of a modern Shopping Centre with well known retail chain stores and franchises. This shopping centre creates quality new jobs, reduce costs to local consumers and provide new supplies e.g. a hardware and building supplies store beneficial to other industries such as construction. It further reduces the local expenditure on retail goods, previously purchased outside the area.

The market has responded to the local demand and is expected to continue to grow as local consumer and business spending power increases. This spending power is likely to originate from growth in the number of higher income consumers that choose to live in the area, as a result of growth in other sectors such as mining and related suppliers. Growth in the other sectors will therefore lead to growth of retail.

### **Transport and Logistics**

The transport and logistics sector consists of a few taxi operators (consumer transport) and a few individuals with trucks that transport agricultural goods, crushed stone and other building material. The growth of this sector is currently limited but is linked to growth in other sectors, in particular mining. Many people and vast amounts of material need to be moved on a regular basis. This sector could also be linked to the leverage of mining growth as this is where most of the growth potential lies.

#### **Tourism**

Fetakgomo has a picturesque landscape, has potential tourist attractions and is part of a tourism route on the road from Gauteng via Marble Hall and Fetakgomo link through a new shortcut over the Drakensberg to Tzaneen, Phalaborwa and the Kruger National park.

A present there is no visitor accommodation in the immediate area. Visitors to mines and the public sector have nowhere to stay and have to commute for more than an hour from either Polokwane or Burgersfort.

The potential for tourism exists but it requires substantial infrastructure investment. In lieu of the high dependency on the mining sector for short and medium term growth, other sectors need to be developed for the longer term to diversify the economy to become less vulnerable when the mining boom subsides. Tourism is one sector where competitive advantage can be developed and maintained over time. The short term demand especially whilst the mining expansion takes place, may present an opportunity to create appropriate facilities that meet the market demand and will be sustainable.

### Competitive and comparative advantage

For the Fetakgomo economy to grow sustainably, revenues (more specifically GGP) and investment flows must increase, preferably from external markets. Economic growth follows when businesses in local sectors become more competitive in external and/or local markets. The market responds to better goods, at lower prices by increasing sales revenue to suppliers. Increased revenues and lower costs increase profits which often lead to increased investment. Investment into productive capacity typically also creates new jobs.

It is therefore necessary to determine which external markets Fetakgomo-based firms can compete in profitably and sustainably. These markets and sectors offer the most opportunity for self-sustained economic growth and, therefore, become strategic priorities for the municipality. Furthermore, it is important to understand the nature of competitive advantages and disadvantages in these markets - and to recognise which factors are critical to success and which still constrain the relevant sector's performance.

If some locals already compete in these markets self-sustainably, it provides evidence of the viability of local sector competitiveness (e.g. the mines supply international value chains or Fetakgomo taxis transport residents). Therefore, the demand and supply pattern already exists, albeit on a small scale. Whereas it is theoretically possible for locals to also compete in totally new markets, such initiatives are less likely to succeed without external support, in the form of new investors. Planning entry into new markets is an extremely risky option and is prone to high levels of failure. It is safer to work supply demand patterns that are already proven viable and to grow these organically by making markets work better, improving sector competitiveness or removing location (or systemic) constraints to performance.

Understanding the market supply and demand patterns is crucial in determining options for high catalytic impact with least but smart effort and costing. If these are not understood, Fetakgomo's economic development initiatives are likely to have little impact and have a high probability of causing undesirable or unplanned consequences that could be costly and have a negative impact. These demand and supply patterns may be viewed from different perspectives. A value chain perspective, often used in the rapid appraisal process to understand the dynamics of specific sectors, focuses on the sequential value adding steps completed by different firms to produce various products purchased by an end user. A location or LED perspective focuses on activities in a particular place and the flows into and out of the economy within that place or location.

In October 2006, Fetakgomo Local Municipality underwent a participatory rapid appraisal process for local economic development. The appraisal process was useful in that it collated qualitative and up-to-date information about the local economy. The focus was placed on inflows of money from external markets and outflows through external purchases. This approach emphasised the importance of competitiveness and futility of zero sum initiatives (such as job displacement where one helps 1 retailer grow 3 jobs at the cost of 3 jobs at another). The results of the appraisal process are captured in the tables below.

### Strengths and weaknesses of key sectors of the economy

Table 27 below sets out the main strengths and weaknesses that pertain to the key sectors in the Fetakgomo's economy.

Table 28: Strengths And Weaknesses Of All Sectors

<p><b>Strong points</b></p>	<p>Close to the large platinum mine Land available Situating at an axis point to Burgersfort, Marble Hall and Polokwane Some good tarred provincial roads Close to the Olifants River (water supply) Situating in picturesque countryside</p>	<p>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</p>
<p><b>Weak points</b></p>	<p>Opportunities related to mine not utilised Poor road connection to mine - D4190 Multi-jurisdictional Land ownership constraint – delayed and lost economic development because current regulations</p>	<p>Shortages of skills Low levels of education Local priorities not linked effectively to District and Provincial priorities Local priorities not linked effectively to public sector support agencies</p>

	rewards gate keeping behaviour Backlog in basic infrastructure Fetakgomo is not located on maps Confusion about the town's name Limited access to telecommunication infrastructure	
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Table29: Strengths And Weaknesses Of The Mining Sector

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

Table 30: Strengths And Weaknesses Of The Agricultural Sector

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

Table 31: 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)

Table 32: 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

Table 33: 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:

Table 34: Natural Resources

Ward	Type	Description of economic development potential of the natural resources
01	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
02	Sand	It is potential natural resource
03	Caves and magnetic stones	Rich with indigenous culture and that can create tourism opportunities
04	Marula tree	
	River/Dam	Fishing and generate income by selling the products
	Marula Tree	Marula beer (selling such beer contribute towards income generation)
05	Mountain	Tourist attraction
06	Foot print	Tourist attraction
	Magnetic stone	Tourist attraction
	Carve & Mohlapo	Tourist attraction
07	Caves & rich soil	Soil fertility in the area- potential for agri-business
08	Stones	Building
	River	Sand collectors
	Grinade	Building concrete
09	River ,Sand & Rocks	River provide of water, fishing and recreational opportunities
10	N/A	
11	Quarry stone	Building
12	Meetse a Mamogashoa	

Ward	Type	Description of economic development potential of the natural resources
	Cave	Tourist attraction
	Game reserve	Tourist attraction
13	Sehlakwe water falls	Tourist attraction

Source: Fetakgomo Local Municipality, 2009

Fetakgomo is notably blessed with some of the natural resources. Table underlines the need to develop areas which have tourist potential e.g foot print, cave, dithaba (tourist attraction), stones (building), Marula tree (manufacture morula). There are also activities with economic potential.

Table 35: Potential Economic Activities

Ward	Opportunity	Funding status	Current status
01	Disable Centre	European Union	Functional
	Poultry & vegetable	Social Development	Functional
	Mining	Marlin & Kelgran	Waiting for licensing
	Crushing	LIBSA	Functional
	Mamakuru	None	Not functional
02	Mapuwe Garden Project	National Development Agency (NDA)	Functional
	Morako wa Matebele	Not confirmed	
	Kutukubje Cave	Not Confirmed	
03	Mining and farming	N/A	There is a need for water to grow crops and people with mining skills to empower the community
04	N/A	N/A	N/A
05	Farming	N/A	Not operating (Operation hunger no longer operating)
	Mining potential	N/A	No activity but initial studies confirming mining potential in the Ward were performed
06	Fetakgomo Farming Cooperative	N/A	Operating
	Nchabeleng Agricultural Cooperative	N/A	Lack infrastructure & thus no progress
	Lepellane Irrigation Scheme	N/A	Lack infrastructure & thus no progress
	Access to Agricultural Land	N/A	No progress
07	Farming	Department of Agriculture	Projects not well managed
	Ikageng Ga-Masha Farming Cooperative	Department of Agriculture & DTI	Functional
	Tourism		
08	Shopping complex	Predominantly private	Active
	Hawkers	None	Operating
09	Mining opportunities, agricultural farming, poultry farming	No source of funds	N/A
10	N/A		
11	N/A		
12	Game reserve	Potlake Game Reserve	Operational
	Mining	Leboa Platinum Mine	Operational
13	Mining	ANGLO Platinum, ANORAQ & Sefateng Chrome	Functioning except the newly proposed Sefateng Chrome Mine

Source: Fetakgomo Local Municipality, 2009

In a manner clearly understandable to even a non-specialist, the table above has recorded that Fetakgomo has a great potential for agricultural farming (along with others) as one of the dominant potential economic activity. The previous table which looked at business activity compliments this finding by entailing multiple references to gardening which falls within the category of agricultural activity. Even the table that sought to exhibit community structures noted some production of vegetables by some of the community structures. In contrast, however, it has been found out by the agricultural economists that the value of agricultural production of Fetakgomo (Gross Geographical Product) is the lowest (789) in the whole province of Limpopo. The second last is Aganang Municipality whose value of agricultural production is at 5,246. The second lead municipality is the Greater Tzaneen whose value of production is at 373,218, followed by Makhado at 295,783 and Mogalakwena Municipality at 242,334 (consult Department of Land Affairs, 2008:8-9). One of the reasons for the lowest value of agricultural production of Fetakgomo could be attributed to a non-availability of adequate water sources for farming purpose. Asserted differently, we are water stressed municipality. From a lay man's point of view, Fetakgomo's soil seems to be suitable for farming and somewhat grazing. Studies seem not to be conclusive/precise on the characterization of soil potential class of Fetakgomo. Can we classify Fetakgomo as High Potential Soil, Moderate Potential Soil or Low Potential Soil? Or does it reflect combination of two or more variables of these classes? It is recommended that further studies on the soil potential of Fetakgomo be performed to indicate/detail the economic viability of the soil. Strategies need to be developed to increase Fetakgomo's value of agricultural production and empower communities to generate income through agriculture. It is common knowledge that ours is a municipality that is defined by a largely low income population. Both local evidence and our empirical observations attest to the latter. Official estimates are that about 64, 233 people within Fetakgomo have no income while about 26, 218 earn income of between R401 – R800 (see Statistics South Africa, Community Survey 2007).

## 2.6. FINANCIAL VIABILITY.

Municipality has established fully functional Budget and Treasury Department in line with chapter 9 sections 80 of MFMA and the role of the Budget and Treasury department in any institution is to carry out REAL (Revenue, Expenditure, Assets and Liability) management. Municipality has improved significantly with regard to financial management which is evidenced by the fact that the municipality has received clean audit report in 2009/2010 financial year however the municipality is currently facing major challenge with regard to generation of own revenue since the municipality do not offer the following economic services such as water and sanitation, electricity etc due to limitation on powers and functions. Municipality has always maintained positive cash flow and it does not finance its operation through loans and overdraft.

In terms of expenditure management the municipality has always maintained watertight system of internal control and at all times municipality adhere to the principle of paying creditors on time which is 30 days payment period. Municipal credit control and debt collection policy has been fully utilised to ensure that all amounts that are being owed to municipality are indeed recover within 60 days invoice period and the ultimate intention is to recoup all the accounts receivable within 30 days period. Furthermore municipality has introduced a system of internal control as early warning mechanisms to detect authorise, irregular, fruitless and wasteful expenditure as well as unfunded mandate.

Brief analysis of statement of financial position, financial performance and cash flow.

Total Actual Revenue excluding capital receipts for the period ended 31 December 2010 was **R27,991,000.00** which is mainly attributable to the fact that Municipality has realised its significant portion of revenue out of both unconditional and conditional grants furthermore total operating expenditure amount to **R19,549,000.00** which lead to surplus of **R8,442,000.00**.

Total Actual capital receipts for the period ended 31 December 2010 was **R5.224, 000.00** of which 99% of MIG account to total capital receipts was recognised and the underlying capital expenditure mounted to 3.425,000.00 which clearly indicate that municipality need to put austerity measures on its capital programmes.

In terms of **cash flow**, the Municipality had favourable bank balance of **R11,108,0830.21** and short term investments with ABSA and FND which amounted to **R9,572,923.10** as at 31 December 2010.

Total audited assets which include non current assets and current assets as at 30 June 2010 was **R55,891,547.00** and total liabilities which mainly was staff benefits, retentions and unspent grants was **R11,899,111.00**

Table 30: Existing Revenue Sources

Revenue	Observation
Rental of equipments and facilities (community halls, leasing of office space, guest house)	There are three community halls that the municipality rents out to the community, government departments as well as civil society organisations. Although the halls are not maximally utilised, the municipality is able to generate revenue from leasing the halls. The Civic Centre has generated more revenue in the past than anticipated. The leases sections of the Fetakgomo Atok Thusong Service Centre (FATC), a multi- purpose community centre to different government and private institutions. The user departments and private institution/s pay for the space leased. The leasing of office space has some

Revenue	Observation
	maintenance implications, and municipality charges below marked related rental fees due to the rural nature of the municipality..
Land use applications	The Municipality is generating income from the land use applications. There is variation in application fees due land use type that one is applying for. The fees are only payable once the application has been approved by the DLGH. Municipality has been struggling to generate revenue out of this source therefore awareness need to be made to community about this opportunity.
Investment and tender documents	The interests earned on investment and tender documents are also revenue sources.
Traffic functions (licenses, fines and permit)	This function has boosted the municipality revenue since the learner licence was devolved and with the devolution of full licensing at later stage, municipality will realise sizable revenue.
Property rates	Valuation roll is in progress and is progressing well and the municipality is envisaging generating sizeable revenue out of this source since there are potential opportunities such as government, business sector within the jurisdiction of FTM.
Refuse Removal	Even tough this is more of a break-even source, it will improve he revenue base of the municipality.
Advertisement and billboards	This one of the potential revenue sources which municipality could realise revenue from and more sophisticated and advance models need to researched and developed to realise this line item.
Proof of residence	Also enables the FTM to generate revenue

Source: internal studies (Fetakgomo Local Municipality, May 2010)

#### Further observations

Municipality is relying more on grants and subsidies as well as public contribution and donation which represent more than 90% of the total municipal revenue. This mention observation will improve as municipality will for the first time in 2011/2012 financial year start to bill property rates and municipality will run its refuse removal services at full cost scale.

#### Audit Opinion

For the past four financial years, municipality has showed maturity with regard to financial management and finance related business processes and this is attested by the municipality has received positive audit outcomes. 2009/2010 financial marked the period were FTM received clean audit report which means that as low capacity municipality was achieved before 2014 target period as announced by CogTA and SALGA and this is attributable to fact that Political Leadership ,Senior Management with the support of municipal staff has shown positive interest in the audit process including both internal and external audit. Functional audit committee and internal audit contributed much towards attainment of clean audit however the challenge for the municipality is to maintain the status quo.

Table 31: Trend Analysis of Audit Opinion Over the Last Four Years

2006/7	2007/8	2008/9	2009/10
Qualified	Unqualified with emphasis of matter	Unqualified with emphasis of matter	Clean opinion

As a wrap up, key challenges key challenges in Budget and Treasury Department are insufficient revenue tax base due to rural nature of municipality as well as limited powers and functions. Indication of financial policies and controls will be done in the integration phase.

#### Budgeting

In compiling the budget of the Municipality, National Treasury Municipal Budget Regulation and Reporting circular 54 were considered which include macro-economic indicators as in the guidelines of the National Treasury, the historic expenditure trends and the revenue patters. Programme based budgeting approach was followed. Salaries were adjusted upward based on SALGABC agreements with the unions, councillors remuneration were adjusted in line with upper limits of public office bearers as approved by the Minister of CoGTA and performance bonuses

are budgeted for and paid in line with performance management systems. Operation expenditures were backed by properly researched plans, sources and motivations. CPIX is expected to decline to 4.5% in 2011/2012 as per the guideline from National Treasury Municipal Budget Regulation and reporting circular 54 furthermore capital expenditure has been provided for based on the approved MIG capital projects costs from GogTA. Revenue from unconditional and conditional was based on DORA Bill while internal revenue was based on historic trend analysis. Provision for bad-debts has been made at 5% and retentions has been properly budgeted for. .

These basic tenets guided the 2010/11 budget compilation.

Table 32: Operating budget 2010/2011 Medium Term Revenue Expenditure Framework

Department	Budget 2007/8 Actual Audited	2008/9 Actual Audited	Budget 2009/10 unaudited	Budget 2010/11	Budget 2011/12	Budget 2012/13
Corporate Services			21 706 767	19 966 395	21 337 179	22 793 290
Community services			-	6 204 345	6 293 005	7 617 066
Municipal Manager			2 239 738	1 729 633	1 734 091	1 871 137
Treasury			5 160 841	7 784 887	8 365 900	8 846 246
Dev Planning			6 155 749	4 002 763	4 349 129	4 613 597
<b>Total operating budget</b>			<b>35 263 095</b>	<b>43 349 263</b>	<b>46 123 669</b>	<b>50 185 135</b>

The operating expenditure for 2010/11 financial year is R 43 349 263 while in 2009/2010 the operating budget (adjusted) was R35 263 095 resulting in an increase of R8 086 168 being 22.9 % increase of the 2009/2010 budget.

Table 33: Budgeted statement of financial performance

Income	2009/2010	2010/2011	2011/2012	2012/2013
Operating budget	31 130 800	43 602 290	47 787 739	51 959 514
Capital budget	15 683 898	13 051 000	15 688 418	19 585 788
<b>Total Revenue</b>	<b>46 814 789</b>	<b>56 652 390</b>	<b>63 476 157</b>	<b>71 545 302</b>
Operating expenditure	35 263 095	43 349 263	46 123 669	50 185 135
Capital budget	15 683 898	13 051 000	15 688 418	19 585 788
Surplus/deficit		253 027	1 664 070	1 774 379

The Capital budget is financed by both internal funds and external grants. The total capital for 2010/2011 financial year is R 13 989 374. This is 12.8% less than the budgeted capital budget for 2009/2010 budget.

## 2.7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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 as regards service delivery. In terms of traditional leaders, there exists the Magoshi Forum. However, as delineated in the spatial analysis, the main issue (challenge) with the traditional authorities in the Municipality is that residential development is currently taking place in an uncoordinated and chaotic manner in

the area. This is largely because there is inadequate coordination between the Municipality, the traditional authorities and provincial Department of Local Government and Housing (DLGH). The functions for site demarcation and allocation remain vested with the traditional authorities and provincial Department of Local Government and Housing (DLGH) respectively. In reality, however, traditional authorities within Fetakgomo continue to perform both functions, often with resultant catastrophic effects. The land issue within Fetakgomo is of critical importance because of the extent of traditional /tribal ownership.

From a good governance and public participation point of view it is worth-mentioning that the FTM has Fraud Prevention Strategy which includes Fraud and Corruption Prevention Plan, Internal Audit Charter (C99/08), Audit Committee Charter (C98/08) as well as Audit Committee. At present the Draft 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, just to mention a few – insufficient capacity to evaluate and review all identified risks in the risk register, lack of risk management specialist(s) due to financial impediments, lack of own anti-fraud and corruption hotline etc. Financial factor is also responsible for the latter, thereby making the FTM to rely on other government’s spheres services such as the presidential hotline.

Deserving articulation are the needs of the youth who represents +/- 48% of the population, women who constitute 54,6% of the population as well as the people with disability represent about 4% of the population. Youth, women and people with disabilities have generally a broad range of interrelated needs which therefore must be addressed in a holistic and integrated manner. The Fetakgomo Youth Development Policy Framework identifies six major challenges as the ones that most acutely face the youth, viz, lack of career guidance, lack of skills and training, unavailability or inaccessibility of financial support for skills development, unavailability of schools for people with disabilities, HIV/AIDS and teenage pregnancy. Another research (SAPS, 2010) reveals that drug abuse is a source of challenge for Y generation. Drug-related crime within the FTM rose by 18%, from 112 in 2008/9 to 136 in 2009/10. As stressed by the NYDA (National Youth Development Agency) integration and mainstreaming of youth issues in the IDP is profoundly important. As at the end of 2<sup>nd</sup> quarter of the 2010/11 financial year, cumulative data pointed to 700 youth being employed through LED initiatives out of total 1386.

Recent survey shows that teenage pregnancy has, nationally, reached an alarming figure. It is also a significant problem in Fetakgomo. One in three girls has fallen pregnant before the age of twenty and nearly 74 per cent of those becoming pregnant are between the ages of 14 and 19 leave school (Lewis, 2009:30). As one of the designated groups, the needs of women range from health care, employment, basic services such as water, electricity etc (integration of gender issues in the IDP is significant). Data released at the end of the 2<sup>nd</sup> quarter of the 2010/11 financial year showed that significant proportion of those employed is women (900) while at least about 6 people with disabilities were reported to be employed as result of the LED initiatives. As a focus group, specific needs of people with disabilities are education (incl. braille translation of documents), disability friendly/accessible buildings, basic services such as water electricity etc. Integration of needs of people with disabilities is underlined in the IDP. In short, all these focus groups need decent education, work, health care, sustainable livelihood, social security, safety, recreational facilities and so forth. The next section offers in-depth analysis of social aspects which impact on these focus groups, viz, education, health (including HIV/AIDS), social development, safety and security and sports.

## 2.8. SOCIAL ANALYSIS

### 2.8.1. Education

Table 34 table below features the number of crèches and their names per ward.

Table 34: Crèches

Ward	Number of crèches	Circuit	Name of crèches	No of learners	
				Female	Male
01	3	Mohlaletse	Makola crèche	13	11
		Mohlaletse	Lehlabile	13	08
		Mohlaletse	Morotong	12	10

Ward	Number of crèches	Circuit	Name of crèches	No of learners	
				Female	Male
02	6	Lepellane	Fahlogang Crèche	15	15
		Lepellane	Leboge Crèche / Mapuwe	18	28
		Lepelleane	Mashiane Crèche	04	14
		Lepellane	Bophelong Day Care Crèche	48	28
		Lepellane	Selemagae Crèche	15	20
		Lepellane	Mmamohlatlo Crèche	34	36
03	6	Mohlaletse	Ramosedi good hope	08	14
		Mohlaletse	Moshele	20	12
		Mohlatatse	Sebatane	20	24
		Mohlatatse	Matladi a Mmaswi	10	08
		Mohlatatse	Motlogele	15	03
		Mohlatatse	Sekgale	30	34
04	1	Mohlatatse	Alliance Crèche		
05	4	Mohlatatse	Ditlokwe	15	03
		Mohlaletse	Moroamoche / Tubatsana	08	16
		Mashung	Ramogohlo		
		Mashung	Makgabutle	40	60
06	4	Mashung	Shalom	37	46
		Mashung	Little Angels	10	25
		Mashung	Nareadi	21	19
		Mashung	Phukubjane	08	05

Ward	Number of crèches	Circuit	Name of crèches	No of learners	
				Female	Male
07	3	Seotlong	Matlebjane	44	36
		Mashung	Modipadi	13	10
		Mashung	Masupsane	31	56
08	9	Mohlaletse	Makgale	03	02
		Seotlong	Kgomaretsane	16	10
		Mashung	Mmakhupe	22	17
		Mashung	Mamasegare	65	49
		Seotlong	Mapato	14	23
		Seotlong	Modipadi	13	10
		Seotlong	Nkoana	26	25
			Hunadi	06	04
	Matiana	14	18		
09	8	Seotlong	Makgathe	08	06
		Seotlong	Mathetje	18	26
		Seotlong	Rangoato	18	06
		Magakala	Ngoaketse		
		Seotlong	Phasha Monare	11	05
		Seotlong	Mpepedi	21	23
		Seotlong	Bana ba Jakobo		
		Seotlong	Kwano	29	25
10	4	Magakala	Malope		

Ward	Number of crèches	Circuit	Name of crèches	No of learners	
				Female	Male
		Magakala	Ebenazar	32	48
		Magakala	Difera	24	43
		Magakala	Nareadi	25	23
11	7	Seotlong	Matleke	20	22
		Magakala	Komana	11	05
		Magakala	Mashuthe	18	22
		Seotlong	Tshelong	44	50
		Seotlong	Ngwanakutu	50	42
		Seotlong	Kopanong	18	08
		Magakala/Seotlong	Nkwane	26	27
12	4	Seotlong	Maloke	16	20
		Seotlong	Mashilo	34	31
		Seotlong	Maribishi	68	30
		Seotlong	Segabeng	20	15
13	9	Magakala	New Stand	33	31
		Magakala	Pheladi		
		Magakala	Mapudi	14	10
		Magakala	Mabulela	17	12
		Magakala	Magapatona	08	10
		Magakala	Lebelo		

Ward	Number of crèches	Circuit	Name of crèches	No of learners	
				Female	Male
		Magaka	Sekgweng	05	09
		Magakala	Mametse	05	05
		Magakala	Lekalakala	16	15
Total	64				

**Source: Fetakgomo Local Municipality 2010**

The table above estimates that there are about 64 crèches. Crèches are usually attended by children aged 0-4. Crèches are important foundational institutions for child's development. They should not be downplayed. They give children a head start in numeracy and literacy. There exists a need for these institutions to note the population segment aged 0-4 shown in the previous section(s) of this chapter. This segment constitutes nearly twelve percent of the total population.

**Table 35 is concerned with the Adult Basic Education and Training (ABET).**

Table 36 ABET schools

Ward	Number of ABET schools	ABET School (location)	No of learners	
			Female	Male
01	5	Mankopodi Abet Centre	51	03
		Mashilabele Abet Centre	51	0
		Moletse Abet Centre	43	0
		Masehlang Abet Centre		
		Maebe Abet Centre	30	01
02	2	Mphanama Abet Centre	65	05
		Dithotwaneng Abet Centre	68	04
03	2	Moshiane Abet Centre		
		Seroka Abet Centre	41	03

Ward	Number of ABET schools	ABET School (location)	No of learners	
			Female	Male
04	1	Tlounare Abet Centre	41	0
05	2	Makgabutle		
		Moroamoche		
06	3	Tlakale Abet Centre	16	04
		Jacob Marwale Abet Centre	49	04
		Mankopane Abet Centre		
07	2	Nkotsane Abet Centre	27	02
		St Terresa Abet Centre	28	05
08	4	Nkwana Abet Centre	49	04
		Maisela Abet Centre	26	0
		Kgweri Abet Centre	25	06
		Tsweele Abet Centre	48	04
		Maphotle Abet Centre	36	0
09	4	Modimolle Abet Centre	49	04
		India Abet Centre		
		Mafene Abet Centre		
		Mahudu Abet Centre		
10	1	Selepe Abet Centre		
	1	Manotwane Abet Centre		
11	1	Kgagudi Abet Centre		
12	2	Mafise Abet Centre		

Ward	Number of ABET schools	ABET School (location)	No of learners	
			Female	Male
		Bogalatladi Abet Centre		
13	4	Matianyane Abet Centre		
		Makgalanoto		
		Manametse Abet Centre		
		Tshwereng Abet Centre		
Total	25			

**Source: Fetakgomo Local Municipality, 2010.**

There are about 26 ABET schools. As part of lifelong learning, ABET schools are essential. Illiteracy is an indicator of vulnerability. With these ABET schools, it is thought that the citizenry will be extricated from vulnerability. The target is that everyone should be completely liberated from illiteracy by 2014.

Table 37: Primary Schools

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
01	Maebe	14	Borehole	Yes	3 Pit toilets, below RDP	No				
	Mashilabele	23	Borehole	Yes	3 above RDP	No				
	Moletse	19	Borehole	Yes	4 Below RDP	No				
	Masehleng	10	Borehole	Yes	3 Below RDP	No				
	Mankopodi	10	Borehole	Yes	3 Below RDP	No				
02	Mabowe	16	Borehole	Yes	6 VIP toilets	Yes	245	280	09	07
	Modipadi	18	Borehole	Yes	8 VIP toilet	No	296	363	14	06
	Mphanama	18	Borehole	Yes	Below RDP	No	270	301	11	08
03	Moshiane	16	Borehole	Yes	6 RDP std	No				

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
	Matleu	14	Borehole	Yes	2 RDP standard (for educators only)	No				
	Leganabatho	7	Borehole	Yes	4 Below RDP	No				
	Seroka	18	Borehole	Yes	4 RDP std 4 Below RDP	Yes				
	Mampuru thulare	10	Borehole	Yes	2 RDP std	No				
04	Pakeng	06	Tap	Yes	8 Below RDP		87	92	04	02
	Radimmela	15	Tap	Yes	4 Below RDP		144	160	07	03
	Mmotong	6	Tap	Yes	2 below RDP		55	51	02	04
	Phepane	12	Tap	Yes	6 VIP 6 below RDP		148	185	06	02
	Maphuthe	11	Borehole	Yes	Yes					
05	Lerajane	12	Water scheme	Yes	2 VIP 2 below RDP	No				
	Moroamoch e	9	Boreholes & Water scheme	Yes	2 below RDP	No				
	Tseke	11	Borehole	Yes	8 VIP	Yes	170	196	08	04
06	Mankopane	10	Tab/borehole	Yes	3 below RDP	Yes	205	241	10	03
	Jacob	18	Tap	Yes	6 VIP	No	252	325	10	10

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
	Marwale									
	Tlakale	12	No	Yes	3 VIP	Yes	202	174	09	02
	Phukubjane	4	Tankering	Yes	2 VIP 2 Below RDP	Yes	32	31	03	01
	Thobehlale	11	Borehole	Yes	6 below RDP	No	68	72	05	01
07	Moloke	09	Bulk	Yes	Yes	Yes	359	381	30	12
	Moenyane	16	Borehole	Yes	Yes	No	135	161	07	04
	Strydkraal	12	Borehole	Yes	8 VIP 2 Below RDP	No	113	119	05	04
	Nkotsane	12	Bulk	Yes	Yes	No	190	193	08	04
08	Maisela	11	Borehole	Yes	2 below RDP	No	75	64	05	02
	Kgoedi	8	Borehole	Yes	5 below RDP	No	86	68	04	02
	Tsweele	12	Borehole	Yes	2 below RDP	No				
	Nkoana	10	Bulk	Yes	4 RDP std	No	109	127	08	02
	Maphotle	08	Bulk	Yes	4 RDP std	Yes	128	112	07	02
09	India	14	Bulk	Yes	VIP	No	127	150	06	03
	Mafene	07	Bulk	Yes	9 Below RDP	No	41	60	05	02
	Mahudu	10	Bore hole	Yes	2 below RDP	No				
	Modimollell	07	Bulk	Yes	3 Below RD	No	74	94	04	02
	Phoko	07	Bulk	Yes	3 Below RDP	No				
	Mphaaneng	09	Bulk	Yes	6 Below	No	53	63	02	03

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
	Pelangwe	06	Bulk	Yes	No	No	97	95	05	02
10	Manotoane	8	Tap	Yes	2 RDP std	Yes				
	Selepe	15	Borehole	Yes	2 RDP std	Yes				
	Mamokgalake	11	Borehole & tank	Yes	2 Below RDP	No				
	Sejadipudi	3	Tap	Yes	No	No				
11	Malegase	11	Borehole	Yes	8 RDP std	No				
	Tswereng	7	Tanks	Yes	RDP std	No				
	Motsatsana	11	Borehole	Yes	6 Below RDP	No				
	Mokgalanoto	18	Borehole	Yes	Yes	No				
	Ramoko	8	Borehole	Yes	8 RDP std	No				
	Kgagudi	11	Borehole	Yes	8 RDP	No				
	Manku	20	Borehole	Yes	12 RDP	No				
12	Mafise	11	Borehole	Yes	2 Below RDP std	No				
	Bogatladi	14	Borehole	Yes	4 Below RDP	Yes				
	Motsepe	14, classroom shortage	Tankering	Yes	2 RDP std 6 Below RDP	Yes (but small)				
	Atokia	7	Borehole	Yes	Yes VIP	Yes				
13	Kwano	9	Borehole (Diesel pump)	Yes	8 Below RDP	No				
	Monametse	12	Borehole	Yes	8 VIP	Yes				

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
	Matianyane	16	Borehole (Diesel pump)	Yes	4 RDP std	No				
	Mogale	12	Electricity (Motta)	Yes	7 below	No				
	Lebelo	03	No water	Yes	1 below RDP	No				
Total	62	667	2 (No)	61 (Yes) 1 (waiting switch on)	3 (No)	52 (No)				

Source: Fetakgomo Local Municipality, 2010.

62 Primary schools are estimated by the table. There is a need for a construction of primary school at Ward 11 because Tswereng is reported to be dilapidated. An alternative option is to upgrade the latter. About 3,2% (2) of the primary schools, Tlakale at Ward 6 and Lebelo at Ward 13 report severe water backlogs. Target was to have all schools having access to water and sanitation by 2007. One school is not energised, namely Tswereng Primary School (W11) is awaiting switch on by Eskom. Ablution facilities are required for 3 schools, Sejadipudi at Ward 10, Tswereng at Ward 11 and Pelangwe at ward 9 lack ablution facilities. The target was to have all schools having access to sanitation by 2007. The achievement recorded thus far is slightly below the target. The quality of these facilities appears to be an issue e.g most ablution facilities are below RDP standard. About 84% (52) of the primary schools do not have Admin Block.

Table 38: Secondary Schools

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
01	Mohlaletse	10	Bulk	Yes	2 RDP std 3 Below std	No				

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
	Mokhine	13	Borehole	Yes	5 RDP std 3 below std	No				
02	Dithothwaneng	21	borehole	Yes	VIP	No	299	292	11	14
	Makelepeng	11	No	Yes	8 VIP std	No	123	146	05	09
03	Thete	16	Borehole	Yes	2 below RDP	No				
	Peu	12	Stand pipe	No	2 below RDP	No				
	Dinakanyana	15	Borehole	Yes	4 RDP std	Yes				
4	Telelo	7	Tap	Yes	Yes	No	100	117	04	02
	Mohwaduba	9	Tap	Yes	No	No	104	92	02	06
	Tlou-Nare	23	Tap	Yes	4 below std 2 RDP std	Yes	299	271	08	11
05	Fetakgomo	25	Water scheme	Yes	6 VIP std	Yes				
	St. Peters	8	No	Yes	2 below std	No				
	Phuthakwe	11	Tap	Yes	3 below std	No				
	Mokhulwane	10	Tap	Yes	2 VIP std 3 Below std	Yes	159	166	08	11
	Hans Komane	9	Tab	Yes	4 Below RDP	No	128	104	08	05
06	Ngwanamala	17	Tap	Yes	2 RDP std	No	260	270	10	12
	Moretlwe	7	Borehole	Yes	2 Below RDP	No	66	50	04	05
07	Madithame	22	Bulk	Yes	Yes	No	255	245	12	12
	Makopole	18	Borehole	Yes	No	No	102	100	08	02

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
	Modipa	28	Borehole	Yes	Yes	Yes	135	157	04	06
	Moloke	16	Bulk	Yes	Yes	Yes	375	257	30	12
	Hlabirwa Sec	06	Tab	Yes	12 Below std	No				
08	Mafoufale	8	Borehole	Yes	6 Below RDP	No	72	77	05	04
	Nakamakgomo	8	Water scheme	Yes	2 Below RDP	No	29	45	03	03
	Morokalebale	12	Bulk	Yes	8 Below RDP	Yes	117	139	09	08
	Frank Mashile	12	Bulk	Yes	6 RDP std	Yes	324	251	03	09
09	Mohlotlwane	6	Bulk	Yes	2 Below RDP 1 VIP std	No	56	73	03	05
	Phuthitlou	9	Bulk	Yes	No	Yes	86	84	0	09
	Monare	9	Bulk	Yes	5 Below RDP	No	91	77	03	03
	Selebalo	9	Bulk	Yes	6 Below RDP	No	96	113	04	04
10	Lefakgomo	19	Stand pipe	Yes	Yes	Yes				
	Tlou Phuti	10	Tap	Yes	4 RDP std	No				
11	Serole Tshidi	8	No	Yes	4 RDP std	No				
	Modiadie	7	Reservoir	Yes	4 RDP Std	No				
	Selatole	12	Borehole	Yes	Yes	Yes				
	Poo	15	Borehole	Yes	8 RDP std	No				
12	Serokolo	12	Borehole	Yes	8 RDP std	Yes				
	Potlake	12	Borehole	Yes	8 RDP std	Yes				
13	Mmalengine	7	Borehole	Yes	7 below RDP std	Yes				

Ward	Name of school	No of classrooms	Source of water	Electricity	Ablution facilities	Admin block	No of learners		No of educators	
							Female	Male	Female	Male
	Nyaku	12	Borehole (hand pumb)	Yes	12 Below RDP	Yes				
	Moroaswi	14	No	Yes	No	No				
Total	41	502	7 (No)	1 (No) 1 (awaiting switch on)	4 (No)	26 (No)				

Source: Fetakgomo Local Municipality, 2010.

Results of quantitative research demonstrate that there are 41 Secondary Schools within Fetakgomo. There is expressed view and need for a **secondary school at Ward 1 especially for the people of Mashilabele**. 7 (17%) of the secondary schools report water problems, namely, Mohlaetse at Ward 1, Dithotwaneng, Makelepeng at Ward 2, St Peters at Ward 5, Serole Tshidi, Modiadie at Ward 11 and Moroaswi at Ward 13. 2 schools lack electricity - Peu at Ward 3, Modiadie at Ward 11 awaiting switch on. 4 schools lack ablution facilities - Mohwaduba at Ward 4, Mokopole at Ward 7 and Moroaswi school at Ward 13. As previously indicated the target was to ensure that all schools have access to sanitation by 2007. A sizeable number of schools, about 26 (63,4%) do not have Admin block. Although it is not explicitly reflected in the table, this study is struck by the existence of computer literacy at Serokolo High which helps community with computer skills at Ward 12. The main challenge for these institutions is to raise educational levels of our population which is found to be very low. Education must contribute towards alleviating unemployment and eradicate illiteracy which are indicators of vulnerability.

Table 39: 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
01	Primary School at Ga-Matlou, Primary School at Tswereng (Malekaskraal)	Monkopodi Primary School	Masehleng Primary School
		Mokhine Secondary School	Peu Secondary School
02	Primary School at Sepakapakeng Primary School at Ga-Matebana Secondary School at Magagamatala	Mphanama Primary School	Mphanama Primary School Modipadi Primary School
		Makelepeng Secondary School	Makelepeng Secondary School
03	N/A	Moshiane Primary School	N/A
04	Secondary School at Mashilabele	Radimmela Primary School	Mmotong Primary School
		Mmotong Primary Schools	
		Mohwaduba Secondary School	Telelo Secondary School
05	Relocation of Primary School (Mampuru-Thulare) to Malaeneng/Sekateng.	Tsweele Primary School Moroamoche Primary School Leganabatho Primary School Maisela Primary School,	Mafoufale Secondary School Phuthakwe Secondary School

Ward	Construction of new school(s)	Schools needing renovation / upgrading	Schools needing extension of blocks
		Phuthakwe Secondary School Mafoufale Secondary School	
06	Primary School at Ditlokwe/Mabopo	Ngwanamala Secondary School Hans Komane Secondary School	Jacob Marwale Primary School
07	Primary School at Mashung (Apel)	Nkotsane Primary School Moenyane Primary School Strydkraal B Primary School	Moloke Combined School Phukubjane Primary School Nkotsane Primary School Moenyane Primary School Strydkraal B Primary School
		Madithame Secondary School Makopole Secondary School	Moretwe Secondary School Madithame Secondary School Makopole Secondary School
08	N/A	Morokalebole Secondary School	Frank Mashile Secondary School Nakamakgomo Secondary School
09	Primary School at Mmaseane	Mphaaneng Primary School	Mahudu Primary School Mafene Primary School
	Secondary School at Maruping		Monare Secondary School Selebalo Secondary School
10	Secondary School at Mogabane (will also cater Ward 09 learners)	Sejadipudi Primary School	Mamokgalake Primary School Tlou-phuthi Secondary School
11	Primary School at Makgalanoto	Mampa Primary School	Modiadie Secondary School
		Mampa Secondary School	
12	N/A	Motsepe Primary School	Mafise Primary School Motsepe Primary School
		Serokolo Secondary School	
		Potlake Secondary School	
13	N/A	Kwano Primary School Lebelo Primary School Matienyane Primary Schools	Matienyane Primary School
Total	<b>12 (8 Primary and 4 Secondary Schools)</b>	<b>32 (19 Primary &amp; 13 Secondary Schools)</b>	<b>29 (15 Primary, 13 Secondary and 1 combined School)</b>

Source: Fetakgomo Local Municipality, 2010.

Reports at the disposal of the Municipality show that **Tsweele Primary School at Ward 05** is a worst case scenario and thus requires an urgent attention as regards renovation/upgrading. About 12 new schools need to be constructed. 32 schools need renovation/upgrading while 29 schools need additional blocks. The backlog of the Admin Blocks at our schools is a widespread one standing at about **84%** in primary schools i.e **52** out of **62** primary schools have no Admin blocks. At secondary schools, about **63%** (**26** out of **41**) of secondary schools cry of lack of Admin Blocks. Next focus falls on the health/clinics and the related challenges.

#### 2.8.2. Health

Like education, health services are critical in nurturing human development and tend to have important economic spin-offs as well. According to population practitioners, countries that have invested significantly in primary health care (PHC), in particular, generally produce a healthier, and therefore more productive, workforce. There is also significant international evidence to illustrate that early investments in PHC result in less strain on the health budget (and, consequently, on social spending) in later years. IDP undertook a serious study of health services in Fetakgomo. Results of the study are portrayed in the infra table:

Table 40: Clinics

Ward	Clinic/mobile	If mobile state frequency of visit	Challenges/comments
01	2 Mobile clinics	Once a week	Poor coordination. Mobile needed at Shushumela
	Mobile Clinic (Malekaskraal)	N/A	Inadequate medications
	Seroka Clinic	N/A	Building cracked. Two park homes were delivered (clinic and maternity room)
	Phahlamanoge Clinic		Inadequate medicine
02	Mphanama Clinic	N/A	Clinic does not work during weekend. Started working from weekend 16-17 May 2009.
	Mobile Clinic	Once a week	Sometimes it does not feature
03	Mobile Clinic (Ga-Phasha)	Once per week	Building cracked
	Maroteng Clinic	N/A	N/A
	Mohlaletse Clinic	N/A	n/a
04	Ikageng Clinic	N/A	Need for mobile clinic esp. for Phageng & Radingwana sections. Estimates are that from Ikageng to stated villages is less than 5km.
05	N/A	N/A	Mobile clinic withdrawn
06	Nchabeleng Clinic	N/A	Still needs to be developed/upgraded.
	Mobile clinic	Once a week	Still need a building. Regular visit is a challenge
	Nchabeleng Health Centre	N/A	The challenge is to convert the Centre into a hospital
07	Mankotsana (Apel) Clinic	N/A	Road towards the clinic is slippery and thus inaccessible during rainy conditions
	Paulos Masha (Strydkraal A) Clinic	N/A	Shortage of water
08	3 Mobile clinics	Once a week but not always the case with the one for Matsimela	Frequency of mobile clinic's visit at Matsimela section is needed. Other sections like Magabaneng, Magakala & Magotwaneng need mobile clinic.
	Nkwana Clinic	N/A	Salty water
09	8 Mobile clinics	Once per week	Shortage of staff. People wait long time to get treatment. Fixed clinic is needed at around Malogeng. People travel for a long distance.
10	Manotwane Clinic	N/A	People travel for a long distance to the clinic. Mobile clinic is needed at Mogabane.
	Selepe Clinic	N/A	Poor state of coater supply
11	Mobile clinic	Once a week (Mondays)	Still need for a site/accommodation
	Mobile clinic	Once a week (Mondays)	Still need for a site/accommodation
	Phasha-Selatole Clinic	N/A	People of Ga-Mampa still travel long distances for clinic. Lack of consultation rooms and staff
12	Motsepe Clinic (Sefateng)	N/A	N/A
	Clinic for mine (Atokia)	N/A	N/A
	Two mobile clinics (Mashikwe and Ga-Nkwenyama)	Once a week	N/A
13	3 mobile clinics	Once a week	People from Moilyk, Monametse & Shubushung travel long distance to access mobile clinic services at Mahlabeng.

Source: Fetakgomo Local Municipality, 2010.

The table supra enumerates that there are **14** clinics and **1** (one) Health Centre in the Municipality. The table points to the need for a hospital within Fetakgomo and observes that Nchabeleng Health Centre has a potential to be converted into a hospital. It has been established that Fetakgomo is the only sub-region that does not have a hospital within the Sekhukhune district. The

nearest hospitals are at Lebowakgomo (68 km from Ga-Nchabeleng Health Centre), Mecklenburg (59 km) and Jane Furse (73 km). The latter is reported to be populated with people from Fetakgomo. Previous experience revealed that some lives have been lost on the way while transporting patients to the said destination(s). About **05 fixed clinics are strongly needed for Ward 09 (Malogeng), Ward 13 (Mooilyk), Ward 11 (Ledingwe and Seokodibeng) and Ward 07 (Ga-Matlala/Mashabela)**. Priority should be given to **Ward 09 as regards clinic construction/provision**. The following challenges pertain to existing 21 mobile clinic services. Sometimes mobile clinics do not feature (they do not undertake the expected visits). The most worrying example is illustrated by Ward 3 in this regard, inadequacy of this service (mobile clinic) is evidenced at Ward 8. Ward 05 is a worse case scenario where this service has been withdrawn. Mobile clinic services are generally poor and lack adequate infrastructure.

All fixed clinics, with the exceptions of Phahlamanoge, Mphanama and Mohlaletse, have access to water from boreholes and standpipes from the mainline. These clinics also have sanitation facilities of RDP standard. The supply of electricity to the facilities was also done.

Be that as it may, clinics are as well not exempted from the challenges. For example, Ward 2 indicates that the clinic does not operate during weekends. A long walk to reach some clinics is often cited at wards 4, 6, 11 and 12. In general terms, long queues, understaffing (e.g Phahlamanoge and Mphanama clinics), shortage of medicine, inadequate staff accommodation and old buildings that may dilapidate in the foreseeable future define some clinics. The above needs to be addressed over short, medium and long term. Assessed from a viewpoint of population science, children, older people and women (more than any other segments of the population) are catchment population of facilities such as clinics/hospitals. Health services need to be better and accessible for these and all the people in order to reduce mortality incidences and promote health status of the population. International research shows that societies with advanced health services tend to record high life expectancy.

From a population specialist's viewpoint, poor road infrastructure and inadequate public transport represent a grave concern and affect residents' access to health services.

- o HIV/AIDS prevalence

- o

According to the 2006 Provincial Annual Antenatal HIV Survey, the HIV prevalence amongst pregnant women presenting at public clinics in Fetakgomo was estimated at 17,5%. The ANC (antenatal clinic) survey assesses / determines the HIV prevalence among the **first time** ANC attendees. This group is deemed particularly suitable to represent the HIV prevalence of the sexually active people in the general population. Therefore the ANC surveys are not designed to provide information on HIV prevalence in the overall population. Non-pregnant women, non-first time ANC attendees, pregnant women not attending ANC, men as well as children who have HIV infection are not included in this mathematical model, based on antenatal data. Although the model excludes (*excommunicates*) the latter, it helps in a certain form and to a certain extent, to determine the HIV point prevalence within the overall population.

It is a concern, however, that the most recent available data from the ANC survey is not readily disaggregated by local municipality so that a determination can be made on whether or not Fetakgomo HIV epidemic is on the upward or downward trend. In 2007/2008, the District Health Information finds 1337 level of infection among antenatal clinic attendees. With the inclusion of non-antenatal clinic attendees (295) and children born from positive mothers (10), the total number of Fetakgomo HIV epidemic was estimated at 1642 for the year reported. This figure under-represented the mining community where HIV is speculated to be prevalently significant. Table 41 below performs a cross sectional study of Fetakgomo HIV as at September 2009.

Table 41: A cross sectional study of Fetakgomo HIV (as at September 2009):

Indicator Name	Grand total
CD4 testing rate	139.1
ART assessment referral rate	33.6
Inpatient days per registered ART patient	0.0
Scheduled dose ART regimen defaulting rate	1.3
STI treated new episode among ART patients incidence	105.9
Proportion clients HIV pre-test counselled (excluding antenatal)	9.1
HIV testing rate (excluding antenatal)	99.8
HIV prevalence among clients tested (excluding antenatal)	5.2
Proportion ARV prophylaxis among rape case	0.0
Proportion ARV prophylaxis among occupational HIV exposure case	100.0

HIV testing coverage	165.5
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Source: Department of Health, September 2009

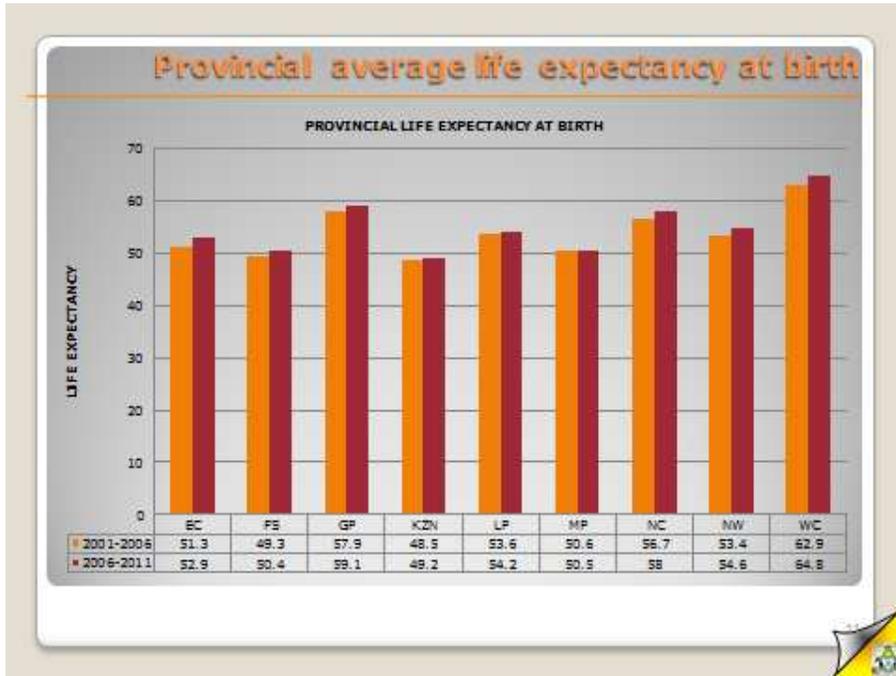
When factor analysis is done, available data evidences that several factors acting both singly and concurrently aggravate HIV/AIDS condition: reluctance to use condoms; multiple partners; crime; accelerated labour migration/increased mobility; mining community; poverty, gender inequality and orphan hood; high unemployment rate etc. Research has proven that the last, second last and other factors cited above are markedly evident in districts such as Sekhukhune which serve predominantly rural areas. Sekhukhune HIV epidemiological analysis shows a statistically significant decrease of **24%** from 21.8% in 2008 to 16.6% in 2009 while Waterberg recorded an increase of 18%. It is a substantially pleasing decline in a province where the tendency is towards an increase. Table 42 presents HIV prevalence in the province by district.

Table 42: HIV Prevalence By District in Limpopo

Limpopo	2006	2007	2008	2009
Limpopo	20,6%	20,4%	20,7%	21.4%
Sekhukhune	16,1%	21,3%	21,8%	16.6%
Capricorn	24,2%	19,8%	21,0%	23.8%
Mopani	24,7%	23,8%	25,2%	26.2%
Vhembe	14,1%	15,1%	14,7%	14.3%
Waterberg	27,5%	25,4%	23,6	28.8%

Source: Department of Health (September, 2010)

The HIV prevalence by district in Limpopo is heterogeneous. This heterogeneity is between 14,3% and 28,8%. Vhembe carries the lightest while Waterberg carries the heaviest HIV/AIDS burden. It a disturbing development that the tendency is towards overall provincial increase from 24,4% in 2007 to 20.7% in 2009. 2009 ANC Survey at national level found that HIV prevalence among women in the age group 30-34 remain the highest with 41%, followed by the age group 25-29 (37%), 35-39 (35%), 20-24 (27%), 40-44 (26%), 45-49 (24%), 15-24 (22%) and the lowest being 15-19 (14%). Generally, prevalence among the under 30s years is declining while rising among the over 30s years old. The above is indicative of the fact that age is an important risk factor in the discourse of HIV/AIDS. It is likely that the picture (age cohorts) depicted above be the same one within the context of Fetakgomo and Sekhukhune. From a development perspective, low HIV/AIDS has a potential to increase life expectancy. For the period 2006 -2011, the average life expectancy in Limpopo was estimated at 54.2 which is better than Mpumalanga at about 50 (see the chart below).



The chart above has been taken over from the Nkangala District Municipality (in Makola, 2010)

### 2.8.3. Social security

Table 43: Pay Points Within Fetakgomo

Ward	Type of facility: Open Space/Community Hall/Traditional Authority Office/Shop	Fencing		Ablution facilities		Water facilities	
		Yes	No	Yes	No	Yes	No
01	Agricultural yard (Maebe)	X			X	X	
	Pay-point building (Mashilabele)	x			X		
	Traditional Authority Office (Phahlamanoge)	X			X		
02	Shop (Magagamatala)	X			X		X
	Shop (Mototolwaneng)	X			X		X
	Open Space (Moshate)		X	X			X
03	Traditional Authority Office (Ga-Phasha)	X		X		X	
	Traditional Authority Office (Malekaskraal)	X			X		X
	Traditional Authority Office (Maroteng)	X		X			X
	Traditional Authority Office (Seroka)	X		X			X
04	Traditional Authority Office (Ga-Mohlala)	X			X	X	
	Traditional Authority Office (Mmela)		X		X		X

Ward	Type of facility: Open Space/Community Hall/Traditional Authority Office/Shop	Fencing		Ablution facilities		Water facilities	
		Yes	No	Yes	No	Yes	No
	Traditional Authority Office (Radingwana)	X			X		X
	Shop (Phageng)	X			X	X	
05	Shop (Mokhulawne) (Makuleng, Legaeng)	X		X		X	
06	Traditional Authority Office (Nchabeleng)	X			X		X
	Open Space (Mashabela)		X		X		X
	Open Space (Matlala)		X		X		X
	Open Space (Thabanaseshu)		X		X		X
	Open Space (Thobehlele)		X		X		X
	Shop (Ga-Debeila)						
07	Commuity Hall (Apel)	X		X		X	
	Community Hall (Strydkraal A)	X		X		x	
	Crèche (Strydkraal B)	X		X			X
	Mashupjane(Strydkraal B)		X	x			X
08	Traditional Authority Office (Maisela Mahlabaphoko)	X			X		X
	Traditional Authority Office (Maisela/Marakwaneng)		X		X		X
	Shop (Ga-Makotanyane)	X			X	X	
	Traditional Authority Office (Nkwana)	X		X		X	
09	Traditional Authority Office (India)	X		X			X
	Shop (Malomanye)	X		X			X
	Open space (Maruping)		X		X		X
	Open Space (Modimolle)		X	X			X
	Community Hall (Pelangwe)	X		X			X
10	Traditional Authority Office (Manotwane)	X		X		X	
	Traditional Authority Office (Selepe)	X		X		X	
11	Traditional Authority Office (Ga-Mampa)	X			X		X
	Matsedi Shop (Ledingwe/Ramallane/Sentlhano)	X			X		X
	Malatjie Shop (Mosotse)	X			X		X
	Traditional Authority Office (Phasha-Selatole)	X		X		X	
	Traditional Authority Office (Phashaskraal)	X			X		X
	Community Hall (Seokodibeng)	X		X		X	
12	Poultry (Bogatladi)	X			X		X
	Crèche (Sefateng)	X		X			X
13	Shop (Mahlabeng)	X			X		X
	Shop (Monametse)	X		X		X	
	Shop (Tjibeng)	X			X		X
Total	47	34	12	19	27	12	34

**Source: Fetakgomo Local Municipality, 2010**

Water and ablution facilities are needed at identified pay points above (i.e marked with an X in the relevant column). In aggregate, ablution facilities are deficient at 27 ( 57%) pay points while 19 (40,4%) have ablution facilities. In the biggest scheme of things our table finds that there are about 47 pay points within the Fetakgomo and the South African Social Security Agency (SASSA) is responsible for provision of grants. The largest percentage 38% (18) of pay-points are of traditional authority type, 25% (12) are of shop type, 21% (10) are of open space, 6,3% (2) are of community hall type, 4,2% (2) are of crèche type, while 2,1% (1) are of a post office and poultry. 72% (34) of pay points have fencing facility whereas 25% (12) lack these (fencing) facilities.

SASSA has pointed out difficulties in putting infrastructure at some of the pay-points i.e privately owned shops. As a result of dispersed apartheid human settlement alluded to in the introductory provisions, people in some wards such as Ward 13, especially those who are from Mooilyk, continue to travel long distance to get to the pay point. Shubushubung suffers the same problem. Except for pay points, grants (Old Age (Pension), Disability Grant, War Veteran, Foster Grant, Care Dependency Grant, Grant In Aid as well as Child Support Grant) can also be received through the bank(s) and post office(s).

#### 2.8.4. Safety and security

Crime in Fetakgomo is manifest in varied forms. Tables 44 below will attest to this point.

Table 44: Crime

Ward	Hotspot area of crime	Category of crime
01	Masehleng Café, Madiphudi (Phahlamanoge), Ga-Seroka	Burglary at business premises, malicious damage to property & theft of electric cables
02	Magagamatala, Matamong, Mototolwaneng, Malaeneng, Gamatebane, Seleteng	Assault, burglary at business premises, malicious damage to property, domestic violence
03	Maebe (Taxi Rank & Bannyaneng), Ga-Phasha	Theft, sexual crime, burglary at business premises
04	Mashilabele (Ga-Oria & new extension)	Drug related crime, sexual crime, theft
05	Lerajane bridge and also at the liquor stores	Robbery, theft & assault
06	Ga-DebeilaT-Junction (Nchabeleng)	Assault, abusive behaviour,
07	Thobehale, Mashabela, Apel at the two bridges	Assault, sexual crime, burglary business premises
08	Nkwana bridge (Ga-Nkwana), Maisela/Mahlabaphoko	Assault, robbery, theft,
09	Malomanye, Modimolle, Play Ground (Pelangwe)	Theft of herd at night, drug related crimes at unoccupied RDP houses
10	Selepe	Assault, theft especially at schools, abusive behaviour, malicious damage to property, & burglary at residential premises
11	At Bus Stop (next to Ga-Matemane Tavern at Seokodibeng), Ga-Mampa, Mosotse, Main road (Phasha-selatole)	Assault, robbery, sexual crime, burglary at business premises & theft
12	Sefateng	Theft
13	Mooilyk	Theft & burglary at residential premises

**Source: Fetakgomo Municipality, 2010**

The table has the following implications: more crime occurs at Ward 11 than any other ward. The distance to the nearest police station is at 40 km or above. This implies that there could be underreporting of some of the crime trends. Ward 10 is also worrisome in relation to crime. The Taxi Rank at Ward 03 also poses a threat in terms of crime. Generally most crimes occur at bridges. Lerajane Bridge at Ward 05 is a case in point. Crime statistics at the Apel Police Station is depicted below.

Table 45: Crime Statistics At Apel Police Station

Crime Category	April 2007 to March 2008	April 2008 to March 2009	
<b>CONTACT CRIME (CRIMES AGAINST THE PERSONS)</b>			
Murder	11	9	7
Total sexual crimes	35	36	36
Attempted murder	11	8	9
Assault with the intent to inflict grievous bodily harm	117	112	136
Common assault	52	29	32
Robbery with aggravating circumstances	17	28	12
Common robbery	21	11	16
<b>CONTACT-RELATED CRIME</b>			
Arson	0	1	2
Malicious damage to property	56	49	65

Crime Category	April 2007 to March 2008	April 2008 to March 2009	
<b>PROPERTY RELATED CRIME</b>			
Burglary at business premises	65	74	75
Burglary at residential premises	56	55	45
Theft of motor vehicle and motor cycle	3	3	6
Theft out of or from motor vehicle	6	7	8
Stock-theft	19	47	41
<b>CRIME HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION</b>			
Illegal possession of firearms and ammunition	1	3	3
Drug-related crime	13	27	42
Driving under the influence of alcohol	6	7	11
<b>OTHER SERIOUS CRIME</b>			
All theft not mentioned elsewhere	111	125	124
Commercial crime	10	9	5
Shoplifting	14	5	8
<b>SUB-CATEGORIES OF AGGREGATED ROBBERY FORMING PART AGGREGATED ROBBERY ABOVE</b>			
Car hijacking	1	1	2
Truck hijacking	0	0	0
Robbery at business premises	1	7	4
Robbery at residential premises	0	6	3
<b>OTHER CRIME CATEGORIES</b>			
Culpable homicide	12	12	17
Public violence	0	0	2
Crimen injuria	10	13	13
Neglect and ill-treatment of children	1	3	2
Kidnapping	0	3	2

Source: South African Police Service, 2009.

Before analysing the above table, it is regrettable that Fetakgomo has poor safety and security facility/infrastructure – only ‘masenke’ have been erected to serve as a police station. This explains why Apel Police Station is called ‘Masenkaneng’. The construction of Apel Police Station (at Apel Node) is urgently needed and strongly advocated in this IDP review. Assault with the intent to inflict grievous bodily harm is a phenomenon (lead crime trend) in Fetakgomo - 136 is a shocking figure, followed by theft not mentioned elsewhere. This could include electricity/telecommunication cable theft. The fact that there are emerging occurrences of public violence challenges longstanding social cohesion and political stability in the municipal body politic. In depth analysis indicates that drug related crime has increased by 36%, from 27 in 2008/9 to 42 in 2009/10. More work and partnership with the community is needed to mitigate the incidences pointed out above. For example, sexual crime has been on the upward trend and now (2009/10) show pattern of stabilisation rather than decline.

#### 2.8.5. Sports

Table 46 identifies sports centres and football fields. The indication of no implies that such facility i.e sports centre/football play is needed in the corresponding ward.

Table 46: Recreational facilities

Ward	Sports centre (Yes/No)		Play/football field (Yes/No)		Other recreational facilities (i.e hall)
01		No	Yes		NA
02		No	Yes		N/A

03		No	Yes		Community Halls
04	Yes (Kopano ke Maatla sports Centre)	No (4 sections)	Yes		N/A (Community Hall needed)
05		No	Yes (except 5 sections)		Community Hall
06		No	Yes		N/A
07		No	Yes		N/A (Community Hall needed)
08	Yes (2 section)	No (7 sections)	Yes		N/A (Except 1 section)
09		No	Yes		Community Hall
10		No	Yes		N/A (Community Hall and Thusong Service Centre needed)
11		No	Yes		Community Hall
12	Yes (2 sections)	No (5 sections)	Yes (4 sections)	No (1 section)	Stadium, Gym, Rugby Stadium & Tennis Court
13		No	Yes		N/A

**Source: Fetakgomo Local Municipality, 2010**

There is a dire need for recreational facilities. Sports centres are needed especially at wards 1,2,3,5,6,7,9,10,11 and 13. Play/football field is required at ward 12. Adequacy of facilities such as these may delay the youth from malicious activities. Community halls are needed in wards such Ward 7 (Strydkraal B), 13, 4, 2, 10, 1,

o 2.8.6. Religion

Table 47: Religious Institutions

Ward	Number of religious institutions	Name of religious institution
01	15	ZCCx4, St Engenasx4, Anglican, Alliancex3, Apostolicx3 & Apostolic Breatheran, St John, NG Church,
02	17	St Johnx6, Apostolic Churchx2, Methodist Church, International Assemblies of God, Luthern Church, Seven Day Adventist, IPC, St Engenasx3 & ZCC
03	10	Apostolic Breatheranx2, St John, Work of Church, ZCC, A.M.E, Dibolane Traditional Healer, Thakado, The Alliance Church of SA, and Church of Christ
04	10	The Alliance Church in SAx2, Church of God, ZCC, St Engenasx2 & Apostolicx3
05	13	Assemblies of Godx4, St Johnx3, Apostolic Faith Mission, Emmanuel Apostolic, St Early, Filadelfia, ZCCx2 & St Engenas
06	12	Lurthern Church, Kingdom Church, ZCC, St Engenas, Apostolic Prethren Churchx2, IAG, Ebenezer Church, True Church, Assemblies Church, Church of Christ & St John Church
07	24	Roman Catholic Church, ZCCx2, St Engenasx4, St Johnx3, Apostolic Churchx5, Dutch Reformedx2, Lutherian, House of Worship, ICSA, IAG, CFC & CBC AME
08	20	Apostolicx5, SA Internationalx2, Emanuel, ZCCx2, IPCC, Nazarene, Methodist, Five Mission & Rome, Ebenezer, African church, Bazalwane x3
09	30	ZCCx9, Apostolic Faith Mission, St Engenasx7, Roman Catholic Churchx2, Apostolx12 & Dutch Reformed
10	13	ZCC x2, St Engenas x2, Ebenezer, Apostolicx2 & Alliance, Roman, Five ministry, Full Gospel church, Emmanuel assemblies x2
11	20	Muslim, ZCCx4, St Engenas, IPCC, Roman Holly Home & Apostolic Churchx12
12	16	Apostolicx4, Roman Catholicx2, St Engenasx4, Luthernx2, Muslim, Methodist & ZCCx2
13	18	ZCCx3, St Engenasx6, Anglicanx2 & Apostolicx4, Ebenezer, True Church of Christ & Rome
Total	199	

Source: Fetakgomo Municipality, 2010

Overall statistical analysis indicates that there are about 201 institutions/places of worship within Fetakgomo. There are 34xZCC, 33xApostolic Church, 32xSt Engenas, 13xSt John, 8xAssemblies of God, 5xRoman Catholic, 5xLutheran Church, 5xApostolic Breatheran, 4xAlliance, 3xChurch of Christ, 3xEbenezer, 3xDutch Reformed, 3xApostolic Faith Mission, 2xMethodist Church, 2xMuslim, 2xIPC, 1xAnglican, 1xSeven Day Adventist, 1xChurch of the Children of God, 1xWork of Church, 1xA.M.E, 1xEmmanuel Apostolic, 1xSt Early, 1xFiladelfia, 1xKingdom Church, 1xCFC, 1xCBC, 1xICSA, 1xHouse of Worship, 1xNazarene, 1xRoman Holly Home & 1xDibolane Traditional Healer. The actual number of these institutions may be higher than what has been estimated by the table (199) due to a growing recognition and subscription to theism (belief in the existence of God). Ward 9 has a high proportion of religious institutions (30) while Ward 10 accounts for the smallest (6). Although the table did not go at lengths to evaluate the infrastructure of these institutions, it is reported that church leaders and seniors (priests, pastors and so forth) cry out that government gives religious fraternity least attention. A predominantly theist community is often peaceful and add impetus to stability. This fraternity often plays a lead role against tendencies that signify degeneration of morality. It is therefore a blessing to have them.

o 2.8.7. Other social facilities

The delivery of many social services, and their associated infrastructure, is largely the domain of national and provincial government, as well as state-owned enterprises (SOEs). These include the departments of Education, Public Works, Home Affairs, Water Affairs and Forestry, Telkom as well as Eskom.

Social facilities include post offices, multi-purpose centres, sport and recreational facilities, show grounds and libraries. Fetakgomo has the following social facilities at present:

Table 48: Social Facilities In Fetakgomo

Facility	Status	Challenge
Fetakgomo Thusong Service Centre (FTSC)	<ul style="list-style-type: none"> <li>The Centre was launched in November 2007.</li> <li>The Centre is operational and serves communities from wards 9, 10, 11, 12 and 13 of Fetakgomo and also some villages that are found within the jurisdiction of Lepelle Nkumpi Local Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>Some of the tenants have not yet signed lease agreements and this can impede on the sustainability of the centre.</li> <li>Irregular lease payment</li> </ul>
Atok, Apel, Mohlaletse, Ga-Nchabeleng Post Office	<ul style="list-style-type: none"> <li>Both Mohlaletse and Apel facilities are dilapidated and need upgrading</li> </ul>	<ul style="list-style-type: none"> <li>Due to the vastness and rural nature of the municipality, communities do not have access to these facilities</li> </ul>
Social Development facilities (Apel Nodal Point)	<ul style="list-style-type: none"> <li>Functional</li> </ul>	<ul style="list-style-type: none"> <li>Only one facility exists within the municipal area</li> </ul>
Apel and Ga-Radingwana Sports Centre	<ul style="list-style-type: none"> <li>Functional</li> </ul>	<ul style="list-style-type: none"> <li>The facilities are dilapidated</li> </ul>
Nchabeleng Sports facility	<ul style="list-style-type: none"> <li>Only Phase 1 of the project is completed and remains unused. After being vandalised efforts have recently being explored in terms of working on the project.</li> </ul>	<ul style="list-style-type: none"> <li>Communities use school and community halls for sports and recreation purposes</li> </ul>
Mohlaletse, Seokodibeng and Pelangwe Community hall	<ul style="list-style-type: none"> <li>Upgraded by the FTM</li> </ul>	<ul style="list-style-type: none"> <li>Communities use school and community halls for sports and recreation purposes</li> </ul>
Civic Centre	<ul style="list-style-type: none"> <li>Functional</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>

Source: Fetakgomo Local Municipality, 2010

The principal stress, however, is the lack of Home Affairs Office within Fetakgomo. **This means a fixed Home Affairs Office is needed within Fetakgomo.**

### 2.8.8 The Most Impoverished and Underserved Wards

Based on the above orientation and socio-economic descriptive assessment, the most impoverished wards are picked up as thus: Ward **02, 11, 09, 13, 01, 04** and **03**.

## 2.9. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

### 2.9.1. 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.

#### Powers and functions

The powers and functions of the FTM are based on the provisions of the Constitution of the Republic of South Africa as well as the Municipal Structures Act. The amenable functions are listed in box 1.

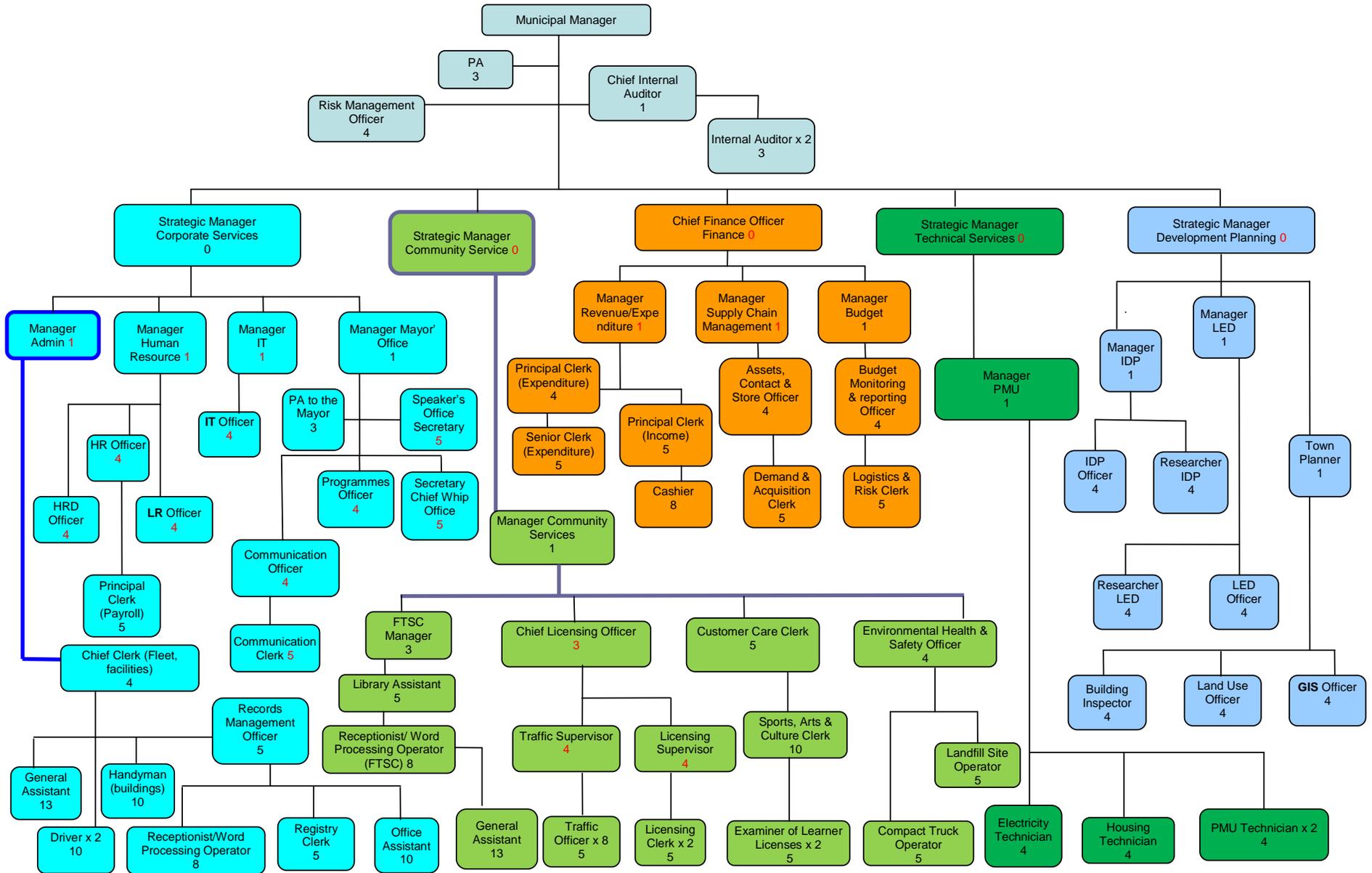
Box 1: Illustration of Powers and Functions amenable to Fetakgomo Local Municipality

Amenable Powers and Functions to Fetakgomo in 2010/2011 Financial Year
Cemeteries
Municipal Planning
Local Tourism
Building regulations
Trading regulation
Street lighting
Vehicle licensing and registration
Learners' Drivers Licensing
Refuse removal
Public Places
Local sports facilities

From the above box, it is clear that the FTM does not perform almost all of the critical functions that results in social infrastructure investments such as water, electricity, roads, storm water drainage, sanitation etc. A large part of these functions are performed by the SDM (water, roads and storm water and sanitation), Limpopo Roads Agency (RAL) (provincial roads) and Eskom (performs electrification function). However, there are instances wherein the Municipality raises funds from the mining industry, i.e., Bokoni Platinum Mine in particular for electrification of projects under the supervision of ESKOM. Quantitatively, the FTM performs 29% (i.e., 11 out of 38) of the functions of local government contained in the Constitution (RSA, 1996).

#### Organisational Structure

The performance of powers and functions, and delivery of the IDP projects is dependent upon appropriate institutional structure. The Municipality reviewed its organogram. The organogram is the product of engagement with the DLGH. A model organogram for Grade 2 municipalities was used as a base to develop the organisational structure. The powers and functions that are amenable to the municipality were also considered in the process. Figure (iv) below depicts the FTM's organogram for the next five years, 2011/12-2015/16.



The FTM has the organogram with 80 posts as depicted above. The organisational structure is divided into 6 main Departments and is aligned to the powers and functions of the Municipality. The Departments are Municipal Manager's Office, Corporate Services, Community Services, Development Planning, Technical Services and Finance. Technical Services is a newly formed Department emanating from the drive to capacitate the municipality in its planning and implementation of the MIG projects. The Departments are further subdivided into Divisions or Units. 60(81%) out of 80 posts on the organogram are filled as depicted by table 47 below.

Table 47: Analysis on the implementation of the organogram

Department	Divisions	Post Level	No. of posts filled	No. of posts vacant	Total Posts
Municipal Manager	Internal Audit Legal Advice	S57	1	0	1
		L3	2	1	3
Subtotal			3	1	4
Corporate Services	Administration	S57	1	0	1
		L1	3	0	3
	Mayors' Office Human Resources	L3	2	0	2
		L4	5	1	6
		L5	3	2	5
		L8	1	0	1
		L10	3	1	4
		L13	1	0	1
Subtotal			19	4	23
Community Services	Sports	S57	0	1	1
		L1	1	0	1
	Environmental management	L3	2	0	2
		L4	2	2	4
		L5	6	9	15
	Licensing	L8	0	1	1
		L10	2	0	2
	Law enforcement	L13	1	0	1
		Subtotal			14

Department	Divisions	Post Level	No. of posts filled	No. of posts vacant	Total Posts
Development Planning	IDP LED Land Use/Town Planning	S 57	0	1	1
		L1	3	0	3
		L4	4	0	4
		L5	0	0	0
Subtotal			8	1	9
Technical services	PMU Housing inspection	S57	0	1	1
		L1	1	0	1
		L4	3	1	4
Subtotal			4	2	6
Finance	Budget Income Expenditure SCM and	S57	1	0	1
		L1	3	0	3
		L4	4	0	4
		L5	3	0	3
		L8	1	0	1
Subtotal			12	0	12
Total Posts			60	20	80

From the above table, it is clear that the filling of vacancies in the Budget and Treasury Office has received serious attention. This is demonstrated by filling of 12 out of 12 posts in the department.

To carry out the functions outlined above and as a contribution towards the attainment of the vision formulated in the next chapter, the table below conceptualises the role of each department:

Core Departmental Functions:

Department	Core Functions	Departmental Vision
Development Planning	Strategic planning Spatial planning Economic development Performance management (at corporate level) / monitoring & evaluation Intergovernmental relations	"To be the Premier Department in Development Planning"
Technical Services	Manage MIG allocation and report as per DORA Implementation & monitoring of MIG projects Infrastructure projects' management General engineering services and technical support Street lighting	"A Champion in Infrastructure Development"
Community Services	Emergency services Public participation Law enforcement Drivers' and vehicle licensing Public facilities Environmental management Cemeteries Sports & recreation Community safety	"A Vehicle for Sustainable Community Services"
Finance	Strategic financial planning Revenue management Expenditure management Asset management Liability management Supply Chain Management Budgeting & financial reporting	"A Custodian of Sound Financial Management"

Corporate Services	Human resource management & development	"A Centre for Good Governance"
	Organisational development	
	Executive support / Council secretariat	
	Communications, Marketing and Publicity	
	ITC	
	Special programmes and events	
	Legal Services	
	By-laws development	
	Records Management	

#### Financial Management

For any institution to successfully implement its strategic plan - in our case the IDP - sound financial management is necessary. The previous section (financial viability) indicated the extent of debt management, cash flow, existing sources of revenue and AG's audit opinion.

#### Risk, fraud and corruption management

Risk management is the identification and evaluation of actual, as well as potential risk areas, as they pertain to the organisation. In terms of the MFMA, a Municipality has to develop and implement its risk management as a way of best practice of corporate governance. As Integration Phase shows, the FTM has the Fraud Prevention Strategy which includes Fraud and Corruption Prevention Plan, Internal Audit Charter (C99/08), Audit Committee Charter (C98/08) as well as Audit Committee. A Draft Risk Management Framework which includes Risk Management Policy framework is in place.

#### Policies, Procedures and Systems

As the integration phase shows, the FTM has developed policies, procedures and systems that are aligned to relevant pieces of legislation regulating local government, attached to departments in the municipality for easy implementation, monitoring and evaluation, seeking to address the institutional challenges highlighted above and enabling the FTM to perform its functions better. These include the institutional plan along with the policies that have a bearing on institutional plan such as the Leave Policy, Placement Policy, Travelling and Subsistence Policy, Bursary Policy, Training Policy, Retention Policy, Finance policies (Budget, Traffic, Investment, Credit control and Debt Collection, etc)..

#### Council, Committees and Functionality

The Municipality has considered the establishment of council structures, the statutory committees established in terms of the Municipal Structures Act and the Municipal Finance Management Act. With the exception of the Performance Audit Committee, the committees comprise either councillors or officials. The composition of a particular committee is mainly determined by the role it is envisaged to play. For instance, if the committee has to perform the political oversight, the members will as such be politicians and take the form of portfolio committee while administrative committees focus on technical issues and are constituted by the technocrats. The council structures for Fetakgomo Municipality include the following: Council, Executive Committee, Finance Portfolio Committee, Development Planning Portfolio Committee, Technical Services Portfolio Committee, Corporate Services Portfolio Committee, Community Services Portfolio Committee, Local Labour Forum, Human Resources Committees ( Training, Employment Equity, Placement, health and safety), Bids /Supply Chain Management Committees, Oversight Committee and Audit Committee (shared arrangements with GSDM for 2008/2009, established own committee in July 2009). The functionality of these committees is often determined by the frequency of meetings and turn around time on issues that are delegated to respective committees.

The governance committee usually have schedules of meetings and they meet at least four/ 4 times annually, i.e., hold a meeting at least once a quarter. On the other hand, administrative committee can meet as frequent as possible, depending on the need and urgency of matters to be dealt with. However, a minimum of six meetings per annum is expected for each administrative committee.

#### Performance Management System

As the integration phase highlights, the PMS framework of the municipality is being implemented to assess both institutional and individual performance. Fetakgomo Municipality has during the 2008/2009 financial year started to cascade PMS implementation to managers reporting to section 57 managers. There is a **challenge** of cascading it further to level 4 personnel. The cascading of the PMS is tied to the introduction of performance contract to first level managers. The FTM's PMS consummates with its financial resources. Thus, every financial year, the institution budgets for the performance bonuses to cater for the reward of those deserving informed by the score card.

#### Skills Needs within the Municipal Council

It is critical to note that among others, the critical **skills needs** within the municipal council are **engineering** (PR) (civil), **IT**, **legal** et cetera. As integration phase shows, the FTM develops and implements the Workplace Skills Plan (WSP) 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 into WSP and submitted to LG SETA after approval by the Council. This should be able to address the issues of scarce skills.

#### Employment Equity Challenges

The Municipality is 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 34:19 excluding interns. This translates into the municipality having 35% of its workforce being women while men contribute 65% of the workforce. Thus, the municipality has a variance of 15% to achieve the gender balance amongst its workforce. As sections 3.3.8 and 3.3.9 (Human Resource Plans and Resources components ) will show, the FTM's ability to attract and retain skilled staff is limited – a situation that is reflected in the number of vacancies in the organogram. The table below depicts the current equity status in respect of designated categories of employees at various levels as on the 30<sup>th</sup> of September 2009 analysis.

Table 48: Equity Representation across the Organisation

Designated groups	National targets	Municipal Targets 2009/10-2013/14	Actual achievement	Progress in %
Africans	85%	-	54	100%
Women	54%	43% at post level 0-5	18	40%
People with Disabilities	4%	3% at post levels 1-3	0	0
Youth	??	-	23	47%

## Human Resource Plans

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

## Resources

There are four types of resources that are at the disposal of Fetakgomo Municipality. These include financial (which were unpacked in the previous sections, financial viability), human, mechanical and infrastructure. A thorough analysis on each resource is done hereafter.

### Human resources

A detailed analysis of the human resources has been done above the integration phase. The vacancy rate for critical posts is of concern. There are critical posts that are vacant and these vacancies impact on the skills gap. The in-house Internal Auditor has assumed duty on the 1<sup>st</sup> December 2009. Legal Advisor: the municipality utilises the services of an external legal firms for legal advice which is contracted on a short term basis. The skills gap in the municipality cannot be isolated from the critical posts vacancy rate analysis. There are also 6 interns in the municipality who are placed in different departments. One is placed in the Municipal Manager's Office and works on internal audit matters while the other one works in finance department (budget monitoring and reconciliations). As part of the implementation of the Organogram, there were about eight employees who were placed from one post to another as their previous posts were shed during the review process. Casual labourers are also hired when a need arise, especially for cleaning. The municipality is currently operating with 100 volunteers who focus on the refuse removal project. The volunteers are not on a municipal pay roll rather they receive food parcels from the Department of Public Works in accordance to the number of days they have worked in a month.

### Mechanical resources

The mechanical resources at the disposal of the municipality are those that are linked directly to the functions performed. These include a truck that is used to transport refuse from the villages to the transfer stations, wheel barrows, rakes and protection kits that the volunteers use. There is no specialised vehicle and dedicated officials for the refuse removal function for refuse removal and empty the skip bins.

### Infrastructure resources

There are two (2) refuse transfer stations and 4 skip bins that are used for refuse removal. The municipality does not have land fill site at the moment to can perform the refuse removal function fully. The municipality has office space and buildings where services can be provided from. However, there is one block of municipal offices that is not of good structural standards. The IT infrastructure, telecommunications and electricity infrastructure are a great concern. There are often power interruptions, non functional email and internet as well as telephone lines. The institutional analysis is hereby concluded in the form of a glimpse at the Strengths, Weaknesses, Threats and Opportunities for the municipality.

## SWOT ANALYSIS

This SWOT analysis emanated from the Strategic Planning Session that was held on the 12-13 March 2010, Polokwane. Participants for the Session included political and administrative components of the FTM.

Table 49: SWOT analysis on Fetakgomo Local Municipality

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>-Policy and by-laws development</li> <li>-Basic resources for operations</li> <li>-Networking</li> <li>-Community participation (by laws, policies)</li> <li>-Planning policies in place i.e. SDF &amp; LUMS.</li> <li>-Good relations with some Magošhi</li> <li>-Sound financial management</li> <li>-Successful implementation of the Retention Strategy</li> <li>-64 Hectors land transferred to FTM for township establishment</li> <li>-Established and functional governance components (AC, Internal Audit, Ward Committees)</li> <li>-Significant improvement on PMS (synergy between IDP/SDBIP, consistently implemented individual and institutional monitoring systems)</li> <li>-Teamwork by some officials &amp; councillors</li> </ul>	<ul style="list-style-type: none"> <li>-Limited revenue base</li> <li>-Poor policy enforcement</li> <li>-Underutilisation of scarce resources</li> <li>-Inadequate project management</li> <li>-Insufficient IT infrastructure</li> <li>-Poor implementation of outreach programmes</li> <li>-Poor understanding on delegation of powers and functions</li> <li>-Under-spending of Conditional Grant</li> <li>-Poor communication amongst internal stakeholders</li> <li>-Inadequate political commitment (indecisiveness)</li> <li>-Political interference (in administration)</li> <li>-Ineffective demand management</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>-Availability of mineral deposits present an opportunity for mining investment</li> <li>-Implementable revenue opportunities (Bill boards, building plans, valuation roll, office lease and traffic function)</li> <li>-Job creation from infrastructure investment and LED initiatives</li> <li>-Alternative funding sources ( Private Sector is still keen to support projects)</li> <li>-Unexploited tourism sector</li> <li>-Land availability.</li> <li>-Agreement with Magoshi (land allocation) implementing SDF/LUMS</li> <li>-Favourable legislative and regulatory framework</li> <li>-Close proximity to Oliphants River &amp; Dilokong Corridor</li> <li>-Existence of Bopedi Shopping Complex</li> </ul>	<ul style="list-style-type: none"> <li>-Limited powers and functions</li> <li>-Policy gaps in terms of final authority on land allocation and other critical basic services</li> <li>-High level of infrastructural backlog</li> <li>-Informal connections (electricity and water)</li> <li>-Instability in some tribal Authorities (i.e tribal divisions, inconsistency in attending meetings)</li> <li>-Invasion of land earmarked for development</li> <li>-Community protests emanating from failed commitments by relevant authorities</li> <li>-Uncoordinated informal trading activities</li> <li>-Multi-jurisdictional ownership of land</li> <li>-Recent Ward delimitations</li> <li>-Environmental threats posed by mining operations</li> <li>-Prevalence of HIV/AIDS</li> <li>-Sewegae spillage next to Bopedi Complex</li> <li>-Reconfiguration of Municipalities</li> </ul>

	<ul style="list-style-type: none"> <li>-Lack of co-operation by some stakeholders (i.e mining house)</li> <li>-Rural nature &amp; remoteness of the Municipality</li> <li>-Liquidation</li> </ul>
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The above table (SWOT Analysis) is taken into account by the Municipality when reviewing the strategies for the next five years.

#### Key institutional challenges

From the above a few conclusions can be made about critical challenges, *inter alia*, lack of sufficient office space, the safety of available offices is also a challenge, cascading of PMS to lower, level 4 personnel, employment equity challenges, scarce skills, vacancy rate for critical posts.

#### 2.10. COMMUNITY NEEDS ANALYSIS AND PRIORITISATION

Flowing from public participatory engagements with communities and stakeholders within FTM the following 23 issues repeatedly surfaced as overarching needs of the community and thus are recognised priority in this IDP/Budget:

Table 50: Community Needs Analysis

COMMUNITY NEEDS ANALYSIS
1. Infrastructure development and investment
2. Water & sanitation (water supply to communities i.e within 200 meters & yard connection is the main need. The need to fix recurring broken water machine and leakage of pipes was also flagged);
3. RDP houses (Sufficient & fast-racking delivery of RDP houses. Quality of the RDP houses and completeness of the incomplete RDP houses);
4. Roads tarring/surfacing. Supply of sufficient bridges and storm water drainage. Speed humps ;
5. Electricity (mainly post connection). Prioritisation of villages/wards was undertaken in the earlier section. Ditlokwe/Mokhulwane needs a special attention;
6. Employment (decent work);
7. Mining house – CSI (Corporate Social Investment) or contribution to development of the municipal space economy needs to increase
8. Spatial issues. Releasing of land for development. Accelerating the pace of Township Development/Establishment. 98% of land in the municipal area is in the custodianship of traditional authorities. Intense engagement (improvement measure) between the traditional authorities, DPLG, FTM and residents to mitigate chaotic residential development (i.e unauthorised land allocation/invasion or extension of the allocated site by resident).
9. Conversion of Nchabeleng Health Centre into Hospital (Need for at least one hospital within FTM). 3 fix clinic at W9, W13 & W5.
10. Optimum utilisation of Sekhukhune College (skill development). Construction of additional schools, upgrading/renovation of schools and extension of blocks.
11. Fixed Home Affairs Office(s) within FTM;
12. Construction of Apel Police Station & Magistrate's Office;
13. Cell phone, TV and radio reception in some areas;
14. Shopping complex / Mall especially at Atok node
15. Completeness of sports centre (by SDM). Strengthening of sports council & consequently visibility of or sufficient sport activity.
16. Adequate public transport
17. Recreational facilities including child care facilities

18. Cemeteries (fencing & provision of sanitary facilities);
19. Refuse removal services
20. Domestic animal and noise control by-law;
21. Construction of testing station;
22. Construction of disaster centre;
23. Increased capacity for FTM to perform more functions or take on larger role in the provision of basic services.

These needs and priorities suggest that the Municipality needs to take on larger role in the supply / provision of basic services.

The next chapter turns its lens on the development of mitigating **strategies** - to mitigate the undesirable situation depicted in the Analysis Phase.

### CHAPTER THREE STRATEGIES PHASE

This chapter provides an overview of the Municipality's key development strategies. 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 FTM wants to go). This includes development of objectives (what FTM would like to achieve in order to address problem issues and realise the vision). Strategies phase is about finding most appropriate ways/means of achieving the objectives.

#### 3.1. Vision 2050

The vision of the Fetakgomo Local Municipality is: 'A Viable Municipality in Sustainable Rural Development'

This vision builds on and at the same time contributes to the attainment of the country, South Africa's vision – "A Better Life For All".

#### 3.2. Mission

The Municipality's mission statement is as follows: 'To provide integrated services in enabled environment for growth and development'.

Departmental Contributions / Core Departmental Functions:

Department	Core Functions	Departmental Vision
Development Planning	Strategic planning	"To be a Premier Department in Development Planning"
	Spatial planning	
	Economic development	
	Performance management (at corporate level) / monitoring & evaluation	
	Intergovernmental relations	
Technical Services	Manage MIG allocation and report as per DORA	"A Champion in Infrastructure Development"
	Implementation & monitoring of MIG projects	
	Infrastructure projects' management	
	General engineering services and technical support	
Community Services	Emergency services	"A Vehicle for Sustainable Community Services"
	Public participation	
	Law enforcement	
	Drivers' and vehicle licensing	
	Public facilities	
	Environmental management	
	Cemeteries	
	Sports & recreation	

	Community safety	
Finance	Strategic financial planning	"A Custodian of Sound Financial Management"
	Revenue management	
	Expenditure management	
	Asset management	
	Liability management	
	Supply Chain Management	
	Budgeting & financial reporting	
Corporate Services	Human resource management & development	"A Centre for Good Governance"
	Organisational development	
	Executive support / Council secretariat	
	Communications, Marketing and Publicity	
	ITC	
	Special programmes and events	
	Legal Services	
	By-laws development	
Records Management		

### 3.3. Municipal Development Priorities and Objectives

Over the next five years or so, the FTM plans as thus:

Priority Area	Development Objectives
Access to basic services	To facilitate for basic services delivery and infrastructural development / investment
Spatial Rationale	To promote integrated human settlement and agrarian reform
Job Creation	To promote local economic development in the Fetakgomo municipal area
Financial Viability	To lift revenue base of the FTM
Organisational Development	To build FTM's capacity by way of raising institutional efficiency, effectiveness and competency
Good Governance	To enhance good governance and public participation

As spelled out in the Local Government: Municipal Planning and Performance Management Regulations (RSA, 2001:s09) read with the Local Government: Municipal Systems Act (no. 32 of 2000) (RSA, 2000:s26 (c)), targets and indicators are set in later sections of this document. In this regard, six municipal **focal strategic priorities** have been identified. The **objectives** above are aligned to the **LEGDP** (2009-2014) which has five specific **objectives** reassembled below: *Objective 1*: create decent work and sustainable livelihoods by way of competitive industrial cluster promotion, infrastructure construction, and various national development programmes. *Objective 2*: improve the quality of life of citizens through effective education (including skills development), reliable health care, alert policing, comfortable housing, social grants and sport, with specific emphasis on their own participation in these processes. *Objective 3*: promote rural

development, food security and land reform in order to spread the benefits of economic growth beyond the urban areas. *Objective 4:* raise the effectiveness and efficiency of the developmental state by way of effective organisation structuring and recruiting, targeted training and the building of a culture of service and responsibility, integrated development management, and cooperation between all organisations in the development process and *Objective 5:* give specific attention (and allocate sufficient resources) to high-priority challenges of regional cooperation, sustainable development and climate change, black economic empowerment, the informal economy and innovation (see PEGDP, 2009-2014:19 for detailed exposition). In-depth politicology analysis reveal that the foregoing position the Municipality to respond to the new political mandate, **2009 electoral mandate** which stresses (i) decent work and sustainable livelihoods, (ii) education and skills development, (iii) health care, (iv) rural development and food security, and (v) fighting crime, building cohesive and sustainable communities. The priorities also aim at achieving the Five Year Local Government Strategic Agenda (objectives of local government), viz, municipal transformation and organisational development, basic services delivery and infrastructural development, LED, financial viability and good governance and public participation and recently there has been an addition of spatial rationale. The essence of this 2011/12-2015/16 IDP/Budget is, over medium to long term, the realization of **twelve (12) outcomes** which have been approved by the Cabinet for the **period ending 2014**, based on the **2009 Ruling Party Election Manifesto** and the Medium Term Strategic Framework (**MTSF**) which identified 10 strategic priorities which as stated above were further developed into twelve key outcomes, inter alia:

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

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

Output and Measures / Conceptual Overview		
Output 1	Implement a differentiated approach to municipal financing, planning & support	Credible & simplified IDPs for delivery of municipal services. Entail revenue management & plan/strategy. Ensure that critical posts (MM, CFO, Engineer/Technical Services, Town Planner) are audited & filled by competent & suitably qualified individuals.
Output 2	Improving access to basic services	In respect of this output, the following targets are set for period ending 2014: Water (100% supply), sanitation (100%), refuse removal (75%), electricity. Establish Bulk Infrastructure Fund to unlock delivery of reticulation services.
Output 3	Implementation of the Community Work Programme	Initiatives that provide work opportunities to communities at local level e.g through <b>functional co-operatives</b> . Useful work (i.e 1-2 days a week or one week a month) at specific wards needs to be identified. The overall national target for CWP job opportunities is 4.5million.
Output 4	Actions supportive of the human settlement outcome	Procure well located land. Release of land for low income & affordable housing to

		support delivery of housing units with 30 to 45 minute journey to work & services using less than <b>8%</b> of disposable income for transport by 2014. The objective is to create a well-functioning, integrated & balanced rural settlements
Output 5	Deepen democracy through a refined Ward Committee model	Strengthen people-centred approach to governance & development (i.e community participation, ward committees etc)
Output 6	Administrative & financial capability	Sustain clean audit. Monthly average collection rate on billing to rise to 90%. Reduce debtors (should not be more than own revenue)
Output 7	Single window of co-ordination	Finalization of changes on powers & functions. Review of legislation & policies (implementation more by national & prov gov)

The above takes cognisance of the national and international obligations.

### 3.4. National and international targets for service delivery

Fetakgomo's development strategies have been significantly influenced by the **national** (South Africa's) targets and the desire to meet the international obligations, MDGs, viz: **national** targets - eradication of bucket system by 2007 (in our case eradicating relief in the bush), all schools and clinics have access to water and sanitation by 2007, access to basic water by 2008, access to basic sanitation at RDP level by 2010, economic growth of 6% by 2010, access to electricity by 2012, access to housing by 2024, half unemployment by 2014. **International obligations** - halve poverty and hunger by 2015, attainment of universal primary education (ensure that by 2015 all children complete primary education), promote gender equality and women empowerment, reduction of child mortality (reduce under-five children mortality rate by two thirds in 2015, improve maternal health (reduce maternal mortality), combat HIV/AIDS, malaria and other diseases, ensure environmental sustainability (integrate principles of sustainable development into policies, programmes & IDP) and develop global partnership (ways of raising resources to attain the above goals).

### 3.5. Scenario Development Exercise

Scenario 1: Not Yet Uhuru	Scenario 2: Nkalakatha	Scenario 3: Muvhango
Walking behind – development targets not achieved	Walking together – Effective implementation	Walking apart – social divisions. This scenario suggests failed government due to poor planning, lack of coordination, slow implementation and polarised community

Source: The Presidency (2008)

In 2050, the FTM desires to realise **scenario 2** in which we **walk together**, side-by-side with the broad cross section of the municipal citizenry. This can especially be realized by upholding of the following **values**.

### 3.6. Values

Values	Descriptive analysis
High standard of professional ethics	Professionalizing local government is identified as essential in the MTAS. The FTM 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

Values	Descriptive analysis
	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 FTM 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 and consideration. Things such as smile, respect for customs, apology if things go wrong – this cost nothing
Information	Provide more & & better information about services so that customers have full, accurate relevant and up-to-date information about services they are entitled to receive.
Openness and Transparency	Tell people how FTM runs, its departments, cost and who is in charge.
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 is used effectively, efficiently and savings ploughed back to improve their lives. The implementation of Batho Pele Principles is continuous process, not a once off-task, to be done all the time

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

These values bind the personnel in particular and the Municipality in general in the exercise of its executive authority. The Municipality must give effect to its IDP and conduct its affairs in a manner which is consistent with this IDP.

### 3.7. Fetakgomo Local Municipality's development strategies: meeting the development challenges

The development strategies are the product of the strategic planning session. The actual strategies detailed in tabular perspective below orients towards the achievement of the strategic priorities, objectives and outcomes as flagged supra (in the previous sections of this chapter). They are arranged according to Key Performance Areas (KPA) / respective output, thereby beginning with spatial rationale – the overarching purpose is to reconfigure the municipal space economy from a spatial perspective.

#### 3.7.1. Spatial rationale (Output 04)

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome
Spatial Rationale	Inaccessibility of land	To ensure initiate land acquisition processes for development	SP.1	Stakeholder engagements (traditional leaders, Dept of Rural Dev & Land Reform) for prompt & easy land acquisition (FTM to own at least 0.6% (614.2 ha) of the land by 2015	Infrastructural investment & development
	Unresolved land claim	To encourage speedy resolution of land claims	SP.2	Call for an engagement between the Dept of Rural Dev and Land Reform (Land Claims Section), House of Traditional	Peaceful rural development

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome
				Leaders, SDM & relevant stakeholders to expedite land claim resolution	
	Land invasion	To ensure improved land use management	SP.3	Engage the DLGH & traditional authorities on land use issues to create conducive environment for sustainable development	Social cohesion
			SP.4	Develop mechanisms to protect land which is earmarked for development	
	Dispersed settlement, uncoordinated & chaotic land use	To transform municipal space and integrate multi-land use	SP.5	Enforcement and implementation of land development policies i.e ensure proper co-ordination of land use development & management	Compatible rural development & environmental sustainability
		To promote core settlement & compatible land use			
		To ensure the creation of sustainable environment & land use management in the municipality	SP.6	Identify & protect strategic areas for promotion of clusters & integrated development	
	Unease location of spaces within the Municipality	To provide ease & accurate spatial data	SP.7	Lobby for / initiate own GIS	
	Climate change / global warming	To have community informed about climate change debate	SP.8	Undertake environmental awareness i.e advocate disengagement with wood & encourage solar and other sources of energy friendly to environment	Reduced effects of the climate change. Safe environment

### 3.7.2. Municipal transformation and organisational development (Output 01 and Output 07)

The long-term goal of the municipality is to have an organisation that is transformed, promote skills (competency) development of officials and councillors and development of policies and by-laws that promote service delivery and sound organisational management.

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome
Municipal transformation and	Inadequate institutional governance	Strengthen institutional efficiency and governance to ensure	I.1	Review of municipal planning frameworks, e.g. IDP/Budget, Communication Strategy just to mention a few	Synchronised planning, maintain high credible rating of

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome
organisational development	systems	effective service delivery in the municipality			IDP/Budget
			1.2	By-laws: Implementation of the approved, finalisation of outstanding, design and identification new by-laws	Improved regulatory environment
			1.3	Implementation of Disaster Recovery Plan (DRP)	Data retrieval/storage
			1.4	Enhance & improve legislative compliance	Attainment of transformation & strengthening of levels of institutionalisation
			1.5	Ensure provision of adequate & reliable information management systems	Effective and efficient information management
			1.6	Ensure realistic human resources development and effective Human Resource Management	Improved institutional performance
			1.7	Engage various stakeholders for training programmes support	
			1.8	Alignment of training programmes with needs	
			1.9	Ensure implementation of Performance Management System	Institutional accountability & attainment of municipal goals
			1.10	Implementation of Anti-Corruption Strategy	Prevention of corruption & enhanced institutional accountability
			1.11	Ensure provision of efficient fleet management	Sustainable transport service
			1.12	Maximise monitoring, evaluation and reviewing of accountability systems	Improved transparency and fairness
			1.13	Provide effective legal services	Maximum compliance
			1.14	Ensure maintenance of municipal facilities	Safe environment
			1.15	Ensure compliance to applicable labour	Productive &

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome
				legislation	performance focused personnel & maximum compliance to legislation
			1.16	Mobilise for empowerment of management forums i.e IDP forum, LED forum etc	Functional forums
	Limited powers & functions	To advocate devolution of powers & functions commensurate with the capacity of the municipality	1.17	Engage SDM, DLGH, LEDET & MDB in devolving some of the feasible powers & functions i.e perform at least 37% of functions by 2015 (water provisions, roads functions and trade regulations).	More accountable Municipality, improved viability & increased role in bringing improved quality of life to local community
		To improve institutional capacity for FTM to achieve its municipal objectives	1.18	Lobby for partnership with stakeholders in favour of popularisation & collective implementation of MTAS (Municipal Turn Around Strategy)	Municipal transformation, organisational development & good governance
	Reconfiguration of Municipalities	To guide DLGH in undertaking reconfiguration of Municipalities and input on the topic	1.19	Lobby for partnership in favour of FTM retaining its institutional establishment in view of the sterling municipal performance highlighted in the Analysis Phase as well as mitigating strategies entailed .	Sustainability of FTM as a leading & well-government Municipality
			1.20	Reconfiguration with Tubatse as a compromise owing to the dominant identical economies of the two as the largest mining economies in the district	

### 3.7.3. Service delivery and infrastructure development/investment (Output 02)

This set of development strategies addresses the provision of basic services with improved infrastructure. The aim is to improve residents' quality of life through eliminating poverty and unemployment, improved literacy levels and reduced dependency ratios. The provision of the following services is seen as especially important: integrated human settlements, water, sanitation, electricity, roads, education, health and social development and safety and security.

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome
Service Delivery and Infrastructure	Shortage of 3484 housing units	To facilitate provision of affordable housing to 3484 residents/families	S.1	Negotiate with DLGH for provision of adequate (100%) housing units by 2024	Access to housing by the needy
			S.2	Linking housing provision to available	Promotion of compact

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome
Investment				SDF, engineering infrastructure and all other related spatial plans	settlements
			S.3	Monitor execution of feasibility studies prior construction to enable quality infrastructure	Reliable and safe housing
			S.4	Facilitate Quality Assurance	Satisfied beneficiaries
			S.5	Explore opportunities for construction of social housing	Alternative housing schemes
			S.6	Identify strategic areas for large scale housing sites with potential for good supportive infrastructure	Integrated human settlement
			S.7	Ensure that low cost housing is integrated into existing villages	Preservation of cultural settlement patterns
			S.8	Engage DLGH for completion of all previous housing allocations	Satisfied beneficiaries
			Shortage of portable water and reliable water sources	To facilitate access to portable water to villages through SDM engagements	S.9
	S.10	Submit to SDM for prioritisation of extension on bulk water to new areas			
	S.11	Facilitate 100% household access to basic level water by 2014			
	S.12	Monitor execution of feasibility studies prior construction to enable quality infrastructure			Quality assurance
	Poor operation and maintenance of water infrastructure	To facilitate Operation and Maintenance	S.13	Highlight to SDM for improved and acceptable turn around time	Timeous response
			S.14	Highlight to the SDM the need for alignment of WSP to WSDP	Alignment
	Insufficient basic level sanitation services (90%)	To facilitate access to basic level sanitation infrastructure	S.15	Negotiate with DLGH & SDM for allocation of sufficient (100%) sanitation units by 2014	Improved access to healthy sanitation
			S.16	Monitor execution of feasibility studies	Quality assurance

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome	
	& unsanitary environment			prior construction to enable quality infrastructure		
			S.17	Engage all targeted communities in sanitation awareness/education	Informed communities	
			S.18	Facilitate monitoring of sanitation projects	Satisfied beneficiaries	
	Post connection electricity backlog (12%)	To facilitate provision of electricity post connections	S.19	Engage Eskom in prioritisation of villages in line with the IDP's priority list to ensure 100% eradication of grid backlog by 2012	Broad coverage electrification	
			S.20	Update data on households that need Post Connections with possibility of new projects	Access to electricity by all households	
			S.21	Ensure availability of Business Plans for non-electrified households	Broad coverage electrification	
	Declining statistics from FBE benefit to Non-collection from FBE configured beneficiaries & inadequate access to free basic services	To improve FBE benefit to all qualifying beneficiaries and general access to free basic services	S.22	Intensify awareness to communities on registration and collection. Engage Eskom	Informed communities	
			S.23	Constant updating of beneficiary list/database	Reliable beneficiary data base. Benefit by all deserving	
			S.24	Engage relevant stakeholders to ensure 100% access to free basic services by households earning less than R1, 100 per month		
	Impassable roads (rocky, dongas etc)	To improve access to viable roads, facilitate tarring & possibility	S.25	Mobilise resources through engagements with SDM & DoRT for surfacing of 136km roads by 2020	Improved accessibility & mobility within Fetakgomo	
Advocate 100% maintenance & extension of roads through SDM & DoRT engagements by 2015						
Huge storm water drainage backlog			To facilitate provision of storm water drainage for passable roads	S.26		Engage DoRT, SDM & other relevant authorities for provision of storm water drainage. This includes at least 5 bridges by 2015
						Inadequate

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome
	public transport	adequate public transport		North Transport Busses and expansion of their bus routes.	
	Public transport conflict	To encourage peaceful resolution of conflicts	S.28	Resuscitation of Local Transport Forum	
	Lack of Hospital	To facilitate for converting of Nchabeleng Health Centre into Hospital	S.29	Follow up in partnership for converting of Nchabeleng Health Centre into Hospital	Improved access to health services
	Insufficient clinics	To facilitate provision of 5 clinics	S.29	Lobby for partnership in favour of establishment of 5 clinics	
	Inadequate educational facilities & equipments	To facilitate for provision of educational facilities & equipments	S.30	Engage Dept of Education for construction of schools, upgrading/renovation, extension of blocks, general infrastructural provision & equipments at schools	Educated community
	Inadequate safety and security operations	To facilitate for the upgrading of existing Apel Police Station	S.31	Follow up lobby for partnership in favour of SAPS for construction of police station i.e engage Department of Police	
		To facilitate for establishment of Magistrate court	S.32	Lobby for partnership in favour of one Magistrate's Court.	
	Inadequate Home Affairs operations	To facilitate for the construction of fixed Home Affairs Offices	S.33	Follow up lobby in partnership for construction of Home Affairs Offices i.e engage Home Affairs	Improved access to services of Home Affairs
	Inadequate waste management	To provide safe & clean environment	S.34	Upgrade Food for Waste into a full refuse removal service to ensure 75% households access to refuse removal service by 2014 y & resource mobilisation to expand waste collection	Clean & healthy environment
				Promotion of environmental sound practices	
		To provide sustainable waste management infrastructure	S.35	Maintenance of the waste management assets (established/existing landfill sites, compactor truck etc)	Sustainable & affordable waste management services
		S.36	Mobilise financial resources for purchasing of TLB, construction of weighbridge & employment staff to sustain refuse removal		
Cemeteries	To fence & provide sanitary facilities at the cemeteries	S.37	Identification, prioritisation & provision of fencing and sanitary facilities at cemeteries	Human dignity & healthy environment	

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome
	Disaster management	To prevent & provide response to disaster	S.38	Mobilisation of & provision of relief to disaster victims Educate communities about disaster management Lobby for partnership (i.e SDM) in favour of provision of Disaster Management Centre Orientate personnel & stakeholders about the municipal Disaster Recovery Plan (DRP)	Disaster prevention, preparedness and response
	Poor network (cell phone, TV & radio) coverage	To facilitate for strengthening of cell phone, TV & radio network coverage	S.39	Follow up with SENTECH, ICASA, Cell phone operations & relevant authorities for strengthening network coverage within Fetakgomo by advocating additional 9 cell phone network towers / stations by 2015	Effective communication
	Inadequate access to telephones	To improve access to telephones	S.40	Lobby for TELKOM in favour of provision of landline/telephone facilities	
	High infrastructural backlog	To optimise infrastructural investment & development	S.41	Development of Municipal Infrastructural Investment Framework (MIIF)	Economic growth & development
			S.42	Finalisation of Comprehensive Investment Plan	

#### 3.7.4. LED (Output 03)

The long-term goal of the municipality is to promote local economic growth and development through coordination and facilitation of local, provincial and national economic initiatives.

KPA	Development Challenge/issue	Strategic objective	Code	Development strategies	Outcome
Local Economic Development	Weak environment for local economic development	To create an environment that would stimulate economic growth and development	L.1	Reduction of unemployment by 2014 by facilitating creation of 1000 jobs annually through LED initiatives including capital projects	Poverty alleviation
			L.2	Implementation of Community Work Programme (CWP) in 2 Wards by 2014	
			L.3	Mobilise for the implementation & review of the LED Strategy/Plan	Improved local economy
			L.4	Mobilise support for local farmers	Increased capacity
			L.5	Promote and support community-based	Self-reliant SMMEs

KPA	Development Challenge/issue	Strategic objective	Code	Development strategies	Outcome
				income generating projects for sustainability purposes	and other related local economic initiatives
	Inadequate /dormant tourism	To create a conducive environment for promoting community tourism in the Municipality	L.6	Promote awareness & popularise tourism plan. Marketing & mobilisation of resources for development of identified/profiled tourism sites to enhance sector competitiveness	Exploited tourism opportunities
L.7			Encourage preservation of cultural heritage site	Preserved heritage sites	
	Lack of small scale industries linked to mining	To encourage the establishment of small scale industries that will supply inputs into mining industries	L.8	Mobilise resources to support the establishment of small scale industries linked to mining	Value chain creation
			L.9	Establish partnership with existing mines and other key stakeholders to support local economic development	Business opportunities for SMME's
	Poor linkages of SMMEs to available opportunities	To link SMMEs to available opportunities	L.10		
	Limited mining contribution	Enhance mines' adherence to social responsibility	L.11	Obtain mines' social responsibility plans and monitor implementation & increase mines social responsibility	Improved economic activity
	Agriculture at small scale	To optimise agricultural production	L.12	Establish partnership with the Department of Agriculture for preservation & exploration of land productivity	Food security
				Enhance sector competitiveness	
	Skill deficit	To ensure optimum utilisation of Sekhukhune College for skill base improvement	L.13	Follow up with the Dept of Education, UNIVEN & other stakeholders regarding optimum utilisation of Sekhukhune College	Educated community

### 3.7.5. Financial viability (Output 06)

If Fetakgomo Municipality is to perform its functions effectively and achieve its developmental outcomes, it needs to improve its financial viability. The development strategies below work towards the realisation of this goal.

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome
Financial viability	Limited revenue base	To lift revenue base of the FTM by maximally harnessing opportunities for revenue generation	F.1	Concentrate on increasing revenue from the following potential sources. Traffic function (Learners' drivers license, renewal & registration of motor vehicles & testing services) Property rates Renting of Council facilities Billboards tariffs Building Regulations Refuse removal Land use application (Ensure at least: 28% growth in revenue collected by the FTM as a percentage of projected revenue target, 25% of generation of own revenue, 100% of the FTM's capital budget is actually spent on capital projects on annual basis and sustain Operation Clean Audit by 2014)	Financially viable & sustainable municipality
	Resistance by property owners to pay to pay property rates	To ensure implementation of valuation roll & compilation of supplementary valuation roll	F.2	Implementation of certified valuation roll & compilation of supplementary valuation roll	Improved revenue base Credible valuation roll &
	Inadequate debt collection rate	To improve debt collection	F.3	Maximum debt collection rate	Increased revenue
	High grant dependency / indigent community	To reduce high grant dependency	F.4	Engaging LEDET on devolution of trade regulation function	Diversified revenue sources
		Financial resource mobilisation	F.5	Investment	Financial viability
		To provide a dedicated customer care to community & stakeholders as per Batho-Pele Principles.	F.6	Provision of basic services to the indigent community	Satisfied customers / low grant dependency
Customer care	To provide good customer care to community & stakeholders	F.7	To ensure effective implementation of the indigent policy		

### 3.7.6. Good governance and public participation (Output 05)

"Development is about people". It is felt that deepening of public participation will enhance the skills and capacity of the community by using their indigenous knowledge systems to influence their own development. In this context, the Municipality strives to integrate special programmes (HIV/AIDS and care of vulnerable groups) in a more meaningful manner to ensure sustainable service delivery.

KPA	Development challenge/issue	Strategic objective	Code	Development strategies	Outcome	
Good Governance and Public participation	Non-attendance by some stakeholders of IGR structures & public participation session (governance systems) which impacts on institutional performance	To improve attendance & functionality of governance system	GM.1	Strengthening the support model for governance structure (ensure 100% functional Ward Committees which hold 12 management meetings annually each)	Adequate institutional governance system	
			GM.2	Bench mark for improvement	Good governance	
			GM.3	Employ customized capacity building for governance structure	Capacitated stakeholders of governance structure	
			GM.4	Support & strengthen existing forums i.e IDP Forum, Magoshi Forum etc	Structured participation	
			GM.5	Conduct 12 public participation sessions annually (inclusive of nodal & sectoral participation) & convene 4 community meetings annually per Ward		
			To facilitate coordination of government programmes within the Municipality	GM.6	Ensure integrated service delivery & support for cross cutting issues	Co-operative governance & social accountability
				GM.7		
				GM.8	Ensure alignment of community outreach and public participation programmes from all spheres of government	Informed communities
				GM.9	Improve municipal wide communication by producing & distributing 4 newsletters annually	
		HIV/AIDS prevalence	To intensify HIV/AIDS awareness	GM.10	Forge partnership with stakeholders	Reduce the rate of HIV/AIDS infection
		Minimal participation of designated groups	To maximise participation of designated groups in the municipal affairs	GM.11	Strengthening support for Youth Council, Women Council, Disability Council, children & moral regeneration	Mainstreaming and integration of focus groups' interests into municipal development planning enterprise
		Non-functionality of Sports Council	To improve functionality of Sports Council	GM.12	Source & develop mechanisms for efficient sport activities	Improved sport & recreation

The strategies above have been aligned with the Municipal Turn Around Strategy (MTAS). The strategies in question result in the identification of **projects** (also linked to MTAS) which is the subject of some discussion in the subsequent chapter.

**CHAPTER FOUR  
PROJECTS PHASE**

This chapter depicts key projects for the coming year as aligned to the budget. A mixture of both capital and some operational items are reflected. A large number of the projects particularly capital projects will be implemented in terms of Expanded Public Works Programme, thereby providing means of training and job opportunities. Serious effort has been taken to align the projects with the interventions proposed in the Municipal Turn Around Strategy

4.1. Projects implemented by Fetakgomo Local Municipality

Project	Project Programmes /	Strategic Objective	Budget				Overall Budget	Responsible Department
			2011/12	2012/13	2013/14	2014/15		
FTM/SR 1	LUMS/SDF implementation	Ensure compliance on land use development	R10 000	R10 000	R11 000		R31 000	Development Planning
FTM/SR 2	Tenure upgrading at Strydkraal B	Enhance tenure security for the residents and occupiers	R0	R0	R10 000	R0	R10 000	Development Planning
FTM/SR 3	Streets naming	To provide for identification of streets within Township Area	R0	R0	R0	R0	R0	Development Planning
FTM/SR 4	Land ACQUISITION	To facilitate securing of strategic land for future development	R2 713 000 00	R0	R0	R0	R2 713 000 00	Development Planning
FTM/SR 5	GIS		R400 000	R0	R0	R0	R400 000	Development Planning

Project	Project Programmes /	Strategic Objective	Budget				Overall Budget	Responsible Department
			2011/12	2012/13	2013/14	2014/15		
FTM/IT1	IDP/Budget Review	Ensure compliance with statutory requirements	R160 000	R220 000	R260 000		R640 000	Development Planning / Finance
FTM/IT 2	PMS Framework Review	Ensure compliance with statutory requirements	R0	R0	R0	R0	R0	Development Planning
FTM/IT 3	Policy Review and enforcement	Ensure compliance with relevant legislation and statutory requirements	R0	R0	R0	R0	R0	Corporate Services
FTM/IT 4	Policy Development	Ensure compliance with relevant legislation and statutory requirements	R0	R0	R0	R0	R0	Corporate Services
FTM/IT 5	Devolution of powers and functions -Traffic -Water service -Trade regulation	Enhance institutional capacity in service delivery	R0	R0	R0	R0	R0	Corporate Services
FTM/IT 6	Development of Key sector plans -MIIF -Disaster Response Plan	Ensure forward planning	R0	R0	R0	R0	R0	Corporate Services
FTM/IT 7	Development of By-laws	Promote residents' compliance with relevant statutory requirements	R0	R0	R0	R0	R0	Corporate Services
FTM/IT 8	IT support	Ensure a conducive IT environment	R0	R0	R0	R0	R0	Corporate Services

Project	Project	Strategic Objective	Budget				Overall Budget	Responsible Department
			2011/12	2012/13	2013/14	2014/15		
FTM/SD 1	FBE	Provide indigent support to legible residents	R1 400 000	R1 600 000	R1 800 000		R 4 800 000	Technical Services
FTM/SD 2	Municipal Offices Extension	Provide office space f	R0	R0	R0	R0	R 5 700 000	Technical Services
FTM/SD 3	Pedestrian Walkways	Promote safety on streets/roads		R0	R0	R0	R749 998	Technical Services
FTM/SD 4	Strydskraal Community hall	Ensure that designs for the construction of the facility are in place	R3 939 000	R0	R0	R0	R 3 939 000	Technical Services
FTM/SD 5	Mohlalets TSC	Ensure that designs for the construction of the facility are in place	R8 700 000	R0	R0	R0	R8 700 000	Technical Services
FTM/SD 6	Recreational Park	Construct recreation facility	R0	R0	R0	R0	R1 450 000	Technical Services
FTM/SD 7	Sports Complex	Provide facilities for local sports	R0	R0	R0	R0	R 4 000 000	Technical Services
FTM/SD 8	Entry Post	Promotion of FTM	R55 000	R0	R0	R0	R55 000	Technical Services
FTM/SD 9	FATSC Pit Toilets	Provide back-up ablution facilities	R0	R0	R0	R0	R100 000	Technical Services
FTM/SD 10	Upgrading of cemeteries	Enhance usability of communal cemeteries	R200 000	R280 000	R0	R0	R480 000	Community Services
FTM/SD 11	Grading of sports fields	Enhance usability of local sports facilities	R0	R0	R0	R0	R0	Community Services
FTM/SD 12	Implementation of Building regulations by law	Promote public safety	R0	R0	R0	R0	R0	Development Planning
FTM/SD 13	Learner licensing and vehicle registration services	Provision of Learner licensing and vehicle registration services	R0	R0	R0	R0	R2 614 240	Corporate Services
FTM/SD 14	Refuse removal	Implementation of 3 <sup>rd</sup>	R1 000	R1 900	R2 700	R0	R5 600 000	Corporate Services

		year of food for waste pilot	000	000	000			
FTM/SD 15	Facilities Management	Enhance usability of public facilities	R0	R0	R0	R0	R0	Corporate Services

Project	Project	Strategic Objective	Budget				Overall Budget	Responsible Department
			2011/12	2012/113	2013/14	2014/15		
FTM/LED 1	Farmers' support	Provide requisite support to legible farming initiative	R400 000	R500 000	R600 000		R1 500 000	Development Planning
FTM/LED 2	Local Tourism	Profile and package tourism sites for investment attraction	R50 000	R80 000	R80 000		R210 000	Development Planning
FTM/LED 3	Local Business Support	Capacitate local SMMEs for self reliance	R100 000	R150 000	R150 000		R400 000	Development Planning

Project	Project / Programmes	Strategic Objective	Budget				Overall Budget	Responsible Department
			2011/12	2012/13	2013/14	2014/15		
FTM/FV 1	Implementation of the Revenue enhancement Strategy	To maximize revenue generation	R0	R0	R0	R0	R0	Finance
FTM/FV 2	Asset Management	Ensure compliant stores Management	R0	R0	R0	R0	R0	Finance
FTM/FV 3	Review of Finance Policies	Ensure alignment of policies to relevant legislation	R0	R0	R0	R0	R0	Finance

FTM/FV 4	MFMA implementation	Ensure compliance to MFMA regulations	R0	R0	R0	R0	R0	Finance
FTM/FV 5	SCM implementation	Ensure compliance to SCM regulations	R0	R0	R0	R0	R0	Finance
FTM/FV 6	Indigent register	Facilitate maintenance of consolidated indigent register	R0	R0	R0	R0	R0	Finance
FTM/FV	Compilation of the valuation roll	Ensure readiness for MPRA implementation by 1 <sup>st</sup> July 2011	R0	R0	R0	R0	R 1 200 000	Finance

Project #	Project	Strategic Objective	Budget				Overall Budget	Responsible Department
			2011/12	2012/13	2013/14	2014/15		
FTM/GPP 1	Ward Committees' Support (stipends)	Ensure efficient functioning of wards	R546 000	R254 000	R254 000		R1 054 000	Corporate Services
FTM/GPP2	Special Programmes	Ensure appropriate support to women, physically challenged, youth, children & elderly	R150 000	R150 000	R150 000		R450 000	Corporate Services
FTM/GPP3	Council Fund - Event Management	For councillor remuneration, training, functions & accommodation	R150 000	R250 000	R250 000		R650 000	Corporate Services
FTM/GPP5	Publicity	To maximize municipal service delivery information to stakeholders	R180 000	R200 000	R220 000		R600 000	Corporate Services
FTM/GPP8	Bursary fund	To offer bursaries to the community	R100 000	R120 000	R120 000		R340 000	Corporate Services
FTM/GPP9	Relief fund	To provide requisite support to the needy	R50 000	R50 000	R50 000		R150 000	Corporate Services

FTM/GPP 10	Sports, Arts & Culture	Facilitate active participation of stakeholders in sports, arts and culture activities	R50 000	R70 000	R80 000		R200 000	Corporate Services
FTM/GPP 11	Out reach services -Public Participation -FATSC	Promote Batho Pele Principles	R0	R0	R0	R0	R0	Corporate Services
FTM/GPP 12	Intergovernmental Relations -CDWs -YAC	Promote engagements for stakeholders support	R0	R0	R0	R0	R0	Corporate Services
FTM/GPP 13	Internal audit	Promote accountability on municipal operations	R75 000	R85 000	R95 000	R105 000	R360 000	Municipal Manager's Office
FTM/GPP 14	External Audit	Promote accountability on municipal operations	R0	R0	R0	R0	R0	Finance
FTM/GPP 15	Audit Committee	Maximize and enhance oversight functions	R135 000	R140 000	R150 000	R0	R425 000	Municipal Manager's Office
FTM/GPP 16	Risk Management	Ensure achievement of strategic and operational objectives of the municipality	R75 000	R200 000	R200 000	R250 000	R725 000	Municipal Manager's Office
FTM/GPP 17	Fraud Prevention	Ensure achievement of strategic and operational objectives of the municipality	R0	R0	R0	R0	R0	Municipal Manager's Office

4.2. Projects implemented by sector departments and other agencies

KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

Project No.	PROJECTS						Total budget	Responsible/ Implementing Agents
			2011/2012	2012/2013	2013/14	2014/15		
<b>ROADS AND TRANSPORT PROJECTS</b>								
FTMR- 01	Fetakgomo Driver's License Testing Ground (K53 Testing Station)	Construction	unspecified				R15 000 000	DoRT
FTMR- 02	Mphanama to Petseng (D4212, D4213)	Maintanance	R1M	R9M			R10M	DoRT/RAL
FTMR- 04	Apel to Mmabulela/Atok (D4190)	On construction		R60M			R60M	DoRT/RAL
FTMR- 05	Lerajane Tswereng Phase 2 (Lerajane-Mohlaletse)	Construction (new)	R15 000 000				R35 700 000	GSDM
FTMR- 07	Upgrading of Ga-Oria to Tsate Road			R45 000 000			R45 000 000	GSDM
FTMR-08	Fetakgomo New Driving testing station	Driving testing centre	R4 021 280				R4 021 280	DoRT
FTMR-09	Fetakgomo Administration Block	Administration Block	R3 922 414 56				R3 922 414	DoRT
FTMR-10	Jane Furse to Mphanama to Apel	Upgrading (gravel to tar)		R50M	R30M	R40M	R120M	Dort/RAL

Project No.	PROJECTS						Total budget	Responsible/ Implementing Agents
			2011/2012	2012/2013	2013/14	2014/15		
<b>STORM WATER DRAINAGE</b>								

Project No.	PROJECTS	CAPITAL INVESTMENT PER FINANCIAL YEAR						
		2011/2012	2012/2013	2013/14	2014/15	Total budget	Responsible/ Implementing Agents	
<b>SANITATION</b>								
FTMS- 01								GSDM
FTMS- 02								GSDM

Project No.	PROJECTS		CAPITAL INVESTMENT PER FINANCIAL YEAR					Responsible/ Implementing Agents
			2011/2012	2012/2013	2013/14	2014/15	Total budget	
<b>WATER</b>								
FTMW- 01	Olifantspoort South Regional Water Supply Scheme – Phase 6	Ongoing	R45 000 000	R20 000 000			R90 518 405	SDM
FTMW- 02	Ga-Nkoana Housing Scheme BWS & Reticulation	New	R10 000 000				R11 000 000	SDM
FTMW-02								

Project No.	PROJECTS	CAPITAL INVESTMENT PER FINANCIAL YEAR					Responsible / implementing agent
		2011/2012	2012/2013	2013/14	CONNECTION	Total ®	
<b>ELECTRICITY</b>							
FTME-01	Ga-Matebane/Magabaneng/Malaeneng/Magagamatala/Matamong/Moshate/Mototolwaneng/Sepakapakeng/Seleteng	R1,364,332.00			98	R1,364,332.00	ESKOM

FTME-02	Ga-Mohlala/Mmela/Radingwana/Phagen g/Lekgwareng/Rite/Malaeneng a Maphute	R1,761,827.00			146	R1,761,827.00	ESKOM
FTME-03	Maroteng/Mohlaletse/Mesopotamia/Bofala/Ditlokwe/Lerajane/Matotomale/Photo/(Ga-Tladi)Sekateng/Malaeneng/Tjebane/Komane/Makgaleng	R2,398,077.00			193		ESKOM
FTME-04	Nchabeleng/Mashabela/Matlala/Sekurung/Thabanaseshu/Thobehle	R2,685,284.00			172		ESKOM

		2011/2012	2012/2013	Total ®	Responsible /implementing agent
<b>HOUSING</b>					
FTMH-01	Monametse/Mokgotho Social Upliftment (re-location of 45 households)	Unspecified		Unspecified	Bokoni Platinum Mines (Anooraq Resources Corporation)
FTMH-02					DLGH
FTMH-03					DLGH
FTMH-04					DLGH
FTMH-05					DLGH

		2010/2011	2011/2012	2012/2013	Total ®	Responsible /implementing agent
<b>EDUCATION</b>						
FTMED-01	Rehabilitation/additions at Tswereng Primary School	R2 014 000			R2 014 000	Department of Education

		2011/2012	2012/2013	2013/14	2014/15	Total ®	Responsible /implementing agent
<b>HEALTH</b>							
FTMH-01	Upgrading of Nchabeleng Clinic	R4,603				R4,603	Department of Health & Social Development
FTMH-02	Selepe Clinic	R405					Department of Health & Social Development
FTMH-03	Ga-Nchabeleng EMS			R5,100	R600	5,700	Department of Health & Social Development

		2011/2012	2012/2013	Total ®	Responsible /implementing agent
<b>AGRICULTURE</b>					
FTMA-01	Letshoteneta (Drill and equip borehole. 1000l tank & stand. 1x 1000 capacity broiler houses)	R600000		R600000	Department of Agriculture
FTMA-02	Fetakgomo irrigation x2 (Drip and centre plvot irrigation for 2 farmers)	R190000		R190000	Department of Agriculture
FTMA-03	Cattle handling facilities (construction of a basic cattle handling facility)	R60000		R60000	Department of Agriculture
FTMA-04	Cattle handling facilities (construction of a basic cattle handling facility)	R60000		R60000	Department of Agriculture
FTMA-05	Cattle handling facilities (construction of a basic cattle handling facility)	R60000		R60000	Department of Agriculture
FTMA-06	Cattle handling facilities (construction of a basic cattle handling facility)	R60000		R60000	Department of Agriculture
FTMA-07	Fetakgomo (control of AIP)	R511815		R511815	Department of Agriculture
FTMA-08	Strydkraal phase 2 (Rehabilitation of irrigation scheme)	R10, 000 00	R1, 205 000	R11 205 000	Department of Agriculture

#### KPA 4: LOCAL ECONOMIC DEVELOPMENT

		2011/2012	2012/2013	Total (R)	Responsible /implementing agent
<b>LED</b>					
FTMLED-1	Letshoteneta (Drill and equip borehole. 1000l tank & stand. 1x 1000 capacity broiler houses)	R600000		R600000	Dept of Agriculture
FTMLED-2	Fetakgomo irrigation x2 (Drip and centre pivot irrigation for 2 farmers)	R190000		R190000	Dept of Agriculture
FTMLED-3	Cattle handling facilities (construction of a basic cattle handling facility)	R60000		R60000	Dept of Agriculture
FTMLED-4	Cattle handling facilities (construction of a basic cattle handling facility)	R60000		R60000	Dept of Agriculture
FTMLED-5	Cattle handling facilities (construction of a basic cattle handling facility)	R60000		R60000	Dept of Agriculture
FTMLED-6	Cattle handling facilities (construction of a basic cattle handling facility)	R60000		R60000	Dept of Agriculture
FTMLED-7	Fetakgomo (control of AIP)	R511815		R511815	NDA
FTMLED-8	Strydkraal phase 2 (Rehabilitation of irrigation scheme)	R10, 000 00	R1, 205 000	R11 205 000	NDA

#### KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

		2010/2011	2011/2012	2012/2013	Total (R)	Responsible /implementing agent
<b>Good Governance and Public Participation</b>						
FTMG-1	School Sport Mass Participation Programme (Staging of champions cluster festivals inter-games & conducting recreational activities in schools)	R360 505			R360 505	Dept of Sport, Arts & Culture (DSAC)
FTMG-2	Games (Competitions for clubs for football, netball, volleyball, cricket & boxing)	R250 000			R250 000	DSAC
FTMG-3	Fetakgomo Hubs (Apel and Ga-Radingwana)	R370 192			R370 192	DSAC

FTMG-4	Customer Care (Service Delivery Improvement): handling of community queries	R0			R0	GSDM
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#### 4.3. OUTER YEARS: FETAKGOMO PROJECTS FOR OUTER YEARS

Project No.	PROJECTS	CAPITAL INVESTMENT PER FINANCIAL YEAR (R)			Total (R)	Responsible implementing agent
		2011/12	2011/12	2012/13		
<b>FETAKGOMO PROJECTS FOR OUTER YEARS/MULTI –YEAR PROJECTS</b>						
FTMB-01	High Mast Lights		383 157	4 816 843	5 200 000	FTM/MIG
FTMB-02	Mohlaletse Thusong Service Centre	200 000	6 244 210		6 444 210	FTM/MIG
FTMB-03	Fetakgomo Sports Complex	5 300 000	3 000 000	2 000 000	10 300 000	FTM/MIG
FTMB-04	Municipal Offices Extension	5 700 000			5 700 000	FTM/MIG
FTMB-05	Fetakgomo Library		2 368 421	3 631 579	6 000 000	FTM/MIG
FTMB-06	Pit Toilets	100 000			100 000	FTM
FTMB-07	Entry Post	40 000			40 000	FTM
FTMB-08	Recreational Park	1 450 000			1 450 000	FTM/MIG
FTMB-09	Strydkraal Community Hall	161 000	2 800 000		2 961 000	FTM/MIG
FTMB-10	Cemeteries	100 000	200 000	280 000	580 000	FTM
FTMB-11	Street Lighting		331 578	4 168 422	4 500 000	FTM/MIG
FTMB-12	Mphanama Community Hall		361 052	4 538 948	4 900 000	FTM/MIG

## CHAPTER FIVE INTEGRATION PHASE

This chapter presents an integration phase of this IDP. It sums up the FTM's overarching frameworks, policies, strategies and sector plans that seek to synergistically address the challenges identified in the analysis phase. These will be discussed in accordance with the KPAs.

### 5.1. SPATIAL RATIONALE: SECTOR PLANS

Sector Plan	A brief description and overview
Spatial Development Framework (SDF)	<p>The FTM has adopted the SDF in August 2008 which examines spatial implications of the socio-economic-political dynamics of the municipality. The SDF is aligned to the District SDF, PSDF and NSDP. It forms a legally binding component of the IDP. It attempts to analyse and understand settlement patterns within the FTM and therefore sets the basis for development of land use management system. It formulates spatial development scenarios and determines hierarchy of settlement to a desired spatial form. Central to SDF is to promote a structured development in all settlements within the FTM. The contents of the SDF are guided by the Local Government Municipal Systems Act (no.32 of 2000) and the Local Government: Municipal Planning and Performance Management Regulations (2001). The reviewed SDF (2008/9 Financial Year) has the following objectives: to give effect to principles of the Development Facilitation Act (DFA) (no. 32 of 1995); to set out desired spatial form and desired patterns of land use; to provide strategic guidance on location and nature of future development; to set out guidelines for a land use management system; to set out a capital investment framework for the municipality's development programmes; and to ensure strategic assessment of the environmental impact emanating from the implementation of the SDF.</p> <p>From a spatial structuring perspective, the following two principles, among others, must be achieved in the context of SDF's implementation: infilling of unutilised or underutilised spaces in order to achieve consolidation and integration (to mitigate ribbon or linear settlement pattern), ensuring availability of land to private sector developers to implement integrated housing developments which include different housing typologies catering for different income groups. Key recommendations from the SDF are that: (i) The farms Hoeraroep 515 KS and Eeste Regt 502 KS in the Apel nodal cluster need to be considered as primary development areas. (ii) Settlements in the Ga-Nchabeleng cluster be restricted away from the farm Goedverwacht 511 KS due to its high potential for agricultural production (iii) Growth of Mphanama should deliberately be guided towards the north. (iv) In the Atok nodal cluster development should be guided towards the area between Malomanye, Maropeng and Mashilabela because planned mining development suggests that the area may not cope with future settlement needs. Investigation and planning of new formal settlement is urgently required. (v) Application to the Department of Local government and Housing for the demarcation of sites is required to ensure structured development in these areas. (vi) A 1 km development edge is proposed to curb settlements from encroaching of fertile soils</p>
Land Use Management Scheme (LUMS)	Guided by the SDF the Land Use Management Scheme (LUMS) was developed and adopted by the Council (August 2008). The main orientation of the scheme is to provide mechanism for the control of land use and ensure that development takes place in a coordinated manner. The LUMS set out to address spatial challenges identified in the analysis phase and as inherited from the apartheid legacy.
Land Disposal Policy	The FTM has adopted the Land Disposal Policy in 2009. The main purpose of this policy is to regulate land disposal processes as well as to establish norms, standards and forms of land disposal.

Sector Plan	A brief description and overview
Fetakgomo Development Application Procedure Manual	The FTM has adopted the Fetakgomo Development Application Procedures. The purpose of setting these procedures is to ensure safe utilisation of land and mitigate dispersed settlement in the municipality.
Street Naming and Numbering Policy	In addition to the above, the FTM has also adopted the Street Naming and Numbering 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.

## 5.2. INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

### 5.2.1 Human Resource Policies (The FTM has managed to develop, consolidate and adopt its Human Resource Policies including):

Sector Plan	A brief description and overview
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 (7 <sup>th</sup> May 2009, Council Resolution C02/09)	This policy aimed at providing financial assistance to the needy learners of the municipality in pursuance of supply of skills especially scarce skills category. It also promotes continuous professional development.
Transport Allowance Policy	
Travel and Subsistence Policy	The policy (as reviewed by Council Resolution number C29/10) sets out the basis for the payment of subsistence and travel allowance for the purpose of official travelling. It encourages the culture of saving costs for the Council and maintains control over travel expenses.
Staff Retention Policy (29 <sup>th</sup> June 2009, Council Resolution C01/09)	The FTM developed and adopted a retention policy in the 2008/2009 financial year with the intention to keep critical skills and attract new ones. Regarding succession planning, the FTM does not have such, succession plan. This is attributed to the environment within which the municipality operates and which is largely influenced by politics. As a point of emphasis, the purpose of the policy is to prevent loss of competent staff that can have adverse effect on service delivery, retain and attract key staff members whose services are regarded as critical to achieve the vision and mission of the FTM, to identify individuals' potential for assuming a higher degree of responsibility, to develop skills base for succession planning and to create and sustain a pleasant humane working environment.
Employee Assistance Programme Policy	It is geared towards attending the wellness of employee in order that their emotional and social challenges do not negatively affect their performance at work. The policy introduces support system that employees can rely on in times of need. However, this policy was only developed during the 2008/2009 financial year and it has never been put to test. Through it the municipal employees can address their psycho-social problems.

Sector Plan	A brief description and overview
Occupational Health and Safety Plan	There is an Occupational Health and Safety Plan at the moment. There is also a dedicated person working on OHS.
Employment Equity Plan (2009/2014)	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.
Fetakgomo File Plan	
Human Resource Policies and Procedures (18 <sup>th</sup> 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	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.
Institutional Plan	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.
Performance Management Policy	The FTM has adopted the Performance Management Policy in January 2008 and reviewed it in December 2011 (Council Resolution number C30/10) to ensure the achievement of individual objectives which are linked to departmental objectives, which in turn are linked to the organisational performance objectives. Performance management is an ongoing process, not a once year event of conducting a performance review. The assessments are broken into four (4), i.e. 1 <sup>st</sup> quarter (July – September), 2 <sup>nd</sup> quarter (November –December), 3 <sup>rd</sup> quarter (January –March) and 4 <sup>th</sup> quarter (April –June). The second quarter assessment is coupled with the mid year review while the fourth quarter assessment is coupled with the annual assessment for the previous financial year. These assessments are also considered to be formal for the individuals and panels are established for the purpose. The panel for assessment comprises the Mayor, Chairperson of the audit committee, member/s of the Executive Committee, municipal Manager/mayor from another municipality and ward committee member/s. PMS is aimed at creating a motivating climate for employees and the organisation to develop and achieve high standard of performance. It further empowers the FTM to develop set targets, monitor and review performance based on the Integrated Development Plan - linked indicators and report on the performance against the set of indicators. "When you can measure what you are speaking about, and express it in numbers, you know something about it, but when you cannot measure it, when you cannot express it in numbers, your knowledge is of meagre and

Sector Plan	A brief description and overview
	unsatisfactory kind" (William Thompson, 1824-1907 in John Wiley and Sons).

#### 5.2.4. By-Laws

The following by-laws exist within the Municipality:

Sector Plan	A brief description and overview
Standard Child Care Facilities By-Law (Draft)	The By-law provides for procedures, methods and practices to regulate child care facilities
By-Law Relating To Streets (Draft)	The By-law provides for procedures, methods and practices to regulate the utilisation of streets.
Refuse Removal By-Law (Draft)	It promotes safe and healthy environment by regulating dumping of refuse and the removal thereof.
Billboards By-Law	It provides for procedures, methods and practices to regulate billboards.
Building Regulations By Law	It protects public health and safety as it relates to construction and occupancy of buildings and structures. It further promotes good practice in the design and construction of buildings for people in or around the buildings and others affected by the buildings.
Refuse Removal policy (CSC04/09)	The Refuse Removal Policy enables the FTM to protect health of the public, promote quality and sustainability of the environment by controlling pollution of ecosystem and empower communities to take responsibility for the cleanliness of their environment.
Fetakgomo Atok Thusong Service Centre (TSC) Policy (CSC03/09)	This policy seeks to promote cost effective, integrated, efficient and sustainable service provision. It attempts to ensure equitable and effective access to government information and services to the people, thereby building partnership between government, local communities, civil society and private sector.

#### 5.3. BASIC SERVICE DELIVERY AND INFRASTRUCTURE PLANNING: SECTOR PLANS

Sector Plan	A brief description and overview
Water Sector Plan	The FTM has and reviewed the Water Sector Plan in the 2006/2007 Financial Year. The plan was adopted by the Council in the 2007/2008 financial year. The ultimate goal of the plan is to facilitate and influence the provision of portable water within all areas of Fetakgomo. The objectives include the integration of the water sector plan with the overall water needs outlined in this IDP and to consider various environmental requirements of water for economic development.
Disaster Management Plan	The FTM has developed and adopted the Disaster Management Plan during the 2007/2008 Financial Year. The plan is

Sector Plan	A brief description and overview
	aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. It is also aimed at providing an enabling environment for disaster management in the municipal areas - Promote proactive disaster management through risk reduction programmes, promote co-operative relationships between all spheres of government in case of emergency incidences
Housing Chapter/Plan	The Housing Chapter or Plan for the municipality was developed during the 2008/9 Financial with the help of the Department of Local Government and Housing. The document was subjected to Council structures and approved by council as per resolution C84/08. There are three kinds of housing programmes which Fetakgomo Municipality has benefited. The programmes include: Rural Housing, People's housing Programme and Emergency housing, commonly known as disaster housing. The housing plan attempts to address the following issues: unblocking housing service delivery constraints, planning challenges, contribution to unlocking land constraints, upgrading of rural settlements and enhancement of the quality of houses constructed under the auspices of local government programme.

#### 5.4. LOCAL ECONOMIC DEVELOPMENT: SECTOR PLANS

Sector Plan	A brief description and overview
Local Economic Development Strategy	FTM has developed the LED Strategy and was approved by the Council. This document responds to locational economic constraints of the municipality. It describes the role of the municipality in LED which is more of facilitating than being the primary implementer. The aim of the LED strategy is to create an enabling environment for employment opportunities for local residents, reduce constraints to business investment and growth, tackle market failures to make market work better and strengthen the competitiveness of local firms. The strategy is thus aligned to key planning documents cited in the previous sections like LEGDP, NSDP et cetera
Tourism Plan	The FTM has the Tourism Plan which seeks to provide tourism guidelines within Fetakgomo. The main purpose of the plan is to promote tourism within the FTM.

#### 5.4.15.4.2. 5.5. FINANCIAL VIABILITY: SECTOR PLANS

Sector Plan	A brief description and overview
Revenue Enhancement Strategy (C99/09)	The FTM has adopted the Revenue Enhancement Strategy (17/12/2009). The strategy is intended to enhance the revenue base of FTM.
Asset Management Policy (C100/09)	The Council has approved the reviewed policy, Fixed Asset Policy which was last reviewed in 2003.
Tariff Policy (SC23/10)	The FTM has a Tariff Policy. The tariffs are calculated in various ways, dependent upon the nature of the service being provided. The objective of the tariff policy is to: enables the FTM to be self-sustainable through tariff income, enables the Council to determine tariffs in line with the applicable legislation. All households with the exception of the indigent, should pay the full cost of the services consumed. Municipal tariffs must not be unduly a burden to local business through higher tariffs, as costs affect the sustainability and competitiveness of such business.
Credit Control and Collection Policy	The Credit Control and Debt Management Policy of the FTM was adopted (and reviewed on 15/12/2011 see Council Resolution number C48/10) for application in the event of none payment of services. It is adopted in terms of Chapter 5 of the Local Government: Municipal Systems Act to contribute towards development of the local economy and provide acceptable service to the communities. The constitutional obligations of the municipality cannot and will never be realised unless there are payments of services. Noting two categories of residents, those who can afford and those who cannot

Sector Plan	A brief description and overview
	afford to pay for services, the policy emphasizes that payment of services must be in accordance with the indigent policy.
Bad Debts Write Off Policy	This Policy provides guidance in determining irrecoverable debts so that debtors of the Municipality are not overstated in the books of the Council. The FTM adopted on the 15 <sup>th</sup> Dec 2011 (Council Resolution number C47/10) this policy in compliance with s97 of the MSA as well as s64 of the MFMA
Financial Management Plan	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).
Indigent Policy	The FTM has an Indigent Policy (2007). 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.
Supply Chain Management Policy	The FTM has adopted the Supply Chain Management Policy on the 3 <sup>rd</sup> of August 2006. It provides policy guidelines as and when the FTM procures goods or services, disposes goods no longer needed, selects contractors to provide assistance in the provision of municipal services otherwise than in Chapter 8 of the Municipal Systems Act applies.
Banking and Investment Policy	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.
Budget Policy	It was adopted by council in 2008/2009 financial year. 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.

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. 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 30<sup>th</sup> January 2010. It entailed corrective steps on report with matters of emphasis.

#### 5.6. GOOD GOVERNANCE AND PUBLIC PARTICIPATION: SECTOR PLANS

Sector Plan	A brief description and overview
Fraud Prevention Strategy	The FTM has a Fraud Prevention Strategy adopted under Council Resolution number C17/08. The Strategy contains Fraud and Corruption Prevention Plan. The Strategy protects the municipal funds and other assets. The main principle upon which the Fraud Prevention Strategy is based is the principle of creating a culture of intolerance to unethical conduct, fraud and corruption. It will deter and prevent these unethical conducts and seeks to strengthen community participation in the fight against corruption in the municipality.
Policy on Ward Committees	This policy (adopted in 2006) regulates the management and functioning of the Ward Committees in the Municipality. It

Sector Plan	A brief description and overview
	enables the FTM to have effective Ward Committee system that promotes participatory democracy. The policy clarifies the role of the Ward Committees at lengths, criteria for membership, election processes, 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.
Communication Strategy	The FTM has adopted the Communication Strategy 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 Risk Management Framework	The FTM has the Draft Risk Management Framework. It contains a risk management policy framework. The purpose is to: mitigate risk factors, motivate managers and Heads of Departments to manage risks effectively, optimize operational efficiency of the FTM, develop and support knowledge base of the people and the Council and ensure that adequate risk financing is available by provision in both the IDP and multi year budget (MTEF)
Internal Audit Charter	The FTM adopted the Internal Audit Charter in order to bring about a systematic, disciplined approach in evaluating and improving effectiveness of the risk management, control and governance. It clarifies various issues including the work of the internal audit and responsibilities of the FTM's Audit Committee which is established in terms of the Municipal Finance Management Act (no. 56 of 2003) (RSA: Section 166). It is therefore branded as a tool governing the internal audit unit within the FTM.
Disability Framework for Local Government	Developed by SALGA in partnership with the Department of COGTA, the FTM approved the Disability Framework for Local Government which aim at guiding municipalities among others to: (1) mainstream disability into the Key Performance Areas of local government's IDPs, PGDS, (2) ensure the participation of people with disabilities in governance and democratic processes, (3) develop and implement programmes to empower people with disabilities, and (4) heighten the implementation of the Integrated National Disability Strategy in local government.
Fetakgomo Youth Development Policy Framework	The FTM's Youth Development Policy was approved by the Council with the overall aim to improve contact between the municipality and the youth and specifically to ensure active involvement of young people in the municipal enterprise, to improve the quality of life of young people in Fetakgomo, developing and implementing a coordinated, multi-sectoral, interdisciplinary and integrated approach in designing and executing programmes and interventions that impact on major youth issues and ensuring that youth service delivery is aligned to the municipal service delivery priorities. The policy points out the nine guiding pillars for youth development i.e job creation programme, poverty alleviation programme, skills development programme, health promotion, recreational programme, arts, culture and heritage promotion programme, good governance, social responsibility and youth moral regeneration.
HIV/AIDS Mainstreaming Strategy for Fetakgomo Local Municipality	The 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.

## 5.7. 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, due to both objective and subjective factors FTM did not deem it necessary to develop its own specific plans in this regard, instead, the FTM elected to make use of these 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)

### Glossary of Concepts

Term	Brief description
Apartheid	An official policy of racial segregation formerly practised in SA involving political, legal and economic discrimination against non-whites
Authorities	Means government whether local/municipal, provincial or national
Budget	A statement of the financial position of the municipality (an institution) or detailed schedule of financial activity for a definite or specified period of time (fiscal year) based on estimates of expenditure and proposals for financing them
Business	The social science of managing people to organise and maintain collective productivity towards accomplishing particular creative and productive goals, usually to generate profit
Citizens	Members of a politically or administratively defined community, having both rights and duties associated with that membership
Constitution	The supreme law of the country entrenching specific rights, responsibilities and ethos that all people must uphold
Context	Perspective/background/framework/environment
Democracy	It is a political system that allows the citizens to participate in political decision-making or elect representatives to government bodies
Demographic dividend	An increase in the rate of economic growth due to increasing (rising) share of working people in a population. As the word 'dividend' explains, this is when the population/country benefits from the investment(s) it made through skilling and educating the population that must now plough back and serve the society.
Development	Improvement the standard of living of the people, community & individuals. Relieve poverty through asset It is also viewed as an increase in human productivity and long term increases in real per capita. Development entails economic and social development. This perspective gave rise to the concept of human development which means a process of enlarging people's choices. People are key role players. Development is primarily a people process.
Development planning	Means planning for development.
Disability	The loss or elimination of opportunities to take part in the life of the community, equitably with others that is encountered by persons having physical, sensory, psychological, developmental, hearing, neurological or other impairments, which may be permanent, temporary or episodic in nature, thereby causing activity limitations and participation restriction within the mainstream society.
Economically active population:	The term 'economically active' refers to all those people who are available for work. It includes both the employed and unemployed. It also includes the employers both in the formal and informal sector. Those who are outside the labour market or people who are not available for work, for instance students, those below 15 years of age, housewives or homemakers, retired people, pensioners, people with disability and others who are permanently unable to work are excluded from the definition of 'economically active population'.

Term	Brief description
Economic growth	An increase over time in the capacity of an economy produce goods and services and subsequently improve the well being of the citizens
Entrepreneur	A person who undertakes and operates a new enterprise or venture and assumes some accountability for that inherent risks
Empowerment	An increase in the spiritual, political, social, or economic strength of individuals, groups and community
Fertility	This refers to the number of live births occurring in a population. It should not be confused with concepts such as total fertility rate, general fertility rate, fecundity and so forth. Total fertility rate (TFR) is the average number of children that would be born to a woman during her lifetime. General fertility rate is the number of live-births per women aged 15-49 years in a given year.
Global	Something that is happening throughout the world
Integration	Plans, programmes & projects that combine to address issues / mutually reinforcing. Vertical integration (between spheres of gov) & horizontal integration (various line function agencies). Integrate crosscutting & cross-dimensional issues.
Mean age	Implies that half is above and half is below
Partnership	Joint venture
Plan	Procedure or method of doing something, design or arrange beforehand, intending / aim at.
Process	Course of action/procedure
Public policy	A course of action or inaction chosen by public authorities to address a problem. In local governance public policy is expressed in the body of laws, regulations, decisions and actions of the municipality.
Social cohesion	The process through which individuals or groups are included to participate fully in the society in which they live
Specific	Particular
Stakeholder	Any individual or group with vested interest who may add value, contributes towards the development of or benefits from interactions in a sector
Strategic	Planned/calculated/deliberate
Strengthen	Intensify/escalate
Transformation	Organisational change from the present state to a new/preferred state.
Trend	Tendency/development/movement
Underdevelopment	Lack of access to healthcare, water, food, education, housing etc due to imperialism
Unemployment	Condition of a person who is able to work, is actively seeking work but is unable to find any or the state of being without a job or compensation
Vulnerability	Weaknesses/defenceless/helpless
Youth	Youth people between the ages of 14 and 35
Youth development	An international holistic approach that provides space, opportunity and support for young people to maximise their individual and creative energies for their personal development as well as the development of the broader society through their contribution to the eradication of economic and social ills

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