Ba-Phalaborwa Municipality

Reviewed IDP

2020-2021

The Home of Marula and Wildlife Tourism

Topic	**Page No**

List of Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative-South Africa
AG	Auditor General
ARV'S	Antiretroviral
BCP	Business Continuity Plan
BPM	Ba-Phalaborwa Municipality
CA	Chartered Accountant
CDW	Community Development Workers
COGHST	Corporative Governance, Human Settlement and Traditional Affairs
CORP	Corporate Services
CFO	Chief Financial Officer
DOH	Department of Health
DOE	Department of Education
DEA	Department of Environmental Affairs
DSAC	Department of Sports, Arts and Culture
EE	Employment Equity
EMS	Enterprise Management System
EDMS	Electronic Document Management System
EPWP	Expanded Public Works Programme
EXCO	Executive Committee
FET	Further Education and Training
GDP	Growth Development Product
GEAR	Growth, employment and redistribution
GIS	Geographical Information System
GLTP	Greater Limpopo Trans – frontier Park
GRAP	General Recognised Accounting Practice
HIV	Human Immunodeficiency Virus
SDBIP	Service Delivery and Budget Implementation Plan
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
ISCOR	Institute for International Security and Conflict Resolution
IT	Information Technology
KNP	Kruger National Park
KPA	Key Performance Area
LED	Local Economic Development
LEGDP	Limpopo Employment and Growth Development
LLF	Local Labour Forum
LUMS	Land Use Management Scheme
MDM	Mopani District Municipality
MPCC	Multi-Purpose Community Centre
MPAC	Municipal Public Accounts Committee
MSA	Municipal Structures Act
NDPG	Neighbourhood Development Partnership Grant
NSDP	National Spatial Development Perspective
PMC	Phalabora Mining Company
PMS	Performance Management System
RAL	Road Agency Limpopo
SALGA	South African Local Government Association
SAPS	South African Police Service
SANRAL	South African National Road Agency
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDF	Spatial Development Framework
SDI	Spatial Development Initiatives
SMME	Small Medium and Micro Enterprise

SPLUMA	Spatial Planning and Land Use Management Act
STATS SA	Statistics South Africa
STI	Sexually Transmitted Infections
SWOT	Strength, Weakness, Opportunities and Threats
VIP	Ventilated Improved Pit
WHO	World Health Organisation

Vision:

"Provision of quality services for community well-being and tourism development"

Mission:

To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance.

Slogan:

The home of Marula and wildlife tourism.

Values:

Strategic Values	Description
Efficiency and effectiveness	Efficiency measures the extent to which resources were used to deliver a particular level of services. Effectiveness measures the extent to which we have attained the outcomes community members expect based on the IDP process
Accountability	Accountability refers to the degree to which people are held responsible and required to account for their decisions and actions.
Innovation and creativity	Innovation refers to changes to products, processes and services in an attempt to improve cost, efficiency or effectiveness of service delivery; it means to do things differently.
Professionalism and hospitality	Business Dictionary defines professionalism as "Meticulous adherence to undeviating courtesy, honesty, and responsibility in one's dealings with customers and associates, plus a level of excellence that goes over and above the commercial considerations and legal requirements." It is about personal ethics, quality work and a quality attitude. Hospitality in the sense of generously providing care and kindness
Transparency and fairness	Transparency refers to the extent to which relevant information and decision-making processes are made known to stakeholders. Fairness in the sense of treating community members in a just and equitable manner
Continuous learning	Continuous acquiring of new knowledge, behaviours, skills and values to ensure best quality service to the community as well as to keep abreast of changes in local government
Conservation consciousness	Deliberate and purposeful protection, preservation, management or restoration of wildlife and natural resources

FOREWORD FROM THE MAYOR

Mayor: Cllr MM Malatji

The Integrated Development Plan (IDP) is a strategic development plan reviewed annually to guide all development planning in a municipal area. It also informs municipal budgeting and resource allocation as prescribed by the Municipal Systems Act. This document represents the third (3rd) Review of our IDP for the 2017-2022 period. It is through this strategic document, that we will co-ordinate the work, taking into account the existing conditions and resources available for development.

The Municipality is faced with the challenge of using scarce resources to maintain and lift our ability to continue to ensure service delivery remains a priority to uplift the living conditions of our people. We are confident that our IDP 2020/21 review will try to address the concerns of our people and implement the projects as identified in our IDP. However, we must accept that it is almost impossible to address all the needs of the people at once and that implementation of projects will continue to be slow in some areas as we strive to secure sufficient funds to succeed. We will need to improve our income and ensure that people pay for services so that we can provide more in terms of infrastructure and renewal and maintenance of equipment.

The triple challenges of Poverty, Inequality and Unemployment can only be undermined through infrastructure development, quality services as per identified projects in the next three years, as well as jump starting and reigniting our local economy to restore the dignity of our people. A catalyst for such an onslaught, remain our continued healthy relationship with our strategic partners in the Mining community, especially Palabora Copper, Foskor and Stibium. Through the projects reflected in the IDP, we seek to leave a lasting legacy to the communities of Ba-phalaborwa, which will set the tone for a caring, people-centred, people driven and developmental local government for generations to come.

A breakthrough in increasing revenue collection through our Revenue Enhancement Strategy, will further fast-track delivery of quality services. This investment in quality of service is hoped to contribute to tourism development as alternative economy and make the Municipality the destination of choice. The Strategic relations with Kruger National Park and beneficiation of Marula products, should entrench our capacity to attract investors to support development initiatives of our Municipality.

The draft IDP, Budget and PMS for 2020/21 is hereby approved for the purposes of public participation in line with the provisions of section 16 of the MFMA.

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CLLR MM MALATJI **DATE**

MAYOR

Executive Summary by Municipal Manager

Municipal Manager: MI Moakamela

The Municipal Systems Act 32 of 2000 requires Municipalities to prepare and adopt Integrated Development Plans (IDP's). Municipal Planning should be developmentally oriented in order to ensure that it:

Strive to achieve the objects of Local Government set out in Section 152 of the Constitution.

Gives effect to its development duties as required by Section 153 of the Constitution.

Contribute to the progressive realisation of the fundamental rights contained in Sections 24, 25, 26, 27 and 29 of the Constitution.

The IDP is the principal strategic planning instrument which guide and informs all planning and development in the Municipality.

In compliance to the Act the Council of Ba-Phalaborwa Municipality has delegated the authority of developing the IDP document to the Municipal Manager.

The Municipality approved a Process Plan which guided the compilation of the 2020/2021 IDP, Budget and PMS.

The Integrated Development Plan is a planning tool for the three spheres of government in achieving the aim of accelerating service delivery to our communities. This IDP is aligned to the National Development Plan 2030 Vision, and it is therefore a stepping stone towards advancing the goals of the National Development Plan. Consultation and engagement with communities and different stakeholders regarding the Municipality's development planning processes are therefore critical. Through our public participation programmes, the communities of Ba-phalaborwa have reaffirmed their needs, which include the provision of water, roads maintanance, electricity supply, health and educational facilities. The funded Projects identified in this IDP will be implemented through the Service Delivery and Budget Implementation Plan (SDBIP) and monitored quarterly. Some of these projects will be implemented in partnership with relevant stakeholders

This IDP, Budget and PMS give expression to provide a better life for our people through implementation of the following projects:

- Refurbishment of electricity infrastructure;
- Upgrading of gravel road to Surfacing
- Construction of storm water culvert.
- Providing quality services to our communities.

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MI MOAKAMELA **DATE**

MUNICIPAL MANAGER

Chapter 1: Planning Framework

1.1 Introduction

The Municipal Systems Act No 32 of 2000 requires all municipalities to produce Integrated Development Plans (IDP). An IDP is a tool used by the Municipality to plan future development within Ba-Phalaborwa. It guides and informs all planning, budgeting, management and decision-making related to delivering services and development in the municipal area.

1.2 Legislative Background and Policy Imperatives

Section 25 (1) of the Local Government: Municipal Systems Act, Act 32 of 2000 requires municipal council to adopt an integrated development plan. The plan is a five-year plan which must be in line with the council's term of office. The plan serves as a strategic plan document for the municipality. It details the municipality's short term and long term objectives and strategies.

The municipality has assessed its performance over the last financial year 2019-20 using the SDBIP, the Annual Report which incorporates the annual performance report and the annual financial statements. Also the changing circumstances in the municipality as manifested by the ward-based planning report compiled in October 2019.

This was done in terms of the provisions of Section 34 of the Local Government: Municipal Systems Act 32 of 2000.

1.3 Powers and Functions of Ba-Phalaborwa Municipality

POWERS & FUNCTIONS	AUTHORISATION	RESPONSIBLE DEPARTMENT
Air pollution	No	Mopani District Municipality
Building regulations	Yes	Planning and Development
Electricity reticulation	Yes	Technical Services (Phalaborwa Town)
Local tourism	Yes	Planning and Development
Municipal planning	Yes	Planning and Development
Municipal health services	Yes	Community Services
Municipal public transport	Yes	Community Services
Storm water	Yes	Technical Services
Trading regulations	Yes	Community Services
Water (potable)	No	Mopani District Municipality
Billboards & the display of advertisements in public places	Yes	Corporate Services, Planning & Community Services
Cemeteries, funeral parlous and crematoria	Yes, including District Municipality function	Community Services

POWERS & FUNCTIONS	AUTHORISATION	RESPONSIBLE DEPARTMENT
Cleansing	Yes	Community Services
Control of public nuisance	Yes	Community Services
Facilities for the accommodation, care and burial of animals	Yes	Community Services
Licensing and control of undertakings that sell food to the public	Yes	Community Services
Local amenities	Yes	Community Services, Corporate Services
Local sport facilities	Yes	Community Services, Corporate Services
Markets	Yes	Community Services, Planning
Municipal parks & recreation	Yes	Community Services
Municipal roads	Yes	Technical Services, Community Services
Noise pollution	Yes	Community Services
Public places	Yes	Community Services, Corporate Services
Refuse removal, refuse dumps and solid waste disposal	Yes, including District Municipality function	Community Services
Street trading	Yes	Planning & Community
Street lighting	Yes	Technical Services
Traffic and Parking	Yes	Community Services

1.4 Institutional Arrangements to Drive IDP Process

Table 2:

Structures	Composition of the Structure	Role of the Structure
IDP, Budget and PMS Steering Committee	Mayor (Chair), Chairpersons of Portfolio Committees (EXCO), Municipal Manager, All Directors, IDP Manager, PMS Manager, Assistant Director Strategic Planning and Budget Manager	• Supervises the implementation of IDP, Budget and PMS planning process • Submission of IDP, Budget and PMS to Council and MEC for CoGHSTA
IDP Representative Forum	Stakeholders, community structures, NGOs, Business, Sector Departments, Traditional leaders, Ward Committees,	• Confirm the developmental priorities of the municipality • Represent the different community structures in development decision making
Council	All Councillors	• Approves the IDP Process Plan and IDP
Ward Councillors and ward Committees	All ward Councillors and ward committees	• Link planning process to their wards. • Collect, discuss and prioritise ward needs.

1.5 IDP Process Overview

Section 28 of the Local Government: Municipal Systems Act 32 of 2000 requires that each municipal council adopts a process plan that would guide the planning, drafting, adoption and review of the budget. Ba-Phalaborwa Municipality adopted its Process Plan on the 30th of July 2019. The Process Plan is in line with the Mopani District Municipality's IDP Framework.

The following meetings were planned and held during Ba-Phalaborwa IDP review period:

DATE	STRUCTURE	PURPOSE/ACTIVITY
17 July 2019	Technical Committee	Presentation of the IDP, Budget and PMS Process Plan
19 July 2019	Steering committee	Presentation of the IDP, Budget and PMS Process Plan
25 July 2019	IDP Representative Forum	Presentation of the IDP, Budget and PMS Process Plan
30 July 2019	Council	Adoption of the process plan
13 November 2019	Technical Committee	Presentation of the Analysis Phase
15 November 2019	Steering committee	Presentation of the Analysis Phase
25 November 2019	IDP Representative Forum	Presentation of the Analysis Phase
04 – 06 December 2018	EXCO, Senior Management, Middle & Lower Management, Unions & Strategic Partners	Strategic Planning session
09 March 2020	Technical Committee meeting	Presentation of the projects
13 March 2020	Steering committee	Presentation of the projects
16 March 2020	IDP Representative Forum	Presentation of the projects
30 March 2020	Council	Adoption of Draft IDP
04 -30 April 2020	Council and Community members	Public Participation of Draft IDP
18 May 2020	IDP Steering Committee	Presentation on public participation report, Final IDP and Budget
21 May 2020	IDP Rep Forum	Presentation on public participation report, Final IDP and Budget
27 May 2020	Council	Adoption of Final IDP

1.5.1 Public Participation outcome on the Draft 2020/21 IDP, Budget and Proposed Tariff book

The public participations highlighted the following top needs:

1.6 Basis for IDP Review Process

The preparation and review of the IDP is a continuous process providing a framework for all development planning in the municipality. As such the IDP is not only annually assessed in terms of delivery and the prevailing conditions in the municipality, but also improved upon each and every year.

The following aspects informed the 2019/20 IDP Review process:

- Updating baseline information to ensure sound decision-making in addressing service delivery gaps;
- Aligning Sector Departments' strategic plans to the district-wide priorities and service delivery programmes;
- Responding to issues raised during the Ward based planning process;
- Strengthening focused community and stakeholder participation in the IDP processes;
- Updating and developing pending sector plans and programmes of the IDP; and
- Reviewing the current objectives, strategies, programmes and projects;

The Ba-Phalaborwa Municipality 2019/20 IDP has been rated **high** by MEC of COGHSTA. This Confirm the creditability of the IDP document of the municipality.

1.7 Strategic Performance Overview

The Municipality is faced with developmental challenges in terms of service delivery provision. The state of electricity infrastructure, roads, water and sanitation in Phalaborwa needs urgent attention. The demand for services in the townships and the rural areas puts a lot of pressure on the municipality given the revenue challenges that the municipality have. The Municipality not being the water authority is a challenge in ensuring the provision of water for the resident of Ba-Phalaborwa Municipality.

The municipality is also faced with some governance with regard to internal control systems as reflected by the Auditor Generals' opinion on the municipal audit of 2018/19 financial year and also reflected in the Municipality's Annual Report. The municipality got a **Qualified** audit opinion for 2018/19 financial.

Through the process of ward-based planning and review of the municipality performance and the strategic session, the municipality was able to develop key priority issues for the 2020/21 financial year. The priorities are detailed in the Analysis Phase (chapter 2 of the IDP 2020/21). Key among the municipality priorities is the refurbishment of electricity infrastructure in Phalaborwa, installation of storm water culverts and the upgrading of roads from gravel to tar. Also to ensure that internal controls are in place in order to get the clean audit opinion.

1.8 Municipal Priorities

- Integrated planning and service provision in rural areas
- Acquire more resources to provide and maintain the existing and proposed infrastructure
- Ensure that all communities have access to electricity
- Create job opportunities and reduce poverty rate through infrastructure development, support of SMME's through municipal supply chain (procurement) and service delivery
- Provide waste removal to all communities.
- Increase revenue base

Chapter 2: Municipal Profile

In this section an overview is provided of the important socio-economic indicators and trends of the Ba-phalaborwa Local Municipality highlighting issues of concerns in terms of challenges that the municipality currently experiences. As a basis of reference the municipality has considered the demographic information that was provided by the STATSSA census 2011 and STATSSA community survey 2016 respectively

2.1 Description of Municipal Area

The name "Ba-Phalaborwa" was given by the Sotho tribes which means better than the south. Originally it is a mining town and still home to the Ba-Phalabora, the massive open pit mine is Africa's widest man-made hole at almost 2,000 meters wide. Ba-Phalaborwa Municipality is a predominantly rural medium capacity local Municipality. It consists of villages and towns (namely Gravelotte, Namakgale, Lulekani and Phalaborwa).Ba-Phalaborwa Local Municipality is a Category B municipality found in the Mopani District in the Limpopo province. It is situated in the north-eastern part of Mopani, just less than 1km from the Kruger National Park border. It is 220km from Polokwane and Mbombela, and serves as a central gateway to the Greater Limpopo Transfrontier Park through the Giriyondo Border. It is an entry and exit point to the Mozambican side of the Xai-Xai beaches. The area has vast tourism and manufacturing investment opportunities. The Municipality has a geographical area of 7461.6 km^2 including the Kruger National Park. The land size of the municipality has doubled from 3001 Km^2 with the inclusion of the Kruger National Park in the 2011 demarcation.

2.2 Demographic Profile

Ba-Phalaborwa Municipality represents an excellent model of population densification, with 94% of the municipal population staying in or around the 15km radius of the Phalaborwa urban complex. Phalaborwa town accounts for 20% and the remainder (31%) is made up of rural population. The remaining 6% of the population comprises of the populations of the Gravelotte, Grietjie and Selwane areas. According to the South African Statistics Census 2011, the Ba-phalaborwa Municipality has increased its population from **131 089 to 150 637.** It must also be noted that the Community Survey 2016 concluded that the population stands at **168 937** with **49 100** house holds.

2.2.1 Population Trends

Table1: Comparison between the Stats SA Census 2001, Census 2011 and community survey 2016

Census 2001		Census 2011		Community Survey 2016	
Population	**Households**	**Population**	**Households**	**Population**	**Households**
131 098	**33 529**	**150 637**	**41 115**	**168 937**	**49 100**

Source: Stats SA 2016 and Community Survey 2016

2.2.2 Age and Gender Distribution

Table 2: Population Distribution by age and gender

Age group	Male	Female	Total
0-4	9 721	9712	19 433
5 -9	7 536	7 848	15 384
10 – 14	7 529	7 219	14 748
15 – 19	7 118	7 555	14 674
20 – 24	8 132	7 995	16 127
25 – 29	6 824	7 371	14 195
30 – 34	5 392	6 016	11 407
35 – 39	4 649	5 390	10 039
40 – 44	3 886	4 395	8 282
45 – 49	3 103	3 787	6 890
50 – 54	2 691	2 852	5 542
55 – 59	2 414	2 252	4 667
60 – 64	1 660	1 620	3 280
65 – 69	837	1 206	2 163
70 – 74	657	957	1 608
75 – 79	297	632	972
80 – 84	244	444	647
85 +	139	321	439
Total	**72 923**	**77 572**	**150 495**

Source: Stats SA Census 2011

Table 3: Population per ward

Ward No.	Number of Households	Number of Population
1	4.019	12.635
2	1.847	6.608
3	1.722	6.437
4	2.041	7.019
5	1.844	6.272
6	2.087	6.515
7	1.634	6.002
8	2.055	7.874
9	1.816	7.002
10	2.130	7.830
11	1.628	5.700
12	2.399	8.276
13	2.163	8.769
14	823	3.173
15	2.397	8.975
16	2.449	13.052
17	3.896	16.174

Ward No.	Number of Households	Number of Population
18	4.077	12.326
19	Not yet aggregated	Not yet aggregated

Source: Stats SA Census 2011

The total number of wards for Ba-Phalaborwa Municipality is 19 and ward 19 is not shown on the above table. This is because ward 19 was demarcated in 2016 and 2016 Community survey did not aggregate to ward level.

Interpretation and Implications to the developmental mandate of the Municipality

Ba-Phalaborwa Municipality presents a good model of population densification, with 94% of the municipal population staying in or around the Phalaborwa urban complex. The remaining 6% comprises the populations of the Gravelotte and Selwane areas. The 94% leaves within a distance of 15km from Phalaborwa town. Namakgale and Lulekani, together, account for 49% of the population within the Complex; whereas Phalaborwa town accounts for 20% and the remainder (31%) is made up of rural population.

The majority of the population in Ba-Phalaborwa Municipality are young people, they constitute 63% (94 617). This has a serious implication for the future development of the Municipality. There are emerging issues which include issues of environment, gender and HIV/Aids. The municipality should pay special attention to the needs of the young people when it develops its plans and future provision of services and allocation of resources and issues of local economic development.

2.2.3 Educational Profile

Table 4: High level of education for population aged 20 years and older

LIM334	No schooling		Primary		Secondary		Higher		Total	
	N	%	N	%	N	%	N	%	N	%
	12 565	26,4	3 179	6,7	29 850	62,7	2 012	4,2	47 607	100

Source: Stats SA Community survey 2016

2.2.4 Employment Profile

Table 5: Employment and unemployment rate

Employed	Unemployed	Unemployed Rate	Youth unemployment rate (15-34)
33 695	20 196	37,5%	50.20%

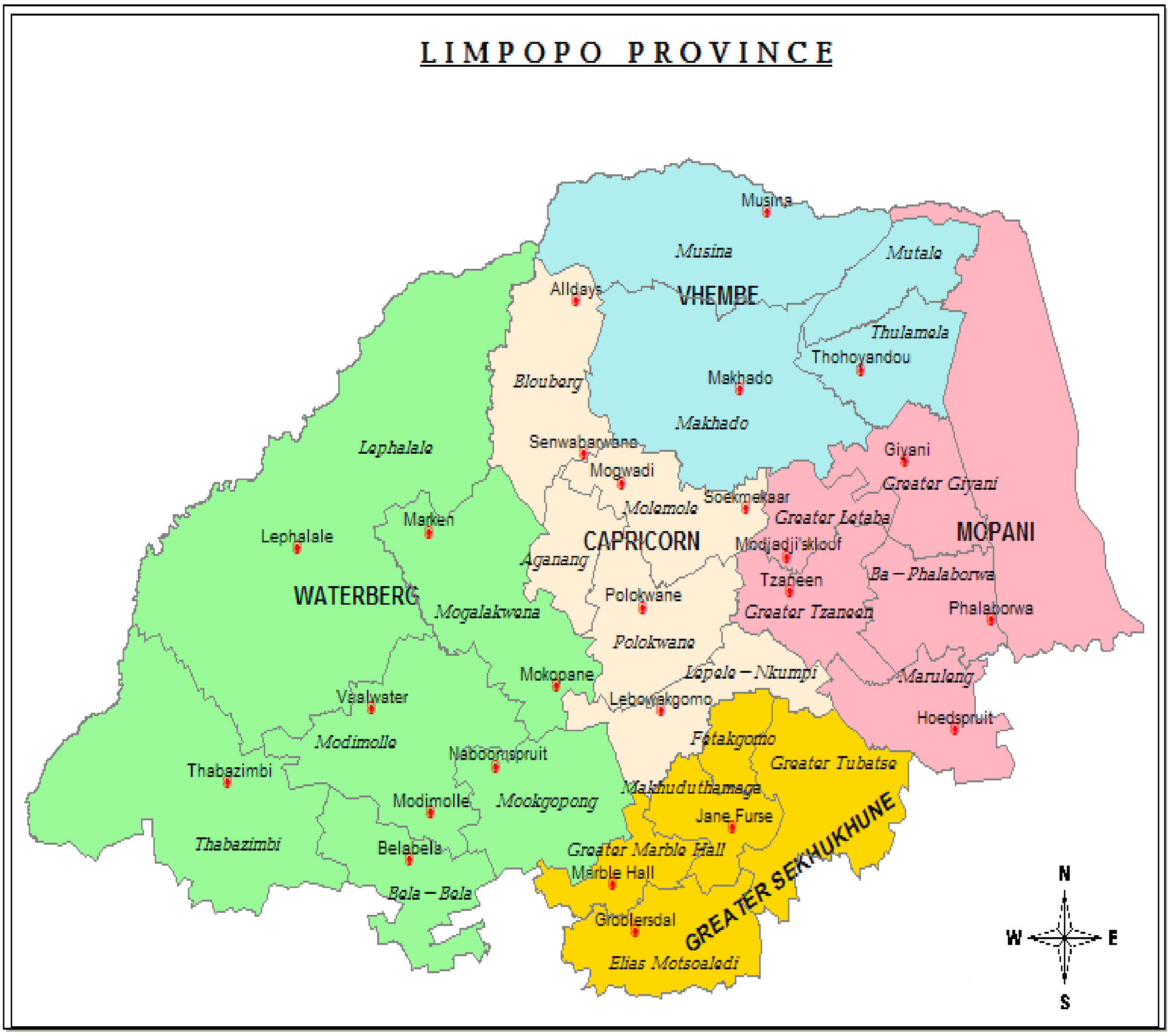
Chapter 3: Situational Analysis

3.1 Spatial Rationale

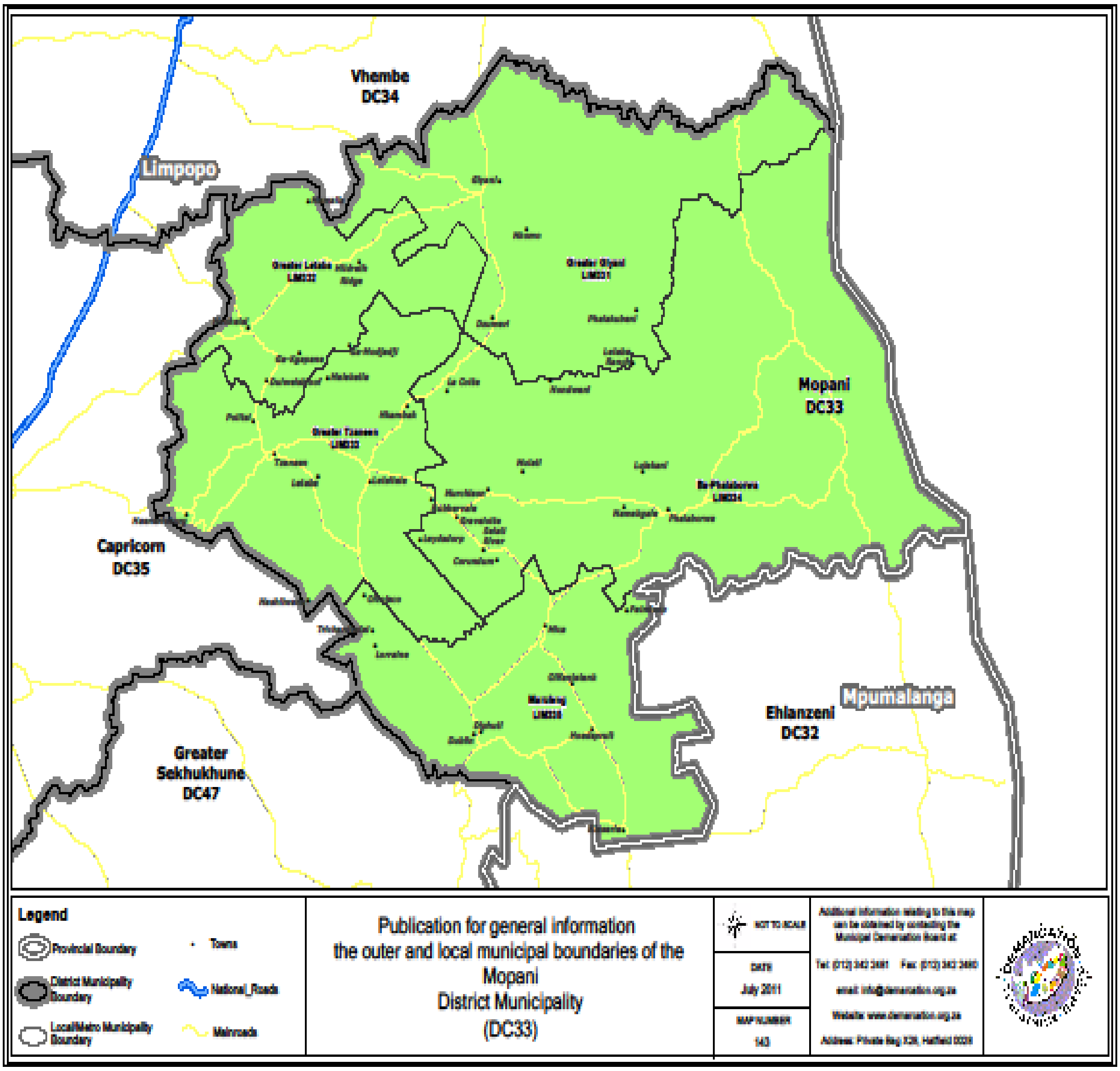
Ba-Phalaborwa Municipality is situated in the North-Eastern part of South Africa in the Limpopo Province. Ba-Phalaborwa Municipality is located in Mopani District of Limpopo Province, where unemployment and poverty are rife. It is one of the five local municipalities in the Mopani District. The Municipality has a geographical area of 7461.6 km^2 including the Kruger National Park. The land size of the municipality has doubled from 3001 Km^2 with the inclusion of the Kruger National Park in the 2011 demarcation. The Municipality serves as a convenient gateway to the Kruger National Park and the Transfrontier Park through to the Mozambique Coast.

Ba-Phalaborwa Municipality is a predominantly rural medium capacity local Municipality. It consists of 35 villages and four towns (namely Gravelotte, Namakgale, Lulekani and Phalaborwa). The Municipality adopts the Mopani District SDF as well as district guidelines for land use management to inform the local Land Use Management Scheme.

Map 1: Limpopo Province



Map2. Mopani District Municipality



Map 3: Ba-Phalaborwa Municipal Boundaries

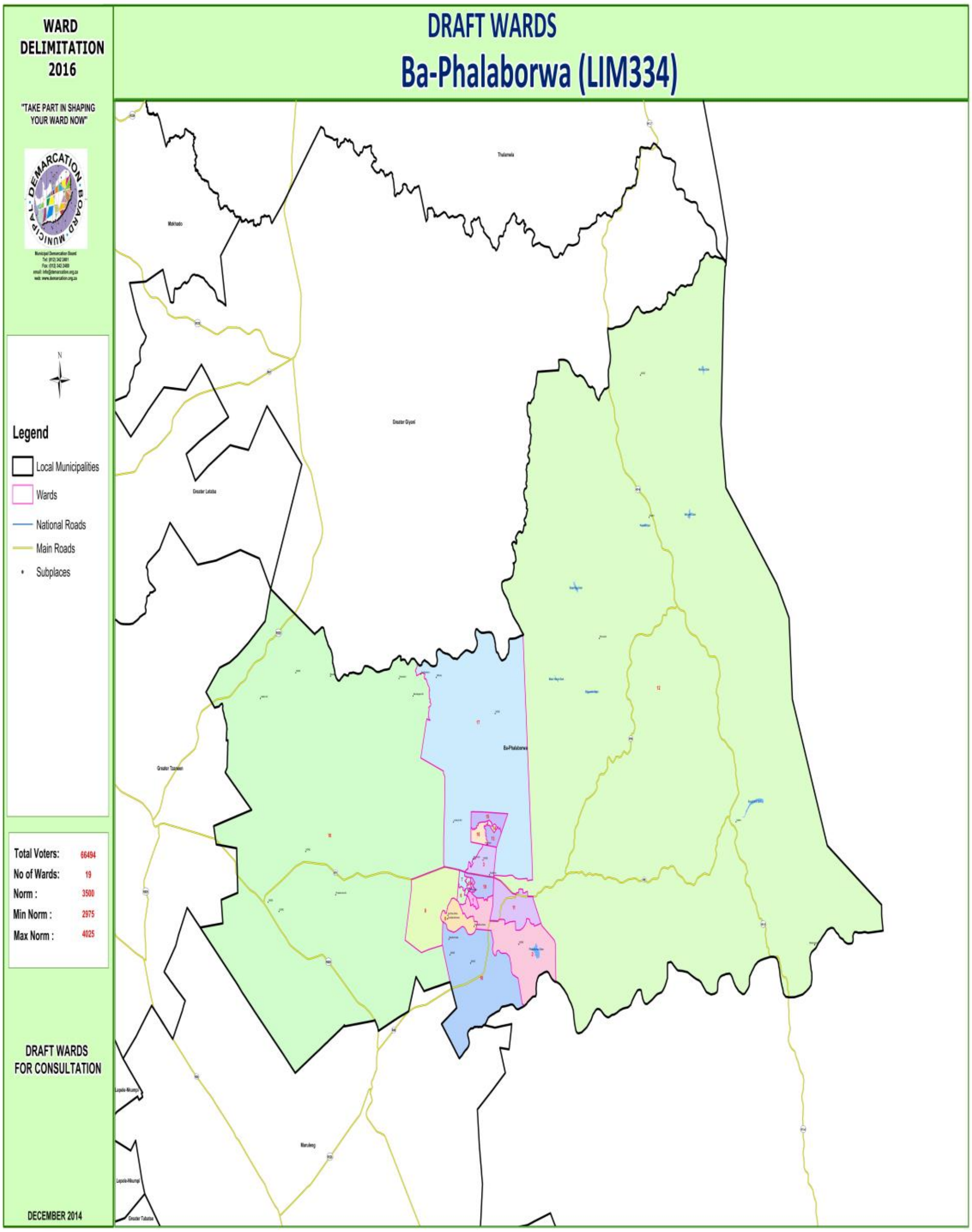


Table6: Settlements in Ba-Phalaborwa

Towns	Villages	Farms
4	35	109

Table7: Hierarchy of Settlement

Status of settlement	Areas
First order - Provincial growth point	Phalaborwa
Second order- District growth point	Namakgale
Third order - District growth point	Gravelotte
Fourth - Municipal growth point	Lulekani
Fifth - Municipal growth point	Selwane

3.1.2 Geographic Information Systems

The municipality has a GIS Unit in the Planning and Land Use Section under the Planning and Development Department. The GIS Unit is staffed with only one GIS Officer. The Unit is functional; however, there were challenges with regard to the GIS software and licenses. The municipality is currently developing strategies to fully implement the system in accordance with data processing within other departments.

3.1.3 Development Control

Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) was signed into law by the President on 02 August 2013, and formally published in the gazette on the 05 August 2013 and its Regulations came into effect on 1 July 2015. The enactment of SPLUMA has brought several fundamental changes in spatial planning and land use management. Among those changes are:-

- Reiteration of the sole mandate of municipalities where municipal planning (land development, land use management) is concerned, placing municipalities as authorities of first instance invalidating inconsistent parallel mechanisms, parallel systems, measures or institution that existed dealing with land development application;
- Establishment and composition of Municipal Planning Tribunals and Appeals structures by municipalities to determine and decide on land development applications. Also providing municipalities with options for Tribunals and appeals structures to be created based on capacity.

In accordance with the SPLUMA, a municipality must put in place an overall planning and land use management system.

Land Use Management Scheme (LUMS) was adopted by Council and currently it is due for review. There is a definite lack of understanding/communication by Traditional Authorities on how the new LUMS will affect any land use change in their areas.

Requirements stipulated by the new Spatial planning and Land Use Management Act will be adhered to in order to comply to the Act and effectively manage spatial planning and land use process.

3.1.4 Land Claims

Spatial planning in Ba-Phalaborwa is seriously affected by land claims. Development initiatives are also hampered by unavailability of land.

Total Municipal Area	Claims in process	Valid claims in progress		No of claims yet to be Validated	% of Municipal Area claimed (Valid)
		Number	Extent (ha)		
7461,6km₂	28	11	77178,3720	17	9.6%

(Ref. Regional Land Claims Commission report, Nov. 2009)

3.1.5 Strategically Located land for future Development

Land is available along the R71 road towards Gravelotte and between Namakgale, Lulekani and Phalaborwa town. The Township Regeneration Strategy document for Ba-Phalaborwa has identified the centre between Lulekani, Namakgale and Town as a strategic land that should be considered for future residential and business development. The area is on the left side of the R71 roads towards Gravelotte opposite Majeje on the left. The land that is available is in the control of traditional authorities, that is, Makhushane and Majeje Tribal authorities.

3.1.6 Key Challenges with regard to spatial planning:

- There is a need to regulate mushrooming informal businesses;
- Land allocation needs to be done in a planned and coordinated manner between the Municipality and the traditional authorities;
- The red tape involved in the land application process frustrates potential land owners/users;
- Local area planning is needed in the rural areas to ensure pro-active land use;
- There is a high demand for residential sites;
- Lack of a common town planning scheme causes delays in processing applications, and confusion and dissatisfaction amongst members of the community.

3.2. Social, Economic and Environmental Analysis

3.2.1 Environmental Analysis

The municipality has limited functions on environment in terms of its powers and functions as such there are no environmental section in the municipal organogram. The environment function is the competency of the District Municipality, in for Ba-Phalaborwa; the function is only limited to environmental health. The analysis provided below is contained in the environmental analysis of the municipal's SDF (Ba-Phalaborwa SDF: 2009, Aureon South Africa (PTY) Ltd).

3.2.1.1 Geology & Geo- Hazards

The Ba-Phalaborwa Municipality is predominantly underlain by gneisses of the Goudplaats gneiss and granites of the Lekkersmaak Granites with quartzitic, dioritic, sedimentary andpyroxenitic intrusions which, combined, are known as the Phalaborwa Complex. This complex formed the basis for the mining industry in the area. The most important minerals mined in Ba-Phalaborwa are copper, phosphate and vermiculite. Magnatite, zirconium, nickel, uranium, iron and gold are by-products mined in smaller quantities. Generally, land within the municipal area is developable. Shallow and exposed bedrock occurs in certain areas affecting the installation of infrastructure services. Certain parts are also prone to erosion and require proper storm water drainage and management. Land development initiatives should include appropriate site specific geotechnical investigations.

3.2.1.2 Soils

Generally, sandy soils occur in large parts of the municipality area, which is nutrient poor and not always suitable for crop production. Soils are prone to erosion where exposed. A Collapsible/compressible and clayey soil occurs in certain parts requiring special foundation measures for structures. Appropriate geotechnical investigations must be conducted for all land development to determine recommended foundation specifications. The majority of soil forms occurring within Ba-Phalaborwa are Mispah or Glenrosa soil forms, with some red-yellow apedal soil forms occurring in the western, higher lying areas. These soil forms are derived from the underlying geological formation. The overall homogeneous geological and soil types can also be viewed in the vegetation types occurring in these nutrient poor soils. The most recent version of the Indicative Risk Profile for Ba-phalaborwa, as prepared by the Mopani District Municipality Disaster Management Centre, soil erosion is identified as a problem in Lulekani, Ben Farm and Namakgale

3.2.1.3 Minerals and Mining

The larger Mopani region is predominantly agricultural based but mining form an important driver of the economy of the region. Phalaborwa is part of the Spatial Development Initiative SDI with the objective to exploit the unutilized and underutilized potential of the area through combining private and public sector resources. Significant mineral zones in the region are the There are a number of projects that mining companies are exploring within the district. This includes the expansion of rock Phosphate production by FOSKOR, a Phlogopite processing facility, a Koalin clay project, underground copper mining operations at Phalaborwa, surface strip mining of mineral sand in the Gravellotte area, exploitation of heavy mineral deposits in the Tzaneen area (by Red River mining and ISCOR), erection of a steel production facility
(Magnetie). There are also small mining initiatives such as the small gold mining projects in the Giyani and Overall the main potential remains centered around Phalaborwa in the Phalaborwa Mineral complex with its copper, phosphate and magnetite resources. Mining development has a potential to contribute over R6 300 million in direct investments through the different ventures/prospecting in the district. Mining development would continue to play an important role in the economy of the area. The potential of decline in the industry in particular in the Phalaborwa area remains a real threat. Given the potential for continued mining activity the development of scattered small resourced based mining settlements and towns are problematic from a growth and service delivery point of view.

3.2.1.4 Topography

The municipal area is situated at 840 m to the west and 300 m to the east, with a higher lying ridge that is running from west to east through the centre of the municipality. This ridge complex is characterised by a series of dominant kopies and rock outcrops, which form topographical highpoints through the municipal area. The influence of the topography on spatial development is minimal, apart from the few steeper mountainous areas and kopjes as well as lower lying areas, in proximity to natural river and drainage courses within the respective water catchment areas. The topography defines the different water catchment areas with the ridge complex forming the major divide between drainage towards the Letaba River to the north and the Olifants River to the south.

3.2.1.5 Global warming /Climate change

With its sub-tropical climate, Ba-Phalaborwa is known as the "Town of Two Summers". Ba- Phalaborwa is situated at 405 metres above sea level. Temperatures range between 23°C and 35 °C and higher with an average annual rainfall of 550 mm. The climate requires that proper attention be paid to land development planning in terms of orientation as well as the use of appropriate construction materials.

Global warming is defined as the increase in the average temperature on earth. As the earth gets hotter, disasters like hurricanes, floods, droughts and raging forest fires do get more frequent. The three hottest years ever occurred have all occurred in the last eight years. Global warming is caused by climate change that result in rise in temperatures. It is recorded that climate change accounts for 160 000 deaths in the world per year.

Climate change is caused by the sun's radiation (heat energy) that is absorbed by emitted gases into the atmosphere. What really happens is that one-third of the sun's radiation is reflected by the earth's shiny surfaces like shimmering glaciers, water and other bright surfaces, back to the atmosphere. Two-third is fairly absorbed by the earth. **Gases like CO2, methane and nitrous oxide** in the atmosphere absorb heat energy that is bounced from the earth's surface. This is naturally balanced to keep us warm here on earth. Otherwise the earth would be too cold at around -18°C. With more human activities taking place on earth, there is more emission of water vapour, carbon dioxide, ozone, methane, nitrous oxide and chlorofluorocarbons into the atmosphere, resulting in more heat energy trapped or absorbed thus increasing atmospheric temperatures. How much warmer it gets down here on earth depends on how much energy is absorbed or trapped up there and that in turn depends on the atmosphere's composition.

As mentioned above, human activities attached to the increase in CO2 are cars, industrial productions, energy-producing industries, deforestation and agriculture (inorganic farming). The consequences of rising temperature are many. They include melting mountains of glaciers into the seas, dams, etc, thus increasing chances for floods, strong storms (e.g hurricane Katrina in 2005), altered rainfall patterns, reduction of access to portable water, threat to food security and health effects to poverty stricken communities. Emission of gases causing global warming could be scaled down by utilizing every space for plants, using alternative forms of energy (e.g solar panel, wind turbines heat, power plants) and put strict control against deforestation.

It is clear that individuals, communities and government need to come up with programmes to bring awareness on the causes and effects of global warming and together strategize on control measures for decreasing emission of the gases that exacerbate temperature increase in the atmosphere. The situation in

Mopani calls more on the matter since the demographic dynamics indicate that 81% is rural and therefore vulnerable to any natural hazards without clear mechanisms to combat. Organic agriculture should be encouraged, land use schemes should be managed, veld fires be controlled and deforestation be prohibited. Contribution by individual added to contribution by another, avails much. The general impression is that we are affected but specific places need to be identified and targeted for a realizable solution. It would be necessary to conduct research on the impact of climate change on agriculture sector for adaptation and/ or possibly mitigation to the change.

As identified during the Climate Change workshop attended by sector departments and municipal representatives, Limpopo, on 26 February 2014, the following information regarding factors for Climate change, was consolidated for Ba-phalaborwa Municipality.

- No water tanks for rain water harvesting
- No use of renewable energy sources (solar energy)
- Illegal sputtering next to waste water treatment plants
- Mining activities

Source: March 2014 Provincial workshop on Climate Change.

3.2.1.6 Surface Hydrology & Catchments Areas

Ba-Phalaborwa Local Municipality is situated within the Olifants River Primary Catchment area, with the tertiary catchment water shed between the Ga-Selati River and the Letaba River taken along the topographical ridge line. The potable water supply for the Ba-Phalaborwa Municipality is abstracted by Lepelle water from the Olifants River catchment from the Letaba as well as the Olifants River below the confluence with the Ga-Selati River. Water is abstracted from the Letaba River for the citrus industry located near Prieska, Much of the water on which Ba-Phalaborwa depends is therefore sourced from outside of or at the municipal boundary. Lepelle Water abstracts the majority of water for distribution in the municipality from the Olifants river, downstream of the confluence with the Ga-Selati River. Groundwater yields within the municipality are considered low to negligible, and cannot be considered as a source of suitable potable water due to these low yields as well as poor water quality. Spatially the major river drainage systems functions as greenbelts and biodiversity corridors along which many larger animal species migrate, thereby providing opportunity for eco – tourism and ancillary land uses. These systems also provide for more intensive agricultural practices such as the citrus farming along the Letaba river. It is also evident from the cadastre that these areas are targets for land subdivision for intensive agricultural practises as well as for ecotourism and upmarket smallholdings and residential estates. Given the presence of these major rivers and other secondary and tertiary streams and drainage systems, it requires compliance with the Water Act in terms of the determining of flood areas with a return period of 1:100 years on all systems in particular within the urbanised areas. It also provides for the opportunity to protect and use these systems for passive and active open space as well as for locating infrastructure services.

3.2.1.7 Fauna and Flora

The municipal area mainly comprises of Mopani Bushveld with the indigenous Marula as an important economic driver in the area. There are no red data species present in the municipal area. A number of animals roam freely in the area. Given the closeness to the Kruger National Park this is not unexpected and adds to the attractiveness of the region. Most people in rural areas do not have electricity and use paraffin and candles. The widespread use of wood constitutes a danger to the environment. Aggressive reduction of the natural bush is most evident over large areas. Although there was a big drive for electrification in order to change this, it had little impact on poor communities relying on firewood as a source of cooking energy. Field fires are especially dangerous for game farms and the Kruger National Park. Drought and flooding reduces the grazing and arable land. Alien and invader plant species as well as disturbance and destruction of biodiversity is considered problematic.

3.2.1.8 Protected Areas and Conservancies

These include the following:

- Indigenous Tree Park
- Kruger National Park
- Kgopolowe Koppie
- Letaba Ranch Conservation area
- Hans Merensky
- Gaselati Conservancy

The above represents an important form-giving element of the municipal area and provides a platform for launching the vision of the municipality. A conservation area in general requires a low impact approach towards land development that is sensitive towards the environment. It primarily includes developments such as hiking trails, movement, accommodation, recreation, cultural facilities and basic infrastructure. The interface with the Kruger National Park is of particular importance in that land development adjacent to the Park requires a sensitive approach. Similar to other natural resource based developments such as mining and extensive farming, developments associated with the servicing of such developments, such as employee housing and ancillary facilities requires careful consideration of land carrying capacity as well as the potential requirements for service delivery/provision , by the municipality.

Geo-technical conditions: The area is generally suitable for development although bedrock occurs at shallow depth within parts of the functionally urban areas, also with the presence of collapsible soils and clayey areas in some parts, thereby creating challenges for infrastructure services provision and construction. The existence and location of exploitable minerals was instrumental to the current urban form.

Soils: In certain parts sandy soils, which is prone to erosion if exposed, is also present. Apart from the sediments occurring within the flood plains soils are generally nutrient poor and not favourable for crop production. Erosion is a severe problem in some areas, attributed mainly to deforestation, poorly maintained cultivation agricultural activities, and uncontrolled sand mining for small-scale brick-making businesses. Soil erosion leads to siltation of rivers and streams and consequent single-species dominance of Typha reeds. As indicated above, this situation ultimately impacts on the potable water supply to Ba-Phalaborwa.

Topography: The undulating topography is generally suitable for development, with the occurrence of some natural kopjes and drainage features that is unsuitable for development. Surface hydrology:, The flood plains of the Letaba, Ga-Selati and Olifants rivers, as well as those of other smaller drainage systems,(with several occurring within the urban complex) poses a risk for development, in particular areas within the 1:100 years flood return period. It also attracts land subdivision for intensive agricultural and eco- tourism related developments along the major river systems that places pressures on these environments. It also provides for biodiversity corridors and greenbelts through the municipality area that need to be treated sensitively.

Sensitive areas: A significant part of the municipal area comprises nature conservation and conservancy areas, with several sites where heritage and places of interest occur. This is an asset to the municipal area that requires special attention in terms of conservation and sensitive development.

Open Space: Urban open spaces are largely defined by the topography and include several kopies as well as natural drainage courses. In accordance with the existing municipal policy, natural drainage courses and ridges have broadly been identified as urban open space that requires protection and management. Open spaces within the urban areas are generally in its natural state, although parts have been transformed for purposes of small scale or subsistence agriculture and for storm water management purposes. Unplanned encroachment into the open space areas must be monitored and managed. Areas prone to flooding are not clearly demarcated.

The following aspects require consideration:

- **Loss of natural areas:** If current land use patterns are maintained, it is likely that significant tracts of natural areas will be lost as urban sprawl occurs in a westerly direction. As this occurs, large areas of communal and formal grazing area will become overgrazed and over-utilized, resulting in loss of grazing capacity and the associated economic and cultural value of the cattle herds.
- **Deforestation:** Deforestation is intimately linked to changes in land use, with clearing of vegetation associated with opening of areas for settling, livestock grazing, and harvesting of wood for fuel (cooking). At present, the extent of deforestation has not been mapped although it can be expected that coverage will reduce exponentially as the population grows and expands.
- **Alien eradication**: The impact of alien infestation in the Municipal area is relatively low in comparison with South African trends in general. The biggest impact is, however, associated with infestation along watercourses in the municipal area. Alien infestation generally occurs at a very rapid rate if no controls are instituted, especially with land use approvals and the resultant infestation along rivers ultimately has a significant impact on water quality and quantity.
- **Water quality and quantity:** The main pressures on water resources within Ba-Phalaborwa are linked to siltation in rivers occurring because of erosion, mining activities, and encroachment of alien vegetation, poor management of sanitation facilities, construction of infrastructure or facilities within watercourses and uncontrolled abstraction for agricultural activities within the municipal area. Since all major urban centres occur within the Ga-Selati Tertiary catchment, development of any form in and around these settlements ultimately affects the potable water supply to the Municipality.
- **Ground Water**: Deterioration in groundwater quality is attributed to contamination by pit toilets, industrial and domestic waste, establishment of cemeteries in unsuitable locations, solid waste dumping (both legal and illegal) and developments with inadequate septic tanks or other systems.
- **Heritage Sites and Places of Interest**
  - Masorini Archeological Site – ancient copper smelting work (situated in the KNP). When it was decided to **restore the village of Masorini** in 1973, there was nothing except some stone walls, grinding stones, potsherds, the remains of foundries dating back to the 19th century, and some implements dating back to the Stone Age.
  - African Elephant Meseum – at Letaba Rest Cam (± 50 km from Phalaborwa gate)
  - Boabab Tree – Largest Baobab tree in the wold (Ledsdorp)
  - The Big hole – (Phalaborwa mining area)

3.2.1.9 Faunal Biodiversity

Endangered, vulnerable and protected species per taxon occurring within Ba-Phalaborwa

Table 8: Floral biodiversity

National Status	Invert	Reptilla	Pisces	Aves	Mammalia	Total

National Status	Invert	Reptilla	Pisces	Aves	Mammalia	Total
Critically endangered	0	0	0	2	0	2
Endangered	1	0	0	7	3	11
Vulnerable	0	0	0	13	7	20
Protected	9	3	0	3	8	23

Fourteen known species of critically endangered, endangered, near threatened, vulnerable or data-deficient plant species have been recorded within the Ba-Phalaborwa region. These include three species of cycad (encephalartos dolomiticus, E dyerianus and E. Lebomboensis) which are listed as critically endangered.

Table 9: Alien vegetation

The following weed or invader species have been recorded in the municipal area

Taxon Name	Common Name	Category	Abun
Agave sisalana Perrine	Sisal	2	Present
Argemone Mexicana L	Yellow flowered Mexican poppy	1	Present
Argemone ochroleuca sweet subsp. Ochroleuca	White flowered Mexican poppy	1	Present
Atriplex nummularia lindley ssp. Nummularia	Old man satl bush	2	Present
Bauhinia variegate L	Orchid tree	3	Rare
Cardiospermum grandiflorum swartz	Ballon vine	1	Freq
Chromolaena odorata (L.) R.M. King & H Robinson	Paraffienbos	1	Abun
Cryptostegia grandiflora R. Br		3	Occas
Delonix regia (Bojer) Raf		3	Occas
Ipomoea sp.	Morning Glory	1	Freq
Lantana camara L.	Lantana	1	Present
Melia azedarach	Syringe	3	Occas
Momordica charantia L.		3	Present
Morus alba L	Mulberry	3	Occas
Opuntia strica (Haw.) Haw.	Pest pear	1	Freq
Pennisetum setaceum (Forssk.) Chiov	Fountain grass	1	Present
Ricinus communis L.	Casto oil plant	2	Present
Schinus molle L.	Pepper tree	3	Present
Schinus terebinthifolius Raddi	Brazillian pepper tree	3	Rare
Senna bicapsularis (L.) Roxb.	Rambling Cassia	3	Occas
Senna didymobotrya (Fresen.) Irwin & Barney	Peanur butter cassia	3	Occas
Senna occidentalis (L.) Link	Cassia	3	Freq
Senna pendula (Wild.) Irwin & Barn		3	Abun

Taxon Name	Common Name	Category	Abun
Sesbania punicea (Cav.) Benth.	Red Sesbania	1	Occas
Syzygium cumini (L.) Skeels	Jambolan	3	Present
Tecoma stans (L.) H.B.K	Yellow bells	1	Freq
Thevetia peruviana (Pers.) K. Schum	Yellow oleander	1	Rare
Tithonia diversifolia (Hemsl.) A. Gray	Mexican sunflower	1	Present
Tropaeolum majus L.		3	Present
Washingtonia sp		3	rare
Xanthium strumarium L.	Large cocklebur	1	Present

Approximately 31 declared weed or invader species have been recorded in the municipal area, the majority are either category 1 or category 3 species. These species are predominantly associated with gardens and/or sites which have undergone transformation in land use. No municipal policy on alien eradication is in place. Alien eradication is conducted by the mines, private game reserves and SANParks. No alien eradication awareness programmes have been instituted by the municipality.

3.2.1.10 Water resources

Water resources refer primarily to surface and groundwater quantity and quality but include floral and faunal communities which are associated and which contribute to the overall functionality of watercourses and water bodies.

Ba-Phalaborwa Municipality is situated within the Olifants River Primary Catchment, with the tertiary catchment water shed between the Selati River and the Letaba River taken along the topographical ridge line. These river systems also function as greenbelt, biodiversity corridors along which many larger species migrate.

Pressures

The main pressures on water resources within Ba-Phalaborwa are linked to siltation in rivers occurring as a result of erosion, mining activities, and encroachment of alien vegetation, poor management of sanitation facilities, construction of infrastructure or facilities within watercourses and uncontrolled abstraction for agricultural activities within the municipal area.

Deterioration in groundwater quality is attributed to contamination by pit toilets, industrial and domestic waste, establishment of cemeteries in unsuitable locations, solid waste dumping (both legal and illegal) and developments with inadequate septic tanks.

3.2.1.11 Air Quality

Air pollution is caused by the emissions of gas, liquid vapour, or solid particulate matter into the atmosphere as a result of human activity, which apart from the impact on the natural environment, can significantly affect human health and well-being.

The principle pressures on local and regional air quality are dust generated off mine tailing and mining activities and emissions from industries and smelting operations within the heavy industrial. Controlled and uncontrolled burning of vegetation also contributes significantly to suspended particles (PM10, PM2.5) as well as greenhouse gas emissions. Burning of fossil fuels for cooking or heating purposes may also contribute to regional air pollution.

Indicators

The core indicators for the air quality reporting theme are:

- Exceeding World Health Organisation (WHO) guidelines for SO_2, NO_2, PM_{TSP}, PM_{10} and $PM_{2.5}$.

Several ambient air quality monitoring stations are located in and around the mining areas to the south of Phalaborwa. No data is available in the municipality for NO_2, $PM_{2.5}$ or PM_{TSP}.

- Number of air quality complaints registered at Ba-Phalaborwa will show a trend in air quality variations.

Air quality monitoring and reporting is conducted on a monthly basis by the mining and industrial sector, although no municipal section exists which deals with these complaints or enforces air quality permits issues in terms of the National Environmental Management: Air Quality Act.

- Number of hospital admissions for respiratory diseases by type such as asthma and hay fever to indicate associated human well-being.

The municipality was unable to get the hospital admissions in all the hospitals and clinics which will inform the number of patients that are admitted with respiratory or tuberculosis.

3.2.1.12 Environmental Governance

Ba-Phalaborwa Municipality does not have an environmental section which deals with environmental issues, although other sections within the municipality, such as Parks and Recreation, Town Planning and Health and Safety section fulfil this role as needed.

Ba-Phalaborwa Municipality budget allocation to environmental management, education and awareness

Environmental management and education is not addressed directly within the municipal budget allocations. Some allocation in terms of the Parks and Recreation and Health and Safety deal with some environmental issues where possible.

3.2.1.13 Environmental education

Environmental education and awareness within the municipality is very low. The municipality relies on outside stakeholders to do this function, e.g. the mines.

- **IDP Commitment to environment and environmental policies**

The municipal IDP recognises the responsibility of the municipality in managing the environment in terms of applicable legislation and its responsibility to promote sustainable development within the municipality. One of the key IDP Objectives is environmental sustainability which ensures that municipal planning and development should ensure the sustainability of the municipal environment.

- **Compliance to environmental policies and legislation**

There is no information as to whether municipal infrastructure projects meet the environmental policies and legislation at provincial and national level. The following are non-compliance issues in the municipality:

- Non-permitted waste site in Phalaborwa
- Most of the private developments occurring in the municipality are occurring without authorisation from the Department of Economic Development, Environment and Tourism.

3.2.2 Social Analysis

3.2.2.1 Integrated and Sustainable Human Settlement

Ba-Phalaborwa Municipality is not a housing authority. Housing function in the municipality is the competency of the Provincial Department of Cooperative Governance, Human Settlements and Traditional Affairs. The municipality is responsible for ensuring that there is a Housing Chapter that guides issues of human settlements and the identification of housing beneficiaries and the provision of basic services.

The table below presents an overview of the housing situation in the municipal area over the years.

Table: 10

Dwelling type	Number of households
House or brick/concrete block structure on a separate stand or yard or on a farm	37 690
Traditional dwelling hut/structure	1 149
Flat or apartment in a block of flats	457
Cluster house in complex	35
Townhouses	60
Semi-detached house	20
House/flat/room in backyard	449
Informal dwelling (shack, in backyard)	148
Room/flat let on a property or larger dwelling/servants quarters/granny flat	924
Caravan/tent	34
Other	84

Source: Stats SA Census 2011

3.2.2.1.1 Housing Backlogs

Based on the above information, the housing backlog in the municipal area is estimated at 2495, which is about. 180 units allocated for 2019/20 financial year and the backlog is now at 3468.

3.2.2.1.2 Key Challenges with regard to RDP houses:

- All 19 wards complain about poor quality houses (problem areas include cracking walls, leaking roofs, peeling plastering, and poor foundations.

3.2.2.2 Health and Social Development

3.2.2.2.1 District Hospital

Maphutha L Malatji Hospital is the only District Hospital in the municipal area which services the population of Ba-Phalaborwa. The hospital has an administrative block, maternity wards, female/male wards, children's ward, OPD and theatre. The Municipal status quo is that the Hospital has 9 Professional Doctors with a backlog of 24 and 125 Professional Nurses with a backlog of 137.

The former Phalaborwa Hospital which was turned into a private clinic, has been closed due to financial challenges. The private clinic started operating in 2012 and closed in 2017. The other nearest District hospital and private clinic is in Tzaneen, which falls under the Greater Tzaneen Municipality with in a driving distance of 120 km.

Key Challenges with regard to the District Hospital

- The hospital has electricity, water and sanitation facilities in good working order and however there are challenges with regard to water pressure, due to design of the water reservoir in the hospital.

3.2.2.2.2 Primary Health Care

There are 10 Primary Health Care facilities in Ba-Phalaborwa municipality. The Primary Health Care facilities are located in the following areas:

- Makhushane - Makhushane
- Lulekani Health Care - Lulekani
- Benfarm - Majeje
- Bus stop Clinic - Phalaborwa
- Namakgale A & B – Namakgale
- Selwane Clinic- Selwane
- Mahale – Mahale (Selwane area)
- Mashishimale Clinic - Mashishimale
- Humulani - Humulani

3.2.2.2.3 Malaria

Ba-Phalaborwa Municipality is area prevalence with the malaria. The prevalence of malaria in the area is a threat to tourism. The Limpopo Department of Health and Social Development has a malaria control centres in the municipal area, which is located in Lulekani. The District Malaria Control Centre is located in Tzaneen. The centres are responsible for malaria control in the municipal area.

3.2.2.2.4 Social Grants

Social grants are paid by SASSA in the municipal area. Their offices are located in both Namakgale and Lulekani. Community Development Section of the Department of Health and Social Development is responsible for the provision of food parcels.

Social Grants Information

Table 11: Ba-Phalaborwa grants statistics

The total number of people who depends on grants in the municipal area is 60 969. The number was 28958 in 2004, which represented 22% of the population then. According to Stats SA 2011 Census, there are 33 959 employed people at the municipal are, which is 23%.

Key Challenges with regard to health and welfare:

- Increasing number of people dependent on social grants, in particular the child support grant;
- Need for reducing incidences of malaria, diarrhea and other diseases;
- Shortage of health facilities, coupled with low staff retention and high staff overload.

3.2.2.2.5 HIV, STIs & TB

It is recorded that serious illnesses that are prevalent in the Ba-Phalaborwa Municipality are HIV & AIDS, TB and Malaria. The connection between TB and HIV cannot be overemphasized.

In responding to the effect of HIV, STIs & TB, the Municipality has a dedicated Desk and appointed an official who coordinates the HIV & AIDS programme in the municipal area. The municipal has elected the Local AIDS Council, which coordinates all the activities dealing with HIV, STIs &TB other communicable conditions in the municipal area. The municipality together with the stakeholders have developed HIV, STIs and TB prevention programmes which are run by different stakeholders providing related services. The Ba-Phalaborwa Comprehensive Care, Management, Treatment and Support Programme, managed by Phelang Community Centre – Palabora Foundation, covers areas which include Mashishimale, Makhushane, Maseke, Majeje, Namakgale, Humulani ,Matikoxikaya, Lulekani, Gravelotte, Selwane, Mahale, Prieska, Buyela, Nondweni, and Phalaborwa workplaces.

Community Radio Station Educational discussions are also conducted, which include topics like positive use of male condoms and femidoms (female condoms), importance of HCT, abstinence, etc. Other stakeholders in the Local AIDS Council, which include sector departments, are doing more in their respective fields to respond to the pandemic. Programmes include:

- Awareness Campaigns like World AIDS Day,
- Candlelight Memorial,
- TB Awareness,
- Awareness in High Transmission Areas (HTA's),
- Education, Information and Communication,
- Capacity building
- School visits.

3.2.2.2.5.1 HIV& AIDS Mainstreaming

Ba-Phalaborwa Municipality has developed the HIV & AIDS Policy which makes provision for the mainstreaming of HIV & AIDS in the municipal operations. The municipality has developed HIV& TB messages that are part of all the official communication for both internal and external stakeholders. The messages are intended to enhance the campaign on HIV & TB awareness amongst all the municipal stakeholders. There are also HIV & AIDS training for EPWP employees and lower levels employees. The HIV & AIDS Coordinator assist on issues of education, information & communication, condom distribution, counselling and referral to relevant stakeholders in the municipality.

3.2.2.2.5.2 Health facilities that are accredited to provide ARV drugs in Ba-phalaborwa Municipality

- Maphutha-Malatji Hospital
- Lulekani Health centre
- Selwane Clinic
- Ben-Farm clinic
- Humulani clinic
- Mahale clinic
- Namakgale A clinic
- Namakgale B clinic
- Busstop clinic
- Makhushane clinic
- Mashishimale clinic
- Phelang Community Center

3.2.2.2.5.3 Challenges on ARVs

- Self referred clients without relevant documents,
- Accessing the services very late,
- Self de-registration after commencement of the treatment,
- Individual ill-discipline,
- Substance abuse by clients on ARV’s.

3.2.2.2.6 Community Drop-In Centres

Drop in centres have been established in communities with the aim of caring for orphans and vulnerable children, particularly as a result of HIV&AIDS. The orphans in the centres are between 3 and 18 years of age. The table below shows the caregivers

Table: 12 Caregiver

Name Of Centre
Tswelopele (Makhushane - Maune)
Mashishimale (Tshubje)
Lesedi (Namakgale)
Makhushane (Changaan)
Maseke (Tribal)
Selematsela (Makhushane - Honeyville)
Tshwaranang (Mashishimale - Mosemaneng)
Philadelphia (Matikoxikaya)
Tumelong (Mashishimale - Tlapeng)
Vurhonga (Lulekani)
Dinoko (Makhushane - Nyakelang)
Tshuxekani (Namakgale - Foskor)
Mashishimale (Tlapeng)

The Drop-In Centres are funded by the Department of Health and Social Development as well as Sponsors. Some of the centres do not have proper buildings from which to practice their care-giving chores. The established centres are not sustainable given that the care-givers work on voluntary basis.

The centres perform at least the following services:

- Provide daily nutritious meals;
- Teach life skills to children;
- Monitor school attendance;
- Assist with household chores;
- Assist with children's school and cultural activities.

3.2.2.2.6.1 The following general challenges are experienced in the different centres:

- The challenge faced is lack of funding to sustain the centre;
- Lack of proper accommodation;
- Lack of storage facilities;
- Lack of capacity building.

3.2.2.2.6.2 Other strategies employed to fight HIV, STIs & TB

A team of 20 Community Peer Educators (18 females and 2 males) conduct home visits on a regular basis to educate families and the youth on:

- Sexually Transmitted Infections (STIs);
- HIV Counselling & Testing (HCT)
- Substance abuse visited on weekly basis for education, information and communication purpose in all municipal wards.
- The importance of knowing one's health status; and
- Positive use of male condoms & femidoms (female condoms)
- High Transmission Areas (HTAs) – taverns are

3.2.2.2.6. 3 Ba-Phalaborwa Municipality Drop-In-Centres

The following table presents the Drop-In-Centres in the municipal area according to their numbers of orphans-and-vulnerable children and caregivers.

Table: 13 Drop in centres in the municipal area

Drop-In-Centre	No. of Orphans	Age Range	No. Of Care-Givers	Orphan: Care-Giver Ratio
Mashishimale (Tshube)	216	6 - 18	11	20:1
Lesedi	97	7 - 16	10	10:1
Makhushane (Tshangana)	253	5 - 18	10	25:1
Majeje (Ben-Farm)	97	2 - 16	7	14:1
Maseke	144	3 - 16	12	12:1
Tswelopele (Makhushane-Maune)	278	6 - 12	15	18:1

The centres perform at least the following services:

- Provide daily nutritious meals;
- Teach life skills to children;
- Assist with children's school and cultural activities.

3.2.2.2.6.4 The following general challenges are experienced in the different centres:

- The challenge faced is lack of funding to sustain the centre;

- Lack of proper accommodation;
- Lack of storage facilities;

3.2.2.2.7 Safety and Security

Greater Phalaborwa Cluster consists of 5 police stations, namely Phalaborwa Police Station, Namakgale Police Station, Lulekani Police Stations, Hoedspruit Police Station and Gravelotte Police Station. The Cluster is serving two municipalities, Ba-Phalaborwa Municipality and Maruleng Local Municipality. There are four police stations under Ba-Phalaborwa Municipality, namely, Phalaborwa Police Station, Namakgale Police Station, Lulekani Police Station and Gravelotte Police Station. Hoedspruit Police falls under Maruleng Local Municipality.

Table: 14 Flagship crime areas in Ba-Phalaborwa

Phalaborwa Contact Crime Stats

Murder	2015	2016	Status
Lulekani	3	8	Increased
Namakgale	10	7	Decreased
Gravelotte	0	0	Remain Same
Phalaborwa	0	1	Increased

Sexual Offenses	2015	2016	Status
Lulekani	33	25	Decreased
Namakgale	59	66	Increased
Gravelotte	2	2	Remain Same
Phalaborwa	10	7	Increased

Assault GBH	2015	2016	Status
Lulekani	89	99	Increased
Namakgale	195	203	Increased
Gravelotte	4	6	Increased
Phalaborwa	25	27	Increased

Common Assault	2015	2016	Status
Lulekani	21	29	Increased
Namakgale	74	94	Increased
Gravelotte	8	11	Increased
Phalaborwa	53	59	Increased

Burglary at Residential	2015	2016	Status
Lulekani	87	114	Increased
Namakgale	403	379	Decreased
Gravelotte	20	21	Increased
Phalaborwa	105	158	Increased

Theft out of Motor	2015	2016	Status
Lulekani	12	20	Increased
Namakgale	45	99	Increased
Gravelotte	3	4	Increased
Phalaborwa	109	87	Decreased

Stock theft	2015	2016	Status
Lulekani	14	20	Increased
Namakgale	9	5	Decreased
Gravelotte	9	6	Increased
Phalaborwa	9	4	Decreased

Challemges

- Shortage of police personnel and in effective community policing are critical challenges
- The most common crimes in the area are assault and theft
- Lack of Policing Forums in some of the areas, Matiko-xikaya, some part of Namakgale

3.2.2.2.7 Fire and Rescue Services, Disaster and Risk management

Fire and Rescue is the competency of the Mopani District Municipality. Mopani District Municipality assist the municipality in case of any incident relating to fires both veld and structural fires, assist our municipality in case of any incident relating to rescue e.g. drowning, spillage and rescuing, alerting the municipality in case of veld and forest fires, extinguishing unwanted fires in the municipal area of jurisdiction.

Ba-Phalaborwa has managed to provide shelter, tents, mattresses and blankets to the public affected disaster as and when it happens.

The Municipal Disaster Management Unit was involved in the following potential disaster prone activities in conjunction with the South African Police:

- ✓ 2018/19 Marula Festivities;
- ✓ Training of ward councilors and ward committees
- ✓ Cholera awareness campaigns; Several disaster management meetings i.e., Kruger National Park Disaster Management Forum, Fire Protection Association, South African Police Cluster meetings and others;

Challenges

- Fire and Rescue is stationed in (Phalaborwa) town of which it is impossible to reach in communities in time when there are fires.

3.2.2.2.8 Education

Ba-Phalaborwa municipality has been divided into two (2) educational circuits, namely: Lulekani and Namakgale circuit. The two circuits are managed by Circuit Managers, with full staff support component. Namakgale circuit offices are located in Namakgale next to Namakgale Police Station and Lulekani circuit offices are located in Phalaborwa town at the Old Mutual Building.

Number of schools:

Districts	Secondary schools	Primary schools	Combined schools	Special Schools
MOPANI	223	420	6	4

Local Municipalities	Secondary schools	Primary schools	Combined schools	Special Schools	TOTAL
Ba-Phalaborwa	14 schools	40 schools	0 school	1 school	55 schools

The total number

3.2.2.2.8.1 Higher Education Services

Ba-Phalaborwa Municipality has one institution for further education, that is, Mopani South East TVET College. The college comprises of two campuses and a hotel school. The Sir Val Duncan campus is in Namakgale and the Phalaborwa campus in Phalaborwa and the Mosate Hotel School are in Phalaborwa. The college offers a variety of skills and learnership programmes in partnership with the government Setas. In this way, the college aims to fill economic demands of the community of Ba-Phalaborwa. Mopani South East offers critical skills in engineering programmes that supply the mining and construction sectors, tourism – which include cookery and hospitality sectors – financial training that supplies banks, and business studies.

Students graduating from Mopani East College often secure employment with lodges, hotels and game farms in the area before completing their studies; and these places of employment also provide crucial workplace exposure and internships for students.

Needs for Schools

WARD NO	AREA	NEED
02	Makhushane	Additional Classrooms at Lepato Secondary School
04	Namakgale	Renovation of Zamani Primary School and Vuxeni High School
06	Namakgale	New Primary School at Nyakelang 4
		New High School at Namakgale next to Ferentse School
08	Mashishimale	New Primary School at Ntshabelematswale
		Science Laboratory and Computer Lab at Lebeko High School and Mabine Primary School
09	Mashishimale	New Primary School at Mapikiri
10	Maseke	New Primary School at Mapikiri
13	Lulekani	New High School at Kurhula
15	Matiko-xikaya	Science Laboratory at Baranuka School
18	Selwane (Nondweni)	New Secondary School at Nondweni

3.2.2.9 Sports, Arts and Culture

3.2.2.9.1 Libraries

The Municipality manages five fully established community libraries based in Phalaborwa, Gravelotte, Namakgale, Selwane and Lulekani. The Municipality provides mobile library service (school/community library) to Mashishimale. The services are rendered at Lebeko and Makikele High Schools, respectively.

Table: Library Services

NAME OF LIBRARY TOTAL =7	NUMBER OF USERS PER MONTHS
Rixile	3200
Gravellot	600
Phalaborwa	5500
Selwane	670
Mashishimane	330
Prisca	140
Leboneng	4000

Department of Sports, Arts and Culture Situational Analysis

3.2.2.9.2 Libraries Backlogs

The following areas need library infrastructure in order for the Municipality to achieve the objective of increased access to library services:

- Mashishimale,
- Majeje,
- Makhushane,
- Maseke and
- Humulani/Matiko-Xikaya.

Phalaborwa Library needs to be extended to include children's section, a study hall, three offices, storeroom, and activity room. The extension will help the main library to support branch libraries.

There is a need to enhance current municipal IT infrastructure to ensure that library services are able to achieve the objective of bridging the digital divide through library IT services. Gravelotte library and Mashishimale mobile library need IT network infrastructure to facilitate access to planned electronic information resources and for general library services administration. The five seconded library officials from the Limpopo Department of Sport, Arts and Culture have enhanced library service delivery.

3.2.2.9.3 Key Challenges with regard to libraries:

- Libraries need to be within walking distance to ensure that increased access to library services;
- Improved library services through IT infrastructure to enhance the objective of bridging the digital divide;
- Lack of resources makes it a challenge to maintain and upgrade current service levels and infrastructure;
- There is a need to ensure public participation in community library service delivery through sustainable library and information service committee;
- Lack of libraries and/or information centres makes it difficult for people to access government services and information that they are entitled to;
- There is a need for public participation in community library service delivery through establishing a library and information service committee;
- Improved collection development management to ensure library information resources continuously responds to the changing information needs for socio-economic development in the Municipality;
- Training and development of personnel to improve service standard levels as well as increased utilisation of all libraries;
- Finalisation of the library personnel structure to increase its capacity to deliver services;
- Improved relations with the Provincial Library Services and Palabora Foundation as key stakeholders in the development of library services.

3.2.2.10 Recreational Facilities

The following sporting codes facilities are available in Ba-Phalaborwa golf, tennis, long distance running, squash, netball, cricket, soccer, long distance swimming, basketball, shooting, snooker, darts and rugby. The table below presents formalised sports infrastructure in the Municipal area in the municipal growth points.

Table: 15Formalised Sports infrastructure per municipal growth point

Town	Tennis court	Soccer/Rugby field	Swimming pool	Athletics track
Gravelotte	-	-	-	-
Selwane	-	-	-	-
Lulekani	2	1	-	1
Namakgale	-	-	-	-
Phalaborwa	-	3	-	-
Total	**2**	**4**	**0**	**1**

Source: Municipality, 2019

Sports infrastructure is concentrated within the Phalaborwa Urban Complex, namely, Phalaborwa, Namakgale and Lulekani. There are no recreational facilities in outlying areas, such as Gravelotte.

The condition of existing sports facilities is not satisfactory and therefore there is no value addition to tourism in the area. The Municipality has to increase both the quantity and quality of sports infrastructure in order to attract national and international events to the area and benefit local tourism.

Phalaborwa

The Impala Park, along with privately owned initiatives such as Hans Merensky club, provides sufficient sporting facilities to cater for the current population of the town and the various activities currently prevalent. The park is well maintained.

Lulekani

Lulekani stadium provides a well-developed infrastructure relatively suitable for large sports events, social gatherings and meetings. The soccer field and the athletics track are well maintained, although not up to international standards (in terms of size and pitch layout). The tennis and netball courts are upgraded by Foskor. The stadium needs a new fence; the current fence is old and has collapsed. As soccer is the prevalent sport of choice, a number of areas have been graded to serve as practice areas. These areas, however, need to be formalised.

Namakgale

The Namakgale stadium is no longer in use to the reason that the stadium need serious renovations. The municipality has applied for MIG Fund in order to renovate the stadium and the application for fund has been approved the municipality has started with renovation in 2018/19 financial year.

Gravelotte and Selwane

There are no formalised sporting facilities in the Selwane and Gravelotte areas except for poorly maintained and under-utilised soccer pitches. The municipality has received a MIG fund to construct Sports Complex at Seloane and the implementation has commenced. The construction will end in 2020.

Rural Areas:

The municipality is constructing Sports Complex at Mashishimale and Seloane the projects will be completed in 2019/20 financial year. Basic soccer fields provided by the communities are insufficient in both quantity and quality, and do not meet the needs of the communities. Schools do not have sport fields and hence learners are denied their right to participate in sporting activities.

3.2.2.10.1 Key Challenges with regard to sports infrastructure and activities:

- Sports is not properly marketed;
- Obtaining land and developing facilities across the area on an equitable basis, and prioritized according to needs;
- Sports council is not fully representative of all the sporting codes;
- There are no long term plans for sports development;
- Limited budget set aside for sports activities.

3.2.2.11 Parks and Cemeteries

The open spaces are generally becoming overgrown with invader species. Clearing and de-bushing efforts are frustrated by lack of equipment. Working for Water has provided assistance with the removal of scheduled alien and invader plants on public property. The provision of parks in the areas of Namakgale and Lulekani is negatively affected by lack of funds and poor maintenance and usage of the facilities by the community. Greening projects implemented with the assistance of stakeholders, like the mines, are unfolding well. Public facilities such as stadia are duly maintained although there is a noted shortage of equipment and staff.

The Municipality is responsible for the provision, administration and maintenance of four cemeteries which are located in Phalaborwa, Namakgale, Lulekani and Gravelotte.

The Municipality should consider computerizing the administration of cemeteries to improve the efficiency of the service and to ensure a more user friendly register and records system. Access to the cemeteries and provision of adequate facilities (such as toilets) are some of the challenges that need attention. There is a need to enforce cemeteries by-laws so that available burial space is used economically.

3.2.2.12 Telecommunications

Access to telecommunications is very high in the municipality; this is evidence by the percentage of households that have access to a cell phone. The number of households that have access to a landline telephone has dropped due to the easy access to mobile phone

Access to landline telephone	Number of Households with access

Yes	2 849 (7%)
No	38 266 (93%)

Source: Stats SA Census 2011

The following areas have access to post office:

- Phalaborwa Town
- Lulekani
- Namakgale
- Seloane Thusong Center

There are areas whereby members of the community has to travel a distance in order to access post office. Some have to travel ±13km to access post office. There following are areas without post offices which is a backlog:

- Mashishimale
- Maseke
- Makhushane

3.3 Economic Development Analysis

3.3.1 Local Economic Development

Local economic development in Ba-Phalaborwa Municipality has been founded on and guided by the principles and objectives of the National Spatial Development Perspective (NSDP), The National Development Plan (Vision 2030), Limpopo Development Plan and the District Local Economic Development (LED) Strategy, recommendations of the District Growth and Development Summit.

In order for economic development to be coordinated, it is suggested that development be primarily focused on areas of high population concentration. The table below indicates population concentration points or growth points as identified in the Limpopo Province Spatial Rationale (2002):

Table : 16 Growth points identified in the Limpopo Province Spatial Rationale

Location	Classification of Growth Point
Phalaborwa	Provincial growth point
Namakgale	District growth point
Gravelotte	District growth point
Lulekani Selwane	Municipal growth point

A growth point is a high population concentration point and an economic hub in the area. The implication to the Municipality is that infrastructure in the growth points be strengthened in order to support economic development.

Comparative Contribution of Ba-Phalaborwa Municipality to the District Economy

The table below presents a comparative GDP contribution of the Municipality to the Mopani District economy:

Table: 17 Comparative contribution of local municipalities to the district economy

Municipality	% GDP Contribution to the District
Ba-Phalaborwa	45.0%
Tzaneen	20.3%
Giyani	16.7%
Letaba	8.9%
Maruleng	6.7%

Source: Global Insight

3.3.2 Economic Sectors in Ba-Phalaborwa

The Ba-Phalaborwa Municipality LED Strategy identifies the following key economic Sectors for Ba-Phalaborwa:

- Agriculture;
- Mining;
- Manufacturing;
- Tourism and
- Property development.

a. Mining Sector

Ba-Phalaborwa has the highest concentration of minerals in the Mopani District hence mining is the largest economic sector in the Municipality and is also the largest employer.

The most mined resources in the Municipal area are copper and phosphate in the Phalaborwa area. The table below presents the range of minerals available in the municipal area:

Table: 18 Minerals available in the Phalaborwa Area and the Murchison Range

Phalaborwa Area	Murchison Range
Magnetite	Mineral sand
Copper	Antimony
Vermiculite	Gold
Nickel	Zinc
Apatite	Mercury
Zirconium	Paving and clad stones
Titanium	Emeralds
Uranium	Ilmenite
Mica	
Clay	

Key Mining operations in Ba-Phalaborwa

- **Palabora Mining company**: Palabora Mining Company, situated in the Ba-Phalaborwa area of Mopani, operates South Africa's largest copper mine. Daily production from the underground mine averaged 30,780 tons per day and the total mine production was 11,020,496 tons in 2006. Most of the finished copper product is for local consumption, while most of the vermiculite is exported. Palabora Copper is the only producer of refined copper in South Africa and supplies the country with the majority of its copper needs. The mine has been operational for over forty years. The primary product of the company is copper, together with by-products, which include magnetite, nickel sulphate, anode slimes, sulphuric acid and vermiculite. A major exporting country of the Palabora Copper is Switzerland. Of late China is the beneficiary client of magnetite from Palabora Copper.

  Copper is mined and processed by Palabora Copper into copper rods. The by-products of the mining of copper are phosphate and sulphate, which are further processed by Foskor. There are opportunities for small scale mining in the municipal area. Possible mining projects in the Ba-Phalaborwa area include:

  - Expansion of rock phosphate by Foskor;
  - Phlogopite processing facility
  - Koalin clay project
  - Surface strip mining of mineral sand in Gravelotte
  - Steel production plant (Magnetite processing)
  - Red River Mining (Mining of Ilmenite)
  - Iscor/Kumba (Mining of Ilmenite)

  - **Foskor**: Foskor is the world's largest producer of phosphate and phosphoric acid. Foskor produces phosphate rock, copper concentrate, magnetite and fused zirconia's through a smelting furnace process. The Foskor group has two mining operations, namely a phosphate rock mine and beneficiation plant situated in Phalaborwa; and a phosphoric acid plant situated in Richards Bay. The major exporting countries of Foskor are India, Japan and Brazil.

  - **Stibium Mopani Mine**: Situated at Gravelotte close to Phalaborwa in the Limpopo province, Stibium Mopani Mine is the single largest antimony ore body known in the world, having produced in excess of nine million tons of high-grade stibnite ore. Gold is produced at Stibium Mopani mine as a co-product of antimony.

The following table portrays the development potential as identified within the mining sector of Ba-Phalaborwa.

Table 19: Development potential within the mining sector in Ba-Phalaborwa

Development Potential	Potential Projects
Large variety of mineral deposits	• Local mineral processing and beneficiation activities • Small scale mining operations
Production of copper	• Increase in SMME development projects relating to the metal
Production of clay	• Clay processing plant • Brick manufacturing • Roof & floor tile manufacturing • Tile and cement products • Ceramic and sanitary ware
Magnetite processing	• Steel production plant
Paving and cladding stones	• Processing of stones • Increase in SMME development projects relating to paving and cladding stones

b. Agricultural Sector

A broad scoping exercise was undertaken by the CSIR Food and Technology Division during 1999 to establish the current agricultural production and processing operations within the Phalaborwa Spatial Development Initiative (SDI). The aim of the scope was to identify current and possible future production and processing opportunities of agricultural produce in the area.

The scope focused on subtropical fruit, vegetables, nuts and ornamentals. A wide variety of agricultural products are currently grown in the area. Fruit and vegetables are mostly destined for fresh consumption by the local and export markets. Farmers and private companies are responsible for some value addition. Value addition includes: manufacture of fruit juices, drying of fruit and vegetables, manufacture of archaar.

The table below presents the percentage contribution of the agricultural sector to the GDP and employment of both the Municipality and the District.

Table 20: Ba-Phalaborwa agricultural sector's contribution to municipal GDP and employment

Description	% Contribution By Agricultural Sector
District GDP	-5.4%
District Employment	15.6%
District Tourism Sector Employment	15.9%

Source: Global Insight

The District LED Strategy identifies the following development opportunities and potential projects that can be undertaken in Ba-Phalaborwa:

Table 21: Development opportunities and potential projects in the agricultural sector

Development Opportunities	Potential Projects
Existing production of citrus and vegetables	• Juice making • Vegetable processing
Existing livestock farming (Cattle, poultry, pigs, etc.	• Meat processing plants • Establishment of abattoirs • Dairy products (Cheese, yoghurt, mass, etc.) • Poultry processing and packaging • Egg production and packaging
Game farming	• Game farming for selling and hunting

c. Manufacturing Sector

Manufacturing focuses on beneficiation of and value addition to products from the primary sector of the economy, namely mining and agriculture. It is, therefore, classified as the secondary sector of the economy. The manufacturing activities in the Municipality are mainly focused on the mining sector. There is, however, a potential for the processing and packaging of agricultural related products such as Cattle, poultry, vegetables, eggs, etc.

The table below presents the percentage contribution of the manufacturing sector to the GDP and employment of both the Municipality and the District.

Table 22: Ba-Phalaborwa manufacturing sector's contribution to municipal GDP and employment

	% Contribution by Manufacturing Sector
District GDP	5.9%
District Employment	1.9%
District Manufacturing Sector Employment	14.4%

Source: Global Insight

The Municipality employs 14.4% of the total district labour force that is in the manufacturing industry and hence contributes only 0.5% to the overall District GDP. Manufacturing does not give the Municipality a competitive advantage over the other sister municipalities in the District. It then implies that the production of mining raw materials is not equally complemented with local beneficiation and value chain addition. In order to grow the manufacturing industry, the Municipality needs to strengthen support services, such as transport network, electricity and technology. It is also important to unblock land claims disputes to free land for development.

Products currently manufactured in Ba-Phalaborwa include:

- Bricks for building and paving;
- Industrial chemical products;
- Pipe and tube manufacturing,
- Extracting oil from marula pips;
- Processing of Marula pulp;
- Food canning; and
- Protective clothing.

The table below presents potential projects in the manufacturing sector:

Table 23: Potential projects in the manufacturing sector

Development Potential	Potential Projects
Available local agricultural produce	• Fruit and vegetable processing plant • Meat processing • Packaging of eggs and other products • Dairy products like cheese • Poultry factory processing • Canned fruit and vegetables
Available mining products	• Clay processing plant • Brick manufacturing • Roof and floor tile manufacturing • Tile and cement manufacturing • Ceramic and sanitary ware manufacturing • Manufacturing of steel products
Other natural products	• Processing of extracted oil from Marula pips • Processing of extracted marula pulp

d. Tourism Sector

The decline of the mining industry has an indirect effect on business tourists into the Municipality to venture into other economic activities. The geographic position of Ba-Phalaborwa and the abundance of wildlife in the Kruger National Park present an opportunity for diversification into tourism. Tourism is the economic sector with the most potential for development in the Municipality as a result of the Municipality's ideal location and climate.

- The Mopani Local Economic Development Strategy indicates the following with regard to Tourism in Ba-Phalaborwa:

- ✓ The Municipality has high business tourism flows – especially linked to commerce, industry and the mines.
- ✓ Leisure traffic stops briefly in and around the town usually en route to and from the Kruger National Park (KNP).
- ✓ There is a limited amount of traffic that stays outside the Park to make day visits into the Park.
- ✓ Similarly, very few KNP visitors spend a night in Phalaborwa before or after their visits to the Park.
- ✓ Stay-over leisure traffic is growing as far as the golf estate is concerned.

Tourism operators believe that the opportunity to travel to the Mozambican coast via Ba-Phalaborwa represents a significant tourism advantage. Archaeological sites and the history of the arrival of the Malatji clan are also believed to hold tourism potential. The area has a particularly pleasant winter climate. The concept of converting former mine hostels into educational facilities or youth academies is another possibility. The fact that the local labour force comprises a high proportion of single persons reflects a need for leisure facilities that are not sufficiently available.

The review of Ba-Phalaborwa Tourism Development Strategy as compiled by Grant Thornton in February 2006. The review is expected to be finalised by the end of the 2017/18 financial year. The tourism strategy highlights and recommends, in order of priority, the following market:

- Domestic general leisure tourists;
- Foreign general leisure tourists;
- Domestic transit tourists; and
- Foreign transit tourists.

The 2006 tourism development strategy recommended that the following tourism products be explored, developed and marketed:

- Phalaborwa as a base for exploring KNP;
- Phalaborwa as a base to explore Greater Limpopo Trans-frontier Park (GLTP);
- Phalaborwa as a transit to KNP and GLTP;
- A destination for general leisure experience;
- An interesting transit stop; and
- A convenient conferencing venue

According to the reviewed tourism strategy, there is a need for tourism support infrastructure. The strategy recommends that upgrading of roads, electricity, water supply and sanitation be done. Grant Thornton further recommends that the Municipality:

- Maintains public amenities;
- Ensures the safety of tourists at visiting points;

- Provides infrastructure in support of tourism; and
- Standardises tourism related signage.

Ba-Phalaborwa is a popular tourist destination and many opportunities exist to expand the income generated from the tourism economic sector. A scoping report on tourism opportunities in the Phalaborwa Corridor by KPMG concluded that priority should be given to:

- Development of the Hans Merensky Club into an international resort,
- Construction of an international mid-range hotel at the gate to the Kruger Park,
- Promotion of the Marula industry.

The following are existing tourist attraction points in Ba-Phalaborwa:

- Tours Hans Merensky Golf Course and Estate;
- Accommodation facilities;
- Bonlati Game Ranch;
- Water based activities in the lower Olifants River;
- to the 'Big Hole' at the copper mine in Phalaborwa;
- Big baobab tree of Gravelotte;
- Eiland Resort;
- Tsonga Kraal;
- Letaba Game Ranch; and
- Mashishimale Marakapula (Croch Ranch)

The table below portrays the identified development potential and potential projects for stimulating development within the tourism sector of the Municipality.

Table 24: Development potentials and potential projects

Development Potential	Potential Projects
Various local tourist products, services and activities	• Tourist services, product and activity packaging and marketing • Development of a tourism development strategy • Linking the existing tourist products and services to surrounding products and services • Development of an anchor tourism site/facility
Existing attractions to be upgraded	• The Big Boabab Tree in Gravelotte, interpretation of site and marketing development • Road to Tsonga Kraal upgraded for better access • Development of facilities at the Letaba Ranch
Development of cultural activities	• Village tours and cultural activities south of Letaba Ranch • Arts and crafts market

There is a rich potential of historical-cultural tourism with the existing archaeology and culture of ancient mining dating back from 800 AD to about 1350 AD.

Bollanoto

Bollanoto is a municipal property, a few metres from the Kruger National Park (Phalaborwa) Gate. It was established with the view to making tourists destined for KNP to stop, spend and possibly stay in Phalaborwa town. It was meant to afford the previously disadvantaged (called beneficiaries) an opportunity to participate in the tourism industry. The existing structure is not functioning at its utmost potential as the targeted crafters abandoned it. The facility has been leased to the Trans-frontier Park Destinations, Ivory Route and AVIS. Bollanoto has a potential to host a nature based business concept that can also serve as an attraction to schools, tourists and members of the community.

Assessment revealed that Bollanoto did not achieve its optimum objectives, and as a result has the potential to amongst other factors, provide for the following:

- Serve as a craft centre along the R71 en-route to the KNP Gate;
- Indigenous Tree Garden;
- "Touch and Feel" wildlife centre.

Alternatively, a new approach towards the physical upgrading and expansion of the Centre is necessary, whereby a feasibility study needs to be conducted first. The approach should aim at ensuring that Bollanoto becomes the 'heart and soul' of tourism in Ba-Phalaborwa Municipality. The concept is to enclose the present buildings within a decorated wall and to construct all new facilities, such as gift shops, restaurants etc. facing outwards from this wall. This would create a flow of feet within the central circle and would ensure that a visitor heading for the restaurant, for example, would also see and pass the other facilities on offer.

There is unused land (part of the Bollanoto property) extending to the north and northeast and this would be used for the Living Tree Museum, walks and trails, and some of the "touch and feel" animal experiences. Additional land may be available - at a price.

Annual Marula Festivities

The annual Limpopo Marula Festival is a yearly calendar event that is hosted in Ba-Phalaborwa local municipality as a permanent home the extravaganza

The festivities in the 2020 calendar had an array of events from; "Go loma morula", Fun Fair, Smme Exhibitions, Mayoral Dinner, Cuisine Ala Marula, Marathon, Golf, 4x4 Challenge, Comedy Night, leading to music festivals. The events starting from 15 February through to 01 March 2020.

The experience offered by the series of activities during marula festivities is unique, as our cultural diversity and wildlife are celebrated in the only way that our municipality can offer. The Festival of the First Fruit, which is the ceremonial tasting of the first fruit hosted by Ba-Phalaborwa local municipality in partnership with LEOLO representing the five traditional authorities, and a series of festivities where held in partnership with LEDET and DSAC. These build-up events provide a platform for locals to celebrate their heritage and culture with a stage created for local talent to be celebrated in a form of song and dance.

The build-up events organised by Ba-Phalaborwa municipality in conjunction with LEOLO (the five Traditional Authorities) benefits locals economically as offerings (services and products) are procured locally with the intention of supporting SMME's and local artist (traditional dancers, praise singers and poets).

Key Challenges with regard to tourism in Ba-Phalaborwa:

- Crime and potential cross-border criminal activities may scare tourists;
- Lack of cross referrals between the KNP and accommodation facilities in the Ba-Phalaborwa area;
- Commercial banks meeting the needs of international tourists;
- Ensuring that the previously disadvantaged groups join the tourism industry as role players;
- Development of suitable infrastructure to meet the different tastes of tourists;
- Branding Ba-Phalaborwa as a tourist destination of choice;
- Lack of ownership of the tourism products by the stakeholders; and
- Cluttered tourism signage.

e. Trade

Currently, the trade situation in the Ba-Phalaborwa municipal area is segmented between the formal and the Informal sectors. The existent gap between the first and the second economies is evident from the operations of the businesses in both the formal and the informal sectors.

Formal businesses in rural nodes, such as Makhushane, Maseke, Mashishimale, Majeje and Selwane still remains not well established. The businesses mainly serve as bread distributors with basic products not well stocked to the benefit of their customers. The Municipality's concern is to close the gap between the first and the second economies by improving the informal economic sector without devaluing the formal sector.

f. Informal Economic Sector

Informal trading in Ba-Phalaborwa remains an important sector that needs government support. Currently, street trading is not adequately managed and has led to the mushrooming of more street vendors around shopping centres in Namakgale and Lulekani. The municipality through the management of the Shoprite/Checkers was able to assist 36 hawkers with the construction of decent stalls in Phalaborwa. There is a challenge of cleanliness in and around the hawkers' trading spaces.

Needs identified by informal economy businesses.

- The greatest need identified is the issue of decent trading structures and storage facilities at the places where they are currently trading.
- Most traders in the Checkers Car Park indicated that they need access to micro-finance in order to increase their stock levels and variety.
- Some Spaza owners mentioned the need for advertising materials (boards), to attract/ alert potential buyers
- Electricity connections were requested by some traders.

3.3.3 Job Creation

Employed	Unemployed	Unemployed Rate	Youth unemployment rate (15-34)
33 695	20 196	37,5%	50.20%

The LED report covers progress made from 2017/18 financial year. Ba-Phalaborwa Municipality reviewed its LED Strategy. There were 105 jobs created through municipal initiatives from July 2018 to December 2018. The Community Works Programme (CWP) was established in 2011 for communities which have low income or no household income at all. The programme has to create 1060 jobs with a view to expand to the entire Municipal area.

3.3.4 SMME Support

- A total number of 272 SMMEs were supported through the Municipal Supply Chain processes during the procurement of goods and services from July 2018 to June 2019.

3.3.5 Rural Development Initiatives

- The Municipality has also implemented various infrastructure related projects in the rural areas such as the Marula Oil Extraction project in the five traditional authorities, street paving, construction of storm water culverts etc.

3.3.6 Local skills and Job markets

Skills training is a critical asset for individuals, businesses and societies. The importance of skills is even more pronounced in a dynamic, globalized world. Ba-Phalaborwa Local municipality skills training should be concentrating on the four prioritised economic sectors, which are Mining, Tourism, Manufacturing and Agriculture.

It is also crucial to ensure that skills taught at school are relevant for the working world; that they are maintained and further improved during working life; and that they are recognized and used by employers once people are in the labour market. The municipality has acknowledged the following SETA's as relevant given the economic structure of the area; MERSETA ((Manufacturing, Engineering and Related Services Education and Training Authority), MQA (Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority), CATHSSETA (Primary Agriculture Education and Training Authority), PAETA (Mining Qualifications Authority), WARSETA (Wholesale and Retail Sector Education and Training Authority) and LGSETA (Local Government Sector Education and Training Authority).

The municipality houses a Technical and Vocational training institute (Mopani TVET College) and a Hotel school, the two institutions provide relevant courses that are aligned to the needs in the industries as alluded above.

Local Economic Challenges

Ba-Phalaborwa Municipality comprises of Phalaborwa Town bordering the Kruger National Park to the east of the municipal area, separate developments that still maintains the hall-marks of the apartheid spatial developments in Namakgale, Lulekani and Ben-Farm, all situated within an average of 15km radius from each other, to the west of Phalaborwa Town. The municipality still has an alarming unemployment rate of 37,4% which surpasses the national standards. It has the highest concentration of minerals in the Mopani District hence mining is the largest economic sector in the Municipality and it is also the largest employer, given the current economic outlook and the commodity prices dwindling, fears of retrenchments are on the rise and the sector has economic uncertainties.

Phalaborwa town accommodates 9.3% of the population in the urban complex, Namakgale and Lulekani accommodate 25% of the population with the remaining 65% living in the rural and the five traditional settlements and there is also a general infrastructure backlog which hampers potential new economic infrastructure development in the rural areas. Lack of adequate economic infrastructure, social infrastructure, water and electricity service level provision, water supply capacity, and non-payment of services pose challenges to municipal revenue collection, decreasing the guarantee for sustained provision of services. Land ownership in most parts of Ba-Phalaborwa is a major challenge. There are major obstacles in terms of achieving objectives of urban development compounded by land claims that take long time to be settled. High poverty levels pose huge challenges for economic growth.

3.4 Basic Service Delivery

3.4.1 Water and Sanitation Provision

Mopani District Municipality is the Water Service Authority (WSA) and Ba-phalaborwa Municipality is Water Service Provider. The District has taken over the function of water services, from bulk purchases to household's provision and maintenance of water infrastructure. However, the municipality is still doing water maintenance functions on behalf of the District. About 37516 households have access to water and 38057 have access to sanitation.

3.4.1.1 Access to water

Table 25: Access to water

Service	Total Number of Households
Piped water (tap) water inside dwelling/institution	15 252
Inside yard	18 721
Community stand less than 200m	3 495
Community stand between 200m and 500m	1 129
Community stand between 500m and a kilometre	640
Community stand greater than a kilometre	653

Source: Stats SA Census 2011

3.4.1.2 Sources of water

Table 26: Sources of water

Water sources	Number of Households
Regional/local water scheme (operated by the	36 680

municipality or other water services provider)	
Borehole	1 933
Spring	14
Rain water tank	265
Dam/pool/stagnant water	425
River/stream	390
Water vendor	291
Water tanker	372
Other	745

Source: Stats SA Census 2011

Distribution of Households by main source of water for drinking

Piped (tap) water inside the dwelling/house	Piped (tap) water inside yard	Piped water on community stand	Borehole	Rain-water tank in yard	Neighbour's tap	Public/communal tap
15 018	21 902	2 995	716	0	4 889	2 696

Source: Stats SA Community Survey 2016

3.4.1.3 Water backlog in the Municipality

According to STATSA 2016 Community Survey, about 44 277 households in the municipal area have access to water which is 91.3% and 4 222 (8.7%) households does not have access. The distances that people have to travel to access water varies from 200m to greater than a kilometre. The areas that are mostly affected by water challenges are Bern-farm, Matikoxikaya, Mashishimale, Maseke, Lulekani and Selwane.

3.4.1.4 Water Losses and Cost Recovery

The municipality and the district municipality is incurring a lot of water losses during the provision of water services to the community. The water infrastructure in Phalaborwa Town is very old and it needs to be replaced. There is a lot of illegal water losses in areas like Lulekani and Namakgale due to informal settlements. To date the municipality does not have the latest information on water losses. The information is obtained from Lepelle Northern Water, who is the main bulk water provider in the Municipality.

The municipality is also incurring a lot of water losses where the residents are not billed, areas like Majeje A, B, and C Section. There is no cost recovery for the services that are being provided in rural areas which include Majeje.

3.4.1.5 Access to free basic water

Service	Number of households served
Water	**1379**

3.4.2 Sanitation

Sanitation function is the competency of the District Municipality, however, the Municipality currently supplies water borne sanitation to Phalaborwa Town, Namakgale and Lulekani. The table below shows the sanitation infrastructure capacity in the three areas:

Sanitation facilities	Number of Households
None	4 698
Flush toilet (connected to sewerage systems)	16 638
Flush toilet (septic tank)	860
Chemical toilet	424
Pit toilet with ventilation (VIP)	6 718
Pit toilet without ventilation	10 833
Bucket toilet	80
Other	864

Source: Stats SA Census 2011 (Table 13)

Sanitation infrastructure capacity in Phalaborwa Town needs attention. The infrastructure is old and needs to be upgraded. This is evident by the regularity of sewer burst that flows into the street. The sewer pump station in town and the main sewer plant at Schietoch needs to be upgraded and the replacement of asbestos sewer pipes, which is more than 30 years old.

Water and Sanitation Backlog

Service	Backlog
Water	1226
Sewer and sanitation	5642

3.4.2.1 Key Challenges with regard to water and sanitation:

- Ba-Phalaborwa Municipality is not a water services authority
- Bulk water infrastructure struggle to deal with water deman
- The distribution infrastructure is more than 35 years old;
- Illegal water connection which affects other areas not have water
- Supply to Phalaborwa town is operating at full capacity;
- There is unbalanced water distribution caused by over utilization in unmetered areas as well as system capacity;
- Communities that rely on boreholes complain about boreholes that are not working;
- Daily water supply interruptions are common in more that 75% of the wards;
- Cost recovery and the non-payment of services.
- Sanitation infrastructure in Phalaborwa Town needs to be upgraded in order to accommodate new developments.

3.4.2.2 Free Basic Water and Free Sanitation

Number of consumer's units with free access to free basic water and sanitation

Free basic service	No of households
Water	578
Sewer and sanitation	578

3.4.3 Energy and Electricity

The National Electricity Regulator has licensed the Municipality to supply electricity within the boundaries of the old Phalaborwa area. ESKOM is the license holder within the Municipality for all the out-laying areas, which includes Namakgale, Lulekani, and all the villages such as Makhushane, Selwane, Nondweni, etc. About **42316** households have access to electricity with a backlog of **746** households. Only **1421** indigent households have access to free basic electricity. The municipality has an electricity master plan approved by council but due to financial constraints the municipality is few year behind in terms of implementation of the master plan.

Table: 27 Energy or fuel for lighting

Energy or fuel source	Number of Households
Electricity	37 345 (91%)
Gas	27 (0.06%)
Paraffin	153 (0.4%)
Candles	3 380 (8.2%)
Solar	84 (0.2%)
Other	0
None	0

Source: Stats SA Census 2011

Table 2.8: Distribution of households by main type of electrical energy source

In-house Conventional meter	In-house prepaid meter	Connected to other source which household pays for	Connected to other source which household is not paying for	Solar Home system	Generator/ battery	Other	No access to electricity	Total
3 643	44 284	291	191	-	-	74	617	49 100

Source: StaSA Community Survey 2016

3.4.3.1 Electrification Backlog (Table 29)

Priority	Village	Type of connection			
		Grid	Non-grid	Post conn	Total no of units
2	Makhushane	1650			1650
13	Kurhula Lulekani	**500**			500
10	Maseke	**100**			100
	Total	**2250**			**2250**

According to the Stats SA Census 2011 access to electricity in the municipal area is at 91% with only new extension that is still to be connected to the grid.

3.4.3.2 Electricity Supply in Phalaborwa Town

The Phalaborwa network supplies the town business, commercial, industrial and residential areas and has approximately four thousand connections varying from normal residential connections to three phase LV business connections to 11kv bulk supplies to large consumers. The Phalaborwa electricity distribution network is in dire need of reinforcement and refurbishment. A large percentage of the 11kv switchgear and transformer equipment has been in constant service for over 40 years. Some 11kV circuit breakers no longer meet modern safety requirements and in fact are positively dangerous to operate under certain fault conditions. Some of the mechanisms are inconsistent and erratic in their speed of operation, probably due to mechanical wear, with the result that the performance of the protection systems is not reliable. The redundant capacity of a number of 11 kV cable ring supplies are no longer capable of meeting the increased loads placed upon them during fault conditions. There are a number of faults scenarios which, should they occur, will result in a severe and prolonged curtailment of electricity supply to large areas of the town, including the central business district and industrial area.

Furthermore, the capacity to transfer sufficient power from the Selati main in-take substation is not adequate during periods of heavy loading should one of the present lines be lost. The line feeding the whole northern area is critical and needs to be augmented by means of an additional line.

The increased demand for electricity over the past number of years is set to continue and the point has been reached where significant parts of the network are no longer able to ensure a reliable supply. There is therefore a definite and urgent requirement for selective up grading of the network as well as ongoing refurbishment and replacement of ageing and obsolete equipment.

Status of Electrical Infrastructure in Phalaborwa Town

ITEM	TOTAL LEGNTH (KM)	VERY GOOD	GOOD	FAIR	POOR	VERY POOR
Underground cable	311	16	62	200	25	8
Overhead line	33.5	0	0	8	9.5	16
Substation	16 Substation	1 (Cleveland)	4	4	4	3 (Selati, Lanatana and Wildevy. Selati in the process of upgrading)

3.4.3.3 Street Lighting

The present situation regarding public lighting within the area of jurisdiction of the Ba-Phalaborwa Municipality for the main towns is as follows:

Phalaborwa Town

Most (90%) of the street lights in town have been replaced with energy saving lights. The Impala sports stadium is fully equipped with flood lighting however three high mast lights need to be replaced.

Namakgale

A total 7.7km of roads within the township is equipped with roadside lighting of good quality. In addition, there are a total of 41 high mast lights spread throughout the township, which gives acceptable area coverage. However, there are still a number of roads that need to have roadside street lighting installed.

Lulekani

A total of 9.75 km of roads within the township has roadside street lighting installed together with 7 high mast lights providing area lighting. The sports stadium is also equipped with flood lighting. At a number of identified dangerous intersections street lighting has been installed on an ad-Hoc basis. There are however many areas, which need to have lighting, installed.

Out Laying Villages

With regard to the out laying villages of the municipal area, street lighting is non-existent. A total of 70 Solar-based high mast lighting has been installed all wards of Ba-phalaborwa except ward 11 & 12.

3.4.3.4 Electricity Losses

The electricity infrastructure is very old and the municipality is busy with refurbishment. There are sometimes power disruptions in town where the municipality holds the licence to provide electricity. The municipality is incurring electricity losses that are not accounted for due to challenges with the infrastructure, and cases of illegal tempering with electricity meters. Electricity losses are obtained from the main electricity supply to the municipality which is Eskom.

3.4.3.5 Key Challenges with regard to electricity supply:

- Lack of street/area lighting in the rural areas promotes crime;
- Highmast lights are not properly maintained;
- Rates income not enough to cover both capital and operational costs;
- Unreliable electricity supply in Phalaborwa due to old electrical infrastructure
- There is an urgent need for refurbishment of old network in Phalaborwa in order to attract investment.
- Unable to implement electricity master plan due to financial constraints.

3.4.4 Waste Management

The Municipality is providing waste management services to 22 941 households of its total households of 41115.The municipality currently has one licensed landfill site which is in operation and an approved license to develop new one. The following areas are serviced on weekly basis:

Area	
Phalaborwa	Urban
Namakgale	Urban
Lulekani	Urban
Gravelotte	Urban
Mahishimale R1, R2, R3	Rural
Mandela Village (Namakgale)	Urban

Table: 30 Access to solid waste removal services in the Municipal area

Refuse Removal Services	Number of Households
Removed by the municipality	20 066
Removed by local authority/private company	257
Communal refuse dump	684
Own refuse dump	17 849
No rubbish disposal	1 933
Other	327

Source: Stats SA Census 2011

3.4.4.1 Waste Management Backlog in the Municipality

The solid waste management backlog is standing at 18 174 households without the service. The Municipality has a five (5) year plan to extend the service to all the rural areas in the Municipal area.

The following table represents the waste management backlog in the Municipal area:

Table: 31 Waste Management Backlog

Area	Location	Number of Households
Matiko Xikaya & Humulani	Rural	2 449
Selwane, Prieska, Nondweni, Silonque, Grietjie	Rural	4 077
Makhushane	Rural	1 847
Maseke	Rural	2 130
Kurhula and Pondo	Rural	2 163

Source: Ba-Phalaborwa Environmental Health Section 2014

3.4.4.2 Waste Management Recycling

The Municipality is able to recycle 20% of its waste in the Phalaborwa dumping site. The percentage as it is currently is very low. The challenge with recycle is the distance from Phalaborwa to Gauteng where waste recycle materials are sold and the lack of transport thereof.

Other recycling in the Municipality is done by private companies in the Phalaborwa Industrial area. They receive most of their recyclables from the local mines and industrial factories. Sorting of recyclables is done in the yard as well as outside the yard.

3.4.4.3 Key Challenges with regard to waste management

- Ageing infrastructure.

- Inadequate staffing.
- Land claims in the Phalaborwa dumping site.
- Licensing of new landfill site.

3.4.5 Municipal Roads and Storm water

The municipality has a total of 798.5 road network. The Unpaved streets of 542.35 km's within Ba-Phalaborwa Jurisdiction. The municipality does have an approved Road Master Plan but the municipality is unable to implement the plan due to financial constraints.

3.4.5.1 Road Ownership

The extent and ownership of roads within the Ba-Phalaborwa municipal area is indicated in the Table:32

Ownership/Managers of Roads in Ba-Phalaborwa		
Description	**Ownership**	**Length (km)**
Paved	SANRAL	110
Unpaved	SANRAL	5
Paved	RAL	80
Unpaved	RAL	254
Streets	Ba-Phalaborwa	722
Total	SANRAL	115
Total	RAL	335
Total	Paved	190
Total	Unpaved	542.35

Internal streets in Namakgale, Lulekani and the traditional settlement areas adjacent are in urgent need of rehabilitation and maintenance. The municipality is struggling with road maintenance, given that there is no enough earthwork equipment and budget.

3.4.5.2 Main roads in the Municipal area

NAME OF ROAD	DESCRIPTION	CLASSIFICATION	CONDITION
R71	Phalaborwa to Polokwane via Gravelotte and Tzaneen	Provincial	Satisfactory
R526	Gravelotte to Mica	Provincial	Not Satisfactory
R40	Phalaborwa to Nelspruit via Mica	Provincial	Not Satisfactory
R529	Western boarder. Links Greater Giyani to Greater Tzaneen	Provincial	Satisfactory
	Giyani to Phalaborwa via Letaba Ranch	Provincial	Satisfactory

The following are the most common needs associated with municipal roads:

- Storm water control and culverts
- Re-gravelling
- Street paving
- Potholes repairs

3.4.6 Public Transport

The table below presents modes of transport in the municipal area.

Table 33: Percentage population utilizing different modes of transport

Mode of Transport	Number utilizing transport mode	% Utilizing the Transport Mode
Bicycle	45 577	34.7%
Private	12 527	9.5%
Bus	6 144	4.7%
Taxi	7 405	5.6%
Not applicable	59 832	45.5%
Total	**131 485**	**100%**

The majority of people in the Municipal area use public transport. They rely on public transport to commute in and out of town on a daily basis. However, there is no link between taxi and bus services as the two measure forms of public transport. The municipality has built inter-modal public transport facilities in Namakgale and Lulekani. The two facilities are fully utilised by the public transport operators, especially the Namakgale facilities. The table below presents the public transport facilities in Ba-Phalaborwa:

Table: 22 Public transport facilities in Ba-Phalaborwa.

No.	Area	Facility Name	Status
1	Lulekani	Lulekani Entrance	formal
2	Lulekani	Lulekani Post Office	Informal
3	Lulekani	Akanani Shoppin Centre	Informal

4	Majeje	Majeje Taxi Rank	Informal
5	Makhushane	Makhushane Taxi Rank	Informal
6	Namakgale	Namakgale GNT Taxi Rank	informal
7	Mondzweni	Mondzweni Taxi Rank	formal
8	Namakgale	Namakgale Entrance Taxi Rank	Formal
9	Phalaborwa	Phalaborwa Taxi Rank	Formal

3.4.7 Rail Transport

Phalaborwa is linked by rail with Hoedspruit and Tzaneen in the north-west. The main function of the rail network is transportation of goods. This mode of transport if upgraded could relieve the overburden road usage.

3.4.8 Air Transport

There is one airport in the Municipality. The airport only accommodates small air crafts, but proves to be useful to the local mines and other businesses. There is a need to improve the airport and number of flights in order to add value to the tourism sector in the area. The airport is owned by SA Airlink, which also operates the airline to Phalaborwa. There were plans by the airport owner to sell/transfer the airport to the municipality. The municipality has conducted pre- feasibility studies, which has shown that the acquisition of the airport will be very expensive for the municipality to operate, comply with aviation regulations and maintain it

3.4.9 Key Challenges with regard to roads

- There is a need to upgrade existing roads;
- The Giyani - Phalaborwa and Eiland - Letaba Ranch roads have the potential to boost tourism in the area.
- Road maintenance is not satisfactory because of lack of enough equipment.
- The capacity by the Municipality to upgrade and maintain roads.
- The current rail link and service out of Phalaborwa is also inadequate to support the potential for magnetite beneficiation
- There is an increase in road use by the trucks that are transporting magnetite from Phalaborwa to Mozambique.

Public Transport Challenges:

- Formalisation of Taxi ranks (Only 4 official Taxi Ranks)
- Parking space for buses in town
- Hawkers occupying offloading zone

3.5 Municipal Financial Viability

3.5.1 Financial analysis

The aim of the analysis on the financial health of the municipality was to understand the revenue collection and expenditure patterns in order to inform decisions pertaining to collection, management and utilisation of financial resources in an attempt to attain municipal objectives.

The Municipality has to increase its assets and cut down on liabilities if it is to improve its liquidity. Current trends also indicate a low and declining credit rating suggesting a poor financial health.

3.5.2 Supply Chain Management

The Municipality Supply Chain reports are tabled in council and submitted to National and Provincial Treasury. Through the Supply Chain Management, the Municipality has supported SMMEs. The Municipality has improved its fleet management; all Municipal vehicles are fitted with tracking devices that assist in tracking irregular issues. The tracking devices reports are printed on monthly basis and analysed. The Municipality has completed the GRAP compliant asset register.

3.5.2.1 Supply Chain Committees

The municipality has reviewed its Supply Chain Management Policy, which makes provision for the establishment of the Supply Chain Management Unit. The Municipality has appointed the Supply Chain Manager who heads the Unit. The Accounting Officer has established all the Supply Chain Committees. Supply Chain Bid Specifications Committees, members are appointed according to the service to be procured. Bid Evaluation Committee members are also appointed by the Accounting Officer according the service that needs to be procured. Bid Adjudication Committee is constituted by all the senior managers in the municipality, which includes the CFO and the Accounting Officer.

3.5.3 Revenue Enhancement Strategy and Billing

The municipality has an approved Revenue Enhancement Strategy that is used as a basis for revenue collection. The Strategy makes provision for the billing and levying of taxes for all the services that the municipality is providing to the community. The municipality is billing households for waste, sanitation, electricity and property rates at the following areas:

Namakgale Section A, B,C,D and E

Farms

Phalaborwa Town

Sectional Tittles

Gravelotte

Lulekani

Kgruger National Park

3.5.4 Municipal Debtors

The municipality has a debt book of over R600m accumulated from the previous financial years. The municipality has appointed debt collector to recover the money that the municipality is owed by the consumers. The debt collector is working and progress will be reported during each financial year. The current debt book for the Municipality **is over R600 000.00** excluding water and sanitation.

3.5.5 Municipal Budget Related Policies

The following policies where reviewed and adopted with the budget:

- Property Rates Policy
- Tariff Policy
- Credit Control Policy
- Debt Collection Policy
- Indigent Household Consumer Subsidy policy
- Supply chain management policy
- Virement policy
- Budget policy
- Petty Cash policy
- Asset Management Policy
- Bad Debts Write Off
- Deposit Policy
- Cash management and Investment Policy
- Fleet management Policy
- Electricity by-laws
- Land use by-law
- Electricity supply by-laws
- Subsistence and travelling policy

3.5.6 Summary of the Budget

LIM334 Ba-Phalaborwa - Table A1 Budget Summary										
Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Performance										
Property rates	**89 203**	106 414	110 617	139 526	139 526	139 526	139 526	139 526	146 223	153 242
Service charges	96 911	118 357	110 693	159 710	159 710	159 710	159 710	171 195	180 013	195 127
Investment revenue	518	2 071	2 335	2 202	2 702	2 702	2 702	2 702	2 832	2 968
Transfers recognised - operational	116 503	128 786	136 100	156 352	156 352	156 352	156 352	173 541	188 075	199 130
Other own revenue	26 275	38 812	170 493	89 204	84 204	84 204	84 204	96 999	90 386	94 724
Total Revenue (excluding capital transfers and contributions)	329 410	394 440	530 238	546 994	542 494	542 494	542 494	583 963	607 530	645 191
Employee costs	122 186	135 383	142 284	158 214	157 693	158 020	158 020	167 897	177 816	188 328
Remuneration of councillors	12 738	14 365	15 017	18 868	18 868	18 868	18 868	20 053	21 312	22 650
Depreciation & asset impairment	101 524	71 669	74 076	75 358	75 358	75 358	75 358	75 358	78 825	82 451
Finance charges	9 790	16 222	15 035	575	575	575	575	2 753	2 880	3 012
Materials and bulk purchases	81 354	75 016	77 801	100 992	100 992	100 992	100 992	109 172	114 849	125 071
Transfers and grants	–	–	–	–	–	–	–	–	–	–
Other expenditure	330 340	262 619	232 478	181 605	179 091	178 963	178 963	206 019	210 414	218 658
Total Expenditure	657 931	575 275	556 690	535 614	532 578	532 777	532 777	581 253	606 095	640 170
Surplus/(Deficit)	(328 521)	(180 835)	(26 452)	11 380	9 916	9 717	9 717	2 710	1 435	5 022
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	–	–	48 534	41 489	41 489	41 489	41 489	35 239	32 629	34 378

Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(328 521)	(180 835)	22 083	52 869	51 405	51 206	51 206	37 950	34 063	39 399
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(328 521)	(180 835)	22 083	52 869	51 405	51 206	51 206	37 950	34 063	39 399
Capital expenditure & funds sources										
Capital expenditure	**38 643**	60 696	48 822	48 225	51 289	51 289	51 289	45 963	32 629	34 478
Transfers recognised - capital	**29 100**	57 826	48 534	37 425	41 489	41 489	41 489	35 239	32 629	34 478
Borrowing	**2 595**	–	–	–	–	–	–	–	–	–
Internally generated funds	**6 948**	2 869	287	10 800	9 800	9 800	9 800	10 723	–	–
Total sources of capital funds	**38 643**	60 696	48 822	48 225	51 289	51 289	51 289	45 963	32 629	34 478
Financial position										
Total current assets	**441 835**	390 053	360 342	791 503	791 503	791 503	791 503	627 686	655 973	685 534
Total non current assets	**899 072**	895 930	1 151 702	900 233	900 233	900 233	900 233	1 203 528	1 257 687	1 314 283
Total current liabilities	**280 692**	287 518	336 875	107 231	107 231	107 231	107 231	234 370	243 181	246 824
Total non current liabilities	**257 534**	246 929	241 067	288 769	288 769	288 769	288 769	356 623	364 167	382 049
Community wealth/Equity	**802 682**	751 537	934 102	1 295 736	1 295 736	1 295 736	1 295 736	1 240 221	1 306 312	1 370 944
Cash flows										

Net cash from (used) operating	**53 957**	58 635	14 913	57 845	57 845	57 845	57 845	59 853	48 526	52 668
Net cash from (used) investing	**–**	1 673	(45 737)	(48 225)	(52 289)	(51 289)	(51 289)	(45 963)	(32 629)	(34 478)
Net cash from (used) financing	**(8 871)**	(15 386)	(17 388)	(10 000)	(20 400)	(20 400)	(20 400)	(20 400)	(20 400)	(20 400)
Cash/cash equivalents at the year end	**56 155**	61 959	(40 401)	28 349	21 182	22 182	22 182	15 672	11 169	8 960
Cash backing/surplus reconciliation										
Cash and investments available	**17 028**	7 810	36 026	18 543	18 543	18 543	18 543	37 647	39 341	41 111
Application of cash and investments	**185 696**	258 540	293 737	(101 508)	(104 176)	(104 176)	(104 176)	4 722	7 320	4 461
Balance - surplus (shortfall)	**(168 668)**	(250 730)	(257 712)	120 052	122 720	122 720	122 720	32 925	32 021	36 650
Asset management										
Asset register summary (WDV)	**862 528**	895 812	857 890	944 037	944 037	944 037	944 037	892 811	945 510	947 358
Depreciation	**62 987**	100 228	72 992	75 358	75 358	75 358	75 358	75 358	78 825	82 451
Renewal and Upgrading of Existing Assets	**–**	–	–	–	–	–	–	–	–	–
Repairs and Maintenance	**–**	–	–	22 222	22 222	22 472	22 472	30 874	31 294	33 779
Free services										
Cost of Free Basic Services provided	**–**	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	**–**	–	–	–	–	–	–	–	–	–
Households below minimum service level										
Water:	0	0	0	0	0	0	0	0	0	0
Sanitation/sewerage:	6	6	6	6	6	6	6	6	6	6
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

3.6 Good Governance and Public Participation

3.6.1 Council Committees

The Municipality have established Council committees in line with the provisions of the Local Government: Municipal Structures Act. The following portfolio committees are in place:

Name of Portfolio Committee	Members
Finance Portfolio Committee	Cllr SL Mohlala (Chairperson)
Planning and Development	Cllr MM Malesa (Chairperson)
Governance and Administration	Cllr T Nkuna (Chairperson)
Technical Services	Cllr MS Magomane (Chairperson)
Community and Social Services	Cllr SR De Beer (Chairperson)
MPAC	Cllr KO Pilusa (Chairperson)

3.6.1.1 Stakeholder Relations

There are five traditional authorities within the Ba-Phalaborwa Municipality. The names of the traditional authorities are as follows:

- Mashishimale Traditional Authority
- Maseke Traditional Authority
- Majeje Traditional Authority
- Makhushane Traditional Authority
- Selwane Traditional Authority

The municipality has a good working relationship with all the five local authorities though there are areas where there are some differences, that is, in the management of land-use and the demarcation of new sites.

The following stakeholders form part of the municipality's governance system, the mining houses, sector departments and government institutions, the local tourism product owners, local business formations, non-governmental organizations, rate payers, civic organizations and other groupings as important stakeholders in local development. Although there is a lot that has been achieved through stakeholder initiatives, there is an acknowledgement that a lot still has to be done to improve relations between the Municipality and its stakeholders.

3.6.2 IGR Structures

The Municipality is part of the established IGR structures in the Mopani District and the Limpopo. The established IGR structures include the following:

- District Ward Committee's Forum
- District Municipal Manager's Forum
- Speakers Forum
- Mayor's Forum
- Premier's Inter-Governmental Forum

The forums provide a platform for the municipality to interactive with other governmental structures that has a bearing on its functionality.

3.6.3 Public Participation

The public participation function in the Municipality is located in the Office of the Speaker. The Municipality has appointed a Public Participation Manager who is responsible for the coordination of all public participation activities. The municipality has established a complaints management system in order to address service delivery related complaints. There is a Batho Pele committee which is sitting every month to address issued raised through ward committee reports, Community Development Workers reports, Premier hotline complaints and Imbizo report.

3.6.4 Public Participation Policies

The municipality has amended its public participation policy which was public participated and approved by council. The municipality also does have a complaints management system which is referred to as Batho Pele.

3.6.4.1 Public Participation Mechanisms

Ward Committees

The municipality has, since the inception of ward committees, established ward committees in all the municipal wards. At the moment, there are 19 ward committees in the municipality which corresponds with the number of wards as per the 2016 local government elections demarcation.

The ward committees are fully functional; they submit their monthly reports to the Public Participation Manager in the office of the Speaker. The reports are processed through the Economic Development Portfolio Committee attached in the EXCO and Council agendas. The current ward committees have been trained in order for them to effectively do their responsibilities. The training was funded by Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs. In terms of support, the municipality has set aside a budget to cater for the administration of ward committees. Ward committee members are currently receiving a stipend of R1000.00 per month, the stipend will increase by R500.00 as from July 2019 The money goes towards transport costs and other logistical things.

Community Development Workers (CDW)

The municipality has 12 fully employed community development workers who are working with the municipal wards. The CDWs are part of the municipal integrated development planning processes. Their reports are incorporated and processed together with the reports of the ward committees. The reports form part of the EXCO and Council agenda. The challenge with the community is that for the past three years, no CDWs were employed. This has led to a number of wards without the services of CDWs. The Municipality has 19 wards and only 12 CDWs. This means that ward 3,5,11,12,13,14 &17 are without the services of CDWs.

Mayoral Imbizos

The Municipality has a programme of mayoral outreach programme (imbizos) which it has incorporated to the IDP, Budget and PMS Process Plan. According to the Plan, there are four (4) imbizos per year, with one held each quarter. The imbizos are coordinated by the Public Participation Manager in the Office of the Municipal Manager through a dedicated task team.

Imbizos afford, the mayor an opportunity to interact with the community of Ba-Phalaborwa and to give feedback on service delivery issues, without substituting the monthly report back meetings by the ward committees and ward councillors. To date the municipality has convened three (3) imbizos in this financial year. The first imbizo was held in August 2019 and the second imbizo was held in November 2019 and the third one was held in February 2020.

The municipality is also providing a free WIFI to the community during Mayoral Imbizo.

IDP, Budget and PMS Public Participation

The municipality has been able to involve its communities in the IDP, Budget and PMS processes. Starting from the planning process (IDP), the financial process (budgeting – setting of municipal tariffs) and the evaluation and monitoring of performance objectives and results (PMS).

The road shows are planned in such a way that they cover all the municipal wards. Members and community organisations are also afforded an opportunity to make written and oral submissions to the process, before finalisation.

Electronic Media

As a way of public participation, the Municipality has an active website that is being updated regularly. The website is used as a tool to afford communities an opportunity to participate in the municipal affairs. Municipal notices, reports, tenders and etc are placed on the website.

Currently on a monthly basis, the municipality publishes a municipal internal newsletter which affords the employees an opportunity to know what is happening in the municipality.

3.6.5 Audit Committee

The municipality was utilizing a district shared audit committee and its contract expired. The municipality through a council resolution opted to appoint its own audit committee. The committee was appointed 17 July 2015 and its term ended 31 July 2018. The new/current Audit Committee was appointed 31 July 2018. The members of the audit committee are all independent and are specialists' different professions.

3.6.6 Municipal Public Accounts Committee (MPAC)

The municipality has established a Municipal Accounts Committee in terms of section 33 and 79 of the Municipal Structures Act 2000. The committee plays an oversight role of the council. The committee consists of councillors who are non-executive councillors. The committee is functional.

3.6.7 Anti-corruption, Audit and risk management

Anti-Corruption

The main purpose of anti-corruption is to create an environment which is anti-fraud and corruption free. To promote good governance and ensure continuous commitment to the fight against fraud and corruption the Risk Management Unit has developed the below mentioned governance documents;

The following governing documents relating to fraud and corruption were developed.

- Anti-Fraud and Corruption Strategy
- Fraud Prevention Plan
- Investigation Policy
- Donation policy
- Whistle blowing policy
- Access Control Policy

Internal Audit

The main purpose of the Internal Audit Unit is to help the Municipality achieve its set objectives by providing an independent objective assurance and consulting services to improve risk management, controls and governance processes using a systematic disciplined approach. The main priorities is to implement the Annual Internal Audit Plan, comply with the approve internal audit Charter which is consistent with the Institute of Internal Auditors Standards, Code of Ethics and Section 165 of the Municipal Finance Management Plan and support the Audit Committee and Audit Steering Committees.

Risk management

The main purpose of Risk Management is to identify and evaluate risks which have a potential to negatively hamper the institution from achieving its goals and objectives, and coming up with mitigations to manage the risks to an acceptable level.

The Risk Management Unit conducted Risk Assessments with all departments to identify any risks that might hamper the institution from achieving its planned objectives and come up with mitigations to manage the risks.

The following risk register were developed.

- Strategic Risks Register
- Fraud Risks Register
- Information Technology Risk Register
- Operational Risk Register
- Project Risk Register

3.6.8 Municipal Audit Outcome

2014/15	2015/16	2016/17	2017/18	2018/19
Qualified	**Disclaimer**	**Disclaimer**	**Qualified**	**Qualified**

Corrective steps for Audit findings:

The municipality has developed an annual action plan which responds to the A-G's comments. The plan has clear targets with timeframes. This plan will also assist the municipality to improve the management of the municipal business. Amongst others the following are issues raised in the 2018/19 auditor general's report

1. **The Property, Plant and Equipment** -.

   - Non-review of residual values and useful lives of assets
   - Inadequate records to records all property, plant and equipment
   - Verification of physical assets of infrastructure assets

2. **Inventories: -**
   - Municipality included Land properties which do not belong to municipality in its accounting records.

3. **Payables from Exchange transactions**

   The unexplained differences between the records and the annual financial statement of R114 030 495 could not be explained.

4. **Other Income**

The auditor state that the Municipality did not have adequate systems in place to identify and record revenue.

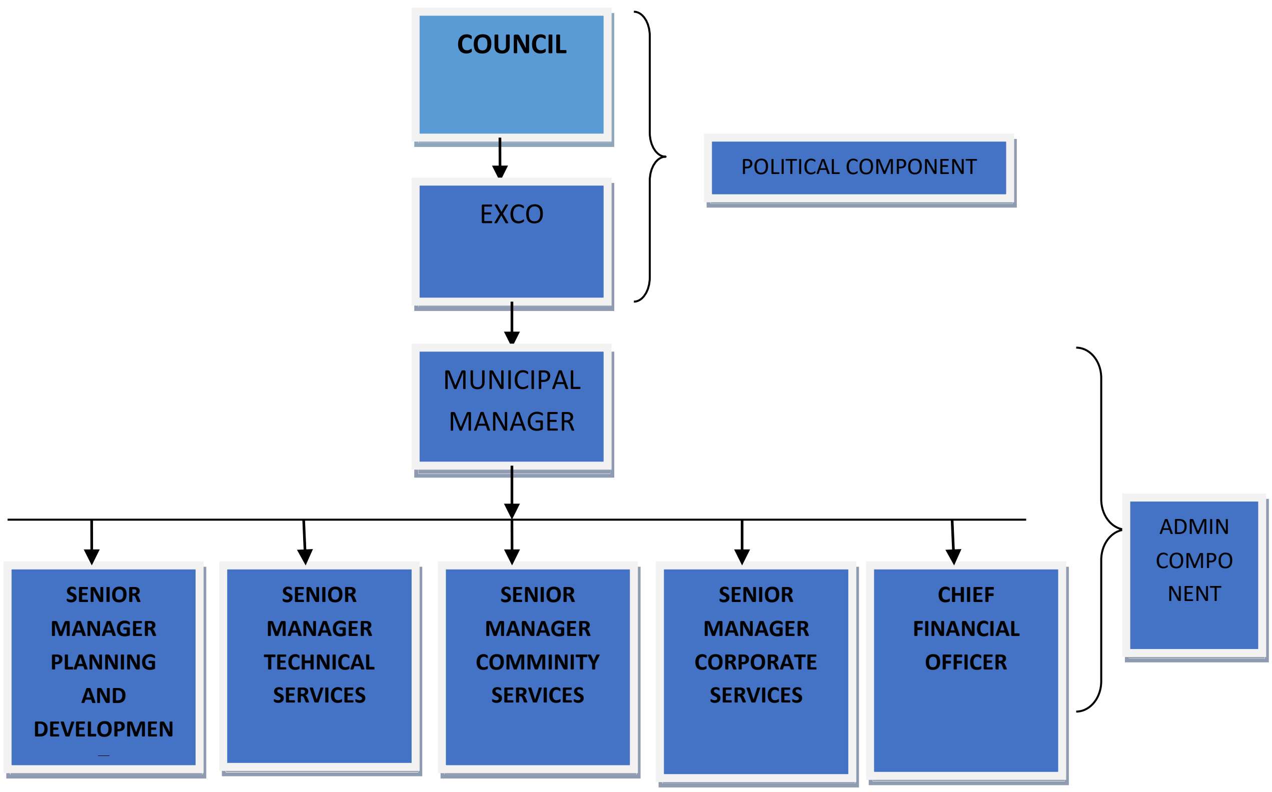
5. **Cash flow Statement**
6. **Irregular Expenditure**

3.6.9 Communication System

The municipality has established a unit which deals with communication; the unit is also responsible for marketing the institution and communicating all activities of the municipality

3.7. Municipal Transformation and Organisation Development - Institutional Analysis

3.7.1 Human Resources and Organisational Structure



The organogram provides for a staff compliment of 694 with 380 of the positions filled, 314 positions vacant and 38 councillors.

The Municipal Manager (a section 54 manager) has attended the MFMA and acquired the competency certificate in compliance to the minimum requirements on competency levels in order to improve financial management skills. All managers at post level 2 have attended the Municipal Finance Development programme in line with the Works Skills Plan of the Municipality. This effort is meant to improve financial management skills. Other specialized training programmes are being implemented across the different line functions to improve the skills base of the Municipality.

Some municipal buildings don't comply with the provisions of the Occupational Health and Safety Act. The website is updated on a regular basis.

Alignment of the Organogram to the Powers and Function

Office of Municipal Manager	**Budget and Treasury**
Overal responsibility of the organisation. Internal Auditing Communication Disaster Management Public Participation	Income and Expenditure Debt Management Budgets Asset Management Financial Reporting Supply Chain Management Fleet Management
Technical Services	**Community Services**
Municipal Roads and Storm Water Infrastructure management Project Management Drainage and Storm Water Building Regulations Electricity (Phalaborwa Town)	Waste Management Sports and Recreation Parks and Cemeteries Traffic and licensing Hawkers
Corporate Services	**Planning and Development**
General Administration (Human Resource) Legal Services Council Support Policies and Procedures Capacity Building/Training Occupational Health and Safet	IDP PMS Town Planning Human Settlement LED GIS

3.7.2 Workplace Skills Plan

The Human Resources was able to develop and submit the Workplace Skills Plan in line with the LGSETA time frames implementation in the 2020/21 financial year. The plan is reviewed annually A total number of forty (40) training interventions were implemented.

The following training were offered to employees in line with the Workplace Skills Plan: Municipal Finance Development Programme for all senior managers, Labour relations training, Occupational Health and Safety for supervisors, Minutes taking and report writing, Supervisory, HIV/Aids management, Traffic Policing Management, Regulations for High Voltage System as well as the Hazard identification risk assessment training.

3.7.3 Employment Equity Plan

The municipality submitted the EE report in January 2020 and complied with the due date for submission. There is equity in the senior management levels (post level 1 to post level 5) of the municipality comprising of one section (57) female manager and seventeen (17) other managers. The Municipality's EE is affected by the high labour turnover which is as a result of the geographical location of our town.

The following presents the population by gender and disability in the municipal area.

Table: 47 Population by gender and disability.

Population by Gender and Disability			
Disability	**Male**	**Female**	**Total**
Sight	643	547	1190
Hearing	312	365	677
Communication	80	57	137
Physical	926	692	1618
Intellectual	422	230	652
Emotional	260	460	720
Multiple disabilities	82	61	143
No disability	60596	59498	120094
n/a: institution	1531	546	2077
Total	**64852**	**62456**	**127 308**

Source: STATSSA, Community Survey 2011

Challenges faced by special groups:

- Unemployment
- Access of government and municipal buildings
- Lack skills
- Limited economic opportunities
- Inadequate Learnership and Internship opportunities

3.8 Prioritization

3.8.1 Community Needs and Prioritisation

The Municipality held ward based planning meetings in all the wards to identify community needs and their priorities for inclusion in 2020/21 IDP document.

Ward challenges identified through the above processes were confirmed during public participation processes in the wards. Public participation processes included, ward mass meetings, ward report back sessions on service delivery and ward reports submitted monthly in the Municipality.

The tables below presents prioritized community needs. Ward councillors played a crucial role in confirming ward priority needs:

Ward	Challenge/need description	Location/Area	Responsible Institution
01		•	
	Culverts	• Pompie Station • Nyakelang 2 next to Langa Tavern • From Van Zyl to Tipeng • Between Foskor Primary and Palesa • Next to Stanberry School • Nyakelang 1 • Between Palesa and Haniville	BPM
	Streets Paving	• Internal Streets Zone D Mandela • Between units (Van Zyl) via Langa Tavern • Palesa 4 x streets (phase 3) • From Makayela Bridge via Showground to Moshate	BPM
	VIP Toilets	• Nyakelang 1 & 2	MDM
	RDP Houses	• Nyakelang 1&2	CoGHSTA
	Mobile Clinic	• Foskor ground	DoH
	Apollo lights	• Mandela village • Bobby ground • Nyakelang 1 • Palesa • Foskor Primary School • Nyakelang 2 next to Great North	BPM
	Water reticulation/infrastructure	• Nyakelang 1 & 2	MDM
	Speed humps	• Barbra Tavern • Phosphate street • Main street at Palesa • Mega Bus • Car wash (Mashego) • Baptist Church Phosphate street • Next to Bobby Ground • Desmond Tutu Street • Madiba Street	BPM
	Storm Water Drainage	• Unit	BPM
	Side carbs	• Baptist Pave	BPM
	Low Water Pressure	• Mandela and Palesa	MDM
	Stone pitching on a stream	• Palesa • Langa	BPM
2	Low water pressure	• Makhushane – Nchangane • Gardenview - Kanana	MDM / BPM
	Re design of Speed humps	• From Tribal office to Secheto	BPM
	Community Hall	• Ntswelemotse/All Nations Ground	BPM
	Community Library	• Corner Magumuri Street	DoSAC/BPM
	Street Paving	• Patson Malatjie Street to St Patrick • Clinic to Nchangane Matsie Str.	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
		• St Patricks to tarred road • St Patrick to Checkers stream • From clinic to ZCC church • From Aubry car wash via cemetery to Kanana • Phukubye 2 – Popie street • Haniville - Dumbo street • Kanana – Semolo • Sebera (From Dinoko to Sebera) • Phukubye 1 & 2	
	Tar road	• Garden view to kanana • Dinoko Tavern street	
	Culverts	• St Patrick to Checkers Stream • Sebera • Mpholo Street • Setshitwe stream x 5 • Mzimba stream x 3 • Pele Sports ground • Grace Phukubye 2 next to the cemetery • Garden view – Wiliewilie • Stream next to Dinko Tavern • Next to Wela o hwe • Next to Sekgopa Lucas • Phukubye 3	BPM
	Apollo lights	• Tipeng next to Mamasiya • Next to the clinic • Ntswelemotse • X2 Loss my cherry • X2 Changaan • Tlakisi • Kanana X 3 • Garden view X 2 • Phukubye 3 & 4 • Phukubye 1 & 2 • Sebera X 2	BPM
	Sanitation/ VIP Toilets	• Makhushane (whole ward)	MDM
	Building of Sports Centre	• Makhushane (All Nations Ground)	BPM
	RDP Houses	• Makhushane (whole ward)	CoGHSTA
	Water supply at cemetery	• Makhushane zone 2 &3 • Tipeng • Changaan • Phukubye 3	MDM
	Rehabilitation of Namakgale sewer	• Makhushane	BPM
	Upgrading /reconstruction of bridge between ward 2 & 9	• Sesheto Bridge • Checkers/ Bogalatladi • Ketshito • JJ bridge	BPM
	Expanding of bus bay (buses unable to turn at Nyakelang)	• Phukubye	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
	Side kerbs	• Makhushane, Nchangane, Magomori& Foskor	BPM
	Street lights on main road	• Tshangaan road • Maune road • Foskor road • Daring road	BPM
	Refuse Removal	• Whole ward	BPM
	Drainage Pipe from Drift	• Korane store	BPM
	Naming of Streets	• Makhushane (Whole ward)	BPM
	Electrification	• Tlakisi Ext 2	Eskom
03	Bridge	• Nyoka section A & B	BPM
	Waterborne sewer connections	• Whole ward	BPM
	Satellite Police Station	• Benfarm • Ninankulu	SAPS
	Tar road	• Benfarm to Matikoxikaya (Done) • Fram Ninankulu to D402	BPM
	Apollo lights	• Section A • Extension B • Ninankulu and Kurhula B • BN Ntsanwisi • Ninankulu section • New extention	BPM
	RDP houses	• Benfarm • Ninankuku • Kurhula B	CoGHSTA
	VIP toilets	• Benfarm • Ninankuku • Kurhula	MDM
	Library	• Benfarm	BPM
	Street Paving	• Makhushane Camp Road to Majeje Traditional Authority • From main road to clinic • Bridge (Section) from Nobonko to bridge next to ZCC Church (Done)	BPM
	High school	• Nunankulu	DoE
	Reservoir	• Benfarm	MDM
	Water reticulation	• Kurhula B • Benfarm • Ninankulu	MDM
	Culverts	• Kurhula B (next to kurhula B primary school) • Between Ninankulu and Majeje • Next to Nodia	BPM
	Speedhumps	• Main Tar road	BPM
	Electrification	• New Ext BN Ntsan'wisi • New Ext Behind Public Works (Gaza)	Eskom
	Fencing of Majeje cementary	• Benfarm	Majeje Traditional Authority

Ward	Challenge/need description	Location/Area	Responsible Institution
	Side walk (Pedestrians) at Bridge	• Nhobungu Bridge Majeje	MDM / BPM
	Borehole	• Nana Section • BN Ntsan'wisi • Zwide	MDM
04	Street Paving	• From House no1000 to Vuxeni • Malatji to RDP Houses street • Hari-napo to Zama • Kasi Junction to Harry Napo	BPM
	RDP Houses	• Whole ward	CoGHSTA
	Upgrading of Namakgale stadium	• Namakgale	BPM
	Storm water drainage	• Namakgale	BPM
	Renovations of Schools	• Zamani School • Vuxeni	DoE
	Rehabilitation of	• Impala Street Namakgale	BPM
	Speedhumps	• Harry Napo to Pavement • Maswikeng street (Done) • Maphutha to Tshelang Gape (Done)	BPM
	Culverts	• Kasi Junction Park (whole park)	BPM
	Street lights	• Dutch Church main road • SASSA gate to Maphutha Hospital	BPM
	Renovation of stadium	• Namakgale	BPM
Ward	**Challenge/need description**	**Location/Area**	**Responsible Institution**
05	Street paving/ Tarred road	• Thulani Street • Surrounding complex (Delivery trucks make dust) • From house 24 to stadium • Stadium to Nazarine Church • Zone D to stadium • Knocks Street • Lemi Tavern street	BPM
	Maintenance of Storm water drainage	• Thulani Street • Relebogile school • Old Post office • Pastor Malema street • BP garage to Thulani street • Between Matshokotsha and Maputha • Old Post office	BPM
	Rezone parks to residential	• Namakgale	BPM
	Streets lights	• Namakgale 4-Way Stop to Maphutha Hospital to Tshelang kgape • Maphutha Café to Old Post office (Done) • Matshokotsha street • Stadium street • Next to Namakgale Library (Apollo light done)	BPM
	RDP Houses	• 2 out of 5 families done	CoGHSTA
	Road markings pedestrian	• Namakgale – Asibasabi Street	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
	crossings		
	Cleaning of streams – De-bushing	• Whole ward (Behind Sir Val Duncan) (Done during 2018/20 but still a need)	BPM
	Fire disaster centre/ satellite office	• Namakgale	MDM
	Apollo lights	• Namakgale D section • Mandela • Next to Reneilwe Crèche	BPM
	Sports Complex	• Namakgale	BPM
	Speed humps	• Namakgale • Old Post Office • Next to Crèche Complex • Next to Sir Val Duncan (Palamine road) (Done) • Thulani street • Thabo's Tavern	BPM
06	Apollo lights	• RDP Houses • Refentse school • Duncan Bosveld • Mathonzi, Donald kekana • Morgan Simon • Topville • Mshongo ville • Nyakelang 4	BPM
	Tarring of access roads	• Mshongo to Chilliboy Pavement (Former Cllr Malatji) • From Mashego to Pavement & to Score • From Chilliboy to Makhushane & Mashishimale road	BPM
	RDP Houses	• Namakgale (whole ward)	CoGHSTA
	High school	• Namakgale (next to Refentse)	DoE
	Primary School	• Nyakelang 4	DoE
	Open sites/stands (infill development of empty sites)	• Namakgale • Topville • Mshongo	BPM
	Sewer Infrastructure upgrade	• Namakgale (Wholeward)	MDM
	Mobile Clinic	• Topville	DoH
	Street paving	• RDP Houses • Refentse school via Magogo Spaza to Selema Tsela Pavement • Noka ya Duncan Bosveld • Refentse to Mashego • Mathonzi, Donald kekana • RDP to former Councillor Malatji to Moshongo Topville • Nyakelang 4	BPM
	Roddle pipe to control water	• Topville/ Nyakelang	BPM
	De-bushing	• RDP Houses • Bosveld • Madela Village	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
		• Topville • Dun Can • Topville Matabane next to Malatji(Moshongo) • Nyakelang	
	Water reticulation	• Nyakelang 4	MDM
	Opening of access raods	• Nyakelang 4 (Done)	BPM
	VIP Toilets	• Nyakelang 4 • Topvile	BPM
	Community Hall	• Open space	BPM
	Paving of stream to prevent trees growing near the streams	• Wholeward (All Streams)	BPM
07	Maintenance Storm water drainages	• Lepato area/masilospaza shop, Longtill, Phomolong, Strongbow, Home 2000, Long Homes & All sections • Bosveld • Kingdom Hall • Passage opposite Complex to Sefanyetso	BPM
	Tarring of roads	• Namakgale Crossing to Big Five • Kingdom hall street • From Tswelopele Creche to Phumolong • Long homes to Archie's Tavern • From Score to Rethabile - Dams • Tambo street	BPM
	Paving of internal streets	• Ward 7 internal streets	BPM
	Water reticulation	• Namakgale (Bosveld Section – next to Sethakga's house) • Buffer zone next to Four way	BPM/MDM
	Speed humps and road sign	• Ward7 streets	BPM
	Low water pressure	• Longtill& Home 2000 • Long homes • Score • Strong bow	BPM/MDM
	Rezoning – parks to residential	• Namakgale • Next to Lethabong • Next to Albany Ground • Next to Fast Eleven • Home 2000 • Next to Lepato • Shai& Clinic • Between Mabushe& Clinic	BPM
	Refurbishment of Score Market	• Namakgale	BPM
	Internal street lights	• Ward 7 internal streets	BPM
	Electrification	• Buffer zone	ESKOM
	Apollo light	• Buffer zone	BPM
	Sports Complex	• Buffer zone	BPM
	Opening of streets	• Buffer zone	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
08	Water pressure and maintenance of boreholes	• Ga-Fariel Ext • Soweto • Setagane EXT • Tlapeng • Mohlabeng • Matshidi • Nkhweshe • Thepe • Masuping	BPM/MDM
	Renovation of boreholes	• Whole ward	MDM
	Water infrastructure	• Ga-Fariel EXT • Setagane • Setagane EXT • Nkhweshe New Ext • Tlapeng	MDM/BPM
	Electrification of new extensions	• Nkhweshe • Setagane EXT • Matshelapata Ext • Ga-Fariel • Mahlabeng Ext	Eskom
	RDP Houses	• Whole ward	CoGHSTA
	Tar road	• Mashishimale to Maseke	MDM & BPM
	Street paving with speed humps	• Mabine to Sophy Tavern • Mangena via Nkhweshe, tipeng to Thepe • Tipeng road to Nkhweshe Bus Stop • From Banda to Mashele • From mobile clinic to paved road • Mabine School to Lebeko School • Foskor to Lebeko school • Mashishimale to Makhushane road • Namakgale Pave to Lebeko • Main road to Mashishimale clinic • From Sophy to Thepe Graveyard • From pheame 2000 to IPC Church	BPM
	VIP toilets/sanitation	• Mashishimale (whole ward)	MDM
	Opening of new streets in extensions	• Whole ward	BPM
	Science laboratory, Toilets, Dining Hall and Computer Lab	• Lebeko High School (Mashishimale) • Mabine Primary School	DoE
	Bus shades	• Whole ward (Bus stops)	BPM
	Community library	• Mashishimale R3	DSAC /BPM
	Primary School	• Ntshabelamatswale next to ZCC (In progress – fence erected)	DoE
	24 hrs Clinic	• Ntshabelamatswale	DoH
	Culverts	• Madiba to New Stands • Paul Malatji to Pilusa Shop • Future Malatji to Eddie Malatji • Billy Selepe to Mokgalaka • Malukutu to Mokgalaka	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
		• Julius MatesaMalatji to ZachariaMalesa • Billy Malatji to LeshaukeMonyela • James Webber to Johannes Monyela • MokhuluMonyela to Mangoe Pilusa • Joubert Malatji to Khambule Shop • Makokopane to MboyiMalesa • Makgapula to Mothabine • Nurse to DorrinMalubane • Tipeng road – Doreen Malobane • Tshabela Matswale • Stonkana to mokgolobotho • Next to Full Gospel Church • Tipeng • Maletshira to Nduna Mahomane • Tipeng to Nkhweshe Bus Stop • Tenson Pilusa Graveyard • Tlapeng to Nkhweshe next to casius • Between Mabine and Nkoane area • Next to Mashele Sports ground • Sefagane Extension Bufferzone	
	Apollo lights	• Whole ward	BPM
	Bridge	• Nguluve to Mashishimale MPCC	BPM
	Upgrade of water infrastructure (Pipes, reservoir and boreholes)	• Mohlabeng • Thepe • Tlapeng • Nkhweshe	MDM
	Cattle Dip maintenance	• Mashishimale	AgriC
	Community hall	• Ward 08	BPM
9	Water supply	• Maune, Mapikiri, Sebera, Maphokwane &Mosemaneng	MDM
	Electrification	• All extensions	Eskom
	Sanitation (VIP toilets)	• Mashishimale – Mosemaneng • Maune&Mapikiri	MDM
	Upgrading of gravel to tar	• Makhushane – Lebeko road • Maune, Mapikiri&Mosemaneng • Mashishimale Tshube to Lebeko • Mapikiri to Maseke • Makhushane/Mapikiri to Mashishimale R2 • Seedimo Road	BPM
	Opening of internal streets	• Makhushane Mapikiri • Mosemaneng • Sebera	BPM
	Street paving	• Matshela ke omile road • Sebera road	BPM
	Community Hall	• Maune&Mapikiri	BPM
	Water reservoir	• Maune/Mapikiri	MDM
	Maintenance of borehole	• Makhushane	MDM
	RDP Houses	• Maune, Mapikiri&Mosemaneng	CoGHSTA
	Upgrading of Bridge	• Kesheto Bridge Maune	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
		• Mashishimale Selati	
	Apollo lights	• Maune, Mapikir&Mosemaneng	BPM
	Library	• Mosemaneng • Maune Mapikiri	BPM/DSAC
	Skips	• Maune&Mapikiri	BPM
	Waste removal	• Mkhushane, Maune & Mapikiri	BPM
	Primary School	• Mapikiri	DOE
	Structure for Tswelopele Drop-in Center	• Mashishimale	FUNDERS
	Completion of toilets at the cemetery (build by the municipality)	• Mashishimale	BPM
	De-bushing of streams	• Mashishimale • Wela o hwe stream next to Tawana Tavern	BPM
	Culverts	• Maune, Sebera, Mapikiry&Mosemaneng	BPM
	Bus Shades	• All bus stops	
10	Water supply, infrastructure and boreholes	• Boelang&Maseke, Mashishimale R1 • Maseke moshate (Done) • Makgwareng • Mmabatho (Done) • Phatamashako • Moshate Mashishimale (Done) • Patsheng • Madibini • Modike • Dulang • New stands Mmabatho	MDM
	Street paving	• From main road to Matome cross • Katsane • Ntona Moloto road • Boelang (Main road for Taxis) • Sekwati to Tipeng • From Jarios Shai to Bapedi sports ground •	BPM
	Sanitation (VIP toilets)	• All Extension	MDM
	RDP houses	• Whole ward	CoGHSTA
	Tarring of road	• Maseke&Mashishimale	MDM
	Construction of new road	• Maseke toMashishimale R1	BPM
	24hrs Clinic	• Maseke	DoH
	Apollo lights	• Makgwareng mabilusong • Mmabatho next to tarred road • Next Ba ana kome eating house • Next to nduna Moloto • Boelang • Next to Markos Café • Maseke Traditional Authority • Kurhula	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
		• Modikwe - Matshelapata • Next to Abel Shai • Phatamashako mangena • ZCC Church • MMabatho next to Rangers Sport Ground • Phatamashako Matshelapata next to Maseke Cemetery • Mmabatho new stand	
	Demarcation of new sites	• Maseke	Maseke Traditional Office/ BPM
	Community Hall	• Mashishimale&Maseke	BPM
	Fencing of graveyards	• Mashishimale, Boelang & Maseke	Maseke Traditional Office
	Primary School	• Boelang	DoE
	Toilets & water in cemeteries	• Maseke, Boelang and Mashishimale	BPM/ Traditional Authority
	High school	• Maseke Pay point Boelang • Tshube	DoE
	Sports centre	• Maseke	DoSAC
	Community Library	• Maseke	BPM/DSAC
	Speed humps	• Main road next to Marobathota • Shabeng • Boelang • Nduna Pulusa Area	MDM
	Culverts	• Boelang (Phale) • Maseke (Mosoma to Mmabatho, Mashaba to Mohale, Masehlane, George to Jesline, MatomeMalatji to Maseke Primary School • Phatamashako (Cobra to Roman Church), Bapedi to Diana Spaza, EcksonShai to Sefudi, Ditlou ground to Modume • Matshamainkani • Mphetladibe Stream • Between Ditlou Sports ground and St Engenas Church to moshate cemetery • Mamokone and Malesa Tavern • Makhabela to Maseke Tribal • Maponyane to Matome Malatji school • Makhosi to maseke land care • Next to Phale • Boelang Ga-Phale and mainroad • Ga-marumo • Gasilane • Mapasela to ZCC • Mosoma • Mmola	BPM
	Electrification	• Boelang Ext, Mashishimale R1 Ext, Phatamashako, MashishimaleModikwe • Maseke new extension	Eskom
	Water booster pump	• Selati	MDM

Ward	Challenge/need description	Location/Area	Responsible Institution
	Extension of Mashishimale Tribal Offices	• Mashishimale	CoGSTA
	Centre for Disable people	• Maseke/ Mashishimale	BPM
	Opening of internal streets	• Tshubje, Boelang and Maseke view	BPM
	De-bushing	• Sephephe Mmalehlahle • Lejori • masehlane	BPM
	Jojo tanks for water storage	• Phatamashako	MDM
	Pay point for Grants	• Boelang	SASSA
	Bus Stops Shades	• Shabeng • Boelang • Dulang	BPM
	Bridge	• Selati	BPM
11	Electrical Infrastructure upgrade	• Phalaborwa	BPM
	Maintenance of parks	• Phalaborwa	BPM
	Cleaning and de bushing of streams	• Phalaborwa	BPM
	Water pressure	• Phalaborwa	BPM/MDM
	Rehabilitation of streets	• Phalaborwa	BPM
	Upgrading of sewer and water pipe lines	• Phalaborwa	BPM
	Uplifting of old CBD area	• Phalaborwa	BPM
	Maintenance of storm water, kerbs & manholes	• Phalaborwa	BPM
	Hawkers and illegal mechanics facilities	• Phalaborwa	BPM
	Sewer spilling in town	• Phalaborwa	BPM
	Storm water Systems	• Phalaborwa	BPM
	CCV TV Cameras	• Phalaborwa Post Office • Tower	BPM
12	CCV TV Cameras	• Phalaborwa	BPM
	Streetlight	• Phalaborwa	BPM
	Speed humps	• Phalaborwa	BPM
	Water pressure	• Phalaborwa	BPM/MDM
	Rehabilitation of streets	• Phalaborwa	BPM
	Upgrading of sewer and pipe lines	• Phalaborwa	BPM
	Illegal Buildings	• Phalaborwa	BPM
	Maintenance of storm water, kerbs & manholes	• Phalaborwa	BPM
	Kerbing on streets in Ext 8	• Phalaborwa	BPM
	Sewer infrastructure and pump stations	• Phalaborwa	BPM
13	Street lights	• Pondo • Mlambo • Kurhula all Sections and Tambo (Lulekani)	BPM
	Apollo lights	• Kurhula A,	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
		• Pondo • Tambo • Hectorville • Mlambo	
	Maintenance of Storm water and Sub-soil drainage	• Lulekani • Pondo, Kurhula, Mlambo& Tambo	BPM
	Low water pressure	• Kurhula A	MDM/BPM
	Water reticulation and house connections	• Kurhula settlements – Herman section • Hectoville	MDM/BPM
	Bridges	• Derrick Nyathi Street • Herman Road, Nyota street – Mlambo • Herman road • Kurhula Humalani access	BPM
	Culverts	• Pondo • Mlambo • Kurhula	BPM
	Street Paving	• Nkateko/Pondo/Derrick Nyathi • Derrick Nyathi to Oliver Tambo Drive • Chawana • Selina Baloyi Street • Herman road • Tambo Drive to Kurhula	BPM
	RDP Houses	• Kurhula • Mlambo • Pondo • Tambo	CoGHSTA
	Clinic (Mobile Clinic)	• Kurhula (Lulekani)	DoH
	School for people with disability	• Lulekani	DoE
	VIP toilets	• Pondo • Mlambo • Kurhula • Tambo	MDM
	Sports and culture centre	• Kurhula sports ground	BPM
	High school	• Kurhula	DoE
	Speed humps	• Oliver Tambo • Kurhula	BPM
	Skips for waste management	• Kurhula • Mlambo • Tambo • Pondo	BPM
	De – bushing of streams	• Pondo • Mlambo • Kurhula	BPM
	Demarcation of sites	• Hectorville	BPM
	Electrification of new ext	• Hectorville	ESKOM/BPM
	Storm water drainage	• Oliver Tambo road	BPM
14	Upgrading of a culvert to low	• 4rooms (behind Police station)	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
	level bridge		
	Storm water drainage	• Next to Lulekani Library	BPM
	Street paving	• Maskitas via Lommy and Nephalama to Lulekani Green house • Mahlahle road via Emmanuel Church to Mathunzi restaurant • Majeje Hugh School road • ZCC to Post Office • Lulekani to ZCC/ Maskitas	BPM
	Culverts	• Mabobo	BPM
	Bridge upgrade	• 4 Rooms , old graveyard road	BPM
	Street lights	• 4 Rooms • Taxi rank to Filling station	BPM
	Extension of Lulekani Clinic	• Lulekani	DoH
	RDP houses	• Whole Ward/ 4 Rooms	CoGHSTA
	VIP toilets	• Tambo	MDM
	Waste management - Skips	• Tambo • Next to Majeje High School • Taxi rank • Lulekani Clinic	BPM
	Fencing of Lulekani Taxi Rank	• Lulekani Taxi Rank	BPM
	Speed humps	• Maskita Road to Lulekani Primary School • Nkandla Tuck Shop\ • Between Taxi rank and Mangwane Tavern • Police Station to stadium • Clinic to Pastor Billa • Masakhani street via AFM	BPM/RAL
	Provision of Skips	• Whole ward	BPM
	Apollo lights	• PMC Bus stop next to Police Station • Next to Lulekani Primary • Taxi rank to Filling station • ZCC next to Mashakeng • Clinic	BPM
	Fencing of Old cemetery	• Lulekani	BPM
	Borehole	• Lulekani Clinic • 4room and Tambo section	
15	Water shortage & pressure	• B1 Ext (Lulekani) • Biko • Matikoxikaya	MDM
	Apollo lights	• RDP Ext (Lulekani) • B1 Ext • Biko Section (Lulekani) • Biko Ext • Matikoxikaya	BPM
	Blocked RDP houses (10)	• Storeroom & RDP Section (Lulekani)	CoGHSTA
	RDP houses	• Whole ward	CoGHSTA

Ward	Challenge/need description	Location/Area	Responsible Institution
	Science laboratory	• Baranuka School	DoE
	Street Paving	• B1 Ext Lulekani • RDP houses (Lulekani) • Biko Section & Biko Ext (Lulekani) • Far East • Stadium to RDP • Matikoxikaya	BPM
	Graveyard fencing	• Lulekani Old Graveyard	BPM
	Illegal dumping (skips)	• RDP houses (Lulekani) • B1 Extension (Lulekani) • Biko • Matikoxikaya	BPM
	Upgrading of Bridge	• Between Lulekani Primary &Frans combined School • Biko extension • Old cemetery Lulekani • Mchavi (next to booster pump)	BPM
	VIP Toilets	• Biko, Biko Ext & Matikoxikaya	MDM
	Electrification	• Biko Ext • Matiko-Xikaya (New Ext)	ESKOM
	Water Infrastructure Reservoir	• Biko Ext • B1 Ext	BPM/MDM
	Speed humps	• Whole ward	BPM
	Extension of Lulekani Health Care Center	• Lulekani	DoH
	Culverts	• Biko Ext (Main road) • Masweka chulola • Maphalo • Five rooms • Matiko-Xikaya	BPM
	Skips	• RDP Houses (Lulekani) • B1 Extension (Lulekani) • 5 Rooms (Lulekani) • Mtiko - Xikaya	BPM
	De-bushing	• RDP & B1 Ext • Far East • 5 Rooms	BPM
	Clinic	• Matikoxikaya	DoH
	Primary School	• Matikoxikaya	DoE
16	Water supply and infrastructure maintenance	• Humulani&MatikoXikaya (whole ward)	BPM & MDM
	Water infrastructure & standpipes	• Block C Ext (Lulekani) • Block B – Humulani • Humulani A-C • Matiko-xikaya A,C & D • Humani main water pipe	BPM & MDM
	Boreholes	• Matiko – Xikaya A, C & D • Humulani A, B, C	MDM
	Community library	• MatikoXikaya	BPM/DSAC

Ward	Challenge/need description	Location/Area	Responsible Institution
	De-bushing of streams	• MatikoXikaya&Humulani	BPM
	Demarcation of new sites	• MatikoXikaya and Humulani	BPM &Majeje Tribal Office
	Cattle grazing land	• Humulani&MatikoXikaya	Majeje Tribal Office
	Opening of streets	• Block C – Humulani • Block B - MatikoXikaya • Block A - MatikoXikaya	BPM
	Street maintenance	• Humulani&MatikoXikaya	BPM
	Culverts	• Humulani cemetery • Block A - Matiko -Xikaya • Block B – Next to Rich Fire Humulani • Block C - next to Sithole (Humulani) • Block C – next to Love & Peace sports ground • Block A – Road from Matsimbi via white JoJo tank • Between Chuchekani School &Xikodo • Manzini Scheme • Matikoxikaya between Henneck and RDP • Behind RDP and new stands (Matikoxikaya) • Humulani B next to Night	BPM
	Borehole	• MatikoXikaya cemetery	BPM/MDM
	Apollo lights	• MatikoXikaya&Humulani	BPM
	RDP houses	• MatikoXikaya&Humulani	CoGHSTA
	Streets paving	• Humulani to graveyard • Mbhongolo street (MatikoXikaya) • Xithlangu Primary school to bakery road • From Maimele Street to PMC Bus stop &Lulekani graveyard (MatikoXikaya)	BPM
	VIP toilets (sanitation)	• Humulani&MatikoXikaya (whole ward)	MDM
	Tarring/side kerbs	• Lulekani to MatikoXikaya road	BPM/MDM
	Speed humps reconstruction	• Lulekani to MatikoXikaya road • Matiko-xikaya to Benfarm road	BPM
	Satellite Police Station	• M atikoXikaya	SAPS
	Borehole, land development	• MatikoXikaya Clinic visiting point	BPM/ MDM
	Road signs next to schools	• MatikoXikaya&Humulani	BPM
	High School	• Humulani	DoE
	Recreational facilities	• Humulani&MatikoXikaya	BPM
	Electrification	• Block C – MatikoXikaya • All ward extensions • Ninankulu	BPM
	Bridge	• Road linking Humulani and Kurhula • Next to Matiko-xikaya scheme • Better than the South road next to Mafumo • Block C – Movers sports ground and Roma Church • Road to new cemetery	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
	Mobile Clinic	• Matiko-xikaya	DoH
	Mobile office for SASSA (Pay point)	• Matiko-xikaya	SASSA
	Storm water drainage	• Behind Tshutshekani School	BPM
	Sports centre	• Matiko - Xikaya	BPM
17	Electrification	• Mokhowanana (Ext) • New Stands (Ext) • Nyakelang (Ext) • Mahale • Makikele School • Matshelapata	Eskom
	Water infrastructure/reticulation	• Selwane, • Mahale • Benfarm Ext C	BPM/MDM
	Tarring	• Letaba Ranch to Eiland Road	DoR
	RDP houses	• Mahale • Selwane • Benfarm Ext C	CoGHSTA
	Blocked RDP projects	• Selwane (Done) • Mahale (Done)	CoGHSTA/BPM
	VIP toilets	• Selwane, • Benfarm Ext C • Mahale	MDM
	Street paving	• Selwane • Mahale • Benfarm Ext C	BPM
	High mast lights	• Selwane • Mahale • Benfarm Ext C	BPM
	VIP Toilets	• Selwane, • Mahale • Benfarm Ext C	MDM
	New graveyard / Extension	• Mokhwanana • Mahale	BPM
	Fence & toilets at the cemetery	• Mahale • Mokhwanana	Seloane Traditional Authority Majeje Traditional Authority
	Community Hall	• Mokhwanana • Mahale • Benfarm Ext C	BPM
	Clinic	• Mokhowanana • Mahale	DoH
	Creches	• Mahale / Mokhowanana	DoE
	Primary school	• Mokhwanana	DoE
	Mobile/ Community library	• Benfarm Ext C • Nyakelang Crèche (Mobile)	BPM
	Culverts	• Mokhowanana next to Thomas Cafe (Selwane) • Benfarm Ext C • Mkhwanana next to Gause Mokgalaka	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
		• Next to Mthombeni Shop • Mahale • Mohale Graveyard • Bohlabela Church • Next to Rovers Sports ground • Mj street	
	Bridge	• Nyakelang bridge	BPM
	Renovation of Nyakelang Creche	• Selwane (Done)	DoE
	Extension of Classes and hall Toilets	• Selwane Primary School • Maswaswibona High School • Makikele School	DoE
	Bus Stops	• Selwane • Mahale • New stands	BPM
	Complex (Shopping Centre)	• Selwane • Mahale	BPM
	Renovation of school	• Vatswatsi School	DoE
18	Electrification	• Matshelapata (Moshate Ext) • Dinoning • Prieska (Ext) • Moselakgomo • Masalal	Eskom
	Water shortage (pressure)	• Prieska • Gravelotte	BPM/MDM
	Tarring	• Letaba Ranch to Eiland Road	DoR
	RDP houses	• Prieska, Gravelotte, Nondweni&Selwane	CoGHSTA
	Water infrastructure (upgrading of Nondweni pump station)	• Prieska • Gravellotte • Selwane • Matshelapata	MDM
	Blocked RDP projects	• Selwane • Gravelotte	CoGHSTA/BPM
	VIP toilets	• Selwane, Nondweni, Prieska	MDM
	Water reticulation	• Nondweni&Prieska	MDM
	Transfer of water service authority from JCI to Municipality	• Gravelotte	MDM
	Street paving	• , Nondweni, Prieska&Gravelotte	BPM
	High mast lights	• Selwane, Prieska, Nondweni&Gravelotte	BPM
	Transfer of Clinic from the mine to Gravelotte	• Gravelotte	DoH
	High School	• Selwane	DoE
	New graveyard	• Gravelotte	BPM
	Fence & toilets at Graveyard	• Selwane, Nondweni&Prieska graveyards	BPM
	Clinic	• Prieska	DoH

Ward	Challenge/need description	Location/Area	Responsible Institution
		• Gravelotte • Nodweni	
	Community Hall	• Prieska	BPM
	Secondary school	• Nondweni • Gravelotte	DoE
	Old Age & Disability Education Centre	• Selwane	DoE
	Upgrading & renovation of Nondweni stadium	• Nondweni	BPM
	Primary school (Transfer of Lesedi to Gravelotte)	• Gravelotte	DoE
	Culverts	• Nondweni • Prieska • Selwane	BPM
	Bridge	• MoselaKgomo to graveyard (Selwane)	BPM
	Multipurpose sports field	• Gravelotte	BPM
	Township Establishment for the Balepye Community with the following services: Primary School, Secondary School, graveyard, clinic, hospital, library, multipurpose sports centre and infrastructure services	• Gravelotte	BPM/Sector Departments
	Completion of Gravelotte park	• Gravelotte	BPM
	Township establishment Gravelotte	• Gravelotte	BPM
	Borehole / water connection	• Thusong centre	BPM
	Demarcation of sites for churches	• Gravelotte	BPM
	Skips	• Gravelotte	BPM
	Crèche	• Gravelotte • Prieska	BPM
	Street lights	• Gravelotte Markets	BPM
	Upgrading of markets	• Graveltte	BPM
19	Street Paving	• Old ZCC Church to 1616 • Impala street • New ZCC Church to Makhushane • From Namakgale Flea Market to Moruleng Malungani Village • Gaza Street to Mavuso • Di 13 Sebalamakgolo • Iteireleng to Presbyterian Church	BPM
	Maintenance of parks	• Namakgale (whole ward)	BPM
	Infill Development next Itireleng	• Namakgale	BPM
	Apollo lights	• Namakgale • Malongane	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
		• Makhushane Camp • Buffer Zone • Chicken Farm • Graveyard • Thselang Gape to Maphutha Malatji	
	RDP Houses	• Malongane village	CoGHSTA
	Storm water drainage	• Namakgale (Whole ward)	BPM
	Renovations Additional Classrooms Toilets Guard room	• Mhalamhala School • Sebalamakgolo Schools • Kgopsane School • Namakgale Primary School	DoE
	Namakgale cemetery fencing	• Namakgale (Old and new cemetery)	BPM
	Speed humps	• Sekatane from Megabus to Gaza school • Road to cementary (Done) • Assemblies of God church 2speedhumps (Done) • Calvin Ngobeni next to Edwin • Lutheran Church • Kgopyane • Between SASSA and Two mountains	BPM
	Culverts	• Lutheran to road to RDP house • Malungane Village • Mkhushane camp to Maphuta view • Next to Masedi kraal • Sick Lord Sheep church • Next to Melo house	BPM
	Water Infrastructure	• Malongane Village (C) • Makhushane Camp (D)	MDM/BPM
	Opening of Streets	• Malongane Village • Makhushane Camp – Buffer zone	BPM
	Electrification	• Malongane village new extension • Makhushane Camp • Buffer Zone	ESKOM
	Extension of site (New building)	• Namakgale Clinic A	BPM
	VIP Toilet	• Malongane Village (C) • Makhushane Camp (D)	MDM
	Demarcation of sites	• Malungane village	BPM
	Upgrading of sewer system	• Namakgale	MDM
	Street lights	• Tshelang Gape to R71 Road • Tshelang gape to Maphutha hospital	BPM

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
1	Water reticulation/infrastructure	• Nyakelang 1 & 2	MDM
	Apollo lights	• Mandela village • Bobby ground • Nyakelang 1 • Palesa • Foskor Primary School • Nyakelang 2 next to Great North	BPM
	Culverts	• Pompie Station • Nyakelang 2 next to Langa Tavern • From Van Zyl to Tipeng • Between Foskor Primary and Palesa • Next to Stanberry School • Nyakelang 1 • Between Palesa and Haniville	BPM
	RDP Houses	• Nyakelang 1&2	CoGHSTA
	Streets Paving	• Internal Streets Zone D Mandela • Between units (Van Zyl) via Langa Tavern • Palesa (3 streets) • 4 streets (phase 3)	BPM
2	Culverts	• St Patrick to Checkers Stream • Sebera • Mpholo Street • Setshitwe stream x 5 • Mzimba stream x 3 • Pele Sports ground • Grace Phukubye 2 next to the cemetery • Garden view – Wiliewilie • Stream next to Dinko Tavern • Next to Wela o hwe • Next to Sekgopa Lucas • Phukubye 3	BPM
	Community Library	• Makhushane	DoSAC / BPM
	Street Paving	• PatsonMalatjie Street to St Patrick • Clinic to NchanganeMatsie Str. • St Patricks to tarred road • St Patrick to Checkers stream • From clinic to ZCC church • From Aubry car wash via cemetery to Kanana • Nyakelang 2 – Popie street • Haniville - Dumbo street • Kanana - Semolo	BPM
	Apollo lights	• Tipeng next to Mamasiya • Next to the clinic • Ntswelemotse • X2 Loss my cherry • X2 Changaan • Tlakisi	BPM

Ward	Ward Priorities	Location/Area	Responsible Department
		• Kanana X 3 • Garden view X 2 • Phukubye 3 & 4 • Phukubye 1 & 2 • Sebera X 2	
	Tar road	• Garden view to kanana • Dinoko Tavern street	BPM
03	Water reticulation	• Kurhula B • Benfarm • Ninankulu	MDM
	Bridge	• Nyoka section A & B	BPM
	Street Paving	• Makhushane Camp Road to Majeje Traditional Authority • From main road to clinic • Bridge (Section) from Nobonko to bridge next to ZCC Church (Done)	BPM
	Library	• Benfarm	BPM/DSAC
	RDP houses	• Benfarm • Ninankulu • Kurhula B	CoGHSTA
04	Street Paving	• From House no1000 to Vuxeni • Malatji to RDP Houses street • Hari-napo to Zama • Kasi Junction to Harry Napo	BPM
	Culverts	• Kasi Junction Park	BPM
	RDP Houses	• Whole ward	CoGHSTA
	Maintenance of Storm Water Drainage system	• Namakgale (whole ward)	BPM
	Speed humps	• Harry Napo to Pavement • Maswikeng street (Done) • Maphutha to Tshelang Gape (Done) Harry Napo to Pavement • Maswikeng street (Done) • Maphutha to Tshelang Gape (Done)	
05	Street paving/ Tar road	• Thulani Street • Surrounding complex (Delivery trucks make dust) • From house 24 to stadium • Stadium to Nazarine Church • Zone D to stadium • Knocks Street • Lemi Tavern street	BPM
	Apollo lights	• Namakgale D section • Mandela • Next to Reneilwe Crèche	BPM
	Street lighting	• Namakgale 4-Way Stop to Maphutha Hospital to Tshelang kgape • Maphutha Café to Old Post office (Done) • Matshokotsha street	BPM

Ward	Ward Priorities	Location/Area	Responsible Department
		• Stadium street • Next to Namakgale Library (Apollo light done)	
	Fire disaster centre/ satellite office	• Namakgale	MDM
	Cleaning of streams – De-bushing	• Whole ward (Behind Sir Val Duncan) (Done during 2018/19 but still a need)	BPM
06	Sewer Infrastructure upgrade	• Namakgale (whole ward)	MDM
	Street paving	• RDP Houses • Refentse school via Magogo Spaza to Selema Tsela Pavement • Noka ya Duncan Bosveld • Refentse to Mashego • Mathonzi, Donald kekana • RDP to former Councillor Malatji to Moshongo Topville • Nyakelang 4	BPM
	RDP Houses	• Namakgale (whole ward)	CoGHSTA
	Apollo lights	• RDP Houses • Refentse school • Duncan Bosveld • Mathonzi, Donald kekana • Morgan Simon • Topville • Mshongo ville • Nyakelang 4	BPM
	Open sites/stands (infill development of empty sites)	• Namakgale • Topville • Mshongo	BPM
07	Water reticulation	• Namakgale (Bosveld Section – next to Sethakga's house) • Buffer zone next to Four way	BPM/MDM
	Paving of internal streets	• Namakgale (whole ward)	BPM
	Rezoning (Parks into residential)	• Next to Lethabong • Next to Albany Ground • Next to Fast Eleven • Home 2000 • Next to Lepato • Shai& Clinic • Between Mabushe& Clinic	BPM
	Storm water drainages	• Lepato area/masilospaza shop, Longtill, Phomolong, Strongbow, Home 2000, Long Homes & All sections • Bosveld • Kingdom Hall • Passage opposite Complex to Sefanyetso	BPM
	Apollo light	• Buffer zone	BPM
08	Upgrade of water infrastructure (Pipes, reservoir and boreholes	• Mohlabeng	MDM

Ward	Ward Priorities	Location/Area	Responsible Department
	)	• Thepe • Tlapeng • Nkhweshe	
	Culverts	• Madiba to New Stands • Paul Malatji to Pilusa Shop • Future Malatji to Eddie Malatji • Billy Selepe to Mokgalaka • Malukutu to Mokgalaka • Julius MatesaMalatji to ZachariaMalesa • Billy Malatji to LeshaukeMonyela • James Webber to Johannes Monyela • MokhuluMonyela to Mangoe Pilusa • Joubert Malatji to Khambule Shop • Makokopane to MboyiMalesa • Makgapula to Mothabine • Nurse to DorrinMalubane • Tipeng road – Doreen Malobane • Tshabela Matswale • Stonkana to mokgolobotho • Next to Full Gospel Church • Tipeng • Maletshira to Nduna Mahomane • Tipeng to Nkhweshe Bus Stop • Tenson Pilusa Graveyard • Tlapeng to Nkhweshe next to casius • Between Mabine and Nkoane area • Next to Mashele Sports ground • Sefagane Extension Bufferzone	BPM
	Street paving	• Mabine to Sophy Tavern • Mangena via Nkhweshe, tipeng to Thepe • Tipeng road to Nkhweshe Bus Stop • From Banda to Mashele • From mobile clinic to paved road • Mabine School to Lebeko School • Foskor to Lebeko school • Mashishimale to Makhushane road • Namakgale Pave to Lebeko • Main road to Mashishimale clinic • From Sophy to Thepe Graveyard • From pheame 2000 to IPC Church	BPM
	Primary School	• Ntshabelamatswale next to ZCC (In progress – fence erected)	DoE
	Tar road	• Mashishimale to Maseke road	BPM
09	Tar road	• Makhushane to Lebeko road	BPM
	Water supply & New Reservoir	• Maune, Mapikiri, Sebera, Maphokwane &Mosemaneng	MDM
	Construction of new road	• Makhushane/Mapikiri to Mashishimale R2 • Seedimo Road	BPM

Ward	Ward Priorities	Location/Area	Responsible Department
	Street paving	• Motshongolo Road • Sebera road	BPM
	Culverts	• Maune, Sebera, Mapikiry&Mosemaneng	BPM
10	Water supply, reservoir, pump station & infrastructure	• Maseke • MashishimaleModikwe	MDM
	Tarring of Road	• Maseke Mashshimale	MDM
	Speed humps	• Main road next to Mmabatho • Shabeng • Boelang • Nduna Pulusa Area	MDM
	Street paving	• From main road to Matome cross • Katsane • Ntona Moloto road • Boelang (Main road for Taxis) • Sekwati to Tipeng • From Jarios Shai to Bapedi sports ground •	BPM
	Community Hall	• Mashishimale&Maseke	BPM
11	Electricity infrastructure upgrade	• Phalaborwa	BPM
	Upgrading of Sewer and water pipe lines	• Phalaborwa	BPM / MDM
	Rehabilitation of Streets	• Phalaborwa	BPM
	Storm water systems	• Phalaborwa	BPM
	Water pressure	• Phalaborwa	BPM /MDM
12	Sewer infrastructure and pump stations	• Phalaborwa	BPM
	Street lights	• Phalaborwa	BPM /MDM
	Upgrading of sewer and water pipe lines	• Phalaborwa	BPM /MDM
	Upgrade of Electricity sub-station	• Phalaborwa	BPM
	Kerbing on streets in Ex 8	• Whole ward	BPM
13	Water Reticulation	• Kurhula settlements – Herman section • Hectoville	MDM
	Bridges	• Derrick Nyathi Street • Herman Road, Nyota street – Mlambo • Herman road • Kurhula Humalani access	BPM
	Culverts	• Mlambo • Pondo • Kurhula	BPM
	Street Paving	• Nkateko/Pondo/Derrick Nyathi	BPM

Ward	Ward Priorities	Location/Area	Responsible Department
		• Derrick Nyathi to Oliver Tambo Drive • Chawana • Selina Baloyi Street • Herman road • Tambo Drive to Kurhula	
	Apolo lights	• Kurhula A, • Pondo • Tambo • Hectorville • Mlambo	BPM
14	Street paving/ Tar	• Maskitas via Lommy and Nephalama to Lulekani Green house • Mahlahle road via Emmanuel Church to Mathunzi restaurant • Majeje Hugh School road • ZCC to Post Office • Lulekani to ZCC/ Maskitas	BPM
	Upgrading of a culvert to low level bridge	• 4rooms (Behind Police Station)	BPM
	Culverts	• Mabobo	BPM
	Upgrade of water infrastructure and Borehole	• Lulekani Clinic • 4room and Tambo section	MDM
	Apollo lights	• PMC Bus stop next to Police Station • Next to Lulekani Primary • Taxi rank to Filling station • ZCC next to Mashakeng • Clinic	BPM
15	Apollo lights	• RDP Ext (Lulekani) • Biko Section (Lulekani) • B1 Ext • Biko Section (Llulekani) • Biko Ext • Matiko –Xikaya(Madan'wini)	BPM
	Street Paving/Tarring	• B1 Ext Lulekani • RDP houses (Lulekani) • Biko Section & Biko Ext (Lulekani) • Far East • Stadium to RDP • Matikoxikaya	BPM
	Water shortage & pressure	• B1 Ext (Lulekani) • Biko • Matiko-Xikaya	BPM & MDM
	Culverts	• Lulekani Graveyard • Biko and Biko Ext • Masweka Chulula • Maphalo street	BPM
	Upgrading of Bridge	• Between Lulekani Primary &Frans combined School • Biko extension • Old cemetery Lulekani	BPM

Ward	Ward Priorities	Location/Area	Responsible Department
		• Mchavi (Next to booster pump)	
16	Borehole installation and water supply	• Humulani • MatikoXikaya	MDM
	Apollo lights	• MatikoXikaya • Humulani	BPM
	Street Paving	• Humulani to graveyard • Mbhongolo street (MatikoXikaya) • Xithlangu Primary school to bakery road • From Maimele Street to PMC Bus stop &Lulekani graveyard (MatikoXikaya)	BPM
	Culverts	• Humulani cemetery • Block A - Matiko -Xikaya • Block B – Next to Rich Fire Humulani • Block C - next to Sithole (Humulani) • Block C – next to Love & Peace sports ground • Block A – Road from Matsimbi via white JoJo tank • Between Chuchekani School &Xikodo • Manzini Scheme • Matikoxikaya between Henneck and RDP • Behind RDP and new stands (Matikoxikaya) • Humulani B next to Night	BPM
	Library	• MatikoXikaya	BPM/BPM
17	Tarring of road	• Letaba ranch to Eiland	DoR
	Water infrastructure/reticulation	• Selwane • Mahale • Benfarm Ext C	MDM
	Mobile/ Community library	• Benfarm Ext C • Nyakelang Crèche (Mobile)	BPM
	Primary School	• Makhowanana	DoE
	Community Hall	• Mokhwanana • Mahale • Benfarm Ext C	BPM
18	Tarring of road	• Letaba ranch to Eiland	DoR
	Bridge	• MoselaKgomo to graveyard (Selwane)	BPM
	Apollo lights	• Nondweni • Selwane • Prieska • Gravelotte	DoE
	Street paving	• , Nondweni, Prieska&Gravelotte	BPM
	Township establishment Gravelotte & Balepye	• Balepye	BPM
19	Street Paving	• Old ZCC Church to 1616 • Impala street • New ZCC Church to Makhushane • From Namakgale Flea Market to	BPM

Ward	Ward Priorities	Location/Area	Responsible Department
		Moruleng Malungani Village • Gaza Street to Mavuso • Di 13 Sebalamakgolo • Iteireleng to Presbyterian Church	
	Water Infrastructure	• Malongane Village (C) • Makhushane Camp (D)	MDM/BPM
	Speed humps	• Sekatane from Megabus to Gaza school • Road to cementary (Done) • Assemblies of God church 2speedhumps (Done) • Calvin Ngobeni next to Edwin • Lutheran Church • Kgopyane • Between SASSA and Two mountains	BPM
	Culverts	• Lutheran to road to RDP house • Malungane Village • Mkhushane camp to Maphuta view • Next to Masedi kraal • Sick Lord Sheep church • Next to Melo house	BPM
	Apollo lights	• Namakgale • Malongane • Makhushane Camp • Buffer Zone • Chicken Farm • Graveyard • Thselang Gape to Maphutha Malatji	BPM

Analysis of the priority needs for 2020-21

1.	Street paving	1,2,3,4,5,6,7,9,10,13,14,15,16,18,19	15
2.	Water reservoir , infrastructure, booster pumps, low pressure	1,3,7,8,9,10,11,12,13,14,15,16,17,19	14
3.	Apollo lights	1,2,5,6,7,13,14,15,16,18,19	11
4.	Culverts	1,2,4,8,9,13,14,15,16,19	10
5.	Tarring of streets/roads	2,8,9,10,17,18	6
6.	Construction and upgrading of Bridges	3,13,14,15,18	5
7.	RDP Houses	1,3,4,6	4

8.	Community Library	2,3,16,17	4
9.	Speed humps	4,10,19	3
10.	Maintenance of sewer infrastructure and sewer pumps	6,11,12	3
11.	Storm water drainages	4,7,11	3
12.	Street Lighting	5,8,12	3
13.	Infill development	6,7	2
14.	Community Hall	10,17	2
15.	Schools	8,17	2
16.	Electrification of new extensions / Electrical	11,12	2
17.	Rehabilitation of roads	11	1
18.	Disaster centre (Fire)	5	1
19.	Township establishment	18	1
20.	Kerbing of streets	12	1
21.	De-bushing	5	1

Chapter 4: Development of Strategies

4.1 Introduction

In terms of Section 35(1) (a) of the Local Government: Municipal Systems Act 32 of 2000, an integrated development plan adopted by the council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality. The content of this strategic is informed by the Analysis Phase of the integrated development planning process of the Municipality; and is meant to inform and give meaning to the Projects Phase. Through the strategic plan council and administration sets the direction for the implementation of the municipality's programmes and projects. The strategic planning session was held to ensure that the Municipality remains relevant and responsive to the needs of the community and form a base for monitoring progress and assessing results and impact.

The design of Ba-Phalaborwa Local Municipality Strategic Plan was an iterative process that involved the collection of ward priorities and needs via the IDP consultative protocols, perception surveys and, finally, a three-day strategic planning workshop attended by political leadership, senior managers in administration as well as representatives of organized labour.

4.2 SWOT Analysis

BLM's identified SWOTs are summarized below:

The table below outlines the Strengths-Weaknesses-Threats-Opportunities for the Municipality as perceived by the delegates. The SWOT was re-arranged to categorise only internal issues/challenges under Strengths and weaknesses and all external issues as either threats or opportunities:

STRENGTHS	WEAKNESSES
1. Energetic staff complement 2. Application for permits (abnormal vehicles) 3. Organized labour 4. Sustainable provision of services 5. Multicultural centre (R71/R41) 6. Ability to spend on conditional grants 7. Revenue base 8. Stability of Council 9. Hosting of Marula Festival 10. Ability to pass budget 11. Functional Forums (REP Forum/Audit Committee) 12. Implementation of WSP and Compliance with LGSETA	1. Lack of internal capacity to develop critical documents nor financial resources to procure external service providers to develop: 1. HR strategy 2. LED Strategy 3. Tourism Strategy 4. Storm Water Master Plan 5. Water development Plan 6. Electrical Master plan 7. Infrastructure Maintenance Strategy/Plan 2. Revenue leakages through: 1. Ageing basic services infrastructure that is not maintained results in losses, such

STRENGTHS	WEAKNESSES
	as water and electricity losses; 2. Dysfunctional weigh-bridge 3. Competitive licensing and testing stations; 4. Poor or no SLA between MOPANI District and the Municipality for water provision 3. Ineffective contract management 4. Adverse financial constraints 5. Poor stakeholder management 6. Poor general audit outcomes 7. Overall high vacancy rate and high turnover rate – on management and qualified personnel; 8. Inadequate application of retention strategy 9. Ageing work-force, with inadequate succession planning to ensure skill transfer and retention 10. Inadequate internal control 11. Ageing infrastructure (ICT, equipment, fleet, basic services infrastructure and office buildings) 12. Inadequate PMS system 13. Town uncleanliness 14. Inadequate customer care 15. Landfill sites have reached capacity 16. Lack of monitoring and evaluation of projects (SLPs) 17. Lack of enforcement of policies & legislation (e.g. municipal by-laws) 18. Loss of institutional memory 19. Backlog of employee’s wellness program 20. Lack of coordination at Thusong Centre 21. Over-reliance on service providers 22. Inadequate office space 23. Lack of discipline by council employees
OPPORTUNITIES	**THREATS**
1. Tourism can be developed as a fall back economy. **2.** Development of an implementable Local Economy.	1. Mining sector in the area is scaling down 2. Informal development and land invasion 3. Culture of non-payment 4. Deadlock on land issues with Traditional

3. Development of an Integrated Stakeholder Management Framework. **4.** Strengthening South African Political and Economic Landscape **5.** Private Public Partnerships **6.** Marula Festival (add more activities) **7.** Wild Activity Hub **8.** Land Claims (Farm Schietocht) **9.** Installation of pre-paid water meters **10.** Letaba Ranch development for revenue collection **11.** Public Awareness Campaigns regarding municipal legislation	Authorities 5. Extremely hot weather conditions and global warming 6. Reliance on mining as a primary sector of the economy and downscaling in mining activities 7. Water supply capacity, available quotas and illegal connection of services 8. Population Growth and Increase in HIV Aids

4.5 The strategic intent of Ba-Phalaborwa Municipality

Strategic intent refers to the purposes the organisation strives for. These may be expressed in terms of a hierarchy of strategic intent or the framework within which an organisation operates, adopts a predetermined direction and attempts to achieve its goals provided by a strategic intent. The hierarchy of strategic intent covers the vision, mission, value system, strategic goals, impact, outcomes and targets.

The organisation's strategic intent is most important and focuses on the organisation's plans and objectives for its day-to-day business. It is of critical importance to realise that even if the values and strategies are well designed and enunciated, the success would depend upon their implementation by individuals in the organisation. The strategic intent compels an organisation to reconceptualise its current business practices for a better future. In essence the vision and mission statements define the future more rigorously.

Based on the strategic intent the vision, mission, values, slogan and strategy map applicable to the Municipality as follow:

The long term ***vision*** of Ba-Phalaborwa Municipality is:

"Provision of Quality Services for Community Well-Being and Tourism Development"

Ba-Phalaborwa Local Municipality has summarised these objects of local government into the following ***mission statement*** that should provide everyone involved with the municipality (either as employee, stakeholder or community member) with the answer to justify the reason for its existence:

"To Provide Quality Infrastructure and Affordable Services, Promote Sustainable Economic Growth, Financial Viability, Sound Administration and Accountable Governance"

The ***Values*** that underpin the Municipality's operations and set us apart are:

- **Efficiency and Effectiveness;**
- **Accountability;**
- **Innovation and Creativity;**
- **Professionalism and Hospitality;**
- **Transparency and Fairness;**
- **Continuous Learning; and**
- **Conservation Conscious**

Slogan

A slogan is a memorable motto used in a respective expression of an idea or purpose. A slogan expresses the uniqueness of an organization. The slogan for Ba-Phalaborwa Municipality is:

"The Home of Marula and Wildlife Tourism"

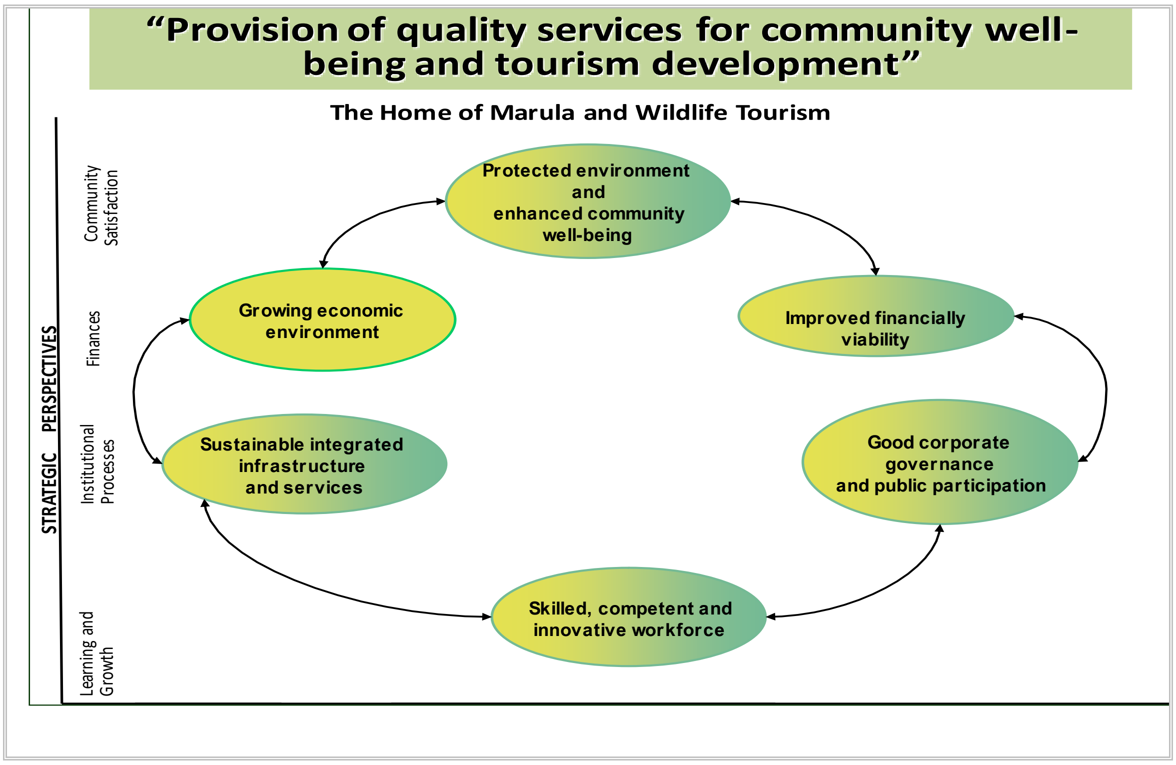
The Municipality's ***Strategic Objectives*** remain unchanged as indicated below.

Strategic Objectives:

- **Promotion of Local economy;**
- **Provision of sustainable integrated infrastructure and services;**
- **Sustain the environment;**
- **Improve financial viability;**
- **Good corporate governance and public participation; and**
- **Attract, develop and retain best human capital.**

Strategic Map

A strategy map is a key component of a balanced scorecard, and shows graphically how the organization creates value for customers and stakeholders and employees. The strategy map is constructed by linking strategic objectives using cause and effect relationships among objectives placed in perspectives. The resulting map shows, at a high level, how an organization creates value strategically for its customers and stakeholders. A strategy map is one of the most effective communication tool an organization can use to build alignment, accountably, and a focus on results.


"Provision of quality services for community well-being and tourism development"
The Home of Marula and Wildlife Tourism
STRATEGIC PERSPECTIVES
Community Satisfaction
Finances
Institutional Processes
Learning and Growth
Protected environment and enhanced community well-being
Growing economic environment
Improved financially viability
Sustainable integrated infrastructure and services
Good corporate governance and public participation
Skilled, competent and innovative workforce

Key Performance Areas and goals

A brief overview of the Key Performance Areas (KPAs) and goals that apply within Ba-Phalaborwa Local Municipality to ensure achievement of strategies follows in the table below:

Key Performance Areas (KPAs) and goals

KEY PERFORMANCE AREA		STRATEGIC OBJECTIVE	DEPARTMENT
KPA 1	Spatial Rationale	Sustain the environment	Planning and Development
KPA 2	Service Delivery and Infrastructure	Provision of sustainable integrated infrastructure and services	Technical Services Community and Social Services
KPA 3	Financial Viability	Improve financial viability	Budget and Treasury Office
KPA 4	Local Economic Development	Promotion of Local economy	Planning and Development
KPA 5	Transformation and Organisational Development	Attract, develop and retain best human capital	Corporate Services
KPA 6	Good Governance and Public Participation	Good corporate governance and public participation	Office of the Municipal Manager

4.5.1 Operational Strategies

In terms of section 26 (f) of the Local Government Municipal Systems Act no 32 of 2000, stipulate that the Integrated Development Plan should contain operational strategies. Ba-Phalaborwa Municipality has achieved this by linking programmes implemented within the municipality to the KPA's and linked to the Strategic Objectives as contained within the Strategy Map.

The operational strategies are represented below in terms of different KPA's as mentioned:

4.5.1.1 KPA 1: SPATIAL RATIONALE

GOAL: SUSTAINABLE INTEGRATED INFRASTRUCTURE AND SERVICES

The goal "Sustainable integrated infrastructure and services" is shared between the two key performance areas, namely spatial rationale and basic service delivery. The rationale is that development planning and provision of services are integrated and should be dealt with in an integrated manner. The National Development Plan advocates the following regarding reversing the spatial effects of apartheid and human settlements:

- Increasing urban population density, while improving the liveability of cities by providing parks and other open spaces and ensuring safety;
- Providing more reliable and affordable public transport with better coordination across municipalities and between different modes;
- Moving jobs and investment towards dense townships that are on the margins of cities. Building new settlements far from places of work should be discouraged, chiefly through planning and zoning regulations responsive to government policy;
- Strong and efficient spatial planning system, well integrated across the spheres of government;
- Upgrade all informal settlements on suitable well-located land by 2030;
- More people living closer to their places of work;
- Better quality public transport; and
- More jobs in or closer to dense, urban townships.

The Limpopo provincial strategy mentions the following regarding rural development, food security and land reform:

- Approximately 40% of the households in Limpopo live in areas that are characterised by extreme poverty and underdevelopment; and
- Recognising the diversity of our rural areas, the overall objective is to develop and implement a comprehensive strategy of rural development that will be aimed at improving the quality of life of rural households, enhancing the country's food security through a broader base of agricultural production, and exploiting the varied economic potential that each region of the country enjoys.

National Outcomes 8 and 10 relates to this goal where sustainable human settlements and improved quality of household life are promoted. Simultaneously, it is important to make provision for environmental assets and natural resources that are well protected and continually enhanced. The outputs relate to the reversion of the spatial effect of apartheid and to ensure a low carbon economy.

This goal responds to the Ba-Phalaborwa local municipality's institutional priority issue that relates to: Sustainable integrated infrastructure and services.

A key challenge identified was the uncontrolled demarcation of sites and development of land. The use of land should continuously be monitored and the land use management scheme must be enforced in order to secure an orderly utilisation of land and to prevent urban sprawl and disorderly development. Key is also the relationship of the municipality with traditional authorities/leaders who are the custodians of most of the land within the municipal area. It will also be important for the municipality to identify areas of land for future development and investigate the possibilities of procuring such land at a reasonable price for future development by the municipality. In relation to the key performance area spatial rationale, the goal outcome is: Acquisition of suitable land.

The ultimate outcome to be achieved through this goal is sustainable development. This means rationally developed and sustainable integrated human settlements.

The identified programmes that relate to this goal are:

- Land acquisition;
- Integrated Land use;
- GIS;
- Building plans administration and inspectorate; and

Details related to the above-mentioned programmes in terms of outcomes and targets, strategic objectives, and strategies and output measurements follow:

4.5.1.2 LAND ACQUISITION

The identified outcome to be achieved with Land Acquisition is: Identify, and acquire suitable land for mixed use for integrated human settlements.

The following strategic objective and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To formalise Informal development and reduce land invasion	• Town planning processes • Design of services	• Installation of services	• Selling of 1000 sites	• Number of meetings held with Traditional Leaders to encourage formal development of Land	• 4
Development of Land / Land acquisition system of sustainable land for mixed use	• Conduct studies on available land for development	• Purchase available identified land for development	• Development of land	• Number of sites demarcated	•

4.5.1.3 HUMAN SETTLEMENTS (HOUSING)

The identified outcome to be achieved with Human Settlements is: Facilitate the acquisition of RDP housing units.

The following strategic objective and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Development of Housing Chapter	• Develop of Housing Chapter • Implementing of Housing Chapter	Implementing of Housing Chapter	• Implementin g of Housing Chapter	• Number of Housing Chapter developed	• 1

4.5.1.4 LAND USE

The identified outcome to be achieved with Land Use is: the enactment of SPLUMA and orderly use of land. This means to give effect to and be consistent with the municipal spatial development framework and determine the use and development of land to promote economic growth, social inclusion, efficient land development and minimal impact on public health, the environment and natural resources.

The following strategic objective and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Review of LUMS	• Allow review of SDF first • Review LUMS	• Implement LUM	• Implement LUM	• Number of LUMS reviewed	1

4.5.1.5 GEOGRAPHIC INFORMATION SYSTEM (GIS)

The identified outcome to be achieved with GIS is: an effective GIS system. This means utilisation of the municipal GIS to guide planning and decision making. In order to measure the contribution and progress made in achieving the above-mentioned outcome, the following indicator and 5 year targets have been identified:

The following strategic objective and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To achieve integrated planning	• Conduct GIS workshop • Submit GIS policy to Council for adoption • User training for staff	• Maintenance of GIS • Review GIS Policy and update annually	• Maintenance of GIS • Review GIS Policy and update annually	• Number of GIS Policy reviewed	1

4.5.1.6 BUILDING PLANS ADMINISTRATION AND INSPECTORATE

The identified outcome to be achieved with Building Plans Administration and Inspectorate is: orderly development. This means the administration of building plans and monitoring building compliance in terms of building regulations. In order to measure the contribution and progress made in achieving the above-mentioned outcome, the following indicator and 5 year targets have been identified:

The following strategic objective and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To ensure compliance with National Building Regulations and Standards Act 103 of 1977	• Development of Building Plan Assessment Manual • Ensure that process is mapped and monitored to ensure compliance to timelines	• Ensure that process is mapped and monitored to ensure compliance to timelines	• Ensure that process is mapped and monitored to ensure compliance to timelines	• Number of illegal building identified	•

4.5.2 KPA2: SERVICE DELIVERY

4.5.2.1 ELECTRICAL NETWORK (NEW INFRASTRUCTURE)

The identified outcome to be achieved with Electrical Network (New Infrastructure) is: To provide access to electricity. This means to have an electrical network that can supply sustainable electricity to the whole municipal area.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Providing sustainable Electrical infrastructure and services	• Review electrical master plan to be inline with dedclining demand • Upgrading of Substation	• Implementation of master plans and maintenance plan	• Implementation of master plans and maintenance plan	• Review of electrical master plan • Replacement of old underground electrical cables • Refurbishment of overhead lines	1 7km 8km

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
	• Ensure that all households have access to electricity	•	•	• Number of households with access to electricity	400 households

4.5.2.2 ELECTRICAL NETWORK (ELECTRICITY LOSSES)

The identified outcome to be achieved with Electrical Network (Electricity – Maintenance and Upgrading) is: Sustainable electricity supply. This means firm electricity supply to all customers and to minimise losses.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Baseline	Annual Target (2020/21)
To reduce electricity losses	• Auditing of all customers • Installation of latest electricity technology meters	• Auditing of all customers	• Auditing of all customers	Percentage on reduction of electricity losses	4.6%	2.5%

4.5.2.3 ROADS AND STORM WATER –MAINTENANCE AND UPGRADING

The identified outcome to be achieved with Roads and Storm water – New Infrastructure is: Improved quality of road surfaces. This means having well maintained public roads for safe transport.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Providing sustainable Roads Infrastructure	• Implement Road Maintenance and Master Plan • Develop Storm Water Master Plan	• Implementation of Rods Maintenance and Master Plan	• Implementation of Rods Maintenance and Master Plan	• Number of km of road upgraded from gravel to tar.	• 4km

4.5.2.4 ROADS AND STORM WATER – NEW INFRASTRUCTURE

The identified outcome to be achieved with Roads and Storm water – Sustainable roads network. This means to keep our roads and storm water assets in good state.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Provide Quality New Infrastructure	• Develop a standard Plan which align with Roads and Electricity Policy • Implementation and Monitoring of storm water projects	• Review the Plan	• Review the Plan	• Km of storm water constructed	• Construction of Culverts Mashishimale - Lejori (Ward 10), Makhushane (Ward 2), Lulekani (Ward 15) and Humulani ward 16
		• Review the Plan	• Review the Plan	• Number of Storm Water Master Plan reviewed	• Storm Water Master Plan
	• Effective planned maintenance	• Review water maintenance plan	• Review water maintenance plan	• Review water maintenance plan	• Review water maintenance plan

4.5.2.5 WATER AND SANITATION SERVICES

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Water and sanitation services- To provide sufficient water to all wards	**Maintenance of water and sanitation infrastructure**	**Maintenance of water and sanitation infrastructure**	**Maintenance of water and sanitation infrastructure**	To develop water and sanitation infrastructure Maintanance plan	• 1

GOAL: PROTECT THE ENVIRONMENT AND IMPROVE COMMUNITY WELL-BEING

4.5.3 POUNDS

The identified outcome to be achieved with Pounds is: Improved road safety.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
To provide an animal pound service as legislated	• Outsource pound facility • conclude contract as per best practice model • ensure fee structures are adapted and "used" by the pound for running costs	• Assistance with expansion of pound facilities • Provision of trailers and vehicles as and when required	• Extension of contract.

4.5.3.1 SOLID WASTE MANAGEMENT

The identified outcome to be achieved with Waste Management is: To ensure sustainable, affordable waste removal for all households and business. To ensure sustainable, affordable waste removal for all households and business. This means providing effective and efficient refuse removal services in line with national norms and standards.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
• Provide a full and consistent waste removal and storage system for Ba-Phalaborwa that complies with all	• Ensure that the provision of the new landfill site is planned, provided for and constructed by the applicable departments prior to hand over to CSS for operation and management	• Obtain funding to provide infrastructure at new landfill site • Operation of landfill site	• Replace fleet • Operation of landfill site • Review integrated waste management plan	• Number of Households with access to free basic services	22941

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Legislation.	• Replacement of refuse removal trucks • Extension of refuse removal services to rural areas				

4.5.3.2PARKS

The identified **outcome** to be achieved with Parks is: Safe, clean and sustainable green environment. This means to protect the sensitive bio-diverse ecosystems in within the Ba-Phalaborwa municipal area, provide well maintained parks for beautification of Ba-Phalaborwa municipal area and improve community well-being.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Horticultural maintenance of all Developed Gardens, Parks, Stadiums, Open Spaces, sidewalks, verges and traffic islands to acceptable standards	• Provision of sufficient and capacitated management and supervisory structures within the unit • Enhanced staff capacity Review and develop a greening policy and plan for Ba-Phalaborwa • Develop and adopt a parks, open area protection, development and usage plan • Procure, lease or hire equipment as prioritized and required • Upgrade and maintain nursery • Fully comply with legislation	• Comply with the initiatives of the policy and plan • Reviewed state of environment report	• Development of parks and recreation areas	• Number of Parks and recreation developed	4

4.5.3.3 CEMETERIES

The identified outcome to be achieved with coordination of Cemeteries is: Provision of Municipal Cemeteries and Burial services. This means maintaining cemeteries and facilitating private/tribal cemeteries to ensure a healthy environment as well as to ensure that burials are done in dignified manner.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Manage and maintain municipal cemeteries to international standards	• Restructuring and staffing of the unit • Facilitate the development of an indigent and paupers burial policy and control system by BTO • Procure specialized equipment especially a front end loader	-	-	• Number of reports on maintenance of cemeteries	4

4.5.3.4 DISASTER MANAGEMENT

The identified outcome to be achieved with coordination of Disaster Management is: Safe environment. This means to ensure that property and community members are living in a safe environment and that disaster relief is provided within 24 hours after disaster incidents.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To provide awareness campaigns to the community on disaster and response after disaster incident	• Disaster Awareness Campaigns • Hazards Identification Project	•	•	• Number of Disaster awareness campaigns conducted	4 Campaigns
	• Provision of relieve to community members after disaster • Local Disaster Forum	•	•	• Number of Local Disaster Forum established • Number of Local Disatre Forum held	1 4

4.5.3.5LIBRARY SERVICES

The identified outcome to be achieved with Library Services is: Access to information. This means promoting reading and learning through provision of access to information sources.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
Ensure and manage an operational, functional and fully equipped Library facility to within at least a 5km radius from any urban or rural residential area	• Identify funding and opportunities for new libraries • Facilitate the review of the current SLA by DSAC • Enhance ITC infrastructure for network connectivity • Facilitate new library management	• Implement service level agreement • Capacitate/train staff comply with asset management procedures from National	• Improve access to libraries to within a 5km radius

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
	system • Procure backup generator for Selwane Library • Improve relations with key stakeholders		

4.5.3.6 ARTS AND CULTURE

The identified outcome to be achieved with Arts and Culture: Retained culture heritage. South Africa has a rich and diverse cultural heritage and through the provision of arts and culture programmes, the culture heritage can be preserved for future generations.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To create a platform for local communities to participate in different professional sporting codes and to compete	• Implement cultural programmes and identify possible additional programmes	• Implement cultural programmes and identify possible additional programmes	• Implement cultural programmes and identify possible additional programmes	• Number of Sports , Arts and culture council meetings	• 4

4.5.3.7 TRAFFIC SERVICES

The identified outcome to be achieved with Traffic Services is: Enhanced overall quality of road traffic service provision, in particular to ensure safety, security, order, discipline and mobility on the roads.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
Ensure that Traffic enforcement has correct and sufficient equipment, systems, personnel and capacity to fulfil their mandate.	• Implement shift work and extended hours system • Procure operational equipment • Upgrade and procure required systems • Increase personnel (Restructure) • Upgrade fleet and procure people carrier/ mobile office van • Establish and implement a fully functional speed checking unit • Establish and implement a Road Safety unit • Establish and implement an accident investigation and response unit • Upgrade the TCS system or equivalent to "talk to" AARTO, Natis and the Venus System. • Ensure capacity of administrative staff and officers	• Comply with pertinent SABS codes and legislated • Pressurize (request) National to fast track the roll out of the National Computerized learners licence system to all authorities as soon as possible	•

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
	• Procure hand held licence scanners • Procure computerized section 341 notice unit •		

4.5.3.8 REGISTRATION AND LICENSING SERVICES

The identified outcome to be achieved with Registration and Licensing Services is: Enhanced overall quality of road traffic service provision, in particular to ensure safety, security, order, discipline and mobility on the roads

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
Maintain an "A" Grading on the drivers testing facility and Roadworthy centre in terms of legislation	• Design and construct a new drivers licence testing and issue facility and all applicable legal requirements • Comply with pertinent SABS codes and legislated management systems • Appoint a second management Representative as per legislation • Pressurize (request) National to fast track the roll out of the National Computerized learners licence system to all authorities as soon as possible • Purchase /upgrade motor cycle testing system • Fully fit the second roadworthy test pit to increase capacity and income • New IT hardware for the weighbridge,	•	•

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
	brake testers and management system .		

4.5.4 KPA 3: FINANCIAL VIABILITY

Details related to the above-mentioned programmes in terms of outcomes, strategic objectives and strategies follow:

4.5.4.1 IMPROVE FINANCIAL VIABILITY

The identified outcome to be achieved with Budget and Reporting is: Timeous preparation and submission of credible budgets. This means producing budget, financial statements and reports that are credible and in terms of legislative requirements.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Improve financial viability	• Revenue- Ensure disconnection are performed for improvement for improvement of debt collection • Review meter reading processed • Revenue enhancement strategy implementation • Meter audit (replacement of non-functional meters/installation of meters clarification of roles of meter reading vs repairs vs disconnection-communication channel of meter readings • Installation of automated meter reading (AMR) • Post audit action plans (back to basics approach) • Initiate continuous consumer education on by laws and policies	• Revenue- Ensure disconnection are performed for improvement for improvement of debt collection • Review meter reading processed • Revenue enhancement strategy implementation • Installation of automated meter reading (AMR) and development of control system • Improved debtor's management • Initiate continuous consumer education on	• Revenue- Ensure disconnection are performed for improvement for improvement of debt collection • Revenue enhancement strategy implementation • Installation of automated meter reading (AMR) and development of control system • Budget - Adhering and implementation of key schedule of	• % on average monthly collection rate on billing to increase • % on underspending on Capex be reduced • % on overspending on opex to improve from 8% to 4%	• 70% • From 63% to 20% • 4%

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
	• Budget - Adhering and implementation of key schedule of deadlines as approved by council. • SCM – Filling of vacant position in Supply Chain Management to enhance internal control systems • SCM - Address and implement all audit issues raised during the audit and ensure that they are not incurring. • Asset Management Unit – Review asset management policy and alignment to GRAP standards. • To put assets register on the Electronic system (EMS) Enterprise Management system)	by laws and policies • Budget - Adhering and implementation of key schedule of deadlines as approved by council. • Introduce extensive training for supply chain management personnel. • SCM- To fill all vacant position in the section	deadlines as approved by council. • Assets Management Unit -To review asset register and policy to identify assets that need to be disposed.		

4.5.5 KPA 4: LOCAL ECONOMIC DEVELOPMENT

GOAL: GROWING ECONOMIC ENVIRONMENT

The National Development Plan aims for an economy that will create more jobs by:

- Realising an environment for sustainable employment and inclusive economic growth;
- Promoting employment in labour-absorbing industries;
- Raising exports and competitiveness;
- Strengthening government's capacity to give leadership to economic development; and
- Mobilising all sectors of society around a national vision.

The identified programmes that relate to this goal are:

- Job creation
- Marketing and branding
- SMMEs

Details related to the above-mentioned programmes in terms of outcomes and targets, strategic objectives, and strategies and output measurements follows:

4.5.5.1 JOB CREATION

The identified outcome to be achieved with Job Creation is: Alleviation of poverty. This means to facilitate, coordinate and monitor developmental programmes to ensure job creation within communities.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Create an enabling environment for sustainable job opportunities	• Develop Economic Development Plan • Implement Economic Development	• Monitoring and Evaluating of Mining houses Social & Labour Plan	• Consolidation of data jobs created • Report on jobs created	• Number of jobs created through EPWP and other initiatives	200 jobs created

4.5.5.2 MARKETING AND BRANDING

The identified outcome to be achieved with Marketing and Branding is: Tourist destination of choice. This means to promote the municipal area and all its potential in order to attract tourists.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To increase tourism activates and generate economic growth	• Promotion and marketing of tourism development in Ba-Phalaborwa • Hosting of tourism Expo's • Attendance of tourism Expo's • Determine baseline from available data	• Promotion and marketing of tourism development in Ba-Phalaborwa • Hosting of tourism Expo's	• Promotion and marketing of tourism development in Ba-Phalaborwa • Hosting of tourism Expo's	• Number of municipal tourist destination and promotion marketing initiatives undertaken by the municipality	4

4.5.5.3 SMMES

The identified outcome to be achieved with SMMEs is: Capacitate SMME's. This means that the municipality must put programmes in place that will assist in the capacitation of SMMEs.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To train SMME's in managerial skills to ensure growth and sustainability	• Ongoing training programmes Hosting of tourism Expo's • Source fund donors to support SMME training • Incorporate SMME component in the Supply Chain process and Capital Works Plan	• Ongoing training programmes Hosting of tourism Expo's • Source fund donors to support SMME training • Incorporate SMME component in the Supply Chain process and Capital Works Plan	• Ongoing training programmes	• Number of SMME and Corporative trained	20 SMME and Corporative

4.5.6 KPA 5: TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

GOAL: SKILLED, COMPETENT AND INNOVATIVE WORKFORCE

The ultimate outcome to be achieved through this goal is: High performing organisation. This means to leverage the Ba-Phalaborwa's staff capacity to drive efficiency and effectiveness.

The identified programmes that relate to this goal are:

- Human Resource Management;
- Labour Relations;
- Occupational Health and Safety;
- Employee Wellness; and
- Training and Development.

Details related to the above-mentioned programmes in terms of outcomes and targets, strategic objectives, and strategies and output measurements follow:

4.5.6.1 HUMAN RESOURCE MANAGEMENT

The identified outcome to be achieved with Human Resource Management is: Effective and efficient human resource management function. This means recruitment, appointment and retention of competent staff

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To recruit, retain competent employees and provide accurate and comprehensive HR administrative function	• Recruit and fill approved exited positions • Implementation of the retention strategy	• Recruit and fill approved exited positions • Implementation of the retention strategy	• Recruit and fill approved exited positions • Implementation of the retention strategy	• Number of prioritised vacant positions to be filled	• 20 positions

4.5.6.2 LABOUR RELATIONS

The identified outcome to be achieved with Labour Relations is: Sound labour relations. This means employees that are satisfied with their working environment, adheres to policies and procedures and have sound working relations.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To ensure sound and fair labour practices are followed within	• Coordinate meetings in terms of the Corporate diary (LLF) • Implementation of the	• Coordinate meetings in terms of the Corporate diary (LLF) • Implementation of the	• Coordinate meetings in terms of the Corporate diary (LLF) • Implementation of	• Number of Local Labour Forum meetings held	4 meetings

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
the municipality	resolutions emanating from the Local Labour Forum	resolutions emanating from the Local Labour Forum	the resolutions emanating from the Local Labour Forum		

4.5.6.3WORKPLACE HEALTH AND SAFETY

The identified outcome to be achieved with Workplace Health and Safety is: Safe and healthy working environment. This means providing and managing the health and safety within the municipal operations.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To promote healthy, safe and legislative compliant working environment and healthy, active and productive employee	• Create awareness and ensure safe and healthy working environment is maintained.	• Create awareness and ensure safe and healthy working environment is maintained.	• Create awareness and ensure safe and healthy working environment is maintained.	• Reduction of number of incidents	• 1%

4.5.6.4EMPLOYEE WELLNESS

The identified outcome to be achieved with Employee wellness is: Healthy employees. This means promoting and managing employee health and satisfaction within the municipality.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
Develop and implement a holistic wellness employee program incorporating all aspects of employee health and creation of enabling working environment	• Creating the position of the Employee Wellness Manager • Appointment of a qualified wellness manager • Development of employee wellness strategy/ plan •	• Review of wellness strategy/plan	• Review of wellness strategy/plan

4.5.6.5 TRAINING AND DEVELOPMENT

The identified outcome to be achieved with Training and Development is: Competent, skilled and productive workforce. This means to have a workforce that is well trained and skilled to perform their tasks optimally.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To implement the Workplace Skills plan in addressing the skills gaps	• Conduct and review skills audit to identify skills gaps • Develop a Workplace Skills Plan and an Annual Training Report and submit to LGSETA	• Conduct and review skills audit to identify skills gaps • Develop a Workplace Skills Plan and an Annual Training Report and submit to LGSETA • Implement the Workplace Skills Plan	• Conduct and review skills audit to identify skills gaps • Develop a Workplace Skills Plan and an Annual Training Report and submit to LGSETA	• % on the trainings conducted as per skills development plan	• 100%

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
	• Implement the Workplace Skills Plan		• Implement the Workplace Skills Plan		

4.5.7 KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

GOAL: GOOD CORPORATE GOVERNANCE AND PUBLIC PARTICIPATION

The ultimate outcome to be achieved through this goal is: Clean audit, informed communities and structured development / reduced legal fees. This means to be an organisation that practices responsible, accountable, effective and efficient corporate governance through political buy-in and oversight to ensure that sound administrative systems, processes and procedures are implemented within the municipality. Traditional leaders, communities and stakeholders are continuously involved and engaged through all planning, monitoring and reporting processes within the municipality

The identified programmes that relate to this goal are:

- Internal Audit
- Audit Committee
- Municipal Public Accounts Committee
- Risk Management
- Performance Management
- Integrated Development Planning (IDP)
- Governance and Administration
- Records and Archiving
- Labour Relations
- Legal

- Information Communication Technology (ICT)
- Communication
- Public Participation
- Ward Committees

Details related to the above-mentioned programmes in terms of outcomes and targets, strategic objectives, and strategies and output measurements follow:

4.5.7.1INTERNAL AUDIT

The identified outcome to be achieved with Internal Audit is: Minimise audit findings (Clean Audit). This means to minimise audit findings against the municipality.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Provide assurance and consulting services to the ensure that the Municipality achieve its objectives	• Implementation of Internal Audit Plan • Review Internal Audit Charter • Convene Audit Steering Committee meeting • Coordinate Combined Assurance	•	•	• Percentage on implementation of Internal Audit Plan • Number of Audit Steering Committee	• 100% • 14

4.5.7.2AUDIT COMMITTEE

The identified outcome to be achieved with Audit Committee is: Functional Audit Committee. This means for the Audit Committee to perform their oversight role as required by law.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
Advise Council and management on governance and finance	• Audit Committee reports to Council • Audit Committee meetings • Evaluation of Audit Committee performance • Review of Audit Committee Charter	•	•	• Number of reports to Council by Audit Committee • Deadline for Evaluation of Audit Committee Performance	• 4 • 30 June 2020

4.5.7.3MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The identified outcome to be achieved with MPAC is: Effective oversight on Council's mandate. This means for the MPAC to perform their oversight role on legislative compliance.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
To provide oversight on legislative compliance for improved and sound governance practices	• Hold MPAC Strategic Planning Sessions • Capacitate and train newly elected MPAC members • Review and implement MPAC terms of reference • Review and implementation of process plan • Conduct public hearings	• Hold MPAC Strategic Planning Sessions • Review and implement MPAC terms of reference • Review and implementation of process plan • Conduct public hearings	• Hold MPAC Strategic Planning Sessions • Review and implement MPAC terms of reference • Review and implementation of process plan • Conduct public hearings

4.5.7.4RISK MANAGEMENT

The identified outcome to be achieved with Risk Management is: Management of all institutional risks. This means to mitigate of all identified risks.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To provide a system of identifying, assessing and mitigating all risks within the institution	• Develop and review strategic risk register • Establish risk management committee • Develop and review risk management policies	•	•	• Annual review of strategic risk register	• 1

4.5.7.5 PERFORMANCE MANAGEMENT

The identified outcome to be achieved with Performance Management is: Optimum service delivery and administrative governance. This means credible planning, monitoring, reporting and evaluation to achieve clean performance audit opinions as well as optimal service delivery to communities

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To monitor and evaluate performance to ensure the effective and efficient implementation of the strategic intent of the organisation	• Accountability of all Directors and Managers • Monthly review of progress • Implement Automated Performance Management System	• Accountability of all Directors and Managers • Monthly review of progress	• Accountability of all Directors and Managers • Monthly review of progress	• Compliance to PMS regulations	• 100%

4.5.7.6INTEGRATED DEVELOPMENT PLANNING (IDP)

The identified outcome to be achieved with the Integrated Development Planning is: Credible IDP. This means that all the IDP processes are followed according to the process plan and an aligned IDP, Budget and Performance Management System

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To ensure that Council approve and annually	• Convene IDP meetings in line with the IDP process	• Convene IDP meetings in line with the IDP	• Convene IDP meetings in line with the IDP process	• IDP/Budget/PMS Process Plan adopted by council	• IDP/Budget/PMS Process Plan adopted by council

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
review an IDP for the municipality	plan • Prepare Draft IDP and submit to council for approval as per legislation. • Prepare Final IDP and submit to council for approval as per legislation	process plan • Prepare Draft IDP and submit to council for approval as per legislation. • Prepare Final IDP and submit to council for approval as per legislation	plan • Prepare Draft IDP and submit to council for approval as per legislation. • Prepare Final IDP and submit to council for approval as per legislation	by 31 July • Draft IDP/Budget adopted by council by 31 March • Final IDP/Budget adopted by council by 31 May	by 31 July • Draft IDP/Budget adopted by council by 31 March • Final IDP/Budget adopted by council by 31 May

4.5.7.7GOVERNANCE AND ADMINISTRATION

The identified outcome to be achieved with Governance and Administration is: Ensure effective functioning of council. This means Council to be effective and efficient and be able to provide strategic leadership

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To render effective council support	• Develop, implement and monitor corporate calendar. • Implementation of paperless Council documentation	• Review, implement and monitor corporate calendar. • Implementation of paperless Council documentation	• Review, implement and monitor corporate calendar. • Implementation of paperless Council documentation	• Number of corporate calendar developed	• 1

4.5.7.8RECORDS AND ARCHIVING

The identified outcome to be achieved with Records and Archives is: Safe and accessible municipal records. This means well stored, collated and archived municipal records and data.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
To provide efficient and effective records and archive management services to comply with the National Archive and Records Act	• Procure and implementation of electronic document management system • Implement training program to capacitate employees • Implementation of EDMS	• Maintaining functionality of EDMS	• Maintaining functionality of EDMS

4.5.7.9LEGAL SERVICES

The identified outcome to be achieved with Legal Services is: Minimisation of litigations. This means to ensure that adequate legal advice is provided to reduce litigations against the municipality.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
• To provide informed legal advice to end-user departments and council within a week • To ensure that the municipality is safeguarded in contracts entered into with service providers • To ensure general compliance with legislation	• Improve contract management of end-user departments, through training and legislative provisions. • Continuous liaison with end-user departments.	• Continuous liaison with end-user departments	• Minimize litigation and reduce expenses related to litigation cases against the municipality.	• Percentage of SLA signed within 14 days of agreement • Percentage on legal advice provided within two weeks of on submitted policies	• 100%

4.5.7.10 IT AND SUPPORT

The identified outcome to be achieved with IT and Support is: Reliable and effective ICT infrastructure. This means the rendering of ICT services to the entire municipality and putting IT systems and equipment in place to make interpreting voluminous data user-friendly and enhance long-term organisational stability.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To ensure reliable and effective ICT infrastructure and systems support for municipal services	• Development of Municipal BCP • Review of Disaster Recovery Plan • Provision of Thumb clocking Bio-Metrix systems	• Implementation of Municipal BCP and Implementation of Disaster Recovery Plan • Implementation of the Bio-Metrix systems •	• Implementation of Municipal BCP and Implementation of Disaster Recovery Plan • Implementation of the Bio-Metrix systems	• Number of Disaster Recovery Plan reviewed • Number of BCP Phase 2 reviewed	• 1

4.5.7.11 COMMUNICATION

The identified outcome to be achieved with Communication is: Informed community. This means to keep communities, stakeholders and employees informed about municipal activities through proactive and instant communication.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To create a platform where the municipality engages and	• Review the communication strategy	•	•	• Percentage on the information submitted to be	• 100%

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
effectively communicate with the community	• Ensure communication through newsletters • Local communication forum meetings • Ensure communication through Radio slots and newspapers • Engage stakeholders through Imbizo and public participation.			published on municipal website as per checklist compliance	

4.5.7.12 PUBLIC PARTICIPATION

The identified outcome to be achieved with Public Participation is: Informed and involved communities. This means to promote participatory decision making and to ensure that stakeholders and communities are involved in these processes.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To disseminate information to communities	• Effectively handle customer complaints -	• Effectively handle customer complaints -	• Effectively handle customer complaints	• Percentage on compliance resolved	• 100%

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
regarding municipal programmes and projects	ensure it is incorporated into the Batho Pele Reports • Ensure that stakeholders are invited to participate in public participation events (Imbizo and Municipal IDP & Budget Public Participation) by sharing relevant information on their services to community	ensure it is incorporated into the Batho Pele Reports • Ensure that stakeholders are invited to participate in public participation events (Imbizo and Municipal IDP & Budget Public Participation) by sharing relevant information on their services to community	- ensure it is incorporated into the Batho Pele Reports • Ensure that stakeholders are invited to participate in public participation events (Imbizo and Municipal IDP & Budget Public Participation) by sharing relevant information on their services to community	• Number of public participation and Imbizo held	• 4

4.5.7.13 WARD COMMITTEES

The identified outcome to be achieved with Ward Committees is: Functional ward committees. This means fully functional ward committees that meet quarterly in order to promote community involvement in decision making processes.

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To have fully functional ward committees at all times	• Review and implementation of ward operational plans • Implementation of establishment notice	• Review and implementation of ward operational plans • Implementation of establishment notice	• Review and implementation of ward operational plans • Implementation of establishment notice	• Number of consolidated reports of ward committee meetings convened	• 11

4.5.7.14 SPECIAL PROGRAMMES

The identified outcome to be achieved with Special Projects is: Empowered disadvantaged groups. This means to achieve knowledgeable and capacitated disadvantaged groups. In order to measure the contribution and progress made in achieving the above-mentioned outcome, the following indicator and 5 year targets have been identified:

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
To achieve knowledgeable and capacitated disadvantaged groups	• Develop database for all vulnerable groups and strengthen existing structures. • Coordination of Disability, Youth, Elderly people and Local woman caucus forum.	•	•	• Number of HIV/AIDS outreach programme conducted •	• 16

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2020/21)
	• Create awareness amongst community on their opportunities, especially on employment equity regarding people with disabilities. • Conduct awareness campaigns on substance abuse, HIV /AIDS safety, Leadership and Moral behaviour • Coordination Local HIV/ AIDS forums. • Coordination Local AIDS Council • Coordination Local Technical AIDS Committee • Creating mass opportunity for professional sports activities. • Coordination Local sports Council • Coordination Community sport confederation				

STRATEGIC ALIGNMENT

Ten strategic priority areas which are aligned to the Vision 2014 have been identified by national government within the MTSF 2014-2019 to create a platform for the future development of South Africa as a whole. Based on these priority areas, COGTA has identified their own priority areas that will guide national, local and provincial governance. The Limpopo Province has identified strategic objectives aligned to these priorities. Government has also implemented Outcomes Based Performance, and Outcome 9 deals specifically with Local Government. The latest document published is the Presidential Local Government Summit the Back-to-Basics programme that was developed to assist local government in service delivery. There are also the five Strategic Agenda Key Performance Areas to which municipalities' objectives and programmes must be aligned. Ba-Phalaborwa Local Municipality has developed their strategic objectives in line to the above mentioned strategies and priorities. Municipal programmes are translated to these objectives and subsequently to national and provincial strategic priorities and objectives.

The matrix below indicates the relation between the strategic objectives of Ba-Phalaborwa Local Municipality and the national and provincial priority areas:

Table 1: Strategic Alignment Matrix[i1]

Cluster	PERSPECTIVE	MTSF	COGTA	LEGDP (PGDS)	OUTCOME 9	STRATEGIC AGENDA KPA	NATIONAL DEVELOPMENT PLAN	Back-to-Basics	BA-PHALABORWA
Economic	Financial	1. Speed up economic growth and transform the economy to create decent work and sustainable livelihoods.		1. Ensuring more inclusive economic growth, decent work and sustainable livelihoods	3. Implement the community work programme and cooperatives supported	Local Economic Development	An economy that will create more jobs An inclusive and integrated rural economy		Growing economic environment

Cluster	PERSPECTIVE	MTSF	COGTA	LEGDP (PGDS)	OUTCOME 9	STRATEGIC AGENDA KPA	NATIONAL DEVELOPMEN T PLAN	Back-to-Basics	BA-PHALABOR WA
Social Infrastruct ure	Community Satisfaction	5. Improve the health profile of society	5. Fostering Development Partnerships, Social Cohesion and community mobilisation	4. Access to quality education		Basic Service Delivery	Improving the quality of education, training and innovation	Basic Services: Creating decent living conditions	Good corporate governance and public participation
Social Infrastruct ure	Community Satisfaction			5. Improved health care		Basic Service Delivery	Quality health care for all	Basic Services: Creating decent living conditions	Protected environment and enhanced community well-being
Social Infrastruct ure	Institutional	6. Intensify the fight against crime and corruption		6. Fighting crime and corruption		Good Governance and Public Participation	Fighting corruption	Good governance	Good corporate governance and public participation
Social Infrastruct ure	Community Satisfaction	7. Building of cohesive, caring and sustainable communities		8. Cohesive and sustained communities		Basic Service Delivery	An inclusive and integrated rural economy Transforming society and uniting the country	Basic Services: Creating decent living conditions	Protected environment and enhanced community well-being
Social Infrastruct ure	Community Satisfaction		3. Accelerating service delivery and supporting the vulnerable	3. Rural development, food security and land reform		Basic Service Delivery	An inclusive and integrated rural economy	Basic Services: Creating decent living conditions	Sustainable integrated infrastructur e and services

Cluster	PERSPECTIVE	MTSF	COGTA	LEGDP (PGDS)	OUTCOME 9	STRATEGIC AGENDA KPA	NATIONAL DEVELOPMENT PLAN	Back-to-Basics	BA-PHALABORWA
Technical Infrastructure	Institutional Processes		3. Accelerating service delivery and supporting the vulnerable		2. Improved access to basic services	Basic Service Delivery	Improving infrastructure	Basic Services: Creating decent living conditions	Sustainable integrated infrastructure and services
Technical Infrastructure	Institutional Processes	2. Massive programmes to build economic and social infrastructure			1. Implement a differentiated approach to municipal financing, planning and support (Outcome 2 and 3)	Basic Service Delivery	Reforming public service Improving infrastructure	Sound financial management Building capable institutions and administrations	Sustainable integrated infrastructure and services
Technical Infrastructure	Institutional Processes		3. Accelerating service delivery and supporting the vulnerable	2. Provision of economic and social infrastructure		Basic Service Delivery	Improving infrastructure	Basic Services: Creating decent living conditions	Sustainable integrated infrastructure and services
Technical Infrastructure	Institutional Processes	3. Comprehensive rural development strategy linked to land and				Basic Service Delivery	Improving infrastructure An inclusive and integrated rural economy	Basic Services: Creating decent living conditions	Sustainable integrated infrastructure and services

Cluster	PERSPECTIVE	MTSF	COGTA	LEGDP (PGDS)	OUTCOME 9	STRATEGIC AGENDA KPA	NATIONAL DEVELOPMENT PLAN	Back-to-Basics	BA-PHALABORWA
		agrarian reform and food security							
Technical Infrastructure	Institutional Processes	9. Sustainable resource management and use		9. Sustainable resource management and use		Basic Service Delivery	Transition to a low-carbon economy	Basic Services: Creating decent living conditions	Protected environment and enhanced community well-being
Governance and Administration	Institutional Processes				6: Improved municipal financial and administrative capacity	Municipal Financial Viability and Management	Reforming the public service	Sound financial management Building capable institutions and administrations	Improved financial viability
Governance and Administration	Institutional Processes		4. Improving the Developmental Capability of the Institution of Traditional Leadership.		5. Deepened democracy through a refined ward committee model	Good Governance and Public Participation	Reforming the public service	Public participation: Putting people first	Good corporate governance and public participation

Cluster	PERSPECTIVE	MTSF	COGTA	LEGDP (PGDS)	OUTCOME 9	STRATEGIC AGENDA KPA	NATIONAL DEVELOPMENT PLAN	Back-to-Basics	BA-PHALABORWA
Governance and Administration	Institutional Processes	3. Comprehensive rural development strategy linked to land and agrarian reform and food security		3. Rural development, food security and land reform	4. Actions supportive of human settlement outcomes	Municipal Transformation and Organisational Development	Reversing the spatial effect of apartheid	Basic Services: Creating decent living conditions	Sustainable integrated infrastructure and services
Governance and Administration	Institutional Processes	10. Building of a developmental state including improving of public services and strengthening democratic institutions	1. Building the Developmental State in Provincial and Local Government that is efficient, effective and responsive	10. A developmental state including improvement of public services	7. Single Window of coordination	Good Governance and Public Participation	Reforming the public service	Building capable institutions and administrations	Sustainable integrated infrastructure and services
Governance and Administration	Institutional Processes		2. Strengthen Accountability and Clean Government	9. Sustainable resource management and use	6. Improved administrative capacity	Good Governance and Public Participation	Reforming the public service	Good governance	Skilled, competent and innovative workforce

Cluster	PERSPECTIVE	MTSF	COGTA	LEGDP (PGDS)	OUTCOME 9	STRATEGIC AGENDA KPA	NATIONAL DEVELOPMEN T PLAN	Back-to-Basics	BA-PHALABOR WA
Governance and Administration	Institutional Processes	6. Intensify the fight against crime and corruption		6. Fighting crime and corruption		Good Governance and Public Participation	Fighting corruption	Good governance	Good corporate governance and public participation
Governance and Administration	Institutional Processes	8. Pursuing African advancement and enhanced international cooperation		8. Creation of a better Africa and a better world			Reforming the public service	Good governance	Good corporate governance and public participation
Governance and Administration	Learning and Growth	4. Strengthening of skills and human resource base				Municipal Transformation and Organisational Development	Reforming the public service	Building capable institutions and administrations	Skilled, competent and innovative workforce

CHAPTER 5: PROJECTS PHASE

5.1. Introduction

Projects are identified through the following criteria:

- Needs identified by the community and councillors in their areas or wards.
- Municipal Departments and officials from their respective departmental plans, sector plans, specialist studies and maintenance programmes; and
- Strategic planning exercises might identify projects of strategic importance.

The municipality must ensure that projects are in line with the principles, objectives and strategies of the municipality. Due to limited financial and human resources, it is necessary that project proposals be prepared and prioritised in order to assist the municipality to ensure transparent and realistic distribution of resources between priority issues and routine expenditure. It is also necessary that the community is involved in the planning of projects to ensure that planned projects are in line with community needs to ensure that communities accepts and own up to the adopted projects. Public participation is also necessary to avoid biasness towards particular communities and group formations. Public participation could be achieved through the IDP Representative Forum.

5.2 Sources of Funding

In order to fund its capital plan projects and perform its operational and maintenance activities, the Municipality relies on the sources of funding as indicated in the table below:

Capital Budget	**Budget Year 2020/21**
Municipal Infrastructure Grant (MIG)	**R30 239 450.00**
Internally Funded Projects	**R10 723 400.00**

5.3 Municipal Projects Plan 2020/21

5.3.1 Capital Projects (Own/internally funded)

KPA 2: Basic Services and Service Delivery

KPA 2: Basic Services and Service Delivery

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Sustainable Integrate Infrastructure and Services	Roads & Storm water	Tech 1	Purchase of a grader	6 500 000	Own	BPM								
		Tech 2	Procurement of new TLB	1 500 000	Own	BPM								
		Tech 3	Tambo Phase 2 – Upgrading of Internal Street	2 723 400	Own	BPM								
			Total	***10 723 400***										

3.3. 4 INEP Projects

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
	Electrical		Electrification : Namakgale D Selwane	5 000 000	DMRE	BPM/Misa								
			Total	5 000 000										

MIG Projects

Project Name	Project Description and Location	Project Duration		Total Budget	Sources of Funding	MTEF Forward Estimates		
		Date: Start	Date: Finish			2020/21	2021/22	2022/23
Tambo phase 2 Street paving	Upgrading of 7.46km from gravel to Tar: Layer works and road surfacing with 30mm continuously graded asphalt, complete with concrete open drains, edge beams, speed humps, road markings and road signs in Ward 7	12/04/2018	30/06/2021	R 48 229 482,70	MIG	R19 702 506.44	R10 747 426.51	
Refurbishment of Namakgale stadium	Upgrading of the Football field, spectator grandstand, Athletic track, Concrete Palisade Wall Fencing, Electrification of the facility (Floodlights), and Installation of a turf irrigation system, Netball Court, Tennis Courts, Security/Ticket booth and Ablution	TBA	TBA	R 23 000 000.00	MIG	R10 536 943.56	R8 137 429.44	

Project Name	Project Description and Location	Project Duration		Total Budget	Sources of Funding	MTEF Forward Estimates		
		Date: Start	Date: Finish			2020/21	2021/22	2022/23
	Facilities in Ward 4							
Benfarm upgrading of street	Upgrading of 2.3km from gravel to Tar: Layer works and road surfacing with 30mm continuously graded asphalt, complete with storm water controls, speed humps, road markings and road signs.						R13 743 844.50	**R5 624 577.05**
Installation of stormwater culverts in mashishimale Lejori, makhushane, Lulekani access bridge to cemeteries and Humulani access bridge to cemetery	Installation of stormwater culverts in mashishimale Lejori, makhushane, Lulekani access bridge to cemeteries and Humulani access bridge to cemetery			R26 500 000.00				**R26 500 000.00**
UPGRADING OF B1 EXTENTION								**R2 353 072.95**
						R30 239 450.00	**R32 628 700.00**	**R34 477 650.00**

Department of Energy: EEDSM (Energy Efficiency and Demand Side Management)

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
	Electrical		Replacement of streetlights to energy saving lights in Ba-phalaborwa	5 000 000	DOE	BPM								
Total				5 000 000										

UNFUNDED PROJECTS

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Sustainable Integrate Infrastructure and Services	Parks and Cemeteries		Tractors x 1 4708 2 WD PS 12 SP	1 000 000	BPM		Tractors x 1 4708 2 WD PS 12 SP with front end loader	1M	BPM	Tractors x 1 Massey Ferguson 4708 2 WD PS 12 SP	1M	BPM		
			Internal Fencing	600 000	BPM									

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			at Nursery and Dam											
			Landscaping of islands in Combretum, Spekboom, Bataleur	1 800 000	BPM									
			Procure Tractor Mounted Slashers/ Mowers	300 000	BPM		Procure Tractor Mounted Slashers/ Mowers	400 000	BPM	Procure Tractor Mounted Slashers/ Mowers	400 000	BPM		
			Replacement of turf and irrigation system at impala stadium	1 000 000	BPM									
			Wildevy landscaping and fencing	500 000	BPM 5 200									
Sustainable Integrate Infrastructure and	**Traffic & Licensing**		New Drivers Licence test and exchange facility Phase 1:	5 500 000	MIG BPM DBSA	Traffic and Licensing (Inc. DPD and	New Drivers Licence test and exchange facility Phase	8 000 000	MIG BPM DBSA	New Drivers Licence test and exchange facility Phase 3:	4 000 000	MIG BPM DBSA		

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Services			Rezone, architects plans, fencing, levelling, pave test area and entrance.			Technical)	2: Full Construction inc. IT, tools, furniture and equipment			Final Construction and control centre inc. IT, tools, furniture and equipment				
			Procure lift back tow truck with trailing arm capable of up to 5 ton or 2 vehicle recovery	1 400 000	BPM	Traffic and Licensing								
			Procure (full purchase or lease) single cab high rise ldv fully fitted and operational for speed team and roadblocks	1 400 000	BPM	Traffic and Licensing	Procure (full purchase or lease) of one (1) 12 seater people transporter with removable seats for roadblock office	600 000	BPM					

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
							conversion							
			Establish Traffic Vehicle Pound with full security and infrastructure	4 000 000	BPM	Traffic and Licensing								
			Construction of two (2) Road safety Educational cycle tracks for scholars' grade RR to grade 3 Phase 1 (Namakgale and Lulekani)	900 000	BPM MIG Mines DOT	Traffic and Licensing	Construction of three (1) Road safety Educational tracks for scholars' grade RR to grade 3 (Phalaborwa) Phase 2 Store room/office and Toilets for previously constructed tracks	1 800 000	MIG BPM					
			Procure one (1) new spec electronic motor cycle testing unit	25 000	BPM	Traffic and Licensing								

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			Procurement/ Lease of two (2) robot/stop street cameras	2 600 000	BPM	Traffic and Licensing	Procurement / lease of one (1) unmanned speed camera	1 500 000	BPM					
			Replace two (2) Pro-Laser speed checking devices. Full purchase/Lease or "Rent to own"	190 000	BPM	Traffic and Licensing								
			Procure one Roadblock Trailer fully fitted	450 000	BPM	Traffic and Licensing								
			Procurement of LDV Mounted Road marking Sprayer	1 900 000	BPM	Traffic and Licensing								
			Upgrade Second Roadworthy Pit	900 000	BPM	Traffic and Licensing								
			Generator, angle grinders, welding machines,	120 000	BPM	Traffic and Licensing	Cones, Barriers and small tools	30 000	BPM	Cones, Barriers and small tools and equipment	40 000	BPM		

Cluster	Sector / KPA	Capital Projects													
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			floodlight units, cones, portable barriers , Tool boxes, spanners and small tools and equipment for Road marking teams				and equipment for Road marking teams			for Road marking teams				
			Vehicle actuation of existing Traffic signals	35 000	BPM	Traffic and Licensing								
			Procure Drivers Licence and Licence Disc Scanners for each officer	240 000	BPM	Traffic and Licensing								
			Procure RTMC/RTIA Scanner and e-Natis system for AARTO	100 000	BPM	Traffic and Licensing								
			Procure 12 Dashcams for enforcement and evidence	75 000	BPM	Traffic and Licensing								
			Procure Draeger evidential breathalyzer with maintenance plan	200 000	BPM	Traffic and Licensing								
			Temporary control room/ complaints centre and CCTV Phase 1	550 000	BPM MDM	CSS	Temporary control room/ complaints centre and	200 000	BPM MDM					

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
							CCTV Phase 1							
Sustainable Integrate Infrastructure and Services	Electricity		Extension 1: Upgrading of Single phase network. Phase 3:	5 000 000	own	BPM	) Extension 1: Upgrading of Single phase network. Phase 4	5 000 000	own					
			Upgrading of Lantana Substation	3 000 000	own	BPM	Upgrading of ext 2 substation	2 500 000	own					
			Upgrading of Wildevy Substation	3 000 000	own	BPM								
			Construction of Overhead line Town entrance to Spar	5 000 000	Own	BPM								
			7)Upgrading of HT cable from School Sub to Spar	3 000 000	Own	BPM								
			8)Fencing and safe making of Substations	200 000	Own	BPM	Fencing and safe making of Substations	200 000	own	Fencing and safe making of Substations	400 000	Own		
			9) Installation of 8 High Masts in wards: as per ward needs analysis	4 100 000	own	BPM	9)Installation of 8 High Masts in wards: as per ward needs analysis	4 100 000	own	9) Installation of 8 High Masts in wards: as per ward needs analysis	4 100 000	own		

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			10) Procure Service Provider to do load flow study and Determine Relay settings for proper circuit breaker discrimination on 11kV network	1 000 000	own	BPM								
	Roads & Storm water		Humulani access bridge to cemetries in ward 16	7 000 000	Own	Bpm	Procurement of 6m³ tipper truck	1 800 000	Own	Rehabilitation of chris hani street ward 13	2 200 000	Own		
			Rehabilitation of khomanani street / Post office to shiphamele p.school ward 14	7 500 000	Own	Bpm	Construction of makhushane to sebera culvert	1 500 000	Own	Rehabilitation of selati street ward 12	2 800 000	Own		
			Lulekani access bridge to cemetries in ward 15	7 200 000	Own	Bpm	Rehabilitation nollie bosman street in ward 12	2 500 000	Own	Rehabilitation of phumolong street ward 7	2 000 000	Own		
			Rehabilitation of kagiso street ward 7	3 800 000	Own	Bpm	Rehabilitation of thulani street ward 5	1 800 000	Own	Rehabilitation of impala street (phalaborwa fm) in namakgale ward 04	1 500 000	Own		
			Mashishimale lejori access bridge ward 10	6 500 000	Own	Bpm	Rehabilitation of asibasabi street ward 7	3 750 000	Own	Rehabilitation of presbeterian church street	2 500 000	Own		

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
										ward 19				
			Procurement of tar tanker	1 500 000	Own	Bpm	Rehabilitation of tambotie street ward 12	3 200 000	Own	Rehabilitation of road at lutheran church street in namakgale ward 19	2 500 000	Own		
			Rehabilitation of Nollie Bosman street ward 12	2 500 000	Own	Bpm	Rehabilitation of hansparrow street ward 12	R1 000 000	Own	Rehabilitation of phosphate street in ward 01	3 500 000	Own		
			Roads and storm water master plan	3 000 000	Own	Bpm	Procurement of a tlb	1 500 000	Own					
			Upgrading of hi-q parking area from tar to pavement blocks	1 600 000	Own	Bpm	Upgrading of zorba parking area from tar to pavement blocks	1 200 000	Own					
Total				**88 785 000**										

KPA 5: Organisational Transformation and development

Cluster	Sector / KPA	Capital Projects												
		2020/21					2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Good corporate governance and public participation	**Office Furniture**		Purchase of Office Furniture	500 000										
Total				***500 000***										

OPERATIONS AND MAINTENANCE PROJECTS: 2020 – 2021

KPA 1: Spatial rationale

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Sustainable integrated infrastructure and services	**Spatial Development Framework**								Review of SDF	630 000			
	Land Use Management Scheme								Review of LUMS	300 000		Review of LUMS	900 000
	Property Vesting		Transfer of Properties	6 500 000		Transfer of Properties	6 500 000		Transfer of Properties	3 000 000		Transfer of Properties	2 000 000
	GIS		GIS	120 000		GIS	700 000		GIS	700 000		GIS	800 000
	Valuation roll		Supplementary Valuation roll	800 000									
	Total			***7 420 000***									

KPA 2: Basic Services and Service Delivery

	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			Calibration of Roadworthy Centre and Weighbridge	60 000	Traffic and Licensing								
	Parks		Poles for fencing of parks	100 000	BPM	Poles for fencing of parks	150 000	BPM	Poles for fencing of parks	180 000	BPM	Poles for fencing of parks	Poles for fencing of parks
			Procure Small Equipment (Replacement and new	200 000	BPM	Procure Small Equipment (Replacement and new	200 000	BPM	Procure Small Equipment (Replacement and new	200 000	BPM	Procure Small Equipment (Replacement and new	200 000
			Arbor Day	50 000	BPM	Arbor Day	60 000	BPM	Arbor Day	65 000	BPM	Arbor Day	70 000
			Poison Sprayers	50 000	BPM	Poison Sprayers	160	BPM	Poison Sprayers	170 000	BPM		
			Procure Ride-on Mowers	100 000	BPM	Procure Ride-on Mowers	200 000	BPM	Procure Ride-on Mowers	200 000	BPM	Procure Ride-on Mowers	Procure Ride-on Mowers
	Cemeteries		Procure Small Equipment (New and Replacement)	100 000	BPM	Procure Small Equipment (New and Replacement)	82 000	BPM	Procure Small Equipment (New and Replacement)	90 000	BPM	Procure Small Equipment (New and Replacement)	Procure Small Equipment (New and Replacement)
	Electricity		Replacement of 11kV	2 700 000	own	Replacement of Feeder no 1	4 500 000	own					

	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			overhead Line from Main Substation to Cleaveland Sub			from Selati to Main Substation							
			Installation of remote control in Substations	4 000 000	Own	BPM	Installation of remote control in Substations	4 000 000	own				
			Replacement of old 11kV underground cables	15 000 000	own	Replacement of old 11kV underground cables	10 000 000	own	2)Replacement of old 11kV underground cables	10 000 000	own		
			Replacement of Old Miniature substations	3 500 000	own	Replacement of Old Miniature substations	3 5000 000	own	3) Replacement of Old Miniature substations	R4m	own		
			Replacement of metering kiosks	500 000	own	replacement of metering kiosks	750 000	own	4) replacement of metering kiosks	750 000	own		
			Replacement of Stadium Floodlights at Impala Park	1 500 000	own								
	Waste Management		Provision for rehabilitation for landfill site	300 000									
			Total	**24 160 000**									

KPA 3: Financial Viability and Management

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Improved financial viability	Revenue Collection		AFS	2 000 000									
			Debt collection	1 700 000									
			Meter reading	3 400 000									
			Commission on selling of Prepaid vending	2 300 000									
			Asset Unbundling	2 000 000									
			External Audit fees	6 500 000									
			VAT Recovery	2 000 000									
			Total	19 900 000									

KPA 4: Local Economic Development

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Growing economic environment	**Local Economic**		LED Strategy	400 000	BPM								
Total				**400 000**									

KPA 5: Organisational Transformation and development

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
	IT		Subscription (Microsoft , Mimecast,Bulk SMS , Online	1 600 000	Own	Corp4	Subscription (Microsoft Mimecast,Bulk SMS ,	2.5M	Corp4	Subscription (Microsoft , Mimecast,Bulk SMS ,	2.5M		

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			Viewing , Internet Line				Online Viewing , Internet Line			Online Viewing , Internet Line			
			Total	1 600 000									

KPA 6: Good Governance and Public participation

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Good corporate governance and public participation	**IDP Review**		Strategic Planning	600 000	BPM								
	Risk management		Risk Management Committee fees	120 000	BPM	Risk Management Committee fees	130 000	BPM	Risk Management Committee fees	140 000	BPM	Risk Management Committee fees	Risk Management Committee fees
	Combating fraud and fighting		Provision of Short-term	1 600 000	BPM	Provision of Short-term	1 800 000	BPM	Provision of Short-term	1 900 000	BPM	Provision of Short-term insurance	Provision of Short-term

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
	corruption		insurance			insurance			insurance				insurance
	Security management		Provision of security services	11 800 000	BPM	Provision of security services	12 740 000	BPM	Provision of security services	13 760 000	BPM	Provision of security services	Provision of security services
	Internal Audit		Specialized Audit Projects	800 000									
	Public Participation (IDP/PMS Public Participation & Imbizos)		Mayoral imbizo	1 000 000	BPM								
	Ward Committees					Ward committee conference/s umit/seminar	600 000	BPM					
			Quarterly Local Ward Committee Forums	50 000									
	MPAC		**Strategic planning**	150 000		Strategic planning	400 000		Strategic planning	450 000		Strategic planning session	500 000

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			session			session			session				
	Communications		Branding Annual report book IDP book Branding Material	600 000									
Total				**16 720 000**									

Special Programmes

Sports, Arts and Culture

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Special Programmes	***Sports***		Sports, Arts and Culture expenses	589 326	BPM	Mayor's Cup	470 000	BPM	Mayor's Cup	490 000	BPM	Mayor's Cup	
TOTAL				**589 326**									

HIV/Aids Programmes

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Special Programmes	**HIV & AIDS**		HIV/AIDS Expenses	243 000	BPM	Ward AIDs Committee Induction	80 000	BPM	Ward AIDs Committee	70 000	BPM	Ward AIDs Committee	Ward AIDs Committee
				243 000									

Youth, Gender, Disability, Children & Elderly

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2020/21				2021/22			2022/23			2023/24	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Special Programmes	Youth, Gender, Disability, Children & Elderly		16 Days	25 000	BPM								
			Women Events	250 000	BPM	Women Events	350 000	BPM	Women Events	400 000	BPM		
			Youth Events	170 000	BPM	Youth Events	170 000	BPM	Youth Events	190 000	BPM		
			Children Event	60 000	BPM	Children Event	70 000	BPM	Children Event	80 000	BPM		
			Elderly Events	60 000	BPM	Elderly Events	70 000	BPM	Elderly Events	80 000	BPM		
Total				**565 000**									

CHAPTER 6: INTEGRATION (SUMMARIES OF SECTOR PLANS)

For the IDP to be credible, the document should have sector plans aligned to the main document. The table below lists all the necessary sector plans and the status of each plan.

Sector Plan	**Date of Approval**	**Last Date of Review**	
Anti-Corruption Strategy	2012/13	2018/19	
Disaster Management Plan	2012	2018/19	
Environmental Management Plan	The municipality does not have Environmental plan		
Five Years Financial Plan	May 2016	2017/21	
LED Strategy	2007	2016/17	
LUMS	2008	Never Reviewed	
Waste Management Plan	2015	February 2019	
Risk Management Strategy	May 2016	2018/19	
SDF	2009	209/20	
Recruitment & Retention Strategy	2007	November 2018	
Municipal Institutional Plan	**The Municipality does not have the Plan**		
Revenue Enhancement Strategy	2007	July 2015	
Community Safety Plan	The municipality does not have the Plan		
HIV/AIDS Policy	2007	Never reviewed	
Roads Master Plan	2013/14	Never reviewed	
Electricity Master plan	2013	Never reviewed	
Public Participation Strategy	2013	2015/16	
Communication Strategy	2015/16	2018/19	

6.1. LAND USE MANAGEMENT SCHEME OF BA-PHALABORWA (LUMS)

The Ba-Phalaborwa Local Municipality or its successor in title shall be the authority responsible for the enforcing and execution of the provisions of this land-use scheme.

Authority of Land-Use Scheme

This land-use scheme has been prepared in terms of the provisions of Section 18 of the Town Planning and Townships Ordinance, 1986 (Ordinance No. 15 of 1986), and will be the only land-use scheme for the municipal area.

Title of Land-Use Scheme

This scheme shall be known as the Ba-Phalaborwa Land-use Scheme, 2008.

Area of the Land-Use Scheme

The area to which the land-use scheme applies is the area of the municipality.

Administration of Land-Use Scheme in Area

The local municipality to determine the use of land and land-uses, which is deemed to be agricultural and shall be formal rural settlement, an informal rural settlement or a semi formal rural settlement (where relevant), for which the land-uses to be permitted have not been depicted by notations for the use zones on the map.

Substitution

The Scheme substitutes any existing scheme in operation only regarding the relevant area of this Scheme and Regulations.

Conflict between Provisions of this Land-Use Scheme, Conditions of Title and Legislation

A consent granted by the local municipality by virtue of provisions of this scheme does not entitle any person the right to use any land, or to erect or use buildings thereon in any manner or for any purpose which is prohibited by the provisions of any condition registered against the title deed under which such land is held, or imposed by legislation in respect of such land.

Statutory Related Definitions

- Communal Property Registration Act, No. 28 of 1996.
- The Environment Conservation Act, (Act No. 73 of 1989), National Environmental Management Act, 1998 (Act 107 of 1998), and later amendments.
- Municipal Systems Act (Act 32 of 2000).
- Town Planning and Townships Ordinance, 1986 (Ordinance No. 15 of 1986) and is a component of land-use management.
- Limpopo Environmental Management Act, 2003.
- National Environmental Management Act, 1998 (Act 107 of 1998).
- National Environmental Management Biodiversity Act, 2004 (Act 10 of 2004).

Protection of Land and Environment

- No person may spoil or damage land in any Use Zone so as to impair its use or the purpose for which it was zoned.
- No person may develop land without complying with the requirements of the Environment Conservation Act, (Act 73 of 1989) and National Environmental Management Act, 1998 (Act 107 of 1998) as amended from time to time and without observing the requirements relating to listed activities.

Placing and Development of Buildings

- The siting of buildings, including outbuildings erected on the erf, as well as exits and entrances to a public street system shall be to the satisfaction of the local municipality.

- No building of any nature shall be erected on that portion of the property which is likely to be inundated by the floodwater of a public stream on an average of 100 years, as determined by the relevant legislation from time to time and the local municipality.

Erection and Use of Buildings or Use of Land

The purposes for which buildings and land in each of the use zones:

- may be erected and/or used;
- may be erected and/or used only with the special consent of the local municipality, permanently or for a specified period;
- may be erected and/or used only with the written consent of the local municipality; or
- may not be erected and/or used.

6.2. Anti-Corruption Strategy (Adopted)

Introduction

The primary objective of this strategy is to prevent fraudulent conduct before it occurs by encouraging a culture within the Municipality where all employees, members of the public and other stakeholders continuously behave with and promote integrity in their dealings with, or on behalf of municipality.

To encouraging all employees and other stakeholders to strive toward the promotion of integrity and the prevention and detection of unethical conduct, fraud and corruption impacting or having the potential to impact on the Municipality.

To improving accountability, efficiency and effective administration within municipality, including decision-making and management conduct which promotes integrity.

Principles of the strategy

The **main principles** upon which the strategy is based are the following:

- Creating a culture within municipality which is intolerant to unethical conduct, fraud and corruption;
- Strengthening community participation in the fight against corruption in municipality;
- Strengthening relationships with key stakeholders, e.g. SALGA, SAPS Employee representative unions and Communities, that are necessary to support the actions required to fight corruption in municipality;
- Deterrence of unethical conduct, fraud and corruption;
- Preventing unethical conduct, fraud and corruption which cannot be deterred;
- Detection of unethical conduct, fraud and corruption;
- Investigating detected unethical conduct, fraud and corruption;
- Taking appropriate action in the event of such irregularities, e.g. disciplinary action, recovery of losses, prosecution, etc; and

- Applying sanctions, which include redress in respect of financial losses.
- improving the application of systems, policies, procedures and regulations;
- Changing processes of the Municipality that facilitate corruption/fraud and allow it to go unnoticed or unreported.

All aspects of the strategy will be:

- Supported by comprehensive education, training and awareness campaigns;
- Coordinated with other the spheres of government and community;
- Subjected to continuous fraud risk assessments; and
- Expressed in terms of measurable and time-bound implementation plans.

Statement of attitude to fraud

Fraud represents a significant potential risk to the Municipality's assets, service delivery efficiency and reputation. The Institution will not tolerate corrupt or fraudulent activities, whether internal or external to the Institution, and will vigorously pursue and prosecute any parties, by all legal means available, which engage in such practices or attempt to do so.

Regulatory legislation.

The Public Service Anti-Corruption Strategy.

During 1997, Government initiated a national anti-corruption campaign. This campaign progressed to a National Anti-corruption Summit held in April 1999 at which all sectors of society (public and private) committed themselves to establishing sectoral anti-corruption strategies. At the same time, they also committed to the co-responsibility for fighting corruption through the coordination of these sectoral strategies.

The Local Government Anti-Corruption Strategy.

Local Government developed the Local Government Anti-Corruption Strategy (LGACS), which is modelled around the Public Service Anti-Corruption Strategy.

Prevention and Combating of Corrupt Activities Act, 12 of 2004 (PRECCA)

Aimed at the strengthening of measurement to prevent and combat corrupt activities.

Prevent of Organized Crime Act 121 of 1998 (POCA)

As amended contained provisions that are aimed at combating of organized crime, money laundering and criminal gang activities.

Protection Disclosure Act 20 of 2000 (PDA)

The act was promulgated to facilitate reporting by employees (whistle blowers) of fraud, corrupt or other unlawful or irregular action by other employers(s) or co-employers without fear of any discrimination or reprisal by their employers or co-employees.

Municipal Finance Management Act (MFMA)

The act was promulgated to facilitate the formal management Municipal finances and associated activities. Certain aspects of the Act refer especially to activities which might be regarded as being corrupt or fraudulent in nature e.g. Unauthorized, irregular and fruitless and wasteful expenditure.

Municipal System Act 32 of 2000 (MSA)

The MSA sets out procedure to be adopted by municipal management with regard to a number of aspects affecting the management of municipality. The Act also stipulates procedures to be adopted with regard to certain aspects related to misconduct and investigation thereof.

Ba-Phalaborwa Municipality anti-fraud and corruption strategy.

This Anti-Corruption Strategy has been developed as a result of the expressed commitment of Government to fight corruption. It is also an important contribution to the National Anti-Corruption Strategy of the country and supplements both the Public Service Anti-Corruption Strategy and the Local Government Anti-Corruption Strategy.

Definition of fraud and corruption

In South Africa, the Common Law offence of **fraud** is defined as "the unlawful and intentional making of a misrepresentation which causes actual and or potential prejudice to another". The term "fraud" is also used in a wider sense by the general public.

In this regard, the term is used in this document in its widest possible meaning and is intended to include all aspects of economic crime and acts of dishonesty. In other words, fraud can be described as any conduct or behaviour of which a dishonest representation and/or appropriation forms an element.

The general offence of corruption is contained in Section 3 of The Prevention and Combating of Corrupt Activities Act. This section provides that any person who gives or accepts or agrees or offers to accept / receive any gratification from another person in order to influence such other person in a manner that amounts to:

- The illegal or unauthorised performance of such other person's powers, duties or functions;
- An abuse of authority, a breach of trust, or the violation of a legal duty or a set of rules;

- The achievement of an unjustified result; or
- Any other unauthorised or improper inducement to do or not to do anything is guilty of the offence of Corruption.

Forms of corruption

Corruption takes various forms in the public service and elsewhere in society. The following are examples of different types of corruption:

Bribery

Bribery involves the promise, offering or giving of a benefit that improperly affects the actions or decisions of public servants.

Embezzlement

This involves theft of resources by persons who control such resources.

Fraud

Any conduct or behaviour of which a dishonest representation and/or appropriation forms an element.

Extortion

Coercion of a person or entity to provide a benefit to a public servant, another person or an entity, in exchange for acting (or failing to act) in a particular manner.

Abuse of power

The use by a public servant of his or her vested authority to improperly benefit another public servant, person or entity (or using vested authority to improperly discriminate against another public servant, person or entity).

Conflict of interest

The failure by a public servant to act or to consciously fail to act on a matter where the public servant has an interest or another person or entity that has some form of relationship with the public servant has an interest.

Abuse of privileged information

This involves the use, by a public servant of privileged information and knowledge that a public servant possesses as a result of his/ her office to provide unfair advantage to another person or entity to obtain a benefit.

Favouritism

The provision of services or resources according to personal affiliation (for example cultural or religious) of a public servant.

Nepotism

A public servant ensuring that family members are appointed to public service positions or that family members receive contracts from the state is regarded as nepotism.

These manifestations are by no means exhaustive as corruption appears in many forms and it is virtually impossible to list all of these.

6.4. Local Economic Development Strategy

Purpose

The purpose of this document is to recommend strategic interventions to create integrated and sustainable communities for Ba-Phalaborwa Local Municipality where social well-being, economic development and the environment are in harmony. The strategy is aligned to NSDP and LEGDP

Localised strategic guidelines for local economic development adopted to inform specific LED strategies and employment generation strategies which have to be designed to address unemployment and lack of income sources. The strategic guidelines will also inform strategies and the design of project proposals in other fields, which may have an impact on local economic development. These may include issues such as labour-intensive means of construction and procurement approaches.

Motivation:

The achievement of IDP objectives is largely dependent on the local economic development (LED) strategy that needs to incorporate elements of local economic promotion.

Source documents for local economic guidelines:

- The Constitution of the Republic of South Africa – mandate to promote social and economic development;
- White pauper on Local Government;
- Growth, Employment and Redistribution Programme (GEAR), and
- ASGISA (Accelerated and Shared Growth Initiative for South Africa).
- NSDP (National Spatial Development Perspective)
- LEGDP (Limpopo Employment Growth and Development)

Relevant guidelines / principles:

- Poverty alleviation through creation of employment opportunitiesby primarily utilizing local resources
- Introduction of LED support programmes through strategies
- Focal economic sectors for promotion;
- Basic principles of promotion;
- Major instruments of promotion;
- Major target groups and intended beneficiaries;
- Focal geographic areas.
- LED should aim at creating employment opportunities and redistribution of economic resources and opportunities for the benefit of all residents (thereby contributing to alleviation of poverty) through economic growth and development based primarily on local resources. Local government is supposed to play a crucial role in promoting LED.
- IDP is considered to be the tool to plan LED support programmes, assuming that some of the socio-economic needs (i.e. priority issues) will be best addressed through LED initiatives.
- IDP has to ensure proper consideration of LED objectives in other strategies and initiatives (e.g. infrastructure development);
- IDP should provide guidelines for the promotion of sector-specific or location-specific economic development initiatives (such as tourism development strategies) in the municipal area.

Application of principles:

The strategies for LED should incorporate the following elements:

- The vigorous identification and sourcing of resources, public and private, for LED enhancement (i.e. attraction of investment, lobbying for government allocations etc.);
- Consideration of employment creation possibilities for municipal projects; and
- The advancement of facilitation of development of local economic potential.

Key issues in the LED Strategy

The strategy provides baseline information on the current:

- Socio-economic situation
- Spatial development situation
- Infrastructure situation
- State of the environment
- Institutional capacity, and
- Development policy in the Municipality

It also projects future development scenarios and provides implementation plans for:

- Mining
- Tourism
- Agriculture
- Manufacturing
- Housing
- Entrepreneurship; and
- Social investments.

6.5. Summary of Ba-Phalaborwa Municipality SDF (Due for review)

Purpose and Scope

As a minimum legal requirement of the Municipal Systems Act (Act 32 of 2000), all Municipalities are required to prepare a Spatial Development Framework (SDF) as part of the Integrated Development Planning Process. The Spatial Development Framework for the Ba-Phalaborwa Local Municipality comprises of approximately 3001 km² that extends from Rubbervale in the West to Phalaborwa in the East and up to the Letaba River in the North and Grietjie in the South.

Legislation

Key legislation that guides, influences and impacts on the Spatial Development Framework (SDF)

- Constitution of South Africa Constitution Act 108 of 1996
- Municipal Systems Act Systems Act 32 of 2000
- Municipal Structures Act Structures Act 117 of 1998
- Municipal Demarcation Act Demarcation Act 27 of 1998
- Development Facilitation Act DFA Act 67 of 1995
- Transvaal Town Planning and Townships Ordinance O.15 of 1986 Ordinance 15 of 1986
- Division of Land Ordinance O.20 of 1986 Ordinance 20 of 1986
- Roads and Ribbon Development Act - Act 21 of 1940
- Subdivision of Agricultural Land Act 70 of 1970
- National Environmental Management Act NEMA Act 107 of 1998
- Environmental Conservation Act (amended) ECA Act 50 of 2003
- Extension of Security of Tenure Act ESTA Act 62 of 1997
- Housing Act HA Act 107 of 1997
- Interim Protection of Informal Land Rights Act IPILRA Act 31 of 1996
- Less Formal Township Establishment Act LFTE Act 113 of 1991
- Provision of Land and Assistance Act PLA Act 126 of 1993
- National Spatial Development Perspective NSDP 2002
- Limpopo Provincial Growth Development Strategy LGDS 2005

- Limpopo Spatial Development Framework LSDF 2000
- Mopani District Spatial Development Framework MSDF
- Mopani District Municipality IDP
- Ba-Phalaborwa IDP
- Public Resort Ordinance Resort Ordinance Ord 18 of 1969
- Ba-Phalaborwa Town Planning Scheme TPS

The objectives of the SDF are to:

- Define desired patterns of land use within Ba-Phalaborwa municipal area.
- Promote the spatial integration of the Municipal area in terms of defining:

a) Integration of formerly disadvantaged areas.

b) The identification of development nodes.

c) Direction of growth.

d) Major transport and movement routes.

e) Conservation of the natural and built environment.

f) Identification of specific development zones and densities.

g) Proposed nature areas and location of future development in conjunction with the

h) Integrated Environmental Programme of the Ba-Phalaborwa Municipality.

i) Basic guidelines for a land use management system within the Municipal area.

The Scope of work of the SDF includes:

- Formulation of a policy of development to define desired patterns of land use and the spatial reconstruction of the municipal area.
- Formulation of a Spatial Framework indicating the desired spatial form.
- Development of Guidelines for a Land Use Management System.
- Strategic Environmental Assessment of the impact of development proposals contained in the SDF.
- Implementation plan of the SDF.
- Institutional arrangement for effective implementation and management of the SDF.

Key Deliverables of the SDF for Ba-Phalaborwa municipality are:

- Spatial and updated spatial analysis
- Reviewing of the Legal framework and land use plans which impacts on the Spatial
- Development
- Gathering of information to fill existing gaps.
- Investigation of land use patterns, trends, tendencies and spatial imbalances.
- Evaluation and assessment of vacant land.

- Audit of land availability and ownership.
- Visual presentation (GIS) of spatial issues and trends emanating from detailed investigation

6.6. Integrated Waste Management Plan

Legislative and Policy Framework

The Integrated Waste Management Plan is informed by the following legislative framework:

- National legislation
- National Policy
- Intergovernmental Relations
- Waste Related Legislation
- National Initiatives
- International Obligations

Waste Management is a holistic approach to waste focusing on prevention and minimisation of both the generation of waste and any negative impact it may have on human health and the environment. Integrated Waste Management Plan is based on the concept of waste hierarchy, aims for universal service and requires separation at source to be effective.

Cleaner production: Waste prevention and minimization

Cleaner production focuses on production processes in order to ensure that the volume of waste over the life cycle of the product is reduced and minimised. Cleaner production also focuses on the efficient use of natural resources including water and energy, e.g a more energy efficient production process can reduce the need to burn coal for electricity and reduce the generation of ash from power plants.

Collection

- Ba-Phalaborwa removes waste from the following areas:
- Phalaborwa town
- Namakgale
- Lulekani
- Gravelotte

Treatment

Waste can treated after it is collacted and prior to final disposal. The goal of treatment is to reduce the volume of waste and to reduce its potential cause to harm to human health and the environment. Treatment for general includes incineration or biological processes. Other treatment options are available for specialised waste, e.g. the preferred treatment for infectious waste is steam sterilisation in an autoclave.

Final Disposal of Waste

The Phalaborwa waste disposal site is the one site that is currently used. The site is open from 07h00 in the morning to 18h00 in the evening. The dumping is site is not licensed landfill site.

6.7. Recruitment and Retention Strategy

Preamble

Staff recruitment and retention is currently regarded as one of the top priorities for strategic planning in an organization. This is focused on attracting employees to join the organization through focused recruitment and selection strategies and retaining those who are already employed especially those with crucial skills to the organization. The strategy will cover both the psychological aspects of employees, the operational aspects attached to the job or tasks where an employee is appointed and of utmost importance is about motivating staff.

The strategy will address intentions to retain staff, classification of skills and the key aspects of staff recruitment and retention. The strategy will further highlight on what will make employees to stay in the municipality and what interventions measures to put in place to minimise staff turnover.

Objectives

- To become the employer of choice.
- To ensure a conducive and harmonious working environment for employees.
- To ensure employees health and wellness.
- To attract and retain competent staff.
- To retain key staff members whose services are regarded as critical or classified as scarce skills.
- To ensure career development for staff.
- To reduce annual staff turnover rate.

Legislative framework

- Basic conditions of employment Act
- Employment Equity Act 55 of 1998
- Skills Development Act 97 of 1998

Principles that underpins the recruitment and Retention strategy

- The policy is developmental rather than subjective.
- Classification of posts into scarce skills, valued skills and high risk skills.
- The culture of continually developing staff shall be maintained in line with the Skills Development Act and Performance Management System.

- The culture of creating and sustaining a pleasant and humane working environment where employees are given a chance to thrive shall be a norm.
- The potential and reasons for leaving the Ba-Phalaborwa municipality shall be determined by conducting exit interviews and staff morale assessment surveys.
- The Recruitment and Retention policy should by no means be construed to be creating expectations for either promotion or monetary rewards.

6.8. Risk Management Policy

The Accounting Officer has committed the Ba-Phalaborwa Municipality to a process of risk management that is aligned to the principles of good corporate governance, as supported by the **Municipal Finance Management Act (MFMA), Act no 56 of 2003.**

Risk management is recognised as an integral part of responsible management and the Institution therefore adopts a comprehensive approach to the management of risk. The features of this process are outlined in the Institution's Risk Management Strategy. It is expected that all departments / operations and processes will be subject to the risk management strategy. It is the intention that these departments will work together in a consistent and integrated manner, with the overall objective of reducing risk, as far as reasonably practicable.

Effective risk management is imperative to the Institution to fulfill its mandate, the service delivery expectations of the public and the performance expectations within the Institution.

The realization of our IDP depends on us being able to take calculated risks in a way that does not jeopardize the direct interests of stakeholders. Sound management of risk will enable us to anticipate and respond to changes in our service delivery environment, as well as take informed decisions under conditions of uncertainty.

We subscribe to the fundamental principles that all resources will be applied economically to ensure:

- The highest standards of service delivery;
- A management system containing the appropriate elements aimed at minimizing risks and costs in the interest of all stakeholders;
- Education and training of all our staff to ensure continuous improvement in knowledge, skills and capabilities which facilitate consistent conformance to the stakeholders expectations; and
- Maintaining an environment, which promotes the right attitude and sensitivity towards internal and external stakeholder satisfaction?

An entity-wide approach to risk management has been adopted by the municipality as out lined in the Municipal Risk Management Strategy, which means that every key risk in each part of the Municipality will be included in a structured and systematic process of risk management. Risk management processes have become embedded into the Institution's systems and processes, ensuring that our responses to risk remain current and dynamic. All risk management efforts has been focused on supporting the Municipal's objectives. Equally, they must ensure compliance with relevant legislation, and fulfill the expectations of employees, communities and other stakeholders in terms of corporate governance.

6.9. Disaster Management Plan

This plan has been developed in order to provide key officials, role players and departments in the Ba-Phalaborwa Municipality as a general guideline for the expected initial response to an emergency and an overview of their responsibilities during an emergency or disaster.

For this plan to be effective, it is important that all concerned parties be made aware of its provisions and that every official, role player, and department at personnel be prepared to carry out their assigned functions and responsibilities before, during and after emergency. The following paragraphs provide an overview of the background and some of the highlights of this plan.

This plan serves to confirm the arrangements in the Phalaborwa Disaster Management approach to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided.

Disaster Management is a continuous and integrated multi-sect oral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation (Disaster Management Act 57 of 2002)

The preventative elements of this plan must be implemented and maintained on a continuous basis. The emergency or reactive elements of this plan will be implemented in the Ba-Phalaborwa Municipality whenever a major incident or disaster occurs or is threatening in its area of jurisdiction.

The responsibility for the coordination of the overall implementation of the plan is that of the Head of the Disaster Management Centre.

The Disaster Management Act requires the municipality to take the following actions:

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area.
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players, and
- Regularly review and update its plan.(section 48)

The plan must:

- Form an integral part of the municipal IDP
- Anticipate the likely types of disaster that might occur in the Municipal area and their possible effects.
- Identify the communities at risk.
- Provide for appropriate prevention and mitigation strategies.
- Identify and address weaknesses in capacity to deal with possible disasters.

- Facilitate maximum emergency preparedness/prevention/Mitigation
- Establish the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the Phalaborwa Municipal area.
- Establish the operational concepts & procedures associated with day to day operational response to emergencies by Municipal areas and municipal departments.
- Contain contingency plans and emergency procedures in the event of a disaster, providing for-

(i) The allocation and co-ordination of responsibilities allocated to the various role players.
(ii) Prompt disaster response and relief,
(iii) Disaster recovery and rehabilitation focused on risk elimination or mitigation.
(iv) The procurement of essential goods and services,
(v) The establishment of strategic communication links.
(vi) The dissemination of information.

Current Reality

The Corporate Plan makes provision in a generic sense of hazards that will impact on the Municipal area economy, cultural, welfare, sustainable development and sustainable livelihoods.

Hazard profiles, associated vulnerabilities and risk (probability or lost) will determine the priorities for Disaster Management programmes and projects. The possible cost benefit to be derived from a project in terms of lives protected, livelihoods secured and property or natural resources defended, will be the criteria that determines priorities.

The following hazards found to pose the greatest risks in the Municipal area on the economy, cultural, welfare, sustained development and sustained livelihoods.

- Natural hazards
- Geological Hazards.
- Biological Hazards
- echnological Hazards and Environmental Degradation

6.10 Five Year Financial Plan: 2017- 2021

6.10.1 Introduction

This plan is prepared in terms of section 26 (h) of the Local Government: Municipal Systems Act, as amended, which stipulates that a financial plan must be prepared as part of the Integrated Development Plan (IDP).

The five year financial plan includes an Operating Budget, a Capital Investment Programme, and the sources of funding for the Capital Investment Programme, financial strategies and programmes, various financial management policies adopted by council, key financial targets, key performance indicators, and a budget according to the IDP priorities.

6.10.2 Purpose

To create a medium term strategic financial framework for allocation municipal resources, through the municipal budgeting process in order to ensure the financial viability and sustainability of the municipality's investments and operations.

6.10.3 Responsibility

The finance department collects revenues due to the municipality and pays all amounts due for payrolls and outside vendors. The finance department also manages the investments of municipal funds and municipal borrowings, if any.
The Finance Department is therefore charged with the responsibility of compiling the financial plan in close consultation with the municipal manager, heads of department, IDP, Representative forum, and council or the mayor.
A Finance Portfolio Committee assisted by competent financial planners (Treasurers) should assist in the formulation of alternative financial strategies to be presented to the IDP Representative Forum under the leadership of the councillor Responsible for financial matters.

It is important to note that the priority issue from a financial perspective is the viability and sustainability of the municipality. This goal can best be achieved through efficient and effective financial management. The plans and the strategies that have been formulated were prepared with this in mind.

Maintaining healthy financial base that fully supports municipal services according to mayoral priorities requires constant vigilance. this two is reflected in restructuring and reshaping municipal services , implementing new financial management systems , securing sound recurring revenues and making responsible spending adjustments in light of the revenue growth limitations in order to achieve a balanced budget .

Budget assumptions and parameters are determined in advance of the budget process to allow budgets to be constructed to support the achievement of the longer –term financial and strategic targets.

The municipal fiscal environment is influenced by a variety of macro – economic control measures. National Treasury determines the ceiling of year –on- year increases in the total Operating Budget .Various government departments also affect municipal service delivery through the level of grants and subsidies.

Capital And Operating Budget Estimates

The financial plan includes an Operating Budget (Table 1), the capital investment programme per GFS Classification (Table2) and the capital investment per funding source (Table 3) for the five years ending 30 June 2016. The information contained in these tables is based on information available at the time of drafting this document and these estimates could therefore possibly change in the future.

Financial Strategy

Managing municipal finances involves both a strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the municipality must put in place clear financial goals, policies, and tools to implement its strategic plan.
It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of and the setting of benchmarks for a municipality. A municipality can be categorized into

either:

- Developed – maintenance
- Developing – growing

Ba-Phalaborwa Local Municipality can be categorized as a developing – growing municipality. Such municipalities require significant additional resources and funding to conduct the growth that is expected of them. In contrast, already developed – maintenance municipalities are mainly concerned with the need to maintain existing infrastructure.

With the demands for growth, come risks that need to be managed. Wherever possible, the Municipality will set benchmarks appropriate for a developing – growing municipality and strive to achieve these benchmarks within the medium term.

As mentioned at the beginning of this plan, the priority from the financial perspective is the viability and sustainability of the Municipality. The financial plan and related strategies will need to address a number of key areas in order to achieve this goal. The areas, which have been identified, are detailed below.

6.11 The Financial Framework

6.11.1 Revenue Adequacy and Certainty

It is essential that the municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions .it is further more necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act has laid out the level of funding from national government that will be received in 2011/12 to 2013/14 financial years.

It is important to track the respective sources of revenue received by the municipality as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the sources of funds will illustrate the municipality's position more accurately. Its ability to secure loans relative to its income streams and its borrowing capacity.

6.11.1.1 Cash / Liquidity position

Cash and cash management is vital for the short and long term survival and good management of any organisation. The appropriate benchmark s which can assist in assessing the financial health of the municipality is:

The current ratio expresses the current assets as a proportion to current liabilities. "current " refers to those assets that could be converted into cash within 12 months and those liabilities which could be settled within 12 months .A current ratio in excess of 2:1 is considered to be healthy.

Debtors' collection measurements have a great impact of liquidity of the municipality.

6.11.1.2 Sustainability

The Municipality needs to ensure that the budget is balanced (income covers expenditure).As there are limits on revenue , coupled with the increased reliance on government grants to fund operational needs , it is necessary to ensure that the services are provided at levels that are affordable and that the full costs of service delivery are recovered .

However, to ensure that households which are too poor to pay for even a proportion of service costs, at least have access to basic services, there is a need for subsidisation of these households.

6.11.1.3 Effective and Efficient Use Of Resources

In an environment of limited resources, it is essential that the municipality make maximum use of the resources at its disposal by using them in an effective, efficient and economical manner. Efficiency in operations and investment will increase poor people's access to basic services.

6.11.1.4 Accountability ,Transparency and Good Governance

The municipality is accountable to the people who provide the resources, for what they do with the resources .The budgeting process and other financial decisions must therefore be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. it is also essential that accurate financial information is produced within acceptable timeframes .

6.11.1.5 Equity and Redistribution

The municipality must treat people fairly and justly when it comes to the provision of services. In the same way, the municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. "The equitable share "from national government will be used primarily for targeted subsidies to poorer households. In addition, the municipality reserves the right to cress subsidize between high and low income consumers within a specific service or between services.

6.11.1.6 Development and Investment

In order to deal effectively with backlogs in services there is a need for the municipality to maximise its investment in municipal infrastructure (see table 2). In restructuring the financial systems of the municipality, the underlying policies should encourage the maximum degree of private sector investment.

6.11.1.7 Macro Economic Investment

As the municipality plays a significant role in the area, it is essential that it operates efficiently within the national macro – economic framework. The municipality's financial and developmental activities should therefore support national fiscal policy.

6.11.1.8 Borrowing

The strong capital market in South Africa (banks and other lending institutions like DBSA, etc) provides additional instrument to access financial resources .However, it is clear that the municipality cannot borrow to balance its budget and pay for overspending.

Safeguards need to be put in place to ensure that the municipality borrows in a responsible way. In order to have access to this market, the Municipality will need to have accurate and appropriate financial accounting policies and procedures and effective reporting systems.

The manner in which the municipality manages debt or takes on new debt to finance activities will have a significant impact on the solvency and long – term viability of the council.

Strategies and Programmes

With the above financial framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective – the financial viability and sustainability of the municipality. In terms of time frames, each of the projects have been identified will be embarked on and completed during a five-year plan.

6.12 IDP Housing Chapter

Ba-Phalaborwa Municipality IDP Housing

It is evident that there is sufficient land available to deal with the entire housing demand in the Municipal area and there is even spare capacity of a large communal land in terms of land identified.

The following diagram illustrates the current allocation of RDP houses for the 2018/19 FY to address our current housing backlog of **2924**:

List of Houses allocated to Ba-Phalaborwa Municipality 2018/19 FY

Ward No.	Village Name	No. Allocated
Ward 01	• Nyakelang 1 • Nyakelang 2 • Malungane	• 03 • 03 • 01
Ward 02	• Tipeng • Hlakisi • Changaan • Nyakelang 1 • Nyakelang 2 • Nyakelang 3 • Ntswele Motse • Loss My Cherrie • Kanana • Gardview	• 05 • 04 • 05 • 05 • 05 • 05 • 03 • 03 • 05 • 07
Ward 03	• Kurhula • Ninakhulu • Montsweni • Majeje section B1	• 01 • 02 • 02 • 02
Ward 04	• Malungane • Kanana • Majeje section B1	• 01 • 01 • 01
Ward 05	• Namakgale zoneD MA	• 02
Ward 06	• Moshongo Ville • Mandela	• 02 • 01
Ward 07	• Moshongo Ville • Mandela	• 02

		• 01
Ward 08	• Mohlabeng • Nkweshe • Machidi • Setagane Ext 3 • Ga Fariel Ext 3	• 01 • 01 • 01 • 02 • 02
Ward 09	• Mosemane • Mapikiri • Mahune • Sebera	• 02 • 02 • 02 • 01
Ward 10	• Maseke • Tsubje	• 04 • 03
Ward 13	• Pondo • Mlambo • Kurhula	• 01 • 02 • 03
Ward 14	• Tambo	• 03
Ward 15	• Biko • Matiko Xikaya	• 02 • 03
Ward 16	• Matiko Xikaya • Humulani	• 02 • 03
Ward 17	• Newstands • Mukhuanana • Nyakelang • Benfarm Unit C • Mahale	• 02 • 02 • 02 • 02 • 03
Ward 18	• Selwana • Gravellote	• 04 • 70
Ward 19	• Malungane Village	• 03

Proposed Priority Projects

Following from the above information, the proposed priority housing projects for Ba-Phalaborwa Municipality can be summarized as follows:

- Matiko-Xikaya
- Ben Farm

- Lulekani A
- Selwane
- Maseke
- Mashishimale
- Makhushane
- Phalaborwa
- Malungane
- Nyakelang

The current housing backlog of **2924** can be easily addressed within the areas of town, Lulekani, Namakgale, Mashishimale, Makhusane and Selwane area. This number is very minimal, and can be addressed in about five years.

Remarks

Apart from some prevalent institutional problems, the Ba-Phalaborwa Municipality has a clear and well-directed vision as to how it will meet the existing and projected future housing demand in its area of jurisdiction. The housing strategy caters for public and private housing, and projects are aimed at consolidating the urban and rural structures, optimising the utilisation of existing infrastructure, and enhancing the sustainability of the livelihoods of all of its residents in urban and rural areas.