

BA-PHALABORWA MUNICIPALITY
FINAL REVIEWED 2026-2027
INTEGRATED DEVELOPMENT PLAN
(IDP)



THE HOME OF MARULA, WILDLIFE TOURISM AND MINING



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LIST OF ACRONYMS

Table 1: 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
CBA	Critical Biodiversity Area
CDW	Community Development Workers
COGHST	Corporative Governance, Human Settlement and Traditional Affairs
CORP	Corporate Services
CFO	Chief Financial Officer
CWP	Community Works Programme
DOH	Department of Health
DOE	Department of Education
DFFE	Department of Forestry, Fisheries and Environmental
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
GPS	Global-Positioning-Systems
GRAP	General Recognised Accounting Practice
GIF	Graphics-Interchange-Formats
HIV	Human Immunodeficiency Virus
GVA	Gross Value Added
HTA	High Transmission Area
ICT	Information and Communication Technology
IDC	Industrial Development Corporation
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
ISCOR	Institute for International Security and Conflict Resolution
ISD	Internet-Space-Dominated by .coms, .govs, .ac, .net
IT	Information Technology
JPEG	Joint-Photographic-Experts-Groups
KNP	Kruger National Park
KPA	Key Performance Area
LED	Local Economic Development
LEDA	Limpopo Economic Development Agency
LEDET	Limpopo Economic Development, Environment and Tourism
LEGDP	Limpopo Employment and Growth Development
LLF	Local Labour Forum
LNW	Lepelle Northern Water
LUMS	Land Use Management Scheme



MDM	Mopani District Municipality
MEC	Member of the Executive Council
MOU	Memorandum of Understanding
MPCC	Multi-Purpose Community Centre
MFMA	Municipal Finance Management Act
MMS	Multimedia-Messaging
MPAC	Municipal Public Accounts Committee
MSA	Municipal Structures Act
NDP	National Development Plan
NDPG	Neighbourhood Development Partnership Grant
NEF	National Empowerment Fund
NFEPA	National Freshwater Ecosystem Priority Areas
NSDP	National Spatial Development Perspective
OTP	One-Time-Passwords
PAN	Permanent-Account-Number
PDF	portable-document-formats
PESTEL	Political Economic Social Technological Environmental Legal
PNG	Portable-Network-Graphics
PIN	Personal-Identification-Numbers
PMC	Phalaborwa Mining Company
PMS	Performance Management System
PMT	Political Management Team
QR code	Quick-Response-code
RAL	Road Agency Limpopo
SALGA	South African Local Government Association
SAPS	South African Police Service
SANBI	South African National Biodiversity Institute
SANParks	South African National Parks
SANRAL	South African National Road Agency
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDF	Spatial Development Framework
SDGs	Sustainable Development Goals
SDI	Spatial Development Initiatives
SDBIP	Service Delivery and Budget Implementation Plan
SEDA	Small Enterprise Development Agency
SMME	Small Medium and Micro Enterprise
SMS	Short-Messaging-Services
SPLUMA	Spatial Planning and Land Use Management Act
STATS SA	Statistics South Africa
STI	Sexually Transmitted Infections
SWOT	Strength, Weakness, Opportunities and Threats
UN	United Nations
URL	Uniform-Response-Locator
VIP	Ventilated Improved Pit
WHO	World Health Organisation
WiFi	Wireless-Fidelity
WWW	World-Wide-Web



GUIDING PRINCIPLES: VISION, MISSION, SLOGAN, AND STRATEGIC VALUES

Table 2: Guiding Principles - Vision, Mission, Slogan & Strategic Values

VISION	To provide quality services for community well-being, tourism and mining 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, wildlife tourism and mining.
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 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

It is with great pleasure that I present the 2026/2027 Reviewed Integrated Development Plan (IDP). This amended IDP outlines the strategic direction of the municipality and highlights the projects and programmes that will be implemented during the financial year. The review process was informed by the developmental needs of our communities and the organisation, as well as the changing circumstances within the municipal area. Ward committees and various ward stakeholders were consulted to review and confirm ward priorities.

This plan seeks to improve the quality of life of our people and create a sustainable environment through integrated service delivery in partnership with National and Provincial Government. Together, we remain committed to building a better life for all.

We are confident that the 2026/2027 IDP will contribute towards addressing the concerns raised by our communities and ensure the implementation of priority projects identified through public participation processes. However, we acknowledge that it is not possible to address all community needs simultaneously. The implementation of some projects may therefore progress slowly as the municipality continues to secure adequate funding to meet growing service delivery demands.

Among the key challenges facing the municipality are the need for housing development, ageing infrastructure, unemployment, water shortages, and the demand for improved healthcare and educational facilities. The municipality must continue strengthening revenue collection and encouraging residents to pay for municipal services in order to sustain infrastructure development, maintenance, and renewal of municipal assets. The implementation of the Revenue Enhancement Strategy is expected to further accelerate the delivery of quality services to our communities.

Despite these challenges, the municipality has made significant progress in infrastructure development, and the positive impact is visible within our communities. We take pride in the successful completion of several projects, including:



- Upgrading of Benfarm Phase 2;
- Selwane Sports Complex;
- Installation of stormwater culverts in Mashishimale to Lejori, Makhushane, Humulani, and Lulekani; and
- Electrification of 135 households at Majeje (new connections).

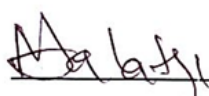
During the 2026/2027 financial year, the municipality will implement the following projects:

- Electrification of 70 households at Prieska;
- Upgrading of electricity infrastructure in Phalaborwa Town;
- Upgrading of Honeyville to Dinoko Sebera Road from gravel to tar;
- Upgrading of gravel roads to asphalt from Aubrey Car Wash via Cemetery to Kanana;
- Upgrading of gravel roads to asphalt from the Clinic via ZCC in Ward 2;
- Installation of a stormwater culvert at Shitshitwe;
- Installation of high mast lights in Phalaborwa; and
- Upgrading of gravel roads to asphalt from Nkateko High School to Pondo Combined School.

The municipality appreciates the continued healthy relationship with its strategic partners within the mining sector, namely PMC, FOSKOR, and Stibium. During the 2026/2027 financial year, these partners remain committed to supporting community development through the implementation of projects as part of their social responsibility programmes.

I would like to extend my sincere appreciation to the community, stakeholders, ward committees, councillors, and all role-players for their continued support and meaningful participation throughout the IDP review process.

2026/2027 IDP is hereby approved for implementation in line with the provisions of Section 16 of the Municipal Finance Management Act (MFMA).



CLLR MM MALATJI
MAYOR

27/05/2026

DATE



EXECUTIVE SUMMARY BY MUNICIPAL MANAGER



MUNICIPAL MANAGER

In terms of the Municipal Systems Act, 2000 (Act 32 of 2000), municipalities are required to prepare and adopt Integrated Development Plans (IDPs) that are developmental in nature and responsive to the needs of communities. The Integrated Development Plan remains the Municipality's principal strategic planning instrument, guiding decision-making, resource allocation, service delivery priorities, and development interventions over the medium term.

The 2026/2027 Reviewed Integrated Development Plan of the Ba-Phalaborwa Municipality reflects the Municipality's commitment to responsive governance, sustainable development, and improved service delivery. The IDP is aligned with national and provincial development priorities, including the National Development Plan (NDP), the Medium-Term Development Plan, and sector legislation applicable to local government.

Council adopted the IDP Process Plan to guide the review and preparation of the 2026/2027 IDP, Budget, and Performance Management System (PMS). The Process Plan ensured that the review process complied with legislative requirements and promoted meaningful stakeholder and community participation. Through extensive public participation processes, communities, stakeholders, and sector departments were afforded an opportunity to contribute towards the identification and prioritisation of developmental needs and service delivery challenges.

The reviewed IDP outlines the Municipality's strategic objectives, key development priorities, and programmes aimed at improving the quality of life of residents. Particular emphasis has been placed on the provision and maintenance of basic services, infrastructure development, local economic



development, environmental sustainability, financial viability, institutional strengthening, and good governance

During January 2026, the Municipality experienced severe flooding that resulted in significant damage to critical infrastructure, including roads, stormwater systems, bridges, culverts, and other municipal assets. The impact of the floods highlighted the vulnerability of infrastructure to climate-related disasters and underscored the importance of building resilient communities. In reviewing the 2026/2027 Integrated Development Plan, the Municipality has taken into consideration the extent of the flood damage and has incorporated rehabilitation, maintenance, and disaster risk reduction measures into its planning processes. Priority has been given to restoring damaged infrastructure, strengthening disaster preparedness, and improving the Municipality's capacity to respond to future climate-related events, subject to the availability of funding and support from relevant spheres of government.

The Municipality remains committed to accelerating service delivery, strengthening accountability, promoting sound governance, and advancing sustainable development for the benefit of all residents within the Ba-Phalaborwa Municipal area. Through collective effort and responsible stewardship of resources, we will continue working towards the realization of the Municipality's developmental objectives.

The successful implementation of the 2026/2027 IDP will require collective effort, accountability, and continued cooperation amongst all stakeholders. The Municipality is committed to accelerating service delivery and promoting sustainable development for the benefit of all residents within the Ba-Phalaborwa Municipal area.



MRS. ST MOKOBI
MUNICIPAL MANAGER

27/05/2026

DATE



CHAPTER 1: PLANNING FRAMEWORK

1. INTRODUCTION

According to the Municipal Systems Act No 32 of 2000, every Council must prepare its own IDP which will guide the five-year term of office. The Integrated Development Plan (IDP) is a five-year strategy with the goal of improved service delivery and community improvement. It is reviewed annually as a strategic development plan to guide all development in a municipality and to inform municipal budgeting and resource allocation. A Council-approved IDP Process Plan oversees the planning process.

This document presents the 2026/2027 IDP and five-year strategy for the Ba-Phalaborwa Local Municipality. The document provides information on the legislative and policy imperatives governing municipal service delivery imperatives; the profile of the municipality including strategic local and demographic trends; situational analysis covering the spatial rationale, environmental, social and economic trends, and service delivery status update; status on the key performance outcomes – basic service delivery, municipal financial viability, good governance and public participation; municipal transformation and organizational development; community needs and prioritized services; development of strategies; SWOT analysis; and Annual Performance Plan (APP) or Project phase.

1.1. LEGISLATIVE BACKGROUND AND POLICY IMPERATIVES

The IDP process is guided by various legislations, policies and guidelines which must be considered carefully observed when the document is compiled. These documents include amongst others the following:

1.1.1. Constitution of The Republic of South Africa, Act 108 Of 1996

Sections 152 and 153 of the Constitution prescribe that local government should oversee the development process and municipal planning and describe the following objectives of local government:

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



1.1.2. Municipal Systems Act, No. 32 Of 2000

The Municipal Systems Act, 2000 (Act No. 32 of 2000), chapter 5 part 3 and section 34, obligates all municipalities to undertake a process of preparing and implementing IDP's. The Act defines integrated development planning as one of the core functions of a municipality in the context of its developmental orientation. According to Section 34 of the Act, the municipal council must, (a) must review IDP. (i) annually in accordance with an assessment of its performance measurements in terms of section 4(i); and (ii) the extent that changing circumstances so demand; and (b) may amend its integrated development plan in accordance with a prescribed process.

1.1.3. Municipal Finance Management Act no. 53 of 2003

The Municipal Finance Management Act, 2003 (Act No. 53 of 2003), states that the mayor of a municipality must:

- Co-ordinate the process for preparing the annual budget and for reviewing the municipality's IDP and budget-related policies to ensure that the tabled budget and any revisions of the IDP and budget related policies are mutually consistent and credible.
- At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget;
- The annual review of the IDP in terms of section 34 of the MSA; and the budget-related policies; The tabling and adoption of any amendments to the IDP and budget-related policies; and
- Any consultative processes forming part of the processes referred to in sub-paragraphs.

1.1.4. National Development Plan vision 2030

At local level, several fundamental issues impact on the planning processes of Ba-Phalaborwa Municipality.

The National Development Plan (NDP) offers a long- term perspective. It defines a desired destination and identifies the role of different sectors of the society that need to play in reaching the goal. The NDP aims to eliminate poverty and reduce inequality by 2030. According to the plan South Africa can realize these goals by drawing energy of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, promoting leadership and partnership throughout the society.



1.1.5. Limpopo Development Plan 2020-2025

The Limpopo Development Plan (LDP) sees the competitive advantage of the province in mining, agriculture, tourism, and manufacturing. Clustering is viewed as key to success in these sectors. In case of the district, the strategy emphasis investments in agriculture, forestry, tourism and to a lesser extent, trade. To give effect to the strategic objectives, the provincial Government of Limpopo has contextualized ten priority areas, as contained in the Medium-Term Strategic Framework into key strategic priorities which will guide service delivery for the next five years.

1.2. POWERS AND FUNCTIONS OF BA-PHALABORWA MUNICIPALITY

Table 3 below exhibits clearly the powers, duties and responsibilities assigned to Ba-Phalaborwa Local Municipality and district municipality. It lists all matters listed in Schedule 4B and 5B of the Constitution and the division between local and district municipality in terms of section 84 (1) and 2 of the structures Act.

Table 3: Powers and Functions

Powers and Functions	Authorisation	Responsible Department
Air pollution	No	Mopani District Municipality
Building regulations	Yes	Technical Services
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, Planning & Development
Water (potable)	No	Mopani District Municipality
Billboards & the display of advertisements in public places	Yes	Corporate Services, Planning & Community Services
Cemeteries, funeral parlours and crematoria	Yes, including District Municipality function	Community Services
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



Powers and Functions	Authorisation	Responsible Department
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

1.3. INSTITUTIONAL ARRANGEMENTS TO DRIVE IDP PROCESS

To manage the drafting of IDP outputs effectively, Ba-Phalaborwa Municipality institutionalized the participation process thereby giving affected parties access to contribute to the decision-making process. Table 4 shows the structures and internal organizational arrangements that have been established to guide the IDP process in the municipality:

Table 4: Institutional Arrangement

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	<ul style="list-style-type: none"> 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,	<ul style="list-style-type: none"> Confirm the developmental priorities of the municipality. Represent the different community structures in decision making
Council	All Councillors	<ul style="list-style-type: none"> Approves the IDP Process Plan and IDP
Ward Councillors and ward Committees	All ward Councillors and ward committees	<ul style="list-style-type: none"> Link planning process to their wards. Collect, discuss, and prioritise ward needs.



1.4. IDP PROCESS OVERVIEW

1.4.1. OVERVIEW:

The IDP is a process that encompasses local stakeholders and the municipality to draw a developmental plan of how services will be rolled out. Guided by the provisions of the Municipal Systems Act (Act 32 of 2000), the IDP serves as a five-year strategic planning instrument that directs all planning, budgeting, and implementation activities within the Municipality. The Ba-Phalaborwa Municipality adopted its Process Plan on the July 2025.

The Process Plan is in line with the Mopani District Municipality's IDP Framework and DDM model, ensuring cohesion and integration across all spheres of planning within the district. The implementation of the Process Plan progressed as approved by Council in July 2025. The scheduled activities and timelines were largely met, and in cases where delays occurred, alternative dates were promptly identified and implemented to ensure that targets were achieved within the prescribed timeframes.

1.4.2. BASIS FOR THE OVERVIEW

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 year.

The following aspects informed the 2025/26 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



1.4.3. PLANNED ACITIVITIES AND MEETINGS HELD DURING BA-PHALABORWA IDP REVIEW PERIOD:

1.4.3.1. IDP, BUDGET AND PMS PROCESS PLAN

Table 5: IDP-BUDGET-PMS Process Plan

Period	Activity	Activity Description	Output
30 July 2025	Preparatory Phase	Develop Framework & Process Plan and Confirm IDP/Budget/PMS Structures	Adopted Framework & Process Plan
October - December 2025	Analysis Phase	Data collection – ward-based planning. Community satisfaction survey	Situational analysis (State of Development Report). Prioritised ward needs
Dec 2024 – Jan 2026	Strategies Phase	Strategic planning session	Strategic Plan (Development priorities, objectives, Key Performance Indicators and targets)
March 2026	Projects Phase	Development of projects list Establishment of project prioritisation task team	List of prioritized projects
March 2026	Integration Phase	Submission of sector plans	Sector plans
March 2026	Approval Phase (Draft IDP, Budget & PMS)	Compilation of Draft IDP, Budget & PMS document	Approved Draft IDP, Budget & PMS document
April 2026	Public Participation (Draft IDP/Budget)	Public participation on the Draft IDP, Budget & PMS	Comments & inputs on the Draft IDP, Budget & PMS document
May 2026	Final IDP, Budget & PMS	Analysis & integration comments on the Draft IDP, Budget & PMS	Final IDP, Budget & PMS

1.4.3.2. IMPLEMENTATION OF THE IDP, BUDGET AND PMS PROCESS PLAN

Table 6: Implementation of the IDP-Budget-PMS

Date	Structure	Purpose/Activity
18 July 2025	IDP Technical Committee	Preparatory phase
21 July 2025	Steering Committee	Preparatory Phase
22 July 2025	IDP Rep Forum	Preparatory Phase
30 July 2025	Council	Approval of the IDP, Budget and PMS Process Plan
18 November 2025	IDP Technical Committee	Analysis phase
19 November 2025	Steering Committee	Analysis phase



Date	Structure	Purpose/Activity
26 November 2024	IDP Rep Forum	Analysis phase
03 – 05 December 2026	EXCO, Senior Management, Middle & Lower Management, Unions & Strategic Partners	Strategic Planning session
10 March 2026	Technical Committee meeting	Presentation of the projects
18 March 2026	Steering committee	Presentation of the projects
23 March 2026	IDP Representative Forum	Presentation of the draft IDP projects and Budget
26 March 2025	Council	Adoption of Draft IDP
03 April – 06 May 2026	Council and Community members	Public Participation of Draft IDP
14 May 2026	Technical Committee	Discussion of the public participation report
20 May 2026	Steering Committee	Presentation of Public Participation report
22 May 2026	IDP Rep Forum	Presentation of public participation report
27 May 2026	Council	Adoption of the final IDP

1.5. PUBLIC PARTICIPATION OUTCOME ON THE DRAFT 2026/27 IDP, BUDGET AND PROPOSED TARIFF BOOK

Public engagement is critical as it strengthens commitment to the plan, promotes collaboration between government and communities, and ensures that decisions reflect the needs and priorities of affected stakeholders. By involving communities in the planning process, Integrated Development Plans (IDPs) and related development initiatives become more sustainable, enhance transparency and trust, and ultimately contribute to more effective, inclusive, and equitable service delivery outcomes.

1.5.1. INPUTS/COMMENTS RAISED DURING PUBLIC PARTICIPATION CONSULTATIONS.

The Ba-Phalaborwa Local Municipality has held public community consultation sessions to gather inputs and comments from members of the community and stakeholders on the draft 2026/2027 IDP. Inputs were noticed, recorded, and then evaluated for inclusion in the final 2026/2027 IDP document.

In most of the areas, community members demanded better basis service delivery and submitted needs without objecting to the to the draft IDP, Budget and Proposed Tariff Book. Council has noted that the drafted 2026/2027 IDP received an approved from members of the community and stakeholders. Members of the community from all nineteen (19) wards, including the five (5) traditional authorities,



development community members, business sector, churches, sector departments, and advisory board members participated in the process.

The following demands and needs raised were evaluated and thus make part of the 2026/2027 IDP:

- Provision of water and water infrastructure in wards in all 19 wards
- Provision of culverts in wards 6, 10, 13, 14, 15,16, 17 and 18
- Need of consideration of a mobile clinic in wards 1 and 5
- Need for expansion of the parking area at Maphutha Malatji Hospital (ward 5)
- Construction of speed bumps in wards 7 and 13
- Need of apollo lights in wards 14, 15, and 16
- Need of VIP toilets in ward 9
- Need for removing shrubs in wards 13, 14, and 15
- Upgrading of electricity infrastructure in Phalaborwa Town
- Rehabilitation of streets ward 1- 19

1.6. MEC ASSESSMENT FEEDBACK

The Integrated Development Plans for all Municipalities in Limpopo were assessed by the MEC of the Limpopo Department of Cooperative Governance Human Settlements and Traditional Affairs (COGHSTA). The Ba-Phalaborwa Municipality 2025/26 IDP was examined by the MEC to guide the planning for the 20206/27 financial year. The assessment has rated **Satisfactory on IDP content and is found well-aligned with IDP/ SDBIP frameworks**. This Confirms the creditability of the IDP document as entrusted to the municipality.

The 2026/2027 Draft IDP was also assessed by the MEC for Cooperative Governance, Human Settlements and Traditional Affairs to provide comments and inputs prior to the approval of the final IDP. Table 7 below outlines the findings and recommendations contained in the MEC’s assessment report, with particular emphasis on sector plans where areas for improvement were identified.

DESCRIPTION/KPA	ASSESSMENT FINDINGS	IMPROVEMENT MEASURES
Projects	There are no sector projects for Spatial, Public Transport, Road and Storm Water and Waste Management	The municipality to liaise with relevant sector Departments for project to be incorporated in the IDP
Basic Service Delivery and Infrastructure Planning	There are no strategies for Public Transport, for improving access to sustainable sanitation services and maintaining, extending and upgrading	The municipality to develop strategies or liaise with relevant sector department for assistance where necessary



	the municipal water and sanitation assets	
LED	<p>The analysis does not depict Economic challenges (e.g. unemployment rates, disaggregated in terms of gender, age, etc.</p> <p>There are no strategies for Promoting (Public -Private – Partnerships (PPP) and community partnerships in building the local economy</p>	<p>Municipality to outline Economic challenges (e.g. unemployment rates, disaggregated in terms of gender, age, etc.</p> <p>The municipality to develop strategies for Promoting (Public -Private – Partnerships (PPP) and community partnerships in building the local economy</p>

Table 7: MEC's Findings of the Draft 2026/27 IDP

1.7. STRATEGIC PERFORMANCE OVERVIEW

The Ba-Phalaborwa Municipality faces considerable developmental issues, particularly in the provision of basic services. Critical infrastructure in Phalaborwa, including electricity, roads, water, and sanitation, requires immediate attention. The increased demand for services in both township and rural regions puts a significant pressure on the Municipality's limited budgetary resources. These issues are further aggravated by the fact that the Municipality is not the authorised Water Services Authority, which limits its authority to provide reliable water supplies to citizens.

Despite these limits, the Municipality has identified important priority concerns for the fiscal year 2026/2027 through a comprehensive ward-based planning process, performance assessment, and a targeted strategic planning meeting. These priorities are guided by community needs and are thoroughly detailed in Chapter 2 (Analysis Phase) of the 2026/27 IDP. The period's critical priorities include:

- The refurbishment and upgrading of the electricity infrastructure in Phalaborwa.
- The installation of stormwater culverts and bridges to improve drainage and mitigate flooding;
- The upgrading of roads from gravel to tar, with a focus on enhancing mobility and access, especially in high-traffic and underserved areas.

These interventions are essential to improving the quality of life for residents and promoting sustainable development within the municipal jurisdiction



1.8. MUNICIPAL PRIORITIES

Local governments are responsible for the supply of services such as water, power, and infrastructure, as well as promoting economic development and ensuring a healthy environment for their citizens. Community goals in local government address a wide range of issues, but they often revolve around key services, economic development, and environmental stewardship. The following were identified as the most critical for prioritisation.

- Increase the revenue base.
- Provide waste removal to all communities and ensure that all communities have access to electricity. Acquire more resources to provide and maintain the existing and proposed infrastructure.
- Create job opportunities and reduce poverty rates through infrastructure development, support for SMME through municipal supply chain (procurement), and service delivery.



CHAPTER 2: MUNICIPAL PROFILE

2. MUNICIPAL PROFILE REPORT

This section provides an overview of the Ba-Phalaborwa Local Municipality's key socioeconomic metrics and trends, highlighting areas of concern in terms of current challenges. The municipality has considered the demographic data provided by the STATSSA census 2022 and other research publications.

2.1. DESCRIPTION OF MUNICIPAL AREA

The name "Ba-Phalaborwa", meaning "*better than the south*", was bestowed by the Sotho tribes who considered the area as most live to live given its suitability for mining and smelting of copper and iron ore. Historically established as a mining town, Ba-Phalaborwa remains home of mixed cultures of the Sotho, Tsonga and Zulu tribes of South Africa. The town is also to one of Africa's most prominent mining landmarks, the Phalaborwa Mining Company's open-pit mine, which is the widest man-made hole in Africa, measuring nearly 2,000 metres in diameter.

Ba-Phalaborwa Local Municipality is classified as a Category B municipality and forms part of the Mopani District Municipality in the Limpopo Province. The municipality covers around 7,490 square kilometres (Km²) and includes two towns: Phalaborwa and Gravelotte. It is a primarily rural, medium-sized municipality comprising townships such as Namakgale and Lulekani, as well as villages led by traditional leaders such as Majenje, Mkhushane, Maseke, Mashishimale and Seloane.

Strategically located in the north-eastern region of Mopani, the municipality lies less than 1 kilometre from the Kruger National Park and approximately 220 kilometres from both Polokwane and Mbombela. Ba-Phalaborwa serves as a critical gateway to the Greater Limpopo Transfrontier Park via the Giriyyondo Border Post, providing access to Mozambique and the coastal city of Xai-Xai, making it a significant node for regional tourism and cross-border trade.



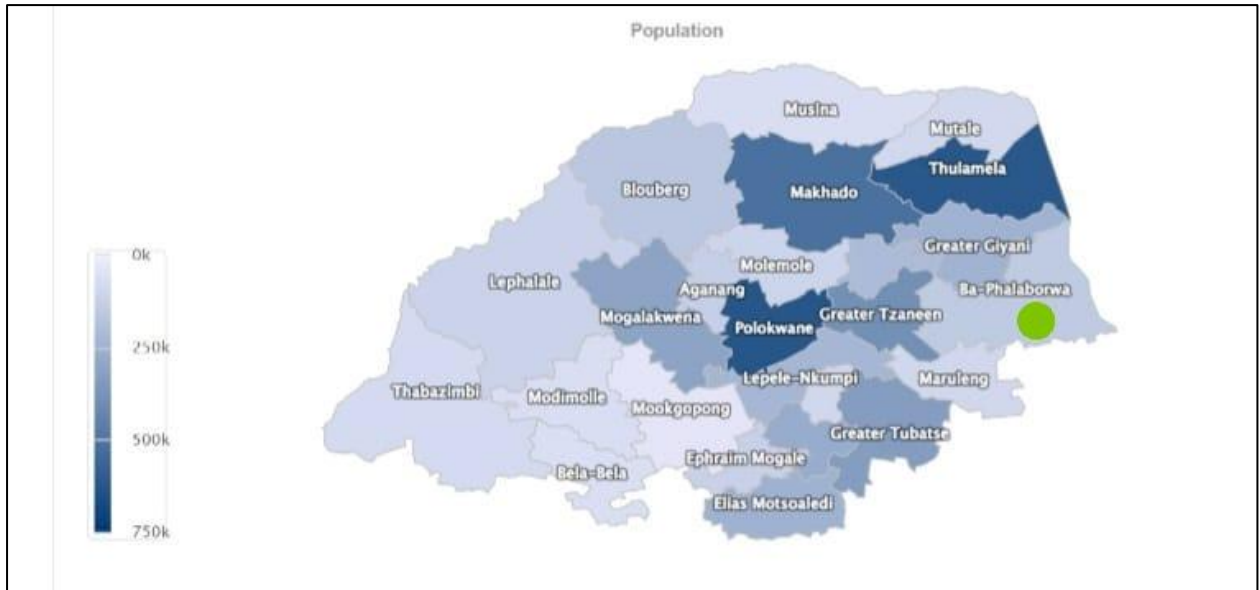


Figure 1: Map of local municipalities in the Limpopo Province



Figure 2: Map location of Ba-Phalaborwa Local Municipality



The municipality offers substantial potential for investment in tourism and manufacturing, capitalising on its natural attractions and geographic position. After the 2011 municipal demarcations, Ba-Phalaborwa expanded from 3,001 km² to 7,461.6 km², including a piece of the Kruger National Park. This increased its strategic worth and environmental significance. Phalaborwa is a wildlife tourism hotspot and an excellent starting point for exploring the Kruger National Park and the surrounding natural, historical, and cultural features.

The discovery of phosphates there resulted in the foundation of the Phosphate Development Corporation (Foskor) in 1951 and the establishment of the town of Phalaborwa in 1957. Phosphate reserves are presently mined there to meet South Africa's needs. Copper and iron ore are extracted again, with uranium recovered as a byproduct. The opencast mine in Phalaborwa, has the capacity to yield 2.6 million tons per annum of phosphate rock concentrate from processing 35 million tons of ore per annum. Once crushed, milled, concentrated and dried, most of the phosphate rock concentrate is railed to Foskor's processing plant in Richards Bay, 800 km away on the country's east coast. Pictures 1, 2, and 3 provide a photographic depiction of the natural scenery and mining activities



Figure 3: Olifants river in the Kruger National Park



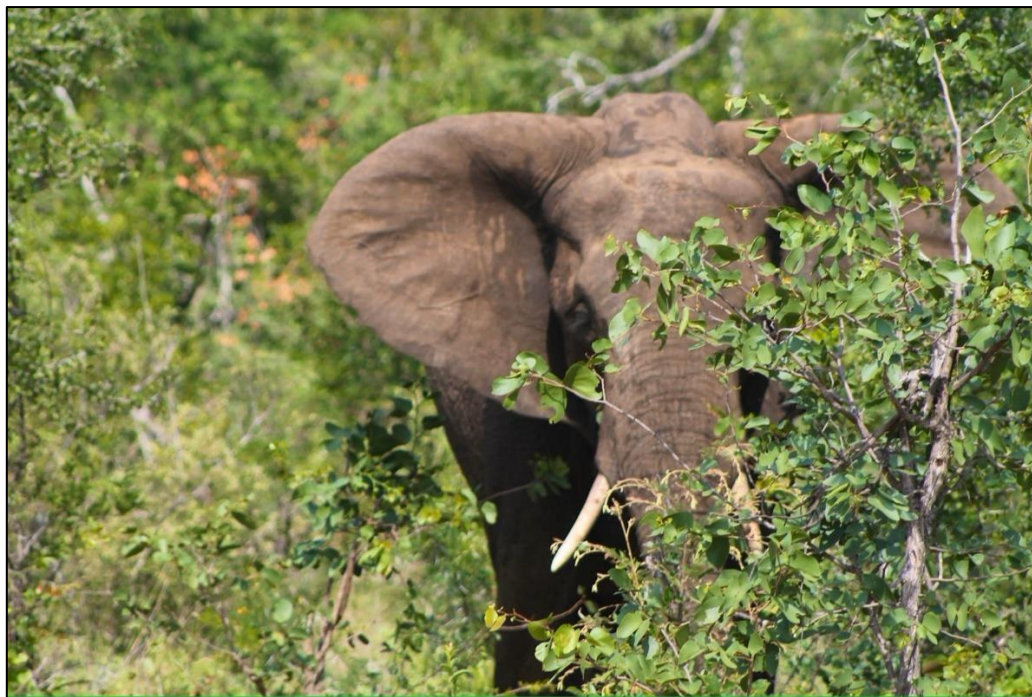


Figure 4: Wildlife in the Kruger National Park

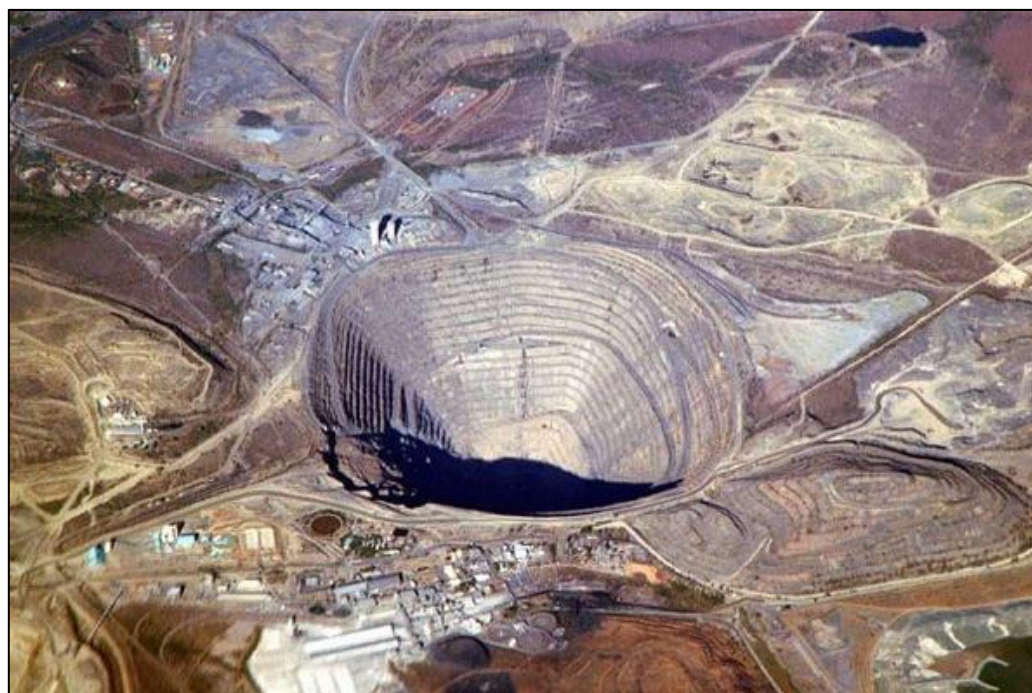


Figure 5: Foskor mine's big hole in Phalaborwa



2.2. DEMOGRAPHIC PROFILE

The objective of this section is to provide information regarding the development background and population trends of the municipality.

2.2.1. POPULATION TRENDS

According to Statistics South Africa (StatsSA)'s Census 2022, the overall population has grown at an average rate of 12% each year, from 150 637 in 2011 to 168 937 (+18 300) in 2016 and 188 603 (+19 666) in 2022. The population growth over the ten-year period from 2011 to 2022 amounts at 25%, or 37 966 in numerical terms. On the household front, Ba-Phalaborwa Local Municipality experienced a significant growth in household numbers between 2011 and 2016, expanding by 19% or 7 986 families, compared to a modest increase of 5% or 2 551 homes between 2016 and 2022.

Table 8 below shows both the population and household trends of the Ba-Phalaborwa Local Municipality for the years 2011; 2016; and 2022 as reported by the 2022 census report of StatsSA.

Table 8: SA Census 2011 and Census 2022

Census 2011		Census 2011		Census 2022	
Population	Households	Population	Households	Population	Households
150 637	41 115	168 937	49 100	188 603	51 651

Source: Stats SA Census 2022



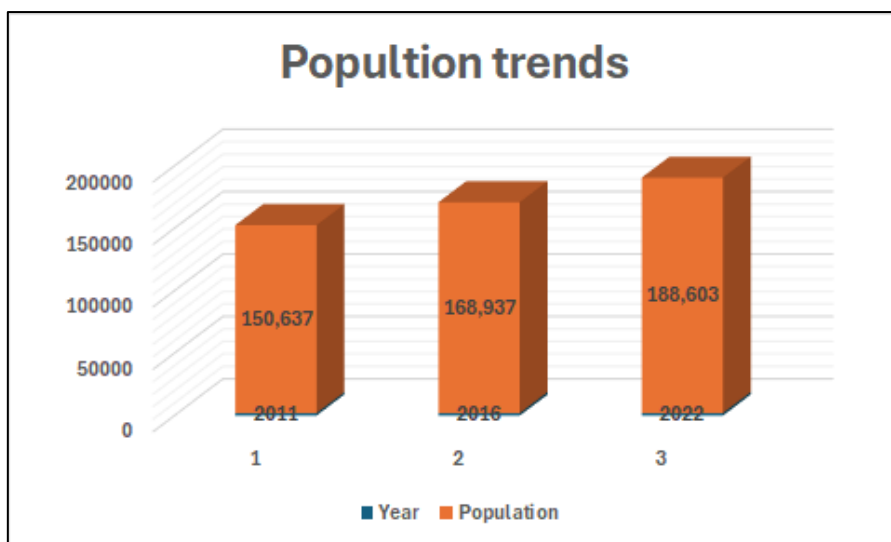


Figure 6: Graph of population trends in Ba-Phalaborwa Local Municipality

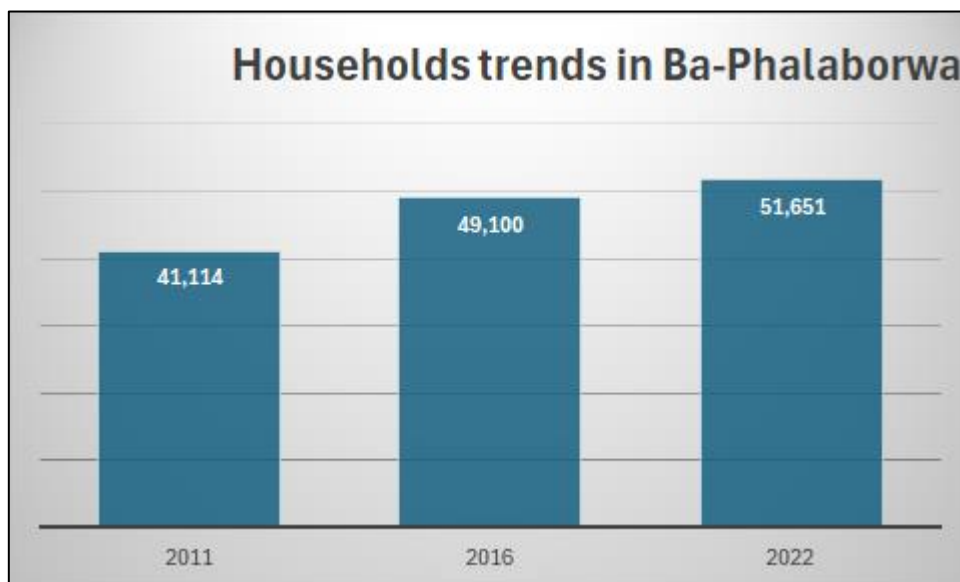


Figure 7: Graph of household's growth trends in the Municipality



2.2.2 AGE AND GENDER DISTRIBUTION AND POPULATION GROUP

Most of the population in Ba-Phalaborwa Local Municipality is middle-class and of working age. According to the demographic trends reported in the 2022 Census Report, the municipality has the largest population of people aged 15 to 64 in 2022, accounting for an average of 64% of the total population from 2011 to 2022. Females make up most of the population, with a male-to-female ratio of 91.80 (2011), 95.20 (2016), and 91.80 (2022).

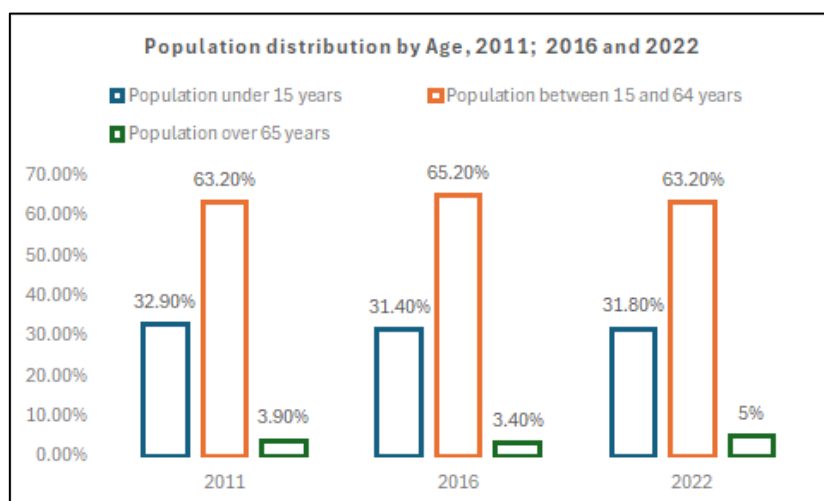


Figure 8: Graph of population distribution by age

The table 9 below shows the unequal population distribution in terms of gender (gender disparity).

Table 9: Population Distribution by Age and Gender

Population Details									
Age	Census 2001			Census 2011			Census 2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	7 516	7 676	15 192	9 721	9 721	19 433	10 878	11 116	21 994
5-9	7 203	7 654	14 857	7 536	7 848	15 384	9 118	9 448	18 566
10-14	7 345	7 490	14 835	7 529	7 219	14 748	9 538	9 837	19 375
15-19	6 852	7 385	14 237	7 118	7 555	14 674	7 499	7 961	15 460
20-24	6 519	7 230	13 749	8 132	7 995	16 127	8 492	8 726	17 218
25-29	5 924	6 390	12 314	6 842	7 371	14 195	7 547	8 703	16 250
30-34	4 735	5 169	9 904	5 392	6 016	11 407	7 198	7 976	15 174
35-39	4 169	4 654	8 823	4 649	5 390	10 039	6 703	7 164	13 867
40-44	3 681	3 865	7 546	3 886	4 395	8 282	5 298	5 907	11 205
45-49	3 419	3 041	6 460	3 103	3 787	6 890	4 815	5 258	10 073
50-54	2 708	2 139	4 847	2 691	2 852	5 542	3 908	4 294	8 202
55-59	1 783	1 212	2 995	2 415	2 252	4 667	3 115	3 697	6 812
60-64	1 167	1 102	2 269	1 660	1 620	3 280	2 343	2 661	5 004
65-69	495	837	1 332	957	1 206	2 163	1 689	2 163	3 852



70-74	420	657	1 077	651	957	1 608	1 074	1 250	2 324
75-79	223	297	520	339	632	972	520	912	1 432
80-84	128	244	372	203	444	647	299	667	960
85+	69	139	208	118	321	439	219	608	829
Total	64 356	67 180	131 536	72 923	77 572	150 529	90 254	98 348	188 603

Source: Stats SA Census 2022

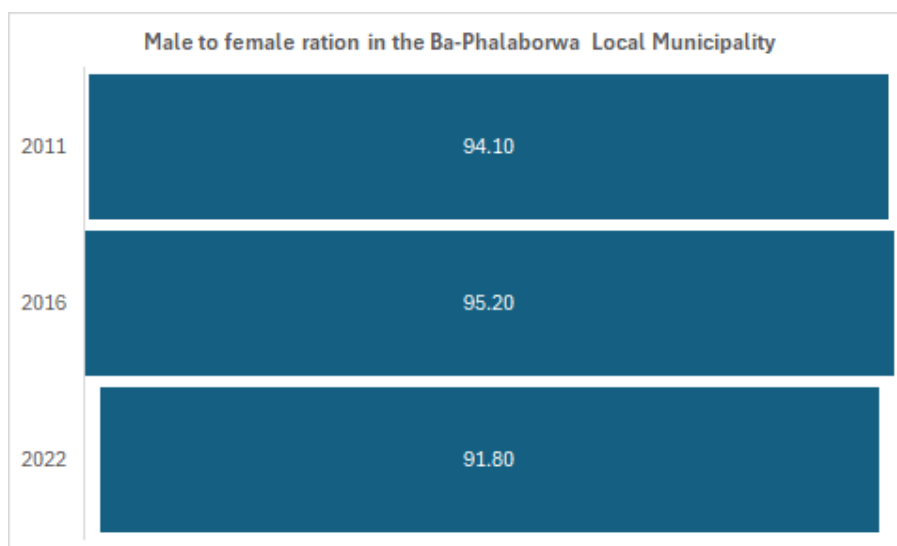


Figure 9: Graph of male-female ratio in the Municipality

2.2.2. POPULATION GROUP

The Ba-Phalaborwa Local Municipality majority black population living in the area making 175 851 of the total population or 93.26% in 2022. The second highest population group are white people at 11 600 or 6.15% of the total population. Indian/Asian 495 or 0.26%, whilst Coloured are 402 in number or 0.21% of the total population residing in Ba-Phalaborwa Local Municipality. Table 10 below shows the population distribution by racial group within the Ba-Phalaborwa Local Municipality.

Table 10: Population Group

Race group (2022)	Counts	Counts Percentage
Black African	175 851	93.3
Coloured	402	0.2
Indian/Asian	495	0.3
White	11 600	6.2
Other	214	0.1



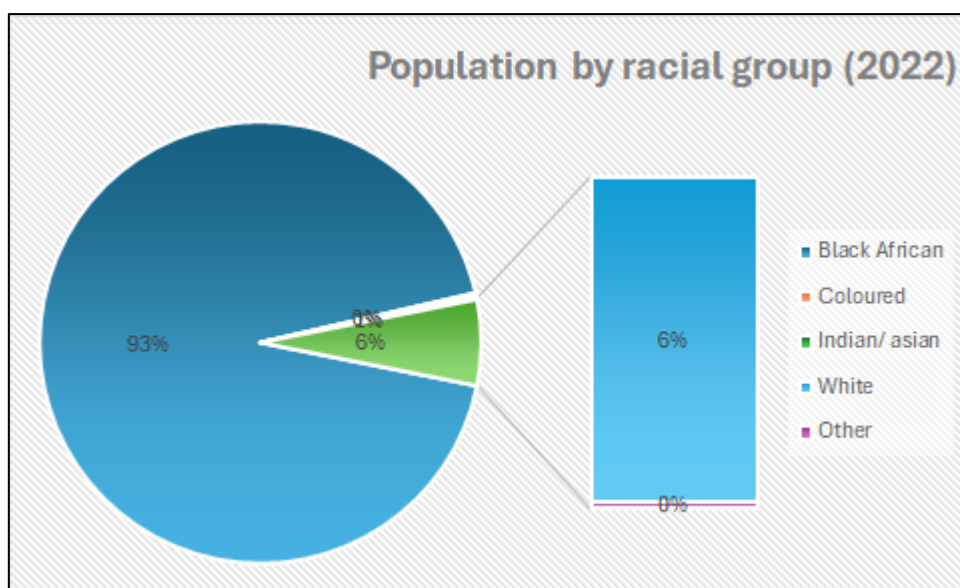


Figure 10: Graph of population by race in the Municipality

2.2.3. POPULATION PER WARD

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.

Table 11: 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
18	4.077	12.326
19	Not yet aggregated	Not yet aggregated

Source: Stats SA Census 2011

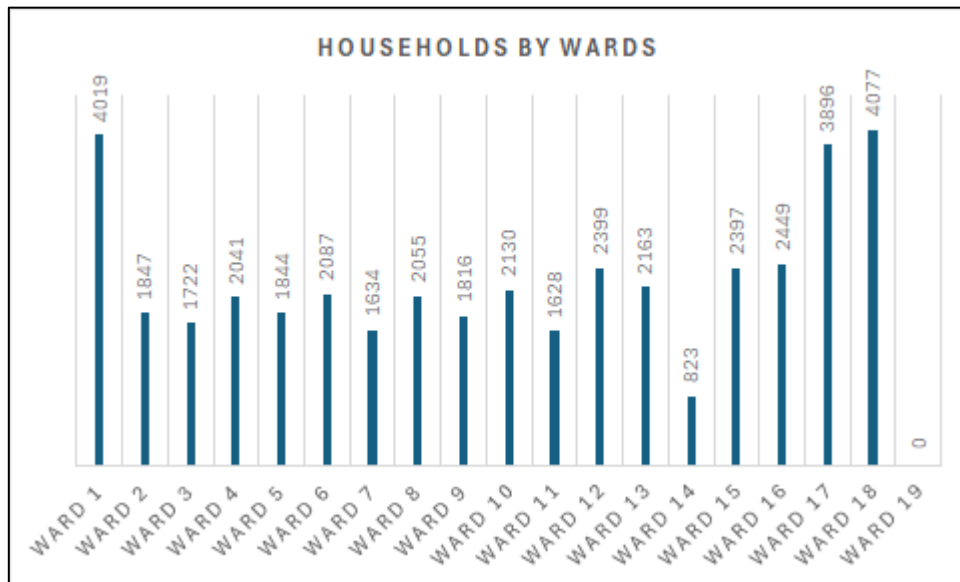


Figure 11: Graph of households by wards

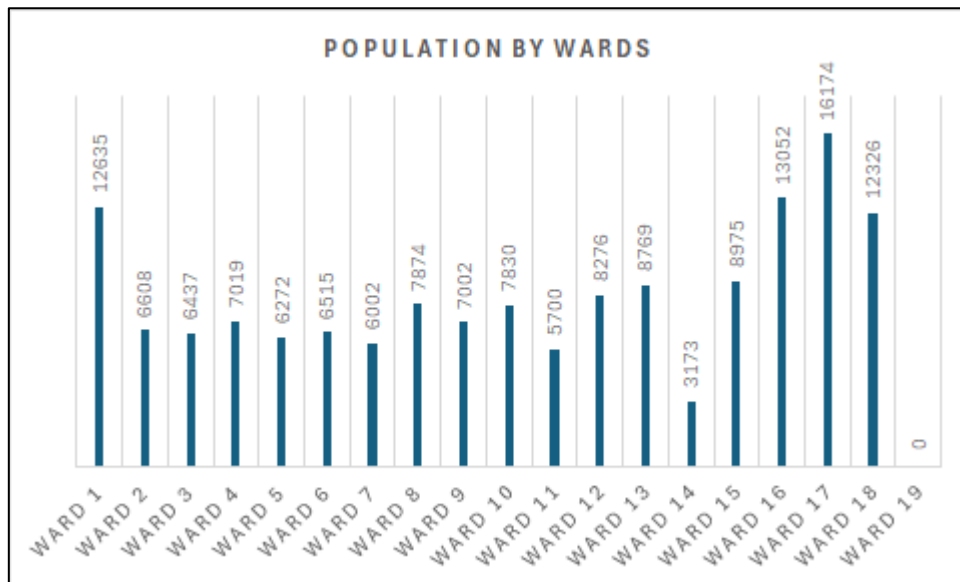


Figure 12: Graph of population by wards



2.2.4. EDUCATIONAL PROFILE

Lack of Education is not only one of the main factors that contribute to unemployment but is a key indicator of development in general. Table 12 shows that 35.6% of the population have grade 12/st10, 30.6% have secondary and only 14.3% has no schooling.

Table 12: High Level of Education for Population aged 20 years and older.

Label	Counts	Percentage
No Schooling	14810	14.3
Some Primary School	5929	5.7
Completed Primary School	2815	2.7
Some Secondary School	31616	30.6
Grade 12/ Std10	36797	35.6
Higher Education	10338	10
Other	1143	1.1

Source: Stats SA Census 2022

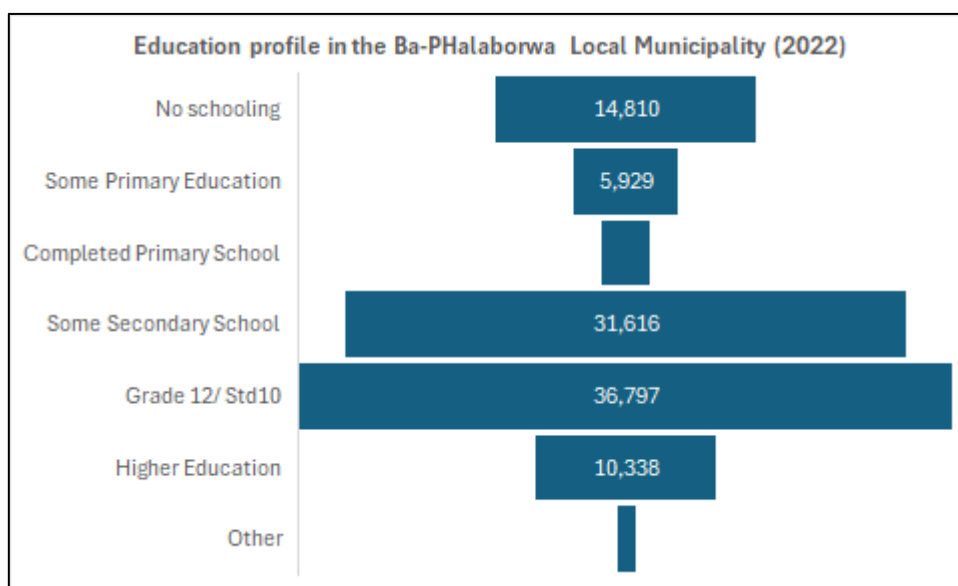


Figure 13: Graph of education profile in the Municipality



POPULATION AGED 5-24 YEARS ATTENDING AN EDUCATION INSTITUTION

Table 13: Population Attending an Education Institution

LIM334: Ba-Phalaborwa	Census 2011			Census 2022		
	Yes	No	Total	Yes	No	Total
	47 542	11 903	59 445	54 740	12 184	66 924

Source: Stats SA: Census 2022

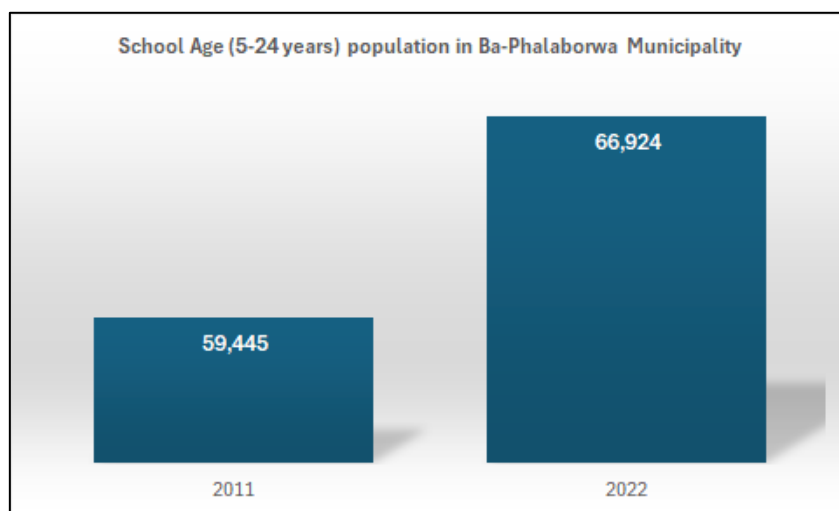


Figure 14: Graph of school age population by age (5-24 years)

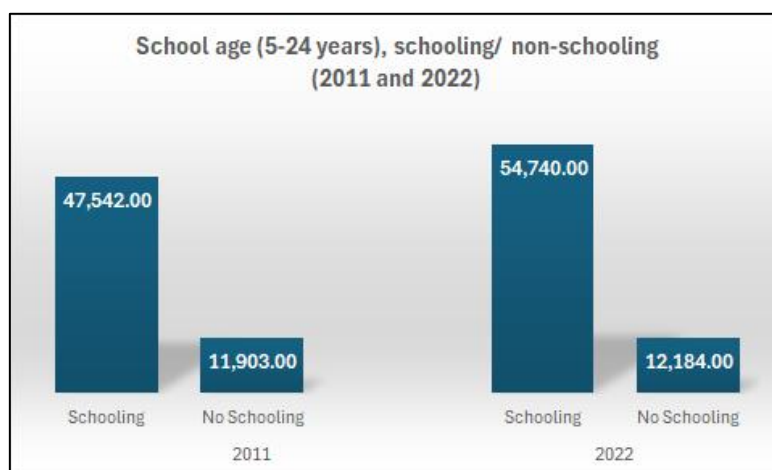


Figure 15: Graph of schooling/ non-schooling population by age (5-24 years)



2.2.5. EMPLOYMENT PROFILE

The above table shows that there are 33695 economically active people in the municipality with 20 196 unemployed people of which 50.2% is unemployed youth of 15-34 years of age.

Table 14: Employment and Unemployment Rate

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

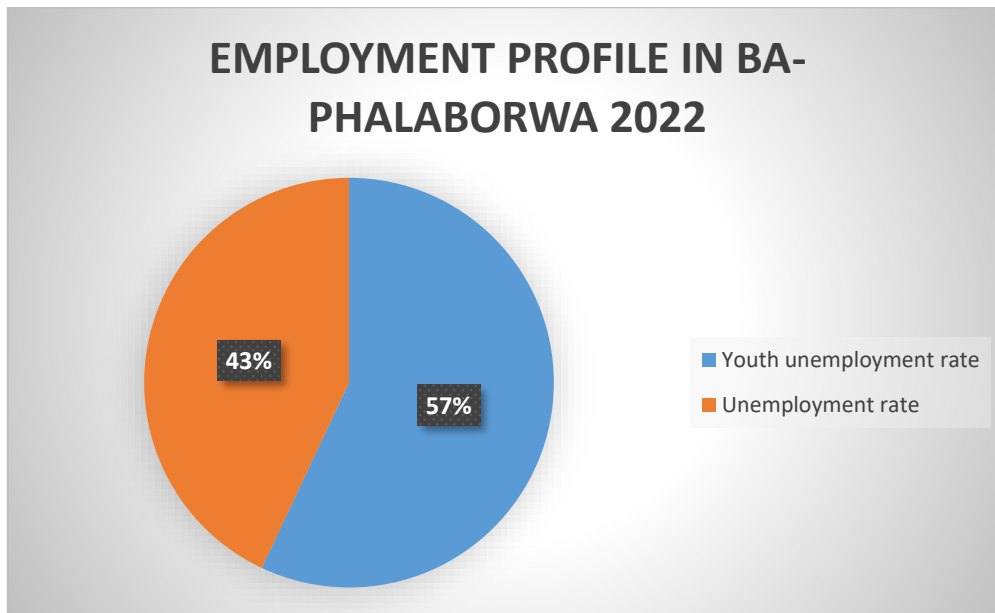


Figure 16: Graph of employment/ unemployment levels in the Municipality



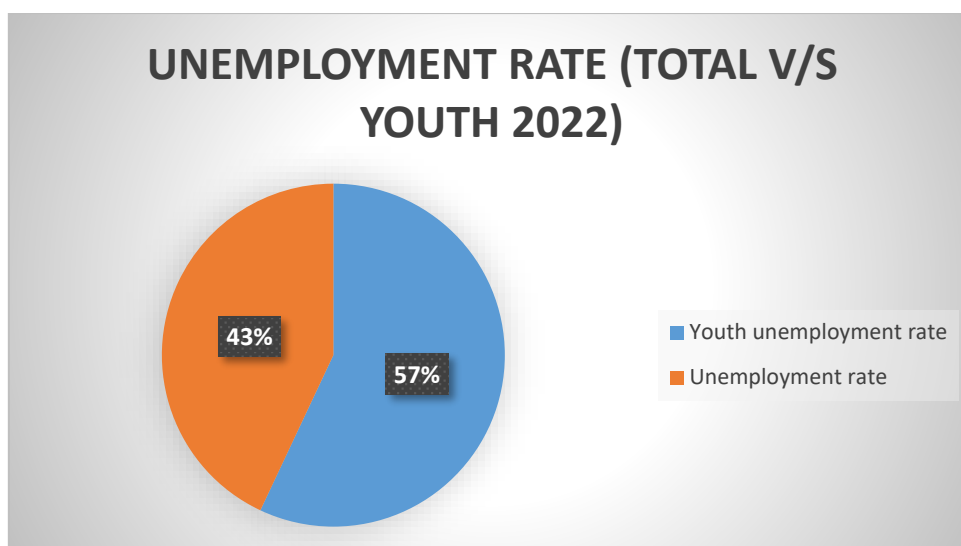


Figure 17: Graph of unemployment status in the Municipality

2.2.6. INCOME CATEGORIES

Ba-Phalaborwa Local Municipality has the most unequal distribution in the Limpopo Province, with majority of people (45%) having no income, 25% earning below the minimum wage and 0.05% of the population earning over R200,000 per month. This then requires concerted and integrated efforts by the municipality to develop chances for good work and long-term livelihoods for the people. Table 15 below shows the income trends in the municipality.

Table 15: Income Categories

Census 2011	Ba-Phalaborwa	
	No income	63891
	R 1 - R 400	36572
	R 401 - R 800	5232
	R 801 - R 1 600	14672
	R 1 601 - R 3 200	6632
	R 3 201 - R 6 400	5268
	R 6 401 - R 12 800	5375
	R 12 801 - R 25 600	3746
	R 25 601 - R 51 200	920
	R 51 201 - R 102 400	177
	R 102 401 - R 204 800	64
	R 204 801 or more	78

Source Stats SA Community survey 2011.



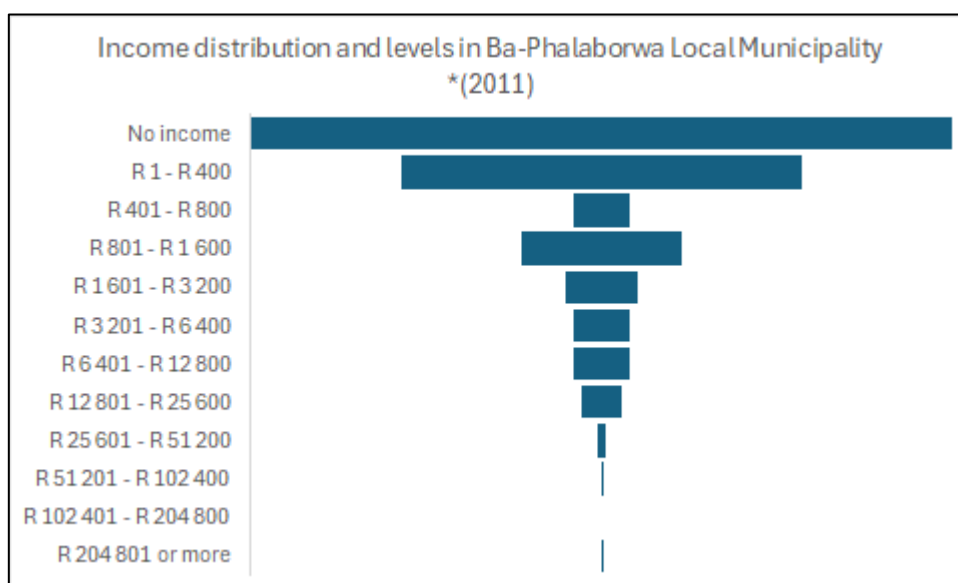


Figure 18: Graph of income distribution in the Municipality

CHAPTER 3: SITUATIONAL ANALYSIS

3. SITUATIONAL ANALYSIS REPORT

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 one of the five local municipalities of the Mopani District of Limpopo Province, alongside Greater Giyani, Greater Letaba, Greater Tzaneen, and Maruleng, with a combined population of 1,372,873 (StatsSA Census 2022). Mining is the district's largest economic sector, accounting for 30.1% of Gross Value Added (GVA), with the majority of activity concentrated in the Ba-Phalaborwa Local Municipality, making it the largest economic concentration region in Mopani District Municipality. It is still the largest of the five municipalities in the Mopani District, accounting for more than one-third of the district's total land area.

Ba-Phalaborwa Local Municipality has a geographical area of 7,490 km² including part of the Kruger National Park. The land size of the municipality has doubled from 3,001 Km² with the inclusion of the Kruger National Park in the 2011 municipal demarcation processes. It is situated in the north-eastern part of Mopani, just less than 1km from the Kruger National Park border, also serves as a convenient gateway to the Kruger National Park and the Greater Kruger Transfrontier Park through to the

40



Mozambique Coast. Ba-Phalaborwa Municipality is a mostly rural medium-capacity local municipality made up of around 35 villages and four towns, including Gravelotte, Namakgale, Lulekani, and Phalaborwa. About five traditional leaders are found in the Ba-Phalaborwa Local Municipality including

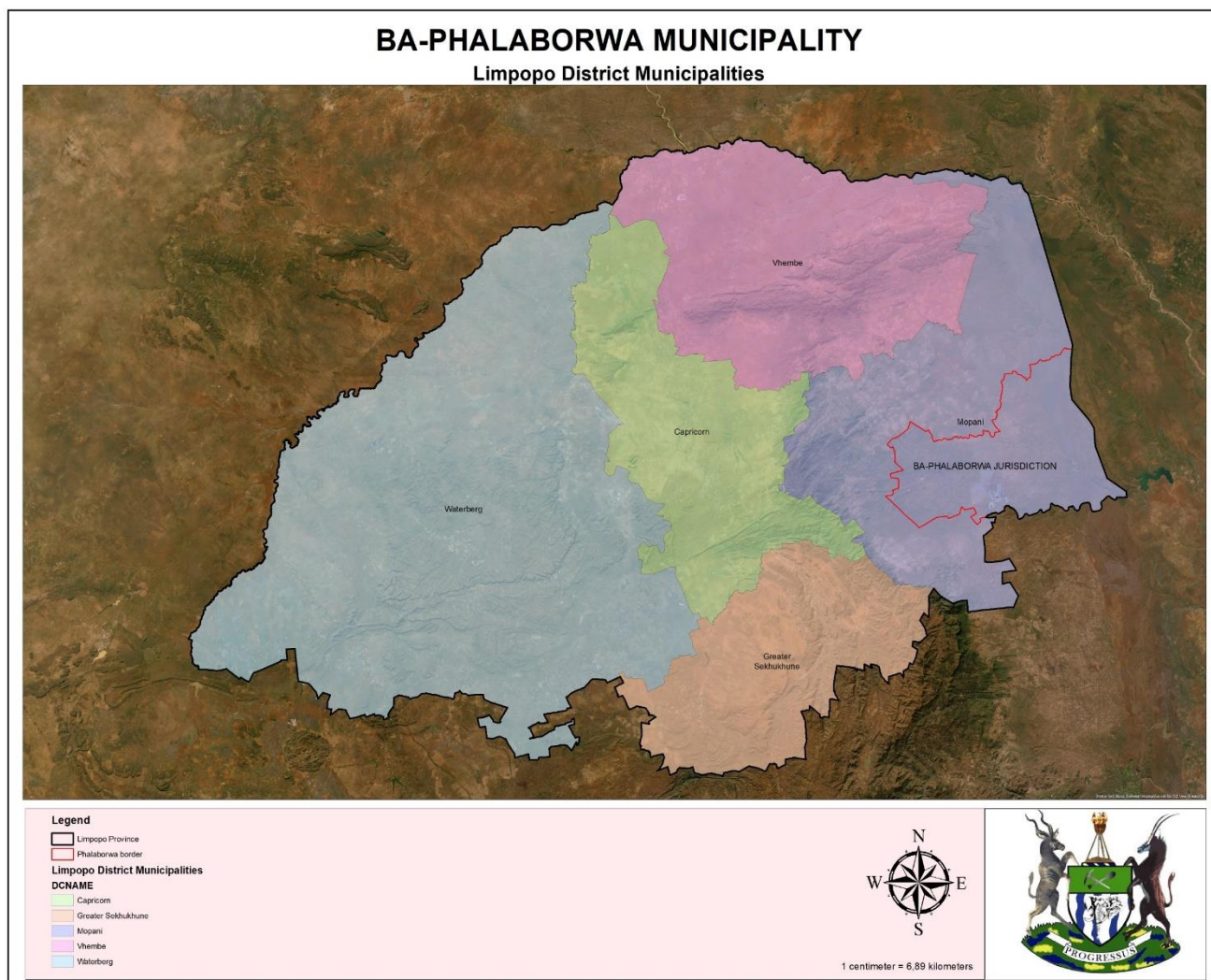


Figure 19: Map of district municipalities in the Limpopo Province

such as Majenje, Mkhushane, Maseke, Mashishimale and Seloane. The municipality adopted its Spatial Development Framework (SDF) and Land Use Management Scheme (LUMS) to guide future developments in the area, ensuring that spatial developments are clear and rational while also promoting sustainable and efficient growth. Maps depicting all Districts within the Limpopo Province and All 19 Wards within Ba-Phalaborwa Municipality are presented in figure 1 below:



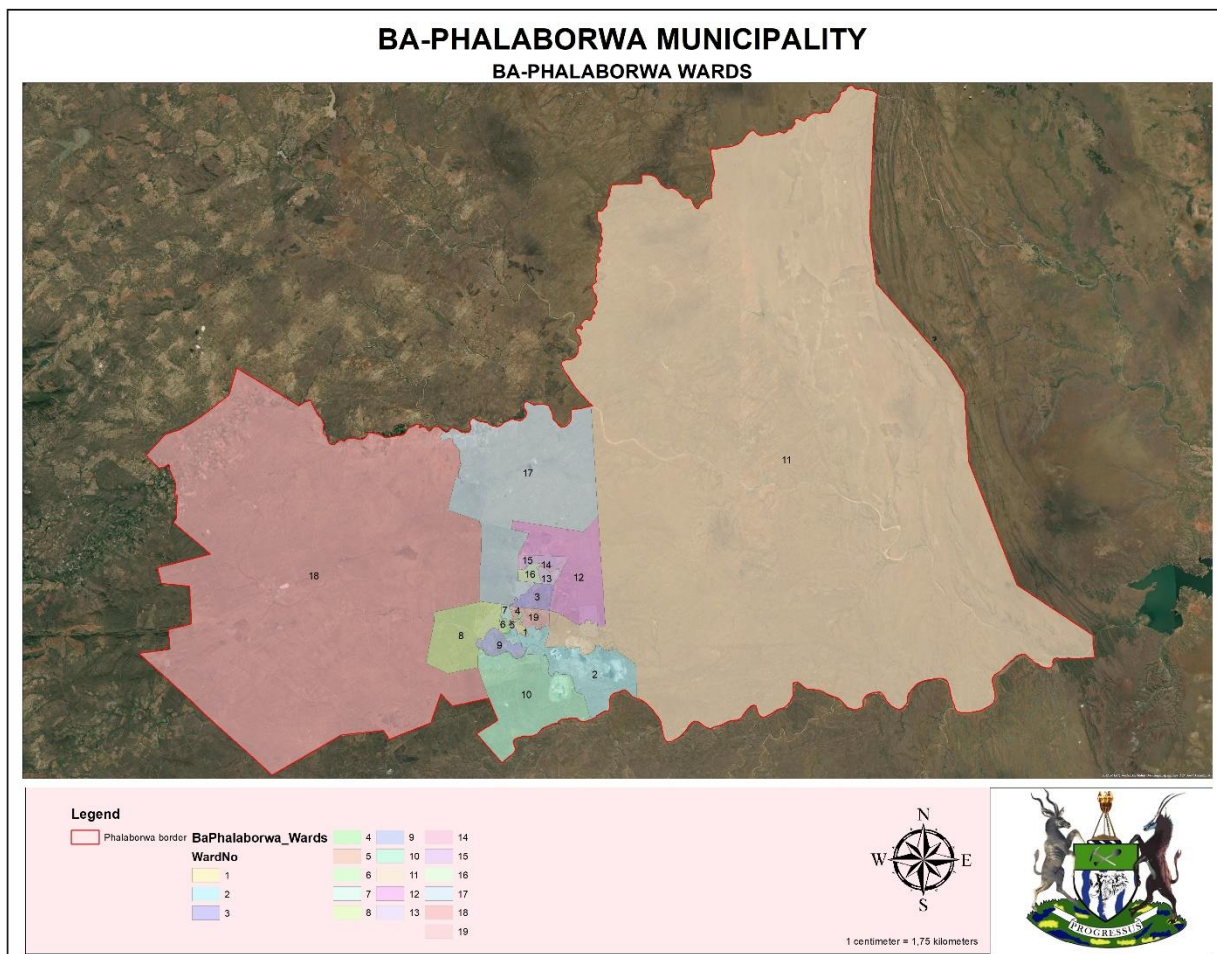


Figure 20: Map of wards in the Ba-Phalaborwa Local Municipality

The Spatial Rationale gives an overview of the settlement hierarchy based on the classification of settlements, in terms of town and village. Most settlements in the Ba-Phalaborwa Local Municipality are farms, accounting for 96.35%, followed by villages (3.28%) and towns (0.37%). There are four towns in the Municipality, ranked 1st – Phalaborwa, 2nd – Namakgale, 3rd – Grvelotte, and 4th – Lulekani.

Tables 16, table 17 and figure 3 below provide an outline of the spatial rationale of the Ba-Phalaborwa Local Municipality area.



Table 16: Settlements in Ba-Phalaborwa

Towns	Villages	Farms
4	35	1,029
0.37%	3.28%	96.35%

Table 17: Hierarchy of Settlement, and order of towns

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

Figure 3 below shows the concentration of the space in the Municipality, most dominated by farms at over 60% of land area. Villages follows and then towns.

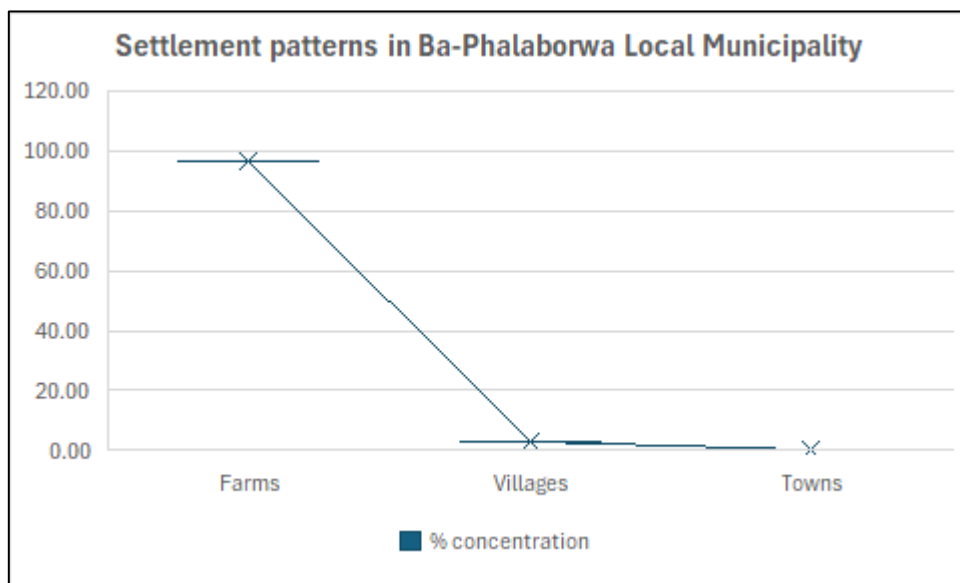


Figure 21: Graph showing settlement patterns in the Municipality



3.1.1. 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. The municipality is currently developing strategies to fully implement the system in accordance with data processing within other departments.

3.1.2. DEVELOPMENT CONTROL

Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) (SPLUMA) was promulgated 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 implementation of SPLUMA has resulted in some significant changes in spatial planning and land use management. Among the changes are:

- Reiterating municipalities' sole mandate, in terms of land development and land use management, places municipalities as authorities of first instance, invalidating the inconsistent parallel mechanisms, parallel systems, measures, or institutions that existed dealing with land development applications.
- Municipalities establish and form Municipal Planning Tribunals and Appeals mechanisms to determine and decide on land development proposals. In addition, municipalities will be able to build tribunals and appeals processes based on their capabilities.

According to the SPLUMA, a municipality must build a comprehensive planning and land-use management system. Ba-Phalaborwa Local Municipality evaluated the Land Use Management Plan and discovered that traditional authorities do not understand how the new LUMS affects land use changes in their communities. To comply with the Act and efficiently manage the spatial planning and land use processes, the requirements outlined in the new Spatial Planning and Land Use Management Act will be followed.



3.1.3. LAND CLAIMS

Ba-Phalaborwa Local Municipality has seen a significant amount of Land Claims being approved for expropriation to original owners. The development does have some impact on the Ba-Phalaborwa's spatial planning, especially for those farms that not operational after dispossession. To some extent, the situation does affect development activities which can be impeded by the lack of land.

Table 18: Regional Land Claims

Total Municipal Area	Claims in process	Valid claims in progress		Land Claims validated		% of Municipal Area claimed (valid)
		Total number	Extent (ha)	Number	Extent (ha)	
7,461.6 Km ²	28	11	77,178.3720	4	31,433.2394	9.6%

Source: Regional Land Claims Commission report, 2023/2024

3.1.4. STRATEGICALLY LOCATED LAND FOR FUTURE DEVELOPMENT

The Ba-Phalaborwa land still has space open for future development. The land is available on the R71 route between Phalaborwa to Gravelotte, as well as between Namakgale, Lulekani, and Phalaborwa town.

3.1.5. KEY CHALLENGES REGARDING SPATIAL PLANNING

Several issues with spatial planning have been discovered in the Ba-Phalaborwa Local Municipality. The challenges include the following:

- The proliferation of unlicensed and unregulated informal businesses.
- Land allocation that is unplanned and uncoordinated between the municipality and the traditional authorities.
- Red tape involved in the land application process, which ultimately annoys potential landowners and users.
- A lack of planning in rural regions to ensure proactive land use.
- Increasing demand for residential lands.



3.2. ENVIRONMENTAL, SOCIAL AND ECONOMIC ANALYSIS

3.2.1. ENVIRONMENTAL ANALYSIS

Ba-Phalaborwa Municipality has set up a dedicated environmental management division to address various environmental concerns, including climate change, waste management, biodiversity, and overarching issues like Environmental Impact Management (EIA). This division provides input on EIAs for all major projects planned in the municipality. The municipality devotes a portion of its budget to environmental management activities, which include environmental education and awareness campaigns, cleanup drives, waste management efforts such as fleet procurement, and the development and implementation of waste management programs and projects.

Furthermore, the municipality has revised its environmental management system to incorporate jobs dedicated to environmental law enforcement, which will help enforce bylaws. This restructuring includes the development of posts such as Manager Environment and Senior Environmental Officer, which are meant to handle a wide range of environmental management responsibilities. The analysis provided below is part of the municipal's SDF's environmental analysis for 2019.

3.2.1.1. GEOLOGY & GEO- HAZARDS

The Ba-Phalaborwa Municipality is mostly underlain by the Goudplaats gneiss and the granites of the Lekkersmaak. Granites containing quartzitic, dioritic, sedimentary, and pyroxenitic intrusions, together known as the Phalaborwa Complex. This structure served as the foundation of the area's mining sector.

The most valuable minerals mined in Ba-Phalaborwa are copper, phosphate, and vermiculite. Magnetite, zirconium, nickel, uranium, iron, and gold are byproducts extracted in lower quantities. Generally, land inside the municipality is developable. Shallow and exposed bedrock exists in some regions, which affects infrastructure service installation. Certain areas are also prone to erosion, necessitating efficient stormwater drainage and management. Geotechnical assessments tailored to the unique site should be part of any land development endeavour.

3.2.1.2. SOILS

Sandy soils are found in vast portions of the municipality and are nutrient poor, making them unsuitable for crop development. Soils are prone to erosion when exposed. Collapsible/compressible and clay soil occurs in specific areas, necessitating special foundation precautions for constructions. Geotechnical investigations are required for every land development to determine acceptable foundation



requirements. The majority of soil types in Ba-Phalaborwa are Mispah or Glenrosa, with some red, yellow apedal soil forms appearing in the western, higher-lying parts.

These soil types are generated from the underlying geological formation. The vegetation forms that grow in these nutrient low soils reflect the overall homogeneity of the geological and soil conditions. The Mopani District Municipality Disaster Management Centre's most recent edition of the Indicative Risk Profile for Ba-Phalaborwa identifies soil erosion as a problem in Lulekani, Ben Farm, and Namakgale.

3.2.1.3. MINERALS AND MINING

The greater Mopani region is largely agricultural, but mining is a major engine of the region's economy, now comprising 30.1% of GVA. Phalaborwa is part of the Spatial Development Initiative (SDI), which aims to leverage the area's untapped and underutilised potential by integrating corporate and public sector resources.

There are large mineral zones in the region, and mining corporations are exploring many projects inside the district. This includes FOSKOR's expansion of rock phosphate production for a Phlogopite processing facility, a Koalin clay project, underground copper mining operations in Phalaborwa, surface strip mining of mineral sand in the Gravelotte area, exploitation of heavy mineral deposits in the Tzaneen area by Red River Mining and ISCOR, and the construction of a steel production facility (Magnetie).

There are also tiny mining initiatives, like gold mining operations near Giyani, but the major potential remains concentrated around Phalaborwa in the Phalaborwa Mineral Complex, which contains copper, phosphate, and magnetite deposits. Mining development has the potential to generate more than R6.3 billion in direct investments through various ventures/prospecting in the district.

Mining development will continue to be crucial to the local economy. The risk of industry decline in the Phalaborwa area remains substantial. Given the possibility for sustained mining activity, the emergence of distributed local resource-based mining villages and towns poses growth and service delivery challenges.



3.2.1.4. TOPOGRAPHY

The municipal territory is located 840m to the west and 300m to the east, with a higher lying ridge running across the heart of the municipality. This ridge complex is distinguished by a number of conspicuous koppies and rock outcrops that form topographical highpoints throughout the municipality.

Aside from a few steeper alpine parts and kopjes, as well as lower-lying places near natural river and drainage systems within the respective water catchment zones, topography has little influence on spatial development. The topography defines the various water catchment zones, with the ridge complex serving as the principal split between drainage to the Letaba River to the north and the Olifants River to the south.

3.2.1.5. SURFACE HYDROLOGY & CATCHMENTS AREAS

Ba-Phalaborwa Local Municipality is located in the Olifants River Primary Catchment area, with the tertiary catchment water shed between the Ga-Selati River and the Letaba River following the topographical ridge line. The Ba-Phalaborwa Municipality's potable water supply is derived from the Olifants River watershed from the Letaba, as well as the Olifants River below its confluence with the Ga-Selati River, through the services of Lepelle Northern Water.

Groundwater yields in the municipality are deemed low to negligible, and they cannot be regarded a source of sufficient drinkable water due to their low yields and poor water quality. Spatially, the major river drainage systems serve as greenbelts and biodiversity corridors through which many bigger animal species passes, creating opportunities for eco-tourism and other land uses. These systems also allow for more intense agricultural operations, such as citrus farming on the Letaba River.

The cadastre also shows that these locations are prime prospects for land subdivision for intensive agricultural practices, as well as ecotourism, premium smallholdings, and residential developments. Given the presence of these major rivers, as well as subsidiary and tertiary streams and drainage systems, compliance with the Water Act is required for calculating flood areas with a return period of 1:100 years for all systems within urbanised areas. It also allows for the protection and use of these systems for passive and active open space, as well as the location of infrastructure services.



3.2.1.6. WETLAND AREAS IN PHALABORWA

Wetlands occur where water covers the soil permanently or periodically, at or near the surface. These waterlogged soils determine the types of plants that can grow, referred to as hydrophytes or obligate wetland species. Semi-aquatic and aquatic fauna are supported in wetland systems, such as waterbirds, frogs, wasps and springtails.

Numerous wetlands have been mapped within the Ba-Phalaborwa Municipality by the National Freshwater Ecosystem Priority Areas (NFEPA) Project (Nel et al., 2011) (Figure 3). These wetlands are important for various reasons, including biodiversity, water quality, and providing habitat for fish and wildlife. The NFEPA map distinguishes between natural wetlands and artificial water bodies e.g. dams, as well as FEPA-priority and non-priority wetlands. A range of wetland types occur in the municipality.

Wetlands were grouped according to vegetation types, which in the Ba-Phalaborwa Municipality include the Lowveld Group 3, 4, 6 and 9; and the Mopane Group 3 and 4 (Nel and Driver, 2012). Table 19 below provides a detailed look at some wetland areas in the Ba-Phalaborwa area.

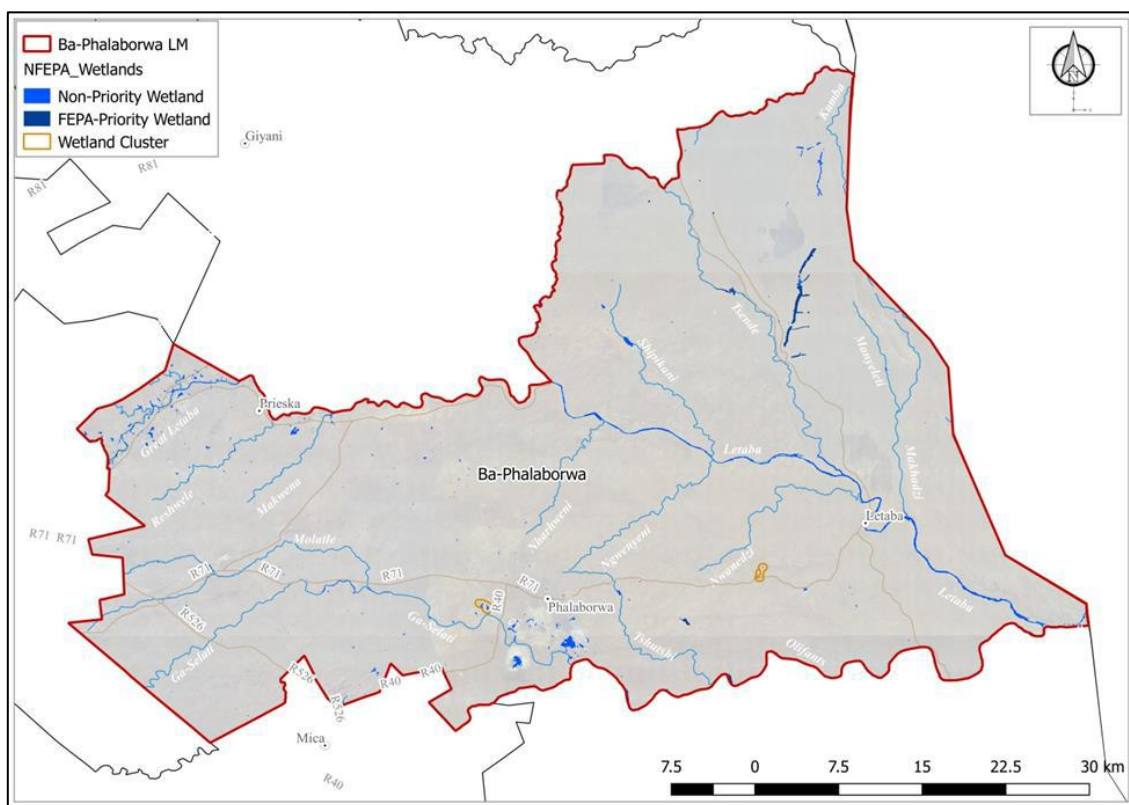


Figure 22: Map of wetlands (FEPA priority and non-priority) areas in the Municipality



Table 19: Wetland areas in the Ba-Phalaborwa area

Wetland type	Description
Depressions (pans)	Depressions occur in closed elevation contours with the central area being the deepest. Rainfall and groundwater discharge are key water sources, including interflow and overland flow. Depressions are referred to as pans when they are flat-bottomed and basins if they are round-bottomed
Channelled valley bottom wetlands	Channelled valley bottom wetlands are the most common wetlands in Ba-Phalaborwa. They are mostly flat and have a well-defined stream or river channel. Water is sourced from the river, when it overtops, and from the adjoining valley slopes
Un-channelled valley bottom wetlands	Un-channelled valley bottom wetlands do not have a well-defined stream or river channel and mostly have a flat valley-bottom. Water sources are usually from an upstream channel and from the adjacent slopes
Floodplain wetlands	Floodplain wetlands are formed by adjacent lowland or upland river floodplains and are usually flat or gently sloping. Over-spilling of water from the river channel is the primary source of water
Flat wetlands	Flat wetlands are inland wetlands that are either located on open plains or on benches. They are near-level wetland areas with little or no relief (slope). Rainfall is the primary source of water
Seep	Seep wetlands are located on (gently to steeply) sloping land, which is dominated by the colluvial (i.e. gravity-driven), unidirectional movement of material down-slope. Subsurface flow from upslope is the main source of water
Valley head seep	A gently-sloping, typically concave wetland located on a valley floor at the head of a drainage line/stream/river. Subsurface flow is the primary source of water

A selection of the important Freshwater Ecosystem Priority Area (FEPA) wetlands and wetland clusters are described here (Figure 5).

- Most of the FEPA-priority wetlands are positioned along the Great Letaba River and Olifants River
- An extensive FEPA-priority wetland occurs on a tributary of the Tsende River in the Kruger National Park
- A FEPA-priority channelled valley bottom wetland occurs along the Molatle River
- Two wetland clusters occur, one to the west of Phalaborwa; and one in the Kruger National Park

3.2.1.7. FAUNA AND FLORA

The municipal territory is primarily made up of Mopani Bushveld, with the indigenous Marula being a major economic engine. There are no red data species found in the municipal area. Several animals graze freely across the area. Given the proximity to the Kruger National Park, this is unsurprising and adds to the region's appeal.



Most people in rural areas lack access to power and rely on paraffin and candles. The widespread usage of wood is harmful to the ecosystem. Aggressive destruction of natural bush is most visible in big regions. Although there was a strong push for electrification to change this, it had little effect on disadvantaged communities that rely on firewood for cooking energy. Field fires are extremely deadly on game farms and in the Kruger National Park. Drought and flooding restrict available pasture and arable land. Alien and invading plant species, as well as disruption and degradation of biodiversity, are deemed problematic.

3.2.1.8. PROTECTED AREAS AND CONSERVANCIES

Protected Areas are areas of land or water that are formally protected by and gazetted in terms of the National Environmental Management: Protected Areas Act (NEMPAA) 57 of 2003. These areas are managed mainly for biodiversity conservation, allow for long term security of tenure and are recognized as such by the National Protected Areas Expansion Strategy, which seeks to expand Protected Areas in South Africa.

Protected Areas are the core areas in the network of biodiversity; and are vital in supporting ecological sustainability and enhancing resilience to climate change. Protected Areas within the Municipality can be divided into two main categories, namely formal Protected Areas and Conservation Areas.

3.2.1.8.1. Protected area (Figure 4)

The NEMPAA distinguishes between several categories of Protected Areas, namely special nature reserves, national parks, nature reserves, and protected environments. It also recognises World Heritage Sites declared in terms of the World Heritage Convention Act (49 of 1999); marine protected areas (MPAs) in terms of the Marine Living Resources Act (18 of 1998) and/or the NEMPAA; specially protected forest areas declared in terms of the National Forests Act (84 of 1998); and mountain catchment areas declared in terms of the Mountain Catchment Areas Act (63 of 1970).

Figure 4 below shows the protected areas within the Ba-Phalaborwa Local Municipality. Note that these can include privately-owned areas if they have been formally declared as National Parks, Nature Reserves or Protected Environments under NEMPAA.



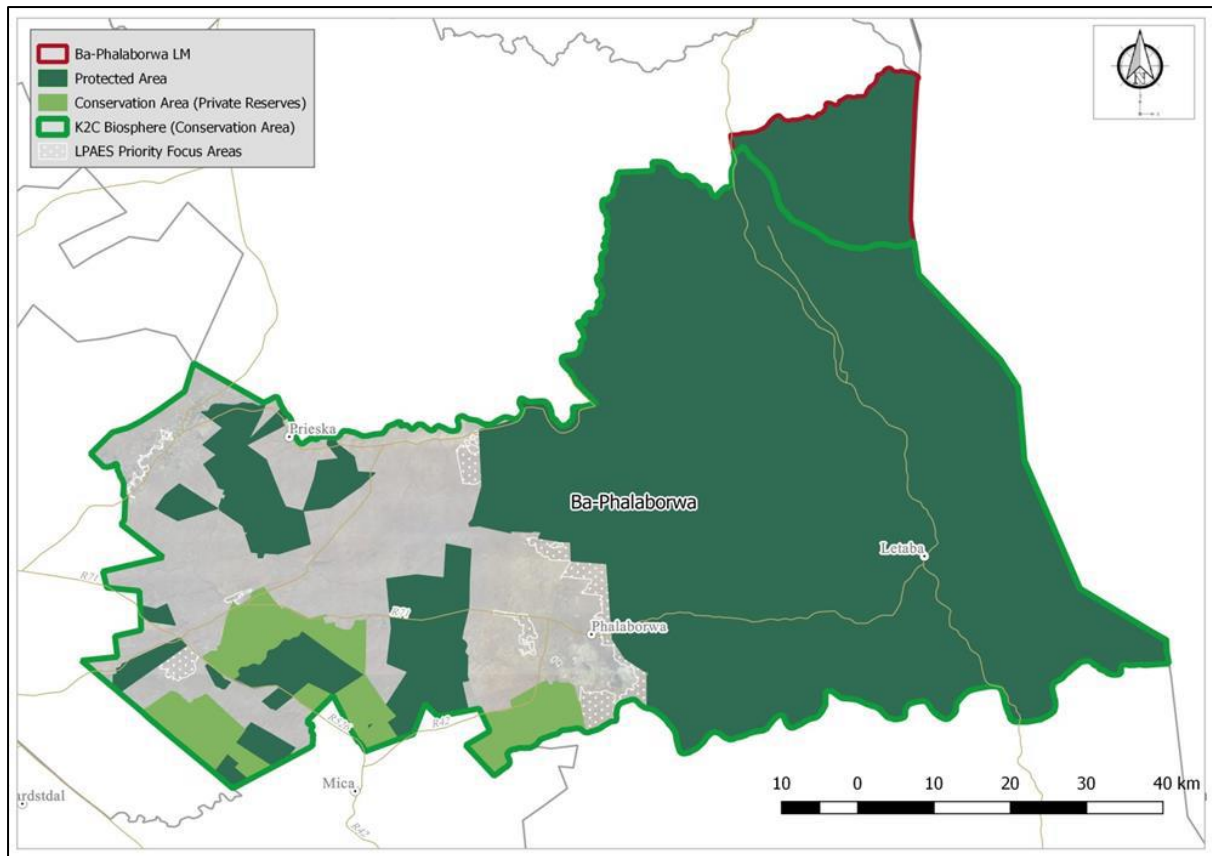


Figure 23: Map of protected areas in the Ba-Phalaborwa Local Municipality

The protected areas within Ba-Phalaborwa 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.



3.2.1.8.2. Conservation Areas (Figure 4)

Conservation areas are those areas of land not formally protected by and gazetted in terms of the NEMPAA but are informally protected by the current landowners and users and managed at least partly for biodiversity conservation. Conservation Areas therefore do not allow for long-term security of tenure. They could include areas covered by Biodiversity Agreements in terms of the National Environmental Management: Biodiversity Act (10 of 2004), non-declared Private Nature Reserves and conservancies. Conservancies are agreements for co-operation among neighbouring landowners and require no legal long-term commitment from the landowners.

3.2.1.8.3. Kruger to Canyon Biosphere Reserve (Figure 5)

The Kruger to Canyon Biosphere Reserve almost covers the entire municipality and encompasses land beyond its boundaries. The Kruger to Canyon Biosphere Reserve is technically considered to be a Conservation Area. Refer to below for the extent (hectares and %) of Protected Areas and Conservation Areas, including the Kruger to Canyon Biosphere Reserve (Figure 4). Table 19 below shows the protected areas within the Municipality divided into two main categories, namely formal Protected Areas and Conservation Areas.

Table 19: Wetland areas in the Ba-Phalaborwa area

Size of Municipality	Protected area		Conservation area		Kruger to Canyon Biosphere	
	ha	%	ha	%	ha	%
746 165,3	536 497,4	71,9	37 662,8	5,0	707 149,0	94,8



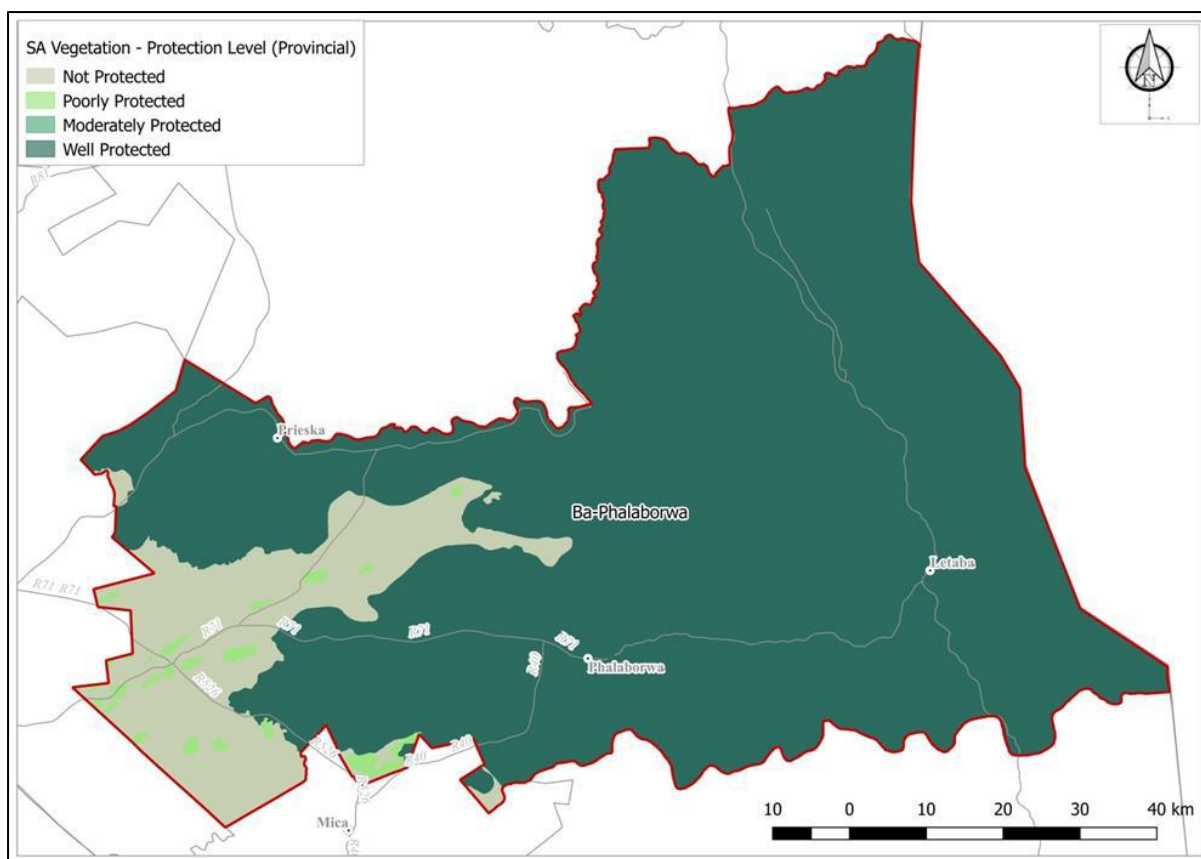


Figure 24: Map of the ecosystem areas with the Ba-Phalaborwa Local Municipality

The interface with the Kruger National Park is of particular importance in that land development adjacent to the park requires a sensitive approach. Like 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 koppies 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.

3.2.1.8.4. The Limpopo Protected Area Expansion Strategy (LPAES) (2014)

The Limpopo Protected Area Expansion Strategy (Desmet et al., 2014) identifies focus areas for expansion of the protected area network within the Limpopo Province, and thus the Ba-Phalaborwa Municipality, which includes the Selati-Letaba and Kruger to Canyons Biosphere Reserve Focus Areas (Figure 5).



3.2.1.9. PROTECTED AREAS AND CONSERVATION CHALLENGES

The following issues have been identified as challenges facing the protected areas and conservation space within the Ba-Phalaborwa Local Municipality.

- **Loss of natural areas:** If existing land use trends continue, huge expanses of natural areas are projected to be destroyed as urban sprawl moves westward. As a result, significant sections of communal and formal grazing land will be overgrazed and overused, resulting in a loss of grazing capacity and the related economic and cultural value of cow herds.
- **Deforestation:** Deforestation is inextricably related to land use changes, with vegetation clearing resulting in the availability of regions for settlement, livestock grazing, and wood gathering for fuel (cooking). The extent of deforestation has yet to be mapped, although coverage is predicted to decrease dramatically as the population grows and spreads.
- **Alien eradication:** In comparison to South African trends in general, alien infestation has had a very minor influence in the Municipal area. The most significant impact, however, is related with infestation along watercourses throughout the municipality. Alien infestation typically increases at a fairly quick rate if no restrictions are established, especially with land use approvals, and the consequent infestation along rivers eventually has a considerable influence on water quality and quantity.
- **Water quality and quantity:** The main pressures on water resources in Ba-Phalaborwa are associated with siltation in rivers caused by erosion, mining activities, and alien vegetation encroachment, poor sanitation facility management, construction of infrastructure or facilities within watercourses, and uncontrolled abstraction for agricultural activities within the municipal area. Because all major metropolitan centres reside within the Ga-Selati Tertiary watershed, growth in and around these towns eventually affects the Municipality's potable water supply.
- **Ground Water:** Groundwater quality has deteriorated due to contamination from pit toilets, industrial and domestic waste, the formation of cemeteries in unsuitable places, solid waste dumping (both legal and illegal), and developments with inadequate septic tanks or other systems.
- **Heritage Sites and Places of Interest need some attention and care**
 - Masorini Archaeological Site – an ancient copper smelting site (in the KNP). When it was decided to rebuild the hamlet of Masorini in 1973, there were only some stone walls, grinding stones, potsherds, the ruins of foundries dating back to the nineteenth century, and some artefacts dating back to the Stone Age.
 - African Elephant Museum located in Letaba Rest Cam, approximately 50km from Phalaborwa Gate.
 - The world's largest baobab tree (at Ledsdorp).



3.2.1.10. AIR QUALITY

The air quality in the Ba-Phalaborwa district is currently moderate, with an AQI score of 57. The primary pollutant is PM_{2.5}, which has a concentration of 11.6 µg/m³. While the air quality is deemed acceptable and causes little to no risk. There may be some health issues for sensitive persons.

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

The municipality does not have Air Quality Plan; however, it relies on the Mopani District Municipality's plan. The Air Quality Management Plan (AQMP) for the Mopani District Municipality (MDM) has been developed to comply with the National Environmental Management: Air Quality Act, 39 of 2004 (AQA). The Ba-Phalaborwa municipality has a dedicated official responsible for environmental management where air quality is catered. The municipality intends to conduct a baseline study for air quality management to monitor the quality of air that the community inhales.

The designation of the Air Quality Officer is in the pipeline and will be finalized promptly. Air quality management budget is allocated under the operational budget and environmental advocacy programme. The National Environment Management: Air Quality Act (NEMAQA), 2004 (Act No. 39 of 2004), also referred to as "Air Quality Act" was promulgated in 2005 and came into full effect in April 2010. It is in terms of this Act that District Municipalities are assigned several exclusive air quality management functions. Therefore, Mopani District like other districts in the country must implement the atmospheric emission licence system. However, due to lack of capacity Mopani District has delegated the licencing authority to Provincial Environmental Department (LEDET).

The Air Quality Act requires municipalities to prepare reports regarding progress on implementation of the Air Quality Management Plan. Although Mopani District Municipality has designated a Municipal Air Quality Officer to perform the duties or exercise the powers assigned or delegated to that officer in terms of the Air Quality Act, much is still needed in terms of staffing, capacity building and resource inputs. The Ba-Phalaborwa Municipality jointly conducts air quality monitoring with Mopani District Municipality on regular basis and respond to air quality management matters.

The principal 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.

The major emission sources in Ba-Phalaborwa Local Municipality include mining activities, fertilizer plants, a smelter and WWTPs. As illustrated in Figure 6 above, most major sources are near human settlements. The mining and processing industries around Phalaborwa generate vast amounts of dust, SO₂, particulate matter (PM₁₀ and PM_{2.5}), NO_x, CO, O₃ and C₆H₆. These atmospheric pollutants are known to cause adverse effects on human health and the environment, resulting in Ba-Phalaborwa being declared a Provincial hotspot.

The Provincial Air Quality Management Programme designated Ba-Phalaborwa as one of four pollution hotspots. Ba-Phalaborwa is also classified as "Potentially Poor" in terms of air quality by Metro and District municipalities due to high SO₂ emissions. LEDET has established an ambient air quality monitoring station in Ba-Phalaborwa that measures the following pollutants: SO₂, NO₂, O₃, PM_{2.5}, and PM₁₀.

3.2.1.10.1. INDICATOR

The primary indicators for the air quality reporting theme are:

- Exceeding World Health Organisation (WHO) guidelines for SO₂, NO₂, PM_{TSP}, PM₁₀ and PM_{2.5}.
- Several ambient air quality monitoring stations are in and around the mining areas to the south of Phalaborwa. No data is available in the municipality for NO₂, PM_{2.5} or PM_{TSP}.
- The number of air quality complaints registered at Ba-Phalaborwa will show a trend in air quality variations.
- Air quality monitoring and reporting is conducted every month by the mining and industrial sector, although no municipal section exists that deals with these complaints or enforces air quality permit 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 admitted with respiratory or tuberculosis.



3.2.1.11. CLIMATE CHANGE

Climate change is one of the biggest challenges facing humankind. Even if we achieve significant reductions in emissions of greenhouse gases (CO₂, methane etc.), global climate change is inevitable. The 'business as usual' approach to climate change will cost as much as between 5 % and 20% of global Gross Domestic Product every year. Climate change poses significant threats to the basic provisions of life: water, health, food production and the environment, while the poorest communities are most likely to be the hardest hit.

In Ba-Phalaborwa, climate change is primarily perceived through increasing temperatures, erratic rainfall, and water scarcity, with significant impacts on agriculture, health, and livelihoods. These perceptions are largely informed by lived experiences and align with observed climatic trends in Limpopo Province.”

Climate Change and Weather Patterns: Ba-Phalaborwa

1. Climate Overview

Ba-Phalaborwa Local Municipality experiences a **semi-arid to subtropical climate**, characterised by extremely high summer temperatures, mild winters, and seasonal rainfall. These climatic conditions have a direct impact on **water resources, infrastructure, service delivery, and local economic activities**.

2. Temperature Profile

The municipality is known for **extreme heat conditions**, particularly during the summer months:

- **Summer(November–April):**
Temperatures are very high, averaging around **34°C** and frequently exceeding **40°C**. High humidity levels contribute to uncomfortable and oppressive conditions.
- **Winter(May–August):**
Winters are generally mild, with temperatures ranging between **9°C and 26°C**, including cooler mornings and evenings.
- **Extreme..Conditions:**
The area experiences occasional extreme heat, with temperatures exceeding **45°C**, and a recorded maximum of approximately **50°C** (December 2018).

3. Rainfall Patterns

Rainfall in Ba-Phalaborwa is **seasonal and concentrated in summer**, with the following characteristics:



- Predominantly **summer rainfall** (November to April)
- Occurrence of **short-duration, high-intensity storms**
- Periodic **heavy downpours**, which may result in localized flooding
- **Dry winter season** with minimal rainfall

4. Climate Change Implications

The observed climatic conditions and variability have the following implications for the municipality:

- **Water Security:** Increased pressure on bulk water supply and groundwater resources due to high evaporation and inconsistent rainfall
- **Infrastructure:** Damage to roads and stormwater systems from heavy rainfall events
- **Agriculture and Livelihoods:** Reduced agricultural productivity due to droughts and heat stress
- **Public Health:** Increased risk of heat-related illnesses and water-borne diseases
- **Environmental Degradation:** Increased vulnerability of natural ecosystems

5. Strategic Considerations for the IDP

In response to the above climate conditions, the municipality should prioritise:

- Strengthening **water conservation and demand management** measures
- Investing in **climate-resilient infrastructure** (stormwater, roads, and water systems)
- Promoting **sustainable land use and environmental management**
- Integrating **climate change adaptation measures** into sector plans

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.

Climate change is not globally uniform and affects some regions more than others. In the following diagrams, you can see how climate change has already affected the region of Phalaborwa during the past 40 years. The data source used is ERA5, the fifth-generation ECMWF atmospheric reanalysis of the global climate, covering the time range from 1979 to 2021, with a spatial resolution of 30 km.

The data will not show conditions at an exact location. Micro-climate and local differences will not appear. Therefore, temperatures will be often higher than those displayed especially in cities and precipitation may vary locally, depending on topology.



3.2.1.11.1. YEARLY TEMPARATURE CHANGE PHALABORWA

Mean Yearly Temperature, trend, and anomaly of the Ba-Phalaborwa Municipal area, 1980-2022.

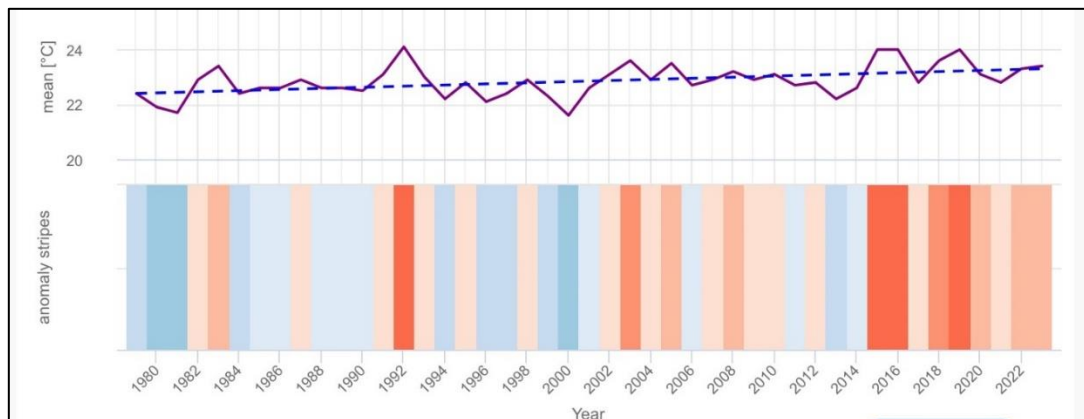


Figure 25: Temperature outlook (yearly) in Ba-Phalaborwa Local Municipality

The top graph shows an estimate of the mean annual temperature for the larger region of Phalaborwa. The dashed blue line is the linear climate change trend. If the trend line is going up from left to right, the temperature trend is positive, and it is getting warmer in Phalaborwa due to climate change. If it is horizontal, no clear trend is seen, and if it is going down, conditions in Phalaborwa are becoming colder over time.

In the lower part the graph shows the so-called warming stripes. Each coloured stripe represents the average temperature for a year - blue for colder and red for warmer years.

3.2.1.11.2. YEARLY PRECIPITATION CHANGE – PHALABORWA

Mean yearly precipitation, trend, and anomaly, 1979-2023.



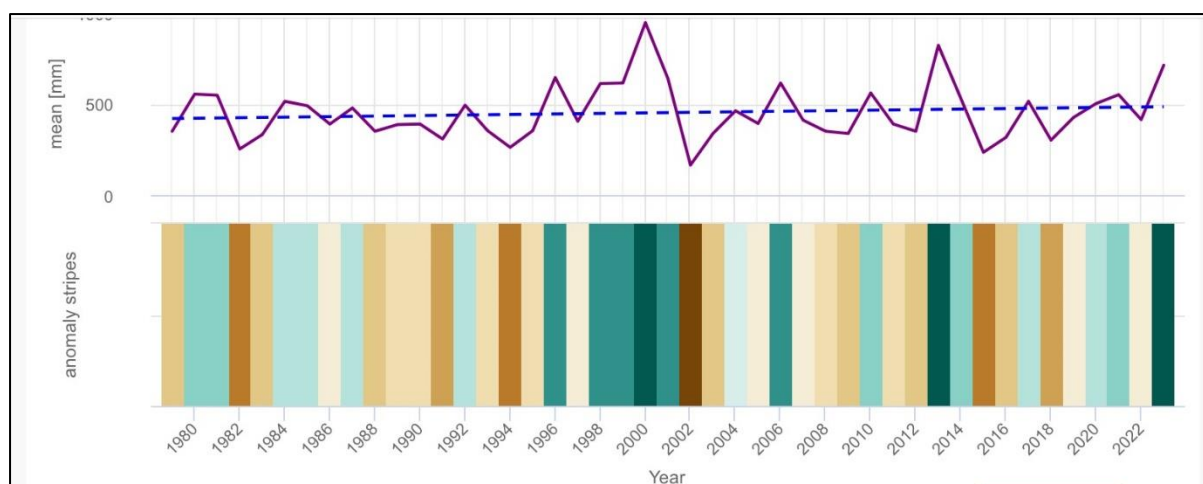


Figure 26: Precipitation changes in the Ba-Phalaborwa Local Municipality

The top graph shows an estimate of the mean total precipitation for the larger region of Phalaborwa. The dashed blue line is the linear climate change trend. If the trend line is going up from left to right, the precipitation trend is positive, and it is getting wetter in Phalaborwa due to climate change. If it is horizontal, no clear trend is seen and if it is going down conditions are becoming drier in Phalaborwa over time. In the lower part, the graph shows the so-called precipitation stripes. Each coloured stripe represents the total precipitation of a year - green for wetter and brown for drier years.

In terms of the Mopani District Municipality climate change vulnerability assessment and response plan, changes in maize production were identified as a problem for the agricultural sector, as well as increased risks to livestock. From a biodiversity perspective, the loss of grasslands was identified as a particular area of concern since the grasslands are vulnerable to climate change and form a vital role in water production.

The municipality developed and implemented climate change programmes/projects in response to the effect of climate change that the municipality experiences. Below are programmes/projects developed and implemented, and they are not limited to:

- Procured eco-friendly gadgets that minimise printing of paper, and an electronic attendance record is introduced.
- Retrofitting of fluorescent tubes with energy-saving bulbs.
- Established an Electronic Database Management System (EDMS) where all approvals are done electronically which promotes the waste management hierarchy.



- Municipal meetings are held virtually to eliminate printing of documents, bottled water which will later generate waste, and traveling to cut down carbon footprint.
- Officials are encouraged to use common transport when attending official meetings.
- The municipality is embarking on the development of a solar farm to capitalize on the high climatic conditions in the municipality.
- Exploring possibilities of constructing the biogas digester in a wastewater treatment plant to pilot a waste-to-energy project, as an alternative energy source.
- Launched a Mayoral Greening Program with the goal of planting 10,000 trees per fiscal year.
- Clearing of illegal dumping hotspots.
- Intensifying environmental education and awareness on climate change.
- To improve water conservation, convert municipal parks into dry parks and grow greeneries that do not consume much water.
- Municipal buildings have sky roofs for natural lighting which saves energy.
- Phalaborwa Wastewater Treatment Plant recycles grey water to irrigate gardens.
- Approval of building plans considers the Green Building Concept.
- The municipality participates in the localisation of Sustainable Development Goals (SDGs) and Voluntary Local Reviews (VLRs), and Goal 13, which deals with Climate Action.

3.2.1.12. Biodiversity

3.2.1.12.1. Background information

This section shows the critical biodiversity areas and ecological support areas of the Ba-Phalaborwa Municipality as part of the Mopani District Bioregional Plan. Figure 9 below presents a biodiversity map of Ba-Phalaborwa area which was developed by the Limpopo Department of Economic Development, Environment and Tourism (LEDET) in collaboration with NuLeaf Planning and Environmental (Pty) Ltd, the South African National Biodiversity Institute (SANBI), South African National Parks (SANParks) and various stakeholders within the Mopani District (including the Ba-Phalaborwa Municipality).



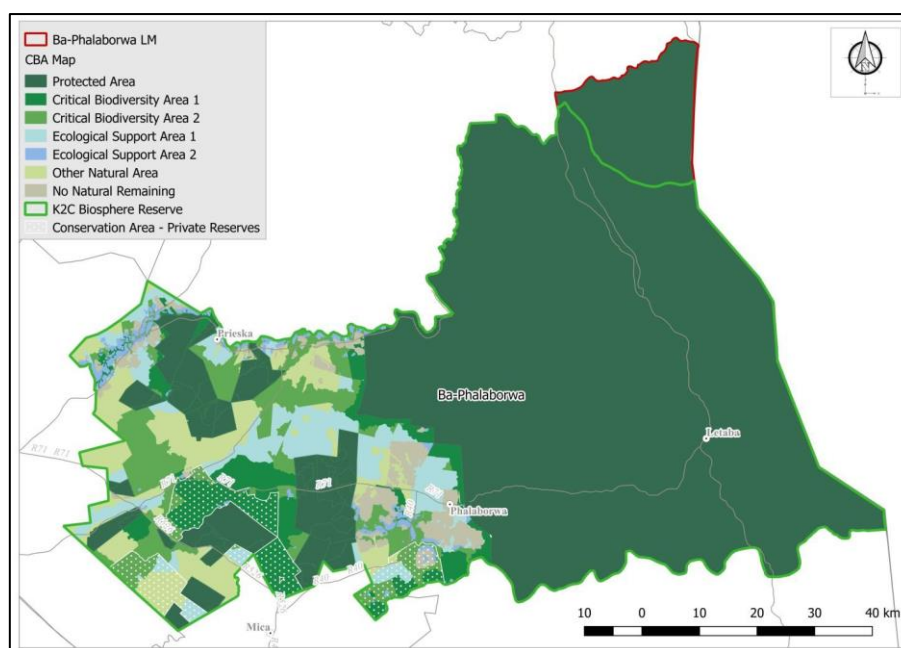


Figure 27: Map of critical biodiversity and ecological support areas in the Municipality

The map of Critical Biodiversity Areas and Ecological Support Areas is the primary biodiversity informant for multi-sectoral planning and land development applications. It is intended to support land use planning and decision-making to ensure sustainable development. Sustainable development can only be achieved through the protection and management of our natural resources. To ensure sustainable development, biodiversity ('the natural environment') must, by law, be considered when developing spatial planning tools (e.g. spatial development frameworks, land use schemes) or when authorizing land development applications (e.g. rezoning applications, environmental impact assessments).

To enable this, scientists have researched Ba-Phalaborwa's biodiversity ('the natural environment') to determine the location of priority areas for protection and for appropriate land use activities. Based on the available biodiversity data, such as threatened species, vegetation, rivers and wetlands, the natural landscape has been classified according to its biodiversity importance, namely Critical Biodiversity Areas, Ecological Support Areas, Other Natural Areas and No Natural Remaining.

3.2.1.12.2. Biodiversity characteristics of Ba-Phalaborwa Local Municipality

The Ba-Phalaborwa Municipality is rich in biodiversity and has plenty of protected areas such as the South African National Park (Kruger National Park) and other privately owned protected areas. The municipality does not have a Bioregional plan since it is the district municipality's function. Mopani



District Municipality has developed the Bioregional Plan and BPM implements the plan. BPM further developed an environmental management programme that is inclusive of the eradication of alien and invasive species, and the conservation of wetlands. Working for Water Programme from DFFE regularly collaborates with the eradication of alien and invasive species.

The municipality has developed a database of all the wetlands within the municipality and intends to plot them into the GIS map and this will assist the municipality in its developmental planning. Adopt-a-school environmental programme was established to address all environmental threats which include biodiversity issues.

BPM will pilot the rehabilitation of the degraded wetlands in the 2026/27 financial year. Currently, the municipality embarks on cleaning the wetlands and intensifying wetlands conservation through environmental education and awareness and continuous implementation of wetlands conservation programmes. The municipality collaborates with stakeholders in its environmental advocacy programmes as well as in observing World Wetlands Day. BPM hosted the District Wetlands Day held in Pondo Combined School in Lulekani (Ward 13). The municipality committed to adopting a school where environmental management activities will be encouraged and ensure that the wetland that is situated close to the school will be managed by the school.

The municipality has the Open Space Maintenance Plan that covers all the open spaces in the municipality. Some of the open spaces are illegally occupied by hawkers and the municipality has developed Illegal Trading bylaws to address the illegal hawkers in open spaces. Furthermore, some open spaces are turned into illegal dumping hotspots, and a budget is set aside to convert some of them into drop-off centres to formalize the disposal of waste. The municipality has a Draft Environmental Management Bylaws which covers environmental thematic areas such as Waste Management, Climate Change, Biodiversity, and Air Quality.

In addition, the Ba-Phalaborwa Biodiversity Sector Plan (2019) presents the map of Critical Biodiversity Areas and Ecological Support Areas developed for the Ba-Phalaborwa Municipality, as part of the Mopani District Bioregional Plan (LEDET, 2016a1) (Figure 7). It serves to accompany and further explain the Mopani District Bioregional Plan, as it relates to the Ba-Phalaborwa Municipality. The CBA Map for Ba-Phalaborwa further updated the Mopani District Bioregional Plan (2016) in terms of (i) land cover, with associated CBA Map classification; and (ii) Protected Areas data.

Land cover, around urban and rural settlement areas, as well as mining and agricultural areas, were further refined and corrected (in 2018) based on available land cover and heads-up digitizing to more



accurately reflect existing land cover. For example, cleared areas that were previously indicated as CBA or ESA 1 were re-classified as ESA 2 or No Natural Remaining, thus representing actual site conditions. Table 20 below shows the intended uses of the Ba-Phalaborwa Biodiversity Sector Plan

Table 20: Intended uses of the Ba-Phalaborwa Biodiversity Sector Plan (2018)

Issue	Focused use
Forward planning	Serves as an input into planning tools, such as IDPs, SDFs, EMFs, Municipal Open Space Systems and land use schemes
Reactive land use decision making	Provides guidance for evaluating Environmental Impact Assessments, Basic Assessments, agricultural land use permits, water use authorisations and development control decisions through land use legislation (e.g. rezoning and subdivision approvals).
Proactive conservation	Provides input into decisions on the expansion of protected areas through land acquisition by the state and biodiversity stewardship agreements with private or communal landowners

3.2.1.12.2.1. FAUNAL BIODIVERSITY

Ba-Phalaborwa Local Municipality has some endangered, vulnerable and protected species occurring within district. These are categorised as Species of Special Concern (SSC), which refers to red data species known to occur in the rea. Red data species are plant, animal or other organisms (e.g. reptiles, insects that have been assessed and classified according to their potential for extinction in the near future. All species that are listed in the IUCN Red Data Book are classified as Extinct, Critically Endangered, Endangered, Vulnerable, Near Threatened or Least Concern.

A selection of the species of special concern (fauna) within the Ba-Phalaborwa region is presented in Table 21 below (red data category is based on the latest listings available for South Africa (Regional) or IUCN where indicated).

Table 19: Fauna Biodiversity, critically endangered, endangered, near threatened, vulnerable

	Common Name	Red Data Category
Birds		
Terathopius ecaudatus	Bateleur	Endangered
Gyps coprotheres	Cape Vulture	Endangered
Stephanoaetus coronatus	Crowned Eagle	Vulnerable



	Common Name	Red Data Category
<i>Necrosyrtes monachus</i>	Hooded Vulture	Endangered
<i>Ardeotis kori</i>	Kori Bustard	Near Threatened
<i>Torgos tracheliotos</i>	Lappet-faced Vulture	Endangered
<i>Polemaetus bellicosus</i>	Martial Eagle	Endangered
<i>Sagittarius serpentarius</i>	Secretary bird	Vulnerable
<i>Gyps africanus</i>	White-backed Vulture	Vulnerable
<i>Aegyptius occipitalis</i>	White-headed Vulture	Critically Endangered
<i>Poicephalus robustus</i>	Cape Parrot	Endangered
<i>Circus macrourus</i>	Pallid Harrier	Near Threatened
<i>Poicephalus robustus</i>	Cape Parrot	Endangered
Reptiles		
<i>Crocodylus niloticus</i>	Nile Crocodile	Vulnerable
Mammals		
<i>Acinonyx jubatus</i>	Cheetah	Vulnerable
<i>Diceros bicornis</i>	Black Rhino	Critically Endangered
<i>Ceratotherium simum</i>	White Rhino	Vulnerable
<i>Panthera leo</i>	Lion	Least Threatened
<i>Lycaon pictus</i>	Wild Dog	Endangered
Fish		
<i>Opsaridium peringueyi</i>	Southern Dwarf Minnow	Least Concern
<i>Hydrocynus vittatus</i>	African Tiger fish	Least Concern

3.2.1.12.2.2. FLORAL BIODIVERSITY

The South African Red List of South African Plants categorises Critically Endangered, Endangered or Vulnerable species as threatened species, and further classifies species into species of conservation concern, which include the categories Near Threatened, Critically Rare, Rare, Declining and Data Deficient. All these categories combined are referred to as species of special concern.

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. The distribution of these plants, as captured in the South African PRECIS6 plant



database, was mapped according to their location in a Quarter Degree Square (i.e. an area of approximately 30 km by 30 km covered by one 1:50 000 South African topographical map). A selection of the species of special concern within the Ba-Phalaborwa region is presented in Table 21 below (red data category is based on the latest listings available for South Africa (Regional) or IUCN where indicated).

Table 20: Flora Biodiversity, critically endangered, endangered, near threatened, vulnerable

Species	Common Name	Red Data Category
Plants (Flora)		
<i>Encephalartos dolomiticus</i>	Wolkberg cycad	Critically Endangered
<i>Encephalartos dyerianus</i>	Lillie Cycad	Critically Endangered
<i>Encephalartos lebomboensis</i>	Lebombo Cycad	Endangered
<i>Elaeodendron transvaalense</i>	Monamane/ Bushveld Saffron	Near Threatened
<i>Brachystelma villosum</i>	Not defined	Rare
<i>Encephalartos cupidus</i>	Blyde River cycad	Critical Endangered
<i>Protea laetans</i>	Blyde Sugarbush/ Protea	Vulnerable
<i>Prunus africana</i>	Bitter Almond Tree	Vulnerable
<i>Searsia batophylla</i>	Bramble Currant	Vulnerable

3.2.1.12.2.3. ALIEN VEGETATION

The term "alien species" refers to species that are not native to a specific place and have been imported, either purposefully or accidentally. In the Phalaborwa district, various alien plant and animal species have established populations, posing significant dangers to the native ecosystem. Common mynas, which originated in southeast Asia, are a remarkable example of an invading bird species. *Acacia mearnsii*, *Opuntia ficus-indica*, and *Solanum mauritanium* are among the most common invasive plant species. Table 23 below shows a list alien species common in Ba-Phalaborwa area.

Table 23: Weed or invader species 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
Bauhinias variegata 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	Peaur butter cassia	3	Occas
Senna occidentalis (L.) Link	Cassia	3	Freq
Senna pendula (Wild.) Irwin & Barn		3	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.

3.2.1.13. 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. Its important rivers include the Elands, Wilge, Steelpoort, Olifants, and Letaba. These river systems also serve as greenbelts, biodiversity corridors across which many larger species travel.

In the Ba-Phalaborwa Municipality, the key rivers, from north to south, and which flow into and through the Kruger National Park, include (Figure 6):

- The Great Letaba River (along the northern boundary): The Makwena and Rishwele rivers flow into the Great Letaba from the west. The Great Letaba flows into the Letaba which drains through the Kruger National Park.
- Olifants River (along the southern boundary): The Ga-Selati, Molatle and the Tshutshi rivers flow into the Olifants River from the west.

Most of these rivers have their source beyond the municipal boundaries, which demonstrates the importance of upstream and downstream land use practices which impact on other water users not situated in Ba-Phalaborwa



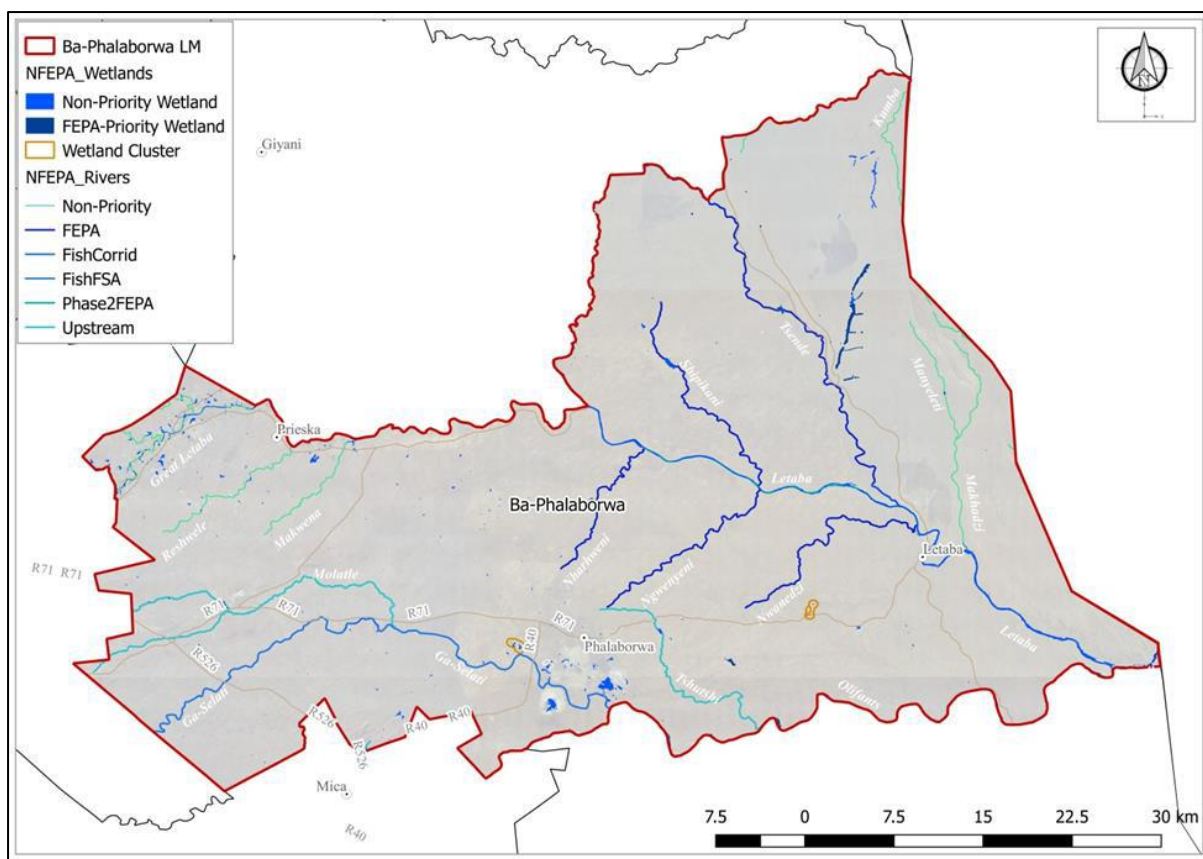


Figure 28: Map showing key rivers in the Ba-Phalaborwa Local Municipality

3.2.1.14. CHALLENGES AND PRESSURES

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.

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.



3.2.1.15. Environmental Governance

Ba-Phalaborwa Municipality has established an environmental management section that deals with environmental issues, which cover climate change, waste management, biodiversity, and cross-cutting issues such as Environmental Impact Management (EIA). The environmental management division comments on EIAs for all the capital projects to be implemented in the municipality. Ba-Phalaborwa Municipality budget allocation to environmental management, which comprises environmental advocacy programmes such as environmental education & awareness, clean-up campaigns, etc.; waste management including the procurement of the fleet and establishment and implementation of waste management programmes/projects; environmental compliance and enforcement. The municipality reviewed its environmental management organogram to incorporate environmental law enforcement to assist in the implementation of the municipal bylaws, and Manager Environment and Senior Environmental Officer to address the environmental management spectrum.

The municipality intends to develop the Climate Change Response Strategy through the assistance of CSIR and SALGA. The municipality believes that the plan would have been completed before the end of 2024/25 Financial Year. The municipality is in the process of establishing the Waste Management Forum and has identified all key stakeholders for Waste Management Forum. The purpose of the forum is to bring all key stakeholders in the management of waste entirely.

The National Department of Forestry Fisheries and the Environment (DFFE) has deployed officials to provide technical advice on environmental management issues, ensure proper planning and implementation of its EPWP projects funded under its Environmental Programmes and provides inputs on Municipal planning structures such as IDP representative forums.

The municipality has signed two MoU with DFFE in partnership to implement two EPWP projects in the municipality, namely, Municipal Cleaning & Greening which created 500 job opportunities to the poor of the poorest to do street cleaning and eradication of illegal dumps, and Youth Empowerment & Development Programme, also known as a Graduate programme. The graduate programme managed to provide 150 job opportunities to the youth with Diplomas/Degrees to help them acquire knowledge and experience while at the same time intensifying environmental education and awareness, and implementation of environmental management programmes in the municipality. In total, the municipality created 650 temporary job opportunities to the community of Ba-Phalaborwa Municipality.



3.2.1.16. 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.



3.2.2. SOCIAL ENVIRONMENTAL ANALYSIS

3.2.2.1. INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENT

Ba-Phalaborwa Municipality is not a housing authority. Housing function 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. Table 24 below present an overview of the housing situation in the municipal area over the years.

Table 21: Distribution of Households by Type of Main Dwelling

	Formal dwellings	Traditional dwellings	Informal dwellings	Other dwellings
Census 2011	39 634	1 149	213	118
Census 2022	50 653	74	132	124

Source: Stats SA Census 2022

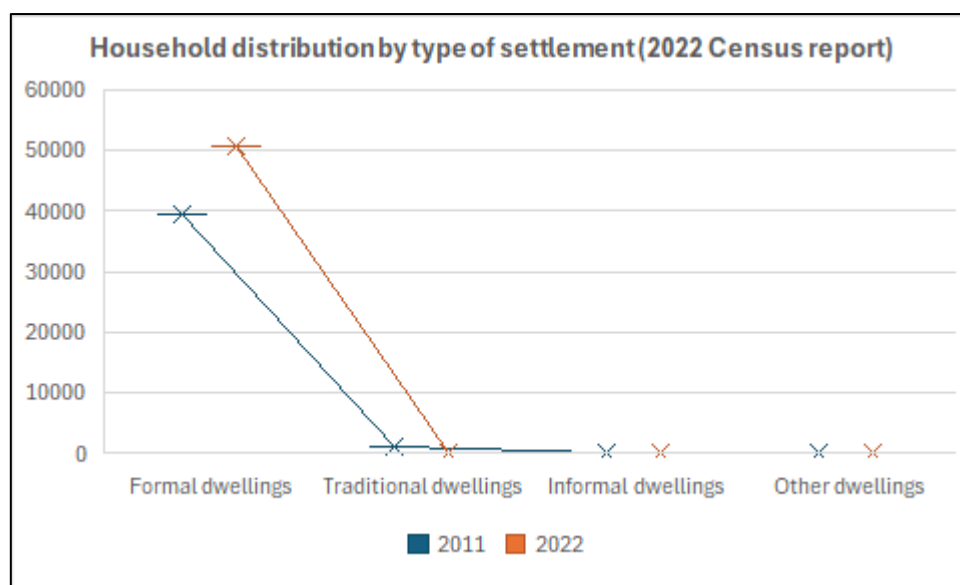


Figure 29: Graph showing household distribution patterns in the Municipality



3.2.2.1.1. HOUSING BACKLOGS

Ba-Phalaborwa Local Municipality's Planning and Development department is responsible for coordination and consolidation of government housing beneficiary list, which also give an indication of housing backlog. The Department of Cooperative Governance, Human Settlement and Traditional Affairs (CoGHSTA) is responsible for the allocation of budget and implementation of the RDP housing in Municipalities across the country.

The housing backlog in the Ba-Phalaborwa Municipality region for the fiscal year 2026/27 is anticipated to be 5,867. Sixty-nine (69) units were allocated during the same period.

3.2.2.1.2. Key Challenges regarding RDP houses

The South African government's large-scale housing program has provided millions of homes, yet there are still issues in providing adequate housing for all. The Ba-Phalaborwa Local Municipality faces major hurdles in providing RDP homes, especially due to inadequate resources and infrastructure constraints.

All 19 wards complain about poor quality houses, which relate to the following built aspects:

- Cracked walls,
- Leaking roofs,
- Peeling plastering, and
- Poor foundations.

Poor housing conditions can lead to social fragmentation and a lack of community cohesion. Improved service delivery remains a major priority for the municipality, highlighting the need for efficient management and maintenance of infrastructure.

3.2.2.2. HEALTH AND SOCIAL DEVELOPMENT

Health and Welfare services are the competency of the Provincial Department of Health in South Africa. This is reflected in the Constitution, which designates health services as a shared competency between national and provincial governments. However, provinces also have exclusive competency over certain areas, including ambulance services and provincial planning. Equally, Social services is



the responsibility of the Department of Social Development, working through its agencies such as the South African Social Security Agency (SASSA).

These services are extended to districts and local municipalities through district offices, which are located in every large district and oversee local municipalities.

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. Table 22 below shows the status and capacity of the hospital.

Table 22: Maphutha Malatji Hospital Status Quo

Facility	Top management	Number of Doctors	Number of Professional nurses	Number of beds	Number of clinics
Maphutha Malatji	50%	18 doctors and 4 Sessional doctors	66	130	10

The former Phalaborwa Hospital, which was turned into a private hospital, has been closed due to financial challenges. The private hospital started operating in 2012 and closed in 2017. The other nearest District hospital and private hospital is in Tzaneen, which falls under the Greater Tzaneen Municipality within a driving distance of 120 km. There is a 24-hour medical practice that focuses on acute and urgent ailments. (MarulaMe) and the following clinics offer 24hr services:

- Lulekani CHB
- Benfarm clinic
- Namakgale B clinic

3.2.2.2.1.1. KEY CHALLENGES REGARDING THE DISTRICT HOSPITAL AND CLINICS

Phalaborwa faces significant health challenges, including the need to address high rates of HIV and other infectious diseases, as well as a shortage of healthcare facilities and staff. Additionally,



inadequate basic service delivery, such as water and sanitation, contributes to health issues, and the mining industry poses potential environmental and health risks.

Some of the challenges registered at Maphutha Malatji hospital are the following:

- Maphutha Malatji hospital has electricity, water, and sanitation facilities in good working order, however there are challenges regarding water pressure, due to design of the water reservoir in the hospital.
- Challenges interfering with 24hours include - Criminal activities which were reported SAPS ranging between theft, assault of security staff and nurses and rape cases were reported to SAPS.

3.2.2.2. HEALTH FACILITIES

There are 11 Public Health Facilities (09 primary health care clinics, 1 health centre and 1 Hospital) and 03 Private Health Facilities in Ba-Phalaborwa Municipality. The Primary Health Care facilities are in the following areas:

- Makhushane Clinic – Makhushane
- Lulekani Health Centre – Lulekani
- Benfarm Clinic – Majeje
- Bus-stop Clinic – Phalaborwa
- Namakgale A Clinic – Namakgale
- Namakgale B Clinic – Namakgale
- Selwane Clinic- Selwane
- Mahale Clinic – Mahale (Selwane area)
- Mashishimale Clinic – Mashishimale
- Humulani Clinic – Humulani
- Maphutha L Malatji Hospital – Namakgale

The Private Health Facilities are in the following areas:

- Marula-Med Health Centre – Phalaborwa
- Two Summers – Phalaborwa



- Unjani Clinic – Namakgale

The Department of Health and Social Development have reintroduced the 24 hours services to four public health facilities for emergency health care, namely Bus-stop, Namakgale B, Humulani and Selwane Clinics. (Source: Department of Health Report 2023/24)

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 centre in the municipal area, which is in Lulekani. The District Malaria Control Centre is 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 South African Social Services Agency (SASSA) in the municipal area. Their offices are in both Namakgale and Lulekani. Community Development Section of the Department of Health and Social Development is responsible for the provision of food parcels.

3.2.2.2.4.1. SOCIAL GRANTS INFORMATION

The total number of people who depends on social grants in the municipal area is 65 849 according to South African Social Security Agency (SASSA).

Table 23: Ba-Phalaborwa Grant Statistics

Food parcels distribution	
Institution / organisation	Number
Ba-Phalaborwa Local Municipality	516
SASSA	1330
Department of Social Development	961
Donors	730

3.2.2.2.5. KEY CHALLENGES REGARDING HEALTH AND WELFARE

The Ba-Phalaborwa district faces significant health and welfare challenges, including rising dependency on social grants, high incidence of malaria and other diseases, and shortages of health facilities and



staff. Infrastructure problems, staff shortages, and poor medicine distribution also impact healthcare delivery. Some of the notable challenges are the following:

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

3.2.2.2.6. HIV, STIS & TB, AND COMMUNITY DROP-IN CENTRES

HIV Case finding April-June 2025

	Monthly Targets	HIV test done - sum	Gap	HIV testing Rate
Ba-Phalaborwa Local Municipality	9045	12064,0	-3019	133

Department of Health situational analysis presentation (October 2025)

Adult initiated on Antiretroviral Therapy (ART)

Municipality	April 2025 Antenatal client eligible for ART initiation	April 2025 HIV positive 15-24 years female	April 2025 HIV positive 15-24 years male	April 2025 HIV positive 25-49 years	April 2025 HIV positive 50 years and older	Total positive	April 2025 ART adult naive start ART in month	ART adult naive start rate
Mopani District	209	101	24	681	156	1171	1093	93
Ba-Phalaborwa	40	20	3	73	21	157	143	91

Department of Health situational analysis presentation (October 2025)

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.



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:

- Health Calendar Awareness Campaigns i.e. World AIDS Day & Candlelight Memorial,
- Community dialogues,
- TB Awareness,
- Psychosocial Support Services,
- Gender Based Violence Awareness and Response,
- Human Rights & Advocacy,
- Awareness in High Transmission Areas (HTA's),
- Education, Information and Communication,
- Capacity Building,
- Institutions of Higher Learning visits,
- Workplace and School visits.

3.2.2.2.6.1. HIV& AIDS, SEXUALLY TRANSMITTED INFECTIONS & TUBERCULOSIS 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.

3.2.2.2.6.2. HEALTH FACILITIES THAT ARE ACCREDITED TO PROVIDE ARV DRUGS IN BA-PHALABORWA MUNICIPALITY

All eleven (11) Public Health Facilities (09 primary health care clinics, 1 health centre and 1 Hospital) and 01 non-medical site operating at the Palabora Foundation - Phelang Community Centre are accredited to provide anti-retroviral. The Pre-Exposure Prophylaxis roll-out programme in all public health facilities has been introduced to benefit the public.



3.2.2.2.6.3. CHALLENGES ON ARVS

South Africa offers the world's largest antiretroviral (ARV) treatment program, which provides free ARV therapy to anyone who tests positive for HIV, regardless of CD4 count. The program has considerably expanded, with millions of South Africans receiving treatment; efforts are centred on assuring stable supply, improving adherence, and extending access.

Some of the challenges realised on Ba-Phalaborwa in this discipline include the following:

- Accessing comprehensive health care services very late,
- Self-de-registration or migration after commencement of the treatment,
- Children under 5 years viral load suppression,
- Individual ill-discipline,
- Substance abuse by clients on ARV's.
- Individual disclosure

3.2.2.2.6.4. COMMUNITY DROP-IN CENTRES

Drop-in centres have been established in communities with the aim of caring for orphans and vulnerable children, particularly because of HIV&AIDS. The orphans in the centres are between 0 and 24 years of age. The Drop-In Centres are funded by the Department of Social Development (Isibindi Programme) as well as Sponsors. Some of the centres do not have funding and proper buildings from which to practice their care-giving chores. The established centres are not sustainable given that the caregivers work on voluntary basis.

The Drop-In Centres in Ba-Phalaborwa perform at least the following services:

- Provide daily nutritious meals.
- Teach life skills to children.
- Monitor school attendance.
- Assist with household chores.
- Refer to access services from different stakeholder.
- Home visits to orphans and vulnerable children.
- Assist with children's school and cultural activities.

The following general challenges are experienced in the different centres:

- Inadequate funding to sustain the centres.



- Lack of proper accommodation.
- Lack of storage facilities.
- Lack of capacity building.

3.2.2.2.6.5. OTHER STRATEGIES EMPLOYED TO FIGHT HIV, STIS & TB

Table 24 below presents other strategies employed by the Department to fight HIV, STIS and TB in the Municipality.

Table 24: Department of Health 2023 Strategies

District HIV Aspirations	District TB Aspirations
Reduce HIV positivity in clients 15-24 years to 4.39% or less	Reduce All DS-TB client LTF rate to 8%.
Initiate 90% of HIV positive clients (Children, Pregnant Women, and adults 15 years and above on ART	Successfully treat 79% of All DS-TB client
Retain 90% of all HIV positive clients (Adults and Children) on ART at 12 months	Successfully treat 65% of all TB Rifampicin resistant/MDR/pre-XDR

3.2.2.2.7. SAFETY AND SECURITY

Crime has a negative impact on a community, both socially and economically. An increase in crime has an influence on various aspects, such as

- Quality of life
- Investor decisions
- Business
- Moral of upcoming youth

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. The below table indicate the frequency of crimes in municipal area.



Table 25: 2024 Total reported crimes

Crime category	Frequency
Contact crime	1 064
Contact related crime	243
Crime dependent on police action for detection	781
Other serious crime	869
Property related crime	880
Total	3 787

2024 Total contact crime

Crime category	Frequency
Assault	3 892
Attempted murder	160
Carjacking	73
Murder	161
Robbery	2 975
Sexual offences	1 021
Total	8 282

The crime profile is dominated by assault and robbery, which together account for over 80% of reported cases. This indicates a high prevalence of interpersonal and economically driven crimes, with sexual offences also constituting a significant concern. Although murder, attempted murder, and carjacking represent a smaller proportion, their severity necessitates targeted law enforcement and prevention strategies.

3.2.2.2.7.1. CRIME CHALLENGES IN BA-PHALABORWA

Ba-Phalaborwa faces crime challenges including shortages of police personnel and ineffective community policing, with assault and theft being the most common crimes. Some areas lack Policing Forums, which can hinder crime prevention efforts. The municipality is also working to address basic service provision challenges that can contribute to crime, such as lack of budget allocation, incompetency, and lack of skills.



3.2.2.2.8. 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 by 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:

- 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.
- Conducting awareness campaigns
- Participating in disaster management meetings such as the District Command Council, District JOC, District Disaster Management Forum, Fire Protection Association, South African Police Cluster meetings, and others
- Engaging in joint operation committees and Local Command Councils.

3.2.2.2.8.1. CHALLENGES WITH FIRE AND RESCUE SERVICES

Ba-Phalaborwa's Fire and Rescue services face numerous challenges, including a shortage of personnel, inadequate equipment, and difficulties in responding to incidents due to factors like lack of water and electricity. These issues are compounded by the need to address service delivery failures, including damaged infrastructure and a lack of basic services like water and sanitation. The Fire and Rescue Service is based in Phalaborwa, which is difficult to reach from communities such as Lulekani, Namakgale, Makhushane, Mashishimale, and Seloane. The distance would also pose a barrier in terms of turnaround time.



3.2.2.2.9. EDUCATION

The Limpopo Department of Education provides educational services throughout the Mopani District, focusing on quality and innovative programs for learners of all ages. The department aims to improve access to education, transform schools into functional and quality learning centers, and reduce illiteracy rates among adult learners. Ba-Phalaborwa municipality education system 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 in Namakgale next to Namakgale Police Station and Lulekani circuit offices are in Phalaborwa town at the Old Mutual Building. The table below shows the distribution of schools in the district and Ba-Phalaborwa municipality.

Table 26: Number of Schools within the District

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

Source - Department of Education 2023

Table 27: Number of Schools within Ba-Phalaborwa

Local Municipalities	Secondary schools	Primary schools	Combined schools	Special Schools
Ba-Phalaborwa	14 schools	40 schools	1 school	1 school
Number of learners	16356	29562	253	179

Source - Department of Education 2023

3.2.2.2.9.1. POPULATION AGED 5-24 YEARS ATTENDING AN EDUCATION INSTITUTION

Table 28 below provides information update about the population attending School, as reported by Census 2011 and Census 2022 of StatsSA.

Table 28: Population Attending an Education Institution

LIM334:	Census 2011			Census 2022		
	Yes	No	Total	Yes	No	Total



Ba-Phalaborwa	47 542	11 903	59 445	54 740	12 184	66924
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Source Stats SA Census 2022

3.2.2.2.9.2. EDUCATION CHALLENGES IN THE BA-PHALABORWA AREA

As noted by the Palabora Foundation, Ba-Phalaborwa district faces numerous educational challenges, including a lack of resources, overcrowding, and inadequate infrastructure. Additionally, some schools lack qualified teachers, particularly for math and science, and learners struggle with social issues like poverty and teenage pregnancy.

Other notable challenges include:

- **Schools with sanitation challenges**
 - Lulekani – Chuchekani, Makikele, Selwane and Shiphamele
 - Namakgale – Lebeko, Maphokwane and Rethushitswe
- **Critical need for infrastructure**
 - Lulekani – Baranuka, Kurhula, Lulekani, Nkateko, Ntshuxeko and Shiphamele
 - Namakgale – Nthabiseng

Strategies: Improved outcomes across all grades – classrooms provisioning-Scholar transport-special schools

3.2.2.2.9.3. HIGHER EDUCATION SERVICES

Ba-Phalaborwa Municipality has one institution for further education, that is, Mopani Southeast 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 Southeast 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.

Table 29: Wards in Need of 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

Community needs and priorities conducted in 2023.

3.2.2.2.10. SPORTS, ARTS AND CULTURE

The aim of this section is to provide an overview of the current situation regarding sports (including recreation), arts and culture within the municipality. Within the Sport, Arts, and Culture Unit, a single employee serves as the Coordinator/Officer responsible for Mayoral Programs and coordinating sports, arts, and culture activities. Despite maintaining sports facilities such as Lulekani Stadium, Mashishimale Sports Complex, and Namakgale Stadium, it is noteworthy that the revenue generated from these facilities falls short of covering necessary maintenance expenses. The municipality acknowledges the importance of budgeting additional revenue to ensure the proper upkeep of these facilities.

3.2.2.2.11. LIBRARIES

Libraries play an important role in learning and development. Five fully operational community libraries are run by the Municipality and are in Phalaborwa, Gravelotte, Namakgale, Selwane, and Lulekani. The Municipality provides school/community library service to Mashishimale School/Community library based at Lebeko High School and Prieska School/Community library based in Prieska Combined School. The services rendered include free membership, print and electronic information resources,



audio-visuals, free public internet services, inter-library loans, and free access to computers and tablets for personal use, printing and photocopying services, scanning of documents, user education on library services and library outreach programmes.

Key library services priorities include improving access to library services, bridging the digital divide, enhancing collection development and management strategies, improving training and development of library staff, as well as improving and sustaining stakeholder relations. Provision of computers and user education in all library services points; enhance stakeholder participation to increase funding, as well as improving the municipal library outreach services will help achieve these goals. The municipality has to find alternative funding mechanism for new libraries needed by the various communities.

There are currently nine permanent employees and two fixed contract employees who have been seconded to the Municipality by the Provincial Department of Sport, Arts and Culture. The Ba-Phalaborwa Municipality has a relationship with the Palabora Foundation with regard to strategic support to our Library Services. The Library Services Development Plan has been developed, submitted to management and approved by Council. A Library Committee has been established to enhance public participation

3.2.2.2.11.1. LIBRARIES BACKLOGS

The Ba-Phalaborwa Local Municipality has public libraries accessible to the public in the following locations:

- Mashishimale area
- Majeje
- Makhushane
- Maseke
- Humulani/Matiko-Xikaya.

3.2.2.2.11.2. LIBRARIES KEY CHALLENGES

The Key and critical challenges with libraries have been registered as the following issues:

- Lack of funding for new libraries needed as well as upgrading of some libraries.
- Delays in finalizing South African public library and information service bill to guide development of library services.



- Shortage of personnel in some libraries.

3.2.2.2.12. RECREATIONAL FACILITIES

The following sporting codes facilities are available in Ba-Phalaborwa golf, tennis, long distance running, squash, netball, 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 30: Formalized Sports Infrastructure per Municipal Growth Point

Town	Tennis court	Soccer/Rugby field	Swimming pool	Athletics track
Gravelotte	-	-	-	-
Selwane	-	1	-	-
Lulekani	1	1	-	1
Namakgale	-	1	-	-
Phalaborwa	-	1	-	1

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 must increase both the quantity and quality of sports infrastructure to attract national and international events to the area and benefit local tourism.

- **Phalaborwa**

The Impala Park provide 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 were 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, several 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 needs serious renovations. The municipality has applied for MIG Fund to renovate the stadium and the application for fund has been approved the municipality has started with renovations.

- **Gravelotte and Selwane**

There are no formalised sporting facilities in the Gravelotte areas except for poorly maintained and under-utilised soccer pitches. The municipality has received a MIG fund to construct Sports Complex at Selwane and construction of the sport field is completed.

- **Rural Areas:**

The construction of Mashishimale Sports Complex has been completed and hand over was done. Basic soccer fields provided by the communities are insufficient in both quantity and quality, and do not meet the needs of the communities.

3.2.2.2.12.1. KEY CHALLENGES, SPORTS INFRASTRUCTURE AND ACTIVITIES

The key challenges recorded with sports and recreational infrastructure and related activities have been noted as the following issues:

- Sports is not properly marketed due to poor conditions of sports facilities.
- 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.

3.2.2.2.13. 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 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 the 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.

3.2.2.2.14. INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) AT COMMUNITY LEVEL

Information and Communication Technology (ICT) is a critical enabler of inclusive development, effective service delivery, and improved communication between the municipality and communities.

ICT supports access to information, digital services, and economic opportunities.

The municipality recognises the importance of strengthening ICT systems to improve community access to services and participation in local governance processes.

Current Status and Challenges

The municipality has made progress in utilising ICT systems for internal administration, communication, and service delivery. However, access to ICT services at community level remains uneven.

Key challenges include:

- Limited access to reliable and affordable internet connectivity, particularly in rural wards
- Inadequate ICT infrastructure such as public WiFi and digital access centres
- Digital divide between urban and rural communities
- Low levels of digital literacy among community members
- High cost of data and limited access to digital devices
- Limited awareness and utilisation of digital municipal services

Table 31: Access to Landline Telephone

Access to landline telephone	Number of Households with access
Yes	2 849 (7%)
No	38 266 (93%)

Source: Stats SA Census 2011



Despite the challenges, ICT presents significant opportunities for the municipality, including:

- Expansion of broadband and digital infrastructure
- Use of ICT to improve service delivery and communication
- Promotion of digital inclusion and access to information
- Support for education, skills development, and innovation
- Enhancement of local economic development through digital platforms

Table 32: Distribution of Households by Access to Internet Services & Household Head

LIM334: Ba-Phalaborwa	Male	Female		Total		
	Access to internet	No access to internet	Access to internet	No Access to internet	Access to internet	No access to internet
	2 376	27 175	876	17 814	3 251	44 988

Source: Community Survey 2016

The municipality faces several ICT-related challenges:

- Limited fibre infrastructure in rural and peri-urban areas
- Network capacity constraints during peak periods
- High cost of data for low-income households
- Digital divide between urban and rural communities
- Inadequate ICT infrastructure to support full digital transformation

ICT is a cross-cutting enabler that supports service delivery, governance, and local economic development, while promoting digital inclusion and improved access to services at community level.

The following areas have access to post office:

- Phalaborwa Town
- Lulekani
- Namakgale
- Seloane Thusong Center

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

- Mashishimale
- Maseke
- Makhushane



3.3. ECONOMIC DEVELOPMENT ANALYSIS

3.3.1. OVERVIEW OF LOCAL ECONOMIC DEVELOPMENT

Local Economic Development is an approach towards economic development which allows and encourages local people to work together to achieve sustainable economic growth and development. This brings economic benefits and improved quality of life for all residents in a local municipal area. LED is also a process by which public, business, and non-governmental sector partner's work collectively to create better condition for economic growth and employment generation.

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. For economic development to be coordinated, it is suggested that development be primarily focused on areas of high population concentration.

3.3.1.1. ECONOMIC SECTORS IN BA-PHALABORWA

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

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

Ba-Phalaborwa Local Municipality has 54 241 people who are economically active (employed or unemployed but looking for jobs). Of this number, 37.4% are unemployed. Amongst the economically active population, 27 413 are youth of the ages between 15 and 34 years, and 50.2% of those young people are unemployed.



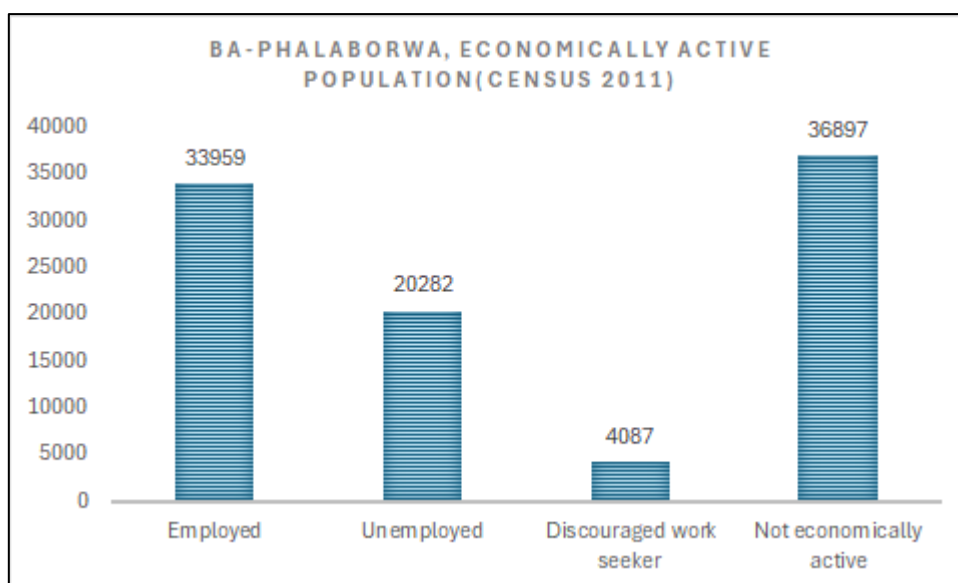


Figure 30: Employment/ unemployment statistics in the Ba-Phalaborwa Local Municipality

3.3.1.1.1. 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 33: Minerals Available in Phalaborwa & 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	



3.3.1.1.1. KEY MINING OPERATIONS IN BA-PHALABORWA

Palabora Mine (PMC) and FOSKOR are the two biggest mine operating in Ba-Phalaborwa Local Municipality. Together, these mine employ a total of 9 411 people (permanent and contractors included). PMC is the biggest with 5 211 total employed, followed by FOSKOR with 4 200 total employed. The graph below shows the mines and mine size by staff intake, as of October 2022.

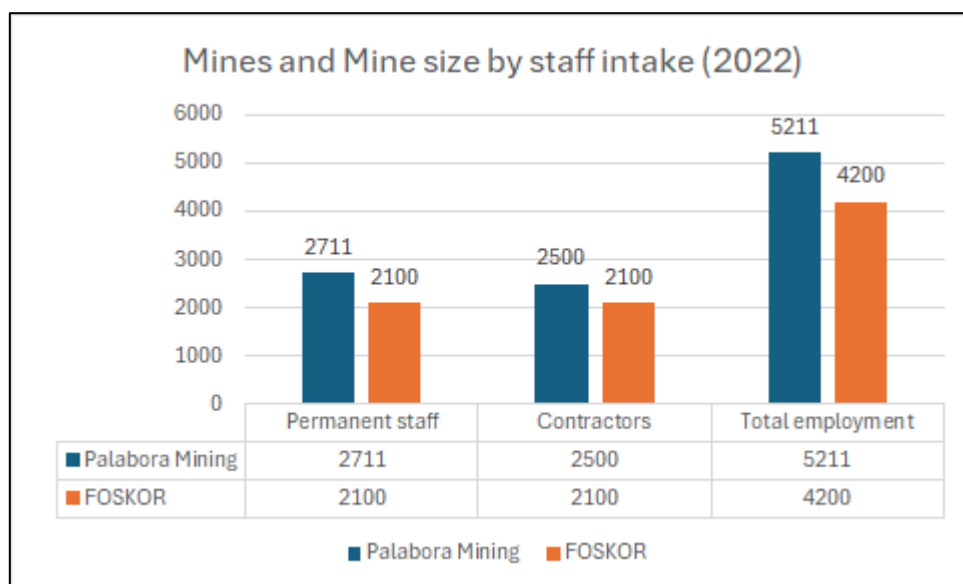


Figure 31: Gaph showing employment by mine size

Palabora Mining company

Palabora Mining Company, situated in the Ba-Phalaborwa area of Mopani, operates South Africa's largest copper mine. The company owes its origin to the unique formation known as the Palabora Igneous Complex. Nowhere else is copper known to occur in carbonitites as is the case at Palabora, and a host of other minerals such as phosphates, vermiculite, phlogopite, magnetite, nickel, gold, silver, platinum, and palladium also occur. Palabora operates a large block cave copper mine and smelter complex employing approximately 2722 people. The refinery produces continuous cast rod for the domestic market and cathodes for export. Useful by-product metals and minerals include zirconium chemicals, magnetite, and nickel sulphate as well as small quantities of gold, silver, and platinum.



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)

Palabora Copper entered into an agreement with Roads Agency Limpopo (RAL) for the following objectives:

- To rehabilitate and maintain road D4424 from Matikoxikaya to Lulekani, measuring in extent of 16.7km which project is identifiable as RAL/T1105/2021 for an amount of **R58 395 193.00**.
- To rehabilitate and maintain road D3786 from Maseke to Mashishimale, measuring in the extent of 10.1km which project is identifiable as RAL/T1106/2021 for an amount of **R49 606 464.00**.
- To upgrade from gravel to bituminous surface of road D3787 from Mashishimale R1 to Mashishimale R3, measuring in the extent of 13km, which project is identifiable as RAL/T1268/2022 for an amount of **R117 000 000.00**.
- The agreement was for a 12 months period (Renewable).
- In total, **39.8km** is being rehabilitated and/or constructed from scratch for **R225 001 839.00**.
- The parties agreed to provide half of the projects' funding.

Foskor mine

Foskor is a producer and distributor of phosphate rock, phosphate-based fertilisers, sulphuric acid, phosphoric acid, and magnetite locally and internationally. Foskor has employed a total of 1 654 people spread across the Phalaborwa Mining Division, the Richards Bay Acid Division, and the head office in Midrand. Foskor mine phosphate rock in Phalaborwa and transfer it Richards Bay facility, where it is used to produce phosphoric acid and granular fertilisers – MAP (monoammonium phosphates). Produce sulphuric acid, which is used in the production of phosphoric acid, and sell excess sulphuric acid that becomes available. Foskor also has magnetite, a by-product of phosphate rock beneficiation which was mined in the past and stored in a stockpile. Currently, there is no magnetite mined in the process.



The mine lead in domestic producer and supplier of phosphate-based products (phosphate rock, phosphoric acid, and mono ammonium phosphate. Beyond serving the local market and SADC regional markets (DRC, eSwatini, Zimbabwe, Zambia etc) the mine also supplies phosphoric acid and mono ammonium phosphate to international markets, particularly India, the world’s largest market of phosphate products.

Supply phosphoric acid to other international markets (Brazil, Bangladesh, Saudi Arabia, United Arab Emirates, Belgium, and France). While the bulk of our phosphate rock concentrate is used in phosphoric acid manufacturing plant, available products is also exported to international markets (Belgium, Netherlands, Norway, Lithuania, New Zealand and Japan).

SLP Projects target

Project	Target
Makatikele School	Ongoing support until handover
Refuse removal truck	March 2026
Backhoe loader	March 2026
Rehabilitation of streets	June 2026
Bolanoto Tourism Hub upgrade	March 2026

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 more than 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 Ba-Phalaborwa LED Strategy.

3.3.1.1.1.2. DEVELOPMENT POTENTIAL WITHIN THE MINING SECTOR IN BA-PHALABORWA

Table 34: Mining Developmental Potential

Development Opportunity	Potential Project
Infrastructure	<ul style="list-style-type: none"> Maintain roads infrastructure, especially in rural areas to support potential mining activities including prospecting and development of new mines.



	<ul style="list-style-type: none"> • Develop infrastructure in the area so that raw minerals can be processed locally
Processing and beneficiation of mining products / by-products	<ul style="list-style-type: none"> • Phosphate based products. • Magnetite based products. • Cement manufacturing
Assisting SMMEs	<ul style="list-style-type: none"> • Provide opportunities for SMMEs in the rehabilitation of mine dumps and slime dams. • Encourage specialist skills to explore/ prospect rural areas around BPM for minerals. • Explore ways that mines can engage in catalytic projects, contributing to economic growth and job creation. • Align the SLPs and the LED strategy, identify areas of collaboration with mines and involve youth/ SMME's. • Develop expertise in the area so that raw products can be processed locally
Skills transfer / development	<ul style="list-style-type: none"> • Introduce a skills development programme in consultation with the appropriate SETAs. • Introduce diversification plans indicating how people can be employed in an alternative way, should the mine scale down its activities

Source: Ba-Phalaborwa LED Strategy, 2024/2025

3.3.1.1.2. AGRICULTURAL SECTOR

Ba-Phalaborwa Local Municipality has 9 413 households involved in agricultural and 42 237 households are not, according to Census 2022 of StatsSA. About 4 183 of these houses are in crop production, 1 211 in livestock (animals) and 1 534 houses are in poultry production.



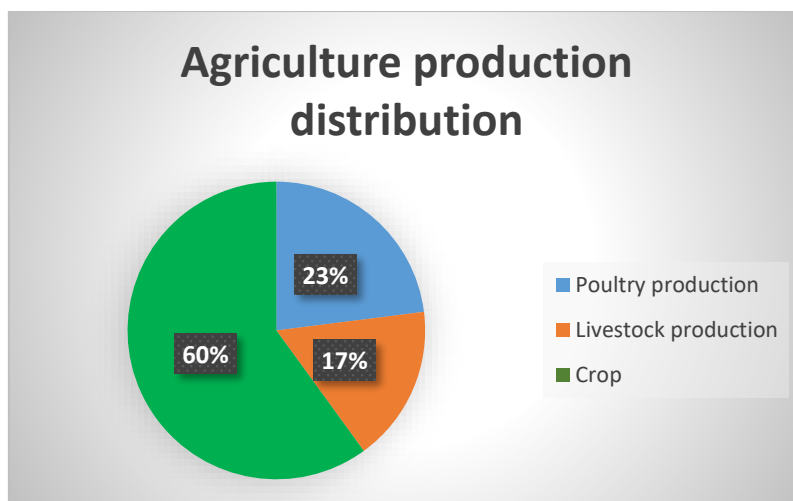


Figure 32: Graph showing agricultural households in the Ba-Phalaborwa Local Municipality

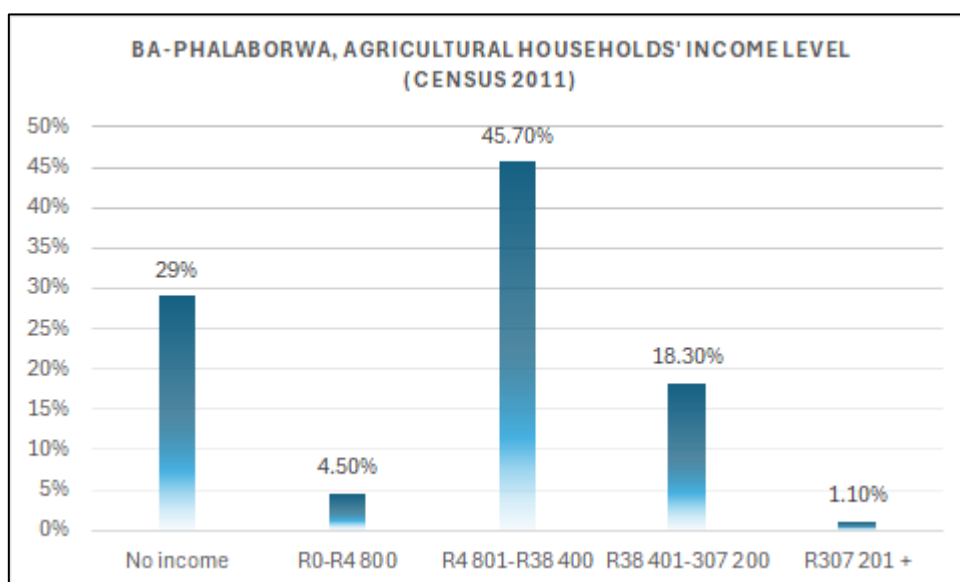


Figure 33: Graph showing agricultural holds and income levels in the Ba-Phalaborwa Local Municipality

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 archar. The table below



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

BA-PHALABORWA AGRICULTURAL SECTOR’S CONTRIBUTION TO MUNICIPAL GDP AND EMPLOYMENT

The contribution of the agricultural sector to the economy of the Municipality is shown in table 35 below, with 15.6% contribution to direct employment.

Table 35: Agriculture - GDP Contribution & Employment

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

Source: Global Insight

Ba-Phalaborwa LED Strategy identifies the following development opportunities in the sector and further packaged the potential projects, table 36 below shows the identified opportunities and potential projects in the sector, within the municipality.

DEVELOPMENT OPPORTUNITIES AND POTENTIAL PROJECTS IN THE AGRICULTURAL SECTOR

Table 36: Development Opportunities in the Agricultural Sector

Development Opportunity	Potential Project
Potential new products	<ul style="list-style-type: none"> Farming may be diversified from basic crop farming to include the following additional products could include for instance Herbs, Honey, Canola, Pecan nuts, Almonds, Prickly pears, Sugar beet, Garlic and Cannabis
Value chain enhancement	<ul style="list-style-type: none"> Red meat and cattle breeding Strengthening white meat production (chicken and pork, and eggs) Aquaculture (catfish production) Non-edible animal products (leather and leather products) Oilseeds (sunflower, groundnuts, soya and oil extraction) Agro-based pharmaceuticals (indigenous medicinal plants and natural cosmetics)



Development Opportunity	Potential Project
Support of emerging farmers and SMMEs	<ul style="list-style-type: none"> • Provide financial and technical support to emerging farmers and SMMEs to improve access to the commercial market. • Provide skills transfer and mentoring to upcoming farmers. • Undertake capacity building of upcoming farmers in farming and processing of maize, cotton, sunflower (oil) and fruit. • Undertake training on marketing strategies to introduce farmers to new markets • Establish agro-based production facilities informed by the available fresh produce
Availability of land	<ul style="list-style-type: none"> • Formulate clear policy on how to distribute / access available land, in conjunction with traditional leaders • Facilitate resolution of land claims • Introducing measures to prevent development on arable agricultural land
Supporting infrastructure	<ul style="list-style-type: none"> • Establish a center for farmers in the townships to sell their own products, which enables them to influence prices instead of selling through retail stores that add a mark-up. • Establish a poultry / chicken processing plant and abattoir. • Ensure the protection and development of water infrastructure, which is crucial to ensure the expansion and sustainability of agricultural activities. • Establish a plant nursery to supply local farmers. • Establish a hatchery and supply of day-old chicks'
Mechanisation	<ul style="list-style-type: none"> • Introduce sustainable & efficient ways of farming e.g., of move from working largely or exclusively by hand or with animals to doing work with machinery, such as a tractor.

3.3.1.1.3. 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.

MANUFACTURING SECTOR'S CONTRIBUTION TO MUNICIPAL GVA AND EMPLOYMENT

The contribution of the manufacturing sector to the economy of the Municipality is shown in table 37 below. The sector contributes 5.9% to Gross Value-Added product (GVA) and 1.9% of direct employment.

Table 37: Manufacturing Sector - Contribution to GDP & Employment

	% Contribution by Manufacturing Sector
District GVA	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. 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.

Table 38 below presents potential projects identified in the manufacturing sector of the municipality.

Table 38: Development Potential in the Manufacturing Sector



Development Opportunity	Potential Project
Metal products	<ul style="list-style-type: none"> • Initiate steel manufacturing activities that focus on servicing the mining / local industry • Manufacturing of copper cables
Agro processing	<ul style="list-style-type: none"> • Milling • Packaging of fresh produce • Vegetable and fruit canning (e.g. tomato processing) • Juice making • Moringa leaf (processing)
Mineral processing	<ul style="list-style-type: none"> • Explosives • Phosphates • Magnetite • Phosphate • Fertilizer based products
Development support	<ul style="list-style-type: none"> • Support centers to improve SMME's and youth participation in the manufacturing sector (facilitate collaboration, funding support, business skills mentoring etc.) • Improve the environment to enable industrial development, i.e., infrastructure, ICTs, business confidence and business environment. • Address market access through access to finance and information. • Introduce investment incentives to promote investment in targeted industrial activities
New industrial and commercial developments	<ul style="list-style-type: none"> • Establishment of an Industrial Park in the area and introduce business incubation support (facilitate collaboration, funding support, business skills mentoring etc.)
Skills transfer / development	<ul style="list-style-type: none"> • Address skills shortages relevant to agro/food processing, and beneficiation of minerals
Diversification	<ul style="list-style-type: none"> • Diversify the economy and focus on tertiary services, as well as forward and backward linkages. • Integrate the informal market / trade into the formal economy (e.g., atchaar manufacturing, or processing/packaging of mopani worms)

3.3.1.1.4. TOURISM SECTOR

Tourism is the economic sector with the most potential for development in the Municipality because of the Municipality's ideal location and climate. 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.

Ba-Phalaborwa Local Municipality Council has taken a resolution to explore and coordinate relations with the two Governments (Mozambique and Zimbabwe), taking into consideration the similarities in terms of the socio-economic environments of identified municipalities in the respective countries. The municipality is doing all this through Inter-Governmental Relations; guided by the International Relations Unit in the Office of the Premier, Limpopo Province. In implementing the Council Resolution, the first leg has been initiated through the Trans-Limpopo Corridor Spatial Development Initiative between Limpopo Province in the Republic of South Africa and Matabeleland North in the Republic of Zimbabwe. These has led to the establishment and facilitation of a twinning arrangement between Ba-Phalaborwa Local Municipality, and Hwange Local Board and Hwange Rural District.

A memorandum of understanding was signed between Ba-Phalaborwa municipality and Hangwe Rural District Council. The signed MOU is aimed at optimising the economic opportunities that exists between the local authorities in a manner that improves the quality of life of those residing within the jurisdiction, promote the local authorities as tourism destinations, wildlife expos, mining and agricultural hubs with a view to combat unemployment and eradicate poverty, facilitate the development of human resources in the respective Local Authorities through capacity building, exchange Geo spatial and mapping information and to share information on Spatial planning, Road infrastructure, Communicable diseases, Risk, disaster, and fire management.

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

- Accommodation facilities.
- 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

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

Table 39: Development Potential in the Tourism Sector



Development Opportunity	Potential Project
Tourism Route	<ul style="list-style-type: none"> Develop attractions that link up with the KNP and local archeological sites (packaged excursion through different sites and into the KNP, including bush-walks, day/night game drives etc.)
Information Sharing	<ul style="list-style-type: none"> Share authentic stories with visitors and increase the profiling / marketing of BPM: <ul style="list-style-type: none"> Share the story of the arrival of Malatji Clan Share the story of the first settlers in the area. Share the story of the establishment and development of Phalaborwa town, and the discovery of mineral resources. Document all un-documented heritage archaeological /sites. Arrange annual networking sessions during which stakeholders in the Tourism Sector meet and discuss potential opportunities
Events	<ul style="list-style-type: none"> Introduce additional recreational events and link with marula festivities (e.g., marathon, indigenous games etc.) Introducing tournaments and link with other events (e.g., soccer/netball tournaments during marula festivities) involving local communities
Eco-tourism	<ul style="list-style-type: none"> Promote tourism development along the Kruger National Park, village tourism and game farms
Infrastructure	<ul style="list-style-type: none"> Link existing roads with prominent roads / routes and tourist sites. Maintain strategic roads infrastructure. Upgrade of the Airport in collaboration with the owners of the property Establish recreational centers in rural areas, townships, and town
Partnerships and SMME support	<ul style="list-style-type: none"> Establish support programme for SMMEs in the tourism sector, including mentoring, marketing skills development, basic business skills development, and exposure to tourism sector support programmes. Increase private sector participation through PPPs aimed to support tourism
Institutional	<ul style="list-style-type: none"> Secure additional resources (human and financial) in the LED office of BPM.
Marketing	<ul style="list-style-type: none"> Market and promote events in sport / arts / culture online, through the radio, television and/or through the print media.

3.3.1.1.4.1. BOLLANOTO INFORMATION CENTRE



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.

3.3.1.1.4.2. KEY CHALLENGES REGARDING TOURISM IN BA-PHALABORWA:

Ba-Phalaborwa confronts a number of tourism obstacles, including criminality and cross-border criminal activity, a lack of referral networks between the KNP and accommodation facilities, and issues with banking services for international tourists. Land use changes, deforestation, worries about water quality and quantity, and waste management all add to the challenges. Some major challenges include the following:

- Crime and potential cross-border criminal activities may scare tourists.
- Lack of cross-referrals between KNP and housing facilities in Ba-Phalaborwa.
- 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.

3.3.1.1.5. TRADE

Currently, the trade situation in the Ba-Phalaborwa municipal region is divided into formal and informal sectors. The existing divide between the first and second economies is obvious in the activities of enterprises in both the formal and informal sectors. Formal enterprises in rural nodes like Makhushane, Maseke, Mashishimale, Majeje, and Selwane are still in their early stages. The firms mostly act as bread distributors, with basic supplies not well stocked for the advantage of their customers. The municipality's concern is to bridge the gap between the first and second economies by boosting the informal economic sector without undervaluing the formal sector.

3.3.1.1.5.1. 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.

3.3.1.1.5.1.1. NEEDS IDENTIFIED BY INFORMAL ECONOMY BUSINESSES

Informal businesses are common in the Ba-Phalaborwa district, particularly in areas like Namakgale, Lulekani, and Phalaborwa, where informal trading is "mushrooming at an alarming rate". These businesses include a wide range of activities, with a focus on trade, services, and some manufacturing, construction, and agriculture.

Some of the most common needs in this sector include the following:

- 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 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.

3.3.1.1.5.2. JOB CREATION

During the 2025/26 mid-year period, the municipality created 145 temporary jobs through capital projects and 72 full-time equivalent jobs through the Expanded Public Works Programme (EPWP). In addition, 291 SMMEs were supported through Supply Chain Management (SCM) procurement processes, contributing positively to local economic development and enterprise support. Overall, the municipality recorded positive performance in promoting local economic growth and employment opportunities.

Table 40: Employment and unemployment statistics in the municipality

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

3.3.1.1.5.3. SMME SUPPORT

In South Africa, SMME (Small, Medium, and Micro Enterprises) support is multifaceted, encompassing government initiatives, private sector involvement, and various support programs. The government's Department of Small Business Development plays a key role, with initiatives like the SMME Support Plan and the Small Enterprise Manufacturing Support Programme.

Limpopo Province also offers various support programs for Small, Medium, and Micro Enterprises (SMMEs). The Limpopo Economic Development Agency (LEDA) provides financial assistance and incubation support. They also offer business loans, asset finance, and other financial products. A number of government agencies provide services reaching all districts and municipalities in the Limpopo Province. These inclines the Limpopo Enterprise Development Agency (LEDA), Small Enterprise Development Agency (SEDA), the National Empowerment Fund (NEF) and the Industrial Development Corporation (IDC).

The Ba-Phalaborwa Local Municipality offers SMME support through its Local Economic Development Unit and various funding initiatives. They guide businesses with application processes for funding and interventions, and aid with compliance, business development, market access, and structured finance. The municipality also focuses on supporting SMMEs within its procurement processes. A total number of 459 SMMEs were supported through the Municipal Supply Chain processes during the procurement of goods and services from July 2022 to June 2023.



3.3.1.1.5.4. RURAL DEVELOPMENT INITIATIVES

Ba-Phalaborwa Municipality continues to implement rural development initiatives aimed at improving livelihoods, infrastructure, and economic opportunities within rural communities.

The Municipality has implemented various infrastructure-related projects in rural areas, including the Marula Oil Extraction Project within the five traditional authority areas. The project seeks to promote local economic development, support community-based enterprises, and create income-generating opportunities for local communities.

In addition, the Municipality has undertaken infrastructure development projects such as:

- Street paving and road improvements;
- Construction of stormwater culverts and drainage systems;
- Upgrading of community infrastructure; and
- Improvement of access roads within rural settlements.

These initiatives contribute towards improving service delivery, enhancing mobility and accessibility, reducing flooding risks, and stimulating socio-economic development in rural communities.

3.3.1.1.5.5. LOCAL SKILLS AND JOB MARKETS

Skills development remains a critical asset for individuals, businesses, and society, particularly within an increasingly dynamic and globalised economy. In Ba-Phalaborwa Municipality, skills development initiatives are primarily focused on the Municipality's four priority economic sectors, namely mining, tourism, manufacturing, and agriculture.

The Municipality recognises the importance of ensuring that skills acquired through education and training remain relevant to the labour market and industry demands. Emphasis is therefore placed on aligning education and training programmes with the needs of employers and the local economy, while also promoting continuous skills development and lifelong learning opportunities.

Given the economic structure of the municipal area, the following Sector Education and Training Authorities (SETAs) are considered relevant in supporting local skills development and employment creation initiatives:



- Manufacturing, Engineering and Related Services Sector Education and Training Authority (MERSETA);
- Mining Qualifications Authority (MQA);
- Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA);
- Primary Agriculture Education and Training Authority (PAETA);
- Wholesale and Retail Sector Education and Training Authority (W&RSETA); and
- Local Government Sector Education and Training Authority (LGSETA).

The Municipality is also home to Mopani TVET College and a hospitality and hotel training institution, both of which provide programmes and courses aligned to the skills requirements of the priority economic sectors. These institutions play an important role in equipping learners and job seekers with technical, vocational, and industry-relevant skills required to improve employability and support local economic growth.

3.3.1.1.5.6. 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 hallmarks 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. Table 30, 31 and 32 reflects the number of households with access to the different sources/ standards of water provision.

3.4.1.1. ACCESS TO WATER

Table 41 below shows the statistics on the distribution of water related services within the Municipality, according to Census 2022.

Table 41: Access to Water

Service	Total Number of Households
Piped water inside dwelling/in yard	32 599
Piped water on community stand	5 326
No access	7 814

Source: Stats SA Census 2022

3.4.1.1.1. SOURCES OF WATER

Table 42 below shows the statistics on the prevalence of water sources within the Municipality, according to Census 2011

Table 42: Sources of Water



Water sources	Number of Households
Regional/local water scheme (operated by the municipality or other water services provider)	36 680
Borehole	1 933
Spring	14
Rainwater tank	265
Dam/pool/stagnant water	425
River/stream	390
Water vendor	291
Water tanker	372
Other	745

Source: Stats SA Census 2011

3.4.1.1.2. ACCESS TO PIPED WATER

Table 43 below shows the statistics and the number of people who access to piped water within the Municipality, according to Census 2022.

Table 43: Access to Piped Water

Piped (tap) water inside the dwelling/house	Piped (tap) water inside yard	Piped water on community stand	No access to piped water
21 196	17 316	5 326	7 813

Source: Stats SA Census 2022

3.4.1.1.3. WATER BACKLOG IN THE MUNICIPALITY

According to STATSA 2022 Census, about 43 838 households in the municipal area have access to water which is 84,9% and 7 814 (15.1%) 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.



3.4.1.1.4. WATER LOSSES AND COST RECOVERY

The municipality and the district municipality are 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. 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.

3.4.1.1.5. ACCESS TO FREE BASIC WATER

Table 44 below shows the statistics and the number of households with water services within the Municipality, according to Census 2022

Table 44: Access to Free Basic Water

Service	Number of households served
Water	416

3.4.1.2. 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 reflects the number of households with access to the different sources/ standards of sanitation provision:

3.4.1.2.1. ACCESS TO SANITATION

In Ba-Phalaborwa Municipality, access to sanitation varies, with flush toilets being more prevalent than pit latrines, particularly where piped water is available. However, improved service delivery, including sanitation, remains a significant challenge, and is a major priority for the municipality. The municipality is working on improving sanitation infrastructure and managing existing assets.

Table 45: Access to Sanitation

Sanitation facilities	2011 Census	2022 Census
	Number of Households	Number of Households
None	4 698	2 178



Flush toilet (connected to sewerage systems)	16 638	25 223
Chemical toilet	424	860
Pit toilet with ventilation (VIP)	6 718	21 935
Bucket toilet	80	850
Other	864	650

Source: Stats SA Census 2022

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.

3.4.1.2.2. WATER AND SANITATION BACKLOG

The Ba-Phalaborwa Municipality faces significant water and sanitation backlogs, including issues with water supply and sanitation infrastructure. Specifically, there are concerns about water quality and quantity, high water losses, and a need for improved infrastructure and maintenance. The municipality is also grappling with low water pressure and a need for reticulation improvement.

Table 46: Water & Sanitation Backlog

Service	Backlog
Water	1226
Sewer and sanitation	5642

3.4.1.2.3. KEY CHALLENGES REGARDING WATER AND SANITATION

Ba-Phalaborwa Municipality faces significant challenges in water and sanitation, including high water losses, non-revenue water, and inefficient water use. These issues are compounded by challenges like siltation from mining and construction, and problems with the Phalaborwa Water Treatment Works. Additionally, residents have reported water shortages, poor water quality, and issues with water pressure.

Some of the notable challenges in this regard include:

- Ba-Phalaborwa Municipality is not a water services authority
- Bulk water infrastructure struggle to deal with water demand
- The distribution infrastructure is more than 35 years old.



- Illegal water connection which affects other areas do 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 than 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.

3.4.1.2.4. FREE BASIC WATER AND FREE SANITATION

Table 47 below shows the statistics and the number of households with water sewer and sanitation services within the Municipality.

Table 47: Number of Consumer Units with Access to Free Basic Water and Sanitation

Free basic service	No of households
Water	416
Sewer and sanitation	416

3.4.2. ENERGY AND ELECTRICITY

Energy distribution has significant economic and developmental implications, with the potential to improve living conditions, increase productivity, and promote environmental sustainability within Ba-Phalaborwa Municipality.

The National Energy Regulator of South Africa (NERSA) has licensed the Municipality to supply electricity within the boundaries of the former Phalaborwa area. Eskom remains the licensed electricity distributor for the outlying areas within the municipal jurisdiction, including Namakgale, Lulekani, and surrounding villages such as Makhushane, Selwane, Nondweni, and other rural settlements.

The Municipality has made significant progress in improving access to electricity, with approximately 50 468 households having access to electricity services. However, a backlog of approximately 153 households still exists. In addition, about 780 indigent households currently benefit from access to Free Basic Electricity.



The Municipality has an approved Electricity Master Plan adopted by Council to guide future electricity infrastructure development and network upgrades. However, due to financial constraints, the implementation and review of the Master Plan have experienced delays, resulting in the Municipality falling behind on some planned projects and interventions. Despite these challenges, the Municipality remains committed to improving electricity infrastructure, expanding access to services, and enhancing network reliability within all communities.

3.4.2.1. ENERGY OR FUEL FOR LIGHTING

Table 48 below shows the statistics of households with access to fuel and energy services within the Municipality.

Table 48: Energy or Fuel for lighting

Energy or fuel source	Number of Households	Percentage
Electricity from mains	50468	97.7
Gas	82	0.2
Paraffin	43	0.1
Candles	731	1.4
Solar	135	0.3
Other	39	0.1
None	153	0.3

Source: Stats SA Census 2022

3.4.2.2. ELECTRIFICATION BACKLOG

Table 49 below shows the statistics on electrification backlog within the Municipality.

Table 49: Electrification Backlog

Priority	Village	Type of connection			Total no of units
		Grid	Non-grid	Post conns	
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.



3.4.2.3. 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 several 11 kV cable ring supplies are no longer capable of meeting the increased loads placed upon them during fault conditions. There are several 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.

3.4.2.3.1. STATUS OF ELECTRICAL INFRASTRUCTURE IN PHALABORWA TOWN

Table 50 below shows the status of electrical infrastructure within the Municipality.

Table 50: Electrical Infrastructure Status in Phalaborwa Municipality



Item	Total Length (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)

3.4.2.4. 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:

a) PHALABORWA TOWN

Most (90%) of the streetlights 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.

b) 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 and some high mast light are not working.

c) 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.

d) OUT LAYING VILLAGES

Regarding 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.



3.4.2.5. ELECTRICITY LOSSES

The municipality's electricity infrastructure is ageing, and refurbishment programmes are currently underway to improve the reliability of electricity supply. The municipality occasionally experiences power disruptions within the licensed supply areas in town due to infrastructure challenges. In addition, the municipality continues to incur electricity losses arising from ageing infrastructure as well as illegal tampering and bypassing of electricity meters.

Electricity losses are measured against the bulk electricity supply received from Eskom. During the 2024/25 financial year, the municipality had set a target to reduce electricity losses by 10%. However, the municipality did not achieve the targeted reduction, and the actual electricity loss recorded was 13%. Efforts are ongoing to address these challenges through infrastructure refurbishment, meter audits, and measures aimed at reducing illegal electricity connections and tampering.

3.4.2.6. KEY CHALLENGES WITH REGARD TO ELECTRICITY SUPPLY

The Ba-Phalaborwa Municipality faces significant challenges in ensuring reliable electricity supply, primarily due to limited funding, outdated infrastructure, and a lack of street lighting in rural areas. Some of the notable challenges include the following:

- Lack of street/area lighting in the rural areas promotes crime.
- High mast 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.

3.4.3. WASTE MANAGEMENT

The Municipality is providing waste management services to 22 941 households of 51 651, and 247 indigents. The municipality has an approved Integrated Waste Management Plan (IWMP). The Department of Forestry, Fisheries, and the Environment funded the review of the IWMP and appointed a service provider to review the plan.



The Mayor for Ba-Phalaborwa Municipality, Cllr. MM Malatji designated the Waste Management Officer as required by legislation. The municipality has reviewed the Waste Management bylaws and converted them into Environmental Management by-laws to incorporate all the environmental thematic areas. The waste management section in the Environmental Management bylaws is guided by the Waste Management Act and is aligned to the National and Provincial Waste Management Strategies. The Draft Environmental Management bylaws are at public participation stage and will be aligned with IDP public participation process, to finalize its development. The municipality has a Draft Waste Recycling Strategy which is also at the public participation stage. After public participation, the final approval will be done by the council.

The waste stream generated in Ba-Phalaborwa is composed of sixteen (16) categories, namely, Plastic HDPE, PET, Electronic, Film plastic, organic waste (food waste), card boxes, Aluminium, Polystyrene, paper, glass, container plastic, textile, Health Care Risk Waste (HCRW), sanitary waste, metal cans, and other metal.

Currently, the municipality has two licensed landfill sites, namely, first, Phalaborwa current Landfill Site which is the operational site, whose closure and rehabilitation license expired end of March 2024. The municipality has lodged an application to extend the closure and rehabilitation license with the competent authority (LEDET) for the period of two years. LEDET granted the license for the requested period and the license will now expire end of February 2026. Second, the Phalaborwa New Landfill Site. The landfill site has got a lifespan of 30 years and Foskor Mine funded for the development of the landfill preliminary designs and development of concrete palisade fence although not complete. LEDET has funded for the development of the landfill engineering designs and has appointed a service provider to develop.

The municipality does not have funds for the development of the new landfill site and has established a Landfill Development Forum to fast-track the development of the landfill site by putting all hands-on deck with key stakeholders which include mining houses within the municipality. The municipality does not have a weighbridge in the waste disposal site; however, a volume estimation method is used to calculate the amount of waste entering the site. BPM reports to South African Waste Information System (SAWIS) on a quarterly basis as required by the legislation.

The municipality experiences a high rate of illegal dumping, and the municipality has profiled all the dumping hotspots which will be plotted in a GIS for proper management. BPM through the Mayoral Basisa Sweswi Cleaning Campaign that was launched by the mayor in 2022, eradicates the illegal dumping hotspots through regular clean-up campaigns in all the municipal wards. The municipality



further allocated a budget to convert illegal dumping hotspots into drop-offs to eradicate the illegal dumps. The municipality maximized refuse collection by extending the service into rural through communal refuse collection where skip bins are placed strategically to cover all households in the particular ward, and the skip bin is emptied on call once it is reported to be full by the ward committee members and ward councillors. Moreover, the municipality piloted the refuse removal in rural areas to Makhushane and Mashishimale villages regularly.

3.4.3.1. ACCESS TO WASTE MANAGEMENT

Table 51 below shows the statistics and the number of households with access to waste management services within the Municipality.

Table 51: Access to Waste Management Service

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

3.4.3.1.1. ACCESS TO SOLID WASTE REMOVAL SERVICES IN THE MUNICIPAL AREA

Table 52 below shows the statistics for access to solid waste removal services within the Municipality, according to Census 2022

Table 52: Access to Solid Waste Removal Services in the Municipal Area

Refuse Removal Services	Census 2011	Census 2022
	Number of Households	Number of Households
Removed by local authority at least once a week	20 066	22314
Removed by local authority less often	257	742
Communal refuse dump	684	1072
Communal container/central collection point	17 849	2135
Own refuse dump	1 933	21605
No Rubbish Disposal	327	3005



Other	650	776
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Source: Stats SA Census 2022

3.4.3.1.2. 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 53: 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

3.4.3.1.3. HOUSEHOLDS WITH ACCESS TO FREE BASIC WASTE REMOVAL

Table 54 below shows the statistics of households with free basic waste removal services within the Municipality.

Table 54: Households with Access to Free Basic Waste Removal

Service	Number of households served
Free basic Waste removal	247

3.4.3.1.4. KEY CHALLENGES WITH REGARD TO WASTE MANAGEMENT

Key waste management challenges in the Ba-Phalaborwa Municipality include inadequate refuse removal capacity in rural areas, a lack of adequate removal fleet, and difficulty in securing a new waste disposal site. Additional challenges include outdated infrastructure, inadequate staffing, and the need for better data collection and enforcement mechanisms.



Other notable challenges are:

- Extension of refuse removal in rural areas
- Lack of adequate refuse removal fleet.
- Funding for the development of the new waste disposal site.
- Mushrooming of illegal dumping hotspots.
- Regular fleet breakdown.
- Shortage of personnel

3.4.4. RECYCLING

Recycling is a key component of waste minimization which is practiced within Ba-Phalaborwa Municipality by private companies and local entrepreneurs. The level of recycling initiatives ranges from small-scale street collection to large business enterprises that have collection, storage, and processing facilities. The municipality through its information sharing and workshops has seen many community-based recycling projects being established.

No recycling initiatives are implemented directly by the Ba-Phalaborwa Local Municipality. The Municipality supports the waste recyclers by allowing them space in the waste stream and landfill site and also arranging information sessions. There are three registered recycling companies, namely, Zinompilo Recycling, Bollanoto Recycling Cooperative and Thinavhuo Recycling.

The Ba-Phalaborwa Local Municipality intends to intensify the recycling program through partnerships with organizations such as Petco, Mondi, and many other recyclable buyers. The municipality is in partnership with PETCO to maximize recycling initiatives in the municipality. PETCO supported the municipality by providing a Recycling Workshop to recycling companies and individuals in the recycling sector. Moreover, PETCO donated 48 recycling bins which are 4-system bins to promote separation of waste at source, to sort paper, plastics, glass, and cans. The municipality has piloted the project in all municipal buildings and adopted two schools which are Pondo Combined and Rethusitswe Primary schools to roll out this programme.

The Ba-Phalaborwa Municipality also partnered with Kwamatsu Phalaborwa and donated 18 drums and more to be provided on request to promote recycling, and the municipality will distribute to schools within the municipality during the implementation of Adopt-a-school Environmental Programme. Local businesses pledged to donate recycling drums in support of the Adopt-a-school Programme. N Metals



pledged to donate 50 recycling drums, UEP Engineering, RE-EME Oil (CASTROL), LH Martins & Engineering also pledged to donate recycling drums.

3.4.5. MUNICIPAL ROADS AND STORM WATER

The municipality has a total of 802.1km road network. The Unpaved streets of 533.5 km’s within Ba-Phalaborwa Jurisdiction. The municipality does have Road Master Plan which is due for review.

3.4.5.1. ROAD OWNERSHIP

The description of type of roads and responsible authority on those roads, within the Ba-Phalaborwa municipal area is indicated in the table 53 below.

Table 55: Road Ownership

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 are not enough earthwork equipment and budget.



3.4.5.2. MAIN ROADS IN THE MUNICIPAL AREA

The Ba-Phalaborwa Municipality has several major roads connecting it to surrounding areas. The primary roads are the R71 to Tzaneen/Polokwane and the R40 to Hoedspruit. Other significant routes include the R526 between Gravelotte and Mica, and the R529. Table 56 below give an outline of these roads. The Ba-Phalaborwa Local Municipality has a public road system comprising 315km of primary roads and 215km of secondary roads. The major roads leading into Ba-Phalaborwa are old and in need of refurbishment, while the internal roads and streets within the municipality are also experiencing decay

Table 56: 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	Satisfactory
R529	Western boarder. Links Greater Giyani to Greater Tzaneen	Provincial	Satisfactory
	Giyani to Phalaborwa via Letaba Ranch	Provincial	Satisfactory

Ba-Phalaborwa Local Municipality faces challenges with its road infrastructure, including dilapidated roads and poor drainage, which are exacerbated by heavy rainfall. The municipality is working on an action plan to rehabilitate rain-damaged roads. Additionally, major roads into Ba-Phalaborwa are old and require refurbishment, and the status of roads and internal streets needs reassessment.

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

- Storm water control and culverts, and potholes repairs
- Re-gravelling and street paving



3.4.6. PUBLIC TRANSPORT

The public transport system in Ba-Phalaborwa Local Municipality includes taxis and a few designated public transport facilities. However, there's a notable lack of adequate stop facilities, as identified in the Municipal Spatial Development Framework. The municipality's IDP (Integrated Development Plan) acknowledges the need to improve public transport infrastructure and services, along with other infrastructure projects, to address issues like poverty, inequality, and unemployment.

3.4.6.1. PERCENTAGE POPULATION UTILIZING DIFFERENT MODES OF TRANSPORT

In Ba-Phalaborwa, the population utilizing different modes of transport includes 34.7% using bicycles, 9.5% using private vehicles, and 4.7% using buses. Additionally, other modes of transport not specified in the document are utilized by a significant number of people. Table 57 below presents modes of transport in the municipal area.

Table 57: 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%

Most residents in the Municipal area use public transit. They rely on public transport to get in and out of town every day. However, there is no link between taxi and bus services, which are both modes of public transportation. Namakgale and Lulekani now have intermodal public transit facilities built by the municipality. The two facilities are fully exploited by public transport providers, particularly the Namakgale facilities.



3.4.6.2. PUBLIC TRANSPORT FACILITIES IN BA-PHALABORWA.

Ba-Phalaborwa Local Municipality primarily relies on road transport for public transport. The municipality has identified public transport facilities in areas like Lulekani, with the Lulekani Entrance formal being one such facility. There's also a need for improvement in terms of adequate stop facilities and integration with other economic activities.

Other facilities arrangements in the Municipality are listed in table 58 below.

Table 58: 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

3.4.6.2.1. 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.

3.4.6.2.2. AIR TRANSPORT

The municipality has one airport within its jurisdiction, which is currently not operational. The airport previously accommodated small aircraft and played an important role in supporting local mines and businesses within the area. There is a recognised need to upgrade and improve the airport infrastructure to enhance economic development and investment opportunities.

The airport is owned by SA Airlink, which also operated flights to Phalaborwa. Discussions were previously held regarding the possible sale or transfer of the airport to the municipality. However, the municipality conducted pre-feasibility studies which revealed that the acquisition and operation of the airport would be financially demanding. The studies indicated that significant costs would be required



for airport operations, compliance with aviation regulations, infrastructure upgrades, and ongoing maintenance

3.4.6.3. KEY CHALLENGES REGARDING ROADS

The municipality faces challenges with its road infrastructure, including the need to upgrade existing roads and address the decay of major roads and internal streets. Additionally, poor maintenance, inadequate stormwater management, and missing road safety signage contribute to the overall problem.

Other challenges are listed here below:

- 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 and the road is a gravel road. PMC has assisted with upgrading 3km of the road from gravel to tar.
- 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.

3.4.6.4. PUBLIC TRANSPORT CHALLENGES

Public transport in the Ba-Phalaborwa Municipality faces several challenges, including a lack of adequate stop facilities, a poorly developed transport system, and limitations in the formalization of informal transport modes. These issues contribute to difficulties for residents in accessing public transportation and can negatively impact economic development and social mobility.

Some of the plans to better public transport system include:

- 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 to inform decisions pertaining to collection, management and utilisation of financial resources to attain municipal objectives. The Municipality must 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 to 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
- Kruger National Park

3.5.4. MUNICIPAL DEBTORS

Ba-Phalaborwa Local Municipality's financial statements indicate a significant amount of outstanding debt, with some debtors' accounts being overdue for over 90 days. The municipality has a policy for writing off irrecoverable debts, which may involve settlement discounts, interest waivers, or incentives for early payment, according to a draft policy document from the municipality. Additionally, the municipality may negotiate with debtors to settle their accounts.

The municipality has a debt book of over R1.6 billion 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 is reported to council.

3.5.5. MUNICIPAL BUDGET RELATED POLICIES

Ba-Phalaborwa Local Municipality has several budget-related policies. These include a tariffs policy, a rates policy, and policies related to the adjustment budget and the service delivery and budget implementation plan (SDBIP). The municipality also utilizes a schedule of key deadlines for the budget process, which aligns with the Integrated Development Plan (IDP) and other related plans.

The following policies were 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 and Petty Cash policy



- Asset Management Policy
- Bad Debts Write Off and Deposit Policy
- Cash management and Investment Policy
- Fleet management Policy
- Electricity by-laws and Electricity supply by-laws
- Land use by-law
- Subsistence and travelling policy



3.5.6. SUMMARY OF THE BUDGET

Table 59: Summary of the Budget

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework			
				R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome
Financial Performance											
Property rates	135,075	127,740	129,059	214,177	214,177	214,177	139,341	185,931	191,881	198,021	
Service charges	138,523	137,918	159,220	213,851	202,021	202,021	104,146	198,645	225,855	244,682	
Investment revenue	4,026	5,120	4,881	5,351	4,351	4,351	2,076	4,525	4,660	4,800	
Transfer and subsidies - Operational	196,070	215,659	223,452	224,034	224,267	224,267	222,707	221,172	219,296	233,512	
Other own revenue	88,426	66,927	80,951	92,873	97,952	97,952	52,574	98,375	111,834	111,196	
Total Revenue (excluding capital transfers and contributions)	562,120	553,365	597,562	750,286	742,768	742,768	520,844	708,648	753,526	792,211	
Employee costs	172,122	167,310	179,437	223,845	219,169	219,169	125,568	229,580	241,059	252,509	
Remuneration of councillors	18,189	16,987	17,260	19,196	19,196	19,196	11,204	19,908	20,913	21,916	
Depreciation, amortisation and impairment	47,422	41,804	52,554	87,220	87,220	87,220	54,697	85,106	81,879	80,106	
Interest, Dividends and Rent on Land	20,847	22,902	21,490	20,722	5,000	5,000	-	5,000	5,000	5,000	
Inventory consumed and bulk purchases	129,620	162,442	180,203	177,125	184,248	184,248	117,173	199,479	214,595	234,056	
Transfers and subsidies	7,390	14,022	219	522	522	522	73	541	559	577	
Other expenditure	51,936	380,765	334,992	266,516	271,851	271,851	112,043	273,330	277,305	275,574	
Total Expenditure	447,526	806,232	786,156	795,146	787,205	787,205	420,758	812,944	841,310	869,737	
Surplus/(Deficit)	114,594	(252,866)	(188,594)	(44,860)	(44,438)	(44,438)	100,086	(104,296)	(87,784)	(77,526)	
Transfers and subsidies - capital (monetary allocations)	42,559	49,065	35,105	37,083	62,083	62,083	22,130	37,518	41,399	42,633	
Transfers and subsidies - capital (in-kind)	332	47,059	-	-	-	-	-	-	-	-	
Surplus/(Deficit) after capital transfers & contributions	157,484	(156,743)	(153,488)	(7,777)	17,646	17,646	122,216	(66,778)	(46,385)	(34,893)	
Share of Surplus/Deficit attributable to Associate	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) for the year	157,484	(156,743)	(153,488)	(7,777)	17,646	17,646	122,216	(66,778)	(46,385)	(34,893)	



2026/27 INTEGRATED DEVELOPMENT PLAN

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
				Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousands	Audited Outcome	Audited Outcome	Audited Outcome							
Capital expenditure & funds sources										
Capital expenditure	(37,107)	79,197	40,973	59,319	71,471	71,471	33,259	58,820	58,347	55,159
Transfers recognised - capital	15,720	34,693	26,265	32,246	54,141	54,141	16,394	32,625	35,999	37,072
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	(31,279)	44,505	–	27,073	17,330	17,330	16,865	26,195	22,348	18,087
Total sources of capital funds	(15,558)	79,197	26,265	59,319	71,471	71,471	33,259	58,820	58,347	55,159
Financial position										
Total current assets	1,927,924	1,935,527	2,042,390	279,629	255,778	255,778	2,300,850	167,077	154,151	167,430
Total non current assets	1,247,158	1,286,406	1,277,629	1,251,539	1,283,979	1,283,979	1,257,887	1,383,904	1,433,194	1,478,395
Total current liabilities	1,939,056	2,166,325	2,361,210	486,142	469,891	469,891	2,450,007	422,589	426,869	440,545
Total non current liabilities	201,940	190,907	204,348	190,928	190,928	190,928	200,248	139,521	144,125	148,737
Community wealth/Equity	2,259,581	1,627,960	843,046	854,098	878,938	878,938	324,977	988,871	1,016,351	1,056,543
Cash flows										
Net cash from (used) operating	76,512	550,702	(63,528)	59,431	76,256	76,256	(12,053)	55,802	87,008	83,601
Net cash from (used) investing	(19,232)	(68,780)	(36,950)	(68,217)	(82,191)	(82,191)	(30,095)	(67,642)	(67,099)	(63,433)
Net cash from (used) financing	17,000	20,400	20,400	(20,400)	(12,600)	(12,600)	(4,100)	(20,400)	(20,400)	(20,400)
Cash/cash equivalents at the year end	131,001	559,307	(27,073)	25,252	16,416	16,416	(15,285)	2,711	2,220	1,987
Cash backing/surplus reconciliation										
Cash and investments available	131,001	559,307	(27,073)	25,252	16,416	16,416	(15,285)	2,711	2,220	1,987
Application of cash and investments	1,209,570	884,440	1,652,205	380,915	330,629	330,629	1,937,026	206,605	207,172	215,344
Balance - surplus (shortfall)	(1,078,569)	(325,133)	(1,679,278)	(355,663)	(314,213)	(314,213)	(1,952,311)	(203,894)	(204,952)	(213,357)
Asset management										
Asset register summary (WDV)	1,159,637	1,231,124	1,227,216	1,151,087	1,174,368	1,174,368		1,289,392	1,333,112	1,341,126
Depreciation	74,880	68,333	68,760	87,220	87,220	87,220		85,106	81,879	80,106
Renewal and Upgrading of Existing Assets	36	42,120	(4,449)	21,565	21,385	21,385		25,465	40,347	10,281
Repairs and Maintenance	25,507	27,720	22,334	26,083	26,683	26,683		35,991	33,557	33,756



2026/27 INTEGRATED DEVELOPMENT PLAN

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
				Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousands	Audited Outcome	Audited Outcome	Audited Outcome							
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	(436)	(2,577)	(2,499)	(1,587)	(2,787)	(2,787)		(1,874)	(3,435)	(3,681)
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	3,820	15,723	15,979	15,281	15,281		17,182	18,180	18,180
Refuse:	21	21	21	21	21	21		21	21	21



3.6. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

In the Ba-Phalaborwa Municipality, "Good Governance and Public Participation" is identified as a Key Performance Area (KPA), alongside other critical areas like Spatial Rationale, Basic Service Delivery, and Financial Viability. This KPA focuses on ensuring transparency, accountability, and citizen engagement in municipal decision-making.

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:

Table 60: Council Committees

Name of Portfolio Committee	Members
Finance Portfolio Committee	Cllr R Makasela (Chairperson)
Planning and Development	Cllr P Mailula (Chairperson)
Governance and Administration	Cllr T Nkuna (Chairperson)
Technical Services	Cllr V Rapatsa (Chairperson)
Community and Social Services	Cllr SR De Beer (Chairperson)
MPAC	Cllr P Mkhari (Chairperson)

3.6.2. 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
- Ba-Phalaborwa 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 municipality's governance system includes stakeholders such as the mining companies, sector departments and government institutions, local tourism product owners, local business formations, non-governmental organisations, ratepayers, civic organisations, and other groups that play an important role in local development. Although much has been achieved through stakeholder initiatives, there is an acknowledgement that a lot more needs to be done to enhance ties between the Municipality and its stakeholders.

3.6.3. IGR STRUCTURES

In South Africa, Intergovernmental Relations (IGR) structures at the local government level are designed to facilitate cooperation and coordination between different levels of government, including local, provincial, and national. These structures aim to streamline governance, avoid duplication of effort, and ensure accountability.

Ba-Phalaborwa Local Municipality is part of the established IGR structures in the Mopani District and the Limpopo Province. 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

These forums give a venue for the municipality to connect with other governmental organisations, which has an impact on its functionality and mandate for service delivery.

3.6.4. PUBLIC PARTICIPATION

The public participation function in the Municipality is in the Office of the Speaker. The Municipality has appointed a Senior Public Participation Officer who is responsible for the coordination of all public participation activities. The municipality has established a complaints management system 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.



3.6.4.1. PUBLIC PARTICIPATION POLICIES

The Ba-Phalaborwa Local Municipality promotes public participation through various avenues, including public meetings, feedback boxes, and customer satisfaction surveys. They also encourage community involvement in Integrated Development Planning, by-laws, and regulations. A key aspect is ensuring transparency and accessibility of information.

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

3.6.4.2. PUBLIC PARTICIPATION MECHANISMS

Public participation in local government involves various mechanisms for community involvement in decision-making processes. These mechanisms aim to ensure that citizens' voices are heard and their concerns are considered in local government policy and service delivery.

In the Ba-Phalaborwa Local Municipality, the key mechanisms include the following:

- **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 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 2 000.00 per month. 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 several 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 Senior Officer Public Participation 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. For financial year 2025/26 until May 2026 the municipality managed to have three Mayoral Imbizo.

- **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. The municipality does also communicate through municipal Facebook page, stakeholders WhatsApp groups and through loud hailing, Municipal notices, reports, tender etc. Currently on a quarterly 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, through a Council resolution, appointed its own Audit Committee. The new Audit Committee has since been established, and all appointed members are independent professionals with expertise in different fields. The committee is expected to provide independent oversight, strengthen



governance processes, and enhance accountability within the municipality. The Audit Committee submits quarterly reports to Council on matters relating to governance, internal controls, risk management, compliance, and audit outcomes.

3.6.6. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

A Municipal Public Accounts Committee (MPAC) is a mandatory committee established by municipalities in South Africa to promote good governance, transparency, and accountability. Its primary responsibility is to provide oversight over municipal finances and the activities of the executive and administration, particularly in relation to unauthorized, irregular, fruitless, and wasteful expenditure. In line with Sections 33 and 79 of the Local Government: Municipal Structures Act, 2000, Ba-Phalaborwa Local Municipality has established a Municipal Public Accounts Committee (MPAC) to exercise oversight on behalf of Council. The committee consists of non-executive councillors and is fully functional. The MPAC plays a critical role in strengthening accountability, reviewing financial and performance reports, and making recommendations to Council on governance and financial management matters.

3.6.7. ANTI-CORRUPTION, AUDIT, AND RISK MANAGEMENT

Anti-corruption, audit, and risk management are crucial for Ba-Phalaborwa Local Municipality to maintain transparency, prevent fraud, and ensure efficient operations. This involves implementing a robust framework that includes risk assessments, internal audits, and adherence to relevant anti-corruption legislation.

3.6.7.1. 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 governance documents below.

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

3.6.7.2. 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 are to implement the Annual Internal Audit Plan, comply with the approved 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.

3.6.7.3. 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.

3.6.7.3.1. Risk policies

The Ba-Phalaborwa Local Municipality has a Strategic Risk Register as part of its Risk Management framework, which is reviewed and updated annually. This register identifies and assesses material risks to the municipality, aligning with its values, objectives, and priorities. The Risk Management Committee reviews the register to ensure its completeness and accuracy.

Other risk management policies include the following:

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



3.6.7.3.2. Ten top risks for the municipality

Top risks identified in Ba-Phalaborwa Local Municipality primarily revolve around the following elements:

- Delays in attending challenges or service requests by the community (Water)
- Poor economic development in the Municipal area.
- Inadequate maintenance of cemeteries
- Ineffective management leases (Municipal Properties).
- Lack of individual performance management system
- Negative audit outcome (Qualified Audit Opinion)
- Inadequate segregation of duties at the finance department
- Inability to provide services in the event of disaster
- Failure to implement capital projects effectively
- Inadequate maintenance of parks

3.6.8. MUNICIPAL AUDIT OUTCOME

The Auditor-General's (AG) report highlights the ongoing challenges in ensuring financial accountability and good governance in local government, with a focus on the need for improvement in service delivery reporting, compliance with key legislation, and overall financial management. According to the AG report, the Ba-Phalaborwa Local Municipality has consistently been achieving a “qualified audit outcome”

A qualified audit opinion, or qualified audit outcome, means that the auditor has identified material misstatements in the financial statements, but these misstatements are not pervasive. In other words, the financial statements are still largely reliable despite the identified issues. Auditors may also issue a qualified opinion if they cannot obtain sufficient audit evidence for a specific aspect of the financial statements, but the potential impact of the missing information is not pervasive. Table 60 shows audit outcomes for Ba-Phalaborwa for the past five (5) years since 2020/2021

Table 61: Municipal Audit Outcome

2020/21	2021/22	2022/23	2023/24	2024/25
Qualified	Qualified	Qualified	Qualified	Qualified



The Municipality obtained a Qualified Audit Opinion for the 2024/25 financial year. The qualifications were mainly based on the following audit findings:

- Provision for Namakgale and Gravelotte Landfill Sites not appropriately assessed.
- Payables from exchange transactions relating to unallocated deposits.

3.6.8.1. CORRECTIVE STEPS FOR AUDIT FINDINGS

The municipality has developed an annual Audit Action Plan in response to the comments and findings raised by the Auditor-General (AG). The action plan contains clear corrective actions, responsibilities, targets, and implementation timeframes aimed at addressing audit findings and strengthening internal controls.

The implementation of the action plan will further assist the municipality in improving governance, financial management, compliance, accountability, and the overall management of municipal business operations.

3.6.9. COMMUNICATION SYSTEM

The Ba-Phalaborwa Local Municipality uses a multi-faceted communication system to connect with its citizens, including a dedicated Customer Relations Department, a website, and social media platforms. This system aims to address service delivery issues, provide information to the public, and ensure transparency.

The municipality has formed a communication unit that oversees marketing the institution as well as disseminating all information relating to the municipal activities.

3.7. MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT - INSTITUTIONAL ANALYSIS

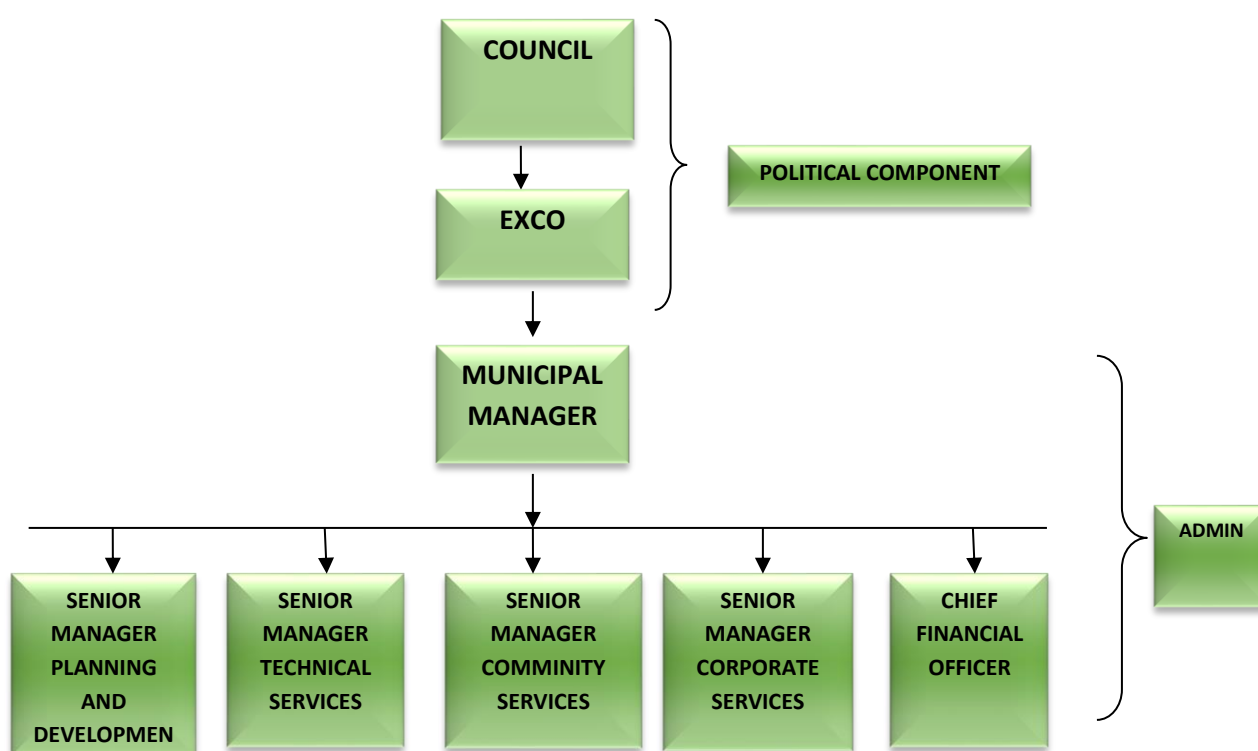
Municipal Transformation and Organizational Development is a Key Performance Area (KPA) within Ba-Phalaborwa Local Municipality. It's one of the key areas the municipality focuses on, alongside others like basic service delivery, local economic development, financial viability, and good governance.



3.7.1. HUMAN RESOURCES AND ORGANISATIONAL STRUCTURE

Section 66 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), provides for the establishment of municipal staff structures. The Act requires that a municipality’s staff establishment must align with its powers, functions, and service delivery responsibilities, and that job descriptions be developed for every position within the organisation.

Ba-Phalaborwa Local Municipality has approved an organisational structure that is aligned to the Integrated Development Plan (IDP), as well as the powers and functions of the municipality. The approved organogram makes provision for a total staff complement of 706 positions, of which 417 positions are filled and 289 remain vacant. In addition, the municipality has 37 Councillors serving in Council.



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.



5.1.1.1. ALIGNMENT OF THE ORGANOGRAM TO THE POWERS AND FUNCTION

Table 61 below shows alignment of the organisational structure with the powers and functions of the municipality, across all departments.

Table 62: Alignment of Organogram to Powers & Functions

Office of Municipal Manager	Budget and Treasury
Overall responsibility of the organisation. Internal Auditing Communication Disaster Management Public Participation	Income and Expenditure Budgets and Debt Management 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 Environmental Health 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	Integrated Development Planning Performance Management System Town Planning Human Settlement Local Economic Development Geographical Information System

5.1.2. WORKPLACE SKILLS PLAN

The Municipality formulated the Workplace Skills Plan in compliance with the Skills Development Act and duly submitted it to the LGSETA, adhering to the stipulated requirements. As outlined in the



Workplace Skills Plan, a comprehensive training initiative was implemented, benefiting a total of thirty-seven (37) councillors and one hundred and twenty-four (124) officials through various training interventions. Out of the allocated budget totalling **R1,644,881.06**, the municipality successfully utilized **R1,294,957.70** for enhancing workforce capacity, and achieving targeted training objectives.

There is equity in the senior management levels of the municipality comprising of 3 female and 3 male Section (57) manager and other managers. The Municipality's EE is affected by the high labour turnover which is because of the geographical location of our town.

5.1.2.1. EMPLOYMENT EQUITY CHALLENGES

Ba-Phalaborwa Local Municipality faces employment equity challenges, particularly around attracting and retaining talented staff, improving the work environment, and promoting career development. The following are some of the challenges identified.

- Unable to attract skilful personnel of people with disabilities in senior positions.
- Unable to attract women with suitable qualifications in top management.

5.1.2.2. POPULATION BY GENDER AND DISABILITY IN THE MUNICIPAL AREA

Table 62 below shows the population of the Ba-Phalaborwa Local Municipality, distributed according to gender and disability status.

Table 63: 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



Population by Gender and Disability			
Disability	Male	Female	Total
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

5.1.2.2.1. CHALLENGES FACED BY SPECIAL GROUPS

Special groups in Ba-Phalaborwa Local Municipality face challenges including unemployment, limited access to government and municipal buildings, and the impact of poverty and inequality. These challenges are addressed through infrastructure development, quality service delivery, and efforts to stimulate the local economy.

Notable challenges have been registered as follows:

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

5.2. PRIORITIZATION

Ba-Phalaborwa Local Municipality prioritizes community needs through its Integrated Development Plan (IDP), a strategic document that guides all development planning and resource allocation. The IDP addresses concerns, implements identified projects, and aims to tackle the challenges of poverty, inequality, and unemployment by promoting infrastructure development, quality services, and economic growth. The municipality also actively seeks community involvement and collaboration with key stakeholders, including mining companies, to ensure a people-centred approach to governance.

5.2.1. 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 2026/27 IDP document. Ward challenges identified through the above

146



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 present ward community needs and priorities. Ward councillors played a crucial role in confirming ward priority needs:

COMMUNITY NEEDS WARD 1

Long List

Challenge Need description	Location/Area	Responsible Institution
Culverts	<ul style="list-style-type: none"> Pompie Station Nyakelang 2 next to Langa Tavern Between Foskor Primary and Palesa Between Palesa and Haniville Between Dairing and St Patrick Between Van Zyl and Kresta Btween Nyaletsane to Langa Tavern 	BPM
Streets Paving	<ul style="list-style-type: none"> 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 Daring road to Namakgale cemetery (In progress 2024/25 financial year) From Maake Church to Tshelang Gape road 	BPM
VIP Toilets	<ul style="list-style-type: none"> Nyakelang 1 & 2 (184 in progress 2025-26 financial year) Kanana 	MDM
RDP Houses	<ul style="list-style-type: none"> Nyakelang 1&2 Kanana 	CoGHSTA
Mobile Clinic	<ul style="list-style-type: none"> Foskor ground 	DoH
Apollo lights	<ul style="list-style-type: none"> Mandela village Bobby ground Nyakelang 1 Palesa Ext Foskor Primary School Nyakelang 2 next to Great North Kanana 	BPM
Water reticulation/infrastructure	<ul style="list-style-type: none"> Nyakelang 1 & 2 (Done 2023/24 financial year) Kanana 	MDM



Challenge Need description	Location/Area	Responsible Institution
Speed humps	<ul style="list-style-type: none"> Phosphate street Main street at Palesa Michaels Car wash Next to Bobby Ground Madiba Street Foskor Primary Makhushane road to dairing Desmond tutu next to Mangena house 	BPM
Storm Water Drainage	<ul style="list-style-type: none"> Unit next to House 461 D Palesa (next to 581) Foskor next to Rethushitswe Calvin ngobeni next to phosphate 	BPM
Side carbs	<ul style="list-style-type: none"> Baptist Pave 	BPM
Low Water Pressure	<ul style="list-style-type: none"> Mandela and Palesa 	MDM
Stone pitching on a stream	<ul style="list-style-type: none"> Palesa Langa Nyakelang 1 Pompi Station 	BPM
Rehabilitation of streets	<ul style="list-style-type: none"> Desmond Tutu street (Done) Phosphate street Madiba Street All streets Nyakelang 1 & 2 Kanana 	BPM
Bus stops shades	<ul style="list-style-type: none"> Whole Ward 	BPM
Skips bins	<ul style="list-style-type: none"> Whole ward 	BPM

TOP FIVE PRIORITY NEEDS WARD 1

Challenge Need description	Location/Area	Responsible Institution
Mobile Clinic	<ul style="list-style-type: none"> Foskor ground 	DoH
Apollo lights	<ul style="list-style-type: none"> Mandela village Bobby ground Nyakelang 1 Palesa Ext Foskor Primary School Nyakelang 2 next to Great North Kanana 	BPM
Culverts	<ul style="list-style-type: none"> Pompie Station Nyakelang 2 next to Langa Tavern Between Foskor Primary and Palesa Between Palesa and Haniville Between Dairing and St Patrick Between Van Zyl and Crista 	BPM



Challenge Need description	Location/Area	Responsible Institution
	<ul style="list-style-type: none"> • Between Nyaletsane to Langa Tavern 	
Streets Paving	<ul style="list-style-type: none"> • 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 • Daring road to Namakgale cemetery (In progress 2024/25 financial year) • From Maake Church to Tshelang Gape road 	BPM
Stone pitching on a stream	<ul style="list-style-type: none"> • Palesa • Langa • Nyakelang 1 • Pompei Station 	BPM

COMMUNITY NEEDS – WARD 2

Long list

Challenge Need description	Location/Area	Responsible Institution
Low water pressure	<ul style="list-style-type: none"> • Changane • Hlakisi • Mandela D • Tipeng • Nyakelang 1 • Honeyville 	MDM / BPM
Re design of Speed humps	<ul style="list-style-type: none"> • All speed humps in ward 02 	BPM
Community Hall	<ul style="list-style-type: none"> • Ntswelomotse/All Nations Ground 	BPM
Community Library	<ul style="list-style-type: none"> • Corner Magumuri Street 	DoSAC/BPM
Street Paving	<ul style="list-style-type: none"> • Patson Nkoane Street to St Patrick • Clinic to Nchangane Matsie Str. • St Patricks to tarred road • St Patrick to Checkers stream • From clinic to ZCC church • Phukubye 2 – Popie street • Haniville - Dembo street (In progress 2023/24 financial year) 	BPM



	<ul style="list-style-type: none"> Phukubyeng (Nyakelang) 1 & 2 car wash to Moshate Mandela D Streets Haniville to Sebera via Dinoko From Dinoko to Dembo 	
Tar road	<ul style="list-style-type: none"> Dinoko Tavern street 	
Culverts	<ul style="list-style-type: none"> Secheto Mpholo Street Setshitwe stream x 5 Mzimba stream x 3 Pele Sports ground Grace Phukubye 2 next to the cemetery Stream next to Dinko Tavern Next to Sekgopa Lucas Phukubyeng (Nyakelang) 3 Cemetery Makhushane Bogala Tladi (Hlakisi Ext) Mabelane street 	BPM
Apollo lights	<ul style="list-style-type: none"> Tipeng next to Mamasiya Next to the clinic Ntswelemotse X2 Loss my cherry X2 Changaan Tlakisi X2 Garden view X 2 Phukubye 3 & 4 Phukubye 1 & 2 Tlakisi Ext Mandela X2 	BPM
Sanitation/ VIP Toilets	<ul style="list-style-type: none"> Makhushane (whole ward) (255 in progress 2025-26 financial year) 	MDM
Building of Sports Complex	<ul style="list-style-type: none"> Makhushane (All Nations Ground) 	BPM
RDP Houses	<ul style="list-style-type: none"> Makhushane 	CoGHSTA
Water supply at cemetery	<ul style="list-style-type: none"> Makhushane zone 2 &3 Tipeng Changaan Phukubye (Nyakelang) 3 Sebera 	MDM
Rehabilitation of Namakgale sewer	<ul style="list-style-type: none"> Makhushane (In progress started 2022/23 financial year) 	MDM
Upgrading /reconstruction of bridge between ward 2 & 9 (Setsheto Bridge)	<ul style="list-style-type: none"> Sesheto Bridge Checkers/ Bogalatladi Ketshito JJ bridge Makayela Bridge 	BPM
Expanding of bus bay (buses unable to turn at Nyakelang)	<ul style="list-style-type: none"> Phukubye 	BPM



Side kerbs	<ul style="list-style-type: none"> Makhushane, Nchangane, Magomori & Foskor 	BPM
Street lights on main road	<ul style="list-style-type: none"> Foskor road Mamoeni Drive to Christian Drive Haniville Main road D3719 	BPM
Skip bins (waste management)	<ul style="list-style-type: none"> Whole ward 	BPM
Drainage Pipe from Drift	<ul style="list-style-type: none"> Korane store 	BPM
Naming of Streets	<ul style="list-style-type: none"> Makhushane (Whole ward) 	BPM
Water reticulation	<ul style="list-style-type: none"> Whole ward (In progress 2023/24 financial year) 	MDM
Combined School	<ul style="list-style-type: none"> Sebera / Honey Ville Mapikiri 	DoE
High School	<ul style="list-style-type: none"> Mathibele 	DoE
Speed humps	<ul style="list-style-type: none"> Next Moshate Next to Clinic Before All Nation Shokane curve 	BPM
Rehabilitation of Street Paving	<ul style="list-style-type: none"> Pavement to Makayela Bridge Haniville to Church 	BPM

Top Five Priority Needs – ward 2

Challenge Need description	Location/Area	Responsible Institution
Community Library	<ul style="list-style-type: none"> Makhushane 	DoSAC / BPM
Culverts	<ul style="list-style-type: none"> Secheto Mpholo Street Setshitwe stream x 5 Mzimba stream x 3 Pele Sports ground Grace Phukubye 2 next to the cemetery Stream next to Dinko Tavern Next to Sekgopa Lucas Phukubyeng (Nyakelang) 3 Cemetery Makhushane Bogala Tladi (Hlakisi Ext) Mabelane street 	BPM
Street Paving	<ul style="list-style-type: none"> Patson Nkoane Street to St Patrick Clinic to Nchangane Matsie Str. St Patricks to tarred road St Patrick to Checkers stream From clinic to ZCC church Phukubye 2 – Popie street Haniville - Dembo street (In progress 2023/24 financial year) 	BPM



	<ul style="list-style-type: none"> Phukubyeng (Nyakelang) 1 & 2 car wash to Moshate Mandela D Streets Haniville to Sebera via Dinoko From Dinoko to Dembo 	
Apollo lights	<ul style="list-style-type: none"> Tipeng next to Mamasiya Next to the clinic Ntswelemotse X2 Loss my cherry X2 Changaan Tlakisi X2 Garden view X 2 Phukubye 3 & 4 Phukubye 1 & 2 Tlakisi Ext Mandela X2 	BPM
Water supply at cemetery	<ul style="list-style-type: none"> Makhushane zone 2 &3 Tipeng Changaan Phukubeny (Nyakelang) 3 Sebera 	BPM

COMMUNITY NEEDS – WARD 3

Long list

Challenge Need description	Location/Area	Responsible Institution
Bridge	<ul style="list-style-type: none"> Nyoka section A & B Crossing from Ninakhulu to Kurhula B Rockview 	BPM
Satellite Police Station	<ul style="list-style-type: none"> Benfarm (MPCC) 	SAPS
Tar road	<ul style="list-style-type: none"> Benfarm to Matiko Nanana (In progress 2023/24 financial year) From Ninankulu to D4424 road (In progress 2023/24 financial year) 	BPM/RAL
Apollo lights	<ul style="list-style-type: none"> Section A (Nodia X3) Extension B (Zwide X3) Ninakhulu X3 BN Ntsan'wisi X4 Xigojini X2 New extension (Rockview)X3 From Mokoena to R71 X3 Ntshuxeko x3 New Ext Ninakhulu x1 	BPM
RDP houses	<ul style="list-style-type: none"> Whole Ward (5 done 2024-25 financial year) 	CoGHSTA
VIP toilets	<ul style="list-style-type: none"> Whole ward (256 in progress 2025-26 financial year) 	MDM



Library	<ul style="list-style-type: none"> • Benfarm 	BPM
Street Paving	<ul style="list-style-type: none"> • Makhushane Camp Road to Majeje Traditional Authority (Done) • From main road to clinic (A) • Graveyard road • Mokoena Tavern to R71 road (Done) • BN Ntsan'wisi road • Ninakhulu main road • Rockview internal streets • MPCC to Caravans • Ninakhulu to Marries Camp R71 road 	BPM
High school	<ul style="list-style-type: none"> • Ninakhulu (In progress 2022/23 financial year) 	DoE
Reservoir	<ul style="list-style-type: none"> • Benfarm 	MDM
Water reticulation	<ul style="list-style-type: none"> • Benfarm (In Progress 2022/23 financial year) • Ninakhulu (In Progress 2022/23 financial year) • Rock view • Zwide 	MDM
Culverts	<ul style="list-style-type: none"> • Between Ninakhulu and Majeje • Between Ninakhulu New Ext and Kurhula • Next to Nodia • Zwide • Rockview x5 • Between BN Ntsan'wisi and Rockview 	BPM
Speedhumps	<ul style="list-style-type: none"> • Main Tar road (Benfarm to Matiko xikaya) • Section A • From R71 to Tribal • Next to All Nation Sports ground 	BPM
Electrification	<ul style="list-style-type: none"> • New Ext BN Ntsan'wisi • Ninakhulu and New Ext Ninakhulu • Rockview (In progress 2022/23 financial year) 	Eskom
Fencing of Majeje cemetery	<ul style="list-style-type: none"> • Benfarm (Done by Leolo 2023/24 financial year) 	Majeje Traditional Authority
Side walk (Pedestrians) at Bridge	<ul style="list-style-type: none"> • Nhobungu Bridge Majeje (In progress) 	MDM / BPM
Borehole Electrification	<ul style="list-style-type: none"> • Nanana Section • BN Ntsan'wisi • Zwide • Rock view (gaza) • Ntshuxeko • New Ext Ninakhulu 	MDM
Waste management -Skips	<ul style="list-style-type: none"> • Whole ward 	BPM



Opening of streets	<ul style="list-style-type: none"> • Rockview • Ninakhulu new Ext 	
Borehole	<ul style="list-style-type: none"> • Nanana • Webber • Xigojini • Rockview x4 • Ninakhulu 	MDM
Dumping site for waste management	<ul style="list-style-type: none"> • Majeje 	BPM
Community Hall	<ul style="list-style-type: none"> • Majeje 	BPM

Top five Priority Needs – ward 3

Challenge Need description	Location/Area	Responsible Institution
Electrification	<ul style="list-style-type: none"> • New Ext BN Ntsan'wisi • Ninakhulu and New Ext Ninakhulu • Rockview (In progress 2022/23 financial year) 	Eskom
Culverts	<ul style="list-style-type: none"> • Between Ninakhulu and Majeje • Between Ninakhulu New Ext and Kurhula • Next to Nodia • Zwide • Rockview x5 • Between BN Ntsan'wisi and Rockview 	BPM
Library	<ul style="list-style-type: none"> • Benfarm 	BPM
Bridge	<ul style="list-style-type: none"> • Nyoka section A & B • Crossing from Ninakhulu to Kurhula B • Rockview 	BPM
Street Paving	<ul style="list-style-type: none"> • Makhushane Camp Road to Majeje Traditional Authority (Done) • From main road to clinic (A) • Graveyard road • Mokoena Tavern to R71 road (Done) • BN Ntsan'wisi road • Ninakhulu main road • Rockview internal streets • MPCC to Caravans • Ninakhulu to Marries Camp R71 road 	BPM

COMMUNITY NEEDS – WARD 4



Long list

Challenge Need description	Location/Area	Responsible Institution
Street Paving	<ul style="list-style-type: none"> From House no1000 to Vuxeni Malatji to RDP Houses street Harry-Napo to Zama Kasi Junction to Harry Napo Dr Aphane Street Mabele street Vuxeni Street Zamani School street Malatji Bakery to Kasi Junction to Harry Napo Lutheran Church street Diboleng street Mma Modiba street 	BPM
RDP Houses	<ul style="list-style-type: none"> Whole ward 	CoGHSTA
Upgrading of Namakgale stadium	<ul style="list-style-type: none"> Namakgale (In progress = started 2020/21 Financial year) 	BPM
Storm water drainage	<ul style="list-style-type: none"> Namakgale 	BPM
Renovations of Schools	<ul style="list-style-type: none"> Zamani School Vuxeni (In progress 2023/24 financial year) Kgopyane School 	DoE
Rehabilitation of Streets	<ul style="list-style-type: none"> Impala Street Namakgale Stadium street 	BPM
Speedhumps	<ul style="list-style-type: none"> Harry Napo to Pavement Maswikeng street (Done 2023/24 financial year) Maphutha to Tshelang Gape Harry Napo to Pavement Harry Napo to Setagane Kgopyane Maswikeng street 	BPM
Culverts	<ul style="list-style-type: none"> Kasi Junction Park (whole park) Between Lutheran Church road and RDP 	BPM
Street lights	<ul style="list-style-type: none"> Dutch Church main road SASSA gate to Maphutha Hospital 	BPM
Maintenance of Storm Water Drainage system	<ul style="list-style-type: none"> Namakgale (whole ward) Dr Aphane street Kokwana crèche - ZCC 	BPM
Apollo Lights	<ul style="list-style-type: none"> Kokwane crèche to ZCC church 	BPM

Top five Priority Needs – ward 4

Challenge Need description	Location/Area	Responsible Institution
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Street Paving	<ul style="list-style-type: none"> From House no1000 to Vuxeni Malatji to RDP Houses street Harry-Napo to Zama Kasi Junction to Harry Napo Dr Aphane Street Mabele street Vuxeni Street Zamani School street Malatji Bakery to Kasi Junction to Harry Napo Lutheran Church street Diboleng street Mma Modiba street 	BPM
Maintenance of Storm Water Drainage system	<ul style="list-style-type: none"> Namakgale (whole ward) Dr Aphane street Kokwana crèche - ZCC 	BPM
Speed humps	<ul style="list-style-type: none"> Harry Napo to Pavement Maswikeng street (Done 2023/24 financial year) Maphutha to Tshelang Gape Harry Napo to Pavement Harry Napo to Setagane Kgopyane Maswikeng street 	BPM
Culverts	<ul style="list-style-type: none"> Kasi Junction Park (whole park) Between Lutheran Church road and RDP 	BPM
Street lights	<ul style="list-style-type: none"> Dutch Church main road SASSA gate to Maphutha Hospital 	BPM

COMMUNITY NEEDS – WARD 5

Long list

Challenge Need description	Location/Area	Responsible Institution
Street paving/ Tarred road	<ul style="list-style-type: none"> Surrounding complex (Delivery trucks make dust) From house 24 to stadium Stadium to Nazarine Church Zone D to stadium Knocks Street Lemi Tavern street Relebogile school street Malema (Phelang Clinic) Street next to Namakgale Town Hall Ditebogo street behind Library 	BPM



Challenge Need description	Location/Area	Responsible Institution
	<ul style="list-style-type: none"> Kubayi street Lekang Crèche street Tar From corner Maphutha Hospital street to ZCC Church BP Garage street to Thulani street Zone D new stands to Lekang Day Care centre 	
Tar road	<ul style="list-style-type: none"> Thulani Street 	BPM
Maintenance of Storm water drainage	<ul style="list-style-type: none"> Whole ward 	BPM
Rezone parks to residential	<ul style="list-style-type: none"> Parks in ward 5 Namakgale 	BPM
Streets lights	<ul style="list-style-type: none"> Namakgale 4-Way Stop to Maphutha Hospital Maphutha Café to Old Post office Calvin Ngobeni street 	BPM
RDP Houses	<ul style="list-style-type: none"> Whole ward 	CoGHSTA
Fire disaster centre/ satellite office	<ul style="list-style-type: none"> Namakgale 	MDM
Apollo lights	<ul style="list-style-type: none"> Next to Reneilwe Crèche 	BPM
Sports Complex	<ul style="list-style-type: none"> Namakgale 	BPM
Speed humps	<ul style="list-style-type: none"> Stadium to old post office Next to Crèche Complex Thulani street Thabo's Tavern Asibasabi Street Next to Police station 	BPM
Additional Classrooms at Reneilwe Day Care Centre and	<ul style="list-style-type: none"> Reneilwe Day care centre ward 05 Lekang Day care(Infrastructure) 	DoE/Stakeholders
Fencing and equipment for Refilwe and Relebogile School Sport field	<ul style="list-style-type: none"> Refilwe and Relebogile School 	DoE Stakeholder
De-bushing of parks not maintained by the municipality	<ul style="list-style-type: none"> All parks 	BPM

Top five Priority Needs – ward 5

Challenge Need description	Location/Area	Responsible Institution
Street paving/ Tarred road	<ul style="list-style-type: none"> Surrounding complex (Delivery trucks make dust) 	BPM



	<ul style="list-style-type: none"> • From house 24 to stadium • Stadium to Nazarine Church • Zone D to stadium • Knocks Street • Lemi Tavern street • Relebogile school street • Malema (Phelang Clinic) • Street next to Namakgale Town Hall • Ditebogo street behind Library • Kubayi street • Lekang Crèche street • From corner Maphuta street to ZCC Church • BP Garage street to Thulani street • Zone D new stands to Lekang Day Care centre 	
Apollo lights	<ul style="list-style-type: none"> • Next to Reneilwe Crèche 	BPM
Maintenance of Storm water drainage	<ul style="list-style-type: none"> • Whole ward 	BPM
Additional Classrooms at Reneilwe Day Care Centre and	<ul style="list-style-type: none"> • Reneilwe Day care centre ward 05 • Lekang Day care(Infrastructure) 	DoE/Stakeholders
RDP Houses	<ul style="list-style-type: none"> • Whole ward 	CoGHSTA

COMMUNITY NEEDS – WARD 6

Long list

Challenge Need description	Location/Area	Responsible Institution
Apollo lights	<ul style="list-style-type: none"> • RDP Houses • Refentse school • Morgan Simon • Topville • Mshongoville • Nyakelang 4 	BPM
RDP Houses	<ul style="list-style-type: none"> • Namakgale (whole ward) 	CoGHSTA
High school	<ul style="list-style-type: none"> • Namakgale (next to Refentse) 	DoE
Primary School	<ul style="list-style-type: none"> • Nyakelang 4 	DoE
Open sites/stands (infill development of empty sites)	<ul style="list-style-type: none"> • Namakgale • Topville • Mshongo • Nyakelang 4 	BPM
Sewer Infrastructure upgrade	<ul style="list-style-type: none"> • Namakgale (Whole ward) 	MDM
24hrs Clinic	<ul style="list-style-type: none"> • Topville 	DoH
Street paving	<ul style="list-style-type: none"> • RDP Houses 	BPM



	<ul style="list-style-type: none"> • Refentse school via Magogo Spaza to Selema Tsela Pavement • Refentse to Mashego • Mathonzi, Donald kekana • RDP to former Councillor Malatji to Moshongo Topville • Nyakelang 4 • Archie Tarven • Ga Mashego to pavement • Mshongo to Chilliboy Pavement (Former Cllr Malatji) • From Mashego to Pavement & to Score • From Chilly boy to Makhushane & Mashishimale road • From former Cllr Malatji to Chilly boy • Mshongo Topville • Malatji Spaza to Owen • Langa eating house to Mashishimale main road 	
Roddle pipe to control water	<ul style="list-style-type: none"> • Topville/ Nyakelang 4 • Makola bridge • Chilli boy 	BPM
De-bushing	<ul style="list-style-type: none"> • RDP Houses • Madela Village • Topville • Topville Matabane next to Malatji(Moshongo) • Nyakelang 4 	BPM
Water reticulation	<ul style="list-style-type: none"> • Topville • Nyakelang 4 	MDM
Opening of access roads	<ul style="list-style-type: none"> • Nyakelang 4 	BPM
VIP Toilets	<ul style="list-style-type: none"> • Wholeward 	MDM
Community Hall	<ul style="list-style-type: none"> • Open space 	BPM
Paving of stream to prevent trees growing near the streams	<ul style="list-style-type: none"> • Wholeward (All Streams) 	BPM
Culverts	<ul style="list-style-type: none"> • Mathonsi • Between Bethel Church and Chilly boy • From Mshongo to Mandela • Between Malatji and Topville 	BPM
Bridge	<ul style="list-style-type: none"> • Zamazama • Between Mandela and Topville 	BPM
Upgrade of Bridge	<ul style="list-style-type: none"> • Between Chilli boy and RDP 	BPM
Speedhumps	<ul style="list-style-type: none"> • Next to Chilliboy tavern • Suzan house 1883 Zone E to Lombard bridge 	BPM
Additional classrooms at Refentse School	<ul style="list-style-type: none"> • Namakgale 	DoE



Electricity	<ul style="list-style-type: none"> • From chilli boy to makhola bridge • Nyakelang 4 	Eskom
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Top five Priority Needs – ward 6

Challenge Need description	Location/Area	Responsible Institution
Sewer Infrastructure upgrade	<ul style="list-style-type: none"> • Namakgale (whole ward) 	MDM
Bridge	<ul style="list-style-type: none"> • Zamazama • Between Mandela and Topville 	BPM
Street paving	<ul style="list-style-type: none"> • RDP Houses • Refentse school via Magogo Spaza to Selema Tsela Pavement • Refentse to Mashego • Mathonzi, Donald kekana • RDP to former Councillor Malatji to Moshongo Topville • Nyakelang 4 	BPM
Apollo lights	<ul style="list-style-type: none"> • RDP Houses • Refentse school • Morgan Simon • Topville • Mshongo ville • Nyakelang 4 	BPM
Culverts	<ul style="list-style-type: none"> • Mathonsi • Between Bethel Church and Chilly boy • From Mshongo to Mandela • Between Malatji and Chilli boy 	BPM

COMMUNITY NEEDS – WARD 07

Long list

Challenge Need description	Location/Area	Responsible Institution
Maintenance Storm water drainages	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Namakgale Crossing to Big Five • Kingdom hall street • From Tswelopele Creche to Phumolong 	BPM



	<ul style="list-style-type: none"> • Long homes to Archie's Tavern • From Score to Rethabile - Dams • Tambo street • Boitumelo Crèche to Christian assembly • All Long Homes • Boshveld street 	
Paving of internal streets	<ul style="list-style-type: none"> • Ward 7 internal streets 	BPM
Water reticulation	<ul style="list-style-type: none"> • Buffer zone next to Four-way (In progress 2023/24 financial year) 	BPM/MDM
Speed humps and road sign	<ul style="list-style-type: none"> • Ward 07 streets • Longtill 	BPM
Rezoning – parks to residential	<ul style="list-style-type: none"> • Namakgale palamine • Next to Lethabong • Next to Albany Ground • Home 2000 • Shai& Clinic • Lutheran church 	BPM
Refurbishment of Score Market	<ul style="list-style-type: none"> • Namakgale 	BPM
Apollo light	<ul style="list-style-type: none"> • Buffer zone • Mshongo • Mandela 	BPM
Sports Complex	<ul style="list-style-type: none"> • Namakgale ward 7 	BPM
Opening of streets	<ul style="list-style-type: none"> • Buffer zone (In progress 2023/24 financial year) 	BPM/MDM/Public Works
RDP Houses	<ul style="list-style-type: none"> • Ward 7 	CoGH
Passage walkway	<ul style="list-style-type: none"> • Mshongo • Kingdom Hall • Boshveld • Sediba • Home 2000 	BPM
Maintenance of street lights	<ul style="list-style-type: none"> • Calvin Ngoveni Street • Eskom • Skwati • Bosveld 	
Water reservoir	<ul style="list-style-type: none"> • Ward 7 	

Top five Priority Needs – ward 7

Challenge Need description	Location/Area	Responsible Institution
Water reticulation	<ul style="list-style-type: none"> • Buffer zone next to Four way (In progress) 	BPM/MDM
Storm water drainages	<ul style="list-style-type: none"> • Lepato area/masilospaza shop, Longtill, Phomolong, Strongbow, Home 2000, Long Homes & All sections 	BPM



	<ul style="list-style-type: none"> • Bosveld • Kingdom Hall • Passage opposite Complex to Sefanyetso 	
Apollo light	<ul style="list-style-type: none"> • Buffer zone • Mshongo • Mandela 	BPM
Paving of internal streets	<ul style="list-style-type: none"> • Namakgale (whole ward) 	BPM
Sports Complex	<ul style="list-style-type: none"> • Namakgale ward 7 	BPM

COMMUNITY NEEDS – WARD 8

Long list

Challenge Need description	Location/Area	Responsible Institution
Water pressure and maintenance of boreholes	<ul style="list-style-type: none"> • Tlapeng (In progress 2022/23 financial year) • Mohlabeng (in progress 2025/26) • Matshidi (in progress 2025/26) • Nkhweshe (maintenance of borehole done) • Tshabela Matswale 	BPM/MDM
Water infrastructure	<ul style="list-style-type: none"> • Ga-Fariel EXT • Setagane • Setagane EXT • Nkhweshe New Ext • Tlapeng • Mashuping • Mohlabeng (Epic) 	MDM/BPM
Electrification of new extensions	<ul style="list-style-type: none"> • Nkhweshe • Setagane EXT (In progress 2022/23 financial year) • Matshelapata Ext • Ga-Fariel • Mohlabeng Ext • Tlapeng Ext • Madiba Park 	Eskom
RDP Houses	<ul style="list-style-type: none"> • Whole ward 	CoGHSTA
Tar road	<ul style="list-style-type: none"> • Mashishimale to Maseke (In progress RAL) • R1-R3 	MDM & BPM
Street paving with speed humps	<ul style="list-style-type: none"> • Mabine to Sophy Tavern (in progress 2025/26 financial year) • Mangena via Nkhweshe, tipeng to Thepe • Tipeng road to Nkhweshe Bus Stop • From Banda to Mashele • From mobile clinic to paved road 	BPM



	<ul style="list-style-type: none"> • Mabine School to Lebeko School • Foskor to Lebeko school • Mashishimale to Makhushane road (in progress) • Namakgale Pave to Lebeko • Main road to Mashishimale clinic (Done 2023/24) • From Sophy to Thepe Graveyard • Home 2000 to IPC Church • Mabilisong spaza shop via maruping to taxi rank 	
VIP toilets/sanitation	<ul style="list-style-type: none"> • Mashishimale (whole ward) (254 allocated 2025/26) 	MDM
Opening of new streets in extensions/ Upgrading of roads by filing of soil	<ul style="list-style-type: none"> • Whole ward 	BPM
Science laboratory, Toilets, Dining Hall and Computer Lab	<ul style="list-style-type: none"> • Lebeko High School (Mashishimale) (Toilets done 2022/23 financial year) • Lebeko High School (Admin Block) • Mabine Primary School • Mosebutjana primary school 	DoE
Bus shades	<ul style="list-style-type: none"> • Whole ward (Bus stops) 	BPM
Extension of Community library next to Lebeko high school	<ul style="list-style-type: none"> • Mashishimale R3 	DSAC /BPM
Primary School	<ul style="list-style-type: none"> • Masebotjana next to ZCC (Done 2022/23 financial year) 	DoE
Upgrading of clinic to operate 24 hrs Clinic	<ul style="list-style-type: none"> • Tshabelamatswale 	DoH
Culverts	<ul style="list-style-type: none"> • 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 Senyolo Bamakopa • 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 	BPM



	<ul style="list-style-type: none"> • Tipeng • Maletshira to Nduna Mahomane • Tipeng to Nkhweshe Bus Stop • Tenson Pilusa Graveyard (Done 2024/25 financial year) • Tlapeng to Nkhweshe next to casius • Between Mabine and Nkoane area • Sefagane Extension Bufferzone • Jeffrey to Mo dealer • Farazan to motopu • Thepe to R71 road • Epic to pavement • Between Sophia monyela to just road • Tlapeng new Ext next to tipeng • 	
Apollo lights	<ul style="list-style-type: none"> • Whole ward 	BPM
Bridge	<ul style="list-style-type: none"> • Nguluve to Mashishimale MPCC • Next to Mashele Sports ground 	BPM
Upgrade of water infrastructure (Pipes, reservoir and boreholes)	<ul style="list-style-type: none"> • Mohlabeng • Thepe • Tlapeng • Nkhweshe • Ga faniel 	MDM
Cattle Dip maintenance	<ul style="list-style-type: none"> • Mashishimale 	AgriC
Community hall	<ul style="list-style-type: none"> • Ward 08 	BPM
Water reservoir	<ul style="list-style-type: none"> • Mashishimale R3 	MDM
Speedhumps	<ul style="list-style-type: none"> • Mainroad to Mashishimale clinic • Setagane ext next to mbidi's house 	BPM
Eradication of invading plants on streams	<ul style="list-style-type: none"> • Mashishimale 	Forestry/BPM
Bulk water supply & reticulation	<ul style="list-style-type: none"> • Matshelapata via senyolo shop • Epic • Chabela matswale 	MDM/BPM

Top five Priority Needs – ward 8

Challenge Need description	Location/Area	Responsible Institution
Water infrastructure	<ul style="list-style-type: none"> • Ga-Fariel EXT • Setagane • Setagane EXT • Nkhweshe New Ext • Tlapeng • Mashuping 	MDM/BPM



	<ul style="list-style-type: none"> • Mohlabeng (Epic) 	
Culverts	<ul style="list-style-type: none"> • 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 Senyolo Bamakopa • 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 (done 2024/25) • Tlapeng to Nkhweshe next to casius • Between Mabine and Nkoane area • Sefagane Extension Bufferzone • Jeffrey to Mo dealer • Farazan to motopu • Thepe to R71 road • Epic to pavement • Between Sophia monyela to just road • Tlapeng new Ext next to tipeng • 	BPM
Street paving	<ul style="list-style-type: none"> • Mabine to Sophy Tavern (in progress) • 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 (in progress) • Namakgale Pave to Lebeko 	BPM



	<ul style="list-style-type: none"> Main road to Mashishimale clinic (Done 2023/24) From Sophy to Thepe Graveyard Home 2000 to IPC Church Mabilisong spaza shop via maruping to taxi rank 	
Tar road	<ul style="list-style-type: none"> Mashishimale to Maseke road (in progress) 	BPM
Apollo lights	<ul style="list-style-type: none"> Whole ward 	BPM

COMMUNITY NEEDS – WARD 9

Long list

Challenge Need description	Location/Area	Responsible Institution
Water supply	<ul style="list-style-type: none"> Maune, Mapikiri, Sebera, Maphokwane & Mosemaneng 	MDM
Electrification	<ul style="list-style-type: none"> All extensions (done) 	Eskom
Sanitation (VIP toilets)	<ul style="list-style-type: none"> Mashishimale – Mosemaneng (331 in progress for 2025/26 financial year) Maune&Mapikiri 	MDM
Upgrading of gravel to tar	<ul style="list-style-type: none"> Makhushane to Lebeko road Mazide road Maune, Mapikiri&Mosemaneng Mashishimale Tshube to Lebeko (in progress) Mapikiri to Maseke Makhushane/Mapikiri to Mashishimale R2 Seedimo Road 	BPM
Opening of internal streets	<ul style="list-style-type: none"> Makhushane Mapikiri Mosemaneng Sebera road (in progress 2024/25) 	BPM
Street paving	<ul style="list-style-type: none"> Motshongolo Road Sebera road Matshela ke omile road 	BPM
Community Hall	<ul style="list-style-type: none"> Maune&Mapikiri Mosemaneng 	BPM
Water reservoir	<ul style="list-style-type: none"> Maune/Mapikiri (Mapikiri in progress) 	MDM
Maintenance of borehole	<ul style="list-style-type: none"> Makhushane 	MDM
RDP Houses	<ul style="list-style-type: none"> Maune, Mapikiri&Mosemaneng 	CoGHSTA
Upgrading of Bridge	<ul style="list-style-type: none"> Kesheto Bridge Maune Mashishimale Selati (in progress) 	BPM
Apollo lights	<ul style="list-style-type: none"> Maune, Mapikir&Mosemaneng 	BPM
Library	<ul style="list-style-type: none"> Mosemaneng 	BPM/DSAC



	<ul style="list-style-type: none"> Maune Mapikiri 	
Skips	<ul style="list-style-type: none"> Maune&Mapikiri 	BPM
Waste removal	<ul style="list-style-type: none"> Mkhushane, Maune & Mapikiri 	BPM
Primary School/ High school	<ul style="list-style-type: none"> Mapikiri 	DOE
Structure for Tswelopele Drop-in Center/ Dinoko tsa sealing old age Thato disability centre	<ul style="list-style-type: none"> Mashishimale Mapikiri 	FUNDERS
Completion of toilets at the cemetery (build by the municipality)	<ul style="list-style-type: none"> Mashishimale Mapikiri 	BPM
De-bushing of streams	<ul style="list-style-type: none"> Mashishimale Wela o hwe stream next to Tawana Tavern 	BPM
Culverts	<ul style="list-style-type: none"> Maune, Sebera, Mapikiry&Mosemaneng Next to thato disability centre Next to keshito disability centre 	BPM
Bus Shades	<ul style="list-style-type: none"> All bus stops 	BPM
High school	<ul style="list-style-type: none"> Mapikiri 	DOE
Sports complex	<ul style="list-style-type: none"> Makhushane 	BPM

Top five Priority Needs – ward 9

Challenge Need description	Location/Area	Responsible Institution
Upgrading of gravel to tar	<ul style="list-style-type: none"> Makhushane to Lebeko road Mazide road Maune, Mapikiri&Mosemaneng Mashishimale Tshube to Lebeko (In progress) Mapikiri to Maseke Makhushane/Mapikiri to Mashishimale R2 Seedimo Road 	BPM
Apollo lights	<ul style="list-style-type: none"> Maune, Mapikir&Mosemaneng 	BPM
Community Hall	<ul style="list-style-type: none"> Maune&Mapikiri Mosemaneng 	BPM
Street paving	<ul style="list-style-type: none"> Motshongolo Road Sebera road (in progress 2024/25) Matshela ke omile road 	BPM
Culverts	<ul style="list-style-type: none"> Maune, Sebera, Mapikiry&Mosemaneng Thato disability Next to keshito disability centre 	BPM



COMMUNITY NEEDS – WARD 10

Long list

Challenge Need description	Location/Area	Responsible Institution
Water supply, infrastructure and boreholes / reservoir	<ul style="list-style-type: none"> • Boelang&Maseke, Mashishimale R1 • Makgwareng • Mmabatho • Di Patsheng • Madibini • Modikwe (In progress 2022/23) • Dulang • New stands Mmabatho 	MDM
Street paving	<ul style="list-style-type: none"> • 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 • Marobathoto • Tshubje Dropping Centre to modume • From Teddy Spaza to Tribal office Maseke • From T-Junction car wash to cemetery cemetery (Boelang) • From ZCC church to Headman Moloto • From Shabeni Tavern to Matome Malatji street • Matshama e nkani to headman Moloto via Mashaba road • Tedy bus stop to Maseke Drop-in centre to Matshelapata • From Maseke primary via cobra street to Bapedi Sports ground • From headman Mapiti to cemetery • From Shaveni to Kulani crèche • From T-junction to Malatji tarven • From T-junction via Car wash cemetery to main road • Hlandi bricks to chicken farm • From Malatji tarven to makatikele primary • Thanda bantu to CPA office • From taxi rank bus stop to mabilisong cemetery 	BPM
Sanitation (VIP toilets)	<ul style="list-style-type: none"> • All Extension (253 in progress 2025-26 financial year) 	MDM



RDP houses	<ul style="list-style-type: none"> • Whole ward 	CoGHSTA
Tarring of road / rehabilitation	<ul style="list-style-type: none"> • Maseke&Mashishimale (in progress 2023/24) 	MDM/RAL
Construction of new road	<ul style="list-style-type: none"> • Maseke to Mashishimale R2 (in progress) 	BPM
24hrs Clinic	<ul style="list-style-type: none"> • Maseke • Boelang 	DoH
Apollo lights	<ul style="list-style-type: none"> • Makgwareng mabilusong • Mmabatho next to tarred road • Next Bana kome eating house • Next to nduna Moloto • Boelang • Next to Markos Café • Maseke Traditional Authority • Modikwe - Matshelapata • Next to Abel Shai • Phatamashako mankena • ZCC Church Tshubje • MMabatho next to Rangers Sport Ground • Phatamashako Matshelapata next to Maseke Cemetery • Mmabatho new stand 	BPM
Demarcation of new sites	<ul style="list-style-type: none"> • Maseke 	Maseke Traditional Office/ BPM
Fencing of graveyards	<ul style="list-style-type: none"> • Moloto cemetery, Boelang & Maseke cemetery 	Maseke Traditional Office
Primary School	<ul style="list-style-type: none"> • Boelang (Done by Foskor) 	DoE
Toilets & water in cemeteries	<ul style="list-style-type: none"> • Maseke, Boelang, Mashishimale 	Traditional Authority/BPM
High school	<ul style="list-style-type: none"> • Tshube • Boelang 	DoE
Upgrading of Schools classrooms	<ul style="list-style-type: none"> • Matome Malatji School 	DoE
Sports complex	<ul style="list-style-type: none"> • Maseke • Boelang 	DoSAC
Community Library	<ul style="list-style-type: none"> • Maseke • Boelang • Tshubje R1 	BPM/DSAC
Speed humps / gridlines	<ul style="list-style-type: none"> • Main road next to Marobathota • Shabeng • Boelang • Nduna Pulusa Area • Next to Mathibela swimming pool • Boelang curve before T junction • Main road next to Mma Seemela • Next to bus stop Mosoma café • Two trees Boelang • Next to zahara 	MDM



Culverts	<ul style="list-style-type: none"> • 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 • Makone and Malesa Tavern • Mkhabela to Maseke Tribal • Maponyane to Matome Malatji school • Makhosi to maseke land care • Boelang Ga-Phale and mainroad • Ga-marumo • Gasilane • Mapasela to ZCC • Mosoma • Mmola • Next to Maseke ZCC • Between Makatikele to Sebashe • Boelang new stands • Behind Phale House • Manzini street • Malatji street • Phale street • Between eddy and Khoza Boelang 	BPM
Electrification	<ul style="list-style-type: none"> • Boelang Ext (In progress started 2022/23) • Mashishimale R1 Ext, (In progress started 2023/24) • Mashishimale Modikwe (In progress started 2023/24) • Maseke new extension 	Eskom
Water pressure booster pump/ reservoir	<ul style="list-style-type: none"> • Selati • Maseke • Tetris Boelang • Mabilong 	MDM
Extension of Mashishimale Tribal Offices	<ul style="list-style-type: none"> • Mashishimale (Done by LEOLO) 	CoGSTA
Centre for Disable people	<ul style="list-style-type: none"> • Maseke/ Mashishimale (Done) 	BPM
Opening of internal streets	<ul style="list-style-type: none"> • Tshubje, Boelang and Maseke view 	BPM
De-bushing	<ul style="list-style-type: none"> • Sephephe Mmalehlahle • Lejori 	BPM



	<ul style="list-style-type: none"> • Masehlane • Next to Isaya Boelang • Next to church Boelang • Next to Malatji tarven • Next to lulu boelang 	
Jojo tanks for water storage	<ul style="list-style-type: none"> • Phatamashako 	MDM
Bus Stops Shades	<ul style="list-style-type: none"> • Shabeng (done) • Boelang • Dulang (done) • Biza bus stop • Makokotang • Mashishimale tribal bus stop 	BPM
Bridge	<ul style="list-style-type: none"> • Selati to Makhushane • Selati to Mashishimale 	BPM
Rehabilitation of roads	<ul style="list-style-type: none"> • Tar road from Boelang to Maseke 	BPM/MDM
Mobile Clinic	<ul style="list-style-type: none"> • Boelang 	DoH
Skips for waste management	<ul style="list-style-type: none"> • Ward 10 hotspot 	BPM
Computer Lab	<ul style="list-style-type: none"> • Matome Malatji School 	DoE
Community Hall	<ul style="list-style-type: none"> • Boelang 	BPM

Top five Priority Needs – ward 10

Challenge Need description	Location/Area	Responsible Institution
Electrification	<ul style="list-style-type: none"> • Boelang Ext (In progress started 2022/23) • Mashishimale R1 Ext, (In progress started 2023/24) • Mashishimale Modikwe (In progress started 2023/24) • Maseke new extension 	Eskom
Water supply, infrastructure and boreholes/ reservoir /booster pump	<ul style="list-style-type: none"> • Boelang&Maseke, Mashishimale R1 • Makgwareng • Mmabatho • Di Patsheng • Madibini • Modikwe (In progress 2022/23) • Dulang • New stands Mmabatho 	MDM
Culverts	<ul style="list-style-type: none"> • 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, 	BPM



	<p>EcksonShai to Sefudi, Ditlou ground to Modume</p> <ul style="list-style-type: none"> • Matshamainkani • Mphetladibe Stream • Between Ditlou Sports ground and St Engenas Church to moshate cemetery • Makone and Malesa Tavern • Mkhabela to Maseke Tribal • Maponyane to Matome Malatji school • Makhosi to maseke land care • Boelang Ga-Phale and mainroad • Ga-marumo • Gasilane • Mapasela to ZCC • Mosoma • Mmola • Next to Maseke ZCC • Between Makatikele to Sebashe • Boelang new stands • Behind Phale House • Manzini street • Malatji street • Phale street • Between eddy and Khoza Boelang 	
<p>Apollo lights</p>	<ul style="list-style-type: none"> • Makgwareng mabilusong • Mmabatho next to tarred road • Next Bana kome eating house • Next to nduna Moloto • Boelang • Next to Markos Café • Maseke Traditional Authority • Modikwe - Matshelapata • Next to Abel Shai • Phatamashako mankena • ZCC Church Tshubje • MMabatho next to Rangers Sport Ground • Phatamashako Matshelapata next to Maseke Cemetery <p>Mmabatho new stand</p>	<p>BPM</p>
<p>Street paving</p>	<ul style="list-style-type: none"> • 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 • Mabatho • Tshubje Dropping Centre 	<p>BPM</p>



	<ul style="list-style-type: none"> • From Teddy Spaza to Tribal office Maseke • From T-Junction car wash to cemetery cemetery (Boelang) • From ZCC church to Headman Moloto • From Shabeni Tavern to Matome Malatji street • Matshama e nkani to headman Moloto via Mashaba road • Teady bus stop to Maseke Drop in centre to Matshelapata • From Maseke primary via cobra street to Bapedi Sports ground • From headman Mapiti to cemetery • From Shaweni to Maseko crèche 	
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COMMUNITY NEEDS – WARD 11

Long list

Challenge Need description	Location/Area	Responsible Institution
Electrical Infrastructure upgrade (Repair faulty streetlights & removal damaged streetlights)	<ul style="list-style-type: none"> • Phalaborwa 	BPM
Maintenance of parks	<ul style="list-style-type: none"> • Phalaborwa 	BPM
Cleaning and de bushing of streams	<ul style="list-style-type: none"> • Phalaborwa 	BPM
Water pressure and water shortage	<ul style="list-style-type: none"> • Phalaborwa • Kruger 	BPM/MDM
Rehabilitation of streets (Critical – Spekboom & Silonque) Extension 5	<ul style="list-style-type: none"> • Phalaborwa 	BPM
Upgrading of sewer and water pipelines (including water pressure, water shortages and manholes)	<ul style="list-style-type: none"> • Phalaborwa 	BPM
Uplifting of old CBD area	<ul style="list-style-type: none"> • Phalaborwa 	BPM
Maintenance of storm water drains & manholes	<ul style="list-style-type: none"> • Phalaborwa 	BPM
Hawkers and illegal mechanics facilities	<ul style="list-style-type: none"> • Phalaborwa 	BPM
Sewer spilling in town	<ul style="list-style-type: none"> • Phalaborwa 	BPM
Storm water Systems	<ul style="list-style-type: none"> • Phalaborwa 	BPM
CCV TV Cameras	<ul style="list-style-type: none"> • Phalaborwa Post Office • Tower 	BPM



Upgrading of Bollanoto Tourism Centre	<ul style="list-style-type: none"> BPM Information Centre 	BPM
Selling/disbursing of empty offices and buildings in old CBD	<ul style="list-style-type: none"> Phalaborwa Town 	BPM
Upgrading of Taxi Rank and Pedestrian bridge	<ul style="list-style-type: none"> Phalaborwa Town 	BPM
Tarring of Streets	<ul style="list-style-type: none"> Spekboom & Silonque road Nollie Bosman & Hans Pirrow 	BPM
Upgrading of entrance of Town	<ul style="list-style-type: none"> Phalaborwa Portgieter st & Road D86 	BPM
Street paving	<ul style="list-style-type: none"> Fatima liquor city 	BPM

Top five Priority Needs – ward 11

Challenge Need description	Location/Area	Responsible Institution
Electricity infrastructure upgrade	<ul style="list-style-type: none"> Phalaborwa 	BPM
Upgrading of sewer and water pipelines (including water pressure, water shortages and manholes)	<ul style="list-style-type: none"> Phalaborwa 	BPM / MDM
Maintenance of storm water drains & manholes	<ul style="list-style-type: none"> Phalaborwa 	BPM
Tarring of Streets	<ul style="list-style-type: none"> Spekboom & Silonque road Nollie Bosman & Hans Pirrow 	BPM
Street paving	<ul style="list-style-type: none"> Fatima liquor city 	BPM

COMMUNITY NEEDS – WARD 12

Long list

Challenge Need description	Location/Area	Responsible Institution
CCV TV Cameras	<ul style="list-style-type: none"> Phalaborwa 	BPM
Streetlight	<ul style="list-style-type: none"> Phalaborwa 	BPM
Speed humps	<ul style="list-style-type: none"> Phalaborwa 	BPM
Water Infrastructure and Water Pressure	<ul style="list-style-type: none"> Phalaborwa 	BPM/MDM
Rehabilitation of streets (Critical – Spekboom & Silonque)	<ul style="list-style-type: none"> Phalaborwa 	BPM
Upgrading of sewer and pipelines	<ul style="list-style-type: none"> Phalaborwa 	BPM
Illegal Buildings	<ul style="list-style-type: none"> 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
Street Paving and Kerbing	• Phalaborwa	BPM
Upgrading electrical Infrastructure	• Phalaborwa	BPM
Removing of alien plants	• Phalaborwa	BPM
Tarring of streets	• Phalaborwa	BPM
Bush clearance	• Phalaborwa	BPM
Manhole and storm water drainage	• Phalaborwa	BPM
Upgrading Sewerage Infrastructure	• Phalaborwa	BPM
Street lights	• Phalaborwa	BPM
Illegal Buildings (Student accommodation)	• Phalaborwa	BPM

Top five Priority Needs – ward 12

Challenge Need description	Location/Area	Responsible Institution
Water Infrastructure and Water Pressure	• Phalaborwa	BPM
Upgrading electrical Infrastructure	• Phalaborwa	BPM
Sewerage and Storm water drains	• Phalaborwa	BPM
Tarring of streets	• Phalaborwa	BPM
Street lights	• Phalaborwa	BPM / MDM

COMMUNITY NEEDS – WARD 13

Long list

Challenge Need description	Location/Area	Responsible Institution
Street lights	• Kurhula all Sections	BPM
Apollo lights	• Kurhula A, B • Hectorville • Humulani block A,B,C	BPM
Maintenance of Storm water and Sub-soil drainage	• Lulekani	BPM



Low water pressure	<ul style="list-style-type: none"> • Kurhula A 	MDM/BPM
Water reticulation and house connections	<ul style="list-style-type: none"> • Kurhula settlements – Herman section A & B • Hectoville (In progress 2023/24) 	MDM/BPM
Bridge	<ul style="list-style-type: none"> • Herman Road, Nyota street – Mlambo • Herman road • Kurhula Humalani access (in progress 2023/24) • Humulani access bridge • Between Kurhula P School and Ninankulu • Pavement on Humulani access bridge 	BPM
Culverts	<ul style="list-style-type: none"> • Kurhula B • Humulani • Hectorville 	BPM
Street Paving	<ul style="list-style-type: none"> • Selina Baloyi Street • Herman road • Tambo Drive to Kurhula • Hector Ville • Paving on the new Humulani access bridge • Humulani • Ninankulu 	BPM
RDP Houses	<ul style="list-style-type: none"> • Kurhula A & B • Humulani • Hectorville 	CoGHSTA
Clinic (Mobile Clinic)	<ul style="list-style-type: none"> • Kurhula (Lulekani) 	DoH
School for people with disability	<ul style="list-style-type: none"> • Lulekani 	DoE
VIP toilets	<ul style="list-style-type: none"> • Kurhula A & B • Humulani • Hectorville 	MDM
Sports and culture centre	<ul style="list-style-type: none"> • Kurhula sports ground 	BPM
High school	<ul style="list-style-type: none"> • Kurhula • Ninankulu (In progress 2023/24) 	DoE
Skips for waste management	<ul style="list-style-type: none"> • Kurhula A&B • Humulani • Hectorville 	BPM
De – bushing of streams	<ul style="list-style-type: none"> • Mlambo • Kurhula 	BPM
Storm water drainage	<ul style="list-style-type: none"> • Oliver Tambo road • Kurhula 	BPM
Borehole/ Electrification	<ul style="list-style-type: none"> • Kurhula B x3 • Humulani A, B & C x3 • Hectorville x3 	MDM
Water storage/ Jojo Tanks	<ul style="list-style-type: none"> • Ward 13 (in progress 2023/24) 	MDM
Fencing of tribal cemetery	<ul style="list-style-type: none"> • Humulani 	Traditional Authority



Sewer truck for removal of toilet waste	<ul style="list-style-type: none"> Ward 13 	MDM/BPM
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Top five Priority Needs – ward 13

Challenge Need description	Location/Area	Responsible Institution
Bridge	<ul style="list-style-type: none"> Herman Road, Nyota street – Mlambo Herman road Kurhula Humalani access (in progress 2023/24) Humulani access bridge Between Kurhula P School and Ninankulu Pavement on Humulani access bridge 	BPM
Culverts	<ul style="list-style-type: none"> Kurhula B Humulani Hectorville 	BPM
Street Paving	<ul style="list-style-type: none"> Selina Baloyi Street Herman road Tambo Drive to Kurhula Hector Ville Paving on the new Humulani access bridge Humulani Ninankulu 	BPM
Apollo lights	<ul style="list-style-type: none"> Kurhula A, B Hectorville Humulani block A,B,C 	BPM
Sports and culture centre	<ul style="list-style-type: none"> Kurhula sports ground 	BPM

COMMUNITY NEEDS – WARD 14

Long list

Challenge Need description	Location/Area	Responsible Institution
Street paving	<ul style="list-style-type: none"> Maskitas via Lommy and Nephalama to Lulekani Green house ZCC to Post Office (In progress 2023/24) Nkateko to Pondo 	BPM



	<ul style="list-style-type: none"> • Darrick Nyathi to Oliver Tambo drive • Maxacadzi to Roma Church • Pondo to homulani bridge 	
Culverts	<ul style="list-style-type: none"> • Mabobo • Pondo • Darrick Nyathi • Next to UPC Church • Pondo primary school 	BPM
Bridge upgrade	<ul style="list-style-type: none"> • Old graveyard road (Done 2023/24) • From Score to Humulani bridge • Next to Assemblies of God 	BPM
Street lights	<ul style="list-style-type: none"> • Next ZCC Church • Oliver Tambo drive 	BPM
Extension of Lulekani Clinic	<ul style="list-style-type: none"> • Lulekani 	DoH
RDP houses	<ul style="list-style-type: none"> • Whole Ward 	CoGHSTA
VIP toilets	<ul style="list-style-type: none"> • Whole Ward (186 in progress for 2025/26 financial year) 	MDM
Waste management - Skips	<ul style="list-style-type: none"> • Whole ward 	BPM
Speed humps	<ul style="list-style-type: none"> • Maskita Road to Lulekani Primary School • Between Taxi rank and Mangwane Tavern • Police Station to bus stop • Clinic to Pastor Biller • From sub-station to Lulekani ZCC • Somafo street • Tutu street to clinic 	BPM/RAL
Apollo lights	<ul style="list-style-type: none"> • PMC Bus stop next to Police Station • Next to Lulekani Primary • Taxi rank to Filling station • ZCC next to Mashakeng • Clinic • Roma Church • Mlambo section • Pondo • Next to Mahumani C • Maxakadzi • Next to jabu and homulani bridge 	BPM
Fencing of Old cemetery	<ul style="list-style-type: none"> • Lulekani 	BPM
Borehole Electrification of borehole	<ul style="list-style-type: none"> • Whole ward 	MDM
De-bushing	<ul style="list-style-type: none"> • Next to Post Office • Pondo • Mlambo 	BPM
Upgrade of a culvert to bridge	<ul style="list-style-type: none"> • Next to Darrick 	BPM
Orphanage and Old Age centre	<ul style="list-style-type: none"> • Lulekani 	BPM



Need for Park (municipal park)	<ul style="list-style-type: none"> • Lulekani 	BPM
Rehabilitation of streets	<ul style="list-style-type: none"> • From substation to Lulekani ZCC • Spar to old stores • Somafco street • Malembe street • Peace street 	BPM

Top five Priority Needs – ward 14

Challenge Need description	Location/Area	Responsible Institution
Culverts	<ul style="list-style-type: none"> • Mabobo • Pondo • Darrick Nyathi • Next to UPC Church • Pondo to homulani bridge 	BPM
Apollo lights	<ul style="list-style-type: none"> • PMC Bus stop next to Police Station • Next to Lulekani Primary • Taxi rank to Filling station • ZCC next to Mashakeng • Clinic • Roma Church • Mlambo section • Pondo • Next to Mahumani C • Maxakadzi • Next to jabu and homulani bridge 	BPM
Street paving	<ul style="list-style-type: none"> • Maskitas via Lommy and Nephalama to Lulekani Green house • ZCC to Post Office (In progress 2023/24) • Nkateko to Pondo • Darrick Nyathi to Oliver Tambo drive • Maxacadzi to Roma Church • Pondo to homulani bridge 	BPM
Borehole Electrification of borehole	<ul style="list-style-type: none"> • Whole ward 	MDM
Rehabilitation of streets	<ul style="list-style-type: none"> • From substation to Lulekani ZCC • Spar to old stores • Somafco street • Malembe street • Peace street 	BPM



COMMUNITY NEEDS – WARD 15

Long list

Challenge	Location/Area	Responsible Institution
Need description		
Water shortage & pressure	<ul style="list-style-type: none"> • Between RDP & B1 Ext • Biko • 4 Rooms • Far east 	MDM
Apollo lights	<ul style="list-style-type: none"> • RDP Ext (Lulekani) • B1 Ext • Biko Section (Lulekani) • Biko Ext • Vaxadzi primary school & xintshavanini • PMC Bus stop • Far East 	BPM
Blocked RDP houses (10)	<ul style="list-style-type: none"> • Four room & RDP Section (Lulekani) 	CoGHSTA
RDP houses	<ul style="list-style-type: none"> • Whole ward 	CoGHSTA
Science laboratory	<ul style="list-style-type: none"> • Majeje High School • Nwarisenga Primary 	DoE
Street Paving	<ul style="list-style-type: none"> • B1 Ext Lulekani • RDP houses (Lulekani) • Biko Section & Biko Ext (Lulekani) • Far East • Stadium to RDP • Lovingdale Street • Lithuli Street • Sisulu Street • Carlton Crest Street • Masingita Street • Urecia Street • Wise Street • Majeje High School Road • Mahlahle road via Emmanuel Church • Stadium to Leka gape (done 2024/25 financial year) 	BPM
Road Tarring	<ul style="list-style-type: none"> • Biko, SASSA, RDP 	BPM
Graveyard fencing	<ul style="list-style-type: none"> • Lulekani Old Graveyard 	BPM
Fencing of Taxi rank	<ul style="list-style-type: none"> • Lulekani Taxi Rank 	BPM
Upgrading of Bridge	<ul style="list-style-type: none"> • Between Lulekani Primary & Frans combined School • Biko extension • Old cemetery Lulekani (done 2023/24 financial year) • Mchavi (next to booster pump) 	BPM



	<ul style="list-style-type: none"> • Behind Police Station • Between Biko Ext and Matiko-xikaya new stands 	
VIP Toilets	<ul style="list-style-type: none"> • Biko, Biko Ext (185 in progress for 2025/26 financial year) 	MDM
Electrification	<ul style="list-style-type: none"> • Biko Ext 	ESKOM
Water Infrastructure Reservoir	<ul style="list-style-type: none"> • B1 Ext 	MDM
Speed humps	<ul style="list-style-type: none"> • Tambo Street • RDP Section • Masakakhani street 	BPM
Culverts	<ul style="list-style-type: none"> • Biko Ext (Main road) • Masweka chulula • Maphalu • Four rooms • Next to Dutch playground • Vaxadzi 	BPM
Skips	<ul style="list-style-type: none"> • RDP Houses (Lulekani) • B1 Extension (Lulekani) • Next to Majeje High School • Lulekani Taxi Rank • Vaxadzi • Far east along the road to reservoir 	BPM
De-bushing	<ul style="list-style-type: none"> • RDP & B1 Ext (done 2024/25 financial year but still a need) • Far East (done 2024/25 financial year but still a need) • Playground next to Dutch church • RDP next to Baloyi 	BPM
Storm water drainage	<ul style="list-style-type: none"> • Lulekani 	BPM
Park rehabilitation	<ul style="list-style-type: none"> • B1 Extension Lulekani 	BPM
Rehabilitation of roads	<ul style="list-style-type: none"> • Amazon street reformed church • OR Tambo from dutch church to amazon street • From police station to dutch • Shoprite street to stadium 	BPM

Top five Priority Needs – ward 15

Challenge Need description	Location/Area	Responsible Institution
Apollo lights	<ul style="list-style-type: none"> • RDP Ext (Lulekani) • B1 Ext • Biko Section (Lulekani) • Biko Ext • Vaxadzi primary & xintshavanini • PMC Bus stop • Far East 	BPM



Street Paving	<ul style="list-style-type: none"> • B1 Ext Lulekani • RDP houses (Lulekani) • Biko Section & Biko Ext (Lulekani) • Far East • Stadium to RDP • Lovingdale Street • Lithuli Street • Sisulu Street • Carlton Crest Street • Masingita Street • Urecia Street • Wise Street • Majeje High School Road • Mahlahle road via Emmanuel Church • Stadium to Leka gape (done 2024/25) 	BPM
Water shortage & pressure	<ul style="list-style-type: none"> • B1 Ext (Lulekani) • Biko • Four Rooms • Far east 	MDM
Culverts	<ul style="list-style-type: none"> • Biko Ext (Main road) • Masweka chulula • Maphalu • Four rooms 	BPM
Upgrading of Bridge	<ul style="list-style-type: none"> • Between Lulekani Primary & Frans combined School • Biko extension • Old cemetery Lulekani (done 2023/24) • Mchavi (next to booster pump) • Behind Police Station 	BPM

COMMUNITY NEEDS – WARD 16

Long list

Challenge Need description	Location/Area	Responsible Institution
Restoration of water pressure infrastructure & maintenance	<ul style="list-style-type: none"> • MatikoXikaya (whole ward) 	MDM
Water infrastructure & standpipes	<ul style="list-style-type: none"> • Block A,B,C & D Ext (Lulekani) • Matiko-xikaya A, B, C & D 	MDM
Boreholes	<ul style="list-style-type: none"> • Matiko – Xikaya A, B, C & D Extension 	MDM
Community library	<ul style="list-style-type: none"> • MatikoXikaya 	BPM/DSAC



De-bushing of streams	<ul style="list-style-type: none"> • MatikoXikaya 	BPM
Demarcation of new sites	<ul style="list-style-type: none"> • MatikoXikaya 	BPM & Majeje Tribal Office
Cattle grazing land	<ul style="list-style-type: none"> • MatikoXikaya 	Majeje Tribal Office
Opening of streets	<ul style="list-style-type: none"> • Block A MatikoXikaya • Block B - MatikoXikaya • Block C New stands • Block D New stands 	BPM
Street maintenance/ Re-gravelling of internal streets	<ul style="list-style-type: none"> • MatikoXikaya • Block A,B,C,D 	BPM
Culverts	<ul style="list-style-type: none"> • Block A - Matiko -Xikaya • Manzini Scheme • Matikoxikaya between Henneck and RDP • Behind RDP and new stands (Matikoxikaya) • Block B before & after burkino faso • Matiko Xikaya new Cemetery road • PPC church road to new cemetery • Between homulani & matiko xikaya scheme • Next to vusi ngwenya • Between PCC and cemetery • Next to fountain of life church • Next to chillas tarven block C • Next to Asser block C • Next to trust mhlongo block C • Between Manyama & bake boss • Between bobby & mafumo • Between mbatsane & tivane 	BPM
Apollo lights	<ul style="list-style-type: none"> • MatikoXikaya 	BPM
RDP houses	<ul style="list-style-type: none"> • MatikoXikaya 	CoGHSTA
Streets paving	<ul style="list-style-type: none"> • Mbhongo street (MatikoXikaya) to Taxis main road • Xithlangu Primary school to bakery road • Old main road to Ngwamba shop to new cementary • Shiphamele via Madanwini to New Cementary • wessel to homulani clinc • better than the south to matsimbi shop • xithlangu primary school to bakery • Shiphamele to fountain church • Nkwamba to new graveyard • Nkwamba via new graveyard to Baloyi shop • Banana bus stop to manguyi sports ground • Old graveyard to Nkwamba shop 	BPM



	<ul style="list-style-type: none"> Buyo day care via Lisbeth to Elvis shop 	
VIP toilets (sanitation)	<ul style="list-style-type: none"> MatikoXikaya (whole ward) (255 in progress 2025/26 financial year) 	MDM
Tarring/side kerbs	<ul style="list-style-type: none"> Lulekani to MatikoXikaya road (From Post office to Shiphamele) (In progress 2023/24 financial year) 	BPM/MDM
Speed humps reconstruction	<ul style="list-style-type: none"> Lulekani to Matiko Xikaya road Matiko-xikaya to Benfarm road 	BPM
Satellite Police Station	<ul style="list-style-type: none"> Matiko Xikaya 	SAPS
Borehole, land development	<ul style="list-style-type: none"> MatikoXikaya Clinic visiting point 	BPM/ MDM
Road signs next to schools	<ul style="list-style-type: none"> MatikoXikaya 	BPM
Recreational facilities	<ul style="list-style-type: none"> MatikoXikaya 	BPM
Electrification	<ul style="list-style-type: none"> Block A, B, C, D – Matiko-Xikaya (Done Block C) 	BPM
Bridge	<ul style="list-style-type: none"> Next to Matiko-xikaya scheme Better than the South road next to Mafumo Block C – Movers sports ground and Roma Church Between mandzini scheme & muvhenda Road to new cemetery Block A behind fountain of life church Block D between salvation & mchavi booster pump 	BPM
24hrs Clinic	<ul style="list-style-type: none"> Matiko-xikaya 	DoH
MGCC	<ul style="list-style-type: none"> Matiko-xikaya 	BPM
Sports centre	<ul style="list-style-type: none"> Matiko - Xikaya 	BPM
Fencing of Old and New graveyard	<ul style="list-style-type: none"> Lulekani graveyard 	BPM
Primary School	<ul style="list-style-type: none"> Block D 	DoE

Top five Priority Needs – ward 16

Challenge Need description	Location/Area	Responsible Institution
Restoration of water pressure infrastructure & maintenance	MatikoXikaya (whole ward)	MDM
Apollo lights	<ul style="list-style-type: none"> MatikoXikaya 	BPM
Fencing of Old and New graveyard	<ul style="list-style-type: none"> Lulekani graveyard 	BPM
Culverts	<ul style="list-style-type: none"> Block A - Matiko -Xikaya Manzini Scheme 	BPM



	<ul style="list-style-type: none"> • Matikoxikaya between Henneck and RDP • Behind RDP and new stands (Matikoxikaya) • Block B before & after burkino faso • Matiko Xikaya new Cemetery road • PPC church road to new cemetery • Between homulani & matiko xikaya scheme • Next to vusi ngwenya • Between PCC and cemetery • Next to fountain of life church • Next to chillas tarven block C • Next to Asser block C • Next to trust mhlongo block C • Between Manyama & bake boss • Between bobby & mafumo • Between mbatsane & tivane 	
Streets paving	<ul style="list-style-type: none"> • Mbhongolo street (MatikoXikaya) to Taxis main road • Xithlangu Primary school to bakery road • Old main road to Ngwamba shop to new cementary • Shiphamele via Madanwini to New Cementary • wessel to homulani clinc • better than the south to matsimbi shop • xitlhangu primary school to bakery • Shiphamele to fountain church • Nkwamba to new graveyard • Nkwamba via new graveyard to Baloyi shop • Banana bus stop to manguyi sports ground • Old graveyard to Nkwamba shop • Buyo day care via Lisbeth to Elvis shop 	BPM

COMMUNITY NEEDS – WARD 17

Long list

Challenge Need description	Location/Area	Responsible Institution
Electrification	<ul style="list-style-type: none"> • Mokhwanane A & B (Ext) • New Stands (Ext) • Nyakelang A& B (Ext) • Mahale (Ext) 	Eskom



	<ul style="list-style-type: none"> • Benfarm extension 	
Water infrastructure booster pump,bulk line & reticulation	<ul style="list-style-type: none"> • Selwane, • Mahale • Benfarm Ext C • New stands • Nyakelang old stands and new stands • Mokhwanana 	BPM/MDM
Tarring	<ul style="list-style-type: none"> • Letaba Ranch to Eiland Road (In progress 5km in progress 2022/23) 	DoR
RDP houses	<ul style="list-style-type: none"> • Mahale • Mkhwanana • Nyakelang • Benfarm Ext C • New stands 	CoGHSTA
Street paving	<ul style="list-style-type: none"> • New stands • Mkhwanana • Nyakelang • Mahale • Benfarm Ext C 	BPM
High mast lights	<ul style="list-style-type: none"> • New stands selwane • Mokhwanana • Mahale • Benfarm Ext C • Nyakelang 	BPM
VIP Toilets	<ul style="list-style-type: none"> • New stands • Nyakelang • Mokhwanane • Mahale • Benfarm Ext C 	MDM
New graveyard / Extension	<ul style="list-style-type: none"> • Mokhwanana • Mahale 	Traditional Authority
Fence & toilets at the cemetery	<ul style="list-style-type: none"> • Mahale • Mokhwanana 	Majeje Traditional Authority Seloane Traditional Authority
Community Hall	<ul style="list-style-type: none"> • Mahale • Benfarm Ext C 	BPM
Clinic / Renovation/Extension of a clinic	<ul style="list-style-type: none"> • Mokhowanana • Mahale 	DoH
Crèche (Infrastructure maintenance/ renovations	<ul style="list-style-type: none"> • Mahale new crèche • Mokhowanana • Nyakelang Crèche • Manabe Crèche • Lekotse Crèche • Dzulani Crèche • Sekepe crèche • Benfarm crèches 	DoE
Primary school	<ul style="list-style-type: none"> • Mokhwanana (fencing donated by Leolo) 	DoE



Mobile/ Community library	<ul style="list-style-type: none"> • Benfarm Ext C • Nyakelang Crèche (Mobile) • Batswatsi • Matswatsi Primary 	BPM
Culverts	<ul style="list-style-type: none"> • Mokhwanana next to Thomas Cafe (Selwane) • Benfarm Ext C • Mkhwanana next to Gause Mokgalaka • Next to Mthombeni Shop • Mahale (Done 2023/24) • Mohale Graveyard • Next to Rovers Sports ground • Mj street new stands • Maphosa Nyakelang • Big Ban Farm • Mahale 	BPM
Bridge	<ul style="list-style-type: none"> • Nyakelang bridge (In progress 2022/23) 	BPM
Extension of Classes and hall Toilets	<ul style="list-style-type: none"> • Selwane Primary School • Maswaswibona High School • Vatswatsi (in progress) • Masaswivona 	DoE
Bus Stops	<ul style="list-style-type: none"> • Mahale • New stands • Mkwana • Bernfarm • Nyakelang 	BPM
Complex (Shopping Centre)	<ul style="list-style-type: none"> • Selwane (In progress) • Benfarm 	BPM
Renovation of school	<ul style="list-style-type: none"> • Vatswatsi School 	DoE
Recreational Park	<ul style="list-style-type: none"> • Selwane • Mahale 	BPM
Extension of infrastructure projects	<ul style="list-style-type: none"> • Hlokomelang substance abuse 	BPM
New infrastructure	<ul style="list-style-type: none"> • Mahale Creche • Nyakelang 	BPM
Construction of new water purification plant	<ul style="list-style-type: none"> • Mahale farm 	MDM
Boreholes	<ul style="list-style-type: none"> • Mokhwanana • Nyakelang A & B 	MDM
Water tanker for boreholes	<ul style="list-style-type: none"> • Nyakelang • Mokhwanana 	MDM
Demarcation of sites	<ul style="list-style-type: none"> • Mokhwanana • Nyakelang • Benfarm 	Traditional Authority

Top five Priority Needs – ward 17



Challenge Need description	Location/Area	Responsible Institution
Construction of new water purification plant	<ul style="list-style-type: none"> • Mahale farm 	MDM
Primary school	<ul style="list-style-type: none"> • Mokhwanana 	DoE
Electrification	<ul style="list-style-type: none"> • Mokhwanane (Ext) • New Stands (Ext) • Nyakelang (Ext) • Mahale (Ext) • Benfarm extension 	Eskom
Mobile/ Community library	<ul style="list-style-type: none"> • Benfarm Ext C • Nyakelang Crèche (Mobile) • Mahale 	BPM
Tarring	<ul style="list-style-type: none"> • Letaba Ranch to Eiland Road (In progress 5km done) 	DoR

COMMUNITY NEEDS – WARD 18

Long list

Challenge Need description	Location/Area	Responsible Institution
Electrification	<ul style="list-style-type: none"> • Matshelapata (Moshate Ext) • Dinoning • Prieska (Ext) • Moselagomo • Masalal • Nondweni • Maripabeng 	Eskom
Water shortage	<ul style="list-style-type: none"> • Prieska • Gravelotte • Matshelapata 	BPM/MDM
Jojo Tanks for water	<ul style="list-style-type: none"> • Gravelotte 	MDM
Tarring of road	<ul style="list-style-type: none"> • Letaba Ranch to Eiland Road 	DoR
RDP houses	<ul style="list-style-type: none"> • Prieska, Gravelotte, Nondweni&Selwane 	CoGHSTA
Water infrastructure	<ul style="list-style-type: none"> • Prieska • Gravelotte • Selwane • Matshelapata • Nondweni • Maripabeng 	MDM
Blocked RDP projects	<ul style="list-style-type: none"> • Selwana • Gravelotte • Selwana Matshelapata 	CoGHSTA/BPM
VIP toilets	<ul style="list-style-type: none"> • Selwana, Nondweni, Prieska 	MDM



Transfer of water service authority from JCI to Municipality	<ul style="list-style-type: none"> Gravelotte 	MDM
Street paving	<ul style="list-style-type: none"> Selwana, Nondweni, Prieska&Gravelotte 	BPM
Apollo lights	<ul style="list-style-type: none"> Selwana, Prieska, Nondweni Gravelotte 	BPM
Transfer of Clinic from the mine to Gravelotte	<ul style="list-style-type: none"> Gravelotte 	DoH
New graveyard	<ul style="list-style-type: none"> Gravelotte 	BPM
Fence & toilets at Graveyard	<ul style="list-style-type: none"> Selwana, Nondweni&Prieska graveyards 	Traditional Authority
Clinic	<ul style="list-style-type: none"> Prieska Gravelotte Nodweni 	DoH
Community Hall	<ul style="list-style-type: none"> Prieska Nondweni Gravelotte 	BPM
Secondary school	<ul style="list-style-type: none"> Nondweni Gravelotte 	DoE
Old Age & Disability Education Centre	<ul style="list-style-type: none"> Selwana Prieska 	DoE
Upgrading & renovation of Nondweni stadium	<ul style="list-style-type: none"> Nondweni 	BPM
Primary school (Transfer of Lesedi to Gravelotte)	<ul style="list-style-type: none"> Gravelotte 	DoE
Culverts	<ul style="list-style-type: none"> Nondweni Prieska Selwana Between Linky & Ngobeni 	BPM
Bridge	<ul style="list-style-type: none"> MoselaKgomo to graveyard (Selwana) Moshate to graveyard Matshilabata 	BPM
Multipurpose sports centre	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Balepye 	BPM/Sector Departments
Township establishment	<ul style="list-style-type: none"> Gravelotte Selwana (In progress = MDM started 2022/23) Prieska Nondweni 	BPM



Borehole / water connection	<ul style="list-style-type: none"> • Thusong centre 	BPM
Demarcation of sites for churches	<ul style="list-style-type: none"> • Gravelotte 	BPM
Skips	<ul style="list-style-type: none"> • Gravelotte • Prieska • Nondweni • Selwana 	BPM
Crèche	<ul style="list-style-type: none"> • Gravelotte • Prieska (In progress public works 2023/24) 	BPM
Street lights	<ul style="list-style-type: none"> • Gravelotte Markets 	BPM
Upgrading of markets	<ul style="list-style-type: none"> • Gravelotte 	BPM
Shopping complex	<ul style="list-style-type: none"> • Gravelotte • Selwana • Prieska 	BPM
Bus stops shades	<ul style="list-style-type: none"> • Selwana • Prieska • Nondweni • Gravelotte 	BPM
Computer Lab	<ul style="list-style-type: none"> • Selwana Thusong Centre 	BPM
School halls	<ul style="list-style-type: none"> • Selwana 	DoE

Top five Priority Needs – ward 18

Challenge Need description	Location/Area	Responsible Institution
Tarring of road	<ul style="list-style-type: none"> • Letaba Ranch to Eiland Road 	DoR
Bridge	<ul style="list-style-type: none"> • MoselaKgomo to graveyard (Selwana) • Moshate to graveyard • Matshilapata 	BPM
Apollo lights	<ul style="list-style-type: none"> • Selwana, Prieska, Nondweni • Gravelotte 	DoE
Street paving	<ul style="list-style-type: none"> • Selwana, Nondweni, Prieska & Gravelotte 	BPM
Clinic	<ul style="list-style-type: none"> • Gravelotte 	DoH

COMMUNITY NEEDS – WARD 19

Long list

Challenge Need description	Location/Area	Responsible Institution
Street Paving	<ul style="list-style-type: none"> • Impala street 	BPM



	<ul style="list-style-type: none"> • New ZCC Church to Makhushane camp • Malungani Village • Gaza Street to Mavuso • Di 13 Sebalamakgolo • Iteireleng to Presbyterian Church • Presbyterian Church to paving • Before Ducks car wash • MCC Church to Masedi • Garden view • Graveyard street 	
Maintenance of parks	<ul style="list-style-type: none"> • Namakgale (whole ward) 	BPM
Infill Development next Itireleng	<ul style="list-style-type: none"> • Namakgale 	BPM
Apollo lights	<ul style="list-style-type: none"> • Malongane • Makhushane Camp • Buffer Zone • Chicken Farm • Namakgale Graveyard • Garden view 	BPM
RDP Houses	<ul style="list-style-type: none"> • Malongane village • Garden view • Makhushane camp 	CoGHSTA
Storm water drainage	<ul style="list-style-type: none"> • Namakgale (Whole ward) • Four ways between tshelang gape and mavuso 	BPM
Renovations Additional Classrooms Toilets Guard room	<ul style="list-style-type: none"> • Mhalmhala School • Sebalamakgolo Schools • Thabelang Disability School (In progress toilets were renovated) 	DoE
Namakgale cemetery fencing (Palisade)	<ul style="list-style-type: none"> • Namakgale (Old and new cemetery) 	BPM
Speed humps	<ul style="list-style-type: none"> • Sekatane from Megabus to Gaza school • Road to cementary • Assemblies of God church speed humps (done) • Calvin Ngobeni next to Edwin • Lutheran Church to chelang • Edwin • Between SASSA and Two mountains De duke street • From Namakgale Graveyard to Makhushane • Kodumela to Skatane • Mega Bus to Edwin tavern • Next to Mavuso 	BPM
Culverts	<ul style="list-style-type: none"> • Lutheran church road to RDP house • Malungane Village • Next to Melo house 	BPM



	<ul style="list-style-type: none"> • New ZCC church and All saint Makhushane camp • Tshelang Gape Garage at Malungane • Mhlongo street next to 21 jump street • New ZCC to Makhushane Camp • Makhushane next to Graveyard road • Tshelang Gape pump Station • Ngobeni street to new stands gardenview • Oliver Street to New Stands Garden view • Garden view • Next to Joseph Shop garden view 	
Water Infrastructure	<ul style="list-style-type: none"> • Malongane Village (C) (In progress 2022/23) • Makhushane Camp (D) • Garden View (In progress 2022/23) • Bufferzone 3 	MDM/BPM
Opening of Streets	<ul style="list-style-type: none"> • Malongane Village • Makhushane Camp – Buffer zone 3 • Garden View 	BPM
Electrification	<ul style="list-style-type: none"> • Malongane village new extension • Makhushane Camp • Garden View • Buffer zone • Makhushane camp • Garden view new Extension 	ESKOM
VIP Toilet	<ul style="list-style-type: none"> • Malongane Village (C) • Makhushane Camp (D) • Garden view (in progress 2025/26) 	MDM
Upgrading of water and sewer infrastructure	<ul style="list-style-type: none"> • Namakgale 	MDM
Street lights	<ul style="list-style-type: none"> • Tshelang Gape to R71 Road • Tshelang gape to Maphutha hospital 	BPM
Waste management – Skips Bin	<ul style="list-style-type: none"> • Malungane • Buffer zone • Garden view 	BPM
Bridge	<ul style="list-style-type: none"> • Garden View Graveyard (in progress) • Between ZCC and All saint 	BPM
Rehabilitation of roads	<ul style="list-style-type: none"> • Whole ward • Impala Street • Itereleng Presbyterian • From mhalamhala to sekatan road (done) • Kagiso street 	BPM
Extension of Namakgale Clinic A	<ul style="list-style-type: none"> • Namakgale Clinic A 	DoH



Primary School	<ul style="list-style-type: none"> • Makhushane Camp 	DoE
Tarrying of Street	<ul style="list-style-type: none"> • Makhushane Camp • Mukhari Street Bufferzone 3 • Mdaka Street Bufferzone 3 • From 3 way to Kanana gardenview to kanana 	BPM

Top five Priority Needs – ward 19

Challenge Need description	Location/Area	Responsible Institution
Culverts	<ul style="list-style-type: none"> • Lutheran church road to RDP house • Malungane Village • Next to Melo house • New ZCC church and All saint Makhushane camp • Tshelang Gape Garage at Malungane • Mhlongo street next to 21 jump street • New ZCC to Makhushane Camp • Makhushane next to Graveyard road • Tshelang Gape pump Station • Ngobeni street to new stands gardenview • Oliver Street to New Stands Garden view • Garden view • Next to Joseph Shop garden view 	BPM
Street Paving	<ul style="list-style-type: none"> • Impala street • New ZCC Church to Makhushane camp • Malungani Village • Gaza Street to Mavuso • Di 13 Sebalamakgolo • Iteireleng to Presbyterian Church • Presbyterian Church to paving • Before Ducks car wash • MCC Church to Masedi • Garden view • Graveyard street 	BPM
Apollo lights	<ul style="list-style-type: none"> • Malongane • Makhushane Camp • Buffer Zone • Chicken Farm • Namakgale Graveyard • Garden view 	BPM



Rehabilitation of roads	<ul style="list-style-type: none"> • Whole ward • Impala Street • Itereleng Presbyterian • From mhalamhala to sekatanane road (done) • Kagiso street 	BPM
Upgrading of water and sewer infrastructure	<ul style="list-style-type: none"> • Namakgale 	MDM

Analysis of the priority needs

No	Priority Needs	Ward	Frequency
1	Street paving	1,2,3,4,5,6,7,8,9,10,11,13,14,15,16,18,19	17
2	Apollo lights	1,2,5,6,7,8,9,10,13,14,15,16,18,19	14
3	Culverts	1,2,3,4,6,9,10,13,14,15,16,19	12
4	Water reservoir , boreholes electrification, booster pumps, low pressure, reticulation & infrastructure	7,8,10,12,14,15,16,17	8
5	Tarring of streets/roads	8,9,11,12,17,18	6
6	Construction and upgrading of Bridges	3,6,13,15,18	5
7	Electrification of new extensions / Electrical	3,10,11,12,17	5
8	Storm water drainages	4,5,7,11	4
9	Maintenance of sewer infrastructure and sewer pumps	6,11,12,19	4
10	Community Library	2,3,17	3
11	Street Lighting	4,12	2
12	Rehabilitation of roads	14,19	2
13	Speed humps	4,8,	2
14	Sports Complex	7,13	2
15	De-bushing and stone patching of streams	1	1
16	Clinic	18	1
17	Community Hall	9	1
18	Fencing of old and new cemetery	16	1
19	RDP Houses	5	1
20	Schools: Additional Classrooms	5	1
21	Primary School/Combined	17	1
22	Mobile clinic	1	1
23	Water supply at cemetery	2	1



CHAPTER 4: DEVELOPMENT OF STRATEGIES

4. 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 regarding planning, management, and development, in the municipality. The content of this strategy 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 the council and administration set 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.

As part of the annual review of the IDP, the municipality held its strategic planning session at Skukuza Safari Lodge Kruger National Park from 3 to 5 December 2025. The purpose of Strategic Planning was to highlight the Situational and Needs Analysis for Ba-Phalaborwa municipality and come up with strategies to ensure service delivery and the prioritisation of services to address community needs within the jurisdiction of the Municipality. The three-day strategic planning workshop was attended by political leadership, senior managers in administration as well as representatives of organized labour.

The vision, mission statement and strategies were received, and no changes were made. These are still to fulfil objectives of service delivery through the Integrated Development Planning. Strategies were developed on how to address all the needs on f the Communities, by prioritising them and came up with projects. The Municipal SWOT analysis was reviewed to project the status quo of the Municipality.

4.1 PESTEL – External environmental analysis

4.1.1 Political Environment Analysis

Ba-Phalaborwa Local Municipality enjoys a stable political environment under the leadership of her worship the Mayor, Cllr M.M Malatjie, of the African National Congress (ANC). There is no coalition arrangement in the leadership of the Municipality, the ANC has been enjoying majority of council sits for 25 years since the 1st local government elections of 2000. As of the financial year 2025/2026, ANC



has 24 sits in the municipal council, followed by the Economic Freedom Fighters (EFF) with 5, Democratic Alliance (DA) with 4, making the three biggest political parties in the municipality. The consistent dominance of the ANC in council amounts to policy certainty, a marvel to business and the economy. Table 63 provides more information on the political environment as part of PESTEL analysis.

4.1.2 Economic environmental analysis

The economic environment of Ba-Phalaborwa Local Municipality is characterised by an average growth rate of 1.36% per annum, for a two-year period between 2001 and 2011, according to StatsSA Census 2011 report. The key sectors of the municipal economy are agriculture, mining and tourism, with mining contributing the largest to both Gross Value Added (GVA) and employment. Tourism follows as the 2nd biggest economic sector, supported by the proximity with the Municipality to the Kruger National Park (KNP). Both Letaba Restcamp and Mopani Restcamp of KNP lies within the boundaries of the Municipality in the Kruger National Park, alongside the Elephant Museum and the Masorini Archaeological Geritage site. Table 63 provides more information on the economic environment as part of PESTEL analysis

4.1.3 Social Environmental analysis

The following social environmental factors were observed, presented and deliberated by plenary.

- The population of BaPhalaborwa Local Municipality is reported to be 188,603, according to StatsSA Census 2022. The population growth rate of 2.18%.
- Majority of the population is people aged 15-64 years, making 63.20%, followed by the below 15 years at 31.80%, and over 65 years at 5%
- On education, Ba-Phalaborwa Local Municipality has 14.3% of the population above the age of 20 years without formal education and only 10% in Higher Education institutions (StatsSA Census 2022). In 2016, 30.6% of this population group had attained a matric or senior certificate qualification.
- On basic service delivery, Ba-Phalaborwa Local Municipality has 48.8% of the 51,651 households, equipped with flush toilet connected to sewerage; 43.2% with weekly refuse removal; 41% with piped water inside yard/ dwelling; and 97.7% with access to electricity for lighting.

4.1.4 Technological Environmental Analysis

Plenary noted in the following factors surrounding the technological environment and space



- Technology as a driver of global economic advancement and social development
- The technology environment is characterized by:
 - Rapid technological changes, characterized by
 - Internet of Things (IoT)
 - Datafication
 - Smarter devices
 - 5G generation
 - 3D printing,
 - Robotics, and
 - Artificial Intelligence, amongst others
- Cybercrime is noted as being on the increase, necessitating stringent measures to combat and mitigate.

4.1.5 Ecological Environmental Analysis

The ecological environment continues to call for stringent measures to protect the environment, led by commitments to meet Sustainable Development Goals (SDGs), amongst other factors. The following SDGs are leading and driving a move to a sustainable, preserved and protected environment:

4.1.6 Legal environmental analysis

The following observations were made in the legal environment, presented and deliberated by plenary.

- The BaPhalaborwa Local Municipality continues to operate with a supportive legislative and legal environment of South Africa, premised around the constitution of The Republic of South Africa, Act 108 Of 1996
 - White Paper of Local Government (1998)
 - Municipal Systems Act 32 of 2000
 - Municipal Finance Management Act 53 of 2003
 - Local Government Municipal Structures Act, Act 117 of 1998
 - Spatial Planning and Land-use Management Act, Act 16 of 2013
 - Integrated Development Plans
 - Local Economic Development plans
- National Development Plan 2030



- Limpopo Development Plan 2025-2030

These laws define municipal structures, functions (like service provision, development, and safety), financial management, and community participation, aiming for developmental local government that empowers communities and ensures sustainable service provision across different municipality types (metro, district, local).

Table 63 below shows the PESTEL analysis of the Ba-Phalaborwa Local Municipality as brainstormed from the 2025/ 2026 strategic planning session.

4.2 SWOT ANALYSIS

A SWOT analysis of Ba-Phalaborwa Local Municipality shows the critical areas of capacity and hindrances the municipality faces, especially with respect to internal forces and some external influences. The strengths and weaknesses are elements within the municipality, which has to do with the resources and the operational environment, and opportunities and threats are anything external but having direct influence on how the Municipality operate and affecting its capacity to deliver.

Notable advantages of the Ba-Phalaborwa Local Municipality, i.e. strengths and opportunities include the strategic location of the Municipality in the Mopani District, Limpopo Province and South Africa. The municipality has significant advantages as a mining hub for copper and iron ore, and also a tourism attraction having Kruger National Park within its jurisdiction. The Local Municipality has a healthy relationship with mining housing and business, and also strong relationship with the five traditional authorities organised into one association called Leolo, formerly called Palabora Foundation.

Some weaknesses and threats exist, and these include challenges in basis service delivery, such as water shortages and inadequate infrastructure. In some instances, there are community protests when people demonstrate need for inclusion in economic and development opportunities offered in the municipality. Lack of environmental awareness and training continues to threaten the biodiversity. Overall, the municipality working with private and public stakeholders can put plans for mitigation efforts.

The SWOT analysis of the Ba-Phalaborwa Local Municipality is summarized in table 64 below, divided into four quadrants of the Strengths-Weaknesses-Threats-Opportunities.



Table 64: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Water minimization • Licensed landfill sites • Strong partnerships with external stakeholders such as DFFE, DTCS, MDM, LEDET, PETCO, TCS, mining houses, DSAC, Palabora Foundation • Operational Traffic & Licensing Centres (Grade A Testing Centre) • Partnership with recycling companies • Competent staff • Eco-friendly technology & Virtual meetings cut down on Carbon Footprint and Maximize waste minimization • Waste Management (Dry Parks) • Nature Conservation • Mayoral waste separation at source & adopt a school program launched. • Stakeholder support from PT, NT, COGHSTA and SALGA on FRP, unfunded budget and government debt issues. • Compliance with legislation on policies and by-laws • Functionality of council committees • Good ICT governance • Equity • Political stability • Filling of vacancies (Senior Management) • Accounting to community (Mayoral Imbizo) • Development of HR & Governance Policies, • Reporting community issues to council. • Stakeholder relations • Governance committees in place and functional • Stable council • Relevant technical skills • Local mines • Access to basic services 	<ul style="list-style-type: none"> • High vacancy rate on legislation compliance posts • Low Revenue collection • No shift work for essential services. • Lack of equipment • Frequent fleet breakdown • Illegal dumping • Existing landfill site not complying with legislation. • High volumes of garden waste • Frequent uncontrolled fires • No fencing in our cemeteries • No security for key infrastructure • Unfunded budget and constrained cash flow • Revenue collection below target: • High electricity distribution losses • Material audit issues • Dependence on grant funding • None filling of exited positions • Lack of Promotional Policy • Non-implementation of maintenance plan on municipal facilities. (for revenue enhancement) • Lack of office space • Lack of file storage space • Aging ICT infrastructure • Delay in finalization of litigations • Lack of implementation of retention policy due to budget constraints. • High vacancy rate in critical areas in all departments. • Low revenue collection. • Delay in responding to Emergency (disaster) • Delay in attending community complaints. • Ageing Infrastructure



<ul style="list-style-type: none"> • Available infrastructure (electrical, water) 	<ul style="list-style-type: none"> • Non-enforcement of by-laws (e.g. illegal trading) • Water Shortages • High vacancy rate • Inadequate budget allocation for maintenance • Reactive maintenance • Critical planning documents not in place (Energy Master plan, Roads and Stormwater master plan) • High electrical losses and water losses • No customer care center operating 24 hours • Aged and dilapidated infrastructure
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> • Mining houses • Located next to SANParks – Environmental advocacy programmes and biodiversity management. • Partnership with stakeholders • High demand for our services (hiring of skip bins, selling of bins) • Charging for rubble and garden waste collection • Abandoned building next to the bus rank. • Access control to parks for revenue generation. • Revenue enhancement through recycling & ranking facilities (Stand permit for Public Transport Operators) • Partnership with higher education on Environmental Research • Traffic Management Youth Development Programme (Visible Policing) • Implementation of the Financial Recovery Plan (FRP) and support from NT/PT to achieve a funded budget and strengthen controls. • Revenue enhancement levers (Smart/online meters, meter audits, new billing for car washes and spaza shops, and stricter credit control) • Potential debt restructuring/write-off agreement with Mopani District, linked to 	<ul style="list-style-type: none"> • Vandalism • Community protest due to non-collection of refuse • Traffic-related accidents • Reputational damage and litigation • Fines due to non-compliance • Negative media coverage • Frequent Uncontrolled Fires • Changing customer attitude towards the municipality • Parking of vehicles in parks • Air Quality Monitoring Devices (Low-Cost Sensors) • Drone for Illegal Activities • Life Span of Phalaborwa Cemetery • Tools of Trade for Traffic & By-Law Enforcement Officers • Possible health hazard • Global Warming Effects • Allocation of Stands next to Cemeteries • MDM bulk water debt and historic opening balances remain unresolved, threatening funding status and liquidity. • Persistent culture of non-payment and illegal connections in townships and villages. • Non adherence to Policy processes and implementation thereof (overtime policy, IPMS policy, leave policy, shift



<p>zonal metering and improved reconciliations.</p> <ul style="list-style-type: none"> • Skills development on staff and community • Alternative solar energy • Explore Electronic Document Management System (EDMS) • Tourism destination • Local mining • Implementation of Auditor General Action Plan • Available water resources (Olifants river, Letaba river) • Local mines • Funders (DEE; MIG; DBSA; MDRG; IG; National treasury smart meters) • Converting all the pots paid meters to smart prepaid meters • Independent power producers and small-scale inverted generation 	<p>policy, Acting on higher position policy – monetary value)</p> <ul style="list-style-type: none"> • Non-acting on higher positions • High staff turnover • Ageing infrastructure leads to non-attracting on bookings of venue • Air pollution (Magnetite) • Explosion of chemicals at landfill site • Community unrest (closing of R71 & R40 roads) • Climate change • De-investment in Ba-Phalaborwa • Abandoned buildings in BPM (old town) • Invasion of sites that are affecting water & electricity pipe lines • Ageing infrastructure • Encroachment of municipal servitudes • Unauthorized buildings • Illegal connections (water, electrical) • Inadequate budget allocation for maintenance of infrastructure • High electricity costs
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4.3 THE STRATEGIC INTENT OF BA-PHALABORWA MUNICIPALITY

Part of the IDP review process is the reflection on the strategic intent of the municipality which refers to the overall purpose of the organisation, represented by the vision, mission, values and strategic objectives. The 2025/2026 IDP review process has reflected on the aforesaid, and at strategic level, as dictated by the Municipal Systems Act, 2000 (Act No. 32 of 2000), chapter 5, part 3, section 34, made a critical assessment of environment and changing circumstances to inform the strategic intent review.

To this effect, the Ba-Phalaborwa Local Municipality adopted strategic intent in the IDP and no changes were made as shown below.

The code of Arms of Ba-Phalaborwa Local Municipality Image and Descriptions



- A picture of Kudu, indicating wildlife
- A picture of Sable Antelope Orix, indicating wildlife
- A Boiling Pot, indicating cukturak traditions
- A Pickaxe, indicating mining
- A shovel, indicating mining
- A green land, indicating the land cover good for agriculture and wildlife
- **“PROGRESSUS”**, the Latin word which in English means “make progress or advance or proceed or come forth or go forward and or march forward

The motto or slogan of the Ba-Phalaborwa Local Municipality reads

“The Home of Marula, Wildlife Tourism and Mining”



**The vision of Ba-Phalaborwa Local Municipality
is amended to read:**

“To provide quality services for community well-being, tourism and mining development”

**The mission of Ba-Phalaborwa Local Municipality
is maintained to read:**

**“To provide quality infrastructure and affordable services, promote sustainable development,
financial viability, sound administration and accountable governance”**

Values	Strategic values of Ba-Phalaborwa Local Municipality are maintained and described as:
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	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



The Strategic Objectives of Ba-Phalaborwa Local Municipality are maintained, and represent the Key Performance Indicators, which are:

KEY PERFORMANCE AREA		STRATEGIC OBJECTIVE	RESPONSIBLE 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

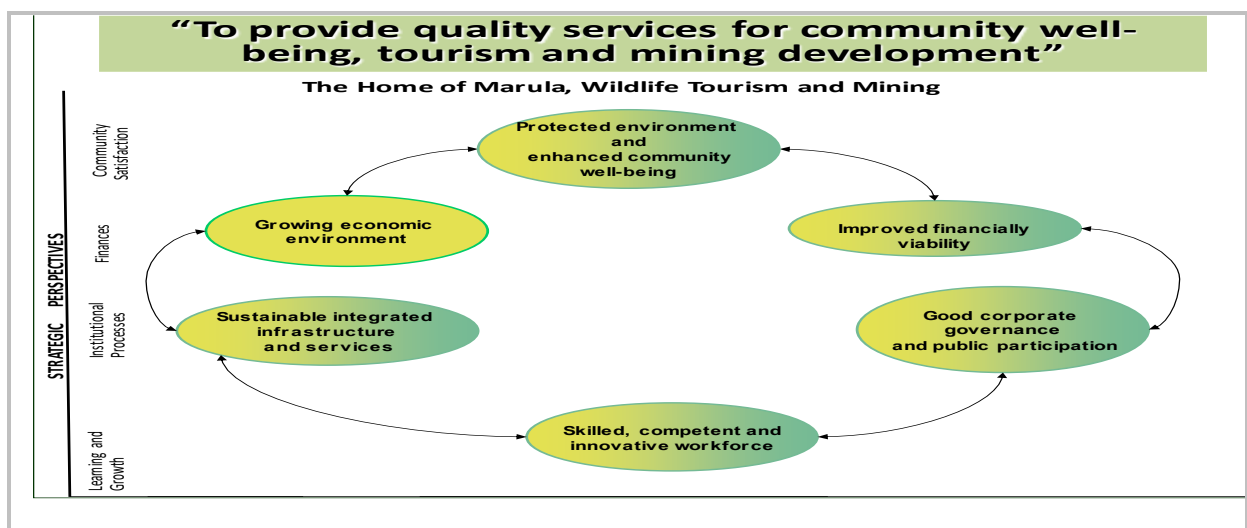


4.3.1 STRATEGIC MAP

A strategy map is a critical component of the balanced scorecard and is shown graphically to highlight how the organisation delivers value for customers, stakeholders, and staff. The strategy map is created by connecting strategic objectives utilising cause-and-effect linkages among objectives presented in perspectives.

The graphic below depicts, at a high level, how an organisation strategically develops value for its customers and stakeholders and effectively communicates an organisational alignment between accountability and service delivery.

Table 65: The strategy map



4.4 STRATEGIC AND OPERATIONAL STRATEGIES

4.4.1 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:



KPA 1: SPATIAL RATIONALE

GOAL: SUSTAINABLE INTEGRATED INFRASTRUCTURE AND SERVICES

1.1. LAND ACQUISITION

The goal “Sustainable integrated infrastructure and services” is shared between 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.

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 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.



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

The identified outcome to be achieved with Land Acquisition is to 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To formalise Informal development and reduce land invasion	<ul style="list-style-type: none"> Reduction of land invasion occurrences in the municipality. 	<ul style="list-style-type: none"> Reduction of land invasion occurrences Number of layout plans (tribal area) developed 	<ul style="list-style-type: none"> Reduction of land invasion occurrences Number of layout plans (tribal area) developed 	<ul style="list-style-type: none"> Number of Layout Plans (tribal area) developed 	1 Layout Plans (tribal area) developed.
	<ul style="list-style-type: none"> Development of Land Invasion Strategy 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Number of Land Invasion Strategy developed 	1 Land Invasion Strategy developed
Development of Land / Land acquisition system of sustainable land for mixed	<ul style="list-style-type: none"> Review of Land Use Scheme 	<ul style="list-style-type: none"> Review of Land Use Scheme 	<ul style="list-style-type: none"> Review of Land Use Scheme 	<ul style="list-style-type: none"> Number of Land Use Scheme Reviewed 	1 Land Use Scheme Reviewed
	<ul style="list-style-type: none"> Review of the Spatial Development Framework 	<ul style="list-style-type: none"> Review of the Spatial Development Framework 	<ul style="list-style-type: none"> Review of the Spatial Development Framework 	<ul style="list-style-type: none"> Number of reviewed Spatial Development Framework 	1 Spatial Development Framework Reviewed



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
use development	<ul style="list-style-type: none"> Development of a Comprehensive Land Audit 	<ul style="list-style-type: none"> Procurement, Development & Approval of the Comprehensive Land Audit 	<ul style="list-style-type: none"> Implementation of the Land Audit Recommendations 	<ul style="list-style-type: none"> Number of Land Audit Conducted 	1 Land Audit conducted
	<ul style="list-style-type: none"> Development of an Urban Renewal Strategy (Precinct Plans) 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Number of Urban Renewal Strategy developed 	1 Urban Renewal Strategy developed (Gravelotte)
	<ul style="list-style-type: none"> Enhancement of Public Open Spaces for Recreational purposes 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Number of Open Public Spaces for Recreational Purposes developed 	1 Open Public Space for recreational purposes developed



1.2. 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. To measure the contribution and progress made in achieving the above-mentioned outcome, the following indicator and targets have been identified:

The following strategic objective and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
Implementation of GIS system	Integration of municipal services into the geographic information system	<ul style="list-style-type: none"> Procurement, Development & Approval of the Comprehensive Land Audit 	<ul style="list-style-type: none"> Implementation of the Land Audit Recommendations 	<ul style="list-style-type: none"> % on the implementation of the Municipal Geographic Information System (GIS) 	<ul style="list-style-type: none"> 100% implementation of planned GIS Strategy activities



KPA2: SERVICE DELIVERY**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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
<ul style="list-style-type: none"> Providing sustainable Electrical services in line with NERSA guidelines 	<ul style="list-style-type: none"> Development of energy master plan to be inline with declining demand Reduction of electricity loss Upgrading of infrastructure to improve on safety and sustainable supply of electricity 	<ul style="list-style-type: none"> Implementation of master plans and maintenance plans 	<ul style="list-style-type: none"> Implementation of master plans and maintenance plans 	<ul style="list-style-type: none"> Number of meter replacement 	<ul style="list-style-type: none"> 550 meters replaced
				<ul style="list-style-type: none"> Numbers of electricity master plan developed 	<ul style="list-style-type: none"> 1 Electricity master plan developed
				<ul style="list-style-type: none"> Number of substations upgraded 	<ul style="list-style-type: none"> 1 substation upgrade (extension 3)
				<ul style="list-style-type: none"> Number of overhead lines and underground electrical Cables replaced 	<ul style="list-style-type: none"> 1 underground electrical cable replaced (Lantana to Wildevy)



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
	<ul style="list-style-type: none"> Reduction of access to electricity backlogs 	<ul style="list-style-type: none"> Reduction of access to electricity backlogs 	<ul style="list-style-type: none"> Reduction of access to electricity backlogs 	<ul style="list-style-type: none"> Number of households electrified in Prieska village 	<ul style="list-style-type: none"> 70 Households Electrified in Prieska
Sustainable electricity supply	<ul style="list-style-type: none"> To ensure that all households have access 	<ul style="list-style-type: none"> To ensure that all households have access 	<ul style="list-style-type: none"> To ensure that all households have access 	<ul style="list-style-type: none"> Number of HH with access to electricity in Municipal Licenced area (Phalaborwa Town) 	<ul style="list-style-type: none"> 3559 Households
	<ul style="list-style-type: none"> To ensure that all Indigent households have access to free basic 	<ul style="list-style-type: none"> To ensure that all Indigent households have access to free basic 	<ul style="list-style-type: none"> To ensure that all Indigent households have access to free basic 	<ul style="list-style-type: none"> Number of indigent HH receiving free basic electricity 	<ul style="list-style-type: none"> 780 Households

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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
Sustainable electricity supply	<ul style="list-style-type: none"> Replacement of bypass meters with smart meters 	<ul style="list-style-type: none"> Reduction of electricity distribution losses 	<ul style="list-style-type: none"> Reduction of electricity distribution losses 	<ul style="list-style-type: none"> Percentage on reduction of electricity losses 	<ul style="list-style-type: none"> 10% reduction of electricity losses

2.3. ROADS AND STORM WATER – MAINTENANCE AND UPGRADING

The identified outcome to be achieved with Roads and Storm Water (Maintenance and Upgrading) - 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
Providing sustainable Roads Infrastructure	<ul style="list-style-type: none"> Rehabilitation of road infrastructure 	<ul style="list-style-type: none"> Rehabilitation of road infrastructure 	<ul style="list-style-type: none"> Rehabilitation of road infrastructure 	<ul style="list-style-type: none"> Number of kilometres of roads rehabilitated Phalaborwa Town 	<ul style="list-style-type: none"> 1km of road rehabilitated
				<ul style="list-style-type: none"> Number of kilometres of roads rehabilitated Namakgale 	<ul style="list-style-type: none"> 1km of road rehabilitated
				<ul style="list-style-type: none"> Number of kilometres of roads rehabilitated Namakgale 	<ul style="list-style-type: none"> 1km of road rehabilitated



2.4. ROADS AND STORM WATER

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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
Provide Quality New Infrastructure	<ul style="list-style-type: none"> Develop Roads and Storm water master Plan. 	<ul style="list-style-type: none"> Implement the roads and storm water master plan. 	<ul style="list-style-type: none"> Implement the roads and storm water master plan. 	<ul style="list-style-type: none"> Number of Roads and Storm water masterplan developed 	1 Roads and Storm water masterplan developed



2.5. WATER AND SANITATION SERVICES

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
Water and sanitation services- To provide sufficient water to all wards	<ul style="list-style-type: none"> Improve in the turnaround time to attend to water services-related complaints 	<ul style="list-style-type: none"> Improve in the turnaround time to attend to water services-related complaints 	<ul style="list-style-type: none"> Improve in the turnaround time to attend to water services-related complaints 	<ul style="list-style-type: none"> % of water service-related complaints attended to within 24 hours of being reported. 	95%

2.6. PROTECT THE ENVIRONMENT AND IMPROVE COMMUNITY WELL-BEING

2.6.1. 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
<ul style="list-style-type: none"> Provide a full and consistent waste removal and storage system for Ba-Phalaborwa that complies with all Legislation. 	<ul style="list-style-type: none"> Facilitate the funding and the development of one (1) new landfill site 	<ul style="list-style-type: none"> Facilitate the funding and development of the new landfill site 	<ul style="list-style-type: none"> Finalize the development of the landfill engineering designs. Construction of the landfill site Phase 1 	<ul style="list-style-type: none"> Number of landfill site developed (Phase 1) 	1 landfill site developed (Phase 1)
	<ul style="list-style-type: none"> Conduct an environmental risk assessment. 	<ul style="list-style-type: none"> Implement an environmental risk assessment report 	<ul style="list-style-type: none"> Implement an environmental risk assessment report 	<ul style="list-style-type: none"> Number of landfill sites rehabilitated and closed 	2 landfill sites rehabilitated and closed (Namakgale and Phalaborwa)
	<ul style="list-style-type: none"> Review the Integrated Waste Management Plan 	<ul style="list-style-type: none"> Implement and report on Waste Management Plan 	<ul style="list-style-type: none"> Implement and report on Waste Management Plan 	<ul style="list-style-type: none"> Implement and report on Waste Management Plan quarterly 	4 Quarterly reports
	<ul style="list-style-type: none"> Combat illegal dumping by obtaining and supplying additional skips for hot spots and rural areas as well as a skip transport truck for extended distances. 	<ul style="list-style-type: none"> Combat illegal dumping by obtaining and supplying additional skips for hot spots and rural areas as well as a skip transport truck for extended distances. 	<ul style="list-style-type: none"> Combat illegal dumping by obtaining and supplying additional skips for hot spots and rural areas as well as a skip transport truck for extended distances. 	<ul style="list-style-type: none"> Number of waste management awareness campaign Conducted quarterly 	4 waste management awareness campaigns Conducted



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
	<ul style="list-style-type: none"> Provide refuse collection services 	<ul style="list-style-type: none"> Provide refuse collection services 	<ul style="list-style-type: none"> Provide refuse collection services 	<ul style="list-style-type: none"> Number of households with access to refuse removal 	<ul style="list-style-type: none"> 15552 Households
				<ul style="list-style-type: none"> Number of indigent households with access to free basic refuse removal 	<ul style="list-style-type: none"> 247 Households
				<ul style="list-style-type: none"> Number of rural areas with access to refuse removal once per week 	<ul style="list-style-type: none"> 2 villages (Makhushane and Mashishimale)
	<ul style="list-style-type: none"> Development of Climate Change Response Strategy 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Number of Climate Change Response Strategy developed 	<ul style="list-style-type: none"> 1 Climate Change Response Strategy developed



2.6.2. PARKS

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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To develop and maintain parks, gardens and open space	<ul style="list-style-type: none"> Manage and Maintain municipal parks and gardens 	Manage and Maintain municipal parks and gardens	Manage and Maintain municipal parks and gardens	<ul style="list-style-type: none"> Maintenance of municipal parks and gardens maintained quarterly 	Wildevye park Phalaborwa Fourways Sealane Buffalo King Fisher Impala Park Namakgale Entrance Defryn Gravelotte Park
	<ul style="list-style-type: none"> Maintenance of developed stadiums (impala park stadium, Lulekani stadium) 	Maintenance of developed stadiums (impala park stadium, Lulekani stadium)	<ul style="list-style-type: none"> Maintenance of developed stadiums (impala park stadium, Lulekani stadium) 	<ul style="list-style-type: none"> Number of Stadiums maintained in accordance with approved maintenance plan 	2 Stadiums maintained (impala park stadium, Lulekani stadium)



2.6.3. 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
Manage and maintain municipal cemeteries to international standards.	<ul style="list-style-type: none"> Maintenance of Gravelotte, Phalaborwa, Lulekani and Namakgale cemeteries 	<ul style="list-style-type: none"> Maintenance of Gravelotte, Phalaborwa, Lulekani and Namakgale cemeteries 	<ul style="list-style-type: none"> Maintenance of Gravelotte, Phalaborwa, Lulekani and Namakgale cemeteries 	<ul style="list-style-type: none"> Number of cemeteries maintained quarterly (Gravelotte, Phalaborwa, Lulekani and Namakgale) 	<ul style="list-style-type: none"> 4 cemeteries maintained (Gravelotte, Phalaborwa, Lulekani and Namakgale)
	<ul style="list-style-type: none"> Facilitate implementation of fencing Lulekani, Gravelotte, and Namakgale cemeteries 	<ul style="list-style-type: none"> Facilitate implementation of fencing Lulekani, Gravelotte, and Namakgale cemeteries 	<ul style="list-style-type: none"> Facilitate implementation of fencing Lulekani, Gravelotte, and Namakgale cemeteries 	<ul style="list-style-type: none"> Number of cemeteries fenced 	<ul style="list-style-type: none"> 1 cemetery fenced (Gravelotte)
				<ul style="list-style-type: none"> Number of cemeteries fenced 	<ul style="list-style-type: none"> 1 cemetery fenced (Lulekani)



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
				<ul style="list-style-type: none"> Number of cemeteries fenced 	<ul style="list-style-type: none"> 1 cemetery fenced (Nama Kgale)
	<ul style="list-style-type: none"> Develop 1 new cemeteries at Phalaborwa and Gravelotte 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Number of new cemeteries established (Phalaborwa) 	<ul style="list-style-type: none"> 1 new cemetery established (Phalaborwa and Gravelotte)

2.6.4. 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annu Target (2026/27)
To provide awareness campaigns to the community on disaster and response after disaster incident	<ul style="list-style-type: none"> Disaster Awareness Campaigns 	<ul style="list-style-type: none"> Disaster Awareness Campaigns 	<ul style="list-style-type: none"> Disaster Awareness Campaigns 	<ul style="list-style-type: none"> Number of Disaster awareness campaigns conducted 	4 Campaigns (1 per quarter)
Improve and coordinate disaster and response after disaster incident	<ul style="list-style-type: none"> Annual review of Disaster Management Plan 	<ul style="list-style-type: none"> Annual review of Disaster Management Plan 	<ul style="list-style-type: none"> Annual review of Disaster Management Plan 	<ul style="list-style-type: none"> Number Disaster Management Plan reviewed 	1 Disaster Management Plan reviewed
	<ul style="list-style-type: none"> Establishment of Local Disaster Advisory Forum 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Convene Quarterly Local Disaster Advisory Forum 	<ul style="list-style-type: none"> Number of Quarterly Local Disaster Advisory Forum convened 	4 Local Disaster Advisory Forum convened (1 per quarter)
	<ul style="list-style-type: none"> Conduct Disaster Risk Assessment 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Number Disaster Risk Assessment conducted 	4 Disaster Risk Assessment conducted (1 per quarter)



2.6.5 LIBRARY 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annu Target (2026/27)
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	<ul style="list-style-type: none"> Conduct Library Outreach Programme 	<ul style="list-style-type: none"> Conduct Library Outreach Programme 	<ul style="list-style-type: none"> Conduct Library Outreach Programme 	<ul style="list-style-type: none"> Number of Library Outreach Programme conducted 	4 Outreach Programme conducted
	<ul style="list-style-type: none"> Review Library Services Development Plan 	<ul style="list-style-type: none"> Review and Implement Library Services Development Plan 	<ul style="list-style-type: none"> Review and Implement Library Services Development Plan 	<ul style="list-style-type: none"> Number of Library Services Development Plan reviewed 	1 Library Services Development Plan reviewed
	<ul style="list-style-type: none"> Convene Library Service Committee meetings 	<ul style="list-style-type: none"> Convene Library Service Committee meetings 	<ul style="list-style-type: none"> Convene Library Service Committee meetings 	<ul style="list-style-type: none"> Number of Library Service Committee meetings convened quarterly 	4 Library Service Committee meetings convened (1 per quarter)



KPA 3: FINANCIAL VIABILITY

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

3.1. 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To increase revenue to become financially sustainable.	<ul style="list-style-type: none"> Disconnection /Restriction of customers whose services are due to arrears & Illegal Connection in line with Credit Control Policy) 	<ul style="list-style-type: none"> Disconnection /Restriction of customers whose services are due to arrears & Illegal Connection in line with Credit Control Policy) 	<ul style="list-style-type: none"> Disconnection /Restriction of customers whose services are due to arrears & Illegal Connection in line with Credit Control Policy) 	<ul style="list-style-type: none"> % of customers with arrear accounts and/or illegal connections whose services were disconnected or restricted in 	100%



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
				accordance with the Credit Control Policy	
	<ul style="list-style-type: none"> Ensure that all faulty meters are replaced 	<ul style="list-style-type: none"> Ensure that all faulty meters are replaced 	<ul style="list-style-type: none"> Ensure that all faulty meters are replaced 	<ul style="list-style-type: none"> % of identified non-functional water and electricity meters replaced 	<ul style="list-style-type: none"> 100% of identified non-functional water and electricity meters replaced
	<ul style="list-style-type: none"> Reconcile the Valuation Roll to the EMS 	<ul style="list-style-type: none"> Reconcile the Valuation Roll to the EMS 	<ul style="list-style-type: none"> Reconcile the Valuation Roll to the EMS 	<ul style="list-style-type: none"> 100% of properties (excluding villages) on the valuation roll to be matched to the Financial Management System 	<ul style="list-style-type: none"> 100% of properties (excluding villages) on the valuation roll
	<ul style="list-style-type: none"> Enforce Credit Control 	<ul style="list-style-type: none"> Enforce Credit Control 	<ul style="list-style-type: none"> Enforce Credit Control 	<ul style="list-style-type: none"> % of improvement in revenue collection rate from 68% to 75%. 	7% increase in collection rate
				<ul style="list-style-type: none"> % of outstanding service debtors collected 	15%



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
Ensure Execution of Supply Chain Management (SCM) processes within the prescribed time frame	<ul style="list-style-type: none"> 100% appointment of service providers within timeline as prescribed in the procurement plan 	<ul style="list-style-type: none"> 100% appointment of service providers within timeline as prescribed in the procurement plan 	<ul style="list-style-type: none"> % appointment of service providers within timeline as prescribed in the procurement plan 	<ul style="list-style-type: none"> % of service providers appointed within the timeframes prescribed in the approved Procurement Plan (within 90 days after tender closed) 	100%

KPA 4: LOCAL ECONOMIC DEVELOPMENT

4.1 GROWING THE ECONOMIC ENVIRONMENT

4.1.1 JOB CREATION

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:

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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
Create an enabling environment for	<ul style="list-style-type: none"> • Development of a Trade and Manufacturing Master Plan 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Number of Trade and Manufacturing Master Plan Developed 	1 Plan developed



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
sustainable job opportunities.	<ul style="list-style-type: none"> Development of an Agri-Processing Feasibility Study 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Number of Feasibility Study for Agri-Processing Developed 	1 Study conducted
	<ul style="list-style-type: none"> Development of Informal Trading Structures in Ba-Phalaborwa (Phalaborwa, Namakgale, Lulekani) 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Number of Informal Trading Structures Developed in Ba-Phalaborwa (Phalaborwa, Namakgale, and Lulekani) 	3 informal trading structures (in Phalaborwa, Namakgale, and Lulekani)
	<ul style="list-style-type: none"> To promote economic growth and development in the municipality 	<ul style="list-style-type: none"> To promote economic growth and development in the municipality 	<ul style="list-style-type: none"> To promote economic growth and development in the municipality 	<ul style="list-style-type: none"> Number of jobs created through capital Projects 	70 Jobs created
	<ul style="list-style-type: none"> To promote economic growth and development in the municipality 	<ul style="list-style-type: none"> To promote economic growth and development in the municipality 	<ul style="list-style-type: none"> To promote economic growth and development in the municipality 	<ul style="list-style-type: none"> Number of full-time equivalent jobs created through EPWP 	63 Jobs created

4.1.2 MARKETING AND BRANDING

The identified outcome to be achieved with Marketing and Branding is marketing Ba-Phalaborwa as a Tourist destination of Choice. This means to promote the municipal area and all its potential to attract tourists.

The following strategic objectives and strategies have been identified:



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To increase tourism activities and generate economic growth	<ul style="list-style-type: none"> Develop 5-year Tourism Plan 	<ul style="list-style-type: none"> Implement Tourism Plan 	<ul style="list-style-type: none"> Implement Tourism Plan 	<ul style="list-style-type: none"> Number of activities promoting and marketing Ba-phalaborwa Municipality as a tourist destination 	<ul style="list-style-type: none"> 5 (Tourism month activities, Marula Activities, World Travel Market, Rand Show, and Africa's Travel Indaba)

4.1.3 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To train SMME's in managerial skills to ensure growth and sustainability	<ul style="list-style-type: none"> Ongoing training programmes Hosting of tourism Expo's. Source fund donors to support SMME training. Incorporate SMME component in the Supply Chain 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Ongoing training programmes 	<ul style="list-style-type: none"> Number of SMME and Corporative information sharing coordinated 	4 information sharing coordinated (1 per quarter)
				<ul style="list-style-type: none"> Number of SMMEs supported through the municipal Supply Chain Management 	400 SMME's supported



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
	process and Capital Works Plan				

KPA 5: TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

5.1 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 foll



5.1.1 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To recruit, retain competent employees and provide accurate and comprehensive HR administration function	<ul style="list-style-type: none"> Filling of the critical vacant positions 	<ul style="list-style-type: none"> Filling of the critical vacant positions 	<ul style="list-style-type: none"> Filling of the critical vacant positions 	<ul style="list-style-type: none"> Number of prioritised vacant positions to be filled 	10

5.1.2 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To ensure sound and fair labour practices are followed within the municipality	<ul style="list-style-type: none"> Coordinate meetings in terms of the Corporate diary (LLF) Employees trained and conversant with collective agreements and policies. 	<ul style="list-style-type: none"> Coordinate meetings in terms of the Corporate diary (LLF) 	<ul style="list-style-type: none"> Coordinate meetings in terms of the Corporate diary (LLF) 	<ul style="list-style-type: none"> Number of Local Labour Forum meetings convened 	12 meetings

5.1.3 WORKPLACE HEALTH AND SAFETY

The identified outcome to be achieved with Workplace Health and Safety is a 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To promote healthy, safe, and legislative compliant working environment	<ul style="list-style-type: none"> Create awareness and ensure safe and healthy working environment is maintained. 	<ul style="list-style-type: none"> Create awareness and ensure safe and healthy working environment is maintained. 	<ul style="list-style-type: none"> Create awareness and ensure safe and healthy working environment is maintained. 	<ul style="list-style-type: none"> Number of awareness workshop conducted 	<ul style="list-style-type: none"> 4 awareness workshops conducted



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
and healthy, active, and productive employee					

5.1.4 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To facilitate availability of competent employees in the Municipality	<ul style="list-style-type: none"> Develop a Workplace Skills Plan and submit the Annual Training Report (ATR) and submit to LGSETA 	<ul style="list-style-type: none"> Reviewed annual Workplace Skills Plan and Annual Training report 	<ul style="list-style-type: none"> Reviewed annual Workplace Skills Plan and Annual Training report 	<ul style="list-style-type: none"> Number of Workplace Skills Plan reviewed report 	1 Workplace Skills Plan reviewed



KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

6.1. 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:

- Portfolio Committee
- Executive Committee
- 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:

6.1.1. INTERNAL 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
Provide assurance and consulting services to ensure that the Municipality achieves its objectives	<ul style="list-style-type: none"> • Implementation of Internal Audit Plan 	<ul style="list-style-type: none"> • Implementation of Internal Audit Plan 	<ul style="list-style-type: none"> • Implementation of Internal Audit Plan 	<ul style="list-style-type: none"> • Turnaround on approval of Internal Audit Plan for the Financial Year 	Internal Audit Plan approved by 2027 June



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
				<ul style="list-style-type: none"> Turnaround time on approval of Internal Audit Charter, Methodology and Development Program 	Internal Audit Charter developed by 26 June 2027
	<ul style="list-style-type: none"> Strengthening internal controls and monitoring. 	<ul style="list-style-type: none"> Strengthening internal controls and monitoring. 	<ul style="list-style-type: none"> Strengthening internal controls and monitoring. 	<ul style="list-style-type: none"> Percentage implementation of internal audit recommendations 	90% Implementation
	<ul style="list-style-type: none"> Audit function oversight 	<ul style="list-style-type: none"> Audit function oversight 	<ul style="list-style-type: none"> Audit function oversight 	<ul style="list-style-type: none"> Number of Audit Committee meeting convened 	7 meetings
				<ul style="list-style-type: none"> Number of Audit Steering Committee meetings convened 	30 meetings
				<ul style="list-style-type: none"> Number of Performance Evaluation of the Audit Committee 	2 Performance Evaluation of the Audit Committee conducted



6.1.2. AUDIT 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
Advise Council and management on governance and finance	<ul style="list-style-type: none"> Audit Committee reports to Council. 	<ul style="list-style-type: none"> Audit Committee reports to Council. 	<ul style="list-style-type: none"> Audit Committee reports to Council. 	<ul style="list-style-type: none"> Number of Quarterly audit committee evaluation's report presented to Municipal council 	4 Audit Committee reports to Council

6.1.3. MUNICIPAL 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To provide oversight on legislative compliance for improved and sound governance practices	<ul style="list-style-type: none"> Functionality of MPAC 	<ul style="list-style-type: none"> Functionality of MPAC 	<ul style="list-style-type: none"> Functionality of MPAC 	<ul style="list-style-type: none"> Number of reports submitted to council on quarterly basis 	4 reports submitted to Council.
				<ul style="list-style-type: none"> Number of projects visit conducted 	4 projects visit
				<ul style="list-style-type: none"> Number of public hearings conducted 	4 public hearings conducted

6.1.4. RISK 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To provide a system of identifying, assessing, and	<ul style="list-style-type: none"> Management of fraud and corruption 	<ul style="list-style-type: none"> Management of fraud and corruption 	<ul style="list-style-type: none"> Management of fraud and corruption 	<ul style="list-style-type: none"> Number of fraud and corruption strategy Reviewed and implemented 	1 strategy Reviewed



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
mitigating all risks within the institution	<ul style="list-style-type: none"> Risk Management 	<ul style="list-style-type: none"> Risk Management 	<ul style="list-style-type: none"> Risk Management 	<ul style="list-style-type: none"> Number of whistles blowing policy Reviewed and implemented 	1 whistle blowing policy Reviewed
				<ul style="list-style-type: none"> Number of annual risk assessments Conducted 	1 risk assessments Conducted
				<ul style="list-style-type: none"> Number of quarterly risk management committee meetings convened 	4 risk management committee meetings convened

6.1.5. 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To monitor and evaluate performance to ensure the effective and efficient implementation of the strategic intent of the organisation	<ul style="list-style-type: none"> Implementation of PMS Policy Implement Automated Performance Management System 	<ul style="list-style-type: none"> Implementation of PMS Policy 	<ul style="list-style-type: none"> Implementation of PMS Policy 	<ul style="list-style-type: none"> Number of SDBIP approved by the Mayor by 28 June 2027 	1 2027/28 SDBIP Approved
				<ul style="list-style-type: none"> Number individual assessments for section 54 and 56 managers conducted by 31 March 2027 	2 (1 annual and 1 mid-year assessment)
Individual Performance Management System -IPMS	<ul style="list-style-type: none"> Cascading of Individual Performance Management System to lower levels 	<ul style="list-style-type: none"> Cascading of Individual Performance Management System to lower levels 	<ul style="list-style-type: none"> Cascading of Individual Performance Management System to lower levels 	<ul style="list-style-type: none"> % of officials other than S 57 managers with signed performance agreements as per municipal staff regulations 	100%
				<ul style="list-style-type: none"> % of officials other than S 57 managers formally assessed as per municipal staff regulations 	100%



6.1.6. INTEGRATED 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To ensure that Council approve and annually review an IDP for the municipality	<ul style="list-style-type: none"> Convene IDP meetings in line with the IDP 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 	<ul style="list-style-type: none"> Convene IDP meetings in line with the IDP 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 	<ul style="list-style-type: none"> Convene IDP meetings in line with the IDP 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 	<ul style="list-style-type: none"> Number of IDP/Budget/PMS Process Plan adopted by Council 	1 Process Plan adopted by Council
				<ul style="list-style-type: none"> Numbers of Draft IDP/Budget adopted by council 	1 Draft 2027/28 IDP/Budget adopted by council
				<ul style="list-style-type: none"> Number of Final IDP/Budget adopted by Council 	1 Final 2027/28 IDP/Budget adopted by Council



6.1.7. GOVERNANCE 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To render effective council support	<ul style="list-style-type: none"> Review, implement and monitor Corporate Calendar 	<ul style="list-style-type: none"> Review, implement and monitor corporate calendar. 	<ul style="list-style-type: none"> Review, implement and monitor corporate calendar. 	<ul style="list-style-type: none"> Number of corporate calendars developed and approved by Council 30 June 2027 	1 corporate calendar developed and approved by Council
				<ul style="list-style-type: none"> Number of EXCO meetings held 	7 EXCO meetings
				<ul style="list-style-type: none"> Number of Council Meetings held 	7 Council Meetings



6.1.8. LEGAL 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
<ul style="list-style-type: none"> To provide informed legal advice to end-user departments and council within a week To ensure that the municipality is safeguarded in contracts entered with service providers. To ensure general compliance with legislation 	<ul style="list-style-type: none"> Litigations are attended from the date of receipt. Cases resolved at dispute resolution level before litigation process. Departments to consult with legal unit on matters that might result in litigation. Develop Contracts and Service Level Agreements (SLA) as per the request by departments 	<ul style="list-style-type: none"> Litigations are attended from the date of receipt. Cases resolved at dispute resolution level before litigation process. Departments to consult with legal unit on matters that might result in litigation. Develop Contracts and Service Level Agreements (SLA) as per the request by departments 	<ul style="list-style-type: none"> Litigations are attended from the date of receipt. Cases resolved at dispute resolution level before litigation process. Departments consult with legal units on matters that might result in litigation. Develop Contracts and Service Level Agreements (SLA) as per the request by departments 	<ul style="list-style-type: none"> % of service providers with signed Service Level Agreement 	<ul style="list-style-type: none"> 100% of service providers with signed Service Level Agreement



6.1.9. 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
<ul style="list-style-type: none"> To Ensure reliable ICT Infrastructure and systems support for Municipal Services 	<ul style="list-style-type: none"> Upgraded Municipal ICT infrastructure 	<ul style="list-style-type: none"> Upgraded Municipal ICT infrastructure 	<ul style="list-style-type: none"> Upgraded Municipal ICT infrastructure 	<ul style="list-style-type: none"> Number of deployed of cloud services (for infrastructure upgrade) 	1 deployed cloud service for infrastructure upgrade



6.1.10. 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To create a platform where the municipality engages and effectively communicate with the community	<ul style="list-style-type: none"> Review the communication strategy/policy. Ensure communication through newsletters. Local communication forum meetings Ensure communication through social media platforms. Engage stakeholders through Imbizo and public participation. Turnaround time for publishing documents on municipal website (1 day) 	<ul style="list-style-type: none"> Review the communication strategy/policy. 	<ul style="list-style-type: none"> Review the communication strategy/policy. 	<ul style="list-style-type: none"> Percentage on the information submitted to be published on municipal website as per checklist compliance. Number of quarterly local communication forum meetings held 	100%
				<ul style="list-style-type: none"> Turnaround time for submitting received documents to IT for publishing on website as per Legislative checklist 	1 day



6.1.11. 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To disseminate information to communities regarding municipal programmes and projects	<ul style="list-style-type: none"> Ensure that stakeholders are invited to participate on municipal events. 	<ul style="list-style-type: none"> Ensure that stakeholders are invited to participate on municipal events. 	<ul style="list-style-type: none"> Ensure that stakeholders are invited to participate on municipal events. 	<ul style="list-style-type: none"> Number of public participation and Imbizo held 	4 Public participation meetings

6.1.12. WARD COMMITTEES

The identified outcome to be achieved with Ward Committees is: Functional ward committees. This means fully functional ward committees that meet quarterly to promote community involvement in decision making processes. The following strategic objectives and strategies have been identified.

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To always have fully functional ward committees	<ul style="list-style-type: none"> Review and implementation of ward operational plans. 	<ul style="list-style-type: none"> Review and implementation of ward operational plans. Implementation of establishment notice 	<ul style="list-style-type: none"> Review and implementation of ward operational plans. 	<ul style="list-style-type: none"> Number of consolidated reports of ward committee meetings convened 	11 ward committee reports



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
	<ul style="list-style-type: none"> Implementation of establishment notice 		<ul style="list-style-type: none"> Implementation of establishment notice 		

6.1.13. SPECIAL PROGRAMMES

The identified outcome to be achieved with Special Projects is: Empowered disadvantaged groups. This means to achieve knowledgeable and capacitated disadvantaged groups. 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	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
To achieve knowledgeable and capacitated disadvantaged groups	<ul style="list-style-type: none"> Develop databases for all vulnerable groups and strengthen existing structures. Conduct awareness campaigns on substance abuse, HIV /AIDS safety, Leadership and Moral behavior. 	<ul style="list-style-type: none"> Develop databases for all vulnerable groups and strengthen existing structures. Coordination of Disability, Youth, 	<ul style="list-style-type: none"> Develop databases for all vulnerable groups and strengthen existing structures. 	<ul style="list-style-type: none"> Number of HIV/AIDS outreach programme conducted 	2 outreach programme conducted



Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2026/27)
		Elderly people, and Local woman caucus forum.			

6.1.14. STRATEGIC ALIGNMENT

Ten strategic priority areas which are aligned to the Vision 2030 have been identified by national government within the MTDP 2024-2029 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:



Strategic Alignment Matrixⁱ¹

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
Social Infrastructure	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 Infrastructure	A			5. Improved Health Care		Basic Service Delivery	Quality Health Care For All	Basic Services: Creating Decent Living Conditions	Protected Environment And Enhanced



Cluster	Perspective	MTSF	COGTA	LEGDP (PGDS)	Outcome 9	Strategic agenda kpa	National development plan	Back-to-basics	Ba-Phalaborwa
									Community Well-Being
Social Infrastructure	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 Infrastructure	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 Infrastructure	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 Infrastructure 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



Cluster	Perspective	MTSF	COGTA	LEGDP (PGDS)	Outcome 9	Strategic agenda kpa	National development plan	Back-to-basics	Ba-Phalaborwa
Technical Infrastructure	Institutional Processes	3. Comprehensive Rural Development Strategy Linked To Land And Agrarian Reform And Food Security				Basic Service Delivery	Improving Infrastructure An Inclusive And Integrated Rural Economy	Basic Services: Creating Decent Living Conditions	Sustainable Integrated Infrastructure And Services
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



Cluster	Perspective	MTSF	COGTA	LEGDP (PGDS)	Outcome 9	Strategic agenda kpa	National development plan	Back-to-basics	Ba-Phalaborwa
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
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,	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



Cluster	Perspective	MTSF	COGTA	LEGDP (PGDS)	Outcome 9	Strategic agenda kpa	National development plan	Back-to-basics	Ba-Phalaborwa
			Effective And Responsive						
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
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		8. Creation Of A Better Africa And A Better World			Reforming The Public Service	Good Governance	Good Corporate Governance And



Cluster	Perspective	MTSF	COGTA	LEGDP (PGDS)	Outcome 9	Strategic agenda kpa	National development plan	Back-to-basics	Ba-Phalaborwa
		International Cooperation							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

Table 66: Strategic Alignment Matrix



CHAPTER 5: PROJECTS PHASE

5.1. INTRODUCTION

The Ba-Phalaborwa Local Municipality has identified projects for implementation during the financial year 2026/2027. These projects were identified through using the following criteria for inclusion in IDP:

- Community members and ward councillors identify the needs in their own districts or wards.
- The departments within the Municipality and their individual authorities do the planning, including sector plans, speciality studies, and maintenance programs; and
- Annual strategic planning session may also identify major projects of strategic value.

The municipality must ensure that projects comply with the municipality's ideals, objectives, and strategy. Due to limited financial and human resources, project proposals must be created and prioritised in order to assist the municipality in ensuring a clear and realistic allocation of resources between priority issues and routine expenditure. It is also vital for community members to be active in project planning (via community participation platforms) to ensure that planned projects are in accordance with community needs and that communities embrace and own up to the adopted projects. Public participation is also required to eliminate bias against communities and groups. This might be achieved through the IDP Representative Forum.

5.2. SOURCES OF FUNDING

To support its capital plan projects as well as its operations and maintenance activities, the Ba-Phalaborwa Local Municipality relies on the funding sources shown in the table below. **(All projects cost is VAT inclusive):**

5.3. MUNICIPAL PROJECTS PLAN 2026/27

5.3.1. Internally Funded Capital Projects 2026/27

5.3.1.1. KPA 1: Spatial Rationale

Cluster	Sector / KPA	Capital Projects										
		2026/27				2027/28			2028/29			2029/30
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project
Sustainable integrated infrastructure and services	Land Use Management	DPD1	Establishment of a new Cemetery in Phalaborwa	800 000	BPM							
		Total			800 000							

5.3.1.2 KPA 2: Basic Service Delivery

Cluster	Sector / KPA	Operations and Maintenance Projects												
		2026/27				2027/28			2028/29			2029/30	2030/31	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project	
sustainable integrated infrastructure and services	Electricity	TECH22	Amendment of Schedule 1 of the distribution license	500 000	BPM									
		TECH23	Maintenance of 11-kV Circuit Breakers in Substations	500 000	BPM	Maintenance of 11-kV Circuit Breakers in Substations	550 000	BPM	Maintenance of 11-kV Circuit Breakers in Substations	R605 000	BPM			
		TECH24	Maintenance of 11-kV Overhead Power Lines	800 000	BPM	Maintenance of 11-kV Overhead Power Lines	400 000	BPM	Maintenance of 11-kV Overhead Power Lines	R440 000	BPM			
		TECH25	Replacement of broken Streetlights and traffic lights	600 000	BPM	Replacement of broken Streetlights and traffic lights	200 000	BPM	Replacement of broken Streetlights and Traffic lights	220 000				
		TECH26	Settings and Grading of Electrical Protection in the Distribution Network	500 000	BPM									
		TECH27	Maintenance of council Owned buildings and facilities	500 000	BPM	Maintenance of council owned Buildings and Facilities	200.00	BPM	Maintenance of council Owned buildings and facilities	200.00	BPM			

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
		TECH28	Maintenance of 33/11-kV Transformers and 11/0.400-kV Mini-substations	1 000 000	BPM	Maintenance of 33/11-kV Transformers and 11/0.400-kV mini-substations	500 000	BPM	Maintenance of 33/11-kV Transformers and 11/0.400-kV Mini-substations	550 000	BPM		
		TECH39	Audit of the electrical network commercial value chain including meters, meter reading, billing and accounts.	2 000 000	BPM								
		TECH30	Vegetation Control on Overhead Power Lines, Substations and Mini-substations	600 000	BPM	Vegetation Control on Overhead Power Lines, Substations and Mini-substations	660 000	BPM	Vegetation control on Overhead power lines, Substations and Mini-substations	605 000	BPM		
	Mechanical	TECH31	Maintenance of aged yellow fleet	300 000	BPM	Refurbishment of aged yellow fleet	340 000	BPM	Refurbishment of aged yellow fleet	375 000	BPM		
	Road and stormwater	TECH32	Rehabilitation of the testing ground Phase 1	1 000 000	BPM	Rehabilitation of the testing ground Phase 2	1 000 000	BPM	Rehabilitation of the testing ground Phase 3	1 000 000	BPM		
		TECH33	Development of Roads and	3 000 000									

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			stormwater master plan										
	Building	TECH34	Refurbishment of Municipal building	800 000	BPM								
		TECH35	Fencing of cemetery Lulekani Phase 1 (80 hectors Barbed wire fencing)	1 500 000	BPM								
		TECH36	Fencing of cemetery Namakgale (18 hectors – Barbed wire fencing)	750 000	BPM								
		TECH37	Fencing of cemetery Gravelotte (5 hectors – Barbed wire)	350 000	BPM								
	Environmental Management	COM8	Operation, maintenance and management of Phalaborwa (operational) landfill.	8 280 000	BPM	Operation, maintenance and management of Phalaborwa (operational) landfill.	8 280 000	BPM	Operation, maintenance and management of Phalaborwa (operational) landfill.	8 280 000	BPM		
		COM09	Closure and Rehabilitation	2 000 000	BPM	Closure and Rehabilitation	2 500 000	BPM	Closure and Rehabilitation	3 000 000	BPM		

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			of the operational Phalaborwa landfill			of the operational Phalaborwa landfill			of the operational Phalaborwa landfill				
		COM10	Closure and rehabilitation of Namakgale and Gravelotte "landfills"	1 000 000	BPM	Closure and rehabilitation of Namakgale and Gravelotte "landfills"	1 500 000	BPM	Closure and rehabilitation of Namakgale and Gravelotte "landfills"	2 000 000	BPM		
		COM11	Operational equipment's	400 000	BPM	Operational equipment's	600 000	BPM	Operational equipment's	700 000	BPM		
		COM12	Hazardous Waste Management	800 000	BPM	Hazardous Waste Management	1 000 000	BPM	Hazardous Waste Management	1 200 000	BPM		
	Traffic & Licencing	COM13	Operational equipment's (Paints)	400 000	BPM	Operational equipment's (Paints)	450 000	BPM	Operational equipment's (Paints)	500 000	BPM		
		COM14	Road Safety campaign	200 000	BPM	Road Safety campaign	200 000	BPM	Road Safety campaign	200 000	BPM		
		COM15	Procurement of Traffic fine books section 56,44,& 341	200 000	BPM	Procurement of Traffic fine books section 56,44,& 341	350 000	BPM	Procurement of Traffic fine books section 56,44,& 341	400 000	BPM		
		COM16	Calibration of VTS & DLTC testing Machines (Maintenance of machinery)	200 000	BPM	Calibration of VTS & DLTC testing Machines	350 000	BPM	Calibration of VTS & DLTC Testing Machines	400 000			
	Parks	COM17	Landscaping of islands	400 000	BPM	Landscaping of island	600 000	BPM	Landscaping of island	700 000			
		COM18	Parks signage	150 000	BPM	Parks signage	350 000	BPM	Parks signage	450 000			

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			board			board			board				
		COM19	Purchasing of nursery plants/ Greening	150 000	BPM	Purchasing of nursery plants/ Greening	650 000	BPM	Purchasing of nursery plants/ Greening	750 000			
		COM20	Barricading materials for parks	150 000	BPM	Barricading materials for parks	350 000	BPM	Barricading material for parks	450 000			
		COM21	Purchasing of operational equipment	200 000	BPM	Purchasing of operational equipment	1 200 000	BPM	Purchasing of operational equipment	1 300 000			
		COM22	Bush-clearing	1 000 000	BPM	Bush-clearing	1 700 000	BPM	Bush-clearing	1 900 000			
	Cemeteries	COM23	Paupers's burials	150 000	BPM	Pauper's burial	350 000	BPM	Pauper's burial	350 000	BPM		
		COM24			BPM	Rehabilitation of memorial hall	500 000	BPM					
Total				30 380 000									

5.3.1.3 Integrated National Electrification Programme Projects (INEP)

Cluster	Sector / KPA	Capital Projects													
		2026/27					2027/28			2028/29			2029/30	2030/31	
		Project No.	Project	Cost	Funding	Implementing Agency	Project	Cost	Funding	Project	Cost	Funding	Project	Project	
Sustainable Integrated Infrastructure and Services	Electrical	INEP1	Electrification of 70 households at Prieska village	1 800 000	INEP	BPM	Electrification of Nondweni	12 362 000			Construction of 132/11-kV, 40-MVA Substation	8 740 000			
		INEP2					Construction of 132/11-kV, 40-MVA Substation								
Total				1 800 000											

5.3.1.4 Municipal Infrastructure Grant Projects (MIG)

Project no	Project Name	Project Description and Location	Project Duration		Total Budget	Sources of Funding	MTEF Forward Estimates		
			Date: Start	Date: Finish			2026/27	2027/28	2028/29
MIG1	Upgrading of gravel to block paving from Aubrey carwash via cemetery to Kanana	Upgrading of road Location : ward 1 & 19	December 2024	December 2026	R 23 630 852.54	MIG & Co-funding	R6 221 357.27	R0.00	R0.00
MIG2	Upgrading of gravel to block paving from Honeyville to Dinoko Sebera	Upgrading of road Location : ward 2 & 9	December 2024	December 2026	R34 723 255.59	MIG & Co-funding	R2 369 615.26		
MIG3	Installation of precast storm water culverts at Shitshitwe culvert	Construction of stormwater culvert Location : Makhushane Ward 2	October 2025	June 2027	R 12 200 000.00	MIG	R11 200 000.00	R0.00	R0.00
MIG4	Upgrading of gravel to block paving from clinic via ZCC	Upgrading of road from gravel to block paving Location : Makhushane Ward 02	October 2025	June 2027	R6 400 000.00	MIG	R5 500 000.00	R0.00	R0.00
MIG5	Upgrading of gravel to block paving from Nkateko Primary to Pondo Combined	Upgrading of road from gravel to block paving Location : Lulekani Ward 14	October 2025	June 2027	R8 000 000.00	MIG	R7 150 000.00	R0.00	R0.00
MIG6	Upgrading of gravel road to block paved road from Humulani clinic to PMC bus stop	Upgrading of road from gravel to block paving Location : Matikoxikaya Ward 16	October 2026	June 2028	R19 900 000.00	MIG	R2 077 377.47	R17 822 622.53	R0.00
MIG7	Upgrading of gravel road to block paved road from Mabine Primary to Lebeko Secondary School	Upgrading of road from gravel to block paving Location : Mashishimale Ward 08	October 2026	June 2029	R33 400 000.00	MIG	R3 000 000.00	R23 576 477.47	R6 823 522.53
MIG8	Construction of the new landfill site	Construction of a new landfill site	July 2028	June 2031		MIG			R35 809 627.47
					R91 900 000		R37 518 350.00	R41 399 100.00	R42 633 150.00

5.3.1.5 KPA 5: Municipal Transformation and Institutional development

Cluster	Sector / KPA	Capital Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Municipal Transformation and Institutional Development	Office Furniture	CORP1	Purchase of Furniture and Office Equipment's	500 000	BPM	Purchase of Furniture and Office Equipment's	2 700 000	BPM	Purchase of Furniture and Office Equipment's	3 000 000	BPM		
	ICT	CORP2				Automation of Internal Audit Process (to include CAATs) in compliance with GIAS	700 000	FMG	Automation of Internal Audit Process (to include CAATs) in compliance with GIAS	300 000	FMG	Automation of Internal Audit Process (to include CAATs) in compliance with GIAS - Licenses	Automation of Internal Audit Process (to include CAATs) in compliance with GIAS - Licenses
Total				500 000									

5.4. OPERATIONS AND MAINTENANCE PROJECTS: 2026 – 2027

5.4.1 KPA 1: Spatial rationale

Cluster	Sector / KPA	Operations and Maintenance Projects												
		2026/27				2027/28			2028/29			2029/30	2030/31	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project	
Sustainable integrated infrastructure and services	Spatial Development	DPD2	Review of the Spatial Development Plan Framework	1 200 000	BPM									
		DPD3	Supplementary Valuation Roll	1 200 000	BPM	Supplementary Valuation Roll	1 200 000	BPM						
		DPD4	Township Ratification	300 000	BPM									
	Land Use Management	DPD5	Review of Land Use Scheme	1 000 000	BPM									
		DPD6	Municipal Planning Tribunal and Appeal Authority Operations	400 000	BPM									
		DPD7				Development of a Rural Settlement Strategy	700 000							
		DPD8				Development of layout Plan for Tribal Area	800 000							
		DPD9	Layout plan Gravelote	800 000	BPM									
		DPD10	Illegal land-use Awareness campaign	100 000	BPM									

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects												
		2026/27				2027/28			2028/29			2029/30	2030/31	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project	
	GIS	DPD11			BPM	Integration of Municipal Services into the Geographic Information System	1500 000			GIS AFLA Building Plans From ESRI	1000 000			
Total				5 000 000										

5.4.2 KPA 2: Basic Services and Service Delivery

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
sustainable integrated infrastructure and services	Electricity	TECH22	Amendment of Schedule 1 of the distribution license	500 000	BPM								
		TECH23	Maintenance of 11-kV Circuit Breakers in Substations	500 000	BPM	Maintenance of 11-kV Circuit Breakers in Substations	550 000	BPM	Maintenance of 11-kV Circuit Breakers in Substations	R605 000	BPM		
		TECH24	Maintenance of 11-kV	800 000	BPM	Maintenance of 11-kV	400 000	BPM	Maintenance of 11-kV	R440 000	BPM		

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			Overhead Power Lines			Overhead Power Lines			Overhead Power Lines				
		TECH25	Replacement of broken Streetlights and traffic lights	600 000	BPM	Replacement of broken Streetlights and traffic lights	200 000	BPM	Replacement of broken Streetlights and Traffic lights	220 000			
		TECH26	Settings and Grading of Electrical Protection in the Distribution Network	500 000	BPM								
		TECH27	Maintenance of council Owned buildings and facilities	500 000	BPM	Maintenance of council owned Buildings and Facilities	200.00	BPM	Maintenance of council Owned buildings and facilities	200.00	BPM		
		TECH28	Maintenance of 33/11-kV Transformers and 11/0.400-kV Mini-substations	1 000 000	BPM	Maintenance of 33/11-kV Transformers and 11/0.400-kV mini-substations	500 000	BPM	Maintenance of 33/11-kV Transformers and 11/0.400-kV Mini-substations	550 000	BPM		
		TECH39	Audit of the electrical network commercial value chain including meters, meter	2 000 000	BPM								

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Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27			2027/28			2028/29			2029/30	2030/31	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			reading, billing and accounts.										
		TECH30	Vegetation Control on Overhead Power Lines, Substations and Mini-substations	600 000	BPM	Vegetation Control on Overhead Power Lines, Substations and Mini-substations	660 000	BPM	Vegetation control on Overhead power lines, Substations and Mini-substations	605 000	BPM		
	Mechanical	TECH31	Maintenance of aged yellow fleet	300 000	BPM	Refurbishment of aged yellow fleet	340 000	BPM	Refurbishment of aged yellow fleet	375 000	BPM		
	Road and stormwater	TECH32	Rehabilitation of the testing ground Phase 1	1 000 000	BPM	Rehabilitation of the testing ground Phase 2	1 000 000	BPM	Rehabilitation of the testing ground Phase 3	1 000 000	BPM		
		TECH33	Development of Roads and stormwater master plan	3 000 000	BPM								
	Building	TECH34	Refurbishment of Municipal building	800 000	BPM								
		TECH35	Fencing of cemetery Lulekani Phase 1 (80 hectors Barbed wire fencing)	1 500 000	BPM								
		TECH36	Fencing of cemetery	750 000	BPM								

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27			2027/28			2028/29			2029/30	2030/31	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
			Namakgale (18 hectors – Barbed wire fencing)										
		TECH37	Fencing of cemetery Gravelotte (5 hectors – Barbed wire)	350 000	BPM								
	Environmental Management	COM8	Operation, maintenance and management of Phalaborwa (operational) landfill.	8 280 000	BPM	Operation, maintenance and management of Phalaborwa (operational) landfill.	8 280 000	BPM	Operation, maintenance and management of Phalaborwa (operational) landfill.	8 280 000	BPM		
		COM09	Closure and Rehabilitation of the operational Phalaborwa landfill	2 000 000	BPM	Closure and Rehabilitation of the operational Phalaborwa landfill	2 500 000	BPM	Closure and Rehabilitation of the operational Phalaborwa landfill	3 000 000	BPM		
		COM10	Closure and rehabilitation of Namakgale and Gravelotte “landfills	1 000 000	BPM	Closure and rehabilitation of Namakgale and Gravelotte “landfills”	1 500 000	BPM	Closure and rehabilitation of Namakgale and Gravelotte “landfills”	2 000 000	BPM		
		COM11	Operational equipment’s	400 000	BPM	Operational equipment’s	600 000	BPM	Operational equipment’s	700 000	BPM		

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
		COM12	Hazardous Waste Management	800 000	BPM	Hazardous Waste Management	1 000 000	BPM	Hazardous Waste Management	1 200 000	BPM		
	Traffic & Licencing	COM13	Operational equipment's (Paints)	400 000	BPM	Operational equipment's (Paints)	450 000	BPM	Operational equipment's (Paints)	500 000	BPM		
		COM14	Road Safety campaign	200 000	BPM	Road Safety campaign	200 000	BPM	Road Safety campaign	200 000	BPM		
		COM15	Procurement of Traffic fine books section 56,44,& 341	200 000	BPM	Procurement of Traffic fine books section 56,44,& 341	350 000	BPM	Procurement of Traffic fine books section 56,44,& 341	400 000	BPM		
		COM16	Calibration of VTS & DLTC testing Machines (Maintenance of machinery)	200 000	BPM	Calibration of VTS & DLTC testing Machines	350 000	BPM	Calibration of VTS & DLTC Testing Machines	400 000			
		Parks	COM17	Landscaping of islands	400 000	BPM	Landscaping of island	600 000	BPM	Landscaping of island	700 000		
	COM18		Parks signage board	150 000	BPM	Parks signage board	350 000	BPM	Parks signage board	450 000			
	COM19		Purchasing of nursery plants/ Greening	150 000	BPM	Purchasing of nursery plants/ Greening	650 000	BPM	Purchasing of nursery plants/ Greening	750 000			
	COM20		Barricading materials for parks	150 000	BPM	Barricading materials for parks	350 000	BPM	Barricading material for parks	450 000			
	COM21		Purchasing of operational equipment	200 000	BPM	Purchasing of operational equipment	1 200 000	BPM	Purchasing of operational equipment	1 300 000			

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
	Cemeteries	COM22	Bush-clearing	1 000 000	BPM	Bush-clearing	1 700 000	BPM	Bush-clearing	1 900 000			
		COM23	Paupers's burials	150 000	BPM	Pauper's burial	350 000	BPM	Pauper's burial	350 000	BPM		
		COM24			BPM	Rehabilitation of memorial hall	500 000	BPM					
Total				30 380 000									

5.4.3 KPA 3: Financial Viability and Management

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Improved Financial Viability	Revenue Collection	FIN1	Prepaid vending	1 400 000	BPM	Prepaid vending	1 500 000	BPM	Prepaid vending	1 500 000	BPM		
		FIN2	Meter reading (Electricity)	150 000	BPM	Meter reading (Electricity)	150 000	BPM	Meter reading (Electricity)	160 000	BPM		
		FIN3	Debt collection	1 500 000	BPM	Debt collection	1 400 000	BPM	Debt collection	1 400 000	BPM		
		FIN4	Indigent Management (Vetting and Indigent Registration Process)	300 000	BPM	Indigent Management (Vetting and Indigent Registration Process)	1 000 000	BPM	Indigent Management (Vetting and Indigent Registration Process)	1 000 000	BPM		
	Fixed Asset Register (FAR)	FIN5	GRAP Compliant Fixed Asset Register	1 800 000	BPM	GRAP Compliant Fixed Asset Register	1 500 000	BPM	GRAP Compliant Fixed Asset Register	1 500 000	BPM		
	Preparations of the Annual Financial Statements	FIN6	Preparations of the Annual Financial Statements	1 600 000	BPM	Reviewer of the Annual Financial Statements	500 000	BPM	Reviewer of the Annual Financial Statements	500 000	BPM		
Total			6 750 000										

5.4.4 KPA 4: Local Economic Development

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Growing economic environment	Local Economic	DPD12	SMMES Capacity Building	250 000	BPM	SMMES Capacity Building	350 000	BPM					
		DPD13	Trade & Investment	300 000	BPM	Trade & Investment	500 000	BPM					
		DPD14	LED Forums	50 000	BPM	LED Forums	100 000	BPM					
		DPD15	Business Registration Centre Operations	200 000	BPM	BRC Operations	250 000	BPM					
		DPD16				Development of Agro-Processing Feasibility Study	700 000	BPM					
		DPD17	Trade & Investment Strategy Development	200 000	BPM								
	DPD18	Marula Festivities	1 000 000	BPM									

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
		DPD19				Annual LED Summit	1 000 000	BPM					
	Economic Infrastructure	DPD20	Redevelopment of Trading Markets	350 000	BPM	Redevelopment of Trading Markets	700 000	BPM					
	Tourism	DPD21	Tourism Month	250 000	BPM	Tourism Month	400 000	BPM					
		DPD22	Heritage Day	200 000	BPM	Heritage Day	200 000	BPM					
		DPD23	Tourism Plan Implementation	400 000	BPM	Tourism Plan Implementation	600 000	BPM					
		DPD24	Promotion & Marketing	200 000	BPM	Promotion & Marketing	500 000	BPM					
	Outdoor Advertising	DPD25	Outdoor Advertising Infrastructure study	300 000	BPM								
Total				3 700 000									

5.4.5 KPA 5: Municipal Transformation and Institutional Development

Cluster	Sector / KPA	Operations and Maintenance Projects												
		2026/27					2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project	
	IT	CORP3	Upgrading of ICT Infrastructure (Cabling , Switches , Servers ,printers , wireless and	1 500 000	BPM	Upgradin g of ICT Infrastru cture (Cabling , Compute rs , Switches , Servers ,printers , wireless and Laptops	1 500 000	BPM	Upgradin g of ICT Infrastru cture (Cabling , Compute rs , Switches , Servers ,printers , wireless and Laptops	1 500 000	BPM			
		CORP4	Telephone (VoIP)	500 000	BPM	Telephon e (VoIP)	500 000	BPM						
		CORP5	Subscriptio n and Licences	7 000 000	BPM	Subscript ion and Licences	7 000 000	BPM	Subscript ion and Licences	7 000 000	BPM			
		CORP6	Web hosting and maintenanc e	250 000	BPM	Web hosting and maintena nce	250 000	BPM						
		CORP7	Printing Managem ent (rental	1 500 000	BPM	Printing Manage ment	1 500 000	BPM						

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects												
		2026/27					2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project	
			of photocopiers) second year			(rental of photocopiers)third year								
		CORP8	Supply and Delivery of 40 Laptops to Councillors over 36 months (40- first year year)	500 000	BPM	Supply and Delivery of 40 Laptops to Councillors over 36 months (40- secondt year)	500 000	BPM						
		CORP9	Supply and Delivery of 140 Laptops for officials over 36 months (40- Second year)	1 300 000	BPM	Supply and Delivery of 40 Laptops Councillors over 36 months (40- Third year)	2 000 000	BPM						
		CORP10	ICT Steer Comm Chair	90 000	BPM	ICT Steer Comm Chair	90 000	BPM	ICT Steer Comm Chair	90 000	BPM			

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Cluster	Sector / KPA	Operations and Maintenance Projects												
		2026/27					2027/28			2028/29			2029/30	2030/31
		Project No.		Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
	Publications & Notices	CORP1 1		Publication of Notices and Gazetting of By-laws	1 800 000	BPM	Publication of Notices and Gazetting of By-laws	2 000 000		Publication of Notices and Gazetting of By-laws	2 200 000	Own funding		
	Purchase of Legislative Libraries	CORP1 2		Purchase of Legislative Libraries for new Councillors	300 000	BPM								
	Protective clothing for All staff	CORP1 3	Protective clothing for All staff	Protective clothing for including 21 traffic officers and 300x personal Equipment for Environmental	1 800 000	BPM	Protective clothing for including 21 traffic officers and 300x personal Equipment for Environmental	1 850 000		Protective clothing for including 21 traffic officers and 300x personal Equipment for Environmental	1 900 000			
				Total	16 540 000									

5.4.6 KPA 6: Good Governance and Public participation

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
Good corporate governance and public participation	IDP Review	DPD26	IDP Strategic planning session and stakeholder engagement	700 000	BPM	IDP Strategic planning session and stakeholder engagement	900 000	BPM	IDP Strategic planning session and stakeholder engagement	900 000	BPM		
	Performance Management review	DPD27	Review of Annual Report and publishing	200 000	BPM	Review of Annual Report and publishing	300	BPM	Review of Annual Report and publishing	350 000	BPM		
	Risk management	MM1	Risk Management Committee Meetings	90 000	BPM	Risk Management Committee Meetings	90 000	BPM	Risk Management Committee Meetings	90 000	BPM		
	Combating fraud and fighting corruption	MM2	Whistleblowing incentive	50 000	BPM	Whistleblowing incentive	300 000	BPM	Whistleblowing incentive	300 000	BPM		
		MM3	Special Investigations	300 000	BPM	Special Investigations	750 000	Own	Special Investigations	800 000	BPM		
	Insurance	MM4	Provision of Short-term insurance	4 000 000	BPM	Provision of Short-term insurance	4 200	Own	Provision of Short-term insurance	4 400 000	BPM		
	Security management	MM5	Provision of security services	21 200 000	BPM	Provision of security services	21 700 000	Own	Provision of security services	22 400 000	BPM		

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
		MM6	Security Systems (CCTV and Access Control Systems)	250 000	BPM	Security Systems (CCTV and Access Control Systems)	250 000	Own	Security Systems (CCTV and Access Control Systems)	110 000	BPM		
	Internal Audit	MM7	Co-Sourcing of Internal Audit Processes	500 000	BPM	Co-Sourcing of Internal Audit Processes	1000 000	Internal	Co-Sourcing of Internal Audit Processes	1000 000	BPM		
		MM8	Internal & External Assessments (Compliance with GIAS)	200 000	BPM	External Quality Review (Compliance with GIAS)	450 000	Internal	Internal Assessment (GIAS)	200 000	BPM		
		MM9	Audit Committee sittings	850 000	BPM	Audit Committee sittings	850 000	BPM	Audit Committee sittings	850 000	BPM		
	Public Participation (IDP/PMS Public Participation & Imbizos)	MM10	Quarterly Mayoral Imbizo and Public Participation meetings	1 600 000	BPM	Mayoral Imbizo and Public Participation meetings	1 900 000	BPM	Mayoral Imbizo and Public Participation meetings	2 000 000	BPM		
	MPAC	MM11	Strategic Planning session.	400 000	BPM	Strategic Planning session	R750 000		Strategic Planning session	R800 000	BPM		
		MM12	Public hearing	400 000	BPM	Public hearing	R650 000		Public hearing	R700 000	BPM		
		MM13	Project Visits	30 000	BPM	Project Visit	R60 000		Project Visits	R65 000	BPM		

2026/27 INTEGRATED DEVELOPMENT PLAN

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project
		MM14	Working Session	400 000	BPM	Working Session	R700 000		Working Session	R750 000	BPM		
	Monthly Community feedback meetings (mass mobilisation)	MM15	Community feedback meetings (mass mobilisation)	200 000	BPM	Community feedback meetings (mass mobilisation)	400 000	BPM	Community feedback meetings (mass mobilisation)	450 000	BPM		
	Ward Committees	MM16	Annual Ward committee conference/ summit/se minar/launc h (includes conference material)	1 000 000	BPM	Ward committee conference/sum mit/seminar (includes conference material)	1 000 000	BPM	Ward committee conference/summi t/seminar (includes conference material)	1 000 000	BPM		
		MM17	Quarterly Local ward committee forums	40 000	BPM	Quarterly Local Ward Committee Forums	90 000	BPM	Quarterly ward committee forum	100 000	BPM		
		MM18	Ward committee stationary	20 000	BPM	Ward committee stationary	110 000	BPM	Ward committee stationary	120 000	BPM		
	Batho-pele	MM19	Annual Batho pele Day	60 000	BPM	Annual Batho pele Day	80 000	BPM	Annual Batho pele Day	80 000	BPM		
	Communications	MM21			BPM	Branding	200 000		Branding	200 000	BPM	Branding	
Total				32 490 000									

5.4.7 Special Programmes

5.4.7.1 HIV/Aids Programmes

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2026/27				2027/28			2027/28			Project	Project
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding		
Special Programmes	HIV & AIDS	MM22	AIDs Candlelight Memorial: 600 pp (outreach program) Tent hire PA system hire Travelling Catering Bottled water	200 000	BPM	AIDs Candlelight Memorial: 600 pp (outreach program) Tent hire PA system hire Travelling Catering Bottled water	220 000	BPM	AIDs Candlelight Memorial: 600 pp (outreach program) Tent hire PA system hire Travelling Catering Bottled water	240 000	BPM		
		MM27	World AIDS Day : 600 pp (outreach program) Tent hire PA system hire Travelling Catering Bottled water	200 000	BPM	World AIDS Day : 600 pp (outreach program) Tent hire PA system hire Travelling Catering Bottled water	220 000	BPM	World AIDS Day : 600 pp (outreach program) Tent hire PA system hire Travelling Catering Bottled water	240 000	BPM		
				400 000			440 000			480 000			

5.4.7.2 Disaster Management

Cluster	Sector / KPA	Operations and Maintenance Projects												
		2026/27				2027/28			2028/29			2029/30	2030/31	
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project	
Disaster Management	Disaster Management	MM36	Disaster Awareness Campaigns	100 000	BPM	Disaster Awareness Campaigns	200 000	Internal Funding	Disaster Awareness Campaigns	250 000	Internal Funding			
		MM37	Disaster Relief Materials	800 000	BPM	Disaster Relieve Material	1 000 000	Internal Funding	Disaster Relieve Material	1 200 000	Internal Funding			
		MM38	Disaster Collapsible Structures	700 000	BPM	Disaster Collapsible Structures	1 000 000	Internal Funding	Disaster Collapsible Structures	1 200 000	Internal Funding			
		MM39	Disaster – Trailer (Assets)	150 000	BPM									
		MM40	Disaster Equipment	100 000	BPM	Disaster Equipment	200 000	Internal Funding	Disaster Equipment	200 000	Internal Funding			
Total			1 850 000											

5.4.7.4 Unfunded projects (Projects requiring external funding)

Sector / KPA	Projects		
	2026/27		
	Project No.	Project	Cost
Environmental management	UNF1	Development of drop-off centers	300 000
	UNF5	Low-Cost Sensor for air monitoring x 4	1 000 000
	UNF6	Environmental Advocacy Programme	300 000
	UNF7	Promote recycling and waste recovery	150 000
	UNF8	Support the recycling initiative within the municipality	150 000
	UNF9	Greenest Ward Competition	500 000
	UNF10	Research on environmentally sensitive areas in partnership with Institution of Higher Learning	200 000
	UNF11	Adopt a school programme	200 000
	UNF12	Environmental education and awareness	150 000
Parks and Cemeteries	UNF13	Rehabilitation of nursery structure	600 000
Traffic and Licensing	UNF14	Integrated Transport Plan	3 000 000
	UNF15	Establishment of Testing station VTS and DLTC	3 000 000
	UNF16	Handheld devices	600 000
	UNF17	Procurement of drone for enhancement of compliance and law enforcement	300 000
	UNF18	Establishment of Pounding Station	1 000 000
LED	UNF19	BPM/ NYDA Youth Fund	300 000

5.5 SECTOR DEPARTMENTS PROJECTS

5.5.1 Mopani District Municipality Projects

Projects /Programmes	2026/2027	2027/2028	2028/2029
MIG PROJECTS			
Lulekani water scheme (BenFarm)	R11 540 756,00	-	-
Makhushane Water Scheme	R20 000 000,00	-	-
Ba- Phalaborwa Rural Household Sanitation MTEF -02	R1 488 792,94	-	-
Repairs and Maintenance - Phalaborwa WWTW	R14 584 903,60	R14 584 903,60	R14 584 903,60
Repairs and Maintenance -Lulekani WWTW	R8 749 768,64	R8 749 768,64	R8 749 768,64

5.5.2 Department of Agriculture

Project Name	Municipality	Activities	2026/27	2027/28	2028/29
CASP Infrastructure Projects					
Madikhabishe Farming	Ba-Phalaborwa	1ha shade net, 2ha open field drip irrigation, reservoir, shed, toilets & solar	R284 000.00	-	-
Ingarose Farm	Ba-Phalaborwa	Siting, Drilling and testing of a borehole	R350 000.00	-	-

5.2.3 Road Agency Limpopo

Project No.	ACTIVITY	ROAD / S	DESCRIPTION	LOCAL MUNICIPALITY	CONSULTANT	CONTRACTOR	CONTRACTOR APPOINTMENT AMOUNT
T1105	Preventative Maintenance	D4424	Matoxikaya to Lulekani	Ba-Phalaborwa	Ditlou Proper Consulting	Bagaphala Projects Trading	R 38 395 194,00
T1105A	Preventative Maintenance	D4424	Matoxikaya to Lulekani	Ba-Phalaborwa	Ditlou Proper Consulting	Bagaphala Projects Trading	R 19 999 999,00
T1268	Upgrading of road (Gravel to tar)	D3786	Mashishimale to Mosemaneng	Ba Phalaborwa	Phamela Engineering Sevices	Dwellers Trading & Projects	R 117 000 000,00
T1106	Preventative Maintenance	D3786	Maseke to Mashishimale	Ba-Phalaborwa	Mzibani Consulting	Maphala Group Services (Pty) Ltd	R 49 606 464,00

5.2.4 Department of Co-operative Governance, Human Settlement and Traditional Affairs

DISTRICT	MUNICIPALITY	Total number of housing allocations 2026/27 FY
Mopani	Ba-Phalaborwa	69

CHAPTER 6: INTEGRATION (SUMMARIES OF SECTOR PLANS)

To be credible, the IDP should include sector plans that are consistent with the main document. The table below covers all of the necessary sector plans and the status of each one.

Sector Plan	Last Date of Review
Anti-Corruption Strategy	2025/26
Disaster Management Plan	2025/26
Five Years Financial Plan	2025/26
LED Strategy	2022/23 (Review after five years)
LUMS 2020-25	Five-year plan – 2020-2025
Integrated Waste Management Plan	2025/26
Risk Management Strategy	2025/26
SDF 2019-24	Five-year plan – 2019-2024
Recruitment & Retention Strategy	The municipality does not have the strategy
Municipal Institutional Plan	The municipality does not have Municipal Institutional Plan
Revenue Enhancement Strategy	2025/26
Community Safety Plan	N/A
HIV/AIDS Policy	2025/26
Roads Master Plan	Never reviewed
Electricity Master plan	Never reviewed
Public Participation Strategy	2025/26
Communication Strategy	2025/26
Works kills Plan	2023/2024
Environmental Management By-law	2024/2025
Recycling Strategy	2025/26
Green and Open Space Management Plan	2025/26
Housing sector plan	2024/2025

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

The Ba-Phalaborwa Local Municipality or its successor in title shall be the entity responsible for implementing and carrying out the terms of this land-use scheme.

6.1.1. Authority of Land-Use Scheme

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

6.1.2. Title of Land-Use Scheme

The "title of land-use scheme" refers to the formal name or designation given to a specific land-use plan or regulation document. It is essentially the official identifier of the document that outlines how land within a specific area is to be used. The scheme shall be known as the Ba-Phalaborwa Land-use Scheme, 2020.

6.1.3. Area of the Land-Use Scheme

A Land Use Scheme (LUS) defines how land can be used and developed within a municipality's area, ensuring that the "right things get built, in the right place, at the right time". In Ba-Phalaborwa, the Land Use Scheme is a legal document that regulates land use and development, aligning with the Spatial Planning and Land Use Management Act (SPLUMA). The scheme includes the area of jurisdiction of the Ba-pahalaborwa Local Municipality, as announced.

6.1.4. Purpose of the Land Use Scheme

Section 25 (1) of the Spatial Planning and Land Use Management Act, Act No. 16 of 2013 (Hereafter referred to as the Act) states that a land use scheme must give effect to and be consistent with the municipal spatial development framework and determine the use and development of land within the municipal area to which it relates to promote:

- economic growth.
- social inclusion.
- efficient land development; and
- minimal impact on public health, the environment and
- natural resources.

Section 25 (2) of the Act states that a land use scheme must include:

- (a) scheme regulations setting out the procedures and conditions relating to the use and development of land in any zone.
- (b) a map indicating the zoning of the municipal area into land use zones; and
- (c) a register of all amendments to such land use scheme.

The purpose of the Scheme as per Section 16 of the Spatial Planning and Land Use Management By-law of Ba-Phalaborwa Local Municipality, 2016, states that the Municipality must determine the use and development of land within the municipal area to which it relates to promote.

- a) harmonious and compatible land use patterns.
- b) aesthetic considerations.
- c) sustainable development and densification.

d) the accommodation of cultural customs and practices of traditional communities in land use management; and

e) a healthy environment that is not harmful to a person's health.

6.1.5. Components of the Land Use Scheme

The Scheme consist of the following main components:

- Scheme regulations setting out the procedures and conditions relating to the use and development of land in any zone.
- A scheme map indicating the zoning of the municipal area into land use zones.
- A register of all amendments to such land use scheme; and
- A register of all land use rights of all properties.

6.1.6. Application of the Scheme

This Scheme applies to all land within the jurisdiction of the municipal area, including all stateowned land. This Scheme binds every owner and their successor-in-title and every user of land, including the State.

6.1.7. Status of the Scheme

The status of the scheme is as follows:

- This Land Use Scheme is prepared in terms of the Spatial Planning and Land Use Management Act of 2013 and the Spatial Planning and Land Use Management By-law of Ba-Phalaborwa Local Municipality, 2016 and it replaces any other previous applicable schemes.
- The use of all land included in the area of this Land Use Scheme shall be controlled by the Land Use Scheme. No land or building may be used for any purposes other than that permitted in this Land Use Scheme, and its binding to all persons and the State.
- Nothing in this Scheme overrides a restrictive condition.

6.1.8. Transitional Arrangements

Existing Land Use Rights:

- All existing, legal land use rights that were in effect on properties prior to the effective date are deemed to continue in full force and effect and are hereby incorporated into the Scheme.
- Should a mistake or oversight be made in the recording of an existing land use right, suchmistake or oversight shall be rectified, on producing of proof of such existing land use right by the landowner.

6.2. ANTI-CORRUPTION STRATEGY (ADOPTED)

6.2.1. Purpose

The purpose of the document is to provide guidance to enable Ba-Phalaborwa Municipality to develop a fraud prevention strategy and to improve accountability, efficiency, and effective administration within the municipality, including decision-making and management conduct which promotes integrity.

6.2.2. The objectives of this strategy

The objectives of this strategy could be summarized as follows:

- a) The primary objective of this strategy is to prevent fraudulent conduct before it occurs by encouraging a culture within the Ba-Phalaborwa 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.
- b) Development of anti-corruption capacity in the municipality.
- c) Improving the application of systems, policies, procedures, and regulations in the municipality.
- d) Changing aspects that undermine the municipal integrity and facilitate unethical conduct, fraud and corruption and allow those to go unnoticed or unreported.

Statement of attitude to fraud

Ba-Phalaborwa Municipality requires all staff at all times to act honestly and with integrity and to safeguard the municipal resources for which they are responsible. The Municipality is committed to protecting all revenue, expenditure, and assets from any attempt to gain illegal financial or other benefits.

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

Consequently, any case will be thoroughly investigated, and appropriate corrective action will be taken against anyone who is found guilty of corrupt conduct. This may include referral to the South Africa Police Services.

6.2.3. Regulatory Legislation

6.2.3.1. 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. A range of other resolutions emanated from this Summit and all the sectors committed to implementing these.

The Department of Public Service and Administration (DPSA) was instructed to forge various initiatives across the public service into a coherent strategy with the support of other Departments. A Public Service Task Team (PSTT) consisting of key Departments was convened for this task and representation from local government and public entities were included in order to establish a platform for the roll-out of the strategy to the whole of the Public Sector (Public Service, Local Government and Public Entities).

6.2.3.2. The Local Government Anti-Corruption Strategy

The strategy focuses mainly on the municipal organisation and looks at implementation of employee and councillor codes of conduct, and improved enforcement of applicable systems, policies and procedures. It prescribes the vetting of municipal employees, both existing and prospective, to ensure that they are not predisposed to corruption. Local Government developed the Local Government Anti-Corruption Strategy (LGACS), which is modelled around the Public Service Anti-Corruption Strategy.

The main principles upon which the LGACS is based are the following:

- Creating a culture within municipalities, which is intolerant to unethical conduct, fraud and corruption.
- Strengthening community participation in the fight against corruption in municipalities.
- Strengthening relationships, with key stakeholders, that are necessary to support the actions required to fight corruption in municipalities, for example, South African Local Government Association (SALGA), Employee Representative Unions, and Communities.
- Deterring and preventing of unethical conduct, fraud and corruption.
- Detecting and investigating unethical conduct, fraud and corruption.
- Taking appropriate action in the event of irregularities, for example, disciplinary action, recovery of losses, prosecution, etc; and
- Applying sanctions, which include redress in respect of financial losses.

- **Municipal Finance Management Act 56 of 2003**

Section 112(1) stipulates that the Supply Chain Management Policy of a municipality must be fair, equitable, transparent, competitive and cost effective and comply with a prescribed regulatory framework for municipal supply chain management, which must cover at least the following:

(m) Measures for-

- (i) Combating fraud, corruption, favoritisms and unfair and irregular practices in municipal supply chain management, and
- (ii) Promoting ethics of officials and other role players involved in municipal supply chain management.

- **Criminal Procedure Amendment Act 65 of 2008.**

To amend the Criminal Procedure Act, 1977, to provide for the postponement of certain criminal proceedings against an accused person in custody awaiting trial through audiovisual link; to further regulate the falling away of certain convictions as previous convictions after the expiry of a fixed period; to provide for the expungement of criminal records of certain persons in respect of whom certain sentences have been imposed after the compliance with certain requirements and the expiry of a fixed period; to provide for the expungement of certain criminal records of persons under legislation enacted before the Constitution of the Republic of South Africa, 1993, took effect; and to provide for matters connected therewith.

6.3. LOCAL ECONOMIC DEVELOPMENT STRATEGY

6.3.1. 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.

6.3.2. 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 paper 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)

6.3.3. Relevant guidelines / principles:

The relevant guidelines and principles are listed as follows:

- Poverty alleviation through creation of employment opportunities by 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, if 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.

6.3.4. 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.

6.3.5. 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.

6.4. BA-PHALABORWA MUNICIPALITY SDF

6.4.1. 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.

The Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) was promulgated to provide a framework for spatial planning and land use management throughout the country. The Act provides an understanding into the relationship between spatial planning and land use management system including monitoring, coordination and review of spatial planning and land use managementsystem at different spheres of government. 30 JULY 2019.

The Act emphasizes the need to prepare spatial development framework and to ensure its linkage to land use management system. Unlike in the past when many municipalities prepared land use schemes which focused primarily on proclaimed towns, the new Act requires wall-to-wall land use schemes covering the entire municipal area of jurisdiction and this to be linked to a n d i n f o r m e d b y spatial p l a n n i n g. The Act, further, provides guidelines regarding the content of spatial planning at three spheres of government.

The Act also provides for the establishment of Municipal Planning Tribunals to determine and assess land use and land development applications for its area of jurisdiction. It further provides five key principles applicable to spatial planning and land use Management, namely:

- Spatial justice
- Spatial efficiency
- Resilience
- Spatial sustainability, and
- Good administration

These development principles must guide the preparation, adoption and implementation of any spatial development framework, policy or by-law concerning spatial planning and the development or use of land.

6.4.2. Implication of the development principles to the SDF

Principle of Spatial Justice

Past spatial and other development imbalances should be redressed through improved access to and use of land by disadvantaged communities and persons. This might imply:

- Identifying portions of land throughout the Ba-Phalaborwa Municipality for integration and development purpose.
- Identifying areas previously disadvantaged such as informal settlements for service delivery;
- Providing suitable and serviced land to disadvantaged communities and persons; and
- Ensuring security of tenure (formalization, tenure upgrading of R293 townships, new townships).

The Principle of Spatial Sustainability

This relates to the need to promote spatial planning and land use management and land development systems that are based on and promote the principles of socioeconomic and environmentally sustainable development in South Africa.

This might imply:

- Promoting land development that is within the fiscal, institutional and administrative means of the municipality;
- Identifying urban edge within which development will be permitted to limit urban sprawl.
- Identifying and protecting natural open space system, especially biodiversity.
- Discouraging any non-agricultural activities in high agricultural potential areas.
- Upholding consistency of land use measures in accordance with environmental management instruments.
- Promoting and stimulating the effective and equitable functioning of land markets; and
- Considering all current and future costs to all parties for the provision of infrastructure and social services in land developments.

The Principle of Spatial Efficiency

The spatial efficiency places significant importance on the optimization of existing resources and the accompanying infrastructure.

It may imply:

- Ensuring that development initiatives ensure the maximum use of existing resources and infrastructure.
- Ensuring that decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and
- Proposing mechanisms and procedures that will ensure efficient approval of development applications.

The principle of Spatial Resilience

It relates to mitigation, adaptability, and innovations to secure communities from spatial dimensions of socio-economic and environmental (climate change) shocks. This may imply, ensuring that the municipality design spatial plans, policies and land use management systems that are flexible to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

The Principle of Good Administration

The principle is predicated upon good governance mechanisms, incorporating meaningful consultations and coordination with a view to achieving the desired outcomes across the various planning spheres and domains.

This may imply that:

- All municipal departments and other spheres of government must be involved in the formulation of the SDF and in the implementation thereof to ensure an integrated approach to land use and land development that is guided by the spatial planning and use management systems as embodied in this Act.
- All municipal departments will provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development framework.
- The requirements of any law relating to land development and land use are met timeously.
- The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and 30 JULY 2019
- Policies, legislation, and procedures must be clearly set in order to inform and empower members of the public.

6.4.3. Legislation

Key legislation that guides, influences, and impacts on the Spatial Development Framework (SDF)me
No of Act

- 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

6.5. Integrated Waste Management Plan

6.5.1. 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.

6.5.2. Cleaner production: Waste prevention and minimization

Cleaner production focuses on production processes 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.

6.5.3. Collection

The Ba-Phalaborwa Local Municipality removes waste from the following areas:

- Phalaborwa town
- Namakgale

- Lulekani
- Gravelotte

6.5.4. Treatment

Waste can be treated after it is collected 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.

6.5.5. 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.

6.6. RECRUITMENT AND RETENTION STRATEGY

6.6.1. 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.

6.6.2. Objectives

The overall objective of the recruitment and retention strategy is:

- 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 scarce skills.
- To ensure career development for staff.
- To reduce annual staff turnover rate.

6.6.3. Legislative framework

The legislative framework governing the process include the following:

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

6.6.4. Principles that underpin the recruitment and Retention strategy

The principle that underpin the recruitment and Retention strategy are:

- 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.

6.7. RISK MANAGEMENT POLICY

6.7.1. Introduction

The Accounting Officer has committed 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 no 56 of 2003.

6.7.2. Risk And Risk Management

Risk refers to an unwanted outcome, actual or potential, to the municipality's service delivery and other performance objectives, caused by the presence of risk factors. Some risk factor(s) also present upside potential, which Management must be aware of and be prepared to exploit. Such opportunities are encompassed in this definition of risk. Risk Management is a systematic and formalized process instituted by the municipality to identify, assess, manage and monitor risks.

6.7.3. Benefits Of Risk Management

Ba-Phalaborwa Municipality implements and maintains effective, efficient and transparent systems of risk management and internal control. The risk management system will assist the institution to achieve, among other things, the following outcomes needed to underpin and enhance performance:

- more sustainable and reliable delivery of services;
- informed decisions underpinned by appropriate rigour and analysis;
- innovation;
- reduced waste;
- prevention of fraud and corruption;
- better value for money through more efficient use of resources; and
- Better outputs and outcomes through improved project and programme management.

6.7.4. Purpose Of the Policy

The purpose of this Policy is to outline a high-level plan on Ba-Phalaborwa's Municipality risk management philosophy. Ba-Phalaborwa Municipality recognizes that risk management is a systematic and formalized process to identify, assess, manage, and monitor risks and therefore adopts a comprehensive approach to the management of risk.

6.7.5. Scope of the Policy

This policy applies throughout the municipality as far as risk management is concerned.

6.7.6. The Policy

The Accounting Officer has committed 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 Ba-Phalaborwa Municipality's Risk Management Strategy. It is expected that all departments / sections, operations and processes will be subject to the risk management strategy. It is the intention that these departments / sections 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 Ba-Phalaborwa Municipality to fulfill its mandate, the service delivery expectations of the public and the performance expectations within the Institution. The realization of our strategic plan 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, this promotes the right attitude and sensitivity towards internal and external stakeholder satisfaction. An entity-wide approach to risk management will be adopted by Ba-Phalaborwa Municipality, which means that every key risk Ba-Phalaborwa Municipality will be included in a structured and systematic process of risk management. It is expected that the risk management processes will become embedded into Ba-Phalaborwa Municipality's systems and processes, ensuring that our responses to risk remain current and dynamic. All risk management efforts will be focused on supporting Ba-Phalaborwa Municipality'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.

6.7.7. Role Players

Every employee is responsible for executing risk management processes and adhering to risk management procedures laid down by the department management in their areas of responsibilities.

6.7.8. Risk Management Implementers

Accounting Officer

- The Accounting Officer is the ultimate Chief Risk Officer of the institution and is accountable for the municipality's overall governance of risk. By setting the tone at the top, the Accounting Officer promotes accountability, integrity and other factors that will create a positive control environment.

Management

- Management is responsible for executing their responsibilities outlined in the risk management strategy and for integrating risk management into the operational routines.

Other Officials

- Other officials are responsible for integrating risk management into their day-to-day activities. They must ensure that their delegated risk management responsibilities are executed and continuously report on progress.

6.7.9. Risk Management Support

Chief Risk Officer

- The Chief Risk Officer is the custodian of the Risk Management Strategy, and coordinator of risk management activities throughout the institution. The primary responsibility of the Chief Risk Officer is to bring to bear his/her specialist expertise to assist the institution to embed risk management and leverage its benefits to enhance performance.

Risk Champion

- The Risk Champion's responsibility involves intervening in instances where risk management efforts are being hampered, for example, by the lack of co-operation by Management and other officials and the lack of departmental skills and expertise.

6.8. FIVE YEAR FINANCIAL PLAN

6.8.1 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.

6.8.2. Purpose

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

6.8.3. 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 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.

6.8.4. 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.

6.8.5. 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 viability and sustainability of the Municipality. The financial plan and related strategies will need to address several key areas in order to achieve this goal. The areas which have been identified are detailed below.

6.8.5. The Financial Framework

6.8.5.1. 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 furthermore necessary that there is a reasonable degree of certainty about source, amount and timing of revenue.

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.

6.8.5.2. 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 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 more than 2:1 is healthy. Debtors' collection measurements have a great impact of liquidity of the municipality.

6.8.5.3. 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.

6.8.5.4. 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.

6.8.5.5. 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.

6.8.5.6. 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 cross subsidize between high- and low-income consumers within a specific service or between services.

6.8.5.7. Development and Investment

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.

6.8.5.8. 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.

6.8.5.9. Borrowing

The strong capital market in South Africa (banks and other lending institutions like DBSA, etc) provides additional instrument to access financial resources. However, 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. 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 way 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.

6.8.5.10. 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.

6.9. INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

6.9.1. Objectives of IWMP

The objectives of IWMP are the following

- **Waste Reduction:** Reduce the overall amount of waste generated within the municipality through source reduction, reuse, and recycling initiatives to minimize environmental impacts and conserve resources.
- **Resource Recovery:** Maximize the recovery of valuable materials from the waste stream through recycling, composting, and other recovery technologies to reduce the need for landfill disposal and promote a circular economy.

- **Environmental Protection:** Protect human health and the environment by implementing waste management practices that prevent pollution, minimize greenhouse gas emissions, and preserve natural resources, ecosystems, and biodiversity.
- **Compliance with Regulations:** Ensure compliance with national, provincial, and local waste management regulations, standards, and policies to prevent legal liabilities and promote responsible environmental stewardship.
- **Public Health and Safety:** Safeguard public health and safety by managing waste in a manner that prevents public nuisances, hazards, and risks associated with improper handling, storage, transportation, and disposal of waste materials.
- **Cost Efficiency:** Optimize the efficiency and cost-effectiveness of waste management operations by prioritizing waste reduction, resource recovery, and waste diversion strategies that minimize operational costs and maximize environmental benefits.
- **Community Engagement:** Engage with stakeholders, including residents, businesses, government agencies, and non-governmental organizations, to raise awareness, solicit input, and foster collaboration in the development and implementation of waste management initiatives.
- **Data Collection and Monitoring:** Establish robust data collection and monitoring systems to track waste generation, composition, and management practices, and use this information to evaluate progress, identify trends, and inform decision-making processes.

6.9.2. Legislative Requirements for an Integrated Waste Management Plan:

The legislative requirements for an Integrated Waste Management Plan are:

- **National Environmental Management: Waste Act (NEMWA):** Compliance with the requirements of NEMWA, including the development and implementation of IWMPs by municipalities to manage waste within their jurisdictions.
- **National Waste Management Strategy (NWMS):** Alignment with the objectives and principles of the NWMS, which provides a framework for integrated waste management at the national level and sets targets for waste reduction, recycling, and disposal.
- **Municipal Systems Act (MSA):** Integration of waste management planning and service delivery into the broader municipal planning and governance framework established by the MSA, including provisions for public participation and stakeholder engagement.
- **National Environmental Management: Air Quality Act (NEMAQA):** Compliance with air quality regulations related to waste management activities, including emissions from landfill sites and waste treatment facilities to minimize air pollution and protect public health.
- **National Environmental Management: Biodiversity Act (NEMBA):** Consideration of biodiversity conservation and protection requirements in waste management planning, particularly in ecologically sensitive areas where waste disposal may pose risks to natural habitats and species.

- **Local Government: Municipal Finance Management Act (MFMA):** Compliance with financial management regulations and reporting requirements to ensure transparency, accountability, and effective allocation of resources for waste management activities within the municipality.

6.9.3. ENVIRONMENTAL MANAGEMENT BYLAWS

The objectives of environmental management bylaws typically aim to regulate and manage various aspects of human activities that may impact the environment within a specific jurisdiction. Here are common objectives:

- **Environmental Protection:** Ensure the protection and conservation of natural resources, ecosystems, and biodiversity within the jurisdiction by regulating activities that may cause harm or degradation to the environment.
- **Pollution Prevention:** Prevent pollution of air, water, and soil by establishing standards, regulations, and controls on emissions, discharges, and waste management practices from industrial, commercial, and residential sources.
- **Waste Management:** Regulate the generation, collection, transportation, treatment, and disposal of solid waste, hazardous waste, and other types of waste to minimize environmental pollution, public health risks, and resource depletion.
- **Land Use Planning:** Manage land use and development activities to minimize environmental impacts, preserve natural habitats, and maintain ecological balance, including zoning regulations, environmental impact assessments, and development controls.
- **Water Resources Management:** Protect and manage water resources, including rivers, lakes, wetlands, and groundwater, by regulating water abstraction, usage, and discharge to prevent water pollution, depletion, and degradation.
- **Noise and Nuisance Control:** Control noise pollution and nuisances caused by industrial, commercial, and residential activities through the establishment of noise limits, quiet zones, and restrictions on noisy operations.
- **Natural Disaster Mitigation:** Establish measures to mitigate the impacts of natural disasters, such as floods, droughts, storms, and wildfires, by regulating development in hazard-prone areas, promoting resilience measures, and implementing emergency response plans.
- **Environmental Education and Awareness:** Promote public awareness, education, and participation in environmental conservation and sustainability initiatives through outreach programs, environmental campaigns, and community engagement activities.
- **Enforcement and Compliance:** Ensure compliance with environmental regulations and standards through monitoring, inspections, enforcement actions, and penalties for non-compliance to deter violations and promote responsible environmental stewardship.
- **Interagency Coordination:** Foster collaboration and coordination among government agencies, stakeholders, and the community to address environmental challenges, share information, and coordinate efforts in environmental management, planning, and enforcement.

- **Adaptation to Climate Change:** Incorporate climate change adaptation measures into environmental management bylaws to enhance resilience, minimize vulnerability, and address climate-related risks and impacts on ecosystems, infrastructure, and communities.
- **Promotion of Sustainable Development:** Promote sustainable development practices that balance environmental, social, and economic objectives to meet the needs of the present without compromising the ability of future generations to meet their own needs.

Overall, the objectives of environmental management bylaws aim to protect, conserve, and sustainably manage natural resources and ecosystems, minimize environmental degradation and pollution, and promote human well-being and quality of life within the jurisdiction.

6.9.4. RECYCLING STRATEGY

The objectives of a recycling strategy aim to promote and facilitate the efficient and effective recycling of materials to achieve environmental, economic, and social benefits. Here are common objectives:

- **Resource Conservation:** Preserve natural resources and reduce the demand for virgin materials by maximizing the recovery and reuse of valuable resources through recycling.
- **Waste Reduction:** Minimize the volume of waste sent to landfills or incineration facilities by diverting recyclable materials from the waste stream, thus reducing environmental pollution and conserving landfill space.
- **Energy Savings:** Conserve energy and reduce greenhouse gas emissions associated with the extraction, processing, and manufacturing of raw materials by using recycled materials as feedstock for new products.
- **Economic Growth:** Stimulate economic growth and create green jobs through the development of recycling industries, supply chains, and markets for recycled materials, fostering innovation, investment, and entrepreneurship.
- **Cost Savings:** Lower waste management costs for municipalities, businesses, and households by reducing disposal fees, extending the lifespan of landfill sites, and minimizing the need for new waste management infrastructure.
- **Environmental Protection:** Reduce environmental pollution, habitat destruction, and ecosystem degradation associated with resource extraction, manufacturing, and waste disposal by promoting sustainable recycling practices.
- **Climate Change Mitigation:** Mitigate climate change impacts by reducing carbon emissions and energy consumption associated with the production of goods from virgin materials and promoting the use of recycled materials with lower carbon footprints.
- **Public Health:** Improve public health and safety by reducing exposure to hazardous substances and pollutants associated with waste disposal, such as leachate, air emissions, and toxic chemicals, through proper recycling and waste management practices.

- **Education and Awareness:** Raise public awareness and promote behavior change regarding the importance of recycling, waste segregation, and responsible consumption through educational campaigns, outreach programs, and community engagement initiatives.
- **Partnerships and Collaboration:** Foster collaboration and partnerships among government agencies, businesses, non-profit organizations, educational institutions, and the community to develop and implement effective recycling programs, share best practices, and leverage resources.
- **Circular Economy:** Advance the transition to a circular economy model by closing the loop on material flows, promoting product design for recyclability, and encouraging the reuse, remanufacturing, and recycling of products and materials to minimize waste generation and maximize resource efficiency.
- **Social Equity:** Promote equitable access to recycling services and opportunities for participation in recycling initiatives, particularly in underserved communities and marginalized populations, to ensure that the benefits of recycling are accessible to all members of society.

By achieving these objectives, a recycling strategy can contribute to sustainable development, environmental protection, and the transition to a more circular and resource-efficient economy.

6.10. GREENING & OPEN SPACE MANAGEMENT PLAN

The objectives of Greening and Open Space Management:

- **Environmental Conservation:** Preserve and enhance natural habitats, biodiversity, and ecosystem services within urban and peri-urban areas to promote environmental sustainability and ecological resilience.
- **Climate Change Mitigation and Adaptation:** Mitigate the impacts of climate change by increasing green spaces, tree canopy cover, and vegetation to reduce urban heat island effects, capture carbon dioxide, and improve air quality, while also enhancing resilience to extreme weather events.
- **Public Health and Well-being:** Provide opportunities for physical activity, recreation, relaxation, and social interaction in green spaces, parks, and recreational areas to promote mental health, reduce stress, and enhance overall quality of life for residents.
- **Urban Beautification and Aesthetics:** Enhance the visual appeal, attractiveness, and aesthetic value of urban environments through landscaping, greening initiatives, and the creation of well-designed public spaces that contribute to a sense of place and identity.
- **Community Engagement and Social Cohesion:** Foster community engagement, participation, and ownership in the planning, design, and management of green spaces and public parks, strengthening social ties, community pride, and civic stewardship.

- **Biodiversity Conservation:** Protect and enhance native plant species, wildlife habitats, and ecological corridors within urban areas to support biodiversity conservation, ecosystem connectivity, and urban wildlife habitat.
- **Sustainable Land Use and Development:** Integrate green infrastructure and open space planning into urban planning and development processes to promote sustainable land use patterns, compact urban form, and efficient use of land resources.
- **Water Management:** Manage stormwater runoff, reduce flooding risks, and improve water quality through the implementation of green infrastructure practices, such as green roofs, rain gardens, and permeable pavements, which help absorb and filter rainwater.
- **Educational and Interpretive Programs:** Provide environmental education, interpretive signage, and nature-based learning opportunities in green spaces and parks to raise awareness about local ecosystems, biodiversity, and environmental stewardship.
- **Economic Benefits:** Generate economic value and benefits for communities through increased property values, tourism, recreation-related expenditures, and job creation associated with the development and management of green spaces and public parks.

6.11. HOUSING SECTOR PLAN

6.11.1. Background

The Human Settlements Sector Plan/Housing Chapter is a five-year strategic plan that will guide transformation of the existing settlements and development of a new sustainable human settlements in accordance with the Constitution of the Republic of South Africa, national policy on human settlement and development agenda of the Municipality. The municipality reviews the chapter annually considering changes in development trends, progress made in the implementation of the plan emerging (new) human settlement needs within its area of jurisdiction.

6.11.2. Legislation and Policy analysis

The legislation and policies governing the housing sector plans for the Ba-Phalaborwa Local Municipality include the following:

- Constitution of the Republic of South Africa
- National Housing Act (1997)
- Spatial Planning and Land Use Management Act (2013)
- National Development Plan (vision 2030)
- Breaking New Ground, comprehensive Plan (2014)

- Neighbourhood Planning and Design Guide (2019)
- National Department of Human Settlements Strategic Plan (2025-2030)
- Ba-Phalaborwa Integrated Development Plan (2022-2027)
- Ba-Phalaborwa Spatial Development Framework (SDF)
- Ba-Phalaborwa Local Economic Development (LED) strategy
- Spatial Planning and Land Use Management By-Law of Ba-Phalaborwa Local Municipality
- Ba-Phalaborwa Land Use Scheme (2020)

6.11.3. Objectives of the Housing Sector Plan

The aim of the housing sector plan is to achieve the following:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives.
- To provide guidance in prioritizing housing projects to obtain consensus for the timing and order of their implementation.
- To ensure more integrated development through coordinating cross- sector role players to aligning their development interventions in one plan.
- To ensure budget allocations to local and district municipalities as well as provinces are most effectively applied for maximum impact.
- To provide effective linkages between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructure investments.
- To ensure there is a definite housing focus in the IDP and SDF with clear direction for future housing delivery across all social and economic categories and locations in the municipality.
- The scope of Human Settlements / Housing Chapter is not just for those people and developments related to government's subsidized housing programmes.

- To provide the IDP process with adequate information about housing plan, its choices, priorities, benefits, parameters as well as strategic and operational requirement.
 - Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process.
 - To ensure that there is indicative subsidy budgeting and cash flow planning at both the municipal and provincial levels.
 - To ensure that the following aspects of a sustainable human settlements are addresses namely:
 - Upgrading of informal settlements
 - Densification and integration
 - Location of new projects
 - Urban renewal and regeneration; and
 - Social and economic infrastructure provision
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