

Ba-Phalaborwa Municipality

DRAFT REVIEWED IDP 2024-2025



The Home of Marula and Wildlife Tourism



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List of Acronyms

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

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

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

FOREWORD FROM THE MAYOR



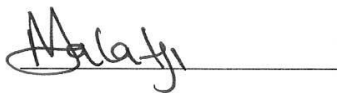
Mayor: Cllr MM Malatji

This Draft 2024/25 IDP provides the strategic direction of the municipality, including the projects that will be undertaken in the municipality.

The public participation and stakeholder engagement will be conducted mobilizing participation of more communities and stakeholders including the civic movement as the communities. The draft IDP is an embodiment of the following:

- Community needs and priorities
- Vision, Mission and Strategies.
- Projects
- A coordinated and integrated approach to planning and development of the municipality.

The draft IDP for 2024/25 is hereby approved for the purposes of public participation in line with the provisions of section 16 of the MFMA.

A handwritten signature in black ink, appearing to read 'Malatji', written over a horizontal line.

CLLR MM MALATJI

MAYOR

A handwritten date '28/03/2024' in black ink, written over a horizontal line.

DATE

Executive Summary by Municipal Manager



Municipal Manager: Dr KKL Pilusa

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

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

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

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

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

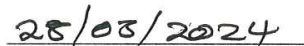
In compliance to the Act the Council of Ba-Phalaborwa Municipality has delegated the authority of developing the IDP document to the Municipal Manager. The Municipality approved a Process Plan which guided the compilation of the 2024/2025 IDP, Budget and PMS.

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



DR KKL PILUSA

MUNICIPAL MANAGER



DATE

Chapter 1: Planning Framework

1.1 Introduction

According to the Municipal Systems Act No 32 of 2000, every Council has to 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 ultimate 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 oversaw the planning process.

1.2 Legislative Background and Policy Imperatives

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

1.2.1 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

1.2.1 Municipal Systems Act, No. 32 Of 2000

The Municipal Systems Act (MSA), No. 32 of 2000, 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 25 (1) of the MSA, each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the Municipality.

1.2.2 Municipal Finance Management Act no. 53 of 2003

The Act 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

1.2.3 National Development Plan vision 2030

At local level, a number of 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.

1.2.4 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. In order 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.

1.3 Powers and Functions of Ba-Phalaborwa Municipality

The table 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.

POWERS & FUNCTIONS	AUTHORISATION	RESPONSIBLE DEPARTMENT
Air pollution	No	Mopani District Municipality
Building regulations	Yes	Planning and Development
Electricity reticulation	Yes	Technical Services (Phalaborwa Town)
Local tourism	Yes	Planning and Development
Municipal planning	Yes	Planning and Development
Municipal health services	Yes	Community Services
Municipal public transport	Yes	Community Services
Storm water	Yes	Technical Services
Trading regulations	Yes	Community Services
Water (potable)	No	Mopani District Municipality
Billboards & the display of advertisements in public places	Yes	Corporate Services, Planning & Community Services
Cemeteries, funeral 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
Local amenities	Yes	Community Services, Corporate Services
Local sport facilities	Yes	Community Services, Corporate Services
Markets	Yes	Community Services, Planning
Municipal parks & recreation	Yes	Community Services
Municipal roads	Yes	Technical Services, Community Services
Noise pollution	Yes	Community Services
Public places	Yes	Community Services, Corporate Services
Refuse removal, refuse dumps and solid waste disposal	Yes, including District Municipality function	Community Services
Street trading	Yes	Planning & Community
Street lighting	Yes	Technical Services
Traffic and Parking	Yes	Community Services

1.4 Institutional Arrangements to Drive IDP Process

In order 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. The following structures, coined to the internal organizational arrangements have therefore been established:

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 development 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.

1.5 IDP Process Overview

Integrated Development Planning is a process that encompasses local stakeholders and the municipality to draw a developmental plan of how services will be rolled out. The IDP process is informed by the Municipal Systems Act to be a five-year strategic instrument that informs all the planning in our municipality. The IDP needs to be reviewed annually as stipulated in the Municipal Systems Act. Ba-Phalaborwa Municipality adopted its Process Plan on the 27th of July 2023. The Process Plan is in line with the Mopani District Municipality's IDP Framework.

The Process Plan unfolded as initially adopted by Council in July 2023. The dates on the process plan were adhered. Wherever there were postponements a date was identified to achieve the target.

1.5.1 The following activities were planned and meeting were held during Ba-Phalaborwa IDP review period:

IDP, Budget and PMS Process Plan

Period	Activity	Activity Description	Output
27 July 2023	Preparatory Phase	Develop Framework & Process Plan and Confirm IDP/Budget/PMS Structures	Adopted Framework & Process Plan
October - December 2023	Analysis Phase	Data collection – ward-based planning. Community satisfaction survey	Situational analysis (State of Development Report). Prioritised ward needs
Dec 2023 – Jan 2024	Strategies Phase	Strategic planning session	Strategic Plan (Development priorities, objectives, Key Performance Indicators and targets)
March 2024	Projects Phase	Development of projects list Establishment of project prioritisation task team	List of prioritised projects
March 2024	Integration Phase	Submission of sector plans	Sector plans
March 2024	Approval Phase (Draft IDP, Budget & PMS)	Compilation of Draft IDP, Budget & PMS document	Approved Draft IDP, Budget & PMS document
April 2024	Public Participation (Draft IDP/Budget)	Public participation on the Draft IDP, Budget & PMS	Comments & inputs on the Draft IDP, Budget & PMS document
May 2024	Final IDP, Budget & PMS	Analysis & integration comments on the Draft IDP, Budget & PMS	Final IDP, Budget & PMS

Implementation of the IDP, Budget and PMS Process Plan

DATE	STRUCTURE	PURPOSE/ACTIVITY
July 2023	Council	Approval of the IDP, Budget and PMS Process Plan
05 October 2023	IDP Technical Committee	Analysis phase
06 October 2023	Steering Committee	Analysis Phase
09 October 2023	IDP Rep Forum	Anylysis Phase
06 – 07 December 2023	EXCO, Senior Management, Middle & Lower Management, Unions & Strategic Partners	Strategic Planning session

March 2024	Technical Committee meeting	Presentation of the projects
March 2024	Steering committee	Presentation of the projects
March 2024	IDP Representative Forum	Presentation of the draft IDP projects and Budget
March 2023	Council	Adoption of Draft IDP
03 April – 06 May 2024	Council and Community members	Public Participation of Draft IDP
May 2024	Technical Committee	Discussion of the public participation report
May 2024	Steering Committee	Presentation of Public Participation report
May 2024	IDP Rep Forum	Presentation of public participation report

1.5.2 Public Participation outcome on the Draft 2024/25 IDP, Budget and Proposed Tariff book

Inputs/comments raised during Public Participation consultations through media

The following were raised by community members as inputs of the draft IDP:

1.6 Basis for IDP Review Process

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

The following aspects informed the 2023/24 IDP Review process:

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

The Integrated Development Plans for all Municipalities in Limpopo were assessed by the MEC of Cooperative Governance Human Settlements and Traditional Affairs. The Ba-Phalaborwa Municipality 2023/24 IDP has been rated **high** by MEC of COGHSTA. This confirms the creditability of the IDP document of the municipality.

1.7 Strategic Performance Overview

The Municipality is faced with developmental challenges in terms of service delivery provision. The state of electricity infrastructure, roads, water and sanitation in Phalaborwa needs urgent attention. The demand for

services in the townships and the rural areas puts a lot of pressure on the municipality given the revenue challenges that the municipality have. The Municipality not being the water authority is a challenge in ensuring the provision of water for the resident of Ba-Phalaborwa Municipality.

Through the process of ward-based planning and review of the municipality performance and the strategic session, the municipality was able to develop key priority issues for the 2024/25 financial year. The ward needs priorities are detailed in the Analysis Phase (chapter 2 of the IDP 2024/25). Key among the municipality priorities is the refurbishment of electricity infrastructure in Phalaborwa, installation of storm water culverts/bridges and the upgrading of roads from gravel to tar.

1.8 Municipal Priorities

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

Chapter 2: Municipal Profile

In this section an overview is provided of the important socio-economic indicators and trends of the Ba-phalaborwa Local Municipality highlighting issues of concerns in terms of challenges that the municipality currently experiences. As a basis of reference the municipality has considered the demographic information that was provided by the STATSSA census 2011 and STATSSA 2022 respectively.

2.1 Description of Municipal Area

The name "Ba-Phalaborwa" was given by the Sotho tribes which means better than the south. Originally it is a mining town and still home to the Ba-Phalabora, the massive open pit mine is Africa's widest man-made hole at almost 2,000 meters wide. Ba-Phalaborwa Municipality is a predominantly rural medium capacity local Municipality. It consists of villages and towns (namely Gravelotte, Namakgale, Lulekani and Phalaborwa). Ba-Phalaborwa Local Municipality is a Category B municipality found in the Mopani District in the Limpopo province. It is situated in the north-eastern part of Mopani, just less than 1km from the Kruger National Park border. It is 220km from Polokwane and Mbombela, and serves as a central gateway to the Greater Limpopo Transfrontier Park through the Gariyondo Border. It is an entry and exit point to the Mozambican side of the Xai-Xai beaches. The area has vast tourism and manufacturing investment opportunities. The Municipality has a geographical area of 7461.6 km² including the Kruger National Park. The land size of the municipality has doubled from 3001 Km² with the inclusion of the Kruger National Park in the 2011 demarcation.

2.2 Demographic Profile

The purpose of this section is to provide information regarding the development context as well as the population trends of the municipality.

2.2.1 Population Trends

The table below shows that the population of Ba-Phalaborwa Municipality was 150 637 in census 2011 and increased to 188 603 from census 2022. The population growth from 2011 Census and Census 2022 is at 37 966.

Table 1: Comparison between the Stats SA Census2011 and Census 2022

Census 2011		Census 2022	
Population	Households	Population	Households
150 637	41 115	188 603	51 651

Source: Stats SA Census 2022

2.2.2 Age and Gender Distribution and population group

The table below shows that the population is unequal by gender. The demographics suggests that there are more **Females (98348)** than **Males (90253)**.

Table 2: Population Distribution by age and gender

	Census 2011		Census 2022	
Label	Males	Percentage Males	Females	Percentage Females
85+	219	0.1	608	0.3
80-84	299	0.2	667	0.4
75-79	520	0.3	912	0.5
70-74	1074	0.6	1250	0.7
65-69	1689	0.9	2163	1.1
60-64	2343	1.2	2661	1.4
55-59	3115	1.7	3697	2
50-54	3908	2.1	4294	2.3
45-49	4815	2.6	5258	2.8
40-44	5298	2.8	5907	3.1
35-39	6703	3.6	7164	3.8
30-34	7198	3.8	7976	4.2
25-29	7547	4	8703	4.6
20-24	8492	4.5	8726	4.6
15-19	7499	4	7961	4.2
14-10	9538	5.1	9837	5.2
09-05	9118	4.8	9448	5
0-4	10878	5.8	11116	5.9
Total	90253		98348	

Source: Stats SA Census 2022

Table 3: Population group

Label	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

The figure above shows the population distribution by group within the Ba-Phalaborwa Local Municipality. A total of 188 603 people are residing within the Municipal jurisdiction. A total number of (175 851) are Black Africans and have the highest number of people living in Ba-Phalaborwa Local Municipal area. The second highest are whites with (11 600) people, Indian/Asian (495) and Coloured (402) are residing at Ba-Phalaborwa Local Municipality.

Table 4: 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

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.

2.2.3 Educational Profile

Table 5: High level of education for population aged 20 years and older

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

Source: Stats SA Census 2022

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

Population aged 5-24 years attending an education institution

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

Source: Stats SA: Census 2022

2.2.4 Employment Profile

Table 6: Employment and unemployment rate

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

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.

2.2.5 Income categories

The figure below shows that 63 891 (Stats SA Census 2011) individuals, who makes 42% of the total population in the municipality do not have any source of income. While the rest of the individuals do have sources of income, an income below the minimum living levels, that is R 9,600 per annum or lower than R 1,600.00 as defined by Statistics South Africa. This then requires concerted and integrated efforts by the municipality to create opportunities for decent work and sustainable livelihoods for the people.

Table 7: 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

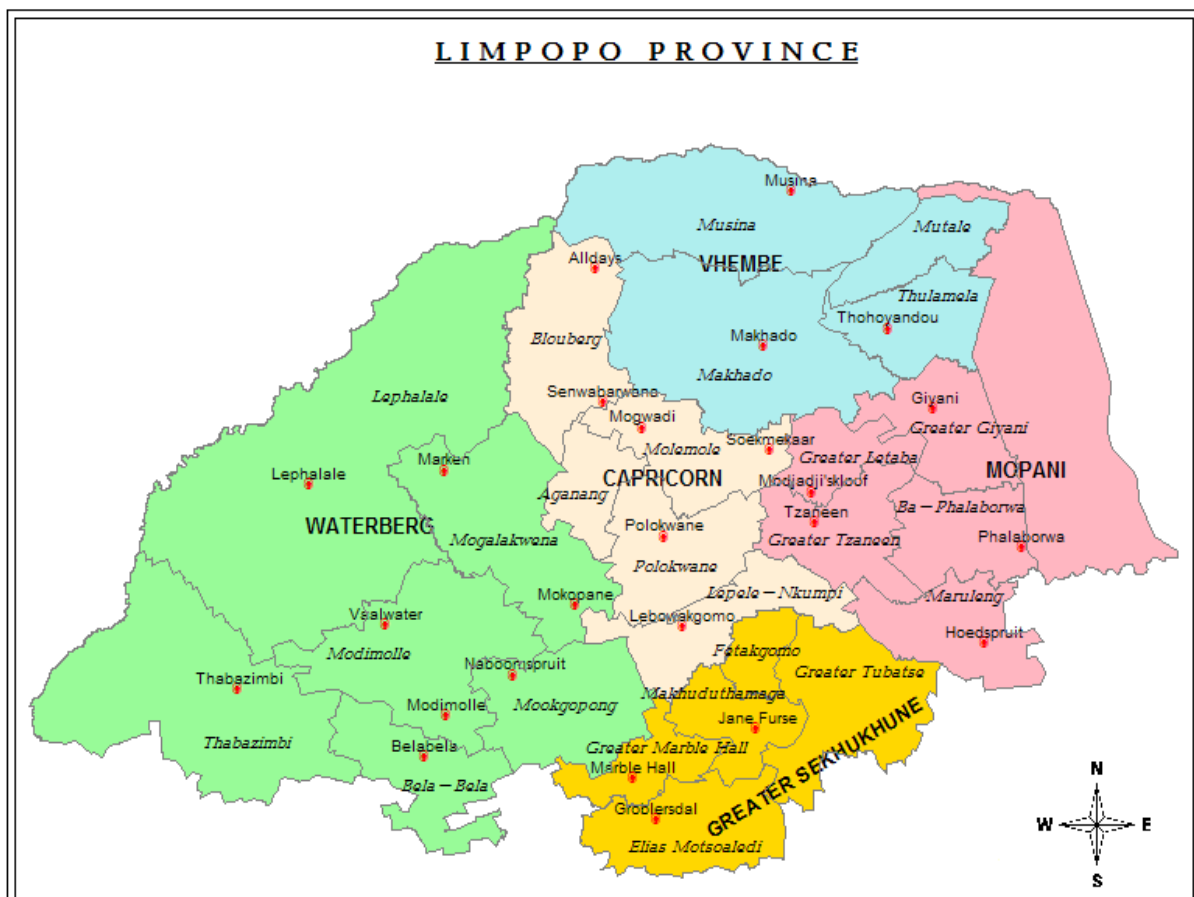
Chapter 3: Situational Analysis

3.1 Spatial Rationale

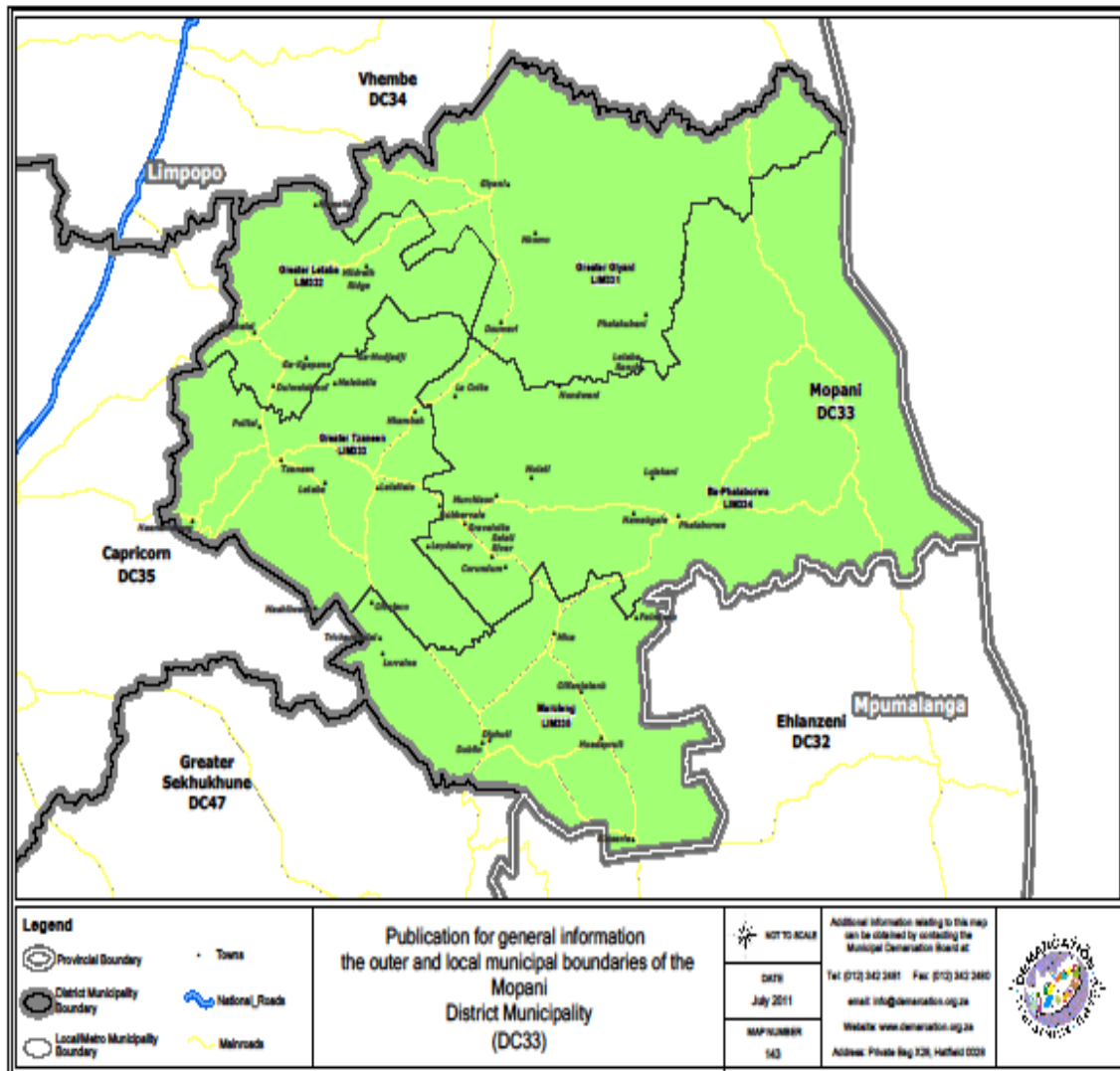
Ba-Phalaborwa Municipality is situated in the North-Eastern part of South Africa in the Limpopo Province. Ba-Phalaborwa Municipality is located in Mopani District of Limpopo Province, where unemployment and poverty are rife. It is one of the five local municipalities in the Mopani District. The Municipality has a geographical area of 7461.6 km² including the Kruger National Park. The land size of the municipality has doubled from 3001 Km² with the inclusion of the Kruger National Park in the 2011 demarcation. The Municipality serves as a convenient gateway to the Kruger National Park and the Transfrontier Park through to the Mozambique Coast.

Ba-Phalaborwa Municipality is a predominantly rural medium capacity local Municipality. It consists of 35 villages and four towns (namely Gravelotte, Namakgale, Lulekani and Phalaborwa). The Municipality has adopted its SDF and Land Use Management Scheme.

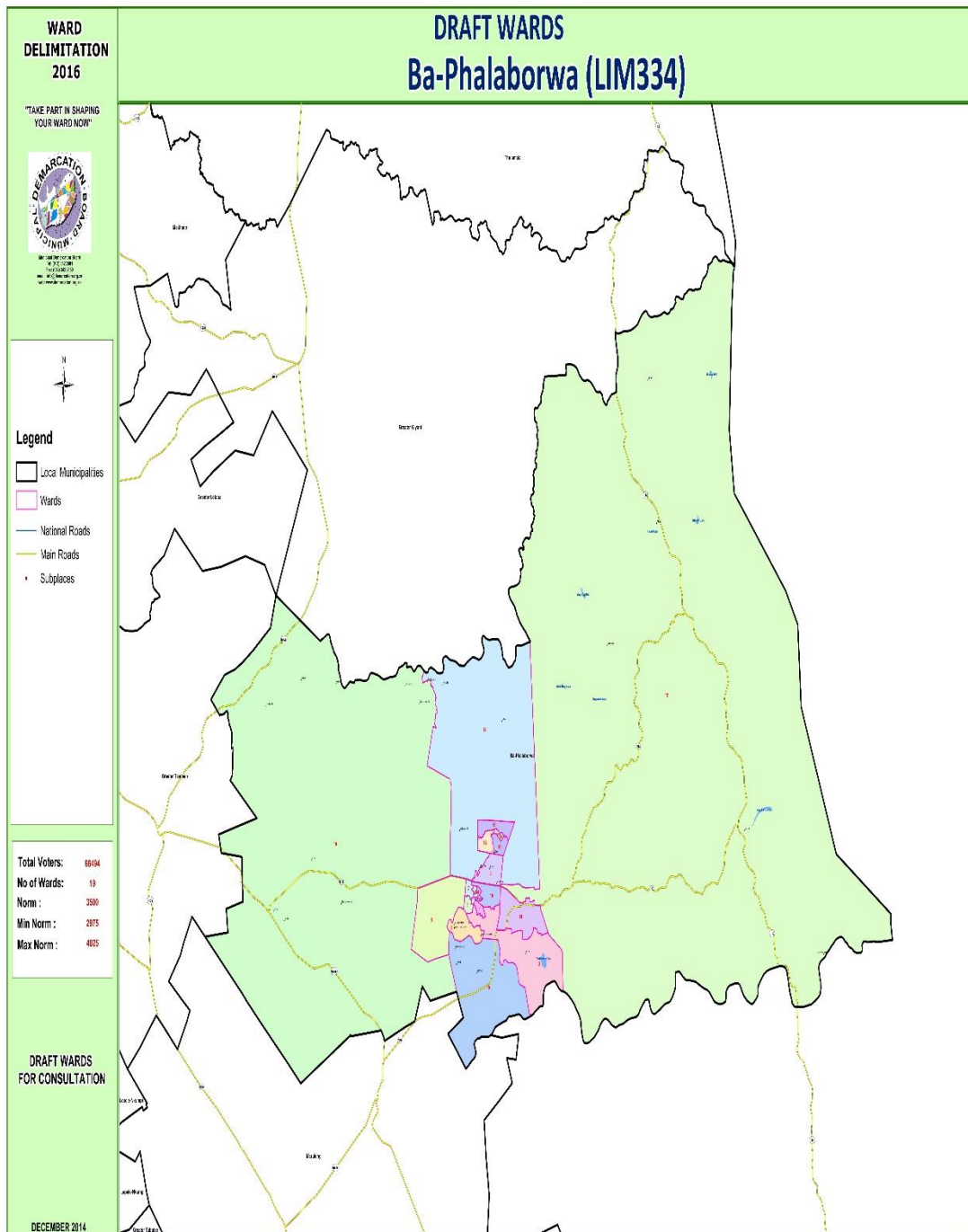
Map 1: Limpopo Province



Map2. Mopani District Municipality



Map 3: Ba-Phalaborwa Municipal Boundaries



The Spatial Rationale gives an overview of the settlement hierarchy based on the classification of settlements, in terms of town or village. Table 8 and table 9 below gives an overview of the spatial rationale of Ba-Phalaborwa Local Municipality area.

Table 8: Settlements in Ba-Phalaborwa

Towns	Villages	Farms
4	35	1029

Table 9: Hierarchy of Settlement

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

3.1.2 Geographic Information Systems

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

3.1.3 Development Control

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

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

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

The municipality has reviewed the Land Use Management scheme. There is a definite lack of understanding/communication by Traditional Authorities on how the new LUMS will affect any land use change in their areas.

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

3.1.4 Land Claims

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

Table 10: Regional Land Claims

Total Municipal Area	Claims in process	Valid claims in progress		No of claims yet to be Validated	% of Municipal Area claimed (Valid)
		Number	Extent (ha)		
7461,6km ₂	28	11	77178,3720	17	9.6%

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

3.1.5 Strategically Located land for future Development

Land is available along the R71 road towards Gravelotte and between Namakgale, Lulekani and Phalaborwa town.

3.1.6 Key Challenges with regard to spatial planning:

- There is a need to regulate mushrooming informal businesses;
- Land allocation needs to be done in a planned and coordinated manner between the Municipality and the traditional authorities;
- The red tape involved in the land application process frustrates potential land owners/users;
- Local area planning is needed in the rural areas to ensure pro-active land use;
- There is a high demand for residential sites;

3.2. Social, Economic and Environmental Analysis

3.2.1 Environmental Analysis

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

3.2.1.1 Geology & Geo- Hazards

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

3.2.1.2 Soils

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

3.2.1.3 Minerals and Mining

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

3.2.1.4 Topography

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

water catchment areas. The topography defines the different water catchment areas with the ridge complex forming the major divide between drainage towards the Letaba River to the north and the Olifants River to the south.

3.2.1.6 Surface Hydrology & Catchments Areas

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

Wetland Areas in Phalaborwa

- Majeje
- Mashishimale Village
- Makhushane Village
- Namakgale
- Lulekani

3.2.1.6 Fauna and Flora

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

3.2.1.7 Protected Areas and Conservancies

These include the following:

- Indigenous Tree Park
- Kruger National Park

- Kgopolowe Koppie
- Letaba Ranch Conservation area
- Hans Merensky
- Gaselati Conservancy

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

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

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

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

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

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

The following aspects require consideration:

- **Loss of natural areas:** If current land use patterns are maintained, it is likely that significant tracts of natural areas will be lost as urban sprawl occurs in a westerly direction. As this occurs, large areas of communal and

formal grazing area will become overgrazed and over-utilized, resulting in loss of grazing capacity and the associated economic and cultural value of the cattle herds.

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

3.2.1.8 Biodiversity

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 2025/26 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 in an attempt 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.

3.2.1.9 Faunal Biodiversity

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

Table 11: Floral biodiversity

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

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

Table 12: Alien vegetation

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

Taxon Name	Common Name	Category	Abun
<i>Agave sisalana</i> Perrine	Sisal	2	Present
<i>Argemone Mexicana</i> L	Yellow flowered Mexican poppy	1	Present
<i>Argemone ochroleuca</i> sweet subsp. <i>Ochroleuca</i>	White flowered Mexican poppy	1	Present
<i>Atriplex nummularia</i> lindley ssp. <i>Nummularia</i>	Old man satl bush	2	Present
<i>Bauhinia variegata</i> L	Orchid tree	3	Rare
<i>Cardiospermum grandiflorum</i> swartz	Ballon vine	1	Freq
<i>Chromolaena odorata</i> (L.) R.M. King & H Robinson	Paraffienbos	1	Abun
<i>Cryptostegia grandiflora</i> R. Br		3	Occas
<i>Delonix regia</i> (Bojer) Raf		3	Occas
<i>Ipomoea</i> sp.	Morning Glory	1	Freq
<i>Lantana camara</i> L.	Lantana	1	Present
<i>Melia azedarach</i>	Syringe	3	Occas

Taxon Name	Common Name	Category	Abun
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	Brazilian pepper tree	3	Rare
Senna bicapsularis (L.) Roxb.	Rambling Cassia	3	Occas
Senna didymobotrya (Fresen.) Irwin & Barney	Peanur butter cassia	3	Occas
Senna occidentalis (L.) Link	Cassia	3	Freq
Senna pendula (Wild.) Irwin & Barn		3	Abun
Sesbania punicea (Cav.) Benth.	Red Sesbania	1	Occas
Syzygium cumini (L.) Skeels	Jambolan	3	Present
Tecoma stans (L.) H.B.K	Yellow bells	1	Freq
Thevetia peruviana (Pers.) K. Schum	Yellow oleander	1	Rare
Tithonia diversifolia (Hemsl.) A. Gray	Mexican sunflower	1	Present
Tropaeolum majus L.		3	Present
Washingtonia sp		3	rare
Xanthium strumarium L.	Large cocklebur	1	Present

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

3.2.1.10 Water resources

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

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

- **Pressures**

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

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

3.2.11 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.

- **Air Quality**

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

The 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 a number of exclusive air quality management functions. Therefore, Mopani District like other districts in the country has to implement the atmospheric emission licence system. However due to lack of capacity Mopani District has delegated the licencing authority to Provincial Environmental Department (LEDET). Again, the Air Quality Act requires municipalities to prepare reports with regard to 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 principle pressures on local and regional air quality are dust generated off mine tailing and mining activities and emissions from industries and smelting operations within the heavy industrial. Controlled and uncontrolled burning of vegetation also contributes significantly to suspended particles (PM10, PM2.5) as well as greenhouse gas emissions. Burning of fossil fuels for cooking or heating purposes may also contribute to regional air pollution.

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 located in close proximity to human settlements. The mining and processing industries around Phalaborwa generate vast amounts of dust, SO₂, particulate matter (PM10 and PM2.5), 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 identified Ba-Phalaborwa as one of the four pollution hotspot areas. Ba-Phalaborwa also falls within the “Potentially Poor” air quality category according to the air quality rating of Metro and District municipalities due to the high level of SO₂ emissions. LEDET has installed an ambient air quality monitoring station in Ba-Phalaborwa which monitors the following pollutants: SO₂, NO₂, O₃, PM_{2.5}, and PM₁₀.

Indicator

The core 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 located 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.

Climate change

With its sub-tropical climate, Ba-Phalaborwa is known as the “Town of Two Summers”. Ba- Phalaborwa is situated at 405 metres above sea level. Temperatures range between 23°C and 35 °C and higher with an average

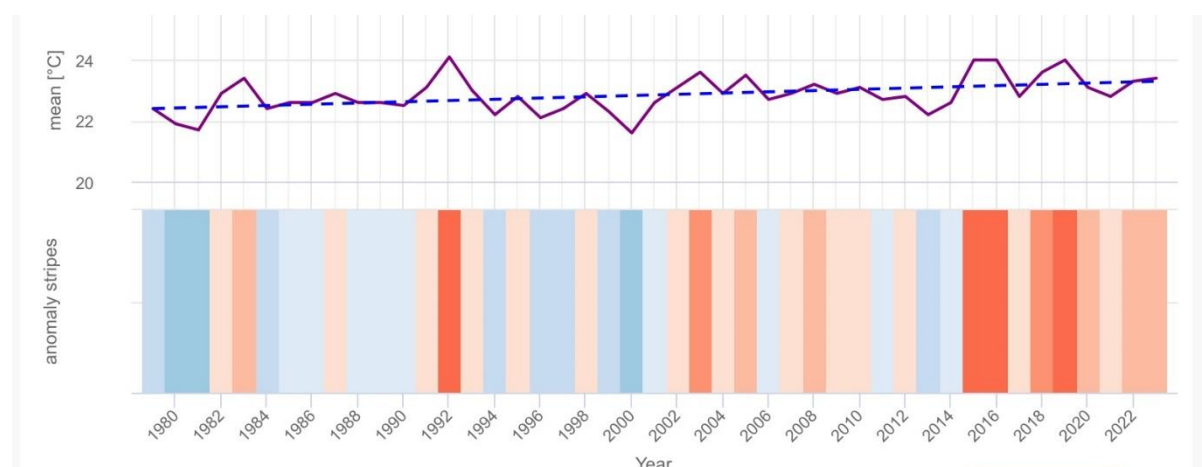
annual rainfall of 550 mm. The climate requires that proper attention be paid to land development planning in terms of orientation as well as the use of appropriate construction materials.

The Paris Agreement of 2015 sets out a global framework to limit global warming to well below 2°C, preferably to 1.5°C (degrees Celsius), compared to pre-industrial levels. To achieve this global temperature goal, countries aim to reduce the growth of greenhouse gas emissions as soon as possible and rapid reductions, thereafter, based on the best available science, and economic and social feasibility.

The effects of climate change are already well visible by increasing air temperatures, melting glaciers and decreasing polar ice caps, rising sea levels, and increasing desertification, as well as by more frequent extreme weather events such as heat waves, droughts, floods, and storms. 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.

Yearly Temperature Changes Phalaborwa

Mean yearly temperature, trend and anomaly, 1980-2022

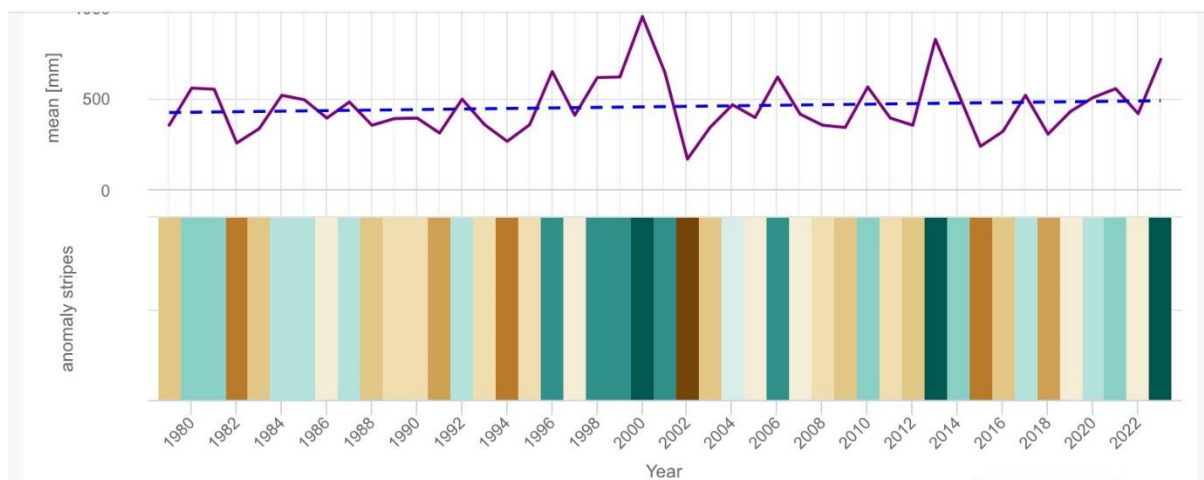


The top graph shows an estimate of the mean annual temperature for the larger region of Phalaborwa. The dashed blue line is the linear climate change trend. If the trend line is going up from left to right, the temperature trend is positive and it is getting warmer in Phalaborwa due to climate change. 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.

Yearly Precipitation Change – Phalaborwa

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



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 critically endangered Woodbush Granite Grasslands, gazetted as a protected vegetation type, are only found in and around the Haenertsburg area. Protecting this grassland, as well as those found in the upper reaches of the Lekgalameetse Nature Reserve / Wolkberg should be regarded as an imperative. Human health and human settlements may also suffer as a result of climate change with increased occupational health problems, loss of industrial productivity, increased isolation of rural communities and decreased income from tourism. Water scarcity may become a greater problem in the future with less water available for irrigation and domestic purposes. The time for action is now.

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 had natural fire hazards on 17 September 2023 as an indicator of climate change, where approximately 12 properties were damaged and 34 structures were badly damaged when a veld fire, fuelled by strong winds jumped R71 into adjacent streets. 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 minimize printing of paper whereby an electronic attendance register 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 Programme that targets to plant 10,000 trees in each financial year.
- Clearing of illegal dumping hotspots.
- Intensifying environmental education and awareness on climate change.
- Converting municipal parks into dry parks and planting greeneries that do not consume lots of water to promote water conservation.
- 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 localization of Sustainable Development Goals (SDGs) and Voluntary Local Reviews (VLRs), and Goal 13 which talks about Climate Action is being addressed.

3.2.1.12 Environmental Governance

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

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

The National Department of Environmental affairs has deployed officials to provide technical advice on environmental management issues, ensure proper planning and implementation of its EPWP projects funded under its Social Responsibility Programme (SRP) and provides inputs on Municipal planning structures such as IDP representative forums.

3.2.1.13 Environmental education

Environmental education and awareness within the municipality is very low. The municipality relies on outside stakeholders to do this function that is:

- The mines
- The National Department of Environmental affairs
- LEDET

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 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.

The tables below present an overview of the housing situation in the municipal area over the years.

Table: 13 Distribution of households by type of main dwelling

Census 2011	Formal dwelling	Traditional dwelling	Informal dwelling	Other
	39 634	1 149	213	118
Census 2022	50 653	741	132	124

Source: Stats SA Census 2022

3.2.2.1.1 Housing Backlogs

The housing backlog in the municipal area is estimated at 5 779. Two Hundred (200) units has been allocated for 2023/24 financial year.

3.2.2.1.2 Key Challenges with regard to RDP houses:

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

3.2.2.2 Health and Social Development

3.2.2.2.1 District Hospital

Maphutha L Malatji Hospital is the only District Hospital in the municipal area which services the population of Ba-Phalaborwa. The hospital has an administrative block, maternity wards, female/male wards, children's ward, OPD and theatre. The below table indicates the status quo of the hospital:

Table 14: 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 with in 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

Key Challenges with regard to the District Hospital and clinics

- Maphutha Malatji hospital has electricity, water and sanitation facilities in good working order, however there are challenges with regard to 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 also rape cases were reported to SAPS.

3.2.2.2.2 Primary Health Care

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

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

3.2.2.2.3 Malaria

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

3.2.2.2.4 Social Grants

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

Social Grants Information

Table 15: Ba-Phalaborwa grants statistics

The total number of people who depends on grants in the municipal area is 33 959 according to Stats SA 2011 Census.

Food parcels distribution	
Institution / organisation	Number
Municipality	516
SASSA	1330
DSD	961
Donors	730

Key Challenges with regard to health and welfare:

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

3.2.2.2.5 HIV, STIs & TB and Community drop-in centres

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:

- Awareness Campaigns like World AIDS Day,

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

3.2.2.2.5.1 HIV& AIDS, 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.

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

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

3.2.2.2.5.3 Challenges on ARVs

- Accessing the services very late,
- Self-de-registration after commencement of the treatment,

- Individual ill-discipline,
- Substance abuse by clients on ARV's.
- Individual disclosure

3.2.2.5.4 Community Drop-In Centres

Drop in centres have been established in communities with the aim of caring for orphans and vulnerable children, particularly as a result of HIV&AIDS. The orphans in the centres are between 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 care-givers work on voluntary basis.

The centres perform at least the following services:

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

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

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

3.2.2.5.6 Other strategies employed to fight HIV, STIs & TB

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 client (Adults and Children) on ART at 12 months	Successfully treat 65% of all TB Rifampicin resistant/MDR/pre-XDR

Department of health 2023 strategies

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: 17 Crime frequencies

Crime category	Frequency
All theft not mentioned elsewhere	597
Burglary at residential premises	445
Assaults with the intent to conflict grievous bodily harm	331
Common assault	191
Malicious damage to property	205
Burglary at non-residential premises	120
Total sexual crimes	148
Shoplifting	151
Commercial crime	93
Theft out or from motor vehicle	190

Challenges

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

3.2.2.2.8 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 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.

Challenges

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

3.2.2.2.9 Education

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

Table 18: Number of schools:

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

Department of Education 2023

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

Department of Education 2023

Population aged 5-24 years 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

Challenges

1. Schools with sanitation challenges

- Lulekani – Chuchekani, Makikele, Selwane and Shiphamele
- Namakgale – Lebeko, Maphokwane and Rethushitswe

2. Critical need for infrastructure

- Lulekani – Baranuka, Kurhula, Lulekani, Nkateko, Ntshuxeko and Shiphamele
- Namakgale - Nthabiseng

3.2.2.2.8.1 Higher Education Services

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

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

Table 19: Needs for Schools

WARD NO	AREA	NEED
02	Makhushane	Additional Classrooms at Lepato Secondary School
04	Namakgale	Renovation of Zamani Primary School and Vuxeni High School
06	Namakgale	New Primary School at Nyakelang 4
		New High School at Namakgale next to Ferentse School
08	Mashishimale	New Primary School at Ntshabelematswale
		Science Laboratory and Computer Lab at Lebeko High School and Mabine Primary School

09	Mashishimale	New Primary School at Mapikiri
10	Maseke	New Primary School at Mapikiri
13	Lulekani	New High School at Kurhula
15	Matiko-xikaya	Science Laboratory at Baranuka School
18	Selwane (Nondweni)	New Secondary School at Nondweni

Community needs and priorities conducted 2023

3.2.2.9 Sports, Arts and Culture

The aim of this section is to provide an overview of the current situation with regard to 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. Libraries play an important role in learning and development.

3.2.2.9.1 Libraries

The Municipality manages five fully established community libraries based in Phalaborwa, Gravelotte, Namakgale, Selwane and Lulekani. The Municipality provides 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 also approved by Council. A Library Committee has been established to enhance public participation.

3.2.2.9.2 Libraries Backlogs

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

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

3.2.2.9.3 Key Challenges regarding libraries:

- 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.

3.2.2.10 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: 20 Formalised 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 has to increase both the quantity and quality of sports infrastructure in order to attract national and international events to the area and benefit local tourism.

Phalaborwa

The Impala Park 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, a number of areas have been graded to serve as practice areas. These areas, however, need to be formalised.

Namakgale

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

3.2.2.10.1 Key Challenges with regard to sports infrastructure and activities:

- 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.

3.2.2.11 Parks and Cemeteries

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

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

The Municipality should consider computerizing the administration of cemeteries to improve the efficiency of the service and to ensure a more user-friendly register and records system. Access to the cemeteries and 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.

3.2.2.12 Telecommunications

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

Table 21: 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

Distribution of households by access to internet services and 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

Community Survey 2016

The following areas have access to post office:

- Phalaborwa Town

- Lulekani
- Namakgale
- Seloane Thusong Center

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

- Mashishimale
- Maseke
- Makhushane

3.3 Economic Development Analysis

3.3.1 Local Economic Development

Local Economic Development 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.

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

3.3.2 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.

a. Mining Sector

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

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

Table: 22 Minerals available in the Phalaborwa Area and the Murchison Range

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

Key Mining operations in Ba-Phalaborwa

- **Palabora Mining company:** Palabora Mining Company, situated in the Ba-Phalaborwa area of Mopani, operates South Africa's largest copper mine. 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)
- **Foskor:** Foskor is a producer and distributor of phosphate rock, phosphate-based fertilisers, sulphuric acid, phosphoric acid and magnetite locally and internationally. Foskor has employ 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 supply 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 plan, available products is also eported to international markets (Belgium, Netherlands, Norway, Lithuania, New Zealand and Japan).
 - **Stibium Mopani Mine:** Situated at Gravelotte close to Phalaborwa in the Limpopo province, Stibium Mopani Mine is the single largest antimony ore body known in the world, having produced in excess of nine million tons of high-grade stibnite ore. Gold is produced at Stibium Mopani mine as a co-product of antimony.

The following table portrays the development potential as identified within Ba-Phalaborwa LED Strategy.

Table 23: Development potential within the mining sector in Ba-Phalaborwa

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

Development Opportunity	Potential Project
	<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 Gold (application of gold in catalysis and other industrial uses, such as electronics and dentistry, refining and jewelry).
Assisting SMMEs	<ul style="list-style-type: none"> Provide opportunities to 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

Ba-phalaborwa LED Strategy

b. Agricultural Sector

Fruit and vegetables are mostly destined for fresh consumption by the local and export markets. Farmers and private companies are responsible for some value addition. Value addition includes: manufacture of fruit juices, drying of fruit and vegetables, manufacture of archaar.

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

Table 24: Ba-Phalaborwa agricultural sector's contribution to municipal GDP and employment

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

Source: Global Insight

Ba-phalaborwa LED Strategy identifies the following development opportunities and potential projects:

Table 25: Development opportunities and potential projects 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,

Development Opportunity	Potential Project
	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)
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 • Introduce measures to prevent development on arable agricultural land
Supporting infrastructure	<ul style="list-style-type: none"> • Establish a center for farmers in the township/s 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.

c. Manufacturing Sector

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

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

Table 26: Ba-Phalaborwa manufacturing sector's contribution to municipal GDP and employment

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

Source: Global Insight

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

Products currently manufactured in Ba-Phalaborwa include:

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

The table below presents potential projects in the manufacturing sector:

Table 27: Potential projects 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.)

Development Opportunity	Potential Project
	<ul style="list-style-type: none"> • 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)

Ba-phalaborwa LED Strategy

d. Tourism Sector

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

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
- Mashishimale Marakapula (Croch Ranch)

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

Table 28: Development potentials and potential projects

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.) Introduce tournaments and link with other events (e.g., soccer/netball tournament 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, township 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, exposure to tourism sector support programmes

Development Opportunity	Potential Project
	<ul style="list-style-type: none"> • 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.

Ba-Phalaborwa LED Strategy

- **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.

Key Challenges with regard to tourism in Ba-Phalaborwa:

- Crime and potential cross-border criminal activities may scare tourists;
- Lack of cross referrals between the KNP and accommodation facilities in the Ba-Phalaborwa area;
- Commercial banks meeting the needs of international tourists;
- Ensuring that the previously disadvantaged groups join the tourism industry as role players;
- Development of suitable infrastructure to meet the different tastes of tourists;

- Branding Ba-Phalaborwa as a tourist destination of choice;
- Lack of ownership of the tourism products by the stakeholders; and
- Cluttered tourism signage.

e. Trade

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

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

f. Informal Economic Sector

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

Needs identified by informal economy businesses.

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

3.3.3 Job Creation

Table 29: Job creation

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

There were 149 jobs created through municipal initiatives from July 2022 to December 2023. The Community Works Programme (CWP) was established in 2011 for communities which have low income or no household income at all. The programme has to create 1060 jobs with a view to expand to the entire Municipal area.

3.3.4 SMME Support

- A total number of 459 SMMEs were supported through the Municipal Supply Chain processes during the procurement of goods and services from July 2022 to June 2023.

3.3.5 Rural Development Initiatives

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

3.3.6 Local skills and Job markets

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

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

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

Local Economic Challenges

Ba-Phalaborwa Municipality comprises of Phalaborwa Town bordering the Kruger National Park to the east of the municipal area, separate developments that still maintains the hall-marks of the apartheid spatial developments in Namakgale, Lulekani and Ben-Farm, all situated within an average of 15km radius from each

other, to the west of Phalaborwa Town. The municipality still has an alarming unemployment rate of 37,4% which surpasses the national standards. It has the highest concentration of minerals in the Mopani District hence mining is the largest economic sector in the Municipality and it is also the largest employer, given the current economic outlook and the commodity prices dwindling, fears of retrenchments are on the rise and the sector has economic uncertainties.

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

3.4 Basic Service Delivery

3.4.1 Water and Sanitation Provision

Mopani District Municipality is the Water Service Authority (WSA) and Ba-phalaborwa Municipality is Water Service Provider. The District has taken over the function of water services, from bulk purchases to household's provision and maintenance of water infrastructure. However, the municipality is still doing water maintenance functions on behalf of the District. About 37516 households have access to water and 38057 have access to sanitation. 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 30: Access to water

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

Source: Stats SA Census 2011

3.4.1.2 Sources of water

Table 31: 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
Rain water tank	265
Dam/pool/stagnant water	425
River/stream	390
Water vendor	291
Water tanker	372
Other	745

Source: Stats SA Census 2011

Table 32: 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	716

Source: Stats SA Census 2022

3.4.1.3 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.

3.4.1.4 Water Losses and Cost Recovery

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

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

3.4.1.5 Access to free basic water

Table 33: Access to free basic water

Service	Number of households served
Water	1 605

3.4.2 Sanitation

Sanitation function is the competency of the District Municipality, however, the Municipality currently supplies water borne sanitation to Phalaborwa Town, Namakgale and Lulekani. The table below reflects the number of households with access to the different sources/ standards of sanitation provision:

Table 34: Access to sanitation

	2011 Census	2022 Census
Sanitation facilities	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.

Water and Sanitation Backlog

Table 35: Water and Sanitation backlog

Service	Backlog
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Water	1226
Sewer and sanitation	5642

3.4.2.1 Key Challenges with regard to water and sanitation:

- Ba-Phalaborwa Municipality is not a water services authority
- Bulk water infrastructure struggle to deal with water demand
- The distribution infrastructure is more than 35 years old;
- Illegal water connection which affects other areas not have water
- Supply to Phalaborwa town is operating at full capacity;
- There is unbalanced water distribution caused by over utilization in unmetered areas as well as system capacity;
- Communities that rely on boreholes complain about boreholes that are not working;
- Daily water supply interruptions are common in more 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.

3.4.2.2 Free Basic Water and Free Sanitation

Table 36: Number of consumer's units with free access to free basic water and sanitation

Free basic service	No of households
Water	505
Sewer and sanitation	505

3.4.3 Energy and Electricity

Energy distribution has an important economic developmental implication with a potential to make considerable impact to improved living conditions, increased productivity and greater sustainability of the environment.

The National Electricity Regulator has licensed the Municipality to supply electricity within the boundaries of the old Phalaborwa area. ESKOM is the license holder within the Municipality for all the out-laying areas, which includes Namakgale, Lulekani, and all the villages such as Makhushane, Selwane, Nondweni, etc. About **50468** households have access to electricity with a backlog of **153** households. Only **2 716** indigent households have access to free basic electricity. The municipality has an electricity master plan approved by council but due to financial constraints the municipality is few years behind in terms of implementation of the master plan and review the master plan.

Table: 37 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

3.4.3.1 Electrification Backlog

Table 38: Electrification Backlog

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

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

3.4.3.2 Electricity Supply in Phalaborwa Town

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

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

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

Table 39 : Status of Electrical Infrastructure in Phalaborwa Town

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

3.4.3.3 Street Lighting

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

a. Phalaborwa Town

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

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

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

3.4.3.4 Electricity Losses

The electricity infrastructure is very old and the municipality is busy with refurbishment. There are sometimes power disruptions in town where the municipality holds the licence to provide electricity. The municipality is incurring electricity losses that are not accounted for due to challenges with the infrastructure, and cases of illegal tempering with electricity meters. Electricity losses are obtained from the main electricity supply to the municipality which is Eskom. During financial year 2022/23 the municipality had a target of 4% reduction of electricity loss and in terms of performance the municipality managed to reduce 7.17% .

3.4.3.5 Key Challenges with regard to electricity supply:

- 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.

3.4.4 Waste Management

The Municipality is providing waste management services to 22 941 households of 41115, and 1181 indigents. The municipality has an approved Integrated Waste Management Plan (IWMP) in February 2019, which is due

for review. 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 bylaws 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 councilors. Moreover, the municipality piloted the refuse removal in rural areas to Makhushane and Mashishimale villages regularly.

The following areas are serviced on a weekly basis:

Table 40: Access to waste management

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

Table: 41 Access to solid waste removal services in the Municipal area

	Census 2011	Census 2022
Refuse Removal Services	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

Source: Stats SA Census 2022

3.4.4.1 Waste Management Backlog in the Municipality

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

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

Table: 42 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

Households with access to free basic waste removal

Service	Number of households served
Free basic Waste removal	1 181

3.4.4.2 Waste Management 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-sytem 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.

3.4.4.3 Key Challenges with regard to waste management

- 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

3.4.5 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 extent and ownership of roads within the Ba-Phalaborwa municipal area is indicated in the Table:43

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

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

3.4.5.2 Main roads in the Municipal area

Table 44: 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

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

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

3.4.6 Public Transport

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

Table 45: Percentage population utilizing different modes of transport

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

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

Table: 46 Public transport facilities in Ba-Phalaborwa.

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

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

3.4.7 Rail Transport

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

3.4.8 Air Transport

There is one airport in the Municipality which is currently closed. The airport was accommodating small air crafts, but proves to be useful to the local mines and other businesses. There is a need to improve the airport. The airport is owned by SA Airlink, which also operates the airline to Phalaborwa. There were plans by the airport owner to sell/transfer the airport to the municipality. The municipality has conducted pre- feasibility studies, which has shown that the acquisition of the airport will be very expensive for the municipality to operate, comply with aviation regulations and maintainance

3.4.9 Key Challenges with regard to roads

- There is a need to upgrade existing roads;
- The Giyani - Phalaborwa and Eiland - Letaba Ranch roads have the potential to boost tourism in the area 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.

Public Transport Challenges:

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

3.5 Municipal Financial Viability

3.5.1 Financial analysis

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

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

3.5.2 Supply Chain Management

The Municipality Supply Chain reports are tabled in council and submitted to National and Provincial Treasury. Through the Supply Chain Management, the Municipality has supported SMMs. 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

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

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

3.5.6 Table 47: Summary of the Budget

LIM334 Ba-Phalaborwa - Table A1 Budget Summary										
Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Financial Performance										
Property rates	95 114	133 398	135 075	184 556	184 556	184 556	120 735	194 706	205 610	217 330
Service charges	121 622	131 390	138 523	196 353	196 353	196 353	100 429	219 830	252 130	289 400
Investment revenue	2 718	2 434	4 026	2 613	5 113	5 113	3 356	5 394	5 696	6 021
Transfer and subsidies - Operational	205 154	182 025	196 070	207 443	207 443	207 443	161 778	223 212	221 501	221 556
Other own revenue	206 134	107 701	88 484	85 381	85 431	85 431	31 047	90 129	95 177	100 602
Total Revenue (excluding capital transfers and contributions)	630 743	556 948	562 178	676 346	678 896	678 896	417 345	733 271	780 113	834 907
Employee costs	143 244	165 677	172 122	199 891	199 891	199 891	112 592	212 884	223 346	233 880
Remuneration of councillors	15 304	17 262	18 189	20 101	18 401	18 401	11 885	19 413	22 246	23 291
Depreciation and amortisation	84 208	86 780	47 422	79 285	79 285	79 285	52 298	83 646	88 330	88 330
Interest	18 641	18 266	20 847	19 481	19 481	19 481	–	20 552	21 703	21 703
Inventory consumed and bulk purchases	103 886	130 847	130 794	164 979	163 994	163 994	93 963	179 972	204 600	233 075
Transfers and subsidies	–	9 854	7 390	1 020	1 020	1 020	221	1 076	1 136	1 136
Other expenditure	128 468	277 048	51 532	279 769	282 454	282 454	89 176	299 568	295 558	300 558
Total Expenditure	493 751	705 735	448 296	764 525	764 525	764 525	360 136	817 111	856 918	901 974
Surplus/(Deficit)	136 992	(148 787)	113 882	(88 180)	(85 630)	(85 630)	57 209	(83 839)	(76 805)	(67 066)
Transfers and subsidies - capital (monetary allocations)	49 099	47 155	42 559	56 586	49 066	49 066	28 909	40 098	45 156	47 853
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	186 091	(101 631)	156 440	(31 594)	(36 564)	(36 564)	86 118	(43 741)	(31 649)	(19 213)
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	186 091	(101 631)	156 440	(31 594)	(36 564)	(36 564)	86 118	(43 741)	(31 649)	(19 213)
Capital expenditure & funds sources										
Capital expenditure	–	89 087	(37 107)	64 766	57 246	57 246	81 248	59 792	63 875	54 853
Transfers recognised - capital	–	(427)	15 720	56 586	49 066	49 066	38 917	40 098	45 156	47 853
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	67 966	(31 279)	8 180	8 180	8 180	42 331	19 694	18 719	7 000
Total sources of capital funds	–	67 539	(15 558)	64 766	57 246	57 246	81 248	59 792	63 875	54 853
Financial position										

LIM334 Ba-Phalaborwa - Table A1 Budget Summary										
Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Total current assets	1 396 055	1 583 752	2 006 694	1 803 977	617 834	617 834	2 227 412	641 711	682 468	705 673
Total non current assets	1 268 041	1 244 502	1 247 158	1 307 681	1 226 102	1 226 102	1 224 187	1 285 447	1 345 073	1 336 051
Total current liabilities	1 448 717	1 763 971	1 917 742	1 500 138	493 600	493 600	2 042 801	517 433	540 406	540 365
Total non current liabilities	220 841	227 405	207 788	120 144	199 902	199 902	187 674	211 857	221 602	221 602
Community wealth/Equity	601 795	608 291	1 033 043	1 334 719	976 457	976 457	1 119 258	1 016 757	1 077 632	1 092 374
Cash flows										
Net cash from (used) operating	(2)	(40 587)	1 131 367	(136 018)	(117 424)	(117 424)	3 632	(105)	63 197	65 693
Net cash from (used) investing	–	–	(19 232)	74 481	65 833	65 833	45 755	(68 761)	(73 457)	(63 081)
Net cash from (used) financing	–	–	–	(20 400)	(20 400)	(20 400)	(13 600)	(20 164)	(20 167)	(20 400)
Cash/cash equivalents at the year end	(2)	(40 587)	1 112 135	(81 937)	(71 991)	(71 991)	35 787	(44 940)	(75 367)	(93 155)
Cash backing/surplus reconciliation										
Cash and investments available	69 325	56 508	35 718	(97 897)	(93 734)	(93 734)	79 790	(104 678)	15 459	30 636
Application of cash and investments	1 386 146	1 618 720	1 206 084	1 015 603	311 135	311 135	900 434	(40 549)	(34 025)	(39 655)
Balance - surplus (shortfall)	(1 316 821)	(1 562 213)	(1 170 366)	(1 113 500)	(404 869)	(404 869)	(820 645)	(64 129)	49 484	70 291
Asset management										
Asset register summary (WDV)	1 173 063	1 182 023	1 189 619	1 194 527	1 138 731	1 138 731	1 193 794	1 193 794	1 249 205	1 240 183
Depreciation	74 024	86 787	74 880	79 285	79 285	79 285	83 646	83 646	88 330	88 330
Renewal and Upgrading of Existing Assets	–	(123)	36	31 472	32 702	32 702	17 557	6 719	6 719	–
Repairs and Maintenance	–	16 397	25 130	23 138	32 484	32 484	26 915	26 915	22 466	22 517
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	3 820	(15 723)	(15 254)	(16 260)	(16 260)	(16 260)	(17 246)	(18 357)	(19 571)	–
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

3.6 Good Governance and Public Participation

3.6.1 Council Committees

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

Table 48: Council Committee

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)

3.6.1.1 Stakeholder Relations

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

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

3.6.2 IGR Structures

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

- District Ward Committee's Forum
- District Municipal Manager's Forum
- Speakers Forum

- Mayor's Forum
- Premier's Inter-Governmental Forum

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

3.6.3 Public Participation

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

3.6.4 Public Participation Policies

The municipality has 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.

3.6.4.1 Public Participation Mechanisms

Ward Committees

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

The ward committees are fully functional; they submit their monthly reports to the Public Participation Manager in the office of the Speaker. The reports are processed through the Economic Development Portfolio Committee attached in the EXCO and Council agendas. The current ward committees have been trained in order for them to effectively do their responsibilities. The training was funded by Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs. In terms of support, the municipality has set aside a budget to cater for the administration of ward committees. Ward committee members are currently receiving a stipend of R1 500.00 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 a number of wards without the services of CDWs. The Municipality has 19 wards and only 12 CDWs. This means that ward 3,5,11,12,13,14 &17 are without the services of CDWs.

Mayoral Imbizos

The Municipality has a programme of mayoral outreach programme (imbizos) which it has incorporated to the IDP, Budget and PMS Process Plan. According to the Plan, there are four (4) imbizos per year, with one held each quarter. The imbizos are coordinated by the 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 2023/24 until May 2023 the municipality managed to have three Mayoral Imbizo.

IDP, Budget and PMS Public Participation

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 also through loud hailing, Municipal notices, reports, tender ect.

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 committee appointed September 2021 its term end August 2024. The new Audit Committee was appointed. The members of the audit committee are all independent and are specialists' different professions.

3.6.6 Municipal Public Accounts Committee (MPAC)

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

3.6.7 Anti-corruption, Audit and risk management

Anti-Corruption

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

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

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

Internal Audit

The main purpose of the Internal Audit Unit is to help the Municipality achieve its set objectives by providing an independent objective assurance and consulting services to improve risk management, controls and governance processes using a systematic disciplined approach. The main priorities 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.

Risk management

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

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

The following risk register were developed.

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

Ten top risks for the municipality:

3.6.8 Municipal Audit Outcome

Table 49: Municipal Audit Outcome

2018/19	2019/20	2020/21	2021/22	2022/23
Qualified	Qualified	Qualified	Qualified	Qualified

The Municipality obtained a Qualified Audit Opinion. The following were findings raised as a basis for the qualification:

- Payables from exchange transactions
- Value added tax (VAT) payables

Corrective steps for Audit findings:

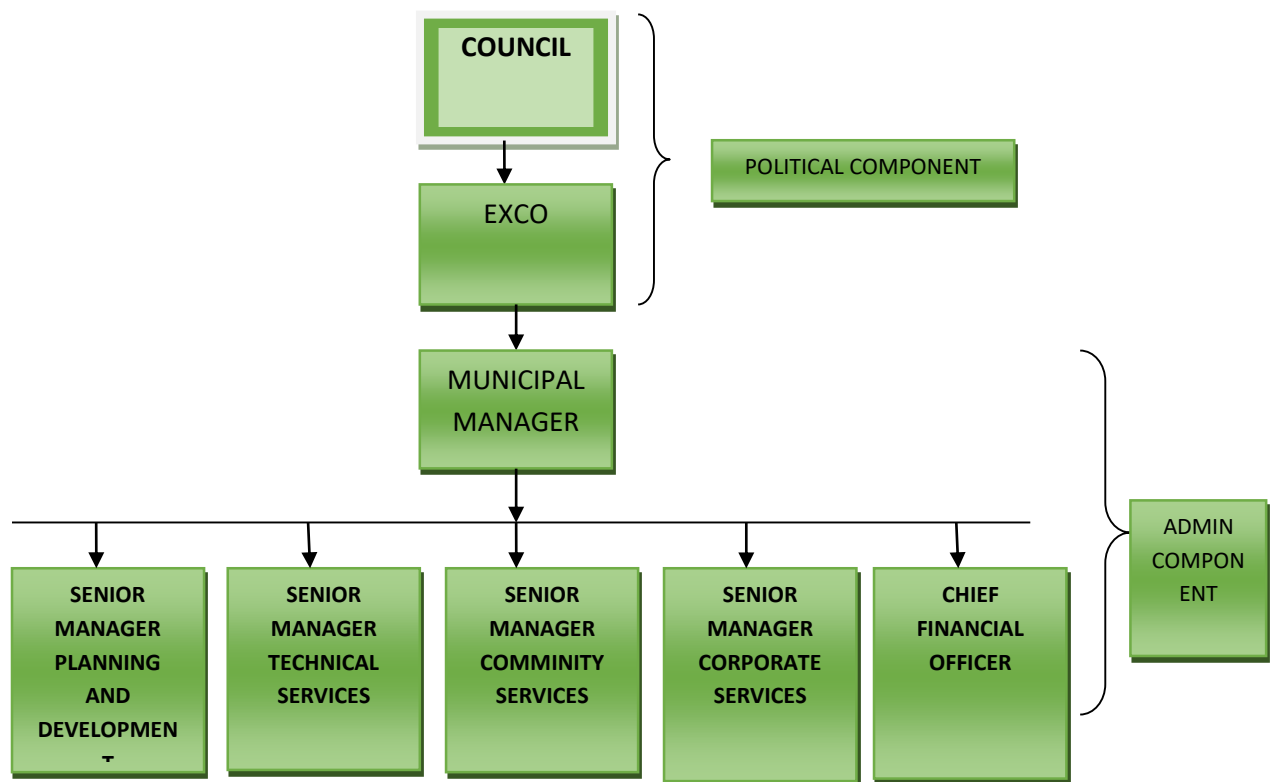
The municipality has developed an annual action plan which responds to the A-G's comments. The plan has clear targets with timeframes. This plan will also assist the municipality to improve the management of the municipal business.

3.6.9 Communication System

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

3.7. Municipal Transformation and Organisation Development - Institutional Analysis

3.7.1 Human Resources and Organisational Structure



Section 66 of the Local Government: Municipal Systems Act, 32 of 2000 makes provision for staff establishment. The staff establishment must be in line with the powers and functions of the municipality and must make provisions for job descriptions for each position. Ba-Phalaborwa Municipality approved its Organizational Structure and the structure is aligned with the IDP and the powers and functions to be conducted by the municipality. The organogram provides for a staff compliment of 706 with 419 of the positions filled, 287 positions are vacant and 37 Councillors.

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

Table 50: Alignment of the Organogram to the Powers and Function

Office of Municipal Manager	Budget and Treasury
Overall responsibility of the organisation. Internal Auditing Communication Disaster Management Public Participation	Income and Expenditure Debt Management Budgets Asset Management Financial Reporting Supply Chain Management Fleet Management
Technical Services	Community Services
Municipal Roads and Storm Water Infrastructure management Project Management Drainage and Storm Water Building Regulations Electricity (Phalaborwa Town)	Waste Management 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 Safety	Integrated Development Planning Performance Management System Town Planning Human Settlement Local Economic Development Geographical Information System

3.7.2 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 two hundred and ninety (290) individuals 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, achieving targeted training objectives. **3.7.3 Employment Equity Plan (2022/23)**

There is equity in the senior management levels of the municipality comprising of 5 section (57) female manager and other managers. The Municipality's EE is affected by the high labour turnover which is as a result of the geographical location of our town.

Employment equity challenges

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

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

Table: 57 Population by gender and disability.

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

Source: STATSSA, Community Survey 2011

Challenges faced by special groups:

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

3.8 Prioritization

3.8.1 Community Needs and Prioritisation

The Municipality held ward based planning meetings in all the wards to identify community needs and their priorities for inclusion in 2024/25 IDP document.

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

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

Community Needs ward 1

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
	Culverts	<ul style="list-style-type: none"> Pompie Station Nyakelang 2 next to Langa Tavern From Van Zyl to Tipeng Between Foskor Primary and Palesa Between Palesa and Haniville Between Dairing and St Patrick Between Van Zyl and Crista Between 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 From Maake Church to Tshelang Gape road 	BPM
	VIP Toilets	<ul style="list-style-type: none"> Nyakelang 1 & 2 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 Kanana 	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 (In progress 2023/24 financial year) Kanana 	MDM
	Speed humps	<ul style="list-style-type: none"> Phosphate street Main street at Palesa Car wash Baptist Church Phosphate street Next to Bobby Ground Desmond Tutu Street Madiba Street Foskor Primary 	BPM

Ward	Challenge/need description	Location/Area	Responsible Institution
	Storm Water Drainage	<ul style="list-style-type: none"> Unit Palesa (next to 581) Foskor next to Rethushitswe 	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 Phosphate street Madiba Street 	BPM
	Bus stops shades	<ul style="list-style-type: none"> Ward 1 	BPM
	Skips bins	<ul style="list-style-type: none"> Whole ward 	BPM

Top-Five Priority Needs ward 1

Ward	Ward Priorities	Location/Area	Responsible Department
1	Mobile Clinic	<ul style="list-style-type: none"> Foskor ground Kanana 	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 From Van Zyl to Tipeng Between Foskor Primary and Palesa Between Palesa and Haniville Between Dairing and St Patrick Between Van Zyl and Crista Between 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 From Maake Church to Tshelang Gape road 	BPM
	Stone pitching on a stream	<ul style="list-style-type: none"> Palesa Langa Nyakelang 1 Pompi Station 	BPM

Community Needs – Ward 2

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
2	Low water pressure	<ul style="list-style-type: none"> Changane Hlakisi 	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"> Ntswelemotse/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 Phukubyeng (Nyakelang) 1 & 2 From Cemetery Changaane via Aubrey car wash to Moshate Mandela D Streets 	BPM
	Tar road	<ul style="list-style-type: none"> Dinoko Tavern street 	
	Culverts	<ul style="list-style-type: none"> St Patrick to Checkers Stream (Done 2022/23 financial year) 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) Mabalane street Between 	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) 	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 	MDM

		<ul style="list-style-type: none"> Phukubeny (Nyakelang) 3 Sebera 	
	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 Mkayela 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& Foskop 	BPM
	Street lights on main road	<ul style="list-style-type: none"> Foskop 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 	MDM
	Mixed School	<ul style="list-style-type: none"> Sebera / Honey Ville Mapikiri 	DoE
	High School	<ul style="list-style-type: none"> Mathibele Combined 	DoE
	Speed humps	<ul style="list-style-type: none"> Next Moshate Next to Clinic Before All Nation 	BPM
	Rehabilitation of Street Paving	<ul style="list-style-type: none"> Pavement to Makayela Bridge Haniville to Church 	BPM

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
2	Community Library	<ul style="list-style-type: none"> Makhushane 	DoSAC / BPM
	Culverts	<ul style="list-style-type: none"> St Patrick to Checkers Stream 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 Phukubye (Nyakelang) 3 Cemetery Makhushane Bogala Tladi (Hlakisi Ext) 	BPM
	Street Paving	<ul style="list-style-type: none"> Patson Malatjie 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 	BPM

		<ul style="list-style-type: none"> Haniville - Dumbo street Phukubyeng (Nyakelang) 1 & 2 From Cemetery Changane via Aubrey car wash to Moshate Mandela D Streets 	
	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
	Tar road	<ul style="list-style-type: none"> Dinoko Tavern street 	BPM

Community Needs – Ward 3

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
03	Bridge	<ul style="list-style-type: none"> Nyoka section A & B Crossing from Ninankulu to Kurhula B Rockview 	BPM
	Satellite Police Station	<ul style="list-style-type: none"> Benfarm (Next to Tribal Office) 	SAPS
	Tar road	<ul style="list-style-type: none"> Benfarm to Matikoxikaya From Ninankulu to D4424 road 	BPM
	Apollo lights	<ul style="list-style-type: none"> Section A (Nodia X3) Extension B (Zwide X3) Ninankulu X3 BN Ntsanwisi X3 Godyini X2 New extension (Rock View)X3 From Mokoena to R71 X3 Ntsuxeko 	BPM
	RDP houses	<ul style="list-style-type: none"> Benfarm Ninankuku 	CoGHSTA
	VIP toilets	<ul style="list-style-type: none"> Benfarm Ninankuku Rock View 	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 (In progress 2022/23) From main road to clinic (A) Bridge (Section) from Nhubunga to bridge next to ZCC Church Graveyard road Mokoena Tavern to R71 road BN Ntsanwisi road Ninankulu main road Rockview internal streets 	BPM
	High school	<ul style="list-style-type: none"> Nunankulu (In progress 2022/23) 	DoE

	Reservoir	<ul style="list-style-type: none"> Benfarm 	MDM
	Water reticulation	<ul style="list-style-type: none"> Benfarm (In Progress 2022/23) Ninankulu (In Progress 2022/23) Rock view 	MDM
	Culverts	<ul style="list-style-type: none"> Between Ninankulu and Majeje Next to Nodia Zwide Rockview Next to All Nation sports ground 	BPM
	Speedhumps	<ul style="list-style-type: none"> Main Tar road Section A 	BPM
	Electrification	<ul style="list-style-type: none"> New Ext BN Ntsan'wisi New Ext Behind Public Works (Gaza) (Done 2022/23 financial year) Ninankulu Rockview zone B (In progress 2022/23 financial year) 	Eskom
	Fencing of Majeje cemetery	<ul style="list-style-type: none"> Benfarm 	Majeje Traditional Authority
	Side walk (Pedestrians) at Bridge	<ul style="list-style-type: none"> Nhobungu Bridge Majeje 	MDM / BPM
	Borehole Electrification	<ul style="list-style-type: none"> Nana Section BN Ntsan'wisi Zwide Rock view Nanana 	MDM
	Waste management -Skips	<ul style="list-style-type: none"> Whole ward 	BPM

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
03	Electrification	<ul style="list-style-type: none"> New Ext BN Ntsan'wisi New Ext Behind Public Works (Gaza) (Done 2022/23 financial year) Ninankulu Rockview zone B (In progress 2022/23 financial year) 	Eskom
	Culverts	<ul style="list-style-type: none"> Between Ninankulu and Majeje Next to Nodia Zwide Rockview Next to All Nation sports ground 	BPM
	Library	<ul style="list-style-type: none"> Benfarm 	BPM
	Bridge	<ul style="list-style-type: none"> Nyoka section A & B Crossing from Ninankulu to Kurhula B Zwide 	BPM
	Street Paving	<ul style="list-style-type: none"> Makhushane Camp Road to Majeje Traditional Authority (In progress 2022/23) From main road to clinic (A) Bridge (Section) from Nhobunga to bridge next to ZCC Church Graveyard road Mokoena Tavern to R71 road BN Ntsanwisi road Ninankulu main road Rockview internal streets 	BPM

Community Needs – Ward 4

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
04	Street Paving	<ul style="list-style-type: none"> From House no1000 to Vuxeni Malatji to RDP Houses street Hari-napo to Zama Kasi Junction to Harry Napo Dr Aphane Street Mabele street Vuxeni Street Zamani School street Malatji Bakery to Kazi Junction to Harry Napo Lutheran Church 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 Kgopyane School 	DoE
	Rehabilitation of	<ul style="list-style-type: none"> Impala Street Namakgale 	BPM
	Speedhumps	<ul style="list-style-type: none"> Harry Napo to Pavement Maswikeng street 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) 	BPM

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
04	Street Paving	<ul style="list-style-type: none"> From House no1000 to Vuxeni Malatji to RDP Houses street Hari-napo to Zama Kasi Junction to Harry Napo Dr Aphane Street Mabele street Vuxeni Street Zamani School street 	BPM

		<ul style="list-style-type: none"> • Malatji Bakery to Kazi Junction to Harry Napo • Lutheran Church street 	
	Maintenance of Storm Water Drainage system	<ul style="list-style-type: none"> • Namakgale (whole ward) 	BPM
	Speed humps	<ul style="list-style-type: none"> • Harry Napo to Pavement • Maswikeng street • 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

Ward	Challenge/need description	Location/Area	Responsible Institution
05	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 • Kubayi street • Lekang Crèche street • From corner Maphutha Hospital street to ZCC Church • BP Garage street to Thulani street • Zone D new stands to Lekang Day Care centre 	BPM
	Tar road	<ul style="list-style-type: none"> • Thulani Street 	
	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

Ward	Challenge/need description	Location/Area	Responsible Institution
	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	Ward Priorities	Location/Area	Responsible Department
05	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 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 	BPM
	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

Ward	Challenge/need description	Location/Area	Responsible Institution
06	Apollo lights	<ul style="list-style-type: none"> RDP Houses Refentse school Morgan Simon Topville Mshongo ville Nyakelang 4 	BPM
	Tarring of access roads	<ul style="list-style-type: none"> 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 	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 (Wholeward) 	MDM
	Mobile Clinic	<ul style="list-style-type: none"> Topville 	DoH
	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
	Rodde pipe to control water	<ul style="list-style-type: none"> Topville/ Nyakelang 	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 	MDM
	Opening of access raods	<ul style="list-style-type: none"> Nyakelang 4 	BPM
	VIP Toilets	<ul style="list-style-type: none"> Nyakelang 4 Topvile 	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 	BPM

		<ul style="list-style-type: none"> Between Malatji and Chilli boy 	
	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

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
06	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

Ward	Challenge/need description	Location/Area	Responsible Institution
07	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 	BPM

		<ul style="list-style-type: none"> • From Tswelopele Creche to Phumolong • 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	• Ward 7 internal streets	BPM
	Water reticulation	• Buffer zone next to Four way	BPM/MDM
	Speed humps and road sign	<ul style="list-style-type: none"> • Ward7 streets • Longtill 	BPM
	Rezoning – parks to residential	<ul style="list-style-type: none"> • Namakgale • Next to Lethabong • Next to Albany Ground • Home 2000 • Shai& Clinic 	BPM
	Refurbishment of Score Market	• Namakgale	BPM
	Apollo light	<ul style="list-style-type: none"> • Buffer zone • Mshongo 	BPM
	Sports Complex	• Namakgale ward 7	BPM
	Opening of streets	• Buffer zone	BPM
	RDP Houses	• Ward 7	CoGH
	Passage walk way	<ul style="list-style-type: none"> • Mshongo • Kingdom Hall • Boshveld • Sediba • Home 2000 	BPM

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
07	Water reticulation	• Buffer zone next to Four way	BPM/MDM
	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
	Apollo light	<ul style="list-style-type: none"> • Buffer zone • Mshongo 	BPM
	Paving of internal streets	• Namakgale (whole ward)	BPM
	Sports Complex	• Namakgale ward 7	BPM

Community Needs – Ward 8

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
08	Water pressure and maintenance of boreholes	<ul style="list-style-type: none"> • Tlapeng (Done 2022/23 financial year) • Mohlabeng • Matshidi • Nkhweshe 	BPM/MDM
	Water infrastructure	<ul style="list-style-type: none"> • Ga-Fariel EXT • Setagane • Setagane EXT • Nkhweshe New Ext • Tlapeng • Mashuping 	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 	Eskom
	RDP Houses	<ul style="list-style-type: none"> • Whole ward 	CoGHSTA
	Tar road	<ul style="list-style-type: none"> • Mashishimale to Maseke 	MDM & BPM
	Street paving with speed humps	<ul style="list-style-type: none"> • Mabine to Sophy Tavern • Mangena via Nkhweshe, tipeng to Thepe • Tipeng road to Nkhweshe Bus Stop • From Banda to Mashele • From mobile clinic to paved road • Mabine School to Lebeko School • Foskop to Lebeko school • Mashishimale to Makhushane road • Namakgale Pave to Lebeko • Main road to Mashishimale clinic • From Sophy to Thepe Graveyard • From pheame 2000 to IPC Church 	BPM
	VIP toilets/sanitation	<ul style="list-style-type: none"> • Mashishimale (whole ward) 	MDM
	Opening of new streets in extensions	<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) • Lebeko High School (Admin Block) • Mabine Primary School 	DoE
	Bus shades	<ul style="list-style-type: none"> • Whole ward (Bus stops) 	BPM
	Community library	<ul style="list-style-type: none"> • Mashishimale R3 	DSAC /BPM
	Primary School	<ul style="list-style-type: none"> • Ntshabelamatswale next to ZCC (Done 2022/23 financial year) 	DoE
	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 	BPM

		<ul style="list-style-type: none"> • 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 • Tlapeng to Nkhweshe next to casius • Between Mabine and Nkoane area • Sefagane Extension Bufferzone 	
	Apollo lights	• 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 	MDM
	Cattle Dip maintenance	• Mashishimale	AgriC
	Community hall	• Ward 08	BPM

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
08	Water pressure and maintenance of boreholes	<ul style="list-style-type: none"> • Tlapeng • Mohlabeng • Matshidi • Nkhweshe 	BPM/MDM
	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 • 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 	BPM

		<ul style="list-style-type: none"> • Tipeng to Nkhweshe Bus Stop • Tenson Pilusa Graveyard • Tlapeng to Nkhweshe next to casius • Between Mabine and Nkoane area • Next to Mashele Sports ground • Sefagane Extension Bufferzone 	
	Street paving	<ul style="list-style-type: none"> • Mabine to Sophy Tavern • Mangena via Nkhweshe, tipeng to Thepe • Tipeng road to Nkhweshe Bus Stop • From Banda to Mashele • From mobile clinic to paved road • Mabine School to Lebeko School • Foskor to Lebeko school • Mashishimale to Makhushane road • Namakgale Pave to Lebeko • Main road to Mashishimale clinic • From Sophy to Thepe Graveyard • From pheame 2000 to IPC Church 	BPM
	Tar road	<ul style="list-style-type: none"> • Mashishimale to Maseke road 	BPM
	Apollo lights	<ul style="list-style-type: none"> • Whole ward 	BPM

Community Needs – Ward 9

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
9	Water supply	<ul style="list-style-type: none"> • Maune, Mapikiri, Sebera, Maphokwane & Mosemaneng 	MDM
	Electrification	<ul style="list-style-type: none"> • All extensions 	Eskom
	Sanitation (VIP toilets)	<ul style="list-style-type: none"> • Mashishimale – Mosemaneng • 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 • 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 	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 	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 	BPM

		<ul style="list-style-type: none"> Mashishimale Selati 	
	Apollo lights	<ul style="list-style-type: none"> Maune, Mapikir&Mosemaneng 	BPM
	Library	<ul style="list-style-type: none"> Mosemaneng Maune Mapikiri 	BPM/DSAC
	Skips	<ul style="list-style-type: none"> Maune&Mapikiri 	BPM
	Waste removal	<ul style="list-style-type: none"> Mkhushane, Maune & Mapikiri 	BPM
	Primary School	<ul style="list-style-type: none"> Mapikiri 	DOE
	Structure for Tswelopele Drop-in Center	<ul style="list-style-type: none"> Mashishimale 	FUNDERS
	Completion of toilets at the cemetery (build by the municipality)	<ul style="list-style-type: none"> Mashishimale 	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 	BPM
	Bus Shades	<ul style="list-style-type: none"> All bus stops 	

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
09	Upgrading of gravel to tar	<ul style="list-style-type: none"> Makhushane to Lebeko road Mazide road Maune, Mapikiri&Mosemaneng Mashishimale Tshube to Lebeko Mapikiri to Maseke Makhushane/Mapikiri to Mashishimale R2 Seedimo Road 	BPM
	Library	<ul style="list-style-type: none"> Mosemaneng Maune Mapikiri 	BPM/DSAC
	Community Hall	<ul style="list-style-type: none"> Maune&Mapikiri Mosemaneng 	BPM
	Street paving	<ul style="list-style-type: none"> Motshongolo Road Sebera road Matshela ke omile road 	BPM
	Culverts	<ul style="list-style-type: none"> Maune, Sebera, Mapikiry&Mosemaneng 	BPM

Community Needs – Ward 10

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
10	Water supply, infrastructure and boreholes	<ul style="list-style-type: none"> Boelang&Maseke, Mashishimale R1 Makgwareng Mmabath Di Patsheng Madibini 	MDM

	<ul style="list-style-type: none"> • Modikwe (In progress 2022/23) • Dulang • New stands Mmabatho 	
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 • Mamo/// • Tshubje Dropping Centre • 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 	BPM
Sanitation (VIP toilets)	<ul style="list-style-type: none"> • All Extension (In progress 2022/23) 	MDM
RDP houses	<ul style="list-style-type: none"> • Whole ward 	CoGHSTA
Tarring of road	<ul style="list-style-type: none"> • Maseke&Mashishimale 	MDM
Construction of new road	<ul style="list-style-type: none"> • Maseke toMashishimale R2 	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 Ba ana 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 	DoE
Toilets & water in cemeteries	<ul style="list-style-type: none"> • Maseke, Boelang, Mashishimale and Moloto cemetery 	Traditional Authority/BPM
High school	<ul style="list-style-type: none"> • Tshube • Boelang 	DoE
Upgrading of Schools	<ul style="list-style-type: none"> • Matome Malatji School 	DoE
Sports centre	<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	<ul style="list-style-type: none"> Main road next to Marobathota Shabeng Boelang Nduna Pulusa Area 	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 	BPM
Electrification	<ul style="list-style-type: none"> Boelang Ext (In progress started 2022/23) Mashishimale R1 Ext, (In progress started 2023/24) MashishimaleModikwe (In progress started 2023/24) Maseke new extension 	Eskom
Water booster pump	<ul style="list-style-type: none"> Selati 	MDM
Extension of Mashishimale Tribal Offices	<ul style="list-style-type: none"> Mashishimale 	CoGSTA
Centre for Disable people	<ul style="list-style-type: none"> Maseke/ Mashishimale 	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 masehlane 	BPM
Jojo tanks for water storage	<ul style="list-style-type: none"> Phatamashako 	MDM
Bus Stops Shades	<ul style="list-style-type: none"> Shabeng Boelang Dulang 	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

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
10	Electrification	<ul style="list-style-type: none"> Boelang Ext (In progress started 2022/23) Mashishimale R1 Ext, (In progress started 2023/24) MashishimaleModikwe (In progress started 2023/24) Maseke new extension 	Eskom
	Water supply, infrastructure and boreholes	<ul style="list-style-type: none"> Boelang&Maseke, Mashishimale R1 Makgwareng Mmabath Di Patsheng Madibini Modike Dulang New stands Mmabatho 	MDM
	Tarring of road	<ul style="list-style-type: none"> Maseke&Mashishimale 	MDM
	Apollo lights	<ul style="list-style-type: none"> Makgwareng mabilusong Mmabatho next to tarred road Next Ba ana kome eating house Next to nduna Moloto Boelang Next to Markos Café Maseke Traditional Authority 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
	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 Mabatho Tshubje Dropping Centre 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 	BPM

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

Ward	Challenge/need description	Location/Area	Responsible Institution
11	Electrical Infrastructure upgrade	• Phalaborwa	BPM
	Maintenance of parks	• Phalaborwa	BPM
	Cleaning and de bushing of streams	• Phalaborwa	BPM
	Water pressure and water shortage	<ul style="list-style-type: none"> Phalaborwa Kruger 	BPM/MDM
	Rehabilitation of streets	• Phalaborwa	BPM
	Upgrading of sewer and water pipe lines	• Phalaborwa	BPM
	Uplifting of old CBD area	• Phalaborwa	BPM
	Maintenance of storm water, kerbs & manholes	• Phalaborwa	BPM
	Hawkers and illegal mechanics facilities	• Phalaborwa	BPM
	Sewer spilling in town	• Phalaborwa	BPM
	Storm water Systems	• Phalaborwa	BPM
	CCV TV Cameras	<ul style="list-style-type: none"> Phalaborwa Post Office Tower 	BPM
	Upgrading of Bollandoto Tourism Centre	• BPM Information centre	BPM
	Selling/disbursing of empty offices and buildings in old CBD	• Phalaborwa Town	BPM
	Upgrading of Taxi Rank	• Phalaborwa Town	BPM

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
11	Electricity infrastructure upgrade	• Phalaborwa	BPM
	Upgrading of Sewer and water pipe lines	• Phalaborwa	BPM / MDM
	Rehabilitation of Streets	• Phalaborwa	BPM
	Upgrading of Storm water systems	• Phalaborwa	BPM
	Water pressure	• Phalaborwa	BPM /MDM

Community Needs – Ward 12

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
12	CCV TV Cameras	• Phalaborwa	BPM
	Streetlight	• Phalaborwa	BPM
	Speed humps	• Phalaborwa	BPM
	Water shortage/ pressure	• Phalaborwa	BPM/MDM
	Rehabilitation of streets	• Phalaborwa	BPM
	Upgrading of sewer and pipe lines	• Phalaborwa	BPM
	Illegal Buildings	• Phalaborwa	BPM
	Maintenance of storm water, kerbs & manholes	• Phalaborwa	BPM
	Kerbing on streets in Ext 8	• Phalaborwa	BPM
	Sewer infrastructure and pump stations	• Phalaborwa	BPM
	Street Paving	• Ext 8	BPM
	Electricity infrastructure upgrade	• Phalaborwa	BPM

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
12	Electricity infrastructure upgrade	• Phalaborwa	BPM
	Upgrading of Sewer and water pipe lines	• Phalaborwa	BPM / MDM
	Rehabilitation of Streets	• Phalaborwa	BPM
	Storm water systems	• Phalaborwa	BPM
	Water pressure	• Phalaborwa	BPM /MDM

Community Needs – Ward 13

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
13	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 Hectoville 	MDM/BPM
	Bridge	<ul style="list-style-type: none"> Herman Road, Nyota street – Mlambo Herman road Kurhula Humalani access 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 Hectoville 	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 	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	<ul style="list-style-type: none"> Kurhula B Humulani A, B & C Hectorville 	MDM
	Water storage/ Jojo Tanks	<ul style="list-style-type: none"> Ward 13 	MDM
	Fencing of tribal cemetery	<ul style="list-style-type: none"> Humulani 	Traditional Authority

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
13	Bridge	<ul style="list-style-type: none"> Herman Road, Nyota street – Mlambo Herman road Kurhula Humalani access Humulani access bridge Between Kurhula P School and Ninankulu 	BPM

		<ul style="list-style-type: none"> Pavement on Humulani access bridge 	
	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

Ward	Challenge/need description	Location/Area	Responsible Institution
14		<ul style="list-style-type: none"> 	
	Street paving	<ul style="list-style-type: none"> Maskitas via Lommy and Nephalama to Lulekani Green house ZCC to Post Office Lulekani to ZCC/ Maskitas Nkateko to Pondo Darrick Nyathi to Oliver Tambo drive Maxacadzi to Roma Church 	BPM
	Culverts	<ul style="list-style-type: none"> Mabobo Pondo Mlambo Kurhula from Post Office Darrick Nyathi Next to Assemblies of God Next to UPC Church 	BPM
	Bridge upgrade	<ul style="list-style-type: none"> Old graveyard road From Score to Humulani bridge Darrick Nyathi Next to PoliceStation 	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"> Tambo 	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 Nkandla Tuck Shop\ Between Taxi rank and Mangwane Tavern Police Station to stadium Clinic to Pastor Biller From sub-station to Lulekani ZCC 	BPM/RAL
	Apollo lights	<ul style="list-style-type: none"> PMC Bus stop next to Police Station 	BPM

		<ul style="list-style-type: none"> • Next to Lulekani Primary • Taxi rank to Filling station • ZCC next to Mashakeng • Clinic • Next to chester/Nkateko • Roma Church • Mlambo section • Pondo • Next to Mahumani C • Maxakadzi • Chwane road 	
	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

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
14	Culverts	<ul style="list-style-type: none"> • Mabobo • Pondo • Mlambo • Kurhula from Post Office • Darrick Nyathi • Next to Assemblies of God • Next to UPC Church 	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 • Next to chester/Nkateko • Roma Church • Mlambo section • Pondo • Next to Mahumani C • Maxakadzi • Chwane road 	BPM
	Street paving	<ul style="list-style-type: none"> • Maskitas via Lommy and Nephalama to Lulekani Green house • ZCC to Post Office • Lulekani to ZCC/ Maskitas • Nkateko to Pondo • Darrick Nyathi to Oliver Tambo drive • Maxakadzi to Roma Church 	BPM
	Borehole Electrification of borehole	<ul style="list-style-type: none"> • Whole ward 	MDM
	Orphanage and Old Age centre	<ul style="list-style-type: none"> • Lulekani 	BPM

Community Needs – Ward 15

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
15	Water shortage & pressure	<ul style="list-style-type: none"> B1 Ext (Lulekani) Biko 4 Rooms 	MDM
	Apollo lights	<ul style="list-style-type: none"> RDP Ext (Lulekani) B1 Ext Biko Section (Lulekani) Biko Ext Professional Driving School 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 Loveingdail 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 	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 (In progress 2023/24) Mchavi (next to booster pump) Behind Police Station Between Biko Ext and Matiko-xikaya new stands 	BPM
	VIP Toilets	<ul style="list-style-type: none"> Biko, Biko Ext 	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) 	BPM

		<ul style="list-style-type: none"> Masweka chulula Maphalu Four rooms Next to Dutch playground Vaxadzi 	
	Skips	<ul style="list-style-type: none"> RDP Houses (Lulekani) B1 Extension (Lulekani) Next to Majeje High School Lulekani Taxi Rank Vaxadzi 	BPM
	De-bushing	<ul style="list-style-type: none"> RDP & B1 Ext Far East 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

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
15	Apollo lights	<ul style="list-style-type: none"> RDP Ext (Lulekani) B1 Ext Biko Section (Lulekani) Biko Ext Professional Driving School 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 Loveingdail 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 	BPM
	Water shortage & pressure	<ul style="list-style-type: none"> B1 Ext (Lulekani) Biko Four Rooms 	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 Mchavi (next to booster pump) Behind Police Station 	BPM

Community Needs – Ward 16

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
16	Water supply and 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,C & D 	MDM
	Boreholes	<ul style="list-style-type: none"> Matiko – Xikaya A, B, C & D 	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	<ul style="list-style-type: none"> MatikoXikaya 	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) Bolck B next to Burkina faso 	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"> Mbhongolo street (MatikoXikaya) Xithlangu Primary school to bakery road Old main road to Ngwamba shop 	BPM
	VIP toilets (sanitation)	<ul style="list-style-type: none"> MatikoXikaya (whole ward) 	MDM
	Tarring/side kerbs	<ul style="list-style-type: none"> Lulekani to MatikoXikaya road (From Post office to Shiphamele) 	BPM/MDM
	Speed humps reconstruction	<ul style="list-style-type: none"> Lulekani to MatikoXikaya road Matiko-xikaya to Benfarm road 	BPM
	Satellite Police Station	<ul style="list-style-type: none"> M atikoXikaya 	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 – MatikoXikaya 	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 Road to new cemetery Block A and D Ext 	BPM
	Mobile Clinic	<ul style="list-style-type: none"> Matiko-xikaya 	DoH
	Mobile office for SASSA (Grant application office)	<ul style="list-style-type: none"> Matiko-xikaya 	SASSA
	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	• Block D	DoE
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Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
16	Borehole installation and water supply	MatikoXikaya	MDM
	Apollo_lights	• MatikoXikaya	BPM
	Fencing of Old and New graveyard	• Lulekani graveyard	BPM
	Culverts	• Block A - Matiko -Xikaya • Manzini Scheme • Matikoxikaya between Henneck and RDP • Behind RDP and new stands (Matikoxikaya)	BPM
	Streets paving	• Mbhongo street (MatikoXikaya) • Xithlangu Primary school to bakery road • Old main road to Ngwamba shop	BPM

Community Needs – Ward 17

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
17	Electrification	• Mokhwanane (Ext) • New Stands (Ext) • Nyakelang (Ext) • Mahale (Ext) • Benfarm extension	Eskom
	Water infrastructure/reticulation	• Selwane, • Mahale • Benfarm Ext C • New stands • Nyakelang old stands and new stands • Mokhwanane	BPM/MDM
	Tarring	• Letaba Ranch to Eiland Road (In progress 3km done)	DoR
	RDP houses	• Mahale • Mkhwanana • Nyakelang • Benfarm Ext C	CoGHSTA
	Street paving	• New stands • Mkhwanana • Nyakelang • Mahale • Benfarm Ext C	BPM
	High mast lights	• New stands selwane • Mokhwanana • Mahale • Benfarm Ext C • Nyakelang	BPM
	VIP Toilets	• New stands Nyakelang • Mokhwanane	MDM

	<ul style="list-style-type: none"> • Mahale • Benfarm Ext C 	
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 	Seloane Traditional Authority Majeje Traditional Authority
Community Hall	<ul style="list-style-type: none"> • Mahale • Benfarm Ext C 	BPM
Clinic	<ul style="list-style-type: none"> • Mokhowanana • Mahale 	DoH
Crèche (Infrastructure maintenance)	<ul style="list-style-type: none"> • Mahale / Mokhowanana • Nyakelang Crèche • Manabe Crèche • Lekotse Crèche • Dzulani Crèche 	DoE
Primary school	<ul style="list-style-type: none"> • Mokhwanana 	DoE
Mobile/ Community library	<ul style="list-style-type: none"> • Benfarm Ext C • Nyakelang Crèche (Mobile) • Mahale • Matswatsi Primary 	BPM
Culverts	<ul style="list-style-type: none"> • Mokhowanana next to Thomas Cafe (Selwane) • Benfarm Ext C • Mkhwanana next to Gause Mokgalaka • Next to Mthombeni Shop • Mahale (Done) • Mohale Graveyard • Next to Rovers Sports ground • Mj street • Maphosa • Ramoshaba Church Farm 	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 	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) • Mahale 	BPM
Renovation of school	<ul style="list-style-type: none"> • Vatswatsi School 	DoE
Recreational Park	<ul style="list-style-type: none"> • Selwane • Mahale 	BPM

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
17	Water infrastructure/reticulation	<ul style="list-style-type: none"> Selwane, Mahale Benfarm Ext C New stands Nyakelang old stands and new stands Mokhwanene 	BPM/MDM
	Primary school	<ul style="list-style-type: none"> Mokhwanana 	DoE
	Tarring	<ul style="list-style-type: none"> Letaba Ranch to Eiland Road (In progress 3km done) 	DoR
	Mobile/ Community library	<ul style="list-style-type: none"> Benfarm Ext C Nyakelang Crèche (Mobile) Mahale 	BPM
	High mast lights	<ul style="list-style-type: none"> New stands selwane Mokhwanana Mahale Benfarm Ext C Nyakelang 	BPM

Community Needs – Ward 18

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
18	Electrification	<ul style="list-style-type: none"> Matshelapata (Moshate Ext) Dinoning Prieska (Ext) Moselakgomo Masalal Nondweni 	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	<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 	MDM
	Blocked RDP projects	<ul style="list-style-type: none"> Selwane Gravelotte 	CoGHSTA/BPM
	VIP toilets	<ul style="list-style-type: none"> Selwane, 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"> Selwane, Nondweni, Prieska&Gravelotte 	BPM
	Apollo lights	<ul style="list-style-type: none"> Selwane, Prieska, Nondweni Gravelotte 	BPM

Transfer of Clinic from the mine to Gravelotte	• Gravelotte	DoH
New graveyard	• Gravelotte	BPM
Fence & toilets at Graveyard	• Selwane, Nondweni&Prieska graveyards	Traditional Authority
Clinic	• Prieska • Gravelotte • Nodweni	DoH
Community Hall	• Prieska • Nondweni • Gravelotte	BPM
Secondary school	• Nondweni • Gravelotte	DoE
Old Age & Disability Education Centre	• Selwane	DoE
Upgrading & renovation of Nondweni stadium	• Nondweni	BPM
Primary school (Transfer of Lesedi to Gravelotte)	• Gravelotte	DoE
Culverts	• Nondweni • Prieska • Selwane	BPM
Bridge	• MoselaKgomo to graveyard (Selwane) • Moshate to graveyard	BPM
Multipurpose sports centre	• 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	• Balepye	BPM/Sector Departments
Township establishment	• Gravelotte • Selwane (In progress = MDM started 2022/23 financial year)	BPM
Borehole / water connection	• Thusong centre	BPM
Demarcation of sites for churches	• Gravelotte	BPM
Skips	• Gravelotte	BPM
Crèche	• Gravelotte • Prieska	BPM
Street lights	• Gravelotte Markets	BPM
Upgrading of markets	• Gravelotte	BPM
Shopping complex	• Gravelotte • Seloane	BPM
Bus stops shades	• Seloane • Prieska	BPM
Computer Lab	• Seloane Thusong Centre	BPM
School halls	Seloane	DoE

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
18	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 (Selwane) Moshate to graveyard 	BPM
	Apollo lights	<ul style="list-style-type: none"> Selwane, Prieska, Nondweni Gravelotte 	DoE
	Street paving	<ul style="list-style-type: none"> Selwane, Nondweni, Prieska & Gravelotte 	BPM
	Clinic	<ul style="list-style-type: none"> Gravelotte 	DoH

Community Needs – Ward 19

Long list

Ward	Challenge/need description	Location/Area	Responsible Institution
19	Street Paving	<ul style="list-style-type: none"> Old ZCC Church to 1616 Impala street New ZCC Church to Makhushane camp Malungani Village Gaza Street to Mavuso Di 13 Sebalamakgolo Iteireleng to Presbyterian Church Press Church to paving Before Ducks car wash MCC Church to Masedi Garden view Graveyard street 	BPM
	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) 	BPM
	Renovations Additional Classrooms Toilets Guard room	<ul style="list-style-type: none"> Mhalthala School Sebalamakgolo Schools Thabelang Disability School (In progress) 	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 (1 done but still a need) 	BPM

	<ul style="list-style-type: none"> • Calvin Ngobeni next to Edwin • Lutheran Church • Between SASSA and Two mountains • From Namakgale Graveyard to Makhushane • Kodumela to Skatane • Mega Bus to tavern • Next to Mavuso 	
Culverts	<ul style="list-style-type: none"> • Lutheran road to RDP house • Malungane Village • Next to Masedi kraal • Next to Melo house • New ZCC church and All saint • Tshelang Gape Garage at Malungane • Mhlongo street • New ZCC to Makhushane Camp • Malungane next to Graveyard road • Tshelang Gape Bump Station • Ngobeni street to new stands • Oliver street to new stands • Garden view • Joseph Shop 	BPM
Water Infrastructure	<ul style="list-style-type: none"> • Malongane Village (C) (In progress 2022/23) • Makhushane Camp (D) • Garden View (In progress 2022/23) 	MDM/BPM
Opening of Streets	<ul style="list-style-type: none"> • Malongane Village • Makhushane Camp – Buffer zone • Garden View 	BPM
Electrification	<ul style="list-style-type: none"> • Malongane village new extension • Makhushane Camp • Garden View • Buffer zone 	ESKOM
VIP Toilet	<ul style="list-style-type: none"> • Malongane Village (C) • Makhushane Camp (D) • Garden view 	MDM
Demarcation of sites	<ul style="list-style-type: none"> • Malungane village 	BPM
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	<ul style="list-style-type: none"> • Malungane • Buffer zone • Garden view 	BPM
Bridge	<ul style="list-style-type: none"> • Garden View Graveyard • Between ZCC and Al saint 	BPM
Rehabilitation of roads	<ul style="list-style-type: none"> • Whole ward 	BPM
Extension of Namakgale Clinic A	<ul style="list-style-type: none"> • Namakgale Clinic A 	DoH

Top-Five Priority Needs

Ward	Ward Priorities	Location/Area	Responsible Department
19	Culverts	<ul style="list-style-type: none"> Lutheran road to RDP house Malungane Village Next to Masedi kraal Next to Melo house New ZCC church and All saint Tshelang Gape Garage at Malungane Mhlongo street New ZCC to Makhushane Camp Malungane next to Graveyard road Tshelang Gape Bump Station Ngobeni street to new stands Oliver street to new stands Garden view Joseph Shop 	BPM
	Street Paving	<ul style="list-style-type: none"> Old ZCC Church to 1616 Impala street New ZCC Church to Makhushane camp Malungani Village Gaza Street to Mavuso Di 13 Sebalamakgolo Iteireleng to Presbyterian Church Press 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 	BPM
	Upgrading of water and sewer infrastructure	<ul style="list-style-type: none"> Namakgale 	MDM

No	Priority Needs	Ward	Frequency
1	Street paving	1,2,3,4,5,6,7,8,9,10,13,14,15,16,18,19	16
2	Apollo lights	1,2,5,6,7,8,10,13,14,15,16,17,18,19	14
3	Culverts	1,2,3,4,6,8,9,10,13,14,15,16,19	13
4	Water reservoir , infrastructure, booster pumps, low pressure	7,8,10,11,12,14,15,16,17,19	10
5	Tarring of streets/roads	2,8,9,17,18	5
6	Construction and upgrading of Bridges	3,6,13,15,18	5
7	Storm water drainages	4,5,7,11,12	5
8	Community Library	2,3,9,17	4
9	Electrification of new extensions / Electrical	3,10,11,12	4
10	Speed humps	4	1
11	Rehabilitation of roads	11,12,19	3
12	Maintenance of sewer infrastructure and sewer pumps	6,11,12	3
13	Sports Complex	7,13	2
14	Community Hall	1,9	2
15	RDP Houses	5	1
16	De-bushing and stone patching of streams	1	1
17	Fencing of old and new cemetery	16	1
18	Street Lighting	4	1
19	Clinic	18	1
20	Orphanage and old age home	14	1

Chapter 4: Development of Strategies

4.1 Introduction

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

As part of the annual review of the IDP, the municipality held its strategic planning session at Zebula Golf Estate and Spa from 5 to 8 December 2023 in Bela Bela. The purpose of the Strategic Planning was to highlight on 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 of the Communities, by prioritising them and came up with projects. The Municipal SWOT analysis was reviewed to project the status quo of the Municipality

4.2 SWOT Analysis

Ba-Phalaborwa municipality identified SWOTs are summarized below:

The table below outlines the Strengths-Weaknesses-Threats-Opportunities for the Municipality.

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Compliance with Legislation on Policies and By-laws 2. A functional Council and its Committees 3. Good ICT Governance 4. Ability to Appoint Competent Personnel 5. Good stakeholder relations 6. A healthy communication system with communities 7. Mayoral Greening Programme launched. 8. Eco-friendly technology & virtual meetings cut down on carbon footprint and maximize waste minimization. 9. Licensed New landfill site. 10. Strong partnerships with external stakeholders such as DFFE, LEDET, PETCO, TCS, mining houses, DSAC, Palabora Foundation, etc. 11. High number of EPWP participants 	<ol style="list-style-type: none"> 1. Insufficient Office Space 2. Inadequate document storage and archiving system 3. Aging ICT Infrastructure 4. Delay in finalisation of litigations 5. Non-functional Local Labour Forum 6. High vacancy rate in critical areas of all departments. 7. Low revenue collection 8. Delay in attending community complains 9. Delay in approving HR policies 10. Non-enforcement of by-laws (e.g. illegal trading) 11. Inadequate service delivery resulting in community protests 12. No shift work for posts providing essential services. 13. Frequent fleet breakdown 14. Illegal dumping 15. Existing landfill site not complying with legislation. 16. Namakgale landfill site not closed and rehabilitated as per the license conditions. 17. Lack of access control in the Namakgale landfill site 18. High volumes of garden waste 19. Frequent uncontrolled fires 20. No fencing in our cemeteries 21. No security for key infrastructure 22. Lack of bylaws on environmental management
Opportunities	Threats
<ol style="list-style-type: none"> 1. Skills Development on Staff and Community 2. Development of an Alternative Energy Hub using the Natural Hot Weather in the area. 3. Implementation of Auditor General Action Plan 4. Tourism destination 5. Improve Ba-Phalaborwa as a tourist destination 6. Located next to SANParks – Environmental advocacy programmes and biodiversity management. 7. Partnership with stakeholders e.g. Mining houses 8. Emerging needs for our services (e.g. escort services by traffic). 9. High demand for our services (hiring of skip bins, selling of bins) 10. Charging for rubble and garden waste collection on rubbles 	<ol style="list-style-type: none"> 1. High staff turnover 2. The Municipality is vulnerable to litigation. 3. Community Protests due to service delivery dissatisfaction 4. Explosion of chemicals at landfill site 5. Heatwaves 6. Air pollution (Magnetite) 7. Vandalism 8. Traffic-related accidents 9. Reputational damage and litigation

4.3 The strategic intent of Ba-Phalaborwa Municipality

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

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

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

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

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

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

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

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

STRATEGIC VALUES	DESCRIPTION
Efficiency and Effectiveness	Efficiency measures the extent to which resources were used to deliver a particular level of services. Effectiveness measures the extent to which we have attained the outcomes community members expect based on the IDP process
Accountability	Accountability refers to the degree to which people are held responsible and required to account for their decisions and actions.
Innovation and Creativity	Innovation refers to changes to products, processes, and services in an attempt to improve cost, efficiency, or effectiveness of service delivery; it means to do things differently
Professionalism and Hospitality	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

Slogan

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

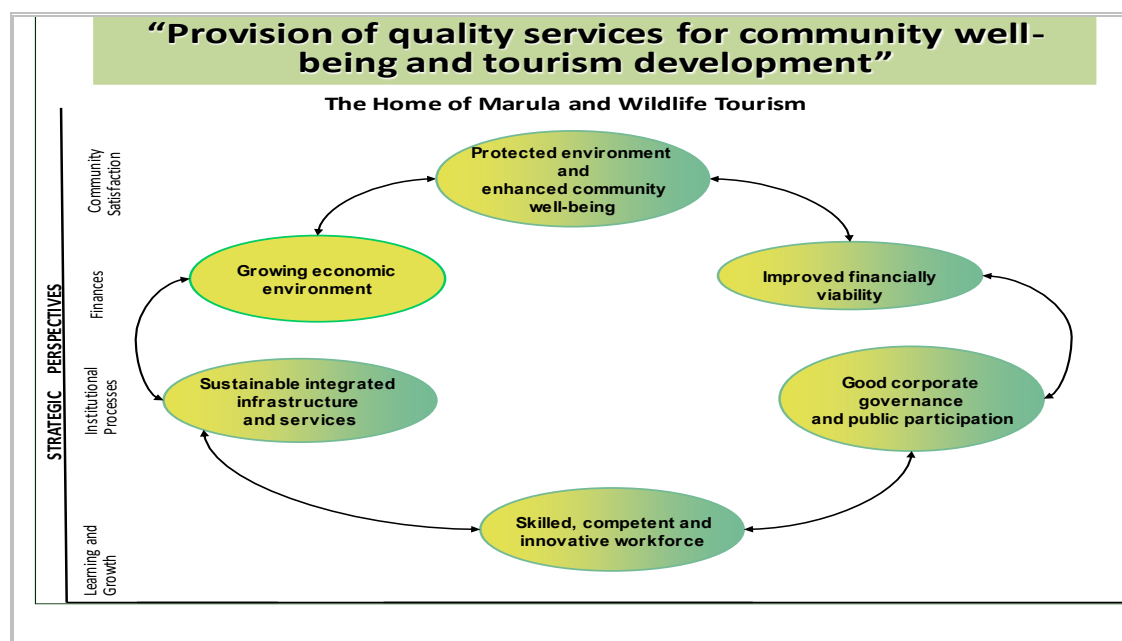
“The Home of Marula and Wildlife Tourism”

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

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

4.4 Strategic Map

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



4.5 Strategic and operational Strategies

4.5.1 Operational Strategies

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

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

4.5.1.1 KPA 1: SPATIAL RATIONALE

GOAL: SUSTAINABLE INTEGRATED INFRASTRUCTURE AND SERVICES

The goal “Sustainable integrated infrastructure and services” is shared between the two key performance areas, namely spatial rationale and basic service delivery. The rationale is that development planning and provision of services are integrated and should be dealt with in an integrated manner. The National

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

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

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

The identified programmes that relate to this goal are:

- Land acquisition;
- Integrated Land use;
- GIS;

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

4.5.1.2 LAND ACQUISITION

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

The following strategic objective and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
To formalise Informal development and reduce land invasion	Reduction of land invasion occurrences in the municipality.	<ul style="list-style-type: none"> • Reduction of land invasion occurrences • Number of layout plans submitted to the Planning Tribunal 	<ul style="list-style-type: none"> • Reduction of land invasion occurrences • Number of layout plans submitted to the Planning Tribunal 	<ul style="list-style-type: none"> • Number of reduction land invasion occurrences in the municipality • Number of Rural Development Strategy developed 	<p>Continuous enforcement through the established Illegal Land Use Operation</p> <p>Draught Settlement Strategy</p>

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
				<ul style="list-style-type: none"> Number of reduction of illegal land uses 	Reduction of land invasion occurrences in the municipality.
Development of Land / Land acquisition system of sustainable land for mixed use	<ul style="list-style-type: none"> Development of Phalaborwa Extension 9 for mixed use development 	<ul style="list-style-type: none"> Final Technical Designs and Appointment 	<ul style="list-style-type: none"> Professional Town Planning Work (Specialist Studies & Amendment of the General Plan) 	<ul style="list-style-type: none"> Development of Phalaborwa Extension 9 for mixed use development 	Council Approval for Request for Proposal for the development of Phalaborwa Ext. 9
	<ul style="list-style-type: none"> Development of Phalaborwa Extension 7 for economic development 	<ul style="list-style-type: none"> Final Technical Designs and Appointment 	<ul style="list-style-type: none"> Professional Town Planning Work (Specialist Studies & Amendment of the General Plan) 	<ul style="list-style-type: none"> Development of Phalaborwa Extension 7 for economic development 	Council Approval for Request for Proposal for the development of Phalaborwa Ext. 7
	<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"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Number of Urban Renewal Strategy developed 	1 Urban Renewal Strategy developed

4.5.1.3 HUMAN SETTLEMENTS (HOUSING)

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

The following strategic objective and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
Development of Housing Chapter	<ul style="list-style-type: none"> Facilitate housing development in line with spatial planning and transportation system 	<ul style="list-style-type: none"> Facilitate housing development in line with spatial planning and transportation system 	<ul style="list-style-type: none"> Facilitate housing development in line with spatial planning and transportation system 	<ul style="list-style-type: none"> Number of Housing Chapter developed 	<ul style="list-style-type: none"> 1

4.5.1.4 GEOGRAPHIC INFORMATION SYSTEM (GIS)

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

The following strategic objective and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
To achieve integrated planning	<ul style="list-style-type: none"> Develop GIS Policy 	<ul style="list-style-type: none"> Update GIS database 	<ul style="list-style-type: none"> Update GIS database 	<ul style="list-style-type: none"> GIS review 	1

4.5.2 KPA2: SERVICE DELIVERY

4.5.2.1 ELECTRICAL NETWORK (NEW INFRASTRUCTURE)

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
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 Upgrading of Substation to improve on safety and sustainable supply of electricity 	<ul style="list-style-type: none"> Implementation of master plans and maintenance plan Upgrade Substations Replace minisubs 	<ul style="list-style-type: none"> Implementation of master plans and maintenance plan 	<ul style="list-style-type: none"> Number of energy master plan developed Number of substation upgraded and minibus replaced 	<div>1</div> <div>4</div>

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
				<ul style="list-style-type: none"> Number of old underground electrical Cables replaced (Main Cables 8km) 	8km of Main Cables replaced
	<ul style="list-style-type: none"> Ensure that all households have access to electricity 	<ul style="list-style-type: none"> Ensure that all households have access to electricity 	<ul style="list-style-type: none"> Ensure that all households have access to electricity 	<ul style="list-style-type: none"> Number of households electrified 	337

4.5.2.2 ELECTRICAL NETWORK (ELECTRICITY LOSSES)

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
To reduce electricity losses	<ul style="list-style-type: none"> Replacement of bypass meters with smart meters Upgrading of infrastructure 	<ul style="list-style-type: none"> Reduction of electricity distribution losses Upgrading of infrastructure 	<ul style="list-style-type: none"> Reduction of electricity distribution losses Upgrading of infrastructure 	Percentage on reduction of electricity losses	4%

4.5.2.3 ROADS AND STORM WATER –MAINTENANCE AND UPGRADING

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
Providing sustainable Roads Infrastructure	<ul style="list-style-type: none"> Implement Road Maintenance and Master Plan Providing a fully designated team for unblocking of storm water drainage pipes 	<ul style="list-style-type: none"> Implementation of Rods Maintenance and Master Plan <p>Providing a fully designated team for unblocking of storm water drainage pipes</p>	<ul style="list-style-type: none"> Implementation of Rods Maintenance and Master Plan <p>Providing a fully designated team for unblocking of storm water drainage pipes</p>	<ul style="list-style-type: none"> Number of km of road upgraded from gravel to tar. Number of cleared blocked storm water drainage 	<ul style="list-style-type: none"> 20

4.5.2.4 ROADS AND STORM WATER – NEW INFRASTRUCTURE

The identified outcome to be achieved with Roads and Storm water – Sustainable roads network. This means to keep our roads and storm water assets in good state. The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2023/24)
Provide Quality New Infrastructure	<ul style="list-style-type: none"> Review and approve 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 Storm Water Master Plan reviewed 	<ul style="list-style-type: none"> 1

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2023/24)
	<ul style="list-style-type: none"> Kilometres of Paved Internal Streets Rehabilitated (254km of paved Roads) 	<ul style="list-style-type: none"> Kilometres of Paved Internal Streets Rehabilitated 	Kilometres of Paved Internal Streets Rehabilitated	Number of Paved Internal Street rehabilitated	<ul style="list-style-type: none"> 1km

4.5.2.5 WATER AND SANITATION SERVICES

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2023/24)
Water and sanitation services- To provide sufficient water to all wards	<ul style="list-style-type: none"> Maintenance of water and sanitation infrastructure Functional water leak detection system 	<ul style="list-style-type: none"> Maintenance of water and sanitation infrastructure 	<ul style="list-style-type: none"> Maintenance of water and sanitation infrastructure 	<ul style="list-style-type: none"> To implement water and sanitation by-law 	<ul style="list-style-type: none"> 1 20% reduction in water losses

GOAL: PROTECT THE ENVIRONMENT AND IMPROVE COMMUNITY WELL-BEING

4.5.3 POUNDS

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)
To provide an animal pound service as legislated	<ul style="list-style-type: none"> Facilitate the Construct of Municipal owned Animal Pound 	<ul style="list-style-type: none"> Designs approved and construct 	<ul style="list-style-type: none"> Operationalize

4.5.3.1 SOLID WASTE MANAGEMENT

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

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
<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 by 2024 	<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 	<ul style="list-style-type: none"> 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 	1 Namakgale
	<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"> Number of Integrated Waste Management Plan reviewed 	1
	<ul style="list-style-type: none"> Combat illegal dumping by obtaining 	<ul style="list-style-type: none"> Combat illegal dumping by obtaining and 	<ul style="list-style-type: none"> Combat illegal dumping by obtaining 	<ul style="list-style-type: none"> Number of cleaning awareness Conducted 	4

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
	and supplying additional skips for hot spots and rural areas as well as a skip transport truck for extended distances.	supplying additional skips for hot spots and rural areas as well as a skip transport truck for extended distances.	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"> Once-per-month-collection waste collection service 	<ul style="list-style-type: none"> Once-per-month-collection 	<ul style="list-style-type: none"> Once-per-month-collection waste 	<ul style="list-style-type: none"> Number of villages with access to waste removal once per month 	2

4.5.3.2 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 (2024/25)
To develop and maintain parks, gardens and open space	<ul style="list-style-type: none"> Facilitate implementation of fencing Wildevy Park and Buffalo Park 	Implement the plans	Development of parks and recreation areas	<ul style="list-style-type: none"> Number of Parks and recreation developed (Designs) 	2
	<ul style="list-style-type: none"> Maintenance of developed parks Wildevye, Phalaborwa Fourways, Sealane.Buffalo.King Fisher, Impala Park ,Namakgale Entrance ,Defryn, Gravelote Park 	<ul style="list-style-type: none"> Maintenance of developed parks Wildevye, Phalaborwa Fourways, Sealane.Buffalo.King Fisher, Impala Park ,Namakgale Entrance ,Defryn, Gravelote Park 	<ul style="list-style-type: none"> Maintenance of developed parks Wildevye, Phalaborwa Fourways, Sealane.Buffalo.King Fisher, Impala Park ,Namakgale Entrance ,Defryn, Gravelote Park 	<ul style="list-style-type: none"> Number of parks maintained 	9
	<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 	2

4.5.3.3 CEMETERIES

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
Manage and maintain municipal cemeteries to international standards	<ul style="list-style-type: none"> Develop pauper's burial policy. Review and implement exhumation and reburial policy, public parks by law, open spaces by-law and cemetery by law 	-Implementation of the policies and by-laws	- Implementation of the policies and by-laws	<ul style="list-style-type: none"> Number of reports on maintenance of cemeteries Number of Paupers Burial Policy developed 	<p>4</p> <p>1</p>
	<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 	4
	<ul style="list-style-type: none"> Facilitate implementation of fencing Lulekani, Gravelotte, Phalaborwa, 	<ul style="list-style-type: none"> Facilitate implementation of fencing Lulekani, 	<ul style="list-style-type: none"> Facilitate implementation of fencing Lulekani, 	<ul style="list-style-type: none"> Number of cemeteries fenced 	<ul style="list-style-type: none"> 4

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annu Target (2024/25)
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 of disaster management plan reviewed 	
				<ul style="list-style-type: none"> Number of Local Disaster Forum established Number of Local Disaster Forum meetings held 	1 4

4.5.3.5 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 (2024/25)
Ensure and manage an operational, functional and fully equipped Library	<ul style="list-style-type: none"> Facilitate the review of the current SLA by DSAC 	<ul style="list-style-type: none"> Improve access to libraries to within a 5km radius 	<ul style="list-style-type: none"> Improve access to libraries to within a 5km radius 	<ul style="list-style-type: none"> Number of Library users with access to 	<ul style="list-style-type: none"> 7

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annu Target (2024/25)
facility to within at least a 5km radius from any urban or rural residential area	<ul style="list-style-type: none"> Facilitate the installation of alternative energy stand by generator at Selwane Review Library service development plan Enhance Library stakeholder relations 	<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> free internet and public computers Number of Library service outreach programmes conducted Review and implement Library Services Development plan 	<ul style="list-style-type: none"> 10 1

4.5.3.6 ARTS AND CULTURE

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
To create a platform for local communities to participate in	<ul style="list-style-type: none"> Professional sports, arts and culture activities 	Professional sports, arts and culture activities	Professional sports, arts and culture	<ul style="list-style-type: none"> Number of Sports, Arts and 	<ul style="list-style-type: none"> 4

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
different professional sporting codes and to compete	hosted by the municipality	hosted by the municipality	activities hosted by the municipality	culture forum convened <ul style="list-style-type: none"> Number of Mayor's Cup hosted annually 	<ul style="list-style-type: none"> 1

4.5.3.7 TRAFFIC SERVICES

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
Ensure that Traffic enforcement has correct and sufficient equipment, systems, personnel and capacity to fulfil their mandate.	<ul style="list-style-type: none"> Design and implement effective standing orders, policies, and performance requirements. Facilitate the Implementation of a full shift system and maximum coverage through work hours Compliance with National Road Traffic Act 	<ul style="list-style-type: none"> Design and implement effective standing orders, policies, and performance requirements. Construction of the construction of “A” Grading on the drivers’ testing facility and Roadworthy centre Phase 1 Implementation of the signed Service Level Agreement 	<ul style="list-style-type: none"> Implementation Construction of the construction of “A” Grading on the drivers’ testing facility and Roadworthy centre Phase 2

4.5.3.8 REGISTRATION AND LICENSING SERVICES

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies (0-2 Yrs.)	Medium Term Strategies (3-5 Yrs.)	Long Term Strategies (5 Yrs. +)
Maintain an “A” Grading on the drivers testing facility and Roadworthy centre in terms of legislation	Maintain an “A” Grading on the drivers testing facility and Roadworthy centre in terms of legislation	Maintain an “A” Grading on the drivers testing facility and Roadworthy centre in terms of legislation	Maintain an “A” Grading on the drivers testing facility and Roadworthy centre in terms of legislation

4.5.4 KPA 3: FINANCIAL VIABILITY

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

4.5.4.1 IMPROVE FINANCIAL VIABILITY

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
To increase revenue to become financially sustainable	<ul style="list-style-type: none"> Revenue- Ensure disconnection are performed due to arrears in line with credit policy (water and electricity) 	<ul style="list-style-type: none"> Revenue- Ensure disconnection are performed due to arrears in line with credit policy (water and electricity) 	<ul style="list-style-type: none"> Revenue- Ensure disconnection are performed due to arrears in line with credit policy (water and electricity) 	<ul style="list-style-type: none"> Percentage of customers whose water supply is restricted due to arrears in line with Credit Control Policy Percentage of customers whose electricity supply is disconnected due to arrears (as per instruction or disconnection list) in line with Credit Control Policy. 100% of properties (excluding villages) on the valuation roll to be matched 	<ul style="list-style-type: none"> 100%Customers restricted 100%

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
				to the Financial Management System	
	<ul style="list-style-type: none"> 7% increase in collection rate (from 78% base line objective to 85%) 	7% increase in collection rate (from 78% base line objective to 85%)	7% increase in collection rate (from 78% base line objective to 85%)	<ul style="list-style-type: none"> % in collection rate from 78% base line objective to 85%) 	<ul style="list-style-type: none"> 7%
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"> 100% appointment of service providers within timeline as prescribed in the procurement plan 	<ul style="list-style-type: none"> % of service providers delivering within timeline prescribed in the procurement plan 	<ul style="list-style-type: none"> Within 90 days after tender closed
Reduced UIFWE	<ul style="list-style-type: none"> Adhering to the Compliance Checklist & Continuous Training of SCM officials on Legislation & Procedure. 	<ul style="list-style-type: none"> Adhering to the Compliance Checklist & Continuous Training of SCM officials on Legislation & Procedure. 	<ul style="list-style-type: none"> Adhering to the Compliance Checklist & Continuous Training of SCM officials on Legislation & Procedure. 	<ul style="list-style-type: none"> % on the reduction of non-compliance to the supply chain management policy, MFMA and other legislation by 30% 	<ul style="list-style-type: none"> 30% reduction

4.5.5 KPA 4: LOCAL ECONOMIC DEVELOPMENT

GOAL: GROWING ECONOMIC ENVIRONMENT

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

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

The identified programmes that relate to this goal are:

- Job creation
- Marketing and branding
- SMMEs

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

4.5.5.1 JOB CREATION

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

The following strategic objectives and strategies have been identified:

4.5.5.3 SMMEs

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
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 process and Capital Works Plan 	<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 Corporate information sharing coordinated 	4

4.5.6 KPA 5: TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

GOAL: SKILLED, COMPETENT AND INNOVATIVE WORKFORCE

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

The identified programmes that relate to this goal are:

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

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

4.5.6.1 HUMAN RESOURCE MANAGEMENT

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
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 	<ul style="list-style-type: none"> 20 vacant positions filled
Individual Performance Management System -IPMS	<ul style="list-style-type: none"> Drafting of Individual Performance Management Systems Policy for approval by Council and cascading IPMS Development of Individual Performance Management Plans 	<ul style="list-style-type: none"> Development of Individual Performance Management Plans 	<ul style="list-style-type: none"> Implementation of the Individual Performance Management System Policy 	<ul style="list-style-type: none"> Number of Individual Performance Management System policy developed and approved by Council 	<ul style="list-style-type: none"> 1

4.5.6.2 LABOUR RELATIONS

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
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 held 	12 LLF meetings held

4.5.6.3 WORKPLACE HEALTH AND SAFETY

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
To promote healthy, safe and	<ul style="list-style-type: none"> Create awareness and ensure safe and 	<ul style="list-style-type: none"> Create awareness and ensure safe and healthy 	<ul style="list-style-type: none"> Create awareness and ensure safe and 	<ul style="list-style-type: none"> Reduction of number of incidents 	<ul style="list-style-type: none"> 4 quarterly

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
legislative compliant working environment and healthy, active and productive employee	healthy working environment is maintained.	working environment is maintained.	healthy working environment is maintained.		

4.5.6.4 EMPLOYEE WELLNESS

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
Develop and implement a holistic wellness employee program incorporating all aspects of employee health and creation of enabling working environment	<ul style="list-style-type: none"> Development of Employee Wellness Strategy/ Plan 	<ul style="list-style-type: none"> Implementation of the Employee Wellness Program 	<ul style="list-style-type: none"> Implementation of the Employee Wellness Program 	<ul style="list-style-type: none"> Number of Employee wellness strategy / Plan developed 	<ul style="list-style-type: none"> 1

4.5.6.5 TRAINING AND DEVELOPMENT

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
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 and annual training report 	<ul style="list-style-type: none"> 1

4.5.7 KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

GOAL: GOOD CORPORATE GOVERNANCE AND PUBLIC PARTICIPATION

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

The identified programmes that relate to this goal are:

- Internal Audit
- Audit Committee
- Municipal Public Accounts Committee
- Risk Management
- Performance Management
- Integrated Development Planning (IDP)

- Governance and Administration
- Records and Archiving
- Labour Relations
- Legal
- Information Communication Technology (ICT)
- Communication
- Public Participation
- Ward Committees

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

4.5.7.1 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 (2023/24)
Provide assurance and consulting services to the ensure that the Municipality achieve its objectives	<ul style="list-style-type: none"> • Implementation of Internal Audit Plan • Turnaround time on approval of Internal Audit Charter, Methodology and Development Program • Turnaround time on Annual Review and 	<ul style="list-style-type: none"> • Implementation of Internal Audit Plan • Turnaround time on approval of Internal Audit Charter, Methodology and Development Program • Turnaround time on Annual Review and 	<ul style="list-style-type: none"> • Implementation of Internal Audit Plan • Turnaround time on approval of Internal Audit Charter, Methodology and Development Program 	<ul style="list-style-type: none"> • Percentage implementation of internal audit recommendations • Number of Audit Steering Committee 	<ul style="list-style-type: none"> • 90% • 24

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2023/24)
	approval of Audit Committee Charter	approval of Audit Committee Charter	<ul style="list-style-type: none"> Turnaround time on Annual Review and approval of Audit Committee Charter 		

4.5.7.2 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 (2024/25)
Advise Council and management on governance and finance	<ul style="list-style-type: none"> Audit Committee reports to Council Audit Committee meetings Evaluation of Audit Committee performance 	<ul style="list-style-type: none"> Audit Committee reports to Council Audit Committee meetings Evaluation of Audit Committee performance 	<ul style="list-style-type: none"> Audit Committee reports to Council Audit Committee meetings Evaluation of Audit Committee performance 	<ul style="list-style-type: none"> Number of Audit Committee reports to council Number of Audit Committee meetings Number of Annual Performance 	<ul style="list-style-type: none"> 4 reports to Council by Audit 7 2

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
				Evaluation of the Audit Committee <ul style="list-style-type: none"> Number of AG Action Plan Coordinated and approved by Municipal council in the 3rd quarter 	<ul style="list-style-type: none"> 1

4.5.7.3 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 (2024/25)
To provide oversight on legislative compliance for improved and sound	<ul style="list-style-type: none"> Hold MPAC Strategic Planning Sessions Capacitate and train newly elected MPAC members 	<ul style="list-style-type: none"> Hold MPAC Strategic Planning Sessions Review and implement MPAC terms of reference 	<ul style="list-style-type: none"> Hold MPAC Strategic Planning Sessions Review and implement MPAC terms of reference 	<ul style="list-style-type: none"> Number of report submitted to council on quarterly basis Number of public hearing conducted 	<ul style="list-style-type: none"> 4 report submitted to council 1 public hearing conducted

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
governance practices	<ul style="list-style-type: none"> Review and implement MPAC terms of reference Review and implementation of process plan Conduct public hearings 	<ul style="list-style-type: none"> Review and implementation of process plan Conduct public hearings 	<ul style="list-style-type: none"> Review and implementation of process plan Conduct public hearings 		<ul style="list-style-type: none"> 2

4.5.7.4 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 (2024/25)
To provide a system of identifying, assessing and mitigating all risks within the institution	<ul style="list-style-type: none"> Develop and review strategic risk register Establish risk management committee Develop and review risk management policies 	<ul style="list-style-type: none"> Convene Risk management committee meetings Conduct risk assessment Review risk management register 	<ul style="list-style-type: none"> Convene Risk management committee meetings Conduct risk assessment Review risk management register 	<ul style="list-style-type: none"> Number of quarterly risk management committee meetings convened Annual review of strategic risk register Number of risk management governance policies reviewed 	<ul style="list-style-type: none"> 4 quarterly risk management committee meetings convened 4 9 Policies

4.5.7.5 PERFORMANCE MANAGEMENT

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
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 Number annual and mid-year individual assessments for section 54 and 56 managers conducted 	<ul style="list-style-type: none"> 1 2

4.5.7.6 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 (2023/24)
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 by 31 July Numbers of Draft IDP/Budget adopted by council by 31 March Number of Final IDP/Budget adopted by council by 31 May 	<ul style="list-style-type: none"> 1 1 1

4.5.7.7 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 (2023/24)
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 calendar developed and approved by council Number of EXCO meetings held Number of Council Meetings held % of council resolution implemented 	<ul style="list-style-type: none"> 1 12 5 100%

4.5.7.8 RECORDS AND ARCHIVING

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)
To provide efficient and effective records and archive management services to comply with the National Archive and Records Act	<ul style="list-style-type: none"> Scanning and Capturing of Contracts to Electronic Documents Management System-EDMS 	<ul style="list-style-type: none"> Scanning and Capturing of all documents to Electronic Documents Management System-EDMS. in compliance with National Archives & Records Act 	<ul style="list-style-type: none"> Scanning and Capturing of all documents to Electronic Documents Management System-EDMS. in compliance with National Archives & Records Act

4.5.7.9LEGAL SERVICES

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
<ul style="list-style-type: none"> To provide informed legal advice to end-user departments and council within a week 	<ul style="list-style-type: none"> Litigations are attended within 14 days from the date of receipt. Cases resolved at dispute resolution level before litigation process. Departments to consult with legal 	<ul style="list-style-type: none"> Litigations are attended within 14 days 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 	<ul style="list-style-type: none"> Litigations are attended within 14 days from the date of receipt. Cases resolved at dispute resolution level before litigation process Departments to consult with legal 	Number of cases resolved at dispute resolution level before litigation process. <ul style="list-style-type: none"> P 	<ul style="list-style-type: none">

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
<ul style="list-style-type: none"> To ensure that the municipality is safeguarded in contracts entered into with service providers To ensure general compliance with legislation 	<ul style="list-style-type: none"> 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"> Develop Contracts and Service Level Agreements (SLA) as per the request by departments 	<ul style="list-style-type: none"> 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"> Number of Contracts and SLA developed as per request by SCM within 21 days of issuing appointment letter 	

4.5.7.10 IT AND SUPPORT

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

The following strategic objectives and strategies have been identified

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
<ul style="list-style-type: none"> To Ensure reliable ICT Infrastructure and systems 	<ul style="list-style-type: none"> Implementation of ICT Disaster Recovery Plan 	<ul style="list-style-type: none"> Implementation of ICT Disaster Recovery Plan 	<ul style="list-style-type: none"> Implementation of ICT Disaster Recovery Plan 	<ul style="list-style-type: none"> Implementation of ICT Disaster Recovery Plan 	<ul style="list-style-type: none"> 1

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
support for Municipal Services					

4.5.7.11 COMMUNICATION

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
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 	<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 	<ul style="list-style-type: none"> 100%

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
	<ul style="list-style-type: none"> • 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"> • Number of quarterly local communication forum meetings held • Turnaround time for submitting received documents to IT for publishing on website as per Legislative checklist 	<ul style="list-style-type: none"> • 4 Local Communication forum meetings • 1 day

4.5.7.12 PUBLIC PARTICIPATION

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
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 	<ul style="list-style-type: none"> 4 Public participation meetings

4.5.7.13 WARD COMMITTEES

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
To have fully functional ward committees at all times	<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 Implementation of establishment notice 	<ul style="list-style-type: none"> Review and implementation of ward operational plans Implementation of establishment notice 	<ul style="list-style-type: none"> Number of consolidated reports of ward committee meetings convened 	<ul style="list-style-type: none"> 11 ward committee reports

4.5.7.14 SPECIAL PROGRAMMES

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

The following strategic objectives and strategies have been identified:

Strategic Objective	Short Term Strategies	Medium Term Strategies	Long Term Strategies (5 Yrs. +)	KPI	Annual Target (2024/25)
To achieve knowledgeable and capacitated disadvantaged groups	<ul style="list-style-type: none"> Develop database for all vulnerable groups and strengthen existing structures. Conduct awareness campaigns on substance abuse, HIV /AIDS safety, Leadership and Moral behaviour 	<ul style="list-style-type: none"> Develop database for all vulnerable groups and strengthen existing structures. Coordination of Disability, Youth, Elderly people and Local woman caucus forum. 	<ul style="list-style-type: none"> Develop database for all vulnerable groups and strengthen existing structures. 	<ul style="list-style-type: none"> Number of HIV/AIDS outreach programme conducted 	<ul style="list-style-type: none"> 4

STRATEGIC ALIGNMENT

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

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

Table 1: Strategic Alignment 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	Community Satisfaction			5. Improved health care		Basic Service Delivery	Quality health care for all	Basic Services: Creating decent living conditions	Protected environment and enhanced community well-being
Social 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

Cluster	PERSPECTIVE	MTSF	COGTA	LEGDP (PGDS)	OUTCOME 9	STRATEGIC AGENDA KPA	NATIONAL DEVELOPMENT PLAN	Back-to-Basics	BA-PHALABORWA
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
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	Basic Service Delivery	Reforming public service Improving infrastructure	Sound financial management 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
					(Outcome 2 and 3)				
Technical Infrastructure	Institutional Processes		3. Accelerating service delivery and supporting the vulnerable	2. Provision of economic and social infrastructure		Basic Service Delivery	Improving infrastructure	Basic Services: Creating decent living conditions	Sustainable integrated infrastructure and services
Technical Infrastructure	Institutional Processes	3. Comprehensive rural development strategy linked to land and 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, effective and responsive	10. A developmental state including improvement of public services	7. Single Window of coordination	Good Governance and Public Participation	Reforming the public service	Building capable institutions and administrations	Sustainable integrated infrastructure and services

Cluster	PERSPECTIVE	MTSF	COGTA	LEGDP (PGDS)	OUTCOME 9	STRATEGIC AGENDA KPA	NATIONAL DEVELOPMENT PLAN	Back-to-Basics	BA-PHALABORWA
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 international cooperation		8. Creation of a better Africa and a better world			Reforming the public service	Good governance	Good corporate governance and public participation
Governance and Administration	Learning and Growth	4. Strengthening of skills and human resource base				Municipal Transformation and Organisational Development	Reforming the public service	Building capable institutions and administrations	Skilled, competent and innovative workforce

CHAPTER 5: PROJECTS PHASE

5.1. Introduction

Projects are identified through the following criteria:

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

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

5.2 Sources of Funding

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

5.3 Municipal Projects Plan 2024/25

5.3.1 Internally Funded Capital Projects 2024/25

5.3.1.1 KPA 2: Basic Services and Service Delivery

Cluster	Sector / KPA	Capital Projects												
		2024/25					2025/26			2026/27			Was EIA conducted?	
		Project No.	Project	Cost (R'000)	Yes	No	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Yes	No
Sustainable Integrate Infrastructure and Services	Electricity	TECH1	Construction of over headline from Ext 6 to spar	3 200	Ward 12	BPM							✓	
	Roads and Storm water	TECH2	Construction of trapezoidal concrete drain (160m)at Potgiter stream	850	Ward 12	BPM							✓	
		TECH3	Upgrading of road from gravel to tar: Tambo phase 2	6 720		Co-funding	Upgrading of road from gravel to tar: Tambo phase 2	6 720	BPM				✓	
	Parks and cemetery	DPD1	Establishment cemetery at Gravelotte	1 000	Ward 18	BPM	Establishment cemetery at Gravelotte (Ward 18)	1 000	BPM				✓	
	Environmental Management	COM1	Development of Phalaborwa new landfill site Phase1	5 000	All	BPM	Development of Phalaborwa new landfill site Phase1	10 000	All	BPM	Development of Phalaborwa new landfill site Phase1	5 000	✓	

Cluster	Sector / KPA	Capital Projects												
		2024/25					2025/26			2026/27			Was EIA conducted?	
		Project No.	Project	Cost (R'000)	Yes	No	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Yes	No
		COM2	Procure a trailer for refuse collection enhancement	200	BPM		Procure a trailer for refuse collection enhancement	200	BPM		Procure a trailer for refuse collection enhancement	200	N/A	
		COM3	Procure LDV bakkie for environmental law enforcement	600	All	BPM							N/A	
		COM4	Procure Roadblock trailer fully fitted	425	All	BPM							N/A	
Total				17 995										

5.3.1.2 Unfunded Projects

Cluster	Sector / KPA	Capital Projects		
		2024/25		
		Project No.	Project	Cost (R'000)
Sustainable Integrate Infrastructure and Services	Roads & Storm water	UN1	Procurement of a new TLB	2 000
		UN2	Procurement of a new Grader	5 500
		UN3	Procurement of new 10 m³ Tipper Truck	1 500
	Environmental management	UN4	Development of Phalaborwa new landfill site	20 000
		UN5	Procure 2 Refuse compactor trucks	5 000
		UN6	Procure 1 skip loader truck for rural areas()	1 800
		UN7	Procure 1x tipper truck for illegal dumping removal	1 500
		UN8	Development of the engineering designs for the development of the solar farm	2 000
	Parks and Cemeteries	UN9	Purchase of a Tractor	1 000

Cluster	Sector / KPA	Capital Projects		
		2024/25		
		Project No.	Project	Cost (R'000)
		UN10	Towable high-up	400
	Libraries	UN11	Construction of Mashishimale Library	1 500
	Traffic and Licensing	UN12	Procure 2 speed unit and roadblock vehicles	1 500
		UN13	Development of "A" Grade Licensing & Testing Yard – Phase 1	2 000
		UN14	Archive facilities for registration Authority	1 000
		UN15	Procure LDV bakkie for warrant of arrest	600
	Building	UN16	Fencing of Namakgale Graveyard	2 000

5.3.1.3 INEP Projects

Cluster	Sector / KPA	Capital Projects												
		2024/25					2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Implementing Agency	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
	Electrical		Electrification of new villages within Ba-Phalaborwa municipality as per DMRE's approval	4 814	DMRE	BPM	Electrification of new villages within Ba-Phalaborwa municipality as per	8 275	BPM	Electrification of new villages within Ba-Phalaborwa municipality as per DMRE's approval	8 000	DMRE		

Cluster	Sector / KPA	Capital Projects												
		2024/25					2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Implementing Agency	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
							DMRE's approval							
Total				4 814				8 275			8 000			

5.3.1.4 MIG Projects

Project Name	Project Description and Location		Project Duration		Total Budget	Sources of Funding	MTEF Forward Estimates		
			Date: Start	Date: Finish			2024/25	2025/26	2026/27
Upgrading of Benfarm phase 2	Upgradingz of gravel from gravel to tar Location : Majeje	Ward 3	10 October 2022	22 March 2024	R30 420 000.00	MIG	R 4 037 446.27	R0.00	R0.00
Refurbishment of Namakgale stadium	Refurbishment of Namakgale stadium	Ward 04 & 05	17 February 2021		R44 941 439.69	MIG	R10 837 178.65	R0.00	R0.00

Project Name	Project Description and Location		Project Duration		Total Budget	Sources of Funding	MTEF Forward Estimates		
			Date: Start	Date: Finish			2024/25	2025/26	2026/27
	Location: Namakgale								
Installation of stormwater culverts at Mashishimale to Lejori, Makhushane, Humulani and Lulekani	Installation of stormwater culverts Location : Lulekani	Ward 02, 10, 15 & 16	14 October 2022	30 June 2024	R28 000 000.00	MIG	R 1 896 829.57	R0.00	R0.00
Selwane sports complex	Construction of sports complex Location: Selwane	Ward 17	22 December 2016	30 June 2023	R45 753 640.49	MIG	R 937 660.67	R0.00	R0.00
Upgrading of Honeyville to Dinoko Sebera from gravel to tar	Upgrading of road from gravel to tar Location : Sebera and Honeyville	Ward 02 & 09	TBA	TBA	R28 800 000.00	MIG	R 5 937 241.00	R11 031 379.63	R11 031 379.63
Upgrading of gravel to asphalt from Aubrey carwash via cemetery to Kanana	Upgrading of road from gravel to tar Location: Makhushane	Ward 02	TBA	TBA	R18 000 000.00	MIG	R 4 737 593.84	R13 262 405.90	R0.00
Installation of stormwater culvert at Tension Pilusa graveyard	Construction of stormwater culvert Location : Mashishimale	Ward 08	TBA	TBA	R6 900 000.00	MIG	R 6 900 000.00	R0.00	R0.00
Installation of high mast lights	Installation of lights Location : All wards	All	TBA	TBA	R 9 973 333.40	MIG	R0.00	R5 687 114.47	R4 286 218.93
Installation of precast storm water culverts at Shitshitwe culvert	Construction of stormwater culvert Location : Lulekani	Ward	TBA	TBA	R 6 900 000.00	MIG	R0.00	R6 900 000.00	R0.00
Upgrading of gravel to asphalt street from clinic via ZCC	Upgrading of road from gravel to tar Location : Makhushane	Ward 02	TBA	TBA	R 7 199 999.99	MIG	R0.00	R0.00	R7 199 999.99
Upgrading of gravel to asphalt street from Nkateko to Pondo	Upgrading of road from gravel to tar Location : Lulekani	Ward 14	TBA	TBA	R 4 500 000.00	MIG	R0.00	R0.00	R4 500 000.00
Installation of precast storm water culverts at Mlambo stream	Construction of stormwater culvert Location : Lulekani	Ward 14	TBA	TBA	R 6 900 000.00	MIG	R0.00	R0.00	R 6 900 000.00

Project Name	Project Description and Location		Project Duration		Total Budget	Sources of Funding	MTEF Forward Estimates		
			Date: Start	Date: Finish			2024/25	2025/26	2026/27
Upgrading of gravel road to asphalt paved road from Maimele street to PMC bus stop & Lulekani graveyard	Upgrading of road from gravel to tar Location : Matikoxikaya	Ward 16	TBA	TBA	R12 600 000.00	MIG	R0.00	R0.00	R 12 600 000.00
Street paving of Mabine to Sobby street	Upgrading of road from gravel to tar Location : Makhushane	Ward 02	TBA	TBA	R29 700 000.00	MIG	R0.00	R0.00	R 4 367 231.08
							35 283 950.00	36 880 900.00	39 853 450.00

5.3.1.5 KPA 5: Organisational Transformation and development

Cluster	Sector / KPA	Capital Projects												
		2024/25					2025/26			2026/27				
		Project No.	Project	Cost (R'000)	Funding	Implementing Agency	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Good corporate governance and public participation	Office Furniture	CORP1	Purchase of office Furniture & Equipment	1 700	BPM funding		Purchase of office Furniture & Equipment	3 500	BPM funding	Purchase of office Furniture & Equipment	4 000	BPM funding		
Total				1 700										

5.4 OPERATIONS AND MAINTENANCE PROJECTS: 2024 – 2025

5.4.1 KPA 1: Spatial rationale

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Sustainable integrated infrastructure and services	Spatial Development Planning	DPD2	Urban Renewal Strategy	2 000	BPM								
	Land Use Planning & Management	DPD3	Land Audit	2 000	BPM								
		DPD4	Rural Settlement Strategy	1 200	BPM								
		DPD5	Township Ratification	1 400	BPM	Township Ratification	2 000	BPM	Township Ratification	2 000	BPM		
		DPD6	Layout Designs (Tribal Land)	800	BPM	Layout Designs (Tribal Land)	800	BPM	Layout Designs (Tribal Land)	800	BPM		
		DPD7	Municipal Planning Tribunal and Appeal	300	BPM	Municipal Planning Tribunal and Appeal	300	BPM	Municipal Planning Tribunal and Appeal	300	BPM		

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
			Authority Operations			Authority Operations			Authority Operations				
		DPD8	Layout plan at Gravelotte	1 000	BPM								
	Property Management	DPD9	General Valuation Roll	3 000	BPM	Supplementary Valuation Roll	300	BPM	Supplementary Valuation Roll	300	BPM		
	GIS	DPD10	GIS Upgrade, License and Maintenance	1 400	BPM	GIS License and Maintenance	400	BPM	GIS License and Maintenance	400	BPM		
	Housing	DPD11	Development of Housing Chapter	600	BPM								
	Total			13 700			4 100			4 100			

5.4.2 KPA 2: Basic Services and Service Delivery

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
	Parks & Cemeteries	COM6	Landscaping of Combretum island	250	BPM	Landscaping of Combretum island	350	BPM	Landscaping Gravelotte Recreational Park	370	BPM		
		COM7	Rehabilitation of Wildevy Park	100	BPM	Rehabilitation of Wildevy Park	250	BPM	Rehabilitation of Wildevy Park	300	BPM		
		COM8	Parks signage board	150	BPM	Parks signage board	180	BPM	Parks signage board	190	BPM		
		COM9	Purchasing of nursery plants/ Greening	300	BPM	Purchasing of nursery plants/ Greening	350	BPM	Purchasing of nursery plants/ Greening	400	BPM		
		COM510	Poles for barricading of parks	100	BPM	Poles for barricading of parks	195	BPM	Poles for barricading of parks	195	BPM		
		COM11	Purchasing of operational equipment	1 000	BPM	Purchasing of operational equipment	1 200	BPM	Purchasing of operational equipment	1 400	BPM		
		COM12	Paupers burial	200	BPM	Paupers burial	200	BPM	Paupers burial	200	BPM		
	Environmental Management	COM13	Establishment of composting facilities on the landfill site	200	BPM	Establishment of composting facilities on the landfill site	130	BPM	Establishment of composting facilities on the landfill site	160	BPM		
		COM14	Convert illegal dumping area into a drop-off	200	BPM	Convert illegal dumping area at Matiko-Xikaya	300	BPM	Convert illegal dumping area	350			

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
			centre next to Namakgale cemetery			into a drop-off centre			at Mashishimale -Makhushane into a drop-off centre				
		COM15	Promote recycling and recovery of waste and also invite and facilitate small recyclers into program	100	BPM	Promote recycling and recovery of waste and also invite and facilitate small recyclers into program	150	BPM	Promote recycling and recovery of waste and also invite and facilitate small recyclers into program	200	BPM		
		COM16	Establish and construct collection points in rural areas	300	BPM	Establish and construct collection points in rural areas	300	BPM	Establish and construct collection points in rural areas	300	BPM		
		COM17	Operational equipment's	500	BPM	Operational equipment's	850	BPM	Operational equipment's	900	BPM		
		COM18	Procure Environmental Management Inspectorate uniform	50	BPM	Procure Environmental Management Inspectorate uniform	60	BPM	Procure Environmental Management Inspectorate uniform	70	BPM		
		COM19	Procure a wood chopper for garden waste management	200	BPM	Procure a wood chopper for garden waste management	200	BPM	Procure a trailer for refuse collection enhancement	200	BPM		
		COM20	Closure and rehabilitation of the Phalaborwa	1 000	BPM	Closure and rehabilitation of the Phalaborwa	2 000	BPM					

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
			current landfill site			current landfill site							
		COM21	Procure 300x Personal Protective Equipment for Environmental EPWP	300	BPM	Procure 300x Personal Protective Equipment for Environmental EPWP	650	BPM	Procure 300x Personal Protective Equipment for Environmental EPWP				
		COM22	Conduct Environmental Advocacy Programmes	100	BPM	Conduct Environmental Advocacy Programmes	500	BPM					
		COM23				Development of the composting facility	200	BPM	Development of the composting facility	200	BPM		
		COM24				Development of Climate Change Response Strategy	150	BPM	Development of Climate Change Response Strategy	200	BPM		
		COM25				Review Integrated Waste Management Plan	100	BPM	Review Integrated Waste Management Plan	100	BPM		
		COM26				Closure and rehabilitation of the Namakgale landfill site	1 000	BPM	Closure and rehabilitation of the Namakgale landfill site	1 000	BPM		
	Traffic and Licensing	COM27	Archive facilities for	200	BPM	Archive facilities for registration Authority	200	BPM	Archive facilities for	200	BPM		

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
			registration Authority						registration Authority				
		COM28	Upgrade weighbridge system and calibrate	150	BPM								
		COM29	Implement front office info and help desk at registration authority	30	BPM								
		COM30	Assist in reducing road carnage caused by loose running animals on the public roads and to provide an animal pound	200	BPM	Outsource the pound facility with maximum support from Council and other stakeholder	200	BPM	Outsource the pound facility with maximum support from Council and other stakeholder	200	BPM		
		COM31	Procure Traffic Officer's uniform	200	BPM	Procure Traffic Officer's uniform	200	BPM	Procure Traffic Officer's uniform	200	BPM		
		COM32	Procure 1x Speed checking pro Lazer units	200	BPM	Procure 1x Speed checking pro Lazer units	200	BPM					
		COM33	Procure court certified alcho test unit (blood not required)	700									
	Library Services	COM34	Books for all Libraries	200	BPM	Books for all Libraries	350	BPM	Books for all Libraries	450	BPM		
	Electricity	TECH4	Installation of 500 split meters around Phalaborwa	3 000	BPM								

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
			and bulk meters in Selati substation										
		TECH5	Construction of OHL from Ext 7 to hospital	2 000	BPM	Upgrading of potgieter street line and replacing poles and hardware's.	2 000	BPM					
		TECH6				Construction of OHL from Selati substation to Ext 7 substation	5 800	BPM					
		TECH7				Pole replacement and vegetation management for OHL in Ba-Phalaborwa supply area	4 400	BPM					
	Mechanical	TECH8	Lathe machine	210	BPM								
		TECH9	Pneumatic tyre changer, tyre balancer and 2 post lift	250	BPM								
	Roads and storm water	TECH10	Rehabilitation of Chiamelo street at Palesa in Namagale	3 250	BPM	Rehabilitation of kagiso street ward 7	4 800	BPM					
		TECH11	Upgrading of HI-Q Parking area from tar to pavement block (ward 11)	2800	BPM	Rehabilitation of Asibasabi street ward 7	3 000	BPM					
		TECH12	Upgrading of Zorba Parking area from tar to	900	BPM	Rehabilitation of impala street (Phalaborwa fm)	3 800	BPM					

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
			Pavement blocks			in Namakgale ward 04							
		TECH13				Rehabilitation Of combrentum street in BPM	2 500	BPM	Rehabilitation Of combrentum street in BPM	2 500	BPM	Rehabilitation of traffic testing ground	1 800
		TECH14				Rehabilitation of Presbyterian church street ward 19	3 000	BPM					
		TECH15				Rehabilitation Nollie bosman street in ward 12	3 500	BPM					
		TECH16				Development of infrastructure masterplan	2 000	BPM					
		TECH17				Rehabilitation of Thulani street ward 5	4 500	BPM					
	Building	TECH18	Upgrading of Building plan storage cabinets	400									
Total				19 740									

5.4.3 KPA 3: Financial Viability and Management

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Improved Financial Viability	Revenue Collection	FIN1	Prepaid vending	1 200	BPM	Prepaid vending	1 300	BPM	Prepaid vending	1 500	BPM		
		FIN2	Meter reading	4 300	BPM	Meter reading	4 600	BPM	Meter reading	5 000	BPM		
		FIN3	Debt collection	1 500	BPM	Debt collection	2 500	BPM	Debt collection	3 000	BPM		
	Fixed Asset Register (FAR)	FIN4	GRAP Compliant	1 600	BPM	GRAP Compliant	2 500	BPM	GRAP Compliant	3 000	BPM		
	VAT Review and recovery	FIN5	VAT Review and recovery	1 200	BPM	VAT Review and recovery	1 300	BPM					
	Preparations of the Annual Financial Statements	FIN6	Preparations of the Annual Financial Statements	1 400	BPM	Preparations of the Annual Financial Statements	1 400	BPM	Preparations of the Annual Financial Statements	1 400	BPM		
Total				11 200									

5.4.4 KPA 4: Local Economic Development

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Growing economic environment	Local Economic Development	DPD11	SMME's Capacity Building (Transportation)	150	BPM	SMME's Capacity Building (Transportation)	150	BPM	SMME's Capacity Building (Transportation)	150	BPM		
		DPD12	Trade & Investment (International Relations – Twinning Agreements)	800	BPM	Trade & Investment (International Relations – Twinning Agreements)	800	BPM	Trade & Investment (International Relations – Twinning Agreements)	800	BPM		
		DPD13	Business Registration Centre Operations (Printing, Stationery, PPE)	200	BPM	Business Registration Centre Operations (Printing, Stationery, PPE)	200	BPM	Business Registration Centre Operations (Printing, Stationery, PPE)	200	BPM		
		DPD14	LED Strategic Planning Implementation	200	BPM	LED Strategic Plan Implementation	200	BPM	LED Strategic Plan Implementation	200	BPM		
	Tourism	DPD15	Tourism Month	200	BPM	Tourism Month	200	BPM	Tourism Month	200	BPM		
		DPD16	Cultural Heritage	150	BPM	Cultural Heritage	150	BPM	Cultural Heritage	150	BPM		
		DPD17	Marula Festivities	1 600	BPM	Marula Festivities	1 700	BPM	Marula Festivities	1 700	BPM		

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
		DPD18	Implementati on of the Tourism Plan	400	BPM	Implementati on of Tourism Plan	400	BPM	Implementati on of Tourism Plan	400	BPM		
		DPD19	Promoting and Marketing of BPM	400	BPM	Promoting and Marketing of BPM	400	BPM	Promoting and Marketing of BPM	400	BPM		
	Outdoor Advertising	DPD20	Outdoor Advertising Feasibility Study	600	BPM								
Total				4 700									

5.4.5 KPA 5: Organisational Transformation and development

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Transformati on and Organisation al Development	IT	CORP2	Upgrading of ICT Infrastructure (Cabling , Switches , Servers ,printers , wireless and	2 000	BPM	Upgrading of ICT Infrastructure (Cabling , Computers , Switches , Servers ,printers , wireless and Laptops	2 000	BPM					
		CORP3	ICT Network Infrastructure , Assessment , Revamp and	1 000		Implementati on Recommenda tion , Service	500						

Cluster	Sector / KPA	Operations and Maintenance Projects										
		2024/25				2025/26			2026/27			2027/28
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project
			Service and Maintenance (Server Room)			and Maintenance for 36 months (Server Room)						
		CORP4	Implementati on of the DRP and ICT Continuity (Cloud Hosting)	2 000	BPM	.Implementat ion of the DRP and ICT Continuity (Cloud Hosting)	2 500	BPM				
		CORP5	Subscription and Licences	5 000	BPM	Subscription and Licences	6 000	BPM				
		CORP6	Web maintenance	150	BPM	Web maintenance	150	BPM				
		CORP7	Leasing of printers	1 500	BPM	Printing Management	1 500	BPM				
		CORP8	Leasing of Cllrs Computers	500	BPM	Leasing of Cllrs Computers	500	BPM				
		CORP9	Supply and Delivery of 160 Laptops over 36 months (60-first year)	1 300	BPM	Supply and Delivery of 40 Laptops Councillors over 36 months (40-Second year year)	2 000	BPM		850	BPM	
		CORP10	ICT Steer Committee Chair	1 200	BPM	ICT Steer Committee Chair	1 200	BPM				
Total				14 650								

5.4.6 KPA 6: Good Governance and Public participation

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Good corporate governance and public participation	IDP Review	DPD21	IDP Review and Stakeholder engagement	550	BPM	IDP Review and Stakeholder engagement	700	BPM	IDP Review and Stakeholder engagement	800	BPM		
	Risk management	MM1	Risk Management Committee Meetings	160	BPM	Risk Management Committee Meetings	170	BPM	Risk Management Committee Meetings	170	BPM	Risk Management Committee fees	Risk Management Committee fees
	Combating fraud and fighting corruption	MM2	Whistleblowing incentive	300	BPM	Whistleblowing incentive	300	BPM	Whistleblowing incentive	300	BPM	Whistleblowing incentive	Whistleblowing incentive
		MM3	Special Investigations	700	BPM	Special Investigations	1 300	BPM	Special Investigations	1 200	BPM	Special Investigations	Special Investigations
	Insurance	MM4	Provision of Short-term insurance	3 800	BPM	Provision of Short-term insurance	3 400	BPM	Provision of Short-term insurance	3 000	BPM	Provision of Short-term insurance	Provision of Short-term insurance
	Security management	MM5	Provision of security services	21 000	BPM	Provision of security services	22 000	BPM	Provision of security services	23 000	BPM	Provision of security services	Provision of security services
		MM6	Security Systems (CCTV and Access Control Systems)	350	BPM	Security Systems (CCTV and Access Control Systems)	250	BPM	Security Systems (CCTV and Access Control Systems)	110	BPM	Security Systems (CCTV and Access Control Systems)	Security Systems (CCTV and Access Control Systems)
	Internal Audit	MM7	Audit Committee Sitzings	950	BPM	Audit Committee Sitzings	1 100	BPM	Audit Committee Sitzings	1 200	BPM	Audit Committee Sitzings	
		MM8	Specialised Audit	1 100	BPM	Specialised Audit	1 200	BPM	Specialised Audit	1 300	BPM	Specialised Audit	

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
		MM9	Implementati on of Audit Standards	400	BPM								
	Office of the Speaker	MM10	Ward committee stipend	4 560	BPM	Ward committee stipend	4 560	BPM	Ward committee stipend	4 560	BPM		
	Public Participation (IDP/PMS Public Participation & Imbizos)	MM11	Quarterly Mayoral Imbizo and Public Participation meetings	1700	BPM	Mayoral Imbizo and Public Participation meetings	1900	BPM	Mayoral Imbizo and Public Participation meetings	2 000	BPM	2 300	Mayoral Imbizo and Public Participation meetings
	Monthly Community feedback meetings (mass mobilisation)	MM12	Community feedback meetings (mass mobilisation)	800	BPM	Community feedback meetings (mass mobilisation)	900,00	BPM	Community feedback meetings (mass mobilisation)	1 000	BPM	1 200	Community feedback meetings (mass mobilisation)
	Loud hailing												
	Ward Committees	MM13	Annual Ward committee conference/s ummit/semin ar/launch (includes conference material)	1 400	BPM	Ward committee conference/s ummit/semin ar (includes conference material)	1,5m	BPM	Ward committee conference/s ummit/semin ar (includes conference material)	1 700	BPM	1 900	Ward committee conference/summ it/seminar (includes conference material)
		TECH19	Quarterly Local ward committee forums	80	BPM	Quarterly Local Ward Committee Forums	90	BPM	Quarterly ward committee forum	100	BPM	110	Quarterly ward committee forum
	Selwana Thusong Centre	MM15				Back-up Generator	500	BPM	Back-up Generator		BPM		Back-up Generator

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
	Batho-pele	MM16	Annual Batho pele Day	70	BPM								
	MPAC	MM17	Strategic Planning session .	600		Strategic Planning session	650		Strategic Planning session	700		Strategic Planning session	750
		MM18	Public hearing	500		Public hearing	550		Public hearing	600		Public hearing	700
		MM19	Project Visits	50		Project Visit	55		Project Visits	60		Project Visit	70
		MM20	Working Session	600		Working Session	650		Working Session	700		Working Session	750
	Communications	MM21	External News letter	300	BPM	External News letter	350	BPM	External News letter	400	BPM	External News letter	External News letter
		MM22	Diaries	220	BPM	Diaries	250	BPM	Diaries	270	BPM	Diaries	Diaries
		MM23	IDP Books	170	BPM	IDP Books	190	BPM	IDP Books	200	BPM	IDP Books	IDP Books
		MM24	Annual Report	170	BPM	Annual Report	190	BPM	Annual Report	200	BPM	Annual Report	Annual Report
			Electronic Media Advert Board	300	BPM	Maintenance of Electronic Media Advert Board	400	BPM	Maintenance of Electronic Media Advert	500	BPM	Maintenance of Electronic Media Advert	Maintenance of Electronic Media Advert
				40 830									

5.4.7 Special Programmes

5.4.7.1 Sports, Arts and Culture

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2023/24	2024/25
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Special Programmes	Sports Arts & Culture	MM25	Mayor’s Cup	250	BPM	Mayor’s Cup	470	BPM	Mayor’s Cup	490	BPM		
		MM26	Golden Games	80	BPM	Golden Games	90	BPM	Golden Games	100	BPM		
		MM27	Indigenous Games	80	BPM	Indigenous Games	90	BPM	Indigenous Games	100	BPM		
		MM28	Disability Games	50	BPM	Disability Games	60	BPM	Disability Games	70	BPM		
		MM29	Women in Sport	50	BPM	Women and Sport	60	BPM	Women and Sport	70	BPM		
		MM30	Employees Sport (IMSA & SAIMSA)	750	BPM	Employees Sport (IMSA & SAIMSA)	1100	BPM	Employees Sport (IMSA & SAIMSA)	1200	BPM		
		MM31	Local Sports confederation	60	BPM	Local Sports confederation	80	BPM	Local Sports confederation	90	BPM		
		MM32	Local Arts council	60	BPM	Local Arts and Culture	80	BPM	Local Arts and Culture	90	BPM		
		MM33	Arts & Culture Events	200	BPM	Arts & Culture Events	220	BPM	Arts & Culture Events	240	BPM		
Total				1 580			2250			2450			

5.4.7.2 HIV/Aids Programmes

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Special Programmes	HIV & AIDS	MM34	Ward AIDs Committee Induction	150	BPM								
		MM35	Local AIDS Council CSO & NGOs	200	BPM								
		MM36	Civil Society Organisation (CSO) Forum Launch	88	BPM								
		MM37	Secretariat Forum (CSO & NGOs)	48	BPM								
		MM38	AIDs Candlelight Memorial:	250	BPM								
		MM39	World AIDS Day	200	BPM								
Total				936									

5.4.7.3 Youth, Gender, Disability, Children & Elderly

Cluster	Sector / KPA	Operations and Maintenance Projects											
		2024/25				2025/26			2026/27			2027/28	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Special Programmes	Youth, Gender, Disability, Children & Elderly	MM40	16 Days of Activism (GBV)	80	BPM	16 Days of Activism (GBV)	120	BPM	16 Days of activism (GBV)	140	BPM		
		MM41	Women’s Day Celebration &activities	350	BPM	Women’s Day Celebration	450	BPM	Women’s Day Celebration &activities	500	BPM		
		MM42	Youth day celebration & activities	200	BPM	Youth Events	350	BPM	Youth day celebration & activities	400	BPM		
		MM43	Children Events	80	BPM	Children Events	100	BPM	Children Events	120	BPM		
		MM44	Men’s Parliament & activities	80	BPM	Men’s Parliament	100	BPM	Men’s Parliament & activities	120	BPM		
		MM45	Disability Day & activities	200	BPM	Disability Day & activities	250	BPM	Disability Day & activities	200	BPM		
		MM46	Elderly Day & activities	175	BPM	Elderly Day & activities	220	BPM	Elderly Day & activities	175	BPM		
		MM47	Disability games,equip ments,attire and facilitators	200	BPM	Disability games,equip ments,attire and facilitators	220	BPM	Disability games,equip ments,attire and facilitators	240	BPM		
Total				1 365									

2.8 Disaster Management

Sector / KPA	Operations and Maintenance Projects											
	2024/25				2025/26			2026/27			2027/28	
	Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
										BPM		
Disaster Management	MM48	International Day for Disaster Risk Reduction	250	BPM	International Day for Disaster Risk Reduction	260	BPM	International Day for Disaster Risk Reduction	270	BPM	International Day for Disaster Risk Reduction	
	MM49	Disaster Relieve Material/ promotional materials	500	BPM	Disaster Relieve Material	550	BPM	Disaster Relieve Material	600	BPM	Disaster Relieve Material	
750												

CHAPTER 6: INTEGRATION (SUMMARIES OF SECTOR PLANS)

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

Sector Plan	Date of Approval	Last Date of Review
Anti-Corruption Strategy	2012/13	2023/24
Disaster Management Plan	2012	2023/24
Environmental Management Plan	The municipality does not have Environmental plan	
Five Years Financial Plan	2021/22	2023/24
LED Strategy	2007	2022/23
LUMS 2020-25	2008	2020/21 (Five year plan)
Waste Management Plan	2015	February 2019
Risk Management Strategy	2021/22	2023/24
SDF 2019-24	2009	2019/20 (Five year plan)
Recruitment & Retention Strategy	2007	2020/21
Municipal Institutional Plan	The Municipality does not have the Plan	
Revenue Enhancement Strategy	2007	2023/24
Community Safety Plan	The municipality does not have the Plan	
HIV/AIDS Policy	2007	2022/23
Roads Master Plan	2013/14	Never reviewed
Electricity Master plan	2013	Never reviewed
Public Participation Strategy	2013	2023/24
Communication Strategy	2015/16	2023/24
Workskills Plan	2021/22	2023/24

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

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

Authority of Land-Use Scheme

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

Title of Land-Use Scheme

This scheme shall be known as the Ba-Phalaborwa Land-use Scheme, 2020.

Area of the Land-Use Scheme

The scheme incorporates the area of jurisdiction of the Ba-pahalaborwa Local Municipality, as proclaimed.

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 in order to promote -

- a) economic growth;
- b) social inclusion;
- c) efficient land development; and
- d) minimal impact on public health, the environment and
- e) 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 in order 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.

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.

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.

Status of the Scheme

- 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

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, such mistake or oversight shall be rectified, on producing of proof of such existing land use right **by the land owner.**

6.2. Anti-Corruption Strategy (Adopted)

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.

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1.2 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.

1.3 REGULATORY LEGISLATION

1The 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).

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.

6.4. Local Economic Development Strategy

Purpose

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

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

Motivation:

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

Source documents for local economic guidelines:

- The Constitution of the Republic of South Africa – mandate to promote social and economic development;
- White 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)

Relevant guidelines / principles:

- 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, assuming that some of the socio-economic needs (i.e. priority issues) will be best addressed through LED initiatives.
- IDP has to ensure proper consideration of LED objectives in other strategies and initiatives (e.g. infrastructure development);
- IDP should provide guidelines for the promotion of sector-specific or location-specific economic development initiatives (such as tourism development strategies) in the municipal area.

Application of principles:

The strategies for LED should incorporate the following elements:

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

Key issues in the LED Strategy

The strategy provides baseline information on the current:

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

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

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

6.5. Summary of Ba-Phalaborwa Municipality SDF**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 management system at different spheres of government. 30 JULY 2019 8 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 and informed by spatial planning. 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.

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; 30 JULY 2019 9

- 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
- Policies, legislation and procedures must be clearly set in order to inform and empower members of the public.

Legislation

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

- Constitution of South Africa Constitution Act 108 of 1996
- Municipal Systems Act Systems Act 32 of 2000
- Municipal Structures Act Structures Act 117 of 1998
- Municipal Demarcation Act Demarcation Act 27 of 1998
- Development Facilitation Act DFA Act 67 of 1995
- Transvaal Town Planning and Townships Ordinance O.15 of 1986 Ordinance 15 of 1986
- Division of Land Ordinance O.20 of 1986 Ordinance 20 of 1986
- Roads and Ribbon Development Act - Act 21 of 1940
- Subdivision of Agricultural Land Act 70 of 1970
- National Environmental Management Act NEMA Act 107 of 1998
- Environmental Conservation Act (amended) ECA Act 50 of 2003
- Extension of Security of Tenure Act ESTA Act 62 of 1997
- Housing Act HA Act 107 of 1997
- Interim Protection of Informal Land Rights Act IPILRA Act 31 of 1996
- Less Formal Township Establishment Act LFTE Act 113 of 1991
- Provision of Land and Assistance Act PLA Act 126 of 1993
- National Spatial Development Perspective NSDP 2002
- Limpopo Provincial Growth Development Strategy LGDS 2005
- Limpopo Spatial Development Framework LSDF 2000
- Mopani District Spatial Development Framework MSDF
- Mopani District Municipality IDP
- Ba-Phalaborwa IDP
- Public Resort Ordinance Resort Ordinance Ord 18 of 1969
- Ba-Phalaborwa Town Planning Scheme TPS

6.6. Integrated Waste Management Plan

Legislative and Policy Framework

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

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

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

Cleaner production: Waste prevention and minimization

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

Collection

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

Treatment

Waste can 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.

Final Disposal of Waste

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

6.7. Recruitment and Retention Strategy

Preamble

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

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

Objectives

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

Legislative framework

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

Principles that underpins the recruitment and Retention strategy

- The policy is developmental rather than subjective.
- Classification of posts into scarce skills, valued skills and high risk skills.
- The culture of continually developing staff shall be maintained in line with the Skills Development Act and Performance Management System.
- The culture of creating and sustaining a pleasant and humane working environment where employees are given a chance to thrive shall be a norm.
- The potential and reasons for leaving the Ba-Phalaborwa municipality shall be determined by conducting exit interviews and staff morale assessment surveys.
- The Recruitment and Retention policy should by no means be construed to be creating expectations for either promotion or monetary rewards.

6.8. Risk Management Policy

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.

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 factor(s). 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 formalised process instituted by the municipality to identify, assess, manage and monitor risks.

2.1. 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.

3. 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.

4. SCOPE OF THE POLICY

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

5. 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. 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.

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.

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 the 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.

6.10 Five Year Financial Plan

6.10.1 Introduction

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

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

6.10.2 Purpose

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

6.10.3 Responsibility

The finance department collects revenues due to the municipality and pays all amounts due for payrolls and outside vendors. The finance department also manages the investments of municipal funds and municipal borrowings, if any.

The Finance Department is therefore charged with the responsibility of compiling the financial plan in close consultation with the municipal manager, heads of department, IDP, Representative forum, and council or the mayor.

A Finance Portfolio Committee assisted by competent financial planners (Treasurers) should assist in the formulation of alternative financial strategies to be presented to the IDP Representative Forum under the leadership of the councillor Responsible for financial matters.

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

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

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

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

Capital And Operating Budget Estimates

The financial plan includes an Operating Budget (Table 1), the capital investment programme per GFS Classification (Table 2) and the capital investment per funding source (Table 3) for the five years ending 30 June 2016. The information contained in these tables is based on information available at the time of drafting this document and these estimates could therefore possibly change in the future.

Financial Strategy

Managing municipal finances involves both a strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the municipality must put in place clear financial goals, policies, and tools to implement its strategic plan.

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of and the setting of benchmarks for a municipality. A municipality can be categorized into either:

- Developed – maintenance
- Developing – growing

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

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

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

6.11 The Financial Framework

6.11.1 Revenue Adequacy and Certainty

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

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

6.11.1.1 Cash / Liquidity position

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

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

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

6.11.1.2 Sustainability

The Municipality needs to ensure that the budget is balanced (income covers expenditure). As there are limits on revenue, coupled with the increased reliance on government grants to fund operational needs, it is necessary

to ensure that the services are provided at levels that are affordable and that the full costs of service delivery are recovered .

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

6.11.1.3 Effective and Efficient Use Of Resources

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

6.11.1.4 Accountability ,Transparency and Good Governance

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

6.11.1.5 Equity and Redistribution

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

6.11.1.6 Development and Investment

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

6.11.1.7 Macro Economic Investment

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

6.11.1.8 Borrowing

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

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

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

Strategies and Programmes

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