



*The* **GTM**  
**GREATER TUBATSE**  
**MUNICIPALITY**

South Africa's first democratic platinum city



# FINAL 2012/13 IDP

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## FOREWORD BY THE MAYOR



The 2011 Local government manifesto for the African National Congress has sited key mandates that the South African Local Government must focus on. Viz:

- Build local economies to create more employment decent work and sustainable livelihoods
- Improve local public services and broaden access to them;
- Build more united; non-racial; integrated and safer communities;
- Promote more active community participation in local government; and
- Ensure more effective; accountable and clean local government that works together with national and provincial government.

The State President; Jacob Gedleyihlekisa Zuma in his message indicated the following; “ that Local Government and Communities are facing major challenges of reducing unemployment; more access to better quality basic services; overcoming legacy of apartheid and spatial development; strengthening community participation; and building effective; accountable and clean Local Government.

It is in this basis that the Greater Tubatse Municipality; as one of the African National Congress led municipalities; together with Our Communities have strived to build better communities by launching and capacitating Ward Committees across Our 31 wards. We committed ourselves that we have to provide our communities with basic services such as; improving the state of our roads in both our towns; townships and rural areas. The Municipality has during the last financial year fenced one grave per ward for the preservation of our culture and as a token of respect to our beloved ancestors.

During the financial year under review; we have committed ourselves that we will be improving the lives of our communities by ensuring that ten of our 165 villages are receiving electricity of which we are still busy electrifying some of our villages and some have been finalized.

As a municipality we acknowledge the fact that unemployment and inequality is still remaining high; however during the 2011/12 financial year; the municipality has created more than 1500 job opportunities through EPWP programs and during the implementation of the municipal capital projects. We also acknowledge the effort that the private sector is making in making sure that jobs are being created and that we develop sustainable livelihoods.

We have committed ourselves during the 2011/12 financial year that we will strive to build an accountable and clean local government. The municipality has received a qualified audit opinion from the Auditor General during the 2010/11 financial and this is a sign that we are moving towards the right direction.

For the 2012/13 financial year; we are looking forward to improving the lives of our communities by accelerating our on-going massive infrastructure development programme.

Our vision is; **“a developed platinum city for the benefit of all.”**

In realizing our vision; we have planned for the development of the 2030 vision blue print as an improvement to our planning processes and to enhance the following key milestones:

- Work together with the opposition parties in Council to improve the lives of our people
- Create job opportunities for our communities
- Embark on youth development programme for the benefit of our youth
- Embark on the Extended public works programs for creation of job opportunities
- We commit ourselves that we will be supporting our small enterprises by making sure that we run some workshops with an aim of capacitating them with Government tendering procedures and processes.
- We will be working closely with our traditional Leadership in all programs that we will be driving in our communities.
- We will be maintaining the municipal libraries for the benefit of our communities
- The municipality will be engaged in sporting programs that will be assisting in driving our young people away from the streets; alcohol and drug abuse; HIV and AIDS etc.
- In accelerating the municipal electrification program; the municipality is embarking on an operation tshuba mabone program and this plan will assist a great deal in making sure that we minimize the electrification backlog within our municipality.
- The Municipality; National Treasury and the Private sector have engaged in a PPP waste management program for the entire municipality as part of the implementation of the 2011 COP 17 resolutions.
- We are committing ourselves for good audit opinion during the 2012/13 financial year
- The municipality will improve communication and public participation processes.
- Fight HIV/AIDS and crime.

We call upon all the community of Greater Tubatse Municipality; Private sector; Traditional leadership; NGO's; Religious organizations; Political parties; Business; Civic organizations and Traditional healers to join hands with the Municipality in its plight of developing a platinum city for the benefit of all.

Together we can build better communities!!!!!!!!!!!!!!

**CLLR NJ MAHLAKE**  
**MAYOR**



## **SUMMARY BY MUNICIPAL MANAGER**

I am very great- full to announce to the Greater Tubatse Community that we have managed to achieve ninety percent of the commitments we have made during the 2011/12 financial year. It was not an easy year as we all thought; however; it is obvious that we still have outstanding work to do in-order to improve the lives of our people.

We recognize the hardship that the community of Tubatse is going through as a result of shortage of basic services; as indicated and highlighted during the 2012/13 IDP and Budget Public participation processes. Our biggest enemy in addressing the identified service delivery challenges is shortage of financial resources. In our quest to develop Tubatse into a platinum city, we will during the 2012/13 financial year be focusing on the following strategic programs:

- Operation clean Audit by 2014
- Accelerate electricity provision and other basic services by accelerating NDPG program for the benefit of our communities
- Ensure that the waste PPP project is implemented in all the 165 villages of Tubatse
- Build strategic partnership with Developers and mines to contribute towards job creation and growing the local economy
- Ensure that public participation and communication is strengthened in all aspects
- Upgrade and maintain our road infrastructure across the municipality
- Develop sporting facilities in some areas of the municipality in our quest of creating a healthy society
- Maintain municipal infrastructure like robots; street lights; Apollo lights etc.
- Improve capacity to our employees such that they can be able to discharge their tasks with ease.
- Support local businesses and Hawkers

Our total budget for the 2012/13 financial year is **R212 771 515** with the following major breakdowns:

<b>LABOR COST</b>	<b>COUNCIL</b>	<b>GENERAL</b>	<b>CONTRACTS</b>	<b>REPAIR AND MAINTENANCE</b>	<b>CAPITAL PROJECTS</b>
R 82 780 323	R 19 073 644	R 38 624 430	R 13 288 000	R 16 385 700	R 50 540 000

We reaffirm that we shall remain on course as we continue to strive to make GTM a winning municipality.

We thank the community of Tubatse for the continued support and interest that they have shown in making sure that we develop our municipality into the first democratic city which will benefit and belong to everybody who lives in it.

Thank you

**HL Phala**  
**Municipal Manager**



## EXECUTIVE SUMMARY

The Greater Tubatse Municipality was established after the local government elections of 2000 as an outflow of the municipal demarcation board. The municipality is classified as a B4 municipality due to its spatial and economic characteristics.

GTM is located north of N4 highway, Middleburg, Belfast and Mbombela; and east of the N1 highway; Groblersdal and Polokoane. The area of jurisdiction is approximately 4 550 km<sup>2</sup> in size and is known as the middelveld as it is located between the Highveld and lowveld regions. It forms part of Sekhukhune District Municipality in the Limpopo Province.

The municipality comprises 31 wards and approximately 166 villages. Large portion GTM is rural with only six proclaimed township. The municipality has a council made up of 62 Councilors comprising 31 Ward Councilors and 31 PR Councilors. It has a collective Executive system headed by the Mayor; while the Council is chaired by the Speaker elected in terms of section 48 and 36 of the Municipal Structures Act; act 117 of 1998. Population figures of the area are estimated at 343 468 with 66 666 households and this is as per the STATS SA community survey conducted in 2007.

Due to its rural nature; the municipality is confronted with a high service delivery backlogs. Majority of the settlements are far apart which; makes the provision and maintenance of services very costly. Some of these areas are too small to attain the economic threshold required to provide social facilities in a cost-effective manner.

The Limpopo Employment Growth and Development Plan identifies Burgersfort town as a provincial growth point.

The intrusion of the volcanic Bushveld igneous complex into the sedimentary rock of the Transvaal system has resulted in a great metamorphism; causing the introduction of minerals such as: chrome; vanadium; platinum; asbestos; Andalusite and magnetite. With the exception of the creativity of people; mining still presents the largest opportunity in the area to a sustainable base; whereby the local economy and the area is growing at a high pace.

The mining activities and Natural resources available in the area have created a definite potential to develop tourism and thereby to diversify the economic base of the municipality.

The municipality has developed sector plans; policies and by-laws which will be utilized for the planning of the area and regulating both the internal and external affairs. Over the past five years; the municipality has implemented programs and projects that have assisted in alleviating poverty and have improved the socio economic conditions of the people of Tubatse. New civic centre was developed and assisted in making sure that enough office space is available for personnel.

The Greater Tubatse Municipality will be focusing on the following strategic programs during the financial year under review:

- Acquiring of additional power and functions in order that the revenue base can improve
- Obtain clean audit by 2014
- Development of vision 2030 blue print for long term planning
- Review and implement municipal by-laws

- Review and implement municipal policies
- Review and implement municipal sector plans
- Eradication of poverty within the municipal area by creating jobs
- Maintenance of the existing infrastructure to ensure effectiveness and efficiency of the municipal infrastructure
- Capacitate the workforce to optimize service delivery
- Implementation of the waste PPP program
- Acquiring of additional funding from Treasury for service delivery(NDPG)
- Growing the municipal revenue base by attracting new investments

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

The 2012/13 IDP review document was developed and informed by a series of processes which unfolded during the 2011/12 financial year. Firstly; the municipality adopted an IDP review process which served as a methodology to the entire process. The process plan has identified key milestones and timeframes that the municipality had to adhere to when developing the 2012/13 IDP review document which are:

### **1. The planning phase**

During these phase; the municipality developed a 2012/13 IDP review process plan. Terms of references for IDP forum and IDP steering committees were developed and thereafter the two forums were officially launched. The IDP steering committee serves as a technical structure during the development of the IDP and is mainly comprising of Municipal personnel.

### **2. The status Quo analysis phase**

During the status quo analysis of the 2012/13 IDP review process; the municipality embarked on a number of programs like; conducting a desk top study of the existing service delivery backlogs; conducting a socio-economic study of the area of the municipality; analyzing the space economy; in-depth analysis of priority issues. After all this programs were conducted; the municipality consolidated all the information and submitted such document for Council approval. Immediately after a draft status quo analysis has been adopted by council; consultative processes kicked in whereby the Draft document was presented to the IDP forum; ward committees; business and all identified stakeholders for inputs and comments.

Consolidation process took place after all inputs and comments were received from various stakeholders. The document was thereafter tabled before Council for adoption as the 2012/13 Final status quo analysis document.

### **3. Strategy phase**

The Greater Tubatse municipality had its strategic planning session from the 1<sup>st</sup> to 3<sup>rd</sup> February 2012 in Polokoane (Land mark lodge) where all EXCO members; Speaker; Chief Whip; Municipal Manager;

Directors and Level one Managers were present. Key stakeholders like SALGA; CoGHSTA; OTP and other stakeholders were invited to the session.

Objectives of the session were to:

- develop a perspective of the imperatives driving the need for repositioning;
- Conducting an assessment of the current state and performance of the municipality
- Develop a set of principles and operating framework that reflects a repositioning of the municipality
- Develop vision; mission statements and values for GTM
- Develop strategic objectives and objectives for the municipality as Our desired outcomes
- Develop strategies to attain the proposed outcomes and indicators in the IDP and SDBIP
- Align the strategies to the perspective based on the balanced scorecard that will be used to monitor and evaluate the performance of the municipality on achieving the desired outcomes and indicators

#### **4. Project phase**

The municipality designed projects and programs by conducting series of meetings with the IDP steering committee in order to prioritize projects and programs which will be implemented during the 2012/13 financial year and the outer years. Targets and indicators on all programs and projects were developed for monitoring purposes.

#### **5. Integration phase**

During the integration phase of the 2012/13 IDP review document; the municipality integrated sector programs and projects in the IDP. These included programs and projects from Partners in development such as sector departments; Sekhukhune district municipality; social partners; Government entities; mines etc.

## 1.1 Powers and functions of GTM

The following powers and functions are assigned to the GTM In terms of the Municipal Structures Act of 1998 and the Demarcations Board:

**Table below reflects GTM power and functions for GTM:**

<i><b>FUNCTION</b></i>	<i><b>AUTHORISED</b></i>	<i><b>PROVIDED BY</b></i>
<i>Water and sanitation</i>	<i>No</i>	<i>GSDM</i>
<i>Electricity Reticulation</i>	<i>No</i>	<i>ESKOM</i>
<i>Municipal Roads</i>	<i>Yes</i>	<i>GTM</i>
<i>Other roads (District and Provincial)</i>	<i>No</i>	<i>GSDM and Limpopo Department Transport</i>
<i>Housing</i>	<i>No</i>	<i>Limpopo DPLGH</i>
<i>Building regulations</i>	<i>Yes</i>	<i>GTM</i>
<i>Local tourism</i>	<i>Yes</i>	<i>GTM</i>
<i>Fire fighting</i>	<i>No</i>	<i>GSDM</i>
<i>Street lighting</i>	<i>Yes</i>	<i>GTM</i>
<i>Traffic and Parking</i>	<i>Yes</i>	<i>GTM</i>
<i>Trading regulations</i>	<i>Yes</i>	<i>GTM</i>
<i>Local sports facilities</i>	<i>yes</i>	<i>GTM</i>
<i>Municipal planning</i>	<i>yes</i>	<i>GTM</i>
<i>Municipal public transport</i>	<i>Yes</i>	<i>GTM</i>
<i>Storm water</i>	<i>No</i>	<i>GSDM</i>
<i>Municipal airport</i>	<i>Yes</i>	<i>GTM</i>
<i>Billboards and advertising</i>	<i>Yes</i>	<i>GTM</i>
<i>Control of liquor and food outlet and street trading</i>	<i>Yes</i>	<i>GTM</i>
<i>Local amenities</i>	<i>yes</i>	<i>GTM</i>
<i>Waste and Cleansing</i>	<i>yes</i>	<i>GTM</i>

## **1.2 Local Government Key Performance Areas**

This document was prepared in relation to the Local Government Strategic agenda which are:

- Spatial rationale
- Basic service delivery
- Local economic development
- Good Governance and Public participation
- Financial viability
- Institutional development and Transformation

## **1.3 National Outcomes**

There are 12 National Outcomes as approved by the National Government. This document focuses mainly on the National Outcome Number 09 which is more related to Local Government operations.

- Quality basic education
- A long and healthy life for all South Africans
- All people in South Africa are and feel safe
- Decent employment through inclusive economic growth
- An efficient, competitive and responsive economic infrastructure network
- Skilled and capable workforce to support inclusive growth path
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Sustainable human settlement and improved quality of household life
- Responsive, accountable, effective and efficient local government system
- Protect and enhance our environmental assets and natural resources
- Create a better South Africa, a better Africa and a better world
- An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.

## **1.4 MEC's comments and action plan to address issues raised**

Section 32 (1) (a) of the Municipal systems act, act 32 of 2000 mandates the municipal manager of a municipality to submit a copy of the integrated development plan as adopted by council of the municipality, and any subsequent amendment to the plan, to the MEC for local government in the Province within 10 days of the adoption or amendment of the plan.

The Greater Tubatse municipality adopted its 2011/16 IDP document in March 2011 and was submitted to the MEC for COGHSTA on the 13<sup>th</sup> May 2011. The document was then assessed by the MEC on the 05<sup>th</sup> July 2011. Table below outlines comments received from the MEC for the 2011/16 IDP document.

Table below are comments from the MEC for the 2011/16 IDP document AND action plan:

KEY PERFORMANCE AREA	FINDINGS	RECOMMENDATIONS	RESPONSIBILITY	BY WHEN
<b>Spatial Rationale KPA 1</b>	<b>ANALYSIS PHASE:</b>			
	Clear Picture of the spatial challenges is indicated	N/A		
	Land claim challenges clearly articulated	List all areas claimed	LEKGAU/ LED	20/10/11
	Hierarchy of settlements outlined	N/A		
	Strategically located land indicated	N/A		
	<b>STRATEGIES PHASE:</b>			
	Spatial objectives are indicated	N/A		
	Spatial strategies sound enough to transform the municipal space	N/A		
	<b>PROJECT PHASE</b>			
	Indication of all the spatial programme/policies with targets and indicators, timing, costs and implementing agents	N/A		
	<b>INTEGRAION PHASE</b>			
	Spatial development framework is aligned to NSDP and PSDF and the District SDF	N/A		
	Land use management scheme is available	N/A		
<b>Basic service deliver and Infrastructure planning KPA :2</b>	<b>ANALYSIS PHASSE</b>			
	<b>Water and Sanitation</b>			
	Municipality not a water Authority	N/A		
	Municipality not a water Services provider	N/A		
	Depiction of water sources clearly outlined	N/A		
	Water and sanitation backlogs outlined	N/A		

KEY PERFORMANCE AREA	FINDINGS	RECOMMENDATIONS	RESPONSIBILITY	BY WHEN
	Provision of free basic services indicated	N/A		
	<b>Energy and Electricity</b>			
	Municipality not electricity provider	N/A		
	Electricity backlogs indicated	N/A		
	No indication of the millennium targets achievement	To be indicated in the document	MOHLABA/ TECHNICAL	20/10/11
	Provision of free basic electricity clearly indicated	N/A		
	<b>Roads and Storm water</b>			
	State of the roads clearly indicated	N/A		
	Storm water backlogs indicated	N/A		
	<b>Transport</b>			
	Transport challenges clearly articulated	N/A		
	<b>Waste Management</b>			
	Waste management backlogs clearly articulated	N/A		
	<b>General infrastructure planning</b>			
	No indication of backlogs made in terms of the socio-economic infrastructure e.g. schools; sports and cultural facilities, health care facilities, safety and security facilities and only challenges are mentioned.	Backlogs to be indicated	BOSHEGO/ COMMUNITY SERVICES	20/10/11
	Thorough analysis of bulk, reticulation and connection needs in terms of water and sanitation electricity etc is made, however no mention was made for electricity.	Electricity bulk analysis to be conducted	MOHLABA/ TECHNICAL SERVICES	20/10/11
	<b>Strategies phase:</b>			
	<b>Water and Sanitation</b>			
	Water and sanitation strategies are clearly articulated	N/A		
	No strategies for sustainability and affordability of water and sanitation	Strategies to be developed		
	No strategies for maintaining and extending the	Strategies to be developed		
	No strategies for cost effective and sustainable services	Strategies to be developed		
	No strategies for free basic service	Strategies to be developed		
	No strategies for millennium targets on both water and sanitation	Strategies to be developed		

KEY PERFORMANCE AREA	FINDINGS	RECOMMENDATIONS	RESPONSIBILITY	BY WHEN
	<b>Electricity and Energy</b>			
	Energy and Electricity strategic objectives are clearly indicated	N/A		
	No strategies for cost effective and sustainable infrastructure	Not GTM function		
	No strategies for access improvement	Not GTM function		
	No strategies for maintaining, upgrading of electricity assets	Not GTM function		
	<b>Roads and Storm water drainage</b>			
	Roads and storm water strategies clearly indicated	N/A		
	Improvement of access and viable and sustainable roads clearly indicated	N/A		
	Maintenance and extension of roads strategies clearly outlined	N/A		
	<b>Transport</b>			
	Public transport strategic objectives not indicated	To be indicated	ALL	DECEMBER 2011
	No indication of strategies to promote the environment and social development during the provision of storm water infrastructure	To be indicated	ALL	DECEMBER 2011
	<b>Waste management</b>			
	Waste management strategic objectives clearly outlined	N/A		
	No strategies for cost effective and sustainable service	To be indicated	ALL	DECEMBER 2011
	Improvement of access and affordable service strategies indicated	N/A		
	Strategies for maintenance and upgrading of assets indicated	N/A		
	<b>PROJECT PHASE</b>			
	<b>Water and sanitation</b>			
	No indication of water and sanitation projects	Not GTM function		
	Water projects initiated by DWAE and other parties available			
	<b>Energy and Electricity</b>			
	Indication of energy/electricity programmes and projects	N/A		
	There is a link between the strategies and projects	N/A		



KEY PERFORMANCE AREA	FINDINGS	RECOMMENDATIONS	RESPONSIBILITY	BY WHEN
	Projects initiated by ESKOM available	N/A		
	<b>Roads and storm water</b>			
	There is indication of roads and storm water projects	N/A		
	There is a link between the strategies and the projects	N/A		
	Other projects initiated by other stakeholders are indicated	N/A		
	<b>Transport</b>			
	There is indication of transport programmes	N/A		
	There is a link between strategies and projects	N/A		
	Projects initiated by other stakeholders available	N/A		
	<b>Waste management</b>			
	Waste management projects available	N/A		
	There is a link between strategies and projects	N/A		
	Projects initiated by other stakeholders available	N/A		
	<b>INTEGRATION PHASE</b>			
	<b>Waste management</b>			
	Environmental impact assessment of waste not included in the strategy	To be included	TECHNICAL SERVICES	2012
	<b>General infrastructure planning</b>			
	No municipal infrastructure planning framework	To develop framework	TECHNICAL	2012
	No indication of own revenue on infrastructure	To commit budget from own for infrastructure	FINANCE	2012
	EPWP not identified as a means to provide jobs	To identify EPWP as a means for job creation	LED	2012
	No budget to manage the indigent policy		FINANCE	2012
	No budget for FBS	To provide budget	FINANCE	2012
<b>Local economic development KPA: 3</b>	<b>ANALYSIS PHASE</b>			
	Municipality provided a clear economic profile	N/A		
	No indication of the state of the local skills	To indicate local skills	LED	2012

KEY PERFORMANCE AREA	FINDINGS	RECOMMENDATIONS	RESPONSIBILITY	BY WHEN
	No indication of the jobs created through LED	To be indicated	LED	2012
	<b>STRATEGIES PHASE</b>			
	LED strategic objectives articulated	N/A		
	<b>PROJECT PHASE</b>			
	LED projects indicated	Provide budget to all projects identified	FINANCE	2012
	There is a link between strategies and projects	N/A		
	LED projects from other stakeholders indicated	N/A		
	There is alignment of LED projects initiated by GTM and other stakeholders	N/A		
	<b>INTEGRATION PHASE</b>			
	<b>LED strategy available</b>			
	Municipality responding to economic challenges of the locality	N/A		
	Inter-governmental relations dialogue informs spatial and regional investments	N/A		
	Strategies aligned to key planning documents such as NSDP, LEGDP	N/A		
<b>Good Governance and public participation KPA: 4</b>	<b>ANALYSIS PHASE</b>			
	No indication of audit, anti-corruption and risk management challenges	To indicate	RISK OFFICE	2012
	No needs for the focus groups indicated	To indicate	CORPORATE	2012
	Ward committees established and CDWs appointed	N/A		
	<b>STRATEGIES PHASE</b>			
	Strategic objectives clearly articulated	N/A		
	<b>PROJECT PHASE</b>			
	Projects and programmes indicated	N/A		
	There is a link between projects and strategies	N/A		
	No projects initiated by other stakeholders	To be indicated		

KEY PERFORMANCE AREA	FINDINGS	RECOMMENDATIONS	RESPONSIBILITY	BY WHEN
	<b>INTEGRATION PHASE</b>			
	Effective ward committee system available	N/A		
	Public and communication systems available	N/A		
	No risk management strategy	To be developed	RISK OFFICE	2012
	No anti corruption strategy	To be developed	RISK OFFICE	2012
<b>Financial viability KPA: 5</b>	<b>ANALYSIS PHASE</b>			
	Financial standing of GTM outlined	N/A		
	Sources of revenue indicated	N/A		
	Financial policies reflected	N/A		
	<b>STRATEGIES PHASE</b>			
	Strategic objectives for finance indicated	N/A		
	<b>PROJECT PHASE</b>			
	Financial programmes and projects outlined	N/A		
	There is a link between projects and strategies	N/A		
	No similar projects received from other stakeholders			
	<b>INTEGRATION PHASE</b>			
	No 5 year financial plan	To be developed	FINANCE	2012
	Evidence of addressing AG report	N/A		
<b>Municipal Transformation and OD KPA: 6</b>	<b>ANALYSIS PHASE</b>			
	Power and functions of GTM indicated	N/A		
	Organisational structure included	N/A		
	No employment equity challenges outlined	To be outlined	CORPORATE.	2012
	Skills needs well articulated	N/A		
	<b>STRATEGIES PHASE</b>			
	Strategies well articulated	N/A		
	<b>PROJECT PHASE</b>			
	Projects and programmes indicated			
	There is a link between projects and strategies			
	No similar projects from other			

KEY PERFORMANCE AREA	FINDINGS	RECOMMENDATIONS		
	stakeholders			
	<b>INTEGRATION PHASE</b>			
	No institutional plan	To be developed	CORPORATE	2013
	No HR strategy that respond to long-term goals	To be developed	CORPORATE	2013
	WSP available			
	No succession plan	To be developed	CORPORATE	2012
	IGR structure available	N/A		
	OPMS available	N/A		

### 1.5 12/13 IDP Process Plan

Section 28(1) of the Local Government Municipal Systems act, Act 32 2000 stipulates that each Municipal Council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development Plan.

In responding to the above statutory obligation, the Greater Tubatse Municipality adopted the process plan for the drafting and adoption of the 12/13 IDP.

**Table below is the process plan for the drafting and adoption of the 2012/13 IDP review:**

PLANNING ACTIVITY	RESPONSIBLE	TIME SCHEDULE
<b><u>PHASE 1 : ANALYSIS</u></b>		
Table time schedule outlining deadlines	Strategic dept.	August 2011
Establish committees and forums	Strategic dept.	August 2011
Compilation of existing information	Strategic dept	September 2011
Community and stakeholder analysis	Strategic dept	September 2011
Reconciling existing information and community stakeholder analysis	Strategic dept	September 2011
Municipal wide analysis	All	September 2011
Spatial analysis	ELD and strategic dept	October 2011
Socio economic gender differentiation	Strategic dept.	October 2011
In-depth analysis of priority issues	Strategic dept	October 2011
Consolidation of priority issues analysis	Strategic dept.	October 2011
<b><u>PHASE 2 : STRATEGIES</u></b>		
<b>PLANNING ACTIVITY</b>	<b>RESPONSIBLE</b>	<b>TIME SCHEDULE</b>
Vision	All	October 2011
Working objectives	All	October 2011
Strategic guidelines	All	October 2011
Creation of conditions for public debate on analysis	Strategic dept. and Executive support	November 2011

<b><u>PHASE 3 :PROJECTS</u></b>		
<b>PLANNING ACTIVITY</b>	<b>RESPONSIBLE</b>	<b>TIME SCHEDULE</b>
Formulation of IDP steering committee	Strategic dept	November 2011
Establishing preliminary budgets	Strategic dept and Finance	November 2011
Design project and programme proposals	All	November 2011
Involvement of project proposals	All	November 2011
Setting indicators for objectives	All	November 2011
Cost/budget estimates sources of financing	All	November 2011
<b><u>PHASE 4 :INTEGRATION</u></b>		
<b>TIME SCHEDULE</b>	<b>RESPONSIBLE</b>	<b>TIME SCHEDULE</b>
Screening of draft project proposals	All	December 2011
Integrating projects and programmes	Strategic dept	December 2011
Integrating sector programmes	Strategic dept	December 2011
5 year capital investment programme	All	December 2011
Integration of sector plans in the IDP	All	January 2012
Performance management indicators	All	February 2012
<b><u>PHASE 5 : APPROVAL</u></b>		
<b>TIME SCHEDULE</b>	<b>RESPONSIBLE PERSON</b>	<b>TIME SCHEDULE</b>
Adoption of draft IDP by council	Council	March 2012
Providing opportunity for comments from the District, Provincial, and National Government	Council	April 2012
Providing opportunity for comments from the IDP representative forum	All	April 2012
Providing opportunity for comments from the public	All	April 2012
Incorporate comments from IDP Representative forum, Public, District, Provincial and National Government.	Strategic dept	April 2012
Final adoption of IDP by Council	Council	May 2012
Submission of the final IDP to District, Province and National Government	Strategic dept	June 2012

## 1.6 IDP and Budget Structures and responsibilities

The 2011/16 IDP process plan requires the Municipality to establish forums and committees with different responsibilities. The Committees will be responsible for the day to day monitoring of the development of the IDP with special emphasis on technical matters whereas on the other hand the IDP structures will be used as a vehicle during the consultation processes.

**Table below reflects IDP structures and respective responsibilities:**

<b>STRUCTURE</b>	<b>RESPONSIBILITIES</b>
Municipal council	<ul style="list-style-type: none"> <li>- Consider and adopt a process plan</li> <li>- Consider, adopt and approve the IDP and budget</li> </ul>
Executive committee chaired by the Mayor	<ul style="list-style-type: none"> <li>- Decide on the process plan</li> <li>- Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP, or to delegate this function to Municipal Manager</li> <li>- Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting.</li> </ul>
Ward councillors	<ul style="list-style-type: none"> <li>- link the planning process to their constituencies or wards</li> <li>- Be responsible for organising public consultation and participation</li> <li>- Ensure that the annual business plans and municipal budgets are linked to and based on the IDP.</li> </ul>
IDP Manager	<ul style="list-style-type: none"> <li>- Prepare the process plan</li> <li>- Undertake the overall management and co-ordination of the planning process</li> <li>- Ensure that all relevant actors are appropriately involved</li> <li>- Nominate persons in charge of different roles</li> <li>- Be responsible for the day-to-day management of the drafting process</li> <li>- Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements</li> <li>- Respond to comments on the draft IDP from the public, horizontal alignment with other spheres of government to the satisfaction of the Council</li> <li>- Ensure proper documentation of the results of the planning of the IDP document, and</li> <li>- Adjust the IDP in accordance with the MEC for Local Government's proposals</li> </ul> <p><b>Even if the Municipal Manager delegates some of the functions to the IDP Manager, he or she is still accountable for the entire process.</b></p>
Heads of Departments and Officials/ Steering committee	<ul style="list-style-type: none"> <li>- Provide relevant technical, sector and financial information to be analysed for determining priority issues</li> <li>- Contribute technical expertise in the consideration and finalisation of strategies and identification of projects</li> <li>- Provide departmental operational capital,</li> <li>- Budgetary information</li> <li>- Responsible for preparing amendments to the draft IDP for submissions to municipal council for approval a</li> </ul>

IDP representative forum	<ul style="list-style-type: none"> <li>- Represent the interests of their constituencies in the IDP process</li> <li>- Provide an organisational mechanism for discussion, negotiation and decision making between stake-holders and the municipality</li> <li>- Ensure communication between all stake-holders representatives, and</li> <li>- Monitor the performance of the planning and implementation process</li> </ul>
	<p><b><u>IDP Representative forum code of conduct</u></b></p> <ul style="list-style-type: none"> <li>- Meeting schedules must be adhered to</li> <li>- Agenda facilitation and documentation of meetings</li> <li>- Align their activities with the responsibilities of the forum as outlined in the IDP</li> <li>- Regular reporting to constituencies</li> <li>- Require majority for any issue to be resolved</li> </ul>

## 1.7 Population and Demographics

The population statistics for Greater Tubatse Local Municipality vary greatly depending on the source of information used. According to the Community survey conducted by Statistics South Africa, 2007, the total population of this municipality is approximately 343 468 with 66 611 households these makes Greater Tubatse Local Municipality a municipality with highest population in the District. It has to be taken into considerations that the above stated population figures is going to change drastically after the release of the STATSA 2011 information. It also appears from 1996 to 2007 community survey results that there has been a positive population growth in most of the local municipalities

**Table Population figures. Source: (Stats SA CS 2007)**

<b>Municipality</b>	<b>Population 1996</b>	<b>%</b>	<b>Population 2007</b>	<b>%</b>
<u>Makhuduthamaga</u>	<u>267 951</u>	<u>30</u>	<u>262 726</u>	<u>24.4</u>
<b><u>Greater Tubatse</u></b>	<b><u>228 531</u></b>	<b><u>26</u></b>	<b><u>343 468</u></b>	<b><u>31.4</u></b>
<u>Elias Motsoaledi</u>	<u>217 198</u>	<u>24</u>	<u>247 488</u>	<u>22.6</u>
<u>Greater Marble Hall</u>	<u>95 911</u>	<u>11</u>	<u>124 510</u>	<u>11.4</u>
<u>Fetakgomo</u>	<u>83 947</u>	<u>9</u>	<u>112 232</u>	<u>10.2</u>
<u>Sekhukhune District</u>	<u>893 538</u>	<u>100</u>	<u>1 090 424</u>	<u>100</u>

Table below indicates population by gender and age: Source: (STATSA CS 2007)

<b>AGE</b>	<b>MALE</b>	<b>FEMALE</b>	<b>Grand Total</b>
0 – 4	22878	21999	<b>44877</b>
5 – 9	20271	22517	<b>42788</b>
10 – 14	22440	23354	<b>45794</b>
15 – 19	19349	19811	<b>39160</b>
20 – 24	15907	19112	<b>35019</b>
25 – 29	13245	14505	<b>27750</b>
30 – 34	10667	11582	<b>22249</b>
35 – 39	7324	8828	<b>16152</b>
40 – 44	6076	9519	<b>15595</b>
45 – 49	4952	7109	<b>12061</b>
50 – 54	4180	6448	<b>10628</b>
55 – 59	3241	3993	<b>7234</b>
60 – 64	2552	4075	<b>6627</b>
65 – 69	2256	3015	<b>5271</b>
70 – 74	1484	3086	<b>4570</b>
75 – 79	1124	2618	<b>3742</b>
80 – 84	362	1322	<b>1684</b>
85+	355	1911	<b>2266</b>
Grand Total	158663	184804	<b>343467</b>



The projected population growth within the growth points over the period 2005 to 2015 shows that it will be more than double. This will have far more serious implications for the demand for services in the Municipal area; this is due to the mining activities taking place around the area.

Table below indicates projected population growth in some areas of the Municipality:

AREA	2005	2010	2015
Burgersfort	13 389	24 525	28 431
Steelpoort	4 015	9 845	11 414
Ohrigstad	1 313	2 115	2 621
<b>Total</b>	<b>18 717</b>	<b>36 485</b>	<b>42 466</b>

The age group below 18 years comprises approximately 51% of the population, meaning the population is largely young. The female ratio is almost equal at the age of between 0 and 17 years. This substantially changes when comparing male-female distribution in the economical active age cohorts, i.e. 19-65 years where there are more women.

Table below indicate age cohorts: Source: (STATS CS 2007)

AGE GROUP	MALE	FEMALE	TOTAL	PERCENTAGE
0-17	67 895	68 990	136 885	51%
18-64	49 252	70 351	119 603	44%
65+	4 182	9 446	13 627	5%
<b>Total</b>	<b>121 329</b>	<b>148 787</b>	<b>270 116</b>	<b>100%</b>

Table below indicates language frequently spoken in Households Source: (GTM households Survey 2007)

English	Afrikaans	IsiXhosa	IsiZulu	Sepedi	Sesotho	SiSwati	Xitsonga	Tshivenda	Others
207	340	224	532	46 592	572	1864	822	38	406

## 1.8 Special Focus Groups

According to the survey conducted by the Greater Tubatse municipality in 2007, there are various focus groups which the municipality has identified and needs to put more effort on. Statistics for the Focus groups such as youth, women and disabled were developed and the following has been recorded:

(Source STATSA survey 2007)

Age groups	Male							Female							Total
	Sight (blind/severe visual limitation)	Hearing (deaf)	Communication (speech impairment)	Physical (needs wheelchair)	Intellectual (serious difficulties in learning)	Emotional (behavioural)	Multiple disabilities	Sight (blind/severe visual limitation)	Hearing (deaf)	Communication (speech impairment)	Physical (needs wheelchair)	Intellectual (serious difficulties in learning)	Emotional (behavioural)	Multiple disabilities	
0 - 4	-	-	-	31	76	142	-	5	29	-	-	-	-	-	283
5 - 9	39	69	66	211	69	-	-	-	-	-	123	-	70	-	647
10 - 14	92	72	35	-	70	161	-	165	-	13	198	54	-	-	860
15 - 19	-	42	61	23	-	42	42	60	-	-	-	54	-	-	324
20 - 24	-	-	67	46	72	64	-	62	123	34	176	111	138	-	893
25 - 29	-	-	58	124	89	18	-	-	-	70	185	68	-	-	612
30 - 34	115	178	58	144	44	54	-	-	85	-	126	60	125	42	1031
35 - 39	127	-	-	169	-	219	-	59	-	-	165	-	68	-	807
40 - 44	112	-	62	119	-	101	-	161	59	-	42	-	-	-	656
45 - 49	-	-	-	147	-	-	42	123	61	-	201	84	34	-	692
50 - 54	62	-	-	85	54	-	-	175	-	-	95	-	73	-	544
55 - 59	67	42	-	62	-	204	-	-	-	59	282	-	-	-	716
60 - 64	198	-	121	133	-	-	-	-	-	-	42	-	-	-	494
65 - 69	143	59	-	78	-	-	-	-	-	-	42	-	73	-	395
70 - 74	40	-	-	13	-	31	-	144	-	-	-	-	-	-	228
75 - 79	-	-	-	-	-	-	42	-	-	-	35	-	-	-	77
80 - 84	-	-	-	-	-	-	-	97	22	-	-	-	-	-	119
85 +	-	-	-	-	-	-	-	-	104	-	77	-	-	-	181
Total	995	462	528	1385	474	1036	126	1051	483	176	1789	431	581	42	9559

## SECTION 2: SITUATIONAL ANALYSIS

### 2.1 Municipal Transformation and Organisational Development

#### 2.1.1 Council

GTM has a Council made up of 62 Councilors comprising 31 ward Councilors and 31 PR Councilors. It has a collective executive system headed by the Mayor, while the Council is chaired by the Speaker elected in terms of Section 48 and Section 36 of the Municipal Structures Act (117 of 1998) respectively. ANC is the majority party in the council, it comprises 50(fifty) councilors followed by DA and COPE with only 3(three) each. Portfolio committees were established following the provisions of Section 80 of the Municipal Systems Act of 2000. There are 11 Traditional Leaders seconded by the Limpopo House of Traditional Leaders serving in the GTM council.

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

Stakeholder	Number
Africa National Congress	50
Pan African Congress	02
Democratic Alliance	03
Independent Councillors	02
UDM	01
APC	01
Congress of the people	03
Traditional Leaders	11

**Table below indicate Section 79 committees of the Municipal Systems Act**

NAME OF COMMITTEE	DATE ESTABLISHED
Rules Committee	2009
Oversight Committee	
Audit committee	2009
Municipal public Accounts committee	2010
Town planning committee	2010
Geographic names committee	2008
Petition and Ethics committee	2010

**Table 59 Section 80 Committees established in GTM**

COMMITTEE	DATE ESTABLISHED	DATE DESETABLISHED
Finance committee	March 2006	
Corporate Services committee	March 2006	
Economic, Land and Development committee	March 2006	
Community services committee	March 2006	
Technical Services committee	March 2006	
Strategic Planning committee	March 2006	SEPT. 2011

### 2.1.2 Staff Component

The Community Services Department is by far the largest, followed by Corporate Services and Technical services respectively. The Greater Tubatse Municipal Council has taken resolutions between September and October 2011 to face out both the Strategic planning department and the Executive Support. There is a high vacancy rate within the departments of which such posts needs to be filled. The GTM Council has raised a moratorium that there should be no new appointments made during the 2008/09 financial year and that the Municipality must conduct staff assessment during the financial year under review.

Attached hereto is the GTM Organizational structure; labeled as “Annexure A”

**Table below indicates Organizational Structure analysis 2011/12 FY Source: GTM Organogram 2010**

DEPARTMENT	TOTAL No POSTS	No: FILLED POSTS	VACANT POSITIONS		
			BUDGETED	UNBUDGETED	TOTAL
Municipal manager's office	8	6+4	2	0	2
Finance	60	34	3	23	26
Community services	88	58+1	0	30	30
Corporate services	54	38	0	16	16
Technical services	93	57	2	34	36
Economic and Land	40	18+1	1	21	22
Executive support	34	24+1	1	9	10
<b>TOTAL</b>	<b>394</b>	<b>243</b>	<b>9</b>	<b>142</b>	<b>151</b>

### 2.1.2.1 Challenges with Employment Equity

- none responsive of the gender to the municipal recruitment drive
- municipality too rural
- inadequate social facilities and infrastructure in the municipality
- brain drain
- inadequate implementation of the employment equity plan

### 2.1.2.2 Skills profile and needs for both Councillors and Officials

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

A skills audit is conducted on an annual basis to inform the Workplace skills plan which guides all the training to be conducted throughout the year, the Workplace skills plan and Annual Training Report s are then submitted annually to the LGSETA; budget is allocated for both councilors and officials.

GTM has a training committee which comprises of labor, Management and council; its role is to ensure that all training activities are done in consultation with all relevant stakeholders.

**Table 61 below indicates the skills needs for Councilors and Officials: Source GTM WSP 2012**

Finance	Admin	Technical and Project Management	Legal and Corporate	Management and Leadership
44	26	55	75	65

**Table below indicates skills interventions as in the 2010/11 WSP and Annual training report**

Finance		Admin		Social/Community/Economic Development & planning		Legal and Corporate		Management and Leadership	
No: of Interventions	No of people	No: of Interventions	No: of people	No: of Interventions	No: of people	No: of Interventions	No: of people	No: of Interventions	No: of people
6	39	3	14	6	96	4	19	3	7
TOTAL NO OF INTERVENTIONS : 22									
TOTAL NO OF PEOPLE TRAINED : 175									

### 2.1.3 Legal services

During the financial year under review; the Municipality experienced high number of law-suits as a result of administrative decision that were either right or wrong. It should be noted that administrative actions of the Municipality can be only challenged if they are erratic and or in other instances, Citizens and business challenges actions taken by the Municipality if such actions are made to be sound or prudent.

**Following are cases against the municipality for the F/Y 2011/12**

Name	Amount Claimed	Expenditure to date	Status
Ipeleng Group	8 000 000	2 100 000	Finalized Supreme court
Mopicon construction	2 000 000	00	Awaiting trial
Mmalekgowa Trading	650 000	50 000	Awaiting trial
Limpopo Road Binders	700 000	Funded by DPLGH	Awaiting trial
Amelia Mashego	1 000 000	Funded by DPLGH	Awaiting trial
Kgoete Justice		150 000	Awaiting trial
Matladi family Trust	Land claimed		Appeal

**Challenges facing legal**

- Cases drag through different financial years and take long to be finalized
- Litigation too expensive
- Lack of resources
- Insufficient understanding of legal procedures by the Municipal personnel

**2.1.4 Labour relations**

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

GTM has a functional Local Labor Forum constituted in line with the SALGBC main collective agreement. The committee sits on a monthly basis to discuss issues relating to employment relations.

Several activities were witnessed wherein employees were exercising their rights by raising their grievances through the relevant channels as presented by SALGABC.

During the year under review the municipality had six grievances ending in arbitration of which only two were awarded in favor of the Municipality.

**2.1.5 Information Technology**

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

Table below indicates IT risks as identified by the audit

CLASSIFICATION	DESCRIPTION
High	Weaknesses that could seriously compromise the system of internal control and data integrity and should therefore be addressed as soon as possible.
Medium	Matters that are important to the system of internal control and the reduction of overall risk, but do not require immediate attention.
Low	Suggested improvements that would enhance internal control efficiency, but are not vital to the system of internal control.

#### 2.1.6 Challenges associated with IT in GTM

IT governance is the responsibility of executive management. It is an integral part of organisational governance and consists of the leadership, organisational structures and processes that ensure that the organisation's IT resources would sustain its strategies and objectives. IT governance allows the organisation to manage IT risks and derive value from IT investments, and supports the achievement of business objectives that are dependent on IT systems.

IT management had formally designed IT governance controls (policies, procedures, guidelines) to mitigate the risk of unauthorised access to the network and information systems. Formal controls were in place, but were not adequately implemented. As a result, the following was not addressed:

The document for future project plans was in place however the IT strategic plan which covers long and short term goals for the IT section (IT infrastructure plans) was not formally established.

Performance reports from service providers were not requested by management for review. This might result to services rendered by the service providers not delivered according to municipal expectations

#### 2.1.7 Security management

Security management ensures that security controls are implemented to prevent unauthorised access to the network and information systems that generate the information used to prepare the financial statements.

IT management had formally designed and approved security management controls (policies, procedures, and guidelines) to mitigate the risk of unauthorised access to the network and information systems however the approved IT Security policies were not yet implemented. As a result the following was not addressed:

IT security policies were approved by the Executive Council but were not implemented. Non implementation of policies might result in users being indifferent about which policies are applicable to them. IT Security Policy cannot be implemented as a result of insufficient server disk space and aged computer hardware

There are no formal and proper Data Backup and Recovery solutions in place. Only informal backup solutions are in place

### 2.1.8 Program change management

Program Change Management controls ensure that any proposed changes to an existing Information Systems environment would be coordinated, scheduled, authorised and tested to prevent unnecessary disruptions, erroneous changes and unauthorised and inappropriate access to programs.

IT management had formally designed and approved Change Management controls (policies, procedures, guidelines) to mitigate the risk of unauthorised access to the network and information systems. The approved policy was not implemented therefore informal controls were used and were inadequate. There is no formal Performance Management of the IT Service Providers for the Payday, E-Venus and Cash-drawer systems.

### 2.1.9 Occupational Health and Safety

GTM has established occupational Health safety sub-units during the 2006/07 financial year within the Human Resource Unit. The functions of the unit are guarded to advance the objects of Occupational Health and Safety Act, 85 of 1993.

The sub-unit performs the following functions in an effort to ensure health and safety within the workplace.

- Enforcement or implementation of Occupational Health and Safety Act.
- Responsible for all administrative duties related to OHS including policy formulation and reviewing.
- Conducting health and safety workshop, meetings and seminars.
- Providing full range of Employee assistance program, that is assisting employee with solving problem which might affect him from executing his/her duties

The sub-unit is currently manned by the Health and Safety Officer who is also responsible for Employee Wellness. A Health and Safety Committee is functional which has also been established as per legislative requirement and also there are six health and safety reps in place. The committee meets on quarterly basis. Committee members have thus far received training on First Aid Level one.

The challenges within the unit are:

- Decentralized protective clothing and equipment budget. Departments are procuring on their own protective clothing and equipment of which in some instances does not comply with legislative provisions and the result is high injury incidences.
- Cash flow challenges
- Understaffing within the unit.

### 2.1.10 Policies and plans for GTM

POLICY/PLAN	STATUS
Integrated SDF	Approved
LUMS	Approved
Integrated waste management plan	Approved
Employment equity plan	Approved
Workplace skills plan	Approved
HIV/AIDS plan	Approved
LED strategy	Approved
Housing sector plans	Draft



Revenue enhancement plan	Approved
Disaster management plan	Approved
Capital investment plan	Approved
Environment management plan	None (district)
Energy master plan	None (ESKOM)
Water services development plan	None (district)
Integrated transport plan	Approved
Risk management strategy and plan	Approved
5 year investment plan	Approved
Consolidated infrastructure plan	Draft
Roads and storm water management plan	Approved
Water sector plan	Draft
Investment of funds policy	Approved
Credit control policy and debt control manual	Approved
Water services operations and maintenance strategy(GSDM)	Approved
Water services by-laws(GSDM)	Approved
Asset management policy	Approved
Supply chain management policy	Approved
Fleet management policy	Approved
Performance management policy	Approved
Communication strategy	Approved
Customer Care Framework	Approved
Public participation policy	Draft
Mayor and Speaker discretionary policy	Draft
Management of public gathering policy	Draft
Delegation of powers and functions policy	Review
Rules of order policy	Review
IT policy	Approved
Street by-law	Gazetted
Management and control of Hostel by-law	Gazetted
Informal street trading by-law	Gazetted
Waste management by-law	Gazetted
Traffic by-law	Gazetted
Noise abatement	Gazetted
Hiring of community by-law	Gazetted
Electricity by-law	Gazetted
Crematories and crematoria by-law	Gazetted
Emergency services by-law	Gazetted
Licensing and control of establishment that sell food to the public by-law	Gazetted
Municipal Turnaround Strategy	Approved
Granting aid	Draft

#### **2.1.11 Organisational Performance Management System (OPMS) and Performance Management System (PMS)**

The Greater Tubatse municipality has adopted its performance management policy during the 2006/2007 financial year. A performance management unit was established in 2007. It is currently concentrating on the organizational and individual performance at the level of section 57 managers. Immediately after the adoption of the IDP and budget, the municipality develops service delivery and

budget implementation plans (SDBIP) which serves as business plans for individual departments within the municipality. From the adopted SDBIP the municipality abstracts performance contracts of the section 57 employees which become the departmental annual business plans.

Departments report progress on the implementation of the SDBIP to management reviews; Exco – makgotla, Executive committee and council for adoption. Purpose of these sittings is to monitor progress and performance in terms of the implementation of the IDP and budget and to propose reviews where necessary.

Half yearly report (section 72 reports) is developed from the quarterly reports generated during the EXCO lekgotla sessions. Municipal annual service delivery reports are generated from this process on annual basis which amongst others will inform the formulation of the annual report.

After the adoption of the annual report by the municipal council, the oversight committee scrutinizes the report and makes final recommendations to the council for the adoption of the final oversight report which will then be open for public consumption.

#### **2.1.12 Individual PMS**

Greater Tubatse Municipality's performance management system is not fully operational. Only section 57 managers have signed performance contracts with the municipality and are assessed in the middle and at the end of the financial year. Development plans to improve their performance and capacity are attached to the performance contracts. Plans are underway to cascading the performance management system to the level-one Managers, and other staff members for performance monitoring and evaluation. The current performance policy is reviewed to accommodate the cascading of the PMS to other members of the staff.

## 2.2 Infrastructure and Basic Services Analysis

Almost all infrastructural projects implemented by Greater Tubatse municipality are EPWP related projects. These assist the municipality in creating jobs and at the same time ensuring that the socio-economic conditions of the area is improved. For the 2011/12 financial year; the municipality has created 1 500 during the construction of the small access bridges and other related projects. This serves as a testimony to the call made by the State President that Government must create jobs for the people.

### 2.2.1 Water

GTM is currently not either water services provider or authority. The Sekhukhune district municipality is the Water services Authority. Due to the rapid growth of the municipality, GTM has made an application to the Minister and MEC for local government to be designated as both the water and sanitation Authority and is still a-waiting for a response. The municipality is currently neither water Authority nor provider and all these functions are done by the District municipality. Greater Tubatse Municipality has finalized the development of water study for the urban areas and is currently busy with a feasibility study of the study.

**There are four main sources of water within GTM:**

- Abstraction from surface sources within the area of jurisdiction (dams, springs, large rainwater collectors such as natural rock surfaces or streams).
- There are 3 main rivers in GTM from which water is collected, i.e. Spekboom, Steelpoort, Tubatse and Olifants rivers.
- Abstraction from groundwater sources within the area of jurisdiction (boreholes or dug wells);
- Purchase from external sources (e.g. bottled water)

**There are five water schemes within the Greater Tubatse Local Municipality. These are:**

- Lebalelo water scheme (northern portion)
- Penge local sources (north eastern portion)
- Lower Steelpoort Tubatse water supply scheme (central portion)
- Blyde Local source (eastern portion)
- De Hoop 1,8, and 13 water scheme (western portion)

**Table below indicates water purification plants in Tubatse local municipality:**

NAME	CAPCITY	REQUIREMENT
Burgersfort water treatment works	5ml/day	Increase capacity
Steelpoort water treatment plant	2ml/day	Increase capacity
Praktiseer water treatment plant	5ml/day	Increase capacity
Penge water treatment plant		Refurbishment

Historically, piped potable water at GTM was available only in the towns of Burgersfort, Steelpoort and Ohrigstad, few 'black' formal townships e.g. Praktiseer and Eerste Geluk, mines and public institutions, e.g. hospital, police stations, etc. Most public institutions had their own supply system, mainly from boreholes. Recently the water supply network has been extended for domestic uses to many villages within the former Lebowa homeland territory. In the rural or peri-urban areas, water is provided mainly through standpipes on the streets. It is therefore not surprising that "17 % of the people obtain their water from natural resources which includes rivers, streams and rainfall, 51.8 % of people obtain water

from public taps, 6.8% from boreholes and only 12.3% from an on-site tap". Based on the census survey, 2007, it is expected that the proportion of urban households will increase gradually in future as people move from scattered (remote) villages to denser population concentration points where more services are available.

The voluntary movement of young people away from remote rural settlements will reduce water demand at these places in future and will increase water demand at the concentration points where the people are moving to. It is important to prioritize planning of larger and denser settlements where people are migrating towards for service delivery to ensure greater impact.

The protracted drought in Sekhukhune region has forced the public authorities to speed up the extension of water network or delivery of water through tanks in the rural / peri-urban areas. This demand has been exacerbated by the increasing densification of few settlements where population is gravitating towards. The recent proliferation of mining activities, edging closer to twenty in the municipal area will be more than double the amount of water required in the future. In this regard the estimated total mining water demand was between 27.2 and 38.5 milliliters per day in 2005 and is projected to be between 76.1 and 100.1 by 2020.

The recent investigation by the Department of Water Affairs confirmed that most feasible option to improve water supply in this drought stricken region was to construct De Hoop dam and bulk raw water distribution system with connections of Olifants via Lebalelo Water Scheme. The construction of the dam has commenced and will only be functional in 2014. Following are figures indicating water access by households in the area:

**Table indicates Source: comparative information on basic services 2009: COGTA**

<b>Service</b>	<b>Total households</b>	<b>Households access</b>	<b>Households access percentage</b>	<b>Households below basic level/backlogs</b>	<b>Households below basic level/backlogs percentage</b>
Water	66 611	53 026	79.3%	13 759	20.7%

The Greater Tubatse Municipality has entered into a Public Private Partnership project with the National Treasury for the conducting of study which commenced in June 2009 on water supply and reticulation in the area, however there are currently five known categories of consumer profile; viz. households, mines, industrial, commercial and the others, which refers to users such as irrigation, institutional, etc. There is no available database on the number of commercial users in Greater Tubatse Local Municipality. However, it can be noted that there is a spatial concentration of commercial activities at urban nodes i.e. Burgersfort, Steelpoort and Ohrigstad.

Total consumption (for commercial activities) can be estimated as a small fraction of domestic consumption and is unlikely to change much in the foreseeable future. Other consumers include agriculture and government institutional users" (GSDM WSP, 2005, p: 38). The commercial users are highly competitive users with well established water rights.

Mines and Smelters are by far the greatest consumers of water in Greater Tubatse municipality, followed by irrigation and domestic use. The (mines) water needs are likely to increase even further in the medium term. Irrigation needs are also likely to increase considerably with the re- establishment of former government irrigation schemes (RESIS Project by Department of Agriculture) that is currently underway. The spatial plan should take cognizance of the need to extend water infrastructure particularly to meet water requirements of mines and households. Table below indicates different water sources in GTM. The municipality will not be able to meet the millennium development goal that requires that all households must have basic water supply by 2014.

### 2.2.1.1 Free basic water

The municipality is providing free basic water services to its communities especially in the areas falling within the then Lebowa borders. Most of the households in Greater Tubatse can be defined as poor or indigent – where the total income is below R1, 500 per month. Present, approximately 60% of the households in Greater Tubatse fall into this category, however the municipality updates its Indigent Register on annual basis. These are the households to which Free Basic Water must be supplied, and to whom the Equitable Share subsidy applies. The Municipality has last updated its Indigent Policy and Register for provision of Free Basic Services during 2008/09 financial year.

**Table below indicates free basic water service backlogs per households. Source: basic services publication: 2009: COGTA**

Service	Total	Total indigent registered	Total indigent served	Total indigent served in a percentage	Total served	Total served as percentage
Free basic water	66 611	39 000	41 610	105.5%	41 610	105.5%

#### Water critical challenges

- Aging infrastructure
- Drought
- Lack of financial resources
- Topography of the area
- Informal and scattered settlements
- GTM Municipality not water authority

### 2.2.2 Sanitation

GTM is not designated to provide sanitation services within the area of jurisdiction but instead the Sekhukhune District is responsible for the services. In rural areas, it is estimated that 25% of all villages are served to RDP level of service. Generally, sanitation facilities in some villages are in poor state (GSDM Cross Border Feasibility Study, 2003). Most industrial consumers are in the existing urban centers (e.g. Burgersfort) and discharge their effluent into the municipal sewers for treatment at the Waste Water Treatment Works. GTM has at least met the millennium development goal that requires that the municipality must have dealt with the bucket system by 2010.

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

LOCATION	TYPE	PRESENT CAPACITY	REQUIREMENT
Burgersfort	Conventional	1.5Ml/day	Increase capacity
Praktiseer	Ponds	0.4Ml/day	Increase capacity
Penge	Conventional		Under construction
Ga-mapodile	Ponds		Needs proper fencing and increase capacity
Ohrigstad	Septic tanks		Construction of new sewerage system
Steelpoort	Conventional	0.5ml/day	Increase capacity

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

Almost 5.5 % of the households use VIP (Ventilated Improved Toilets) toilets with no bucket system in use. In terms of the National Sanitation Policy, there is a variety of forms or equivalent of VIP as long as it meets certain criteria, in terms of cost, structures, health benefits and environmental impact. Bucket latrines are the most obvious that do not meet RDP requirements and are not in existence in GTM.

**Table below indicates sanitation services by households: Source: basic services publication: 2009: COGTA**

Service	Total households	Households access to sanitation	Households access to sanitation in a percentage	Households below basic level/backlogs	Percentage backlogs
Sanitation	66 611	10 193	19.3%	53 736	80.7%

The envisaged increase urbanization within the GTM will invariably require substantial investment in bulk sanitation infrastructure.

**Table22 below indicate GTM sanitation future demands: source: aurecon 2011 report**

	2011	2015	2020	2025	2030
Total households	80 210	93 650	110 780	125 140	138 020
Urban households	10 442	12 422	22 722	29 454	30 315

**Table below indicates household by type of toilet facility in GTM.**

TOILET TYPE	CS 2007	2008-09
Flush toilets (connected to sewerage system)	4796	5221
Flush toilets with septic tanks	865	1112
Dry toilet facility	2931	2931
Chemical toilets	4330	4567
Pit latrine with ventilation (VIP)	46961	47411
None	6728	6278

#### **Sanitation challenges**

- Water treatment plants over capacity
- Aging infrastructure
- Informal settlements
- GTM not water and sanitation authority
- Limited resources

#### **2.2.3 Electricity**

GTM is not the electricity Authority nor Provider and this is the sole competency of ESKOM. The municipality is only responsible for the coordination of the service by making sure that communities are consulted and by compiling a priority list. The only provider of electricity in the region is ESKOM; which has installed basic infrastructure to provide electricity to the communities. For most part, the rural population has no electricity. Lack of access to electricity to some villages poses a problem to the GTM as it impacts negatively on local economic development and community projects. The municipality has developed electricity acceleration program which will be implemented in 2012/13 financial year. Plans are underway for the municipality to start positioning itself and applying for electricity authority during the financial year under review.

It is important that ESKOM and DoE speed up the process of electrification by making sure that all communities have access to electricity by 2014 as set in the millennium targets. According to the report presented by ESCOM, in August 2009, indication was made that a total number of 144 villages within the jurisdiction of the Greater Tubatse municipality is already electrified and 56 villages are still without electricity. ESCOM has connected 37 650 households and a total of 28 961 households are without electricity. DME, ESKOM and Greater Tubatse municipality have developed electricity priority list, which will be used as a guiding tool for the electrification of villages within the area of Tubatse.

For the 2009/10 financial year ESKOM has electrified Dresden village benefitting 600 households. The municipality with the assistance of the Department of Cooperative Governance and Traditional Affairs has electrified Tswenyane village (245 connections), Lepelle village (210 connections), Bokome village (218 connections), Ditentseng village (262 connections) and Kalkfontein (358 connections). An overall amount of R11 760m has been utilized to electrify the above stated villages.

Villages like Maepa, Kgotlopong and Maahlashi were electrified by GTM during 2010/11 financial year through the DME funding. ESCOM also electrified Dresden, Thokoane, Masete and sehunyane during the same financial year. During the 2011/12 financial year, GTM has planned to electrify Maahlashi phase 2, Mafarafara, Malepe, Moraba, Motshana, Mokgotho, Maretlwaneng, Mankele and Mamogolo villages. ESCOM has also committed to electrify Shakung, Moshira and Modubeng during the same financial year.

ESKOM has developed a District Wide Energy Master Plan which will also assist in fast tracking electrification of villages within the Greater Tubatse Municipality. The Municipality will not be able to meet the millennium development goals in 2012 due to the following: insufficient funding, capacity problems, migration of new settlements etc.

**Table below indicates total number of households with electricity and backlogs: Source: basic services publications 2009: COGTA**

Service	Total households	Households with access	Household access in percentage	Households below service/backlogs	Backlog percent age
Electricity	66 611	37 650	63.3%	28 961	29.7%

**Table below indicates backlog electrification per Village**

VILLAGE NAME	PROPOSED CONNECTIONS	PROGRESS
Thokwane 2	271	
Sehunyane	576	
Makofane	240	
Sekopung	360	
Ga-motshana	300	To be electrified by GTM in 2012
Ga-podile	630	
kgopaneng	280	
Matokomane	204	
Ga-malepe	110	To be electrified by GTM in 2012
Moshira	490	
Segorong	256	In relocation process to Praktiseer
Taung	500	
Mafarafara	160	To be electrified by GTM in 2012
maahlashi	480	To be electrified by GTM in 2012
Malokela	850	To be electrified in 2012/13
Motloulala	430	To be electrified in 2012/13
Maakubu	620	
Maretlwaneng	290	To be electrified in 2012 by GTM
Ga-mamogolo	70	To be electrified in 2012 by GTM

Ga-mokgotho		To be electrified in 2012 by GTM
Mankele		To be electrified in 2012 by GTM
Makopung	563	
Mapareng	480	
Banareng	660	
Leboeng	239	
Ga-moraba	50	
New stand	200	
Malaeneng	439	
Makgalane	540	
Ga-mawela	80	
Ditensing	525	
Bokome	525	
Kampeng	610	
Shakung	630	To be electrified in 2012/13
Madikane	312	
Dibakwane	290	
Lefahla	45	To be electrified in 2012 by GTM
Pidima	241	
Makotaseng	100	
Mokutung	260	
Makgwareng	100	
Tswenyane	300	
Strydom tunnel/lepelle	300	
Ga-phala	225	To be electrified in 2012/13
Radimpsa	420	
Sekhwankhwaile	390	
Dithamaga	38	
Kalkfontein	380	
Phadishanong	545	
France	1500	
Mandela park	680	
Maputle	393	
Senyatho	530	
Ga-Maepa	300	
Kutullo		To be electrified in 2013 by GTM
Bothashoek	800	
Praktiseer	5000	
Leshwaneng	500	
Burgersfort EXT 10	700	

Table below indicates other source of energy used per household:

SOURCE OF ENERGY	CENSUS	2008/09
Gas	104	67
Paraffin	2931	5679
Solar	156	77
Wood	22890	22890
Animal dug	666	666

### 2.2.3.1 Bulk electricity verification /capacity verification in 2012

VILLAGE NAME	POLE NUMBER	No:	COMMENTS
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		CONNECTIONS	
Sekopung/makofane/pidima	PE7/4/120/145/9	1 763	connect
Makgalane/Banareng	PE37/4/50/3	1 200	connect
Makopung	PE47/3	563	connect
Taung/matokomane/makotaseng	OR 128/129/11/7/8	963	connect
Dithamaga	ML153/10/51	38	Connect
Leboeng/new stands	OR 659/1	439	Connect
Driekop/farncce	SG23/3	1 500	Feeder split must be installed
Mandela park	SB39/6/2A	680	Feeder split must be installed
Kampeng	SG31/10/24	610	Feeder split must be installed
Maputle	SG97/8/8/8	393	Feeder split must be installed
Dibakwane	SG97/20	290	Feeder split must be installed
Barelong (Barcelona)	SG97/8/8/4	261	Feeder split must be installed
Beffelshoek	ML287/39	250	Connect
Koppie	MBF129/61	100	Connect
Mokutung	PE47/3	260	connect

### 2.2.3.2 Free Basic Electricity

The main challenges facing GTM revolves around the electricity capacity in the area as outlined by Eskom. Improved awareness in terms of the collection of tokens by beneficiaries also needs to be improved. Currently only 22.1% of the total households in GTM are receiving Free Basic Electricity. GTM is always budgeting for FBE as through the equitable shares allocations.

**Table below indicates total number of households receiving free basic electricity and backlogs. Source: public service publication 2009: COGTA**

Service	Total households	Total indigent households	Total households access	Household served percentage	Backlogs	Backlogs percentage
Free basic electricity	66 611	39 000	6 471	22.1%	32 529	70.8%

### Challenges

- GTM not electricity authority
- Highest electricity backlogs in the district
- No electricity capacity available in the area
- No accurate indigent register for the provisioning of free basic electricity
- Limited resources

### 2.2.4 Housing

Bulk of the 66 611 units within GTM are found in rural and peri-urban settlements. For historically reasons these rural or peri-urban settlements occurred within the former Lebowa homeland part of the municipality. Generally these rural settlements are very small with most of them comprising of less than 1000 housing units. There are close to 180 settlements spread across the GTM area. Although the settlements are scattered they are only found in the northern and north-western parts of the municipal area with private housing developments taking place in the southern part of the GTM.

The biggest complex of settlements occur around the Praktiseer/ Bothashoek /GaMatodi and Riba-cross where about 40 000 people reside, which is more than 15% of the total population. Another expansive cluster of settlements is the band along R37 (Dilokong Corridor) that includes Mecklenburg and Driekop.

There are other eight clusters of settlements that are comprised of relatively fewer housing units. These include a linear grouping of settlements (Parallel to R555) from Mampuru in the south to Eerste-Geluk in the north.

The Mampuru - Eerste Geluk settlements mainly accommodate people working in the mines, retail and industries around Steelpoort. The other clusters of settlements are around Alverton- Maahlashi, Kgatlopong-Kgautswana, Matokomane-Taung, Mabotsha, Ga-Moraba, Maakubu- Motlouela, Mapareng-Tswenyane, Ga-Maepa, Ga-malekane and Penge and its environs.

The majority of these settlements are unplanned. There are however few planned and formal housing development within the GTM that were planned prior to 1994 i.e. Mecklenburg A and B, Penge, Driekop, Mapodile/Eerste Geluk and Praktiseer. These settlements except Mecklenburg A and B and Driekop in the main enjoy full engineering services like waterborne sewerage, water connected to plumbing fixtures inside the house, some or most roads are surfaced with asphalt, regular waste disposal and electricity. These settlements together provide about 6000 residential erven.

The unplanned villages generally have poor services characterized by gravel roads, self-made pit toilets and lack of electricity and solid waste disposal. However in most settlements water is provided through standpipes at least along the main roads. As stated above, historically the former “white towns” of Burgersfort, Steelpoort and Ohrigstad had limited housing stock. Before the recent housing development associated with the expansion of platinum group minerals mining activities there were only 405 formal houses in these towns (299 on township erven and 106 on farm portion) as late as 2001/2002. High level of engineering services was generally provided in these areas including housing on the farm portions. In the farm portions there was reliance to on-site services, e.g. septic tanks, water boreholes, etc.

Until very recently the formal housing stock in the entire municipal area was about formally demarcated housing erven estimated to be about 6000, which is just 10% more of the total housing stock. A significant number of housing in these areas is still rudimentary in terms of quality of material and construction technology. Most of these houses are in Driekop, Mecklenburg and parts of Praktiseer, This underscores the importance of formalizing housing in peri-urban settlements in appropriate locations so that the residents can have more secure tenure so that high level of engineering and several services can be extended and housing could be improved.

Table indicates the Greater Tubatse Housing Backlog source: Source: Greater Tubatse Municipal IDP Housing Chapter

Ward No.		Number and Type of Housing Units										Wards Based Waiting Lists
Settlement Name	Informal	Backyard	Hostel	Traditional	Farm	Subtotal	Social	Gap	Bonded	Subtotal	Total	
Ward 1	65	1		184		250				0	250	155
Ward 2 (Steelpoort)	144	4		215		363	500			500	863	201
Ward 3	66	0		128		194				0	194	117
Ward 4	48	1		143		192				0	192	172
Ward 5	67	3		53		123				0	123	298
Ward 6	49	3		346		398				0	398	198
Wad 7	201	11		88		300				0	300	152
Ward 8	179	4		116		299				0	299	271
Ward 9	20	0		109		129				0	129	168
Ward 10	75	0		52		127				0	127	232
Ward 11	277	2		84		363				0	363	269
Ward 12	41	1		117		159				0	159	183
Ward 13 (Praktiseer)	255	3		28		286	2500			2500	2786	115

Ward No.		Number and Type of Housing Units										Wards Based Waiting Lists
Settlement Name	Informal	Backyard	Hostel	Traditional	Farm	Subtotal	Social	Gap	Bonded	Subtotal	Total	
Ward 14	203	4		90		297				0	297	152
Ward 15	33	0		119		152				0	152	259
Ward 16	23	2		311		356				0	336	237
Ward 17	18	0		61		79				0	79	413
Ward 18 (Burgersfort)	51	4		400		455			3500	3500	3955	290
Ward 19	8	3		108		119				0	119	191
Ward 20	49	1		154		204				0	204	266
Ward 21	48	0		31		79				0	79	175
Ward 22	21	2		257		280				0	280	163
Ward 23	59	2		151		212				0	212	187
Ward 24	25	0		353		378				0	378	156
Ward 25	312	3		80		395	2000			2000	2395	339

Ward No		Number and Type of Housing Units										Wards Based Waiting Lists
Settlement Name	Informal	Backyard	Hostel	Traditional	Farm	Subtotal	Social	Gap	Bonded	Subtotal	Total	
<u>Ward 26</u>	<u>53</u>	<u>0</u>		<u>238</u>		<u>291</u>				<u>0</u>	<u>291</u>	<u>160</u>
<u>Ward 27</u>	<u>150</u>	<u>4</u>		<u>180</u>		<u>334</u>				<u>0</u>	<u>334</u>	<u>150</u>
<u>Ward 28</u>	<u>5</u>	<u>3</u>		<u>375</u>		<u>384</u>				<u>0</u>	<u>384</u>	<u>177</u>
<u>Ward 29</u>	<u>23</u>	<u>9</u>		<u>203</u>		<u>235</u>				<u>0</u>	<u>235</u>	<u>152</u>
	<u>2568</u>	<u>70</u>	<u>0</u>	<u>4775</u>	<u>0</u>	<u>7413</u>	<u>5000</u>	<u>0</u>	<u>3500</u>	<u>8500</u>	<u>15913</u>	<u>5989</u>

**Table Housing needs for the period 2008-2012**

TYPE	2007	2008	2009	2010	2011	2012
TRADITIONAL	5440	5518	5590	5659	5726	5790
INFORMAL	3677	3729	3778	3825	3870	3913
BACKYARD	1574	1597	1617	1637	1657	1675
TOTAL	10691	10844	10985	11121	11253	11378
<b>% growth per annual</b>	<b><u>1.4</u></b>	<b><u>1.3</u></b>	<b><u>1.2</u></b>	<b><u>1.2</u></b>	<b><u>1.1</u></b>	<b><u>1.3</u></b>

In terms of the report prepared by EastCon for Steelpoort Valley Producers Forum about 8500 additional housing is required to accommodate new mining workers and their families in the short term. These housing units will be distributed as follows: Burgersfort (3500) Praktiseer (2500 residential erven), Driekop (2000 residential erven) and Steelpoort (500 residential erven). In 2003, specific sites were identified to locate the required housing units.

The proposed housing development at Driekop (part of Dilokong Corridor) is located on the eastern side of Modikwa Mine but on the western side of R37 on the farm Hendricksplaats 281 KT. At Burgersfort, housing is proposed in five different locations on portions of farms Leeuwvallei 297 KT, Appiesdoorndraai 297 KT, Witgatboom 316 KT and Mooifontein 313 KT. These farms are vacant properties from eastern, to northern and western parts of the existing town.

At Praktiseer the proposed development is located to the east and south of the existing township of Praktiseer 275 KT and Appiesdoorndraai respectively. At Steelpoort a medium income housing i.e. Steelpoort Extension 1 and 4 was recently completed on the portion of Goudmyn 337KT on the western side of R555. Between 2002 – 2008 residential township of Burgersfort Extensions 10, 15, 16, 26, 30 and 34 in Burgersfort town yielding just more than 2500 erven were approved. This is a testimony to rapid demand for housing.

### **Housing challenges**

- Staffing shortages with only one person (building inspector) working on housing in the municipality.
- Lacking of experience/expertise regarding technical aspects around housing in the municipal area.
- Poor communication and information dissemination between Limpopo Provincial Government and the local authority regarding housing matters.
- Lacking of consumer education for housing beneficiaries.
- The bulk water, sanitation and electricity network in and around the various Development Nodes will have to be extensively upgraded to cater for projected future growth.
- No land within the municipal area belongs to the municipality, while some of the land portions belonging to the other spheres of government are subject to land claims.

### **2.2.5 Waste and Refuse Removal**

The Greater Tubatse Municipality is in a process of ensuring that the whole area of GTM receives waste services. These have triggered the municipality to develop a PPP program of which the process is currently at the negotiation stage with the preferred Bidder. The program will cover GTM area of jurisdiction. Implementation of the program will start during the 2012/13 financial year.

Waste management services are rendered in a few areas of GTM by the municipality and by independent contractors in private properties. Dumping and burning of waste is the more common way of disposing waste.

Most villages in Tubatse do not have access to this service. The rate of improvement in refuse removal has also been very slow. Starting off a low base of only 4 707 in 2007/08 of the households having their refuse removed by municipality weekly, the situation only improved to **4 729** of the households receiving the service by 2009.

**Table indicates Basic services publications 2009 COGTA**

<b>Service</b>	<b>Total households</b>	<b>Household access to service</b>	<b>Percentage households access to service</b>	<b>Backlogs to service</b>	<b>Percentage backlogs to service</b>
<b>Refuse removal</b>	66 611	4 847	7.1%	61 904	92.9%

**Table below shows other means of refuse removal by type per household:**

<b>REFUSE BY TYPE</b>	<b>CENSUS 2001</b>	<b>CENSUS 2007</b>	<b>2009</b>
At least once a week	3484	4729	8557
Less often	312	733	733
Communal refuse dump	260	932	932
Own refuse dumps	33852	50454	50454
No refuse disposal	14092	8926	8926
Other	00	67	67

**Table indicates the areas or villages receiving refuse removal services in GTM: source GTM Accounts 2009**

<b><u>AREA</u></b>	<b><u>NO: OF HOUSEHOLD RECEIVING SERVICE</u></b>
Ohrigstad	190
Praktiseer	2332
Steelpoort	230
Burgersfort	1458
Ga-mapodile	691

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

The municipality renders waste collection and cleaning service. Waste is collected and deposited in landfill sites. Bins and containers are provided in public areas for collection of waste. Waste collection is done on Monday to Friday. In Burgersfort business and household waste is collected daily except on Sundays. However, waste is not collected in time and it was reported that the personnel is not enough for the rendering of efficient service. In year 2005 it was estimated that 50 000 tons of waste was generated throughout GTM but only 5% was collected.

The projected population in 2025 is 415 000 which will generate 75 000 tons of waste. This would require significantly improved operations on parts of the local authority to extend its service to all households and substantially improve landfill capacity. The Municipality has initiated a Public Private Partnership on Waste Management Project which will assist in alleviating the waste removal backlogs as experienced in the area. The National Treasury has supported the initiative and has funded the project with an amount of R5 million during the 2008/09 financial year. Section 78 processes are already done and the municipality is looking forward to commence with the second phase which is the procurement stage.

### **2.2.5.1 Waste Prevention and Minimization**

Recycling is at the heart of the waste minimization strategy as espoused by the Waste Management Strategy and as a key objective of the Waste Act. It is against this background that waste minimization strategies will have to be designed to ensure legal compliance and address the landfill airspace challenges that the country faces. Sustainable recycling initiatives also offer job creation opportunities especially in municipalities like GTM.

The current recycling programmes are very small scale as a result of lack of understanding of the long term benefits of recycling by waste generators and the education of the public as to the significance of this environmental approach.

#### **Recycling at Burgersfort Landfill**

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

#### **Recycling Challenges**

- **Separation at source**
  - **Households**

Critical to a successful waste reduction or recycling programme is a good culture of separation at source. The concept requires an aggressive educational approach in jurisdictions like the GTM due to its strong wards systems.

Community radio stations are a powerful medium in such communities and they could play a major educational role with regard to raising the level of awareness in the promotion of source separation and recycling.

- **Business**

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

- **Mines**

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

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### **2.2.5.2 Rural Disposal Provisions**

The current situation in these communities is that they generate low volumes of waste and creatively dig holes within their premises, usually not far from their premises wherein waste is buried. However, these communities have some amount of appreciation for the impacts of a dirty environment and therefore make a concerted effort to keep their household and the surrounds clean.

In some instances waste is burnt in order to reduce its stockpile. The outcome is generally a very clean environment. The cost of providing a waste collection service and eventual disposal will outweigh the cost of service provision under the circumstance and the GTM seems to have adopted that approach. The communities are far from the “dump” sites and far away from the only landfill in the Municipality, which is the unpermitted Burgersfort landfill.

### **2.2.5.3 Urban Disposal Provisions**

All the GTM service points and some mines transport all collected general waste to the Burgersfort landfill for final disposal. The current landfill has legislative compliance and operational challenges.

#### **The status of the Burgersfort landfill site:**

- The site permit has lapsed and has not been extended and thus the landfill operates illegally
- The municipality has planned for a regional waste disposal site and is intending to close the current site during the financial year under review.
- The site has recently been fenced to meet DEAT’s extension of the permit requirements

### **2.2.5.4 New proposed landfill site (Appiesdoorndraai)**

The new proposed landfill has been duly permitted. The designs are also ready for approval. The legal challenges with regard to the new landfill are:

- Conditional donation of land; i.e. GTM must demonstrate capacity to operate and maintain the landfill.
- Municipality is not the permit holder. The permit is in the name of Silvercrest (Pty) Ltd. (Shelf Company purchased solely for purposes of applying for the landfill permit. Ownership of the shares is currently with Cranbrook Project Managers).
- Institutional arrangements and transferability of the landfill permit to the GTM under way
- The airspace at the new landfill is calculated to be approximately 90 years and if optimally operated the airspace estimation is 102 years. The designs of the new landfill are as per the Minimum Requirements of Disposal of Waste by Landfill.
- The operational challenges are:
  - Ability of the GTM to source an experienced and qualified operator to satisfy the needs and expectations of Anglo-Coal;

### **2.2.5.5 CHALLENGES**

- Permit of the existing landfill site has expired; Department of Environmental Affairs and Tourism was approached for the extension of the license.
- Companies and communities utilizing municipal landfill site not paying the service and this affects revenue negatively.
- BY-laws not yet gazetted to regulate illegal dumping.

### **2.2.6 Roads and Storm water**

The road network of Greater Tubatse is approximately 1 318 km in extent. 39 % of this is a surfaced road and the 61% is comprised of un-surfaced roads. This means the majority of the nodes depend on un-surfaced roads for access to socio-economic opportunities (GTM Local Economic Development

-Phase 2, 2007). These un-surfaced roads are particularly found in scattered villages. Most of these roads are poorly maintained and thus transport routes are limited by deteriorating roads.

These roads are mainly used by buses and taxis to transport passengers in the area. Both surfaced and un-surfaced roads deteriorate during rainy seasons and lack of storm water drainage and bridges worsen the problem.

In its quest to upgrade the standard of roads in the area, the municipality has created a public works unit which was officially launched on the 10 September 2008. Currently the unit comprise of four graders, two tipper trucks, one truck with a crane and a TLB tractor.

**Table below indicates road ownership in terms of kilometers:**

<i>NAME</i>	<i>PAVED</i>	<i>GRAVEL</i>	<i>EARTH TRACKS</i>
<i>SANRAL</i>	<i>173km</i>		
<i>RAL</i>	<i>127km</i>	<i>103km</i>	
<i>DISTRICT roads</i>	<i>15km</i>	<i>381km</i>	
<i>GTM roads</i>	<i>76km</i>	<i>194km</i>	<i>249km</i>

Table below indicates backlogs on Municipal roads: Source GTM roads and storm water infrastructure asset management plan 2008

WARD NO:	ESTIMATED km	ASSUMED TOTAL HOUSEHOLDS	ESTIMATED HOUSEHOLDS AFFECTED
1	20	2 356	471
2	80	100	80
3	50	1 664	832
4	10	1 664	166
5	30	1 664	499
6	20	1 664	333
7	50	1 664	832
8	20	1664	333
9	10	1 664	166
10	20	1664	333
11	80	1 664	1 331
12	60	1 664	998
13	10	1 384	138
14	20	2 412	482
15	30	2 594	778
16	50	1 664	832
17	50	1 664	832
18	20	50	10
19	50	1 664	832

20	40	1 664	666
21	30	1 664	499
22	10	2 100	210
23	30	1 664	499

24	30	1 664	499
25	10	2 100	210
26	60	1 664	998
27	30	1 664	499
28	10	1 664	166
29	70	2 733	1 913

There is however a fair road networks system that links most areas in Tubatse with major provincial road such as R555, R36 and R37. R37 (which has recently become a national road) connects GTM to other municipal areas and it forms part of the Dilokong Corridor. The poor conditions of roads make public transport critical to the movement of goods and service. But this is undermined by the fact that the settlements are dispersed and have low population densities leaving public transport less frequent.

The busiest roads are Road R37 and R555. These serve also as the main collector routes from the major urban nodes such as Burgersfort, Driekop, Mecklenburg, Steelpoort and Bothashoek and the respective villages. These urban nodes are main areas where passengers are concentrated hence are perceived as the major generators of traffic. The mining activities along Road R37 and the villages located along this road generate high volumes of public transport on this route. It was therefore recommended in the Local Economic Development report that the widening and rehabilitation of R37 should be prioritized.

The conditions of the roads result in traffic congestion, accidents, high repair and maintenance cost...etc which combined reduce productivity. Lack of maintenance and upgrade of roads increase the economic inefficiencies of the road transport services. There is a need to encourage haulage of goods, to and from the mines to rail system, particularly those in bulk.

### 2.2.7 Transport

The Greater Tubatse municipality has developed an integrated transport plan which indicates that the municipality has two modes of transport found in the area, viz, railway and road transport. The road transport is the common public transport to provide service to the community in remote areas, i.e. buses (Greater North Transport) and mini-taxis. It also serves as the mode to transport raw materials to and from the mines including agricultural products.

The route utilisation survey recorded 405 taxi vehicles and 18 Great North Transport buses and a number of other private bus transport companies like, Sekhukhune express, Nnyanashakwane bus services, Mahlangu bus services and Thembaletu bus services are providing service in this municipal area.

Unregulated and influx of Mini taxis operating as metered taxis within the Burgersfort and Steelpoort areas are posing a threat to road users as majority of them are not road-worthy. The survey also showed a high volume of weekend operations to transport shoppers from rural hinterlands to Burgersfort. The taxi route survey showed that there were 71 taxi and bus routes in Greater Tubatse Municipality but in this survey the outward bound and inward bound route were individually identified.

These routes virtually penetrate all the villages around the urban centres of Burgersfort, Steelpoort and Ohrigstad. The spatial structure of GTM particularly the radial nature of public transport into and from Burgersfort town sees this town function as a focal point but there is no real inter-modal system to speak of. The buses and the taxis do not feed each other but generally compete along the same routes. The buses however tend to pick the denser routes, Burgersfort function as transport interchange where passengers can change routes within the GTM area or beyond.

In terms of destination, Burgersfort functions as fulcrum of the local taxi movement with the rest going to Praktiseer, Polokoane, Gauteng and Ohrigstad or Steelpoort. There are long distance taxis operating from three urban nodes going to areas beyond municipal boundaries such as Polokwane, Witbank, Jane Furse, Middleburg, Tembisa and Johannesburg. Railway transport of general freight is only rendered in Ohrigstad, Burgersfort and Steelpoort. There is no passenger train service, particular referring to daily commuter service, operating in the area. The Greater Tubatse municipality in partnership with the department of Transport is busy with the construction of multimodal transport facility in Burgersfort town and a taxi rank around Driekop area. Few transport facilities are available in the area and their state is as follows:

**There are only seven identified formal public transport facilities in the area:**

FACILITY	WATER	LIGHTING	PAVE	PUBLIC PHONES	OFFICES	SHELTER	ABLUTION FACILITIES
Praktiseer	Yes	No	Yes	No	No	Yes	No
Burgersfort(long distance)	Yes	No	Abolished	Abolished	Abolished	Abolished	Abolished
Burgersfort(local)	Yes	Yes	Yes (OLD)	No	Yes(OLD)	No	No
Burgersfort(lydenburg)	No	No	No	No	No	OLD	No
Burgerfort(morone centre)	No	No	Yes	No	Yes	OLD	No
Steelpoort	Yes	No	Yes	No	No	OLD	Yes
Ohrigstad	Yes	No	Yes (OLD)	No	No	OLD	No

The availability of stable public transport and different modes of transport (taxis and buses) is a strength that is acknowledged in GTM area. However lack of infrastructure has become a challenge. There is lack of public transport facilities and as such the overwhelming majority of the taxi facilities are informal. The National department of transport, Provincial department of transport together with the municipality is busy with the development of plans for the integrated modal transport facility in the Burgersfort town which will also add value to the transport service after its completion. The Municipality together with the department of transport Limpopo Province is currently busy with plans of developing a transport facility in the Burgersfort town. Other plans by the Department of Transport Limpopo Province of developing taxi rank near Dilokong Hospital are underway.

## Challenges facing Transport

- Insufficient taxi rank infrastructure
- Most of the Mini or metered taxis not road worthy
- Traffic congestion
- No transport facilities in some parts of the municipality especially in rural areas.
- Mushrooming of pick up points within town by mini taxis
- Mini taxi operating beyond their boundaries
- Delay by the department of road and transport to issue permits for taxis.

### 2.2.8 Cemeteries

There are 4 (four) well developed or formal cemeteries in the Greater Tubatse municipality's area of jurisdiction. The four cemeteries were developed by the municipality during the last three financial years. Praktiseer cemetery site is the largest and it needs thorough maintenance as the fence is starting to collapse due to unknown reasons. Penge, Ga-Mapodile and Ohrigstad cemeteries are relatively small cemeteries and are still in a good condition.

Community members in rural areas are using community grave yards which are not well fenced, have no ablution facilities and no water to drink during funeral processes. Several requests were received from the communities during the IDP consultative meetings for the development of better cemeteries. The municipality has identified 1 (one) cemetery from each ward for fencing and construction of ablution facilities using the EPWP Allocation received during 2011/12 financial year. This process will be facilitated until majority of graveyards in rural areas are well developed

#### Challenges

- There are still villages where people use their backyards or kraals as graveyards
- Lack of land for the development of Burgersfort Cemetery
- The cemeteries which were developed at Praktiseer, Ohrigstad and Mapodile are falling apart because of poor workmanship during construction.
- Majority of cemeteries in the villages are not fenced and are informal

## 2.3 Local Economic Development

### 2.3.1 Economic Profile of GTM

During the 2011/12 financial year; the municipality implemented 90% of its budgeted projects using the EPWP program. The municipality created 1 500 jobs through these program and aim was to improve the socio-economic conditions of the people of Tubatse.

The Greater Tubatse Municipality has adopted an LED strategy in 2007 which must be reviewed to link with the Limpopo Employment Growth and Development Plan. The strategy makes emphasis that the area has a high level of poverty and unemployment of which indication of the following program and thrusts are made to improve the status of the economy:

Table below indicates program and thrusts

PROGRAMME	THRUSTS
<b>1. Sector development</b>	1.1 Mining cluster development 1.2 Horticulture development 1.3 Meat cluster development 1.4 Tourism cluster development 1.5 Nodal development 1.6 Informal sector development
<b>2. Economic infrastructure support</b>	2.1 Road and transport 2.2 Water 2.3 Electricity 2.4 Telecommunication 2.5 Infrastructure investment plan 2.6 Enterprise development
<b>3. Social development</b>	3.1 Education and skills development 3.2 Housing 3.3 Health
<b>4. Institutional/Governance reform</b>	4.1 Regulatory framework 4.2 Waste & Environmental management 4.3 financial management 4.4 LED directorate capacity building

The Northern area of the GTM is economically the most marginal region of the Limpopo province, and had no economic base. The area is solely dependent on government handouts and migrant labor income for survival. With the development of mines in GTM, the area is currently benefitting economically from the mines in many ways, however the economic melt-down experienced during 2008 and 2009 has left most of the mining industries with no option but to seize operations and some mines had to retrench their employees.

This has left the municipality and its communities in drastic economic difficulties due to the fact that some of the residents are un-able to pay for the services rendered by either the municipality or the private sector. The Limpopo Employment Growth and Development Plan for 2009 suggests program that will improve the economic status of the Province like: integrated poverty reduction program, Building Material manufacturing Program, SMME's and Co-operatives and the integration of the National Youth Agency Program into the provincial program.

**Table below indicates Employment and Unemployment in GTM:**

INDICATOR	2008	2009
<b>Employed – Formal and Informal: Total</b>	<b>47 797</b>	<b>47 590</b>
<b>Unemployment</b>	<b>32 206</b>	<b>30 122</b>
<b>Unemployment rate (percentage)</b>	<b>40.3</b>	<b>38.8</b>
<b>Labour force participation rate (Percentage)</b>	<b>41.0</b>	<b>38.4</b>

**Source: Quantec Regional Economic Database**

**Table showing Labor force projections for 2011-2030 in GTM**

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

**Table below indicates Broad skills level of the Labor Force:**

INDICATOR	2010
<b>Formal and Informal employment – Total(Number)</b>	<b>53 219</b>
<b>Formal employment by skill Total (Number)</b>	<b>42 573</b>
<b>Formal employment by skill: highest skilled</b>	<b>4 344</b>
<b>Formal employment by skill: skilled</b>	<b>12 206</b>
<b>Formal employment by skill: semi- and unskilled</b>	<b>26 024</b>
<b>Informal employment</b>	<b>10 646</b>

**Source: Quantec Regional Economic Database**

**Employment by Sector in GTM:**

INDICATOR	2009	2010	2010%
<b>Agriculture</b>	<b>1 457</b>	<b>1 184</b>	<b>2.2%</b>
<b>Mining and quarrying</b>	<b>20 740</b>	<b>26 610</b>	<b>50.0%</b>
<b>Manufacturing</b>	<b>1 841</b>	<b>1 902</b>	<b>3.6%</b>
<b>Electricity, Gas and Water</b>	<b>57</b>	<b>56</b>	<b>0.1%</b>
<b>Construction</b>	<b>2 232</b>	<b>2 252</b>	<b>4.2%</b>
<b>Wholesale and Retail trade, Catering and Accommodations</b>	<b>8 363</b>	<b>8 414</b>	<b>15.8%</b>
<b>Transport, Storage and Communication</b>	<b>1 611</b>	<b>1 648</b>	<b>3.1%</b>
<b>Finance, Insurance, Real estate and Business services</b>	<b>2 679</b>	<b>2 649</b>	<b>5.0%</b>
<b>Community, Social and Personal Services</b>	<b>4 741</b>	<b>4 440</b>	<b>8.3%</b>
<b>General Government</b>	<b>3 870</b>	<b>4 063</b>	<b>7.6%</b>

**Source: Quantec Regional Economic Database**



Table below indicates jobs created through LED/EPWP initiatives during 11/12 FY

Name of Project	Jobs Created (paper based)						Challenges	Proposed Intervention
	Men	Women	Youth M	Youth F	Total WO's	Total PD's		
Ngwaabe Internal Road Phase 3	04	03	04	03	14	802	None	None
Praktiseer Internal Street (Phase 3)	02	02	06	04	16	375	None	None
Burgersfort Internal Streets Phase 3	01	01	04	0	06	191	None	None
Burgersfort Internal Streets Phase 4	02	0	02	0	04	97	None	None
Praktiseer Internal Streets (Phase 4)	01	01	05	03	10	410	None	None
Ohrigstad Internal Streets Phase 2	01	01	07	03	12	630	None	None
Ngwaabe Access Roads Phase 4	01	01	01	07	10	340	None	None
Mapodile Sport Complex	0	0	0	0	0	0	None	None
Alverton Access Bridge	0	0	0	0	0	0	None	None
Dresden Access Bridge	0	0	0	0	0	0	None	None
Marapong Access Bridge	0	0	0	0	0	0	None	None
Mokobola Access Bridge	0	0	0	0	0	0	None	None
Molawetsi Access Bridge	0	0	0	0	0	0	None	None
Motlolo Access Bridge	0	0	0	0	0	0	None	None
Name of Project	Jobs created (Paper Based)						Challenges	Proposed Intervention
	Men	Women	Youth M	Youth F	Total WO's	Total PD's		
Tubatse Fencing of Rural Cemeteries	0	0	0	0	0	0	None	None
Mafarafara Village Electrification Project	0	0	0	0	0	0	None	None

Malepe Village Electrification Project	0	0	0	0	0	0	None	None
Moraba Village Electrification Project	0	0	0	0	0	0	None	None
Motshana Village Electrification Project	0	0	0	0	0	0	None	None
Mokgotho Village Electrification Project	0	0	0	0	0	0	None	None
Maretlwaneng Village Electrification Project	0	0	0	0	0	0	None	None
Mankele Village Electrification Project	0	0	0	0	0	0	None	None
Lefahla Village Electrification Project	0	0	0	0	0	0	None	None
Road maintenance	150	350	110	295	350	600	None	None
CWP						1000	None	None
Land care projects						496	None	None

#### **Distribution of Households in GTM by Annual income:**

<b>INCOME GROUP</b>	<b>2005</b>	<b>2006</b>	<b>SHIFT%</b>
R0-R2 400	6 050	6 369	5.3%
R2 401-R6 000	9 296	9 296	0.0%
R6 001-R12 000	9 387	8 893	-5.3%
R12 001-R18 000	11 991	11 675	-2.3%
R18 001-R30 000	9 781	9 897	1.2%
R30 001-R42 000	6 124	6 408	4.6%
R42 001-R54 000	3 891	4 200	7.9%
R54 001-R72 000	3 054	3 350	10.0%
R72 001-R96 000	2 386	2 662	11.5%
R96 001-R132 000	1 753	1 982	13.1%
R132 001-R192 000	1 329	1 502	13.0
R192 001-R360 000	990	1 149	16%
+R360 000	775	902	19.6%

**Source: Global insight 2008**

The following sections will give a broad overview of the four sectors contributing to the economy in the GTM: Agriculture, Mining, Trade, Tourism and Manufacturing.

### 2.3.1.1 Tourism

Tourism in GTM is underdeveloped as most tourist attraction places are found beyond the boundaries of GTM, particularly the world's famous Blyde River Canyon and a couple of game farms e.g. Kruger National Park, Malamala Game Reserve, etc are found on the east of the municipal area. GTM municipal area has a potential to develop tourism industry by way of adopting two different strategies as indicated in the GTM LED strategy. The first is to promote a small number of high-impact projects as identified in the GSDM Tourism Development strategy and the second is to promote small, local community tourism projects that can be financially sustainable. The area is very rich in tourist attractions particularly cultural diversity, historic places and the natural beauty of the land associated with dramatic topography. The eastern part of the municipal area (around length of R36) is a better place to lead the exploitation of tourism potential, as it is the part of the well-marketed Panaroma Route.

The Panaroma route "leads through the rugged mountain range of the northern Drakensburg, passes through the north-eastern part of Great Escarpment, the inland Plateau declines abruptly and steeply and opens up a fantastic views of plains of the low-veld on thousands meters below" ([www.africa-explore.co.za/ct-panaroma\\_route](http://www.africa-explore.co.za/ct-panaroma_route) html. The four tourist attractions in the northern reaches of the route, namely, The Strydom Tunnel, Abel Erasmus Pan, Museum of Man and Echo Caves are within the GTM area.

Ohrigstad as a stop-over centre for tourist travelling to various destinations along Panaroma Route will have to provide more restaurants, rest rooms, entertainment facilities, and overnight accommodation facilities such as hotels, guest houses etc.

The good views that include the dramatic vantage points, river systems, natural landscape, and the green valleys of the eastern part of Greater Tubatse will serve as attractions for tourist and transient residents with a wide range of places of interests such as game farms, farmstays, etc.

There are a number of tourism potential areas within the former Lebowa territory that has not been explored viz Mahubehube Caves in Bothashoek, Mankele and Ga-Mokgotho water-falls and dramatic topographical relief around Penge, discontinued mining settlement of Penge and Taung , old coach wagon in Leboeng, Mafarafara Cultural Village, King Sekhukhune statue at Tjate and miraculous trees (with healing powers) at Phiring. These tourist attractions related to the generally ignored cultural history and areas of African people. Lack of convenient access, support infrastructure including marketing and on-site infrastructure and facilities are impacting negatively on tourism exploitation within the area.

Tjate heritage site as identified above as one of the potential tourism projects in Tubatse has been budgeted for by Sekhukhune District municipality. The Limpopo Employment growth and Development plan has identified Tjate as one of the fag-ship projects to be implemented during the financial year under review. Work is been done and the project is currently at phase 5 of the proposed scope of work.

The existence of the world re-known Panorama route nearby provides an opportunity to divert some of the tourist already in the area to these forgotten attractions. Opening up another tourism route linking these attractions is the key first step to promote rural natural and cultural attraction spots.

Ohrigstad is ideally located to be used as the base or stop over from which to explore the Blyde River Canyon, Bourkei's Luck Potholes, God's Window, Three Rondavels and game reserves. Unfortunately there are very few overnight accommodations in this town and environs.

There are a number of identified accommodation establishments in Ohrigstad, Burgersfort and Steelpoort namely, Bama Lodge, Iketla Lodge, Hannah Game Lodge, khumula lodge, water-gat lodge, Lapeng lodge, Gethlane lodge, kusile guest house, snowy owl guest lodge, khaya ndlovu guest lodge, Hosanna guest

lodge, Didingwe river lodge, Olifant Spoortjie Lodge, Haddassa guest house, Rooi ivoor lodge, Burgersfort town lodge, Ruud's country lodge, Lalalanga chalets, Mantsibi guest lodge, Helmon's palace, van zyl's chalets, Bonamanzi lodge, Senare Lodge and George Steelpoort Lodge.

### **2.3.1.2 Agriculture**

Farming is an important economic resource as a wide range of products are cultivated owing to good soil conditions, the sub-tropical climate and reasonable access to water. The following type of products is produced: fruit, vegetables, grain, cotton, citrus, maize, tobacco and meat. The main resources that encourage agricultural production are the Olifants, Steelpoort and Spekboom Rivers, which provide water to the region. These sources of natural water are essential for present and long term irrigation of crops.

Potential land for agricultural purpose is found on the river banks of three above mentioned rivers, however some of the land is not used optimally e.g. the land at Penge on the river bank of Olifants river and others.

No other region in the GTM reveals a higher potential for desertion, resultant from overgrazing over a prolonged period by a highly impoverished rural population that struggles to plan and control their area. Their lack of skills prevents them from managing their resource for long-term production. This type of farming makes the region vulnerable to periodic droughts that affect both the regional resources and the potential to generate work opportunities for the unemployed.

### **2.3.1.3 Mining**

The intrusion of the Volcanic Bushveld Igneous Complex into the sedimentary rock of the Transvaal system resulted in great metamorphism, which caused the introduction of many minerals including chrome, vanadium, platinum, asbestos and magnetite in the area.

- Chrome is mined extensively at Dilokong, Dwars-river, Dooringbosch, Tweefontein , Lannex mine, Magareng, Thorncliff, Helena, Mooihoek and the product is exported by rail and sea to overseas destinations.
- The following chrome mine is still under prospection; Lwala mine.
- Vanadium is mined and smelted at only one mine and this product caters for most of the demand in the country.
- Platinum is found in the well-known Merensky Ridge and this resource accounts for more than 50% of all platinum resources on earth and is mined at Mototolo (XSTRATA), Marula mine, Twickenham mine, Modikwa mine, Two- rivers mine and Phokathaba mine.
- The following platinum mines are still under prospection or at project stage Spitzkop mine, Grootboom mine, Nkwe platinum mine, Boosendale, Debrochen and Tjate mine.
- Two Andalusite mines exist in the areas of Segororng and Modubeng, which are Rhino minerals and Annesley havcroft mines.
- Granite is mined at Elephant's river mine near Tjate village.

- Clay is mined at Atta clay mine and most of the product is used in the process of platinum production.
- Asbestos was mined at Penge and Taung, but because asbestos products have been banned worldwide, the mines were closed down and areas are to be rehabilitated.
- Slate is mined at Saringa mine near Kgautswane village and is used to manufacture roof and floor tiles.
- Silica is mined for the production of sand and stone aggregate, and serves as a flux in the chrome smelting process.
- Magnetite is an iron-ore mined at Goede Hoop and transported to Witbank for the production of steel in the Highveld Steel Plant.
- Magnisite was mined extensively in the Burgersfort area, but as it does not meet the required standard anymore, mining operations were ceased.
- There are currently three chrome smelters operating in the area, Lion Ferrochrome (XSTRATA), ASA Metals at Ga-Maroga village and Tubatse Ferrochrome in Steelpoort.

Although there are several mines in the area, the existing resources remain unexploited. Investment in this sector is important as it brings with it investment in infrastructure, results in creation of job opportunities and generates many other economic spin-offs. The lack of economic growth in the region warrants special attention and support to optimize the available opportunities. However, cognizance should be taken of the outflow of money from the mines in Greater Tubatse to other regions.

### **2.3.2 Comparative and Competitive advantages of the local economy**

Greater Tubatse Municipality has significant mining and manufacturing (ferrochrome smelters) sectors, but unemployment is still significantly above the provincial average. Information from different sources suggests that the new mining developments that have already been around could reduce unemployment from 73% (expanded unemployment rate definition) in 2001 to 44% in 2010.

Further reduction in the unemployment rate will depend on effective intervention by public sector institutions to facilitate economic sector diversification through competitive cluster value-chain development. This implies upstream development in the manufacturing and trade sector to provide essential items in the mining supply chain by local Entrepreneurs. It also implies side-stream development in the form of construction and Urban renewal. This approach is consistent with the Limpopo Employment Growth and Development Plan.

Constraints to cluster development include:

- Lack of infrastructure, with reference to water reticulation, poor road conditions, electricity and sanitation
- Land ownership limitations in former homeland areas and inappropriate land use management
- Shortage of skills , particularly in the local labor force and among unemployed people
- Institutional capacity limitations in Local Government, with specific reference to economic development management capacity

Clusters affect competition in three broad ways that both reflect and amplify the parts of the platinum belt, namely:

- Increasing the current productivity of constituent firms or industries
- Increasing the capacity of cluster participants for innovation and productivity growth
- Stimulating new business formation that supports innovation and expands cluster

Most cluster advantages rest on the external economies or spill-over across firms, industries and institutions of various sorts. Thus a cluster is system of interconnected firms and industries whose role is bigger than the sum of its parts. These three broad influences of clusters on competition depend on personal relationship, face-to-face communication and networks of individuals and institutions that interact. Within GTM local economic development our cluster building blocks are the following:

- Mining cluster development
- Tourism cluster development
- Horticulture cluster development
- Nodal development
- Informal sector development
- Economic infrastructure development

Following projects are been implemented in the municipality and are driven by the LED strategy, some are still on planning stages

- Mining input supply park
- Fresh produce market
- Institutionalization of informal trading
- Formalization of both Mashifane park and Burgersfort EXT 10
- Praktiseer commercial development EXT 11 (support NDPG)
- Tourism strategy development
- Multimodal transport facility

### **General Challenges facing economic development**

- Brain drain
- High level of illiteracy
- Lack of infrastructure for agriculture and tourism development
- Migration and immigration
- High level of HIV/AIDS

## **2.4 Socio Economic Analysis**

### **2.4.1 Education**

The quality of education for the African population has long been poor and insufficient in terms of standard requirements. The Limpopo province's education achievements lag behind those of other provinces. For example, the literacy rate of the Limpopo province was 73.6% in 1991, while average literacy in South

Africa was 82.2%. Population Development Program (PDP) indicators suggest that, in 1991 nearly one in every ten children of a school going age did not attend school.

According to the Education Atlas of the Education Foundation, which gives detailed data for 1991, the overall pupil/classroom ratio for African pupils was 56:1 in the southern region of GTM. In addition to the inadequate education facilities, costs are generally also high, as families spend on average R710 .00 per child per year on tuition, uniforms and books, which is extremely high given the overall subsistence existence that it lead in this region.

There are 247 schools (primary and secondary) situated in GTM. Steelpoort, Ohrigstad and Burgersfort have one primary school each with Burgersfort having additional private primary schools. The Department of education Limpopo has developed two state of the art schools namely Nthame Primary School at Riba – Cross and Batubatse Primary School at Praktiseer. Generally in rural or semi-rural areas such as this, the predominance of primary schools is not unusual as many pupils leave school at the earliest possible time to find employment to assist and support the family. The privileged scholars, who can afford to further their education, either attend the secondary schools in the area or secondary schools located in larger towns outside the area.

**Table below indicates Education/literacy/skills level in GTM**

<b>CLASSIFICATION: 15 YEARS AND OLDER</b>	<b>GTM</b>	<b>%GTM</b>	<b>LIMPOPO</b>	<b>% LIMPOPO</b>
No schooling	44 846	24.7	687 223	20.7
Grade 0-2	3 053	1.7	58 541	1.8
Grade 3-6	18 652	10.3	358 427	10.8
Grade 7-9	45 233	25	816 115	24.6
Grade 10-11	42 069	23.2	673 078	20.3
Less than Matric	800	0.4	16 727	0.5
Matric only	19 856	11	500 387	15.1
Matric & certificate /diploma	5 054	2.8	145 687	4.4
Matric & Bachelors degree	1 310	0.7	48 143	1.5
Matric & postgraduate qualification (so as to be inclusive of both diploma and degree qualifications.	332	0.2	13 347	0.4

**Source: Global insight**

**Table below indicates education level by gender: Source Stats SA survey 2007**

	<b>Male</b>	<b>Female</b>
Some Primary Education	44213	50700
Completed Primary Education	9615	10337
Some Secondary Education	49353	57027
Completed Secondary Education	8766	8226
Certificate with/without Std 10/Gr 12	3277	2968
Diploma with/without Std 10/Gr 12	2203	2281
Degree & Higher	1314	717
No schooling	14399	27899
Unspecified	2151	2385
Institutions	503	270

Table below indicates High schools in various wards with different basic services:

WARD No	NAME OF SHOOOL	WATER	ELECTRICITY	SANITATION	GENERAL PROBLEMS
01					
02	Kgahlanong	y	y	y	
03					
04	Lehlaba	y	y	N	
05	Mogolo	y	y	N	
06	Makapole	y	y	N	
	Mashupje	y	y	N	
07					
08					
09	Tshihlo	y	y	N	
	Phakane	y	y	N	
	Mmutlane	y	y	N	
10	Makgamathu	y	y	N	
	Makopi	y	y	N	
	Mokoadibe	y	y	N	
WARD No	NAME OF SHOOOL	WATER	ELECTRICITY	SANITATION	GEBNERAL PROBLEMS
11	Maputle	y	y	N	
12					
13	Kweledi	y	y	N	
	Leolo	y	y	y	
	Nthlatlale	y	y	N	
14					
15	Shaking Shakung	y	y	N	
	Ntibaneng	y	y	N	
	Mogolahlogo	y	y	N	
	Moila	y	y	N	
	Manawe	y	y	N	
16					
17	Mosedi	y	y	N	
	Mamogege	y	y	N	
	Ratanang	y	y	N	
	Nkgomeleng	y	y	N	
18	Manoke	y	y	N	Admin, library and Laboratory
19	Kgokodibeng	y	y	N	
	Sehlaku	y	y	N	
	Letau	y	y	N	
20	Mmiditsi	y	y	N	
	Phaahla	y	y	N	
21					
22	Moukangoe				
	Dikotope				
	Taung				



23	Lehlabile	y	y	N	
	Sedibeng	y	y	N	
	Motlailane	y	y	N	
	Mashakwaneng	y	y	N	
	Mathafeng	y	y	N	
24					
25	Mohlarutse	y	y	N	
26					
27	Nkotwane	y	y	N	
	Gobetse	y			
28					
29	Sengange	y	y	y	Drug abuse and bridge
	Shorwane	y	y	N	Shortage of classrooms
	Makgwale	y	y	N	Lack of admin block
	Mashego	y	y	N	Shortage of classrooms
30					
31					

Source: GTM CDWs reports 2011

Table below indicates Primary schools in various wards with different basic services:

WARD No	NAME OF SHOOOL	WATER	ELECTRICITY	SANITATION	GEBNERAL PROBLEMS
01					
02	Shopiane	Y	Y	N	
	Maelebe	Y	Y	N	
	Matholeng	Y	Y	N	
03					
04					
05					
06	Mante	Y	Y	N	
	Kgoboko	Y	Y	N	
	Mampuru	Y	Y	N	
	Ngwanatswako	Y	Y	N	
07					
08					
09	Diphala	Y	Y	N	
	Setlamorago	Y	Y	N	
	Mabu	Y	Y	N	
	Kwata	Y	Y	N	
	Molopo	Y	Y	N	
	Thokoane	Y	Y	N	

10	Mashishi	y	y	N	
	Seoke	y	y	N	
	Manyaka	y	y	N	
	Hlahlane	y	y	N	
	Kgoroabje	y	y	N	
11	sebope	Y	Y	N	
	Maroga	Y	Y	N	
	Maboweletse	Y	Y	N	
	Morokadieta	Y	Y	N	
	Molaka	Y	Y	N	
12					
13	Mpepu	Y	Y	Y	
	Bogwasha	Y	Y	Y	
	Itirele	Y	Y	Y	
14					
15	Makofane	Y	Y	N	
	Letolwane	Y	Y	N	
	Moroleng	Y	Y	N	
	Masete	Y	Y	N	
	Mphogo	Y	Y	N	
	Mapiti	Y	Y	N	
	Masinyeletse	Y	Y	N	
	Matsiri	Y	Y	N	
16					
17	Phogole	Y	Y	N	
	Ntoshang	Y	Y	N	
	Selala	Y	Y	N	
	Mohlophe	Y	Y	N	
18	Mafemane	y	y	N	
	Tubatse	y	y	N	
19	Maleleng	Y	Y	N	
	Bachabang	Y	Y	N	
	Riba	Y	Y	N	
	Ntepane	Y	Y	N	
	Tangtanyane	Y	Y	N	
20	Madinoge	Y	Y	N	
	Mahлагаume	Y	Y	N	
	Mokgabudi	Y	Y	N	
	Tswelopele	Y	Y	N	
21	Mafolo	y	y	N	
22	Marota	Y	Y	N	
	Tswetlane	Y	Y	N	
	Kgobalale	Y	Y	N	
	Makotaseng	Y	Y	N	

WARD No	NAME OF SHOOOL	WATER	ELECTRICITY	SANITATION	GEBNERAL PROBLEMS
23	Malekgoro	Y	Y	N	
	Morethushe	Y	Y	N	
	Matserepe	Y	Y	N	
	Etsosheng	Y	Y	N	
	Kgotlopong	Y	Y	N	
24					
25	Mosebu	y	y	N	
26					
27	Malekane	y	y	N	
	Ngwanathulare	y	y	N	
	Papong	y	y	N	
28					
29	Maphopha	Y	Y	N	
	Ntake	Y	Y	N	
	Madiete	Y	Y	N	
	Dikgageng	Y	Y	N	
	Maaphoko	Y	Y	N	
30					
31					

**Source: GTM CDWs reports 2011**

The expansion of the mining activities in the GTM area presents an opportunity to address unemployment in the area. However, the low skills levels pose a threat in this regard. Education should be geared towards meeting the skills needs of the growing economy as a result of the mining activities. The FET (Further Education and Training) facility at Dr CN Phatudi College (Sekhukhune FET College in Praktiseer) is assisting majority of the Young people in acquiring different skills in the area. There are no tertiary education facilities like Technikons and Universities in the areas of GTM. Plans are underway to develop a Technical high school by the Mining houses in consultation with the Municipality and the Limpopo Provincial Department of education.

### Challenges

- Shortage of classrooms in some schools within the municipality
- Shortage of high schools
- Children still crossing the busy R37 road and got involved in accidents
- Seasonal inaccessibility of some school during rainy seasons (Modubeng areas)

## 2.4.2 Health and Social Development

Welfare facilities in the GTM fall under the jurisdiction of the Department of Health and Social Development of the Limpopo Province. Although there are still challenges in terms of distribution of welfare services, the population within the GTM has fair access to social welfare services. SASSA indicates that a big portion of the State resources are spent in the form of child grant in the area of Greater Tubatse Municipality especially in areas that are predominantly rural. Many of the beneficiaries are either fostered, old aged, need support one way or the other hence they receive different forms of grants, issues contributing to high dependency rate on grants range from amongst others, orphans resulting from HIV/AIDS related deaths, child-headed households.

**Table below shows statistics on grant beneficiaries in GTM (SASSA Annual Performance 2009/10)**

Month	CSG	CSG EXT	W/V	DG	OPG	AGE	CDG	FCG	Q7FCG	Q7DG	Q7CSG	SDR	GIA
DEC 09	1320	-	-	313	95	-	17	213	-	01	08	-	02
NOV09	545	-	-	160	96	-	46	105	-	-	-	-	01
OCT09	833	01	-	332	122	-	13	129	-	-	-	-	03
SEP09	837	12	-	109	82	-	08	137	-	-	-	-	05
AUG09	415	08	-	136	71	-	02	11	-	-	-	-	01
JUL09	347	-	-	140	64	-	06	30	-	-	-	-	-
JUN 10	2972	-	-	248	357	-	18	153	-	-	-	-	07
MAY10	1361	-	-	135	155	-	06	59	-	-	-	250	02
APR10	270	-	-	13	10	-	03	07	-	-	-	-	-
MAR10	615	86	-	157	189	12	07	608	01	-	07	100	01
FEB10	248	132	-	51	68	14	15	41	-	-	06	-	02
JAN10	246	81	-	36	23	19	02	72	-	-	02	2200	-
TOTAL	10045	320	-	1830	1332	45	149	1565	01	01	26	2550	24

Food insecurity occurs when people are under-nourished, a state that usually arises when their food intake falls below their minimum calorie (energy) requirements. Under-nourishment can be the result of several factors, including the physical unavailability of food e.g. during drought or an inability to purchase food because of financial constraints. Food insecurity is therefore an extreme revealing indicator of poverty levels in the municipality.

Food insecurity is very complex, however it involves a multiple factors like land availability, access to natural resources and socio-economic circumstances of communities. The national Department of Agriculture undertook a comprehensive livelihoods survey in the area of Sekhukhune in both 2004 and 2006. The survey highlights that some of the areas facing the worst levels of food insecurity in Greater Tubatse at the following villages:

**Table below shows levels of food insecurity in GTM**

<b>Village</b>	<b>Score</b>
Ga-Mamampuru	42.86
Ga-Masha	42.85
Santeng	42.85
Pidima	42.85
Kgautswane	42.78
Tshehlwaneng(This area falls within Makhuduthamaga local municipality)Delete	42.70

Factors that give rise to food insecurity within the Greater Tubatse are food price increase, petrol hikes, growing costs of producing food, an increase in the number o individuals within households, violence, theft and illnesses etc. There is also evidence that ongoing water scarcity and limited economic opportunities within the area limit the ability of its residents to adapt and cope to external stresses and shocks.

#### **2.4.3 Health facilities**

There are 11 medical facilities in the GTM, which mainly constitute regional clinics that provide localised inputs to the community. The Dilokong Hospital is the biggest hospital followed by Mecklenburg, HC Boshoff and Penge health centre. There are Clinics scattered in the area, i.e. Burgersfort, Bothashoek, Praktiseer, Ga-Makofane, Motshana, Ga-Mashabela, Ga-Motodi, Ga-Rantho Ga-Riba, Leboeng, Malokela, Mampuru, Montwaneng, Mophalema, Phiring, Taung, Motlolo and Ga-Selala. There are three clinics located respectively in Steelpoort, Ohrigstad and Burgersfort, which were previously the responsibility of the National Health Department and hence, these clinics offer improved service to those scattered across the region. Specialist treatment is exclusively available at the major hospitals outside of the municipal area, where sustainable health care is at an optimum level.

**Table below indicates basic level of services in Hospitals and Clinics in GTM**

<b>WARD No</b>	<b>CLINIC</b>	<b>HOSPITAL</b>	<b>WATER</b>	<b>ELECTRICITY</b>	<b>SANITATION</b>	<b>GEBNERAL PROBLEMS</b>
01						
02	Y	N	Y	Y	Y	Shortage of medicines
03						
04	N	Y	Y	Y	Y	Dilokong hospital understaffed(Doctors)
05	N	N/A	N/A	N/A		Dilokong Hosp. understaffed
06	y	N	Y	Y	Y	Hospital very far

WARD No	CLINIC	HOSPITAL	WATER	ELECTRICITY	SANITATION	GEBNERAL PROBLEMS
07						
08						
09	Y	N	Y	Y	Y	shortage of medicine
10	y	y	y	y	y	Sometimes medication not available
11	N	N	N/A	N/A	N/A	Maandagshoek too far
12						
13	Y	N	Y	Y	Y	Shortage of medication
14						
15	Y	N	Y	Y	Y	Rely on Mecklenburg for hospitalization
16						
17	y	N	Y	Y	Y	
18	N	N	N/A	N/A	N/A	Mobile come once a week
19	Y	N	Y	Y	Y	Dilokong Hospital far
20	Y	N	Y	Y	Y	Shortage of medicine
21	Y	N	Y	Y	Y	N/A
22	y	N	Y	Y	Y	Shortage of medicine
23	N	N	N/A	N/A	N/A	Dilokong Hospital far
24						
25	N	Y	Y	Y	Y	Dilokong understafed
26						
27	Y	N	Y	Y	Y	Understaffed and shortage of medicine
28						
29	y	N	y	y	y	Staff shortage
30						
31						

Following Table are service backlogs for various wards and villages:

WARD	VILLAGES RECIEVING SERVICE	FREQUENCY	LEVEL OF SERVICE
02	Mobile Clinic for Dithamaga, Matimatjatji, Kalkfontein, Garagopola and Tukagomo	Once a week and not effective	Poor health services
03	Mobile Clinic and Morapaneng Home Community Based Care, Mashabela Home Community Based Care as well as Swazimnyamane Home Community Based Care	Once a week	Lack of funding for the construction of suitable facilities, resources and training.
WARD	VILLAGES RECIEVING SERVICE	FREQUENCY	LEVEL OF SERVICE
04	Mobile Clinic	N/A	Poor health services
05	Building of a new Clinic at Polaseng and Ga-Madiseng		Poor health services and communities travel to Ga-Riba or Dilokong for health services
06	Mobile Clinic at Ga-Mampuru, New Stand	N/A	Mampuru clinic available, needs extension
16	Mobile at Ga-Malepe	Once a week	People travel to Penge or Praktiseer for services
17	Clinic Ga-Mahlokoane and Day Care Centre together with Day Care Centre at Mphethi		Community travel to Selala Clinic for services
18	Clinic Ga-Manoke	Once a week	Travel to Burgersfort and praktiseer for a Clinic

WARD	VILLAGES RECIEVING SERVICE	FREQUENCY	LEVEL OF SERVICE
22	Extension of Mobile Clinic from Matokomane to Makotaseng		People travel to Matokomane for clinic services
23	Clinic at Dresden	Once a week	No clinic at Dresden and People travel to Burgersfort for services
25	Funding of Home Community Based Care		Lack of funding
26	Mobile Clinic at Mafarafara community Hall for the whole village	Once a week and not effective	People travel to Alverton for clinic services

#### **General Challenges facing health services:**

- Lack of access to health services.
- Shortage of doctors in Government Hospitas.
- Shortage of medication in clinics.
- Lack of mobile clinics and the irregular services provided by Mobile clinics. that are there must be attended to. Rephrase
- The long distances and/ or poor road conditions make hospitals and Clinics inaccessible
- Clinics should operate on a 24 hour basis.(Recommendation –Rephrase e.g No day and night service at our clinics
- The stipend for Home-based carers must be adjusted upwards. Meager stipends for Home community based carers
- Ill-treatment of community members by officials at clinics
- Response of ambulance services need to be addressed. Ambulances take time to respond
- Poor customer care and professional services in clinics.

#### **2.4.3.1 HIV and AIDS**

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



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

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

There are collaborative efforts from the NGO community that assists the municipality in curbing further spread of the pandemic in this local sphere. Their scope includes heightening awareness through campaigns, HIV counselling and testing (HCT), ARV provisions and referrals. The Tubatse Home Community based care umbrella coordinates efforts of all home community based care groups operational in the Municipality.

**Table below indicates HIV and AIDS Stats: Source: Quantec Regional Economic Database**

INDICATOR	2008	2009	2010
Population	335 449	343 044	348 693
HIV positive	25 934	27 280	28 335
Aids deaths	1 577	1 665	1 756
Other deaths	2 013	2 059	2 098
HIV %	7.7%	8.0%	8.1%
AIDS deaths %	0.47%	0.49%	0.50%

#### **General Challenges facing HIV/AIDS**

- Insufficient drop in centers
- Most orphaned children are not in foster care due to long children's court procedures
- Inaccessible ARV sites and HIV and AIDS support groups
- Insufficient co-ordination of HIV and AIDS data from private agencies e.g. private medical facilities, mining institution and nongovernmental organization.

#### **2.4.4 Safety and Security**

There are currently five police stations within the GTM, namely Burgersfort, Leboeng, Mecklenburg, Ohrigstad and Tubatse police stations. There are three satellite police stations in the area, namely Penge, Driekop and Ga-Mapodile. Various types and degrees of crimes are reported in various police stations on daily basis i.e. rape, murder, armed robbery, and house breaking. Penge satellite police station has recorded the lowest levels of crime, whereas the Tubatse station has recorded the highest in the region followed by Mecklenburg and then Leboeng.

Community Policing Forums (CPFs) have been established in several areas with varying degrees of success. Magistrate courts are also available in the following areas of Burgersfort, Leboeng, Mecklenburg and Tubatse police stations. There is a need for the development and implementation of a crime prevention strategy in the area.

The department of Safety and Security and Liaison deployed 13 personnel as safety ambassadors in various wards within the municipal area. The Deployed personnel work jointly with SAPS and Municipal officials in driving a programme of anti crime and creating awareness through public co-ordination. The area itself is composed of rural and urban settlements with more influx of foreign nationals in particular, the mining industries. Crime rate is relatively high with the following statics recorded:

**Table below indicates crime rates in GTM:**

CRIME NAME	PERCENTAGE
House robbery	16%
ATM blasting	75%
Business robbery	15%
Rape	18%
Armed robbery	10%
Car hijackings	25%
Assaults	64%
Theft of copper	66%
General theft (including shop lifting)	80%
Domestic related crimes	74%

**Source SAPS crime situation 2010**

***The following areas are regarded as flash points within the vicinity of the Greater Tubatse municipality:***

- Burgersfort town, Steelpoort town, Manoke village, Dresden village, Riba cross Village, Bothashoek village, Mashamothane village, Praktiseer, Moroke village, Diphale village, Driekop village.

#### **2.4.5 Disaster Management**

The Disaster Management act; act 57 of 2002; defines disaster management service is shared service between GTM and Sekhukhune District Municipality in terms of the Municipal demarcation board and Municipal systems Act, Act 32 of 2000. The Municipality established disaster management sub unit in 2007

whose role is to co-ordinate disaster management related issues. The Municipality experienced disaster related incidents each year. This is as a result of the storms and heavy rains occurring in the area.

A number of disaster related incidents are normally reported in summer along the R37 road where houses are either blown away by strong winds and or storms.

During winter times; the area of Burgersfort extension 10 normally reports fire related disaster incidents and this is as a result of the uncontrolled shacks erected in the area.

#### **General Challenges facing Disaster Management**

- Unit is unable to assist victims with necessary relief material e.g. tents, blankets and food parcels due to lack of funding
- Unit understaffed
- No clear line of duties between locals and District(shared service)
- Building under ESCOM servitude lines
- Building in flood line areas
- Uncontrolled shacks
- Building in the road reserves

#### **2.4.6 Sports, Arts and Culture**

Well-developed sport and recreation facilities generally exist at the urban schools and mines. Hence, these facilities are placed in the urban areas and are therefore not accessible to the extended rural population. A formal sports facility (Ntoampe sports facility) has been constructed in the Moroke area through the assistance of the Provincial department of sports arts and culture, Transnet and the Municipality.

The rural villages often have some informal sport facilities such as an open soccer field used for community sports. However, these are just open pitches in the communities that do not have the necessary infrastructure to develop sustainable sports and recreation precincts.

For the 2010 soccer tournament, the Greater Tubatse municipality has been accorded an opportunity to host a public viewing area at Ntoampe Sports Complex at Moroke village. Plans are underway for the municipality to develop Burgersfort stadium in or around Burgersfort town. The project is still at an infant stage whereby land is still a problem for the development of such facility. The municipality is currently busy trying to source land from Manoke tribal Authority for the development of a stadium. During the 2011/12 IDP processes, the GTM has budgeted an amount of six thousand rand (please revisit this figure)for the development of Ga-Mapodile sports facility.

There are currently three Thusong Service centers within the GTM and are Leboeng, Kgautswane and Kgopaneng Thusong Service centers. The Ga-Mapodile Thusong Service centre at Ga-mapodile village is been built by XSTRATA and is awaiting official launch. GTM has progressively constructed two community halls during the 2008/09 financial for Driekop and Mokgotho village in ward 16. During the 2009/10 financial year, the municipality has budgeted for the construction of another two community halls in both Leboeng and Tjate village. Various mining houses have also build community halls as part of their social labor plans in areas like, Ga-selala (Manyaka), Mandagshoek and Legabeng village near Ga-Maroga.

In areas without community hall facilities, School halls and church buildings are often used by communities during elections, community meetings, etc.

### 2.4.7 Post Offices

There are at least five post offices in Greater Tubatse Municipality which are at Burgersfort, Ohrigstad, Steelpoort, Driekop and Penge. Lobby boxes are found in areas like Leboeng, Praktiseer, Ga-Mapodile, Ngwaabe, and Moroke, and other rural areas. The South African Post offices has developed lobby-boxes which assist in making the services accessible to communities. There is a need for the South African Post Office Services to expand the services to other rural and marginalized areas.

## 2.5 Financial Viability and Management

### 2.5.1 Municipal Sources of Revenue

A Municipality has to generate its own revenue by way of levying its Clients on the services rendered and receive income from National Government for a Municipality to be able to perform its powers and functions as in terms of section 152 of the Constitution of the Republic of South Africa. It is in this context that the National Government has to allocate some resources in a form of Grants for Municipalities to be able to render services.

Attached hereto is GTM 12/13 Budget labeled as “Annexure B”

#### 2.5.1.1 Grants received by GTM

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

**Table below indicates revenue received from Grants and subsidies for the 2010/11 F/Y**

SOURCE	AMOUNT
Equitable share Councilor contribution	3 168 000
Equitable shares	91 358 000
Finance management grant	1 000 000
Municipal support grant	750 000
MIG funds	28 884 576
PMU funds	1 375 456
City development strategy grant	1 250 000
IRMA grant	4 300 000

Electrification grant	9 000 000
LGSETA	250 000
Institutional grant	1 200 000
EPWP grant	870 000

### 2.5.1.2 GTM Own sources of revenue

GTM is collecting revenue by way of levies, tax and services mainly from the proclaimed areas such as Burgersfort, Steelpoort, Ohrigstad, Ga-Mapodile and Praktiseer. The municipality has also developed traffic stations which generate income by way of traffic fines and testing of motor vehicles within the area.

**Table indicates own revenue by source for the 2010/11 F/Y:**

SOURCE	AMOUNT
Assessment rates	37 000 000
Refuse management fees	4 500 000
Sewerage fees	4 080 000
Water	9 616 084
Building plans and inspection fees	530 000
Cemeteries fees	70 000
Clearance certificate	30 000
Drivers licences	800 000
Interests on outstanding debtors	2 817 055
Learners licences	805 000
Libraries fees	1 000
Outdoor advertisement	30 000
Rent on property	350 000
Traffic fines	3 300 00
Interests on investments	650 000
Offsetting of depreciation	2 400 000
Bulk water contribution	1 000 000

Table below indicates GTM cash flow for 2010/11 financial year:

NOTES	2011	2010
Cash flow from operating activities		
<b>Receipts</b>		
Sale of goods and services	46 004 894	42 910 940
Grants	136 166 108	118 885 082
Interest income	2 308 446	1 680 160
Other receipts	15 223 435	13 055 568
	<b>199 702 883</b>	<b>176 531 759</b>
<b>Payments</b>		
Employee costs	80 203 021	63 931 082
Supplies	56 473 755	70 021 672
Finance costs	2 092 872	74 866
Other payments	16 154 727	9 258 968
Other cash items	-	314 444
	<b>154 924 375</b>	<b>143 451 300</b>
<b>Net cash flow from operating activities</b>	<b>44 778 508</b>	<b>33 080 459</b>
<b>Cash flow from investing activities</b>		
Purchase of property, plant and equipments	71 404 059	38 298 642
Purchase from sale of property, plant and equipments	-	693 605
Finance costs	-	1 202 460
<b>Net cash flow from investing activities</b>	<b>71 404 059</b>	<b>40 194 707</b>
<b>Cash flow from financing activities</b>		
Repayment of other financial liabilities	870 561	523 820
Financial lease payments	2 455 206	1 082 142
<b>Net cash flows from financing activities</b>	<b>23 785 654</b>	<b>1 605 962</b>
<b>Net increase /decrease in cash and cash equivalents</b>	<b>2 839 897</b>	<b>5 508 286</b>
Cash and cash equivalents at the beginning of the year	2 455 206	3 053 080
<b>Cash and cash equivalent at the end of the year</b>	<b>5 295 103</b>	<b>2 455 206</b>

Source: GTM AFS for the year ended 30 June 2011

### **2.5.2 Credit and Debt Control**

Creditors and Debt collection manual was adopted in terms with chapter 9 of the municipal Systems act, act 32 of 2000. Purpose of this policy is to ensure that credit control forms part of the municipality's financial system and to disclose the intension of the Council to standardize procedures for each individual case.

### **2.5.3 Investments**

The Greater Tubatse municipality has adopted an investment of funds policy and principle in 2008. The policy is aimed at gaining the highest possible return without undue risk during those periods when funds are not needed. Its main objectives are that effective cash management must be met at all times, efficient cash collection procedure, effective payment of creditors, management of investment in inventories and investment of surplus cash.

There were no investments made or budgeted for by the Greater Tubatse municipality during the 2012/13 financial year.

### **2.5.4 Budget and Treasury**

The municipality has developed a unit which manages the budgetary and treasury issues. The unit is in the finance section and its main objectives are to develop a budget process plan which is linked to the IDP process plan. The unit has to oversee the implementation of the plan and to manage activities culminating during the development of the budget. It must develop a credible and realistic budget which is linked or integrated to the IDP.

### **2.5.5 Revenue Management**

Greater Tubatse municipality has a unit that deals with revenue management. The unit was developed in 2000 and its main objectives are to effectively manage the day to day income of the municipality. Procedure manual is being developed in November 2008 for the control over cash funds, depositing and receiving of funds by municipal employees.

Valuation roll for the municipality is in place and is reviewed regularly. The following are also used for the management of funds in GTM; rates policy, credit control policy, indigent policy, indigent register and audit standards.

### **2.5.6 Supply Chain Management**

The municipality has developed and adopted a supply management policy in 2005, which is reviewed regularly to suite current circumstances. It is managed by supply chain management unit that forms part of the finance department. The unit comprises of a Manager and four other officials who runs the activities of the unit

### **2.5.7 Asset Management**

Asset management policy was approved By GTM in 2008. Objectives of the policy is to govern the management of assets owned by GTM (both operational and financial) to ensure that they are managed, controlled, safeguarded and used in an efficient and effective manner.

Asset management register for the municipality was compiled during 2008/09 financial year and is updated regularly. The municipality created asset management unit which comprises of one senior manager who will always keep track of all municipal assets and is reporting to the Chief Financial Officer.

## **2.6 Good Governance and Public Participation**

### **2.6.1 Communication**

The Greater Tubatse municipality has developed its communication strategy in 2008 and is reviewed on annual basis. There is a dedicated communication unit available in GTM which serves as a key driver of the strategy. The unit is attached to the Executive support department and has three officials.

There are several means of communications used e.g. print media and electronic media. The municipality also uses its web-site for communication purposes. Several structures such as Ward Councilors, Ward committees, Community Development workers and Magoshi are also used as vehicles for communication in the area.

The Municipality communicates its planning processes and the implementation of both the IDP and Budget using the media for both internal and external communication.

Plans are underway to make arrangements with Tubatse community radio station for a slot every Thursday whereby Municipal information can be communicated.

### **2.6.2 Public participation**

Greater Tubatse Municipality has established its public participation unit in 2006. The unit comprises four officials focusing on special program and public participation. Community development workers and ward committees are linked to this unit for reporting purposes and alignment. Public participation strategy is in place to guide activities that have to be undertaken by the unit. The Unit has also established clusters for the purpose of public participation processes for the IDP and the Budget. Public gatherings are the sole responsibilities of the Public participation unit.

### **2.6.3 Ward Committees**

The municipality comprises of 31 wards with 10(ten) ward committee members each. Ward committee elections for GTM were conducted during the months August and September 2011. The ward councilor serves as the chairperson of the ward committee. Training for ward committees is conducted each year to assist with the day to day running of the ward. Annual Schedule of meetings is submitted to the office of the Speaker each year. This will assist the Speaker to track down minutes of the said meetings and monitor functionality of the ward committees in different wards. The Greater Tubatse municipality budgeted for the provision of sty-pens to the ward committees which is paid on monthly basis.

### **2.6.4 Community Development Workers**

There are 27(Twenty Seven) community development workers appointed by office of the Premier in the Greater Tubatse municipality. Currently all CDWs are transferred to CoGSTA and are fully participating within the affairs of the Municipality. The CDWs assist the municipality during public participation process and are reporting to the Office of the Speaker in the Public participation unit. An intensive training or capacity building was conducted by the OTP through the University of Venda. All CDWs in the GTM have graduated as qualified community development workers.

### **2.6.5 Traditional Leadership**

The Greater Tubatse municipality had 29 wards and is currently having 31 (thirty one) wards and a larger portion of the municipality is predominantly rural. With its rural nature, the area is administered by Traditional Leaders and are responsible for the day to day running of the traditional authorities including



land allocation in the rural areas .Majority of the land claims in the Greater Tubatse municipality are lodged by Traditional Leaders.

There are 23 (twenty three) recognized Traditional Leaders and 11(eleven) are serving in the Greater Tubatse municipality as members of the Council. The relationship between Traditional Leaders and the Municipality is generally good and therefore needs to be maintained.

#### **2.6.6 Intergovernmental Relations**

Intergovernmental relations is a cross cutting function in all departments, however the Greater Tubatse municipality has created a unit in the strategic planning department to deal specifically with IGR matters. The unit is staffed with 2 (two) members. The Municipality has approved Customer Care Framework during 2009/10 financial year which lays a foundation for the IGR matters in the municipality. The unit is also responsible for the day to day handling of the Presidential queries as raised on the hotline by way of referring them to relevant departments for investigation and attention. The unit is also responsible for reporting to the President progress in terms of solving all queries as raised on the hotline.

#### **2.6.7 Special focus Groups**

Greater Tubatse Municipality has appointed officials to deal with special focus groups such as Disabled, Elderly; Youth, Women and Children. The Municipality has also created a forum that deals specifically with matters relating to disability and the forum is functional.

The following are needs for the special focus groups:

- There is a need for the development of pay points in the following areas; Gamalepe; Swaale and Diphale
- Majority of the pay points do not have water; ablution facilities and are not fenced
- Old age homes for the elderly
- Wheel chairs for the disabled
- Social programs for the elderly and the disabled
- Economic activities for the special group that will assist in alleviating poverty
- Development of early childhood development centers

#### **2.6.8 Audits**

Internal Audit for the municipality has been developed and is functional. Audit committee for the municipality is also formulated and is reporting directly to Council as required by law. The Risk Management Strategy of the Greater Tubatse municipality is identifying risk areas which need to be monitored on daily basis. The audit plan which is developed by the Internal Audit unit is linked or integrated into the risk strategy and serves as a vehicle to monitor progress and processes followed during the risk reduction phase. Annual financial statements are prepared annually and are submitted to the Auditor General for auditing.

The municipality is annually developing action plans to deal with issues or comments in the management letter raised by the Auditor General. For the past two years, the Greater Tubatse municipality did not get a clean audit report and as a result the management has developed or created a position of a risk management officer who will be responsible for the day to day implementation, monitor, and report, evaluate and review of the risk management strategy.

### 2.6.8.1. Internal Audits

The Internal Audit Work Plan for the year 2010/11 was approved by the Audit Committee (AC) during December 2010; later a submission for adjustment of the plan was approved during February 2011.

### 2.6.8.2. Adjusted Operational Internal Audit Plan

The contract between Sizwe Ntsaluba VSP as co-source Internal Audit service provider and The Greater Tubatse Municipality came to an end during January 2011; Contract was not extended with an intention of building capacity in-house. As a result the annual operational Plan was adjusted for alignment resources available for execution. (In-house Internal Auditors).

Audit Committee approved the adjusted plan with the following conditions:

- That the internal Audit Unit gets additional personnel to execute the plan;
- Audit of Performance information be executed and inclusive with Performance Management System.
- That Management Action Plan (issues raised by Office of the Auditor General) be prioritised and reported in all AC meetings.

**Table of the adjusted operational plan as approved by the Audit Committee:**

ADJUSTED ANNUAL INTERNAL AUDIT PLAN	
<b>1. General Management of Internal Audit Function</b>	
<ul style="list-style-type: none"><li>• Review and update - Internal Audit Charter</li><li>• Review and update - Audit Committee Charter</li><li>• Preparation of three year rolling internal audit plan and one year operational internal audit plan</li><li>• Meeting with external auditors - Auditor General (AG)</li><li>• Attending Audit Committee meetings &amp; Reporting</li><li>• Management Liaison and reporting (ad-hoc meetings).</li></ul>	
Audit activity	Timing
1. Facility Management	<b>Feb 2011</b>
2. Human Resource Management	<b>Feb 2011</b>
3. Financial Management Review	<b>March 2011</b>
4. Audit of Performance Information (3rd Quarter)	<b>March 2011</b>
5. Governance and Compliance Review	<b>April 2011</b>
6. Performance Audit (Economic & Land Development)	<b>May 2011</b>
7. Communication	<b>May 2011</b>

ADJUSTED ANNUAL INTERNAL AUDIT PLAN	
<b>1. General Management of Internal Audit Function</b>	
8. Asset Management	<b>May 2011</b>
9. Follow-up Internal Audit Reports	<b>June 2011</b>
10. Audit of Performance Information (3 <sup>rd</sup> Quarter)	<b>June 2011</b>

## SUMMARY OF DETAILED EXTERNAL AUDIT FINDINGS AND IMPLEMENTATION PLAN 2010/11

Exception no.	Finding	Implementation Plan	Timelines/ Timeframe	Implementation results
1	2009/2010 Final AFS Review AFS not reviewed by AC before submission to AG	IA to fix standing date for AC for review of AFS	Submission and reviewable of 2010/11 AFS to the AC by 19 August 2011	Draft AFS to be presented on the 24th August 2011. Members will be given a chance to scrutinize the financial and give an opinion prior submission to OFFICE OF THE Auditor General
2	Bank Reconciliations not performed on a timely basis	1. Already corrected from July 2010 2. Bank reconciliations are completed and reviewed on or before 7th every month	Immediately	Implemented

3	Employment Contracts for employees not available for audit	1. HR to file the copies of all records 2. Leave management to be made special project	30-Apr-11	1. Implemented 2. Partially resolved, the municipality has dedicated personnel for capturing leave within a period of two days as well as reconciling to the payroll system.
4	No attendance registers kept for timekeeping of hours worked	1. Secure and safe keep all attendance registers for July to December 2010 2. All directors to be responsible for attendance in respective departments	Immediately	Partially resolved, outstanding is reconciliation of the attendance register, leave records and Salary payments. Hods' keep records of attendance for daily monitoring and management of their departmental staff.
5	<ul style="list-style-type: none"> <li>• Overtime worked do not agree with the time recorded in the attendance register</li> <li>• Overtime worked exceed 30% limit as per policy</li> </ul>	1. Maintain overtime pre approval for a week, to be signed by Director Corporate in advance. 2. Rationalize work allocation for Plant Operators to avoid overtime 3. Develop standby/ inconvenience allowance for perpetual overtime	Immediately	Partially, outstanding is reconciliation of attendance time reports and overtime schedules for salary payments.
6	Vacant posts approved and Budgeted but not filled.	Provide audit trail for, Post advertisement, Proof of short listing & interviews, Post re-advertisement		Posts shall be informed by availability of Budget.

<b>Exception no.</b>	<b>Finding</b>	<b>Implementation Plan</b>	<b>Timelines/ Timeframe</b>	<b>Implementation results</b>
7	Late payments to SARS for months of Sept, Oct, Nov 2009	1. All payments to third parties and statutory payments to are made on the 30th of every month	Immediately	Implemented, System corrected and properly linked to SARS account.
8	No proof of salary structuring for Sec 57 employees on employee files	1. Salary structuring to be approved by MM 2. Proof of current salary structuring already approved and filed	2010/11	Implemented, structure in used approved by the Acting MM.
9	No IT Steering Committee in Place	1. MM to approve recommended IT steering committee (including external SITA official) 2. IT to develop Terms of Reference for the committee	2010	Implemented, Committee in place with approved T.O.R
10	No Information Technology (IT) Disaster Recovery Plan	1. IT recovery plan and related policies in place 2. Advertise for IT Manager to manage the IT environment	2010/11	1. Approved Policies in place and recovery plan to be prioritized for 2011/12 Financial year. 2. Position for IT Manager filled
11	No Disposal Committee	1. MM to approve recommended Disposal Committee at every disposal period 2. SCM to develop Terms of reference for the committee	2010/11	1. The committee shall be constituted as and when the Disposal takes place.

<b>Exception no.</b>	<b>Finding</b>	<b>Implementation Plan</b>	<b>Timelines/ Timeframe</b>	<b>Implementation results</b>
12	GRAP 3 Disclosure on Inventory	1. AFS corrected – Prior year error noted in the AFS	30-Jun-11	Commit to conduct stock count on the 28 June 2011. Disclosure also forms part of the AFS.
13	No compliance with the Asset Maintenance and Infrastructure Plans	1. Technical services to prepare and submit Infrastructure Maintenance Plans as per policy	30-Jun-11	Solicit Council approval for current Infrastructure Projects and for 2011/12 projects
14	Invoice of R 76, 000 for 2008/09 accounted for in 2009/10 (Overstatement of Expenditure)	AFS corrected, amount noted is below materiality.	30-Jun-11	Error Noted and Figure below materiality
15	Fruitless expenditure of R571,000. Tata Truck purchased on 5/01/2009 and was never used	Awaiting court case in January 2011 for decision on delivery of registration papers	2010/11	Matter referred to High Court
16	Outdoor Advertising Revenue for outdoor advertising was not received during the duration of the contract	Enforce the contractual obligations of the contract and seek remedy through legal means	30-Jun-11	An amount of R 27, 419.28 was received from Service provider. Outstanding remain Audited AFS from the provider for the municipality to verify whether received was legible.
17	Market related rental - Municipal leased land The land is leased at prices which are below market value as recommended by the valuer	Policy on lease of property to be developed to ensure uniformity and correct implementation of leases	30-Mar-11	Constraint by content of signed contract and therefore engaging DLGH Legal unit by end March 2011

Exception no.	Finding	Implementation Plan	Timelines/ Timeframe	Implementation results
18	The Municipality did not prepare key performance indicators that are specific, measurable, accurate, relevant and time bound in the integrated development plan as required by sections 41, 44 and 45 of the Municipal Systems Act	The integrated development plan of Greater Tubatse Municipality did not include the measurable objectives, expected outcomes, program outputs, indicators (measures) and targets for all of the municipality's program, as required by Treasury Regulation 5.2.3(d)	2010/11	Implemented, The process of re-aligning the municipal objectives, indicators and targets was performed during the IDP Review which was done during January 2011. SDBIP for 2010/11 also adjusted.
19	Risk Committee not in place during the period under review as required by section 62(1) of the MFMA	Establishment of the committee with approved terms of reference and charter.	2010/11	The municipality has established Risk committee with approved terms of reference; Furthermore Provincial Treasury came with support assistance for development of Risk Strategy and Implementation Plan, Anti- Fraud and corruption strategy.
20	Leave Management	Proper Filling, authorization and capturing of leave days	30-Apr-11	Partially resolved, the municipality has dedicated personnel for capturing leave within a period of two days as well as reconciling to the payroll system.
21	Audit Committee: Non- submission of audit reports to the Council	Compliant to all relevant legislations	Immediately	Submission made to council during December 2010 and April 2011.Submission to be made for the next council sitting.

### 2.6.9 Risk management

The Greater Tubatse Municipality has adopted a Risk Management Strategy and policy in June 2010 and is reviewed annually to suite the current situation or circumstances. Objective of the risk management strategy is to identify asses and prioritize the risks that need to be managed in order to achieve the vision, mission and strategic objectives of the municipality. The following risk areas are identified in the risk register:

Table below indicates summary of risks from the 2011/12 risk register:

Risk description	Background to the risk	Impact		Likelihood		Inherent risk		Current controls
Inadequate infrastructure/ Lack of bulk infrastructure	1. Non service authority 2. Inadequate funding for road infrastructure and maintenance 3. Lack of electricity network capacity	Critical	5	Common	5	Maximum	25	1. integrated transport master plan, 2. road master plan 3, District engagement forum
Lack transfer stations	No collection at rural areas	Major	4	Likely	4	High	16	1. PPP process underway for waste management 2. Refuse removal trucks
Failure and slow attendance of stake holders forum	Insufficient personnel	Critical	5	Likely	4	Maximum	20	District planning forum



<b>Risk description</b>	<b>Background to the risk</b>	<b>Impact</b>		<b>Likelihood</b>		<b>Inherent risk</b>		<b>Current controls</b>
Inadequate inter-governmental relations	1. Lack of resources within the intergovernmental relations Unit. 2. Conflicting mandates between the District and the Municipality, 3.Lack of understanding of the role of Traditional Leaders	Critical	5	Common	5	Maximum	25	IGR Unit and strategy in place. IDP forums established. Traditional Leaders form part of council.
High service delivery backlog	Insufficient funds to address the backlog, No own revenue.	Critical	5	Common	5	Maximum	25	Rely on government grants, Revenue enhancement strategy.
Inadequate communication systems (Internal and external)	Inadequate capacity	Critical	5	Common	5	Maximum	25	Communication unit in place
Inadequate community participation	Lack of public participation strategy	Major	4	Common	5	Maximum	20	Public participation structures in place. (e.g. ward committee).

<b>Risk description</b>	<b>Background to the risk</b>	<b>Impact</b>		<b>Likelihood</b>		<b>Inherent risk</b>		<b>Current controls</b>
Inadequate stakeholders	Ineffective communication, Lack of capacity	Major	4	Common	5	Maximum	20	IDP forum stakeholder process in place, Forums in place, Sector forums in place
Ineffective implementation of spatial development framework	Uncontrolled development on private and government land, Lack of land ownership, Lack of co-operation by traditional leaders on land allocation, Inadequate town planning capacity	Moderate	3	Common	5	High	15	Requested DLGH to purchase land, Grants for purchase of land, Spatial development framework, Land use Management scheme
Local Economy rely on mine sectors	Attraction of both foreign and local investors	Critical	5	Unlikely	2	Medium	10	Local economic development strategy in place, Sector forums established

<b>Risk description</b>	<b>Background to the risk</b>	<b>Impact</b>		<b>Likelihood</b>		<b>Inherent risk</b>		<b>Current controls</b>
Fraud and corruption	Non compliance with supply chain policies- Bribery- Collusion- Inadequate segregation of duties- Overriding controls- Theft- Non Compliance to supply chain management ethics, e.g. Declaration of interest- Inadequate implementation of fraud prevention plan - Lack of awareness of fraud prevention plan	Critical	5	Likely	4	Maximum	20	Supply chain management policySCM procedure manual- Fraud Prevention Plan

#### **2.6.10 Fraud and Anti corruption**

Greater Tubatse Municipality has adopted the Fraud and Anti corruption Strategy in May 2008, however no implementation of the strategy was witnessed due to lack of resources. Risk Management Officer was appointed in 2010 and it was agreed that the Risk Officer will be currently responsible for the implementation of the Strategy until such time that Risk Manager and Additional Risk Officer are appointed. Fraud and Corruption in its wider meaning, and as referred to in the document, includes any conduct or behavior where a person accepts, agrees or offers any gratification for him/her or for another person where the purpose is to act dishonestly or illegally, such behavior also includes the misuse of material or information, abuse of a position of authority or a breach of trust or violation of duty.

The following forms of corruption are identified in the GTM fraud and Corruption strategy:

- Bribery
- Embezzlement
- Fraud
- Extortion
- Abuse of power
- Conflict of interest
- Abuse of privileged information
- Favoritism and
- Nepotism

#### **2.6.11. Challenges facing risk management and anti-corruption in GTM**

1. Inadequate capacity on risk matters amongst the personnel
2. Inadequate capacity for the risk office to deal with risk matters
3. Anti corruption strategy not implemented in full

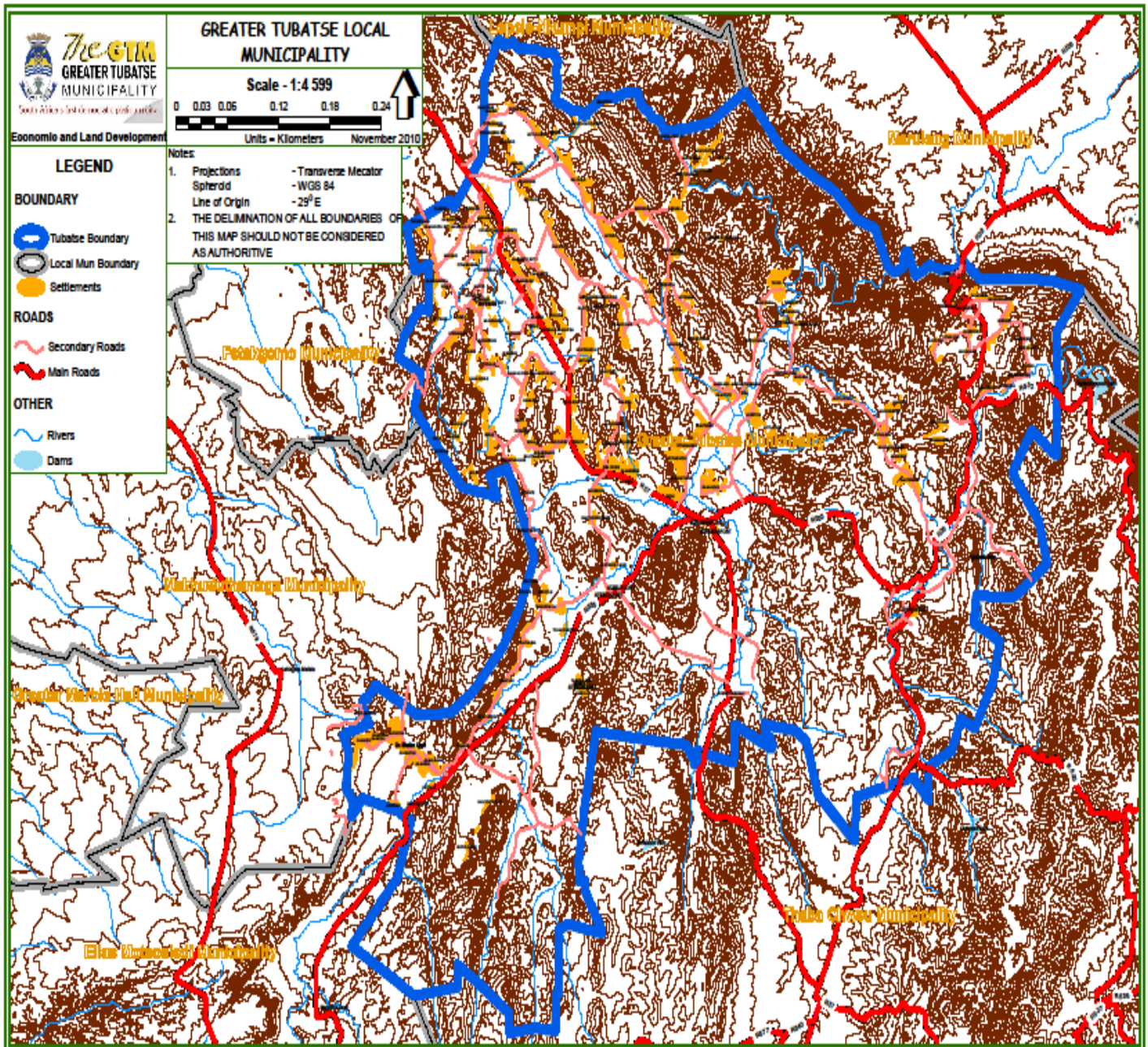
## 2.7 Spatial Analysis

### 2.7.1 Spatial patterns

The spatial patterns of the Greater Tubatse Municipality are shaped by 4 features, which collectively create a distinct spatial character of the municipality, namely:

- Roads
- Mining belt
- Topography
- Apartheid tenure arrangements

Map indicates structuring or development settlements



### 2.7.2 Roads

These are the most decisive structuring element of the municipality with three major corridors forming the central nerve system of the municipality along which major spatial activities are taking place, namely:

- (a) Dilokong and Burgersfort (R37) Corridor
- (b) Stoffberg (R555) Corridor; and
- (c) Ngwaabe Corridor to Jane Furse
- (d) The Hoedsput (R36) Corridor

The major roads either allow formation of nodes or settlements at certain appropriate points along the road which become an anchor of spatial development agglomeration, e.g. Burgersfort, Ohrigstad and Steelpoort or smaller settlements such as Kgautswana, Alverton, Penge, etc. or a continuous band of spatial development along a longer road section, e.g. settlements between Mecklenburg and Driekop and Burgersfort or along the Ngwaabe Corridor.

### 2.7.3 Topography

The GTM area is highly mountainous hence development occurs mostly in valleys. Settlements sizes are small and scattered due to extensive broken terrain. In fact the ridges and the mountains form linear dividers between the settlements. "In certain areas the topography is very steep creating mountainous terrain which is impossible for inhabitation. The ridges further divide the municipal areas creating pockets of homogenous compositions, which determine growth and development potential" (GSDM: Central Tubatse-Driekop, Praktiseer and Burgersfort: Trends Report and Detail Development Plans; )

The terrain dictates that larger settlement development occurs mainly in flat, low lying areas in-between the mountain ranges. Generally the roads run at the bottom of the basin/ valleys. It is therefore not surprising that the major roads, i.e. R555, R37 and R36 and Jane Furse/ Ngwaabe road) for most part run parallel to rivers. The position of cross-link roads is dictated by topography that is flatter to allow the road to pass through at reasonable flat grades. Where these roads passes through wide basin, particularly in rural hinterlands, an array of settlements has grown around these major roads. In other words there is clustering of series of settlements for almost the entire length of the road, e.g. Mecklenburg-Driekop (R37), Mapareng -Tswenyane (R36) and Mampuru to Eerste Geluk (parallel to R555). There is hardly undeveloped land between these settlements.

Even the scattered rural villages have located within more developable basin almost parallel to mountain range. The central spine road (normally the bus and a taxi route) usually runs along the flatter alignment in the basin. Generally the settlements are linear in form as they are bound by the undevelopable ridges on either side of the access through-road, usually located on low-lying grounds adjacent to a stream.

### 2.7.4 Land Tenure System/ Apartheid Legacy

The apartheid policies expected African people to settle permanently only in demarcated areas of the former Lebowa territory (i.e. scattered rural villages) while white people settled in the former Transvaal provincial area with few very compact settlements/ towns (Burgersfort, Steelpoort & Ohrigstad). Land allocation procedures led by the tribal authorities myriad of small settlements, further exacerbated by lack of formal settlement planning in former Lebowa government.

There is a clear and distinctive divide and pattern between the southern and northern areas of the municipality (with the R555 road as a buffer/ boundary). The southern part comprises mainly privately owned farms with intensive commercial agriculture and a few compact towns/ settlements (Burgersfort, Steelpoort & Ohrigstad).

To the contrary, the northern part comprises mainly farms owned by the National Government of the Republic of South Africa, the Limpopo Provincial Government and communities, with very few/ scarce incidences of private land ownership (recently by mines). These areas are often characterized by scattered settlements as already explained. There is also an evident distinction between these two areas in terms of socio-economic development (an apartheid legacy of separate development).

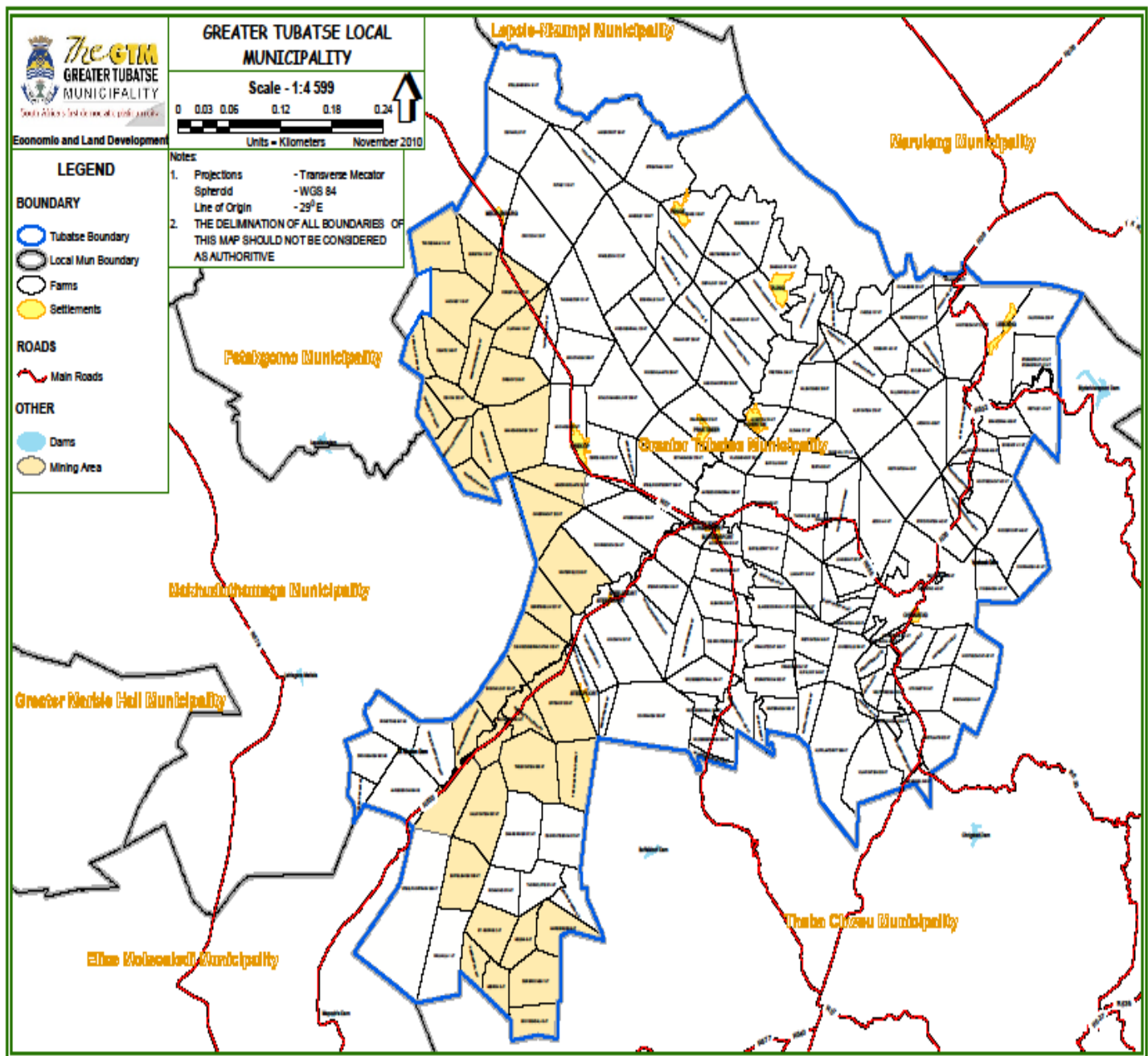
The continuation of historic pattern of ownership of land and current use makes it very difficult to reverse or restructure the settlement and spatial patterns.

#### **2.7.5 Mining Belt**

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



Map showing mining belt





### **2.7.5.1 Settlements Hierarchy**

The Limpopo Spatial Rationale, 2002 and the Limpopo Growth Development Strategy identify hierarchy of settlements for the Limpopo Province, which provide a framework to analyse spatial development trends in Greater Tloane Local Municipality. The settlement hierarchy is as follows:

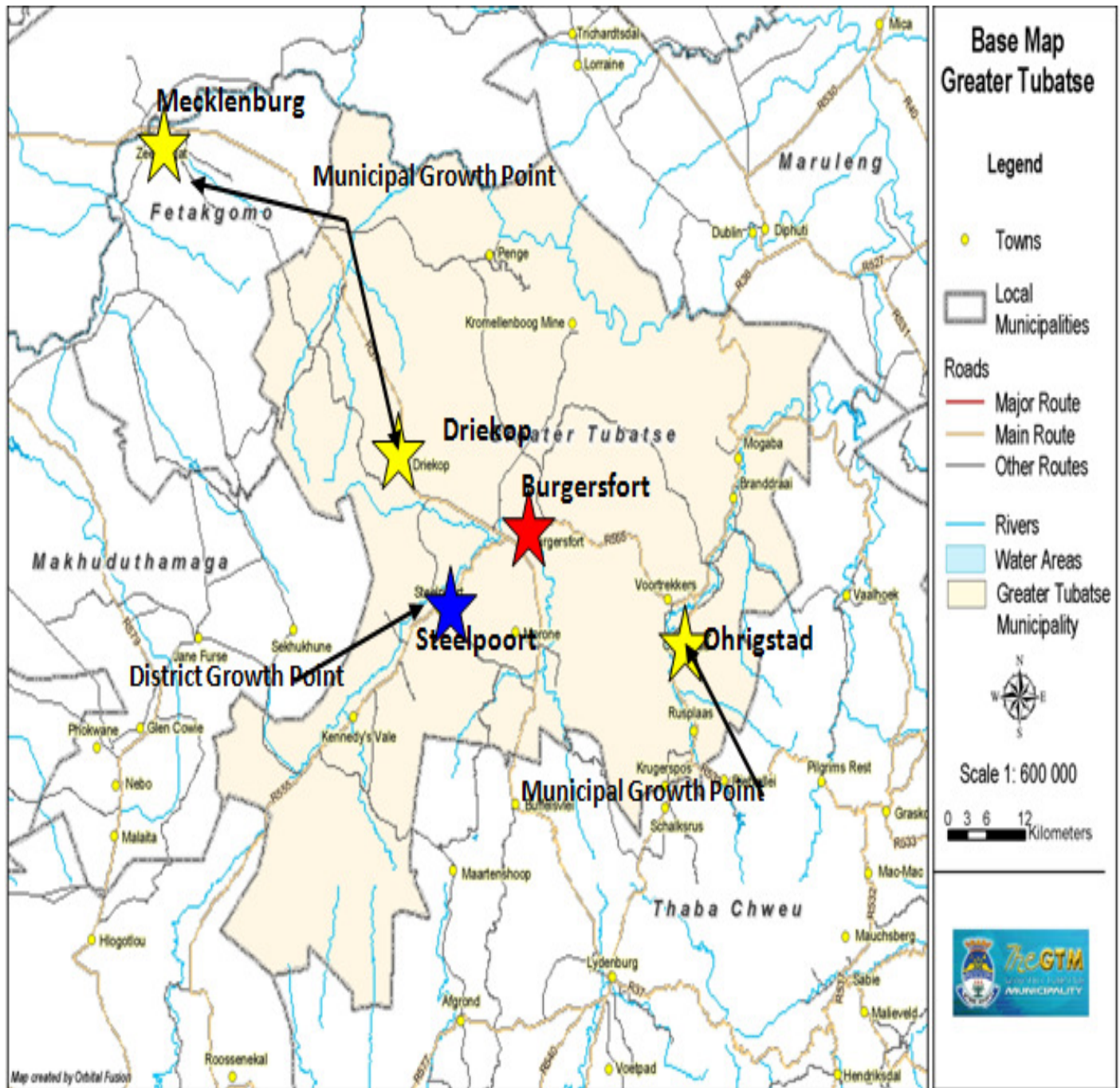
- First order settlements (Growth points)
- Second order settlements (Population concentration points)
- Third order settlements (Local Service Points)
- Fourth order settlements (Village service area)

### **2.7.5.2 Growth Points**

There are three categories of growth points. They are described in terms of their relative importance in the proposed hierarchy

Population growth / concentration points are clusters of individual settlements with large numbers of people and high population densities. GTM has three population growth points and this is where most number of people is concentrated. The projected population growth within the growth points as identified in the Limpopo Employment Growth and Development Plan over the period 2005 to 2015 which shows that it will be more than double. This will have far more serious implications for the demand for services in the municipal area

Map indicates GTM growth points



**Table 13: Settlement Classification and Population 2005 to 2020: Source (Greater Tubatse Municipality)**

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

#### 2.7.5.2.1 Provincial Growth Points (PGPs):

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

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

#### 2.7.5.2.2 District Growth Points (DGPs):

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

#### 2.7.5.2.3 Municipal Growth Points (MGP):

These municipal growth points serve mainly the surrounding farming areas and most have higher order goods. However, in traditional rural villages the economic sector is relatively small. There are few local businesses but supported by a large number of population (GSDM LED, 2003).

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

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

#### **Population Concentration Points (PCPs):**

These are clusters of individual settlements with large number of people and high population densities. Usually these settlements have a small or no economic base but with meaningful social facilities and a substantial number of people. "In most instances the PCPs form part of the settlement cluster that also has one or more growth points within a cluster. The PCPs are mainly located adjacent to the tarred road or intersections of main district roads which provide accessibility to job opportunities elsewhere" (GTM SDF, 2005 p: 25). In GTM, there are currently four population concentration points: Riba Cross, Bothashoek, Mashamothane and Praktiseer. Praktiseer is a fast growing settlement that is merging with Bothashoek. Some of the informal settlements around the east and south of Praktiseer e.g. Gamatodi are in the process of being formalized.

#### **2.7.5.2.4 Local Service Points (LSP):**

LSPs are those settlement with a population of 5 000 people or more and do not form part of any clusters. Most of these settlements are dispersed and it is only in few instances where two or more settlements are grouped to each other (GSDM ISDF, 2005). "The potential for self-sustained development is limited by the lack of development in these settlements" (GTM SDF, 2005 p: 29).

However, some LSPs have a potential to develop based on population growth or servicing function potential. Some of these settlements have well-developed social facilities and are big in size compared to the third and fourth order settlements. The LSP settlements in GTM are; viz, Kgautswana, Maakgongwane, Masakeng, Mophalema, Mampuru and Extension, Malokela A and B and Leboeng. Most of these settlements are small in sizes, and are located a distance from each other and this makes it difficult to provide public facilities unless these are sited adjacent to a movement route (taxi or buses).

#### **2.7.5.2.5 Village Service Point:**

This category of settlements in the settlement hierarchy has been identified to allow for circumstances in mainly traditional rural areas where three or more settlements are located in such a way that they are interdependent or linked to one another by means of a specific social- infrastructure. These settlements are mutually dependent on these services. The settlements are small and have small number of people. For instance, there is only one high school in Maretlwaneng, Maadiswane and Ga-mamogolo (North West of Penge).

### 2.7.5.3 Corridor development

Limpopo Employment growth and development plan (LEGDP), was developed due to the need to put in place a development framework that should guide growth and development in Limpopo. With its strong emphasis on improving the quality of life and sustainable development, the LEGDP aims to create a conducive environment for the people of the province and is identifying the following areas for corridor development:

- Dilokong corridor
- Burgersfort Stoffberg corridor
- Mining belt development

### 2.7.5.4 Strategic Located land

There are a number of strategically located portions of land in various growth points of the municipality, namely:

#### 2.7.5.4.1 Strategic land in GTM and the intended use

LAND IDENTIFICATION	INTENDED USE
Steelpoortdrift 296KT	Expansion of Burgersfort town
Appiesdooringdraai 298KT	Expansion of Burgersfort town
Dresden 304 KT	Expansion of Burgersfort town
Viljoenshoop 301 KT	Expansion of Burgersfort town
Praktiseer 275 KT	New settlement.
Olifantspoortjie 219 KT (some undeveloped portions thereof)	Expansion of Steelpoort town
Goudmyn 337 KT (some undeveloped portions thereof)	Expansion of steelpoort town

All the above portions are owned by the national government (Department of Rural Development and Land Reform). Processes are already underway by the municipality to have the land transferred from the National government to the municipality in order to develop integrated human settlements. In other instances (Praktiseer) the municipality has already taken further steps to plan for settlement expansion in order to accommodate the increasing pressure to occupy the land in search of proximity to conventional services and work opportunities.

#### 2.7.5.4.2 Land Use management

The GTM has prepared a land use scheme in term of the provisions of section 18 of the Town planning and Township ordinance; 1986 (ordinance 15 of 1986).

The scheme is only applicable in the proclaimed townships and Towns of the municipality.

The scheme is used by the municipality as a tool to determine the use of land and land uses; which is deemed to be agricultural ; and shall either be a formal rural settlement; an informal rural settlement; for which the land uses to be permitted have not been depicted by notions for the use zones

#### **2.2.7. Challenges facing land use in GTM**

- Unavailability of land use systems for municipal wide area
- Delayed finalization of Land claims
- Land invasion
- The municipality does not own strategic or potential land in the area
- Traditional Leaders are responsible for land allocation especially in the rural villages
- The area is mountainous and is full of dongas
- Scattered settlements poses threat to land development
- Inadequate funds to purchase strategically located land

#### **2.2.8. Spatial Opportunities**

- vacant strategic land around growth points
- major economic investment
- clearly defined plans adopted (SDF)
- draft LUMS for rural areas available

#### **2.2.9. Delimitation of Municipal wards**

During the past 10 (ten) years, Greater Tubatse Municipality was consisting of 29 wards and is currently having 31 (thirty one). This was published in June 2010 in terms of the Local Government Municipal Structures Act, 1998 (Act No: 117 of 1998) and the Municipal Demarcation Board notice 186 of 2010.

The Municipality consists of approximately 166 villages, 5 formally proclaimed townships with 180 voting stations. The Municipal Demarcation Board 2011 has made a proposal that the following municipal boundaries be re-determined.

- Farm de-hoop 886 KS be incorporated in GTM
- Farm Uitvlugt 887 KS be included in GTM
- Farm Buffelshoek 141 be included in GTM
- Farms 466 and 96 of Fetakgomo be included in GTM
- Farm 112 and 113 be excluded from Fetakgomo to GTM
- Portions of Farms H Oepakrantz 291 and Nooitverwacht 324 of Makhuduthamaga be included in GTM

#### **2.2.10. Land claims within GTM**

Approximately 50% of the land in Greater Tubatse Local Municipality is under claims. The claims are almost exclusively in rural areas that were part of the former Lebowa territory. Only one claim is found in near an urban area, and that is, in Steelpoort with none in Burgersfort and Ohrigstad. In the first quarter of 2007 the records of the Limpopo Land Claims Commissioner indicated that, out of 52 land claims that were lodged in GTM, 13 have been gazetted and 39 are in the process of being gazetted. The offices of the Land Claims Commissioner in Limpopo were investigating the claims, as required in terms of the Restitution Act.

Nearly 48 % of land claims have been submitted by the communities, 24 % by tribal authority, and 18 % by individual persons (private claimants). Successful land restitution is sometimes undermined by the

profile of beneficiaries who, mainly as a result of our colonial and racist past, have limited financial resources, skills, etc required for productive utilisation of the land resources once handed over to them.

**Table below indicates land claimed in GTM and status of claims**

<b>NO</b>	<b>FARM NAME</b>	<b>FARM NO</b>	<b>CLAIMED BY</b>	<b>DATE CLAIMED</b>	<b>CURRENT STATUS OF CLAIM</b>
1	Stellenbosch	91KT	<ul style="list-style-type: none"> <li>➤ Maphalla community</li> <li>➤ Babinatlou tribe</li> <li>➤ Mafefe local authority</li> <li>➤ Magadimane Ntoeng</li> </ul>	<ul style="list-style-type: none"> <li>➤ 10/13/1995</li> <li>➤ 11/9/1998</li> <li>➤ 11/4/1997</li> <li>➤ 12/28/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Dismissed</li> <li>➤ Gazetted/ Further Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
2	De paarl	97 KT	<ul style="list-style-type: none"> <li>➤ The kingdom of sekhukhune land</li> <li>➤ Roka phasha makgalanoto tribe</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/13/1998</li> <li>➤ 11/3/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Gazetted/ Further Research</li> </ul>
3	Mecklenburg	112KT	<ul style="list-style-type: none"> <li>➤ Roka phasha makgalanoto</li> <li>➤ Winter CT</li> <li>➤ Stander RHL</li> <li>➤ The kingdom of Sekhukhune land</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/3/1998</li> <li>➤ 12/29/1998</li> <li>➤ 12/28/1998</li> <li>➤ 11/13/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
4	Havercroft	99KT	<ul style="list-style-type: none"> <li>➤ Havercroft village,</li> <li>➤ Babina tlou tribe</li> <li>➤ Mmutlane community</li> <li>➤ Magadimane Ntoeng</li> </ul>	<ul style="list-style-type: none"> <li>➤ 07/29/1998</li> <li>➤ 11/9/1998</li> <li>➤ 12/9/1998</li> <li>➤ 12/28/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further Research</li> <li>➤ Gazetted/ Further Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
5	Tivoli	98KT	<ul style="list-style-type: none"> <li>➤ Mmutlane community</li> <li>➤ Magadimane Ntoeng</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/9/1998</li> <li>➤ 12/28/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
6	Putney	110KT	<ul style="list-style-type: none"> <li>➤ Mmutlane community</li> <li>➤ Magadimane Ntoeng</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/9/1998</li> <li>➤ 12/28/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
7	Croydon	120KT	<ul style="list-style-type: none"> <li>➤ Masete MA</li> <li>➤ Roka mashishi tribe</li> <li>➤ Kgwete M</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/26/1998</li> <li>➤ 11/10/1998</li> <li>➤ 11/24/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
8	Twinckenham	114KT	<ul style="list-style-type: none"> <li>➤ Winter CT</li> <li>➤ The roka mashabela</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/29/1998</li> <li>➤ 10/2/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Gazetted</li> </ul>
9	Surbiton	115KT	<ul style="list-style-type: none"> <li>➤ Magadimana ntoeng l/govt</li> <li>➤ The kingdom of sekhukhunei and</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/28/1998</li> <li>➤ 11/13/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> </ul>
10	Hackney	116KT	<ul style="list-style-type: none"> <li>➤ The roka mashabela</li> <li>➤ Magadimane Ntoeng</li> </ul>	<ul style="list-style-type: none"> <li>➤ 10/2/1998</li> <li>➤ 12/28/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further research</li> <li>➤ Research</li> </ul>
11	Forest hill	117KT	<ul style="list-style-type: none"> <li>➤ Roka mashishi tribe</li> <li>➤ Kgwete M</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/10/1998</li> <li>➤ 11/24/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> </ul>
12	Streatham	106KT	<ul style="list-style-type: none"> <li>➤ Tlokwa matlakala</li> <li>➤ Babinatlou tribe</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/10/1998</li> <li>➤ 11/9/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further research</li> <li>➤ Gazetted/ Further research</li> </ul>
13	Quartzhill	524KT	<ul style="list-style-type: none"> <li>➤ The roka mashabela</li> </ul>	<ul style="list-style-type: none"> <li>➤ 10/2/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted /Further research</li> </ul>
14	London	249KT	<ul style="list-style-type: none"> <li>➤ Thabakgolo tribe</li> <li>➤ Mapulana tribe</li> <li>➤ Malele community</li> <li>➤ Moripa TL</li> <li>➤ Thibela TM</li> </ul>	<ul style="list-style-type: none"> <li>➤ 10/28/1998</li> <li>➤ 7/20/1995</li> <li>➤ 11/9/1998</li> <li>➤ 12/9/1998</li> <li>➤ 12/3/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Dismissed</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>



NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
15	Clapham	118KT	<ul style="list-style-type: none"> <li>➤ Bakone-bamanyaka tribe</li> <li>➤ Roka mashishi tribe</li> <li>➤ Kgwele M</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/9/1998</li> <li>➤ 11/10/1998</li> <li>➤ 11/24/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
16	Fernkloof	539KS	<ul style="list-style-type: none"> <li>➤ The roka mashabela</li> </ul>	<ul style="list-style-type: none"> <li>➤ 10/2/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further research</li> </ul>
17	Winnaarshoes	250KT	<ul style="list-style-type: none"> <li>➤ The kingdom of Sekhukhune land</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/13/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
18	Driekop	253KT	<ul style="list-style-type: none"> <li>➤ Stander RHL</li> <li>➤ Driekop B Tribe</li> <li>➤ Mogane tribe</li> <li>➤ Mohlala LA</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/28/1998</li> <li>➤ 11/10/1998</li> <li>➤</li> <li>➤ N/A</li> <li>➤ 7/3/1997</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤</li> <li>➤ Gazetted/ Further research</li> <li>➤ Gazetted/ Further research</li> </ul>
19	De kom	252KT	<ul style="list-style-type: none"> <li>➤ Tswako-lekentle</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/4/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
20	Zwemkloof	283KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
21	Maandagshoek	254KT	<ul style="list-style-type: none"> <li>➤ Kgoete MR</li> <li>➤ Baropodi ba moraba</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/24/1998</li> <li>➤ 11/7/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> </ul>
22	Zwemkloof	283KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
23	Groot vygenboom	284KT	<ul style="list-style-type: none"> <li>➤ Tswako-lekentle</li> <li>➤ The kingdom of Sekhukhune land</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/4/1998</li> <li>➤ 11/13/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> </ul>
24	Garatouw	282KT	<ul style="list-style-type: none"> <li>➤ The kingdom of Sekhukhune land</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/13/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
25	Genokakop	285KT	<ul style="list-style-type: none"> <li>➤ The kingdom of Sekhukhune land</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/13/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
26	Annesley	109KT	<ul style="list-style-type: none"> <li>➤ Tlokwa matlakala</li> <li>➤ Stander RHL</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/10/1998</li> <li>➤ 12/28/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further research</li> <li>➤ Research</li> </ul>
27	Penge	108KT	<ul style="list-style-type: none"> <li>➤ Stander RHL</li> <li>➤ Roka-motshana</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/28/1998</li> <li>➤ 12/8/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> </ul>
28	Riverside	107KT	<ul style="list-style-type: none"> <li>➤ Roka-motshana</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/8/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
29	Holfontein	126KT	<ul style="list-style-type: none"> <li>➤ Roka-motshana</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/8/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
30	Weltevreden	130KT	<ul style="list-style-type: none"> <li>➤ Stander RHL</li> <li>➤ Roka-motshana</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/28/1998</li> <li>➤ 12/8/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> </ul>
31	Zamenloop	134KT	<ul style="list-style-type: none"> <li>➤ Roka-Motshana</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/8/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
32	Wimbledon	122KT	<ul style="list-style-type: none"> <li>➤ Tlokwa matlakala</li> <li>➤ Bakutswe ba Makofane tribal authority</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/10/1998</li> <li>➤ 9/15/1996</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further research</li> <li>➤ Research</li> </ul>
33	Morgenzon	125KT	<ul style="list-style-type: none"> <li>➤ Roka-motshana</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/8/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
34	Dieploof	129KT	<ul style="list-style-type: none"> <li>➤ Roka-motshana</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/8/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
35	Kromelleboog	132KT	<ul style="list-style-type: none"> <li>➤ Roka-motshana</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/8/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
36	The shelter	121KT	<ul style="list-style-type: none"> <li>➤ Winter CT</li> <li>➤ Roka-motshana</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/29/1998</li> <li>➤ 12/8/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> </ul>
37	Adendale	124KT	<ul style="list-style-type: none"> <li>➤ Bakutswe ba makofane tribal authority</li> <li>➤ Tlokwa matlakala</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1/26/1998</li> <li>➤ 11/10/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Gazetted/ Further research</li> </ul>
38	Zonneschyn	128KT	<ul style="list-style-type: none"> <li>➤ Roka-motshana</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/8/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
39	Kranskloof	131KT	<ul style="list-style-type: none"> <li>➤ Roka - motshana local government</li> <li>➤ Marota bogwasha (bapedi tribe)</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/13/1995</li> <li>➤ 12/9/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further research</li> <li>➤ Research</li> </ul>

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
40	Twyfelaar	119KT	➤ Selala village ➤ Moroga pulana tribe	➤ 10/23/1997 ➤ 11/10/1998	➤ Rejected ➤ Gazetted/ Further research
41	Koedoeskraal	123KT	➤ No claim	➤ No claim	➤ No claim
42	Frankfort	260KT	➤ No claim	➤ No claim	➤ No claim
43	Haakdoorn hoek	262KT	➤ Roka-motshana local government	➤ 12/13/1995	➤ Gazetted/ Further research
44	Groothoek	256KT	➤ No claim	➤ No claim	➤ No claim
45	Rooiboklaagte	259KT	➤ No claim	➤ No claim	➤ No claim
46	Naboomkoppies	263KT	➤ Marota Bogwasha (bapedi tribe) ➤ Roka-motshana	➤ 12/9/1998 ➤ 12/8/1998	➤ Research ➤ Research
47	Schlickmann skloof	258KT	➤ No claim	No claim	No claim
48	Steelpoortsdrieff	296KT	➤ Riba community	➤ 12/28/1998	➤ Research
49	Mooihoek	255KT	➤ No claim	➤ No claim	➤ No claim
50	Praktiseer	275KT	➤ Mosotse community ➤ Kgoete MR ➤ Mokwena NW (maroga community) ➤ Roka-malepo tribal authority	➤ 11/10/1998 ➤ 12/24/1998 ➤ 11/11/1998 ➤ 8/13/1996	➤ Dismissed
51	Derde gelid	278KT	➤ The kingdom of sekhukhune	➤ 11/13/1998	➤ Research
52	Bothashoek	276KT	➤ Mogane tribe	➤ No lodgement date	➤ Gazetted/ Further research
53	Derdegelid	277KT	➤ Derdegelid community	➤ 8/4/1998	➤ Research

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
54	Hendriksplaats	281KT	<ul style="list-style-type: none"> <li>➤ Mangabane community</li> <li>➤ Kgoete MR</li> <li>➤ Maroga JR</li> <li>➤ Mabuza VP</li> <li>➤ Nkwana HS</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/30/1998</li> <li>➤ 12/24/1998</li> <li>➤ 10/21/1996</li> <li>➤ 12/31/1998</li> <li>➤ 12/29/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further research</li> <li>➤ Gazetted/ Further research</li> <li>➤ Gazetted/ Further research</li> <li>➤ Gazetted/ Further research</li> <li>➤ Gazetted/ Further research</li> </ul>
55	Appiesboomen	295KT	➤ No claim	➤ No claim	➤ No claim
56	Steepoortsdrieff	296KT	➤ Batau ba ga mashifane group	➤ 6/15/1998	➤ Research
	Onverwacht	292KT	<ul style="list-style-type: none"> <li>➤ Rantho BM</li> <li>➤ Tjotola IN</li> <li>➤ Swazi ngobe community</li> <li>➤ Magale ME</li> <li>➤ Makofane TM</li> <li>➤ Funna PJ</li> <li>➤ Serage PS</li> <li>➤ Maphanga BS</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/08/1998</li> <li>➤ 12/15/1998</li> <li>➤ 03/31/1997</li> <li>➤ 12/17/1998</li> <li>➤ 12/01/1998</li> <li>➤ 12/09/1998</li> <li>➤ 12/15/1988</li> <li>➤ 12/16/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further research</li> <li>➤ Gazetted/ Further research</li> <li>➤ Research</li> <li>➤ Gazetted/ Further research</li> <li>➤ Gazetted/ Further research</li> <li>➤ Gazetted/ Further research</li> <li>➤ Further research</li> <li>➤ Gazetted/ Further research</li> </ul>

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
57	Doornbosch	294KT	<ul style="list-style-type: none"> <li>➤ Bengwenyam a-ya-maswazi</li> <li>➤ Mangabane community</li> <li>➤ Pulana moroga tribe</li> </ul>	<ul style="list-style-type: none"> <li>➤ 08/29/1996</li> <li>➤ 11/30/1998</li> <li>➤ 11/10/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
58	Leeuwvallei	297KT	<ul style="list-style-type: none"> <li>➤ Moteno E</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/30/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Non-Compliance</li> </ul>
59	Mooifontein	313KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
60	Buffelsdrieff	311KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
61	Winterveld	293KT	<ul style="list-style-type: none"> <li>➤ Pulana moroga tribe</li> <li>➤ Bengwenyam a-ya-maswazi</li> <li>➤ Mangabane community</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/10/1998</li> <li>➤ 08/29/1996</li> <li>➤ 11/30/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
62	Fraaiuitzicht	317KT	<ul style="list-style-type: none"> <li>➤ Mambae a msuthu i</li> </ul>	<ul style="list-style-type: none"> <li>➤ 08/30/1996</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
63	Witgatboom	316KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
64	Sterkfontein	318KT	<ul style="list-style-type: none"> <li>➤ Mambae a msuthu i</li> <li>➤ Mafefe local authority</li> </ul>	<ul style="list-style-type: none"> <li>➤ 08/30/1996</li> <li>➤ 05/31/1995</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further research</li> <li>➤ Research</li> </ul>
65	Eertegeluk	327KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
66	Glenora	339KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
67	Goudmyn	337KT	<ul style="list-style-type: none"> <li>➤ Ba besele community</li> <li>➤ Mambae a msuthu</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1996/8/30</li> <li>➤ 08/30/1996</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> </ul>
68	Elandsdoorn	341KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
69	Olifantspoortje	319KT	<ul style="list-style-type: none"> <li>➤ Mampa community</li> <li>➤ Mambae a msuthu</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1998/12/17</li> <li>➤ 08/30/1996</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted: 27/08/2004/ Further research</li> <li>➤ Research/ Further Research</li> </ul>
70	Grootboom	336KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
71	De grooteboom	340KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
72	Klipkloof	346KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
73	De goeeverwachting	332KT	<ul style="list-style-type: none"> <li>➤ Mampuru tribe</li> <li>➤ Babina-Phuti-Ba-Makola Mashego</li> <li>➤ Makola M</li> <li>➤ Magolego ME</li> <li>➤ Makola MR</li> <li>➤ Makola ME</li> <li>➤ Maimela ME</li> <li>➤ Thokoane MS</li> <li>➤ Makola SF</li> <li>➤ Tolo SS</li> <li>➤ Maimela MD</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/10/1998</li> <li>➤ 12/18/1995</li> <li>➤ 12/2/1998</li> <li>➤ 12/2/1998</li> <li>➤ 12/2/1998</li> <li>➤ 12/2/1998</li> <li>➤ 12/2/1998</li> <li>➤ 12/2/1998</li> <li>➤ 12/2/1998</li> <li>➤ 12/2/1998</li> <li>➤ 12/2/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
74	Annex grootboom	335KT	<ul style="list-style-type: none"> <li>➤ Mambae a msuthu</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1996/8/30</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted: 27/08/2004/ Further Research</li> </ul>
75	Wildebeestkraal	354KT	<ul style="list-style-type: none"> <li>➤ Bakoni ba maimela</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1998/12/17</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
76	Sterkstroom	352KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
77	Boschkloof	331KT	<ul style="list-style-type: none"> <li>➤ Babina phuti ba makola Mashego</li> <li>➤ Mampuru tribe</li> <li>➤ Bahlakwana ba rantho</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1998/11/10</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted:30/03/2007/Further research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
78	Klipplaatdrieff	349KT	<ul style="list-style-type: none"> <li>➤ Batau ba mabelane</li> </ul>	<ul style="list-style-type: none"> <li>➤ No lodgment date</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
79	Spitskop	333KT	<ul style="list-style-type: none"> <li>➤ Baleshaba community</li> <li>➤ Bahlakwana ba Rantho</li> <li>➤ Mambae a msuthu</li> <li>➤ Masha community</li> <li>➤ Choma MK</li> <li>➤ Ba mmamaro tribe</li> </ul>	<ul style="list-style-type: none"> <li>➤ 3/3/1998</li> <li>➤ 11/11/1998</li> <li>➤ 8/21/1996</li> <li>➤ 8/10/1995</li> <li>➤ 12/9/1998</li> <li>➤ 10/16/1997</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
80	Wildebeeskraal	393KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>

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81	Ironstone	847KS	<ul style="list-style-type: none"> <li>➤ Bakwena ba ga makua</li> <li>➤ Tau nkadimeng</li> <li>➤ Mogaswa manamane tribal authority</li> <li>➤ Bahlakwana ba maphopha</li> </ul>	<ul style="list-style-type: none"> <li>➤ 10/8/1997</li> <li>➤ 05/31/1995</li> <li>➤ 8/21/1996</li> <li>➤ 10/16/1997</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
82	Doornhoek	355KT	➤ No claim	➤ No claim	➤ No claim
83	Wildebeeskraal	393KT	➤ No claim	➤ No claim	➤ No claim
84	Winterhoek	350KT	➤ Batau ba ga malekane	➤	➤ Research
85	De bad	389KT	➤ Batau ba ga malekane	➤	➤ Research
86	Mooimeisjesfontein	363KT	<ul style="list-style-type: none"> <li>➤ Bahlakwana ba rantho</li> <li>➤ Babina-phuti-ba makola mashego</li> <li>➤ Mampuru tribe</li> <li>➤ Bahlakwana ba malekane tribe</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1995/12/18</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted: 30/03/2007/ Further Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
88	Droogehoek	882KS	➤ Tau nkadimeng	➤ 1998/8/12	➤ Research

9	Steelpoortdrift	365KT	➤ Malepa community	➤ 09/11/1998	➤ Gazetted: 4 May 2007/
			➤ Bahlakwane ba malekana tribe	➤ 10/08/1998	➤ Further Research
			➤ Bahlakoana ba maphopha	➤ 12/12/1995	➤ Research
			➤ Masha community	➤ 11/08/1998	➤ Research
			➤ Tau nkadimeng	➤ 12/08/1995	➤ Research
			➤ Masha nkotwane tribe	➤ 11/11/1998	➤ Research
			➤ Koomane M	➤ 12/8/1998	➤ Research
			➤ Tshehla SE	➤ 12/8/1998	➤ Research
			➤ Masha KE	➤ 12/8/1998	➤ Research
			➤ Tshehla MP	➤ 12/2/1998	➤ Research
			➤ Mokwana ML	➤ 12/2/1998	➤ Research
			➤ Matshigwana RJM	➤ 12/2/1998	➤ Research
			➤ Masha MJ	➤ 12/31/1998	➤ Research
			➤ MaabanE MC	➤ 12/2/1998	➤ Research
			➤ Tolo PT	➤ 12/2/1998	➤ Research
			➤ Tolo ME	➤ 12/2/1998	➤ Research
			➤ Utla MI	➤ 12/2/1998	➤ Research
			➤ Tshehla PE	➤ 12/2/1998	➤ Research
			➤ Molapo NW	➤ 12/2/1998	➤ Research
			➤ Choma RS	➤ 12/2/1998	➤ Research
			➤ Masha L	➤ 12/9/1998	➤ Research
			➤ Tshehla K	➤ 12/2/1998	➤ Research
			➤ Segogela NK	➤ 12/2/1998	➤ Research
			➤ Makola SS	➤ 12/2/1998	➤ Research
			➤ Tshehla NL	➤ 12/9/1998	➤ Research
			➤ Tolo PF	➤ 12/2/1998	➤ Research
			➤ Leshega ML	➤ 12/2/1998	➤ Research
			➤ Makunyane RJ	➤ 12/2/1998	➤ Research
			➤ Tshethla N	➤ 12/2/1998	➤ Research
			➤ Ndimande EM	➤ 12/2/1998	➤ Research
			➤ Makola MJ	➤ 12/2/1998	➤ Research
			➤ Marole NS	➤ 12/2/1998	➤ Research
			➤ Msiza BM	➤ 12/2/1998	➤ Research
			➤ Masha L	➤ 12/2/1998	➤ Research
			➤ Moela MF	➤ 12/2/1998	➤ Research
			➤ Masha MD	➤ 12/2/1998	➤ Research
			➤ Masha MK	➤ 12/2/1998	➤ Research
			➤ Masha MM	➤ 12/2/1998	➤ Research
			➤ Maloma MJ	➤ 12/2/1998	➤ Research
			➤ Maloma SE	➤ 12/2/1998	➤ Research
			➤ Phetla MJ	➤ 12/2/1998	➤ Research
			➤ Choma MD	➤ 12/2/1998	➤ Research



NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
			➤ MashigoanE SP	➤ 12/2/1998	➤ Research
			➤ Masha M	➤ 12/2/1998	➤ Research
			➤ Tau MS	➤ 12/2/1998	➤ Research
			➤ Masha M	➤ 12/2/1998	➤ Research
			➤ Masha MS	➤ 12/2/1998	➤ Research
			➤ Masha T	➤ 12/2/1998	➤ Research
			➤ Tau MG	➤ 12/8/1998	➤ Research
			➤ Masha MP	➤ 12/8/1998	➤ Research
			➤ Tolo ML	➤ 12/8/1998	➤ Research
			➤ Magolego TJ	➤ 12/8/1998	➤ Research
			➤ Masha M	➤ 12/8/1998	➤ Research
			➤ Moima MP	➤ 12/8/1998	➤ Research
			➤ Masha SJ	➤ 12/8/1998	➤ Research
			➤ Makola LS	➤ 12/8/1998	➤ Research
			➤ Utla H	➤ 12/8/1998	➤ Research
			➤ Monate MC	➤ 12/8/1998	➤ Research
			➤ Tshomo SM	➤ 12/8/1998	➤ Research
			➤ Masha M	➤ 12/8/1998	➤ Research
			➤ Masha M	➤ 12/8/1998	➤ Research
			➤ Mokoena TA	➤ 12/8/1998	➤ Research
			➤ Masha MJ	➤ 12/8/1998	➤ Research
			➤ Magolego MM	➤ 12/8/1998	➤ Research
			➤ Mashegoana KA	➤ 12/8/1998	➤ Research
			➤ Mokwana M	➤ 12/8/1998	➤ Research
			➤ Magolego MB	➤ 12/8/1998	➤ Research
			➤ Mosehla TA	➤ 12/8/1998	➤ Research
			➤ Magolego M	➤ 12/8/1998	➤ Research
			➤ Masha RE	➤ 12/8/1998	➤ Research
			➤ Moretsele MM	➤ 12/8/1998	➤ Research
			➤ Kubo NJ	➤ 12/8/1998	➤ Research
			➤ Miya SM	➤ 12/8/1998	➤ Research
			➤ Rantho MD	➤ 12/8/1998	➤ Research
			➤ Masha TR	➤ 12/8/1998	➤ Research
			➤ Masha M	➤ 12/8/1998	➤ Research
			➤ Makunyane S	➤ 12/8/1998	➤ Research
			➤ Dikgopo MR	➤ 12/8/1998	➤ Research
			➤ Makunyane MJ	➤ 12/8/1998	➤ Research
			➤ Toto M	➤ 12/8/1998	➤ Research
			➤ Kwale MP	➤ 12/8/1998	➤ Research
			➤ Makuwa MR	➤ 12/8/1998	➤ Research
			➤ Masha MS	➤ 12/8/1998	➤ Research
			➤ Moela MB	➤ 12/8/1998	➤ Research
			➤ Masha M	➤ 12/8/1998	➤ Research
			➤ Makola BS	➤ 12/8/1998	➤ Research
			➤ Mokwana T	➤ 12/8/1998	➤ Research
			➤ Masha S	➤ 12/8/1998	➤ Research
			➤ Masha M	➤ 12/8/1998	➤ Research

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
90	Frischgewaagd	359KT	<ul style="list-style-type: none"> <li>➤ masha community</li> <li>➤ Leshaba community</li> </ul>	<ul style="list-style-type: none"> <li>➤ 10/08/1998</li> <li>➤ 30/12/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Settled: 20 April 2002</li> <li>➤ 10/08/1995</li> </ul>
91	Tweefontein	360KT	<ul style="list-style-type: none"> <li>➤ Masha community</li> </ul>	<ul style="list-style-type: none"> <li>➤ 10/08/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
92	Driehoek	883KS	<ul style="list-style-type: none"> <li>➤ Bakwena ba makua</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/09/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
93	Aapjesboom	884KS	<ul style="list-style-type: none"> <li>➤ Malepa community</li> <li>➤ Masha community</li> <li>➤ Bahlkwana ba maphopha</li> <li>➤ Bakwena ba makua</li> <li>➤ Bathlakwana ba malekane tribe</li> <li>➤ Tau nkadimeng manganeng</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/22/1998</li> <li>➤ 12/31/998</li> <li>➤ 12/10/1998</li> <li>➤ 11/09/1998</li> <li>➤ 09/30/1995</li> <li>➤ 12/08/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further Research</li> <li>➤ Gazetted/ Further Research</li> <li>➤ Dismissed</li> <li>➤ Gazetted/ Further Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
94	Kalkfontein	367KT	<ul style="list-style-type: none"> <li>➤ Bahlakwana ba ga rantho</li> <li>➤ Masha MD</li> <li>➤ Masha commu MJ</li> <li>➤ Magolego MM</li> <li>➤ Matenche ZM</li> <li>➤ Mmokwana KS</li> <li>➤ Kgagara MJ</li> <li>➤ Maupa SB</li> <li>➤ Kgagara KD</li> <li>➤ Tusehla NS</li> <li>➤ Tshehla PM</li> <li>➤ Rantho triba authority</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/11/1998</li> <li>➤ 12/09/1998</li> <li>➤ 08/10/1995</li> <li>➤ 12/15/1998</li> <li>➤ 12/09/1998</li> <li>➤ 12/09/1998</li> <li>➤ 12/09/1998</li> <li>➤ 12/09/1998</li> <li>➤ 12/09/1998</li> <li>➤ 12/09/1998</li> <li>➤ 12/09/1998</li> <li>➤ 12/09/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further Research</li> <li>➤ Settled</li> <li>➤ Research</li> <li>➤ Settled</li> <li>➤ Settled</li> <li>➤ Settled</li> <li>➤ Settled</li> <li>➤ Settled</li> <li>➤ Settled</li> <li>➤ Settled</li> <li>➤ Settled</li> <li>➤ Settled</li> </ul>
95	Dwarsriver	372KT	<ul style="list-style-type: none"> <li>➤ Mashigwana MM</li> <li>➤ Makwana MD</li> <li>➤ Tshehla TL</li> <li>➤ Mashigwana KJ</li> <li>➤ Baleshaba community</li> </ul>	<ul style="list-style-type: none"> <li>➤ 12/09/1998</li> <li>➤ 12/09/1998</li> <li>➤ 12/15/1998</li> <li>➤ 12/09/1998</li> <li>➤ 03/03/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Gazetted/ Further</li> </ul>

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	Research
					CURRENT STATUS OF CLAIM
96	De grooteboom	373KT	➤ Masha community	➤ 08/10/1995	➤ Settled
97	Rietfontein	375KT	➤ Segwane NJ ➤ Mapyane MB ➤ Segwana SL ➤ Makunyane family ➤ Leshaba community	➤ 12/09/1998 ➤ 12/09/1998 ➤ 12/09/1998 ➤ 04/21/1998 ➤ 12/30/1998	➤ Settled ➤ Settled ➤ Settled ➤ Settled ➤ Settled
98	Buffelshoek	368KT	➤ Bahlakwana ba-ga rantho ➤ Phadzimane community ➤ Bakoni ba tau community ➤ Masha community ➤ Bakoni ba maimela	➤ 11/11/1998 ➤ 12/27/1998 ➤ 03/27/1997 ➤ 08/10/1995 ➤ 12/17/1998	➤ Settled ➤ Settled ➤ Settled ➤ Settled ➤ Settled
99	Thornccliffe	374KT	➤ No claim	➤ No claim	➤ No claim
100	Richmond	370KT	➤ Masha community ➤ Leshaba MA	➤ 08/10/1995 ➤ 12/09/1998	➤ Settled ➤ Research
101	Welgevonden	9JT	➤ Lengwadi IC ➤ Malatji MK ➤ Masha Community	➤ 1998/09/12 ➤ 11/07/1998 ➤ 11/07/1998	➤ Research ➤ Research ➤ Research
102	Mareesburg	8JT	➤ No Claim	➤ No Claim	➤ No Claim
103	St.george	2JT	➤ Ga Mawela Land Claim ➤ Masha Community	➤ 1998/10/11	➤ Referral to the Land Claims Court
104	Halena	6JT	➤ No Claim	➤ No Claim	➤ No Claim
105	Steelpoortpark	366KT	➤ Rantho Tribal Authority ➤ Maabane MB ➤ Dikgopo MF ➤ Bahlakwana Ba Ga Rantho ➤ Kgole KJ ➤ Tau MR ➤ Makgakwe MJ ➤ Bakgatla Ba Mosehla ➤ Bahlakwane Ba Malekane Tribe	➤ 1998/8/12 ➤ 05/26/1995 ➤ 11/07/1998 ➤ 10/16/1995 ➤ 12/08/1998 ➤ 05/26/1995 ➤ 05/10/1998 ➤ 1/07/1998 ➤ 16/10/1995 ➤ 11/07/1998	➤ Ptn 3,8 &13: Settled ➤ R/E, Ptn 1, 2, 4, 5, 10: ➤ Research ➤ Gazetted ➤ Research ➤ Research ➤ Research ➤ Research ➤ Research ➤ Research

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
106	Hermansdal	3JT	➤ Masha Community	➤ 10/08/1998	➤ Research
107	Der brochen	7JT	➤ Bakoni Ba Phetla	➤ 04/09/1995	➤ R/E & Ptn 7:Gazetted
108	Walhalla	1JT	➤ Bahlakwana Ba Rantho	➤ 16/10/1995	➤ Research
109	Hebron	5JT	➤ No Claim	➤ No Claim	➤ No Claim
110	Booyensdal	43JT	➤ No Claim	➤ No Claim	➤ No Claim
111	Fochabers	221KT	➤ Barapodi ba moraba	➤ 11/07/1998	➤ Research
112	Perked	223KT	➤ No claim	➤ No claim	➤ No claim
113	Chedle	137KT	➤ No claim	➤ No claim	➤ No claim
114	Godwinton	136KT	➤ No claim	➤ No claim	➤ No claim
115	Patricroft	222KT	➤ Barapodi ba moraba	➤ 11/07/1998	➤ Research
116	Nooitgedacht	227KT	➤ Magere tribal authority	➤ 05/26/1995	➤ Research
117	Frisco	267KT	➤ Bahlakwana ba rantho	➤ 10/16/1995	➤ Research
118	Chorlton	405KT	➤ Magere tribal authority	➤ 05/26/1995	➤ Research
119	Gondor	226KT	➤ No claim	➤ No claim	➤ No claim
120	Didsbury	401KT	➤ Magere tribal authority	➤ 05/26/1995	➤ Research
121	Clareton	268KT	➤ Magere tribal authority	➤ 05/26/1995	➤ Research
122	Eccles	404KT	➤ Magere tribal authority	➤ 05/26/1995	➤ Research
123	Pretoria	264KT	➤ No claim	➤ No claim	➤ No claim
124	California	228KT	➤ Magere tribal authority ➤ Molapo tribal authority ➤ Baropodi ba moraba ➤ Leboeng community	➤ 5/26/1995 ➤ 12/22/1998 ➤ 11/07/1998 ➤ 11/17/1998	➤ Research ➤ Research ➤ Research ➤ Research
125	Valencienes	265KT	➤ No claim	➤ No claim	➤ No claim
126	Fallowfield	403KT	➤ Magere tribal authority	➤ 5/26/1995	➤ Research
127	Klipfonteinhoek	407KT	➤ Magere tribal authority	➤ 5/26/1995	➤ Research
128	Alverton	274KT	➤ No claim	➤ No claim	➤ No claim

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
129	Klipfontein	270KT	➤ Magere tribal authority	➤ 5/26/1995	➤ Research
130	Ardwick	406KT	➤ Magere tribal authority	➤ 5/26/1995	➤ Research
131	Braanddraai	409KT	➤ No claim	➤ No claim	➤ No claim
132	Oldham	272KT	➤ No claim	➤ No claim	➤ No claim
133	Viljoenshoop	301KT	➤ Mafefe local authority	➤ 31/05/1995	➤ Research
134	Pains hill	271KT	➤ Morena tribe	➤ 15/03/1995	➤ Research
135	Honingnestkraans	408KT	➤ Magere tribal authority	➤ 5/26/1995	➤ Research
136	Suffolk	300KT	➤ Morena tribe ➤ Mampa community	➤ 15/03/1995 ➤ 17/12/1998	➤ Withdrawn ➤ Research
137	Perth	303KT	➤ No claim	➤ No claim	➤ No claim
138	Rietfontein	440KT	➤ Mogane tribe ➤ Magere tribal authority	➤ 31/12/1998 ➤ 5/26/1998	➤ Research ➤ Research
139	Nooitgedacht	437KT	➤ No claim	➤ No claim	➤ No claim
140	Aapiesdoorn draai	298KT	➤ Manok MH	➤ 11/21/1998	➤ Research
141	Dresden	304KT	➤ Roka-motshana ➤ Bakone ba mashishing ➤ Banareng bakgoete tribe ➤ Morena tribe	➤ 12/08/1998 ➤ 09/03/1998 ➤ 05/25/1998 ➤ 03/15/1995	➤ Research ➤ Research ➤ Research ➤ Research
142	Faugha ballagh	306KT	➤ Mafefe local authority ➤ Bakone ba mashishing ➤ Morena tribe	➤ 05/31/1995 ➤ 09/03/1998 ➤ 03/15/1995	➤ Gazetted/Further Research  ➤ Gazetted/Further Research  ➤ Research
143	Jeddo	441KT	➤ Visser JA ➤ Morena tribe ➤ Tswako-maepa tribe ➤ Morena SJ	➤ 01/22/1997 ➤ 03/15/1995 ➤ 11/12/1998 ➤ 07/03/1995	➤ Rejected ➤ Research ➤ Research ➤ Research

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
14 4	Thionville	305KT	<ul style="list-style-type: none"> <li>➤ Mafefe local authority</li> <li>➤ Bakone ba mashishing</li> <li>➤ Morena tribe</li> <li>➤ Mampa community</li> <li>➤ Mashego DT</li> </ul>	<ul style="list-style-type: none"> <li>➤ 05/31/1995</li> <li>➤ 09/03/1998</li> <li>➤ 03/15/1995</li> <li>➤ 12/17/1998</li> <li>➤ 08/08/1996</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further Research</li> <li>➤ Gazetted/ Further Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
14 5	Roodepoort	448KT	<ul style="list-style-type: none"> <li>➤ Magere tribal authority</li> <li>➤ Sekwayi tribal authority</li> <li>➤ Mashilane community</li> </ul>	<ul style="list-style-type: none"> <li>➤ 05/26/1995</li> <li>➤ 05/31/1998</li> <li>➤ 08/26/1997</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> </ul>
14 6	Longsight	307KT	<ul style="list-style-type: none"> <li>➤ Morena tribe</li> <li>➤ Tswako-maepa tribe</li> <li>➤ Morena SJ</li> <li>➤ Mafefe local authority</li> <li>➤ Mampa community</li> </ul>	<ul style="list-style-type: none"> <li>➤ 03/15/1995</li> <li>➤ 11/12/1998</li> <li>➤ 07/03/1995</li> <li>➤ 05/31/1998</li> <li>➤ 12/17/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Gazetted/ Further Research</li> <li>➤ Research</li> </ul>
14 7	Doornhoek	451KT	<ul style="list-style-type: none"> <li>➤ Magere tribal authority</li> <li>➤ Sekwayi tribal authority</li> </ul>	<ul style="list-style-type: none"> <li>➤ 05/26/1995</li> <li>➤ 08/26/1997</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
14 8	Ohrstad	444KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
14 9	Luncarty	310KT	<ul style="list-style-type: none"> <li>➤ Morena tribe</li> </ul>	<ul style="list-style-type: none"> <li>➤ 03/15/1995</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> </ul>
15 0	Kleinfontein	450KT	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>	<ul style="list-style-type: none"> <li>➤ No claim</li> </ul>
15 1	Vygenhoek	447KT	<ul style="list-style-type: none"> <li>➤ Magere tribal authority</li> <li>➤ Sekwayi tribal authority</li> <li>➤ Vygenhoek</li> </ul>	<ul style="list-style-type: none"> <li>➤ 05/26/1995</li> <li>➤ 08/26/1997</li> <li>➤ 07/16/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Gazetted/ Further Research</li> </ul>
15 2	Ohrigstad	443KT	<ul style="list-style-type: none"> <li>➤ Tswako-maepa tribe</li> <li>➤ Itsweni RH</li> <li>➤ Magere tribal authority</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/12/1998</li> <li>➤ 09/26/1997</li> <li>➤ 05/26/1995</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>

NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
153	Kleinfontein	309KT	<ul style="list-style-type: none"> <li>➤ Tswako-maepa tribe</li> <li>➤ Kgwele TE</li> <li>➤ Motone community</li> <li>➤ Morena SJ</li> </ul>	<ul style="list-style-type: none"> <li>➤ 11/12/1998</li> <li>➤ 5/11/1996</li> <li>➤ 12/21/1998</li> <li>➤ 7/3/1995</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> <li>➤ Research</li> </ul>
154	Kleinfontein	460KT	➤ No claim	➤ No claim	➤ No claim
155	Rietfontein	345KT	➤ No claim	➤ No claim	➤ No claim
156	Grootboom	485KT	➤ Kgwele TE	➤ 5/11/1996	➤ Research
157	Onverwacht	486KT	<ul style="list-style-type: none"> <li>➤ Kgwele TE</li> <li>➤ winter CT</li> <li>➤ Sihlangu ME</li> </ul>	<ul style="list-style-type: none"> <li>➤ 5/11/1996</li> <li>➤ 12/29/1998</li> <li>➤ 11/22/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further Research</li> <li>➤ Further Research</li> <li>➤ Gazetted/ Further Research</li> </ul>
158	Nooitgedacht	487KT	➤ Kgwele TE	➤ 5/11/1996	➤ Gazetted/ Further Research
158	Grootboom	491KT	➤ No claim	➤ No claim	➤ No claim
160	Louiseville	348KT	➤ Batau ba ga mabelane community	➤ 8/26/1995	➤ Gazetted/ Further Research
161	Bet'el	484KT	➤ No claim	➤ No claim	➤ No claim
162	Uitkomst	515KT	<ul style="list-style-type: none"> <li>➤ Kgwele TE</li> <li>➤ Mantshibi residence trust</li> </ul>	<ul style="list-style-type: none"> <li>➤ 5/11/1996</li> <li>➤ 12/29/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> </ul>
163	Weltevreden	516KT	➤ No claim	➤ No claim	➤ No claim
164	Boschhoek	514KT	➤ No claim	➤ No claim	➤ No claim
165	Klipplaatdrift	349KT	➤ No claim	➤ No claim	➤ No claim
166	Jackton	431KT	➤ No claim	➤ No claim	➤ No claim
167	Welgevonden	518KT	➤ No claim	➤ No claim	➤ No claim
168	Rustplaats	522KT	<ul style="list-style-type: none"> <li>➤ Magere tribal authority</li> <li>➤ Nkwane NM</li> </ul>	<ul style="list-style-type: none"> <li>➤ 5/26/1995</li> <li>➤ 12/29/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Research</li> <li>➤ Research</li> </ul>
169	Klipplaatdriest	399KT	<ul style="list-style-type: none"> <li>➤ Batau ba ga mabelane community</li> <li>➤ Mtsweni JJ</li> </ul>	<ul style="list-style-type: none"> <li>➤ 8/26/1995</li> <li>➤ 12/22/1998</li> </ul>	<ul style="list-style-type: none"> <li>➤ Settled</li> <li>➤ Research</li> </ul>
17	Welgevonden	521KT	➤ No claim	➤ No claim	➤ No claim

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NO	FARM NAME	FARM NO	CLAIMED BY	DATE CLAIMED	CURRENT STATUS OF CLAIM
17 1	Vlakfontein	520KT	<ul style="list-style-type: none"> <li>➤ Batau ba ga mabelane community</li> <li>➤ Kgwele TE</li> </ul>	<ul style="list-style-type: none"> <li>➤ 8/26/1995</li> <li>➤ 5/11/1996</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gazetted/ Further Research</li> <li>➤ Research</li> </ul>

### 2.2.11. Landownership

The landownership investigation was conducted through Aktex (Deeds Web) in large farm areas and the Provisional Valuation Roll was used in formally laid out settlements to establish trends discussed below

**Table indicated Land Situated Within Former-Lebowa Boundary**

No. Of Farms	Extent	Ownership	%
35	69320.2347	Government of Lebowa SA Development Trust Tribal Land	56
25	43251.6938	RSA	37.4
7	11793.6509	Private	9.3
67	124365		100

**Table Properties within former “whites” Republic of South Africa**

<u>No. Of Farms</u>	<u>Extent</u>	<u>Ownership</u>	<u>%</u>
15	16208.0890	Government of Lebowa SA Development Trust Tribal Land	12
13	17404.8141	RSA	13
21	103343.2545	Private	75
49	136955.1576		100

The landownership within the former Lebowa area is predominantly in the hands of the State, Government of Lebowa, SA Development Trust and a small proportion is privately owned. Some townships of GTM are owned by national government as a result of pre-1994 constitutional negotiations that saw national government as the successor in-title of all homeland government's assets. However, some of these properties have been transferred to the local authority that is an appropriate level of



government where they should be managed, viz Praktiseer Extension 1 and 2, Ga-Mapodile and Mecklenburg.

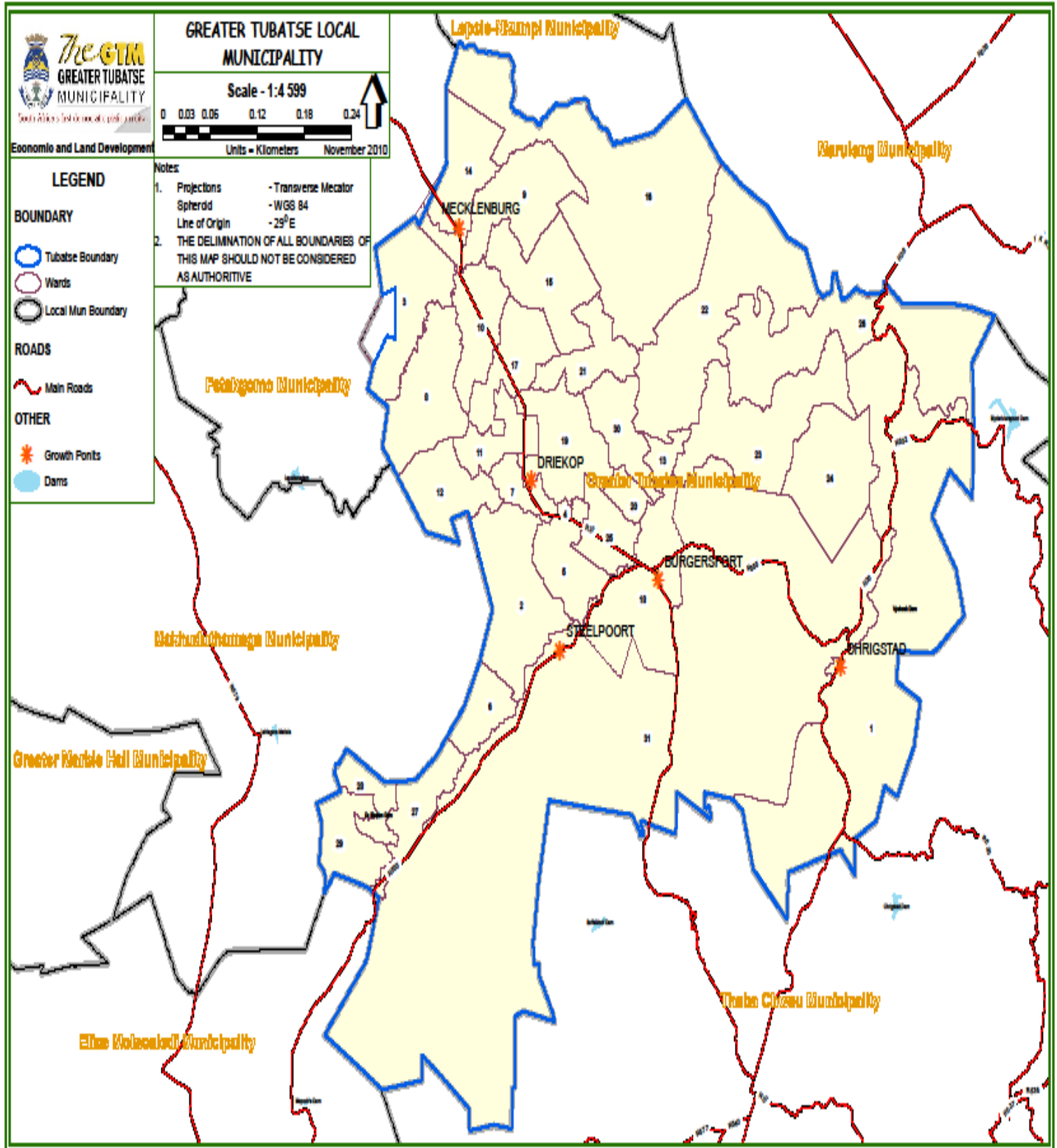
Penge on the other hand is not proclaimed as a township. It is owned by the provincial government of Limpopo and there are processes underway to formalize it since 2001/2002 to date.

In the township of Tubatse Extension 1 the erven have been transferred to residents. However many residential erven; some vacant and others built up; business erven, social facilities e.g. for churches, police stations, schools, crèches, community halls etc, are owned by the Limpopo Province government. Ordinarily the management of most social facility erven is a municipal function in terms of the constitution. This anomaly should therefore be corrected.

The balance of land within the former Lebowa territory that comprise of villages settled by various tribes or clans and vast unoccupied woodlands is owned by Republic of South Africa, Government of Lebowa, South African Development Trust and few traditional authorities.

Residents on the rural/ peri-urban settlements are allocated the land parcel that they are settled upon by traditional authorities. They neither have formal title deed nor any other real right document to the land they occupy. Theoretically these cause uncertainties as to the rights of the occupiers of the land who invariably improve it at their cost but cannot dispose their properties to whomever by transferring title deeds at Deeds Office.

Map indicates wards for GTM



### 2.2.12. Conservation Areas

The largest proportion of land in GTM area (probably in excess of 80%) is natural environment. The mines, agriculture and urban development have barely encroached on these wilderness areas. The wilderness generally comprises of bushveld and sparse grassland in limited parts of GTM. It is important to preserve the wilderness for posterity and harvest plant and animal species in a manner that preserve the habitat.

The objectives of protecting habitats for animal and plant species occurring naturally in the wilderness area should be conscious of subsistence requirements of local population and income generating tourism. The GTM area consists of vast plains of bushveld, the rugged topography, natural features such as rivers, an abundance of wildlife, bird species and flora. The expansive vacant land in the south and east is mainly owned by private individuals and in the north and west by tribal authorities. An opportunity exists to revive and re-introduce indigenous species that were previously endemic to the area.

Use of natural and biological resources will create or augment destinations for nature based tourism. Environmental investigations will be necessary before specific habitats are set-aside for such purposes.

Unfortunately no environmental investigation has been conducted to determine whether any of the Red Data species area is found in these areas.

These high-lying areas should be conserved to retain the natural vegetation and characteristics with the aim of accommodating possible future tourism. The extensive natural environment provide opportunity for tourism activities including caravan parks, hiking trails, mountain biking, sky diving, game parks, overnight accommodation, country estate, etc. There is couple of cases where the environment has been kept in its natural states through a number of private game and nature reserves.

Two areas in the municipal area have been identified as highly sensitive in terms of environment. The first lies on the northern boundary of the region along the Olifants River stretching from the villages of Marelwaneng and Makoloto up to Morathong along the R527 to Hoedspruit. The area is endowed with forestry, deep gorges and waterfalls and has been identified as the very sensitive environment area due to these features. The second is the area bordered by the R36 to Hoedspruit on the west, by R532 to Bouke's Luck on the south and the study area boundary on the north east has been identified as one of the most sensitive area.

### 2.2.13. Rural Settlements

There are two categories of rural settlement envisaged in GTM viz the traditional homesteads in villages and the country estate (see definition below) in aesthetical pleasant locals particularly around Ohrigstad. The rural settlements are those settlements that are occurring outside the provincial, district and municipal growth points and population concentration points (first order settlement) as articulated in the Limpopo Spatial Rationale, 2002. Essentially the distinguishing characteristic of the rural and urban settlements is that in the former it is expected that the households are to some degree for subsistence, economic or leisure reasons dependent on land livestock and wildlife.

The population concentration points i.e. Penge, Batau/Praktiseer, Ga-Masha and Ga-Masete are functional part of urban areas and design of the built form reflect this though some households may still till land and keep livestock. Whether or not the ploughing of land and animal husbandry is allowed, for purposes of settlement planning such settlements should be treated as extension of urban settlements as the overwhelming majority of households earn their living through employment in urban centers. All

large scale and denser housing projects such that they require urban engineering services should be located in growths points and to a very limited extent in population concentration points. Consequently these settlements should receive priority in terms of bulk infrastructure.

### **2.2.13.1. Settlement Patterns**

A stark contrast exists in the spatial structure of the GTM. These areas are associated with the division of the apartheid planning policies of the past, i.e. the 'former Lebowa homelands'. The northern part is very rural composition and subsistence-based, whilst the southern part is far more developed and has a more diversified economy, see map below.

The map above shows the general land use patterns of the municipal area. The existing spatial patterns of the GTM area is dispersed with limited hierarchy of functional order. The majority of settlements in the area have low density per km<sup>2</sup>. The majority of villages are located far apart which, of course, makes the provision and maintenance of services very costly.

These villages are furthermore too small to attain the economic thresholds required to provide social facilities in a cost-effective manner. Poor co-ordination amongst the relevant government departments, both on local and provincial levels, further aggravates the situation as there is no hierarchy or functional order in which priority areas are identified

## **2.2.14. Climate and Environmental Analysis**

### **2.2.14.1. Climate**

The weather conditions for Steelpoort, Ohrigstad and Burgersfort region as a whole is a sub-tropical by nature and conducive to agricultural production. The summer tend to be extremely hot and humid with temperatures often exceeding 35 degrees Celsius between the months of October and march, while the winters tend to be warm during the day and cool to cold at night and in the early mornings.

### **2.2.14.2. Geology**

The GTM is situated on the eastern side of the Bushveld Igneous Complex and the Transvaal geological system and is therefore underlain by both sedimentary and volcanic rock formations. Owing to the geological composition, the area is characterized by steep rising mountains, which are linked by undulating river valleys.

Minerals are found in abundance in the Bushveld Igneous Complex, which has seen the establishment of several mines in the area. The most fertile soils in the region are to be found in the lower lying areas of Burgersfort and Steelpoort, which are deep, well-drained and characteristic of deep sandy/loamy soils of exceptional quality. These soils are suitable for most agricultural purposes.

### **2.2.14.3. Topography**

The northern part of the GTM is mountainous, thereby presenting engineering challenges as far as the development and provision of infrastructure is concerned. The southern part of the GTM is high-lying and has a more moderate topography. The management of the koppies, valleys and the mountain ranges in the area is critical to ensure environmental sustainability. The GTM area is highly mountainous hence development occurs mostly in valleys. Settlements sizes are small and scattered due to extensive

broken terrain. In fact the ridges and the mountains form linear dividers between the settlements. “In certain areas the topography is very steep creating impossible mountainous terrain which is barely inhabited. The ridges further divide the municipal areas creating pockets of homogenous composition, which determine growth and development potential” (GSDM: Central Tubatse-Driekop, Praktiseer and Burgersfort: Trends Report and Detail Development Plans).

The terrain dictates that larger settlement development occurs mainly in flat, low lying areas in-between the mountain ranges. Generally the roads run at the bottom of the basin/ valleys. It is therefore not surprising that the major roads, i.e. R555, R37 and R36 and Jane Furse to Lydenburg road for most part run parallel to rivers. The position of cross-link roads is dictated by topography that is flatter to allow the road to pass through at reasonable flat grades. Where these roads pass through wide basin, particularly in former Lebowa homeland motley of settlements have grown around these major roads. In other words there is clustering of series of settlements for almost the entire length of the road, e.g. Mecklenburg-Driekop (R37), Mapareng -Tswenyane (R36) and Mampuru to Eerste Geluk (parallel to R555).

In former ‘white areas’ the spatial development is contrasting as it tends to be more nodular therefore not continuous. For example, there is approximately 20 km of vacant of intervening land between Steelpoort and Burgersfort and about 50 km between Burgersfort and Ohrigstad along R555. This land need to be managed properly for the expansion or growth of Burgersfort, Steelpoort and Ohrigstad towns.

Even the scattered rural villages have located within more developable basin almost parallel to mountain range. The central spine road (normally the bus and a taxi route) usually runs along the flatter alignment in the basin.

#### **2.2.14.4. Rivers**

There are three main rivers in the GTM, namely the Spekboom, Steelpoort and the Olifants, which is the largest. The existence and topography of these water sources present an opportunity to create water storage facilities. The construction of De hoop dam in the Steelpoort River which will be finalized in 2011 will have major benefits for agriculture, as well as for general development in the region. There is a need to carefully assess the water needs of the area, taking into consideration the development of the mining industry, which in itself need large quantities of water. Given the present water needs in the municipal area, an increase in storage facilities or the expansion of the existing storage facilities needs to be investigated.

Due to the lack of waterborne sewerage infrastructure in many of the villages, one of the major challenges is the pollution occurring in these rivers. These rivers are a major source of drinking water for the communities who do not have access to piped water. These rivers are also used for irrigation purposes for agricultural activities within the municipal area.

#### **2.2.14.5. Air quality and pollution**

Air pollutants are defined as substances which, when present at high enough concentrations, produce significant negative impacts on people and/or the environment. The main or key pollutants that are likely to be detected in the district include SO<sub>2</sub>, NO<sub>x</sub>, CO, PM and VOCs. The origin and health impacts associated with these pollutants will be discussed in a later chapter.

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

One key element, which is of paramount importance for the Greater Tubatse is to put real time air pollution monitoring measures in place as soon as is practically feasible, so as to determine the extent of the problem and/or the concentrations of air pollutants in the area of jurisdiction, since air pollution has economic and social implications. This will also allow for accurate dispersion modelling. Currently, the district has three passive air quality monitoring stations which are being monitored by an independent company. The pollutants being monitored include SO<sub>2</sub>, NO<sub>x</sub> and Fallout dust. The results that are being obtained indicate the following:

#### **2.2.14.6. Surface pollution**

The Municipality has outsourced the refuse removal services in Burgersfort Town and the contract which was supposed to elapse on 31 October 2009 has been extended up to 2013. The Service Provider appointed is The Waste Group Ingwe and Bauba Marumo Waste Management. The said Joint Venture shared responsibilities for Burgersfort town whereby Bauba Marumo Waste Management is responsible for refuse collection & street cleaning and picking up a litter while The Waste Group Ingwe is responsible for the management of landfill site.

All the waste is collected and dumped at Burgersfort municipal landfill site. Empty cans, bottles, plastics and paper are the most dumped litter in the areas of Burgersfort, Ohrigstad, Praktiseer, Steelpoort and Ga-mapodile. There are no formal litter picking done in the rural areas of Greater Tubatse Municipality. Old mining areas such as Penge, Taung, and Krommelenboog etc are regarded as the most hazardous areas due to the asbestos remains exposed either by rain and life stock.

Emphasis must also be made on the mines and agricultural activities that are currently taking place in the area in making sure that they are restricted from using hazardous chemicals that might result as a threat to the environment. There is a need for the Municipality to develop Environmental management policy and strategy in making sure that the environment is managed properly. Total amount of waste collected for 2008/09 in Greater Tubatse amounts to 32 341 m<sup>3</sup>.

#### **2.2.14.7. Challenges facing environment in GTM**

- Lack of by-laws.
- Excess littering by hawkers in the areas of Burgersfort, Steelpoort and Ohrigstad
- Community with little education on environmental issues
- The Municipality has insufficient capacity on environmental management issues
- Mining activities causing serious threat to environment
- High Traffic volume

## **Ranked needs of Greater Tubatse Municipality**

The following 10 needs are ranked in-accordance with the order of their priority:

1. Water
2. Electricity
3. Roads and storm water drainage
4. Waste removal
5. Housing
6. Cemeteries
7. Land acquisition
8. Hawkers stalls
9. Sports and recreational facilities
10. Street and traffic lights

## SECTION 3: STRATEGY

The Greater Tubatse municipality had its strategic planning session from the 1<sup>st</sup> to 3<sup>rd</sup> February 2012 in Polokwane (Land Mark Lodge)

Objectives of the session were as follows:

- To develop a perspective of the imperatives driving the need for repositioning;
- Conducting an assessment of the current state and performance of the municipality
- Develop a set of principles and operating framework that reflects a repositioning of the municipality
- Develop strategies to attain the proposed outcomes and indicators in the IDP and SDBIP
- Align the strategies to the perspective based on the balanced scorecard that will be used to monitor and evaluate the performance of the municipality on achieving the desired outcomes and indicators

### Methodology and Approach

The approach adopted to achieve the above stated objectives of the workshop was underpinned by a strategic paradigm which focused on the movement between the current and the desired state of GTM. To accomplish this, the workshop was designed in four modules and delivered over three days.

### **GTM vision:**

**“A developed platinum city for the benefit of all”**

### **GTM Mission:**

- **Accountable through active community participation**
- **Economic advancement to fight poverty and unemployment**
- **Render accessible, sustainable and affordable services**
- **Municipal transformation and institutional development**
- **Sustainable livelihoods through environmental management**

### **GTM Values:**

- Mutual respect
- Commitment
- Transparency
- Accountability
- Discipline
- Integrity



### 3.1 KPA: 1.

#### Institutional development and Transformation:

**STRATEGIC OBJECTIVE:** Improve organizational cohesion and effectiveness

Problem statement	Objectives	Strategies	Performance indicator	Baseline	5 YEARS TARGETS				
					12/13	13/14	14/15	15/16	16/17
Poor organizational culture resulting in poor service standards and turnaround times	To build a disciplined organizational culture by 2013	Develop; review and enforce policies	100% implementation of policies to instil discipline	70% of HR policies implemented	30%	100%	100%	100%	100%
Inadequate utilization of workforce	To ensure optimal utilization of the available workforce by 2013	Review and implement performance policy	100% utilization of workforce	80% of workforce fully utilized	20%	100%	100%	100%	100%
Skills shortage	To capacitate GTM Employees for optimal service delivery by 2015	Facilitate skills development	100% capacitating of Employees	70% Employees capacitated	10%	10%	10%	100%	100%
Limited powers and functions	To acquire additional power and functions that will impact positively on service delivery and improve GTM revenue base by 2014.	Lobby for additional functions with relevant stakeholder	100% water and electricity authority	0%	50%	50%	100%	100%	100%
Inadequate contract management	To ensure that all contracts are beneficial to the municipality by 2013	Review available contracts	100% contracts beneficial to GTM	90% contracts beneficial to GTM	10%	100%	100%	100%	100%
Lack of effective stakeholder management framework resulting in inadequate co-ordination of inter-governmental relations	To build sound stake holder relations by 2014	Facilitate coherent stakeholder participation	90% stake holder relations	80%	5%	5%	100%	100%	100%
Lack of coordinated implementation and enforcement of developmental, administrative, human resources	To minimize litigations by implementing Employee benefits by 213	Policy and legislative compliance	100% elimination of HR litigations	10%	100%	100%	100%	100%	100%
Lack of monitoring and evaluation for LLF	To build a conducive relationship by monitoring implementation of LLF resolutions by 2013	Monitoring and evaluation of stakeholder framework	100% implementation of LLF resolutions	90% of LLF resolutions are implemented	100%	100%	100%	100%	100%
Bloated organizational structure	To reduce the salary bill to a minimum requirement by 2017	Review Organogram	35% of the total budget to be utilized for salaries	45% of the total budget is for salary bill	45%	42%	40%	38%	35%

### 3.2 KPA 2: Infrastructural development and basic service delivery:

**STRATEGIC OBJECTIVE:** Eradicate backlogs in order to improve access to services and ensure proper maintenance.

Problem statement	Objectives	Strategies	Performance indicator	Baseline	5 years Targets				
					12/13	13/14	14/15	15/16	16/17
Aging infrastructure	To ensure cost effective, efficient and responsive economic infrastructure network and assets by 2017	Infrastructure investment framework	80% effective infrastructure	50%	5%	10%	5%	5%	5%
Inadequate bulk infrastructure	To ensure availability of bulk infrastructure for the attraction of new developments by 2017	Infrastructure investment framework	25% availability of bulk services	5%	2%	5%	5%	5%	3%
lack of public amenities (parks and sports facilities)	To improve social cohesion within GTM by 2016	Promotion of social cohesion	30% construction of public amenities	10%	5%	5%	5%	5%	5%
Ineffective waste management plan	To deliver integrated solid waste services by 2015	Finalize PPP for waste	100% delivering of solid waste service	20%	35%	35%	10%	100%	100%
Inadequate implementation of Infrastructure investment plan	To ensure improvement on infrastructural development for GTM by 2017	infrastructure investment plan	60% implementation of infrastructure investment plan	10%	10%	10%	10%	10%	10%

Problem statement	Objectives	Strategies	Performance indicator	Baseline	5 years Targets				
					12/13	13/14	14/15	15/16	16/17
High electricity back logs	To reduce electricity backlogs by half in 2017	Accelerate electricity connection  Acquire electricity Authority status	100% reduction of electricity backlogs	65% of households have electricity connections	5%	5%	5%	5%	15%
High road and transport facilities infrastructure back logs	To improve accessibility and mobility of transport by 2017	Co-ordinate and regulate transport	25% reduction of roads backlogs	95% of access roads are in bad state	5%	5%	5%	5%	5%
			25% reduction of access bridges backlogs  50% implementation of integrated transport plan  100% regulation of traffic in GTM	50% of areas are not connected by access bridges  70% of areas do not have transport facilities  50% of areas in GTM are not regulated	5%  10%	5%  10%	5%  10%	5%  10%	5%  10%

Problem statement	Objectives	Strategies	Performance indicator	Baseline	5 years Targets				
					12/13	13/14	14/15	15/16	16/17
High housing back logs	To reduce housing backlog with 10% in GTM by 2017	Lobby for additional hosing allocations	10% reduction of housing backlogs	20% of households do not have decent houses	2%	2%	2%	2%	2%
High water and sanitation back logs	To reduce water and sanitation backlogs with 30% by 2017	Acquire water Authority status	30% reduction of water and sanitation backlogs	10% of households have house connections	5%	5%	5%	5%	5%
Inadequate TV network and cell-phone receptions	To ensure that TV and cell-phone network coverage for GTM is improved by 2016.	Resource mobilization	50% improvement o both TV; radio and cell phone network	50% of areas do not have access to service	10%	10%	10%	10%	10%
Environmental degradation	To create a healthy environment for the community of Tubatse by 2030	Restoration and preservation of the environment	50% improvement of environment of GTM	90% of households do not access the service	10%	10%	10%	10%	10%

### 3.3 KPA 3: Local economic development:

**STRATEGIC OBJECTIVE:** Create an environment that promotes the development of the local economy and facilitate job creation.

Problem statement	Objectives	Strategies	Performance indicator	Baseline	5 years Targets				
					12/13	13/14	14/15	15/16	16/17
Unavailability of skills needed in the mines from the local communities	To ensure that skills needed in the mines is obtained from the local communities by 2017	Lobby for skills needed in the mines to be offered by FET.	50% of skills needed in the mines is available in GTM	25%	5%	5%	5%	5%	5%
High rate of unemployment and poverty resulting in increased crime rate	To ensure that households do not rely on grants and that are self sustainable	Decentralise economic growth	25% reduction of unemployment rate	70% unemployment rate	5%	5%	5%	5%	5%
Immigration/migration/influx and social ills	To ensure accurate data development for accurate planning by 2014.	Reliable research to be conducted	100% data available for planning	50% data available for planning	25%	25%	100%	100%	100%
Uncoordinated presidential node status	To improve on planning and ensure forward planning in all areas by 2013	Develop vision 2030 blue print	100% development of credible IDP	100% credible IDP	100%	100%	100%	100%	100%
			100% Development of vision 2030 blue print by 2014	5% of information available for the development of the document	80%	15%	100%	100%	100%
Inadequate beneficiation of the local communities from the economic activities in the area.	To grow the local economy with 6% by 2017	Develop jobs for the local economy  30% of 2012/13 budget to be spent locally.	60% beneficiation of the local community from the economic activities available in GTM by 2017	30% of economic activities taking place in GTM benefits the local community	5%	5%	5%	5%	10%

### 3.4 KPA 4: Financial Viability:

**STRATEGIC OBJECTIVE:** to improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and system.

Problem statement	Objectives	Strategies	Performance indicator	Baseline	5 years Targets				
					12/13	13/14	14/15	15/16	16/17
Low revenue and collection base due to limited powers and functions resulting in unstable cash flow	To Improve revenue base with 25% by 2017	Lobby for additional functions  Address none payment culture	65% improvement of revenue collection by 2017	40%	5%	5%	5%	5%	5%
Inadequate asset management	To ensure effective, efficient and responsive economic infrastructure network and assets by 2017	Enforce Asset management policy  Technology refresh and continuous infrastructure maintenance	100 % effectiveness and efficiency of economic infrastructure network by 16/17	70%	5%	5%	5%	5%	10%
Poor budget management (planning implementation and review and reporting	To ensure that GTM budget is credible by 2013	Benchmark with market prices	100 % management of budget by 13/14	80%	20%	100%	100%	100%	100%
Poor IT system	To Improve IT systems and network by 2013	Enforce IT policies	100 % improvement of IT system by 13/14	60%	40%	100%	100%	100%	100%
Inadequate implementation of supply chain management policy	To ensure legislative compliance to SCM policy by 2013	Review supplier data base in compliant with MFMA	100 % implementation of SCM policy by 12/13	100%	100%	100%	100%	100%	100%
Inadequate legislative compliance and reporting	To ensure legislative compliance and reporting	Strive for clean audit by 2014	100% legislative compliance and reporting by 13/14	90%	100%	100%	100%	100%	100%

### 3.5 KPA 5: Good Governance and Public Participation.

**STRATEGIC OBJECTIVE: Promote a culture of participatory and good governance**

Problem statement	Objectives	Strategies	Performance indicators	Baseline	5 years Targets				
					12/13	13/14	14/15	15/16	16/17
In-sufficient political championship and accountability	To ensure sufficient political championship and accountability	Facilitate skills development for Councillors	100% political championship and accountability by 2013	80%	50%	50%	100%	100%	100%
Qualified Audit opinion	To Ensure clean Audit by 2014	Facilitate policy and legislative compliance	100% clean audit by 2014	Qualified audit opinion	90%	100%	100%	100%	100%
Inadequate communication	To ensure that GTM is portrayed in ways that restores trust in local government	Facilitate coherent stakeholder participation and coordination	100% communication systems available by 2013	80%	100%	100%	100%	100%	100%
Inadequate enforcement of by-laws	To promote stability in the municipal area	Facilitate coherent stakeholder participation and coordination	100% enforcement of by-laws by 2014	80%	10%	10%	100%	100%	100%
Inadequate participation and stakeholder relations	To Promote civic education	Advocate and lobby for literacy interventions	50% participation and stakeholder relations by 13/14	30%	10%	10%	50%	50%	50%
Inadequate policy and legislative compliance	To Improve on policy and legislative compliance	Enforce on policy and legislative compliance	100% policy and legislative compliance by 2013	80%	10%	10%	100%	100%	100%

Problem statement	Objectives	Strategies	Performance indicators	Baseline	5 years Targets				
					12/13	13/14	14/15	15/16	16/17
Limited functionality of PMS	To Instil performance culture and reporting	Review and implement PMS policy	100% implementation of PMS by 2017	10%	30%	20%	20%	10%	10%
Limited functionality of Risk management	To optimally manage risks in order to achieving the municipal vision.	Capacitate risk unit	100% functionality of risk management by 2013	30%	70%	100%	100%	100%	100%
Limited functionality of ward committees	To Instil culture of reporting	Facilitate skills development for Ward committees	100% reporting by ward committees by 2013	80%	10%	10%	100%	100%	100%
High HIV/AIDS infections in the area	To improve social cohesion in GTM	Implement HIV/AIDS strategy	100% special focus group are taken care of by 2016	60%	10%	10%	10%	10%	100%



### 3.6 KPA 6: Spatial Rationale

**STRATEGIC OBJECTIVE:** create a conducive environment for human settlement and business

Problem statement	Objectives	Strategies	Performance indicators	Baseline	5 years Targets				
					12/13	13/14	14/15	15/16	16/17
Unavailable land use system for municipal wide area and access to land	To ensure integrated human settlements	Formalise settlements  Facilitate Integrated sustainable human settlements	100% development of municipal wide land use management system by 2013	Land use system available only covers proclaimed areas	100%	100%	100%	100%	100%
			100% development of municipal wide SDF	SDF available only covers proclaimed areas	100%	100%	100%	100%	100%
Lack of municipal owned land	To ensure that the municipality own land for development	Acquire land for development	50% acquiring of strategically located land for development by 2014	All Strategically located land owned by private owners and Govt. departments	25%	25%	100%	100%	100%
Delayed finalization of land claims	To ensure that land claims are finalized	Facilitate finalization of land claims with the commission	50% of claims finalized by 2016	10% claims processed	15%	15%	15%	5%	50%
Land invasion	To ensure sustainable human settlements	Formalise settlements	100% capping of strategic land invasions by 2013	20% of strategic land is invaded	100%	100%	100%	100%	100%

## SECTION 4: PROJECT PHASE

### 4.1 Greater Tubatse Municipal Projects/Programs

#### KPA 1: Institutional development and transformation

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To build a disciplined organizational culture by 2013	Review and enforce HR policies	Review and enforce HR policies	GTM	% progress in review of HR policies	150 000	165 000	181 000
				Turnaround time in processing leave applications			
				% progress development of HR systems			
				% progress implementation of HR systems			
				% progress in the development of Employment Equity plan			
				% achievement of Employment Equity plan target			
				# of employee's wellness programs implemented.	400 000	440 000	484 000
				% progress implementation of occupational health and safety program	220 000	242 000	266 200

				% compliance with hygiene standards for office cleanliness  % compliance with statutory/bargaining council regulations  # of leave reconciliation reports generated in congruency to finance  # of Employee profile submitted to council			
To ensure optimal utilization of workforce	Review and implement performance management policy	Performance management program	GTM	% progress implementation of PM program  # of Performance reports	250 000	275 000	302 500

				<p>submitted to council</p> <p># of individual performance reviews ( section 57) conducted</p> <p># of section 57 manager signed performance agreements</p> <p>% progress in the development of 2013/14 SDBIP</p>			
To capacitate GTM Employees for optimal service delivery by 2015	Facilitate skills development	Skills development program	GTM	<p># of skill development report served in council</p> <p>% progress implementation of 2012/13 skills program</p>	880 000	968 000	1 064 800
To acquire additional power and functions that will impact positively on service delivery and improve GTM revenue base by 2014	Acquire water and electricity functions with the relevant stakeholders	Additional power and functions	GTM	% progress lobby for additional power and functions	00	00	00
To build sound stake holder relations by 2014	Develop and implement stakeholder management framework for GTM	Stakeholder management framework	GTM	% progress development of stakeholder management framework	00	00	00
	Ensure optimal utilization of the available workforce by 2013	Organizational structure	GTM	<p>% progress review of organization structure</p> <p>% progress development of job descriptions for all employees</p> <p>% progress implementation of job descriptions</p>	00	00	00

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To minimize litigations by implementing Employee benefits by 2013	Implementation of LLF resolutions	LLF programs	GTM	% functionality of LLF  Turnaround time in facilitating grievance settlement	00	00	00
To reduce the salary bill to a minimum requirement by 2017	Effect appointments only on critical positions and freeze positions that are not critical.	Appointments on vacant positions	GTM	% new appointments made against budgeted posts  Turnaround time in filling budgeted vacant posts			
To ensure that all contracts are beneficial to the municipality by 2013	Review the current lease agreements and implement the reviewed leases.	Lease agreements and Legal Issues	GTM	% progress review of current lease agreements  % progress implementation of the reviewed lease agreements	2 000 000	2 200 000	2 420 000
To minimize litigations by implementing Employee benefits by 2013	Implementation of the collective agreement on conditions of services for the Limpopo division issued by The South African Local Government Bargaining Council	Collective agreement on conditions of services.	GTM	% progress implementation of the collective agreement on conditions of services	00	00	00

**KPA: 2 Infrastructural development and basic service delivery**

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To ensure cost effective, efficient and responsive economic infrastructure network and assets by 2017	Optimal maintenance of municipal infrastructure.	Operations and Maintenance of infrastructure	GTM	% progress maintenance of street lights , Apollo lights and robots	3 400 000	3 740 000	4 114 000
				% progress maintenance of roads and bridges	6 000 000	6 600 000	7 260 000
				% progress maintenance of offices			
				% progress maintenance of Halls			
				% progress maintenance of public works infrastructure	100 000	110 000	121 000
				% progress maintenance of cemeteries			
				% compliance to the developed Cemetery management system	6 000 000	6 600 000	7 260 000
				Turnaround time in fixing of streetlights and Apollo lights			
				Turnaround time in fixing traffic lights			
				Turnaround time in fixing roads and Bridges			
				% progress maintenance of Thusong canters			
				% progress maintenance of Tele centers.			

**KPA: 2 Infrastructural development and basic service delivery**

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To ensure availability of bulk infrastructure for the attraction of new developments by 2017	Identification and lobby for construction of Bulk infrastructure projects	Bulk infrastructure projects	GTM	% progress lobby for the construction and extension of Burgersfort sewerage plant  % progress lobby for the construction and extension of Burgersfort bulk water treatment plant  % progress lobby for the construction of Burgersfort ring roads	00	00	00
To improve social cohesion within GTM by 2016	Development of public amenities like sports facilities, parks etc.	Public amenities development	GTM	% progress development of Mapodile sports facility  % progress development of parks  % progress development of Burgersfort stadium  % progress development of rural libraries			

**KPA: 2 Infrastructural development and basic service delivery**

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To improve social cohesion within GTM by 2016	Development of public amenities like sports facilities, parks etc.			% progress fencing of cemeteries	R2 500 000	00	00
				% progress establishment Burgersfort cemetery  % progress fencing of rural cemeteries			
To reduce electricity backlogs by half in 2017	Lobby for more electricity connections in GTM	Electricity acceleration program	GTM	% progress lobby for electricity authority  % progress implementation of FBE	3 900 000	4 290 000	4 719 000
To reduce water and sanitation backlogs with 30% by 2017	Lobby for more water and sanitation projects for GTM	Water and sanitation additional projects	GTM	% progress lobby for water and sanitation authority  % progress implementation of water and sanitation projects  % progress development of water study for GTM	00	00	00



Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To reduce housing backlog with 10% in GTM by 2017	Lobby for more housing allocations for GTM	Housing allocations	GTM	% progress lobby for more housing allocations  # of housing report submitted to council  Turnaround time in responding to /referring to housing challenges  % progress with facilitation of Burgersfort Extension 10 Social Housing project	00	00	00
To ensure that TV and cell-phone network coverage for GTM is improved by 2016.	Lobby with SANTECH and other authorities for TV; radio and improved cell-phone coverage in GTM	TV; radio and cell phones network coverage	GTM	% progress lobby with SANTECH and other authorities for TV; radio and cell phone network coverage  % progress installation of TV; Radio and Cell phone network coverage in GTM	00	00	00
To improve accessibility and mobility of transport by 2017	High road and transport facilities infrastructure back logs	Construction of new roads and transport facilities		% progress in extension of Praktiseer testing station  % progress in construction of new transport facilities  % progress regulation of traffic in GTM	00	00	00

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To improve accessibility and mobility of transport by 2017	Capacitate GTM public works unit	Public works program	GTM	% progress lobby for additional public works equipments from the mines	00	00	00
				% progress procurement of additional public works equipments	6 000 000	6 600 000	7 260 000
				% progress maintenance of public works equipments	6 000 000	6 600 000	7 260 000
To improve accessibility and mobility of transport by 2017	Lobby for upgrading and maintenance of existing road infrastructure by District, Province and SANRAL	District; Provincial and National roads upgrading program	GTM	% progress lobby for upgrading of new roads by District; Province and National Departments	00	00	00
				% progress lobby for maintenance of existing roads infrastructure by District; Province and National departments	00	00	00

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To improve accessibility and mobility of transport by 2017	GTM new internal roads upgrading.	Internal roads upgrading	GTM	% progress grading of GTM internal roads  % progress maintenance of GTM internal roads  Total KM of road graded against total KM of gravel roads  # of emergency requested and responded to	00	00	00
To ensure availability of bulk infrastructure for the attraction of new developments by 2017	Full implementation of infrastructure investment plan	Infrastructure investment plan	GTM	% progress implementation of infrastructure investment plan  # of projects progress report submitted to council			
To create a healthy environment for the community of Tubatse by 2030	Create a healthy environment for the community of GTM	PPP Solid waste program	GTM	% progress finalization of the PPP contracts  % progress implementation of PPP solid waste projects/program	16 875 500	18 563 050	20 419 355
		Emulsion of Gases	GTM	% progress coordination of reduction of emulsion of gases by mines	00	00	00
		Planting of trees	GTM	# of Arbor Day celebration held  # of trees planted	00	00	00
		Parks and Gardens		% progress development of new parks  % progress in debushing and maintenance of open spaces  % progress maintenance of the parks	00	00	00

## 4.2 Electrification projects implemented by GTM and DoE

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To reduce electricity backlogs by half in 2017	Electrification of villages to reduce backlogs in GTM	Mafarafara electrification program	DoE	% progress electrification of Mafarafara village			
		Malepe electrification program	DoE	% progress electrification of Malepe village			
		Moraba electrification program	DoE	% progress electrification of Moraba village			
		Motshana electrification program	DoE	% progress electrification of Motshana village			
		Mokgotho electrification program	DoE	% progress electrification of Mokgotho village			
		Maretlwaneng electrification program	DoE	% progress electrification of Maretlwaneng village			
		Mankele electrification program	DoE	% progress electrification of Mankele village			
		Mamogolo electrification program	DoE	% progress electrification of Mamogolo village			
		Lefahla electrification program	DoE	% progress electrification of Lefahla village			
		Kutollo electrification program	DoE	% progress electrification of kutollo village			

### 4.3 Operation Mabone Program/ Acceleration of electrification of Households

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
		<b>Operation Mabone Program</b>					
To reduce electricity backlogs by half in 2017	Introduction of electricity acceleration program.	Sekopung/makofane/pidima	GTM	% progress electrification villages			
		Makgalane / Banareng	GTM	% progress electrification villages			
		Mokopung	GTM	% progress electrification villages			
		Taung/Matokomane/Makot aseng	GTM	% progress electrification villages			
		Dithamaga	GTM	% progress electrification villages			
		Leboeng/new stands	GTM	% progress electrification villages			
		Buffelshoek	GTM	% progress electrification villages			
		koppie	GTM	% progress electrification villages			
		Mokutung	GTM	% progress electrification villages			
		France (install feeder split and connect)	GTM	% progress electrification villages			
		Mandela park (install feeder split and connect)	GTM	% progress electrification villages			
		Kampeng(install feeder split and connect)	GTM	% progress electrification villages			
		Maputle (install feeder split and connect)	GTM	% progress electrification villages			
		Dibakwane (install feeder split and connect)	GTM	% progress electrification villages			
		Bazelona (install feeder split and connect)	GTM	% progress electrification villages			

#### 4.4 Greater Tubatse Municipal Capital Projects

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value				
					12/13	13/14	14/15	15/16	16/17
		Burgersfort Internal Street	MIG	% progress for construction of Burgersfort Internal Street	R3 140 000	R6 000 000	R7 000 000	R9 000 000	
		Ohrigstad Internal Street	MIG	% progress for construction of Ohrigstad Internal Streets	R2 500 000	00	R3 500 000	00	00
		Praktiseer Internal Street	MIG	% progress for construction of Praktiseer Internal Street	R3 000 000	00	R4 500 000	R5 000 000	00
		Alverton Access Bridge	MIG	% progress for construction of Alverton Access Bridge	R2 500 000	00	00	00	00
		Kampeng Access Bridge	MIG	% progress for construction of Kampeng Access Bridge	R2 900 000	00	00	00	00
		Phiring Access Bridge	MIG	% progress for construction of Phiring Access Bridge	R3 000 000	00	00	00	00
		Mahlakwena Access Bridge	MIG	% progress for construction of Mahlakwena Access Bridge	R3 800 000	00	00	00	00

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value				
					12/13	13/14	14/15	15/16	16/17
		Madifahlane Access Bridge	MIG	% progress for construction of Madifahlane Access Bridge	R3 800 000	00	00	00	00
		Thokwane / Shakung Access Bridge	MIG	% progress for construction of Thokwane / Shakung Access Bridge	R6 400 000	00	00	00	00
		Tsatsapane Access Bridge	MIG	% progress for construction of Tsatsapane Access Bridge	00	R3 800 000	00	00	00
		Modubeng Access Bridge	MIG	% progress for construction of Modubeng Access Bridge	00	R3 800 000	00	00	00
		Pidima / Maakubu Access Bridge	MIG	% progress for construction of Pidima / Maakubu Access Bridge	00	R5 400 000	00	00	00
		Ga-Malepe Access Bridge	MIG	% progress for construction of Ga-Malepe Access Bridge	00	R3 800 000	00	00	00
		Ga-Maphopha Access Bridge	MIG	% progress for construction of Ga-Maphopha Access Bridge	00	R6 400 00	00	00	00
		Kgautswane Access Bridge	MIG	% progress for construction of Kgautswane Access Bridge	00	R5 600 000	00	00	00

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value				
					12/13	13/14	14/15	15/16	16/17
		Ga-Motshana Access Bridge	MIG	% progress for construction of Ga-Motshana Access Bridge	00	00	R5 400 000	00	00
		Mpuru Access Bridge	MIG	% progress for construction of Mpuru Access Bridge	00	00	R6 400 000	00	00
		Madithongwana Access Bridge	MIG	% progress for construction of Madithongwana Access Bridge	00	00	R6 400 000	00	00
		Diphala/ Makhwaya Access Bridge	MIG	% progress for construction of Diphala / Makhwaya Access Bridge	00	00	R5 400 000	00	00
		Habeng Access Bridge	MIG	% progress for construction of Habeng Access Bridge	00	00	00	R5 400 000	00
		Mabocha Access Bridge	MIG	% progress for construction of Mabocha Access Bridge	00	00	00	R5 400 000	00
		Leboeng Access Bridge	MIG	% progress for construction of Leboeng Access Bridge	00	00	00	R3 800 000	00
		Mapodile sports complex	MIG	% progress for construction of Mapodile sport complex	R5 200 000	R7 000 000	R9 000 000	00	00



Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value				
					12/13	13/14	14/15	15/16	16/17
		Establishment of Ngwaabe sport complex	MIG	% progress for establishment of Ngwaabe sport complex	00	00	00	00	00
		Establishment of Ohrigstad sport complex	MIG	% progress for establishment of Ohrigstad sport complex	R500 000	R1 200 000	R2 000 000	R4 000 000	R7 000 000
		Establishment of Praktiseer sport complex	MIG	% progress for establishment of Praktiseer sport complex	00	00	00	R1 000 000	R4 000 000
		Establishment of Driekop sport complex	MIG	% progress for establishment of Driekop sport complex	00	00	00	00	00
		Development of arts and culture centre	MIG	% progress for development of arts and culture	00	00	R3 000 000	R1 000 000	R4 000 000
		Kutollo	DoE	% progress for Kutollo electricity supply	00	00	00	00	00
		Refurbishment of Burgersfort library	MIG	% progress for the refurbishment of Burgersfort Library	00	R2 000 000	R2 000 000	00	00
		Establishment of Burgersfort Cemetery	MIG	% progress for the establishment of Burgersfort Cemetery	00	00	R2 000 000	R2 000 000	00
		Fencing of rural cemetery	MIG	% progress for the fencing of rural cemeteries	R2 500 000	00	00	00	00

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value				
					12/13	13/14	14/15	15/16	16/17
		Burgersfort Hawkers Facilities	MIG	% progress for construction of Burgersfort hawkers facilities	R400 000	00	00	00	00
		Praktiseer Hawkers Facilities	MIG	% progress for construction of Praktiseer hawkers facilities	R400 000	00	00	00	00
		Burgersfort Landfill Site and Closure Permit	MIG	% progress for Burgersfort Landfill site and closure permit	R2 000 000	00	00	00	00
		Establishment of Burgersfort testing station	MIG	% progress for establishment of Burgersfort testing station	00	R400 000	R1 000 000	R1 600 000	00
		Upgrading of Steelpoort road worthy centre	MIG	% progress for upgrading of Steelpoort road worthy centre	00	00	00	00	00
		Street lighting for ward 01	MIG	% progress construction			R 3 000 000		
		Ward 04 library	MIG		00	00	00	00	R 3500 000
		Mafate river access bridge	MIG	% progress construction	00	00	R 3500 000	00	00
		Tjate access bridge	MIG	% progress construction	00	00	R 4000 000	00	00
		Ward 09 community hall	MIG	% progress construction	00	00	00	R 4000 000	00
		Maroga school access bridge	MIG	% progress construction	00	00	R 4000 000	00	00
		GTM public works program	MIG	% progress purchasing of public works	R9 700 000	00	00	00	00

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value				
					12/13	13/14	14/15	15/16	16/17
		Burgersfort Hawkers Facilities	MIG	% progress for construction of Burgersfort hawkers facilities	R400 000	00	00	00	00
		Praktiseer Hawkers Facilities	MIG	% progress for construction of Praktiseer hawkers facilities	R400 000	00	00	00	00
		Burgersfort Landfill Site and Closure Permit	MIG	% progress for Burgersfort Landfill site and closure permit	R2 000 000	00	00	00	00
		Establishment of Burgersfort testing station	MIG	% progress for establishment of Burgersfort testing station	00	R400 000	R1 000 000	R1 600 000	00
		Upgrading of Steelpoort road worthy centre	MIG	% progress for upgrading of Steelpoort road worthy centre	00	00	00	00	00
		Street lighting for ward 01	MIG				R 3 000 000		
		Ward 04 library	MIG		00	00	00	00	R 3500 000
		Mafate river access bridge	MIG		00	00	R 3500 000	00	00
		Tjate access bridge	MIG		00	00	R 4000 000	00	00
		Ward 09 community hall	MIG		00	00	00	R 4000 000	00
		Maroga school access bridge	MIG		00	00	R 4000 000	00	00

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value				
					12/13	13/14	14/15	15/16	16/17
		Morokadieta access bridge	MIG		00	00	00	R 3500 000	00
		Nonyane access bridge	MIG		00	00	00	00	R 3500 000
		Mankgaganyane access bridge	MIG		00	00	00	00	R 3500 000
		Magobading cemetery	MIG		00	00	00	00	R 1000 000
		Ga-malwane access bridge	MIG		00	00	00	R 3500 000	00
		Barcelona	MIG		00	00	R 3000 000	00	00
		Sehlabeng access bridge(ward 19)	MIG		00	00	00	R 3000 000	00
		Ga-makofane access bridge	MIG		00	00	00	R 4000 000	00
		Ga-mabelane access bridge(ward 22)	MIG		00	00	00	00	R 5000 000
		Mokutung access bridge	MIG		00	00	00	R 3000 000	00
		Ga-Kgwedi access bridge(ward 24)	MIG		00	00	00	00	R 3500 000
		Makakatela access bridge	MIG		00	00	00	00	R 2500 000
		Street lighting for ward 28	MIG		00	00	00	R 3000 000	00
		Mphana access bridge(ward 29)	MIG		00	00	00	00	R 3000 000
		Ga-Makua library (ward 29)	MIG		00	00	00	R 3500 000	00
		Dithamaga access bridge	MIG		00	00	00	R 3500 00	00

### KPA 3: Local Economic Development

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To ensure that skills needed in the mines is obtained from the local communities by 2017	Facilitate with the FET colleges to prioritize the skills needed in the mines in their curriculum	Skills program	GTM	# of stakeholder ( FET & Mines) meeting to prioritize mining skills in the FET curriculum facilitated	60 837	66 920	73 612
	Issue out of bursaries by GTM	Bursaries	GTM	% progress issuing out of bursaries by GTM	350 000	00	00
	Lobby for additional bursary funding from other stakeholders like mines.	Bursaries	GTM	% progress in lobby for additional bursary from the mines	00	00	00
To ensure that households do not rely on grants and that are self sustainable by 2017	Lobby for the appointment of Local communities and businesses in the mines.	Appointments in the mines	GTM	# of local people appointed in the mines	00	00	00
To grow the local economy with 6% by 2017	Review and Implement the LED strategy	LED strategy	GTM	% progress review of the LED strategy	90 000	99 000	108 900
				% progress implementation of the LED strategy	1 000 000	1 100 000	1 210 000
				% progress in the development of coordinated benefit model for communities	00	00	00
				# of Business linkages facilitated			
				# of poverty alleviation	600 000		

				<p>projects supported</p> <p># of jobs created through CWP and related programmes(In – house projects; mines; Business; Social institutions; farming &amp; Tourism</p> <p>% progress in the institutionalization of informal business</p> <p>% of Budget allocated to SMMEs</p> <p>% of tenders (capital projects) that subcontracted 30% of the procurement to local business</p> <p>% of External companies that subcontracted 30% of its procurement (Capital Projects) to Local business</p>			
To ensure that households do not rely on grants and that are self sustainable by 2017	Lobby for Utilization or appointment of local companies during supply chain processes of mines	Mines supply chain	GTM	Rand value spent on local companies during supply chain processes in the mines	00	00	00
To ensure that households do not rely on grants and that are self sustainable by 2017	Implement EPWP program	EPWP program	GTM	<p># of jobs created through LED initiatives</p> <p># of jobs created</p>	100 000	00	00

				<p>through Electrification projects</p> <p>#of Jobs created through construction of Hawkers facilities</p> <p># of jobs created through construction of Sport complexes</p> <p># of jobs created through the fencing of rural cemeteries</p> <p># of jobs created through the construction of Access Bridges</p> <p># of jobs created through the construction of internal streets</p>			
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Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To ensure accurate data development for accurate planning by 2014.	Development of accurate migration data or stats for GTM	Migration and development data for GTM	GTM	% progress development of migration data for GTM	500 000	00	00
To improve on planning and ensure forward planning in all areas by 2013	Reserve land for industrial purposes in GTM	Industrial land	GTM	% progress land audit and register  % progress and size of land reserved for industrial purposes	200 000	00	00
	Develop 2030 vision blue print for GTM	Vision 2030 blue print	GTM	% progress development of vision 2030 blue print	500 000	00	00
	Develop 2013/14 credible IDP	2013/14 IDP	GTM	% compliance to IDP compilation process timelines	500 000	550 000	605 000
				% functionality of IDP/PMS forum	55 000	60 500	66 550
	Improve GTM revenue base	Township establishment		% development of new townships	3 600 000	3 960 000	4 356 000



#### KPA 4: Financial Viability

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To Improve revenue base with 25% by 2017	Implementation of revenue enhancement strategy	Revenue enhancement	GTM	% progress implementation of revenue enhancement strategy	00	00	00
	Lobby for additional functions			R- Value collected from traffic fines	820 000	00	00
	Address none pyment culture			% progress review of valuation roll	220 000	00	00
				R – Value collected from Reg & Licences	2000 000	242 000	266 200
				Turnaround time for processing driver licence	00	00	00
				R – Value collected from Library affiliation(membership)	5000	00	00
				R-Value collected from Library fines(lost books)	1100	00	00
				R – Value of revenue generated through advertising signs			
				R- Value of revenue generated through issuing Hawkers licence	33 000	00	00
				% of revenue campaigns resolutions implemented	30 000	00	00
				% of Revenue enhancement			

				strategy elements implemented			
				% of customer billed	00	00	00
				% of Billed revenue collected	00	00	00
				% reduction of outstanding debts that are above 60 days	00	00	00
				% reduction of Government debts	00	00	00
				% compliance to 30 days payment time	00	00	00
				% reconciliation of all payment transactions	00	00	00
				% compliance to grants expenditure conditions	00	00	00
				R –Value of cash available to monthly expenditure commitments	00	00	00
				% compliance to statutory obligations	00	00	00
				% of ward committee members who received incentive on time	00	00	00
				% accuracy of payroll management	00	00	00
				R- Value spent of Departmental Budget	3 720 000	4 092 000	4 501 200

To ensure effective, efficient and responsive economic infrastructure network and assets by 2017	Review and enforce integrated asset management plan	Integrated Asset management	GTM	% progress review of integrated asset management plan	00	00	00
	Technology refresh and continuous infrastructure maintenance			# of books purchased and acquired	37 600	00	00
				% completeness and accuracy of the asset register			
	Implement integrated asset management plan	Integrated Asset management	GTM	% progress implementation of assets management plan	00	00	00
	Develop fleet management policy	Fleet management policy	GTM	% progress development of fleet management policy	00	00	00
	Implement fleet management policy	Fleet management policy	GTM	% progress implementation of fleet management policy	00	00	00
To ensure that GTM budget is credible by 2013	Implement budget plan	Budget plan	GTM	% compliance with budget process timeline	00	00	00
	Benchmark with market prices			Submission of Annual financial statement by 31 August 2012			
Ensure clean audit by 2014	Develop and implement procedure manuals	Procedure manuals	GTM	% progress development of procedure manuals	00	00	00
				% progress implementation of procedure manuals			

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
	Implement procedure manuals	Procedure manuals	GTM	% progress implementation of procedure manuals	00	00	00
To Improve IT systems and network by 2013	Review and implement IT plan	IT plan	GTM	% progress review of IT plan	800 000	880 000	968 000
				% functionality of IT steering committee			
				Turnaround time in respond to desktop support requests			
				% progress implantation of IT plan			
To ensure legislative compliance to SCM policy by 2013	Implementation of the SCM policy	SCM policy	GTM	Turnaround time for procurement support to departments	00	00	00
	Review and implement indigent register	Indigent register	GTM	% progress review of indigent register  % progress implementation of indigent register	100 000	110 000	121 000

**KPA 5: Good Governance and Public Participation**

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To ensure that GTM is portrayed in ways that restores trust in local government	Develop and implement stakeholder engagement program for the political office Bearers	Intergovernmental governmental relations	GTM	% development of stakeholder engagement program	150 000	165 000	181 500
				% implementation of stakeholder engagement program	00	00	00
				% of Magoshi engagements resolutions implemented	00	00	00
					50 000	00	00
		Council Structures meetings	GTM	# of management reviews conducted	150 000	150 000	200 000
				% of management reviews resolutions implemented	00	00	00
				# of Portfolio committee meeting held	00	00	00
				% of portfolio committee meeting resolutions implemented	00	00	00
				# of Exco – Lekgotla held	250 000	300 000	350 000
				% of Exco – Lekgotla resolutions implemented	00	00	00
				# of ordinary council meeting held	00	00	00
				% of council resolutions implemented	00	00	00
				# SOLMA held	900 000	1 000 000	1 200 000

To ensure sufficient political championship and accountability	Develop and implement capacity building program for the Political office bearers	Capacity building program for councillors	GTM	% of councillors benefited from the capacity building program	400 000	440 000	484 000
To Ensure clean Audit by 2014	Develop and implement audit plan to acquire clean audit	Internal Audit	GTM	% progress in the development of Audit plan	55 000	60 500	66 550
				% Functionality of internal Audit unit			
				% progress implementation of audit plan	150 000	165 000	181 500
				Turnaround time in responding to PMS finding by Internal audit			
		External Audits	GTM	Development of A.G. finding Action plan by 30 January 2013	2 000 000	2 200 000	2 420 000
				% 2010/11 A.G. findings in your Department corrected/addressed			
				% 2011/12 A.G. findings in your Department corrected/addressed			
				% functionality of audit committee			
To improve accessibility and mobility of transport by 2017	Regulate traffic within GTM area of jurisdiction	Regulation of traffic	GTM	# of road safety campaigns held			
				# of joint operations conducted			

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To ensure that GTM is portrayed in ways that restores trust in local government	Review and implement communication strategy	Communication strategy	GTM	% progress review of communication strategy	830 000	913 000	1 004 300
				% progress implementation of communication strategy			
				# of Local communicator's meetings attended	00	00	00
				% marketing and brading	800 000	900 000	1 000 000
				# of issue based engagement coordinated( talk shows)	50 000	50 000	50 000
				% compliance to the implementation of Language policy	00	00	00
				# of media statements released	50 000	50 000	50 000
				# of newsletters released	270 000	280 000	290 000
				Turnaround time in responding to media queries	00	00	00
	Timeous publications of public information on website and other dedicated areas	Web site update	GTM	% Website legislated items loaded on GTM website	800 000	880 000	968 000

				Turnaround time in providing information for website update			
To promote stability in the municipal area	Develop; review and implement municipal by-laws	By-laws	GTM	% progress development of new by-laws  % progress review of existing by-laws  % progress implementation of by-laws	150 000	165 000	181 000
		Litigations	GTM	# of Litigation report submitted to council	00	00	00
To Promote civic education	Capacitate ward committees	Ward committees	GTM	% progress capacitating ward committees	500 000	550 000	605 000
	Develop and implement programs for ward committees	Ward committees	GTM	% functionality of ward committees  # of ward committee reports submitted to council	00	00	00



Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To improve social cohesion in GTM	Develop and implement program for the special group's e.g Youth; women; children and disabled.	Special programs	GTM	% functionality of Mayor's special programmes(Children, Youth, Gender, Disability, Elderly, Geographic names, HIV/AIDS, Moral generation)  % progress in implementing HIV/AIDS strategy  % of Local AIDS council meetings resolutions attended to	700 000	770 000	847 000
		Sport, Arts and Cultural activities	GTM	# of sporting events held  % of Sports, Arts and Culture council meetings resolutions attended to  # of cultural activities conducted  # of library programmes conducted			
To optimally manage risks in order achieving the municipal vision	Review and implement risk management framework/strategy	Risk and Fraud awareness	GTM	% functionality of risk committee  % functionality of risk unit  % progress implementation of risk management framework	50 000	00	00
To ensure sufficient political championship and accountability	Facilitate coherent Public participation/coordination	Public participation and IGR	GTM	% progress development of stakeholder program  % progress implementation of	00	00	00

				Public participation program			
				% functionality of MPAC			
				Submission of Oversight report on Annual report to council by 31 March 2013			
				# of progress reports generated from matters raised through suggestion boxes	00	00	00
				% of Presidential / Premiere hotline queries attended to	00	00	00
				% functionality of ward	140 000	150 000	160 000
				# of ward committee reports submitted to council			
				# of outreaches held	250 000	300 000	350 000
				# of Exco – outreach progress report submitted to council			
				# of IDP/PMS/Budget forums facilitated	70 000	80 000	90 000
				# of SOLMA conducted	800 000	900 000	1 000 000
				# of project steering committees established			
				% of petition committee issues addressed			
					750 000		
To improve social cohesion in	Develop or customize disaster	Disaster	GTM	% progress development or	150 000	165 000	181 000

GTM	management plan/strategy with that of the District	Management	<p>customizing of GTM disaster management plan/strategy with that of the District</p> <p>% progress implementation of GTM disaster management plan/strategy</p> <p>% of reported disasters responded to within 12hours</p> <p>% of households victims that were provided with relief materials</p> <p>% progress in the development of pauper policy</p>			
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**KPA 6: Spatial Rationale**

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
To ensure integrated human settlements	Develop and implement municipal wide land use management system	Land use management	GTM	% development of municipal wide LUMS	2 600 000	2 960 000	3 146 000
				% progress implementation of municipal wide LUMS	00	00	00
				% progress demarcation of sites	1 000 000	1 000 000	1 000 000
				Turnaround time in the approval/consideration of Building Plans submitted	00	00	00
				% completion in the development of consolidated Facility Management Plan	00	00	00
				% implementation of the facility management plan	00	00	00
				% progress in addressing contraventions identified during routine inspections	00	00	00
				# of beacons relocated to Urban township	3 400 000	3 600 000	3 800 000
				% progress in the establishment of Land Information Management System(LIMS)	600 000	500 000	300 000
				% progress in addressing non – compliance observed during			

				property audit			
				% progress in development of building plans for BGF, Steelpoort and Ohrigstad	100 000	100 000	100 000
				Turnaround time in processing section 96 applications	200 000	00	00
				Turnaround time in processing section 56 applications	250 000	00	00
				Turnaround time in processing section 92 (1) ( a) applications	00	00	00
				Turnaround time in processing section 92 (1) ( b) applications	00	00	00
				Turnaround time in processing Cause 21 & 22 applications	00	00	00
				# of land development reports submitted to council	00	00	00
	Acquire strategic land for development	Land acquisition	GTM	% progress acquisition of strategic land for development	00	00	00
				% progress in facilitation of transfer of 43.7 hectare of farm Praktiseer 275 KT for Loncon Housing Development project	00	00	00
				% progress in facilitation of transfer of portion of the farm Praktiseer 275 KT for Segorong relocation project	00	00	00

				% progress in facilitation of transfer of remainder and all other portions of the farm Praktiseer 275 KT	00	00	00
				% progress in facilitation of transfer of portions (1,8,9,10,11,12,15 & R/E 1316.28 hectare of the farm Aapiesdoorndraai 298KT	00	00	00
				% progress in facilitation of transfer of portions(1,4,5,6,9 & R/E hectares of the farm Steelpoortdrift 298KT	00	00	00
	Facilitate the finalization of land claims in GTM	Land claims finalization	GTM	% progress facilitation of the finalization of land claims in GTM	00	00	00
	Formalize settlements	Formalization of settlements	GTM	% progress formalization of Mashifane Park	800 000	00	00
	Implementation of the SDF	Spatial development framework	GTM	% progress implementation of SDF	00	00	00
		Review of policies and by-laws			90 000	99 000	108 900

#### 4.5 Projects to be implemented by Sekhukhune District Municipality

Strategy	Projects/program	Source of funding	Indicators	Budget R value		
				12/13	13/14	14/15
To ensure availability of bulk infrastructure for the attraction of new developments by 2017	Mokobola water supply phase 2	SDM		500 000	00	00
	Mahlakwena bulk water supply	SDM		4 700 00	00	00
	Praktiseer bulk pipeline	SDM		40 000 000	00	00
	Ga-malekane – Jane furse pipeline	SDM		10 000 000	00	00
	Ga-malekane WTW	SDM		10 000 000	00	00
	<i>Manoke and Dresden bulk distribution pipeline from Burgersfort</i>	SDM		40 000 000	00	00
	VIP toilets for Mahlashi and Makotaseng	SDM		937 000	00	00
	Praktiseer water supply	SDM		16 450 000	00	00
	Taung water reticulation	SDM		14 855 000	00	00
	Burgersfort WWTW 7ml new plant	SDM		29 353 000	00	00
	Alverton and Ga-motodi sanitation	SDM		4 010 000	00	00
	Mokobola bulk water supply	SDM		7 000 000	00	00
	Mahlakwena water supply	SDM		4 700 000	00	00
	Mooihoek internal bulk	SDM		41 597 000	00	00

**1. Projects to be implemented by Department of water Affairs(DWAE)**

Strategy	Projects/program	Source of funding	Indicators	Budget R value		
				12/13	13/14	14/15
To ensure availability of bulk infrastructure for the attraction of new developments by 2017	Blyde local source refurbishment			3 000 000	00	00
	Lower Praktiseer sewage ponds			2 500 000	00	00
	De hoop refurbishment Mapodile sewage ponds			2 500 000	00	00



#### 4.6 Projects to be implemented by COGHSTA

Strategy	Projects/program	Source of funding	Name of Developer	Number of Housing Allocations		
				12/13	13/14	14/15
Lobby for more housing allocations for GTM	Kopi	COGHSTA	Rafaro Trading	100	00	00
	Alverton ; Dresden and Mahlasi		Rafaro Trading	100		
	Lebalelo; Paeng; Moloy; Kgautswane; Matshiretsane; Phadishanong; Legoleng and Makgwareng	COGHSTA	Rafaro Trading	50	00	00
	Mashamothane	COGHSTA	Rafaro Trading	50	00	00
	Pidima	COGHSTA	MPPJ Property	88	00	00
	Malokela and Serafa	COGHSTA	MPPJ Property	84	00	00
	Seuwe and Diphale	COGHSTA	MPPJ Property	133	00	00
	Difataneng; Mashemong; Maditameng; Kampeng and Gowe	COGHSTA	MPPJ Property	76	00	00
	Ga-Motshana; Ga-malepe and Ga-moraba	COGHSTA	MPPJ Property	119	00	00
	Praktiseer EXT 8	COGHSTA	Raasetja Property	50	00	00
	Maganagobushwa(Tukakgomo); Kalkfontein; Makgopa; Swale; Seelane; Motlammotse; Malaeneng; Moshate; Marapong; Tidintitsane; Sefufule: Maakgake; Morapaneng and Ditwebeleng	COGHSTA	Raasetja Property	117	00	00
	Riba cross/ Polaseng	COGHSTA	Raasetja Property	50	00	00
	Mangabane	COGHSTA	Raasetja Property	200	00	00
	Bolatsaneng	COGHSTA	Raasetja Property	83	00	00

Strategy	Projects/program	Source of funding	Name of Developer	Number of Housing Allocations		
				12/13	13/14	14/15
Lobby for more housing allocations for GTM	Ga-Phasha and Ga-Mampure	COGHSTA	Oceansite Trading	100	00	00
	Mahlakwena; Ga-Mapodile and Maepa	COGHSTA	Oceansite Trading	7	00	00
	Difataneng; Mashemong; Maditameng; Kampeng; Gowe;	COGHSTA	Oceansite Trading	76	00	00
	Bothashoek	COGHSTA	Oceansite Trading	3	00	00
	Taung	COGHSTA	Tupato properties	46	00	00
	Ga-Moraba	COGHSTA	Tupato properties	26	00	00
	Manyaka	COGHSTA	Tupato properties	1	00	00
	Nazareth and New stand	COGHSTA	Tupato properties	27	00	00

#### 4.7 Projects implemented by ESCOM

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
	Reduction of electricity backlogs in GTM	Electrification program	ESCOM	% progress electrification of Motloulela	R8 295 632.03	00	00
			ESCOM	% progress electrification of Malokela	R7 679 185.00	00	00
			ESCOM	% progress electrification of Phala	R5 883 044.73	00	00
			ESCOM	% progress electrification of Shakung Phase	R2 996 000.00	00	00

#### 4.8 Projects Implemented by Department of Roads and Transport Limpopo and RAL

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
	Upgrading and maintenance of existing road infrastructure by District, Province and SANRAL	Reseal of road P116/1P	Roads and Transport	% progress resealing of road P116/1P	22.09m	00	00
		Upgrading of Road 4137 Mankele bridge and road	RAL	% progress upgrading of road Mankele bridge and road	1.5m	00	00
		Upgrading of road D4055 Maredi to Senyatho bridge	RAL	% progress upgrading of Maredi to Senyatho bridge and road	16 083m	00	00
		Upgrading of road D2405 Alverton to Rietfontein to Kgautswane (P116/1)	RAL	% progress upgrading of road D2405 Alverton to Rietfontein to Kgautswane.	60.32m	00	00
		Upgrading of road D1392 Ga-masha to Ga-mampuru to Tukakgomo to Mangabane	RAL	% progress upgrading of road D1392 Ga-masha to Ga-mampuru o Tukakgomo to mangabane	1.1m	00	00
		Manoke road					
		Leboeng to makopung road					
		Ga-Riba road					
		Shaking-mabocha road					
		Kgopaneng-Morulaneng					

#### 4.9 Projects implemented by SANRAL

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
	Upgrading and maintenance of existing road infrastructure by District, Province and SANRAL	Upgrading of road R37 from Burgersfort to Dilokong hospital	SANRAL	% progress upgrading of R37 with 4 lanes from Burgersfort to Dilokong hospital	130m	00	00
	Construction of public transport facilities in GTM	Dilokong public transport facility	SANRAL	% progress construction of Dilokong public transport facility	12m	00	00
		Burgersfort public Transport facility	SANRAL	% progress construction of Burgersfort public transport facility		00	00
		Burgersfort intermodal transport facility	SANRAL	% progress construction of Burgersfort intermodal transport facility		00	00

#### 4.10 Projects implemented by IDT

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
	Develop development data for GTM	Study on informal trading in Burgersfort	IDT	% development of a study for the informal trading in Burgersfort town		00	00

#### 4.11 Projects implemented by Department of Environmental Affairs

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
	Create a healthy environment for the community of GTM	Control of bush encroachment at Ga-riba	DoEA	% progress control of encroachment bush at Ga-Riba	10m	00	00
		Soil conservation at Tukakgomo and Ga-phasha	DoEA	% progress conservation of soil at Tukakgomo and Ga-Phasha	8m	00	00
		Wetland conservation at Phiring	DoEA	% progress conservation of wetland at Phiring	7.5m	00	00

#### 4.12 Projects Implemented by Department of Education

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
		Kgakantshane Primary School	IDT	% progress for rainwater harvesting at Kgakantshane Primary	R102 230	00	00
		Kgotlopong Primary School	Dept. of Education & IDT	% progress for Kgotlopong Primary rainwater harvesting	R2 5000 000	00	00
		Leboeng Primary School	Mvula	% progress for water provision at Leboeng P.School	R560 000	00	00
		Leolo Tubatse Circuit	Dept. of Education	% progress for provision of circuit office at Praktiseer	R102 230	00	00
		Leseilane Sec School	IDT	% progress for Rainwater Harvesting at Leseilane Sec School	R102 230	00	00
		Maokeng High School	IDT	% progress for Beyer Naude School Dev. Program at Maokeng H. School	R5 000 000	00	00
		Mahlashi Primary	IDT	% progress for Mahlashi P. Rainwater Harvesting Program	R102 230	00	00
		Maremisha Sec School	Mvula	% progress for provision of water at maremisha Sec School (Leboeng)	R440 000	00	00
		Mashakwaneng Sec School	IDT	% progress for Rainwater Harvesting Program at Mashakwaneng Sec School(Mafarafara)	R204 461	00	00
		Ngwaabe Sec School	Dept. of Education	% progress for building of Technical workshop for Ngwaabe Sec	R2 644 448	00	00
		Ntlaisheng P School	Dept. of Education	% progress building of 8 additional classrooms at Ntlaisheng P School	R2 000 000	00	00
		Paepae Sec School	IDT	% progress for BSNDP at school (Mabocha)	R5 000 000	00	00
		Phaahla Sec School	Dept. of Education & IDT	% progress for sanitation at the school (Bothashoek)	R360 000	00	00
		Phafane High School	Dept. of Education	% progress for termite treatment at the school (Moroke)	R5 600	00	00
		Tswetlane P school	Mvula	% progress for sanitation at the school (Ga-Motodi)	R360 000	00	00
Objective	Strategy	Projects/program	Source of	Indicators	Budget		



			funding		R value		
					12/13	13/14	14/15
		Basupi P school	Mvula	% progress for school sanitation at the school (Ga-Mpheti)	R360 000	00	00
		Sogane Sec School	IDT	% progress for BSNDP Sogane ( Ga-Makofane)	R10 000 000	00	00
		Maepa P. School	IDT	% progress for termite Treatment at Maepa P.	R102 230	00	00
		Tshabelang Dinoko High School	Dept. of Education	% progress for school water (Leboeng)	R39 200	00	00
		Mahlagaume Primary	Dept. of Public works	% progress for provision of classrooms at Mahlagaume	R3 983 382	00	00
		Malekgobo Primary	Dept. of Education	% progress for Termite Treatment	R33 000	00	00
		Motloulela Secondary	Dept. of Education	% progress for Termite Treatment	R35 000	00	00
		Moruladilepe	Dept. of Public Works	% progress for wellness program	R5 292 212	00	00
		Kopi Primary	Dept. of Education	% progress for Provision of a new school	R5 000 000	00	00
		Mogohlwane Secondary School	Mvula	% progress for school water	R540 000	00	00
		Mohlakeng Secondary	IDT	% progress for Rainwater Harvesting	R102 230	00	00
		Kgokodibeng Secondary School	Mvula	% progress for Rainwater Harvesting	R1 020 000	00	00
		Tshabelang Dinoko Sec School	Dept. of Education	% progress for emergency storm dam	Unspecified	00	00
		Nakgwadi Sec School	Dept. of Education	% progress for major maintenance	Unspecified	00	00
		Rootse P. School	IDT	% progress for school water	Unspecified	00	00

#### 4.13 Projects Implemented by Department of Agriculture

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
	Letsema Projects						
		Sekhukhune Piggery	Dept. of Agriculture	% Progress for inputs supply at Sekhukhune Piggery	R3 900.00	00	00
		Lehlaba	Dept. of Agriculture	% Progress for inputs supply at Lehlaba	R50 000.00	00	00
		Swara Kgogo	Dept. of Agriculture	% Progress for inputs supply at Swara Kgogo	R40 000.00	00	00
		Tswelopele Primary Cop	Dept. of Agriculture	% Progress for inputs supply at Tswelopele Primary Cop	R395 560.00	00	00
		Ardwick	Dept. of Agriculture	% progress for inputs supply at Ardwick	R132 760.00	00	00
		Monashane	Dept. of Agriculture	% progress for inputs supply at Monashane	R25 000 00	00	00
		Steelpoort	Dept. of Agriculture	% progress for inputs supply at Steelpoort	R67 840 00	00	00
	CASP Projects						
		Sekhukhune SI	Dept. of Agriculture	% Progress for Piggery at Sekhukhune SI	R5 000 000	00	00
		Kgwedi	Dept. of Agriculture	% Progress for Piggery Kgwedi	R5 000 000	00	00
	Land Care Projects						
		Alverton	Dept. of Agriculture	% progress for fencing of 6km at Alverton	R640 000.00	00	00
		Penge	Dept. of Agriculture	% progress for fencing of 2km at Penge		00	00
		Steelpoort Drift	Dept. of Agriculture	% progress for fencing of 4km at Steelpoort Drift		00	00
	Food Security Project						
		Moketeng Poultry	Dept. of Agriculture	% Progress for infrastructure at Moketeng Poultry	R1000 000	00	00
	Rural Development and Land Reform						
		Malekane	Dept. of Agriculture	% Progress for Infrastructure inputs at Malekane	R1 200 000.00		

#### 4.14 Projects implemented by XSTRATA

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
		Construction of 12km tar road (road D4170/D4167	Modikwa Platinum Mine	% progress in construction of 12km tar road	R63,900,000		
		Construction and equipping of Maandagshoek bakery	Modikwa Platinum Mine	% progress in construction of Maandagshoek Bakery	R4,800,000		
		Construction and equipping of Matimatjatji sewing project	Modikwa Platinum Mine	% progress in construction of Matimatjatji sewing project	R4,700,000		
		Construction of Sehlaku Tribal Office	Modikwa Platinum Mine	% progress in construction of Sehlaku Tribal Office	R1,900,000		
		Construction of Mamphahlane Tribal Office	Modikwa Platinum Mine	% progress in construction of Mamphahlane Tribal Office	R1,900,000		
		Construction of Mamphahlane access bridge and 3km road	Modikwa Platinum Mine	% progress in construction of Mamphahlane access bridge and 3 km road	R2,600,000		
		Maroga water provision (France Village)	Modikwa Platinum Mine	% progress for a provision of water at France	R1,500,000		
		Construction of early learning centre at Mpuru crèche	Modikwa Platinum Mine	% progress for a construction of Mpuru crèche			
		Diphale Bead making	Modikwa Platinum Mine	% progress in building of a Diphale Bead making project			

#### 4.15 Projects implemented by Modikwa mine

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
		Construction of 12km tar road (road D4170/D4167	Modikwa Platinum Mine	% progress in construction of 12km tar road	R63,900,000	00	00
		Construction and equipping of Maandagshoek bakery	Modikwa Platinum Mine	% progress in construction of Maandagshoek Bakery	R4,800,000	00	00
		Construction and equipping of Matimatjatji sewing project	Modikwa Platinum Mine	% progress in construction of Matimatjatji sewing project	R4,700,000	00	00
		Construction of Sehlaku Tribal Office	Modikwa Platinum Mine	% progress in construction of Sehlaku Tribal Office	R1,900,000	00	00
		Construction of Mamphahlane Tribal Office	Modikwa Platinum Mine	% progress in construction of Mamphahlane Tribal Office	R1,900,000	00	00
		Construction of Mamphahlane access bridge and 3km road	Modikwa Platinum Mine	% progress in construction of Mamphahlane access bridge and 3 km road	R2,600,000	00	00
		Maroga water provision (France Village)	Modikwa Platinum Mine	% progress for a provision of water at France	R1,500,000	00	00
		Construction of early learning centre at Mpuru crèche	Modikwa Platinum Mine	% progress for a construction of Mpuru crèche	00	00	00
		Diphale Bead making	Modikwa Platinum Mine	% progress in building of a Diphale Bead making project	00	00	00

#### 4.16 Projects Implemented by Phokathaba Platinum Mine

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
		Portable Water Supply Infrastructure	Phokathaba Mine	% progress for portable water supply at Maadagshoek area	R1 000 000.00	00	00
		Provision of water to the crossong community from a borehole on the mine	Phokathaba Mine	% progress for provision of portable water infrastructure at crossong community	R250 000.00	00	00
		Construction of road D4170 Maadagshoek	Phokathaba Mine	% progress for construction of road D4170	R2 878 836	00	00
		Building of School Classrooms	Phokathaba Mine	% progress for building of new classrooms at Morokadieta Primary School Maadagshoek farm	R660 000.00	00	00
		Upgrade of Crossong Soccer Field on Maadagshoek Farm	Phokathaba Mine	% progress for upgrading of Crossong Sports Field	00	00	00

#### 4.17 Projects Implemented by Marula Platinum Mine

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
		Electrical engineering infrastructure for villages in ward 08 & 10	Marula Mine		R4 000 000		
		Water supply & Reticulation network in ward 08 & 10	Marula mine		R10 300 000		
		Schools infrastructure project	Marula mine		R1 578 118		
		Hydroponics vegetable	Marula Mine		R500 000		
		Brick making project	Marula mine		R600 00		
		Chrome plant	Marula mine		R22 500 000		
		Community roads	Marula Mine		R5 000 000		
		SMME development	Marula mine		R250 000		
		Housing Development	Marula mine		R5 000 000		
		Fort hare University	Marula mine		R500 000		

#### 4.18 Projects Implemented by Northam (Booyssendal) Mine

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
		Skills Development Centre	Booyssendal		R2 000 000		
		Brick Laying Factory	Booyssendal		R4 930 000		
		Waste Management Project	Booyssendal		R3 410 000		

#### 4.19 Projects Implemented by Dwarsrivier Mine

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
		Peer education program	Dwarsrivier Mine	% progress for development of peer education program	200 000.00		
		Olive Tree Project	Dwarsrivier Mine		720 000.00		
		Early Childhood development	Dwarsrivier Mine	% progress for the development of early childhood	Project Complete		
		Crusher	Dwarsrivier Mine	% progress for the development of crusher	1 000 000.00		
		Water infrastructure	Dwarsrivier Mine	% progress for the provision of water infrastructure	1 000 000.00		
		Roads infrastructure	Dwarsrivier Mine	% progress for the construction of road infrastructure	1 000 000.00		
		Electrification infrastructure	Dwarsrivier Mine	% progress for the construction of electrification projects	1 000 000.00		



#### 4.20 Projects Implemented by Dilokong Asa Metals Mine

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
		Internal Transport	Asa Metals		R1.8m		
		PPE Project	Asa Metals		R14m		
		Waste Management for Maroga Community Business Forum	Asa Metals		R12m		
		Computer Lab Sekabate Primary School	Asa Metals		R210 000.00		
		Humana people to people Community Agricultural project ( Riba Cross)	Asa Metals		R176 000.00		
		Shelter for women selling fruits by the Asa Metals	Asa Metals		R500 000.00		
		Re Ka kgona Disabled project	Asa Metals		R300 000.00		
		Health Post for Pulana Maroga Community	Asa Metals		R200 000.00		

#### 4.21 Projects Implemented by Twickenham Platinum Mine

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
		School Infrastructure at Serafa Primary school	Twickenham Mine	% progress for maintenance of infrastructure at Serafa P. School			
		Facilities for OVC	Twickenham Mine	% progress for supply of suitable facilities at Magobading			
		Farmers support	Twickenham Mine	% progress for the development of fencing Mashishi Veg-tech			
		Makgopa access road	Twickenham Mine	% progress for the construction of Makgopa access road			
		Dithabaneng access bridge	Twickenham Mine	% progress for construction of Dithabaneng access road			
		Community Infrastructure (MPCC)	Twickenham Mine	% progress for the establishment of community infrastructure in various communities			
		Water Provision	Twickenham Mine	% progress for provision of water to 6 different villages			

#### 4.22 Projects Implemented by (Eastplats) Spitzkop Platinum

Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value		
					12/13	13/14	14/15
		Community Farming initiative	Spitzkop Platinum	% progress for the community farming projects on various portions of the farm Belvedere 362 KT	Not available		
		Community Guest House	Spitzkop Platinum	% progress for the construction of a community guest house on portion 29 of the farm Belvedere 362 KT	Not available		
		Community Craft projects	Spitzkop Platinum	% progress for the development of community craft project location to be determined	Not available		

#### 4.23 Projects Implemented by Samancor Chrome Mine

Objective	Strategy	Projects/program		Source of funding	Indicators	Budget R value		
						12/13	13/14	14/15
		Artisan Support Project (Lydenburg High school)		Samancor Chrome Mine		R750 000.00		
		Early childhood Development (Ohasha,Mampuru Maroga)		Samancor Chrome Mine		R1 100 000.00		
		Community HIV/Aids Support Programme (Ga-Riba)		Samancor Chrome Mine		R390 000.00		
		Mashishi Tribal Office Renovations		Samancor Chrome Mine		R300 000.00		
		Community Development Skills(Phasha, Mampuru,Maroga, Tukakgomo,Manyaka & Mashishi)		Samancor Chrome Mine		R400 000.00		
		Water Projects (Manyaka & Mashishi communities)		Samancor Chrome Mine		R300 000.00		
		Sehlaku Laboraory (Driekop)		Samancor Chrome Mine		R2 166 452.00		
Objective	Strategy	Projects/program	Source of funding	Indicators	Budget R value			

					<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
		Kgoete water project	Samancor Chrome Mine		R781 299.00		
		Phasha water project	Samancor Chrome Mine		R645 051.00		
		Dithamaga Agricultural Project	Samancor Chrome Mine		R4 600 000		
		Brick Making Plant	Samancor Chrome Mine		R5 200 000		
		Mangabane Township Proclamation	Samancor Chrome Mine		R10 000 000		
		Waste Rock beneficiation	Samancor Chrome Mine		R4 300 000		
		Road Re-graveling project	Samancor Chrome Mine		R3 000 000.00		
		Furniture Making	Samancor Chrome Mine		R2 670 000.00		

## SECTION 5: INTERGATION

SECTOR PLAN/POLICY	BRIEF DESCRIPTION OF THE PLAN
Spatial Development framework	<p>The Greater Tubatse Municipality has adopted its Spatial Development Framework in June 2007. The GTM Spatial Development Framework is aligned with the Provincial Development Strategy (PGDS) with its strong emphasis on improving the quality of life and sustainable development; the PGDS is informed by the National Spatial Development Plan and all provincial documents that have a bearing on growth and development in Limpopo.</p> <p>The aim of a Spatial Development Framework is to provide general direction of preferred land use which therefore guide decision-making and over a multi-year period aimed at the creation of integrated and habitable built and natural environment. In other words the SDF aims at informing the decision of different organs of state as well as creating a framework to guide and facilitate spatial investment of both private and public sector entities</p> <p>The SDF aims in addressing the following deliverables:</p> <ul style="list-style-type: none"> <li>• Existing policies, plans, resolutions and by-laws in the municipality pertaining to spatial issues</li> <li>• The municipal-wide spatial issues ( in relation to the needs and the projects identified)</li> <li>• The settlement spatial patterns and dis-functionality.</li> <li>• Identification and analysis of the existing nodal points</li> <li>• Major structuring elements, urbanisation trends and spatial implications</li> <li>• Strategic roads and transportation networks</li> <li>• Municipal investment and spending patterns</li> <li>• Location and trends of basic services and infrastructure</li> <li>• Location of low income houses</li> <li>• Environment conservation and sensitive areas and the impact which development may have on the environment</li> <li>• Areas of agricultural potential ad land currently affected by land claims</li> <li>• Major sporting nodes or areas with relevant infrastructure</li> <li>• Spatial relationship between urban and rural areas</li> </ul>

	<ul style="list-style-type: none"> <li>Relationship between the spatial issues and the vision of the municipality</li> </ul>
Land use Management scheme	<p>GTM Land – Use Management Scheme has been developed in terms of the provision of section 18 of the Town Planning and Township ordinance, 1986. Its main objectives are to protect and control Land environment, handling and drainage of storm water, excavations etc.</p> <p>A consent granted by the municipality by virtue of the provisions of the scheme does not entitle any person the right to use any land, or to erect or use buildings thereon in any manner or for any purpose which is prohibited by the provisions of any conditions registered against the title deed under which land is held, or imposed by legislation in respect of such land.</p>
Integrated Waste Management Plan	<p>GTM has developed its Waste Management Plan in June 2007. Its main objectives are to enable the municipality to progressively develop an Integrated Waste Management System. GTM Waste Management Plan is aligned with the White Paper on Integrated pollution and Waste Management (2000) and the National Waste Management Strategy (NWMS 1999).</p> <p>Purpose of the plan is to enable the municipality to progressively develop an integrated waste management system capable of delivering waste management services to all households and businesses.</p> <p>National policy requires municipalities to implement an IWMS where the focus is to prevent and minimization of waste, recycling of waste and treatment that is able to reduce the potential of harmful impacts of waste.</p> <p>The plan projects that it will take the municipality about 20 years from 2005 to achieve the goal of 100% service.</p>
Employment Equity Plan	<p>GTM has adopted its employment equity plan in June 2007. Its main objectives are to meet the objects of the Employment equity Act No. 53 of 1998. The plan is aligned with the municipal budget, GTM organizational structure and the IDP.</p>
Work Place Skills Plan	<p>A Workplace Skills Plan for the Greater Tubatse Municipality was adopted in September 2007 and its main objectives are to capacitate employees with necessary skills in order to maximise service delivery in municipal workplace. This was developed in terms with SAQA requirements and is reviewed annually for its alignment with the IDP.</p>

	<p>The Constitution of the Republic of South Africa (1996) in section 152(1) and section 153 states that the role of local government is to give priority to basic needs of the community ; and provide a safe and healthy environment, where communities and community organizations are involved in the matters of local government.</p> <p>The GTM has developed its HIV/AIDS Plan in 2009 and is aligned with the framework for an integrated local government response to HIV/Aids developed by the provincial and local government (2007) and the HIV and AIDS and STI strategy plan for South Africa 2007-2011.</p> <p>Following are HIV and AIDS and STI strategic plan for South Africa 2007-2011 developed by the South African National Aids Council:</p> <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Leadership</li> <li>• Capacity building</li> <li>• Communication</li> <li>• Equal access</li> <li>• Protecting rights of the children</li> <li>• Targeting vulnerable groups</li> </ul>
GTM LED Strategy	<p>GTM has developed its LED Strategy in June 2007 and is aligned with the Limpopo Growth and Development Strategy, Provincial Spatial Framework, National Spatial Development Perspectives and ASGISA. The strategy identifies the mining activities taking place in the area as the primary economic activity in GTM. It also outlines key issues that have to be taped into to unlock the economic potential in GTM.</p> <p>The strategy also identified Agricultural sector as a key sector that has to support the mining industry in GTM with agricultural products.</p> <p>Tourism is one other key sector which has to be unlocked and a few sites were identified with key activities or milestone that has to be unlocked for tourism to flourish in the area.</p>
GTM Revenue Enhancement Plan	<p>Revenue Enhancement Plan for the Greater Tubatse Municipality was adopted in April 2008. Its main objectives are to put in place systems and programs that will assist the municipality in maximizing its revenue collection. The plan is aligned with the PGDS, NSDP, GTM LED strategy and other provincial and national documents that inform growth and development.</p>
Disaster Management Plan	<p>Main objects of the Disaster Management Plan are to identify and implement disaster risk reduction</p>



	<p>measures to reduce the vulnerability of communities and infrastructure at risk. The plan was adopted in 2008. The plan is aligned with the GSDM disaster management plan.</p> <p>The plan is in line with national policy (National Disaster Management Framework).</p> <p>The Disaster management plan for the Greater Tubatse municipality comprises various plans like:</p> <ul style="list-style-type: none"> <li>• District disaster management framework</li> <li>• Disaster Hazard, vulnerability and risk plan</li> <li>• Disaster risk reduction plan</li> <li>• Disaster response and recovery plan</li> <li>• Guidelines to establish the disaster management advisory forum and volunteer contingent.</li> </ul>
Capital Investment Framework	<p>The CIF for the Greater Tubatse Municipality is developed in accordance with the local government: Municipal Finance Management Act (MFMA) Act No:56 of 2003 and the investment and PPP regulations for the MFMA published in Government Gazette 27431 of 2005.</p>
Integrated Transport Plan	<p>Greater Tubatse Municipality has adopted its plan in 2004. The plan and development framework in integrated with land development objectives(LDOs) integrated development plans (IDPs) prepared in terms of provincial development planning legislation, such as guide plans, structure plans, development plans, policy plans or other plans affecting the development of land, prepared by other relevant sphere of government.</p>
Risk Management plan	<p>A Risk Management Plan for the Greater Tubatse Municipality was adopted in June 2008 in conjunction with section 62 and 79 of the MFMA. Its objectives are to provide a level of assurance that current significant risks are effectively and improving decision making and planning, promote less risk averse culture in which the taking of calculated risk in pursuit of opportunities to benefit the organization is encouraged and to provide sound basis for integrated risk management and basis for integrated risk management and internal control as components of good corporate governance.</p> <p>GTM has identified the following strategic risks pertaining to each residual risk:</p> <ul style="list-style-type: none"> <li>• Office space</li> <li>• Lack of finance</li> <li>• Poor intergovernmental relations</li> <li>• Lack of land ownership</li> </ul>

	<ul style="list-style-type: none"> <li>• Fraud and corruption</li> <li>• Harm to reputation</li> <li>• Loss of investments by investors</li> <li>• Unclear roles and responsibilities</li> <li>• Ineffective internal communication</li> <li>• Brain drain</li> <li>• Dependence on contractors</li> <li>• High staff turn over</li> <li>• Natural disaster</li> </ul>
Water Services and maintenance strategy	<p>The plan seek to achieve the following key objectives: Analyze the current level of service to the communities, determine the desired level of service by the community, determine future demand and forecasts, lifecycle of assets including background data, routine maintenance plan and information flow requirements.</p>
Fraud and Anti corruption Prevention Strategy	<p>The GTM's Fraud and anti corruption Prevention Strategy was adopted on the 03<sup>rd</sup> October 2007 and is modelled around the public service Anti-corruption strategy. The main principles upon which the LGACS is based are the following:</p> <ul style="list-style-type: none"> <li>- Creating a culture within municipalities, which is tolerant to unethical conduct, fraud and corruption</li> <li>- Strengthen community participation in the fight against corruption in the GTM</li> <li>- Strengthening relationships, with key stakeholders, that are necessary to support the actions required to fight corruption in the municipality</li> <li>- Deterring and prevention of unethical conduct, fraud and corruption</li> <li>- Detecting and investigating unethical conduct, fraud and corruption</li> <li>- Taking appropriate action in the event of irregularities, for example, disciplinary actions, recovery of losses, prosecution, etc and</li> <li>- Apply sanctions, which include redress in respect of financial losses.</li> </ul>
Supply Chain Management Policy 2 <sup>nd</sup> amendment.	<p>The GTM developed the SCMP in terms with section 111 of the MFMA and the policy was adopted on the 15<sup>th</sup> December 2011. The policy gives effect to fair, equitable, transparent, and competitive and cost effectiveness. It emphasizes on compliance and any minimum norms and standard that may be prescribed in terms of section 168 of the act. The policy is consistent with other applicable legislations and does not undermine the objective for uniformity in supply chain management system between Organs of State in all Spheres; and is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.</p> <p>The policy applies when:</p>

	<ul style="list-style-type: none"> <li>- GTM procures goods or services</li> <li>- Dispose goods no longer needed</li> <li>- Selects contractors to provide assistance in the provision of municipal services</li> <li>- Select external mechanisms referred to in section 80(1)(b) of Municipal Systems Act.</li> </ul>
Building regulations policy	<p>GTM adopted the building regulations policy in terms of section 12(3) of the Municipal Systems act, 2000(Act No.32 2000). The policy was promulgated in line with the National Building regulations and Building standard Act, 19977 and Regulations are made under the Act and approved by the Minister of Trade and Industry. It aims in addressing the following:</p> <ul style="list-style-type: none"> <li>- Restriction on the erection of buildings within the one-in –fifty year flood line</li> <li>- Building activities that needs approval from GTM</li> <li>- Construction of Un-approved building plans</li> <li>- Exemptions from required building approvals</li> <li>- Building approval requirements</li> <li>- Certificate of occupancy</li> <li>- Penalties for construction of unapproved building plans</li> <li>- Penalties for altering of existing structures before approval etc.</li> </ul>
Employment Equity policy	<p>The EEP for GTM was approved in 2011. The policy aims to address the following challenges:</p> <ul style="list-style-type: none"> <li>- Address under-representation of designated groups in all occupational categories and levels in the work force</li> <li>- Identifying and developing strategies for the achievement of numerical goals and timetables for the implementation of affirmative action measures , taking into account the mission of the GTM</li> <li>- Establishing of procedures for the monitoring and enforcement of the implementation process</li> <li>- Establish procedures to address and resolve disputes regarding implementation and enforcement of EE.</li> </ul>
Attendance and punctuality policy	<p>GTM adopted the said policy in 2011. The policy aims to provide a standard attendance and punctuality framework for all employees. Employees are vital to work therefore reliability and consistent attendance is condition of employment.</p>
Performance Management Policy	<p>GTM places performance by all employees at the forefront of service delivery. The GTM adopted PMP in 2011 and it seeks to drive performance management across all levels and in synchronization with other human resource management systems and processes such as; HR planning, recruitment and selections, disciplinary and grievance procedures, remunerations and incentive schemes and career pathing and succession planning</p>
Remunerations policy	<p>GTM remuneration policy was adopted in 2011. It commits the Municipality to the enhancement of service</p>

	delivery to the communities but also to ensure that the employees are remunerated fairly on the endeavours to serve the community.
Transport Allowance policy	Transport allowance policy for GTM was adopted in 2011. Its objectives are to create uniform standards across the municipality to regulate the transport allowance for all employees who qualify and utilize the benefit.
Subsistence and Travel policy	This policy was adopted in 2011. Its objectives are that from time to time representatives from the Municipality travel to other areas in order to, establish and maintain links and relationships with other stakeholders. The policy sets out the basis for the payment of subsistence and travel allowance for the purpose of official travelling.
Leave policy	Leave policy for GTM was adopted in 2011. Its objective is to guide all municipal employees on requirements for applications for various types of leaves available to them.
Occupational Health and Safety policy	Occupational Health and Safety policy was developed in 2011. It intends to promote and maintain acceptable physical, mental and social wellbeing of the workforce. It also seeks to prevent amongst workers, ill health caused by the working conditions. It also places and maintains workers in a working environment that is adapted to their individual physiological and psychological conditions.
Credit and debt collection policy	<p>GTM approved the CCDCP in 2011. The policy is developed in line with Section 195 (1) of the Constitution that provides that the public administration must be governed by the democratic values and principles enshrined in the Constitution, including-</p> <ul style="list-style-type: none"> <li>• The promotion of the efficient, economic and effective use of resources;</li> <li>• The provision of services impartially, fairly, equitably and without bias; and</li> <li>• The fact that people's needs must be responded to.</li> </ul> <p>Systems Act provides that the administration of a municipality must take measures to prevent corruption; give members of a local community full and accurate information about the level and standard of municipal services that they are entitled to receive; and inform the local community about how the municipality is managed, of the costs involved and the persons in charge.</p>
Indigent policy	<p>GTM approved the indigent policy in 2011 and the policy seeks to ensure that the subsidy scheme for indigent households forms part of the financial management system of Greater Tubatse Municipality and to ensure that the same procedure is followed for each individual case.</p> <p>Grants-in-aid may, within the financial ability of the Municipality, be allocated to household owners or tenants of premises who receive electricity (directly from Eskom),</p>

	<p>refuse removal, water and sewer (rendered per service level agreement for Greater Sekhukhune DM) and assessment rate services, in respect of charges payable to the Municipality for such services.</p>
Investments policy	<p>Investment policy for GTM was approved in 2011 and its purpose is to ensure that investment of surplus funds forms part of the financial management procedures of the Greater Tubatse Local Municipality and to ensure that prudent investment procedures are applied consistently.</p>
Property rates policy	<p>Property rates policy for GTM was approved in 2008.</p> <p>The purpose of this policy is to allow Council to exercise its power to impose rates within a statutory framework, with the aim to enhance certainty, uniformity and simplicity, taking into account the historical imbalances within communities, as well as the burden of rates on the poor.</p> <p>As trustees on behalf of the local community, the Municipality shall adhere to its legislative and moral obligation to ensure it implements this policy to safeguard the monetary value and future service provision invested in property.</p>
Fleet management policy	<p>Fleet management policy for GTM was adopted in 2008. The objective of the Greater Tubatse municipality fleet operations is to provide appropriate vehicles for the different department's operations within the Greater Tubatse municipality to assist these operations fulfil their municipal objectives. The overall objective is to select the best vehicles for the different departmental requirements based on technical and Total Cost of Operation (TCO) criteria.</p> <p>The policy will ensure the effective management and cost control of the fleet within the overall Greater Tubatse municipality and departmental budgets. The current program of the Greater Tubatse municipality is to outsource the core fleet management operations to the service provider.</p> <p>A specific Service Level Agreement (SLA) must be in place with the service provider.</p>
Write off of Irrecoverable debts	<p>The policy was developed and adopted in 2008.</p> <p>The purpose of this policy is to ensure that the principles and procedures for writing off irrecoverable debt are formalized.</p> <p>Ensure that household consumers with no or lower income are not denied a reasonable service and that the</p>

	<p>municipality is not financially burdened with non-payment of services.</p>
Refuse removal by-law	<p>GTM developed the refuse removal by-law in terms with section 75 (1) of the municipal systems act, 2000. The by-law was developed in 2009.</p> <p>Purpose of the by-law is to promote achievement of a safe and healthy environment for the benefit of the residents in the area.</p> <p>It also seeks to provide procedures, methods and practices to regulate the dumping of refuse and removal thereof in GTM area of jurisdiction.</p>
Housing Sector plan	<p>GTM developed and approved the Housing sector plan in 2008. The plan was developed in partnership with the Limpopo department of Local Government and Housing. Purpose of the plan is to give a picture of housing development available and also identify areas in need of housing developments.</p> <p>The plan indicates that bulk of the houses is in the rural or in the peri-urban areas. It also outlines that most of the units are not properly planned and it also indicates the types of houses available in each area. The plan suggests housing developments in various areas in order to deal with the housing backlog available in Greater Tubatse Municipality.</p>
Three years financial plan/ 2012/13 Budget	<p>The Greater Tubatse municipality has adopted the draft 2012/13 budget on the 30<sup>th</sup> April 2012 in terms with the Municipal finance management act. The budget includes the Medium term revenue and expenditure framework for the financial years starting 2012/13 to 2014/15. It also identifies key sources of revenue and the estimated amounts for the three outer years. Public participatory processes went well whereby different stakeholders were given opportunity to comment on both the draft budget and the IDP.</p> <p>Final budget was adopted during the end of May as required by the law. A draft 2012/13 SDBIP was adopted by council on the 30<sup>th</sup> April 2012.</p> <p>The total operational expenditure and revenue for the 2012/13 financial year amounts to R212 712 515 and for the capital budget it is R50 540 000. The total budget for the 2012/13 financial year is R263 252 515.</p>

# “ANNEXURE A”

## GTM ORGANIZATIONAL STRUCTURE