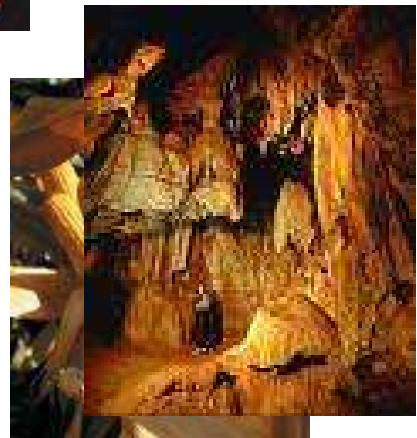
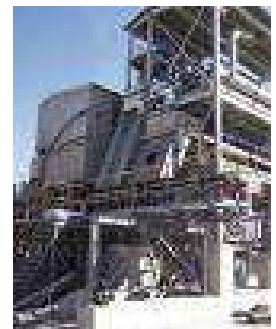




The GTM
GREATER TUBATSE
MUNICIPALITY

South Africa's first democratic platinum city



INTEGRATED DEVELOPMENT PLAN

2008 – 2011

Foreword by the Mayor

The 2008/09 IDP and Budget shall make Us realise the most remarkable years of Our Democracy, as We all will work together to realise the core aspirations of our Government to better the quality of life for all.

In his State Of Nation Address, President Thabo Mbeki said, “More than at any other time, the situation that confronts Our Nation and Country, and the tasks we have set Ourselves, demand that We Inspire and organise all Our People to act together as one, to do all the things that have to be done, understanding that in a very real sense, all of Us, together, hold Our own future in Our hands! And as We act together everywhere in Our Country, this we must also understand that what we have to be about is – Business unusual.”

In realising this aspirations and goals, We maintained Our Vision of: to develop Tubatse as platinum city in an integrated manner to improve the quality of life for all.

We also have re-affirmed Our mission statements and are to promote:

- Local accountable democracy through active community participation
- Economic advancement to fight poverty and unemployment
- Accessible, needs satisfying services rendering in a sustainable and affordable manner
- Environmental Management to ensure a balance between safe human settlement and the economic base of the Municipality

The above statements reaffirm Our commitment and forward looking attitude towards making the lives of Our People better.

Sure, We experience service delivery challenges as a Municipality, overcoming them will require ingenuity. But if all of us can forge strong partnership to tackle the situation, We will all come through in finding solutions

In the same measure, We shall continue to contribute to the realisation of the National calls and Our objective of becoming a first democratic platinum city, by putting our People first.

Thank you

.....
Cllr Ralepane . S . Mamekoa
Mayor (GTM)

Executive Summary by Municipal Manager

I am pleased to say that we have indeed done much to implement the commitments we made to the people of Tubatse during the 2007/08 financial year. However and not unexpectedly, it is obvious that we still have outstanding to do in the 2008/09 financial year.

We recognise the hardship that Our People are experiencing as a result of shortage of services, as indicated during the 2008/09 IDP review consultative processes, and Our biggest challenge in addressing the identified Service Delivery Backlogs is shortage of resources.

Our Focus area is to develop Tubatse as a platinum city in an integrated manner to improve the quality of life for all our Residents. In realising this Vision, We have developed ourselves Strategies and objectives which are aligned to the following Local Government KPAs. These are:

- Local economic development
- Basic service delivery
- Municipal transformation and organisational development
- Financial viability
- Good governance and Public participation

We shall for this financial year attend to the following Socio Economic priorities which are critical to the Municipality:

- Capacity building to our Personnel and Councillors
- Improvement of the Municipal Revenue base
- Implementation of the LED strategy
- Upgrading of our road net-work
- Review and Implementation of the indigent register
- Provide water and electricity to the prioritised areas in partnership with ESCOM and GSDM
- Development of by-laws and policies
- Implementation of Private and Public sector plans with the concerned Stakeholders.

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

Thank you

.....
SPS MALEPENG
MUNICIPAL MANAGER (GTM)

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Abbreviations

IDP	INTEGRATED DEVELOPMENT PLANNING
MIG	MUNICIPAL INFRASTRUCTURE GRANT
DPLGH	DEPARTMENT OF LOCAL GOVERNMENT AND PLANNING
PGDS	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY
DOT	DEPARTMENT OF TRANSPORT
MSIG	MUNICIPAL SYSTEMS IMPROVEMENT GRANT
FY	FINANCIAL YEAR
LUMS	LAND USE MANAGEMENT SYSTEM
GSDM	GREATER SEKHUKHUNE DISTRICT MUNICIPALITY
GTM	GREATER TUBATSE MUNICIPALITY
WTW	WATER TREATMENT WORKS
DEPT	DEPARTMENT
RDP	RECOSTRUCTION AND DEVELOPMENT PROGRAMME
EXCO	EXECUTIVE COUNCIL
LED	LOCAL ECONOMIC PLANNING
MSA	MUNICIPAL SYSTEMS ACT
NSDP	NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE
KPA	KEY PERFORMANCE AREA
KPI	KEY PERFORMANCE INDICATOR
CIF	CAPITAL INVESTMENT FRAMEWORK
MTREF	MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK
SDF	SPATIAL DEVELOPMENT FRAMEWORK
DFA	DEVELOPMENT FACILITATION ACT
IGR	INTERGOVERNMENTAL RELATIONS
MFMA	MUNICIPAL FINANCE MANAGEMENT ACT
SWOT	STRENGTH WEAKNESS OPPORTUNITY THREATS
LGDS	LIMPOPO GROWTH AND DEVELOPMENT STRATEGY
MSA	MUNICIPAL STRUCTURES ACT

1. INTRODUCTION

1.1 Purpose

The purpose of this review is to incorporate Public comments, Feed back from the Ward Meetings, IDP forums Meetings comments and the review from the Inter-Departmental team, into a consolidated Statement on that transformation, service delivery and socio-economic development of the Greater Tubatse Municipality is achieved.

1.2 Background

The Local Government Transition Act, 1996 requires an annual review of every municipality's Integrated Development Plan (IDP) with the purpose of updating and renewing the plan to reflect progress made in the implementation of the IDP, introduce any new proposals, and finally, provide for new and/or changing circumstances and challenges for the next year.

The content and purpose of IDPs are further described in the White Paper on Local Government and formally introduced through the Municipal Systems Act (MSA), 2000.

The IDP, in short, is a plan that:

- Links, integrates and co-ordinates the functions and strategies of a municipality
- Aligns the resources of a municipality with the agreed-upon objectives and outcomes
- Forms the overall strategic plan for the municipality
- Is allows for participation and democratisation of local government?

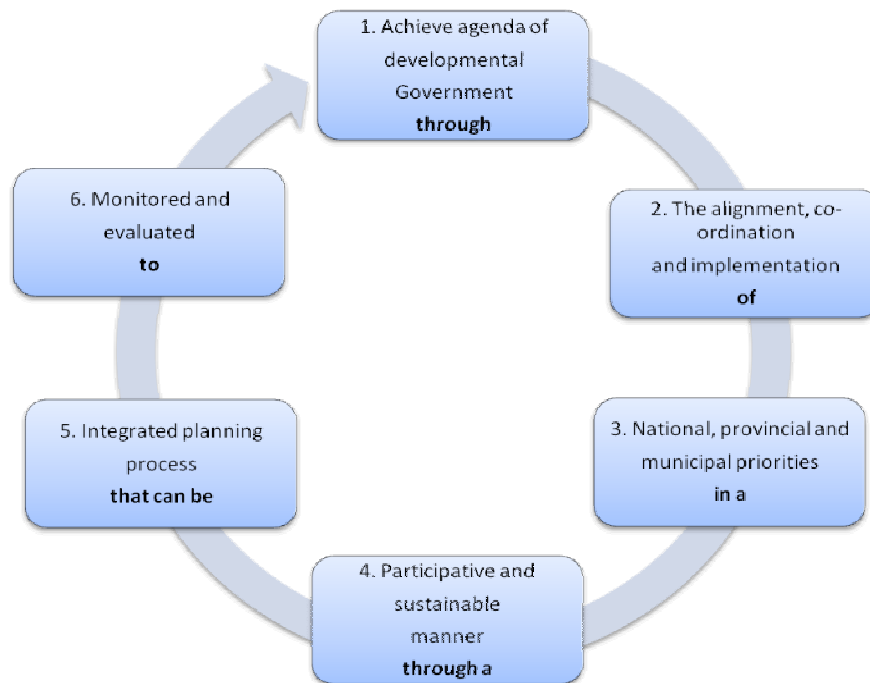
The IDP also forms part of a broader development agenda as is described in diagram 1

1.3 Mandates taken into Account

Section 34 of the Municipal Systems Act, act 32 of 2000 is mandating a Municipal Council to review its Integrated Development Plan annually in accordance with an assessment of its Performance Measurement in terms of section 4(i) and to the extent that changing circumstances so demand. The act also stipulates that a Municipal Council may amend its IDP in accordance with a proposed process plan.

-
- Section 26 of MSA (act 32 of 2000) outlines Core Components of the IDP as follows:
- Municipal Council's Vision for the long term development of the Municipality with special emphasis on the Municipality's most critical development and internal transformation needs
 - Assessment of the existing level of development in the Municipality, which must include an identification of communities which do not have access to basic Municipal services
 - Council's development priorities and objectives for its elected term, including its local economic development aims and its institutional transformation needs
 - The Council development strategies which must be aligned with any National or Provincial Sector Plan and planning requirement binding on the Municipality in terms of Legislation
 - A Spatial Development Framework which must include the provision of basic guidelines for a Land Use Management System of the Municipality
 - The Council's operational strategies
 - Applicable Disaster Management Plan
 - A financial plan, which must include a budget projection for at least the next three years and
 - Key Performance Indicators and Performance targets determined in terms of section 4 of MSA (act 32 of 2000)

Diagram 1. Development Process



Each sphere namely: National government, Provincial government and Local government has a particular set of strategies and policies, each with its own requirements. These requirements represent the starting point in informing a broad evaluation context for the IDP, especially in terms of alignment and co-ordination of the implementation of the ideas of developmental government.

One of the major challenges that has frustrated government in its quest to:

- provide basic services to all its people,
- progressively improve the quality of life and opportunities of all South Africans and
- eradicate the dualistic nature of the South African economy

has been government's inability to effectively integrate, coordinate and align the actions of its three constituting spheres.

Over the past decade, government's attempts to address this challenges have been expressed in a range of Acts, policies, strategies, development planning instruments, integration mechanisms and structures that are all aimed at ensuring that intergovernmental

- priority setting,
- resource allocation and
- implementation

take place in a programmatic, integrated, effective, efficient and sustainable manner.

Despite all these efforts, intergovernmental integration and co-ordination has remained a distant ideal, resulting only in the partial realisation of the desired developmental outcomes. This situation has, in turn, resulted in the continuation of the inequalities, inefficiencies and wastage of the apartheid space economy, thus seriously compromising the daily live ability and long-term sustainability of our settlements.

Over the past several years, the gaps in intergovernmental integration, co-ordination and alignment, as well as the underlying reasons and challenges for this state of affairs, have been explored in a number of studies, assessments and projects [http://www.idp.org.za/content_CSIR/news/NSDP_update_Article10December.html - ftn1](http://www.idp.org.za/content_CSIR/news/NSDP_update_Article10December.html-ftn1), as well as in research commissioned for the Ten-Year Review [http://www.idp.org.za/content_CSIR/news/NSDP_update_Article10December.html - ftn2](http://www.idp.org.za/content_CSIR/news/NSDP_update_Article10December.html-ftn2). Emanating from these studies is a shared understanding that the factors hindering effective intergovernmental integration and co-ordination are:

- a lack of institutional preparedness
- capacity constraints
- inefficient development planning instruments and systems [http://www.idp.org.za/content_CSIR/news/NSDP_update_Article10December.html - ftn3](http://www.idp.org.za/content_CSIR/news/NSDP_update_Article10December.html-ftn3).

At the same time, practical experience, a range of IDP assessments, provincial and sectoral planning

studies and work on intergovernmental relations http://www.idp.org.za/content_CSIR/news/NSDP_update_Article10December.html - [_ftn4](#) have led to the realisation that merely focusing on integration and co-ordination procedures is not sufficient to lead to the desired results. An alternative consensus-position which is developing increasingly holds that co-coordinated government priority-setting, resource allocation and implementation also require:

- alignment of strategic development priorities and approaches in all planning and budgeting processes
- a shared agreement on the nature and characteristics of the space economy
- strategic principles for infrastructure investment and development spending.

As this consensus began to emerge and was also starting to find expression in practice, Cabinet and the President in his State of the Nation Address expressed the need to complete the process of harmonising the **National Spatial Development Perspective (NSDP)**, the **Provincial Growth and Development Strategies (PGDS)** and the **municipal Integrated Development Plans (IDPs)**. The responsibility for giving effect to this decision was given to the Policy Unit in The Presidency. In accordance with this brief, the Unit set up an intergovernmental project team to guide and oversee the project. This team comprised of representatives from the National Treasury and the departments of Provincial and Local Government, Land Affairs, and Trade and Industry. A key activity of the project entailed the hosting of consultative workshops in each province to arrive at a mutual and shared understanding of the

- role of the NSDP in facilitating alignment and
- the processes by which the IDPs, PGDS and the NSDP could be linked.

While improved alignment and co-ordination within government is clearly of huge importance, achieving this goal poses significant challenges. Beyond its obvious broad appeal, improved alignment and co-ordination also has to be understood and framed within the context of the prevailing social, economic and governance contexts of any country.

Currently, various initiatives are under way in terms of identifying relevant processes and mechanisms that will assist with alignment. This includes ensuring that the spheres of government manage inter-relationships.

This report also proposed six interventions (see **Diagram 2.**) including:

- National level potential analysis and prioritisation
- Provincial government, in collaboration with the national sphere of government, municipalities and all other stakeholders in the province, should reach a shared understanding and agreement on the nature of the provincial economy
- The Premiers' offices in various provinces need to ensure that PGDSs are prepared and updated continually
- Metropolitan and district-wide agreements need to be reached on the district space economy

- The Municipal Managers' offices need to ensure that strategic District and Locals IDPs are prepared and updated continually
- A mutual assessment framework should be used to monitor the nature of, and extent to which such agreements are reached.

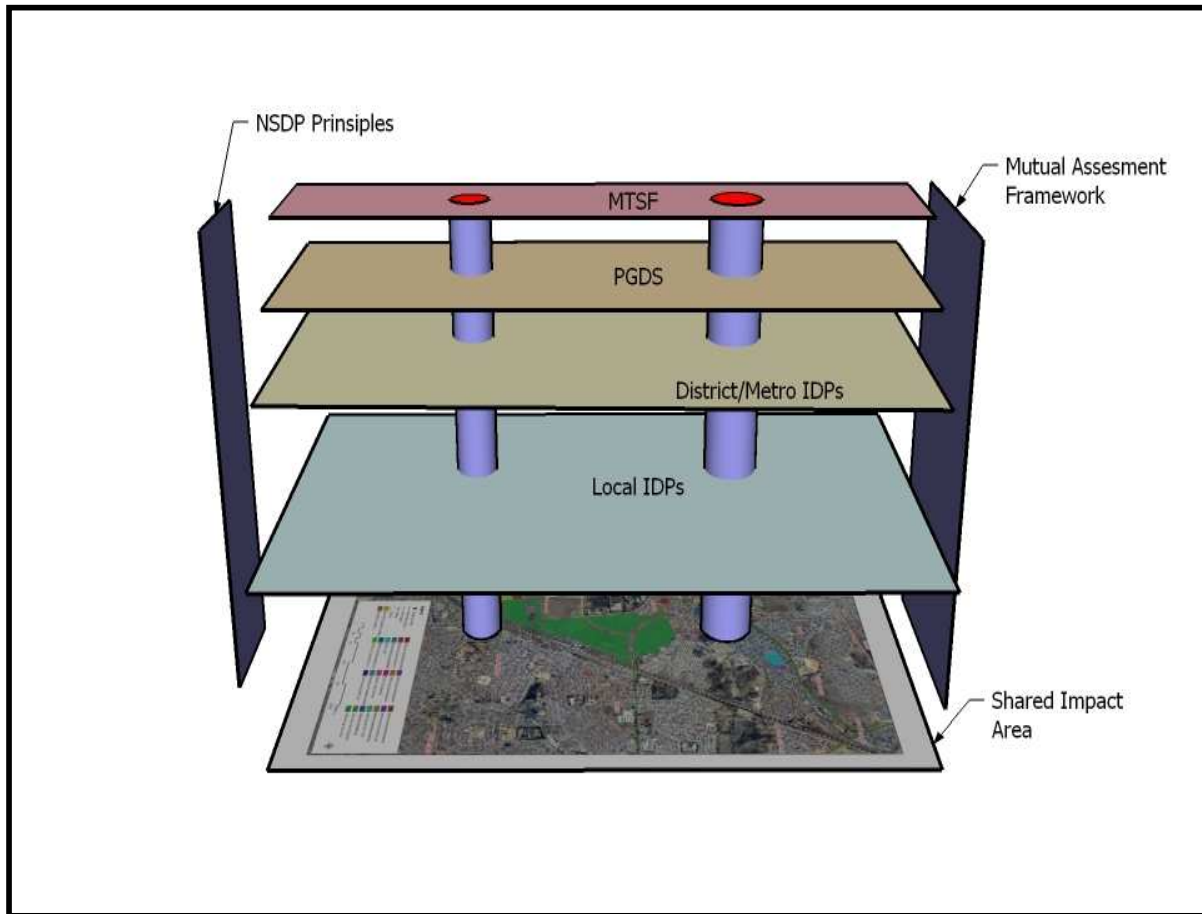


Diagram 2. Alignment of Strategic Interventions

Furthermore, the relationships as indicated above should be viewed within the context of a set of inter-governmental planning principles, including:

- All spheres and organs of state should promote co-ordination and integrated planning
- National development priorities and principles should inform planning for all spheres
- Each sphere has its own distinct development tasks and related planning task, corresponding with the scale of operations and the area of jurisdiction
- The necessary mutual alignment between national priorities or guidelines, sectoral planning requirements and local needs, conditions and resources must be conducted in the spirit of co-operative governance whereby the plans of one sphere should support those in another.

The past four to five years of IDP development have provided the opportunity for municipalities and Provincial Governments to discuss and agree upon long-term visions and strategies that can provide a positive and sustainable developmental environment in the province. At present it is, however, difficult to assess and measure the success of the IDP process over the past five years. Some of the challenges in the development and implementation of IDP included, for example:

- Establishing legitimate and inclusive planning and budgeting processes
- Maintaining commitment and focus in an environment where new structures, processes, planning concepts and legislation are introduced regularly, placing an enormous burden on municipal and provincial resources
- Lack of accurate economic, spatial and operational information
- Maintaining the balance between 'grand plans' and strategies – and getting the basics done
- Integration
- Aligning community expectations with clear and realistic programmes and targets
- Managing the shift from purely output-focused budgets to outcome budgets.

Probably the most important and most elusive of these challenges has been that of integration. Integration is achieved when ideas, concepts and objects are shared in such a manner that between different functions and departments that their understanding of the whole and their individual achievements help to attain the overall objective. The monitoring and evaluation of the integrated planning process depends therefore on a process that is based on a common understanding of strategies, definitions and priorities and one that is guided by a clear set of appropriate indicators. It was evident from the assessment that the work that is currently being done on this point needs to be accelerated.

There are many challenges facing municipalities and unfortunately, there are no obvious solutions. These challenges include the provision of basic services, sustainable housing delivery, and managing urbanisation, transportation and economic development, to name a few. Cities and local governments are confronted with changing legislation, restructuring and ever-increasing demands to provide an array of government institutions with information for monitoring and auditing purposes. All this needs to be accomplished with limited budgets that need to be spent on addressing backlogs whilst at the same time, ensuring that current and future needs are also addressed.

However, probably the greatest demand is for good governance and integration of all initiatives within the municipality, as well as co-ordination with other sector and provincial departments.

Integrated development planning is a strategic planning tool that was introduced by government. Legislation made it compulsory for local governments to develop Integrated Development Plans (IDPs) for their areas of jurisdiction. It is seen as an important tool that will assist municipalities, together with their communities, to decide on visions, strategies, programmes and projects to be implemented. However, like any strategic planning process, the difficulty does necessarily lie in drafting and adopting these plans, but rather on the selection of programmes and projects in a holistic manner as

well as the implementation and management of the plan.

Good governance is more than decision-making, committee structures, organizational structures and resource allocation. It is about genuine commitment and support, leadership and focus, sharing of resources, consensus-building and the creation of partnerships. It is about striving towards a brighter future while dealing with reality through an understanding of both the current situation as well as the dynamics of future trends. So often it is difficult to strike a balance between dealing with the future as well as current issues and ensuring that both are addressed.

While cities and municipalities are grappling with their own issues, they also have to ensure that they are aligned to national and provincial priorities and strategies. This means that the developmental state is to be implemented through a developmental local government. It requires efficient co-ordination amongst all levels of government and a common understanding of the issues to be addressed, as well as the various policies and strategies that are developed for implementation. To outline the above it is necessary to emphasise the fact that developmental Local Government has four interrelated characteristics:

1. Maximising social development and economic growth

The municipality's efforts should impact as much as possible on the social development of an area. Municipalities should, in particular, provide services that meet the basic needs of the poor in their communities in a cost-effective and affordable manner.

2. Integrating and co-ordinating

Developmental local government should provide direction to all stakeholders and agencies who play a role in the development of local communities.

3. Democratising development

Municipalities play a vital role in promoting local democracy. In addition to representing community interests within the Council, Councillors should make sure that citizens and community groups are involved in the planning and delivery of municipal programmes.

Municipalities should also endeavour to support individual and community initiatives, and to direct them in such a manner that they benefit the area as a whole.

4. Leading and learning

The leadership of a developmental municipality should stay on top of developments and change. It should be able to strategise, develop visions and policies, and mobilise a range of resources to meet basic needs and achieve developmental goals in its area.

The purpose of this document is to describe the planning and implementation processes that will be

followed by the GTM to deliver on the developmental agenda by adopting the role of developmental local municipality. The purpose of the document is also to give meaning to a balanced and developmental approach in the development of the five strategic objectives, namely:

- co-operative governance and informed decision-making
- social and environmental sustainability
- advanced economic growth
- optimised infrastructural services
- organisational excellence.

These five strategic objectives also give rise to total integration of all plans for the GTM to ultimately achieve economic growth, sustainability and upliftment.

The document is divided into eight sections.

- Section 1 gives background on legislative and contextual issues
- Section 2 offers a summary of the intent of the GTM – i.e. what it wants to achieve
- Section 3 describes the process that was followed in the development of the IDP
- Section 4 discusses the state of the municipality
- Section 5 describes the strategic planning framework, including the vision, mission, objectives and strategic goals
- Section 6 indicates how integration is achieved
- Section 7 introduces the integrated programmes and projects as a result of the strategic approach
- Section 8 sets out the detailed performance measurement mechanisms.
- Section 9 Organizational structure
- Section 10 Project list/ community needs

2. INTENT

2.1. Vision

The vision of the GTM is:

To develop Tubatse as a Platinum City, in an integrated manner, to improve the quality of life for all.

2.2 Mission

The mission of the GTM is to promote:

- Local accountable democracy through active community participation
- Economic advancement to fight poverty and unemployment
- Accessible , needs –satisfying services rendering in a sustainable and affordable manner
- Municipal transformation and Institutional development
- Environmental management to ensure a balance between safe human settlements and the economic base of the municipality

The mission of the GTM was built into a definite value proposition and charter that would advance a high-performance culture within the municipality. Values strengthen the like-mindedness, commitment and devotion of employees and are able to influence their behaviour positively.

Councillors and Officials alike identified the following **values** as guiding principles for their term of office:

- Honesty
- Trust and loyalty
- Discipline
- Commitment
- Faithfulness
- Transparency
- Accessibility
- Mutual respect
- Accountability and responsibility
- Good conduct
- Readiness
- Passion for development
- Enthusiasm

The ultimate purpose of the value system is to create a value-added relationship and to increase customer satisfaction through an attractive value proposition.

3. PREPARATION/ METHODOLOGY

Table 1 below gives an indication of the legislative implications and the compliance of the GTM IDP document.

Table 1: Legislative requirements

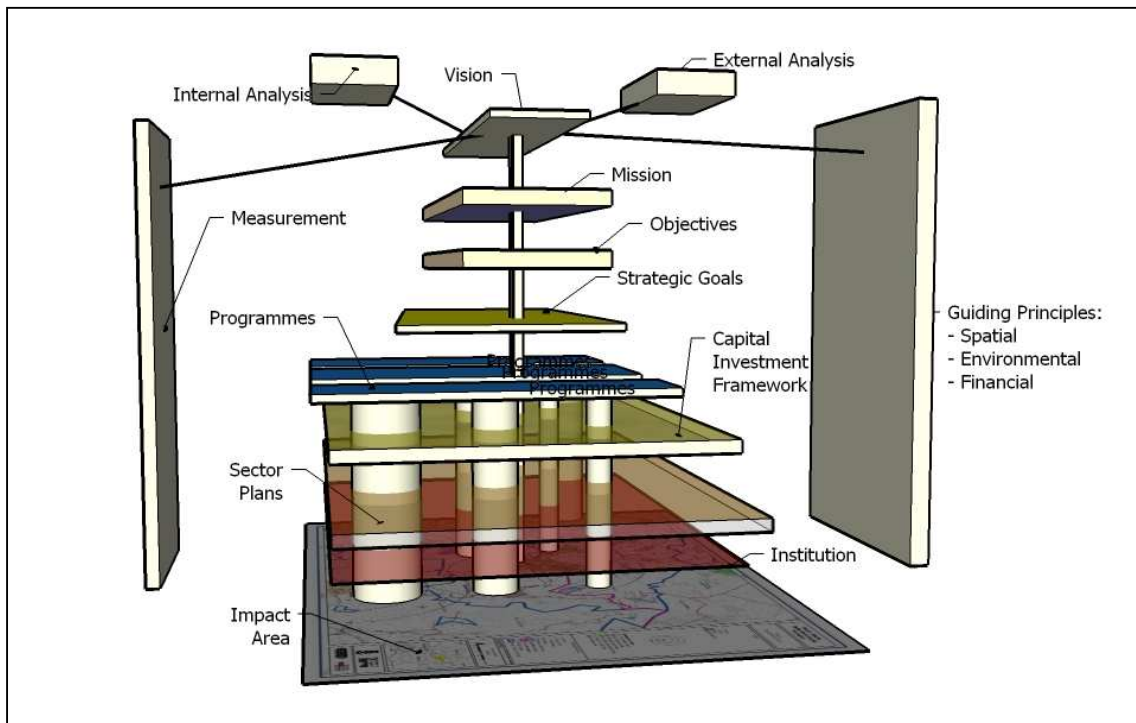
Components of an IDP		Compliance
Vision	MSA, Sec26	√
Assessment of Existing Level of Development	MSA, Sec26	√
Development priorities and objectives of Municipal Council	MSA, Sec26	√
Development strategies	MSA, Sec26	√
Aligned with binding national, provincial sector plans & planning requirements	MSA, Sec26	√
Spatial Development Framework	MSA, Sec26	/
<ul style="list-style-type: none"> Including: basic guidelines for land use management 	MSA, Sec26 MPPM, Ch2(4)	/
<ul style="list-style-type: none"> Giving effect to DFA, Chapter 1 principles 	MPPM, Ch2(4)	√
<ul style="list-style-type: none"> Set out objectives for desired spatial form of municipality 	MPPM, Ch2(4)	/
<ul style="list-style-type: none"> Strategies & policies to indicate desired patterns of land use, address spatial reconstruction, provide strategic guidance 	MPPM, Ch2(4)	/
<ul style="list-style-type: none"> Set out capital investment framework 	MPPM, Ch2(4)	/
<ul style="list-style-type: none"> Contain strategic assessment of environmental impact of spatial development framework 	MPPM, Ch2(4)	/
<ul style="list-style-type: none"> Identify programs & projects for the development of land 	MPPM, Ch2(4)	/
<ul style="list-style-type: none"> Be aligned with spatial development frameworks of neighbouring municipalities 	MPPM, Ch2(4)	√
<ul style="list-style-type: none"> Contains a visual representation which must indicate <ul style="list-style-type: none"> public & private land development infrastructure investment desired & undesired use of space areas of strategic intervention areas of priority spending (may) delineate the urban edge 		√
Operational Strategies	MSA, Sec26	√

Components of an IDP		Compliance
Applicable disaster management plans	MSA, Sec26	O
Financial Plan, including:	MSA, Sec26 MPPM, Ch2(3)	
<ul style="list-style-type: none"> • budget projection for next three years 	MSA, Sec26 MPPM, Ch2(3)	√
<ul style="list-style-type: none"> • an indication of financial resources that are available for capital project developments and operational expenditure (sources of funding) 	MSA, Sec26 MPPM, Ch2(3)	√
<ul style="list-style-type: none"> • A financial strategy that defines sound financial management and expenditure control, as well as ways of increasing revenue and external funding for the municipality and its development priorities and objectives, and which may address the following: <ul style="list-style-type: none"> ○ Revenue-raising strategies ○ Asset management strategies ○ Financial management strategies ○ Capital financing strategies ○ Operational financing strategies ○ Strategies that would enhance cost-effectiveness. 	MSA, Sec26 MPPM, Ch2(3)	/
Key Performance Indicators & Targets (In accordance with MSA, Sec41)	MSA, Sec26	√

√ Full Compliance

O Partial Compliance

The methodology that was followed in the compilation of the IDP is indicated in Diagram 3.



The intention behind following this specific methodology was to integrate the IDP and Performance Management System (PMS) processes. The IDP and PMS were aligned through the development of a strategy map with relevant objectives which will inform the strategies.

3.1. MEC Assessments

The MEC assessment report provided an overview of the municipal IDP for the financial year 2007/08. It also makes recommendations on issues based on the experience of the past five years. The report notes significant improvements pertaining to the integrated development planning process, particularly in the area of Intergovernmental Relations (IGR) as contained in the IGR Act.

Province has also launched the Provincial Planning Forum that aims to consolidate integrated development planning processes. The IDP hearings, IDP engagements and Presidential *Imbizos* have ensured that sector departments delegate senior managers to the IDP/Budget review processes.

MEC' ASSESSMENT FOR 2007/08 IDP

		INCLUDED				COMMENTS
		YES		NO	X	
4	MUNICIPAL INSTITUTIONAL PLAN	YES		NO	X	The municipality does not have the plan. The municipality should liaise with the Organisational Development Unit at DLGH for assistance in developing its Institutional Plan.
5	5 YEAR FINANCIAL PLAN	YES		NO	X	The municipality does not have the plan and should liaise with the Municipal Finance Unit at DLGH and the Dept. of Finance in developing its 5 Year Financial Plan.
6	RISK MANAGEMENT PLAN	YES		NO	X	There is no indication of the plan. The municipality should interact with the Risk Management Unit at DLGH when developing its Risk Management Plan.
7	5 YEAR CAPITAL INVESTMENT PLAN	YES		NO	X	The document indicates that there is a 3 Year Capital Investment Plan. It is necessary for the municipality to liaise with the MID Unit at DLGH and Sector Departments in reviewing its programme to ensure compliance with policy and legislation.
8	SPATIAL DEVELOPMENT FRAMEWORK	YES		NO	X	There is indication that the municipality is in the process its SDF. The municipality should liaise with the Spatial Planning Unit at DLGH in developing its SDF and LUMS.
9	DISASTER MANAGEMENT PLAN	YES		NO	X	There is an indication that a draft is awaiting Council adoption. The municipality should seek assistance from the Disaster Management Unit at DLGH in this regard.
10	WATER SERVICES DEVELOPMENT PLAN	YES		NO	X	It is indicated that the plan is not in place. The municipality should liaise with the Sekhukhune District Municipality and DWAF to ensure that the WSDP guides resource allocation in addressing the water and sanitation needs of the municipality.

		INCLUDED				COMMENTS
11	LOCAL ECONOMIC DEVELOPMENT PLAN	YES		NO	X	There is indication of a draft LED Plan awaiting Council adoption. It is advisable for the municipality to liaise with the LED Unit at DLGH in reviewing its LED Plan.
12	TOURISM DEVELOPMENT STRATEGY	YES		NO	X	The municipality does not have the Tourism Development Strategy intended to develop one by the end of June 2007. The municipality should liaise with the Department of Economic Development, Environment and Tourism in developing the plan.
13	INTEGRATED WASTE MANAGEMENT PLAN	YES		NO	X	There is indication of a draft awaiting Council resolution. It is advised that the municipality should liaise with the Department of Economic Development, Environment and Tourism in reviewing the plan.
14	ENVIRONMENTAL MANAGEMENT PLAN	YES		NO	X	The plan is not in place. The municipality is advised to contact the Department of Economic Development, Environment and Tourism in reviewing the plan.
15	AIR QUALITY MANAGEMENT PLAN	YES		NO	X	There is no indication of the plan and the municipality should liaise with the Department of Economic Development, Environment and Tourism in developing it.
16	HEALTH PLAN	YES		NO	X	The municipality does not have the Health Plan, but the municipality is advised to liaise with the Capricorn District Municipality and the Dept. of Health and Social Development to ensure that the District Health Plan addresses the health needs of the municipality.
17	EDUCATION PLAN	YES		NO	X	The document does not reflect the plan. It is recommended that the municipality should liaise with the Dept. of Education in

		INCLUDED				COMMENTS
						developing its Education Plan.
18	HOUSING PLAN	YES		NO	X	The municipality does not have this plan. It is recommended that the municipality should liaise with the Housing Unit at DLGH for assistance in developing its Housing Plan.
19	HIV/AIDS PLAN	YES		NO	X	There is no indication of the plan. The municipality should liaise with the Dept. of Health and Social Development in reviewing its HIV/AIDS Plan.
20	SOCIAL CRIME PREVENTION STRATEGY	YES		NO	X	The plan is not in place. The municipality is advised to liaise with SAPS in developing its Social Crime Prevention Strategy.
21	POVERTY ALLEV.& GENDER EQUITY PLAN	YES		NO	X	The plan is not in place, but the municipality should identify anchor programmes and projects through its Gender, Youth and Disability Desks to address poverty and gender inequities. The municipality should also liaise with the Gender Commission, Youth Commission and Disability Unit in the Office of the Premier to develop the plan.
22	INTEGRATED TRANSPORT PLAN	YES	X	NO		There is indication of the plan which was completed in 2004. It is advisable for the municipality to liaise with the Dept. of Roads and Transport as well as RAL in reviewing its plan.
23	ORGANISATIONAL PMS	YES	X	NO		There is an indication of the PMS. The municipality should liaise with the Monitoring and Evaluation Unit at DLGH for assistance in developing the Organisational PMS.

SECTION B

ASSESSMENT OF KEY ASPECTS					
					COMMENTS
1	Was the copy of the IDP submitted within 10 days to the MEC of Local Government and Housing after adoption by Council?		X	NO	The municipality submitted after 10 days of Council adoption of the IDP.
2	Does the IDP have a municipal Vision and Mission?	YES	X		The municipality has developed its mission and vision, but needs review.
3	Does the IDP reflect the municipality's Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)?	YES	X		The SWOT analysis is outlined in the document.
4	Does the IDP reflect the development priorities and objectives of the municipality?	YES	X		The development priorities and objectives are clearly articulated.
5	Does each priority issue have a defined problem statement highlighting key service delivery challenges?		X	NO	There are no defined problem statements highlighting key service delivery challenges per priority issue.
6	Does the District IDP Review Framework, Process Plan or IDP reflect the necessary Institutional Arrangements and Structures, and their Terms of Reference in the management process of the IDP?	YES		X	The institutional arrangements and structures, and their terms of reference in the management process of the IDP are mentioned.
7	Does the municipality demonstrate that it consulted with its communities and all other relevant stakeholders during the IDP planning/review process?	YES	X		The municipality does demonstrate that it consulted with its communities and all other relevant stakeholders during the 2007/8 IDP review process.

ASSESSMENT OF KEY ASPECTS					
					COMMENTS
8	Does the IDP reflect community priority needs as identified per ward?		X	NO	The IDP does not reflect community priority issues per ward.
9	Does the municipality demonstrate that it followed the A.S.P.I.A (Analysis, Strategies, Projects, Integration and Approval) Process when developing or compiling its IDP?	YES	X		The municipality followed the analysis, strategies, projects, integration and approval process when developing its IDP.
10	Does the IDP reflect any processes of alignment with other municipalities, sectors or state agents and planning requirements binding on the municipality in terms of legislation?		X	NO	There is no mention of alignment of municipal programmes with those of other state agencies.

3.2. Addressing issues raised by MEC (07/08 IDP)

There is a significant progress realised thus far in addressing the challenges as raised by the MEC during the assessment of 07/08 IDP. The following plans have been adopted during the 2007/8 financial year : LED plan, Land Use Management System, Spatial Development Framework, a Five Year Investment Plan and the Revenue enhancement Strategy. PMS Unit has been established and is functional. The Municipality is in a process of finalising a Disaster Management Plan, HIV/AIDS plan and Risk Management Framework. Funding remains a challenge in addressing all issues raised by the MEC.

3.3. Process Plan

Table 3 indicates the approved process plan followed in the compilation of the GTM IDP for the financial year 2008/09

KEY ACTIVITIES	RESPONSIBLE	TIME FRAME
Review of Previous Year IDP/budget Process & Completion of Evaluation Checklist	Mayor	July 2007
Review Options & Contracts for Service Delivery	Directors & Managers	July 2007
Table in a time schedule outlining key deadlines for preparing, tabling and approving the IDP & Budget Review	Mayor	August 2007
Establishment of Committees & Consultation Forum for Budget/IDP	Mayor	August 2007
Determine revenue projections and proposed rates and services charges and draft initial allocation to functions and department for the next financial year	Chief Financial Officer	September 2007
Engage with Provincial & National Sector Department on Sector Specific Programmed for alignment with Municipality Plans	Strategic Planning	October 2007
Review & Draft initial changes to IDP	Strategic Planning	November 2007
Council to consider and finalise tariffs policies for the next financial year	Mayor	December 2007
Consolidate & Prepare the proposed budget & plans for the next financial year taking into account performance of the previous financial year	Municipal Managers Directors & Managers	December 2007
Review proposed National & Provincial allocation to Municipality for incorporation into the draft IDP/Budget	Strategic Planning	January 2008
Finalised and submit to the Mayor, the proposed Budget & Plans for the next three financial years taking into account the mid-year review	Chief Financial Officer	February 2008
Tabling draft Budget & Proposed review of the IDP to Council	Mayor	March 2008
Public Hearing on IDP/Budget review	Mayor	April 2008
Table final Budget & IDP to Council for approval	Mayor	May 2008
Submission of draft SDBIP for the 2007/08 financial year	Strategic Planning	14 June 2008
Approval SDBIP within 28 days after the approval of the budget and entrust that the annual performance agreements are concluded	Mayor	28 June 2008
Finalisation of system of Delegation	Council	June 2008
Publish adopted IDP/Budget & plans	Strategic Planning	June 2008

Table3. Process Plan

3.4. Roles and Responsibilities in the IDP process

Given the structure which was put in place and functions at present, the following roles and responsibilities were assigned to the different role players to ensure that the different components of the IDP are integrated.

Instituti

Table 4: Roles and Responsibilities for the IDP Process

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

STRUCTURE	FUNCTION
	submission to the municipal council for approval and the MEC for Local Government for alignment.
Project Programme and Sectoral Task Team	Will be appointed by Representative Forum/Steering Committee to investigate specific tasks.
IDP Representative Forum	<p>The forum will be responsible for:</p> <ul style="list-style-type: none"> • Representing the interests of their constituents in the IDP process • Providing an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and the Municipality • Ensuring communication between all the stake-holders' representatives • Monitoring the performance of the planning and implementation process. <p>The IDP Representative Forum Code of Conduct</p> <p>The code of conduct must include the following:</p> <ul style="list-style-type: none"> • Meeting schedule (frequency and attendance) • Agenda, facilitation and documentation of meetings • Purpose of forum • Regular feedback to constituents • Required majority for approval • Quorum requirements • Resolution of disputes (including Provincial assistance).

3.5. Ethos (Working Relationships)

The GTM has approved a Public Participation Policy which is used as a basic tool in enhancing community participation processes during the development of the IDP and the Budget.

The ethos describes the interrelationship between people within an institution and the interrelationship between them and the people they serve. As such, it describes the business practices applied and the value placed on certain principles. The ethos endeavors to reflect the culture that prevails or should prevail in a specific institution. In the case of a municipality, the ethos focuses on the interrelationships between:

- Councillors
- Officials
- Councillors and officials
- Councillors, officials and the public
- Councillors, officials and trade unions.

To place the culture that should prevail in an institution such as a municipality in perspective, the following should be kept in mind. The public surrenders its rights to councillors, thereby giving them the authority to represent them. In return, the public expects councillors through council to maintain the services of the municipality.

Employees have the right to belong to Trade unions. As a result, trade unions also play a specific role within the municipal structure, namely that of ensuring continued fair labour practices towards the Employees who are their members. Trade unions must see to it that harmony exists within the working relationship between junior employees and the management in a manner that does not impact negatively on effective service rendering to the public. Officials who belong to a trade union may not make themselves guilty of promoting the interests of their trade union at the expense of the public, since such behaviour would be disloyal to the Public and, in principle, unethical.

Councillors are the custodians/guardians of the public and their main mission is the rendering of services to the public and acting in the best interests of the public. Through the Mayor, Speaker and Municipal Manager, the Public has access to the Executive Committee and the Council to demand an investigation of any Councillor or Official who does not serve their best interests. The disciplinary procedure of a Municipality and the legislation that governs Councillors make provision for ways in which to deal with such matters.

4. STATE OF THE MUNICIPALITY

4.1. *Overview of the Municipality*

The GTM is located north of the N4 highway, Middelburg, Belfast and Nelspruit, and east of the N1 highway, Groblersdal and Pietersburg. The area of jurisdiction is approximately 4 550 km² in size and is known as the Middelveld as it is located between the Highveld and Lowveld regions. It forms part of the Sekhukhune District Municipality in the Limpopo Province. The district also includes Greater Groblersdal LM, Greater Marble Hall LM, Greater Makhudutamaga LM and Greater Fetakgomo LM. The area was established after the local government elections of 2000 as an outflow of the municipal demarcation process. It comprises 29 wards represented by one councillor per ward and is administered by a local municipality of which the main offices are located in Burgersfort.

4.2. *Spatial Development Framework*

The Municipality has finally adopted a credible Spatial Development Framework (SDF), which acknowledges the SDF and resulting Capital Investment Framework (CIF) are amongst the most important elements of the implementation of the IDP. The SDF is significant in terms of providing information regarding the following:

- Environmental conservation and sensitive areas and the impact which development may have on the environment.
- The areas of agricultural potential and land currently affected by land claims.
- The major sporting nodes or areas with relevant infrastructure.
- The spatial relationship between urban and rural areas.
- The relationship between the spatial issues and the vision

The components of the comprehensive SDF are indicated in Table 5

Spatial focus/strategy
Environmental planning and development strategy
Economic development strategy
Social development and health strategy
Nodal development strategy
Corridor development strategy
Absorptive capacity strategy
Residential and housing development strategy
Connectivity and transport strategy
Rural development strategy
Land development strategy
Land use management strategy
Spatial institutional capacity
Key development determinants
Infrastructure and services

Table 5: Comprehensive Spatial Development Framework

An important outcome of the SDF is a Capital Investment Framework (CIF). The CIF aims to improve the management of existing infrastructure and services within the municipality. This framework indicates those areas in which the municipality should steer the budget for capital projects within a short to medium timeframe. It furthermore translates into a catalogue of strategies and projects collated from stakeholders and sector departments that are responsible for providing infrastructure and services to the Municipality.

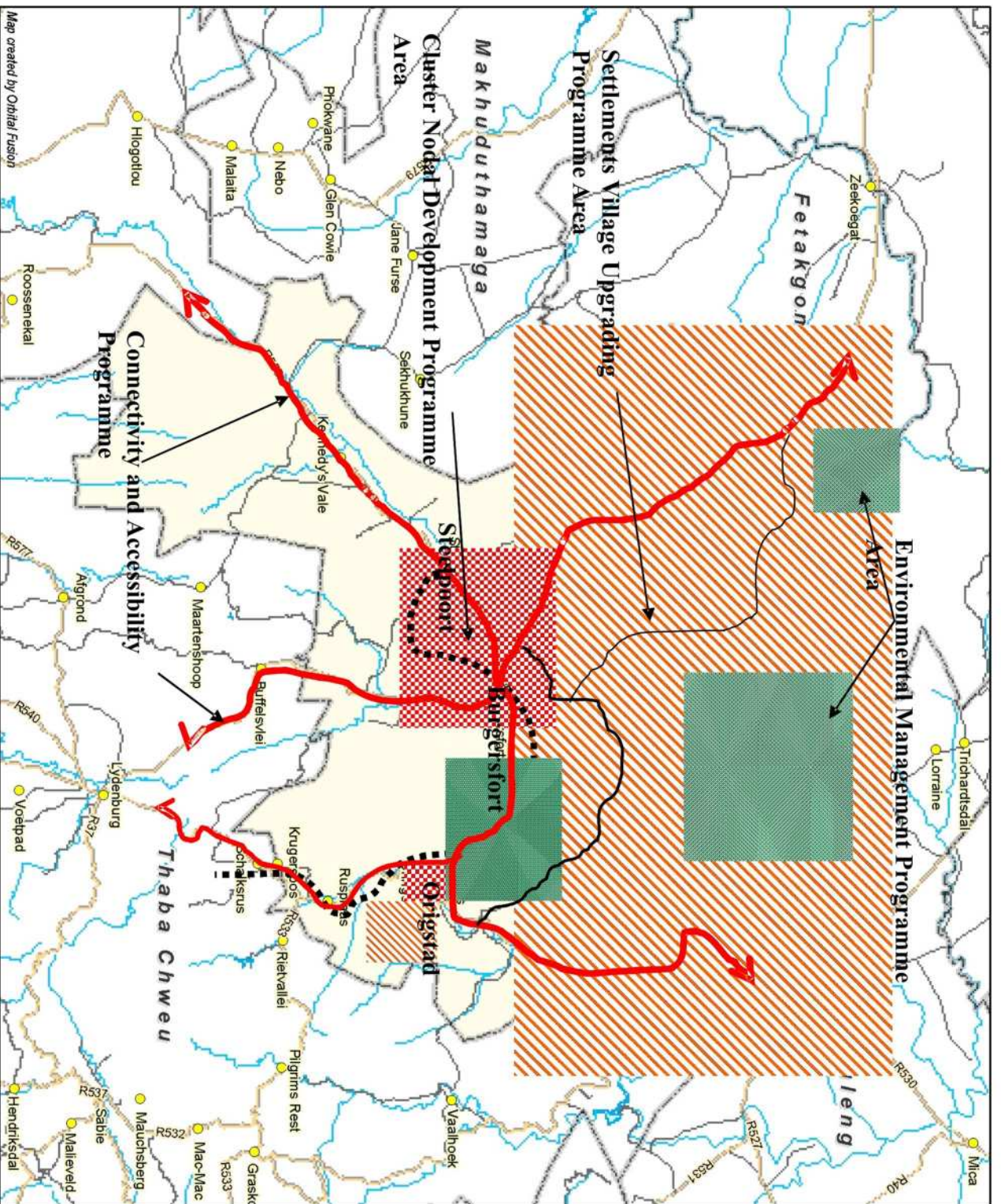
The overall aim of the CIF is to translate the relevant municipal objectives and goals into development programmes that can be implemented. The programmes derived are the outflow of the assessment of the state of the municipality as well as an assessment of what will be needed from different areas in the municipality to realise its objectives and goals. Benefits of a programme approach include:

- Identification of commonalities and grouping issues across Administration Regions
- Recognition of unique approaches required for each area or issue
- Facilitation of linkages to other planning processes
- Integration and co-ordination of inputs from various processes
- Enablement of comparison of 'wish lists' and budget realities
- Identification of short-term catalytic initiatives

-
- Provision of the basis for monitoring of progress and impact.

GTM's Spatial Development Programmes are:

- Settlements/village upgrading
- Cluster/nodal development
- Environmental management
- Corridor development
- Connectivity and accessibility.



Base Map Greater Tlhabatlse

Legend

- Towns
- Local Municipalities
- Roads**
 - Major Route
 - Main Route
 - Other Routes
- Rivers
- Water Areas
- Greater Tlhabatlse Municipality



Scale 1: 600 000

0 3 6 12
Kilometers



Akanya
Development solutions

4.2.1. Natural Environment

In certain areas the topography is very steep creating an impassable mountainous terrain, which is barely inhabited and cultivated. This allows for an uneven development pattern and to some extent impedes built environment. Without the encroachment of built-up areas and more than 70 % of the municipal area has been left in its natural state.

The terrain in municipal area exhibit a range of valuable and distinct natural features that should be protected and harmoniously integrated into physical development and be exploited in a sustainable manner to benefit all in the region, especially the underdeveloped tourism and conservation industries. The three rivers traversing the area are important in that they are natural habitats for a range of fauna and flora species that also sustain livelihood of both rural and farming communities. Due to its importance to the primary economic sectors the rivers should be regarded as zones of conservation, meaning this water resource should be protected from uncontrolled growth of settlements, mining, extensive agriculture, sewage disposal and other pollution sources.

A number of inhabitable mountain ranges generally running parallel to river systems are spread throughout the municipal. These rugged mountains area provide scenery and natural habitat. Unfortunately no environmental investigation has been conducted to determine whether any of the Red Data species area are 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, themed overnight accommodation, country estate, etc.

“A holistic conservation approach should be adopted whereby rivers, ridges and vegetation are protected from unjustified exploitation” (GSDM: Central, Tubatse, Driekop, Praktiseer, Burgersfort Trend Report and Natural Development Plan). Within the region there are couple of cases where the environment has been kept in its natural states through a number of private game and nature reserves. Mount Sheba Nature Reserve, Crystal Spring Game Reserve, Ohrigstad Dam Nature Reserve, Mount Anderson Nature Reserve are all located along the R36, but can also be access-off R533 to Pilgrim's Rest. On the north there is Blyde River Canyon Nature Reserve located off-R36 along the R532 to Bourke's Luck. Along the R555 to Stoffberg from Burgersfort there is Khumula Game Reserve and Magapa Nature Reserve. Although most of these are just outside the municipal area they could be taken advantage of by providing complementary facilities or consolidating them into the eastern part of GTM.

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

Mareitlwane 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.

4.3. 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 east of the municipal area. However the municipal area has a potential to develop tourism industry, as it 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. This scenic route along R527 start at Pilgrim's Rest in the south through Graskop, Blyde River Canyon, Blyde Dam, Echo Caves off R36 to Abel Erasmus and Strydom Tunnel in the north.

"The Panaroma Route is one the seven tourist regions in Mpumalanga Province. 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 lowveld on thousands metres below" (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 a quaint village, nestles in the valley on the foothills of the Drakensburg

Mountains are known as the gateway to the Panaroma. 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.

Ohrigstad is situated on the valley along R36 between Lydenburg and Abel Erasmus Pass. This is the old town, which was established in 19th century. It owes its existence as a service centre to the surrounding rural community. Currently, the town is static in terms of growth; buildings are dilapidated and some commercial premises have closed down. There is less potential for this town to grow if it relies on the existing economic base. However, it is ideally located to be used as base from which to explore the Blyde River Canyon and Pilgrim's Rest. Furthermore, it can build on its rustic feel and its role as a gateway various tourist facilities in the region to position itself as a stop over and refreshment centre for passing tourists.

There are two identified accommodation establishments, i.e., country game lodges, in Ohrigstad, namely, Iketla Lodge and Hannah Game Lodge. Iketla Lodge is located near the Blyde River Canyon and en route to Kruger National Park and therefore serves as a tourist accommodation facility.

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. The good views include the dramatic vantage points, river systems, natural landscape, 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.

The above indicates that the tourism potential of traditional rural areas has not been encouraged. There are number of tourist facilities in former Lebowa territory that has not explored viz Mahubehube Caves in Bothahoek, Mankele and Ga-Mokgotho water falls and dramatic topographical relief around Penge, discontinued mining settlement of Penge and Taung , old coach wagon in Leboeng, 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 ensures that these facilities do not play their rightful role in tourism industry. The existence of the world reknown Panorama route nearby provides an opportunity to divert some of the tourist already in the area to the se forgotten attractions. Opening up another tourism route linking these attractions is the key first step to promote rural natural and cultural attraction spots.

4.4. Land claims

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 a total of 52 land claims lodged. 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 Greater Tubatse in Limpopo were investigating the claims, as required in terms of the Restitution Act. In Greater Tubatse, the claimants are previously disadvantaged people, that include the communities, tribal authority and individuals. 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.

It is unclear whether land restitution will substantially affect the spatial pattern. Most of these

properties being claimed are outside the urban nodes and commercial agricultural land. The land being claimed generally is around the existing rural settlements. Since more than 70 % of the claims have been submitted by community or tribe this will just widen the rural land that is under communal control. Generally the claimed land is neither inhabited nor cultivated. As long as the settlements are not suddenly going to dedensify and spread up the impact of spatial pattern will be minimal.

The Mecklenburg and Driekop growth points and a section of Dilokong corridor are however within areas affected by land claims. Similarly the northern end of mining belt is located on properties that are being claimed. This is also not expected to affect the prospect of both mining and urban development. The affected communities and tribal authorities are likely however to demand to be parties in such development.

4.5. Land Use Management System

GTM has adopted a unified land use management system across its municipal area. Historically parts of the GTM area fell into self- governing territory of Lebowa and province of Transvaal. The apartheid laws resulted in different land use and ownership regulations being applicable in the two areas. The Black Laws Amendment Act 56 of 1944 specifically excluded the application of the provincial townships ordinances in self governing territory "Instead, separate regulations regarding township establishment and development in the urban areas were published in terms of the Proclamation R293 of 1962 entitled Regulations for the Administration and Control of Township in Black Areas promulgated in terms of the Black Administration act 38 of 1927 and Development Trust and Land Act 18 of 1936" (, van Wyk, Planning Law,1999). Evidently Praktiseer, Mecklenburg A and B, and GaMapodile were established in terms of this proclamation.

Although Proclamation R293 has no elaborate land use management system but it does make provision to alter the building and use of various facilities within the township at the discretion of township superintendent, or Commissioner. The rest of the traditional settlements and the land within former Lebowa territory were regulated in terms of Proclamation R188 of 1969 entitled Black Areas Land Regulations. This proclamation" ... contains measures to designate areas for arable and residential allotment, to control, maintain and develop such land and to issue occupational permits (Permission to Occupy Certificates) for residential, business, church, school and arable allotments (p16, Greater Tubatse Spatial Development Framework,2005). The proclamation however contains no land use planning provisions (p103, van Wyk, Planning Law, 1999).

Development within the former Transvaal province part of GTM is regulated though the Town-Planning and Township Ordinance 1986 (Ordinance No 15 of 1986). In terms of this Ordinance three Town-Planning schemes for Burgersfort, Steelpoort and Ohrigstad were enacted. The town-planning schemes provide detailed measures to manage land uses within each scheme area. Recently the Greater Tubatse Land Use Scheme was compiled in order to harmonize the different schemes

operating in the municipal area. The Map 6 of mainly areas around Burgersfort was promulgated in 2006. Currently the municipality is working on Map 6 for Steelpoort area that will be promulgated with the Greater Tubatse Land Use Scheme 2006 scheme clauses. There is not indication when a similar exercise will this be done for Ohrigstad. The Map 6 series generally exclude rural areas. Consequently development in these areas of the Greater Tubatse Municipality relies on other laws such as Development Facilitation Act, Proclamation R293 of 1962, Less Formal Township Establishment Act, etc. that allows specific use zones to be created through township application.

In order to overhaul the fractured land use management in various parts, the GTM with the Assistance of the Provincial Department of Local Government and Housing has prepared a land use management system that will cohere regulation and facilitation of land development across the municipal area. This work was expected to be complete in May 2007. This exercise will afford the opportunity to develop appropriate land development management in former Lebowa territory within the same legal framework as the more developed urban nodes of former Transvaal province like Burgersfort and Steelpoort. The challenge in preparing this scheme is that it should provide certainty and predictability that will allow the private investor to plan long term but also allow flexibility to adapt to fast changing circumstances.

4.6. *Climate*

The weather conditions for the Steelpoort, Ohrigstad and Burgersfort region as a whole is of a sub-tropical nature and conducive to agricultural production. The summers 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 heart of the day and cool to cold at night and in the early mornings.

4.7. 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.

4.8. 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 forms linear dividers between the settlements. "In certain areas the topography is very steep creating impossible mountainous terrain which is barely inhabited. The ridges further divides 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 passes through wide basin, particularly in former Lebowa homeland a 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). There is hardly undeveloped land between these settlements. In former 'white areas' the spatial development spatial development is contrasting as it tends to be more nodular therefore not continuous. For example, there is approximately 20 km of vacant intervening land between Steelpoort and Burgersfort and about 50 km between Burgersfort and Ohrigstad along R555.

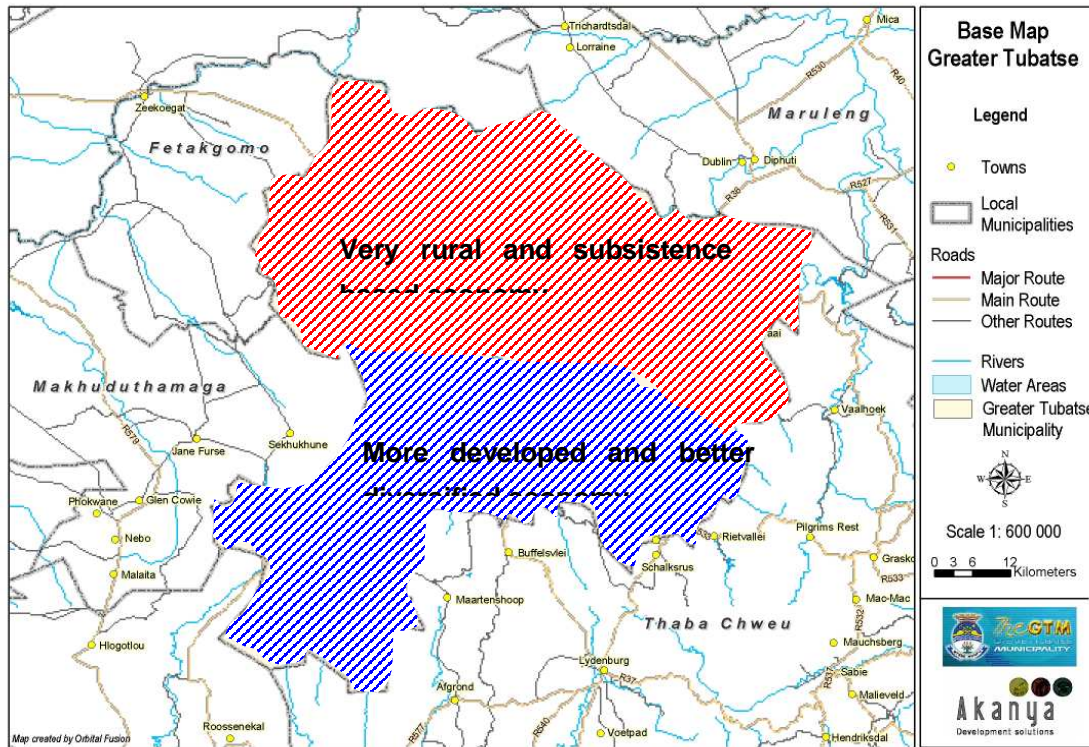
Even the scattered rural villages have located within more developable basin almost parallel to mountain range. The central spine road (normally the bus and a taxi route) usually runs along the flatter alignment in the basin. The settlements normally rise up the slope on either side of the spine road until the gradient becomes too steep for minimum un-retained cut and fill earth platform (usually more than 30 % gradient). Usually along the spine road at interceptory locations certain social and commercial (e.g. halls, businesses, etc) are located. The communal standpipes are generally also located along these spine roads that become the hive of social and commercial activities associated with non-residential development. As such they could be described as activity streets along which public transport (busses and taxis) moves and social commercial and engineering services are located. Generally the settlements are linear in form as they are bounded by the undevelopable ridges and on either side of the access through road, usually located on low-lying grounds adjacent to the stream.

4.9. 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 source present an opportunity to create water storage facilities. The construction of Dehoop dam in the Steelpoort River will have major benefits for agriculture, as well as for general development in that 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.

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 characterised by a very rural composition and its economy is essentially subsistence-based, whilst the southern part is far more developed and has a more diversified economy.



Map 3. Spatial Patterns

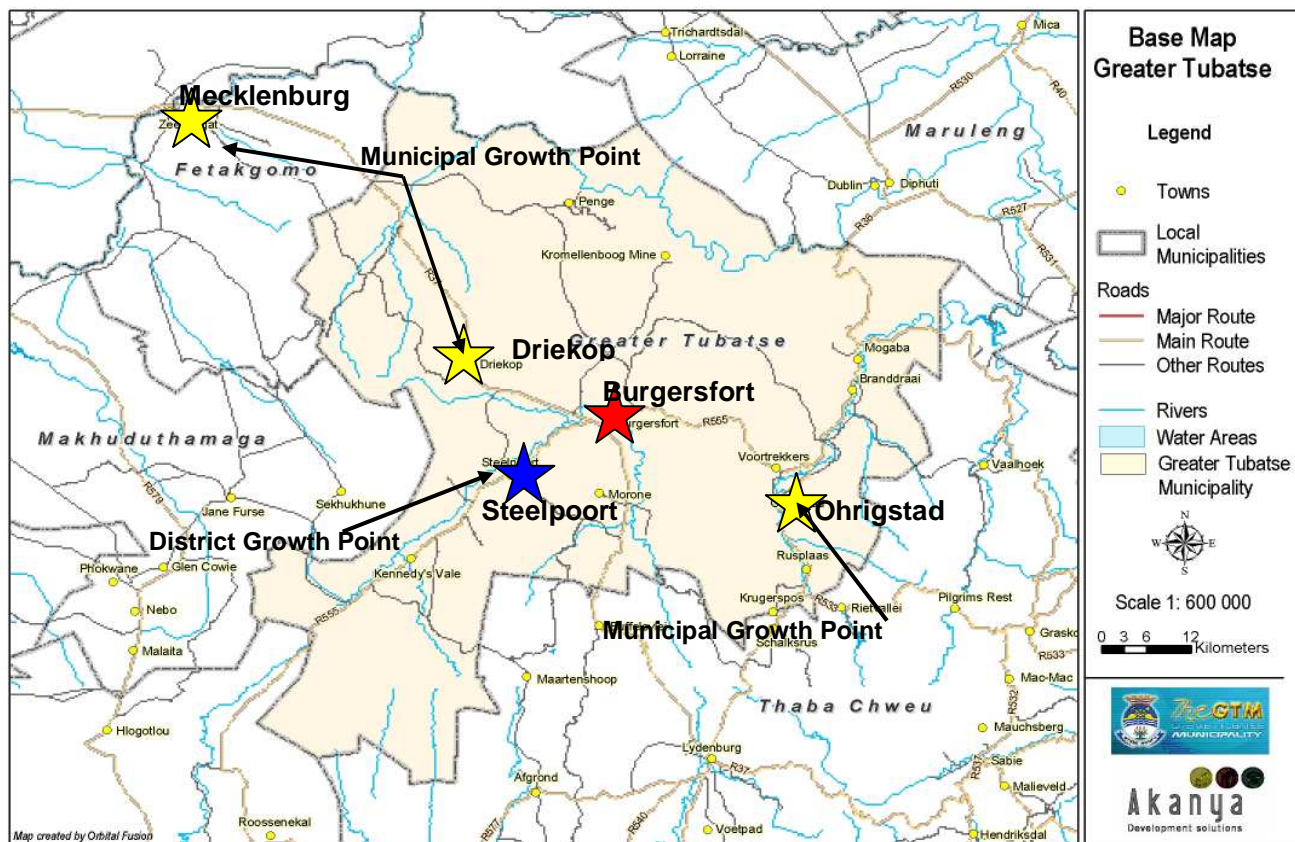
Map 3 shows the general land use patterns of the municipal area. The existing spatial patterns of the GTM area is dispersed with limited hierarchy of functional order. The majority of settlements in the area have low density per km². The majority of villages are located far apart which, of course, makes 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 for further developments.

Without a proper settlement hierarchy, the municipality will find it rather difficult to provide basic, long-term sustainable development to improve the quality of life for all.

The built-up areas are essentially the urban areas of Steelpoort, Burgersfort and Ohrigstad. These developed as small settlement areas related to the movement of goods, mining activities and the area's natural resource base. The economy is not very diversified and as a result, manufacturing and industrial activities are limited, although mining constitutes a significant component of activity in the area.

There are several residential townships in the area and with the prospect of increasing mining activity comes the prospect of residential expansion and growth. Steelpoort and Burgersfort are key areas for such development.

The **Limpopo Growth and Development Strategy (LGDS)** identifies Steelpoort and Burgersfort as district growth point and provincial growth point respectively. The Limpopo Provincial objective to establish at least one prominent growth point in each municipality can be achieved by focusing economic development in these development nodes. These growth points already have a meaningful economic sector featuring a measure of job creation, as well as various higher-order social facilities such as hospitals and/or health centres. **Map 4** indicates the location of the provincial growth points in the GTM.



Map 4 Growth points

Mecklenburg, Ohrigstad and Driekop are municipal growth points. In terms of the various categories of growth points, the municipal growth points have a relatively small economic sector compared to district and provincial growth points. Praktiseer and Riba Cross are second-order settlements. The second-order settlements are individual settlements (e.g. towns/villages) or groups of settlements located in close proximity and which have a small or virtually no economic base, no meaningful social facilities and often less institutional activities. Praktiseer, located to the north of Burgersfort is arguably the biggest township in the GTM area. However, the services and management of the area, as well as infrastructure planning and maintenance, is very poor. The development and consolidation of this

area need to be prioritised. Map 4 shows that the major urban development occurs in the identified growth points. 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 Tubatse 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 areas)

4.10.1. Growth Points

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

4.10.1.1 Provincial Growth Points (PGPs):

This is the most important type of growth point and it is the highest order in the hierarchy. Most PGPs provide service delivery function to the local people, job opportunities and usually large social and institutional facilities such as tertiary institutions, and government facilities, respectively. Concentration of large number of people is also one of the characteristics of PGPs (GSDM LED 2003). Provincial Growth settlement within the GTM area is only the town of Burgersfort.

Burgersfort is located where the sections of R555 and R37 are coterminous virtually at the centres 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. Thus an urban core is created which is strategically located within the municipal area as it is within the economic growth zone, along major arterials feeding into and out of the area. Burgersfort also function as place of employment for people within and surrounding the GTM area.

A number of housing developments are planned on the northeast side of Burgersfort. By and large it is former Anglo Platinum mining land that has been developed into housing. As argued elsewhere these housing developments are a response to the recent growth of the mining sector. This has also triggered numerous retail and service businesses. The attached list of recent land development application as provided by the Greater Tubatse Local Municipality is a testimony to this. 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. It serves as retail and service node for the hinterland as the industrial development has not taken root.

4.10.1.2. District Growth Points (DGPs):

These centres also play a significant role in service delivery. The aim of growth points is to serve both businesses and the communities. 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 characterised by a mixed use 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.

4.10.1.3. Municipal Growth Points (MGP):

Municipal growth points have less economic activities as compared to the district and provincial growth points. 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. This blight is the sign that Ohrigstad is declining or under pressure. It currently serves as a service centre for the surrounding farms. The area has potential for tourist-based accommodation and as a refreshment stop-over for visitors passing by. Mecklenburg is located in the former Lebowa homeland territory along the R37 Dikolong Corridor. The settlement of Mecklenburg is anchored by the police station 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.

4.10.1.4. 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 two population concentration points: Riba Cross 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.

4.10.1.5. 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 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, Maakgongywane, Masakeng, Mophalema, Mampuru and Extension, Molokela 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).

4.10.1.6. 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, Maadisiwane and GaMmamogolo (North West of Penge).

4.11. Dilokong Corridor

GTM area is well connected with major arterial roads, of which some of them are planned as development corridors. For instance, road R37 forms part of Dilokong corridor that stretches from Polokwane in the north to Burgersfort in the south. This route forms the spine of economic activities. Along this route there are several villages and chrome and platinum mines. The section of R37 corridor through GTM is the most dense in terms of both the number of households and mining activities. This route sees a high volume of freight trucks transporting supplies to and from the mines and retail outlets, public transport (taxis and busses) ferrying people to and from economic and administrative centers of Polokwane, Lebowakgomo, Burgersfort, Steelpoort, Middleburg, Lydenburg and Nelspruit, and also local private cars from homes to social and economic facilities or places of work between the settlements and beyond; through traffic traveling to and from tourist facilities further east of the GTM area.

R37 is therefore an important movement corridor for people and goods. The Limpopo Growth and Development Strategy also emphasis increase in investment in the mining activities along Dilokong corridor which will trigger associated urban development.

“Corridors have a potential in restructuring the currently fragmented settlements into robust, compact and efficient built-up areas. Corridors have an important contribution in:

- _ The growth and development of the area;
- _ Realising the economies of agglomeration;
- _ Supporting more efficient service delivery in the district;
- _ Creating access to opportunities along the corridors; and
- _ Supporting public transportation”.

4.12. Burgersfort -Stoffberg Corridor

Burgersfort -Stoffberg Corridor is secondary corridor that can also play role in the development of mining. This corridor extends from Burgersfort through Steelpoort to Stoffberg about 90 kilometers away. Although there are about three mines located along this corridor to date, it has attracted limited urban development within its sphere of influence, particularly housing development. Only the Ngwabe settlement, is located adjacent to this road. This could possibly be explained by the private rather than communal ownership of property, and dominance of commercial agriculture along the Steelpoort river basin. There are however numerous guesthouses, camping sites and resorts, a nature reserve and Steelpoort urban node. Most development along this route is concentrate around Steelpoort urban node.

The potential of this corridor seems to lie on attracting further overnight accommodation establishments, retail outlets providing refreshments to those travelling up and down R555, and cluster/s of retail and service businesses (e.g. food outlets, autobanks, filling stations, tourist information center etc) at appropriate intersections that can serve both local communities and tourists (both leisure and business). It is not expected that the urban development along the length of this route will be continuous but will be dotted like ‘beads on a string’. There is simply not enough development energy extend to all available land, at least in the short term. It is therefore recommended that specific locales along this corridor be identified for urban development in the immediate future.

In general, land is available for future development, however, such development may place engineering infrastructure under pressure. To make provision for the future, the local municipality will have to determine future expansion opportunities whilst at the same time, taking into consideration infrastructure capacity. The second-order settlements need to be considered for densification and consolidation. Provision and upgrading of services and economic development need to be prioritised.

There are currently four cemeteries in the region and have been prioritized for rehabilitation during 2007/08 financial year, which are situated in Ohrigstad, Burgersfort, Praktiseer and GaMapodile. There exists a great need for a regional cemetery in the Steelpoort area. The Council is apparently investigating a site for this purpose. It is assumed that most people in the rural settlement areas are buried in informal graveyards on private farms and in tribal areas. The Burgersfort cemetery was not rehabilitated during the 2007/08 financial year due to land issues instead penge was given a priority and burgersfort will be done during 2008/09 financial year.

The rural areas are characterised by a dispersed settlement pattern, creating areas of concentration within the villages. The built form is minimal as the structures are very basic and do not always conform to any building regulations. No formal planning and management tools exist in these areas.

Environmentally sensitive areas are situated on the north-eastern, and along the western boundaries of the municipality. Mining activities are also concentrated along the western boundary of the municipal area. This poses a challenge in terms of the management of these mining areas. The Environmental Management Plans of these areas need to be prioritised. In addition, there are various streams and rivers in the municipal area. These areas need to be properly conserved and managed.

The Land Use Management System (LUMS) also assists in the growth management challenges. The expansion of mining activities in the area presents an opportunity for the expansion of other land uses, such as commercial and business activities. A management tool such as the LUMS will alleviate the enormous developmental challenge facing the municipality.

Land claims are a major factor influencing development in this District area. **Map 5** indicate that the majority of claims in the District (approximately 60) of which a substantial number is in the GTM, are located in the northern areas.



4.13. Mining Belt

There is the abundance of precious mineral deposit in a North-south direction on west part of the study area. The mining related development follows the eastern limb of the bushveld complex from the der Brochen in the south to Twickenham mines in the north and beyond the local authority boundary . The eastern limb of the bushveld complex (mining belt) is emerging as important structuring element of the GTM spatial development, which will be increasingly dominant in future. The mining activities will affect mainly the western quadrant of the study area. With a number of mining activities throughout the local municipality more pressure is exacted on the provision of housing and infrastructure needs, the existence of the nodal point in Mecklenburg, Driekop, Burgersfort and Steelpoort, further add to the housing and infrastructure provision needs. It is expected that retail and the 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 materialise.

The proposed Dikolong SDI corridor which builds on the energy generated by the new mines viz, Marula, Twickenham, Modikwa starts to exhibits how the location of the platinum group metal is to reconfigure the spatial structure of GTM. The anticipated housing, rental and industrial development in Burgersfort and Steelpoort will reinforce these two towns as foci of urban development in GTM. In fact the anticipated development will transform the two small towns beyond recognition.

4.14. Tenure Arrangement

The fourth and final structuring element of GTM spatial pattern is tenure arrangement. The municipal area of GTM is dominated by about ninety very large original farms distributed across the municipality. The north-western areas have comparatively smaller, multiple, diffused and attenuated settlements than the few but compact settlement on eastern part. The former comprise mainly of tribal land and were part of the former Lebowa homeland territory where Black population had been forced by apartheid laws and policies to settle. The registered owners of the various farms in former Lebowa territory are the state (RSA, South Development Trust and still Lebowa government), traditional communities and authorities. In these areas the traditional authorities, still prefer to settle the households affiliated to particular clan. Sometimes the Traditional Authorities powers to allocate land were supplemented by local magistrate, relevant of officials of Lebowa government, and also national government. Land allocation procedures led by the tribal authorities and simple quantum of African population resulted in a particular settlement pattern i.e. myriad of small settlements. This is further underscored by lack of formal settlement planning in former Lebowa territory.



The southern and the eastern parts (in the vicinity of Steelpoort, Burgersfort and Ohrigstad) of the municipal area is comprised of privately owned land and mainly used for agricultural purposes as urban settlement development or subdivision of farms were prohibited or made difficult by laws of the previous era. The apartheid laws further prohibited African households to settle on these permanently farms unless they were workers on the farm. In spite of removal of apartheid laws the traditions and practices in accessing land have hardly changed. The tribal land is still allocated on the patronage basis with little formal settlement planning. The continuation of historic pattern of ownership of land and current use makes it very difficult to reverse the legal uncertainties and inability to formally plan the human settlements resulting in poor provision of engineering services. The current locations of many planned housing is doing little to address this.

4.15. Demographic Analysis

This section reflects the demographic characteristics of Greater Tubatse Local Municipal area. This will cover a qualitative and, where applicable, a quantitative summary of demographic variables and social infrastructure of the area. The population figures and projections used here are based on Statistics South Africa, Census 2001 and 2007 community survey.

4.15.1. Population

Demographic information is regarded as vital baseline information for the interpretation, evaluation and projection of social and human conditions, needs and requirements. In this subsection the focus is on characteristics of Greater Tubatse Local Municipality population that impacts on local economy and its manifestation on the spatial development of the area. 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 which makes Greater Tubatse Local Municipality a municipality with the highest population.

Greater Sekhukhune District Municipality (as shown in **Table 6** below). It also appears from 1996 to 2007 community survey results that there has been a positive population growth in most of the local municipalities

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

Table:6. Population figures. Source: (Stats SA CS 2007)



It is important to understand the population distribution within Greater Tubatse Local Municipality (GTM) as this gives pointers on urbanisation and settlement patterns. The following table indicates the population of GTM per ward. In total, there are 29 wards within this municipal area. The GTM area is comprised of 5 proclaimed towns, and about 166 villages

It is not surprising that Ward 1 which forms part of Burgersfort which is the epicentre of urbanisation has the highest population within the local municipality as it accommodates 20 926 people, followed by ward 13 (Mecklenburg); ward 12 (Driekop); 29 which includes Ga-Maepa, Ga-Rantho, Ga-Mphana and Ga-Ratau; 21 which is Praktiseer, Ga- Matodi, Mabelana, Mafoto and Matsepulana and 4 which is Riba Cross. Ward 5, which includes GaMaeseng, Mashamothane and Bathau is identified as the ward with smallest number of population. Ward 1 is one of the wards that have recorded highest population growth in recent years. The African population, which is fairly equitably distributed throughout the entire municipal area averages around 98% of the composition. The majority of people are located in urban areas, that is, ward 1 (Burgersfort) and 3 (Steelpoort). This is simply because these are the areas of employment opportunities (GTM Integrated Waste Management Strategy Plan, 2005)

4.15.1.1. Population Growth

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

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

Table 7: Projected population for growth points (2005-2015). Source: GTM IDP, 2005).



Table 8: Age co-horts

Municipality	Age Group (yrs)	Male	Female	Total	Percentage
Tubatse	0-17	67895	68990	136885	51%
	18-64	49252	70351	119603	44%
	65+	4182	9446	13627	5%
	Total	121329	148787	270116	100%

Municipality Age Group (yrs) Male Female Total Percentage

The age group below 18 years comprise approximately 51% of the population, meaning the population is largely young. The male-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 year where there are more women. This may suggest that more men seek employment in outside economic centres of Gauteng, Limpopo and Mpumalanga provinces.

4.15.1.2. Migration

There is limited information on migration pattern at the municipal level hence this section relies broadly on the Greater Sekhukhune District Municipality trends. “The 1996 Census indicates usual and previous residence of citizens but only at provincial level. It is deducted that only 12 960 people or less than 2% of the population of almost 720 000 people of Sekhukhune and Magisterial districts gave any other province as the usual place of residence. Labour migration is unlikely to cause a difference of more than 2% on population number of Sekhukhune district at any point in time (GSDM Strategic Plan, 2002 listed in Greater Tubatse Spatial Development Framework). This suggest there is very little in-migration into Sekhukhune district including GTM from other provinces “The other issue on migration dimension is the issue of permanent shifts in settlement pattern by people in search for new residences closer to transport routes and higher levels of services. This is predominantly an urban phenomenon, which is being favoured by site and service programme of the National Department of Housing or where the land is available on fringes. This is however less applicable to rural areas such as Sekhukhuneland. Even in the event of some household members moving, perhaps generated by the emergence of new employment opportunities within the district, it seems that most of the dependent family remain in the original settlement. Household members who leave in response employment opportunities return to the original settlement on a continuous basis, meaning that the source settlement is retained” (GSDM Strategic Plan, 2002 listed in GTM SDF, 2005: p: 31). As stated in Section 3.5 a scientific research is necessary to confirm the extent of such in-migration. The implications are that the population growth rates between the small, scattered settlements and growth points and population concentration areas are unlikely to differ very much. Settlements adjacent to growth points and concentration areas may however consolidate over time as a result of population



growth and marginal addition of people, as the mining activities presents an opportunity for population growth (GSDM Integrated Waste Management Strategic Plan, 2002). In other words the small and diffused settlements are likely to be static whilst certain urban and peri-urban settlements may grow much faster depending on the economic base. The settlements planned in Praktiseer, Driekop ad Mecklenburg seems to affirm this trend.

4.15.1.3. Income Distribution

According to the Demarcation Board 's municipal information poverty relates to households with no income and those that earn less than R18 000 per annum. The graph below shows that the average household income of GTM is very low.

Income per annum	Greater Tubatse	Percentage
No income	24066	42.8
R1 – R4 800	4227	7.5
R4 801 – R9 600	12536	22.3
R9 601 – R19 200	6425	11.4
R19 201 – R38 400	4637	8.6
R38 401 – R76 800	2688	4.8
R76 801 – R153 600	1077	1.9
R153 601 – R307 200	351	0.6
R307 201 – R614 400	105	0.2
R614 401 – R1 228 800	27	0.05
R1 228 801 – R2 457 600	61	0.1
R2457 601 and more	22	0.04
Not applicable(institutions)	13	0.02
Total	56235	100

Table 8: Average Household Income. Source: Stats SA, 2001

There is a widening gap between the former 'white' part of South Africa, i.e. the first economy and the former homelands (second economy) villages. The former Lebowa homeland part of Greater Tubatse is characterised by pervasive poverty and high rate of unemployment. From the table above it is evident that the large percentage (42.8 %) of the economic active population have no income, 7.5% earns less than R4 800 per annum, following which 22.3 %households earn between R4 801 and R9 600 per annum. A small share 0.06 of the economically active population in Greater Tubatse earns R153 601 and more per month. It is expected the recent economic growth driven by mining related activities will have a positive effect on the average household income and standard of living.



4.15.1.4. Employment

There is an increase in the number of employed people as from 1996 to 2001 as shown in the Table 8 above. However that does not mean the unemployment rate has been reduced. The number of new ones that are being created in the mining sector are insufficient to cater for all the new job seekers every year, resulting in a steadily worsening unemployment rate. The unemployment rate for Sekhukhune District is more or less equal to the one of Tubatse Local Municipality at 69%. This picture may have somewhat changed since 2001 given the number of platinum group mineral mines that have been commissioned in the last five years. The high unemployment rate and low household incomes in this area imply that there is insufficient disposable income and therefore low buying capacity per household. This may suggest that many households are not in a position to pay for services and municipal rates and taxes. This in turn impacts on the financial capacity of the Greater Tubatse Local Municipality to be efficiently perform their functions and duties.

4.15.1.5. Household Sizes

It is estimated that there are 66 611 households in GTM, with an average of 4.8 persons per household. There is a predominance of Black African constituting 99% followed by 0.8% of white population. The most spoken languages are SePedi (90.2%) and SiSwati (4.1%) (Steelpoort Environmental Scoping Report –Draft, 2006)

	Rural '96	Urban '96	Rural '01	Urban '01	Household '96	Household '07
GTM	99%	1%	98%	2%	4 2 530	66 611

Table 9: Rural population vs. urban population between 1996 and 2007. Source: (Demarcation Board 2004 and Stats SA.CS 2007)

This must relate to the historic boundaries of Burgersfort, Steelpoort and Ohrigstad towns. These figures are somewhat misleading as the majority of the unplanned settlements are functionally urban areas as the residents are no longer primarily living off land, i.e. tilling land and keep livestock and hunting). Furthermore urban lifestyle is reflected on the extent of land available for exclusive use by each household, housing material and house design.

4.16. Housing

Until recently the combined housing units in existing towns of Burgersfort, Steelpoort and Ohrigstad did not exceed 5000 units. Therefore the bulk of the 66 611 units within GTM are found in rural and peri-urban settlements. For historically reasons these rural or periurban 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 northwestern parts of the municipal area. There are private housing developments taking place in the southern part of the GTM.

The biggest complex of settlements occur around the Praktiseer/ Bothashoek /GaMatodi and Rivercross 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 include Mecklenburg and Driekop. There are other eight clusters of settlements : Low Cost 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- Mahlasi, Kgotlopong-Kgautswana, Matokomane-Taung, Mabotsa-GaMoraba, Makubu- Matloulela, Mapareng-Tswenyane, GaMaepa-GaMalekana 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/EersteGeluk 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, selfmade pit toilets and lack of electricity and solid waste disposal. However in most settlements water is provided on the standpipe at least along the main road. Some of the settlements are reticulated with electricity. 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-siteservices, 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, high level of engineering and several services can be extended and housing could be improved. The table below indicates household by type of main dwelling in GTM.



	Census 2001	CS 2007
House or brick on a separate stand or yard	69.6	72.9
Traditional dwelling/huts/structure made of traditional materials	18.4	11.4
Flat in block of flats	0.7	0.1
Town/cluster/semi detached house(simple: duplex: triplex)	0.4	0.1
House/flat room in backyard	1.0	1.7
Informal dwelling/shack		
In backyard	2.7	3.0
Not in back yard e.g. in an informal/squatter camp settlement	6.3	8.3
Room/flatlet not in back yard but on a shared property	0.6	1.1
Caravan or tent	0.3	0.1
Private ship/boat	-	-
Workers's hostel(room)	-	1-1
Other	-	0.3
Total	100.0	100.0

Table 10: Household by type of main dwelling (Source Stats SA.CS 2007)

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 Madikwe 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 Leeuwvallen 297 KT, Aapiessdoorndraai 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 at Praktiseer 275 KT and Aapiessdoorndraai 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 – 2006 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.



4.17. Social Services

4.17.1. Education

The quality of education for the African population has long been poor and insufficient in terms of standard requirements. Yet, even 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. Issues such as these need to be addressed urgently to provide the children with an education and with a better future.

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 R569 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 an additional private primary school. 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.

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 toward meeting the skills needs of the growing economy as a result of the mining activities.

4.17.2. Health

The Limpopo Province has on average 4,7 hospital beds per 1 000 people compared to the South African average of 5,1. In terms of all essential criteria for health facilities. The ratio of medical officials per 500 people is on average 0,2, which is nowhere near the national average of 0,6. The ratio of nurses is equally low at 3 nurses per 1 000 people against the national average of 4,3 nurses per 1 000 people.

There are 11 medical facilities in the GTM, which mainly constitute regional clinics that provide localised inputs to the community. However, 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.

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 indicates 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 strategies need to be formulated to treat infected people and to reduce new infections.

4.17.3. Welfare

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.

4.17.4. Sport and Recreation

Well-developed sport and recreation facilities generally exist at the schools and mines. Hence, these facilities are placed in the urban areas and are therefore not accessible to the extended rural population.

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.



4.17.5. Community Centres

There are currently three community centres within the GTM and are Leboeng MPCC, Kgautswane MPCC and Kgopaneng MPCC. There is a planned community centre at GaMapodile and in Ward 7 for the 2008/09 financial year. School halls often also serve as community halls where local elections, community meetings, etc. are held.

4.17.6. Libraries

There are currently three municipal libraries in the GTM and these are situated in Ohrigstad, GaMapodile and Burgersfort. Given the literacy levels in the GTM, these facilities are inadequate. There is a need for additional libraries in the GTM.

4.17.7. Safety and Security

There are currently five police stations within the GTM, namely those in Burgersfort, Leboeng, Meckelenburg, Ohrigstad and Tubatse. There are three satellite police stations in the GTM, namely Penge, Driekop and GaMapodile.

The Penge satellite police station has recorded the lowest levels of crime, whereas the Tubatse station has recorded the highest in the region followed by Meckelenburg and then Leboeng. Community Policing Forums (CPFs) have been established in several areas with varying degrees of success. In addition to the police stations, Burgersfort, Leboeng, Meckelenburg and Tubatse also have magistrate's courts.

4.17.8. Emergency and Disaster Management

Emergency and Disaster Management comprise of ambulance, fire and disaster management services and are available in the GTM for the general public. The district municipality is responsible for fire and has constructed a fire station in Burgersfort Town during the 2006/07 financial year. while ambulance services are the competence of the provincial government. The ambulance services are located at Dilokong and Meckelenburg hospitals.

Social Sector Critical Issues:

- Low skills levels
- Lack of sports facilities in the rural areas
- Very little welfare is provided for in the area
- Need to provide the northern areas with social infrastructure
- Fire and ambulance services need to be improved
- Uncoordinated provision of social facilities



4.18. Economic Sector

The prosperity of a region is dependant on its economy, which in turn is dependant on the people that create the economy, thus people and economy are closely interlinked. The economic analysis will analyse the economically active population, average income, levels of education and economic profile to obtain a holistic picture of the structure of the GTM.

4.18.1. Economically Active Population

Of concern is the lack in growth of existing job opportunities as there are more people in the region than present job opportunities. This situation is worsening owing to the low levels of literacy, which increase the percentage of unskilled labour and need for unskilled job opportunities. There is significant concern of how to achieve sustainable growth to provide for the largely uneducated youth enter the market place.

Greater Tubatse has relatively low skilled labour available in comparison with the urban areas in Limpopo and in this regard the procurement policy on municipal level should make provision for capacity building and/or skills training, should external companies be appointed due to no or limited skills from within the municipality.

Other constraints for economic development include the so-called 'brain drain', referring to the tendency for educated and skilled younger people to move to the metropolitan areas. However, the municipality can possibly also benefit from people that move out of the urban areas seeking a rural character.



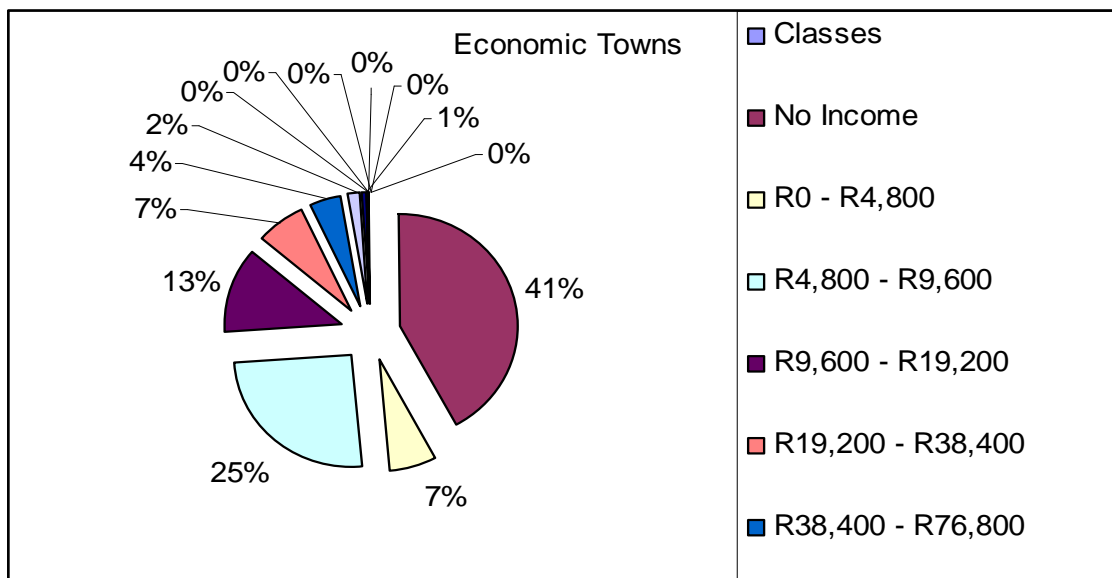


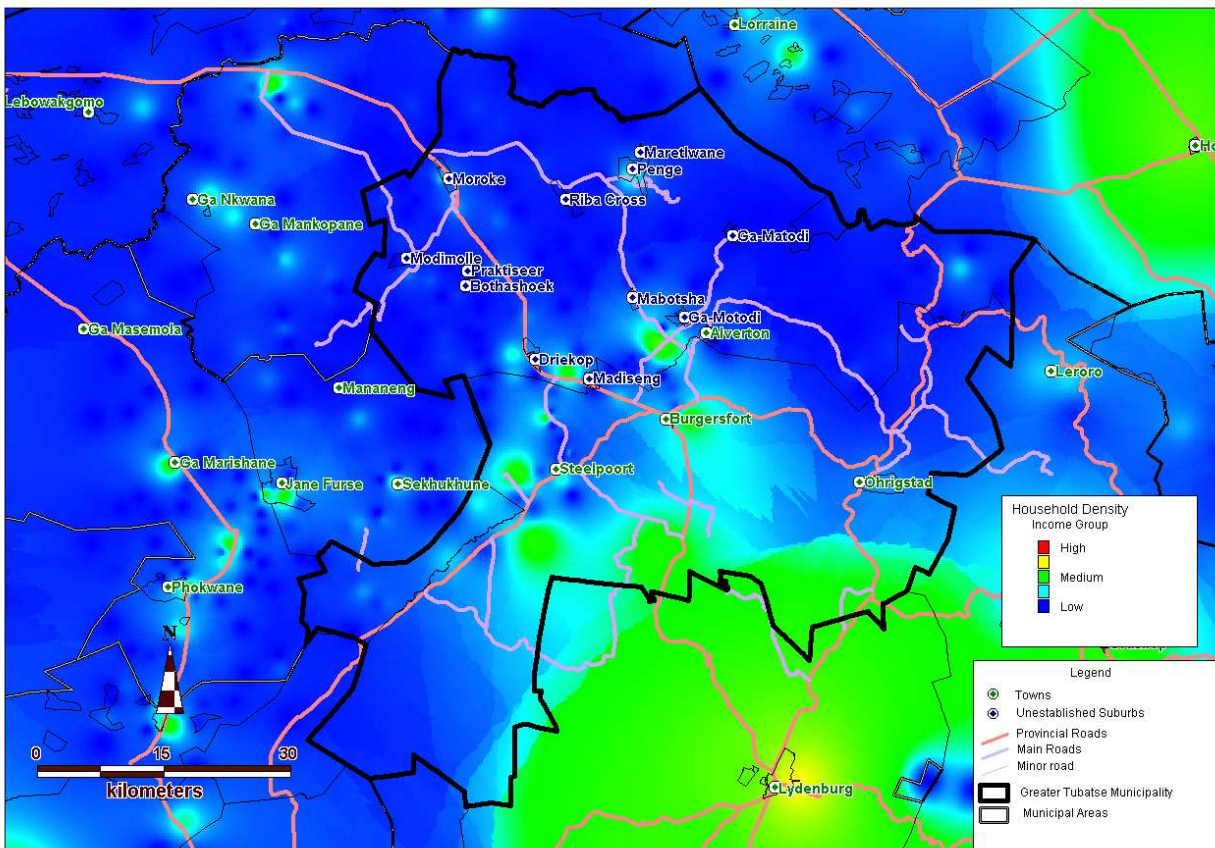
Diagram 4: revealing the vast majority of people in the rural villages also are subject to extreme poverty. The majority in these villages (45%) have no income.

4.18.2. Average Household Income

According to the Demarcation Board's municipal information poverty relates to households with no income and those that earn less than R18 000 per annum. The graph reveals that the vast majority of households within the economic towns of GTM (41%) have no income. A total of 7% earn between R0 to R4 800 per annum, following which 25% households that earn between R4 800 to R19 200. Low-income levels even in economic town can be regarded as low. Only 1% of households have an annual income of greater than R153 600. Upliftment in the area is therefore extremely complex, because the lack of employment and corresponding lack of income creates a continuous downwards spiral in social well-being.



Map 6: shows average household density income groups.



4.18.3. Level of Education of the Labour Force

The level of education of the labour force gives an indication of the degree to which the population is employable, the impact on employment and unemployment as well as on the type of job opportunities which should be sought.

The largest percentage of the labour force has no education whatsoever, and those that do, either have achieved a primary school education only or only a part of the prescribed secondary education, not necessarily matric.

Additional information from the Municipal Demarcation Board indicates that 20,8% of the population under the age of 15 are illiterate with 19,9% of the population older than 15 being illiterate which provides us with a better understanding of the problem with respect to the type of work opportunities the need to be created to alleviate the employment shortfall.



4.18.4. Profile of the Economy

The northern area of the GTM is economically the most marginal region of the Limpopo province contributing minimally to the economic stability of the Province. There is virtually no economic base and the area is solely dependent on government handouts and migrant labour income for survival. Most of the economic activity in the area is derived from adjacent regions within Limpopo province and Mpumalanga Province where the major business centres of the region are located.

It must also be noted that no other region has suffered more from the spatial policies of the previous government. These caused large-scale rural sprawl and population density explosions in areas that were marginal to begin with. This has led to the degradation of the environment and total collapse of traditional farming in these marginal regions.

Few areas in Greater Tlokoeng municipality have access to bulk infrastructure necessary to support industrial and tourism development. Access to municipal services is relatively high in the urban areas but should be extended to the rural areas to unlock potential where sensible development in line with the requirements of residents can be undertaken.

The following sections will give a broad overview of the various sectors contributing to the economy in the GTM.

4.18.5. Agriculture and Forestry

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.

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.

The minimal contribution of the Steelpoort, Spekboom and Olifants Rivers towards overall irrigation of crops in the northern region is critical due to the declining potential of dry-land cultivation. Irrigation is expensive and underground water supply is not necessarily sustainable in the long term. The total



value of agricultural products is marginal.

4.18.6. Mining

With the exception of the creativity of the people, mining still presents the largest opportunity in the GTM area to a sustainable base, whereby it generates its own income and opportunities that is not dependant on government handouts.

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.

- Chrome is mined extensively at four mines and the product is exported by rail and sea to overseas destinations.
- 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. Except for smaller mines, platinum was until recently very unexploited. Three large platinum mines are planned and under construction in the area, and it is anticipated that these will create approximately 6 000 job opportunities.
- Two andalusite mines exist in the area.
- Clay is mined at one mine and most of the product is used for manufacturing of cat litter.
- Asbestos was mined at Penge and Taung, but because asbestos products have been banned worldwide, the mines were closed down and are currently being rehabilitated.
- Slate is mined in the Ohrigstad area 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.

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 optimise the available opportunities. However, cognisance should be taken of the outflow of money from the mines to other regions. Local government should establish a means to retain spending power in the area in order to create spin-off industry and eventual development.



4.18.7. Manufacturing

Although manufacturing is a relatively minor sector in the region and largely artificially stimulated by the homeland policies of the previous government, there is merit in investigating a focused industrial strategy that should be based on the many mineral resources available in the region aimed at creating spin-offs in the region and minimising the outflow of capital to other regions.

In addition thereto, the inception of small and micro enterprise businesses could create niche markets, which would provide a service industry to the region. Presently, most of the manufacturing opportunities are created by infrastructure developments in the region such as pipelines and farming projects and road rehabilitation, which create some work opportunities for the skilled and unskilled labour force of the GTM.

Other industries include sand bricks, window and doorframe, cotton spinning and weaving, clothing, bedding and tablecloth manufacturing.

4.18.8. Electricity, water, sanitation and construction

The only provider of electricity in the region (where available) is ESKOM, which has installed basic infrastructure to provide electricity to all of the formal dwelling units in Burgersfort, Ohrigstad and Steelpoort. For the most part the rural population has no access to electricity and serious efforts and investments will have to be made to increase the supply of electricity, as a basic need, to the region.

The local authorities of Burgersfort, Ohrigstad and Steelpoort previously provided potable water to residents within their municipal boundaries and therefore made provision for the upgrading and maintenance of water purification systems and reservoirs. These facilities are financed through the payment of rates and taxes. The rural areas are dependant on natural sources of water (rivers, rain and boreholes), hence, there is no or very limited infrastructure in the rural areas. A water pipeline is presently being constructed from the Olifants River to the three developing platinum mines with the promise that many rural villages will benefit.

As with water, sanitation is generally provided by the municipalities of Steelpoort, Ohrigstad and Burgersfort for their areas. Effluent treatment tanks have been constructed to deal with sewage disposal for which costs are retrieved via rates and taxes levied to the residents of the towns. Such plants are costly and are therefore only constructed in densely populated area where they become feasible.



4.18.9. Trade

The formal commercial sector in the GTM is negatively affected by lack of a proper nodal structure in the region. The major trading towns being Steelpoort, Ohrigstad and Burgersfort are situated in close proximity to the other major urban centres within Mpumalanga, which dominate trading. Consequently, the smaller towns draw limited trade into the region and therefore lag behind.

The large rural settlements of the region could possibly generate informal trading services and manufacturing on a relative scale, if accessible and effective support services could be made available to these isolated regions.

4.18.10. Tourism

Little status quo information is available on tourism in the region. GTM has a very underdeveloped tourism base, with most tourist attractions presently being located beyond the boundaries of GTM, to include places such as Lydenburg, Pilgrim's Rest, Blyde River Canyon, Tzaneen and Magoebaskloof.

However, there is definite potential to develop tourism and thereby to diversify the economic base of the local municipal area. The local population has the potential to part take in the tourism market with the creation of arts and crafts which are widely sought after to be sold in established local markets. The existence of the Strydom Tunnel market is a good example of how the region can explore tourism. However, this sector will not develop on its own, but should be assisted through training and management. The development of the Local Economic Development Strategy is being developed and will assist in the assessment of tourism potential of the area.

Presently, there are four modern holiday lodges in the area situated in the Bushveld catering for tourists and business people. Furthermore, the following places have been identified for possible development of tourism activities:

- Mahubahube
- Mankele
- Ga Makgotho
- Echo Caves
- The Strydom Tunnel
- Taung and Penge
- Phiring
- Djate
- Madikabje
- Madikadike
- Mafarafara (a cultural village is to be established)



Evidently there is much opportunity to expand this sector.

Economic Sectors Critical Issues:

- High levels of unemployment
- Need to explore the tourism sector
- Poor undefined nodal structure affecting the trade industry
- Outflow of capital as a result of lack of secondary economic development from the mining activities
- Mining still remains the biggest opportunity for sustainable economic development
- The provision of services to sustain the economic development initiatives
- Agriculture still is the main economic resource in the GTM

4.19. Engineering Services

Access to basic services such as water, sanitation, electricity, refuse removal and roads are considered as key municipal services, that are a constitutional right of every person in South Africa. The responsibility for provision of these services is vested with local municipality as outlined in Section 84 of the Municipal Structures Act (No.117 of 1998 as amended). The provision of engineering services include water and sanitation, electricity, transportation, roads, refuse removal and telecommunications and cemetery. This section discusses existing engineering services within Greater Tubatse Local Municipality (GTM), as they impact on the spatial development.

4.19.1. Water

(a) Water Source and Network

This relates to water supplied through the municipal system. There are three main sources of water within GTM:

1. 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.
2. Abstraction from groundwater sources within the area of jurisdiction (boreholes or dug wells);
3. Purchase from external sources (e.g. a water board).

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

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



Historically piped potable water at GTM was available only in the towns of Burgersfort, Steelpoort and Ohrigstad, few 'black' formal townships e.g. Praktiseerand 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 the 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, 72.5 % of people obtain water from public taps, 6.8% from a borehole and only 51.8 % 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 increase water demand at the concentration points where the people are moving. It is important to prioritise 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 been approved and will commence this year i.e.2007.

(b) Consumer Profile:

There are five 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.

Platinum mines are by far the greatest consumers of water in Sekhukhune district, 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 rehabilitation of former government irrigation schemes (RESIS Project by Department of Agriculture) that is currently underway. The spatial plan should take cognisance of the need to extend water infrastructure particularly to meet water requirements of mines and households. **Table 11** below indicates different water sources in GTM.

	Census 2001	CS 2007
Piped water		
Inside the dwelling	3.7	8.4
Inside the yard	13.4	12.3
From access point to outside the yard	45.1	51.8
Bore hole	4.4	6.8
Spring	1.1	0.2
Dam/Pool	1.9	0.2
River/stream	24.9	16.2
Water vendor	1.1	2.9
Rainwater tank	0.3	0.4
Other	4.3	0.7
Total	100	100.0

Table 11: Household water source by type (Source Stats SA.CS 2007)

4.19.2. Sanitation

Only 8.5 % of households have access to waterborne sewerage systems and they are concentrated in and around Burgersfort, Steelpoort and Ohrigstad. The three towns within Tubatse Municipality are served with potable and waterborne sewer system. 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. The list of the current status of Wastewater Treatment Works is indicated below:



Location	Type	Present capacity	Requirement
Burgersfort	Convventional	1.5MI / day	Increase capacity to 5 MI/ day Refurbish
Praktiseer	Ponds	0.4MI / day (est)	Presently being upgraded
Penge	Convventional	Unknown	Investigate replacing with ponds

Table 12: List of wastewater treatment works and oxidation ponds, Source: (GDSM WSP 2005)

There are also oxidation ponds at GaMapodile and Ohrigstad and sewer treatment plant in Steelpoort whose capacities are unknown. "The Steelpoort sewerage plant is in poor state of repair as a result of some of the equipment not functioning as per design specifications. There is a clear overloading of the plant due to chemical toilet and septic tank discharge at treatment work ". "However there is a planned sewerage works downstream for Steelpoort and Wintervel.

Almost 70.5 % of the households use VIP (Ventilated Improved Toilets) toilets with few still using bucket systems. In terms of the National Sanitation Policy, there are 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 does not meet IDP requirements. There is a massive backlog of water and sanitation infrastructure and an absolute shortage of bulk water sources. Droughts result in a lowering of the water table to the extent that many boreholes cease to function. Outside the towns and formal townships, much of the community cannot even access the national RDP bare minimum standard and there are serious questions about the ability of communities to pay for any improved level of service given the employment and household income levels.

The envisaged increase urbanisation within the GTM will invariably require substantial investment in bulk sanitation infrastructure. Table below indicates household by type of toilet facility in GTM.

	Census 2001	CS 2007
Flush toilet (connected to sewerage system)	4.6	7.2
Flush toilets with septic tanks	0.9	1.3
Dry toilet facility	-	4.4
Chemical toilet	2.4	6.5
Pit latrine with ventilation(VIP)	10.7	70.5
None	25.9	10.1

Table 13: Households by type of toilet facility (Source Stats SA.CS 2007)



4.19.3. Transportation

There are two modes of public transport found in the GTM area, viz, railway and road transport. The road transport are the common public transport provide service to the community in remote areas, i.e. buses (Greater North Transport) and mini-taxis. It is important to note that there are no subsidized transport services in the GTM area.

The route utilisation survey recorded 405 taxi vehicles and 18 Great North Transport buses providing service in this municipal area. 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 centers 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. The Burgersfort town is a hub and to a lesser extent Steelpoort function as transport interchange where passengers can change routes within the GTM area or beyond. In the main passenger do not change the mode of transport but they are dropped off by taxi then board another taxi.

In terms of destination Burgersfort function as fulcrum of the local taxi movement with the rest going to either Ohrigstad or Steelpoort. There are long distance taxis operating from three urban nodes going to areas beyond municipal boundaries such as 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.

a) Road Infrastructure Analysis

The road network of Greater Tubatse is approximately 798.9 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 deteriorate during rainy seasons and lack of storm water drainage and bridges worsen the problem. When roads become impassable, the traveling time and maintenance cost of vehicles increases.



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 became a national road) connects GTM to other municipal areas and it forms part of the Dilokong Corridor. This mobility road enhances the ease and the rapid movement of vehicles. Generally, most villages are well serviced and accessible as the taxi or bus run along the central spine route (See Sections 3.1 and 3.2). Because of the topography housing development generally forms a band or strip with no more than five rows of stands parallel to the central spine road.

As argued above, the road system of GTM does promote efficient movement of people to various destinations. This makes 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. Integration and densification of selected settlements is thus desirable to overcome these problems. In section 3.1 it is argued that the central spine road usually links a series of villages, which significantly improve circulation amongst villages and the three urban nodes. Within the settlement cluster (see Section 4.8) walking along the central spine route to the next village is possible.

The busiest roads are Road R37 and R555. These serve also as the main collector routes from the major urban nodes such as Burgersfort, 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 also generate high volumes of public transport on this route. It was therefore recommended in the Local Economic Development report that the rehabilitation of R37 should be prioritized.

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, as the overwhelming majority of the taxi facilities are informal. There are only eight identified formal public transport facilities.

The state of taxi ranks is as follows:

- _ 28.6 % of taxi facilities are on street facilities;
- _ 85.7 of taxi facilities are informal facilities;
- _ 8.6 % of taxi facilities have lighting;
- _ 17.6 % of taxi facilities are paved;
- _ 2.9 % of taxi facilities have public phones;
- _ 14.3% of taxi facilities have offices;
- _ 11.4 % of taxi facilities have shelters; and
- _ 14.3 % of taxi facilities have ablution facilities

(Public Transport Plan [Draft], 2004, Vol 2 of 4)



Loading and off-loading facilities need to be provided to cater for all the public transport operators, especial along major routes. Rail transport system on the other hand is unable to meet the demand of transport service in the mines. The increasing mining activities in the GTM put more pressure on the road resulting in traffic congestion, accidents, high repair and maintenance cost...etc which combine to reduce productivity. Lack of maintenance and upgrade of roadm increase the economic inefficiencies of road. There is a need to encourage haulage of goods, to and from the mines to rail system, particularly those in bulk.

b) Current Road Proposals

Due to increased traffic congestion along the major route of R37, it is proposed in the Public Transportation Plan of 2004 that the public transport facilities along Dikolong Corridor (R37) should be developed to ensure that mine workers have ease of access to transport. It was also suggested loading and off-loading facilities for public transport at strategic points in the villages be provided. Due to dominance of taxis in the area there is a need for the provision of taxi facilities.

In addressing the accessibility challenges, the National Department of Transport developed a rural transport development programme and the Integrated Mobility and Access Project (IRMA). IRMA was launched in Greater Tubatse in 2006. [According to the National Public Transportation Plan, 2007, six 'rural 'district municipality were earmarked for IRMA programme. Sekhukhune District is one of the selected municipalities with Tubatse being the targeted local municipality]. The projects that will be implemented in Greater Tubatse focuses on the upgrading of roads and the construction of cycle and pedestrian paths. They are budgeted for R10 million and are expected to be implemented over 3 years (National Public Transportation Plan, 2007).

Currently, there is no comprehensive plan for transport in GTM. However the Greater Sekhukhune District is also in the process of developing a District wide Road Master Plan that will audit the information that the district has in terms of the road network and will further suggest strategies for road maintenance .

There is one major road reconstruction project proposal, i.e. R37 Eastern Link By-Pass Road in Burgersfort aimed at reducing traffic flow through Burgersfort CBD. Most of the other projects listed on the GTM IDP and on Limpopo Road Agency programme are largely of road maintenance nature in both urban and rural areas i.e. rehabilitation and tarring of road. However there is a specific budget allocated for tarring of roads to villages by the Provincial Department of Transport



4.19.4. Electricity

The number of households using electricity grew from 46.6% in 2001 to 66.1% in 2007. This is a 19.5 percent improvement. The real growth in the number of households using electricity during this period outstripped growth in number of households and is therefore positive real growth (ibid, 2005). The only provider of electricity in the region is ESKOM; which has installed basic infrastructure to provide electricity to all the formal dwellings in Burgersfort, Ohrigstad and Steelpoort. For most part, the rural population has no electricity (GSDM Integrated Waste Management Plan, 2005). 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. It is then important that the municipality speed up the process of electrification. In terms of the bulk infrastructure Eskom has indicated the greater part of GTM is supplied by Tubatse substation (132 kV) and there are four transformers which are in turn supplied by Tubatse Substation. The following tables below indicates household by type of energy/fuel used for lighting, heating and cooking in GTM.

	Census 2001	CS 2007
Electricity	46.6	66.1
Gas	0.2	0.1
Paraffin	5.1	4.4
Candles	47.2	28.5
Solar	0.3	0.0
Other	0.7	1.0
Total	100	100

Table 14: Household by type of energy/fuel used for lighting (Source Stats SA. CS 2007)

	Census 2001	CS 2007
Electricity	16.8	41.0
Gas	0.5	0.1
Paraffin	6.9	7.9
Wood	70.4	48.8
Coal	2.0	0.7
Animal dung	0.7	0.1
Other	2.2	1.5
Total		100

Table 15: Household by type of energy /fuel used for heating (Source Stats SA. CS 2007)



	Census 2001	CS 2007
Electricity	16.1	40.5
Gas	1.5	0.5
Paraffin	11.9	11.8
Wood	68.1	46.8
Coal	0.6	0.3
Animal dung	0.8	-
Solar	0.4	-
Other	0.5	0.1
Total	100	100

Table 16: Household by type of energy /fuel used for cooking (Source Stats SA. CS 2007)

4.19.5. Refuse Removal / Waste Management

Waste management services are rendered in few areas of GTM by municipality or independent contractor in private properties. Dumping and burning of waste is the more common way of disposing waste. Refuse removal needs refuse dumps (landfill sites, etc) to enable a healthy and safe dumping process. Most villages in Tubatse lack access to these services. The rate of improvement in refuse removal has also been very slow. Starting off a low base of only 6.7 per cent of the households having their refuse removed by municipality weekly, the situation only improved to 8.2 per cent of the households by 2007. Table below indicate household by type of refuse disposal in GTM.

	Census 2001	CS 2007
Removed by local authority /private company		
At least once a week	6.7	7.1
Less often	0.6	1.1
Communal refuse dump	0.5	1.4
Own refuse dump	65.1	76.9
No refuse disposal	27.1	13.4
Other	-	0.1
Total	100	100

Table 17: Household by type of refuse disposal (Source Stats SA.CS 2007)

Municipal Demarcation Board, 2005 & Questionnaire completed by GTM for this review shows that Only 2.9 percent of the total households in the municipality have experienced a positive improvement with regards to refuse removal. The number of households receiving below standard refuse removal service had increased by 3625 and exceeded the 2001 backlog. The Burgersfort landfill is the only permitted site in the GTM. It is classified as a GCB site, i.e. general communal site waste disposal site



with no significant leachate production.

According to Tubatse Waste Management Plan, 2005, there are five areas that are being serviced by the municipality (service point), either by an own refuse removal service or by outsourcing services to contractors, namely Steelpoort, Burgersfort, Ohrigstad, Mapodile and Praktiseer.

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 little of these waste disposal facilities in place within GTM. Some are not regulated to ensure to ensure environmental soundness, health and hygiene. Bigger generators of waste illegally dump waste in places, which seems appropriate to them such as holes created by erosion, river valleys, old quarries, etc. Accumulation of waste can also be seen along the roads. Dumping and burning of waste is a common way of removing waste in the area usually not far away from the generating point. Pit burning in household backyards is also typical in rural areas.

Local 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 t/a 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 capacities. In most rural settlement the average residential erven is +/-1 000 m² even which suggests that it will be increasingly difficult to dispose refuse the backyards either in pits or by burning.

There is a process underway to establish a regional landfill site in Burgersfort. The appropriate site has been identified and a positive Record of Decision from the provincial environmental authority has been issued. Currently, there is a process underway to obtain the necessary license and proclaim the site. Alternative landfill site have been identified in Praktiseer and GaMapodile. In conclusion, the key challenge facing GTM is the need to provide solid waste disposal services for the growth and population concentration centers such as Bothashoek and mining establishments.

4.19.6. Cemeteries

There are currently five cemeteries within the GTM area that are located in Burgersfort, Ohrigstad, Praktiseer, Penge and GaMapodile. The municipality has identified a site on state owned land for a new cemetery at Burgersfort . The environmental investigation has been done and the record of decision (ROD) has been issued in this regard. However, the process to transfer land rights to the relevant owners is underway. The cemetery site in Praktiseer has been fenced and is operational; however there has been never a formal procedure to proclaim the site. On the other hand the



cemetery site in GaMapodile has been proclaimed but the general plan was withdrawn due to land claims lodged over the land. In this case, ROD has not been issued.

It is presumed that people in rural areas continue to use informal graveyards as their burial sites. Increasingly sites are set aside for a common/ shared burial area though not formalized in each village. In other words there is less and less use of individual family grounds. The provision of cemeteries needs to be considered in the spatial plan particularly where there is concentrated urban development. There is already a plan for 10 000 housing units in GTM should also makes provision for cemeteries.

4.19.7. Landownership

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

Properties within the former Lebowa homeland territory

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 18: Land Situated Within Former-Lebowa Boundary

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, GaMapodile and Mecklenburg B. 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 formalise it since 2001/2002.

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.

The 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. Hypothetically these occupiers and users of land can be unfairly dispossessed their properties by the same authorities who allocated them. Post 1994 the Parliament passed few laws such as Informal Protection of Land Rights Act 31 of 1991, Communal Land Rights Act, 110 of 2004 and Extension of Security of Tenure Act 12 of 1997 to provide better protection from arbitrary decision of traditional authorities. The reason most villages are located in government or tribal land is that the previous era government had established Trust whose raison d'être was to procure such landholdings to settle the clans.

Properties within former 'white' Republic of South Africa

Properties in parts of GTM that constituted former 'White' Republic of South Africa is distributed as followed:

No. Of Farms	Extent	Ownership	%
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

Table 19: Properties within former "whites" Republic of South Africa

4.20. 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 locales 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 growth points and to a very limited extent in population concentration points. Consequently these settlements should receive priority in terms of bulk infrastructure.

4.20.1. Cultural / Historical and Heritage

The tourism potential of traditional rural areas have not been encouraged. The tourist attractions have generally not included telling of the history and struggles of indigenous people, their culture and heritage.

There are number of tourist facilities in former Lebowa territory that has not been explored viz Mahubehube Caves in Bothashoek, Mankele and Ga-Mokgotho waterfalls and dramatic topographical relief around Penge, discontinued mining settlements of Penge and Taung, old coach wagon in Leboeng, King Sekhukhune statue at Tjate and miraculous trees (with healing powers) at Phiring . These tourist attractions are related to the cultural history and areas of African people have generally been ignored. Lack of convenient access, support infrastructure including marketing and onsite facilities result in these facilities not playing their rightful role in tourism industry. The existence of the world reknown Panorama route (along R36) 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.

The recently research work done as part of local economic development study suggests that in the short term it is Tjate Heritage and Echo Caves projects coupled with Klein Drakensburg Escarpment Adventure Trail have most potential and advanced development plans (for details see GTM -Local Economic Development Strategy). At Tjate heritage site an access road, cultural village with overnight accommodation facilities, an interpretation centre, research and development of exhibition material and restoration of various sites on the terrain are proposed. The development of a 60-bed resort at the Echo caves and establishment of adventure routes with products throughout the escarpment area are also planned. The access routes to these facilities should be improved to allow tourist on passenger vehicles to reach them without much difficulties.

Mankele and Ga-Makgotho waterfalls near Penge have a potential but the regional and local accesses coupled with the lack of unique experience offered by the facilities themselves may detract their



potential. At a regional level a road from Penge to R36 (Tzaneen Road) may have to be constructed/upgraded to divert tourists past the waterfalls. This road will run pass Lekgalameeste Nature Reserve and other cultural sites. At a local scale the road from Penge town to the waterfalls is unmade thus at certain points is impassable with the passenger vehicle. The fact that the loop road connecting Penge to R36 is located within Fetakgomo municipal boundary and anticipated cost of improving the road from Penge to the site is very high combine to reduce the prospects of the waterfalls in the short term. It is therefore proposed that a technical and financial feasibility study be conducted before any capital expenditure on this tourist asset is incurred on this project.

The tourist facilities are proposed throughout the undeveloped eastern and southern parts of the GTM area particularly adjacent to surfaced roads. In the short term, these will mainly be guest houses. In the north and west parts of GTM area, certain locales of cultural and physiographical distinction could host tourist facilities e.g. Tjate heritage site or hiking and 4x4 trails in the upper reaches of the Olifants River. Map 14 shows the prime area for tourist facilities generally overlaps with conservation area. In other words these areas can accommodate either tourist facilities or conservation activities, as the distinction in land use term is rather artificial.

4.20.2. 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. Where it is important for biodiversity reasons these areas can be legally protected as per provisions of the National Environment Management Protected Areas Act, 2003. In terms of law there are four types of protected areas viz nature reserves, world heritage sites, forest areas, and mountain catchment areas. Within the borders of the GTM area there is one established game farm i.e., Khumula Game Farm and Crystal Park Game Reserve. It is not clear whether these are established in terms of any legislation. There are however numerous legally protected nature reserves around the GTM borders including Ohrigstad Dam Nature Reserve, Wolkberg Wilderness Area, Blyde River Canyon Nature Reserve and Lekgalameetse Nature. Proclamation protected area in order to preserve ecological integrity of habitat, protecting rare or vulnerable species, conserve biodiversity, ensure sustainable 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.

4.21. Institutional Sector

The administration reviews the composition of the Council to determine management principles for the area.

Disestablished Municipalities

GTM comprises five previous local councils which have been disestablished either entirely or only in part. These are:

- Dilokong RLC (entirely)
- Lydenburg Rural TRC (partly)
- Ohrigstad / Eastern Tubatse RLC (entirely)
- Steelpoort / Burgersfort TLC (entirely)
- Tubatse Steelpoort RLC (partly)

Elections

The local government elections of 2004 which laid the foundation for the municipal demarcation and the establishment of new authority in the area. In 2006 the second local election saw the ushering in of the second elected council. The ANC received the majority of the votes and as such got the extension of its political mandate. The current political structure is as follows:

- ANC = 52 seats
- PAC = 2 seats
- UIF = 2 seats
- DA = 1 seat

Ward Structure and Composition

The GTM comprises **29** wards of varying physical and population sizes. The plan below gives some indication of where the various wards are (indicated in the pink line). It is clear that wards 1,2 and 3 are by far the largest in extent and the majority of other wards are located in the north-eastern region of the GTM.

In terms of population distribution and composition the wards reflect the following:

- Ward 29 accommodates 13 665 people followed by ward 18 with 13 179 people, ward 9 with 12 972 people and ward 14 with 12 058 people.



- The African population is fairly equitably distributed throughout the entire municipal area averaging around 98% of the composition. The majority of white people are located in wards 3 and 18.
- Most of the employed population is found in wards 2, 12, 18 and 25. The extent of employment is possibly linked to the presence of mines, forestry and formal farming in the relevant wards.
- Literacy is linked to the above although there are some differences. The wards with a literacy rate of greater than 20% are only wards 2, 3, 6, 8, 11 and 26-29. This is indicative of a region struggling with high levels of unemployment and high proportions of unskilled labour.

In terms of service delivery the wards reflect the following:

- The wards that accommodate more than 2 000 households are wards 1, 14, 15, 18, 22, 25 and 29.
- The majority of formal dwelling units are found in wards 19, 21 and 24.
- Only wards 18 and 2 have relative access to a telephone at home at respectively 8,7% and 16,6% people having home access.
- In wards 4 and 5 respectively 95% and 82% of people have access to electricity. This figure is very high and does not correspond with the needs expressed by the communities.
- The sanitation profile reflects a different picture, whereby wards 7, 16 and 18 have the best access to sanitation services.
- Piped water available within the dwelling unit is mostly available in wards 4, 3 and 19.
- Formal refuse removal is mostly available in wards 7, 12 and 18.

It is concluded that wards 1 and 3 are most extensively supplied with formal services, which are the wards within which Steelpoort, Burgersfort and Ohrigstad are located. The remaining wards have variable supply of infrastructure and services.

Composition of the area

- The area is made up of 166 villages / suburbs, the vast majority being villages which are scattered throughout, particularly, the northern part of the GTM.
- It further comprises 175 farms, which is indicative of the rural composition of the area, the strong reliance on agriculture and subsistence farming and the dispersed settlement pattern. Of these farms 61 are under the control of tribal leadership.
- There are Traditional Authorities and their Indunas within the GTM, which play a role in local management.
- There is one main and three satellite municipal offices. The main offices are located at Burgersfort and the others at GaMapodile, Praktiseer and Ohrigstad.



GTM Powers and functions

In terms of the Municipal Structures Act of 1998 the following powers and functions should be assigned to the GTM, however, this process has not been finalised:

Table 20: Roles and responsibilities in terms of the Municipal Structures Act, 1998

SECTION	DESCRIPTION
Section 84(1)(e)	Solid waste disposal sites in so far as it relates to determination of a waste disposal strategy; the regulation of waste disposal; the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.
Section 84(1)(f)	Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole.
Section 84(1)(g)	Regulation of passenger transport services.
Section 84(1)(j)	Fire fighting services serving the area of the district municipality as a whole including planning, co-ordination and regulation of fire services, specialised fire fighting services such as mountain, veld and chemical fire services; co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures and the training of fire officers.
Section 84(1)(l)	The establishment conduct and control of cemeteries and crematoria serving the area of a major proportion of the municipalities in the district.
Section 84(1)(m)	Promotion of local tourism in the area of the district municipality.
Section 84(1)(n) – relating to the above functions	Municipal public works relating to any of the above functions or any other function assigned to the district municipality.

Administrative Structure

There is a municipal office within the GTM, which is situated in Burgersfort. It comprises Eight departments, viz.:

- Department of the Municipal Manager
- Department of Corporate Services
- Department of Finance



- Department Technical Services
- Department of Economic and Land Development
- Department of Community Services
- Department Strategic Planning Services
- Department of Executive support

At the head of these departments is the Municipal manager who is accountable for the municipality and who reports directly to the Mayor of the local municipality.

Decision-making structures

The elected council (57 members) is the ultimate decision-making forum on the IDP and budget for the GTM. The role of participatory democracy is to inform, negotiate and comment on those decisions, in the course of the planning process.

The following positions and structures are in place for the IDP process:

- Council
- Executive Committee
- IDP Representative Forum
- IDP Steering Committee (Municipal Manager / IDP Manager)

It was decided that the same structures would be used for the development and implementation of the performance management system. Hence, it is important to develop both processes at the same time.

Financial

Owing to the composition of the area, levels of services, poverty and unemployment the local municipality does not really derive any direct income for the residents within the rural areas. The funds derived from those sources are marginal and hardly capable of achieving any maintenance never mind development. A strategy for cost recovery in this regard seems to be none existent.

Owing to the change management within the financial department of the municipality, the municipality has recorded an improvement in the collection of rates and taxes since 2005 to date. Payment levels have increased from 54% to 85% during the first years and have dropped during 2007 due to the municipality trying to implement the new property rates act as required by law. These figures however, need to be assessed in light of the account sent to the end users.

Of importance is the timeous submission of financial statement for auditing in the financial year 2005/06. The Municipality got unqualified Audit report for the 2005/06 FY and improvements are



expected for 06/07 FY. This has seen the credit rating from financial institutions like the DBSA improving substantially.

Despite the improvement in the financial management, the municipality still will be dependant on government funding, including national, provincial and district municipality, being made available to the local authority. Grant funding such as MIG will go a long way in alleviating infrastructure backlogs in this municipality.

4.22. Needs Analysis

The needs analysis is the second component of the status quo. It focuses on including community based inputs into the process of formulating the IDPs. The information contained in this section was obtained during a range of workshops held with the different role-players of the IDP process, viz. the wards, the IDP Steering Committee, Executive Committee and IDP Representative Forum (stakeholder organisations). The needs as expressed are listed and have been prioritised.

4.22.1. Ward Committees

The needs that were identified by the various ward committees were summarised and are listed to provide an overview of the general needs that were identified by the local communities, following which they are presented in order of priority. GTM has developed and adopted communication strategy which is normally used as a tool during the IDP and Budget consultative processes. These was developed in consultation with both the Ward committees and the CDWs for inputs and comments.

4.22.1.1. List of Ward Committee Needs

To determine the needs of the GTM residents a priority list sheet was distributed to the communities, which they had to complete listing their critical, needs. A summary of the needs identified is given below and it should be noted that it is not given in any order of priority or ranking.

The priorities are as follows:

- Water
- Streets and roads
- Electricity
- RDP housing
- Clinic and medical facilities
- Community hall
- Primary school facilities
- Crèche facilities
- Telecommunications – cell phone facilities



- Sports facilities
- Sanitation provision
- Agriculture / farming
- Recreational facilities
- Library facilities
- Secondary school facilities
- Employment
- Dams for farming purposes
- Farming – poultry
- Tertiary education
- Telecommunications – land phones
- Street signs
- Traditional offices
- Old age homes and facilities
- Parks
- Police station / home affairs office
- Tourism
- Street lights
- MPCC projects
- Animal projects
- Post office
- Cemetery
- Community facilities
- Street crossings
- Shopping complex
- Farming irrigation
- Fire protection
- Municipal personnel
- Reduced rates and taxes
- Transport
- Municipal police
- Skills training
- Museum
- Cultural village
- Township proclamation
- Solid waste



4.22.1.2. Ranked Ward Committee Needs

The first analysis of the ward priorities indicated that there was a mixture of priorities depending on which infrastructure, services and facilities were available and which not. This necessitated a grouping or clustering of needs in order to determine the key factors. The outcome in order of priority is the following list of local needs:

1. Water
2. Streets and roads
3. Electricity
4. Education
5. Community facilities
6. Health infrastructure
7. Recreation
8. Housing (land tenure)
9. Agriculture
10. Telecommunications

4.22.2. Stakeholder Organisations

The other component of the IDP Representative Form, i.e. the stakeholder organisations produced a list of needs, which has been arranged in order of priority.

4.22.2.1. Priority Needs of the Stakeholder Organisations

First priority:	<ul style="list-style-type: none">• Water (for domestic and agricultural use)
Second priority:	<ul style="list-style-type: none">• Skills training (technical / technician based)
Third priority	<ul style="list-style-type: none">• Security• Job creation (poverty alleviation)• Health infrastructure (clinics and hospitals)
Fourth priority:	<ul style="list-style-type: none">• Sports field and facilities• Light at public areas• Water at public areas• Training school• Taxi rank improvements• Change in municipal boundary



Fifth priority:	<ul style="list-style-type: none"> • Dialogue with GTM • Toilet facilities in public areas • Institution (disabled home) • Traditional offices • State assistance • Land ownership • Welfare • School • Electricity • Community hall • Telephone towers • Tourism • Information centre • Roads
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The key issues were re-grouped into the four development environments, from which it transpires that the social needs of the people are rated highest.

Social sector:	<ul style="list-style-type: none"> • Skills training • Sports fields and facilities • Health infrastructure • Dialogue with GTM • Institution (disabled home) • State assistance • Welfare
Physical sector:	<ul style="list-style-type: none"> • Bulk water • Lights • Water reticulation • Sanitation • Electricity • Telephone towers



	<ul style="list-style-type: none"> • Taxi rank improvement
Economic sector:	<ul style="list-style-type: none"> • Job creation • Tourism • Land ownership
Institutional sector:	<ul style="list-style-type: none"> • Traditional offices • Information centre

4.22.3. IDP Steering Committee

Through a brainstorming session the following needs were identified by the IDP Steering Committee.

4.5.3.1. List of IDP Steering Committee Needs

The list contained below has not been ranked but simply reveals the different needs identified.

- Spatial Development Framework for the Greater Tubatse Municipality
- Spatial Development Framework for the Central Greater Tubatse Municipality
- Financial base for the GTM
- Bulk water supply for residential, industrial and agricultural needs, and reticulation where bulk services exist
- Solid waste development and management plan
- Municipal office space and accommodation
- Emergency services
- Better communication
- Better transportation infrastructure
- Electricity reticulation
- Job creation and LED issues
- Agricultural development
- Tourism development
- Technical and tertiary education.

4.22.3.1. Ranked Needs of the IDP Steering Committee

As the GTM is a young municipality formed from a number of municipal structures and is situated in and managed by two different provinces, the ranked priorities from the list above are:

- Financial base of the municipality
- Spatial municipal work plan and organisation
- Municipal accommodation and office space



- Job creation and LED issues
- Bulk water supply and reticulation
- Spatial development framework.

4.22.4. Executive Committee

The Executive Committee identified several needs which were ranked according to their perceived priority.

4.22.4.1. Ranked Needs of the Executive Committee

1. Water
2. Electricity
3. Roads
4. Housing
5. Hawkers
6. Agriculture
7. Tourism
8. Waste removal
9. Schools
10. Fire control, traffic and licensing
11. Recreation
12. Public toilets
13. Industries
14. Municipal offices
15. Street and traffic lights
16. Cemetery
17. Library
18. Multi-purpose cultural centre
19. Proclamation (land tenure)
20. Mobile police station
21. Telephone (mobile telephone) towers
22. Fencing / cattle
23. Post office / satellite post office
24. Old age village and pension pay points upgrading
25. Taxi rank and routes
26. Museum



4.22.5. Priorities

This section consists of a collective analysis derived from combining the needs of the various groups discussed above, viz.:

- The municipal wards of the GTM
- The executive committee of the GTM
- The IDP forum stakeholders
- The IDP steering committee

The needs that have been identified are listed below to provide an accumulated overview of needs by a wider spectrum of persons and bodies interested in the development and growth of GTM.

The analysis is formulated purely on a numerical basis as illustrated in the following table.



Table 21: Summary Of Needs

CONCLUDED NEEDS ANALYSIS							
Sector	Needs	Ward Priorities	Council Priorities	Forum Stakeholders Priorities	Steering Committee Priorities	Points	Priority
Physical Sector	Water: Domestic	X	X	X	X	4	1
	Farming			X		1	
	Bulk			X	X	2	
	Electricity	X	X	X		3	3
	Roads, Streets & Bridges	X	X			2	4
	Housing	X	X			2	4
	Telecommunications	X	X			3	3
	Solid Waste	X	X		X	3	3
	Sanitation	X		X	X	1	5
	Cemetery	X	X			2	4
	Transport	X	X	X	X	4	2
Social Sector	Education (Schools)	X	X	X	X	4	1
	Community Facilities	X	X	X		3	2



CONCLUDED NEEDS ANALYSIS							
Sector	Needs	Ward Priorities	Council Priorities	Forum Stakeholders Priorities	Steering Committee Priorities	Points	Priority
	Health Infrastructure	X		X	X	3	2
	Recreation	X	X	X		3	2
	Police	X	X			2	3
Economic Sector	Agriculture	X	X		X	3	2
	Tourism		X	X	X	3	2
	Industries (Jobs)	X	X	X	X	4	1
	Land Tenure			X		1	3
Institutional Sector	Financial Base				X	1	3
	Municipal Accommodation		X	X	X	3	1
	Structure & Personnel	X			X	2	2
	Spatial Framework				X	1	3
	Change Boundaries			X		1	3
	Traditional Offices	X		X		2	2



4.22.5.1. Prioritisation of Needs

Finally the needs are listed in order of priority, related to the physical, social, economic and institutional sectors of GTM.



Table 22: Prioritised needs per sector

SECTOR	PRIORITY
Physical Sector	<ol style="list-style-type: none"> 1. Water (domestic, bulk agriculture) 2. Transport 3. <ol style="list-style-type: none"> (i) Electricity (ii) Solid Waste (iii) Telecommunications 4. <ol style="list-style-type: none"> (i) Roads, Streets, Bridges (ii) Housing (iii) Cemetery 5. Sanitation
Social Sector	<ol style="list-style-type: none"> 1. Education 2. <ol style="list-style-type: none"> (i) Community Facilities (ii) Health Infrastructure (iii) Recreation 3. Police
Economic Sector	<ol style="list-style-type: none"> 1. Job Creation 2. <ol style="list-style-type: none"> (i) Agriculture (ii) Tourism 3. Land Ownership (Tenure)
Institutional Sector	<ol style="list-style-type: none"> 1. Municipal Accommodation 2. <ol style="list-style-type: none"> (i) Municipal Structure and Personnel (ii) Traditional Leaders Offices 3. <ol style="list-style-type: none"> (i) Financial Base for Municipality (ii) Spatial Framework (iii) Change of Municipal boundaries



4.22.6. Political and administrative profile

GTM has a Council made up of 57 Councillors comprising 29 ward Councillors and 28 PR Councillors. 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. The following committees were established following the provisions of Section 80 of the Municipal Systems Act of 2000.

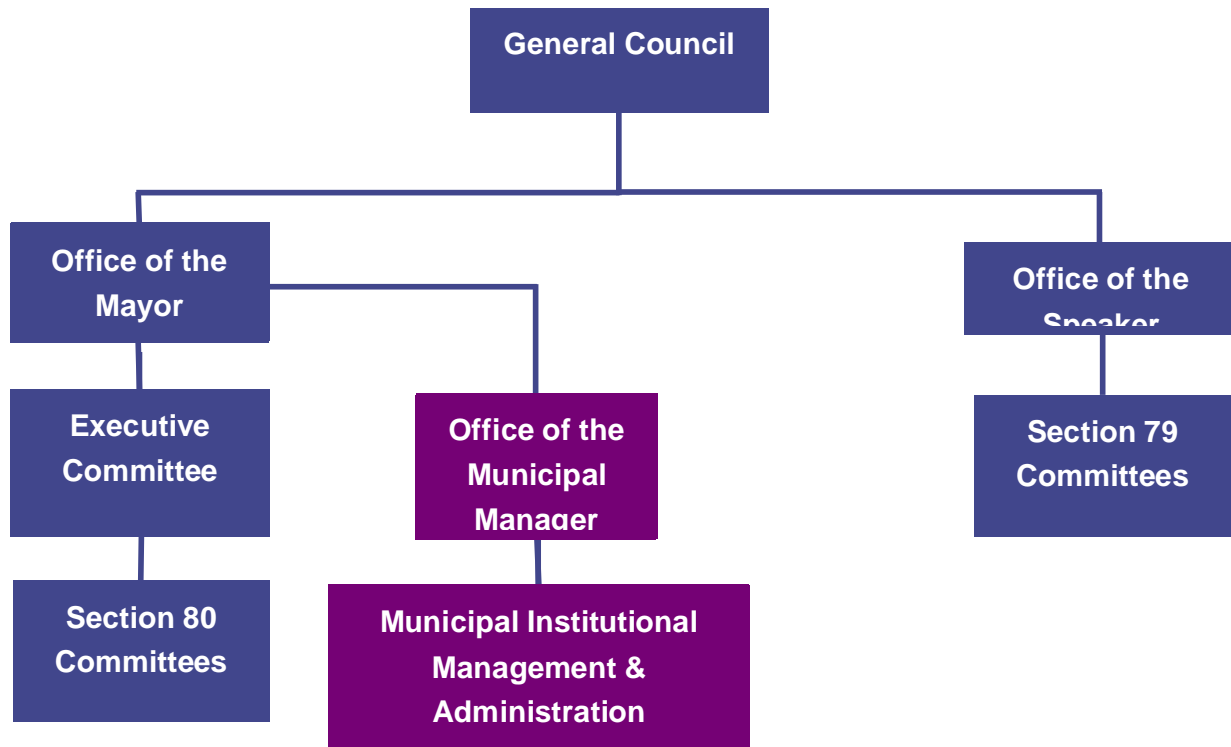
Table 23: The Section 80 Committees established in GTM

COMMITTEE	DATE ESTABLISHED
Finance	March 2006
Corporate Services	March 2006
Economic, Land and Development	March 2006
Community services	March 2006
Technical Services	March 2006
Strategic Planning	March 2006

There are committees established according to the provisions of Section 79 of the Municipal Systems Act. GTM has a functional local administration located in Burgersfort. The details of general staffing levels are provided later in this review while the assessment of the municipality's management capacity is conducted in chapter 1. The following **Diagram 5:** depicts the political structure in GTM:



Diagram 5: Municipal Political Structure and Administration



4.22.7. Policy and Planning Frameworks

Municipalities are required by various pieces of legislation to develop different sectoral strategies, plans and to put in place policies and systems to guide the implementation of the plans. This section provides the status of different policies and plans. This section should be read in conjunction with the corresponding section in chapter 2, and where there is contradiction Chapter 2 prevails. The lack of information precludes a detailed analysis of the effectiveness of the different policies and plans.

Table 24 : Status of financial policies in GTM (2008)

Policy	Status	Date of Approval
Budget	Approved	2008
Credit control	Approved	2006
Dept Collection	Approved	2006
Bad dept write off	approved	2006
Tariff	Approved	2003
Cash and revenue management	Approved	2008
Asset management	Approved	2008
Accounting		
Supply chain management	Approved	2006
Capital Investment plan	Draft	

The above table shows that there are fewer financial policies that have been developed and approved by Council in GTM. The only other policies that are in place in GTM are human resources policies. GTM has key HR policies such as *Employment Equity and Workplace Development Plans*.



4.22.8. Integrated Development Plans

GTM adopted its five year IDP (2006-2011) in June 2006 and is reviewed annually to suit the current realities as required by law.

Table 25: Sectoral Plans and strategies

Policy	Status	Date of Approval/ Anticipated date of approval
Integrated SDF	Approved	June 2007
LUMS	Approved	June 2007
Integrated Waste Management Plan	Draft	June 2007
Employment equity plan	None	
Workspace skills plan	Approved	September 2007
HIV and AIDS plan	Draft	
LED	Approved	June 2007
Housing Sector plan	None	
Revenue Enhancement Plan	Approved	April 2008
Disaster Management Plan	Draft	June 2007
Capital Investment Framework	Approved	April 2008
Environmental Management Plan	None	
Integrated Transport Plan	Approved	2004
Risk Management Framework	Draft	
5 Year Investment Plan	Approved	April 2008

There is progress in the development of the sector plans in the municipality. The 2006/07 IDP highlighted the lack of these plans and efforts have been made to address these. Funding remains a big challenge in the development of these plans. A number of plans were developed during the 2007/08 financial year.



4.22.9. Overall observation regarding planning

Plans that municipalities develop and approve represent choices that are being made. The approval of various plans during the 2007/08 indicates a significant improvement for the GTM. The Municipality has identified a number of Sector Plans which shall be developed during the coming financial years. GTM is with the assistance of DBSA is busy with the development of a Base-line Study which will be utilised during the planning processes and will be finalised during the 2008/09 financial year.

4.22.10. Budget approval

It is a legislative requirement that municipalities must have budgets approved by Council. GTM has developed budgets of varying degrees of quality over the period under review. Council approved budgets for all financial years in the relevant years. The 2008/09 IDP is aligned to the GTM budget, the Sekhukhune IDP and indeed partially to the Provincial sector departments plans and budgets.

4.22.11. Financial audit

The financial statements for financial year 2006/07 were submitted to the Auditor-General in time however audit report is still outstanding. The rule of thumb is that well-managed finances are easy to audit and can be concluded within a short period. Issues identified in the 2005/06 qualified financial statements have been considered and efforts are being made to rectify the issues.

4.23. Human Resources

In this section the post provision, vacancy rate and performance of human resources are used as indicators. The post provision is analysed by simply looking at whether there is an approved organogram, the number of posts in each department, whether the posts have been filled and whether any performance evaluation has been conducted and results thereof. A secondary level of the analysis of the human resources situation is the assessment of the working environment, looking at the availability, and adequacy of the space and equipment.

4.23.1. Post provision

GTM has an approved organogram, which is constantly reviewed to ensure that it meets the needs of the organisation. The most recent review of the organogram was in 2007 (ADDENDUM A). Following is the provision of posts per department.



Table 26: Provision for posts per department (including senior managers) in Tubatse.

DEPARTMENT								
Municipal Manager	Finance	Technical services	Community services	Economic and Land Development	Corporate services	Strategic Planning	Executive Support	Total
4	25	29	47	14	44	5	23	191
2.1%	13.1%	15.2%	24.6%	7.3%	23.0%	2.6%	12.0%	100%

The Community Services Department is by far the largest, followed by Corporate Services and Technical services respectively. While the larger allocation of staff to technical services is welcome, the size of Corporate Services compared to Community Services seems anomalous. 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.

4.23.2. Performance assessment

The 2006/7 and 2007/08 IDP provided Performance Management System to the Section 57 Managers and the Municipal Manager. The performance assessment has been conducted for the whole 2006/07 FY, first, second and third term for 2007/08. Final assessment will be done at the end of June 2008. GTM intends cascading the system to lower levels especially to those Managers reporting directly to the Section 57 personnel

4.23.3. Working environment assessment

The assessment of the working environment in the GTM indicates that there is an inadequate office space, equipment and IT infrastructure. The rectification of this short coming was hampering the progression of service delivery. As the result of this shortcoming the appointment of new staff was hampered. There is a need to procure new office space and equipments. The municipality is in process of renting offices with an intention to buy and the process will be commencing in June 2009.



4.24. SWOT Analysis

A SWOT analysis is a crucial element in the analysis process and involves the situational analysis of the organisation. The SWOT analysis involves the compilation of current information about the organisation's strengths and weaknesses and performance information that highlights critical external issues (opportunities and threats) which should be addressed in the development of the strategic plan.

As part of the SWOT analysis process, the identified strengths, weaknesses, opportunities and threats were plotted against the different strategic themes. This will allow the municipality to develop specific strategies to address the issues and aspects identified within the situational analysis process.



SWOT Analysis – Economic Growth and Planning

SWOT ANALYSIS			
Economic Growth and Planning			
Strengths	Weaknesses	Opportunities	Threats
Filling of Key positions Good relationship with mines	Understaffed	Development of major economic activities such as Agriculture, Tourism, Mining and Retail	Influx of people and illegal land invasion in town
Establishment of business support	Insufficient working equipment	Presidential Node	Lack of municipal land around town
Some of the policies are in place	Lack of ICT support Lack of policies and by-laws	Rich natural resources & history	Lack of bulk services and infrastructure
Political stability	Poor Town planning	Rich cultural heritage	Land invasion Lack of available land in strategic locations
CDW's & Ward Committees	Lack of Resources and Capacity	Co-operation from the community	Lack of co-operation from Makgoshi
SDF & LUMS	Resistance to change	Potential financial support from developers	Lack of support from Sectoral departments
PM system in place and signed	Rely too much on consultants	National and provincial support in establishment of PM systems	



SWOT ANALYSIS			
Social , Environmental Sustainability and Infrastructure Development			
Strengths	Weaknesses	Opportunities	Threats
Plans	Compliance / Turn around times Low revenue base	Stakeholder support (Mines, IDT, DBSA, UNDP, EU, DPLG) Good interrelationships with Makghosi	Land availability Ownership of assets by community
Political stability	Communication / feedback / two way No Monitoring systems	Population growth	Land Invasion / Informal settlements
Youthful population	High rate of illiteracy / low skills level High dependancy rates Low Moral values of community	Funding / Sector Programmes	HIV/Aids Teenage Pregnancies High level of Unemployment Crime
Regulatory support	Insufficient systems and by-laws	Private sector investment	Environmental pollution and degradation Pollution of natural resources
Financial position	Low Revenue base	Stakeholder support	High Backlogs
People (Human resources)	Human Capital (Skills), Lack of Infrastructure plan	Mining development	No SLA - Poor partnership in service delivery (CDM, Province, Contractors)
Budget	Lack of operations & Maintenance plans No Asset register	Stakeholder support	Vandalism - (Hawker stalls, Water Pumps)
	Insufficient monitoring mechanisms		Rising cost of maintenance to infrastructure



SWOT Analysis – Good Governance and Administration

SWOT ANALYSIS			
Good Governance and Administration			
Strengths	Weaknesses	Opportunities	Threats
Existing relationship with stakeholders (Forums)	Inadequate policies	Growth potential	Population influx
Public Participation	Lack of commitment	Political stability	Crime rate
Existence of Revenue collection policy	lack of skills	Potential revenue sources (Local mines, Property developers, eg.) Customers willing to pay	High Poverty rate
Well established financial department	Inefficiency of revenue collection - dilapidated impression	Charging of billboards	Culture of non-payment
Plans	Lack of resources / Budget constraints	Availability of policies on the internet	Long in gazetting by-laws/policies
Knowledge pool	Policy implementation	Technology External consultants	
Available skills (Audit report) Skills development plan	Low skills level Low staff morale & commitment No retention strategy Inability to attract skilled people	Youthful population	HIV & AIDS
EAP Political and Management support	Stakeholder Management plan Absenteeism, Sick leave & Alcoholism	Stakeholder support (SETA's)	Unemployment High rate of youth drop outs
Recruitment policy in place	No retention policy - No development plan	Co-operative governance (intergovernmental relations)	Competitive packages
Human capital	Lack of office space	Economic Hub	Scaling/grading of the municipality



4.25. Stakeholder Analysis

Inclusion of stakeholders is essential for successful decision making and vital for promoting equity, redress and social justice in local government and therefore GTM followed a process as indicated in Diagram :6 Stakeholder Analysis to identify and analyse the various stakeholders within the municipal area.

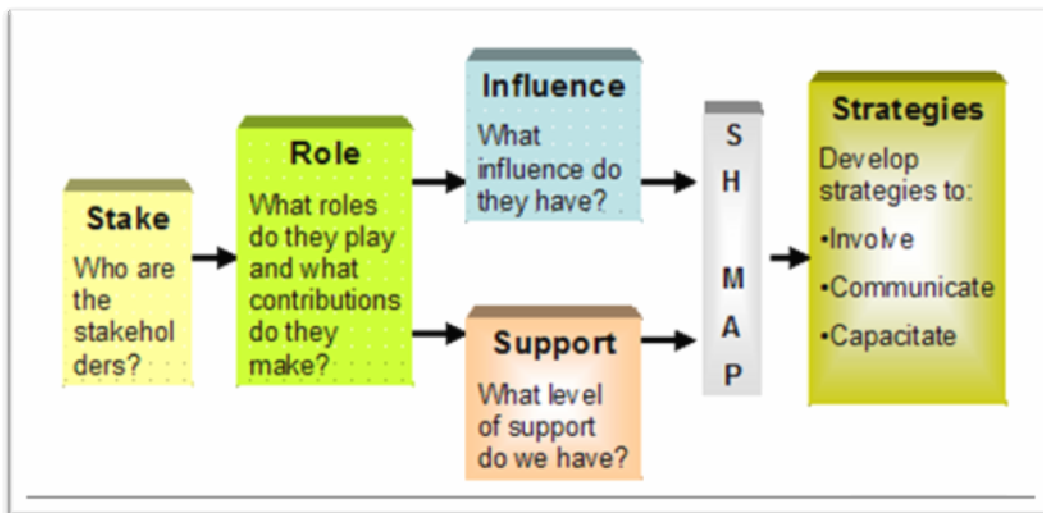


Diagram :6 Stakeholder Analysis

The following aspects were highlighted during this process and definite strategies should be developed to address these issues.

- The lack of support that GTM receives from the Greater Sekhukune District Municipality has a very negative influence and impact on GTM to ensure the delivery of sustainable services within the GTM area. To address this issue it is essential that a strategy is developed that will focus on the development of effective relationships with the district municipality.
- The lack of communication and involvement of sector departments (National as well as provincial) also has a very negative impact on the delivery of services within the municipal area. Strategies need to be developed to ensure plans and projects from the various departments are comprehensively incorporated and integrated into the Integrated development process.
- The importance of effective relationships with traditional leaders was identified. Their support and co-operation with all the programmes and projects implemented within the GTM need to be established and maintained.
- Due to the fact that the sole purpose of Greater Tubatse municipality is the delivery of services to



the community of the greater Tubatse municipal area, the involvement and continued support of the community must be one of the focus areas. The successful implementation of the community participation plan will enable GTM to foster and build on the support of this important stakeholder.

- Business Communities and the mines are only supporting programmes if it is to their direct and own beneficiation. The development of strategies and plans to involve and inform them pertaining the strategic direction of the municipality must be addressed.



5. STRATEGY

Strategic planning has been a vital ingredient of decision making and as Alan Walter Steiss¹ explained strategic planning:

Involves the development of objectives and the linking of these objectives with the resources which will be employed to attain them. Since these objectives and resources deployments have impact in the future, strategic planning is inherently future orientated. Strategic planning, therefore, deals primarily with the contrivance of organisational efforts directed to the development of organisational purpose, direction and future delivery of services and the design of implementation policies by which the goals and objectives of the organisation can be accomplished.

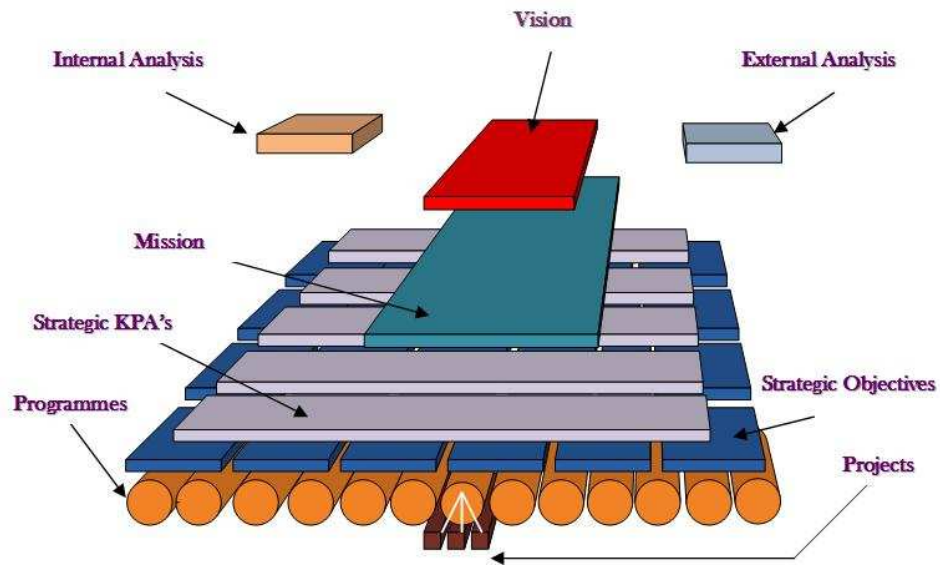
The foundation established through strategic planning will assist the municipality to focus all efforts and actions towards the attainment of the objectives identified, enabling municipalities to effectively and efficiently live up to the expectations of their communities. Strategic planning will clarify issues within the organisation for example how to allocate resources, how to ensure a balance between addressing the past while spending enough to ensure a future and the best utilization and reward of human resources. Because of a municipality's limited resources, it needs to decide which strategies will benefit the municipality and its communities the most. Such decisions commit a municipality to specific interventions and development programmes over a specific period of time.

This chapter deals with the development of strategies as indicated in the quotation above and in summary this chapter will deal with the strategic planning process (illustrated in **Diagram 5.1**) that Greater Tubatse Municipality followed in the development of their strategies.: To summarise the methodology as described in the rest of this chapter a comprehensive analysis were done whereby internal and external factors were taken into consideration to develop the vision, and mission statement of the municipality. From this analysis Key Performance Areas and Strategic objectives were developed. Programmes and projects have been identified that will enable the municipality to be able to attain the objectives identified and ultimately moving towards their vision.

¹ Alan Walter Steiss. Strategic Management for Public and Nonprofit Organizations. Virginia, USA. Marcel Dekker Inc.2003,



Diagram 7: Strategic Planning Process

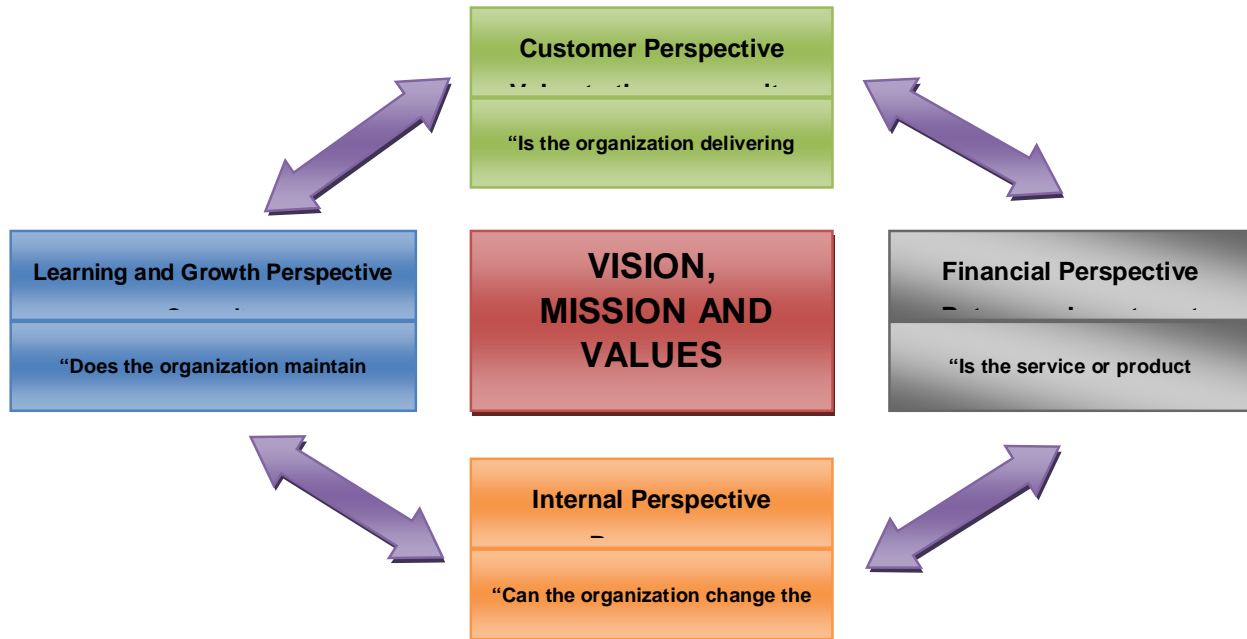


The Balanced Scorecard methodology is used to ensure integration of all activities within an organization with the sole purpose being the attainment of the strategic intent of the municipality through a number of measures for each of the four perspectives:

- Learning and growth perspective
- Institutional processes perspective
- Financial perspective
- Customer perspective



Diagram 8: Balanced Scorecard Perspectives



The integration of these approaches results in a Strategy Map that is based on the fundamental principles of the Balanced Scorecard and integrating the Key Performance Areas identified by the Department of Provincial and Local Government is represented as a matrix. This will ensure that the municipality focuses on all relevant and required aspects as indicated by their mandate as a local government institution. The advantages for GTM to make use of such a matrix system will allow team members to share information more readily across task boundaries. It will also allow specialization that can increase depth of knowledge and allow professional development and growth of the employees.

5.1. Aspirations

The vision of the Greater Tubatse Municipality is:

To develop Tubatse Municipality as a Platinum City, in an integrated manner, to improve the quality of life for all.

The mission of the GTM is to promote:

- *Local accountable democracy through active community participation;*
- *Economic advancement to fight poverty and unemployment;*
- *Accessible, needs-satisfying service rendering in a sustainable and affordable manner;*



- *Municipal transformation and institutional development; and*
- *Environmental management to ensure a balance between safe human settlements and the economic base of the municipality.*

It is important to give description to the building of the strategies in terms of the Balanced Scorecard methodology.

The Five Year Local Government Strategic Agenda, as a national program of the government was approved by the Cabinet Lekgotla in January 2006. The Local Government Strategic Agenda is structured into five Key Performance Areas, namely:

- **KPA 1: Municipal Transformation and Organisational Development**
- **KPA 2: Basic Service Delivery**
- **KPA 3: Local Economic Development**
- **KPA 4: Municipal Financial Viability and Management**
- **KPA 5: Good Governance and Public Participation**

In order to give effect to the direction determined by national government for local government and in terms of which all reporting to DPLG is done, Greater Tubatse Municipality has adapted their strategy to be aligned to the five Key Performance Areas mentioned above. (see **Diagram 9**).

Diagram 9: Strategic Key Performance Areas



Under each KPA the Strategy of the municipality is built around the building blocks of the intangible assets namely learning and growth that will focus on development, training, recruitment and retaining of staff to focus on the improvement of services and performance that will lead to better operational management within the municipality. This will culminate into the institutional perspective focusing on the way in which systems, processes, procedures and technology are improved that will ensure that the municipality utilises and manages financial resources in an effective and efficient manner. The financial perspective (effective use of financial resources) must lead to a situation whereby the municipality can focus on the needs of the community (customer perspective) and ensure services are delivered that will advance customer/community satisfaction.

The constant focus on the attainment of their strategic intent will assist the municipality in their drive towards establishing Greater Tubatse as the first democratic Platinum City and therefore should ensure that all strategies, projects and activities within the municipal area will ensure that the following desirable results or outcomes are achieved:



- Increased income for all
- Sustainable Quality of Life
- Good Credit Rating

These strategic outcomes indicate what Greater Municipality wishes to achieve within the Greater Tubatse Municipal area, where all communities will experience increased income through the growth in the local economy as well as the improvement in quality of life as a result of service delivery. These can only be achieved when the municipality focuses all efforts towards practicing sound governance to ensure that they increase their financial viability to achieve a good credit rating.

5.2 Strategic Objectives

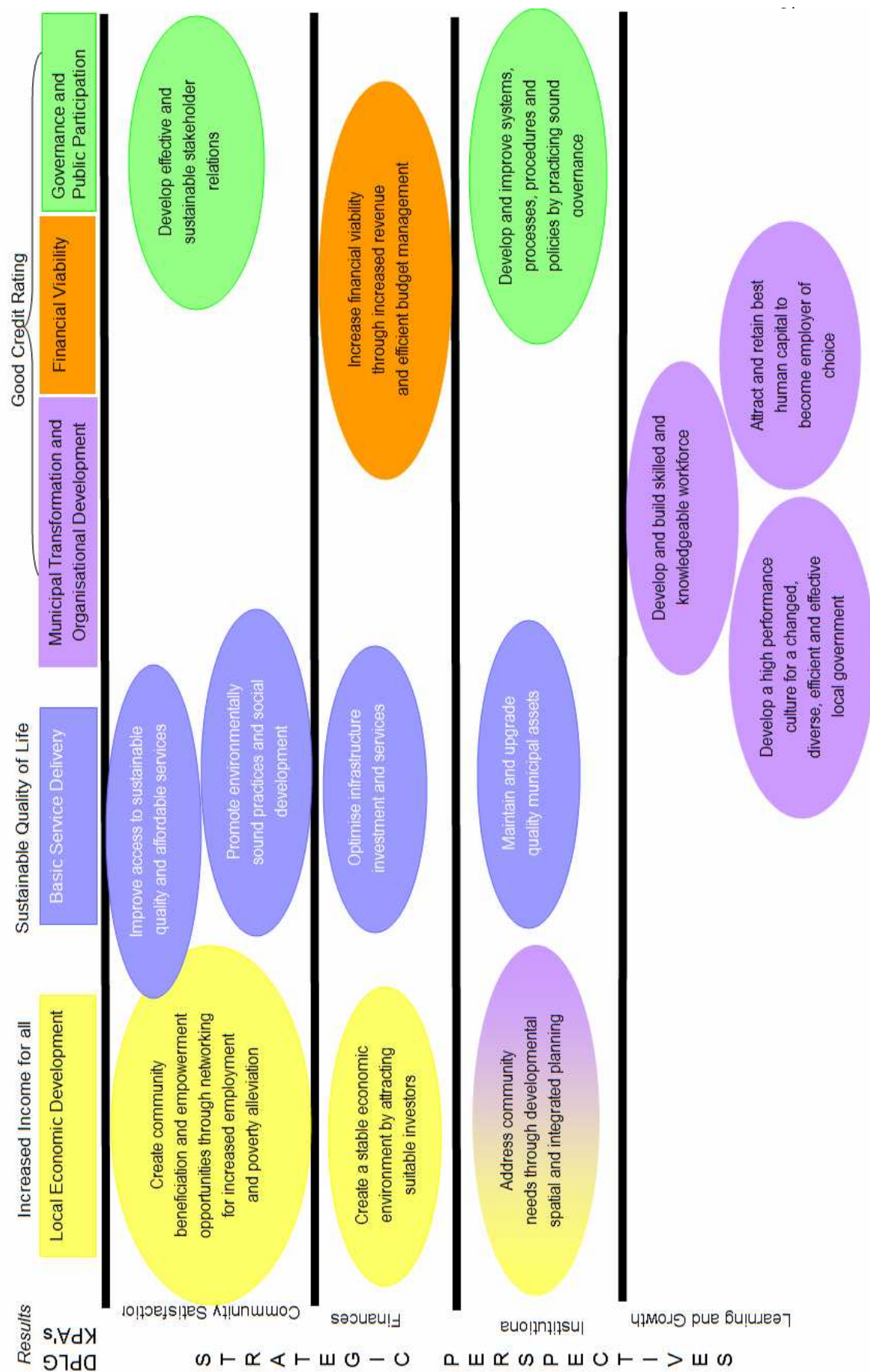
Through the Balanced Scorecard methodology specific obtainable strategic objectives were developed whereby the municipality can ensure that they attain the outcomes as explained above. GTM believes to be pioneers in aligning and integrating the Balanced Scorecard methodology and the Key Performance Areas through the development of a Strategy Map (see **Diagram 10** Strategy Map) where each strategic objective where plotted to ensure that the strategy within the KPA is achieved.

The above KPA's must not be seen in isolation - it is a true attempt to ensure integration that ultimately must result in a performance driven organisation. A matrix across the four perspectives of the Balanced Scorecard as well as horizontally according to the KPA's is built. The customer satisfaction perspective focuses on the needs and involvement of the community in the delivery of services within the municipality. On the financial perspective the focus was on how to balance the contradictory forces as well as to look at long-term versus short-term strategies ensuring financial viability. The internal perspective focuses on which systems are vital for the success of the differentiated KPA's. The Learning and Growth perspective in turn focuses on how the human capital and their role in terms of the broader strategies and accomplishments should be aligned. The advantage of the balanced scorecard is that it is an excellent tool to align strategies into action through the deployment of an organizational measurement system.

Greater Tubatse Municipality has identified the following strategic objectives that will guide them on their journey towards the establishment of the Platinum City.



Diagram 10: Strategy Map



Local Economic Development

- Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation
- Create a stable economic environment by attracting suitable investors
- Address community needs through developmental spatial and integrated planning

The municipality will need to do things differently to instil customer confidence and to attract investors into the area. Planning for spatial integration and development will contribute significantly towards the establishment of integrated human settlements. Firm economic growth strategies will have to be developed where especially the first and second economy is to grow. If real integration can be established, better planning will lead to investor confidence and economic sector co-operation and investment. Through investment more employment and business development opportunities will be established, enabling the municipality to ascertain an environment which will address poverty alleviation. The ultimate achievement would be if actual income per capita can be increased and that a good economic growth rate within the municipal area can be achieved.

Basic Service Delivery

- Improve access to sustainable quality and affordable services
- Promote environmentally sound practices and social development
- Optimise infrastructure investment and services
- Maintain and upgrade quality municipal assets

This KPA enhances the intent of the constitution of South Africa whereby the core function of local government is the provisioning of basic services to community members. The elementary and most fundamental function of the municipality will be to ensure that current and future assets are maintained and upgraded for the purpose of sustainable service delivery in the future. Also the question of service standards comes to mind when addressing the outcomes of this KPA and whether infrastructure and service delivery projects are managed and implemented to project specifications and budgets. A capital investment framework combined with the development of a bulk infrastructure development plan will have to be established to ensure available financial resources are effectively utilised to ensure anticipated growth and development can be achieved in an organised and planned way. Once these aspects are catered for the focus must shift to return on investment as well as cost recovery. The implementation of infrastructural services must therefore be measured how services are increased in a very cost effective manner.

The further challenge within this KPA is to ensure that the well-being of communities is improved



or enhanced. The most important aspect of social well-being evolves around accessibility to services (educational, health, safety and cultural) and how the accessibility to all these services will provide the community with the opportunity to utilise these resources to improve the quality of their lives.

Municipal Transformation and Organisational Development

- Develop and build skilled and knowledgeable workforce
- Develop a high performance culture for a changed, diverse, efficient and effective local government
- Attract and retain best human capital to become employer of choice

The challenges within this KPA facing GTM will be based on how they can manage their workforce to ensure that they attract and retain the best possible employees to enhance service delivery. Critical to the establishment and development of a knowledgeable and skilled workforce are continuous training and development. A culture of service delivery and focus on the improved level of performance can only be achieved if the performance management system is rolled out to all levels of employees.

Financial Viability

- Increase financial viability through increased revenue and efficient budget management

The GTM will also need to ensure that financial viability is the main focus of administration. In part the improvement of functional systems, processes and procedures within the municipality shall contribute to sound governance and sound governance will lead to a good financial viable institution. The issue of cost recovery have been mentioned as an essential ingredient in moving towards financial sustainability, built also the increase of the revenue base will play a fundamental role in achieving this.

Good Governance and Public Participation

- Develop effective and sustainable stakeholder relations
- Develop and improve systems, processes, procedures and policies by practicing sound governance

It is eminent that an improved communication system must be established to ensure Council, community members and other stakeholders are informed and participate in the identification of needs and delivery of services within the municipal area. Crucial within this KPA is the



development of effective relations with Sekhukhune District Municipality and ensure that other provincial and national sector department development plans are integrated within the planning of the GTM. This can only be achieved, if there is an improvement in execution of processes and procedures within the municipality. Tweaking of policies and operating procedures within the municipality becomes critical to improving service delivery.

The strategies thus move away from being basically sectoral key performance areas based to an integrated objective and KPI approach where all departments work together in achieving the goals, objectives and strategies of the municipa

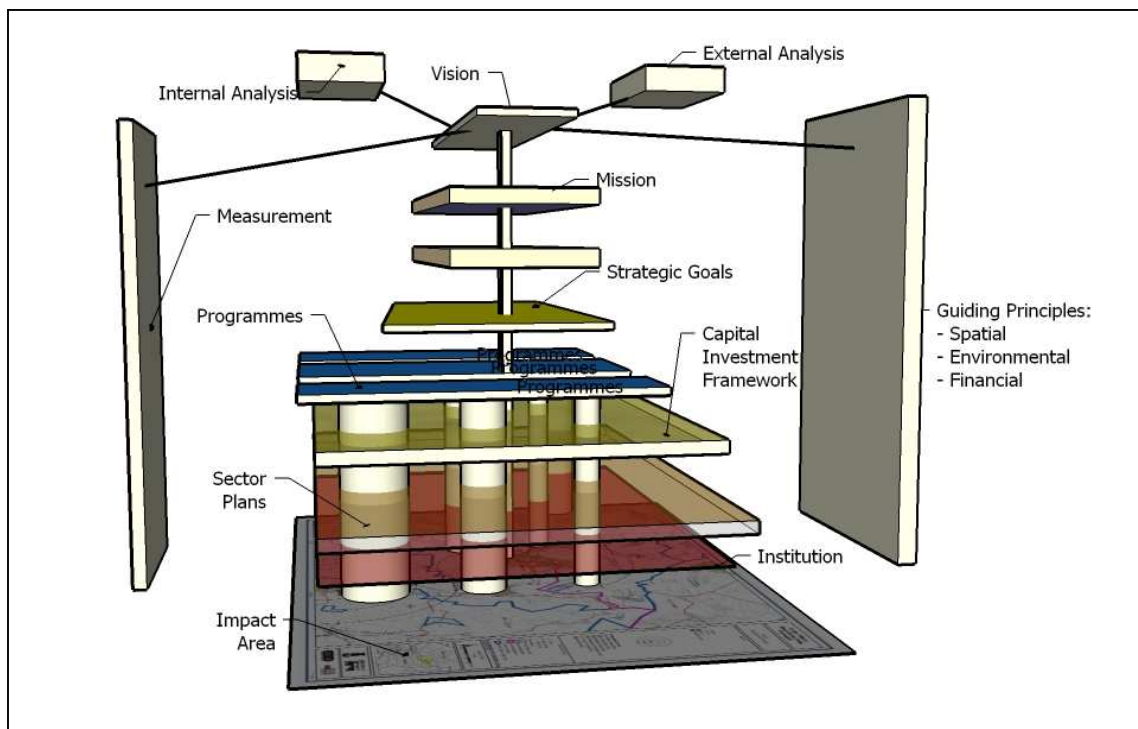
6. INTEGRATION

The integration of the IDP is based on a number of means i.e.:

- Institutional and process integration;
- Spatial/physical integration through specific guidelines and planning process; and
- Measurement integration.

These are important dimensions that are added to the general strategic process indicated in **Diagram 11**.

Diagram 11 indicates that integration is not just the development of sector plans, but rather a process that involves all levels of planning.



The intention with the specific methodology followed, was to integrate the IDP process and the Performance Management System (PMS) process. The IDP and PMS were aligned through the development of a strategy map with relevant objectives which will inform the strategies.

6.1. Institutional and Process Integration

The Strategy Map is an important mechanism in the sense that it is well developed strategies that can integrate the vision to the mission, to the value system, to the objectives, to the strategic goals, to the measurement system to the initiatives (programmes, projects and activities) to the budget. All of this is brought together into a unified systematic approach. One of the results is a Performance Management System (PMS) that, through the municipal and departmental scorecards, integrates the actions of the institution.

Performance Management must be seen as one of the instruments whereby the municipal strategy, business plans, IDP projects, budgeting and employee accountability is aligned and integrated. GTM is but one of a few where the IDP is now totally aligned with the performance management system and where implementation can be measured, monitored, reviewed and reported on as the DPLG Guidelines is stating: “A performance management system means a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review and reporting will happen and be organised and managed, while determining the roles of different role-players.” Furthermore, “The IDP process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfills the planning stage of performance management. Performance management fulfills the implementation management, monitoring and evaluation of the IDP process”. The GTM now fully complies with the legislative framework on the integration between the IDP and Performance Management System development and implementation.

The above is achieved through the answer on what needs to be achieved in terms of the strategy. The strategy map, as indicated before, translates and decodes the vision and mission in specific strategies whereby the operational strategies gives clear indication on the how. The strategy map describes the logic of the strategy, showing clearly the strategic goals for the critical internal processes that create value and the intangible aspects required to support them.

The operational strategies translates the strategy map into a tangible measurable strategy with specific targets. But, strategic goals and targets will not be achieved simply because they have been identified: the municipality must implement the Performance Management System to enable strategy achievement. The programmes and projects identified, must thus be aligned around the Strategic Objectives and must be viewed as now totally integrated bundle of projects as opposed



to a group of stand alone projects. Once the Performance Management System is fully aligned and automated it should indicate how well the strategies are performing through the scoring of the different measures identified for the programmes and projects.

The ultimate aim of developing an integrated system is to focus and to conduct meaningful reporting on achievements. The Council must be able to measure IDP implementation, that represents its strategy for long-term value creation. The reason that strategies and IDP's fail in many instances is due to the fact that true alignment between strategy and projects were not created. The Performance Management System and Municipal Scorecard should be used to monitor how well the IDP is implemented, what appropriate actions should be taken and to identify the gaps where true integration did not materialise.

6.2. Development Integration

The vision emphasises two important aspects, namely;

- sustainable development, and
- for all people in the Council area.

If the above components of the vision are considered as guiding principles then it is suggested that the IDP projects be divided into two main sections, these being;

- an overall strategic section and
- localised issues which relate to basic needs.

Both these sections will be dealt with in terms of the four developmental environments. In this manner those issues as identified in the above findings will also be taken up in the IDP projects and ultimately in the budget.

6.2.1. Spatial Guidelines

According to the White Paper, municipalities are responsible for formulating the planning frameworks on which all decisions on land development should be based. The White Paper classifies the **role of local government** into three categories²:

- Spatial Development Framework (SDF), as an integral part of the municipal IDP;

² IDP Guide Pack – National Department of Provincial and Local Government



- Decision - making, on land development applications made to local government; and
- Enforcement, of the provisions of land use schemes.

To fulfill its role in spatial planning, local government is required by the Municipal Systems Act (32 of 2000) to prepare a **spatial development framework** as part of the Integrated Development Planning process. According to the White Paper on Spatial Planning and Land Use Management, this spatial plan must be **indicative**, showing desired patterns of land use, directions of growth, urban edges, special development areas and conservation areas. This plan should also **form the basis for the land use management** systems – including a **scheme** that records land use rights and restrictions – established by local government³.

6.2.1.1. General

The following is a set of provisional guidelines as identified by the Spatial Development Strategy (PlanCentre, 2005):

Nodal development

- Importance of nodal development must be realized
- The impact of the corridor development must be analyzed
- Urban and rural development integration and co-ordination are of importance.

Rural development

- There should be consolidation of rural settlement patterns in the area
- Improvement of services and infrastructure need to be addressed
- Passenger and scholar transport must be upgraded
- Land development and agriculture development should be addressed
- Improved access to schools, clinics, cemeteries, solid waste disposal sites etc.
- Pollution control and management are of importance.

Environmental development

- The focus must be on the protection of natural resources
- Quality of the environment needs to be addressed
- Environmental pollution should be limited
- Organic farming methods should be analyzed
- There must be environmental management through empowerment and education

³ IDP Guide Pack – National Department of Provincial and Local Government



Transport development

- Improvement of accessibility is essential
- Transport infrastructure need to be upgraded and improved
- Promotion of public transport is necessary
- Traffic safety, education etc. needs to be enhanced
- Storm water and flood management should be integrated into the transport development plans

Infrastructure

- Upgrading of bulk and reticulation infrastructure
- Improvement of the access to basic services
- Affordability and cost effectiveness of infrastructure and services provision
- Levels of standards for infrastructure and service provision needs to be determined

Services

- Improvement of access to schools, clinics, police stations and other community facilities.
- Improvement of access to water and sanitation services.
- Provision of support (staff, accommodation, equipment etc.) to community services and amenities
- Adult training and education

Housing

- Implementation of housing programmes are essential
- Infrastructure upgrading is necessary
- Community facility planning
- Urban scale and density needs to be integrated
- There must be planned provision of land and amenities.
- Alignment of supply and demand are essential
- Improvement of access to infrastructure and services
- Improvement of quality of housing and ownership

Mining

- Access and availability of housing and services need to be enhanced.
- The focus should be on the amenities and other urban facilities for workers
- Development phases of mining activities must be introduced
- Provision and availability of infrastructure
- There must be transport for the workers
- There must be transport of the minerals to smelters
- Quality, availability and stability of the work force is of importance
- Services to support mining is necessary



- Alignment of urban development priorities and mining needs
Supply of services and product to the mining sector

6.3. Performance Management Process

Performance Management must be seen as one of the instruments whereby the municipal strategy, business plans, IDP projects, budgeting and employee accountability is aligned and integrated.

The development and implementation of a Performance Management System (PMS) should be seen as a process that will need time to be developed and adapted to suit the needs of greater Tubatse Municipality. The development of the performance Management System will need to progress through the following phases:

- Planning
- Development
- Implementation
- Reporting
- Monitoring
- Review

During the Planning phase a comprehensive analysis was conducted in terms of the current status at Greater Tubatse Municipality. This phase provided the basis for understanding and identifying the need for the development of a Performance Management System. During this phase the necessity for the implementation of a Performance management System was highlighted.

As part of the Development phase various workshops were scheduled with all relevant stakeholders whereby the Strategy (Vision, Mission and Strategy Map) was developed. The strategy is the foundation that will guide and lead the development of the Performance Management System. During the Development phase Strategic Objectives and Key performance Indicators were developed to support and ultimately enable the municipality to implement the Strategy. During this process Key Performance owners were identified who will take responsibility in driving the process through the implementation of the operational strategies. A crucial element of this phase is to ensure that the budget is aligned and integrated in terms of the operational strategies through allocating and provisioning of funds for the projects and initiatives identified.

Greater Tubatse Municipality is at the point where the Performance Management System is integrated with the IDP and will be implemented during the 2006/7 financial year. During the next five years the Performance Management System will enable GTM to Report, Monitor and Review the implementation of the Strategy through the monitoring of the implementation of the



operational strategies. During the next few years the Performance Management System will be reviewed and adapted as needed to ensure continuous improvements and changes are made according to changing circumstances and actual implementation of projects or initiatives.



7. PROGRAMMES AND PROJECTS

The following projects, initiatives, strategies and plans were identified to be implemented within the next financial year to ensure that the GTM can move towards the attainment of the vision and mission of the municipality

These projects include the capital projects that will be implemented during the 2007 – 2008 financial year but also indicates other operational and strategic initiatives identified that will lay the foundation for the anticipated growth and development within the municipal area.

These projects are linked to the strategic objectives (as identified within the strategy map) and the different themes as discussed in the strategy section

KPA : Local Economic Development

Result: Increased income for all					
BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
C1	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	Job Creation	LED Strategy		
			Special LED projects	Special LED projects	Special LED projects
		Poverty alleviation	Poverty alleviation strategy	Poverty alleviation strategy	
		Networked economic opportunities	Sector Forums		
			SMME support	SMME support	SMME support
			Dilokong corridor development	Dilokong corridor development	Dilokong corridor development
			Community beneficiaion plan	Community beneficiaion plan	Community beneficiaion plan
F1	Create a stable economic environment by attracting suitable investors		PPP's	PPP's	PPP's
		Economic Growth	Platinum City development plan		
		Econmic Investment	Investment strategy	Investment strategy	
			By-laws and policies		
			Tourism development plan		
			Agricultural development plan		
I1	Address community needs through developmental spatial and integrated planning		Water & Electricity Authority	Water & Electricity Authority	Water & Electricity Authority
		Integrated Spatial planning	Localised SDF		
			Integrated human settlement plan	Integrated human settlement plan	Integrated human settlement plan
			Acquisition of land	Acquisition of land	
			Formalisation of sites	Formalisation of sites	Formalisation of sites
		Integrated Development Planning	IDP document		
		Institutional Performance Management System	Scorecard Developemnt		
			SDBIP		



KPA : Basic Service delivery

BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
C2	Improve access to sustainable quality and affordable services	Accessible Services	Project Management Unit capacity building		
		New Infrastructure development	5 year Capital Investment Plan		
		Roads and Stormwater	Roads master plan		
			Infrastructure Asset Management Plan	Infrastructure Asset Management Plan	
			Intergrated transport plan.	Intergrated transport plan.	
		Free Basic Services	Indigent register	Indigent register	Indigent register
			Campaign on FBS		
		Water & Sanitation services	Water Master Plan (implementation)		
			Water Authority status		
		Electricity	Electricity roll out plan		
			Vendor machines	Fascilitate the expansion of vendor machines and expand the	Fascilitate the expansion of vendor machines and



BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
				Free Basic Electricity list	expand the Free Basic Electricity list
		Housing	Update RDP beneficiary list	Update RDP beneficiary list	
C3	Promote environmentally sound practices and social development	Environmental management	Integrated waste management plan	Integrated waste management plan	Integrated waste management plan
		Solid waste management	Establish a fully licenced land fill site	Establish a fully licenced land fill site	
			Environmental strategy		
			Environmental Impact Assessments	Environmental Impact Assessments	Environmental Impact Assessments
			Water quality management		
		Disaster management	Disaster Management Plan		Integrated Distric wide Disaster Management Plan
		Health well-being	HIV/Aids strategy		
			HIV/Aids programme		



BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
C3	Promote environmentally sound practices and social development	Community Facilities	Community facility audit	Constuction of community halls in the municipal growth points	Constuction of community halls in the municipal growth points
			Parks and open spaces management		
				Cemetery management system	
		Sport, Arts and Culture	SAC strategies		
		Library	Library outreach programme		
		Safety and security	Road safety programme.		
			Steelpoort roadworthy centre (refurbishment)	Extension of licensing testing facilities at Practiseer.	
				Vehicle pound facility.	Vehicle pound facility.
				Junior training traffic centre.	Moroke Traffic centre
F2	Optimise infrastructure investment and services	Municipal Infrastructure investment	Develop Cost recovery plan	Implement Cost recovery plan	Provide basic services in rural areas
			Implementation of Bulk		



BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
			Infrastructure Plan		
			Implement a campaign on payment of services		
			Invest 10% of operational budget on infrastructure investment	Invest 10% of operational budget on infrastructure investment	Invest 10% of operational budget on infrastructure investment
		Total Quality Management	Project Management	Project Management	Project Management
		EPWP	EPWP projects		
I2	Maintain and upgrade municipal assets	Maintenance of municipal assets	Operational and Maintenance plan		
			Operational maintenance standards		
			Maintenance and upgrade of cemeteries (urban and rural)	Maintenance and upgrade of cemeteries (urban and rural)	
			Maintain municipal buildings	Maintain municipal buildings	Maintain municipal buildings
			Fascilitate the development of the Civic Centre	Fascilitate the development of the Civic Centre	Fascilitate the development of the Civic



BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
					Centre
I2	Maintain and upgrade municipal assets	Efficiency programme	Focus on Road maintenance (rural and urban)		
			Maintain and upgrade transport facilities		
			Maintain road signs and markings on our roads		
			Maintain the street lights programme		
			Review and implement water and sanitation operational plan		
			Maintanace plan for sports centre and community grounds.		
			Parks and Opene space maintenance plan.		
		Public Works	Access bridges		



BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
		Programme			
			Water treatment works		
			Upgrading of gravel roads		



KPA : Good Governance Public Participation

Result: Good Creditor Rating

BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
C4	Develop effective and sustainable stakeholder relations	Public Participation and Ward Committees	Ward Committees		
			Community participation plan		
		Customer satisfaction	Customer satisfaction survey	Customer satisfaction survey	Customer satisfaction survey
		Special programmes			
		Youth development	Youth Projects	Youth Projects	Youth Projects
		Gender development	Gender projects	Gender projects	Gender projects
		Disabilities development	Disabilities projects	Disabilities projects	Disabilities projects
		Intergovernmental Relations	IGR framework		
		Imbizo's	Imbizo's	Imbizo's	Imbizo's
			EXCO outreach	EXCO outreach	EXCO outreach
		Communication system	Communication strategy		
I3	Develop and improve systems, processes, procedures and	Running of municipal council	Council meetings		
			Portfolio Committee meetings		



BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
	policies by practicing sound governance	Administrative processes	Management meetings		
			Departmental meetings		
			Office facilities		
		Anti Corruption and sound governance	Anti Corruption strategy	Anti Corruption strategy	
		Legal services	Policy audit		
		Communication and customer care	Service standards Batho Pele Principles	Service standards Batho Pele Principles	
			Call Centre	Call Centre	
		Information technology	IT Maintenance plan	IT Maintenance plan	
L1	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance management	Performance Agreements Section 57		
			PM policy		
			Cascading Performance Management system to all employees	Cascading Performance Management system to all employees	



KPA : Financial Viability

Result: Good Creditor Rating

BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
F3	Increase financial viability by identifying revenue generation mechanisms and improve budget management	Financial Planning and Management	Waste management tariff model	Supplementary valuation roll	Property audit and inspections and valuations
		Revenue Management	Town planning rates	Property audit and inspections and valuations	SLA's for property development
			Business plans for grant funding	SLA's for property development	Indigent billing system
			Billing model for sewage services	Payment access methods	Payment access methods
			Supplementary valuation roll	Indigent billing system	
			Property audit and inspections and valuations		
			SLA's for property development		
			Billing system Audit and verification Billing processes Data cleansing Data recovery		



BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
			Debt collection	Debt collection	Debt collection
			Public awareness campaigns		
			Indigent register and billing system	Indigent register and billing system	Indigent register and billing system
			Easy Pay	Easy Pay	Easy Pay
		Budget and Expenditure Management	Drafting of budget		
			Financial policies		
			Prioritisation of projects	Project Management (sustainability)	Project Management (sustainability)
			Grant Funding/management		
			Departmental budget management		
		Financial reporting	Financial reporting		
			Monthly		
			Quarterly		
F3	Increase financial viability by identifying revenue generation mechanisms and		Half yearly		
			Annual		



BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
	improve budget management	MFMA Institutional compliance	Financial statements		
		Auditing	Audit Plan		
			Audit queries		
		Implementation of financial systems, policies, controls and regulations	Risk and fraud prevention strategy		
		Procurement and supply chain management	Creditors payment Payment turnaround time		
			SCM Value for money from service providers		
		Asset Management	Asset Management Policy		
			Asset Register		
			Laptop / cellphone management scheme		
			GAMAP conversion		
			Decentralisation of Fleet		
			Payment methods		
			Staffing and furnishing of offices		



BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
			Traffic revenue enhancement plan		



KPA : Municipal Transformation and organisational Development

Result: Good Creditor Rating

BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
L2	Develop and build skilled and knowledgeable workforce	Skills Development	Workplace Skills Plan		
			Skills audit		
			Training program	Training program	Training program
L3	Attract and retain best human capital to become employer of choice	Employment Equity	Employment Equity Plan		
		Organisational Design and Human Resource capacity	Review of organogram		
			Realigned departmental organogram.		
			Departmental HR plan		
		Personnel Provisioning	Staff provisioning policies		
			Intern Management policy		
			Remuneration Policy	Remuneration Policy	
			Retention strategy	Retention strategy	



BSC	Strategic Objective	Programme	Short term Projects	Medium term projects	Long term projects
			Employee satisfaction survey	Employee satisfaction survey	Employee satisfaction survey
			Personal development plans		
			Reward and Incentives Mechanism	Reward and Incentives Mechanism	Reward and Incentives Mechanism
		Organisation Design	Organisation Culture survey	Organisation Culture survey	
			Staff Discipline	Staff Discipline	
			Local Labour Forum Meetings		
			Business re-engineering	Business re-engineering	Business re-engineering



7.1. MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK

Table 33 below indicates capital budget for the budget year 2008–2011

The tables below indicates the various capital projects that will be implemented within the Greater Tubatse Municipal area during the period 2008 – 2011

PROJECT	MEDIUM TERM EXPENDITURE				FUNDING 2008/09					
	2007/08	2008/09	2009/10	2010/11	INVESTMENT ACCOUNT	GRANTS	MIG	EXTERNAL LOAN	OPERATING ACCOUNT	TOTAL
STREET LIGHTS	1 500 000	-	3 000 000	5 000 000	-					-
ELECTRIFICATION(VILLAGE HOUSE CONNECTION)	5 000 000	-	-	-	-				-	-
UPGRADING ROADS PRAKTISEER	4 100 000	3 700 000	-	-	-		1 699 105	2 000 895		3 700 000
BURGERSFORT ROADS & BRIDGES	15 000 000	5 400 000	8 900 000	10 150 000	-		3 335 895	2 064 105		5 400 000
PUBLIC WORKS (RURAL ROADS & EQUIPMENTS-LOAN)	5 000 000	5 000 000	-	-	-			5 000 000		5 000 000
NGWABE INTERNAL ROADS	4 565 000		3 500 000		-		-	-		-
PUBLIC INTERCHANGE TRANSPORT FACILITY(BURGERSFORT)	14 000 000	-	-	-		-				-
SMALL ACCESS BRIDGES	800 000	5 722 002	5 449 209	5 829 906	-		5 722 003	-	-	5 722 003
PRAKTISEER INTERNAL ROAD		6 565 000	7 200 000	8 000 000			4 000 000	2 565 000		6 565 000
UPGRADING OF NTWAMPE SPORT FIELD	3 171 317	-	-	-			-			-
RURAL ROADS REGRAVELLING		-	5 000 000	6 000 000						-
COMMUNITY HALLS	-	4 500 000	4 500 000	4 500 000			4 500 000		-	4 500 000
NATIS SYSTEM	100 000	-	-	-	-					-
STEELPOORT REGISTRATION AUTHORITY	1 000 000	-	-	-	-					-
ORIGSTAD ONTERNAL ROADS	-	-	6 020 000	7 520 000					-	-
TRAFFIC LIGHTS	900 000	-	1 500 000	-	-					-
UPGRADING OF CEMETRIES	6 040 000	-	-	-			-			-
TOTAL	61 176 317	30 887 002	45 069 209	46 999 906	-	-	19 257 003	11 630 000	-	30 887 003



1. TOWNSHIP ESTABLISHMENT

Extension number	Lodge date	Property Description	Extent/ Area	Registered Owner	Legislation	Applicant/ Company	Date of approval	Value	Remarks
Steelpoort Extension 11		Portion 8 & 27 of the farm Kennedy's Vale 361 KT	822 Hectares			Pieters Du Toit & Associates	02/12/2004		Approved
Burgersfort Extension 15 & 16		Portion of the remainder of the farm Mooifontein 313 KT	170 Hectares			Pieters Du Toit & Associates	10/07/2002		Approved
Burgersfort Extension 21 (ALOE RIDGE)	April 2003	Portion of the remainder Witgatboom 316 KT			Development Facilitation Act (Act 67 of 1995)	Pieters Du Toit & Associates	05.09.2003	N/A	Approved
Burgersfort Extension 23		Portion of the remainder of the farm Mooifontein 313 KT	58718.91 m ²			Pieters Du Toit & Associates	23/11/2004		Approved
Burgersfort Extension 26		Portion 6 of the farm Mooifontein 313 KT	2,1990 Hectares			Van Zyl & Benade	02/01/2004		Approved
Burgersfort Extension 30		Portion 5, 13, 61 & remainder of portion	36,81 Hectares			Urban Consult	01/12/2004		Approved



		27 of the farm Leeuwvallei 296 KT							
Burgersfort Extension 33 Amendment of Burgersfort Extension 2	July 2005	Portion 37 Leeuwvallei 297 KT	5.2762 ha	KMHT Properties Investments CC	Section 65, 66a, 68a & 83 of the Town Planning and Township Ordinance, 1965 (Ordinance 25 of 1965)	Pieters Du Toit & Associates	08 December 2005	N/A	Approved
Burgersfort Extension 34 & 35		Remaining extent of portion 24 of the farm Aapiesdoornraai 298 KT	170.3891 Hectares			Pieters Du Toit & Associates	23/11/2005		Approved
		Bobididi Township	35.1292 Hectares			Plan 2 Survey Africa	2006 22/08/2006		Approved
Burgersfort Extension 37	22 June 2007	Remaining portion of portion 3 Leeuwvallei 297 KT	157.0867 ha	Francois Jacobus Marais	Section 31(2) Development Facilitation Act (Act 67 of 1995)	Welwyn Town & Regional Planners	IN PROCESS		
Burgersfort Extension 38	March 2007	Portion 47 Leeuwvallei 297 KT	1.0238 ha	Faizal Gani Abdullah	Section 96(1) Development Facilitation Act (Act 67 of 1995)	Terraplan Associates Town & Regional	IN PROCESS		



						Planners			
Burgersfort Extension 40 (TUBATSE ESTATE)	19 February 2007	Portion of the remainder Witgatboom 316 KT		Platsak (Pty) Limited	Section 31(2) Development Facilitation Act (Act 67 of 1995)	Pieters Du Toit & Associates	2007 SA14/2007	N/A	Approved
Burgersfort Extension 41		Portion 11 Leeuwvallei 297 KT (3 erven)					2006 (31/02/2006)		Approved
Burgersfort Extension 42	4 December 2006	Portion 50 (a portion of portion 32) of the farm Mooifontein 313 KT	1.0816 ha	Cheseho Investments 11 (Pty) Ltd	Section 69 of Ordinance 15 of 1986	Breda Lombard Town Planners	IN PROCESS	R2000.00	Processed
Burgersfort Extension 43		Remaining extent of portion 10 Mooifontein 313 KT					2007 (13/07/07)		Approved
Tubatse A Extension 3		Portion of remainder Praktiseer 275 KT					2007 (13/07/07)		Approved
Tubatse A Extension 4		Portion of remainder Praktiseer 275 KT					2007 (13/07/07)		Approved
Tubatse A Extension 5		Portion of remaining extent Praktiseer 275 KT					2007 (13/07/07)		Approved
Tubatse A		Portion 2 of the farm					2007		Approved



Extension 6		Praktiseer 275 KT and on remainder of the Praktiseer 275 KT					(13/07/07)		
Steelpoort Extension 10	06 August 2004	Portion 11 & 12 (portion of portion 5) Tweefontein 360 KT		Kadoma Investments CC	Section 31(2) Development Facilitation Act (Act 67 of 1995)	Nu Plan Development Planners	09 December 2005	N/A	Approved
Steelpoort Extension 13	July 2007	Portion 6 & 7 Spitskop 333 KT		Blue Dot Properties 1330 (Pty) Ltd	Section 96 of the Town Planning & Township Ordinance (15 of 1986)	Urban Dynamic Town & Regional Planners	IN PROCESS		
Burgersfort Extension 50	16 April 2007	Remainder of portion 10 Leeuwvallei 297 KT	±16,5 ha	KMHT Properties Investments CC	Section 96 of the Town Planning & Township Ordinance (15 of 1986)	Van Zyl & Benade	IN PROCESS		
Ohrigstad Extension 1	22 November 2007	Remainder portion 140 Ohrigstad 443KT	739 ha	Greater Tubatse Municipality	Section 31(2) Development Facilitation Act (Act 67 of 1995)	Matome Maponya Investments and Planning Partners (Pty) Ltd	IN PROCESS		



Burgersfort Extension 51	8 February 2008	Portion of the remainder of portion 24 and a portion of the remainder portion of the farm Aapiesdaorndraai 298 KT	174,61 ha	Anglo Operations Ltd. and Republic of South Africa	Section 96 of the Town Planning & Township Ordinance (15 of 1986)	Plan Centre Town Planners	IN PROCESS		
Burgersfort Extension 22	31 January 2008	Portion 73 of the farm Mooifontein 313 KT	8,7179 ha	Emerald Sky Trading 621 (Pty) Ltd	Section 96 of the Town Planning & Township Ordinance (15 of 1986)	Metroplan Town and Regional Planners	IN PROCESS		
Burgersfort Extension 52						Plan Centre Town Planners	RESERVED		
Burgersfort Extension 53						Plan Centre Town Planners	RESERVED		
Burgersfort Extension 54						Plan Centre Town Planners	RESERVED		
Burgersfort Extension 55						Plan Centre Town Planners	RESERVED		
Burgersfort Extension 56						Plan Centre Town Planners	RESERVED		
Burgersfort						Plan Centre	RESERVED		



Extension 57						Town Planners			
Burgersfort Extension 58						Plan Centre Town Planners	RESERVED		



1. TOWNSHIP ESTABLISHMENT

No:	Extension number	Property Description	Extent/ Area	Registered Owner	Town/Farm	Applicant/ Company	Date of approval	Resolution Number	Remarks
1.	11	Portion 8 & 27 of the farm Kennedy's Vale 361 KT	822 Hectares		Steelpoort	Pieters Du Toit & Associates	02/12/2004		Approved
2.	15 & 16	Portion of the remainder of the farm Mooifontein 313 KT	170 Hectares		Burgersfort	Pieters Du Toit & Associates	10/07/2002		Approved
3.	23	Portion of the remainder of the farm Mooifontein 313 KT	58718.91 m ²		Burgersfort	Pieters Du Toit & Associates	23/11/2004		Approved
4.	26	Portion 6 of the farm Mooifontein 313 KT	2,1990 Hectares		Burgersfort	Van Zyl & Benade	02/01/2004		Approved
5.	30	Portion 5, 13, 61 & remainder of portion 27 of the farm Leeuwvallei 296 KT	36,81 Hectares		Burgersfort	Urban Consult	01/12/2004		Approved



6.	34 & 35	Remaining extent of portion 24 of the farm Aapiesdoorndraai 298 KT	170.3891 Hectares		Burgersfort	Pieters Du Toit & Associates	23/11/2005		Approved
7.		Bobididi Township	35.1292 Hectares			Plan 2 Survey Africa	2005		Approved
8.	41	Portion 11 Leeuwvallei 297 KT (3 erven)			Burgersfort		2006 (31/02/2006)		Approved
9.	42	Portion 50 (a portion of portion 32) of the farm Mooifontein 313 KT			Burgersfort	Breda Lombard Town Planners			Processed
10.	43	Remaining extent of portion 10 Mooifontein 313 KT			Burgersfort		2007 (13/07/07)		Approved
11.	Extension 3	Portion of remainder Praktiseer 275 KT			Tubatse A		2007 (13/07/07)		Approved
12.	Extension 4	Portion of			Tubatse A		2007		Approved



		remainder Praktiseer 275 KT					(13/07/07)		
13.	Extension 5	Portion of remaining extent Praktiseer 275 KT			Tubatse A		2007 (13/07/07)		Approved
14.	Extension 6	Portion 2 of the farm Praktiseer 275 KT and on remainder of the Praktiseer 275 KT			Tubatse A		2007 (13/07/07)		Approved



DEPARTMENT OF ROADS AND TRANSPORT

Regravelling of Roads.

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ROAD NO	PROJECT DESCRIPTION	LOCAL VILLAGE	DISTANCE	BUDGET	IMPLEMENTING AGENT	07/08	08/09	09/10	10/11	11/12	12/13
2405	Alverton – Kgautswane	Kgautswane	14km	R10,3m	DEPT		Planning and design		R5,3m	R5,0m	
4170	Gamaroga – Diphale	Diphale	12km	R8,8m	DEPT		Planning and design				R8,8m

INTEGRATED INFRASTRUCTURE PLANS

Traffic and Roads Safety

PROJECT NAME	DESCRIPTION	LOCAL VILLAGE	IMPLEMENTING AGENT	OVERALL BUDGET	2008/09	2009/10	2011/12
Weighbridge	Dilokong	Greater Tubatse Municipality	Department of Roads and Transport	R5m			R5m



ROAD AGENCY LIMPOPO

Upgrading (gravel to tar)

PROJECT NAME	DESCRIPTION	LOCAL VILLAGE	IMPLEMENTING AGENT	OVERALL BUDGET	2009/10	2010/11	2011/12	2012/13
Penge to Malokela to	Upgrading to tar road	Tubatse	RAL	R85 000 000		R20 000 000	R35 000 000	R30 000 000
Ga-Masha to Mampuru to Tukakgomo	Upgrading to tar road	Tubatse	RAL	R108 000 000	R33 000 000	R20 000 000	R35 000 000	R20 000 000
Sefateng /Atok to Driekop to Maandagshoek to Sekiti to Crossing	Upgrading to tar road	Tubatse	RAL	R108 000 000	R33 000 000	R20 000 000	R35 000 000	R20 000 000
Malokela to Morulaneng	Upgrading to tar road	Tubatse	RAL	R53 000 000	R33 000 000			R20 000 000
Driekop (P33/2) to Crossing (Maandagshoek)	Upgrading to tar road	Tubatse	RAL	R75 000 000		R20 000 000	R35 000 000	R20 000 000



DEPARTMENT OF PUBLIC TRANSPORT

Upgrading /Tarring of Roads Sekhukhune District (Tubatse Municipality)

ROAD NO	DESCRIPTION	LOCAL VILLAGE	DISTANCE	BUDGET	IMPLEMENTING AGENT	08/09	09/10	09/10	10/11
D2537	Maintenance	Bothashoek to Penge			Department of Public Transport				
D1450	Maintenance	Road R37 to Bothashoek			Department of Public Transport				
D1261	Maintenance	P169/2 Lydenburg / Lebowa & road P169/2 road D212 Ohrigstad	14.1km		Department of Public Transport				
D1236	Maintenance	P189/ 2 D212 to Lydenburg Lebowa			Department of Public Transport				
D1392	Maintenance	D1396 to End paved			Department of Public Transport				
D1805	Maintenance	P116/1 & D2336 to Ohrigstad			Department of Public Transport				



ROAD NO	DESCRIPTION	LOCAL VILLAGE	DISTANCE	BUDGET	IMPLEMENTING AGENT	08/09	09/10	09/10	10/11
		station							
D212	Maintenance	D2346 to P161 + P169/2			Department of Public Transport				
D2219	Maintenance	P169/1 to Lydenburg Lebowa			Department of Public Transport				
D2484	Maintenance	P169/2 to Lydenburg Lebowa			Department of Public Transport				
D2537	Maintenance	P 169/3 to Lydenburg to Lebowa			Department of Public Transport				
D737 /7	Maintenance	P33/2 to P169/2	23 km		Department of Public Transport				
P116/1	Maintenance	P8/2 & P8/3 to Lydenburg / Tzaneen	9 km		Department of Public Transport				
P160/2	Maintenance	Steelpoort road (from road P169/1 & D212 to road P33/2			Department of Public Transport				



ROAD NO	DESCRIPTION	LOCAL VILLAGE	DISTANCE	BUDGET	IMPLEMENTING AGENT	08/09	09/10	09/10	10/11
P169/2	Maintenance	P33/2 to P116/1 Burgersfort – Ohrigstad	34 km		Department of Public Transport				
P170/1	Maintenance	P116/1 to Lydenburg /Sabie			Department of Public Transport				
P8/2	Maintenance	D1336 to Provincial Boundary			Department of Public Transport				
P8/3	Maintenance	Provincial boundary to D1893			Department of Public Transport				



SANRAL

PROJECT NAME	OVERALL BUDGET	LOCAL	OVERALL PROJECT VALUE	IMPLEMENTING AGENT	PERIOD
Dilokong Public Transport Facility	R12 000 000	Greater Tubatse	R12 000 000	SANRAL	2008/09
Burgersfort Internal Roads	R5 000 000	Greater Tubatse	R 5 000 000	SANRAL	2008/09
Purchasing of 100 bicycles (IRMA PROJECT)		Greater Tubatse		National Dept. Roads and Transport	2008/09
Road and pathways construction (IRMA PROJECT)	R 5 900 000	Greater Tubatse	R 5 900 000	National Dept. Roads and Transport	2008/09

DEPARTMENT OF LOCAL GOVERNMENT AND HOUSING

PROJECT NAME	OVERALL BUDGET	LOCAL	OVERALL PROJECT VALUE	IMPLEMENTING AGENT	PERIOD
Housing	R521 m		R14 611 200	NGUNGWA DEVELOPMENT	2006/07
Housing	R521 m		R20 429 400	VHARANANI PROJECT	2006/07
Revenue Enhancement Strategy	R605 000.00		R 605 000	DLGH	2007/08
Planning & Survey	R800 000.00	PRAKTISEER	R 800 000	MAMPHELE	2006/07
		A 800 SITES			
Planning & Survey	R200 000.00	MALEKANE	R 200 000	MOK DEVELOPMENT	2006/07
		200 ERVEN			
Planning & Survey	R300 000.00	BOSCH KLOOF	R 300 000	PLANNING CONCEPT	2006/07



		300 ERVEN			
Planning & Survey	R350 000.00	GA-MAMPURU / MOROKE	R 350 000	YB MASHALABA	2006/07
Planning & Survey	R350 000.00	KGOPANENG	R 350 000	MAHAPA	2006/07
		300 ERVEN			
Planning & Survey	R350 000.00	MOROKE / MECKLENBURG	R 350 000	UHURU	2006/07
		350 ERVEN			
Planning & Survey	R350 000.00	DRIEKOP	R 350 000	MAHAPA	2006/07
		350 ERVEN			
Planning & Survey	R300 000.00	MORABA 300 ERVEN	R 300 000	UHURU	2006/07
Planning & Survey	R300 000.00	KOME- MAHLASESELELE	R 300 000	UHURU	2006/07
Dermaction of 200 sites		DRESDEN			2008/09



GREATER SEKHUKHUNE DISTRICT MUNICIPALITY

WATER ALLOCATIONS

	PROGRAM	PROJECT NAME	PROJECT DESCRIPTION	PERIOD OF IMPLEMENTATION	2 0 0 8 / 0 9	2 0 0 9 / 1 0	2 0 1 / 1 1	PROJECT STATUS
Basic Service Delivery	Reticulation projects	Tokakgomo A	New Reticulation	Greater Tubatse				
		Tokakgomo Ext	New Reticulation	Greater Tubatse				
		Ga-Kobe	Extension to existing water reticulation	Greater Tubatse				
		Leolo	Extension to existing water reticulation	Greater Tubatse				



		Magolego	Extension to existing water reticulation	Greater Tubatse				
		Mohlake	Extension to existing water reticulation	Greater Tubatse				
		Nkosi	Extension to Matekane village	Greater Tubatse				
		Batau	Extension to existing water reticulation	Greater Tubatse	X			
		Mabotsha	Extension to existing water reticulation	Greater Tubatse	X			
		Mokobola	Extension to existing water reticulation	Greater Tubatse	X			
		Makotaseng	Extension to existing water reticulation	Greater Tubatse			x	



		Morgenzon	Extension to existing water reticulation	Greater Tubatse	X			
		Motlailane	Extension to existing water reticulation	Greater Tubatse	X			
		Motshana	New Reticulation	Greater Tubatse	X			
		Mooihoek Tubatse RWS	Bulk lines	Greater Tubatse	X			
		Steelpoort WTW	3 MI WTW, Bulk line & Res	Greater Tubatse	X			
		Lebalelo community (Tubatse ward 10) bulk water supply for southern zone	12 MI WTW, Bulk line & Res	Greater Tubatse	X			
		Moroke Water Supply	B/holes, Bulk line & Retic	Greater Tubatse	X			



DEPARTMENT OF EDUCATION

NAME OF SCHOOL	VILLAGE	NO OF CLASSROOMS	NO OF TOILETS	2007/08	2008/09	2009/10
Malekgobo Primary School	Alverton	8	8	R 1 300 000		
Riba Primary School	Riba Cross	4	16	R 1 500 000		
Mabotsha Primary School	Mabotsha	8	8	R 1 300 000		
Leolo High School	Praktiseer					
Maokeng Secondary	Kgautswane	8	8	R 1 300.000		
Burgersfort Secondary School (New)	Burgersfort	34		R25 500 000	R40 000 000	R20 000 000
Iterele Primary (Off Shoot School)	Praktiseer	12		R 5 625 000	R 3 500 000	R 6 000 000
Mmiditsi High School	Bothashoek					
Katishi Primary (Off Shoot School)	Ga-Mashamothane	16		R 4 931 000	R 3 500 000	R 6 000 000
Sekabate Primary (Off Shoot School)	Ga-Madiseng	18		R 5 625 000	R 3 500 000	R 6 000 000



NAME OF SCHOOL	VILLAGE	NO OF CLASSROOMS	NO OF TOILETS	2007/08	2008/09	2009/10
Manku primary school	Tubatse	8 Classrooms	8 Toilets		R1,400,000	
Tantanyane primary school	Tubatse	8 Classrooms	8 Toilets		R1,400,00	
Gowe primary school	Driekop	16 Classrooms	16 Toilets		R2,800,000	
Paapa primary school	Mabocha	8 Classrooms	8 Toilets		R1,400,000	
Tshihlo Secondary school	Tubatse	8 Classrooms	8 Toilets		R1,400,000	
Lehlaba Seconadary school	River Cross	24 Classrooms	24 Toilets		R4,200,00	
Marole Secondary school	Tubatse	4 Classrooms	4 Toilets		R820,000	
Maphopha Pimary school	Ga-Maphopha	1 Admin block			R700,000	
Motlamotse Primary school	Tubatse	1 Admin block			R700,000	
SM Nkoana primary school	Tubatse	1 Admin block			R700,000	
Ntake primary school	Tubatse	1 Admin block			R700,000	
Sefufule primary school	Tubatse	1 Admin block			R700,000	



DEPARTMENT OF HEALTH AND SOCIAL DEVELOPEMNT
INFRASTRUCTURE PLANS: SEKHUKHUNE DISTRICT

CLINIC BUILDING AND UPGRADE PROGRAMME

PROJECT NAME	DISTRICT	LOCAL MUNICIPALITY	PROJECT DESCRIPTION	OVERALL BUDGET	IMPLEMENTING AGENT	2005/06	2006/07	2007/08	2008/09	2010/1
Eerstegeluk	GSDM	Tubatse		R3.2m	Public Works	R1.8m	R1.4m			
Ngwaabe	GSDM	Tubatse		R3.2m	Public Works	R1.8m	R1.4m			
Selala	GSDM	Tubatse		R3.2m	Public Works	R1.8m	R1.4m			
Naboom kopies	GSDM	Tubatse		R4.5m	Public Works		R4.5m			
HCBoshoff	GSDM	Tubatse	New health centre	R46.036m	Public works		R4.604m		R18,m	R11.171m
Dilokong Hospital	GSDM	Tubatse	Hospital revitalisation		Public works				R8m	
Leboeng EMS	GSDM	Tubatse	New EMS Base station		Public works				R6m	R5.9m

CLINIC ELECTRIFICATION

PROJECT NAME	DISTRICT	LOCAL MUNICIPALITY	OVERALL BUDGET	IMPLEMENTING AGENT	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Clinic Electrification	All	All	R1 000 000	DHSD		R1 000 000		9 900	9 130	9 900
Clinic water supply	All	All		DHSD & DWAF				16100	15 200	16 100
Clinic sanitation	All	All		DHSD & DWAF				4000	4000	4000



supply								000	000	000
33 clinics upgrade retention	All	All		PW				5 500		
20 clinics upgrade retention	All	All		PW				12000 000		
Boschkloof Clinic upgrade	GSDM	TUBATSE		PW				800 000	431 000	

DEPARTMENT OF SPORTS ART AND CULTURE

PROJECT DESCRIPTION	LOCALITY	BUDGET	IMPLEMENTING AGENT	2008/09	2009/10	2010/11	2011/12
Repairing of monument at Tjate	Greater Tubatse		DSAC	R 10,000.00			
Upgrading of library with security system at Tubatse.	Greater Tubatse		DSAC	R 203,000.00			
Upgrading of Mapodile LibrarY	Greater Tubatse		DSAC	R150,000.00			
Maintenance of Mapodile and ohrigstad Library	Greater Tubatse		DSAC	R100,000.00	R170,000.00		



DEPARTMENT OF PUBIC WORKS

PROJECT DESCRIPTION	LOCALITY	BUDGET	IMPLEMENTING AGENT	2008/09	2009/10	2010/2011	2011/2012
Renovation and upgrading of offices.	Tubatse offices provide 2 toilets for people with disability. Tubatse offices installation of paving bricks (Tubatse)	R50 000 R375 000					
Renovation of 27 residential houses.	4 houses in Tubatse	R145 000	DPW through in – house and outstanding.				
Construction of 50 staff houses at camps.	20 in Tubatse	R900 000	DPW through in – house team and outstanding.				
Construction of 20 housing units at Greater Tubatse Cost centre		R900,000.00	Public Works				
Development of Grounds Greater Tubatse Cost Centre		R30,000.00	Public works				
Installation of paving bricks : Greater Tubatse Cost Centre	Tubatse	R375,000,00	DPW through in house teams and outsourcing				
Installation of Standby	Tubatse			R2,500,000.00			



Generator at Tubatse cost centre							
Provision of toilets for people with disability Tubatse Cost Centre	Tubatse			R140,000.00			
Renovation of 4 Houses Tubatse Cost centre(House No's M2/1969,M2/1971,and M2/1972).	Tubatse			R160, 000.00			
Construction of 20 housing units at Tubatse cost centre	Tubatse			R1,000,000.00			
Renovation of 3 houses Tubatse cost centre (house No's M2/1973,M2/1974 and M2/1975)	Tubatse				R170,000.00		
Construction of 20 housing units Tubatse cost centre	Tubatse				R1 100,000.00		
Renovation of 2 Houses Tubatse cost centre(house No's M2/118, and M2/119).						R150,000.00	
Construction of 16 housing units at Tubatse cost centre						R960,000.00	
Construction of 15 housing units at Tubatse cost centre	Tubatse						R975,000.00



DEPARTMENT OF WATER AFFAIRS AND FORESTRY

Project Name/Type	Project Description	Local Municipality	Budget (RM)	Planning and Design		Period of implementation			Project Status
				2007/08	2008/09	2009/10	2010/11	2011/12	
Lebalelo Community Bulk Water Supply: Southern zone		Greater Tlokweni	30,97			10,32	10,32	10,32	Construction
Lebalelo Community Bulk Water Supply: Central		Greater Tlokweni	80,17			26,72	26,72	26,72	Feasibility
Lebalelo Community Bulk Water Supply: Northern		Greater Tlokweni	75,87			25,29	25,29	25,29	Feasibility
Malokela Water Supply ph2		Greater Tlokweni	4,73			1,58	1,58	1,58	Construction



Mashamotane Ph3 water supply		Greater Tubatse	8,19			2,73	2,73	2,73	Design & Tender
Mooihoek Tubatse RWS: DWAF Regional Bulk Infrastructure Grant		Greater Tubatse	137,00	20,50	40,00	40,00	36,50		Design
Nebo Plateau RWS Subproject 14: Ga- Masha to Eersgeluk		Greater Tubatse	22,96			7,65	7,65	7,65	Design
Ngwaabe water supply: Phase 4		Greater Tubatse	4,81			1,60	1,60	1,60	Constructio n
Olifants river water resources feasibility study: De Hoop Dam augmentation to Olifantspoort south regional water scheme		Greater Tubatse	500,07			166,69	166,69	166,69	Feasibility
Ohrigstad Feasibility Study		Greater Tubatse	0,50	0,50					Feasibility



Lebalelo Central & North Feasibility		Greater Tugela	1,00	1,00					Feasibility
Tubatse Steelpoort upgrading of Waste Water TP		Greater Tugela	0,02			0,02			Construction
Tubatse WSS, Refurb, WTW: ISRDP (WTW Refurb, STW Burg, FS all)		Greater Tugela	1,49			1,49			Tender
Mooihoek Scheme water supply			347,03	65,00	65,00	115,68	115,68	115,68	
ORWRDP Resource Development Infrastructure: Phase 2A: De Hoop Dam & Road realignment			2500,00	625,00	625,00	625,00	625,00		
ORWRDP Resource Development Infrastructure: Phase 2C: De Hoop Dam to Steelpoort link			962,00			481,00	481,00		



ORWRDP Resource Development Infrastructure: Phase 2D: Second pipeline from Steelpoort to Mooihoek			418,00				139,00	139,33	
ORWRDP Resource Development Infrastructure: Phase 2E: Second pipeline to Lebalelo Scheme			154,00						
ORWRDP Resource Development Infrastructure: Phase 2F: Pipeline from Lebalelo Scheme to Olifantspoort			745			248,33	248,33		
ORWRDP Resource Development Infrastructure: Phase 2H: Incorporation of Lebalelo Infrastructure									



ORWRDP Resource Development Infrastructure: Phase 2I: Pipeline to Steelpoort PSS			200,00					100,00	



MODIKWA SOCIAL LABOUR PLAN

PROJECTS	VALUE				
LOCAL ECONOMIC DEVELOPMENT	2006	2007	2008	2009	2010
Support business linkage facility utilised by local business in Greater Tubatse and capacity building of SMMEs	60,000.00	0	120,000.00	132,000.00	145,200.00
Directors's fees & capacity building of development companies	270,000.00	1,273,284.80	1,400,613.28	1,540,674.61	1,694,742.07
Agriculture					
Support local agricultural projects with production inputs	150,000.00	415,000.00	900,000.00	600,000.00	1,000,000.00
Establish a flagship Agricultural Project	60,000.00	0	300,000.00	3,500,000.00	500,000.00
HIV/AIDS					
Facilitate training for peer educators	68,000.00	7,200.00	7,700.00	8,300.00	9,130.00
Support of HIV/AIDS Home Base Volunteers for the villages surrounding Modikwa	60,000.00	70 000	80,000.00	90,000.00	99,000.00
Corporate Social Investment					
Construction and Upgrading of Community Infrastructure	1,100,000	7,281,000.00	2,700,000.00	3,000,000.00	4,000,000.00
Water provision at villages	600,000.00	328,000.00	1,500,000.00	1,500,000.00	1,650,000.00



PROJECTS		VALUE				
LOCAL	ECONOMIC	2006	2007	2008	2009	2010
DEVELOPMENT						
Upgrading of access roads in villages		300,000.00	500,000.00	5,000,000.00	5,000,000.00	5,000,000.00
Contribute towards improvement in the provision of quality education in surrounding communities through:						
support maths and science training programmes targeted at empowering teachers and learners		15,000.00	0	50,000.00	55,000.00	60,500.00
provide educational bursaries to support tertiary students		11,000.00	90,000.00	150,000.00	200,000.00	200,000.00
HOUSING		160,000.00	-	4,000,000.00	5,600,000.00	6,000,000.00



MARULA PLATINUM MINE SOCIAL LABOUR PLANS

ROJECT NAME	WARD	OVERALL BUDGET	2006/07	2007/08	2008/09	2009/10	2010/2011
Water	10	R8.000.000					
Electricity	8	R11.000.000					
LED		R3.000.000					
TOTAL		R22.000.000					
Portable Water	08 & 10	R16,000,000					
Electricity	08 & 10	R14,000,000					
Urban Development Housing (500 units)	08 & 10						
151 single stands	Burgersfort – Leopards Bush phase 2						
162 stands	Burgersfort – Leopards Bush phase 2						
400 – 500 units	Burgersfort – Social Houses						

SAMANCOR 'S FIVE YEAR CORPORATE SOCIAL INVESTMENT PLAN



NAME OF PROJECT	LOCALITY	2006/07	2007/08	2008/09	2009/10	2010/2011	TOTAL
Education							
Education(ABET CLASSES,BUILDING & FURNITURE	Tubatse	R160.164	R149.618	R153.253	R157.057		R620.092
FET college workshop equipment	Tubatse	R1.200.000					R1.200.000
Management crèche	Tubatse	R200.000					R200.000
Local Village Infrastructure	Tubatse						
Mooihoek Village	Tubatse	R80.000					R80.000
Mangabane Village Proclamation	Tubatse		R2.000.000				R2.000.000
Mangabane Village Water,Sewage & electricity	Tubatse			R2.000.000			R2.000.000
Mngabane Village & Winterveld village upgrading of roads	Tubatse				R2.000.000		R2.000.000
Madiseng water supply	Tubatse					R1.500.000	R1.500.000
HIV/AIDS Education	Tubatse						
HIV/AIDS education & distribution of condoms	Tubatse	R60.000	R60.000	R60.000	R60.000	R60.000	R240.000



NAME OF PROJECT	LOCALITY	2006/07	2007/08	2008/09	2009/10	2010/2011	TOTAL
Job Creation	Tubatse						
Training of Women in mining and plant related skills	Tubatse	–	–	–	–	–	–
TOTAL		R1.700.164	R2.209.164	R2.213.253	R2.217.057	R1.500.000	R10.000.000

DWARSRIVIER MINE SOCIAL LABOUR PLAN

		2006	2007	2008	2009	TOTAL
Human Resource Development	Skills Levies	R51 381	R60 000	R70 000	R70 000	R251 381
	Bursaries /Leaverships	R300 000	R350 000	R400 000	R400 000	R1 450 000
	Other training	R1 078 880	R1 100 000	R1 150 000	R1 150 000	R4 478 880
Local Economic Development	R5000 per employee	R803 435	R1 647 435	R1 647 435	R1 647 435	R5 745 740
Management of downscaling	R5000 per employee	R265 000	R625 000	R625 000	R3 050 000	R4 925 000
TOTAL		R2 858 696	R3 782 435	R3 892 435	R6 317 435	R16 851 001



TWICKENHAM MINE

PROJECT	FOCUS AREA	COMMITTED 2008_June 2008-March 2009
Upgrade of road at Makgopa village and two bridges	Capital Infrastructure	R 2 000 000.00
Provision of water in Modimolle, Manjakane, Mashabela, Mashishi and Kgwete villages	Capital Infrastructure	R 2 000 000.00
Fencing and Sanitation at Sefara, Mampa and Manjakane graveyards	Capital Infrastructure	R 630 000.00
Upgrade dirt to gravel road standard including 1 bridge and storm water crossing in Dithlabaneng and Mashabela villages	Capital Infrastructure	R 2 500 000.00
Construction of sport court in Tekanang School	Capital Infrastructure	R 500 000.00



THM Soccer league sponsorship	Youth and Sport	R 400 000.00
Portable Skills	Education	R 300 000.00
Discretionary budget	Adhoc requests	R 100 000.00
Construction of classrooms, admin block and sanitation in Makopi, Magobanye, Masebudi, Lesailane and Hlakana School	Capital Infrastructure	R 3 000 000.00
Supply of office furniture in Gangaza school	Capital Infrastructure	R 40 000.00

R 11 470 000.00



XSTRATA ALLOYS SOCIAL LABOUR PLANS

OPERATION: LION FERROCHROME

NAME OF THE PROJECT	CATEGORY	WHY THIS PROJECT (OBJECTIVE)	AREA/LOCAL COMMUNITIES	ESTIMATED COST	TARGET DATE	SOURCE OF REFERENCE
Multi-Purpose Community Centre (MPCC)	Social and Community Development	To assist the government in services delivery to the local community	Greater Tubatse Municipality And Thabachweu municipality	R6,5M	1 st Semester	IDP – Greater Tubatse Municipality
Training on Chrome Production Processes	Social and Community Development	To empower local communities with skills relevant for chrome industry.	All Eastern Limb Areas	R 520 000	1 st Semester	SRK baseline study 2006&2007/IDP/ EIA 2004
Keyboards College	Education and Training	To empower local matriculates with secretarial skills	All Eastern Limb Areas	R 850 000	1 st Semester	SRK baseline study 2006&2007/IDP/ EIA 2004
Edumap College	Education and Training	To provide enrichment	All Eastern Limb Areas	R 225 000	1 st Semester	SRK baseline study



		courses for local matriculates				2006&2007/IDP/ EIA 2004
CIDA	Education and Training	To assist matriculates with access to tertiary education	All Eastern Limb Areas	R 140 000	1 st Semester	SRK baseline study 2006&2007/IDP/ EIA 2004
Training on New Venture Creation	Education and Training	To empower local SMME's	All Eastern Limb Areas	R 400 000	1 st Semester	SRK baseline study 2006& 2007/IDP/ EIA 2004
Skills Training ➤ Carpentry ➤ Welding ➤ Plumbing ➤ Electrical Household	Social and Community Development	To empower Local communities with skills relevant Employment	All Eastern Limb Areas	R 900 000	2 nd Semester	SRK baseline study 2006&2007/IDP/ EIA 2004
Engineering training- Fitting, Electrical and Boilermaking	Social and Community Development	This project will provide local youth with the important engineering skills	Xstrata Training Centre	R 1,350 000	2 nd Semester	SRK baseline study 2006&2007/IDP/ EIA 2004
TOTAL				R 11,035 000		



OPERATION: EASTERN MINES (THORNCLIFF, HELENA AND MOTOTOLO)

NAME OF THE PROJECT	CATEGORY	WHY THIS PROJECT (OBJECTIVE)	AREA/LOCAL COMMUNITIES	ESTIMATED COST	TARGET DATE	SOURCE OF REFERENCE
Building of Tourism Stalls	Enterprise and Business Development.	To support and encourage local SMEs in the field of tourism	Ga-Malekane Ga-Masha	R 200 000	1 st Semester	Social And Labour Plan
Candle Making	Enterprise and Business Development.	To support and encourage local SMEs in the field of tourism	Ga Maphopha	R 150 000	1 st Semester	Social And Labour Plan
Crafts and Needle (Training and Supply of Machinery)	Social and Community Development	Entrench women from local communities around our operation through training and skill development programmes in making of African Curios	Ga Masha Ga Malekane (Ngwaabe)	R 700 000	1 st Semester	Social And Labour Plan



Green Glass Project	Social and Community Development	Convert a common waste product into a highly desirable up market household item.	Ga Maphopha Ga-Masha	R600 000	1 st Semester	Social And Labour Plan
Upgrading and Renovation of classrooms at Shaga Primary school	Education	This project will create an environment necessary for learning	Shaga	R190 000	2 nd Semester	Letter From The School
Poultry Farming	Social and Community Development	Create employment opportunities and drive SMME's development programme.	Ga Masha Kalkfontein	R200 000	2 nd Semester	Social And Labour Plan
Total				R 2,140 000		



OPERATION: LION FERROCHROME

NAME OF THE PROJECT	CATEGORY	WHY THIS PROJECT (OBJECTIVE)	AREA/LOCAL COMMUNITIES	ESTIMATED COST	TARGET DATE	SOURCE OF REFERENCE
Computer Training and Provision of Computers to Local Xstrata – EQUIP Schools	Social and Community Development	To provide educators with knowledge of technology and better understanding of Computers	Steelpoort Areas	R 550 000	1 st Semester	SRK – Baseline Study (Aug 2007)
Provision of a furniture (tables) at kgoboko Primary School	Education	To create conducive learning	Ga-Phasha	R120 000	1 st Semester	Xstrata Limpopo Baseline Study Report (March 2007)
Electricity repair and fitting at Makopole High School	Education	To provide resources necessary for the smooth administration of the school	Ga- Mampuru	R100 000	1 st Semester	Xstrata Limpopo Baseline Study Report (March 2007)



Training of farmers- Poultry,Pig,Crop etc	Social and Community Development	To equip local farmers / entrepreneurs with skills required in their different fields of farming	Ga-Mampuru Ga-Phasha Tukakgomo Ga-Malekane	R160 000	1 st Semester	IDP – Greater Tubatse Municipality And SRK – Baseline Study (July 2006)
IT Development	Social and Community Development	Upgrade IT Systems of the Greater Tubatse Municipality	Greater Tubatse Municipality	R340 000	1 st Semester	Letter From Greater Tubatse Municipality
HIV/AIDS and Home Based Care training and Management	Health	To provide capacity on management of HIV/AIDS and other chronic diseases such as TB, Diabetes,etc	Greater Tubatse municipality	R400 000	2 nd Semester	SRK –Baseline Study (2006)
Support for Poultry farming in Ga-Mampuru	Social and Community Development	To create employment and alleviate poverty in local communities	Ga-Mampuru	R200 000	2 nd Semester	SRK – Baseline Study (Sep 2007)



Supplying of Fence and equipments at Etekeng Agricultural project	Social and Community Development	To provide security and resources necessary for the project	Ga-Phasha			SRK – Baseline Study (Sep 2007)
TOTAL				R2,720 000		



8. MEASUREMENT

Measurement is probably one of the most important parts of the GTM IDP. It should be ensured that the aspiration and objectives of the municipality are achieved within the specified timeframes and budget limits.

Measurement is also not just about the implementation of projects and making sure that the number is reached. It is also about the impact and the measurement of the implementation. This is normally the difficult part of measurement as qualitative indicators need to be developed over a number of years.

The connection from operational strategy to institutional strategy must thus be developed through strategic institutional indicators (Key Performance Indicators - KPI's) that will enable reporting and measurement on how effective the IDP has been implemented

The following **tables** indicate the goals identified along with the specific KPI's upon which GTM has agreed upon.

KPI : Local Economic Development

Result: Increased income for all

BSC	Strategic Objective	Measurement Indicators
C1	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	Number jobs created through municipality's LED initiatives including capital projects
		Number of jobs (jobs are defined as employment for an individual earning minimum wage or above, for at least three months) created by municipal LED activities
		Number of jobs created through LED
		Number of Anchor Projects implemented
		Number of jobs created through LED that have benefitted women
		Number of jobs created through LED that have benefitted youth



BSC	Strategic Objective	Measurement Indicators
		Number of jobs created through LED that have benefitted those with disabilities
		Number of jobs (jobs are defined as employment above minimum wage, for at least three months) created by municipal capital projects
F1	Create a stable economic environment by attracting suitable investors	Percentage progress with development of Platinum City development plan
		Percentage growth in Gross Geographic Product
		Was there an operational preferential procurement policy favouring SMMEs and BEE
		Rand value of contracts awarded
		Rand value of contracts awarded to SMMEs during the specified period
		Rand value of contracts awarded to BEE suppliers during the specified period
		Rand value of contracts awarded to women
		Rand value of contracts awarded to youth
		Rand value of contracts awarded to people with disabilities
I1	Address community needs through developmental spatial and integrated planning	Percentage progress with review of LSDF
		Percentage of capital spending was spent in the priority areas identified in Spatial Development Framework



KPI : Basic Service Delivery

BSC	Strategic Objective	Measurement Indicators
C2	Improve access to sustainable quality and affordable services	Percent progress with development of 5 year Capital Investment plan
		Percentage progress with development of bulk infrastructure master plan
		Percentage households earning less than R1100 with access to basic services
		Total number of households earning less than R1 100 per month
		Total number of households earning less than R1 100 per month who received free basic water
		Number of households receiving free basic water services
		Number of poor households receiving free basic water against total number of poor households.
		Number of poor households remaining to be served with free basic water.
		Percentage of the Equitable Share used for free basic services
		Number of households earning less than R1 100 per month who received free basic sanitation
		Number of households earning less than R1 100 per month who received free basic electricity
		Total number of households served with free basic electricity
		Total number of poor households served with free basic electricity against total number of poor households
		Percentage households with access to basic level of water, sanitation, electricity and solid waste removal



BSC	Strategic Objective	Measurement Indicators
		Total number of households served with basic water / total number of households.
		Number of households remaining to be served.
		Reduction of unaccounted for water
		Total number of schools
		Number of schools served and number of schools remaining to be served
		Total number of clinics
		Total number of clinics served and number of clinics remaining to be served
		New water connections - Number of Households in the Water Service Authority (WSA) Area, provided with at least a potable water supply within 200m of the dwelling
		Total amount of water abstracted and/or purchased by the municipality (in Kilolitres)
		The total water which is supplied & metered (in Kilolitres)
C2	Improve access to sustainable quality and affordable services	Number of network bursts and leaks per 100 km of water pipe
		New sanitation connections - Number of Households in the Water Service Authority (WSA) Area, provided with at least a ventilated improved pit-latrine (VIP)
		Total number of households served with basic sanitation against total number of households
		Number of households remaining to be served with basic sanitation
		Number of schools served with basic sanitation against total number of schools
		Number of schools remaining to be served with basic sanitation
		Number of clinics served with basic sanitation against total



BSC	Strategic Objective	Measurement Indicators
		number of clinics served
		Number of clinics remaining to be served with basic sanitation
		Total number of households served with electricity against total number of households
		Total number of households remaining to be served with electricity
		New electricity connections - Number of Households in the Electricity Service Authority Area, provided with a legal electricity connection
		Total electricity generated and or purchased (in kWh)
		The total electricity supplied & metered (in kWh)
		Power interruptions: Number of electricity supply minutes lost
		Total number of household served with waste removal against total number of households
		Number of households remaining to be served with waste removal
		New Solid Waste service points - Number of Urban Households in the Service Authority Area, provided with a weekly refuse collection service
		Total volume general waste collected (m ³)
		Total volume of general waste recycled (m ³)
		Total volume of landfill (m ³)
		Total landfill volume licensed according to the terms of the Environmental Conservation Act (m ³)
		How many kilometres of road are you responsible for in total?
		How many kilometres of new roads were provided
		Kilometers of new roads planned



BSC	Strategic Objective	Measurement Indicators
		New houses - Number of new houses handed over to targeted recipients of low-income housing
		Total number of rental units built
		Total number of rental units where ownership was transferred to tenants
C2	Improve access to sustainable quality and affordable services	Number of Community Halls
		Number of households that lie within 2km radius of a community hall?
		Number of Sports Facilities
		Number of sports and recreation facilities planned for
		Number of households that lie within 2km radius of Sports Facility?
		What area of parks and designated open spaces are available (km ²)?
		Number of households that lie within 2km radius of a park or designated open space?
		Number of Public facilities planned for
C3	Promote environmentally sound practices and social development	Percentage progress with development of environmental management plan
		Number of people affected by violation of drinking water quality
		Number of HIV/Aids programmes implemented
		Number of Library outreach programmes
		Number of safety awareness programmes
		Percentage of disasters assisted within 24 hours
		Number of road safety campaigns
F2	Optimise infrastructure investment and services	Percentage progress with development of Cost recovery strategy
		Actual 2008/09 MIG expenditure against total budget allocation



BSC	Strategic Objective	Measurement Indicators
		Number of project under EPWP
		Number of job created through the EPWP projects
I2	Maintain and upgrade municipal assets	Percentage compliance of maintenance to operations and maintenance plan
		Number kilometres of roads for which municipality is responsible, maintained and rehabilitated
		R-value of Operating Budget allocated to road maintenance
		Kilometres of tarred roads maintained
		Kilometres of gravel road maintained
		R-value of Operating Budget spent on road maintenance
		R-value of your operating and maintenance budget allocated to community facilities
		R-value Capital Budget allocated to roads (asset replacement, refurbishment and rehabilitation)
		R-value Capital Budget spent on roads (asset replacement, refurbishment and rehabilitation)
		R-value spent on maintenance and rehabilitation of community facilities



KPI : Governance and Public Participation

BSC	Strategic Objective	Measurement Indicators
C4	Develop effective and sustainable stakeholder relations	Number of individual participants in public participation forums
		Number of recognised stakeholder organisations
		Number of recognised stakeholder organisations involved in participation structures
		Number of wards
		Number of wards with ward committee structures
		Aggregate number of ward committee meetings held with a quorum, across all wards
		Number of District Mayors Forum attended against number planned
		Number of District MM Forum attended against number of forums held
		Number of issues raised during the Local Imbizos held
		Number of issues raised during the Local Imbizos resolved
		Number of issues raised during the Provincial Imbizos held
		Number of issues raised during the Provincial Imbizos resolved
		Number of issues raised during the Presidential Imbizos held
		Number of issues raised during the Presidential Imbizos resolved
I3	Develop and improve systems, processes, procedures and policies by practicing sound governance	Number of council meetings held
		Functional Financial Audit Committee
		Functional Performance Audit Committee
		Audit committee that fulfils both functions



BSC	Strategic Objective	Measurement Indicators
		Implemented Anti Corruption Policy
		Number of Section 57 staff that were dismissed during FY
		Number of Section 57 staff that were suspended during FY
		Total length of time of the suspensions of all Section 57 staff were suspended during FY (total time in months)
		R-value total cost to the municipality for all the Section 57 suspensions which took place during FY
L1	Develop a high performance culture for a changed, diverse, efficient and effective local government	R-value total cost to the municipality for all the Section 57 terminations which took place during FY
		Number of Section 57 staff employed with a signed performance agreement in place
		Percentage average assessment rating

KPI : Financial Viability

Result: Good Creditor Rating

BSC	Strategic Objective	Measurement Indicators
F3	Increase financial viability by identifying revenue generation mechanisms and improve budget management	Percentage increase billing
		R-value Cash collected from customers
		Total r-value revenue
		Billed revenue
		Billings to customers
		R-value Revenue from grants
		R-value MSIG allocation
		R-value MSIG utilised
		R-value MSIG rolled over
		R-value LEDF allocation
		R-value LEDF utilised



BSC	Strategic Objective	Measurement Indicators
		R-value LEDF rolled over R-value MIG allocation R-value MIG utilised R-value MIG rolled over Percentage reduction in debtors Financial viability i.t.o. Percentage outstanding service debtors to revenue R-value total outstanding service debtors R-value annual revenue actually received for services
F3	Increase financial viability by identifying revenue generation mechanisms and improve budget management	Financial viability i.t.o. Percentage Cost coverage R-value all cash at a particular time R-value investments R-value monthly fixed operating expenditure Percentage Capital budget actually spent on capital projects identified for financial year i.t.o. IDP R-value Capital budget spent in year R-value Council approved capital budget in year R-value Salaries budget (including benefits) R-value Total operating budget Financial Viability i.t.o. Percentage Debt coverage R-value Total operating revenue received R-value Operating grants R-value debt service payments (i.e. interest + redemption) due within financial year



BSC	Strategic Objective	Measurement Indicators
		R-value Current assets
		R-value Current liabilities

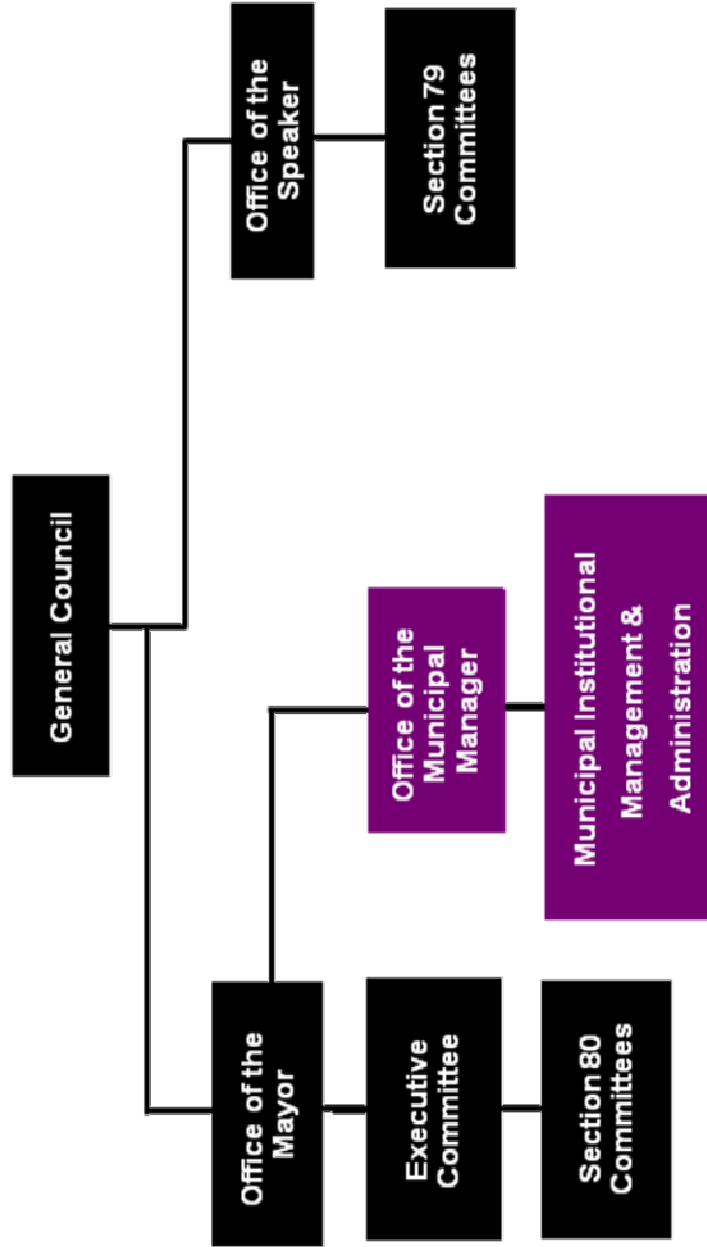
KPI : Municipal Transformation and Organisational Development

BSC	Strategic Objective	Measurement Indicators
L2	Develop and build skilled and knowledgeable workforce	Percentage of a municipal budget (salaries budget) allocated to for workplace skills plan R-value paid in skills levy R-value skills levy received in rebate from SETA
L3	Attract and retain best human capital to become employer of choice	Percentage staff turnover Number of Section 57 staff classified as Black(inclusive of African, Asian and Coloured) Number of Section 57 women staff Number of women staff (out of the total number of staff) in the municipality Total number of woman employed by the municipality against total staff Number of staff (out of the total number of staff) in the municipality classified as disabled Total number of disable staff in management level Number of posts in the organogram Number of posts in your organogram filled Total Number of staff employed in the municipality Number of posts vacant for more than three months during the financial year Total Number of Section 57 staff employed Number of Section 57 posts vacant for more than three months

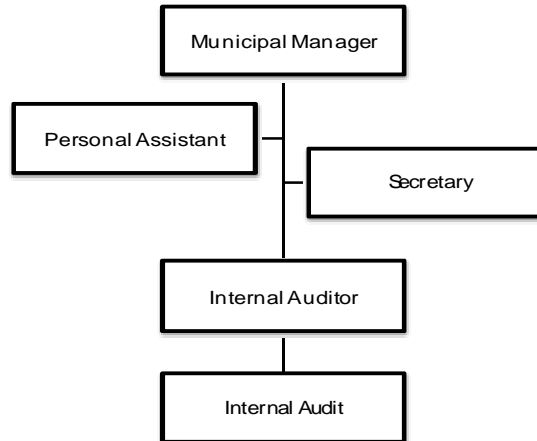


9. ORGANISATIONAL STRUCTURE

POLITICAL MANAGEMENT STRUCTURE

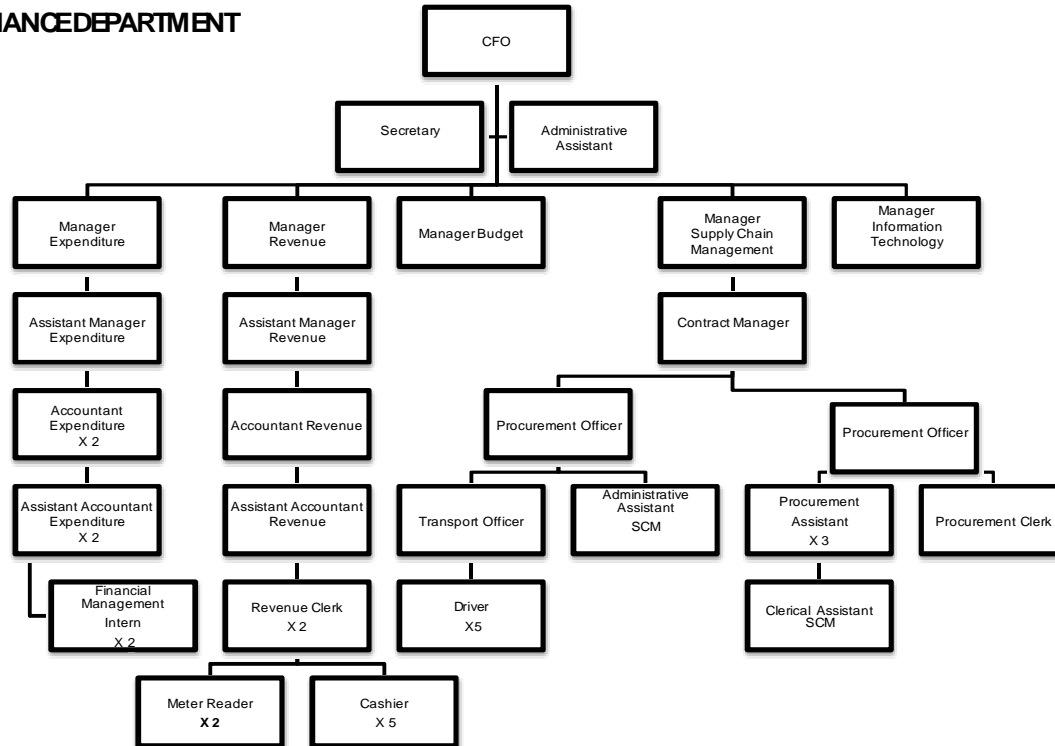


MUNICIPAL MANAGER'S OFFICE



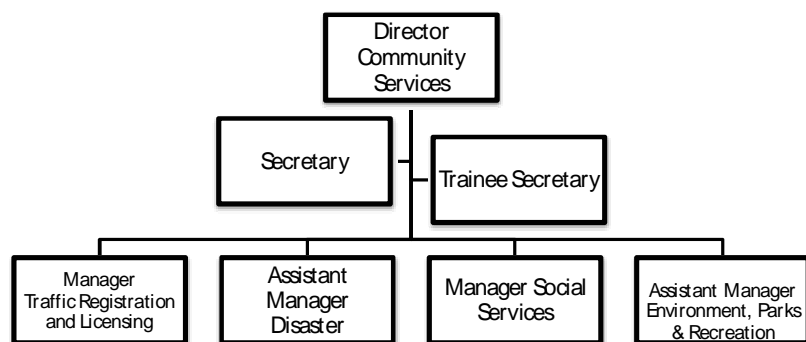


FINANCE DEPARTMENT



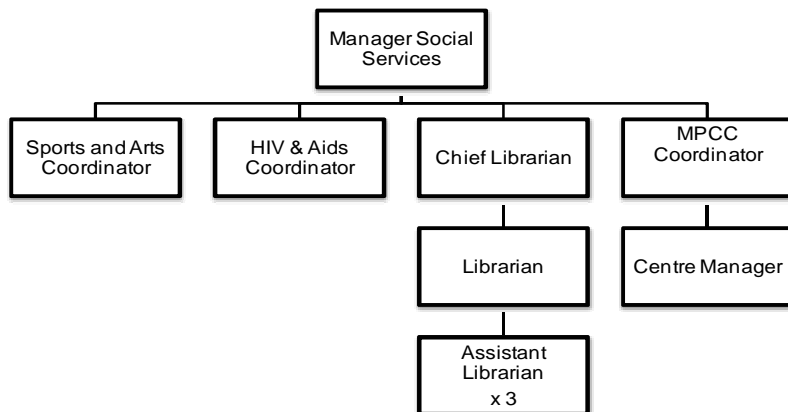


COMMUNITY SERVICES DEPARTMENT



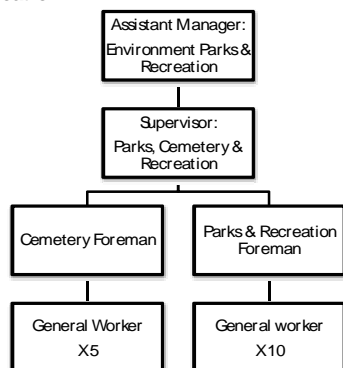


Community Services continued
Social Services:



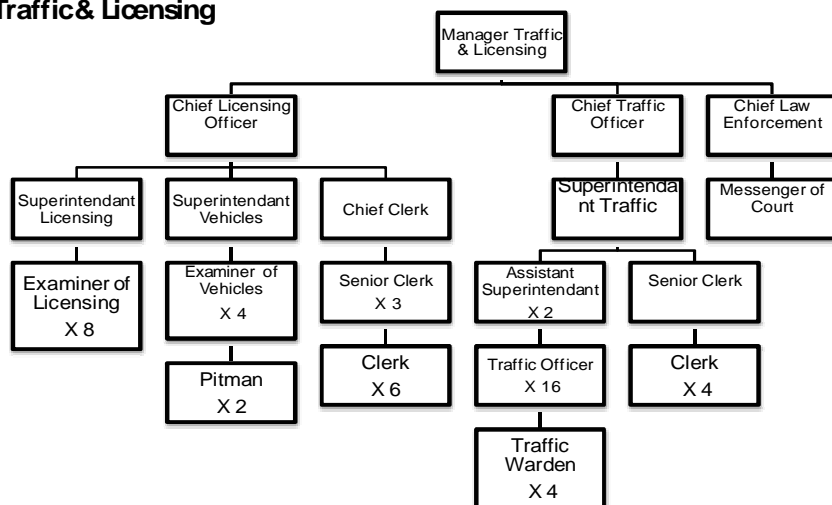


Community Services continued
Environment, Parks & Recreation:



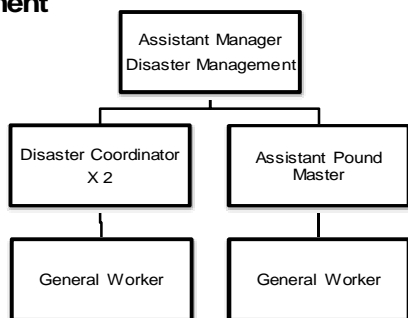


Community Services Continued Traffic & Licensing



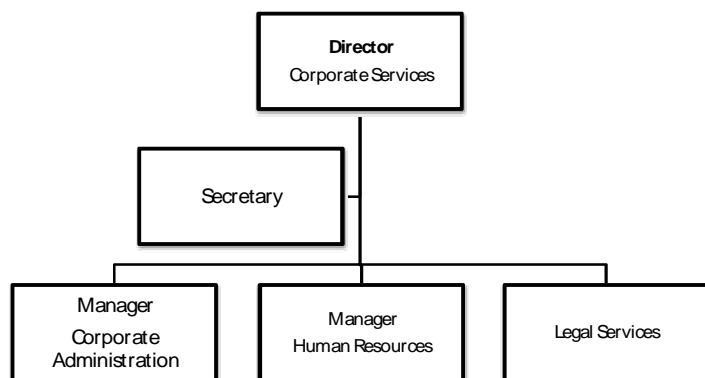


Community Services Continued Disaster Management





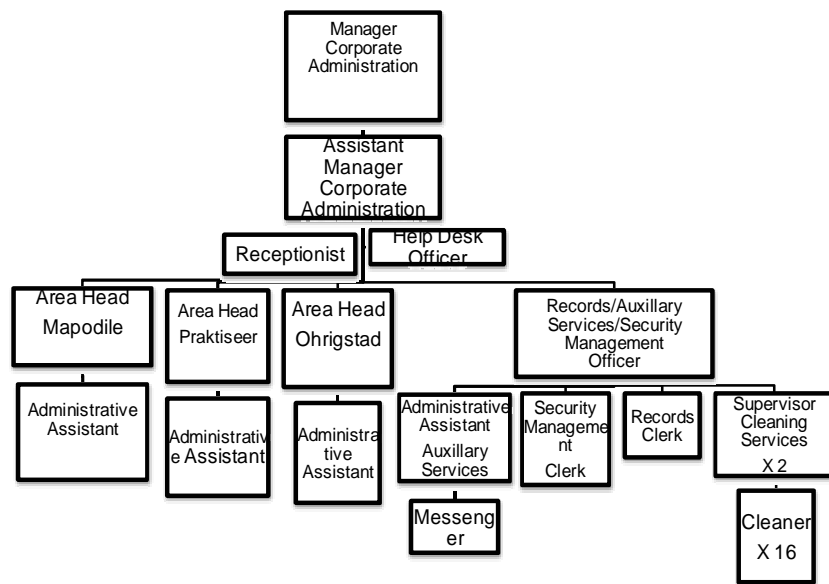
CORPORATE SERVICES DEPARTMENT





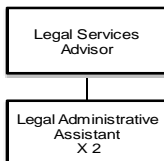
CORPORATE SERVICES DEPARTMENT Continued

Corporate Administration





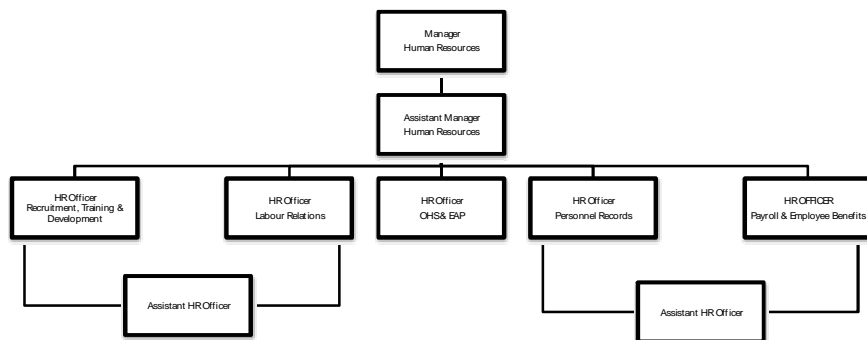
CORPORATE SERVICES DEPARTMENT Continued
Legal Services





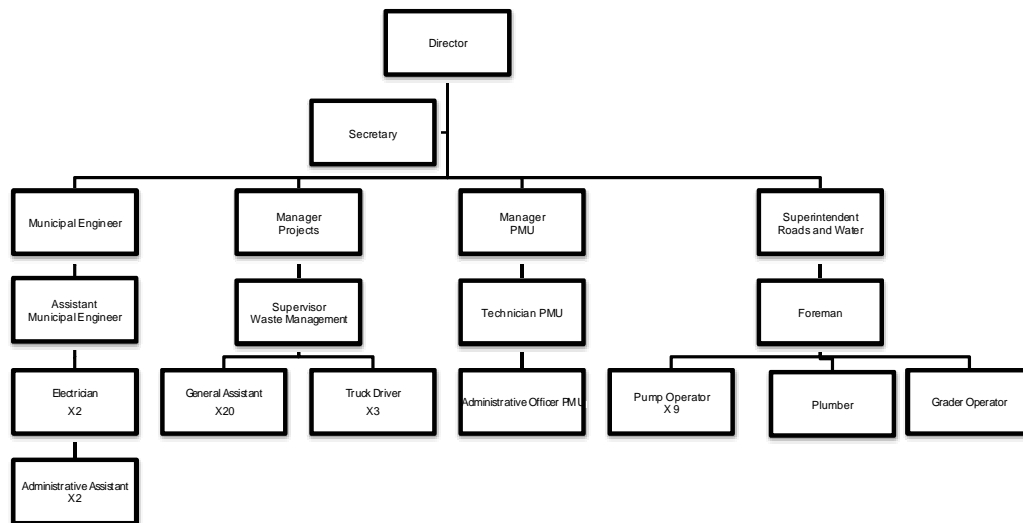
CORPORATE SERVICES DEPARTMENT Continued

Human Resources



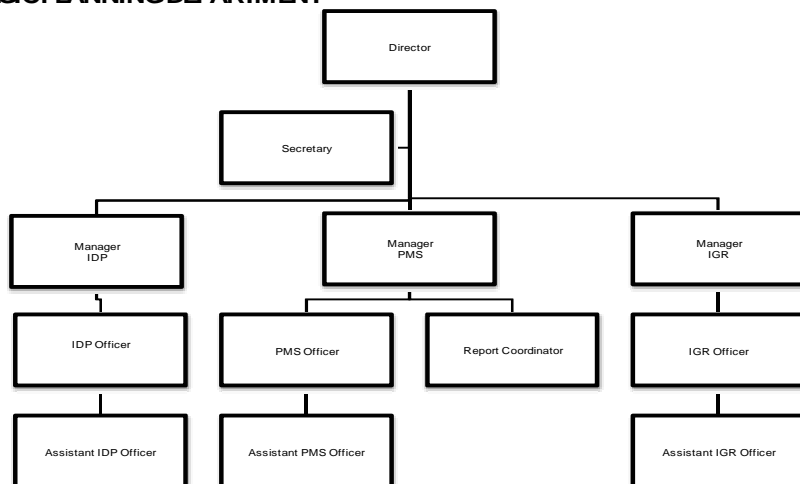


TECHNICAL SERVICES DEPARTMENT



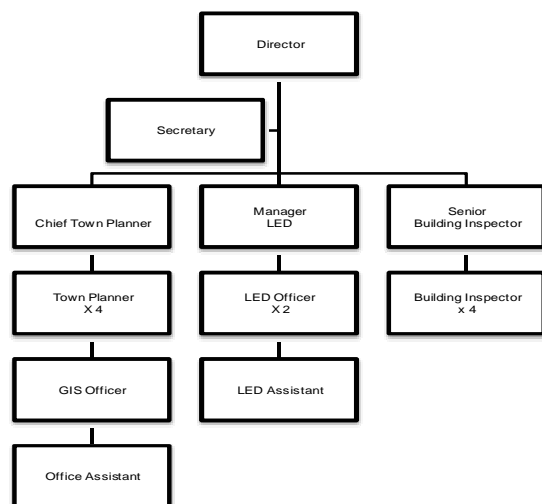


STRATEGIC PLANNING DEPARTMENT



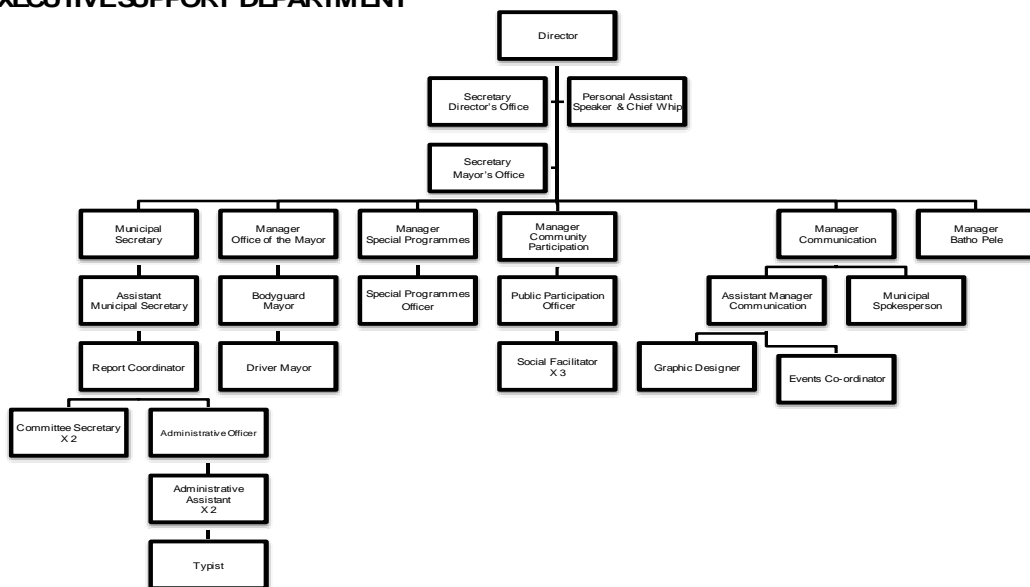


ECONOMIC AND LAND DEVELOPMENT DEPARTMENT





EXECUTIVE SUPPORT DEPARTMENT



10. Greater Tubatse Municipality Projects and Community Needs

<i>Roads and Storm Water</i>							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/RSW/06/01	General road maintenance (Mabocha & Malokela)		Gtm	
			GTM/RSW/06/02	Upgrading of Ohrigstad roads		Mig	Complete
			GTM/RSW/06/03	Rehabilitation of street Maseven		Gtm/ra	
			GTM/RSW/06/04	Upgrading of Burgersfort roads		Mig / gtm	In process
			GTM/RSW/06/05	R37Eastern Link By-Pass Road (Burgersfort)		Gtm	
			GTM/RSW/06/06	Upgrading of Praktiseer roads		Mig	In Process
			GTM/RSW/06/07	Upgrading of Mapodile roads		Mig	Complete
			GTM/RSW/06/08	Mokgotho Mankele Road			Planning stage



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/RSW/06/09	Ga-Mapodile roll over			
			GTM/RSW/06/10	Gravveling of roads (Penge)			
			GTM/RSW/06/11	Road from Leboeng via mpcc to Phiring		Gtm	
			GTM/RSW/06/12	Road signs & marking			On going
			GTM/RSW/06/13	Stormwater Management System Steelpoort		Gtm	
			GTM/RSW/06/14	Access bridge from Mapareng to Malaeneng			
			GTM/RSW/06/15	Surfacing internal street Mabocha		Gtm	
			GTM/RSW/06/16	Welcome/introduction board			
			GTM/RSW/06/17	Surfacing internal street Malekane		Gtm	



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/RSW/06/18	Surfacing internal street Mampuru		Gtm	
			GTM/RSW/06/19	Ngwabe internal road		Gtm/mig	On going
			GTM/RSW/06/20	Construction of Alverton bridge		Gtm	
			GTM/RSW/06/21	Traffic control			In process
			GTM/RSW/06/22	Upgrading internal street Manoke & Dresden		Gtm	
			GTM/RSW/06/23	New bridge Motloulela & Modubeng		Gtm	
			GTM/RSW/06/24	Moroke internal street		Gtm	
			GTM/RSW/06/25	Upgrading of roads Mathipa-Sekopung & Makofane		Gtm	



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/RSW/06/26	Ohrigstad rehabilitation of roads & stormwater		Gtm	Complete
			GTM/RSW/06/27	Establishment of Municipal Public Works			In process
			GTM/RSW/06/28	Upgrading and maintenance of roads R555 (BGF andOhrig)		Sanral	In process
			GTM/RSW/06/29	Tarring of D4140 road (Malokela to Morulaneng)			Planning stage
			GTM/RSW/06/30	Maakubu and Kgopaneng Internal Streets Upgrading	Ward 15		
			GTM/RSW/06/31	Makofane and Sekopung Internal Streets Upgrading	Ward 15		
			GTM/RSW/06/32	Tarring of	Ward 15		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Thokwane and Makofane Road			
			GTM/RSW/06/33	Tarring of road Praktiseer-Penge to Taung			
			GTM/RSW/06/34	Paving of Ga-Motodi internal Streets			
			GTM/RSW/06/35	Contruction of 2 small bridges to cemetry(Ga-Motodi)	Ward 22		
			GTM/RSW/06/36	Tarred road between Ga-Maghaghani to Alverton Village	Ward 23		
			GTM/RSW/06/37	Municipality road to Chiefs kraal	Ward 23		
			GTM/RSW/06/38	Municipality road to Mokutung Village	Ward 23		
			GTM/RSW/06/39	Municipality road	Ward 23		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				to School roads			
			GTM/RSW/06/40	Road paving Ward 4	Ward 04		
			GTM/RSW/06/41	Bridge Ward 4 & 5	Ward 4 & 5		
			GTM/RSW/06/42	Morapaneng to Dithabeng bridge	Ward 03		
			GTM/RSW/06/43	Makgopa to Seelane bridge	Ward 03		
			GTM/RSW/06/44	Maakgake bridge	Ward 03		
			GTM/RSW/06/45	Swaale to Tidintitsa	Ward 03		
			GTM/RSW/06/46	Malaeneng to Marapong bridge	Ward 03		
			GTM/RSW/06/47	Tarring road at Maandagsoek	Ward 03		
			GTM/RSW/06/48	Gravelling of roads (Selala)	Ward 17		
			GTM/RSW/06/49	Gravelling of roads (Mahlokoane village)	Ward 17		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/RSW/06/50	Gravelling of roads(Maapea)	Ward 17		
			GTM/RSW/06/51	Gravelling of roads (Podila)	Ward 17		
			GTM/RSW/06/52	Construction of gravel roads(Madikane village)	Ward 10		
			GTM/RSW/06/53	Construction of a bridge (Mareseleng)	Ward 25		
			GTM/RSW/06/54	Surfacing of access road from Mashamothane-Moshate	Ward 25		
			GTM/RSW/06/55	Surfacing of access road from Zone1 to Madiseng	Ward 25		
			GTM/RSW/06/56	Surfacing of internal street and regravelling of	Ward 25		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				internal street Ward 25			
			GTM/RSW/06/57	Storm water control in zone 2,3,4,5,6,7,8.	Ward 25		
			GTM/RSW/06/58	Road signs and markings Ward 25	Ward 25		
			GTM/RSW/06/59	Communal lights and street lights Ward 25	Ward 25		On going
			GTM/RSW/06/60	Main road from Madithongoane - Polaseng	Ward 05		
			GTM/RSW/06/61	Bridge (Polaseng)	Ward 05		
			GTM/RSW/06/62	Internal road Ward 5	Ward 05		
			GTM/RSW/06/63	Crossing bridge between Madiseng and Moshate	Ward 05		
			GTM/RSW/06/64	Bridge - joining of	Ward 05		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Riba school and Ga-Sekome			
			GTM/RSW/06/65	Gravelling of roads (Matimatjati, Ditha maga)	Ward 02		
			GTM/RSW/06/66	Gravelling of RDP streets Ward 2	Ward 02		
			GTM/RSW/06/67	Mapodile 3rd phase tarred road	Ward 02		
			GTM/RSW/06/68	Potholes repaire, painting of street humps Ward 2	Ward 02		
			GTM/RSW/06/69	Street naming, 2 more apollo lights	Ward 02		
			GTM/RSW/06/70	Gravelling of RDP streets Ward 2	Ward 02		
			GTM/RSW/06/71	Two pipe bridge along Tukakgomo and Mahlakwena	Ward 02		
			GTM/RSW/06/72	Upgrading of road between	Ward 02		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Tukakgomo and Mahlakwena			
			GTM/RSW/06/73	Paving of internal street at Steelpoort	Ward 02		
			GTM/RSW/06/74	Constructon road of Ga-Malekane to Mapodile	Ward 06		
			GTM/RSW/06/75	Brigde at Molawetsi river	Ward 06		
			GTM/RSW/06/76	Construction of brigde at Ga-Mampuru to Steelpoort	Ward 06		
			GTM/RSW/06/77	Provisional road from Ohgristad-Alverton	Ward 24		
			GTM/RSW/06/78	Internal streets for all villages Ward 24	Ward 24		
			GTM/RSW/06/79	Access roads (Makgwareng-	Ward 24		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Makgopa and Makhona-Paeng)			
			GTM/RSW/06/80	Access roads to Ga-Motodi graveyard	Ward 22		
			GTM/RSW/06/81	Tarring road from Praktiseer to Taung	Ward 22		
			GTM/RSW/06/82	Paving of Ga-Motodi internal Streets	Ward 22		
			GTM/RSW/06/83	Road from cemetery paving to Steelpoort cross	Ward 04		
			GTM/RSW/06/84	Main road to chief Riba	Ward 04		Gravelled
			GTM/RSW/06/85	Construction road from Swaragong to Hlahlana school	Ward 10		
			GTM/RSW/06/86	Construction of a bridge Ward 10	Ward 10		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/RSW/06/87	Road from Manyaka-Molokoane	Ward 10		
			GTM/RSW/06/88	Regraveling road Ga-Mashishi to Ga-mpheti	Ward 10		
			GTM/RSW/06/89	Upgrading of internal streets Ward 10	Ward 10		
			GTM/RSW/06/90	Bridge (Seuwe Mogompane River)	Ward 08		
			GTM/RSW/06/91	Tarring road from Driekop to Atok mine	Ward 08		
			GTM/RSW/06/92	Road Between Mokhwaye Graveyard	Ward 08		
			GTM/RSW/06/93	Bridge from Thokwane-Shakung	Ward 09		
			GTM/RSW/06/94	Upgrading of	Ward 09		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Maadifahlane and Serafa internal road			
			GTM/RSW/06/95	Grading of Roads for Ward 14	Ward 14		
			GTM/RSW/06/96	Internal streets at Moroke & Magobading)	Ward 14		
			GTM/RSW/06/97	Bridge Between Modubeng & Senyato	Ward 14		
			GTM/RSW/06/98	Two bridges at Kampeng & 1 (Mogoleng)	Ward 07		
			GTM/RSW/06/99	Paving of Tumishi road, Lenareng & Difataneng	Ward 07		
			GTM/RSW/06/100	Upgrading the bridge at Maandagshoek road and Pororo road			



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/RSW/06/101	Tarring of roads and bridges at Motlolo	Ward 19		
			GTM/RSW/06/102	Upgrading road from Riba to Motlolo	Ward 19		
			GTM/RSW/06/103	Tarring and upgrading road from Riba cross to Ga-Riba	Ward 19		
			GTM/RSW/06/104	Upgrading road from Riba - Motlolo	Ward 19		
			GTM/RSW/06/105	Internal road and streets Ward 19	Ward 19		
			GTM/RSW/06/106	Tarring road from Mathipa-Sekopung			
			GTM/RSW/06/107	Internal roads for Ward 27	Ward 27		
			GTM/RSW/06/108	Paving of internal street and	Ward 12		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				bridge(Moloding, Crossong,Swale, Ga-Mamphahlane)			
			GTM/RSW/06/109	Tar road from Driekop to Maandagshoek	Ward 12		
			GTM/RSW/06/110	Bridges at Ga-Mampuru and Gamamphahlane	Ward 12		
			GTM/RSW/06/111	Bridge from Mafarafara to Maahlashi	Ward 26		
			GTM/RSW/06/112	Bridge from Mafarafara to Taung	Ward 26		
			GTM/RSW/06/113	Access road Ward 26	Ward 26		
			GTM/RSW/06/114	Road from Ga-Motshana- Ga-Motodi	Ward 16		
			GTM/RSW/06/115	Bridge to	Ward 16		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Lekgwareng Sections			
			GTM/RSW/06/116	Upgrading of roads at Moraba village	Ward 16		
			GTM/RSW/06/117	Two bridges from Ga-Malepe-Dilokong	Ward 16		
			GTM/RSW/06/118	Internal road for the whole village Ward 21	Ward 21		
			GTM/RSW/06/119	Bridge at Mabocha, Mokobola, Pidima and Ga-Makofane	Ward 21		
			GTM/RSW/06/120	The upgrading of tarred road at Ikhwezi Lokusa Primary School	Ward 18		
			GTM/RSW/06/121	Access roads to new Municipal Offices			



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/RSW/06/122	Tar road from Motlolo to Ga-Malekane	Ward 11		
			GTM/RSW/06/123	Roads upgrading Ward 11	Ward 11		
			GTM/RSW/06/124	Road between Maroga- Motlolo	Ward 11		
			GTM/RSW/06/125	Upgrading of roads & paving at Cottage Place	Ward 11		
			GTM/RSW/06/126	10 km road from Riba cross-Ga-Riba Letau high school	Ward 05		gravelled
			GTM/RSW/06/127	Upgrading of Internal Roads (Dithabaneng, Pakaneng, Pologong, Doornkop, Mashemong, Legabeng)	Ward 20		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/RSW/06/128	Tar road at Burgersfort Ward 18	Ward 18		On going
			GTM/RSW/06/129	Regravelling road at Koppie	Ward 18		
			GTM/RSW/06/130	Gravelling of roads (Mphethi)	Ward 17		
			GTM/RSW/06/131	Gravelling of roads Chief Riba Village	Ward 04		
			GTM/RSW/06/132	Mahlokoane village	Ward 17		
			GTM/RSW/06/133	Gravelling of roads (Podila village)	Ward 17		
			GTM/RSW/08/134	Provision of internal roads at Kgautswane village	Ward 24		
			GTM/RSW/08/135	Provision of access roads	Ward 26		
			GTM/RSW/08/136	Provision of	Ward 01		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				accesss roads			
			GTM/RSW/08/137	Access roads at paeng to Moshate	Ward 24		
			GTM/RSW/0/138	Grading of internal road at Kgautswane	Ward 24		
			GTM/RSW/08/139	Regravelling of roads	Ward 24		
			GTM/RSW/08/140	Regravelling of roads	Ward 26		
			GTM/RSW/08/141	Regravelling of roads	Ward 01		
			GTM/RSW/08/142	Provision of access bridges at Phiring and neighbouring sections	Ward 01		
			GTM/RSW/08/143	Regravelling of internal streets Motlailane, Alverton & Dresden	Ward 23		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/RSW/08/144	Provision of small access bridges from Alverton – Kgautswane	Ward 23		
			GTM/RSW/08/145	Internal road repair and maintenance at Ngwaabe	Ward 27,28,29		
			GTM/RSW/08/146	Provision of a small access bridge	Ward 27		
			GTM/RSW/08/147	Repair roads and maintenance from Ga-Mapodile – Lavino	Ward 02		
			GTM/RSW/08/148	Provision of a speed humps at Ngwaabe village	Ward 27		
			GTM/RSW/08/149	Access bridge and repairing of Masha Bridge	Ward 28		
			GTM/RSW/08/150	Access bridge at	Ward 27		



Roads and Storm Water							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Maseven			
			GTM/RSW/08/151	Access road and small bridge at Dithamaga	Ward 02		
			GTM/RSW/08/152	D4147 road from Shakung	Ward 09 & 15		

Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/01	Waste Water Treatment BGFT and Steelpoort		Lepelle	On going
			GTM/WS/06/02	Investigation, Basic Planning and Business Plans			On going
			GTM/WS/06/03	Emergency repairs,		Gsdm & lepelle	On going



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				rehabilitation and upgrading of schemes			
			GTM/WS/06/04	Bulk and Reticulation Schemes		Gsdm & Lepelle	On going
			GTM/WS/06/05	100MI/day water purification plant		Lepelle	Tender stage
			GTM/WS/06/06	7MI/day sewerage treatment plant		Lepelle	
			GTM/WS/06/07	2x2,5 MI Resevior		Lepelle	
			GTM/WS/06/08	Water Supply gravity feed trunk		Lepelle	
			GTM/WS/06/09	Water supply Rising main		Lepelle	
			GTM/WS/06/10	Sewerage outfall line (east side of Spekboom river)		Lepelle	
			GTM/WS/06/11	Sewerage outfall line (west side of Spekboom river)			



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/12	Ngwabe cost recovery (water)		Gsdm	complete
			GTM/WS/06/13	Maretlwaneng water supply			
			GTM/WS/06/14	Moroke water supply		Gsdm	On process
			GTM/WS/06/15	Ohgristad bulk water supply and WTW			
			GTM/WS/06/16	Penge Village water Reticulation		Gsdm	complete
			GTM/WS/06/17	Malokela water			
			GTM/WS/06/18	Pipe Bridge			
			GTM/WS/06/19	100kl holding tank and equipment to store and pre-treat septic tank and chemical toilet effluent (Steelpoort)			complete



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/20	Installation of telemetry system and instrumentation (Steelpoort)			complete
			GTM/WS/06/21	Replacement of Meters (Burgersfort)		Gtm	On going
			GTM/WS/06/22	Replacement of Meters (Steelpoort)			On going
			GTM/WS/06/23	Installation of Sodium Hydro-chlorine system (Steelpoort)			complete
			GTM/WS/06/24	Water meter audit (Steelpoort)			
			GTM/WS/06/25	Water meter audit (Burgersfort)		Gtm	Complete
			GTM/WS/06/26	Introduction of safety systems and equipment			



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/27	Installation of Sodium Hydro-chlorine system (Ohrigstad)			
			GTM/WS/06/28	Laboratory equipment (Burgersfort)			
			GTM/WS/06/29	Bulk infrastructure upgrading (BGF, Mapodile, Ohrigstad and Steelpoort)		Gtm &lepelle	On going
				Establishment of ex Lebalelo pipe line towards de Hoop dam		Steelpoort Development	complete
				Reservoirs to ensure 48 hours storage of emergency water		Steelpoort Development	
				Purification works		Steelpoort Development	



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Purification works		Steelpoort Development	
				Bulk pipes		Steelpoort Development	
				River crossing		Steelpoort Development	
				Outfalls		Steelpoort Development	
			GTM/WS/06/30	Maakubu Water yard connection			complete
			GTM/WS/06/31	Expansion Sekopung Water scheme			complete
			GTM/WS/06/32	Provision of Water & Sanitation (Kopi, Manoke, BGF and Aapies)	Ward 18		On going
			GTM/WS/06/33	Water Reticulation at Ga-Motodi villages			On going



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/34	Water at Kgautswane village (incl Makgwareng Village)	Ward 24		
			GTM/WS/06/35	Provision of water Ward 4	Ward 04		
			GTM/WS/06/36	Reticulation (Mashabela, Seelane, Dithabaneng, Maakgake, Swaale Malaeneng)	Ward 03		
			GTM/WS/06/37	Selala Village yard connection	Ward 17		
			GTM/WS/06/38	Provision of water (Mahlokoane Village)	Ward 17		
			GTM/WS/06/39	Provision of water (Maapea)	Ward 17		
			GTM/WS/06/40	Provision of water	Ward 17		



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				(Podila)			
			GTM/WS/06/41	Provision of water (Mphethi)	Ward 17		
			GTM/WS/06/42	Water and sanitation (Madikane village)	Ward 10		
			GTM/WS/06/43	Completion of water bulk supply (Mashamothane)	Ward 25		On going
				Bulkwater investment loan - Advanced Technical assistance grant		DBSA	
			GTM/WS/06/44	Building of resevoir (Mareseleng B1 and Zone 8)	Ward 25		
			GTM/WS/06/45	Provision of water (Polaseng)	Ward 05		
			GTM/WS/06/46	Provision of water (Madiseng)	Ward 05		



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/47	Water Reticulation (Riba and Maloane section)	Ward 05		
			GTM/WS/06/48	Water Reticulation (Makgemeng)	Ward 05		
			GTM/WS/06/49	Water reticulation (Mangabane)	Ward 05		
			GTM/WS/06/50	Provision of water (Dithamaga)	Ward 02		
			GTM/WS/06/51	Water purification system at Ga-Mapodile	Ward 02		On going
			GTM/WS/06/52	Provision of water (Tukakgomo)	Ward 02		
			GTM/WS/06/53	Provision of water (Mahlakwena)	Ward 02		
			GTM/WS/06/54	Cleaning of resevoir at Mapodile sattelite	Ward 02		
			GTM/WS/06/55	Sewerage	Ward 02		



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				upgrading at Ga-Mapodile			
			GTM/WS/06/56	Storm Water Management at Steelpoort	Ward 02		
			GTM/WS/06/57	Establishment of water projects Phase1 & 2 Ward 6	Ward 06		
			GTM/WS/06/58	Sanitation for Kgotlopong, Alverton, Dresden, Motlailane and Maahlashi	Ward 23		
			GTM/WS/06/59	Water reticulation (Ga-Motodi-Ga-Mabelane)	Ward 22		
			GTM/WS/06/60	Provision of water pipes and jojo tanks at Makotaseng	Ward 22		



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/61	Establishment of a reservoir Taung	Ward 22		
			GTM/WS/06/62	Connection of main line from Practiseer to Ga-Motodi main reservoir	Ward 22		
			GTM/WS/06/63	Pipe line extension at Madikane village	Ward 10		
			GTM/WS/06/64	Water Reticulation for Ward 8	Ward 08		
			GTM/WS/06/65	Bulk water (Shakung,Thokane, Maadifahlane and Serafa)	Ward 09		
			GTM/WS/06/66	Provision of water for Ward 14	Ward 14		



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/67	Water and Addition of pipes (Mooihoek, Maditameng, Kampeng, Holong, Gowe, Mogoleng, Legononong and Matsianeng)	Ward 07		
			GTM/WS/06/68	Water Reticulation and upgrading of pump machine at Motlolo	Ward 19		
			GTM/WS/06/69	Fencing of water pump machines at Ga-Riba	Ward 19		
			GTM/WS/06/70	Provision of water for Nkotwane school at Malekane	Ward 27		



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/71	Provision of water at Malekane school and house connection at Mampuru	Ward 27		
			GTM/WS/06/72	Provision of water (yard connection and sanitation at Crossong)	Ward 12		
			GTM/WS/06/73	Provision of water (Lepelle, Rutseng, Moraba, Tswenyane, Moraba and Mafarafara)	Ward 26		
			GTM/WS/06/74	Purification of water at Nkwana village	Ward 26		
			GTM/WS/06/75	House connection at Nkwana section	Ward 26		



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/76	Provision of water supply and Reticulation for Ward 16	Ward 16		
			GTM/WS/06/77	Provision of water (Borehole at Tubatse Primary School at Ga-Manoke	Ward 18		
			GTM/WS/06/78	Provision of water (Pidima, Ga-Makofane, Mabocha and Mokobola)	Ward 21		
			GTM/WS/06/79	Water reservoir and animal pond for Ward 21	Ward 21		
			GTM/WS/06/80	Provision of water at Lehlabile secondary school	Ward 23		
			GTM/WS/06/81	Bulk water and Reticulation	Ward 01		



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				system at Leboeng new stands			
			GTM/WS/06/82	connection of clean water at Ikhwezi school	Ward 18		
			GTM/WS/06/83	House connection of water at Morethe & Moeng village	Ward 11		
			GTM/WS/06/84	Extention of water pipe lines at Maroga & Phalatseng village	Ward 11		
			GTM/WS/06/85	Sewerage drainage at Cottage Place	Ward 11		
			GTM/WS/06/86	Mashamothane bulk water supply	Ward 25		On going
			GTM/WS/06/87	Practiseer/Bothas hoek bulk water supply			complete



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/88	Alverton bulk water supply	Ward 23		complete
			GTM/WS/06/89	De Hoop G8, Mampuru			
			GTM/WS/06/90	Tubatse water source supply			
			GTM/WS/06/91	Selala sanitation			
			GTM/WS/06/92	Mooihoek WTW feasibility			On going
			GTM/WS/06/93	Lebalelo southern			
			GTM/WS/06/94	Malokela water			
			GTM/WS/06/95	Moroke water supply			On going
			GTM/WS/06/96	Water provisioning Taung	Ward 22		
			GTM/WS/06/97	Water provisioning Segorong	Ward 16		
			GTM/WS/06/98	Water provisioning Lenkwaneng			



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/99	Water provisioning Lefahla			
			GTM/WS/06/100	Water provisioning Makgwareng	Ward 24		
			GTM/WS/06/101	Water provisioning Phiring	Ward 01		
			GTM/WS/06/102	Water provisioning Lepelle	Ward 01		
			GTM/WS/06/103	Water provisioning Marareng			
			GTM/WS/06/104	Upgrading of Burgersfort water supply	Ward 18		On going
			GTM/WS/06/105	Batau water supply			
			GTM/WS/06/106	Ga-Manoke water supply	Ward 18		On going



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/107	Dithabaneng water supply			
			GTM/WS/06/108	Mokobola water supply			
			GTM/WS/06/109	Ga-Motodi water supply	Ward 22		
			GTM/WS/06/110	Mabelane/Mafogo water supply	Ward 22		
			GTM/WS/06/111	Water (Borehole for the disable people)	Ward 17		
			GTM/WS/06/112	De Hoop Dam		DWAF	On going
			GTM/WS/06/113	Provision of water (Mashemong, Doornkop Section, Legabeng, Sofaya Section)	Ward 20		
			GTM/WS/06/114	Upgrade Burgersfort Water Supply	Ward 18		On going



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/06/115	Building of toilets for every household Ward 25	Ward 25		
			GTM/WS/06/116	Establishment of toilets at the schools at Morethushe, Lehlabile, Malekgobo, Marakabela, Mahlashi and Kgotlopong	Ward 23		
			GTM/WS/06/117	Construction of toilets cemeteries Ward 22	Ward 22		
			GTM/WS/08/118	Provision of water at France	Ward 07		
			GTM/WS/08/119	Provision of water project at Maandagshoek village	Ward 12		



Water and Sanitation (Lepelle Water)							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WS/08/120	Provision of water at ward 24	Ward 24		
			GTM/WS/08/121	Upgrading of community initiated water project at Kgotlopong	Ward 23		
			GTM/WS/08/122	Provision of water	Ward 27		
			GTM/WS/08/123				

Traffic							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/TR/06/01	Re establish the traffic station on the existing building.			
			GTM/TR/06/02	Fencing of taxi		GTM	



Traffic							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				rank			
			GTM/TR/06/03	IRMA (Integrated Rural Mobility and access)		NDOT	On going
			GTM/TR/06/04	Traffic light Praktiseer, Steelpoort & Bothashoek cross		GTM	On going
			GTM/TR/06/05	Road Block Trailers		GTM	complete
			GTM/TR/06/06	2 x Sedan Vehicles		GTM	complete
			GTM/TR/06/07	4x Natis systems		GTM	complete
			GTM/TR/06/08	Street & Communal Lights		GTM	On going

Waste and Environmental Management							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WEM/06/01	Establishment of Burgersfort Cemetery		GTM	On going



Waste and Environmental Management							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WEM/06/02	Upgrading of a Cemetery in Burgersfort		GTM	
			GTM/WEM/06/03	Fencing of Burgersfort, Praktiseer cemeteries		GTM	On going
			GTM/WEM/06/04	Fencing of Ohgristad cemetery		GTM	Complete
			GTM/WEM/06/05	Establishment of Waste Management System		GTM	On going
			GTM/WEM/06/06	Establish a waste management Site		GTM/SDM	On going
			GTM/WEM/06/07	Establishment of Environmental Management Plan		Environmental Management	complete
			GTM/WEM/06/08	Development of a Regional waste site		ANGLO COAL	On going



Waste and Environmental Management							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				(MOTAGANENG) (Anglo Coal)			
			GTM/WEM/06/09	Rehabilitation of waste Disposal site Dumps (Anglo Coal)		ANGLO COAL	On going
			GTM/WEM/06/10	Waste Recycling Project			
			GTM/WEM/06/11	Fencing of cemeteries at B1, Zone1, Zone 2, Zone 3, Zone 7, Zone 8, London, Madiseng, Mareseleng and Tswelopele	Ward 25		
			GTM/WEM/06/12	Supply of 8 bulk rubbish bins at Ga- Mapodile	Ward 02		On going
			GTM/WEM/06/13	Introduction of refuse removal	Ward 08		On going
			GTM/WEM/06/14	Dust bin at	Ward 11		



Waste and Environmental Management							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Cottage Place			
			GTM/WEM/06/15	Fencing of newly demarcated cemetery site			
			GTM/WEM/06/16	Fencing cemetery Ward 4	Ward 04		
			GTM/WEM/06/17	Fencing cemetery (Mahlokoane village)	Ward 17		
			GTM/WEM/06/18	Fencing cemetery (Podile)	Ward 17		
			GTM/WEM/06/19	Building of toilets in every cemetery	Ward 25		
			GTM/WEM/06/20	Building of toilets for Ward 5	Ward 05		
			GTM/WEM/06/21	Fencing of a newly demarcated site Ward 22	Ward 22		
			GTM/WEM/06/22	Fencing cemeteries Ward 4	Ward 04		
			GTM/WEM/06/23	Fencing of	Ward 08		



Waste and Environmental Management							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				cemeteries for Ward 8			
			GTM/WEM/06/24	Fencing of cemeteries at Motloulela	Ward 14		
			GTM/WEM/06/25	Building of cemeteries and toilets at Motlolo	Ward 19		
			GTM/WEM/06/26	Fencing of cemeteries at Malekane, Mampuru, Masha and Tsakane	Ward 27		
			GTM/WEM/06/27	Fencing of cemeteries for Ward12	Ward 12		
			GTM/WEM/06/28	Fencing of cemeteries Ward 7	Ward 07		
			GTM/WEM/06/29	Fencing of cemeteries Ward 8	Ward 08		



Waste and Environmental Management							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/WEM/06/30	Fencing of cemeteries Ward 9	Ward 09		
			GTM/WEM/06/31	Fencing of cemeteries Ward 10	Ward 10		
			GTM/WEM/06/32	Fencing of cemeteries Ward 15	Ward 15		
			GTM/WEM/06/33	Fencing of cemeteries Ward 25	Ward 25		
			GTM/WEM/06/34	Fencing of cemeteries Ward 21	Ward 21		
			GTM/WEM/06/35	Fencing of cemeteries Ward 16	Ward 16		On going
			GTM/WEM/06/36	Fencing of cemeteries Motlailane, Alverton, Mahlashi, Dresd	Ward 23		



Waste and Environmental Management							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				en and Kgotlopong			
			GTM/WEM/06/37	Fencing of cemeteries Ward 11	Ward 11		
			GTM/WEM/06/38	Fencing of Cemeteries at Ga-Manoke	Ward 18		
			GTM/WEM/06/39	Animal pound and fencing Ward 21	Ward 21		
			GTM/WEM/06/40	Establish camps for cattle at Mafarafara village	Ward 26		
			GTM/WEM/08/41	Grading of a new cemetery at Matshiretsane – Kgautswane	Ward 24		



Parks, Sport and Recreation							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/PSR/06/01	Establishment of Parks and Gardens		Environmental Management	On going
			GTM/PSR/06/02	Building of sports facilities at Tswelopele, Mareseleng village	Ward 25		
			GTM/PSR/06/03	Grading of playing grounds at B1, Tswelopele, Mareseleng, Zone5, Zone 8, Madiseng and London	Ward 25		
			GTM/PSR/06/04	Establishment of Recreation Centre (Ga Motodi)	Ward 22		
			GTM/PSR/06/05	Greening of all government building such as	Ward 22		On going



Parks, Sport and Recreation							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				Clinic, Tribal Offices etc. (Ga Motodi)			
			GTM/PSR/06/06	Gymnasium sports centre Ward 3	Ward 03		
			GTM/PSR/06/07	Park and upgrading of sports ground for Ward 8	Ward 08		
			GTM/PSR/06/08	Sports ground for Ward 26	Ward 26		
			GTM/PSR/06/09	Sports ground/ stadium Ward 16	Ward 16		
			GTM/PSR/06/10	Sports ground, Recreational centre, MPCC Ward 21	Ward 21		
			GTM/PSR/06/11	Sports centre (Mahlokoane village)	Ward 17		



Parks, Sport and Recreation							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/PSR/06/12	Sports centre (Maaepa)	Ward 17		
			GTM/PSR/06/13	Upgrading of sports ground and Parks at Mapodile and Tukakgomo	Ward 02		
			GTM/PSR/06/14	Establishment of sports field (Makgwareng, Paeng, Makgopa)	Ward 24		
			GTM/PSR/06/15	Establishment of sports centre (Manyaka, Madikane, Mashishi, kgoete and Masete)	Ward 10		
			GTM/PSR/06/16	Establishment of recreational centre Ward 22	Ward 22		
			GTM/PSR/06/17	Sports ground Ward 7	Ward 07		



Parks, Sport and Recreation							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/PSR/06/18	Stadium at Ga-Manoke	Ward 18		
			GTM/PSR/06/19	Upgrading of sport ground and stadium	Ward 12		
			GTM/PSR/06/20	Bakgau Royal Sports Academy			
			GTM/PSR/06/21	Sports centre(Podila)	Ward 17		
			GTM/PSR/06/22	Sports centre(Mphethi)	Ward 17		
			GTM/PSR/06/23	Grading of soccer field	Ward 17		
			GTM/PSR/06/24	Upgrading of sports grounds Ward 2	Ward 02		
			GTM/PSR/06/25	Parks upgrading Ward 2	Ward 02		
			GTM/PSR/06/26	Stadium Ward 19	Ward 19		
			GTM/PSR/06/27	Buiding and maintenance of	Ward 27		



Parks, Sport and Recreation							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				sports ground Ward 27			
			GTM/PSR/06/28	Parks Ward 12	Ward 12		
			GTM/PSR/06/29	Sports ground Ward 16	Ward 16		
			GTM/PSR/06/30	Sports centre Ward 21	Ward 21		
			GTM/PSR/06/31	Sports complex at Alverton village	Ward 23		
			GTM/PSR/06/32	Sports ground Ward 11	Ward 11		
			GTM/PSR/06/33	Repair of swimming pool at Cottage Place	Ward 11		
			GTM/PSR/06/34	Stadium Ga- Manoke, Burgersfort	Ward 18		
			GTM/PSR/06/35	Stadium at Koppie	Ward 18		
			GTM/PSR/06/36	Gymnasium at Burgersfort Town	Ward 18		



Local Economic Development							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/LED/06/01	Establishment of the Municipal offices		GTM	On going
			GTM/LED/06/02	Poverty Alleviation and LED projects			On going
			GTM/LED/06/03	Itireleng Basadi Sewing and Baking Projects	Ward 15		
			GTM/LED/06/04	Hunadi Matjie Project	Ward 15		
			GTM/LED/06/05	Shopping centre Ward 3	Ward 03		
			GTM/OT/06/02	Selling of Land Space Around Burgersfort			On going
			GTM/OT/06/01	Moroke Shopping Complex(Moroke)		LIMDEV	



Local Economic Development							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/OT/06/19	Shopping complex (Magobading)	Ward 14		
			GTM/OT/06/22	Shopping complex at Penge	Ward 16		
			GTM/LED/06/06	Poverty alleviation projects Ward 3	Ward 03		
			GTM/LED/06/07	Ncedani Traditional Women Project Ward 3	Ward 03		
			GTM/LED/06/08	Itsoseng Women Bakery Project Ward 3	Ward 03		
			GTM/LED/06/09	Youth development and welfare centre Ward 3	Ward 03		



Local Economic Development							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/LED/06/10	Arethushaneng vegetable project Ward 3	Ward 03		
			GTM/LED/06/11	Morapanang, Ditwebeleng Agricultural project	Ward 03		
			GTM/LED/06/12	Poverty Alleviation and LED projects Ward 17	Ward 17		
			GTM/LED/06/13	Funding of sewing project Ward 25	Ward 25		
			GTM/LED/06/14	Funding of youth and women projects Ward 25	Ward 25		
			GTM/LED/06/15	Alleviation of poverty Ward 25	Ward 25		



Local Economic Development							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/LED/06/16	Funding of agricultural project Ward 25	Ward 25		
			GTM/LED/06/17	Funding of poultry project Ward 25	Ward 25		
			GTM/LED/06/18	Funding of pig farming project Ward 25	Ward 25		
			GTM/LED/06/19	Funding Aged group Ward 25	Ward 25		
			GTM/LED/06/20	Supply of food parcels Ward 25	Ward 25		
			GTM/LED/06/21	Repair of Municipal furniture at Ga-Mapodile	Ward 02		On going
			GTM/LED/06/22	Erection of pay point at Mahlakwena,	Ward 02		



Local Economic Development							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Ga-ragopola, Tukakgomo and Kalkfontein			
			GTM/LED/06/23	Supply of food parcels at Ga-Ragopola	Ward 02		
			GTM/LED/06/24	Food parcels Ward 4	Ward 04		
			GTM/LED/06/25	Paypoint (Madikane, Masete, Mashishi and Kgoete)	Ward 10		
			GTM/LED/06/26	Museum Ward 8	Ward 08		
			GTM/LED/06/27	Poverty Alleviation Ward 8	Ward 08		
			GTM/LED/06/28	Paypoint Ward 7	Ward 07		
			GTM/LED/06/29	Upgrading of	Ward 19		



Local Economic Development							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				paypoints Ward 19			
			GTM/LED/06/30	Upgrading of markets Ward 19	Ward 19		
			GTM/LED/06/31	Poverty Alleviation at Ward 19	Ward 19		
			GTM/LED/06/32	Paypoint and Tribal office Ward 16	Ward 16		
			GTM/LED/06/33	Upgrading of tourism facilities	Ward 26		
			GTM/LED/06/34	Establishment of offices for Mabulane Tourism Ward 21	Ward 21		
			GTM/LED/06/35	Tribal offices at Alverton village	Ward 23		



Local Economic Development							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/LED/06/36	Demarcation of residential sites(Ga-mampuru)			
			GTM/LED/06/37	Demarcation of residential erven(Kgopane ng)			
			GTM/LED/06/38	Open space system at Burgersfort town	Ward 18		On going
			GTM/LED/06/39	Tswenyane Gateway at leboeng	Ward 26		
			GTM/LED/06/40	Mashifane Township at Steelpoortdrift farm			
			GTM/LED/06/41	Informal settlement			



<i>Local Economic Development</i>							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				policy at institutional			
			GTM/LED/06/42	Mahubahube caves - Tourism Development Plan			
			GTM/LED/06/43	Mankele Water Falls - Tourism Development Plan			
			GTM/LED/06/44	Djate - Tourism Development Plan			
			GTM/LED/06/45	Ga-Mokgotho Water Falls - Tourism Development Plan			
			GTM/LED/06/46	De Hoop Dam - Tourism Development			



Local Economic Development							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				Plan			
			GTM/LED/06/47	Ohgristad Dam - Tourism Development Plan			
			GTM/LED/06/48	Strydom Tunnel - Tourism Development Plan			
			GTM/LED/06/49	Old Coach Wagon (Leboeng) - Tourism Development Plan	Ward 26		
			GTM/LED/06/50	Tsogang Basadi Bakery Project at Thokwane	Ward 09		
			GTM/LED/06/51	Paypoint for Ward 11	Ward 11		



Local Economic Development							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/LED/06/52	Poverty alleviation Ward 9	Ward 09		
			GTM/LED/06/53	Poverty alleviation project Ward 11	Ward 11		
			GTM/LED/06/54	Sewing project at Cottage Place	Ward 11		
			GTM/LED/06/55	Car wash project & creche for Ward 11	Ward 11		
			GTM/LED/06/56	Animal dam at Ga-ragopola	Ward 11		
			GTM/LED/06/57	Pheladi Educare Centre Requesting Building Material & Weaving Machine	Ward 08		



Local Economic Development							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/LED/06/58	Fence, Tractor, Manure & Seeds (Mogale Vegetable Project)	Ward 08		
			GTM/LED/06/59	Ikageng Bakery Project for Funding			
			GTM/LED/06/60	Renovation of Traditional offices, Furniture, Computers, Fax Machine at Ga-Manoke	Ward 18		
			GTM/LED/06/61	Proper Quality Fence Next to the Spoor to Protect People & Animals Ward 18	Ward 18		



Local Economic Development							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/LED/06/62	Djalale self help project Ward 10	Ward 10		
			GTM/LED/06/63	Bakery and sewing project Ward10	Ward 10		
			GTM/LED/06/64	Women project Ward 10	Ward 09		
			GTM/LED/06/65	Bakery project (Motloulela)	Ward 14		
			GTM/LED/06/66	Building of Museum Ward 12	Ward 12		
			GTM/LED/06/67	Mokobola tourism centre	Ward 21		
			GTM/LED/06/68	Establishment of waiting room and Taxi Rank at Alverton village	Ward 23		



Local Economic Development							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Tubatse estates - Development of 4500 sites		SA Commercial properties and Concepts	
			GTM/LED/08/69	Allocation of Bursaries should be increased to R200 000			
			GTM/LED/08/70	Building of new schools	Ward 26		
			GTM/LED/08/71	Building of new schools	Ward 01		
			GTM/LED/08/72	Building of new schools	Ward 24		
			GTM/LED/08/73	Extensions of schools kgautswane	Ward 24		



<i>Local Economic Development</i>							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/LED/08/74	Need for taxi Rank at Alverton	Ward 23		
			GTM/LED/08/75	Clinic building Motlailane & Alverton	Ward 23		
			GTM/LED/08/76	Clinic building Mahlashi & Kgotlopong	Ward 23		
			GTM/LED/08/77				



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/EL/06/01	Street and communal lights		ESKOM	
			GTM/EL/06/02	Maseven Electrification(950)		ESKOM	complete
			GTM/EL/06/03	Rantho/Masha/Maphupha ext electrification(1271)		ESKOM	
			GTM/EL/06/04	Matimatjatji electrification(410)		ESKOM	complete
			GTM/EL/06/05	Burgersfort ext 10 electrtification(310)		ESKOM	
			GTM/EL/06/06	Alverton/Motlailane		ESKOM	complete



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				electrification(2400)			
			GTM/EL/06/07	Moroke Cluster electrification(2421)		ESKOM	On going
			GTM/EL/06/08	Malokela Cluster electrification(2922)		ESKOM	
			GTM/EL/06/09	Makgalane/Banareng/Mokupung electrification(850)		ESKOM	
			GTM/EL/06/10	Mokutung electrification(160)		ESKOM	
			GTM/EL/06/11	Malaeneng/Mapareng electrification(82		ESKOM	complete



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				0)			
			GTM/EL/06/12	Modimolle/Djate electrification(493)		ESKOM	
			GTM/EL/06/13	Manoke/Dresden electrification(1460)		ESKOM	On goin
			GTM/EL/06/14	Sekopung/Makofane/Pidima electrification(1490)		ESKOM	
			GTM/EL/06/15	Mashabela/Morapaneng electrification(820)		ESKOM	complete
			GTM/EL/06/16	Malepe/Moraba/Motshana electrification(78		ESKOM	



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				0)			
			GTM/EL/06/17	Mokgotho/Maret Iwaneng electrification(900)		ESKOM	
			GTM/EL/06/18	Segorong/Mamogolo/ Lefahla Electrification(1042)		ESKOM	
			GTM/EL/06/19	Tswenyane/ Lepelle electrification(650)		ESKOM	
			GTM/EL/06/20	Kgotlopong electrification(2157)		ESKOM	
			GTM/EL/06/21	Mpuru electrification(620)		ESKOM	



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/EL/06/22	Podile electrification		ESKOM	
			GTM/EL/06/23	Selala/Manyaka/ Maapea/ Mpheti		ESKOM	
			GTM/EL/06/24	Phiring electrification(200)		ESKOM	
			GTM/EL/06/25	Crossong/ Maandagshoek Electrification		ESKOM	
			GTM/EL/06/26	Madikane electrification(350)		ESKOM	
			GTM/EL/06/27	Senyato electrification(500)		ESKOM	
			GTM/EL/06/28	Radimpsha electrification(380)		ESKOM	
			GTM/EL/06/29	Sekhwakhwelle		ESKOM	



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				eletrification(360)			
			GTM/EL/06/30	DEVELOPMENT OF 2X 132 KV POWER LINES (BGF)		ESKOM	
			GTM/EL/06/31	Dithamaga eletrification(400)		ESKOM	
			GTM/EL/06/32	Kalkfontein eletrification(390)		ESKOM	
			GTM/EL/06/33	Leboeng/ New Stands eletrification(400)		ESKOM	
			GTM/EL/06/34	Phadisanong eletrification(520)		ESKOM	
			GTM/EL/06/35	Mampuru/		ESKOM	



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Phasha electrification			
			GTM/EL/06/36	Ditensing electrification		ESKOM	
			GTM/EL/06/37	Bokome – France		ESKOM	
			GTM/EL/06/38	Drieko p-Mandela Park		ESKOM	
			GTM/EL/06/39	Kampeng		ESKOM	
			GTM/EL/06/40	Magologolo		ESKOM	
			GTM/EL/06/41	Maphutle		ESKOM	
			GTM/EL/06/42	Dibakwane		ESKOM	
			GTM/EL/06/43	Barelong		ESKOM	
			GTM/EL/06/44	Madibele -Ward 3			



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/EL/06/45	Electrification of villages			
			GTM/EL/06/46	Electrician of Matokomane Village			
			GTM/EL/06/47	Erection of mass lights at Ga-Motodi			
			GTM/EL/06/48	Electricity (Kgotlopong, Maahlasi, Makopung, Makgalane)	Ward 23		
			GTM/EL/06/49	Electricity(Mashabela, Mongatane, Marapong &Tidintitsane)	Ward 04		On going



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/EL/06/50	Electricity(Maak gake, Morapaneng, Ditwebeleng, Makobakobe, Seelane, Seduma, Makgopa, Maotsi, Dithabaneng)	Ward 03		
			GTM/EL/06/51	Electric connection in every household at Mareseleng& zone	Ward 25		
			GTM/EL/06/52	Free basic electricity Ward 25	Ward 25		
			GTM/EL/06/53	Electricity(Makg emeng)	Ward 05		



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/EL/06/54	Electricity (Mangabane)	Ward 05		
			GTM/EL/06/55	Electrification of Mahlakwena and Sethokgweng sections	Ward 05		
			GTM/EL/06/56	Electricity(Madiseng)	Ward 05		complete
			GTM/EL/06/57	Electricity(Matimatjati)	Ward 02		complete
			GTM/EL/06/58	Electricity(Ditha maga)	Ward 02		
			GTM/EL/06/59	Electricity (Kalkfontein)	Ward 02		
			GTM/EL/06/60	Electricity at Garagopola	Ward 02		complete
			GTM/EL/06/61	Electricity Ward 26	Ward 06		



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/EL/06/62	Electrification of 30 household (Makgwareng)	Ward 24		
			GTM/EL/06/63	Electrification of 20 household(Mogoleng)	Ward 24		
			GTM/EL/06/64	Electrification of 8 household (Makgwareng)	Ward 24		
			GTM/EL/06/65	Electrification of 10 household (Phadishanong)	Ward 24		
			GTM/EL/06/66	Electrification of Matokomane and Taung	Ward 22		
			GTM/EL/06/67	Electrification of Legabeng and Apollo lights	Ward 04		



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/EL/06/68	Electrification of the existing water pump engine	Ward 10		
			GTM/EL/06/69	Electricity for Ward 10	Ward 10		
			GTM/EL/06/70	Electricity (Magabaneng, Mantsane, Djate, Modimolle and Tidintitsane)	Ward 08		
			GTM/EL/06/71	Electricity(Malokela,Thokwane,S hakung and Serafa)	Ward 09		
			GTM/EL/06/72	Electricity (Habeng, Magobading, Sehunyane,	Ward 14		



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Modubeng, Motloulela, Moroke and Moshira)			
			GTM/EL/06/73	Electrification of France and post connections (Mogoleng, Montrose, Nokankwe, Mashemong and part of Gowe and Holong)	Ward 07		
			GTM/EL/06/74	Electricity and extention at Taung	Ward 19		
			GTM/EL/06/75	Electricity at Makotleng	Ward 19		
			GTM/EL/06/76	Electricity at	Ward		



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Motageng and Bcelona	19		
			GTM/EL/06/77	Post connection at Mampuru, Masha, Malekane and Tsakane	Ward 27		
			GTM/EL/06/78	Electricity for Dilotswaneng and post connection for the whole Ward	Ward 12		
			GTM/EL/06/79	Electricity (Mafarafara, Lepelle, Tswenyane and Phiring extention)	Ward 26		
			GTM/EL/06/80	Post connection at Nkwana,	Ward 26		



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Phiring and Rutseng			
			GTM/EL/06/81	Electricity(Motshana, Marelwaneng, Moraba and Gamalepe)	Ward 16		
			GTM/EL/06/82	Electricity (Manoke, BGF, Koppie)	Ward 18		On going
			GTM/EL/06/83	Electrification of Pidima and Gamakofane	Ward 21		
			GTM/EL/06/84	The construction of a New Substation and the development of two 132kv power lines at Burgersfort			On going



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/EL/06/85	Extention of electricity from ??????			
			GTM/EL/06/86	Extention of electricity for Ward 11	Ward 11		
			GTM/EL/06/87	Apollo lights for Ward 11	Ward 11		On going
			GTM/EL/06/88	Apollo lights at Aragopola	Ward 02		
			GTM/EL/06/89	Apollo lights & Street Lights Ward 18	Ward 18		On going
			GTM/EL/06/90	Electricity(Phelindaba, Pakaneng)	Ward 20		
			GTM/EL/06/91	Electrification of Koppie	Ward 18		
			GTM/OT/06/07	Apolo lights Ward 4	Ward 04		On going



Electricity/ESKOM							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/EL/08/92	Provision of a free basic electricity at Eerstegeluk	Ward 02		
			GTM/EL/08/93	Provision of electricity at France	Ward 07		
			GTM/EL/08/94	Provision of electricity at Mapareng village	Ward 01		
			GTM/EL/08/95	Provision electricity at Ga-Mampuru	Ward 12		
			GTM/EL/08/96	Electricity at Ga-Moraba village	Ward 26		
			GTM/EL/08/97	Electricity for ward 14,15,08,19,03			



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/CS/06/01	Establishment of Community Halls / MPCC		Community Services	planning
			GTM/CS/06/02	Community Hall (Mahlokoane village)	Ward 17		
			GTM/CS/06/03	Community Hall (Maapea)	Ward 17		
			GTM/CS/06/04	Kgautswne MPCC	Ward 23		
			GTM/CS/06/05	Community hall at Tukakgomo	Ward 02		
			GTM/CS/06/06	Community Hall (Matimatjatja, Kalkfontein, Mapodile & Tukakgomo)	Ward 02		
			GTM/CS/06/07	Community Hall Ward 6	Ward 06		
			GTM/CS/06/08	Establishment of a community hall at Lebalelo and Makgwareng	Ward 24		
			GTM/CS/06/09	Community Hall	Ward 22		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Ward 22			
			GTM/CS/06/10	Community Hall (Madikane, Masete, Mashishi and Kgoete)	Ward 10		
			GTM/CS/06/11	Community Hall Ward 8	Ward 08		
			GTM/CS/06/12	Community Hall Ward 9	Ward 09		
			GTM/CS/06/13	Community Hall Ward 14	Ward 14		
			GTM/CS/06/14	MPCC at Motlolo	Ward 19		
			GTM/CS/06/15	Community centre Ward 7	Ward 07		
			GTM/CS/06/16	Community Hall Ward 26	Ward 26		
			GTM/CS/06/17	Community Hall Ward 12	Ward 12		
			GTM/CS/06/18	Community Hall Ward 27	Ward 27		
			GTM/CS/06/19	Community Hall Ward 16	Ward 16		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/CS/06/20	Community Hall Ward 8	Ward 08		
			GTM/CS/06/21	Community Hall Ward 11	Ward 11		
			GTM/CS/06/22	MPCC at Ga-Manoke	Ward 18		
			GTM/CS/06/23	Ga Mapodile MPCC		X Strata	planning
			GTM/CS/06/24	Community Hall Ward 11	Ward 11		
			GTM/CS/06/25	Community Hall Ward 21	Ward 21		
			GTM/CS/06/26	Youth Centre Ward 14			
			GTM/CS/06/27	Social Welfare Ward 14			
			GTM/CS/06/28	Office for disaster mangement Ward 27	Ward 27		
			GTM/CS/06/29	Faith child care centre at Alverton village	Ward 23		
			GTM/CS/06/30	Building of Orphanage Ward 19	Ward 19		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/CS/06/31	Orphanage home	Ward 17	Health (samancor)	complete
			GTM/CS/06/32	Traditional office for Banareng Traditional Authority	Ward 12		
			GTM/CS/06/33	Repair of old pumpstation at Garagopola village	Ward 11		
			GTM/CS/06/34	Cinema at Burgersfort	Ward 18		
			GTM/CS/06/35	Mashabela home based care	Ward 03		
			GTM/CS/06/36	Swazimnamane home based care	Ward 03		
			GTM/CS/06/37	Morapaneng home based care	Ward 03		
			GTM/CS/06/38	Day care centre Ward 17	Ward 17		
			GTM/CS/06/39	Day care centre Mahlohoane village	Ward 17		
			GTM/CS/06/40	Day care centre (Mphethi)	Ward 17		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/CS/06/41	Funding of home based care in Ward 25	Ward 25		
Soci al well-bein g		Safety	GTM/CS/06/42	SAPS Satelite station to operate 24hours	Ward 02		
			GTM/CS/06/43	Establishment of a new satelite police station Ward 6	Ward 06		
			GTM/CS/06/44	SAPS satelite police station	Ward 11	SAPS	complete
			GTM/CS/06/45	Satelite police station Ward 27	Ward 27		
			GTM/CS/06/46	Satelite police station Ward 12	Ward 12		
			GTM/CS/06/47	Establish satelite police station	Ward 25		
			GTM/OT/06/08	Sattelite police station Ward 4	Ward 04		
			GTM/OT/06/09	Sattelite police	Ward 03		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				station Ward 3			
			GTM/OT/06/18	Sattelite police station Ward 8	Ward 08		
			GTM/OT/06/20	Sattelite police station (Swale, Sehlaku and Crossong)	Ward 12		
Soci al well-bein g		Health	GTM/CS/06/48	Building of clinics Ward 10	Ward 10	Dept.health	Complete
			GTM/CS/06/49	Erection of a new clinic at Polaseng	Ward 05		
			GTM/CS/06/50	Erection of a new clinic at Ga-Madiseng	Ward 05		
			GTM/CS/06/51	Establishment of mobile clinic (Dithamaga and Matimajtaji)	Ward 02		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/CS/06/52	Establishment of mobile clinic (Kalkfontein, Mapodila, Ragopola and Tukakgomo)	Ward 02		
			GTM/CS/06/53	Establishment of mobile clinics at Ga-Mampuru, New stands	Ward 06		
			GTM/CS/06/54	Extension of Matokomane mobile clinic to Makoataseng	Ward 22		
			GTM/CS/06/55	Mobile clinic Ward 4	Ward 04		
			GTM/CS/06/56	Clinics (Madikane, Masete, Mashishi and Kgoete)	Ward 10		
			GTM/CS/06/57	Clinic Ward 8	Ward 08		
			GTM/CS/06/58	Clinic Ward 9	Ward 09		
			GTM/CS/06/59	Clinic Ward 14	Ward 14		
			GTM/CS/06/60	Clinic at Motlolo	Ward 19		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/CS/06/61	Clinic Ward 26	Ward 26		
			GTM/CS/06/62	Health centre /Clinic Ward 12	Ward 12		
			GTM/CS/06/63	Clinic Ward 27	Ward 27		
			GTM/CS/06/64	Clinic Ward 16	Ward 16		
			GTM/CS/06/65	Clinic for Ward 21	Ward 21		
			GTM/CS/06/66	Building of Dresden clinic strstructure	Ward 23		
			GTM/CS/06/67	Clinic Ward 11	Ward 11		
			GTM/CS/06/68	Clinics at Ga-Manoke	Ward 18		
			GTM/CS/06/69	Mobile cinic at Mafarafara,Communi ty hall for the whole vilage	Ward 26		
			GTM/CS/06/70	Mobile clinic (Ga-Motshana,Ga-Malepe)	Ward 16		
			GTM/CS/06/71	Building of Clinics Ward 11	Ward 11		
			GTM/CS/06/72	Clinic Ward 21	Ward 21		
			GTM/OT/06/04	Mobile Clinic Ward 4	Ward 04		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/OT/06/10	Mobile Clinic Ward3	Ward 03		
			GTM/OT/06/11	Clinic (Mahlokoane)	Ward 17		
Soci al well- bein g		Libraries	GTM/CS/06/73	Library Ward 6	Ward 06		
			GTM/CS/06/74	Library Ward 16	Ward 16		
			GTM/CS/06/75	Library for Ward 8	Ward 08		
			GTM/CS/06/76	Library at Ga- Manoke	Ward 18		
			GTM/CS/06/77	Library Ward 14			
			GTM/CS/06/78	Establishment of a Library Ward 2	Ward 02		Complete
			GTM/CS/06/79	Library Ward 10	Ward 10		
			GTM/CS/06/80	Library Ward 7	Ward 07		
			GTM/CS/06/81	Library at Motlolo	Ward 19		
			GTM/CS/06/82	Library Ward 19	Ward 19		
			GTM/CS/06/83	Library Ward 27	Ward 27		
			GTM/CS/06/84	Library Ward 12	Ward 12		
			GTM/CS/06/85	Library Ward 21	Ward 21		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/CS/06/86	Library at Koppie	Ward 18		
			GTM/CS/06/87	Library at Ga-Manoke	Ward 18		
Soci al well- bein g		Educatio n	GTM/CS/06/88	ABET classes, buildings and Furniture - Kgoboko Primary - Fencing and furniture; Mangabane Primary - furniture hall; Sekabate Primary - classroom and furniture		LED (Samancor)	
			GTM/CS/06/89	Establish Abet centres Ward 25	Ward 25		
			GTM/CS/06/90	Kgautswane Shools (fencing, admin blocks, laboratories and libraries)	Ward 23-24		
			GTM/CS/06/91	Establish of pre-primary schoool (Mareseleng, B1,	Ward 25		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Zone7&8 and London)			
			GTM/CS/06/92	Establishment of a new secondary school at Mangabane	Ward 05		
			GTM/CS/06/93	Establishment of primary and secondary school (Kalkfontein and Garagopola)	Ward 02		
			GTM/CS/06/94	Establishment of a new creche at Garagopola	Ward 02		
			GTM/CS/06/95	ABET building Ward 6	Ward 06		
			GTM/CS/06/96	Establishment of primary schools at Mafogo, Mabelane, Thushanang and Morena	Ward 22		
			GTM/CS/06/97	Renovation at	Ward 04		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Lehlaba school			
			GTM/CS/06/98	Building of schools for Ward 10	Ward 10		
			GTM/CS/06/99	Buiding of schools for Ward 8	Ward 08		
			GTM/CS/06/100	Buiding of schools for Ward 9	Ward 09		
			GTM/CS/06/101	Building of primary and secondary schools at Modubeng and Motloulela	Ward 14		
			GTM/CS/06/102	Renovation of Gowe primary school and classes at Nakwadi, Tumishi and Bonwankwe	Ward 07		
			GTM/CS/06/103	Schools at Motlolo	Ward 19		
			GTM/CS/06/104	Technical college (Malekane, Mampuru & Tsakane)	Ward 27		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/CS/06/105	Building of classroom, FET college for Ward 12	Ward 12		
			GTM/CS/06/106	Schools Ward 26	Ward 26		
			GTM/CS/06/107	Creche Ward 12	Ward 12		
			GTM/CS/06/108	ABET centre Ward 27	Ward 27		
			GTM/CS/06/109	Youth centre Ward 27	Ward 27		
			GTM/CS/06/110	School bus Ward 27	Ward 27		
			GTM/CS/06/111	Primary school Ward 16	Ward 16		
			GTM/CS/06/112	Establishment of Bonang Lesedi Creche at Dresden	Ward 23		
			GTM/CS/06/113	School furniture at Tubatse Primary School at Gamanoke	Ward 18		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/CS/06/114	Renovation of school buildings, conversion of 2 classrooms in to a hall and provision of shelves for library at Sedibeng Secondary School	Ward 23		
			GTM/CS/06/115	Laboratory, library, hall, a new classroom block, tennis court, computers and digital machine	Ward 23		
			GTM/CS/06/116	Building a classroom at Thabane primary School	Ward 19		
			GTM/CS/06/117	2 blocks at Shakung secondary school	Ward 09		
			GTM/CS/06/118	Building of Serafa primary school	Ward 09		
			GTM/CS/06/119	Creche for Ward 9	Ward 09		
			GTM/CS/06/120	Building of schools	Ward 11		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				for Ward 11			
			GTM/CS/06/121	Creche for Ward 11	Ward 11		
			GTM/CS/06/122	Creche at Ga-Manoke	Ward 18		
			GTM/CS/06/123	Pre-School at Ga-Manoke	Ward 18		
			GTM/CS/06/124	Primary & Secondary School at Koppie	Ward 18		
			GTM/CS/06/125	MPCC and Library at Koppie	Ward 18		
			GTM/CS/06/126	Establishment of primary shools (Mafogo, Thusanang, Morena)			
			GTM/CS/06/127	Building of creche at Bcelona	Ward 19		
			GTM/CS/06/128	Schools Ward 21	Ward 21		
			GTM/CS/06/129	Government High School at Burgersfort	Ward 18		Complete
			GTM/OT/06/05	Renovation Lehlaba school	Ward 04		
			GTM/OT/06/06	Workshop & pre	Ward 04		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				school building Ward 4			
Soci al well-bein g		Disabled persons	GTM/CS/06/130	Up-grading and building of Disable Centre (Ga-motodi)	Ward 22		
			GTM/CS/06/131	Disable centre for Ward 8	Ward 08		
			GTM/CS/06/132	Disable centre for Ward 9	Ward 09		
			GTM/CS/06/133	Disable centre for Ward 14	Ward 14		
			GTM/CS/06/134	Building of disabled centre Ward 19	Ward 19		
			GTM/CS/06/135	Disabled centre at Motlolo	Ward 19		
			GTM/CS/06/136	Disable centre Ward 26	Ward 26		
			GTM/CS/06/137	Community Disabled Centre Ward 18	Ward 18		
			GTM/CS/06/139	School for Mentaly	Ward 21		



Community Service							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				disabled Ward 21			
			GTM/CS/08/140	Laboratory and Computer centres at Leboeng and Kgautswane	Ward 24&26		
			GTM/CS/08/141	Libraries,Laboratory and Computer Centre	Ward 01		
			GTM/CS/08/142	Clinic building Mabocha	Ward 21		
			GTM/CS/08/143	Building of secondary school Matokomane	Ward 22		
			GTM/CS/08/144	Building of schools Shoroane seconadary school			



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/HO/06/01	Upgrading (Praktiseer houses) 500 units		DPLGH	On going
			GTM/HO/06/02	Upgrading (Dresden houses) 100 units		DPLGH	
			GTM/HO/06/03	PHP (Leboeng houses) 100 units		DPLGH	
			GTM/HO/06/04	Rural Housing(Mafaraf ara) 50 units		DPLGH	
			GTM/HO/06/05	Development of 500 Housing 4 unit(Mine Employers)		Anglo Platinum Sunflower Housing Dept.Local Govt and Housing	



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/HO/06/06	Development of Houses RDP/PHP houses(Practise er 500 Rural 400 Squaters 100			complete
			GTM/HO/06/07	Burgersfort Housing ext 34-35		Cranbrook	
			GTM/HO/06/08	Low cost - Apies and dresden housing (4500 units)		Cranbrook	
			GTM/HO/06/09	Aapiesdoomdra ai- Remainder 91500 units)		Cranbrook	
			GTM/HO/06/10	Mooifontein housing (1635 units)		Cranbrook	



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/HO/06/11	Relocation of the Segorong Village and development		Cranbrook	On going
			GTM/HO/06/12	RURAL housing(Molong oane) 50 units		DPLGH	On going
			GTM/HO/06/13	RURAL housing (Riba cross) 50 units		DPLGH	
			GTM/HO/06/14	RURAL housing (Mahlashi) 50 units		DPLGH	On going
			GTM/HO/06/15	RURAL housing (Ga-ragopola) 50 units		DPLGH	On going
			GTM/HO/06/16	RURAL housing (Ga Mampuru) 50 units		DPLGH	
			GTM/HO/06/17	RURAL housing (Modubeng/Tau		DPLGH	



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				ng)50 units			
			GTM/HO/06/18	RURAL housing (Swale/Sikiti)50 units		DPLGH	
				PHP Housing (Madiseng (30), Phasha/Mampur u (30), Pidima (30), Motlolo (30), Motodi/Morena (30), Motodi (30), Ga Kgoete (30), Masha (30), Ga Maroga (30))		DPLGH	On going
				PHP Housing (additional 100 Units - Ward 14 (20), Ward 10		DPLGH	On going



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				(20), Ward 16 (20), Ward 19 (20), Ward 27 (20))			
				Rantho Community Resettlement project at Steelpoortpark		Dept Land Affairs	
				Leshaba & Masha Community Resettlement Project on Frischgewaagd Farm 359 KT (Bobididi Community Trust)		Dept Land Affairs	On going
			GTM/HO/06/19	RDP Houses 40 plus	Ward 04		



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				toilets(Leopeng to Lehlaba)			
			GTM/HO/06/20	RDP Houses 30 plus toilets Ward 4	Ward 04		
			GTM/HO/06/21	RDP houses Ward 3	Ward 03		
			GTM/HO/06/23	RDP houses Ward17	Ward 17		
			GTM/HO/06/24	RDP houses(Mahlokane)	Ward 17		
			GTM/HO/06/25	RDP houses(Maapea)	Ward 17		
			GTM/HO/06/26	RDP houses (Podila)	Ward 17		
			GTM/HO/06/27	RDP houses(Mphethi)	Ward 17		
			GTM/HO/06/28	RDP houses	Ward 25		



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Ward 25			
			GTM/HO/06/29	RDP houses 45 Polaseng	Ward 05		
			GTM/HO/06/30	RDP houses 500 Ga-Madiseng	Ward 05		
			GTM/HO/06/31	RDP houses 300 Riba and Maloane section	Ward 05		
			GTM/HO/06/32	RDP houses Mangabane	Ward 05		
			GTM/HO/06/33	RDP houses at Matimatjatji	Ward 02		
			GTM/HO/06/34	RDP houses at Kalkfontein	Ward 02		
			GTM/HO/06/35	RDP houses at Mapodile	Ward 02		
			GTM/HO/06/36	RDP houses at Tukakgomo	Ward 02		
			GTM/HO/06/37	RDP houses Ga-ragopola	Ward 02		On going



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				(Maganagobuśw a)			
			GTM/HO/06/38	RDP houses at Mahlakwena	Ward 02		
			GTM/HO/06/39	RDP/PHP houses Ward 6	Ward 06		
			GTM/HO/06/40	RURAL housing (Paeng, Lebalelo, Molayi, Matshiretsane, Phadishanong, Mogoleng, Makgwareng and Makgopa)	Ward 24		
			GTM/HO/06/41	RDP houses for Ward 22	Ward 22		
			GTM/HO/06/42	RDP houses for Ward 4	Ward 04		
			GTM/HO/06/43	RDP/PHP houses for Ward	Ward 10		



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				10			
			GTM/HO/06/44	RDP/PH houses for Ward 8	Ward 08		
			GTM/HO/06/45	RDP/PHP houses(Shakung, Thokwane, Malokela & Serafa)	Ward 09		
			GTM/HO/06/46	RDP/PHP houses for Ward 14	Ward 14		
			GTM/HO/06/47	RDP/PHP houses for Ward 7	Ward 07		
			GTM/HO/06/48	RDP/PHP houses at Motlolo	Ward 19		On going
			GTM/HO/06/49	RDP/PHP houses at (Malekane,Masha,Tsakane and	Ward 27		



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Mampuru)			
			GTM/HO/06/50	RDP houses for e Ward 12	Ward 12		
			GTM/HO/06/51	RDP/PHP houses for Ward 26	Ward 26		
			GTM/HO/06/52	RDP houses (Motshana, Moraba, Ga-malepe & Penge)	Ward 16		
			GTM/HO/06/53	RDP houses at Mankele, Ga-Mokgotho	Ward 16		
			GTM/HO/06/54	RDP houses at Ga-makofane	Ward 21		
			GTM/HO/06/64	10 RDP houses allocated for Podile			



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/HO/06/65	30 RDP houses allocated for Ngwaabe			
			GTM/HO/06/66	473 RDP houses allocated for Practiseer			On going
			GTM/HO/06/67	27 RDp houses allocated for Ga-Mapodile			
			GTM/HO/06/68	58 RDP houses allocated for Leboeng			On going
			GTM/HO/06/69	RDP/PHP houses for Ward 11	Ward 11		
			GTM/HO/06/70	RDP houses for Ward 18	Ward 18		
			GTM/HO/06/71	Standard RDP houses at Burgersfort	Ward 18		complete



Housing							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/HO/06/72	RDP houses at Koppie	Ward 18		
			GTM/HO/08/73	Incomplete RDP houses at	Ward 23		
			GTM/HO/08/74	RDP houses ward 27,28,29	Ward 27,28,29		

Department of Agriculture							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/AG/06/01	Dithamaga Farm (slag farm)		DEPT : AGRI	On going
			GTM/AG/06/02	Taamf Farm Steelpoort(slag farm)		DEPT : AGRI	
			GTM/AG/06/03	Tshehla Trust Farm		DEPT : AGRI	
			GTM/AG/06/04	Maahlashi Livestock	Ward 23	DEPT : AGRI	



Department of Agriculture							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				Project			
			GTM/AG/06/05	Mecklenburg Irrigation Scheme		DEPT : AGRI	
			GTM/AG/06/06	Tswelopele Irrigation Scheme		DEPT : AGRI	On going
			GTM/AG/06/07	Ga-Malekane Irrigation Scheme		DEPT : AGRI	
			GTM/AG/06/08	Maandagshoek Veg. & Piggery		DEPT : AGRI	
			GTM/AG/06/09	Matokomane (B.sekhukhune) Vegetables		DEPT : AGRI	
			GTM/AG/06/10	Matokomane (N.Mabelane)f anang vegetables		DEPT : AGRI	
			GTM/AG/06/11	Haardoorring ga-Motodi		DEPT : AGRI	



Department of Agriculture							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				(Mabelane) Thushanang			
			GTM/AG/06/12	Pretoria Farm Maahlashi (Mr Johnston)	Ward 23	DEPT : AGRI	
			GTM/AG/06/13	Pretoria Farm (Mr Kgapane) Simple Farm	Ward 26	DEPT : AGRI	
			GTM/AG/06/14	Ga-Motodi Motsepula (Mr Mamogale)	Ward 22	DEPT : AGRI	
			GTM/AG/06/15	Ga-Mampuru (Bosckloof) Vegetables		DEPT : AGRI	
			GTM/AG/06/16	Aapiesdooring ga-Manoke (Mr N W Mdluli) vegetables	Ward 18	DEPT : AGRI	
			GTM/AG/06/17	Tubatse Fresh Produce Market		JFPM & AGRIC	withdrawn



Department of Agriculture							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/AG/06/18	Erection of Reservoir, Fence & Boreholes (Maandagshoeke Farm)		DEPT OF AGRICULTURE	
			GTM/AG/06/19	Fencing of Store, Irrigation Equipment, Engine & Pump (Sekhukhune Farm Ga-Matokomane 10 hectares)			
			GTM/AG/06/20	Fencing of Additional 4,6ha, Storeroom, Borehole & Tanks, Parkhouses, Irrigation		DEPT. AGRICULTURE	



Department of Agriculture							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				Equipments, Seedlings etc (Djalale Agric Project Ga- Mashishi)			
				Subdivision of Camps, Water Reticulation Crushpan & Diplant (Maahlashi Livestock Improvement 2473ha)			
				Equipment, Machinery, Irrigation System, Inputs, Implements & Trailers (Dithamaga			



Department of Agriculture							
KPA	Objective	Program	IDP Number	Project Project	Ward (location)	Implementing Agent	Status
				Trust)			
			GTM/AG/06/23	Project of Vegetable & Poultry Ward 4	Ward 04		
			GTM/AG/06/24	Agricultural project Ward 17	Ward 17		
			GTM/AG/06/25	Expansion of Tau Kolobe Project(Maape a)	Ward 17		
			GTM/AG/06/26	Agricultural project(Podila)	Ward 17		
			GTM/AG/06/27	Poultry project Ward 25	Ward 25		
			GTM/AG/06/28	Pig farming Ward 25	Ward 25		
			GTM/AG/06/29	Agricultural farming -	Ward 05		



Department of Agriculture							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				Poultry project funding Ward 5			
			GTM/AG/06/30	Supply Megokgo ya lethabo poultry project with stock, foods and equipment	Ward 02		
			GTM/AG/06/31	Vegetable project and poultry project Ward 4	Ward 04		
			GTM/AG/06/32	Poultry farming, gardening for Ward 10	Ward 10		
			GTM/AG/06/33	Agricultural and poultry project Ward 8	Ward 08		
			GTM/AG/06/34	Agricultural and poultry	Ward 14		



Department of Agriculture							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				project Motloulela			
			GTM/AG/06/35	Agricultural garden and poultry project at Motlolo	Ward 19		
			GTM/AG/06/36	Agricultural project and poultry for the whole Ward	Ward 12		
			GTM/AG/06/37	Acultural vilage, garden project and irrigation for ploughing Ward 26	Ward 26		
			GTM/AG/06/38	Dam for cattle at Ga-Malepe	Ward 16		
			GTM/AG/06/39	Agricultural project for Ward 16	Ward 16		



Department of Agriculture							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/AG/06/40	Agricultural project at Mankele and Ga-Mokgotho	Ward 16		
			GTM/AG/06/41	Farming project for Ward 21	Ward 21		
			GTM/AG/06/42	Cultural village, muti nursery and a lodge at Dresden	Ward 23		
			GTM/AG/06/43	Funding the Magatatema poultry project at Morulaneng (Mabocho)	Ward 21		
			GTM/AG/06/44	Funding of Matokaneng piggery at Maahlashi village	Ward 23		



Department of Agriculture							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/AG/06/45	Funding of Ema Emang Basadi vegetable Project at Thokwane	Ward 09		
			GTM/AG/06/46	Shakung vegetable project and Poultry project	Ward 09		
			GTM/AG/06/47	Inclusion of the Investing in Culture Project(Neotha Arts &Culture)			
			GTM/AG/06/48	Vegetable garden at Garagopola & Natlela vilage	Ward 11		
			GTM/AG/06/49	Mogale vegetable	Ward 08		



Department of Agriculture							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				Project at Diphale			
			GTM/AG/06/50	Poultry & Agricultural project at Ga-Manoke	Ward 18		
			GTM/AG/06/51	Agricultural Farm & Poultry project at Koppie	Ward 18		

Department of Transport							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/DT/06/01	Morulaneng, Pidima, Maakubu, Malokela Road		DOT LIMPOPO	On going
			GTM/DT/06/02	Ecocaves, Mokutung,		DOT LIMPOPO	



<i>Department of Transport</i>							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				Kgautswane, Kgotlopong			
			GTM/DT/06/03	Maahlashi- Alverton Bus Road		DOT LIMPOPO	
			GTM/DT/06/04	Diporwaneng, Phasha, Mampuru, Malekane		DOT LIMPOPO	
			GTM/DT/06/05	Driekop, Maandagshoe k, Atok		DOT LIMPOPO	
			GTM/DT/06/06	Riba-cross, Ga-Riba		DOT LIMPOPO	
			GTM/DT/06/07	Kgautswane road		DOT LIMPOPO	
			GTM/DT/06/08	Ga-Motodi, Taung Road		DOT LIMPOPO	On going
			GTM/DT/06/09	Maphopha, Ga-Makofane, Sekopung, Shakung		DOT LIMPOPO	



Department of Transport							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/DT/06/10	Thokwane Road		DOT LIMPOPO	
			GTM/DT/06/11	Badikila, Madiseng Roads(N1)		DOT LIMPOPO	
			GTM/DT/06/12	Phiring-Leboeng Internal Roads		DOT LIMPOPO	
			GTM/DT/06/13	Tjate Roads		DOT LIMPOPO	
			GTM/DT/06/14	Manoke Roads		DOT LIMPOPO	
			GTM/DT/06/15	Seuwe Internal Roads		DOT LIMPOPO	
			GTM/DT/06/16	Maseven-Maepa Roads		DOT LIMPOPO	
			GTM/DT/06/17	Makgemeng Roads		DOT LIMPOPO	
			GTM/DT/06/18	Sehunyan Internal Roads		DOT LIMPOPO	



Department of Transport							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/DT/06/19	Maroga- Mahlokoane Roads		DOT LIMPOPO	
			GTM/DT/06/20	Moraba- Motshana Roads		DOT LIMPOPO	
			GTM/DT/06/21	Mapodile- Matimatjatji Roads		DOT LIMPOPO	
			GTM/DT/06/22	Malaeneng- Mapareng Internal Roads		DOT LIMPOPO	
			GTM/DT/06/23	Mathule- Mashabela		DOT LIMPOPO	
			GTM/DT/06/24	Steelpoort Internal Roads		DOT LIMPOPO	
			GTM/DT/06/25	Ga-Riba Internal Roads		DOT LIMPOPO	
			GTM/DT/06/26	Manyaka- Mahlokone Roads		DOT LIMPOPO	



<i>Department of Transport</i>							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/DT/06/27	Matsianeng- Legong		DOT LIMPOPO	
			GTM/DT/06/28	Modubeng- Sehwiting		DOT LIMPOPO	
			GTM/DT/06/29	Maretlwaneng Internal Roads		DOT LIMPOPO	
			GTM/DT/06/30	Motlolo Internal Roads		DOT LIMPOPO	
			GTM/DT/06/31	Lepelle-Muste		DOT LIMPOPO	
			GTM/DT/06/32	Motloulela Internal Roads		DOT LIMPOPO	



Telecommunications Networks							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/TE/06/01	Telecommunications Network (Strydom Tunnel)		TELKOM	
			GTM/TE/06/02	Telecommunications Network (Mokutung)		TELKOM	
			GTM/TE/06/03	Telecommunications Network (Kgautswane)		TELKOM	
			GTM/TE/06/04	Telecommunications Network (Kgotlopong)		TELKOM	
			GTM/TE/06/05	Telecommunications Network (Maahlashi)		TELKOM	
			GTM/TE/06/06	Telecommunications Network (Taung)		TELKOM	



Telecommunications Networks							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/TE/06/07	Telecommunications Network (Matokomane)		TELKOM	
			GTM/TE/06/08	Telecommunications Network (Penge)		TELKOM	complete
			GTM/TE/06/09	Telecommunications Network (Moraba)		TELKOM	
			GTM/TE/06/10	Telecommunications Network (Ga-Motshana)		TELKOM	
			GTM/TE/06/11	Telecommunications Network (Kgopaneng)		TELKOM	
			GTM/TE/06/12	Telecommunications Network (Mankele)		TELKOM	
			GTM/TE/06/13	Telecommunications Network		TELKOM	



Telecommunications Networks							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				(Ga-Malepe)			
			GTM/TE/06/14	Telecommunications Network (Shakung)		TELKOM	
			GTM/TE/06/15	Telecommunications Network (Dithabaneng)		TELKOM	
			GTM/TE/06/16	Telecommunications Network (Maretlwaneng)		TELKOM	
			GTM/TE/06/17	Telecommunications Network (Dresden)		TELKOM	
			GTM/TE/06/18	Telecommunications Network (Malokele)		TELKOM	complete
			GTM/TE/06/19	Telecommunications Network (Tukagomo)		TELKOM	



Telecommunications Networks							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
			GTM/TE/06/20	Telecommunications Network (Pidima)		TELKOM	
			GTM/TE/06/21	Telecommunications Network (Ga-Makofane)		TELKOM	
			GTM/TE/06/22	Telecommunications Network (Ga-Riba)		TELKOM	
			GTM/TE/06/23	Telecommunications Network (Motlolo)		TELKOM	
			GTM/TE/06/24	Telecommunications Network (Ga-Masete)		TELKOM	
			GTM/TE/06/25	Telecommunications Network (Ngoabe)		TELKOM	
			GTM/TE/06/26	Telecommunications Network		TELKOM	



Telecommunications Networks							
KPA	Objective	Program	IDP Number	Project	Ward (location)	Implementing Agent	Status
				(Maseven)			
			GTM/TE/06/27	Telecommunications Network (Phiring)		TELKOM	
			GTM/TE/06/28	Telecommunications Network (Mafarafara)		TELKOM	
			GTM/TE/06/29	Public phones Ward 27	Ward 27		
			GTM/TE/06/30	Public Telephones at Kgotlopong village	Ward 23		
			GTM/OT/06/21	Public phones at Ga-malepe	Ward 16		



Other						
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent
			GTM/OT/06/03	Food parcels Ward 4	Ward 04	
			GTM/OT/06/14	Food parcels (Maapea)	Ward 17	
			GTM/OT/06/23	Food parcels for o v c Ward 23	Ward 23	
			GTM/OT/06/24	Food Parcels & Plaza at Ga-Manoke	Ward 18	
			GTM/OT/06/25	Food parcels at Koppie	Ward 18	
			GTM/OT/06/12	Vending stations (Mahlokoane)	Ward 17	
			GTM/OT/06/13	Vending stations (Mahlokoane)	Ward 17	
			GTM/OT/06/15	Vending stations (Podila)	Ward 17	
			GTM/OT/06/16	Vending stations (Mphethi)	Ward 17	



			GTM/OT/06/17	Vending station (Manyaka, Mashishi, Kgoete and Masete)	Ward 10	
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<i>Development Management Plans</i>							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/MP/06/01	Intergrated Waste management plan		GTM	
			GTM/MP/06/02	Employment Equity Plan		GTM	
			GTM/MP/06/03	Work place skills Plan		GTM	complete
			GTM/MP/06/04	HIV / Aids		GTM	Tender stage
			GTM/MP/06/05	LED Plan Review		GTM	complete
			GTM/MP/06/06	Spatial Development Framework		GTM	complete
			GTM/MP/06/07	Land Use Management		GTM	complete



Development Management Plans							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				System			
			GTM/MP/06/08	Housing Sectoral Plan		GTM	
				Infrastructure Investment plan Phase I		DBSA	On going
				Infrastructure Investment plan Phase II		DBSA	On going
			GTM/MP/06/09	Development Portion 140/e Farm Ohgristad		GTM	
			GTM/MP/06/10	Establishment of Disaster Management Plan		Protection service unit/GTM	Draft stage
			GTM/MP/06/11	Development of a Regional Waste Site (Motaganeng)		ANGLO COAL	On going
			GTM/MP/06/12	Rehabilitation of a Waste		ANGLO COAL	On going



<i>Development Management Plans</i>							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
				Disposal Site Dumps			
			GTM/MP/06/13	Infrastructural Invesment Plan & Wards(All Wards)		DBSA	On going
			GTM/MP/06/14	Road Infrastructure Plan(Burgersfort)			On going
			GTM/MP/06/15	By-Laws and policies development support			On going
			GTM/MP/06/16	Capacity Building-Business engineering			On going
			GTM/MP/06/17	Purchase of Land for development			On going



Demarcation of Sites							
KPA	Objective	Program	IDP Project Number	Project	Ward (location)	Implementing Agent	Status
			GTM/DM/06/01	Demarcation of Sites (Boschkloof) 300		DPLGH	
			GTM/DM/06/02	Demarcation of Sites (Ga-Mampuru) 350		DPLGH	
			GTM/DM/06/03	Demarcation of sites (Kgopaneng) 300		DPLGH	
			GTM/DM/06/04	Demarcation of Sites (Ga-Mapodile) 350		DPLGH	
			GTM/DM/06/05	Demarcation of Sites (Driekop) 350		DPLGH	
			GTM/DM/06/06	Demarcation of Sites (Moroke) 350		DPLGH	
			GTM/DM/06/07	Demarcation of		DPLGH	



Demarcation of Sites								
KPA	Objective	Program	IDP Number	Project	Project	Ward (location)	Implementing Agent	Status
				Sites (Praktiseer) 350				

